Method Teaming®
Operations Engine

The science behind high-performance operational teams

Achieve more with less

The recent great recession forced companies everywhere to take drastic actions to preserve operating profit. In order to survive, many companies slashed their workforce and simply shifted the "work left behind" onto remaining employees. Meanwhile, the few investments made during this period focused on process or technology changes to improve productivity. However, these are yielding diminishing returns today.

At the same time, despite encouraging economic forecasts, companies remain under intense pressure to improve performance; specifically in operational functions such as production, IT, Finance, HR and Supply Chain. Even as companies return to growth and budgets begin to thaw, it is becoming clear that the old mantra of "do more with less" is here to stay as the new *permanent* norm.

A new approach, one based on the often overlooked *people* dimension, is required to achieve significant performance gains going forward. This is the core focus of the Method Teaming Operations Engine solution. Whether your business challenge involves optimizing existing operational functions or profitably scaling operations to support growth, Method Teaming can help.

Team functions

The most important work undertaken by any business is usually done in teams. Business objectives and goals dictate why teams have to be created. Despite this, most companies do not have a common methodology or language to build and shape teams. As we look at the constituent parts of any team there are 4 questions we must consider:

- What needs to be done?
- How will we do it?
- Where and when do we take action?
- Who needs to be involved?

We need to find the most appropriate alignment of people's natural talents and strengths with these four key functions of '*what, how, where and who?*' in mind. Method Teaming helps us do this with great accuracy.

What is Method Teaming?

Method Teaming is a powerful science, methodology and language companies from around the World use to systematically create, manage and optimize high-performing, mission-perfect teams.

Method Teaming was developed *by* business people *for* business people. It is proven, robust and well suited to back office operational functions such as IT, Finance and Supply Chain. The highest performing teams are those in which each individual team member's natural talents and strengths are aligned with the work they perform. The power of Method Teaming lies in its ability to illuminate these natural talents and then systematically assemble the right combination of talents into a team for a given mission or goal at the right time.
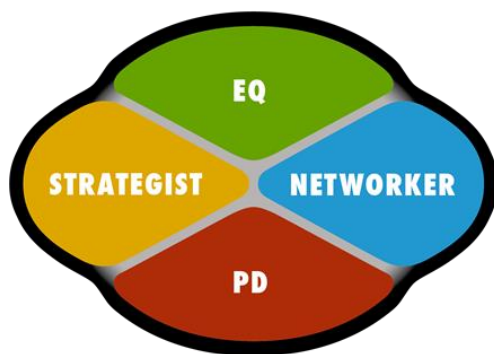
Method Teaming 4 intellects

Within the science of Method Teaming, certain patterns of natural strengths and talents are called "Intellects". The human population, regardless of vocation, is divided into four Intellects. Everyone has a primary and a secondary Intellect and in some people, the secondary Intellect can be very strong. We are all a mix of all four Intellects to some extent.

PDs (Project Director) think on the "how" dimension (e.g. *how exactly do we move from point A to point B*?). They are logical, analytical and organized and bring an engineering mind set to problem solving. They typically have depth of knowledge on a topic and thrive in complexity. PDs are the execution engine of a company or team. PDs form the *foundation* of operational functions such as production, IT, Finance and Supply Chain.

Networkers know that success only comes through people and they think on the "who" dimension (e.g. *who do we need to work with to get this done?*). They develop trust and empathy and are world class at building and maintaining relationships. Networkers are active listeners, can influence effectively and are often politically savvy.

EQs (External Qualifier) love to win and think on the where dimension (e.g. *where is the opportunity?*) They are typically competitive, have high energy levels and communicate in sound bites. EQs are adept at persuading. Their knowledge tends to be wide not deep. They are willing to take big risks for big rewards.

Strategists are the only Intellect capable of systematic "on-demand creativity". They are the go-to people for ideas, innovation and "outside of the box" thinking. Strategist see patterns, not protocols and are typically very independent.

Intellectual Diversity

All of us channel our Intellect in different ways and yet our individual strengths and talents are poorly understood, developed and leveraged by companies. A company succeeds by knowing how to deploy and engage the uniqueness and diversity of its people. Companies that embrace this truth not only survive, they thrive! At OND, we are committed to the idea that human fulfilment and company performance are inextricably tied together. Both are maximized when people can leverage their natural talents in the work they do every day. This is the power of Intellectual Diversity.

A closer look at the PD Intellect

People of the PD Intellect are the 'work engine' of any company. Few things would actually be achieved without them. Of all the Intellects, this is the one best suited to completing tasks and moving them over the finishing line. Not surprisingly, PDs tend to dominate back office operational functions like IT, Finance and Supply Chain.

Through many years of experience working with PD teams, OND has developed two powerful insights useful to further understand and optimize this complex intellect.

1. The PD "Nation" is highly diverse
55% of the world's population is PD. Although PDs are bound by a common Intellect, the "nation" of individual PDs possesses several dimensions of diversity. The two most influential dimensions are: *Tribal diversity* and *East-West diversity*.

Tribal diversity refers to the distribution of individuals within one of three PD "tribes":
- The *System Designer Tribe* have a strong talent in planning and designing
- The *Problem solver Tribe* have a strong talent in solving problems and executing work
- The *Balanced Tribe* has moderate talent in both planning and executing. There mantra is "plan the work and work the plan"

East-West diversity refers to the distribution of individuals across the PD Intellect in relation to the Eastern (i.e. Pull from the Networker) and Western (i.e. Pull from the Strategist) borders. Those individuals closer to the Eastern border will possess some degree of Networker talent. Similarly, those closer to the Western border will possess some degree of Strategist talent. Those near the center are more neutral.

PD Diversity
(Tribal and E-W)
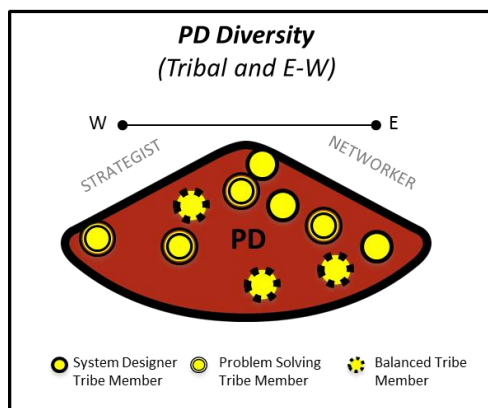
2. PDs tend to hire from their own "Tribe"
Perhaps the most striking insight from years of working with PD teams is the disproportionate impact tribal identity has on overall PD diversity and team composition. PDs are notorious for hiring other PD's and especially from their own tribe. For example, a PD of the *System Designer Tribe* will tend to hire only System Designers. The same happens with *Problem Solving* and

Balanced Tribe members. Over time, if left unchecked, the primacy of a single tribe can lead to a serious imbalance within a PD team. This in turn can have devastating impacts on the team's performance and the overall business function's success, unless checked by using Method Teaming.

The benefits of PD Diversity

The key to performance improvement in operations lies with optimizing the use of PD Intellectual Diversity and aligning the talents of each PD with specific roles. Doing so will result in significant productivity gains in addition to improvements in quality, employee engagement and retention.

Optimization through Tribal Diversity
Given the disproportionate influence of the tribal component to the overall composition of the team, it is critical to ensure tribal diversity is balanced. For example, a team that has a preponderance of System Designers who are world class at planning may have challenges with execution. Likewise, a team with a preponderance of Problem Solvers may lack the ability to effectively plan and thus actually cause unnecessary problems during execution. Achieving more tribal diversity ensures the team can effectively operate in a wide range of business situations which will positively impact the top and bottom line.
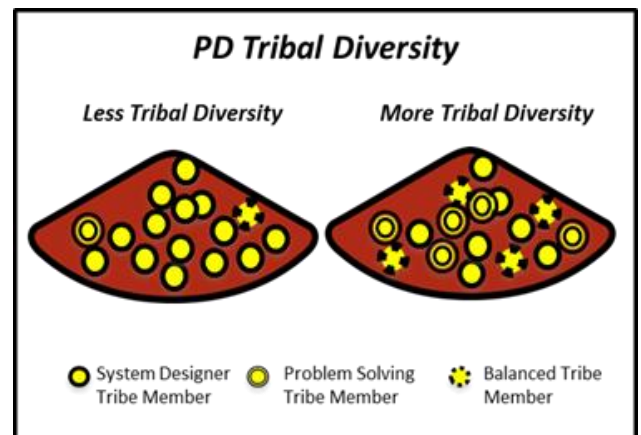

Key role considerations of Tribal Diversity:
- System designers should be leveraged during the planning phases, particularly in more complex or mission critical environments where poor planning can have catastrophic impacts.
- Problem Solvers should be leveraged during the execution, deployment and post deployment phases. Problem Solvers are also particularly well suited to an agile environment.
- Balanced tribe members should be leveraged in settings where a balance of talent is required. A role such as COO is ideally suited to a Balanced Tribe member.

Performance is optimized when tribe members are in roles that leverage their tribal talent. Avoid the mistake of asking one tribe member to perform as another.

Optimization through East-West Diversity:
Achieving the right East-West diversity is also critical to optimizing team performance. A team too concentrated near the Eastern or Networker border (PD / Networker) will be effective in working with internal/external customers but will have challenges taking creative ideas and making them into executable reality. The reverse holds true for a team too concentrated near the Western or Strategist border. The PD/Strategist team will be superb at helping Strategists make their ideas a reality but may not be able to relate to the people in their organization.
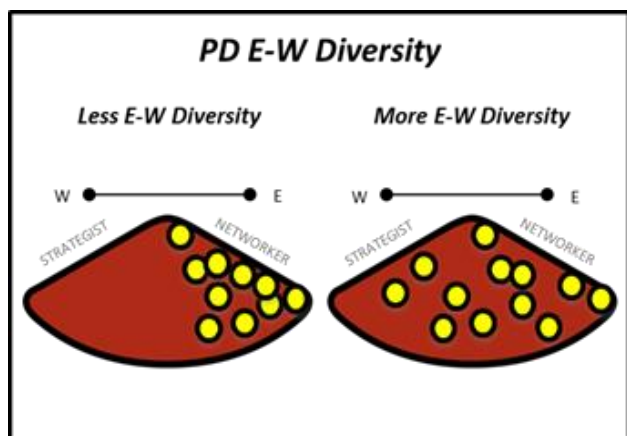
Likewise, a team too concentrated in the middle (PD/Centrist) may lack the necessary talent to interact with creative thinkers and internal/external customers, particularly in more complex situations. Achieving well thought through East-West diversity ensures the team can be effective in a wide range of business situations.

Key role considerations of East-West Diversity:
- PD/Strategists should work with Strategists during brainstorming sessions or strategy development phases. They are able to accept the creative ideas from the Strategists and "package" them to make it acceptable to the other PDs who need to plan and execute the project.
- PD/ Networkers should be leveraged in internal and external client facing roles. They will bring a depth of knowledge as well as being able to both understand and interact well with customers. PD/Networkers are ideal in the area of customer service.
- PD/Centrists should be leveraged in more general roles.

Remember that PDs, out of all the Intellects, typically show the greatest motivation for knowledge. They can easily apply themselves to build deeper subject matter. Performance is optimized when PD/Networkers, PD/Centrists and PD/Strategists are in roles that leverage their talents. Avoid the mistake of asking one type of PD to play the role of another.

Conclusion

Method Teaming Operations Engine is a unique approach to optimizing your operational and back-office functions by focusing on the people and teaming dimension.

The benefits of Method Teaming Operations Engine include:
- Increased productivity and quality of work
- Improved communication and interaction, across your company and with customers and/or suppliers
- Improved employee engagement and retention

As we have discussed, PDs represent 55% of the population but dominate operational functions such as production, IT, Finance and Supply Chain. They are the "work engine" of any company and the PD nation itself is highly diverse.

The key to optimizing PD teams and thus the operational functions they dominate is twofold:
1. Apply the right balance of Intellectual Diversity along the Tribal and East-West dimensions
2. Align each team member's Intellect with the work they will perform.

OND has a proven methodology to illuminate the intellectual composition of your PD teams and achieve the intellectual diversity necessary to optimize performance.

About OND

OND, LLP was founded in 2003 by former Big Four executives. OND's core offering is called Method Teaming, which is used to create and manage mission-perfect teams using intellectual diversity. Method Teaming can be applied to any business function or mission-specific team to accelerate business performance.

Contact us

Learn more about Method Teaming at:
www.methodteaming.com

We Build Mission-Perfect Teams