

Method Teaming®

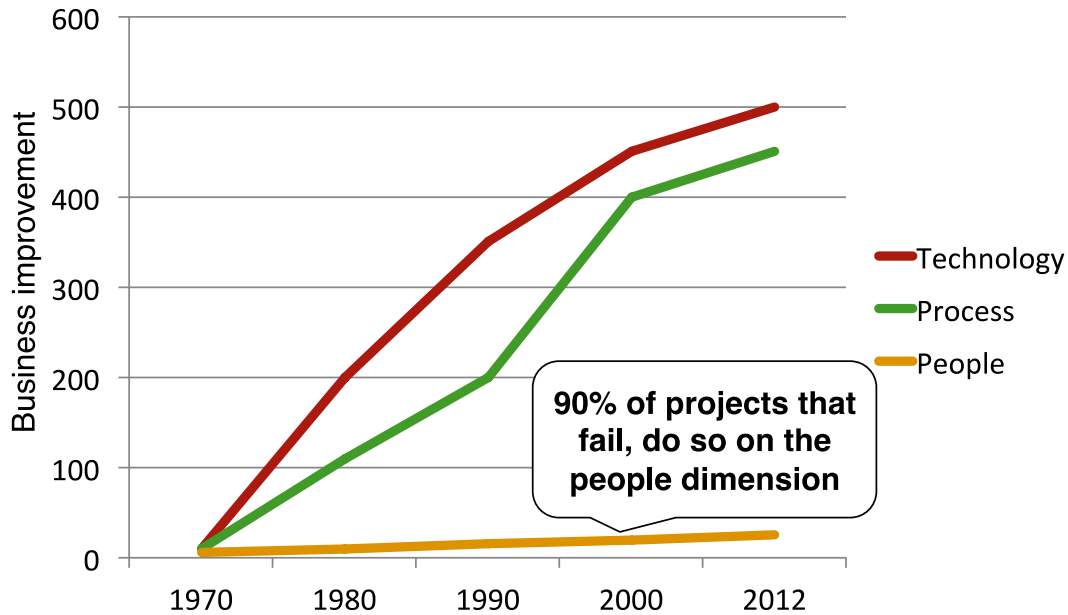
WHITE PAPER: An introduction to Method Teaming and its purpose



Your greatest business opportunity

What investment in your business can bring you the absolute greatest return, year after year?
It's your people!

Business improvement tends to occur in waves. If you look at these waves at the macro level, you would see that technology and process have received huge investment over the last 30 years. By comparison, the people dimension of business has received virtually no investment.



It should be our people, and only our people, that we look to for all of what is important at our company. Consider all of the key functions listed below. Each one will succeed or fail by the way in which we align people to the tasks:

Strategy	Creating new Processes	Engineering Products	Scaling to meet demand
Innovation	Selling	Customer Relationships	Designing New Systems
Implementing Systems	Managing Finances	Training	Predictions and Forecasts
Hiring and Firing	Training & Development	Mentoring & Counselling	Communicating
Making Critical Decisions	Research	Knowledge Management	Positioning
Procurement	Finding Investors	Marketing	Mergers and Acquisitions

For most companies, people are the most expensive business asset and yet they operate at a fraction of their full potential. There is an extensive list of why this is the case, as follows:

1. We don't know, precisely, the natural strengths and talents of our people
2. We don't know how to deploy that talent to create mission-perfect teams
3. We don't know how to develop our people's natural strengths
4. We deploy our people to the wrong tasks and "play them out of position"
5. Our job descriptions and role definitions have little basis in reality
6. We don't know how to retain people by drawing on their talents
7. We don't align the right people with our customers at the right time and place
8. We don't understand that teams must change nor how to make these changes
9. We try to make people into something they are not
10. When we fail, it is on the people dimension, not because of technology or process limitations
11. We tell our people to collaborate for success, but we don't tell them why, when and how to
12. We don't know who the creative people are in the company to produce more innovation

We should also consider that companies are required react to age, gender and ethnic diversity of their people. However, they give little consideration for their Intellectual Diversity. This is fundamentally a wasted opportunity.

We all channel our Intellect in different ways. 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.

It is mindboggling that the strengths and talents of our people are so misunderstood, misused, underutilized, underinvested, feared and ill-teamed. At OND, we have created Method Teaming to be the vehicle to reverse this pattern of neglect. The financial rewards for doing so dwarf every other business improvement and investment you are making today.

What is Method Teaming?

Method Teaming is a science, a methodology and a language for creating and operating purpose-built, mission-perfect teams using the power of Intellectual Diversity. It is predicated on knowing and committing to use the strengths and natural talents of each person in the organization. It is a science because of the shear precision of the solution. It is methodology designed specifically for teaming by business people for business people. It is an intuitive language designed to be used day-to-day.

At the entry level, Method Teaming is amazingly intuitive. The language has only four words. The science creates a one page Method Teaming Profile for each person that describes his or her natural strengths and talents. The Method Teaming methodology is simple to implement in

a business. It has the depth and flexibility to be woven into many business processes and can allow the business to achieve significant gains. The people who continue to implement Method Teaming into their business processes are seeing impressive results; results that the business can achieve by using the strengths and natural talents of their employees.

All of the most important work a company undertakes is done with teams. The reason for this is simple; to use an age-old adage, "Two heads are better than one". By directing two or more heads to a team, we can better ensure that the task is accomplished. We are engaging the minds or the Intellects of these team members to get critical work done. Note that Intellects are the pattern of natural talent and natural attributes present in each human being. The question has always been "Which people do we put on a team?" The answer to this question has never been clear because managers lack a precise method of ensuring they had the right talent and minds in a team. Consequently we tend to put a large number of people in the team to make sure that the intellectual capacity and talent that we need will somehow be covered by this great mass of people. In this way, teams can become bloated and inefficient.

Once teams are created, it is up to the team members to learn how to work efficiently with one another. If the team is intellectually diverse, they may never find the most effective and efficient way to collaborate together and better communicate with one another. It is a roll of the dice as to whether these challenges will be overcome by the team and whether they have the right natural talent to achieve the mission.

Method Teaming was designed to address this critical need by ensuring, with absolute certainty, that the right natural talent is chosen for a team. To do this requires precision and accuracy as to the intellect of each person considered for the team; think of this as each person's "intellectual phone number". Method Teaming provides this certainty, accuracy and clarity through science.

Method Teaming also addresses another critical need that virtually every company faces and that is the need to truly engage their work force. The Gallup organization recently brought this need sharply into focus. They published a research report that indicates that fully 70% of the US work force is either "not engaged" or "actively disengaged" in their work. Gallup has measured the cost of the 20% who are actively disengaged as between \$450B and \$550B a year for the US alone. Imagine this same percentage scaled to a worldwide figure. At OND, we suspect the cost of the 50% of people who are "not engaged" to be a similar number. If this is correct, this is a one trillion dollar problem just in the US. So the question must be asked, "Why is the work force so disengaged?" The answer is simple. It is because the natural strengths and talents of employees are not aligned with their work. Realign people's talents with the right tasks and your employees will become "Engaged". This will create wealth for the company as well as health and happiness for the individuals.

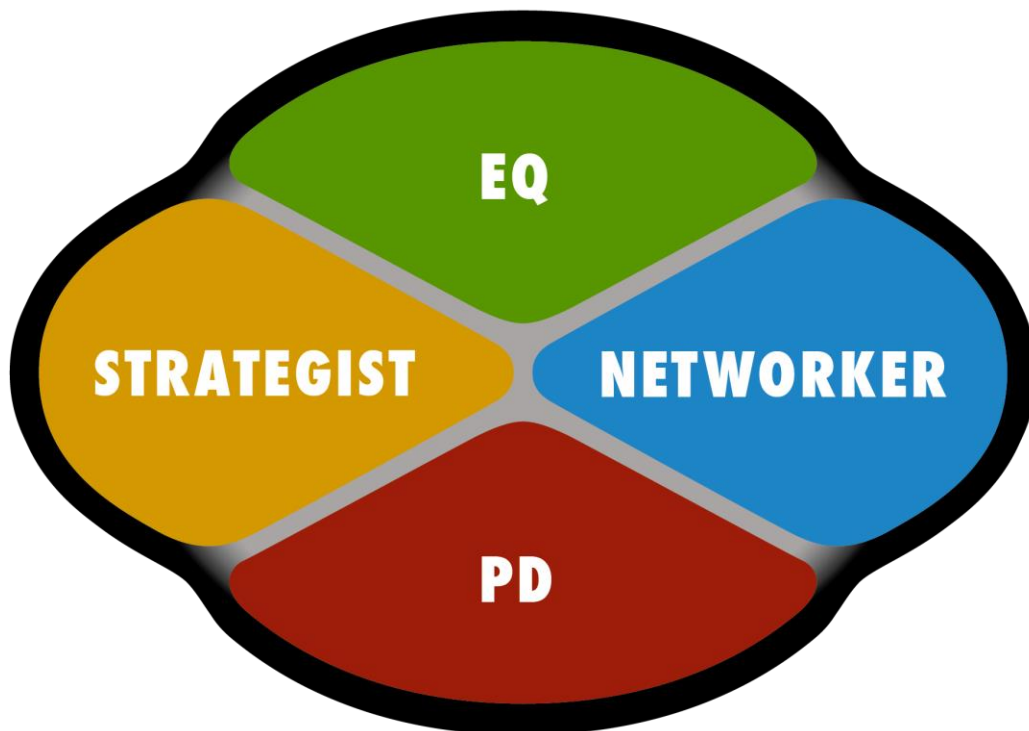
Method Teaming can be used across the organization. From sales and account teams through engineering and manufacturing teams to executive, finance, HR and IT teams. Anywhere that the company is using teams to produce results is an application for Method Teaming. Method Teaming is the science, methodology and language required to finally reach the productivity potential of your single biggest asset...your people!

Method Teaming language and Intellects

Let's start with the language. There are four 'words' in the Method Teaming language: PD, Networker, EQ and Strategist. These are the four primary intellects identified in Method Teaming.

A person's Intellect refers to how they behave, how they are motivated and how they channel their intelligence. Method Teaming is a powerful science, methodology and language that companies use to systematically create and manage high-performing teams. Method Teaming was developed *by* business people *for* business people. It is purpose-built for systematic innovation.

The highest performing teams are those in which each individual team member's natural talents 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.



Method Teaming 4 intellects

Above is the Method Teaming Icon. It shows the inherent relationships between the four 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.



PD stands for “Project Director”. They hate to be wrong and 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.



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 win this sale or 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.

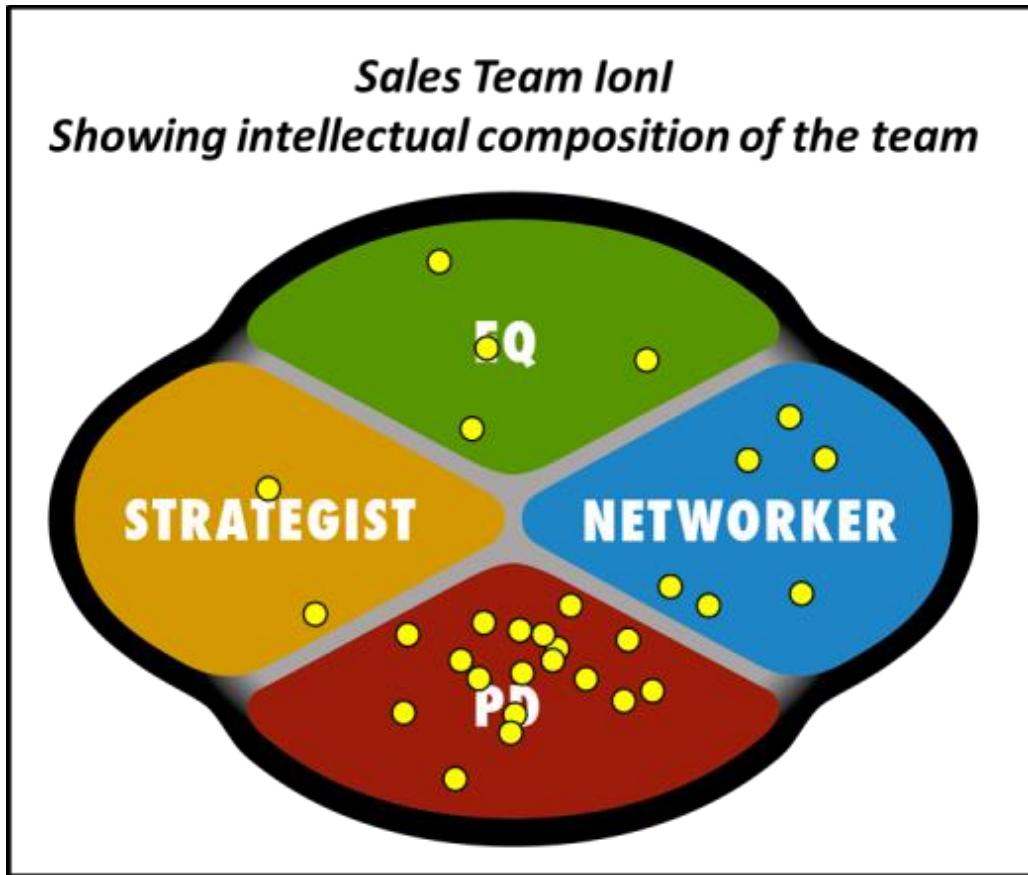


EQ stands for “External Qualifier”. EQs love to win and think on the where dimension (e.g. *where is the opportunity?*) They are typically competitive, have high energy levels and communicate in clear sound bites. EQs are adept at persuading and selling. They have an instinct for sensing opportunity. 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. Strategists see patterns, not protocols and are typically very independent.

Since we do the most important work of the organization in teams, it is very useful to have a “picture” of all of the intellects on a team mapped. This map is called an “Ioni” (Intellects on Icon). Here is a sample Ioni:



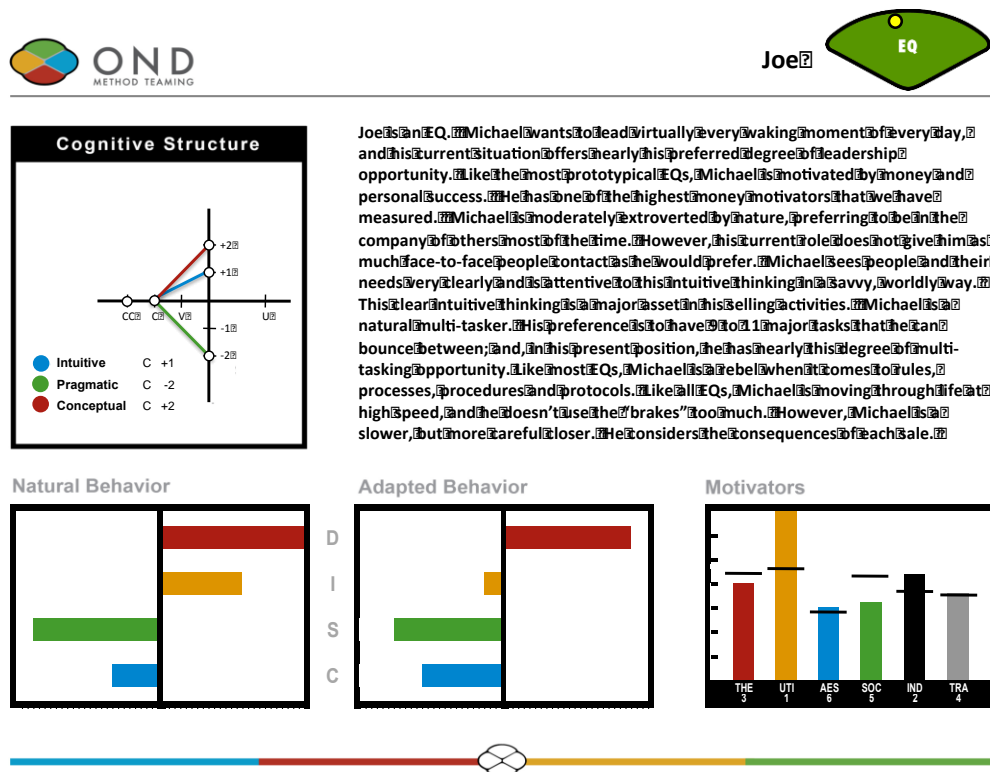
A trained MT practitioner can tell you the strengths and inherent weaknesses of this team just by looking at this one picture. If you tell the MT practitioner what the mission of the team is, that practitioner can tell you how well this particular team will be aligned as well as being able to tell you when the team needs to be changed as it moves from phase to phase of a process. This can be learned very quickly and we encourage our clients to become self-sufficient Methods Teaming Practitioners.

The first step for an individual to become a Method Teaming practitioner is to participate in a training program of between one and two days in duration. Every person who participates in the training takes the Method Teaming Instrument Array (MTIA), which is a set of three on line ‘instruments’ available. It takes about 45 minutes to complete this task. Note that these three instruments come from completely separate bodies of science, the youngest of which dates back to the 1950’s. The science is highly validated.

Identifying people's natural strengths and talents

The intellectual property of Method Teaming takes the dozens of pages of output from each of the three industry standard instruments and reduces it down to one page. OND has mastered the science of “vectoring” a person’s intellect by processing all of the data that comes from these three instruments and by understanding how these instruments talk to one another. When the individual instruments disagree, which is quite often the case, as to which are the primary and secondary intellects, Method Teaming understands which combination of factors will have dominance and the system will make final intellect determination. In this was a person’s Intellect is calculated precisely.

Here is a sample Method Teaming Intellect Profile (MTIP):



To a MT practitioner, by far the most important information on this page is in the upper right where a person’s I-Dot (Intellect Dot) is carefully plotted on the Icon of their primary intellect. The placement of this dot informs an experienced MT practitioner about the strengths of this person.

During the one to two day MT Training Session, the students learn the language of MT after which every profile for every team member is revealed. The objective being for each person to learn as much about the each other’s Intellects as possible. This greatly facilitates the informal and formal teaming and collaborating that goes on across every company. The result is that people collaborate for a purpose rather than collaborating for collaboration’s sake.

The students learn how to communicate or sell to intellects different from their own. They also learn how to apply the language and information they have been taught in a practical way.

To be successful, a company has to commit to the discipline of using Method Teaming beyond the initial dose of learning. To ensure they start on the right trajectory and with the right velocity, OND provides a full array of support packages for post-training support. Our aim is to make Method Teaming a productive habit for life. Each support package is right-sized for the needs of the client.

The origins of Method Teaming

Method Teaming was born out of business necessity but it was also the product of many years of study and observation.

When Ernst & Young brought in a new leader for E&Y Consulting in 1991, he immediately named a new executive committee. The committee included an E&Y partner named Marcus Harwood, the founder of OND and the innovator behind Method Teaming. The new leader laid out his vision for the organization in two bold strokes:

1. To double the business in size within 5 years.
2. To shrink their client base from 2000 to 300 during the same period; those 300 customers being the largest companies on Earth.

He split the executive committee into subcommittees to determine how to accomplish this bold vision. Marcus was named to be the co-chair of the People and Culture subcommittee and he immediately began to think through what would have to be done to meet the new leader's objectives. Marcus' first thought was that if Ernst and Young doubled revenues while reducing its client base from 2000 accounts to 300, for the first time ever, there would have to be more than one partner on an account. The dilemma was that these partners would have to understand and learn how to team together; how to use each other's strengths and talents. But, of course the dilemma in Marcus's mind was that "We don't know how to team with each other at the partner level."

There was an additional complication. Marcus had, for some time, believed that the closely held cultural belief of being 'good at everything if you were good enough to be a partner at E&Y' was ridiculous. Rather, he was convinced that any one of the following should apply:

- If you could deliver at a world-class level, you could become an E&Y partner.
- If you could sell at a world-class level, you could become an E&Y partner.
- If you could manage accounts at a world-class level, you could become an E&Y partner.
- If you could innovate at a world-class level, you could become an E&Y partner.

With this in mind, he created a team of bright, recently qualified MBAs from the best business schools and gave them a list of criteria and instructed them to search for a teaming methodology. They came back at the end of 30 days with the answer: "Sorry boss, we couldn't find one!"

Marcus was surprised but, having an innovative intellect (called Strategist in Method Teaming), he proceeded to create one. A very crude predecessor to Method Teaming was born, although it took a long time to break down the cultural “renaissance partner” attitude. However, E&Y did eventually move, relentlessly, toward a strengths-based model. The firm always had great people who could execute complicated projects (they were called Project Directors at E&Y, thus the intellect PD in Method Teaming). Now the firm added true world-class relationship people to run their massive 300 accounts. E&Y also brought in people who could sell at a world-class level. Finally, the people, like Marcus, who were gifted with on-demand creativity and innovation, were given more opportunity to be creative. In Marcus’s case, he used creativity and its close cousin, pattern recognition, as a Big Deal Coach where he was an expert in “changing the game” on the biggest deals the firm competed for.

This pre-Method Teaming methodology was critical in allowing E&Y to accelerate their five-year goals and achieve their objectives in 3 years. Over the following five years, they turned their top line into their bottom line. They went from the back of the pack in the ‘Big 6’, to the clear number 2 consultancy firm by taking massive market share from the other players. The organization went from being afraid to compete against the big competitors to feeling as though they would win every deal. The most important thing that E&Y Consulting did right was to use each other’s strengths and to create intellectually diverse teams that could accomplish and exceed a given mission.

To Marcus, it was validation of strengths-based thinking. This all occurred well before the modern strengths-based movement. He knew that there was a big opportunity to create a more robust methodology with an improved set of psychometric instruments. He knew, beyond doubt, that no single psychometric instrument could provide a holistic understanding of the human intellect. He knew that a company that could teach the world how to create mission-perfect teams would create great value for businesses. In 2003, OND was launched with a primary focus of helping organizations create mission-perfect teams.

Accelerate your business

Method Teaming® is a powerful science, methodology and language companies use to systematically create and manage high-performing teams. Method Teaming was developed *by* business people *for* business people. It is proven and purpose-built for producing business value. If you thought the technology and process transformations of the last 30 years were good for companies, wait until you discover the truly massive value that can be created by using Method Teaming to transform the people and talent dimension of your company.

If you are interested in further exploring Method Teaming for your business, please contact OND via email at i@methodteaming.com



We Build Mission-Perfect Teams