

Your Team Report



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A TOOL FOR HIGH PERFORMANCE

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Consulting Firm
The Innovative Team

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Teams with FourSight

When people come together to work toward a common goal, they become a team. Teams get things done. Whether consciously or unconsciously, they use a problem solving process to do it. Teams who use a deliberate breakthrough thinking process—and support personal awareness of that process—work better, get more done, and have more fun doing it.

At IBM, master inventor Dr. Casimer DeCusatis studied four different types of innovation teams and discovered that teams who explicitly use a breakthrough thinking process and understand their own biases in relationship to that process outperformed others. The tool he used to cultivate process awareness was *FourSight*.

“Teams exposed to the breakthrough thinking process have a higher likelihood of approaching problems deliberately. The more conversant teams are in the dynamics of breakthrough thinking, the more confident they are likely to be in compensating for preference gaps with the strengths of their team.”

There is strength in diversity—in this case, cognitive diversity (differences in how people organize and process information). While this sort of diversity is not obvious, humans have a knack for picking it up. We can sniff out differences in seconds, and in the absence of positive labels for difference, we tend to apply negative ones. Negative labels cause friction on teams. This report is about providing positive labels for people’s different thinking preferences and showing team members how to leverage their differences to everyone’s best advantage.

The insights in this report are drawn from data collected in the assessment called *FourSight: Your Breakthrough Thinking Profile*. If your name is on this report, at some point, you must have taken the FourSight assessment. Initially, you probably saw your feedback in individual form, as a line graph. You probably learned that you have a preference for one or more steps of the breakthrough thinking process. Those four steps are: clarify, ideate, develop and implement.

In this team report, you are seeing FourSight as a team profile. It reveals where, in the natural breakthrough

thinking process, your team tends to show greater and lesser energy.

Of course, when it comes to breakthrough thinking, all four steps are critical. Saying that clarifying is better than ideating is like saying that breathing in is better than breathing out. Each one is essential, and the real payoff comes when you put them together. Your job is to understand your team’s diverse preferences and use them to get all four steps of the breakthrough thinking process working for you, not against you.

Because FourSight overlays with the breakthrough thinking process, it not only lets you manage differences, it gives your team a road map for how to navigate your way—leveraging differences—through the countless challenges you tackle. Why leave breakthrough thinking up to chance, or let it flounder amidst preferences that pull in different directions? Use FourSight to build your breakthrough thinking awareness so you can effectively manage a process that is central to team success.

FourSight transforms style differences into an asset that can help you dial up performance and dial down conflict.

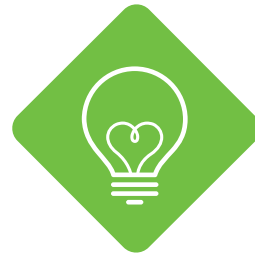
Remember, your preference does not dictate your ability—or anyone else’s. As an individual, or as a team, don’t hide behind your preference or let your preferences limit you. After all, the breakthrough thinking process is universal. We all engage in all aspects at some time or another. Just because you have a preference for one thing doesn’t mean you can’t do another. That’s selling your team way too short. A low preference may require more focus, concentration and energy. That’s where tools come in. Tools make difficult tasks easier, and there are tools for each of these thinking modalities that can help you.

How this report works

This report is divided into three sections:

- 1. The Group:** Your team graph and some questions to help you understand it.
- 2. The Preferences:** An in-depth look at each of the four preferences plus the Integrator.
- 3. The Insights:** How to work best with members of your team.

the four Preferences



Clarifier

Clarifier-at-a-glance...

Enjoys exploring challenges and opportunities
Likes to examine the details
Wants a clear understanding of the issue
Prefers a methodical approach to solving problems
May suffer from "analysis paralysis"

Clarifiers are...

Focused Methodical
Orderly Deliberate
Serious Organized

Give Clarifiers...

Order
The facts
An understanding of history
Access to information
Permission to ask questions

Clarifiers annoy others by...

Asking too many questions
Pointing out obstacles
Identifying areas that haven't been well thought out
Overloading people with information
Being too realistic

Ideator

Ideator-at-a-glance...

Likes to look at the big picture
Enjoys toying with ideas and possibilities
Likes to stretch his or her imagination
Enjoys thinking in more global and abstract terms
Takes an intuitive approach to innovation
May overlook details

Ideators are...

Playful Imaginative
Social Adaptable
Flexible Adventurous
Independent

Give Ideators...

Room to be playful
Constant stimulation
Variety and change
The big picture

Ideators annoy others by...

Drawing attention to themselves
Being impatient when others don't get their ideas
Offering ideas that are too off-the-wall
Being too abstract
Not sticking to one idea

Developer

Developer-at-a-glance...

Enjoys putting together workable solutions
Likes to examine the pluses and minuses of an idea
Likes to compare competing solutions
Enjoys analyzing potential solutions
Enjoys planning the steps to implement an idea
May get stuck in developing the perfect solution

Developers are...

Reflective Cautious
Pragmatic Structured
Playful

Give Developers...

Time to consider the options
Time to evaluate
Time to develop ideas

Developers annoy others by...

Being too nit-picky
Finding flaws in others' ideas
Getting locked into one approach

Implementer

Implementer-at-a-glance...

Likes to see things happen
Enjoys giving structure to ideas so they become a reality
Enjoys seeing ideas come to fruition
Likes to focus on "workable" ideas and solutions
Takes the Nike approach to innovation (i.e., "Just Do It!")
May leap to action too quickly

Implementers are...

Persistent Decisive
Determined Assertive
Action-oriented

Give Implementers...

The sense that others are moving just as quickly
Control
Timely responses to their ideas

Implementers annoy others by...

Being too pushy
Readily expressing their frustration when others do not move as quickly
Overselling their ideas

your team Profile

The chart below shows the high and low preference expressed by your team. Note that the numbers in each bar of the chart will generally not add up to the total number of people on your team. The chart only reflects team members with high or low preferences in each area.

Total Group = 7



Integrator
Maya R

SAMPLE REPORT

?

Ask

Look at your team graph. What do you notice? What, if anything, is surprising?

Where does this team need to pay deliberate attention so they can succeed?

Think of a project or challenge this team has recently been engaged in. Describe how the team approached the project using the team profile as a guide.

Leveraging team preferences

Making the most of diversity on your team

Teams that perform well over time find ways to leverage their cognitive diversity. On high performance teams, members are aware, not only of how their team works through challenges, but of their own preferences for certain steps within the breakthrough thinking process. Individuals on high performing teams make a conscious effort to focus on the same step of the process at the same time. Teams get off track when individuals lead with their preferences, rather than letting the process itself guide the group. You've probably witnessed such a breakdown: Some team members are trying to clarify the nature of the problem, while others are generating options or ready to implement solutions.

One way to optimize your team's performance is to look closely at your group profile. Ask yourselves which steps in the process will your team naturally gravitate towards? Which steps are you likely to short change? The secret is not to change your team, but to manage the way it relates to process.

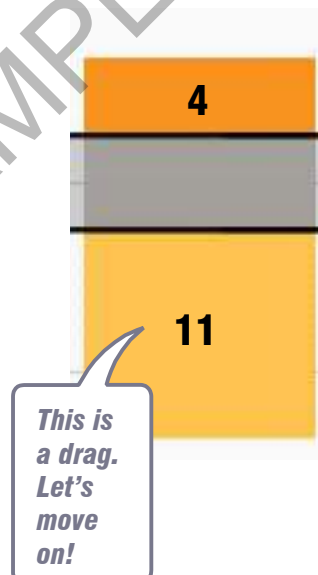
How to interpret your team's chart

Friction may arise depending on how your team is balanced. In teams heavily weighted with high or low preferences, the energy and momentum of the majority tends to overwhelm the silent but often frustrated minority. In teams where high and low preferences are more balanced, the frustration during that step is often more overt. No matter how your team stacks up, the solution is to give each step the attention—no more, no less—that it deserves, and to resist the gravitational pull of preferences.

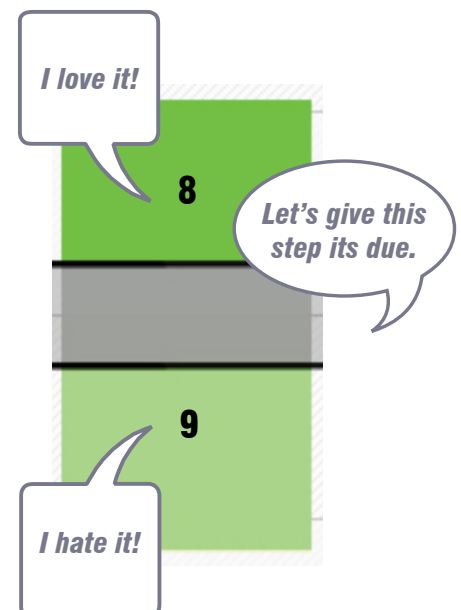
On the following pages, diagnose the balance of your team when it comes to clarifying, ideating, developing and implementing. Study the color bar on each page. How many people have a high versus low preference? Into which scenario does your team fall: 1) a dominant high preference, 2) a dominant low preference or 3) a push-pull preference where the highs and lows are about the same.



1) dominant HIGH preference



2) dominant LOW preference



3) PUSH-PULL (nearly equal high and low preference)

Clarifiers and teams



Clarifiers contribute to a team by making sure the team is working on the right challenge. They question assumptions and push the team to rationalize its thinking by insisting on facts and data that build a firm foundation for decision-making. The Clarifier's determination to base decisions on evidence, research and facts inspires the team to dig deeper and ask probing questions. Clarifying keeps teams from getting blindsided as they move forward and focuses team energy on promising opportunities.

High Clarifiers contribute by...	High Clarifiers get frustrated by...
<ul style="list-style-type: none"> • Pushing the team to provide evidence and research • Insisting on facts and data • Questioning assumptions • Encouraging the team to rationalize its thinking • Preventing the group from getting blindsided • Identifying fruitful opportunities • Focusing the team on the right challenge 	<ul style="list-style-type: none"> • Lack of information, data, evidence • Unstructured meetings, unfounded optimism, people talking in metaphors rather than facts • Snap decisions and actions • Not being able to ask questions to get more data

Performance Tip

Make sure everyone understands the challenge in the same way.

If your team is stacked with HIGH Clarifiers...	If your team is stacked with LOW Clarifiers...
<p>You probably have a very strong sense of the world around you and the information and data that's important to achieving your goals. You may have a knack for identifying fruitful opportunities to pursue.</p> <p>Watch out: At some point, your understanding of the data has to be "enough." Be willing to move to the next phase of the process, knowing you can always circle back. Don't spend ALL of your time clarifying. Be sure to allot enough time to ideate, develop and implement.</p>	<p>If you neglect this step, over time you may find your actions are not grounded in reality. You may have overlooked key information critical to achieving your goals.</p> <p>Tip: Actively acquire information about the situation. Take the time to develop a clearly stated question that frames the opportunity you're pursuing. Ask it as an open-ended question that invites solutions (i.e., How to...? or How might we...?)</p>

High Clarifiers

Juan A

No Preference

Amy S
Maya R

Low Clarifiers

Damon M
Elaine C
Kate M
Tony M



In Clarifying my team has a HIGH LOW NO preference.
I myself have a HIGH LOW NO preference.

Performance implications:

Ideators and teams



Ideators contribute to a team by proliferating ideas. They provide energy, global thinking and humor. They enjoy a playful climate, and their endless appetite and capacity for generating options and making connections pushes the group to entertain a broader range of alternatives. Effective Ideators embolden a team to ask “What if...” and move the thinking beyond obvious solutions and assumptions, questioning the familiar with novel angles, options and points of view.

High Ideators contribute by...	High Ideators get frustrated by..
<ul style="list-style-type: none"> • Providing energy, global thinking and humor • Pushing the group to strive for more options • Asking “what if?” to move beyond the obvious • Mixing up the routine • Offering novel angles and different points of view • Using imagination and intuition • Coming up with lots of alternatives 	<ul style="list-style-type: none"> • Routine, lack of variety, little stimulation and limited networking • Not being given “the big picture” • An overemphasis on data and an underappreciation of intuition • An inability to express and communicate their ideas

Performance Tip

Take the time to generate a meaningful range of options. Then choose.

If your team is stacked with HIGH Ideators...	If your team is stacked with LOW Ideators...
<p>You may have a gift for anticipating new trends and coming up with imaginative ideas and approaches. You are fluent, flexible, global thinkers, who use humor and intuition to challenge assumptions and discover new opportunities.</p> <p>Watch out: At some point, thinking up more possibilities becomes counterproductive. Constant idea generation may cause you to overlook the details, fail to follow through or neglect organization. Remind yourself: there’s more to a task than coming up with options. Decide on a solution. Then refine it, deliver it and support it.</p>	<p>You may tend to go with the first acceptable idea. Without investing the time and energy it takes to create diverse options, you may deny your team access to solutions that might deliver better results.</p> <p>Tip: Take time to generate ideas and create more options than you think you need. Set an idea quota. Use divergent tools to generate lots of options. Then pick your best options to move forward.</p>



In Ideating my team has a HIGH LOW NO preference.
I myself have a HIGH LOW NO preference.

Performance implications:

High Ideators

Damon M
Kate M
Tony M

No Preference

Elaine C
Maya R

Low Ideators

Amy S
Juan A

Developers and teams



Developers contribute to a team by taking possible solutions and figuring out ways to improve them. They are master craftsmen bringing ideas to a high level of resolution and polish. They push the team to fine tune the details that will make the idea feasible and tangible. They elaborate and shape the product or service, reducing embarrassment and rework by ensuring that ideas are well thought out before they are released.

High Developers contribute by...	High Developers get frustrated by...
<ul style="list-style-type: none"> • Making ideas feasible and tangible • Grounding, shaping and elaborating solutions • Pushing the team to identify issues • Explaining how things function in reality • Figuring out how to move the big ideas forward • Developing the details of the plan • Reducing the potential for embarrassment and rework 	<ul style="list-style-type: none"> • Lack of time to consider, evaluate and elaborate • Being rushed into implementing before there's time to refine a solution • Solutions that are not fully optimized • Teams that act impulsively and don't stick to the plan

Performance Tip

Be sure to evaluate and carefully craft your solution. What's good about it? How might you improve it?

If your team is stacked with HIGH Developers...	If your team is stacked with LOW Developers...
<p>You may impress people with your ability to optimize and refine ideas, solutions and existing programs. Through careful crafting of solutions, you create efficiencies and deliver on the needs of others to a high degree of satisfaction. Your ability to identify areas that need attention and improvement serve your team and others very well.</p> <p>Watch out: Bringing things to high resolution takes time. Balance the need for perfection with the need to move projects into action.</p>	<p>As a team, you may take on too many tasks and underestimate the time each one will take. You may have trouble prioritizing competing goals and end up moving things forward without attending to the details, leading to embarrassing moments and rework.</p> <p>Tip: Rigorously prioritize goals and tasks. Make time to attend to the details. Identify both strengths and weaknesses of your solution and deliberately overcome any weaknesses.</p>



In Developing my team has a HIGH LOW NO preference.
I myself have a HIGH LOW NO preference.

Performance implications:

High Developers

Amy S

No Preference

Damon M
Elaine C
Juan A
Kate M
Maya R
Tony M

Low Developers

Implementers and teams



Implementers contribute to a team by getting things done. They are project champions, keeping teams in line with deadlines and time constraints and helping sustain momentum. They are decisive and inclined toward action and unafraid to interact with key stakeholders to ease the adoption of a new idea or product.

High Implementers contribute by...	High Implementers get frustrated by...
<ul style="list-style-type: none"> • Championing projects • Keeping teams in line with deadlines • Sustaining the momentum on a project • Pushing for action and deliverables • Taking risks • Selling new ideas to key stakeholders • Getting things done 	<ul style="list-style-type: none"> • Inaction • Lack of momentum • People who won't make decisions • Being bogged down by too much information

Performance Tip

Be sure everyone knows the next steps required to move the solution forward.

If your team is stacked with HIGH Implementers...	If your team is stacked with LOW Implementers...
<p>You may be at the center of a whirlwind of activity and have a high capacity for getting things done. You provide energy and drive to get tasks accomplished. Your momentum moves things forward at breathtaking speed.</p> <p>Watch out: Avoid the pitfall of "Ready. Fire. Aim." Take the time to stop, look and listen to those who may be encouraging you to understand the dynamics of the current situation and offering you alternative courses of action. Be deliberate about refining potential solutions.</p>	<p>You may find that it takes a great deal of energy to get the job finished. While you are constantly busy, you may lack a drive toward closure.</p> <p>Tip: Do the next thing that will move your project toward completion. Take action, even if it's just one step at a time, to finish the job. Create an action plan detailing who does what by when. Enlist support from people who will assist and hold you accountable.</p>



In Implementing my team has a HIGH LOW NO preference.
I myself have a HIGH LOW NO preference.

Performance implications:

High Implementers

Elaine C
Kate M
Tony M

No Preference

Amy S
Damon M
Maya R

Low Implementers

Juan A

Integrators and teams



Integrators contribute to a team by making sure all voices are being heard. They are natural team players. Empathetic and facilitative by nature, they listen to others' concerns and ideas. They work for collaboration and demand commitment to the task. They have no strong bias toward any one stage in the process and tend to keep the process moving along.

High Integrators contribute by...	Integrators get frustrated by...
<ul style="list-style-type: none"> • Promoting commitment to the task • Making sure the team is working together • Making sure all voices are heard • Moving the team to the next step in the process • Keeping things running smoothly 	<ul style="list-style-type: none"> • Lack of cooperation and commitment • Overly assertive team members • Conflict • Teams who get stuck in one phase

Performance Tip

Move deliberately through every step in the whole process.

Teams with LOTS of Integrators...	Only a FEW Integrators...
<p>You may show a high commitment towards tasks and get them accomplished with collaboration and cooperation. You move easily to the next step and attend to all aspects of a project. You plug gaps and value the other team members and their experience.</p> <p>Watch out: There may be times when energy and drive are lacking. On important issues, don't defer. Be sure to share your point of view. Allow and encourage debate. Don't go along simply to get along.</p>	<p>You may find that not everybody's voice is being heard. There are times when the team's relationship needs are not being managed.</p> <p>Tip: Consciously check that everyone is committed to the task. Solicit everyone's point of view. Be deliberate not to get stuck in any one part of the process.</p>



My team has

MANY FEW NO Integrators

I myself am an Integrator

YES NO

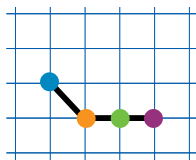
Performance implications:

Integrators

Maya R

who's on This Team?

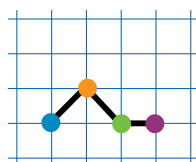
Clarifier



Clarifiers do their homework. They like to approach a challenge by digging through the facts, figures and background data in search of greater insight. They seek to understand before acting. They move forward cautiously, researching, investigating and asking questions to make sure the right challenge is being addressed. Their curiosity, patience and persistence often pay off by affording them a more complete view of the situation. They are focused, methodical, orderly, deliberate, serious and organized. This attention to detail can make them a great asset to innovation efforts. But Clarifiers can also suffer from “analysis paralysis,” failing to see that finding every fact is sometimes not worth the investment of time. Their discomfort with ambiguity and intolerance for risk can trap them in historical approaches to challenges. Clarifiers do well to recognize that the future is not always a direct line extension of the past. They can benefit from working with others who appreciate their methodical approach and encourage them to make the leaps sometimes necessary for true breakthroughs.

Juan A

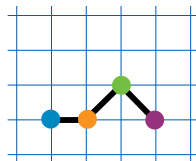
Ideator



Ideators think big. They see things in global terms. They play with possibilities. They like originality and appreciate novelty. Playful, imaginative, social and adventurous, Ideators don't mind attracting a little attention—and sometimes seek it. They are quick to generate original, out-of-the-box ideas and, as such, are celebrated players in the innovation process. But sometimes, the ideas keep coming even when a formal path forward has been set, making these fluent, flexible thinkers exhilarating, but sometimes irritating, to work with. Ideators do well to avoid sharing every idea that hits them. They are better off self-editing and sharing only ideas that have solid promise. They wisely seek support from people who listen without judging and help them stick with one idea long enough to make it a reality. As broad, conceptual thinkers, Ideators tend to get better reception for their ideas when they explain them in more concrete terms (i.e., how does it work, what are the benefits, what will it look like in action, etc.). Partnering with people who can add what's practical to what's possible can help Ideators bring their fabulous blue-sky ideas to fruition.

Damon M

Developer

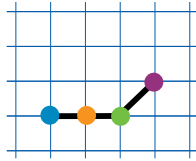


Developers like to get things “just right.” Faced with a rough concept or a broad idea, they like to refine it and shape it into a perfect solution. This tendency to strive for perfection can move an idea from half-baked to brilliant, making Developers a great asset to the innovation process. Reflective, cautious, pragmatic and planful, Developers can leverage their analytical minds and turn unproven concepts into workable solutions. This same deliberate determination can make them look “nit-

picky” and get in the way of moving ideas into action. Their objective approach may strike others as impersonal and overly analytical, especially if they are critical of others' ideas. Developers must learn to live with imperfection and recognize that others may grow impatient with the time they take to tweak their plans. They often benefit from collaborating with those who take a more subjective approach, remembering that some decisions defy logic, and intuition can have a role in choosing the best course of action.

Amy S

Implementer



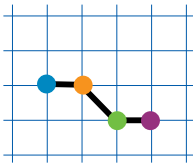
Implementers get the job done. Full of energy and drive, they focus on moving forward. If there's a problem, they'll tackle it. If there's an idea, they'll test it. If there's one thing they like, it's a tangible outcome. Implementers are willing to learn as they go. They would rather test, fail and adjust than ponder the merits of a new idea and poll others for their opinions. Persistent, decisive, determined, assertive and action-oriented, Implementers give teams the energy they need to get things done. Their drive to action fuels the innovation process. In their urgency to move ahead, however, they can leave others behind, failing to get input, buy-in and support. Implementers must remember, as they drive for progress, to keep communication open, and try not to spring ideas on people at the last moment. Implementation will be smoother if they gain early buy-in and support. That way, their strong desire to get things done doesn't backfire, and get in the way of getting things done right.

Elaine C

who's on This Team?

2-Way Combinations

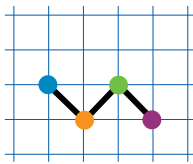
High Clarifier & High Ideator = “Early Bird”



Early Birds take on a challenge with lots of energy. They enjoy finding problems and opportunities to tackle. They are quick to think up ideas and possible solutions. Early Birds at their best have a sixth sense for which problems to focus on and effortlessly come up with clever ideas and original solutions. Their potential watch out is the half-finished initiative—those really great ideas that never get off the ground. That's because, after bringing the problem into focus and coming up with brilliant ideas,

they tend to grind to a halt. Their energies fade rapidly as their brilliant idea goes through necessary stages of refinement and gets put into action. Early Birds can benefit from strategies that help them see an idea through to the end. They may do well to collaborate with Developers and Implementers. They can improve their innovative output by learning to pace themselves and save enough energy for the final stages of refining solutions and bringing them to action. Quite simply, Early Birds would be wise to keep their eye on one task before getting distracted by the next interesting opportunity.

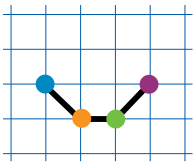
High Clarifier & High Developer = “Analyst”



Analysts enjoy exploring problems. They have a knack for thinking critically, scrutinizing situations, evaluating information and working with details. Without a moment's hesitation, the effective Analyst can cherry-pick a promising idea and develop it into a workable solution. Overall, their approach is very calculated and scientific. They want to be sure the right problems are being addressed. They can't rest until raw ideas are weighed, refined and carefully worked into realistic,

elegant solutions. Analysts are “serious” thinkers. They don't care much for playing with lots of ideas or pushing their solutions into action. Not surprisingly, their potential watch out is being too dismissive of playfulness—and too scornful of the messy business of putting theory into practice. They need to remember that imagination can grease the wheels of a “stuck” problem; playfulness can improve working relations; and enacting solutions is the only way to fulfill their promise. Analysts may do well to collaborate with Ideators and Implementers. They can benefit from flexing their imaginations and developing strategies for moving ideas off the drawing board into reality.

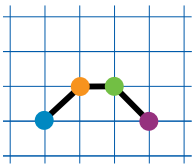
High Clarifier & High Implementer = “Accelerator”



Accelerators enjoy identifying problems and eliminating them. The Accelerator's approach is direct and straightforward: find a problem or opportunity, and do something about it. They just plow straight through a challenge, showing little patience for considering a wide variety of ideas or for taking the time to refine and develop those ideas. Accelerators get stuff done. At their best, they seize opportunities and eliminate problems quickly and efficiently. The watch out here

is impatience. The Accelerators' urgency to reach the finish line makes them uncomfortable with the ambiguity of generating lots of options and considering a wide range of ideas. They'd also just as soon skip over crafting ideas into elegant solutions. They just want the job done. Left to their own devices, Accelerators suffer from a tendency to run with the first idea that addresses the issue at hand. Accelerators may do well to collaborate with Ideators and Developers. They can benefit from putting the brakes on their forward momentum and opening up the challenge to new thinking and refined solutions.

High Ideator & High Developer = “Theorist”



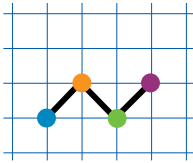
Theorists are great at the drawing board: that is, they have great energy for playing with lots of ideas and unbound enthusiasm for weighing, refining and elaborating on the most promising of those ideas. Theorists are highly conceptual and theoretical thinkers. It could be said that they've never met a challenge they couldn't resolve—at least on paper. The Theorist has a tendency to believe anything and everything is possible. If thinking could only make it so... But Theorists have trouble grounding

their thinking in reality. Don't bother them with the facts. They have little patience for examining the problem and its history. And don't expect them to get their hands dirty with putting their plans into action. They'd rather toy with ideas and work them to perfection. The watch out for Theorists is the risk of focusing on the wrong problem and running out of gas before getting the solution on the road. Theorists may do well to collaborate with Clarifiers and Implementers. They can improve their innovative output by taking more time to explore the challenge or opportunity and by putting greater effort into carrying their ideas through to completion.

who's on This Team?

More 2-Way Combinations

High Ideator & High Implementer = “Driver”

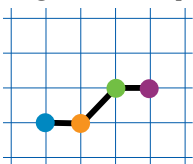


Drivers play with lots of possibilities, and when the spirit moves, they leap to action. They have no shortage of ideas, and when they get excited about a particular idea, they put great energy into implementing it. In the Driver's mind, there is little time to take a breath between the birth of an exciting concept and its implementation. Around Drivers at their best, ideas seem to burst into fruition. Of course, this can happen at the expense of a more deliberate approach to assessing the challenge

Kate M
Tony M

at hand. Drivers don't tend to dawdle over researching and defining the problem. Nor are they very patient with analyzing and refining their ideas. The Driver's strength is the ability to generate lots of possibilities and the confidence to march those ideas right into reality, half-baked or not. Drivers may do well to collaborate with Clarifiers and Developers who can help them to focus on the right problem and be more selective about what ideas they push forward. They can benefit from spending a little more time checking the facts and refining ideas.

High Developer & High Implementer = “Finisher”

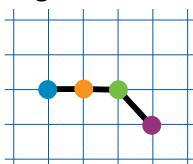


Finishers take great pride in getting the job done. Hand them a good idea and they'll make it better—and make it happen. They have great zest for analyzing and developing ideas, as well as putting them into action. They are most effective when presented with a problem and a promising idea. They can be very determined when it comes to moving an idea from rough plan to reality. They are quick to refine the solution and implement it. This speed, however, can come at the expense of a more

deliberate approach. The Finisher tends to breeze past—and sometimes skip over—the critical early stages of the innovation process (i.e., checking the data and playing with ideas). They may overlook opportunities and novel approaches and find themselves frustrated in the face of people who insist on revisiting an overlooked piece of data or championing an alternative approach. Finishers may do well to collaborate with Clarifiers and Ideators. They can benefit from examining the situation more closely before committing to an approach, and opening the floodgates to a wider range of options before ideas are rushed to completion.

3-Way Combinations

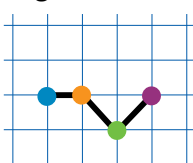
High Clarifier, Ideator & Developer = “Hare”



Hares appear to lead the pack in the race for innovation. They are wonderful planners. They do their homework to find the right problem. They use their imaginations to explore varying approaches to the situation. They deliberately select and develop their best ideas. They know precisely what needs to be done, making them highly effective advisors. With ease and grace, the high-performing Hare brings an opportunity to the brink of action. The problem arises there on the brink. Hares

may suddenly lose focus and doze off before their brilliant idea makes the leap to reality. For such a promising candidate, the only element missing from their process is the actual doing. For this reason Hares can sometimes overestimate what they can accomplish. They may do well to collaborate with Implementers who can help make their plans operational. The moral for the Hare: Don't forget to finish the race.

High Clarifier, Ideator & Implementer = “Idea Broker”



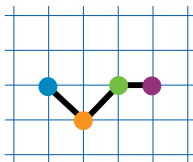
Idea Brokers are innovation activists. They do their homework. They generate and play with lots of ideas. They quickly buy into an idea and move on it. Effective Idea Brokers know which problems and opportunities are worth pursuing. They are quick studies when it comes to thinking up and judging ideas. But the watch out is that Idea Brokers can become so enamored with an idea they have a tendency to jump straight into implementation. That's because their energy tends to dip noticeably

during the step in the breakthrough thinking process when they are called upon to develop rough ideas into workable solutions. Idea Brokers could improve their effectiveness by allowing more time for the idea's evaluation and development. They may do well to collaborate with Developers. They would be wise to cultivate patience for developing prototypes that could be used to test and refine their best ideas before they race into action.

who's on This Team?

More 3-Way Combinations

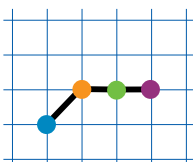
High Clarifier, Developer & Implementer = “Realist”



Realists are practical, pragmatic and predictable. They like delving into problems, refining ideas and taking action. Realists, like Analysts, tend to be rational and methodical in their approach to innovation. But unlike Analysts, Realists have energy for transforming their ideas into action. They find a problem, they find a solution, and they throw their energies into making it a reality. Their challenge is to learn to allow their imaginations to take flight and to stretch for out-of-the-box approaches.

Collaborating with Ideators and learning to trust their intuition may increase their range of results. Realists become more effective as they learn to stretch their thinking to consider more alternatives and possibilities. Realists may benefit from the deliberate use of innovation tools and techniques to expand their ideas.

High Ideator, Developer & Implementer = “Optimist”

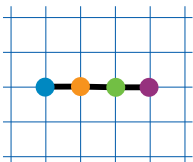


The Optimists' creative energy really picks up steam when called on to think up new ideas. They remain fully engaged and enthusiastic through subsequent stages of refining those ideas and are even able to maintain momentum into implementation. Optimists are imaginative and playful, while possessing sufficient drive to refine and implement the best ideas. Where the Optimists' energy wanes is in the earliest stage of bringing a problem or opportunity into focus. Knowing the details may dampen

their enthusiasm as they are forced to take a closer look at reality. And while ignorance can sometimes be bliss, Optimists may put a lot of energy into solving the wrong problem or chasing opportunities with low yield. Optimists may do well to collaborate with Clarifiers. Learning to spend more time collecting information and identifying the real problem or the most promising opportunity will do much to enhance their effectiveness. While Optimists are good at reacting to a situation, they can expand their repertoire by being more proactive when it comes to focusing on the right problems to solve.

4-Way Combination

Nearly Equal for All Four Preferences = “Integrator”



Integrators take a very even approach to the breakthrough thinking process with a profile that shows no particular peaks or valleys. Integrators' energies stay rather steady as they focus on the facts, identify the challenge to address, entertain a plethora of ideas, refine those ideas and finally put them into practice. For this reason they can be very flexible and easily accommodate whatever the task requires. Given their flexibility, they can be very good team players, finding it easy

to work with people who have different profiles. Given that same flexibility, Integrators must also be cautious not simply to follow others' leads, particularly when others have strong preferences. Integrators must remember to diagnose the situation for themselves and pursue the most appropriate response.

Maya R

how to Communicate

Need to communicate with people who don't share your preferences? When working with others — both on and off your team — follow the new golden rule:

“Do unto others whatever works best for them.”

Here are some suggestions for communicating effectively with people according to their preferences:

Preference	They appreciate...	Tactical suggestions for communicating	What they want to know...
Clarifier	Facts, background, data references, evidence, logic	Give a clear, sequential, linear explanation of the facts. Offer access to more information. Use outlines, timelines, grids, graphs, charts and tables	What's the real problem to solve?
Ideator	The big picture, humor, stories, a clever “hook,” visuals	Emphasize the big picture, big idea or compelling story. Avoid getting too bogged down by less relevant facts and details.	What are the possibilities?
Developer	Time, precision, fair-mindedness, high level of execution	Build a structured argument. Be fair-minded and pragmatic. Identify areas that need to be refined. Synthesize your presentation with summary at the end. Don't rush a decision.	How can we take this from good to great?
Implementer	Decisiveness, direction, speed, proof, results	Be brief and clear. Explain the goal. Present the essential facts. Highlight the action steps. Show how to move this idea forward.	What's the bottom line here?
Integrator	Commitment, movement through the process, collaboration	Clearly state the purpose. Give sufficient details. Be clear on the outcomes and timelines.	Have we heard from everyone?

our team Members

Ultimately a team is built on individual relationships. A great team requires each person to embody self-awareness, sensitivity and process accountability. Use the worksheet below, to capture specific suggestions from your teammates on how to increase your effectiveness when you collaborate.

Name	High Preference(s)				When collaborating, this works for me...	This doesn't work so well...
	CL	ID	DE	IM		
Amy S			◆			
Damon M		◆				
Elaine C				◆		
Juan A	◆					
Kate M		◆		◆		
Maya R	◆	◆	◆	◆		
Tony M		◆		◆		

How does our team compare to the ideal team profile?

There is no ideal team profile. There are only ideal teams. Those teams understand and leverage their diversity by deliberately using all four steps of the breakthrough thinking process and applying tools and techniques that enhance their results.

Is diversity always a good thing on a team?

Some psychological research has shown that diversity in teams enhances performance. As a general rule, when building a team that will endure and face complex challenges, populate it with people who have diverse talents and diverse FourSight preferences. A mix of Clarifiers, Ideators, Developers, Implementers and Integrators will better manage the full spectrum of the innovation process. Diversity will ensure a balance of perspectives and energy for a variety of team activities. However, when building a team for a specific, straightforward and short-term assignment, you may be wise to match the FourSight preferences of the team to the task at hand. For example, when choosing among a pool of qualified candidates, a team leader charged with generating new product ideas might favor Ideators. A team leader charged with carrying out a specific activity might favor Implementers.

What do our raw scores mean?

FourSight doesn't really put emphasis on the absolute numbers. What's important is where your highs and lows are relative to each other. In a sense, each person who responds to the FourSight assessment creates a benchmark that is relevant only to him or herself.

We're forming a new team.

Should we use FourSight to organize it?

FourSight is a great tool, but it should not be used as a primary criterion for selection. Follow the tried and true advice: When forming a team, first create a pool of people based on their knowledge, skills, experience and need for development. Once you have that pool, you might consider their FourSight preferences for the best possible mix. As your team gets underway, consider using the FourSight breakthrough thinking process and tools, where appropriate, to ensure that all steps of the process are given appropriate time and attention.

Do we need to balance our team's preferences?

Over time, teams are best served by a balanced approach to process. You can do that by assembling teams with balanced FourSight preferences, but that may be less practical — and even less desirable — than training the current members of your team to think about their thinking, to use tools, and to get deliberate about moving through the four steps of the breakthrough thinking process.

It seems like our whole company shares a similar profile. Should we hire people with opposite preferences?

There may be a reason why only people with that profile are sticking around. You may have created a work climate that values those preferences. If the current culture is causing problems for your organization, you might want to consider how to make the work environment more inviting, comfortable and rewarding for people with alternate preferences.

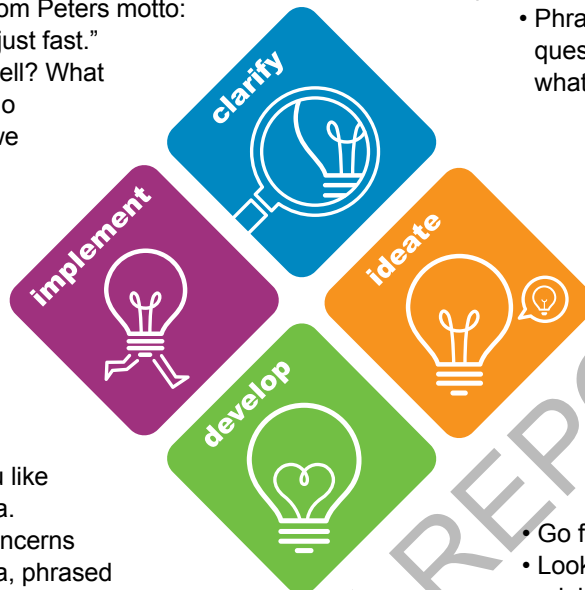
Breakthrough thinking **Process**

Clarify

- Investigate the issue from all angles. Ask the 5W's and an H (i.e., the Who, What, When, Where, Why and How of the situation).
 - Make sure you understand the history and background information. Use the key data to pull the issue into focus. Pinpoint the best opportunity or challenge to address.
 - Phrase the challenge as an open-ended question that invites solutions (for example, "In what ways might we").

Implement

- Get into action, realizing that you will learn as you go. Apply the Tom Peters motto: "Test fast. Fail fast. Adjust fast."
- Ask: What's working well? What should we change or do differently? What are we learning?
- Keep a bias for action. Take action on something within 24 hours.



Ideate

- Turn off the voice of "the critic" in your mind. Let the ideas flow.
- Rather than go for one perfect idea, consider lots of possibilities. (Generating lots of ideas is the best way to get a few great ones.)
- List all the obvious ideas first, then stretch for wild and unusual ones.
- Go for at least 20 ideas.
- Look at the issue from a new angle: what might you substitute, combine, modify, eliminate?
- Pick a random image or object and ask yourself, "When I look at this, what ideas do I get for solving my challenge?"
- Build on other ideas.

Develop

- Say what you like about the idea.
- Raise your concerns about the idea, phrased as open-ended questions that invite solutions (i.e., "How might...?").
- Develop ways to overcome the main concerns. Develop criteria for success. Rate competing solutions against them. Modify solutions, as necessary, to better meet the criteria for success. Identify key sources that will assist and resist implementation.
- With these assisters and resisters in mind, create an action plan that details who does what by when.

Remember, when working with other preferences:



Give Clarifiers...

- Order
- The facts
- An understanding of history
- Access to information
- Permission to ask questions



Give Developers...

- Time to consider the options
- Time to evaluate
- Time to develop ideas



Give Ideators...

- Room to be playful
- Constant stimulation
- Variety and change
- The big picture



Give Implementers...

- The sense that others are moving just as quickly
- Control
- Timely responses to their ideas

putting it all Together

Any team that increases its level of personal and process awareness can accomplish great things. Based on insights you have gained into your own FourSight profile and your team's, take a moment to answer these questions:

What can I do to increase my own effectiveness?	
What can I do to increase my team's effectiveness?	
What can we do as a team to increase our effectiveness?	



What are our next steps as a team?

SAMPLE REPORT

Where does FourSight™ come from?

In the early 1990s, Gerard J. Puccio, Ph.D., a professor at the International Center for Studies in Creativity, began to investigate the correlation between individual behavior and creative-problem-solving preference. Over the next ten years, Dr. Puccio worked with a team of researchers, putting his theory through rigorous testing and validation studies. The result is the FourSight Profile, an innovative way to measure people's preferences for the essential components of the innovation process. For more great tools and techniques that improve breakthrough thinking, visit our web store: www.FourSightOnline.com

We value your feedback.

Contact us at

info@foursightonline.com

Visit our website at

www.foursightonline.com