



# THE DIFFERENCE HUMAN SYNERGISTICS MAKES

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BUILDING LEADERS FOR TODAY & TOMORROW  
CREATING HIGH PERFORMING TEAMS  
ENSURING SUSTAINABLE ORGANIZATIONAL PERFORMANCE

# INSPIRING YOUR PEOPLE. **PROPELLING YOUR BUSINESS.**

WE HELP YOU DEVELOP **LEADERS, TEAMS**  
AND ORGANIZATIONAL **CULTURES** THAT DRIVE  
ENGAGEMENT, INNOVATION AND **PERFORMANCE.**

# WHO ARE HUMAN SYNERGISTICS

We specialize in developing and providing proven change strategies, diagnostics and education that enable individuals to reach their potential, groups to realize synergy, and organizations to achieve outstanding results.



## Global Coverage

Over 46 yrs of experience  
19 offices worldwide  
Accredited Practitioners in over 54 countries  
Used for commercial and educational purposes  
229 of Fortune 500 companies  
490+ Universities

## DACH-Region Presence

Operating in the DACH-Region for over 20 yrs  
Over 800 Accredited Practitioners in  
Germany, Austria and Switzerland



# OUR MISSION



# Changing the World - One Organization at a Time®

**H**ELPING INDIVIDUALS, GROUPS & ORGANIZATIONS  
UNDERSTAND THE VALUE OF CONSTRUCTIVE THINKING AND  
BEHAVIOR TO MAKE THEM MORE EFFECTIVE.

# WHY HUMAN SYNERGISTICS

Human Synergistics utilizes an integrated approach to create sustainable performance outcomes. Research has shown that effectiveness at an individual, team, and organizational level is driven by thinking, behavior, and expectations of behavior. Human Synergistics has developed and uses the world's leading diagnostics in conjunction with consulting solutions to transform leaders, teams, and organizational culture.

The diagram below illustrates the ripple effect of a leader's thinking and behavior on those they lead, followed by the culture they create and how customers experience their organization.

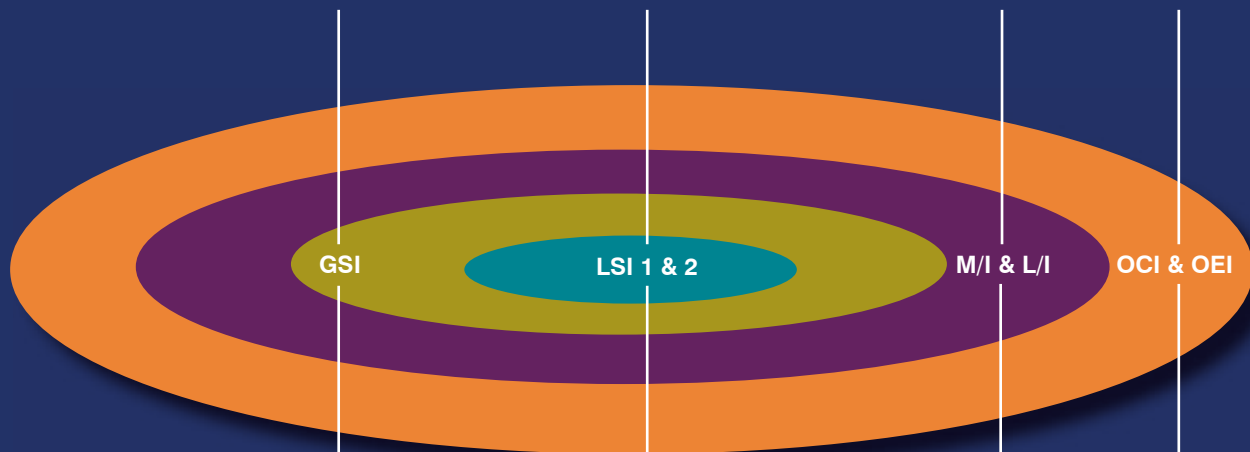
## AREAS OF FOCUS

**„Cohesion“**  
*How do we behave as  
a unit?*

**„Thinking“**  
*Why do I do what I do?*  
**„Behavior“**  
*How do I do what I do?*

**„Impact“**  
*How do I cause  
others to behave?*

**„Culture“**  
*How are we  
expected to  
behave?*



## OUTCOMES ACHIEVED

Improved Synergy,  
Effective Solutions,  
Acceptance

Well-being, Satisfaction  
Effectiveness  
Relationships &  
Task Completion

Leadership  
Effectiveness

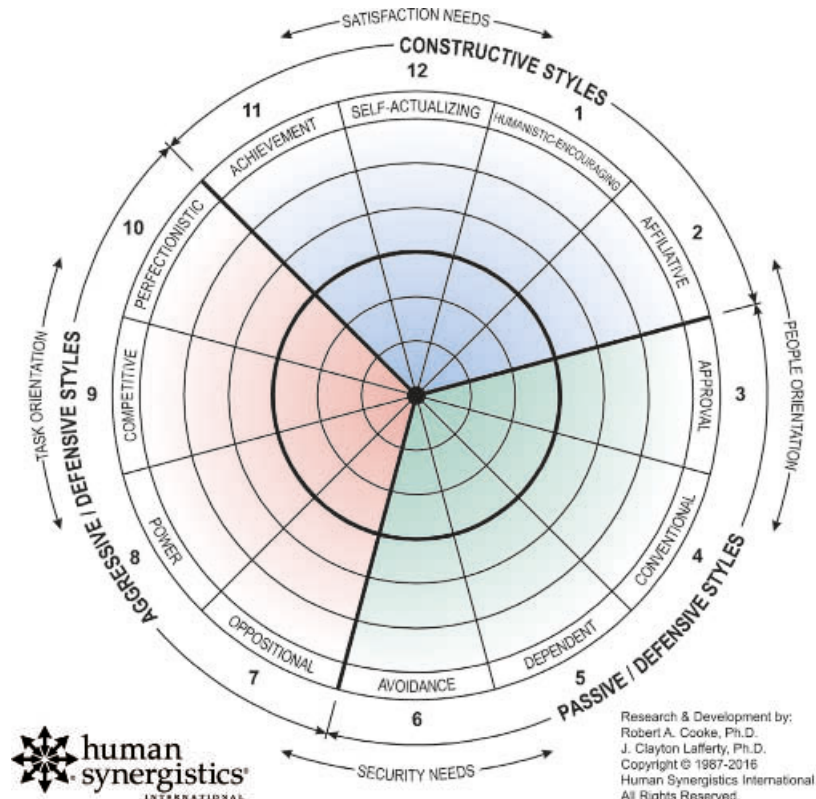
Satisfaction,  
Motivation, Intention  
to Stay, Team  
Collaboration &  
Department Quality,  
Organizational  
Quality & Adaptability

# HOW THE CIRCUMPLEX

If you agree with the adage that “a picture’s worth a thousand words”, you’ll understand the beauty of the Human Synergistics Circumplex.

It provides a **visual model** and **common language for developing Constructive styles** in individuals, managers, leaders, teams, and organizations.

A ground-breaking innovation when it was developed more than 40 years ago, and regularly reviewed and refined since then, the Circumplex has been applied and endorsed by millions of clients around the world — a true testament to its validity, relevance, and value.



# Life Styles Inventory™ (LSI)

THE LIFE STYLES INVENTORY™ PROVIDES  
DATA ON AN INDIVIDUAL'S THINKING AND  
BEHAVIOR



# WHAT IS LSI?

## WHY USE IT?

Effective individuals are aware of how their own thinking influences their 'take on life', how they respond to others, and the impact their behavior has on those around them. Providing such feedback to people, particularly those in leadership roles, is an important part of developing their effectiveness.

The Life Styles Inventory™ (LSI) **enables individuals to think and behave to their full potential**. It's particularly valuable for helping individuals to:

- Discover new ways of thinking and behaving.
- Improve their effectiveness in their roles.
- Cope better with stress, pressure and change.
- Apply more flexible and creative thinking.
- Improve their interpersonal relationships.
- Increase their personal effectiveness.

The LSI is a measurement and feedback tool designed to help individuals identify how their thinking and behavior are helping or hindering their satisfaction and effectiveness. It is made up of two parts:

**LSI1: Self-Description** – Measures personal thinking styles and relates these to perceived effectiveness (self-efficacy) and satisfaction at work and at home. This can be a stand-alone instrument.

**LSI2: Description by Others** – Colleagues, direct reports and superiors describe their experience of the individual's behavior.

A Consultant or Coach helps the individual develop improvement strategies for building greater personal satisfaction and effectiveness.



An iceberg floating in a blue ocean under a clear blue sky. The tip of the iceberg is visible above the water, while a much larger, jagged mass is submerged below the surface. The text is overlaid on the image, with the top part above the water and the bottom part below the water.

# DEVELOPING INDIVIDUALS

## **WHAT MAKES YOU YOU?**

## BEHAVIOR

**The way we behave influences others' view of our perceived individual effectiveness.**

Interpersonal & Task Effectiveness; Promotability, Openness to Feedback, Ability to Change, and Time Effectiveness.

## THINKING

**The way we think influences our individual experience.**

Satisfaction with Role, Organization, Peers, and Manager. Satisfaction with Family, Health, Leisure, and Development.

## VALUES

(IMPORTANT TO ME)

**Individual Drivers.**

Developed from experiences and can change with increased awareness, new experiences and reflection.

## BELIEFS

(TRUE FOR ME)

**Individual Propensity.**

Personality preferences highlighting natural tendencies on an opposing continuum. Individuals' "preferences" are towards one direction of the continuum.

Genetic, Experiences or Both.

No lineages to individual effectiveness as a leader.

## PREFERENCES

## DNA

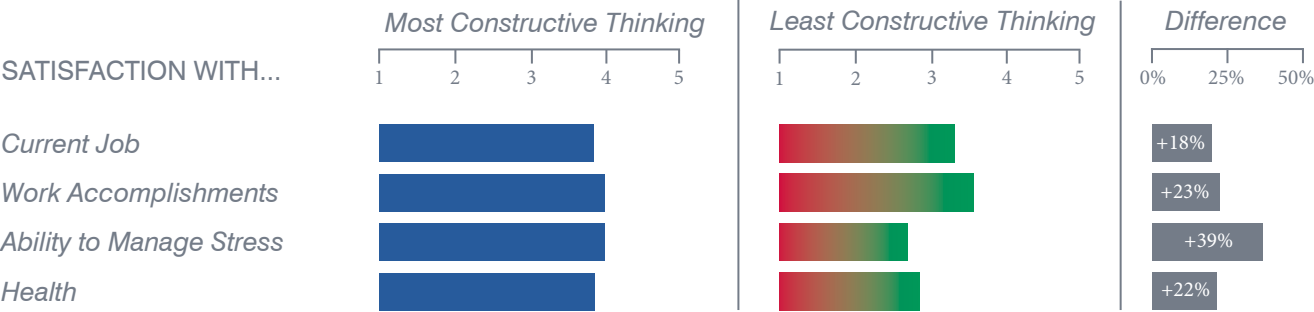
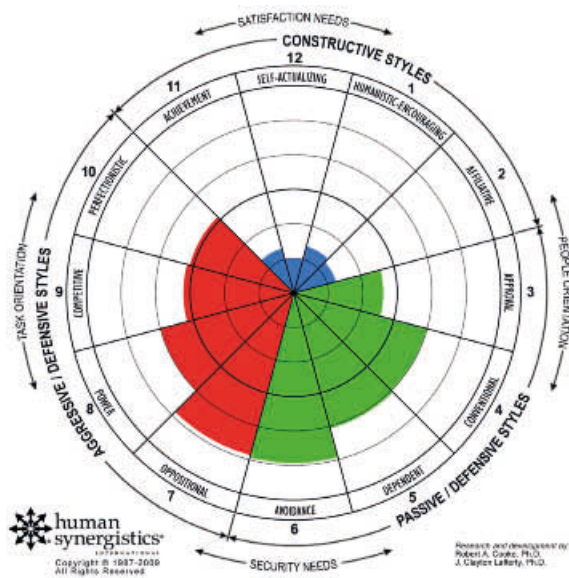
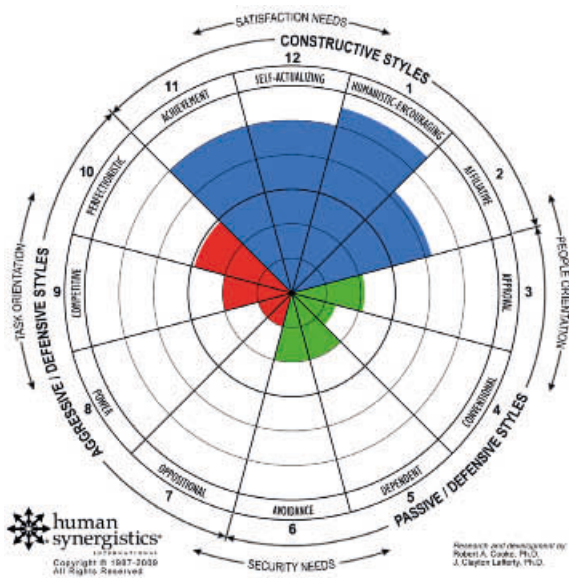
# THE CONSTRUCTIVE DIFFERENCE

## (LSI 1)

47,000 LSI 1 respondents, isolating the top 10% and the bottom 10% respondent profiles.

MOST CONSTRUCTIVE THINKING

LEAST CONSTRUCTIVE THINKING



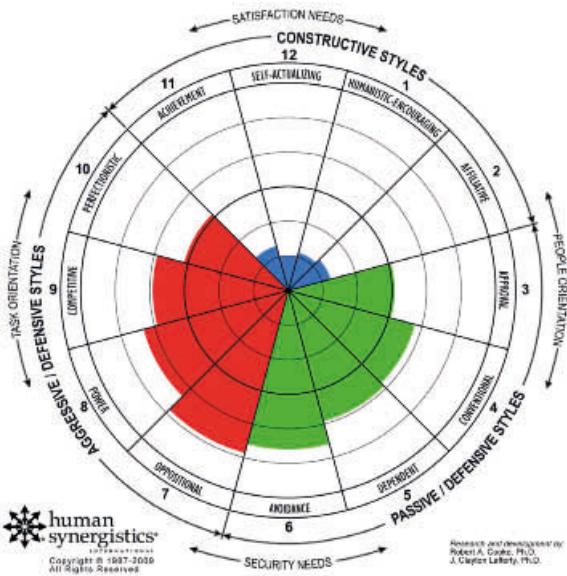
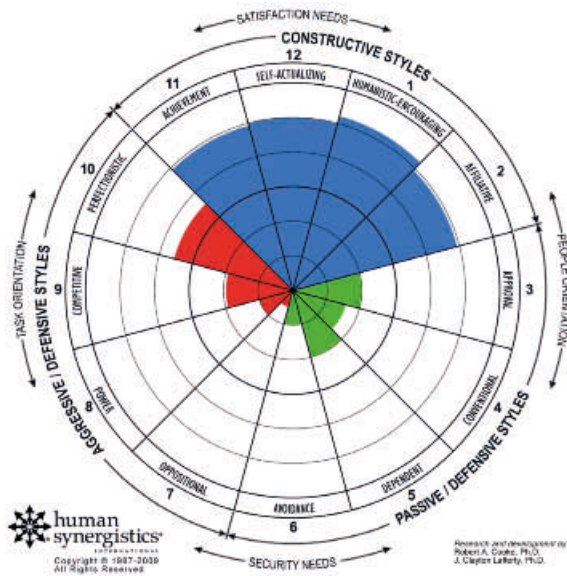
# THE CONSTRUCTIVE DIFFERENCE

## (LSI 2)

47,000 LSI 2 respondents, isolating the top 10% and the bottom 10% respondents profile.

MOST CONSTRUCTIVE BEHAVIORS

LEAST CONSTRUCTIVE BEHAVIORS



COLLEAGUES' RATING  
OF...

Current Job Effectiveness

Quality of Work Relationships

Stress Level

Readiness for Promotion

Most Constructive Thinking

1 2 3 4 5 6 7



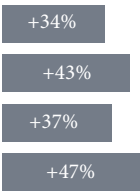
Least Constructive Thinking

1 2 3 4 5 6 7



Difference

0% 25% 50%



# Group Styles Inventory™ (GSI)

THE GROUP STYLES INVENTORY™  
PROVIDES DATA ON TEAM BEHAVIOR AND  
PERFORMANCE

# WHAT IS GSI?

## WHY USE IT?

When teams perform at the best of their abilities, it's magic! But teams can get stuck in a cycle of ineffective behaviors: working against rather than with each other, busting instead of building ideas, discussions that go around in circles, nodding in agreement with a decision but not following through with action.

The Group Styles Inventory™ (GSI) is the only research-based tool that provides a valid and reliable measure of how people in groups interact with each other and work as a team to solve problems. Using the GSI helps teams to:

- Talk about team behaviors and the “elephants in the room” in a safe way.
- Have the conversations that matter.
- Illustrate the impact behaviors have on group performance.
- Create a platform to improvement planning for enhanced performance.
- Produce reliable data to use as a base for evaluation and change.
- Improve an individual's ability to work as part of a team.
- Allows group members to clearly identify what is helping or hindering the team in its efforts.

The GSI provides group members with the insights to talk about their behavior and how it affects the group's performance.

Through highlighting factors that are helping or hindering their teamwork, it empowers them to change the way they operate as a team and therefore behave. This leads to better **cooperation**, **communication** and **consensus**, more **innovative thinking** and **better-quality decisions**.

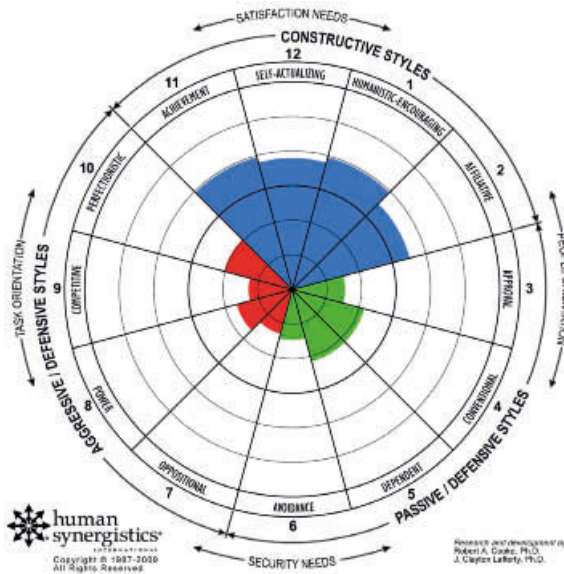
Designed for both project teams and work groups that are responsible for solving problems and making decisions. It can be used as a continual improvement exercise or when a group is embarking on, is partway through, or has completed a problem-solving process.



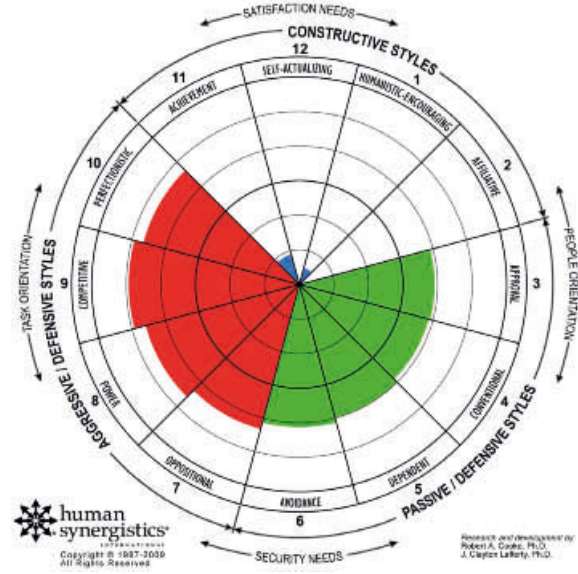
# THE CONSTRUCTIVE DIFFERENCE (GSI)

86 teams consisting of 1,385 total members, isolating the top 10% and the bottom 10% teams.

*MOST CONSTRUCTIVE TEAMS*



*LEAST CONSTRUCTIVE TEAMS*





COMPARISON OF INTERACTIONS

*Perceived Synergy*  
*Group Commitment*  
*Group Consensus*

*Most Constructive Thinking*

1 2 3 4 5



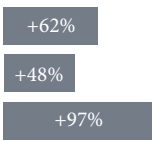
*Least Constructive Thinking*

1 2 3 4 5



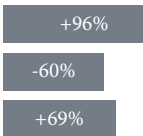
*Difference*

0% 50% 100%



COMPARISON OF EFFECTIVENESS

*Team Effectiveness*  
*Time Wasted*  
*Solution Quality*



# Leadership/Impact® (L/I) & Management/Impact® (M/I)

HELPING LEADERS AND MANAGERS  
UNDERSTAND THE IMPACT THEY HAVE ON  
OTHERS

# WHAT ARE L/I AND M/I?

## WHY USE IT?


Leaders set the agenda for culture – they model the behaviors that others follow and, through their own leadership, cause others to behave in certain ways that may or may not be consistent with what the leader actually desires. Effective leaders are aware of the impact they have on others.

Leadership/Impact® (L/I) is a measurement and feedback tool designed to help those in leadership positions identify the relationship between how they lead, how this impacts on the behaviors of others and how effectively they operate in the leadership role. It comprises two parts:

- Ideal impact and leadership strategies – The leader describes the behaviors he or she would like to promote in the people they lead. The leader also identifies how they lead in terms of 10 strategies.
- Actual strategies, impact, and effectiveness – The leader selects colleagues who then provide feedback on the leader. This includes behaviors they believe the leader promotes through their leadership, how they observe the leader's performance in the 10 strategies, and the leader's effectiveness in their role.

Designed for managers, Management/Impact™ (M/I) measures the critical functions, their management approaches, and the impact these have on others' behavior and performance. It comprises two parts:

- Ideal impact and management approaches – The manager describes the behaviors he or she would like to promote in the people they manage. The manager also identifies how they carry out their role in terms of 15 management approaches.
- Actual approaches, impact, and effectiveness – The manager selects colleagues who then provide feedback. This includes behaviors they believe the manager promotes, how they observe the manager's performance in the 15 approaches, and the manager's effectiveness in their role.

A hand in a dark suit sleeve points upwards, with the index finger extended. The background is a solid purple color. Faintly visible behind the text is a bar chart with five bars of increasing height from left to right.

# IMPACT ON PERFORMANCE

THE EXTENT TO WHICH THE LEADER MOTIVATES  
OR DRIVES PEOPLE TO BEHAVE IN CONSTRUCTIVE,  
PASSIVE/DEFENSIVE OR AGGRESSIVE/DEFENSIVE  
WAYS

## STRATEGIES LEADERS USE THAT IMPACT OTHERS

- Envisioning
- Role Modelling
- Mentoring
- Monitoring
- Stimulating Thinking
- Referring
- Providing Feedback
- Reinforcing
- Influencing
- Creating a Setting

## APPROACHES MANAGERS USE THAT IMPACT OTHERS

### TASK MANAGING:

- Goals
- Change
- Problems
- Results
- Resources
- Work Activities

### PEOPLE MANAGEMENT:

- Inter-Unit Relations
- Teams
- Communications
- Rewards
- Learning
- Personal Relations

### PERSONAL MANAGING:

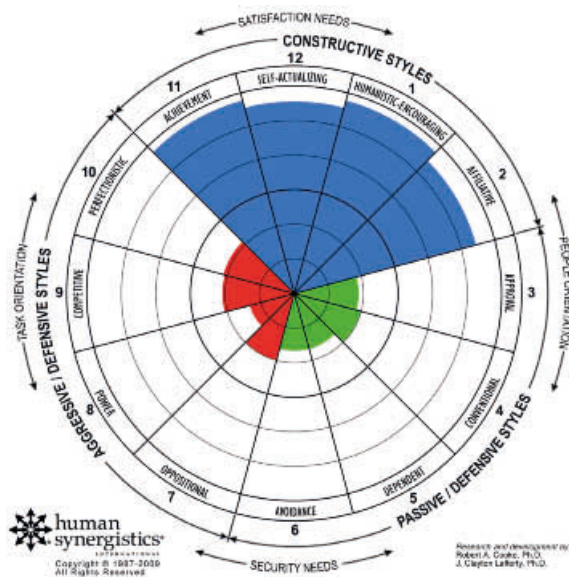
- Integrity
- Self-Development
- Emotions

# THE CONSTRUCTIVE DIFFERENCE

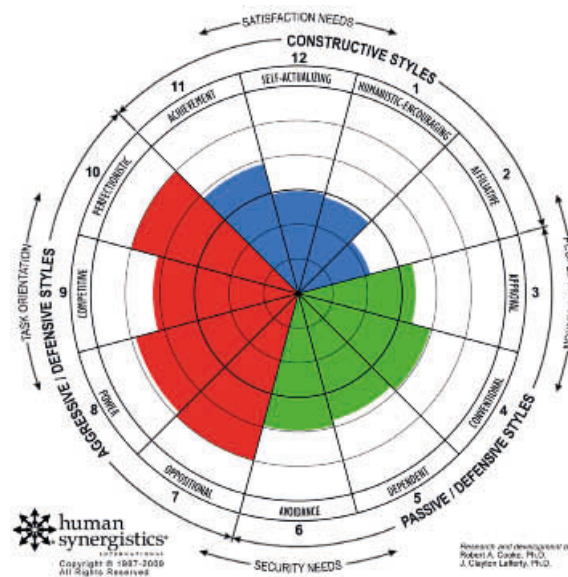
## (L/I)

1,986 top-level leaders, isolating the top 10% and the bottom 10% of leadership profiles.

IMPACT ON OTHERS OF LEADERS WITH  
MOST PRESCRIPTIVE APPROACH



IMPACT ON OTHERS OF LEADERS WITH  
MOST RESTRICTIVE APPROACH



	Most Prescriptive	Most Restrictive	Difference
EFFECTIVENESS...	1 2 3 4 5 6 7	1 2 3 4 5 6 7	0% 25% 50%
Task Effectiveness	<div></div>	<div></div>	+24%
Personal Effectiveness	<div></div>	<div></div>	+23%

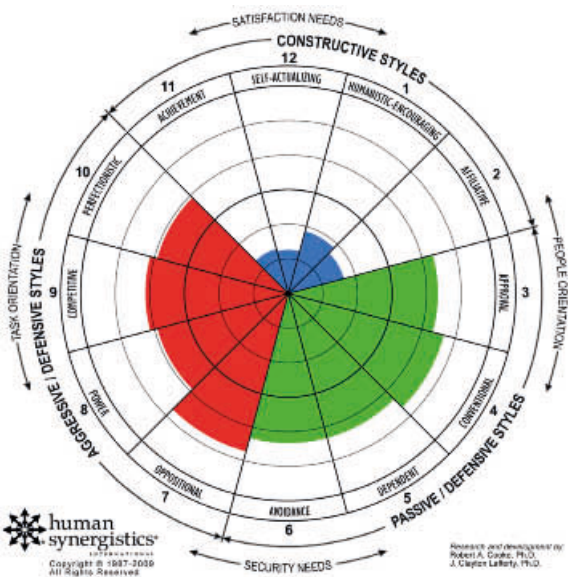
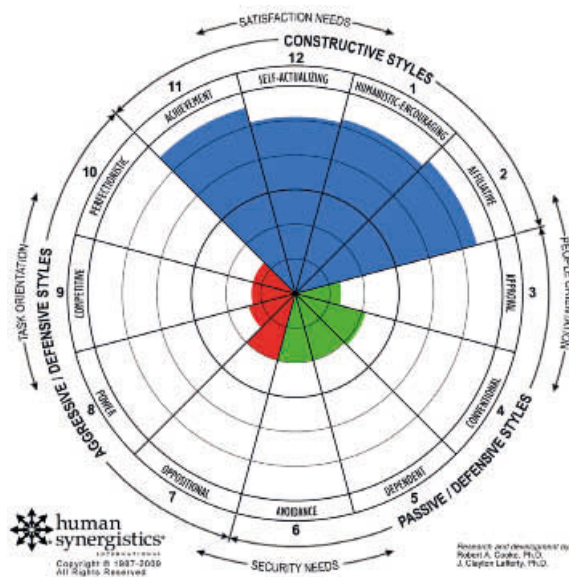
# THE CONSTRUCTIVE DIFFERENCE

## (M/I)

614 senior and mid-level managers, isolating the top 10% and the bottom 10% of managers.

IMPACT ON OTHERS OF MOST FACILITATING APPROACH TO MANAGING

IMPACT ON OTHERS OF MOST INHIBITING APPROACH TO MANAGING



	Most Facilitating	Most Inhibiting	Difference
EFFECTIVENESS...	1 2 3 4 5 6 7	1 2 3 4 5 6 7	0% 25% 50%
Task Effectiveness	<div></div>	<div></div>	+31%
People Effectiveness	<div></div>	<div></div>	+39%
Personal Effectiveness	<div></div>	<div></div>	+37%

# ACUMEN® Leadership WorkStyles™

OFFERS MANAGERS AND LEADERS 360°  
FEEDBACK ON THE FURTHER DEVELOPMENT  
OF THEIR PERSONAL LEADERSHIP  
COMPETENCIES



# WHAT IS LWS?

## WHY USE IT?

The ACUMEN® Leadership WorkStyles™ (LWS) helps leaders strengthen their **thinking and behavioral potential** to drive effectiveness and moderate those styles that stand in the way of achieving their full potential.

It is particularly well-suited to:

- Giving them an insight into their personal work styles.
- Show managers how the combination of their work styles influences their leadership performance.
- Help them understand and develop their leadership behavior.
- Provide feedback to managers to help them achieve positions of greater responsibility.
- Improve teamwork and leadership skills and increase the effectiveness of the organization.

The LWS is a development tool for managers and leaders designed to show areas for potential development. It consists of two parts:

**Self-description** - The manager/leader describes his own ways of thinking and behaving, which affect his ability to lead.

**Description by others** - Colleagues, direct reports and superiors describe the work styles of the manager/leader.

# Organizational Culture Inventory® (OCI®) & Organizational Effectiveness Inventory® (OEI)

THE OCI® & OEI PROVIDE DATA ON  
ORGANIZATIONAL CULTURE, WHAT'S CAUSING  
IT, AND THE OUTCOMES FROM IT

# WHAT ARE OCI® AND OEI?

## WHY USE IT?

Organizational culture directly impacts on the performance of the organization. It influences how the organization goes about executing its existing strategy and how effectively it adapts to changes in its operating environment. Improving organizational culture establishes a foundation for future performance.

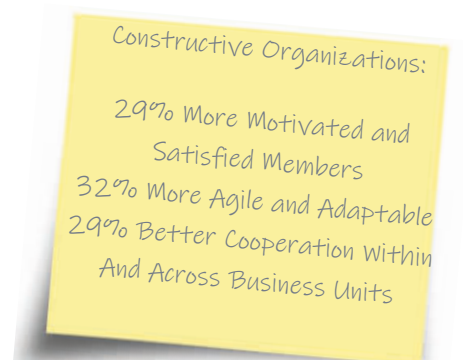
The Organizational Culture Inventory® (OCI®) measures an organization's ideal culture and the actual operating culture. It specifically examines culture from the perspective of behavioral norms – how people believe they are expected to behave in order to fit in and thrive (or sometimes survive).

The Organizational Effectiveness Inventory™ (OEI) measures the practices used throughout the organization that cause the current climate and how that shapes the current culture. It also measures a number of research-based outcomes of the culture at the individual, group and organizational level.

The OCI® and OEI work together to give you a complete picture of your organization's culture (the behaviors) and factors driving it — and, in turn, the behaviors the culture reinforces. The OCI®/OEI measure both culture and climate to provide invaluable data on how they're connected, giving you the insights you need to create a more Constructive culture and improve effectiveness.

The OCI®/OEI is invaluable for:

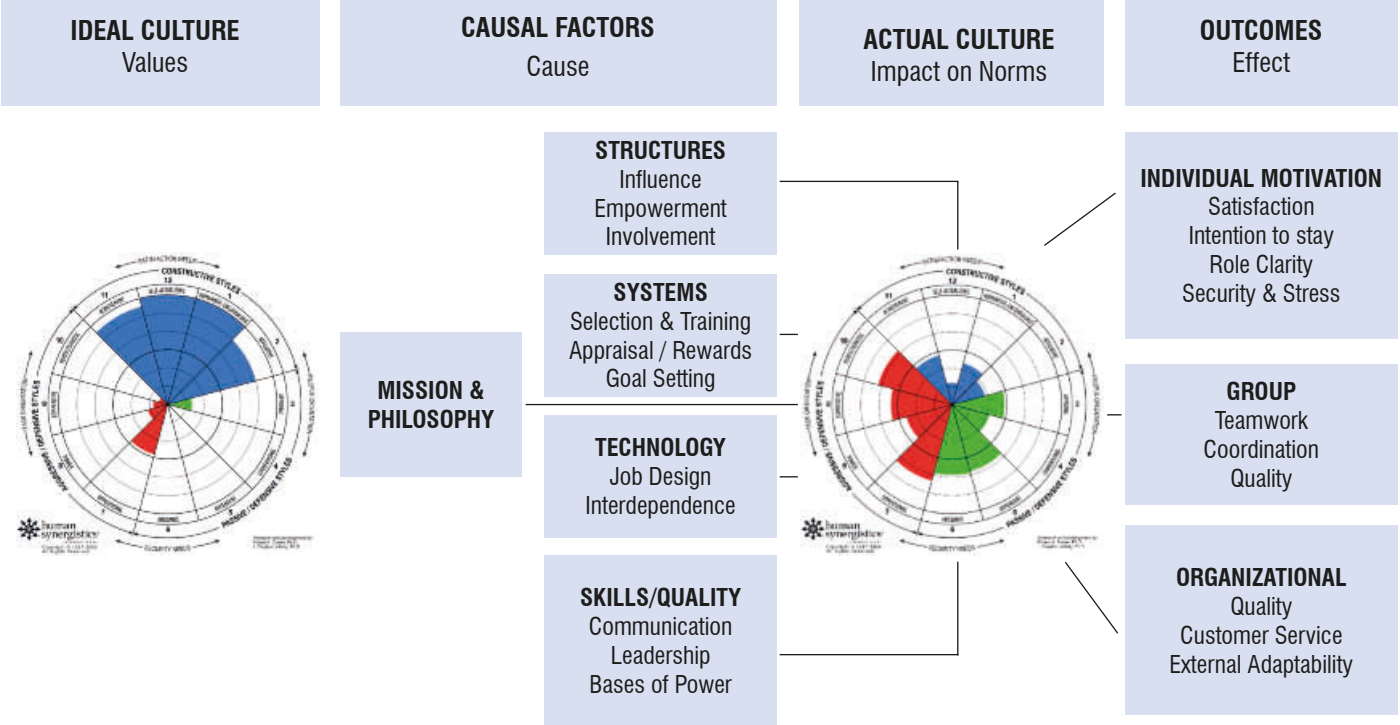
- Identifying targets for change and improvement and building the case for change
- Providing reliable feedback for planning change with a common model and language that can be applied for development across all levels of your organization
- Supporting programs to enhance strategy implementation, employee engagement and inclusion, quality and reliability, and/or customer service
- Monitoring and managing culture and climate over time to measure progress and identify what's working and what's not



# HOW CULTURE WORKS

OUR HOW CULTURE WORKS MODEL  
ILLUSTRATES A CAUSE AND EFFECT MODEL  
OF CLIMATE, CULTURE AND ENGAGEMENT

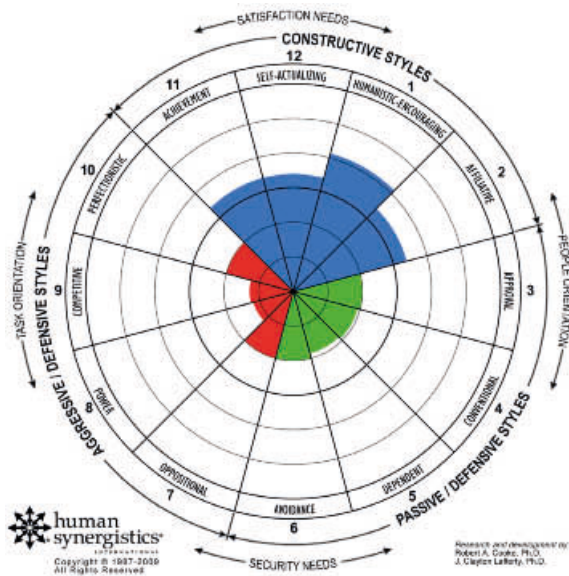
- THE PREFERRED CULTURE REPRESENTS “WHAT SHOULD BE EXPECTED HERE”
- THE CAUSAL FACTORS REPRESENT “THE WAY THINGS ARE DONE AROUND HERE”
- THE ACTUAL CULTURE REPRESENTS “WHAT’S EXPECTED AROUND HERE”
- THE OUTCOMES REPRESENT “HOW WE’RE DOING HERE”



# THE CONSTRUCTIVE DIFFERENCE (OCI®/OEI)

Randomly selected sample of 291 from 2000 organizations, isolating the top 10% and the bottom 10%.

MOST CONSTRUCTIVE ORGANIZATIONS



LEAST CONSTRUCTIVE ORGANIZATIONS





# CONTACT

## HUMAN SYNERGISTICS

Our friendly, knowledgeable team is available to answer your questions

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Open  
Mo. – Fr. from 9am to 5pm

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# NOTES

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