



The Bookshelf Metaphor

Linking Behaviour to Bottom Line Performance

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The ability to successfully manage intangible aspects of an organisation such as culture, relationships and behaviours has a major impact on performance. While these areas have traditionally been very difficult to optimise, a tool called 4G sheds new light on these areas.

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The drive for increased performance and the change that goes with this is ubiquitous. To this end, the Bookshelf Metaphor summarises some of the management tools and techniques available to organisations and how these tools then help raise results.

As you can see from the diagram, the vast majority of management tools

deal with tangible inputs¹. Put another way, ‘what gets measured, gets managed’. Further to this, management tools themselves tend to focus on one or two discreet aspects of an organisation, rather than looking at the organisation as a whole. For example, Strategy and Financial Planning tend to focus on Leadership and only as a consequence of that do they impact other parts of the organisation. Equally, TQM and Six Sigma tend to focus on opera-

tional aspects such as workflow and processes. Clearly their success depends on touching all relevant aspects of an organisation, they also require strong leadership and culture to succeed but their main area of focus remains operations and workflow.

The point of highlighting the differences above is two fold. Firstly, managers use different tools for different jobs². Whilst this allows managers to

Examples of Tangible Tools	Aspects of an Organisation
Strategic and Financial Planning	Leadership
Balanced Scorecard	Values and Culture
Business Process Reengineering	Workflow, Teams and Relationships
Six Sigma	Job Roles, Competencies and Individual Behaviours
TQM	
Competency Frameworks	
360 Degree Feedback	

select the right tool for the job, it is worth remembering that no single tool solves every problem. Secondly, organisations can and do successfully implement change programs, new initiatives and different strategies with the help of some of the tools above. However, no tool is perfect and organisations can struggle to cope with delays, failed implementation and missed opportunities.

Our solution

While tools have their own benefits, many management problems often come down to people issues, for example bad communications, frustrating relationships or unwanted behaviours. To resolve some of these more intangible people issues, Four Groups have

created a methodology called 4G. 4G lets managers predict, optimise and link behaviours, relationships and cultures with greater confidence and accuracy. In the words of the Economist “all management problems are people problems”.

Building on the assumption that many management problems are people

problems, the diagram below illustrates how different parts of 4G can be used to manage various and traditionally intangible aspects of an organisation

Further to the diagram, the table outlines aspects of 4G and how they each address different parts of an organisation.

4G Component	Aspect of an Organisation it Assists
Social Profiles	Better understand individual behaviours Know what motivates people Get the best from your team and colleagues
Social Relationships	Predict and optimise relationships Build ideal and high performing teams Avoid recruiting mistakes
Social Groups	Improve communications & group dynamics Optimise organisational design Manage cultures and values to fit objectives



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Ultimately, by linking together individuals, relationships and cultures, 4G is seen as an enabler of strategy and a means to improve operating efficiencies.

What are the applications?

The applications for 4G are many and varied. At one level, it can be as simple as recruiting someone, or adding a new person to a team. In this instance, 4G makes it possible to predict the impact of candidates on an existing team, optimise the hiring decision for fit and to avoid any hiring mistakes. A similar example looks at improving team performance via workflow, improving relationships and communication. By understanding behaviours, motivation and relationships, it is possible to improve overall performance and group dynamics.

On a broader scale, other applications include change management, merger and acquisition integration and outsourcing for example. Furthermore, all of the 4G applications are driven by the same software tool, the Visual Team Builder. More information on these examples can be found at the links below.

Change Management
<http://www.fourgroups.com/change>

Merger and Acquisition Integration
<http://www.fourgroups.com/mai>

Outsourcing
<http://www.fourgroups.com/out>

How does 4G work?

Using 4G is a very quick and simple process. People generally need an hour, split between a short briefing, an online personality questionnaire and a feedback session. Feedback can be carried out either individually or with the group as a whole. Coaching modules can then be used either as stand-alone interventions or delivered as part of a wider development program. Finally, further time may be spent on feedback, facilitation and workshops.

Regardless of the applications, individuals receive their own reports. A group report is also made available for the decision maker and/or the group, depending on what is required.

What is 4G based on?

4G is a proprietary approach to predicting relationships, behaviour and group cultures. Based in part on the work of Swiss psychiatrist Carl Jung, 4G incorporates measures of people's strengths, creativity, motivation and weaknesses. The model contains 16 definitions of individual's behaviour, 14 different rela-

tionship types and 4 examples of group culture.

Footnotes

1. For more information on management tools, please see Bain & Company's survey on the subject http://www.bain.com/management_tools/home.asp
2. Further to the examples in the diagram, it is possible to further segment management tools around functional disciplines such as strategy, sales and marketing, operations, manufacturing and HR, amongst others

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