

### Linking Behaviour to Bottom Line Performance

# 4G Case Studies

The following document introduces three case studies highlighting the work of Four Groups, team development, improving performance and recruitment. Each scenario outlines a different client problem and demonstrates the benefits of using 4G. Please note, at client's requests, company names and identifiable information has not been made available.

### Team Development

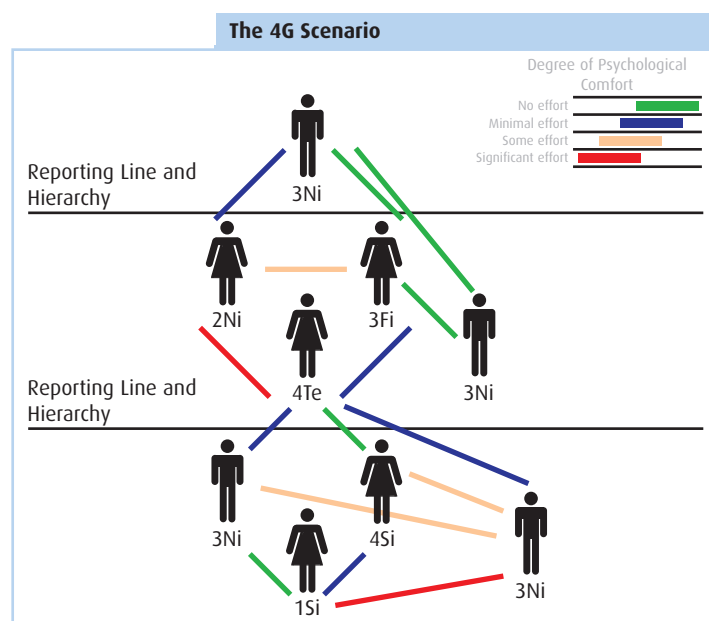
An executive team consisting of multiple departments, hierarchies and reporting lines was underperforming. The team's role was critical to the ongoing function of the organisation and the various problems were costing time and money, along with a number of people openly speaking of leaving. While the team had performed well historically, the arrival of a new individual was felt to have contributed to the current difficulties.

Through the application of 4G, it was possible to spot both the strong and weak points amongst the group and get an understanding of both the individual and cultural mix. In particular, it was clear that while the so called 'difficult individual' was a cause of some problems, other managers were felt to be in a good position to resolve these. It was also the case that a number of small but significant changes to the team's workflow was possible, again reducing some of the initial problems.

From a coaching standpoint, a number of interventions were possible amongst key people. This included improvements and solutions for the overall team leader, the so called problem person and a number of other people. Coaching sessions then sought to improve emotional intelligence, leadership style and to optimise existing relationships via 4G. The final aspect of the project concerned succession planning and some team modelling. Via 4G,

it was possible to make recommendations for succession and recruitment should the team change, people get promoted or other such changes occur. In summary, the following interventions were used;

- Workflow and team functioning
- Management style and leadership
- Coaching and emotional intelligence
- Succession planning and team modelling



# 4G Case Studies

## Improving Performance

A new senior executive and board member had joined the organisation with an ambitious plan and brief to deliver. In particular, this plan involved a number of changes and concerned a group that encompassed multiple countries, roles and stakeholders. While the group had been working well up until this point, the new board member's plans were ambitious and people would need to raise their performance.

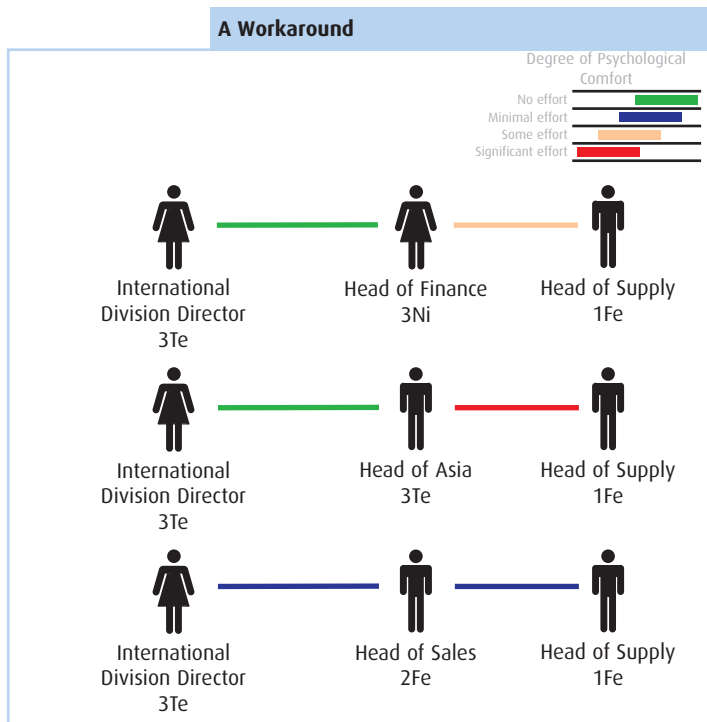
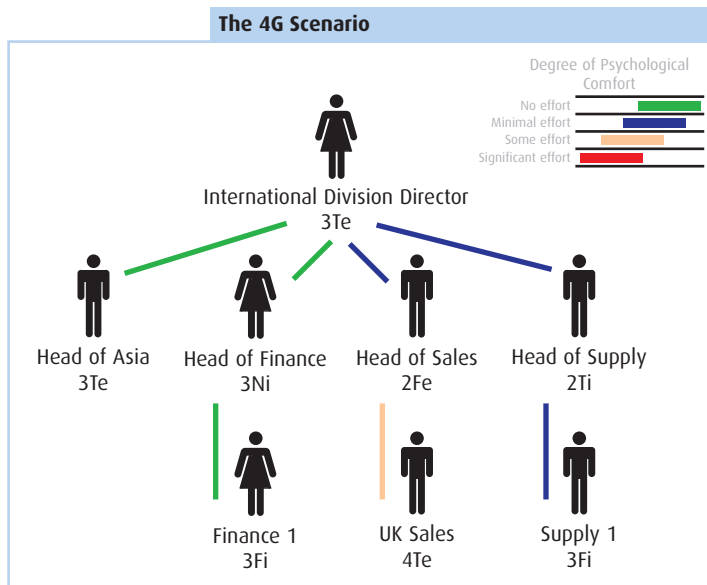
While the majority of people were comfortable with increased expectations and new targets, there were some concerns expressed towards this new approach. In particular, one person, a department head, was extremely reticent over the new plans and their impact, especially concerning some of the finer points of their own work. As a result, this reticence was met with a degree of scepticism from the senior executive and over the passing months, the situation grew worse. As time passed, both the senior executive and the department head came to spend more time attempting to influence and convince the other, the result being wasted time and money.

By using 4G, it was possible to see that while the relationship between the senior executive and board member was difficult, it was also the case that another department head could easily play the role of the messenger and catalyst for change. As a result, this new department head was able to diffuse the tensions between both people, convince the other department head of the new plans and retain the trust of the senior executive. Along with some appropriate coaching, this intervention

was very successful with the department head quickly buying into the new ideas of the senior executive. A summary of the entire engagement included;

- Introducing new ways to defuse and resolve hierarchically based conflicts
- Coaching and facilitating new leadership styles

- Running workshops to support the new senior executives brief
- Increasing team effectiveness through an understanding of 4G's relationships



# 4G Case Studies

## Recruitment

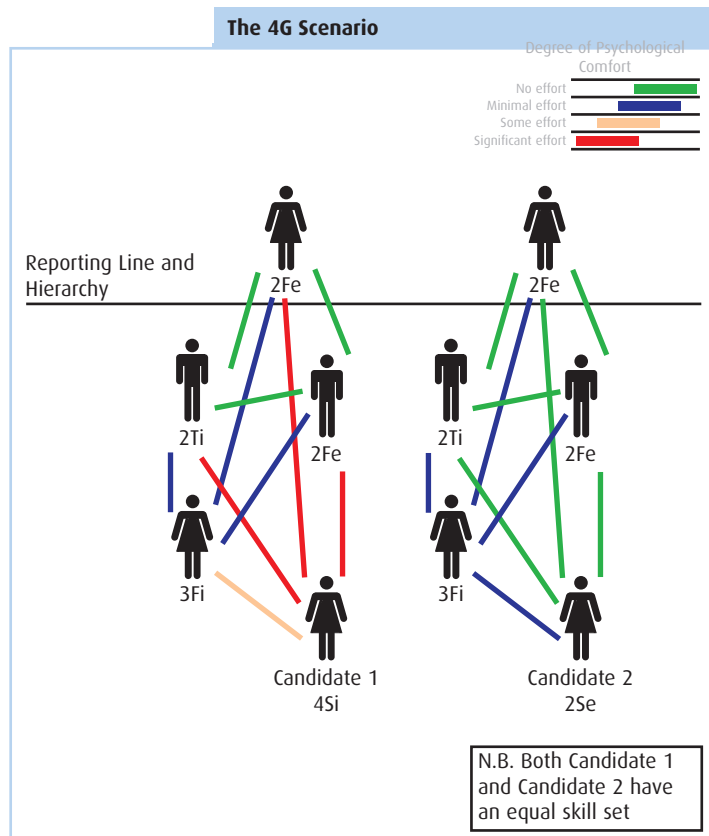
Using 4G for recruitment is a popular and straightforward application. By predicting relationships prior to the appointment of a candidate, 4G allows organisations to add greater levels of foresight to their recruitment practices. In particular, 4G highlights both easy and cohesive relationships along with those relationships that are more challenging and require more work.

The following two diagrams illustrate the different impact that two candidates can have on an existing team. While 4G is skills neutral, the contrast in team cohesion should be clear.

While there are many specific examples, Four Groups have seen numerous selection decisions complemented via the use of 4G, either to confirm a candidate's suitability or position as a preferred candidate, or to reject an individual based on multiple factors. Often, companies will use 4G in order to enhance their own recruitment processes. It is also important to stress that 4G is skills, sex, age and race neutral.

In summary;

- 4G makes it possible to predict relationships, highlighting easy and difficult examples
- 4G can be used as a complement to or as an outright decision maker for candidates
- 4G is neutral for skills, sex, age and race



# 4G Case Studies

## About Four Groups

Four Groups has developed a new approach called 4G to understanding people and behaviour. 4G provides its users with insight into personal characteristics and how relationships develop within teams and groups.

4G provides organisations with information on how best to deploy and optimise the performance of their people. It also enables preventative measures to be taken that prevent the more negative aspects of interaction and group dynamics, these can include minimising personal animosity and misunderstanding between colleagues.

4G represents a systematic approach to managing previously intangible aspects of organisational life. The methodology is easily replicable and can be implemented quickly and efficiently. Case studies and references are available on request.

Four Groups Ltd  
5 St. Johns Lane  
London  
EC1M 4BH, United Kingdom

Tel: +44 (0) 20 7250 4779  
Email: [contact@fourgroups.com](mailto:contact@fourgroups.com)  
<http://www.fourgroups.com>

Company Number: 4650494  
VAT Number: 817 7962 85  
Registered in England and Wales

