



# THE DIFFERENCE HS MAKES

Building Leaders for today & tomorrow  
Creating high performing Teams  
Ensuring sustainable Organisational performance

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

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

# WHO ARE HUMAN SYNERGISTICS

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

## Global Coverage

Over 46yrs of experience  
19 Offices worldwide  
Accredited Practitioners in over 54 countries  
Used for commercial and educational purposes:  
229 of Fortune 500 companies  
All of the Top 10 Fortune 500 companies  
490+ Universities

## Australian Presence

Operating in Australia for over 25yrs  
Over 2,500 Accredited Practitioners  
Consultants in Australia and New Zealand  
Used for commercial and educational purposes:  
127 of the top 200 ASX companies  
9 of the Top 10 in the ASX 200 companies



Changing  
One Orga

# OUR MISSION

A photograph of three men in a meeting, overlaid with a color gradient from orange at the top to teal at the bottom. The text is overlaid on the image.

# g the World – anisation at a Time™

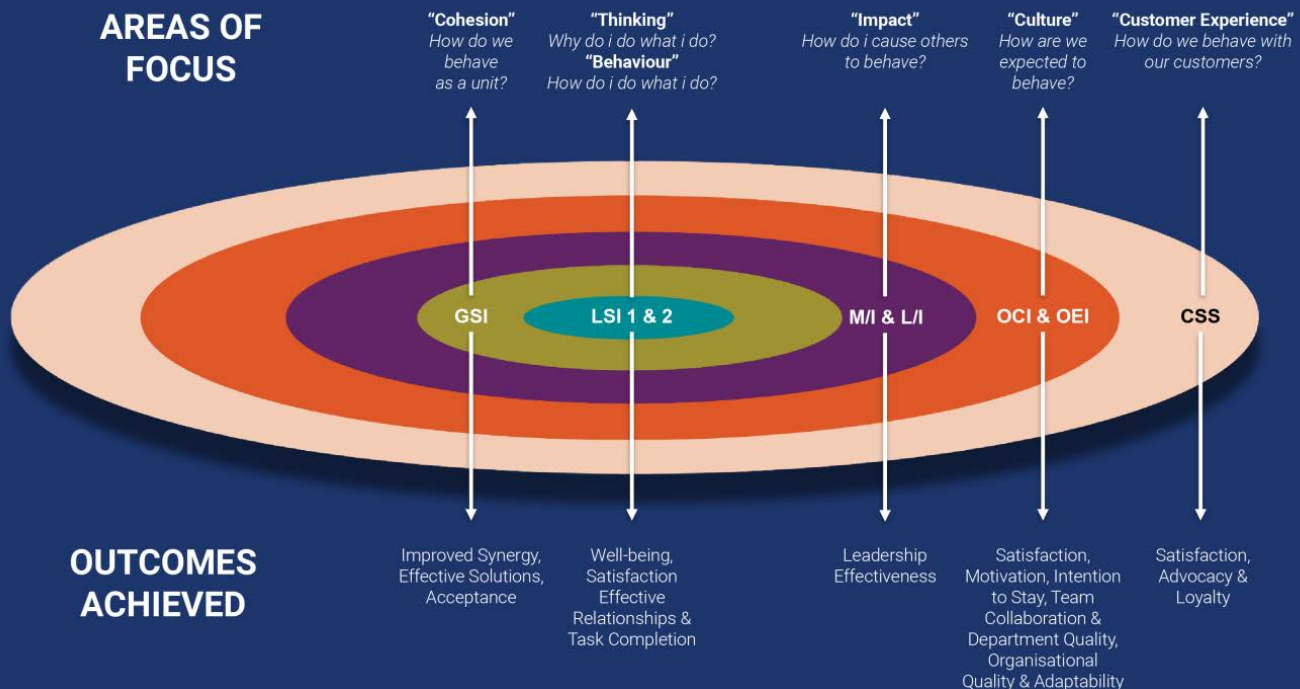
HELPING INDIVIDUALS, GROUPS & ORGANISATIONS  
UNDERSTAND THE VALUE OF CONSTRUCTIVE  
THINKING AND BEHAVIOUR TO MAKE  
THEIR ORGANISATIONS MORE EFFECTIVE.

# ON

# WHY HUMAN SYNERGISTICS

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

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

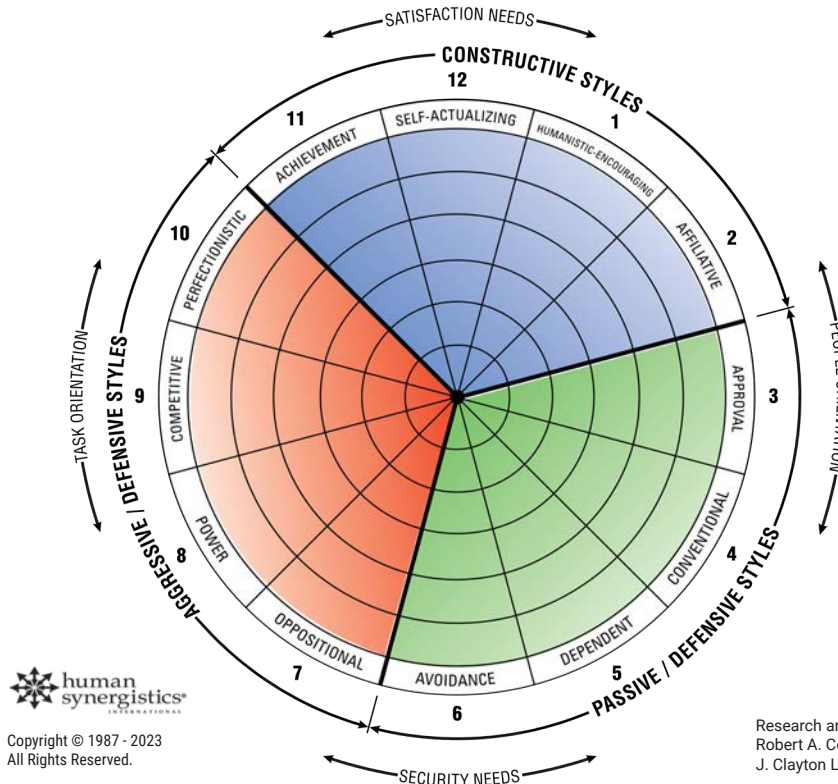


# HOW THE CIRCUMPLEX

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

It provides a **visual model** and **common language for developing Constructive styles** in individual’s, managers, leaders, teams, and organisations.

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.



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Research and development by  
Robert A. Cooke Ph.D.;  
J. Clayton Lafferty Ph.D.

# Life Styles Inventory™ (LSI)

THE LIFE STYLES INVENTORY™  
PROVIDES DATA ON AN INDIVIDUALS  
THINKING AND BEHAVIOUR



# WHAT IS IT? 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 behaviour 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:

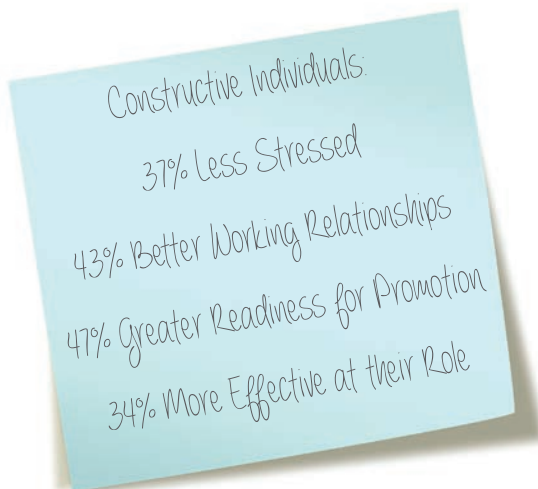
- Discover new ways of thinking and behaving.
- Improve their effectiveness in their roles.
- Cope better with stress, pressure and change.
- Apply more flexible and creative thinking.
- Improve their interpersonal relationships.
- Increase their personal effectiveness.

The LSI is a measurement and feedback tool designed to help individuals identify how their thinking and behaviour 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 describe their experience of the individual's behaviour.

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





DEVELOPING INDIVIDUALS  
**WHAT MAKES YOU YOU?**

## BEHAVIOUR

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

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

## THINKING

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

Satisfaction with Role, Organisation, 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.

## PREFERENCES

## DNA

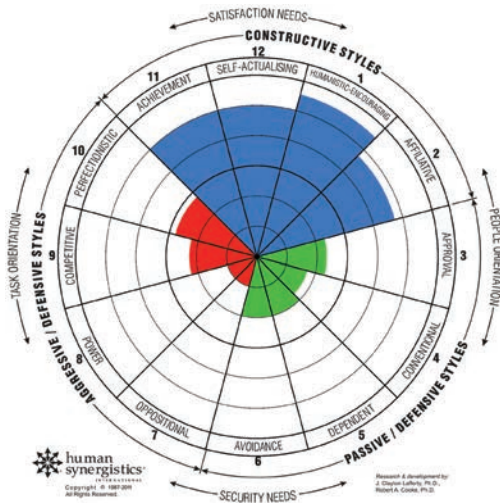
### **Genetic, Experiences or Both**

No linkages to individual effectiveness as a leader.

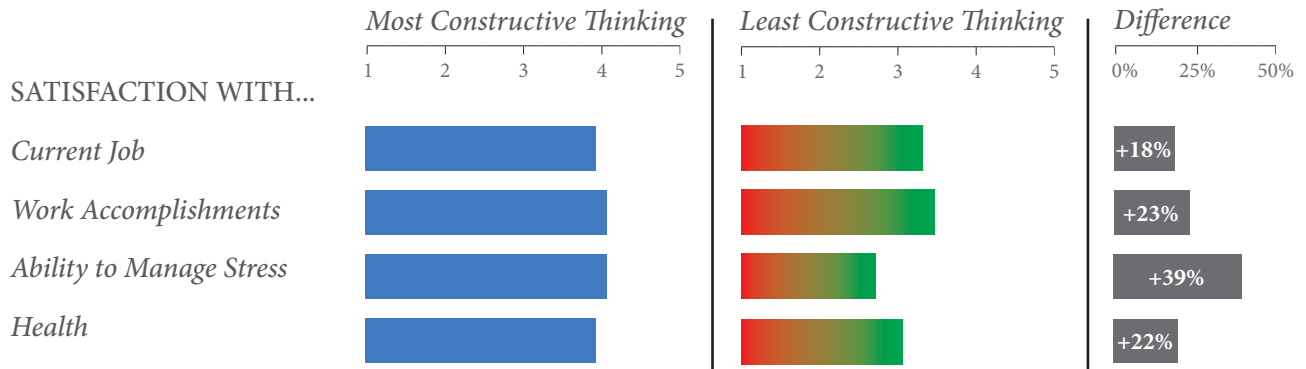
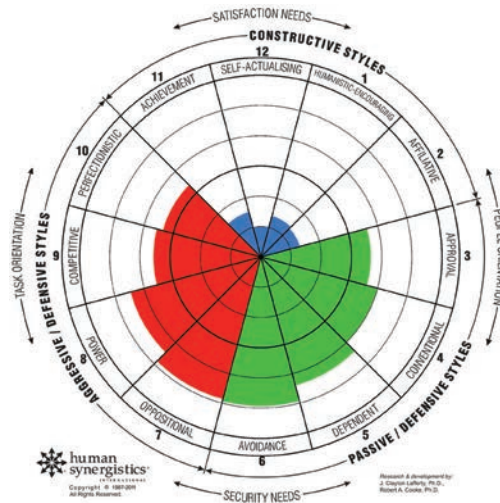
# THE CONSTRUCTIVE DIFFERENCE (LSI 1)

47,000 LSI1 respondents, isolating the top 10% and the bottom 10% respondent profiles

## MOST CONSTRUCTIVE THINKING



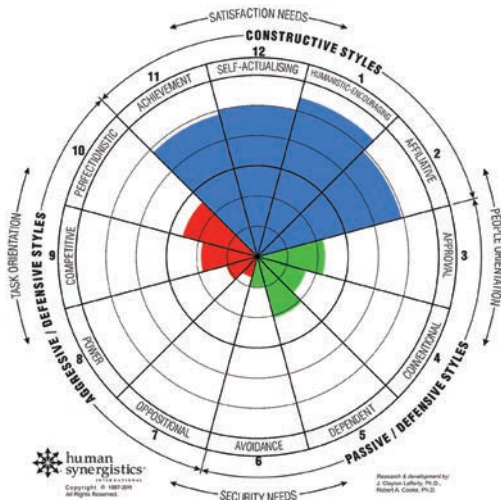
## LEAST CONSTRUCTIVE THINKING



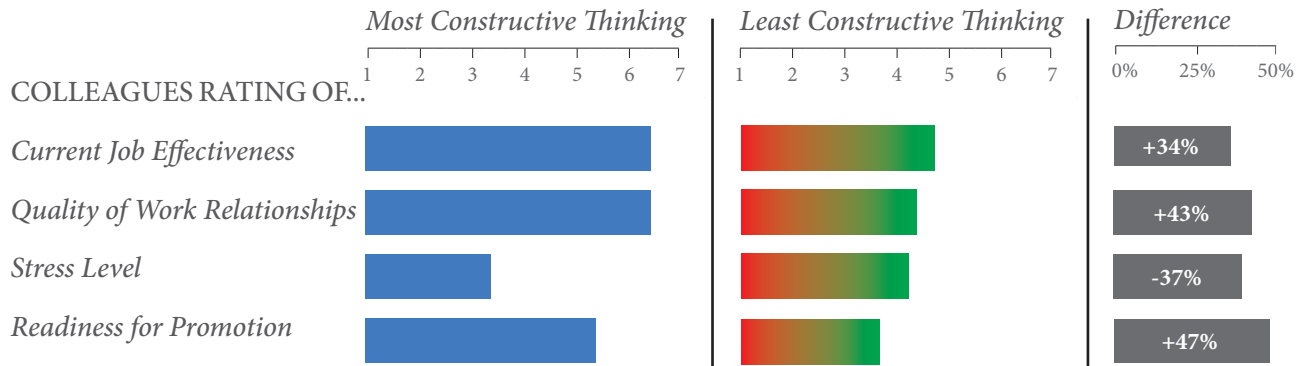
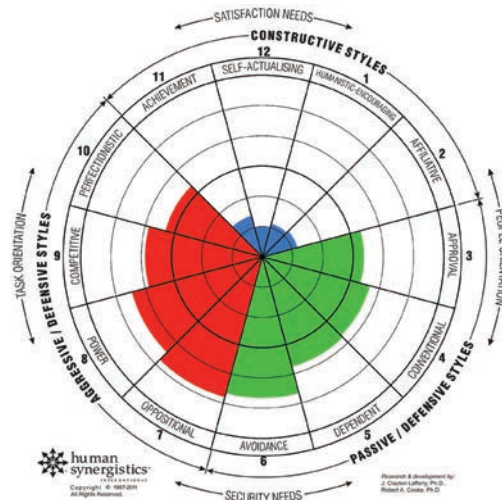
# THE CONSTRUCTIVE DIFFERENCE (LSI 2)

47,000 LSI2 respondents, isolating the top 10% and the bottom 10% respondent profiles

## MOST CONSTRUCTIVE BEHAVIOURS



## LEAST CONSTRUCTIVE BEHAVIOURS



# Group Styles Inventory™ (GSI)

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

# WHAT IS IT? 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 behaviours: 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.

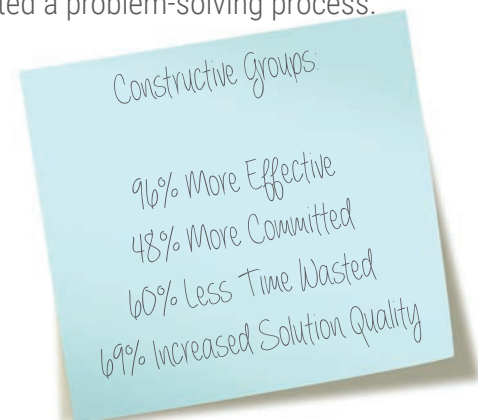
The Group Styles Inventory™ (GSI) is the only research-based tool that provides a valid and reliable measure of how people in groups interact with each other and work as a team to solve problems. Using the GSI helps teams to:

- Talk about team behaviours and the “elephants in the room” in a safe way.
- Have the conversations that matter.
- Illustrate the impact behaviours 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 behaviour 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.

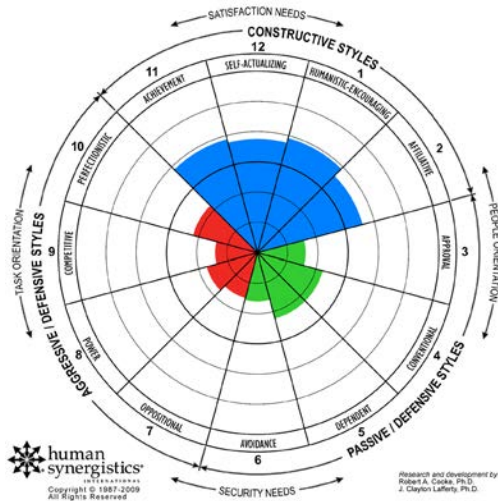




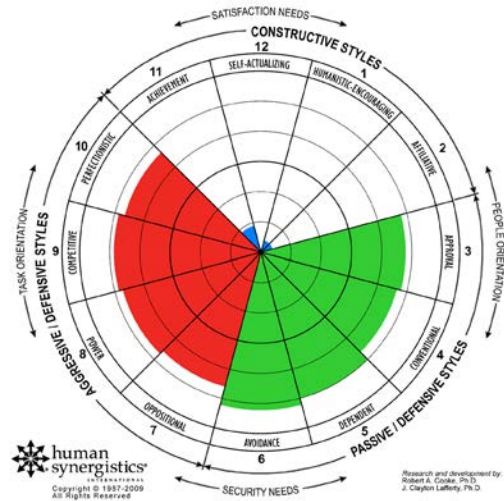
# THE CONSTRUCTIVE DIFFERENCE (GSI)

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

## MOST CONSTRUCTIVE TEAM



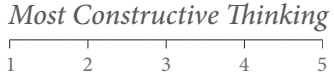
## LEAST CONSTRUCTIVE TEAM





COMPARISON OF INTERACTIONS

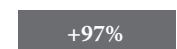
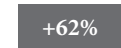
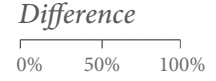
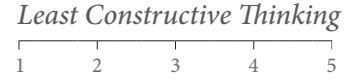
*Perceived Synergy*



*Group Commitment*



*Group Consensus*



COMPARISON OF EFFECTIVENESS

*Team Effectiveness*



*Time Wasted*



*Solution Quality*



# Leadership/Impact<sup>®</sup> (L/I) & Management/Impact<sup>™</sup> (M/I)

HELPING LEADERS AND MANAGERS  
UNDERSTAND THE IMPACT THEY  
HAVE ON OTHERS

# WHAT IS IT? WHY USE IT?

Leaders set the agenda for culture – they model the behaviours 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 behaviours of others and how effectively they operate in the leadership role. It comprises two parts:

- Ideal impact and leadership strategies –The leader describes the behaviours 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 behaviours they believe the leader promotes through their leadership, how they observe the leaders 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’ behaviour and performance. It comprises two parts:

- Ideal impact and management approaches –The manager describes the behaviours 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 behaviours they believe the manager promotes, how they observe the managers performance in the 15 approaches, and the manager’s effectiveness in their role.



# 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 Managing:

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

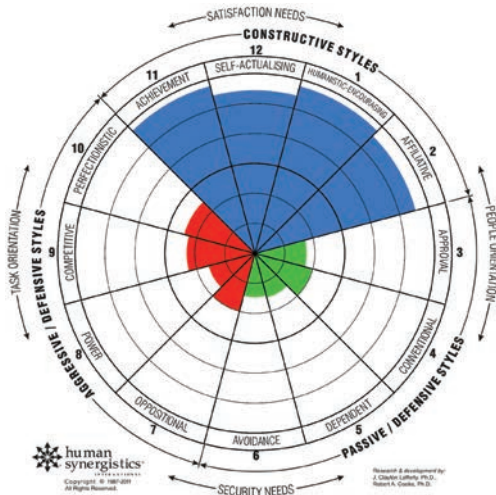
### Personal Managing:

- Integrity
- Self-Development
- Emotions

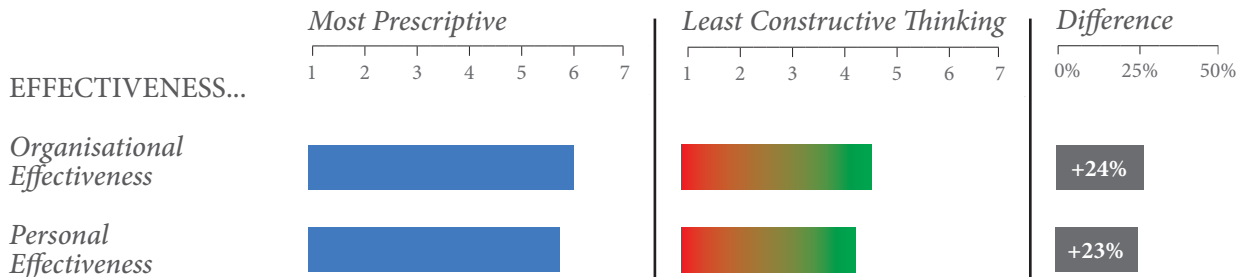
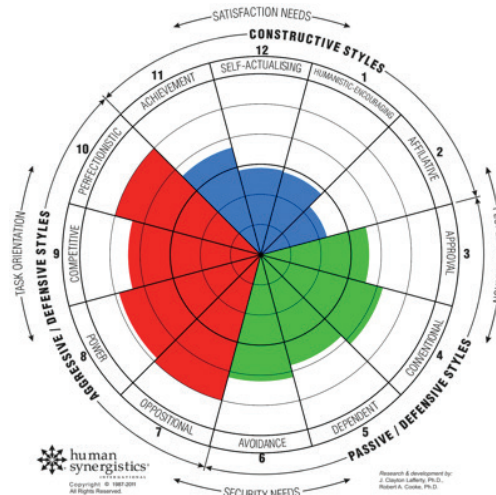
# THE CONSTRUCTIVE DIFFERENCE (L/I)

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

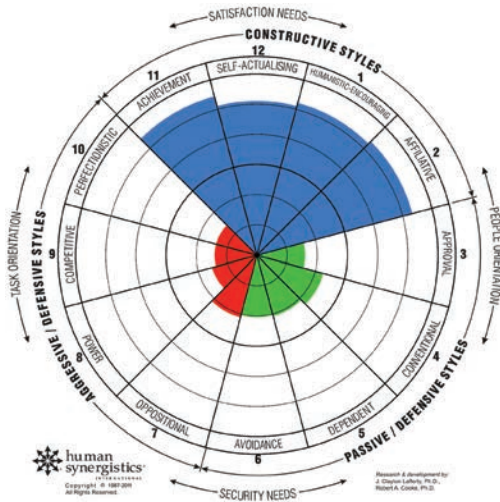


More Prescriptive and Less Restrictive Leadership Approaches leads to a 23.5% improvement in effectiveness

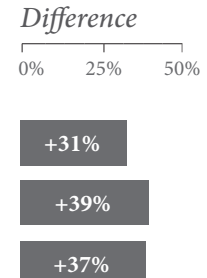
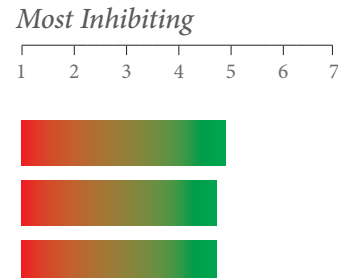
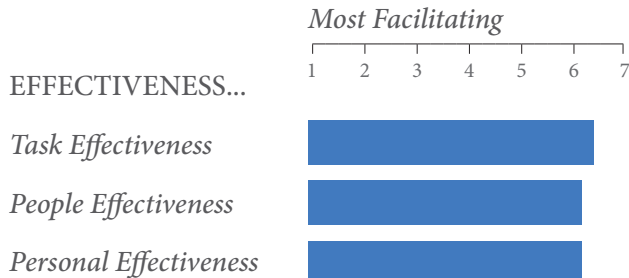
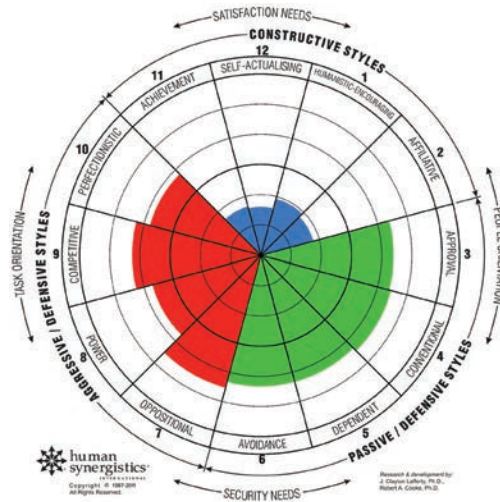
# THE CONSTRUCTIVE DIFFERENCE (M/I)

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



More Facilitating Approaches leads to a 36% improvement in performance

# Organisational Culture Inventory<sup>®</sup> (OCI) & Organisational Effectiveness Inventory<sup>™</sup> (OEI)

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



# WHAT IS IT? WHY USE IT?

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

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

The Organisational Effectiveness Inventory™ (OEI) measures the practices used throughout the organisation 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 organisational level.



The OCI and OEI work together to give you a complete picture of your organisation's culture (the behaviours) and factors driving it – and, in turn, the behaviours the culture reinforces. The OCI/OEI measures 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 organisation
- 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 REPRESENTS “THE WAY THINGS ARE DONE AROUND HERE”
- THE ACTUAL CULTURE REPRESENTS “WHAT’S EXPECTED AROUND HERE”
- THE OUTCOMES REPRESENT “HOW WE’RE DOING HERE”

### IDEAL CULTURE

Values

### CAUSAL FACTORS

Cause

### ACTUAL CULTURE

Impact on Norms

### OUTCOMES

Effect



### MISSION & PHILOSOPHY

#### STRUCTURES

Influence  
Empowerment  
Involvement

#### SYSTEMS

Selection & Training  
Appraisal/ Rewards  
Goal Setting

#### TECHNOLOGY

Job Design  
Interdependence

#### SKILLS/QUALITIES

Communication  
Leadership  
Bases of Power



#### INDIVIDUAL MOTIVATION

Satisfaction  
Intention to stay  
Role Clarity  
Security & Stress

#### GROUP

Teamwork  
Coordination  
Quality

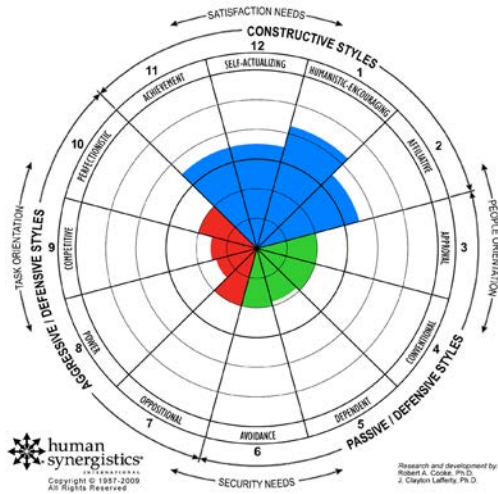
#### ORGANIZATIONAL

Quality  
Customer Service  
External Adaptability

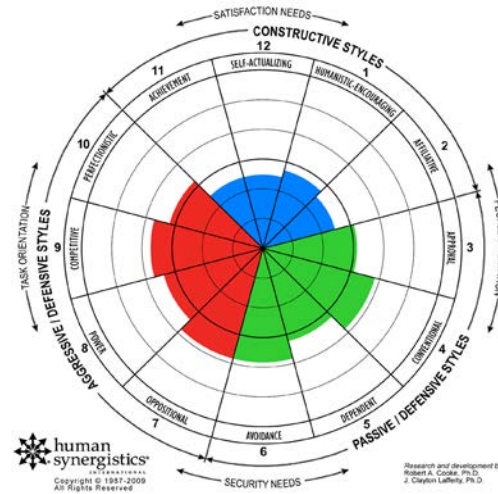
# THE CONSTRUCTIVE DIFFERENCE (OCI / OEI)

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

*MOST CONSTRUCTIVE*



*LEAST CONSTRUCTIVE*





# Customer Service*Styles*<sup>™</sup> (CSS)

CUSTOMER SERVICE*STYLES*<sup>™</sup>  
PROVIDES INSIGHTS ON HOW  
CUSTOMERS EXPERIENCE THE  
ORGANISATION'S CULTURE

# WHAT IS IT? WHY USE IT?

Research shows that the ways in which service providers approach their work are quite visible to customers and shape customer's perceptions, attitudes and future behaviours with respect to the organisation's products and services. The ways in which service providers interact with customers are the main determinant of customer satisfaction, loyalty and advocacy.

A reputation for quality – whether positive or negative – is earned by providers but is promoted by customers. Knowing how behaviours impact service quality, isolating the specific behaviours that do this, and then systematically focusing on changing these, can be directly linked to improvements in measurable outcomes like sales/revenue, along with increased customer satisfaction, loyalty and advocacy.

The Customer ServiceStyles™ Inventory (CSS) measures the behaviours customers and clients experience when interacting with your organisation. This diagnostic helps you understand the relationship between your organisational culture and the quality of customer experience.

Organisations can measure the experience of both internal and external customers. CSS is particularly valuable for:

- Discovering why your customers are satisfied or dissatisfied
- Gauging the extent to which your organisation is living up to its mission and brand promises
- Understanding the impacts of your organisation's culture on customer service
- Validating the need for change
- Monitoring and evaluating customer service initiatives



Constructive Customer Service:  
71% More Satisfied Customers  
61% More Loyal Customers  
55% Increase in Advocacy

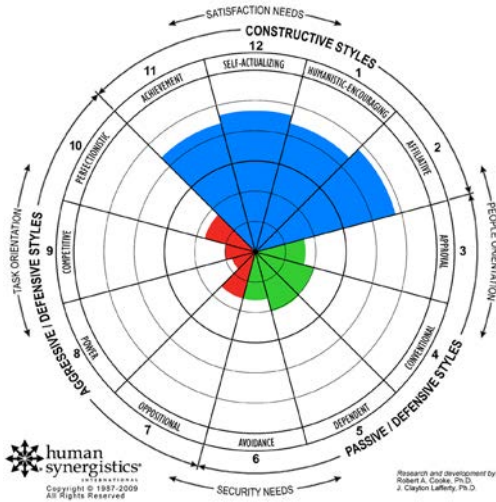




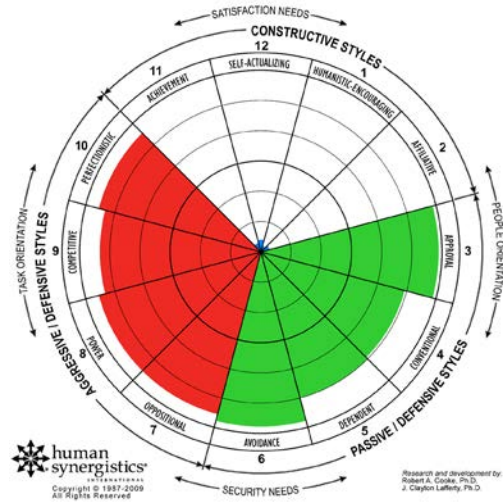
# THE CONSTRUCTIVE DIFFERENCE (CSS)

How organisations are seen by their customers, isolating the top 10% and the bottom 10%

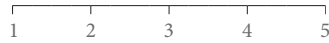
## MOST CONSTRUCTIVE SERVICE STYLES EXPERIENCED BY CUSTOMERS



## LEAST CONSTRUCTIVE SERVICE STYLES EXPERIENCED BY CUSTOMERS



### Most Constructive Service Styles



### CUSTOMER SERVICE RATINGS

Customer Satisfaction



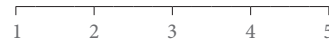
Customer Loyalty



Customer Advocacy



### Least Constructive Service Styles



### Difference



+71%

+61%

+55%

# CONTACT

## HUMAN SYNERGISTICS

Our friendly, knowledgeable team is available to answer your questions

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Keeping Good Company



