

# **Positive & Productive Working Cultures**

A toolkit for using Emergenetics

“To win in the **marketplace**, you must first win in the **workplace**.”

-Doug Conant, Former President & CEO of Campbell Soup

“No company, large or small, can win over the long run **without energized employees** who believe in the mission and understand how you achieve it.”

-Jack Welch, Former Chairman and CEO of General Electric

“To make **customers happy**, we have to make sure our **employees are happy** first.”

-Tony Hsieh, Zappos CEO

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**Create a positive and productive working culture by transforming how people think, behave and work together.**



# Chapter 1

## The Culture Imperative



Engaging the hearts, minds, and hands of talent is the most sustainable source of competitive advantage.”

**Greg Harris,**  
Quantum Workplace

## The experts agree, **building a great organization means creating a positive and productive** working culture.

Let's look at a few stats:



Happy workers are **12% more productive** than the average worker. Unhappy workers are 10% less productive.

- [Department of Economics at the University of Warwick](#)



Highly engaged employees **were 87% less likely to leave their companies** than their disengaged counterparts.

- [Office Vibe](#)



Happy workers are more likely to **solve difficult problems faster**.

- [gthankyou](#)



Unhappy employees cost American business over **\$300 billion each year**.

- [Gallup](#)



## Take Zappos for example...

They are known for their company culture.





**It is with good reason that they've become the hallmark for culture.**

They put a huge focus on their culture and dedication to core company values.

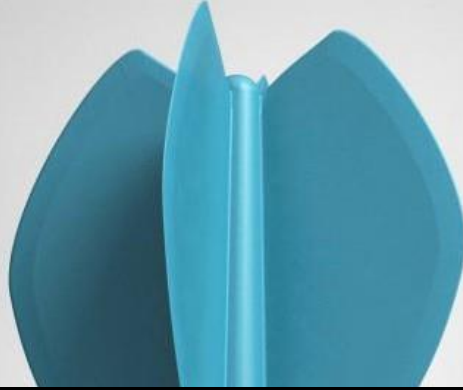
According to Zappos CEO Tony Hsieh in their annual Culture Book, **“For us, our #1 priority is company culture.** Our belief is that if we get the culture right, most of the other stuff -- like delivering great customer service, or building a long-term enduring brand and business -- will happen naturally on its own.”



There's a lot that goes into creating a positive and productive working culture.

But based on the work we do and 30 years of workplace data, we know that it all boils down to this:

Everyone needs to **understand** the company culture, how it **applies** to them, and what you expect them **to do** as a result.

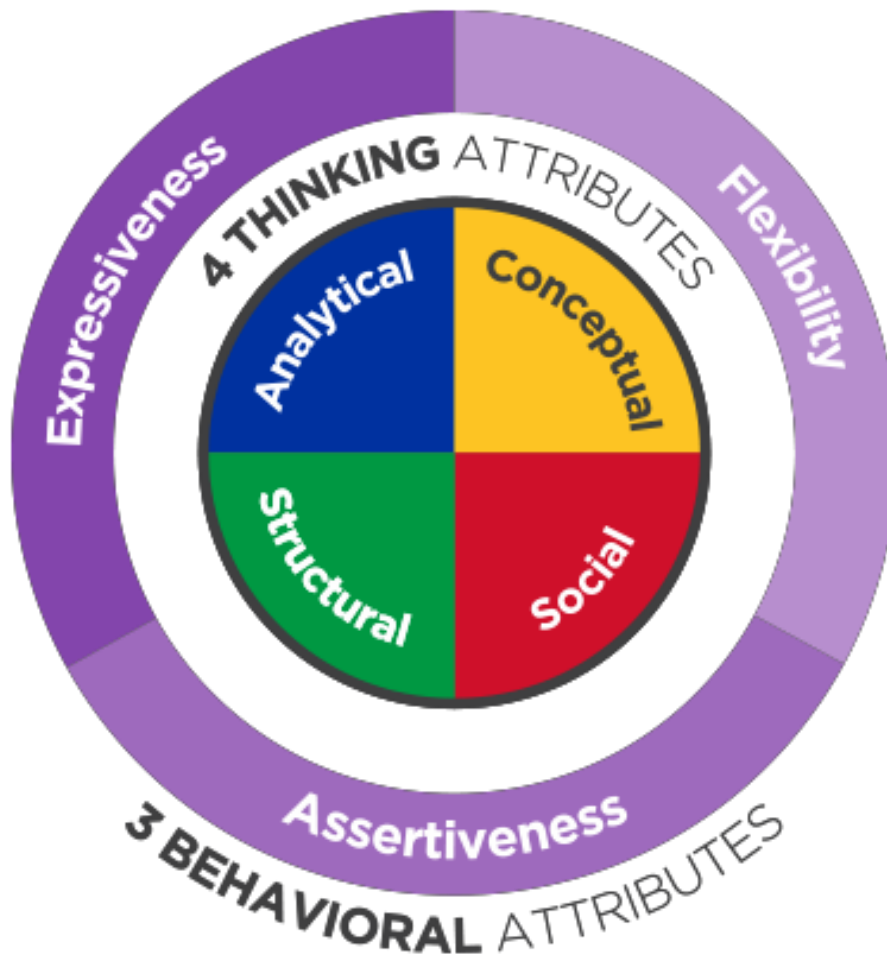


**Because we each have a preference for a different style of thinking & behaving -**  
the way employees understand and  
actualize company culture might be very  
different.

Great companies understand how to **make**  
**culture work** for **every** employee.



This book uses the Emergenetics model which is based on **years of psychometric research** and provides a measure of the **four thinking attributes and three behavioral attributes** that every person exhibits.



By incorporating thinking & behavioral data **into the type of work that happens in organizations on a daily basis** you can create a common language that positions employees to be successful and **builds culture.**

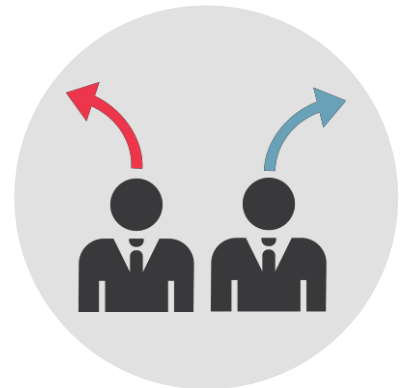
Use the guides on the follow pages for these common organizational functions:



1.  
Setting  
Common  
Goals



2.  
Running  
Effective  
Meetings



3.  
Resolving  
Disagreements



# Chapter 2

## Goal Setting



“

A goal properly set is halfway reached.”

- Zig Ziglar

Setting goals is a powerful thing. **Goals are what allow each of us to be successful and define how we reach success.**

Goals help us focus, organize work, allocate resources, create motivation, and guide us in knowledge or skills development.

While we know they are important, it is often difficult to set and achieve our goals. **That's because goals mean different things to different people.** And how we go about achieving them also varies.

The template on the following page can be used **during the goal setting process to create a common language** through Emergenetics.

# GOAL SETTING

Use this template during the goal setting process. As a goal is identified, go through each of the boxes below to ensure it resonates with all thinking and behaving styles.

## Analytical

Why is this goal important?

## Conceptual

discuss the goal with others?  
goal look like?

## Structural

What steps need to be taken to accomplish the goal?

## Social

Who is impacted by this goal?

## First-Third

## Expressiveness

## Third-Third

Are we providing time to process the goal independently?

Are we providing time to discuss the goal with others?

## First-Third

## Assertiveness

## Third-Third

Does the goal benefit the team and the company?

Is the goal competitive?

## First-Third

## Flexibility

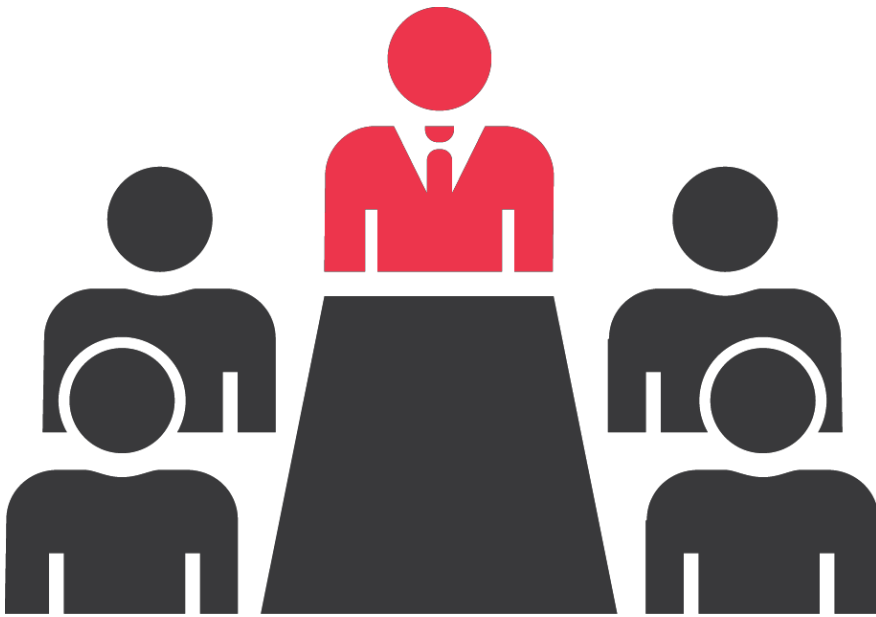
## Third-Third

Are there clear expectations, measures, and ownership?

Are we remaining open to new possibilities?

# Chapter 3

## Effective Meetings



“

To effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others. “

- **Tony Robbins**



Meetings are where goals are established and where goals are activated in daily life.

Meetings are where information is exchanged, people get feedback, plan, collaborate and make important decisions. They can be great for aligning a team around business objectives or facilitating new ideas.

Because of our thinking and behavioral preferences, we each **expect for meetings to run a certain way, we need different things from a meeting, and will have various ways of contributing** to their success.

The template on the following page can be used during meeting planning process to ensure the meeting runs as effectively as possible.

# RUNNING A BETTER MEETING

Use this template to plan before a meeting in order to actualize your goals in your day-to-day work.

## Analytical

Begin and end on time.  
State objectives at the beginning of the meeting.

## Conceptual

Brainstorm.  
Suspend judgement.  
Welcome all ideas.

## Structural

Have an agenda. Follow the agenda.  
Create an action plan and write down next steps.

## Social

Begin by asking how everyone is doing.  
In a group of strangers- make sure there are introductions.

## First-Third

## Expressiveness

## Third-Third

Provide a quiet moment to reflect before  
Who is impacted by this goal? ideas.

Give all people who want to share  
thoughts the opportunity to do so.

## First-Third

## Assertiveness

## Third-Third

Ask if all ideas have been heard. Is there  
anyone who has not had an opportunity to  
contribute?

Be prepared for debate between  
competing ideas.

## First-Third

## Flexibility

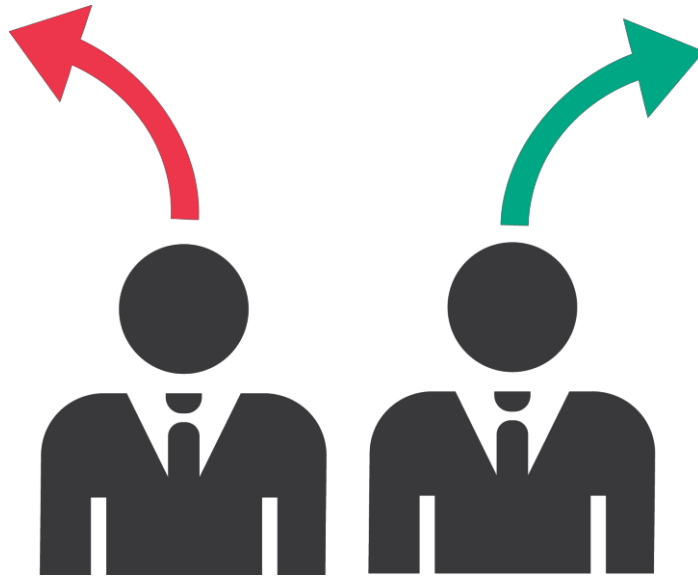
## Third-Third

Are we staying on task?

Are we devoting too much  
time to one topic?

# Chapter 4

## Resolve Disagreements



“

He who has learned to disagree without being disagreeable has discovered the most valuable secret of negotiation.”

- Robert Eastbrook

Misunderstandings will inevitably arise.

**Differences of opinion are based on life experiences, values, needs, interests, or intentions.** To disagree is natural; we all have opinions and ways of doing things.

Disagreements can turn into conflict if repeated without resolution. **Conflict is a result of repeated disputes or disagreements that did not come to a sustainable resolution.** Conflict destroys the cohesion within a relationship or organization and destroys the “we” idea that is key to successful communication.

Use Emergenetics as a framework for resolving disagreements between two (or more) people.



# RESOLVING DISAGREEMENTS

Keep the environment positive. Use this template to resolve a disagreement between people. Start with Step 1 and end with Step 4, paying attending to and incorporating the behaviors at the bottom of the template.

## Step 2 - Analytical

With your Analytical brain, give an accurate report of the situation about at the bottom of the template.

## Step 3 - Conceptual

With your Conceptual brain, brainstorm solutions together.

## Step 4 - Structural

With your Structural brain, select the best solution, determine the steps that need to be taken, and establish a timeline.

## Step 1 - Social

With your Social brain, say something nice about the other person.

## Expressiveness

Be aware of the energy you use to articulate your points.

## Assertiveness

Be aware of the energy you use to maintain your position.

## Flexibility

Be aware of your willingness to switch gears until you have successfully resolved the issue.



# Chapter 5

## Understanding the Emergenetics Model



The Emergenetics Model can be applied to any situation. This E-book applies it to three common workplace scenarios, but organizations around the world use the Emergenetics model for making better decisions, giving more effective performance reviews, facilitating change, establishing trust, enhancing the sales process.

You name it, and the Emergenetics model can apply **because these are the innate factors that each and every one of us have**. And by understanding them you can tap into them and apply them to achieve success in any situation.

The following pages provide a more in-depth understanding of what makes up the Emergenetics model.

# The Emergenetics Attributes

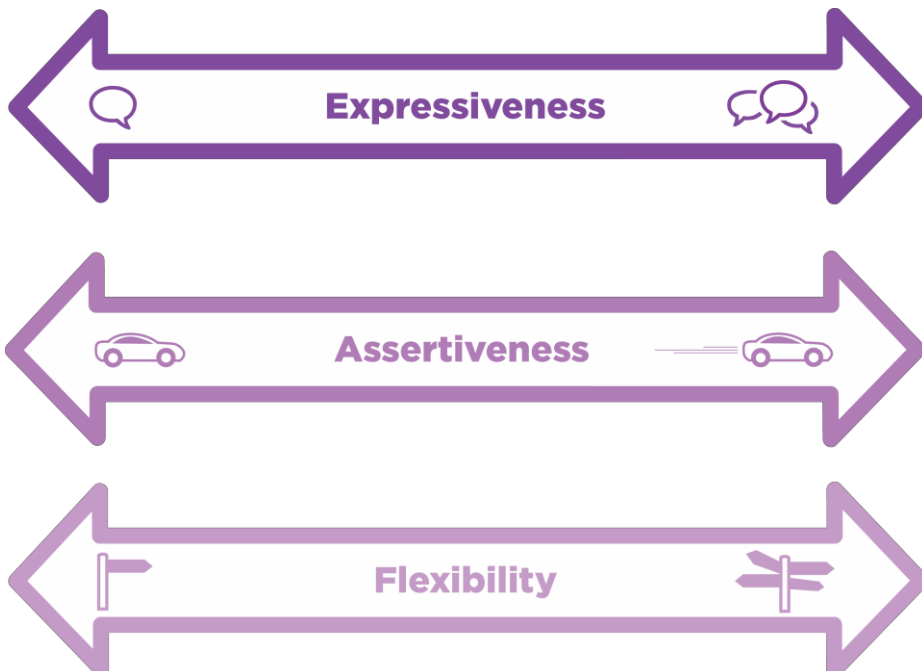
## 4 Thinking Attributes

Analytical, Structural,  
Social, and Conceptual



## 3 Behavioral Attributes

Expressiveness, Assertiveness, and Flexibility



# Understanding The Analytical Brain

Analytical Thinking (represented by the color blue) is logical, data-driven, skeptical of new ideas, and learns by mental analysis.

This part of the brain is excellent at rational, clearheaded problem-solving.

When the analytical mind is intrigued, it perseveres until all its questions are answered.



# Understanding The Structural Brain

Structural Thinking (represented by the color green) enjoys guidelines, structure, and process, is cautious of new ideas, and learns by doing.

This type of thinking combines sequential thought with the love of practical applications.

The Structural part of the brain excels in drawing comparisons, looking for connections, and creating order out of chaos.





# Understanding The Social Brain

Social Thinking (represented by the color red) is relational, empathetic, connected, socially aware, and intuitive about people.

This type of thinking excels at connecting with others, facilitating situations, and weighing all sides equally.

The social mind knows how to help disparate people interact with each other.



# Understanding

## The Conceptual Brain

Conceptual Thinking (represented by the color yellow) is imaginative, intuitive about ideas, visionary, enjoys the creative process, and learns by experimenting.

This type of thinking excels at seeing the big picture, grasping essential ideas and seeing where they lead.

A Conceptual brain tends to be expressed through diagrams, pictures, and metaphors.



# Understanding The Expressiveness Spectrum



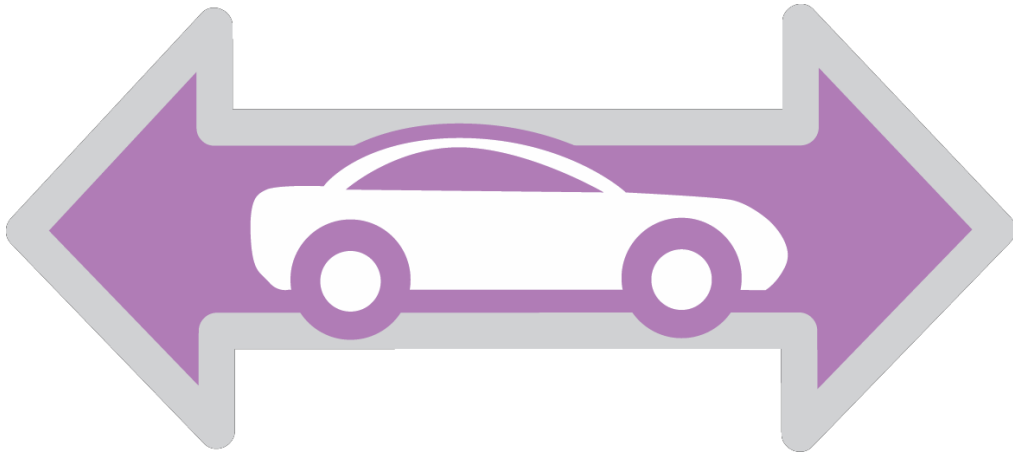
Your degree of Expressiveness indicates the amount of your participation with others and the world around you. It is not what you experience inside, but what you share on the outside.

*expressives* fall in the first-third of the spectrum. They operate in a more quiet and introspective manner and are energized by periods of solitude.

**EXPRESSIVES** fall in the third-third of the spectrum. They openly communicate affection for others, easily start conversations with strangers, and are energized by interacting with others.

# Understanding

## The Assertiveness Spectrum

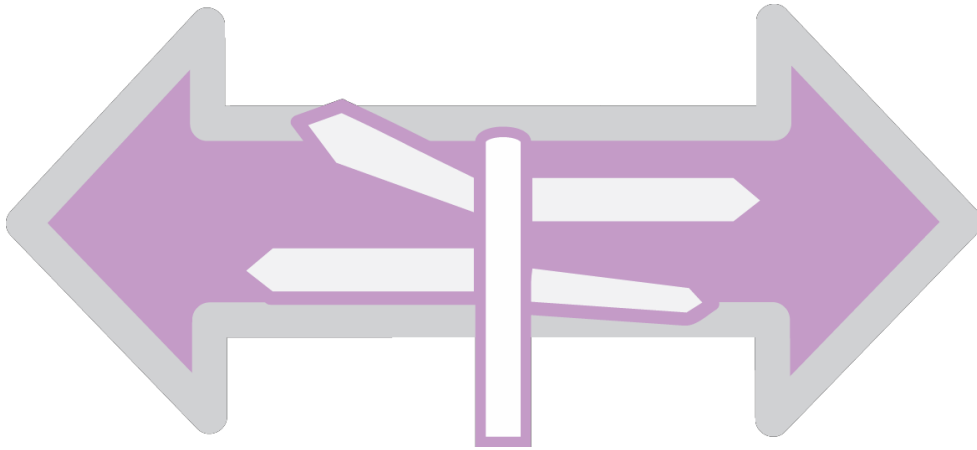


Your degree of Assertiveness reflects the style and pace with which you advance thoughts, feelings, and beliefs. It is about your control regarding tasks.

*assertives* fall in the first-third of the spectrum. They may be viewed as peacekeepers as they like to build enjoys the and move at a consistent pace.

**ASSERTIVES** fall into the third-third of the spectrum. They try to convince others of their point of view, they learn by debating and tend to be competitive and driving.

# Understanding The Flexibility Spectrum



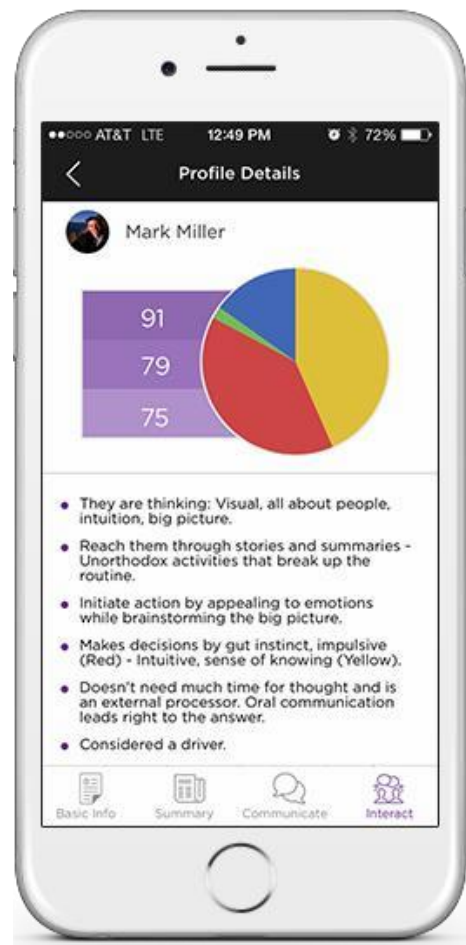
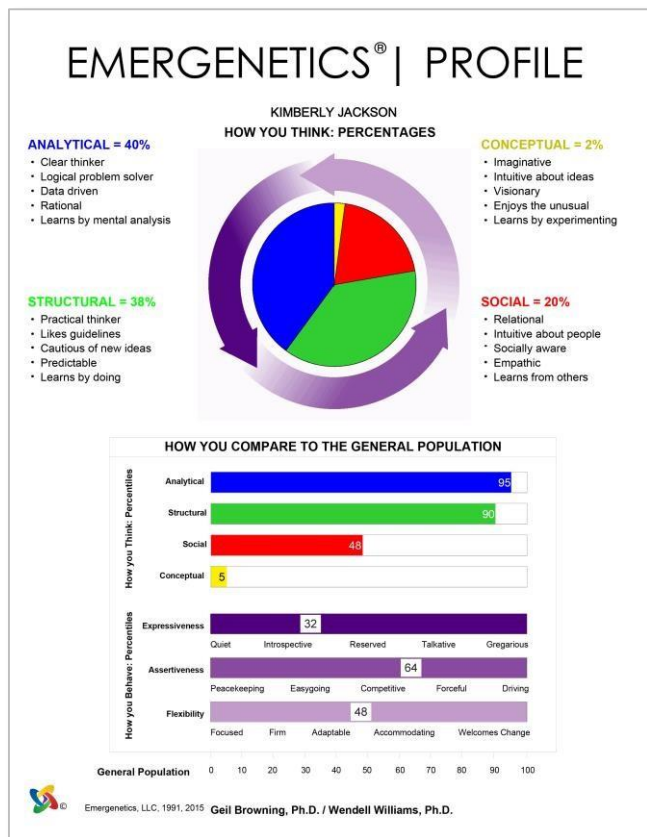
Your degree of Flexibility measures your willingness to accommodate the thoughts and actions of others.

*flexibles* fall in the first-third of the spectrum. They prefer and learn best in defined situations. They are focused and like to work on one task at a time.

FLEXIBLES fall in the third-third of the spectrum. work are comfortable handling ambiguous situations and look on new options at every opportunity.

# THE FULL PICTURE

The Emergenetics Profile shows measure of an individual's preference for the four thinking and three behavioral attributes.





**The more you know about yourself and others, the better interpersonal strategies you can develop.**

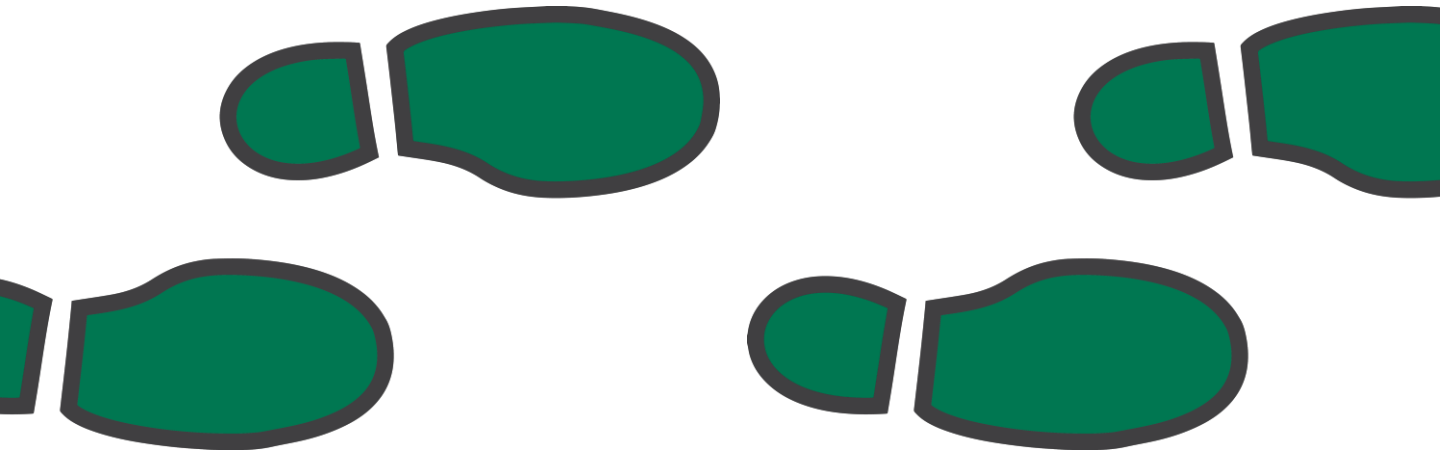
**Every person has the capacity to think and behave within each of the attributes. The Profile measures preferences not competencies.**



Your own unique Emergenetics Profile gives you insights into how you think and behave, how you learn, how you approach new situations, how you get things done, how others see you, and how you react to others.

# Chapter 6

## Next Steps



“

Take small steps every day and one day you will get there.”

- **Unknown**



## **More Effective Goals. More Efficient Meetings. Less Disagreements.**

They say the journey of a thousand miles begins with one step. So, the next time you are goal setting- use the template. The next time you are planning a meeting - use the template. The next time you encounter a disagreement - use the template.

**And repeat. Before you know it, it will become like second nature.**



**Take the Emergenetics Model  
and try it out on any other  
workplace challenges you have.**

**Analytical**

**Conceptual**

**Structural**

**Social**

**First-Third**

**Expressiveness**

**Third-Third**

**First-Third**

**Assertiveness**

**Third-Third**

**First-Third**

**Flexibility**

**Third-Third**



## Don't make assumptions.

**The more you know about yourself and others, the more effective you can be at creating a culture that drives higher, more sustainable performance.**

Emergenetics International works with organizations around the world to transform the ways employees, teams, and the entire organization move

We'll give you access to thinking and behavioral insights for your team that increase efficiency, improve communication, and enhance leadership.

**Speak with  
an Expert**

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