

TEAM

DIMENSIONS 2.1

Your Core Nature of Work
and the S.P.E.E.D. Relay



**WESTWOOD
INTERNATIONAL**

INTRODUCTION

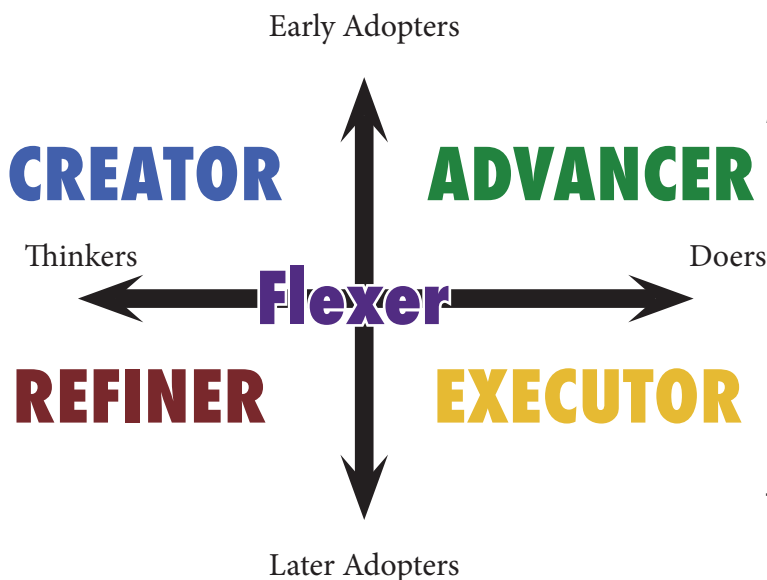
People. Are. Different. It's a simple truth. Everyone has a different set of skills. Some of those are learned and honed over time, while others are what come naturally. What comes naturally is your Core Nature of Work. When your tasks fall within your Core Nature of Work, the day goes by quickly and you feel energized. When your tasks are outside your Core Nature, it drains your energy.

There are four Core Natures of Work.

CREATOR ADVANCER REFINER EXECUTOR

Some people love new ideas, they are the early adopters. Others like to keep things the same, they are the later adopters.

Some people enjoy the concepts, they are the thinkers. While others are focused on getting things done, they are the doers.



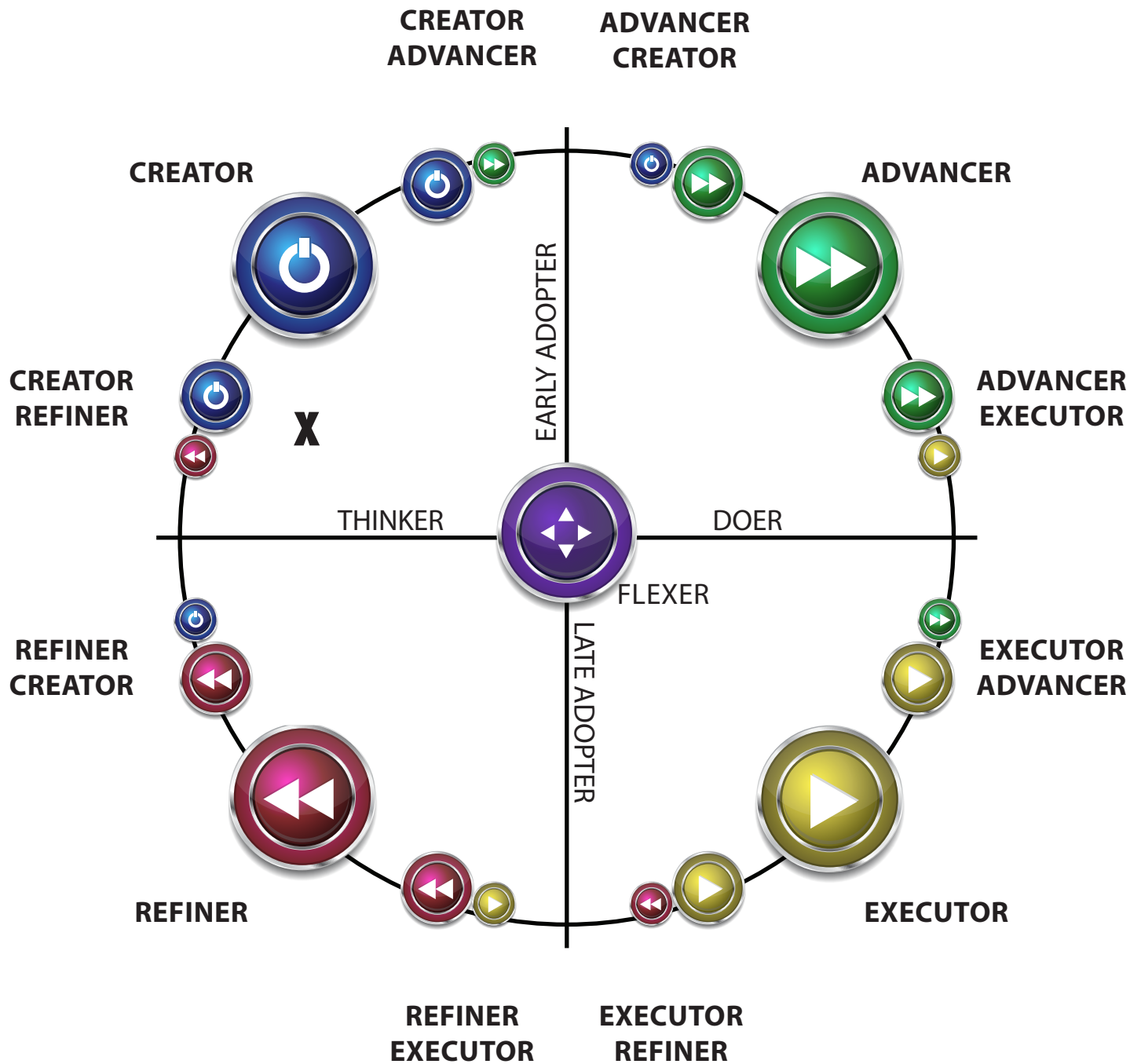
Creators are early adopters and thinkers.
Advancers are early adopters and doers.
Refiners are later adopters and thinkers.
Executors are later adopters and doers.

Some people are equally balanced between early and later adopters as well as thinking and doing. This is only 1% of the population. These are the **Flexers**.

Based on the
LAW OF DIFFUSION OF INNOVATION

YOU ARE A CREATOR-REFINER

Your primary Core Nature of Work is a **Creator**. You have a secondary Core Nature as a **Refiner**. You work best in the **Creator** role; however, you can operate as a **Refiner** when necessary.



YOU ARE A CREATOR



As a **Creator**, you are an early adopter and a thinker. As an early adopter, you like new ideas. You embrace new concepts and appreciate innovation over the status quo. As a thinker, you prefer thoughts and theories.

On a remote control, **Creators** are the ON button. Your ideas power up organizations. Your innovative ideas launch new projects.

Creators like to break the rules. Just because an organization follows a procedure for years does not mean a **Creator** will “let it lie.” You see new possibilities and potentially radical ideas.

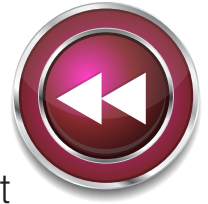
Creators make up 35% of the population. You can easily spot a Creator. They are the ones who constantly provide new ideas. Their Core Nature is to see possibilities in everything.

STRENGTHS: **Creators** naturally provide innovative ideas. As early adopters, you thrive on change. Some **Creators** are fantastic at incremental changes. You look at what exists and give ideas for how to alter things to make them better. **Creators** can also excel at breakthrough ideas. These are ideas that are new to an industry or organization. In extreme scenarios, **Creators** provide radical ideas. These are ideas that create entirely new industries.

Creators are also strong at overcoming barriers. When presented with a challenge, you provide innovative solutions. Your flow of ideas applies to large strategic plans and tactical details alike.

CHALLENGES: Ideas never stop for **Creators**. This makes it challenging to stay with any one idea and see it through to completion. You are phenomenal at change and disruption. That strength means that you have difficulty with repetition and mundane work. It is also problematic for a **Creator** to choose which of their ideas is the best one to move forward. When it is time to select the best idea, you should let an **Advancer** do that task. Then, have the **Advancer** work with a **Refiner** to create repetitive processes that are best left to an **Executor** to execute.

YOUR SECONDARY: REFINER



As a **Creator-Refiner**, you are a thinker and an early adopter, but tend toward being a later adopter. As a thinker, you like thoughts and theories. As an early adopter, you like new ideas. Your tending toward later adopter means you can also be comfortable as a **Refiner**.

On a remote control, **Refiners** are the REWIND button. You want to go back and review the details. When reading a book, you will frequently go back and re-read paragraphs or even chapters.

Refiners like to make the rules. After analyzing the details, you can decide the best policy for others to follow. **Refiners** make up 25% of the population. You do not often say “yes” to a new idea because you see the potential pitfalls in its implementation.

A Refiner thrives on identifying what could go wrong. Their insight makes **Refiners** uniquely qualified to vet ideas before moving forward.

STRENGTHS: **Refiners** naturally identify barriers to success. When they look at a plan, they recognize the weaknesses and feel the need to warn others. **Refiners** try to kill a new concept by stating upfront what can go wrong. This allows the organization to catch errors during ideation instead of waiting until implementation, which saves money, time, and frustration.

Refiners are also strong at analyzing details. **Refiners** can build efficiency into the implementation process of any new idea. Once satisfied with a plan, they set up routines and procedures that allow an organization to scale.

CHALLENGES: **Refiners** can sometimes over-analyze things and get lost in the details without moving into implementation. You may focus on the wrong strategic objectives. **Refiners** also find it difficult to follow the same procedures every day. When it is time to prioritize big-picture plans, that is best left to an **Advancer**. When it is time to work through repetition, a **Refiner** should hand that work off to an **Executor**.

UNDERSTANDING ADVANCERS



Advancers are early adopters and doers. As early adopters, they like new ideas. They embrace new concepts. They appreciate innovation over the status quo. As doers, they want to take action and accomplish objectives.

On a remote control, **Advancers** are the FAST FORWARD button. They want to go full-speed ahead. When reading a book, they are apt to skip to the last page.

Advancers interpret the rules. They are okay with bending the rules to help a new idea along. Only 15% of people are **Advancers**. Finding an **Advancer** in your organization can be difficult because they often leave and start their own organization. They are the only ones to say “Yes” to a new idea.

An **Advancer** thrives in a big pile of ideas. **Advancers** love to decide which idea or set of ideas has the most potential. They usually do so based on how original the idea is, how likely it is to solve the problem, and how doable it is.

STRENGTHS: **Advancers** naturally plan tactics, make key phone calls, or introduce the right

people to each other. They keep their team from wasting time and money on ideas that will not work. **Advancers** also help avoid the other extreme of failing in the market with a clone concept that does not stand out.

Advancers excel at setting priorities. They can look at a list of tasks and quickly identify the most important ones. This makes **Advancers** excellent facilitators. They are gifted at moving projects forward.

Many **Advancers** are married to their checklist. However, this is a strategic checklist of ideas and plans. Not a procedural checklist. Each item on an **Advancers'** list can have many moving parts to accomplish. And crossing an item off a checklist gives them great joy, but that finish line is just a new starting line for the next part of their master plan.

CHALLENGES: Checklists are also a challenge to **Advancers**, not their strategic list, but a detailed checklist of how to accomplish each step of a task. **Advancers** do not like to get into the details. They work best in the strategic realm. It drains an **Advancer** to have to work through details. Once a process gets repetitive, the **Advancer** should work with a **Refiner** to hand that work off to an **Executor**.

UNDERSTANDING EXECUTORS



Executors are later adopters and doers. As later adopters, they prefer the status quo over change. They appreciate proven solutions. As doers, they like to take action and accomplish objectives.

On a remote control, **Executors** are the PLAY button. They want things to move forward at a consistent pace. When reading a book, they go through it once, page-by-page.

Executors like to follow the rules. They do not want to innovate or lead. Instead, they are comfortable with clear guidelines and procedures. **Executors** tend to resist change, seeing it as disruptive to the order they love to maintain. **Executors** are 25% of the population.

Executors are willing and thorough. Without **Executors**, organizations struggle for stability and suffer from inconsistent performance.

STRENGTHS: **Executors** naturally provide stability. They follow procedures with attention to detail. They dot the I's and cross the T's. Successful organizations establish procedures that work and repeat them. **Executors** bring that repetition to life, giving predictable results.

Executors are reliable. Once they learn a process, they will faithfully execute it as long as needed. This makes them uniquely qualified to sustain and scale an organization.

CHALLENGES: An **Executors'** dedication to consistent performance makes them reluctant to change. For an **Executor**, change disrupts the good order and discipline they like to maintain. It is also challenging for an **Executor** to see the big picture. An **Executor** is happy to allow the **Advancers** and **Creators** to work on the big picture. A **Refiner** can help **Executors** learn the new procedures when a change is needed.

UNDERSTANDING FLEXERS



Flexers are equally balanced across all four Core Natures of Work: **Advancer**, **Creator**, **Refiner**, and **Executor**. They are equal parts early and later adopter as well as thinker and doer.

On a remote control, **Flexers** are the MULTIFUNCTION button.

Their role depends on the team's needs and the project phase.

99% of job descriptions are written expecting someone to perform all four Core Natures of Work. Only 1% of people can achieve all four Core Natures of Work.

Flexers can morph to the needs of the moment. They can generate ideas, pick the best idea or set of ideas, and prioritize to move forward. They can identify pitfalls and implement the daily checklists that need to get done. They adapt their style to fit the situation.

STRENGTHS: A **Flexer's** strength is in their flexibility. They are highly beneficial to a team by pivoting to the Core Nature needed at any given time. In baseball, they are the utility infielder that can substitute for first base, second base, third base, or the shortstop. They can work across both ideation and implementation.

CHALLENGES: Being equally balanced across early and later adoption and thinking versus doing means that their challenge is to operate at the extremes of any one Core Nature of Work. They can generate ideas, but they may not be as radical as a pure **Creator**. They can choose the best ideas and prioritize, but it may not come as naturally as an **Advancer**. They see flaws in a plan, but maybe not as many as a **Refiner**. They can execute the daily checklists consistently but may not thrive doing so over the long term like an **Executor**.

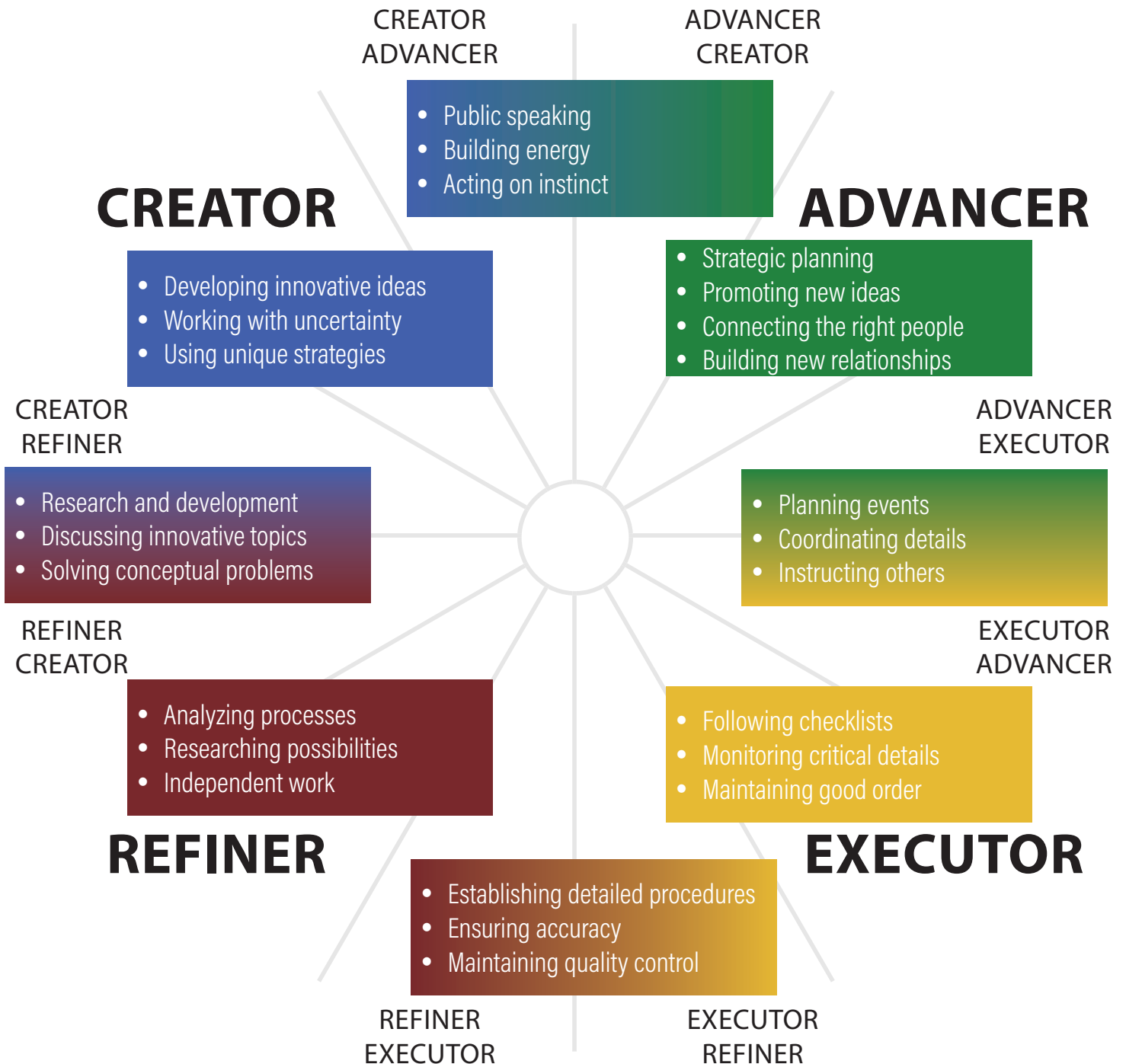
A **Flexer** needs to focus their skills on the needs of the team. Identifying which Core Nature of Work is needed at the time will help maximize their contribution. Understanding each of the four Core Natures of Work is important to truly understand a **Flexer's** flexibility.

PEAK WORK VS. WEAK WORK

Your Core Nature of Work helps identify your peak work vs. your weak work. You are in your Peak Work when you perform tasks suited to your Core Nature. Time goes by quickly, and it energizes you.

You are easily drained and frustrated when you must function outside of your Core Nature, doing your weak work.

Here is a sample of some of the tasks that are peak work for each Core Nature.



RELATIONSHIPS

	 CREATOR
 CREATOR	
 ADVANCER	
 REFINER	
 EXECUTOR	

In business and life, relationships are everything. An understanding of how you relate to other Core Natures of Work makes teamwork much easier and more fun. As a **Creator**, you have a green-light relationship with **Advancers**. **Advancers** are the 15% of the population who naturally say yes to a new idea, and they can help you see your brilliance progress from ideation to implementation.

Creators have a red-light relationship with other **Creators**. Two **Creators** often get along wonderfully in their personal life. They can go to lunch and come back having thought of 5 new companies to form. However, when it comes to working together, having **Creators** work together is not the most productive. They will continually come up with new ideas and want their idea to be the one to be implemented but are not natural doers. The best way for multiple **Creators** to work on a team is for an **Advancer** to be the facilitator, draw out all of the **Creators'** combined ideas, and use the S.P.E.E.D. Relay.

Creators also have a red-light relationship with **Refiners**. **Refiners** naturally identify flaws in the **Creators'** ideas and cannot help themselves from pointing them out. As a **Creator**, it is common to see this as not liking you as a person and think that if they don't like your idea, they don't like you. An **Advancer** can help this relationship.

Executors often seem to come from a completely different planet than **Creators**. They speak different languages, think differently, and adopt new ideas differently. The best way to succeed with this relationship is to engage an **Advancer** and a **Refiner** and use the S.P.E.E.D. Relay. This will help translate the **Creators'** thoughts into action steps for the **Executors**.

As a **Creator**, focus on finding the **Advancers** of the world. They are your strongest advocate and like to hear your ideas, which will help bring them to life.

























NOTE: As a CREATOR-REFINER, you are an intense thinker. You are slightly more of an early adopter than a later adopter. You often object to your own ideas, and just as quickly have another idea to overcome your own objection. Be aware that your mind can often look like a trap shoot, "Idea! Bang! Idea! Bang!" This can keep you from generating forward momentum. You can work with an ADVANCER who can help keep you focused on one idea at a time.

RELATIONSHIPS

Understanding your red-, yellow-, and green-light relationships is the first step. The next step is to understand the other Core Natures of Work and how they interact. **Advancers** and **Refiners** have a yellow-light relationship. **Advancers** are early adopters and doers. **Refiners** are later adopters and thinkers. However, they both understand the importance of working together to get an idea across the finish line.

Advancers have a red-light relationship with **Executors**. Although both are doers, **Executors** do steps "1, 2, 3, 4,..." while **Advancers** do steps "5, 10, 15, 20,..." **Refiners** provide the buffer between **Advancers** and **Executors**. **Refiners** can generate the set of instructions **Executors** desire to get things done.

Executors and **Refiners** have a green-light relationship. **Refiners** like to make the rules and provide instructions, while **Executors** like to follow the rules.

	 CREATOR	 ADVANCER	 REFINER	 EXECUTOR
 CREATOR				
 ADVANCER				
 REFINER				
 EXECUTOR				

THE S.P.E.E.D. RELAY PROCESS

Understanding your Core Nature of Work and how you interact with others is highly beneficial. Your team's next dimension is using this knowledge with a proven method that achieves results. The S.P.E.E.D Relay process repeatedly has:

- Cut 70-80% off the front end of any project; all the time it takes to come up with ideas, select the best idea or set of ideas, prioritize tasks, identify all of the things that could go wrong, and set up the day to day process necessary for implementation.
- Save thousands of dollars in wasted meeting time, deflated energy, and contentious debate. Not only does it directly rob the bottom line, but it also robs the team of momentum.
- Capture true diversity, not just ethnic or gender, but the different strengths and talents needed to generate success.
- Break loose the gridlock of organizations, and free your organization from implementing an unexamined idea or killing an innovative idea.

“Our meetings are held to discuss the problems, which would never arise if we had fewer meetings.”

-- Ashleigh Brilliant

Spirit killer: People find meetings long, uninspiring, and unproductive, making their presence at them often worthless.

The solution: The clear, fast-paced schedule of S.P.E.E.D. meetings. After all, mediocre relay teams outperform world-class sprinters.

**The Wisdom of Passing the Buck:
Even a Mediocre Relay Team
Outruns the World Record Sprinter**



THE S.P.E.E.D. RELAY PROCESS

Work Myth: A person should stay with the project until it's finished.

The Solution: Allow people to do what they do best in short sprints.

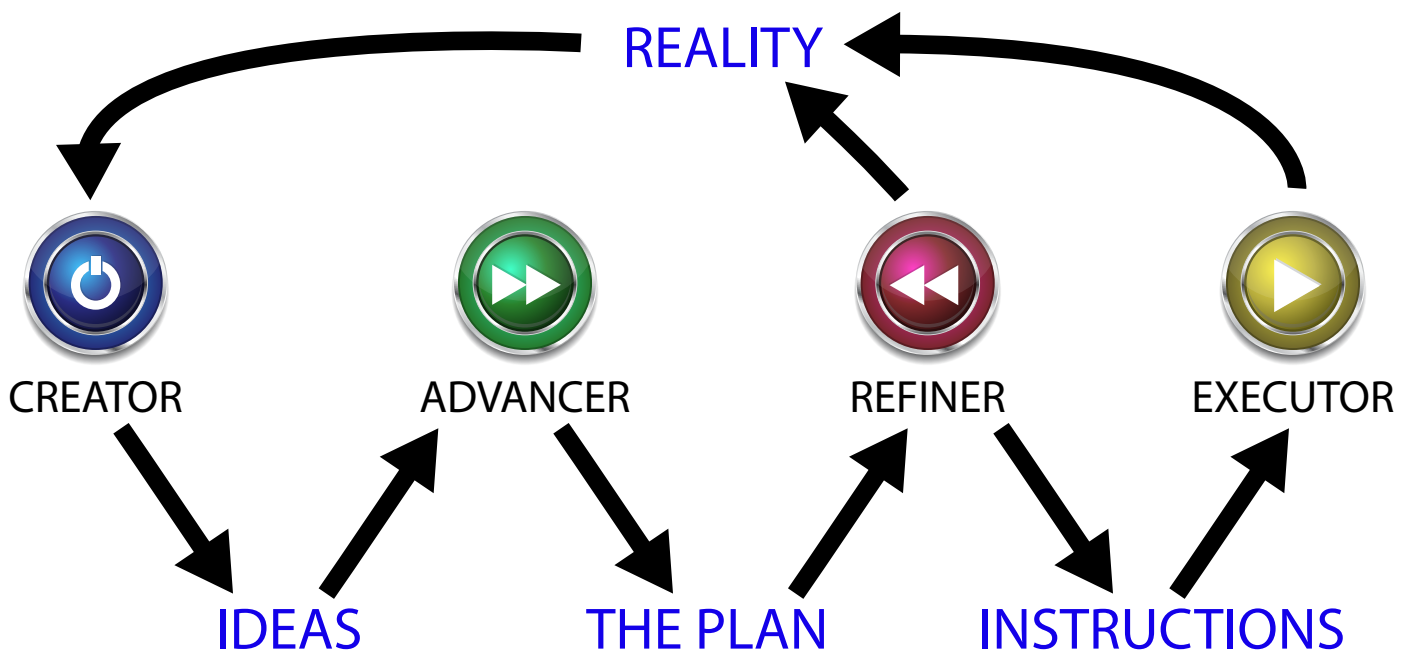
The world record sprint for the 400-meter dash is 43 seconds. The University of Minnesota, a middling team in a middling conference, runs it in 39 seconds. This is because each person is doing the part of the race they are best at, and they hand off to the next person going at full speed. One person alone doesn't have the speed or stamina to do what four people can do when each person does the part they are best at (the beginning, middle, or end.)

The same principles apply to business. A balanced team that understands the roles, and the baton they are handing off, performs much better than a solo performer.

S.P.E.E.D.

In the S.P.E.E.D. Relay, ideation (phase 1: what are we going to do?) or developing a plan ready for implementation (phase 2: how are we going to get it done?) can occur in as little as one hour, with complete buy-in from all team members. In that one-hour meeting, you need the right people in the right place at the right time doing the right thing.

**As a CREATOR-REFINER, you may be tempted to fill the REFINER role.
It would be best to focus primarily on working in your CREATOR role. Only engage your
REFINER Core Nature of Work when and if the team needs it.**



The TEAM DIMENSIONS 2.1™ S.P.E.E.D Relay:

Solutions: Brainstorm by looking at the issue in different ways. **Creators** look at reality and see possibilities. They embrace change and instinctively provide new ideas. Ideas can come from everyone, but **Creators** generate ideas easily and often provide innovative solutions.

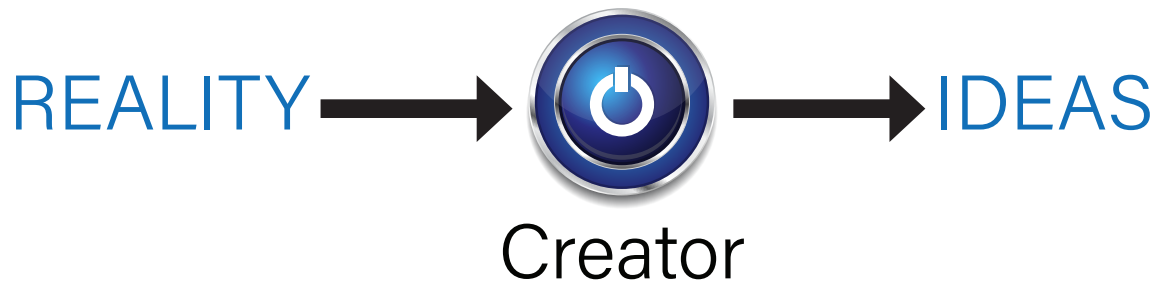
Priorities: Identify the best idea or set of ideas and prioritize them into a plan. An **Advancer's** Core Nature of work makes them uniquely qualified to choose the best idea or set of ideas. When an **Advancer** receives ideas, they naturally begin to formulate a plan.

Errors: Take a closer look at the chosen idea(s) and identify their flaws. **Refiners** are great at looking at a plan and identifying where it can potentially fail. They like to point out the reality of the situation that will sink a plan. That reality cycles back to the **Creators** (with an **Advancer** conducting the hand-off).

Edits: Solving issues takes new ideas. **Advancers** take the issues identified from the **Refiners** to the idea generators, the **Creators**. This cycle of Errors and Edits continues until the **Refiner** says, "I can live with that," and is ready to develop the instructions.

Doing: Implementation means making something repeatable and scalable. It means people following the instructions and making things happen. **Executors** are natural at implementing checklists and doing the day-to-day work. That work becomes the new reality, and the relay has a new starting line.

SOLUTIONS

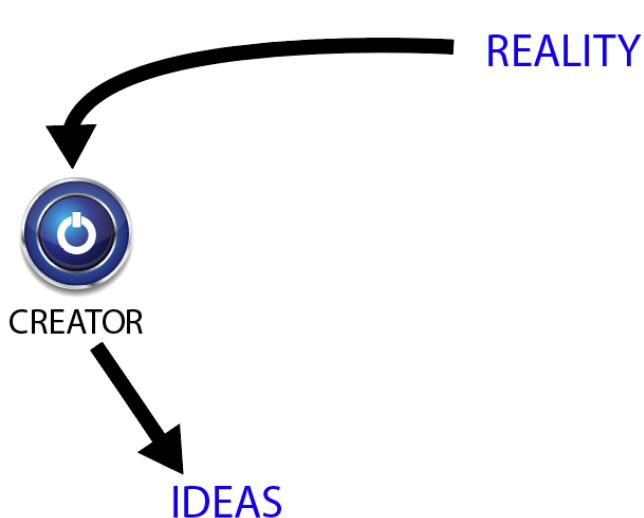


GOAL: To generate as many ideas possible from everyone and never kill an idea

Solving problems starts with Ideation, followed by Implementation. "Solutions" is the first step of Ideation. Every good idea begins with observing reality, the way things are. Your challenge is to make a new reality that is different and better than the current situation, and you do this with ideas. Everyone can have a good idea, but **Creators** naturally favor new ideas. A **Creator** is always looking for how things could be different. The S.P.E.E.D. Relay starts with generating as many ideas as possible, no matter how outlandish the idea may seem.

- 1) To begin, the client or process leader briefs the team on the objective and the challenges.
- 2) The team members take five minutes of individual quiet time to record as many ideas as possible.
- 3) A process leader, usually an **Advancer**, leads the team in putting all the ideas on one board. If someone has a similar idea, they can give their "plus one" (for-ness) and can add to someone else's idea (more-ness).
- 4) New ideas are allowed at any time during the Solutions step. If someone has a moment of inspiration, they can always add a new idea. Remember, the goal is to generate as many ideas as possible and never kill an idea.

During this stage, it is imperative to create a safe environment where no one is permitted to say anything negative about an idea. People can only express support or add more to an idea using for-ness and more-ness. Ensure no one disregards an idea, puts it down, points out obstacles, or even shows disapproval with body language.



Next, deliberately examine each idea and discuss its opposite as well. Sometimes the opposite of a truth is an even greater truth. For example, a speaker's bureau conducted a brainstorming session to find a way to expand its services. They first asked, "what is our obvious focus?" The answer was speaking. So, what is the opposite of that? The answer was listening or receiving. Then they asked, "How could receiving be valuable to us?" They hypothesized they could become a receptacle of information, find trends in the business world, provide advance intelligence, and help clients stay on the cutting edge. This mission has now become a primary focus for their organization. Going to the opposite of conventional wisdom is often the fastest way to identify an innovative concept.

The "Solutions" step starts with reality and utilizes the **Creators** to do what they do best: generate ideas.

Priorities



GOAL: To select the highest priority “BIG” idea(s) based on newness, feasibility, and resources

Ideation continues with the “Priorities” step of the S.P.E.E.D. Relay. The **Advancer** now takes all the ideas and chooses the best idea or set of ideas. Many teams fail here because they use the wrong method to select a winning idea. Some of the traditional pitfalls are:

1. The CEO/Leader chooses even though they are not an **Advancer**.
2. The team tries to come to a consensus that everyone agrees upon.
3. The “low hanging fruit,” or easiest solution, is chosen.

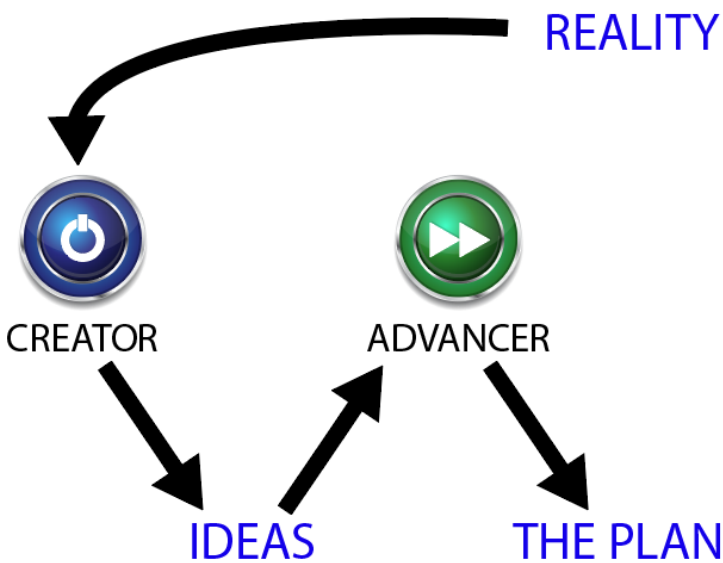
A **Creator’s** Core Nature of Work shows their superpower of coming up with new ideas. An **Advancer’s** superpower is to know which idea or set of ideas is the best. They do this by reading all the ideas and trusting their Core Nature of Work. It usually takes less than 3 minutes.

A great example of this was a team comprised mostly of **Creators** and **Refiners**. Their only **Advancer** was a young receptionist who was not involved in operations. The team came up with about 30 ideas to solve a specific problem. Everyone was skeptical that the receptionist would make the best choice, including the receptionist. After looking through the list of ideas, they chose a combination of 3 ideas. The team quickly recognized that this was the best solution of all the ideas generated.

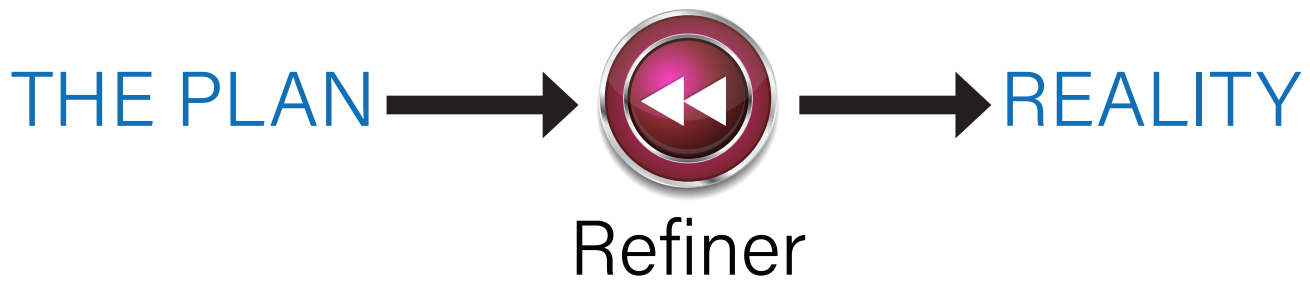
Once the **Advancer** chooses the best idea or set of ideas, that is the beginning of the plan. The plan is now ready to be challenged.

Ensure you keep a record of the remaining ideas as possible future endeavors for the organization.

The “Priorities” step starts with ideas and uses the **Advancer** to do what they do best: create a plan.



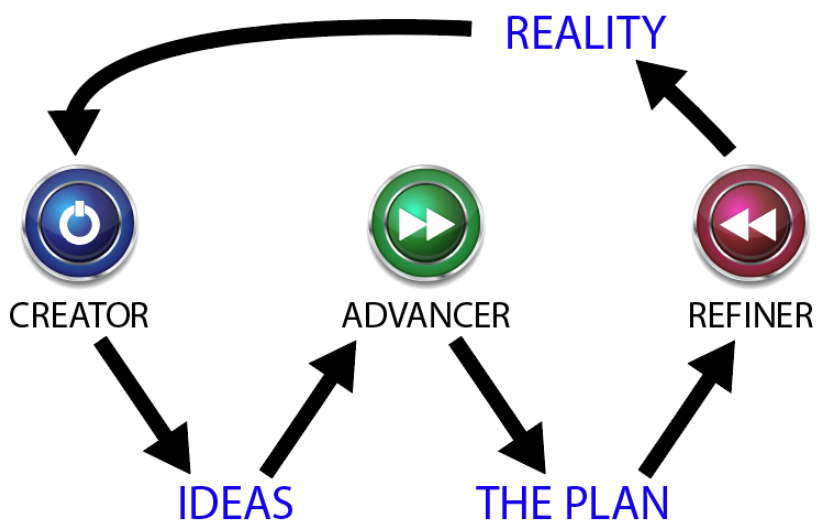
Errors



GOAL: To fail the selected ideas as early as possible in the concept state so you can fix them quickly, cheaply, and effectively

Ideation continues with the “Errors” step of the S.P.E.E.D. Relay. The **Advancer** now presents the plan to the **Refiners**. Corporate America frequently skips this, especially in small businesses. Very successful organizations never skip this step. The object is to identify everything that can go wrong with the plan. Identifying errors is not stating “it will never work.” It gives specific reasons for potential errors or challenges you need to recognize before implementation..

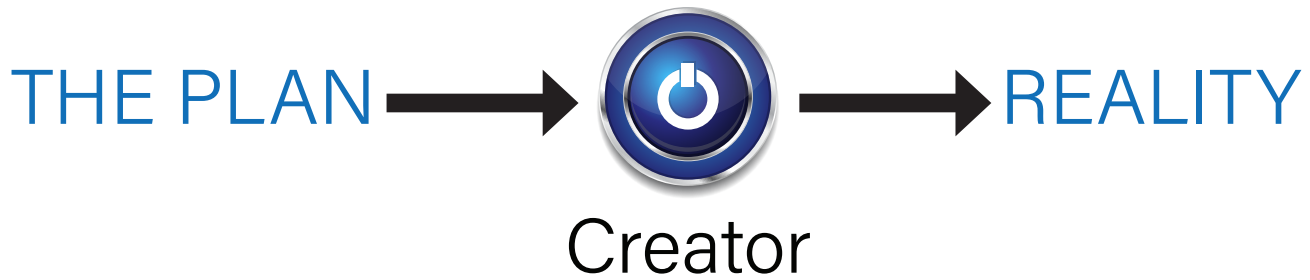
A **Refiner’s** superpower is to identify what could go wrong. When you present a **Refiner** with a new idea, it is in their Core Nature to state everything wrong with an idea. Frequently, people react negatively to **Refiners** by referring to them as a “Debbie Downer” because it seems all they do is speak negatively about everything. The best organizations use this as an advantage and seek out naysayers. It is better to identify issues as early as possible.



The errors, or potential roadblocks, are a way of taking the plan and subjecting it to reality. Of course, who has the strength to look at reality and identify ideas? The **Creators**. Be aware that if a **Refiner** interacts directly with a **Creator**, they may offend the **Creator** without meaning to. If you look at the RELATIONSHIPS page, you will see that **Refiners** and **Creators** have a red-light relationship. The **Advancer** is the best to work between these two Core Natures of Work.

The “Errors” step begins with the plan and uses the **Refiner** to do what they do best: inject some reality.

Edits

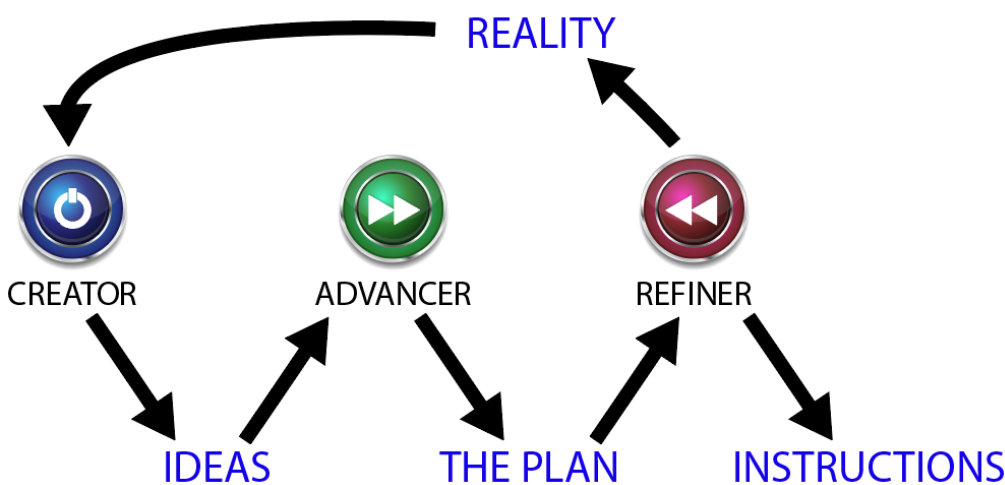


GOAL: To overcome the **Refiner's** objections with creative solutions to potential problems

The previous step of Ideation identified the "Errors." The next step of the S.P.E.E.D. Relay is to edit the plan. The **Advancer** now takes the **Refiner's** reality back to the **Creators**. The **Advancer** should not present these "Errors" as errors but as opportunities for the **Creators** to be creative in their solutions to the potential errors, which is what **Creators** do best.

This step mirrors the "Solutions" step. The same concepts apply, except now you structure them to adjust the plan, without scrapping it altogether. **Creators** love new ideas and might be inclined to propose an entirely different plan. The **Advancer** uses their powers to keep the plan intact while working to improve it. The **Creators** offer their ideas to overcome the "Errors." The process continues with the **Advancer** choosing the best idea or set of ideas for these new solutions.

The **Advancer** brings the plan back to the **Refiners** to verify that the team addresses any potential pitfalls. Again, the **Refiners** cannot shoot down the plan. They can only identify if the new solutions generate any new Errors. Repeat this process until the team has a solid plan. How do you know the plan is solid?



When the **Refiners** look at the plan and say, "I can live with that." This ends the ideation phase and starts the movement into implementation. The **Refiners** now turn the plan into instructions. There is one Core Nature of Work that thrives on receiving instructions. Those are the **Executors**. However, just as the **Creators** and **Refiners** have a red-light relationship, the **Advancers** and **Executors** also have a red-light relationship. The **Refiners** are best to give **Executors** instructions. During implementation, **Refiners** now step into the facilitation role.

Doing

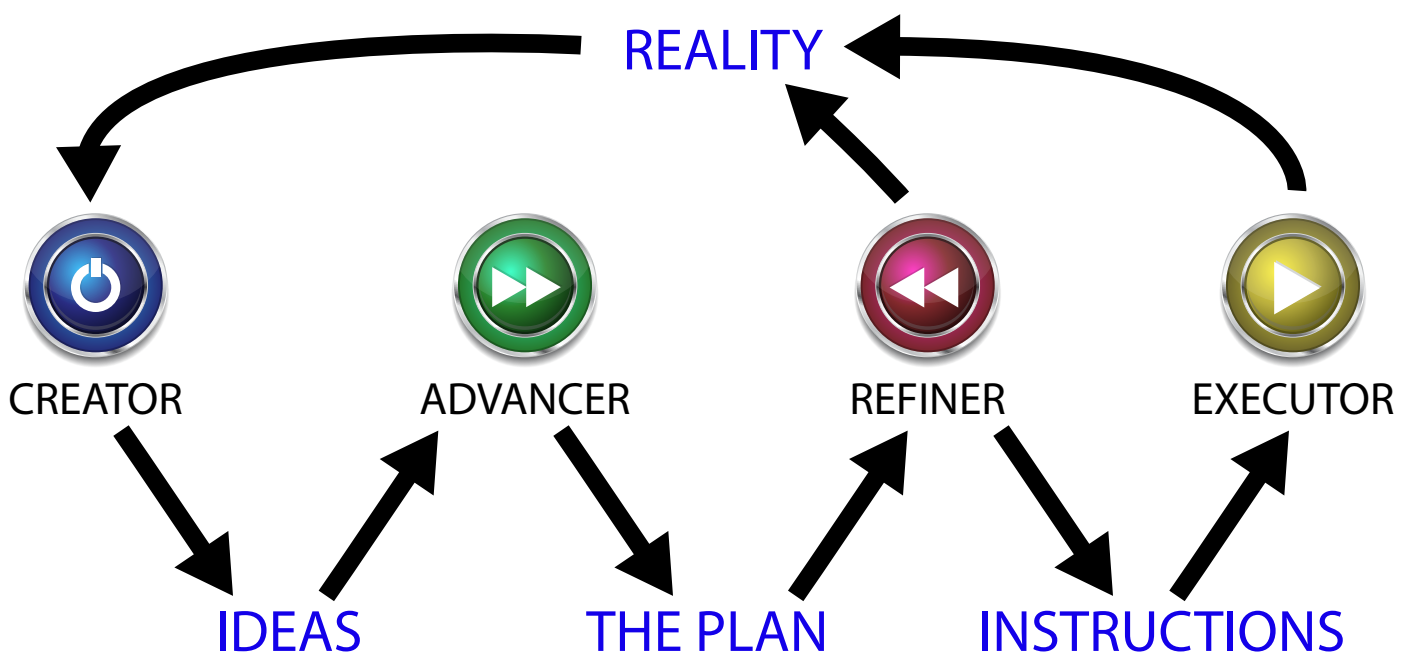


GOAL: To Implement The Plan

Now, we bring the **Executors** into play. The D in S.P.E.E.D. Relay is Doing. **Executors** usually do not even want to know about a plan until it is ready to implement. At that point, they want step-by-step instructions on what to do next.

Of course, there will be unforeseen issues. Any new "errors" that arise are simply a new reality. If these hiccups rise to the level that a revised solution is needed, the **Refiner** identifies the issues back to the **Advancer**, just like the "Errors" step. Implementation of other portions of the plan can continue at the same time. Bringing the **Executors'** sound instructions and working together allows the plan to continue and scale. Once you have implemented the plan, the organization has a new reality. That new reality starts the process all over again, giving **Creators** a new starting point for unique ideas.

The S.P.E.E.D. Relay brings an organization through ideation and implementation. It does so in a way that allows everyone to work in their Core Nature of Work, doing the work they enjoy and are best suited for. It has built-in buy-in because all players know they had a part in creating the final solution. The only time the process does not work is when you do not use it.



CONGRATULATIONS!

**You now understand your
Core Nature of Work and the
S.P.E.E.D. Relay.
What problems are you
going to solve?**

