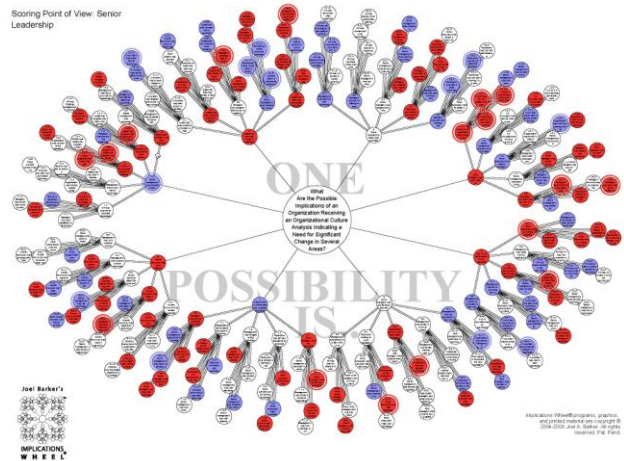
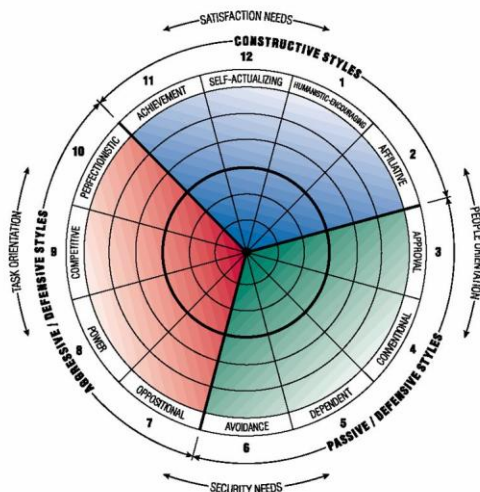


The Behavioral Style of an Implications Wheel® Exploration

Considering the Value



Executive Summary

Analyzing an Implications Wheel exploration using a “Behavioral Styles” model reveals that it is possible to “code” implications with one or more behavioral characteristics. The analysis then shows that this information has the potential to add valuable information to the Implications Wheel in the decision-enhancing phase, then translating to strategic planning for action. The analysis use selected “arcs” for an exploration of a possible new “Global Language,” an exploration conducted by more than 100 Youth Leaders at the YMCA Global Leadership Camp.

The Behavioral Style of an Implications Wheel® Exploration

Considering the Value

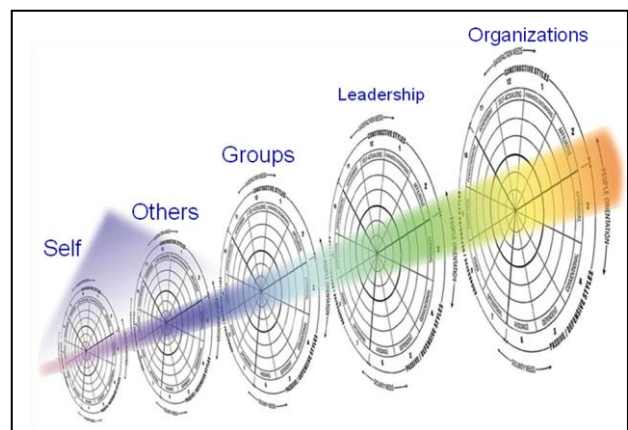
An **Implications Wheel**® exploration has the ability to produce a plethora of decision-enhancing information that has the potential to overwhelm leadership, the contributors to the exploration, and even the facilitators guiding and coaching the process. An exploration with only 12 first-order implications can easily generate more than 350 specific implications. A typical exploration will have a wide range of highly desirable, highly likely implications, highly undesirable, highly likely implications, maybe some black swans and scores of implications different on many perspectives.

The strategic exploration process lays out key “decision strategies” for leadership, identifying barriers, bridges, and information needs that can take the first steps toward the actions of a strategic planning process. Two additional questions are easily posed. First, what are the connections between the **Implications Wheel** process and other models for assessing issues or strategic thinking? Secondly, can other concepts be useful in applying the results of a strategic exploration.

In a two-part series, Thinking about Thinking, the connections between Joel Barker’s strategic exploration tools and Edward de Bono’s thinking tools are explored, including an experiment thinking about the same issues using Barker’s **Implications Wheel** process and de Bono’s **Six Thinking Hats**®. In this analysis, the possible links and application of a behavioral styles model are examined in the context of a specific strategic exploration.

Behavioral Style - Organizational Culture

Organizational culture is a specific application of a behavioral style model that can be applied to individuals, leadership, groups, and organizations. It is an element considered critical to the success of organizations and proven to have strong connections to a wide variety of issues, including quality, financial performance, customer service, stress, retention, and substance abuse.



Unfortunately it is also frequently misunderstood and confused with climate or “employee attitude.” If there is to be a search and a connection between organizational culture and the **Implications Wheel**, the comparison will need to be done on a level playing field, between tools of high level, objective nature. Fortunately, the Organizational Culture model from Human Synergistics has the conceptual and objective strength to provide the basis for an experiment with an **Implications Wheel** exploration.

The underlying behavioral factors are the same for all applications of the model. This analysis will include a focus on the organizational culture aspects because of its potential connections to a strategic planning process.

A second reason for choosing to focus the analysis on organizational culture is related to the core issue of “change” in both organizational culture work and the strategic exploration process of the **Implications Wheel**.

World Class Culture

“OK” doesn’t cut it – you must create a culture for excellence..

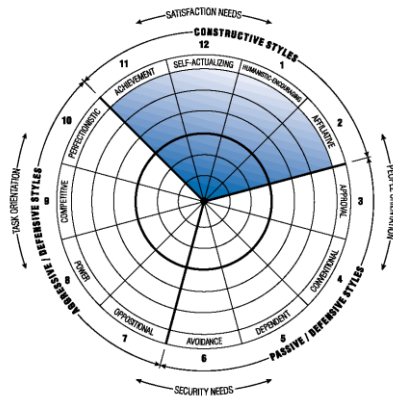
- Organizational culture can have a significant impact on a firm’s long-term economic performance.
- Organizational culture will probably be an even more important factor in determining the success or failure of organizations in the next decade.
- Organizational cultures that inhibit long-term financial performance are not rare; they develop easily, even in firms that are full of reasonable and intelligent people.
- Although difficult to change, organizational cultures can be made more performance-enhancing.

The possible implications of an organization facing the need to change its organizational culture have actually been thoroughly explored using the **Implications Wheel** process. These links trigger curiosity about possible “culture” or “behavioral style” on a strategic exploration.

The Human Synergistics culture model is based on “behavioral expectations” – how specific behaviors are overtly and covertly encouraged by leaders, individuals, policies, rules – how people learn to “fit in” in the organization. When this dynamic is turned to looking at organizational effectiveness, it identifies key variables related to the organization’s success on key factors. The behavioral styles factors from the Human Synergistics model are briefly highlighted here and explained in more detail in Appendix 3.

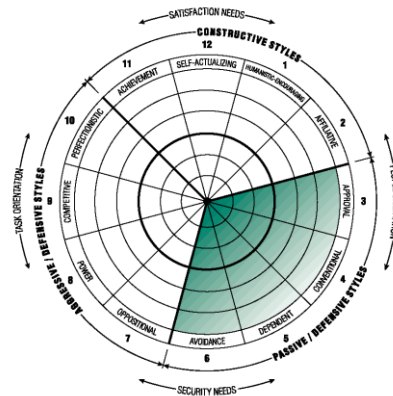
Unlike many “styles” model, the Human Synergistic model, the **Circumplex**, clearly recognizes both the positive and negative aspects. In a highly researched model that is consistent with motivational models identifying levels of motivation (i.e., Maslow) or task-people focus (i.e., Situational Leadership), the model organizes the 12 behavioral styles into three clusters representing constructive, passive-defensive, and passive-aggressive behaviors.

Constructive Impact



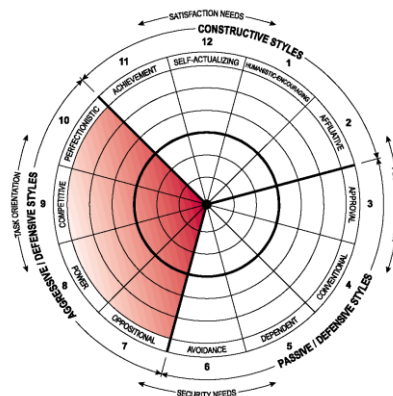
- **Achievement**
 - set challenging goals
 - be enthusiastic
- **Self-Actualizing**
 - develop themselves
 - be creative
- **Humanistic-Encouraging**
 - develop others
 - be supportive
- **Affiliative**
 - promote teamwork
 - be cooperative

Passive/Defensive Impact



- **Approval**
 - gain acceptance
 - go along with others
- **Conventional**
 - follow rules
 - conform
- **Dependent**
 - follow orders
 - be reactive
- **Avoidance**
 - take few chances
 - minimize communications

Aggressive/Defensive Impact



- **Oppositional**
 - find faults
 - be critical
- **Power**
 - control others
 - be forceful
- **Competitive**
 - outperform peers
 - look good
- **Perfectionistic**
 - set unrealistic standards
 - appear competent

The Hypotheses

Because of the complexity of this analysis, it's important to state the hypothesis before proceeding further. This analysis – and its potential for useful application to a strategic exploration – and strategic planning process – is complex. It hinges, in a major way, on a subjective assessment of the individual implications of an exploration. Therefore, the hypotheses are:

1. It will be possible to evaluate specific implications of a strategic exploration applying the Human Synergistics “behavioral styles” model.
2. A “behavioral style” analysis of a strategic exploration will provide useful information to the leaders – the “wagon masters” of the exploration.
3. IF the value of the analysis exists, it is more likely applicable to specific types of explorations, particularly new strategic objectives, a proposed new policy, an emerging trend.

It is also important at this point to note that this analysis is a very time consuming process. It is not automated based on any of the data generated by the strategic exploration or the **Implications Wheel** software. And, although the behavioral styles model provides distinctive definitions for the styles, including key words for each style, the analysis is subjective. The process requires each implication in an exploration to be “coded” with one or more of the twelve behavioral styles.

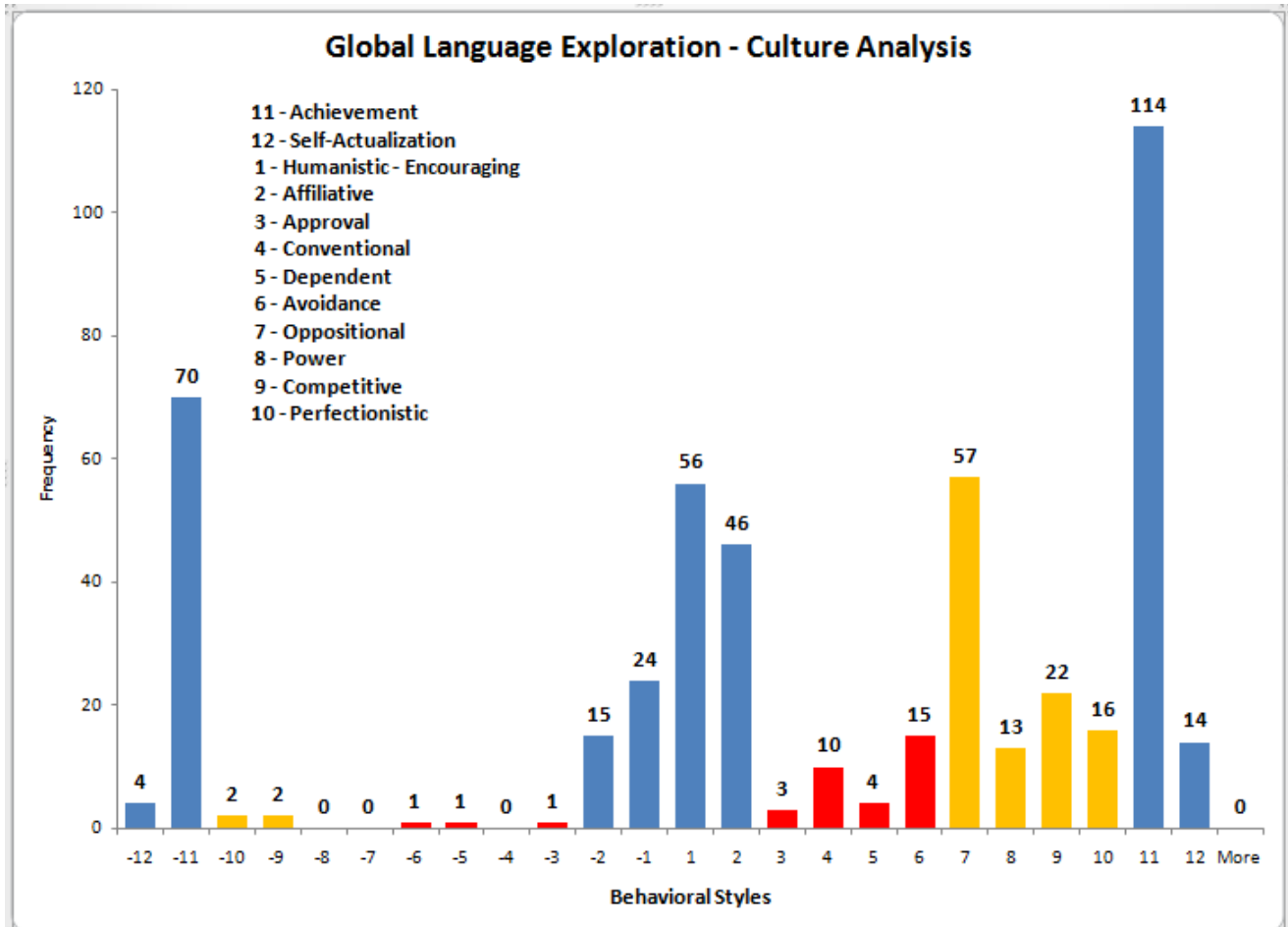
The Experimental Exploration

The selection of a strategic exploration for this experiment was carefully considered. One possibility would have been a “meta” evaluation of the behavioral style of an organizational culture question based on the model itself. As noted above, a strategic exploration of the question, “What are the possible implications of an organization receiving an organizational culture assessment indicating a need for major culture change?” has been developed based on an actual case study. However, there was another exploration conducted that appeared to be an excellent candidate for this experiment. It was an exploration on a proposed new “Global Language” to be created and promoted with a significant investment from private corporations and significant support from the United Nations. The exploration was undertaken by participants at the YMCA Global Leadership Camp, approximately 100 college students selected from YMCA's around the world. Details of the exploration and “center” are included as Appendix 1

All of the “arcs” created by this exploration were content analyzed, with each implication coded using the “behavioral styles.” Implications were individually coded with one or more styles, with a positive or negative indicator added. While all 726 implications were coded from 27 different “first-orders” that were explored, a sample of 12 completed “arcs” was selected for this analysis. Appendix 2 contains the 12 “arcs” of the Global Language exploration that were selected.

Results

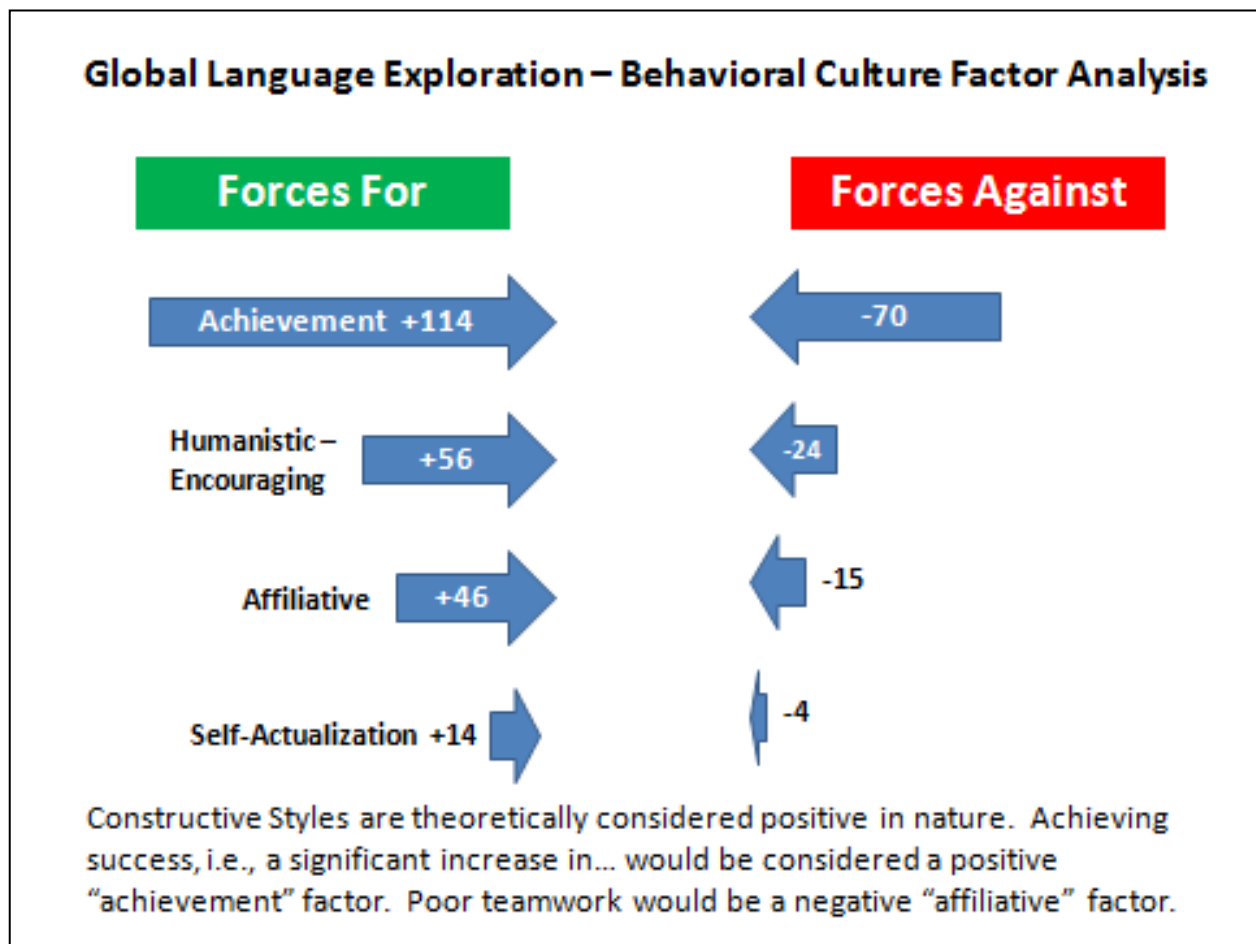
The following charts demonstrate that *the first hypothesis, the ability to measure implications based on “behavioral style” is true*. It is possible to measure the “behavioral style” of an exploration. 330 specific implications were coded with 490 style indicators.



The more important hypothesis to prove, however, is the practical value of this information, the second hypothesis. While the Global Language exploration was conducted as a learning experience for the YMCA Youth Leadership Camp, it does provide an excellent example for this application. The topic is detailed enough to test against these hypotheses. The exploration was also a good example of the underlying principles of the **Implications Wheel**. Over 100 highly diverse participants (representing 40+ countries) participated. 27 different arcs were explored. If this initiative, a new “global language” was being explored by the leadership of the United Nations, the question would translate to the value of this information moving from the strategic exploration to the actions identified for a strategic plan.

The following charts have been constructed to show the applied value of this information. If a force-field structure is created for these factors, it adds new information to the strategic planning for actions.

While there is value in each of the clusters from the “behavioral styles” model, the “constructive styles” cluster yields the most valuable information for this particular exploration.

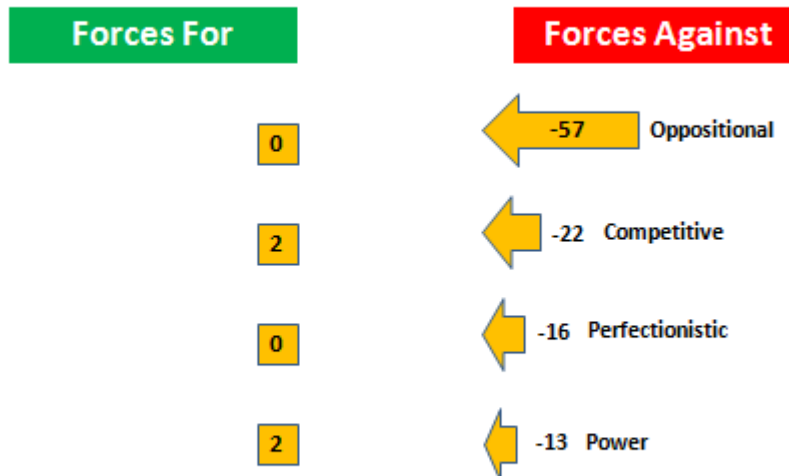


While all of the implications are only “possibilities,” the resulting map of all these possibilities shows that a number of them would be highly supported by the strengths of the strong “achievement” styles. At the same time, there are strong forces against this initiative from possibilities that would block or perhaps delay the “achievement” of some goals. One of the applications of an **Implications Wheel** exploration is to use the completed map to monitor the future as it unfolds. Here we have some signposts added to map that tell leadership how this implication – as it happens – might influence the culture of the leadership, or the organization.

Neither the Aggressive-Defensive cluster nor the Passive-Defensive cluster yielded results at the same level of the Constructive cluster, but there is still some valuable information – shown in the following charts for these clusters. There appears to be some significant “opposition” to this idea – again something that can be better addressed in strategic planning – if known!

The *second hypothesis, providing useful information to leaders is true.*

Global Language Exploration – Behavioral Culture Factor Analysis



Aggressive Defensive Styles are theoretically considered either positive or negative in nature, depending on the situation. Competitive spirit declines would be considered a negative “competitive” factor. Sharp focus on “Six Sigma” quality could be considered a positive “perfectionistic” factor.

Global Language Exploration – Behavioral Culture Factor Analysis



Passive Defensive Styles are theoretically considered negative in nature. Countries refuse to offer training could be considered a negative “avoidance” factor. Authorities insist on single training format could be considered a negative “conventional” factor.

An Additional Connection

In completing this analysis, a connection to another of Joel Barker’s Strategic Exploration Tools became obvious. The “behavioral style” factors could be considered “Key Characteristics” is Joel Barker’s **Strategy Matrix**[®]. In the **Strategy Matrix**, events, trends, new policies or regulations can be assessed on the extent to which they make it easier or harder to achieve an organization’s strategic objectives or sustain its key characteristics.

It is clear in many strategic explorations that a possible implication is a change that directly fits the behavioral style model. For example, one of the implications from the “Global Language” exploration is “People isolate themselves because they don’t need help understanding travel information (5.1).” This was easily coded as fitting the “Affiliative” behavioral style. In the Strategy Matrix, this implication would make it “significantly harder” to maintain the “Affiliative” key characteristic.

Significance Factor:	Strategic Objectives				Key Characteristics			Key Characteristic Subtotals	Row Totals				
	A - To maintain personal service.	B - To obtain 70% of registrations from business travelers within two years.	C - To maintain category occupancy above average.	D - To maintain industry turnover by 50% within two years.	E - High Tech Business Travelers	F - Pricing Support for Average	G - Most Competitive Hotel Market Segment						
1 - [Trend] Workplace demographics indicate severe worker shortage starting within the next two years.	-1	-1	-1	-3	-5	0	-2	+1	-1	-1	-3	+1	+1
2 - [Innovation] High Tech/Service Kiosks for Check In/Guest Service	-1	+3	+1	+1	-3	+9	-4	+5	-1	-1	+3	+5	+14
3 - [Policy] Strict Illegal Immigration Requirements	-1	0	-1	-1	+1	-5	-8	0	-1	-1	-3	0	-8
4 - [New Strategic Objective] Open 25 hotels annually for the next five years.	-1	+1	-1	-3	-1	+2	-4	-1	-5	+1	+1	+2	+4
Column Totals	0	+8	+3	0		+6	0	+2				+ST	-LT

Another example: Look out to the future on the idea of a new global language being created. Two years out, the United Nations passes new regulations on a factor related to the implementation of the language. Do the new regulations strengthen the project by making it easier or harder to sustain a positive focus on achievement?

An Important Caveat

It is very important to re-state that this analysis depends on a very time consuming content analysis of each individual implication in an exploration followed by significant time translating the coding into data that can be analyzed and summarized. The coding time for this “Global Language” exploration exceeded 25 hours – approximately one hour per arc coded.

Conclusions

This experiment demonstrates the following:

1. When models, in this case Joel Barker's **Implications Wheel** and the Human Synergistics' **Circumplex**, connect as clearly as they do here, it adds to the validity of both models.
2. It is clearly possible, as hypothesized, to code specific implications using a behavioral styles model. This certainly opens up other possibilities for investigation, including coding a strategic exploration using different behavioral styles models.
3. It is also clear that there is value in making decisions from a strategic exploration, in monitoring events as they unfold, based on information provided by the behavioral styles analysis.
4. The final hypothesis, that this analysis is more likely applicable to some explorations more than others, cannot be conclusively demonstrated at this time. However, after examining scores of topics explored using the **Implications Wheel** process, it does not seem likely that there would be value in all cases. Exploring issues like youth drug use or cyberbullying to educate participants about the issue does not, at this time, seem to be enhanced by the "behavioral styles" analysis. On the other hand, almost any new strategic objective or event that is explored appears to benefit from the analysis. Additional experiments would be needed to further examine these possible links.

Author

This analysis was prepared by James W. Schreier. Dr. Schreier is a Master Trainer for Joel Barker's **Implications Wheel** and **Strategy Matrix**. He is an Associate Consultant with Human Synergistics and has conducted numerous assessments using the **Circumplex** "behavioral styles" model for individuals, leadership, and organizational culture. Jim can be contacted at jim.schreier@strategicexploration.com or jim.schreier@farcliffs.com