

Jemstone Consultancy Business Psychology: Adding value to business through the application of positive psychology: increasing wealth, health and happiness: 020 8293 0017

Want to know the secrets of intelligent team work?

No its not getting your Belbin style mix right, providing the ultimate outdoor experience, or even 'storming' effectively, its about working with the space between people: cognitive motivation. Based on research Dr Lynne Purvis of Surrey University has established these key factors for effective team work...

- Not all groups are teams. Make sure your group has an **overriding imperative of mutual and cooperative interdependence** to achieve the task before you even start thinking team
- Teams needs a **clear goal**, viable within the organisation
- Effective teams have a clear team identify and team potency: **we know who we are and what we can do**
- Effective teams have **shared mental models**, of the task, task situations, team, team interaction, role etc.
- Intelligent teams display meta-cognition. They can reflect on their own processes, act from **principles not rules, adapt their behaviour to the situation and self regulate in different contexts**

How can you help your team become more effective and intelligent?

Ensure **saliency of team goal** outweighs any individual or personal goals

Encourage mental rehearsal of many contexts: **scenario planning**

Recognise iterative nature of teams: **revisit and refine** gaols, relationships etc.

For more information Dr Purvis is contactable at Surrey University.

Complex adaptive system in action: the case of Cemex

Challenged with how to get cement to where it was needed when it was needed, given the ever changing schedules of building sites, the difficulty of keeping cement useable and the preparation time of fresh cement, Cemex adopted a radical solution.

Instead of a complicated production planning schedule, **Cemex loads its fleets of cement trucks even morning and dispatches them with no predetermined destination**

They follow algorithmic rules: **deliver as much cement to as many customers as rapidly as possible, stay as far away from other cement trucks as possible**

Customers are **guaranteed cement within two hours of notice**

How does this work? Cemex has taken a brave decision to work with **a self organising distributed intelligence model** rather than the classic centralised organisation.

From Pascale et al (2000) Surfing the edge of chaos 2. Three rivers press

A radical approach to organisational change: just keep talking

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We are habituated to think of organisational change as organisational action. We want action plans of change. Jemstone Consultancy has long argued for a recognition of the importance of the role of talk in achieving organisational change. We are delighted to introduce: *Shaw P (2002) Changing conversations in organisations. Routledge* Some insights from this text on how to work with conversation to achieve change are:

Find and work with the **foci of energy** in the change situation

Connect people around issues, be active in **creating new connections and new contexts** in this way

Allow the **talk to be unstructured**, intervene actively with opinions and advice

Stay with difficult times

Forget flipcharts, action plans etc., just **generate new talk**

See understanding as **a process of creation not discovery**

Based on the understanding that

The changing talk **is** the organisational change: **talk is the process for change**

Jemstone Training : tailored, in-house courses

Jemstone consultancy can deliver the following courses in house. If you are interested in discussing any of these, please contact us.

Brief introduction to appreciative inquiry	2 hours
New approach to organisational change: appreciative inquiry	1 day
Introduction to coaching skills	4 hours
Coaching as an effective management tool	1 day
A psychology based approach to coaching	1 –2 days
Systemic team development	2 days
Introduction to systemic consulting	1 day
The psychology of organisational change	2 days
Working with story and account in organisations	1 day

Want to know how healthy your organisation is?

FREE OFFER: Corporate Heart Ltd offer a **free online Wellness Survey** to groups up to 150 people during July and August as part of their Research Programme on Healthy High Performance..contact info@corporate-heart.co.uk for more information

Improved Services

Sarah Lewis of Jemstone consultancy has attained her professional personality assessment **qualification (level B intermediate)** and is qualified to use the Hogan Personality Inventory and related tools for personality assessment. And to advise and assess on **The Leadership and Management Model** of Investors in People

For further information on any of the above, or to enquire about team development, coaching, consultancy or management development services, please contact us 020 293 0017 info@jemstoneconsultancy.co.uk