**TheColour Works®**

**Inspiring People, Delivering Results**

# Arabian Nights

## 'Turning a project team around in the desert!'

*The Colour Works believes that there is huge unrealised potential in every individual, team and organisation. We believe with that with our diagnostic tools, unique facilitation style, our passion and cutting-edge coaching methodology, we unlock that potential, tangibly improving performance.*

Nick Fewings, Director

31st October 2012

**Project Controls EXPO**

**TheColour Works®**

**Inspiring People, Delivering Results**

# Fact: 70% of business change fails to achieve desired goals

1. Lack of strong leadership **– Know yourself, warts and all**

2. Lack of team skills and proven approach to change **– Know your team & have a plan**

3. Lack of effective engagement with stakeholders **– Know your audience & communicate effectively**

**Source: NAO/OGC**

# CHANGE

*"It's a short trip from riding the waves of change to being ripped apart by the jaws of defeat"*

# Client Briefing

- Multi-cultural project team of 30 with cultural issues

- No clear leadership

- Silo mentality and poor communication

- Poor understanding of common vision/goals

- Challenging work/life balance

- Low morale

# The Colour Works Solution

To introduce a colourful model of human behaviours that would allow the project team to:

- Understand their individual strengths and challenges

- Value and respect those whose needs were different

- Recognise the need to adapt to connect

To develop individual and team action plans to manage the change programme more effectively

TheColour Works®
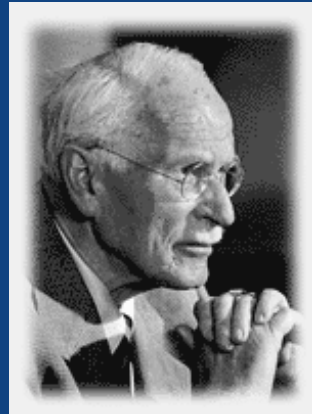
**Inspiring People, Delivering Results**

Project Controls EXPO

الثمامة للحفلات

ت:٢٣٦٨٤٤٣ ج:٠٣١٦٣١٠٩

5120 ESA

Day 1

# Psychological Preferences

## There are 3 pairs of preferences:

Carl Gustav Jung
1875-1961

**Introversion – Extraversion**
how we react to inner & outer experiences

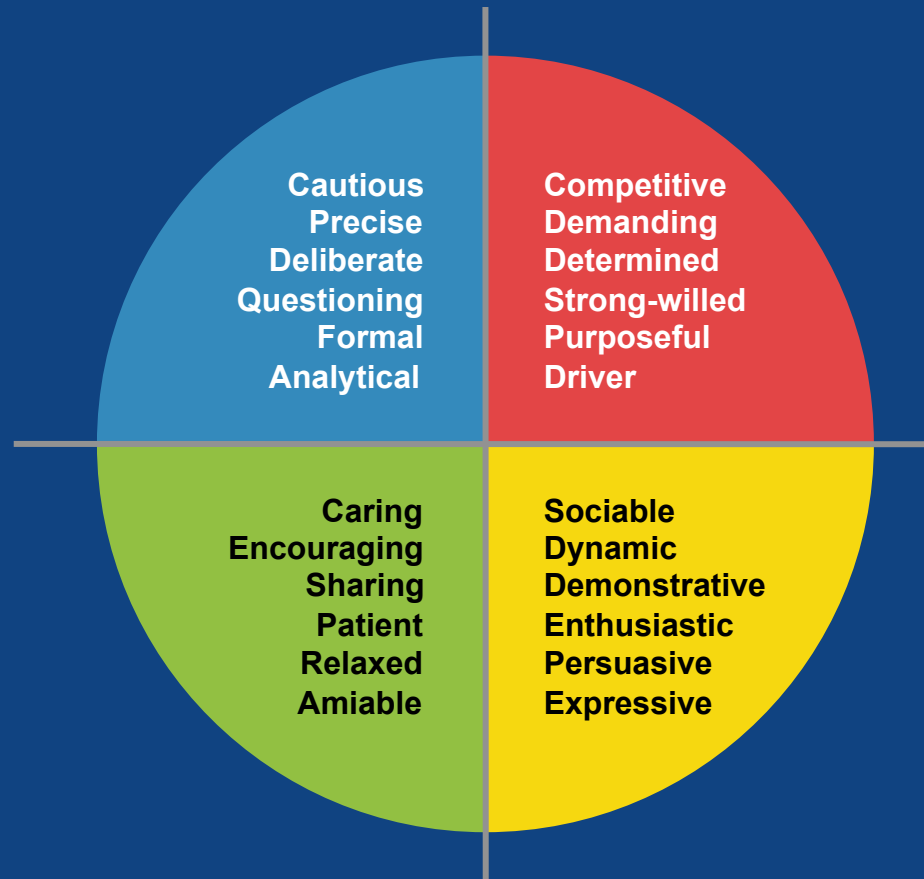**Thinking – Feeling**
how we make decisions

**Sensation – Intuition**
how we take in & process information

# The Insights - Colour Energies

**TheColour Works®**
Inspiring People, Delivering Results

**Project Controls EXPO**

| | |
|---|---|
| **Cautious** | **Competitive** |
| **Precise** | **Demanding** |
| **Deliberate** | **Determined** |
| **Questioning** | **Strong-willed** |
| **Formal** | **Purposeful** |
| **Analytical** | **Driver** |
| **Caring** | **Sociable** |
| **Encouraging** | **Dynamic** |
| **Sharing** | **Demonstrative** |
| **Patient** | **Enthusiastic** |
| **Relaxed** | **Persuasive** |
| **Amiable** | **Expressive** |
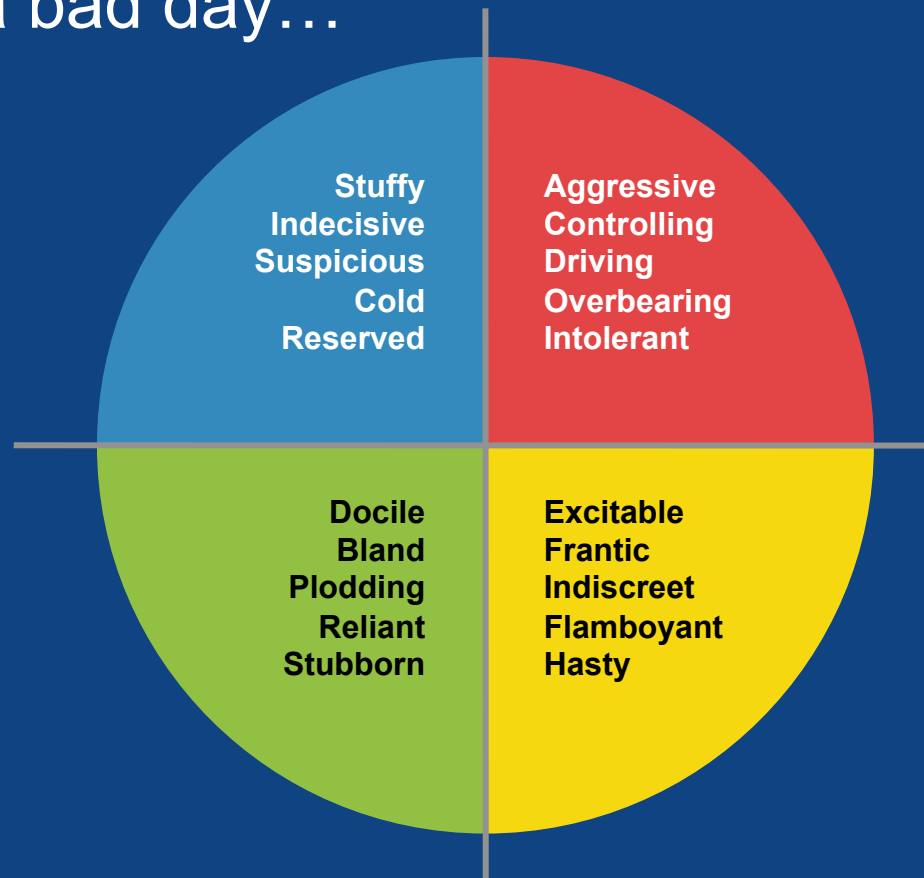
# Complementary Styles

## Sunshine Yellow          Cool Blue

### Strengths                Weaknesses
Quick to build relationships      A bit reserved at first
Friendly and sociable             Overlook others' feelings
Adaptable, imaginative            May be rigid & unimaginative
Can see the big picture           Can focus on unimportant details

### Weaknesses                Strengths
May lack detail and focus         Knowledgeable and detailed
Too casual for some               Has an air of competence
Poor planner                      Asks lots of questions
Can lose interest                 Very thorough right to the end

# Complementary Styles

| Earth Green | Fiery Red |
|---|---|
| **Strengths** | **Weaknesses** |
| Builds deep relationships | Can be seen as arrogant |
| Natural listener | Poor listener |
| Sincere and warm | Can be too cold and pushy |
| Patient | May not let others finish speaking |
| **Weaknesses** | **Strengths** |
| Slow to adapt to change | Love challenges |
| Seem to lack enthusiasm | Want to get things done |
| Unsure of themselves | Confident of their ability |
| Reliant on others | Influence others |
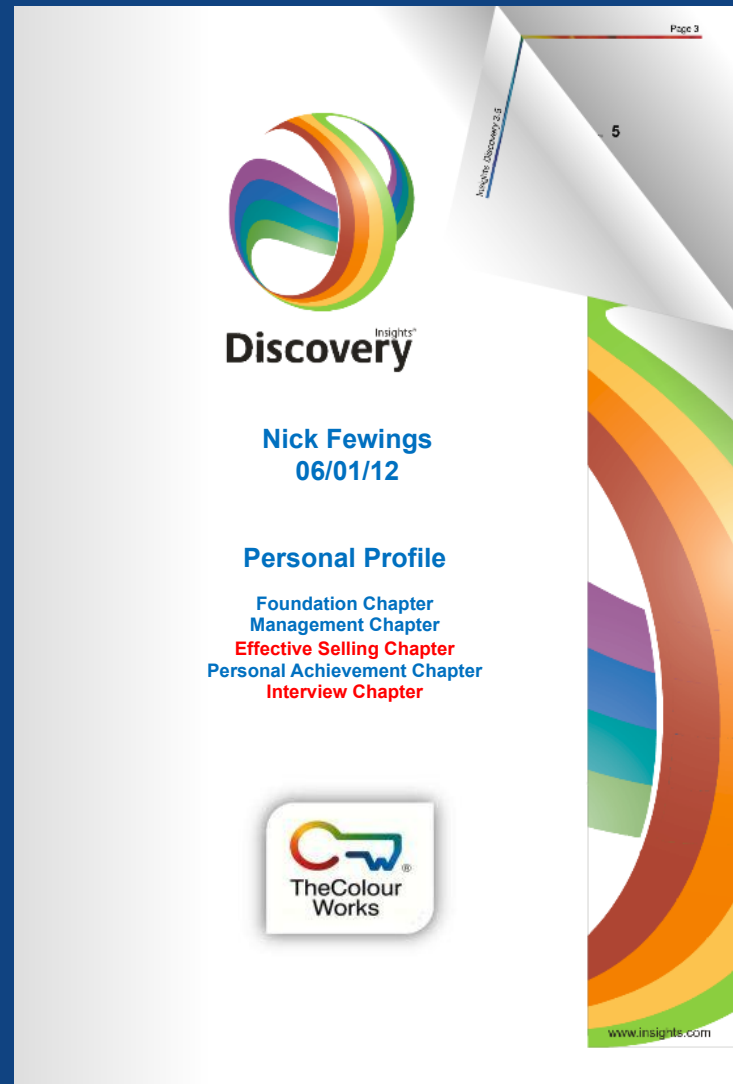
TheColour Works®

Inspiring People, Delivering Results

# Profiles



## Discovery Insights®

**Nick Fewings**
**06/01/12**

**Personal Profile**

**Foundation Chapter**
**Management Chapter**
**Effective Selling Chapter**
**Personal Achievement Chapter**
**Interview Chapter**

TheColour Works

www.insights.com
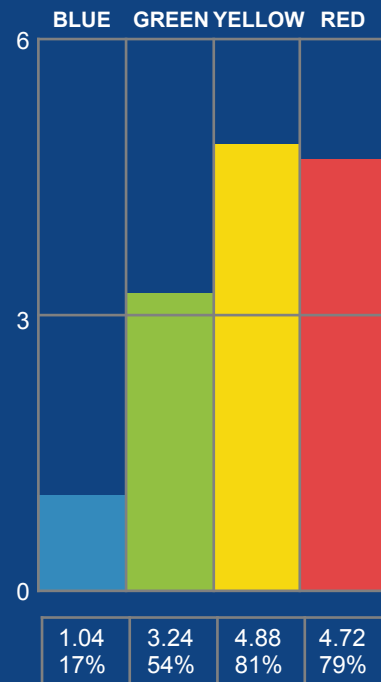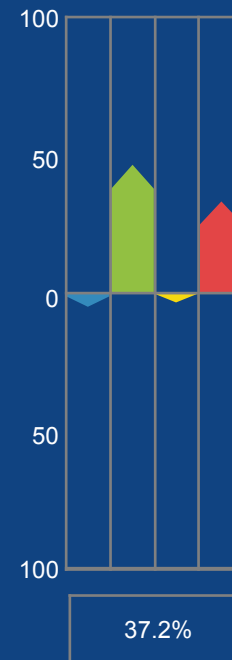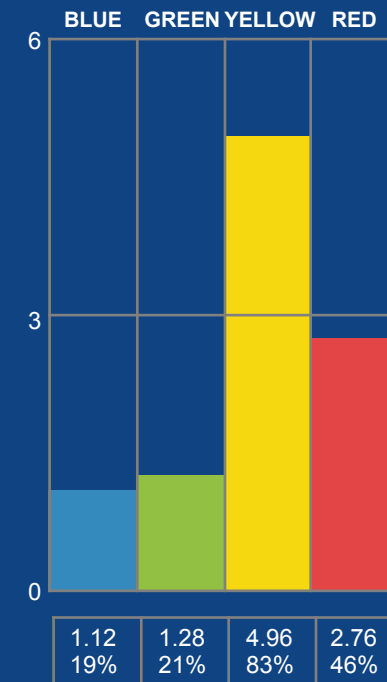
# Insights 72-type wheel
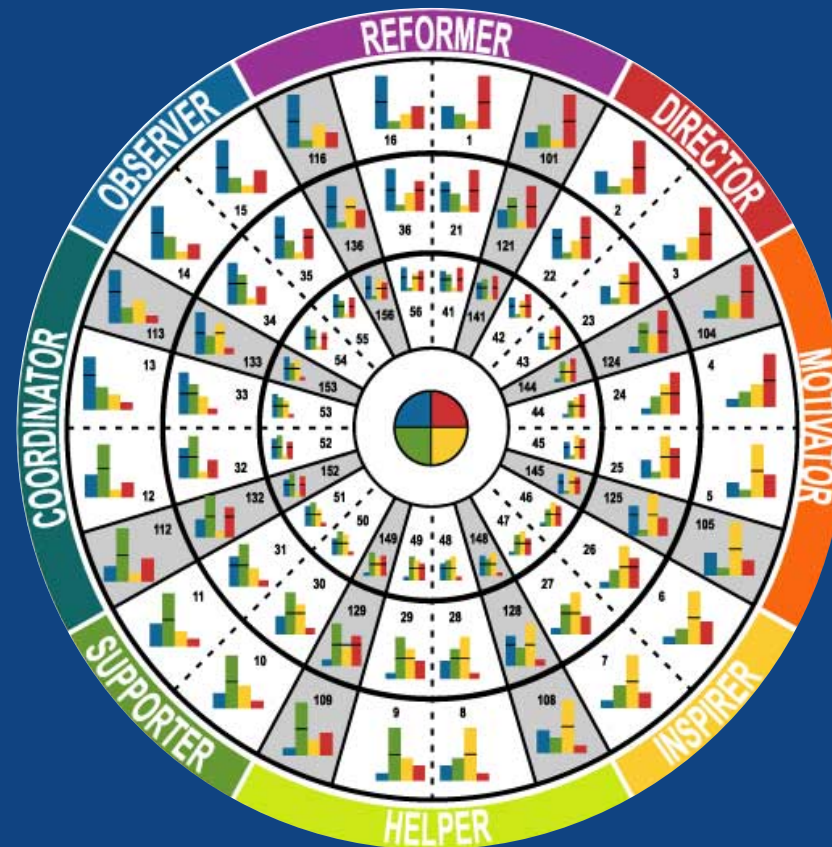
# Remember your card order?
## 8-Type Colour Mix Descriptors

| MOST | LEAST | TYPE |
|---|---|---|
| 🟨 Yellow | 🟦 Blue | **Inspirer** |
| 🟨 Yellow | 🟥 Red | **Helper** |
| 🟨 Yellow | 🟩 Green | **Motivator** |
| 🟥 Red | 🟨 Yellow | **Reformer** |
| 🟥 Red | 🟦 Blue | **Motivator** |
| 🟥 Red | 🟩 Green | **Director** |
| 🟦 Blue | 🟨 Yellow | **Observer** |
| 🟦 Blue | 🟥 Red | **Coordinator** |
| 🟦 Blue | 🟩 Green | **Reformer** |
| 🟩 Green | 🟥 Red | **Supporter** |
| 🟩 Green | 🟨 Yellow | **Coordinator** |
| 🟩 Green | 🟦 Blue | **Helper** |

TheColour Works®

Inspiring People, Delivering Results

Project Controls EXPO

| | Wheel Pos'n | Blue | Green | Yellow | Red |
|---|---|---|---|---|---|
| 🇬🇧 | 21 | 4.40 | 2.64 | 2.52 | 4.60 |
| 🇩🇪 | 41 | 4.36 | 3.28 | 2.20 | 4.48 |
| 🇩🇪 | 22 | 3.64 | 2.12 | 2.88 | 5.68 |
| 🇫🇷 | 22 | 4.20 | 2.52 | 2.60 | 4.52 |
| 🇬🇧 | 42 | 4.20 | 1.20 | 3.08 | 5.28 |
| 🇬🇧 | 42 | 3.80 | 2.96 | 3.08 | 4.36 |
| 🇩🇪 | 42 | 3.84 | 2.60 | 3.16 | 4.88 |
| 🇫🇷 | 23 | 1.56 | 0.56 | 4.40 | 5.68 |
| 🇩🇪 | 43 | 3.40 | 2.44 | 3.80 | 5.28 |
| 🇬🇧 | 43 | 3.44 | 1.68 | 4.12 | 5.60 |
| 🇩🇪 | 141 | 3.12 | 3.44 | 2.44 | 3.76 |
| 🇬🇧 | 144 | 2.80 | 3.60 | 3.28 | 4.48 |
| 🇩🇪 | 25 | 2.00 | 1.56 | 5.00 | 4.92 |
| 🇫🇷 | 26 | 2.44 | 2.76 | 4.00 | 3.36 |
| 🇩🇪 | 46 | 1.56 | 3.76 | 5.24 | 4.04 |
| 🇬🇧 | 46 | 1.88 | 3.32 | 5.16 | 4.12 |
| 🇩🇪 | 27 | 2.56 | 3.20 | 4.12 | 2.96 |
| 🇬🇧 | 27 | 1.92 | 4.12 | 4.72 | 2.32 |
| 🇫🇷 | 50 | 3.36 | 5.12 | 4.32 | 1.88 |
| 🇬🇧 | 33 | 5.56 | 4.48 | 1.36 | 0.92 |
| 🇬🇧 | 15 | 4.72 | 2.88 | 1.96 | 2.96 |
| 🇩🇪 | 36 | 4.12 | 2.36 | 2.80 | 3.92 |
| 🇬🇧 | 56 | 4.12 | 2.44 | 3.20 | 3.36 |
| 🇩🇪 | 56 | 4.52 | 2.20 | 3.40 | 4.16 |
| 🇫🇷 | 153 | 4.64 | 3.04 | 3.80 | 2.56 |

# Team Wheel
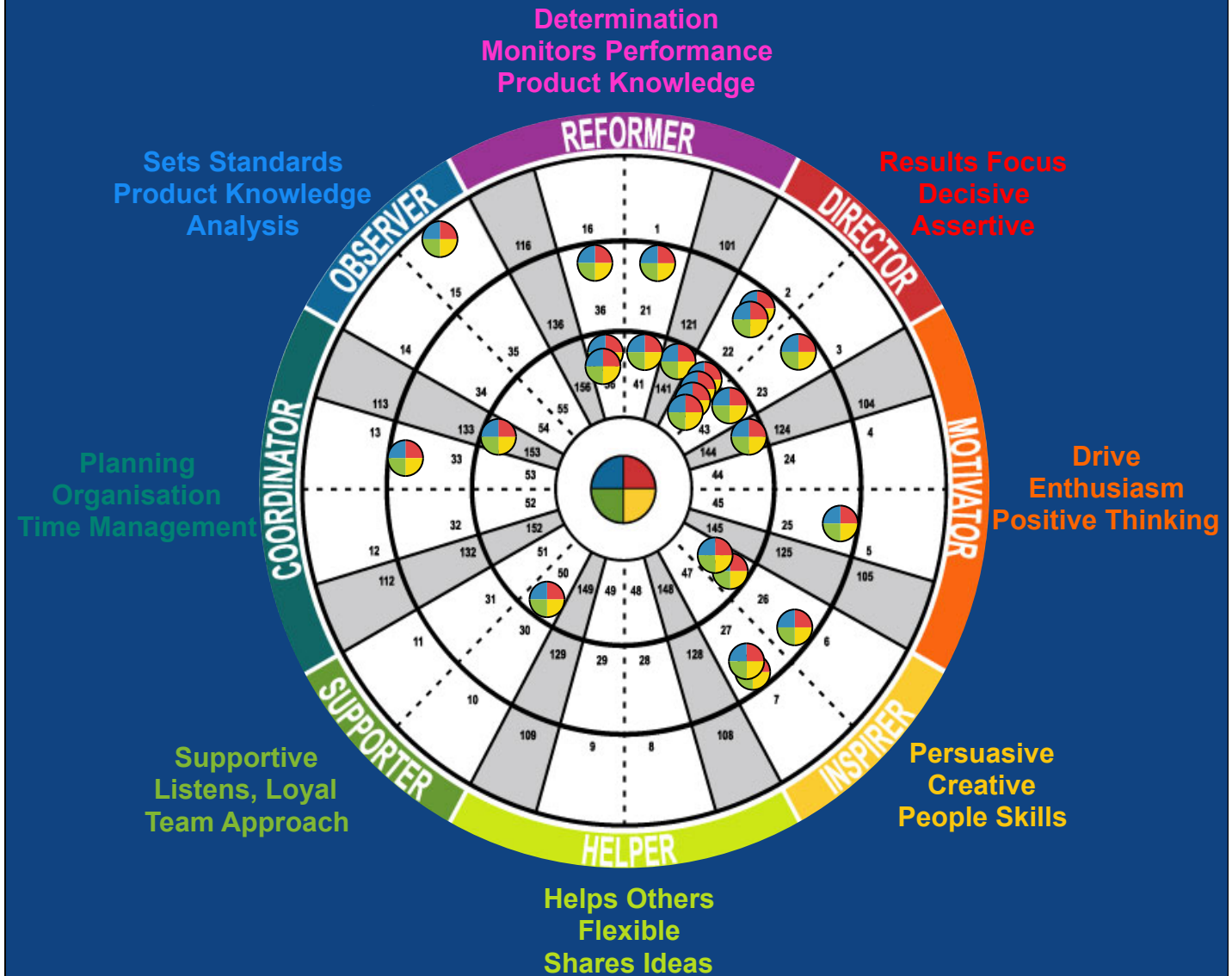


**TheColour Works®**
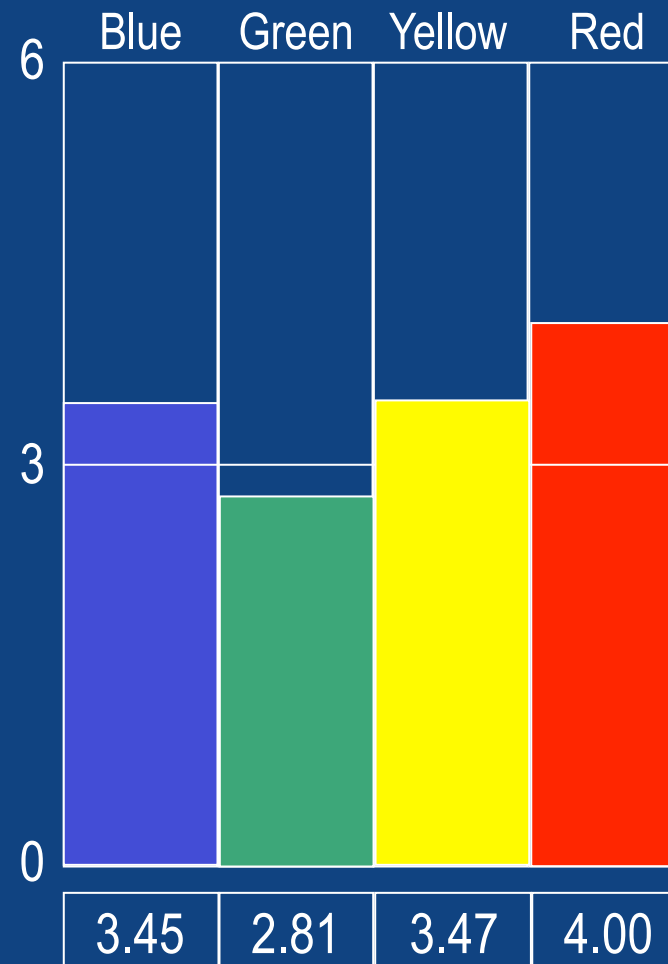
Inspiring People, Delivering Results

**Determination**
**Monitors Performance**
**Product Knowledge**

**Sets Standards**
**Product Knowledge**
**Analysis**

**Results Focus**
**Decisive**
**Assertive**

**Planning**
**Organisation**
**Time Management**

**Drive**
**Enthusiasm**
**Positive Thinking**

**Supportive**
**Listens, Loyal**
**Team Approach**

**Persuasive**
**Creative**
**People Skills**

**Helps Others**
**Flexible**
**Shares Ideas**

REFORMER
OBSERVER
DIRECTOR
COORDINATOR
MOTIVATOR
SUPPORTER
INSPIRER
HELPER

OUTSIDE 4°C

**Day 2**

# ENGAGING STAKEHOLDERS

# Who is my Audience?

**TheColour Works**®

**Inspiring People, Delivering Results**

"People do not resist change – people change all the time. What people resist is having others impose change on them"

*Margaret Wheatley*
*Harvard University*

**Project Controls EXPO**

# Leading Complex Change

| | | | | | |
|---|---|---|---|---|---|
| Skills | + Incentives | + Feedback | + Action Plan | = | **Confusion** |
| Vision | + | + Incentives | + Feedback | + Action Plan | = | **Anxiety** |
| Vision | + Skills | + | + Feedback | + Action Plan | = | **Resistance** |
| Vision | + Skills | + Incentives | + | + Action Plan | = | **Frustration** |
| Vision | + Skills | + Incentives | + Feedback | + | = | **Treadmill** |
| Vision | + Skills | + Incentives | + Feedback | + Action Plan | = | **CHANGE** |

Thousand (2000) adapted from
Knoster, T. (1991)
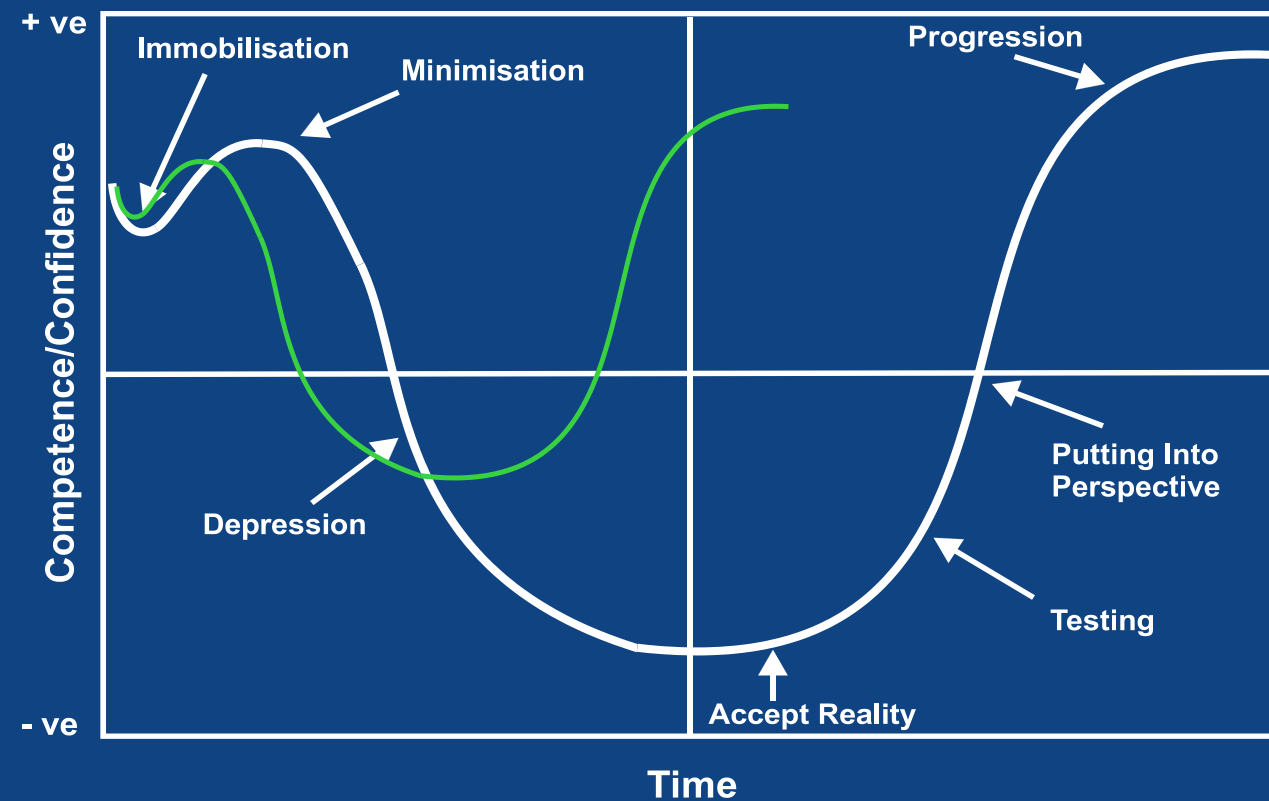
# 'The Famous Five'

## Clarify The Change

## Involve Staff

## Manage Resistance

## Communicate

## Track Progress

# 1. Clarify The Change - Vision

**TheColour Works®**

Inspiring People, Delivering Results

**Project Controls EXPO**

| | |
|---|---|
| **Detailed analysis of how and why** | **Clearly articulated strategic vision** |
| **Written information** | **Timeframes** |
| **Focus groups** | **Bottom-line impact** |
| **Training Plans** | **Action orientated** |
| **Affirmation of values that support the vision** | **Compelling and positive picture of the future** |
| **Consultation** | **Shared vision** |
| **Belief in the reason for change** | **Understanding of involvement of people** |

# 2. Involve Staff - Skills

**TheColour Works®**

**Inspiring People, Delivering Results**

**Support the planning and detailed implementation**

**Check success**

**Drive things forward**

**Delegate to the right people**

**Action orientated**

**Value contribution and experience**

**Be given tasks**

**Brainstorm new ways of working**

**Ideas from stakeholders**

**Flexible agenda**

**Project Controls EXPO**

# 4. Communicate - Feedback

**TheColour Works®**
Inspiring People, Delivering Results

**Detailed written information**

**Measures of success**

**Clear unambiguous messages**

**Logical not emotive**

**Goal directed**

**Action orientated**

**Time focussed**

**One point of contact**

**Small task force**

**What is expected of individuals**

**Small groups**

**Ability to give feedback**

**Q & A sessions**

**Opportunities to share ideas**

**Face to face**
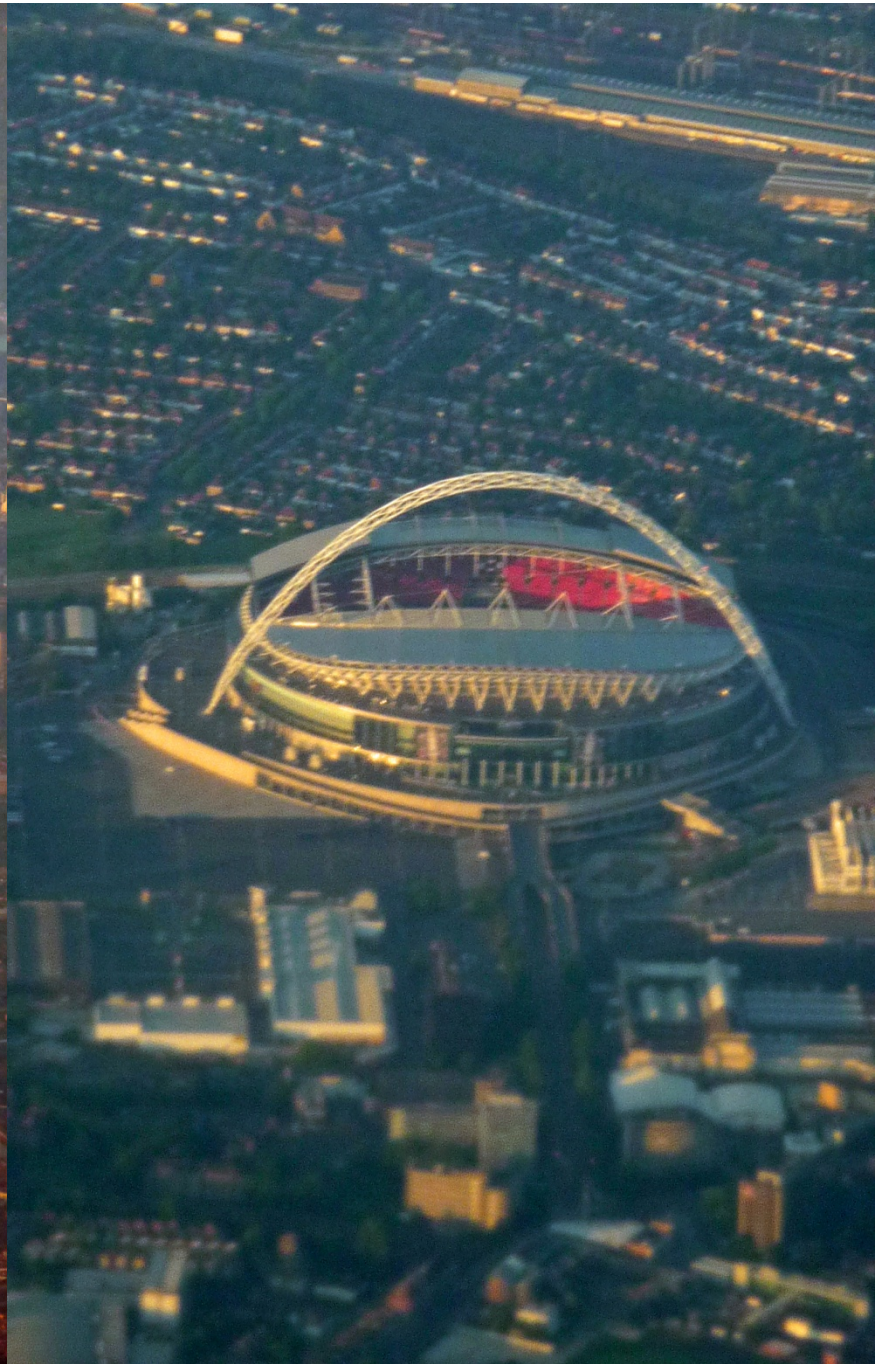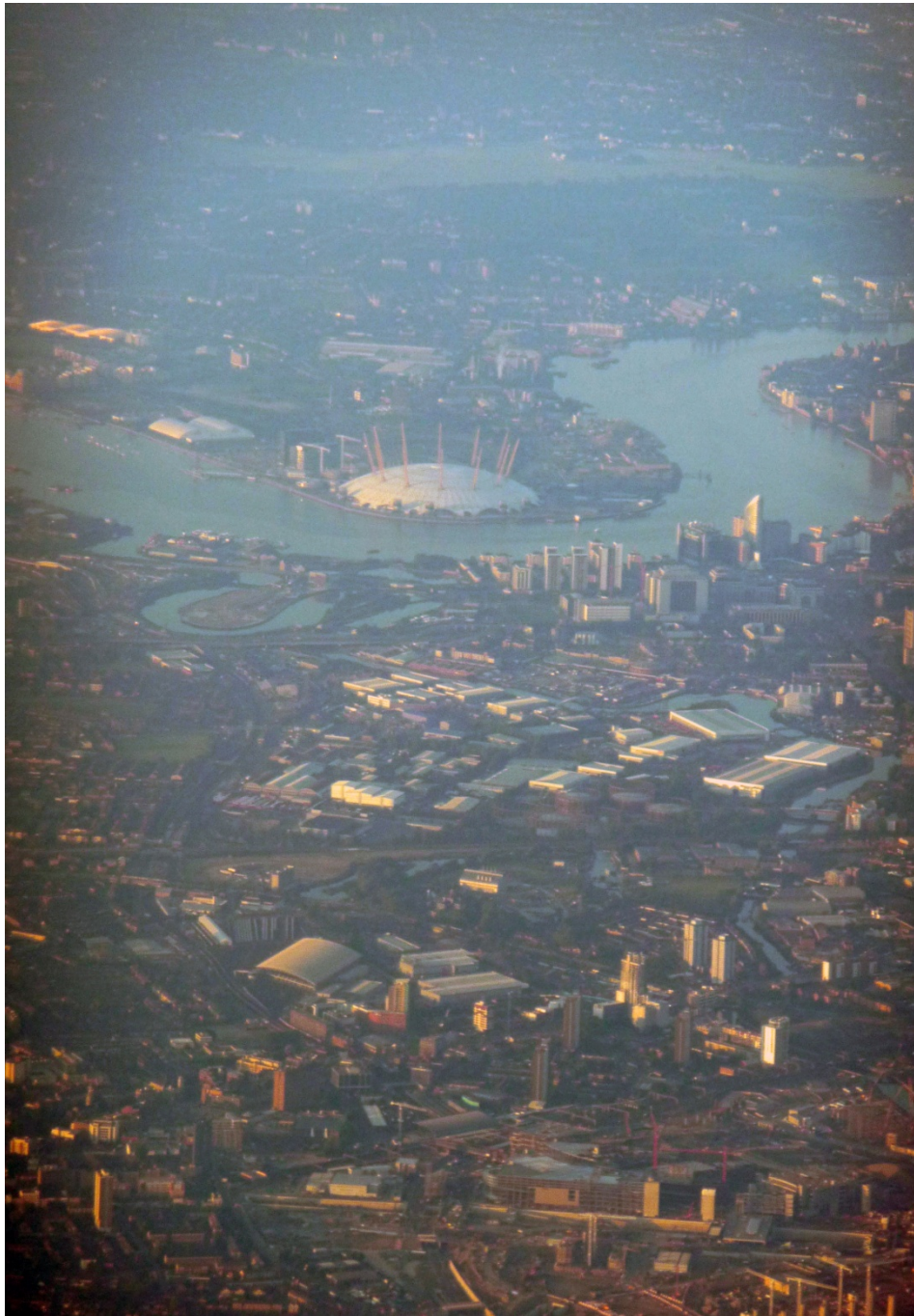
**Visual**

**Involvement**

**Project Controls EXPO**

# The Result

- Multi-cultural project team of 30 with cultural issues
- *Broke down the cultural barriers*
- No clear leadership
- *Leader identified and agreed*
- Silo mentality and poor communication
- *Barriers removed and lines of communication established*
- Poor understanding of common vision/goals
- *Vision agreed and goals clarified*
- Challenging work/life balance
- *Social events put in place and weekend activities*
- Low morale
- *Improved morale, self-esteem and buzz*

# 1 Month Later – Client Feedback

*"Through Colour Works, we have learnt a lot about ourselves and the dynamics of the team. By sharing our individual profiles with each other and focusing on our 'team wheel' we have been able to develop a much better understanding of our different styles and strengths and how they can be used to complement each other.*

*The team development days have helped us to build better relationships and work more effectively as a project team - our communication is more open , collaborative working is more focused and we have a greater appreciation of the contribution each member makes to the team resulting in our project being back on track"*

**TheColour Works®**

**Inspiring People,
Delivering Results**

**Project Controls EXPO**

The Colour Works

Inspiring People,
Delivering Results

nick@thecolourworks.com

M: 07966 306903

O: 0845 045 0933

LinkedIn: Nick Fewings

Twitter: ColourfulNick

Project Controls EXPO