

TEAM

DIMENSIONS 3.0

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



Center for
Internal
Change

INTRODUCTION

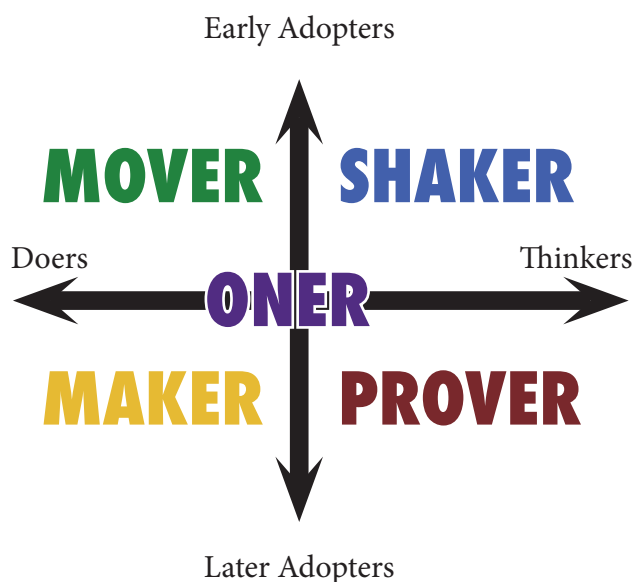
People. Are. Different. It's a simple truth. Everyone has a different set of skills. Some of those are learned and honed over time, while others are what come naturally. What comes naturally is your Core Nature of Work. When your tasks fall within your Core Nature of Work, the day goes by quickly and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

There are four Core Natures of Work.

MOVER **SHAKER** **PROVER** **MAKER**

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.



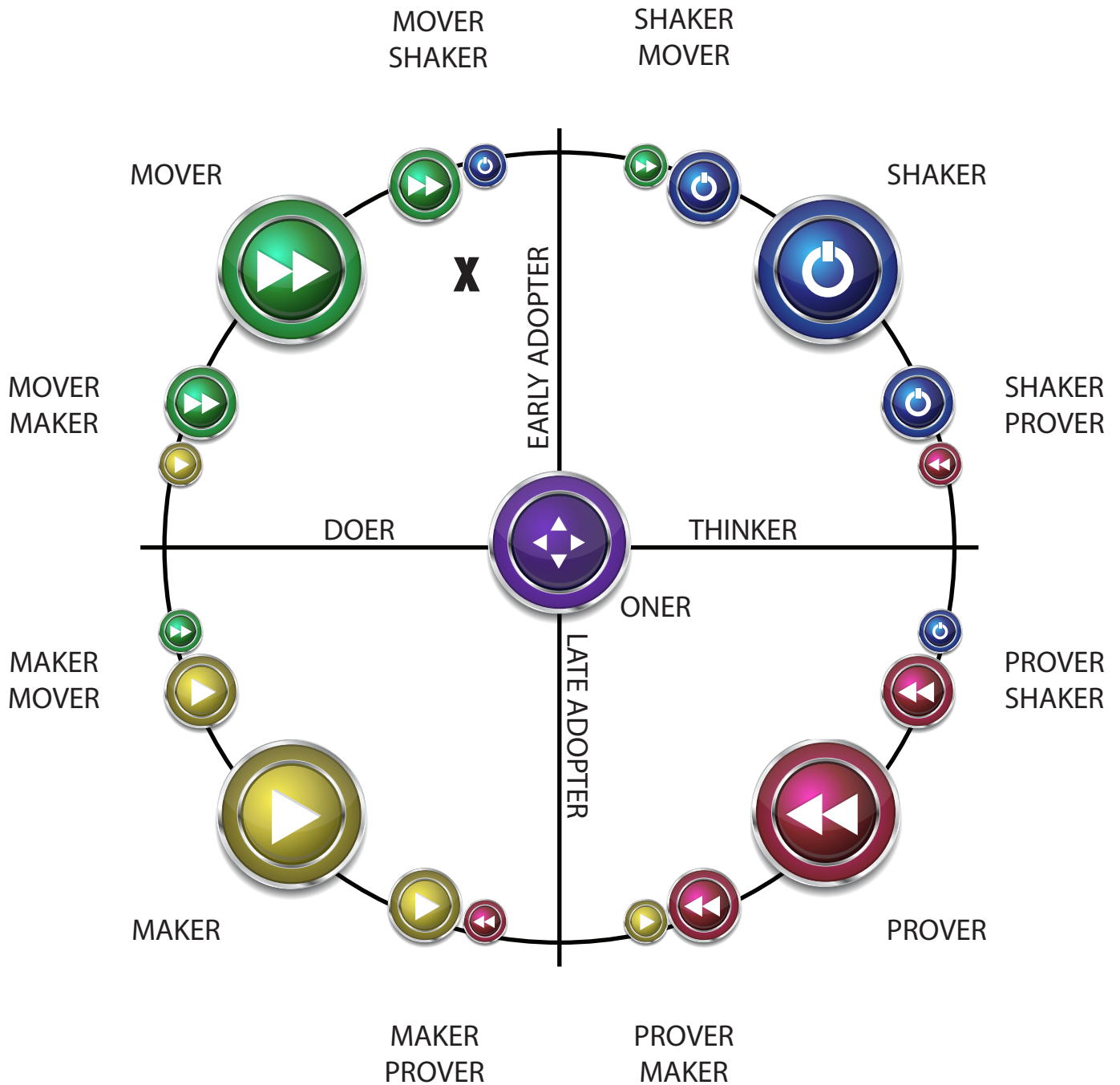
Movers are early adopters and doers.
Shakers are early adopters and thinkers.
Provers are later adopters and thinkers.
Makers are later adopters and doers.

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 **Oners**.

Based on the
LAW OF DIFFUSION OF INNOVATION

YOU ARE A MOVER-SHAKER

Your primary Core Nature of Work is a **Mover**. You also tend towards a **Shaker**. You work best in the **Mover** role; however, you can tap into your **Shaker** Core Nature when necessary.



YOU ARE A MOVER



On a remote control, you'd be the FAST FORWARD button. You want to go full-speed ahead.

EARLY ADOPTERS who are natural DOERS, **Movers** think in practical terms and are great at setting priorities.

Movers interpret the rules. They naturally plan tactics, make key phone calls, or introduce the right people to each other. They easily choose the best, most workable idea, or set of ideas from many.

Movers know how to get things moving and keep things moving. They keep their team from wasting time and money on ideas that won't work. They also help avoid the other extreme of failing in the market with a clone concept that doesn't stand out.

Movers enjoy selling an idea and putting it on the road to success. They like to achieve goals by providing direct, effective solutions. Consummate planners, **Movers** are married to their prioritized "to-do" lists.

Only 15% of people are **Movers**. Finding a **Mover** in your organization can be difficult because they often leave and start their own organization. **Movers** are great to have on your team because of their drive to push things forward and get things done. They are the only core nature of work to say "YES" to a new idea. **Movers'** natural skill is to choose the best idea or set of ideas, set priorities, and connect people. This makes them great facilitators in meetings.

Movers focus on the large steps and are more concerned with the grand scope than the small details. As a **Mover**, you work very well with **Shakers**, because you love hearing new ideas and then pushing them forward. Your biggest challenge is with **Makers**. **Makers** are focused on the details and baby steps, which can frustrate you.

Movers are natural leaders during the ideation phase. Once it is time to move into implementation, you should find a **Prover** and have them help transition from the big picture to the details.

YOUR SECONDARY: SHAKER



On a remote control, **Shakers** are the ON button. Your ideas power up organizations.

EARLY ADOPTERS who are natural THINKERS, **Shakers** easily solve problems and come up with new ideas. You see the larger context of a situation and the variety of options available. Some of your ideas may seem outlandish, but many are potential home runs.

Shakers break rules. Just because a procedure has been followed the same way for years does not mean a **Shaker** will think the same way. Life is one big brainstorming session for you. You enjoy stream-of-consciousness conversations, often changing the subject as new thoughts occur.

Ideas never stop for **Shakers**, however, you can find it difficult to choose one idea and follow it through to completion.

Shakers despise detail unless it's to help you try out an intriguing idea. Then, you tolerate the details for a while.

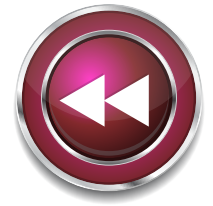
35% of people are **Shakers**. However, there are varying degrees of innovation. Some **Shakers** are great at incremental changes while others come up with breakthrough ideas that are something new to an industry. The most extreme **Shakers** come up with radical ideas that can create a new industry.

A **Shaker's** skill is not just to think of new concepts. They also are skilled at overcoming barriers in unique ways.

Shakers work very well with **Movers**. They like your ideas. **Provers** and **Shakers** have a difficult relationship. A **Prover** will naturally shoot holes in your ideas, so it is best to have a **Mover** be the go-between. **Shakers** and **Makers** come from different planets and speak entirely different languages. Having them work together is not typically the best solution.

Shakers are a great asset to ideation. Their focus is on "what can be" and how to solve problems.

UNDERSTANDING PROVERS



On a remote control, **Provers** are the REWIND button. They want to go back and review the details.

Later adopters who are natural thinkers, **Provers** can see around corners and tell you what is going to go wrong. The minute a **Shaker** comes up with an idea, the **Prover** naturally can see the flaws.

Provers like to make the rules. Often seen as skeptics, they love to play the devil's advocate and challenge new ideas. **Provers** recognize the weaknesses in a plan and feel the need to warn others.

Provers can get efficiency into the implementation process of any new idea.

Provers also do well at setting up routines and procedures. Comfortable with more traditional solutions to problems, **Provers** view themselves as sensible and practical.

25% of people are **Provers**, and they gravitate to analytical fields. Their best role is to try and kill a new idea 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. Once an idea is adopted to implement, you'll have a much better organizational buy-in keeping **Provers** involved.

Provers work best with **Makers**. **Provers** like to make the rules and **Makers** like to follow the rules. This relationship makes **Provers** the natural leaders as you move a project into implementation. **Provers** have a difficult time with **Shakers**. **Shakers** want to shake things up while the **Provers** want to keep things the same. It is best to have you, as a **Mover**, act as the go-between to help **Shakers** generate ideas and **Provers** poke all of the holes in those ideas.

Provers are great at building processes and are more than happy to hand off the day-to-day act of following the checklist to a **Maker**.

UNDERSTANDING MAKERS



On a remote control, **Makers** are the PLAY button. They want things to move forward at a steady pace.

Later adopters who are natural doers, **Makers** carry out processes. They put the will of their organization into action, wanting to do what they see as “real” work. They prefer hands-on production to sitting in meetings.

Makers like to follow the rules. They do not want to innovate or lead. Instead, they are comfortable with clear guidelines and procedures. **Makers** tend to resist change, seeing it as disruptive to the order that they love to maintain. But once a change occurs, they can become its biggest ally and make it repeatable.

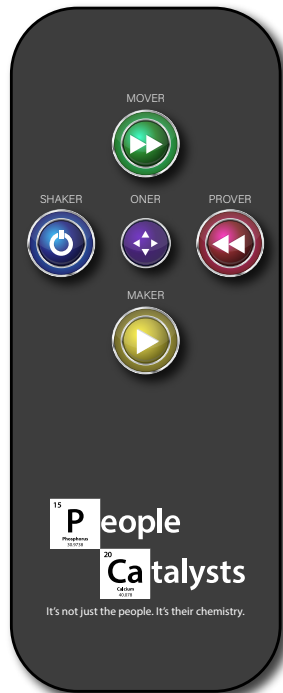
Vital to finishing any project, **Makers** are willing and thorough. They detect flaws in new processes early. **Makers** need frequent and detailed direction because they can become so dedicated to the efficiency of the process that they forget about the big picture.

25% of people are **Makers**. Without **Makers**, organizations struggle for stability and suffer inconsistent performance.

Makers work best with **Provers**. **Provers** provide the checklists for them to follow, and run interference with the **Movers** and **Shakers**. It is difficult for a **Maker** to work with a **Mover** without a **Prover**. You, as a **Mover**, always want to run at fast forward while the **Makers** want to keep things at a steady pace so they can ensure every step of the checklist is complete. **Makers** and **Shakers** are from different planets and do not even speak the same language.

Makers are key for repeating a process. They ensure the “I”s are dotted and the “T”s are crossed.

UNDERSTANDING ONERS



On a remote control, **Oners** are the MULTIFUNCTION button. Their role depends on the needs of the team and the phase of the project.

Oners are equally balanced across all four Core Natures of Work: **Mover**, **Shaker**, **Prover**, and **Maker**. They are equal parts early and later adopters as well as thinkers and doers.

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










Oners 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 day-to-day checklists that need to get done. They adapt their style to fit the needs of the team.

Oners' strength is in their flexibility. They do not go to the extremes on any one Core Nature of work. They are great at supplementing a team that is missing a core nature of work both during ideation and implementation.

Oners are a great addition to any organization. They provide the skills needed for a team that does not have all four Core Natures of work.

If you have a **Oner** on your team, help them 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.

RELATIONSHIPS

	 <p>MOVER</p>	<p>In business and life, relationships are everything. A thorough understanding of how you relate to others is essential. As a Mover, you naturally have a green-light relationship with other Movers. Movers have mutual goals, which is to get things done, and can work very well together.</p>
 <p>MOVER</p>		<p>Movers also have a green light relationship with Shakers. Movers' natural inbox is ideas and nobody provides more ideas than a Shaker. Movers and Shakers work very well together at identifying problems and the best solution.</p>
 <p>SHAKER</p>		<p>Movers have a yellow-light relationship with Provers. They are on opposite ends of the spectrum when it comes to both adoption of new ideas as well as thinking versus doing. This can make communication difficult. However, this relationship is essential to move from ideation to implementation. Both Movers and Provers understand the need to take an idea and make it doable. This understanding gives them a shared sense of purpose.</p>
 <p>PROVER</p>		
 <p>MAKER</p>		<p>The only red-light relationship for Movers is with Makers. While they both believe in getting things done, their timing and scope are quite different. Makers believe in 1, 2, 3, 4, 5. Movers are always thinking 5, 10, 15, 20.</p>

The best way for a **Mover** to work with a **Maker** is to bring in the **Provers** and have them develop the instructions **Makers** desire.

























As a **Mover**, surround yourself with **Shakers** and **Provers**. The **Shakers** will feed you with all the new ideas you can handle, and **Provers** will steer you around pitfalls and help refine the details.

NOTE: As a MOVER-SHAKER, you are naturally an early adopter. Your primary Core Nature of Work enjoys working on the big picture tasks. Working on the details can frustrate you. You are a natural leader during the ideation phase and are gifted at starting new projects. You can benefit by ensuring later adopters are engaged so your ideas can get across the finish line.

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. **Shakers** and **Provers** have a red-light relationship. The **Shakers** always want change while the **Provers** want to maintain the status quo. **Makers** also want to maintain the status quo and have a green-light relationship with the **Provers**.

Shakers and **Makers** are polar opposites and require a **Prover** to help them work together. A thorough understanding of the S.P.E.E.D. Relay Process and when each Core Nature of Work is brought into a project will help to achieve your organizational goals.

	 MOVER	 SHAKER	 PROVER	 MAKER
 MOVER				
 SHAKER				
 PROVER				
 MAKER				

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

Understanding your Core Nature of Work and how you interact with others is highly beneficial. The next dimension for your team is to use this knowledge in a method that achieves results. The S.P.E.E.D Relay process has been proven time and time again to:

- 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 to 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.

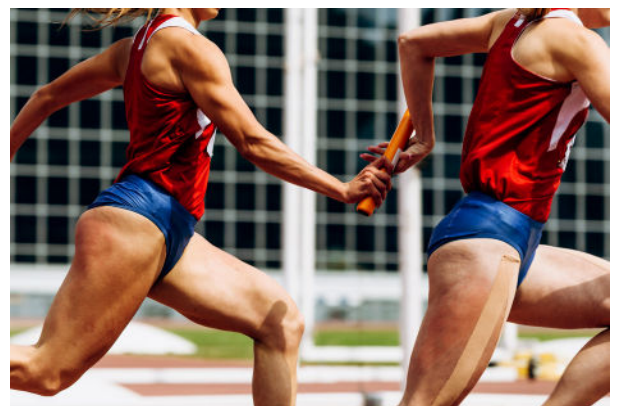
“Our meetings are held to discuss the problems, which would never arise if we had fewer meetings.”

-- 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 in/out 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.

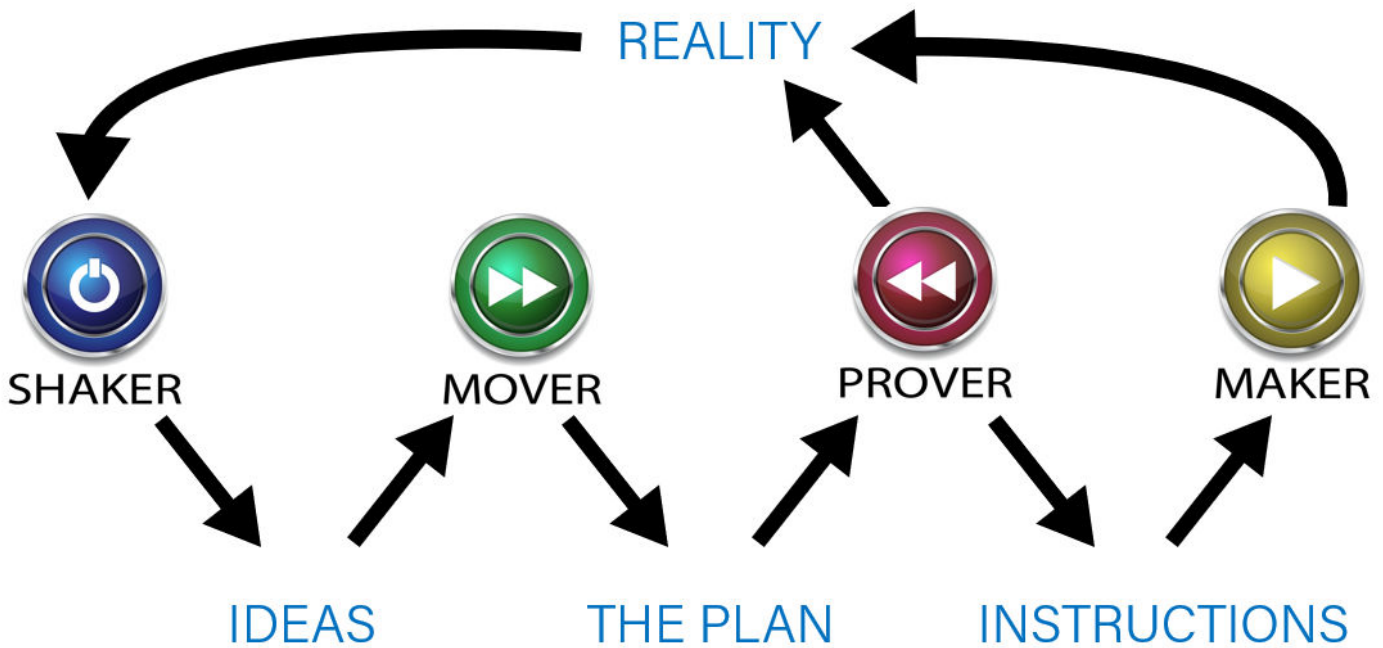
The world record sprint for the 400-meter dash is 43 seconds. The University of Minnesota, a middling team in a middling conference, runs it in 39 seconds. This is because each person is doing the part of the race they are best at and they hand off to the next person going at full speed. One person alone 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, or developing a plan that is ready for implementation, 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 at the right time.

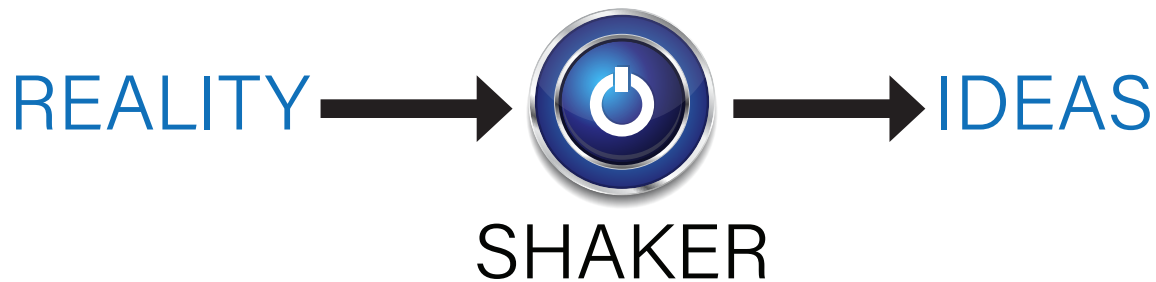
**As a MOVER-SHAKER, you may be tempted to fill the SHAKER role.
You should focus primarily on working in your MOVER role. Only engage your SHAKER
Core Nature of Work when, and if, the team needs it.**



The TEAM DIMENSIONS 3.0™ S.P.E.E.D Relay:

- Solutions:** Brainstorm by looking at the issue in different ways. Ideas can come from everyone, but **Shakers** generate ideas easily and often have the most unique ideas. **Shakers** look at reality and see possibilities. They embrace change and instinctively provide new ideas.
- Priorities:** Identify the best idea, or set of ideas and focus on them. A **Mover's** Core Nature of work makes them the best to choose the best idea or set of ideas. A **Mover** looks at ideas and instantly begins to formulate a plan.
- Errors:** Take a closer look at the chosen idea(s) and identify their flaws. **Provers** 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 right back to the **Shakers** (with a **Mover** conducting the hand-off).
- Edits:** Solving issues takes new ideas. **Movers** take the issues to the idea generators, the **Shakers**. This cycle of Errors and Edits continues until the **Prover** 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. **Makers** are natural at implementing checklists and doing the day-to-day work. That work becomes the new reality, and the relay starts all over.

SOLUTIONS



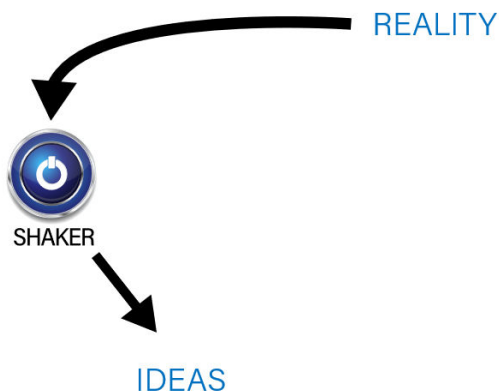
GOAL: To generate as many ideas possible from everyone,
and never kill an idea

Solving problems starts with Ideation followed by Implementation. “Solutions” is the first step of Ideation. Every good Ideation starts 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 **Shakers** are naturally inclined to new ideas. A **Shaker** 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 be.

- 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 they can.
- 3) A process leader, usually a **Mover**, 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) No one is limited on new ideas at any time. If someone is hit with inspiration they can always add a new idea. Remember, the goal is to generate as many ideas as possible and to never kill any of the ideas.

During this stage, it is imperative to create a safe environment in which no one is permitted to say anything negative about any ideas. Using for-ness and more-ness, people can only express support for an idea or add more to it. They cannot disregard an idea, put it down, point out obstacles, or even show disapproval with body language.

Next, each idea is deliberately questioned and its opposite is tried. 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 was their 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 them? 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 get an innovative concept.



The “Solutions” step starts with reality and uses the **Shakers** to do what they do best: generate ideas.

Priorities



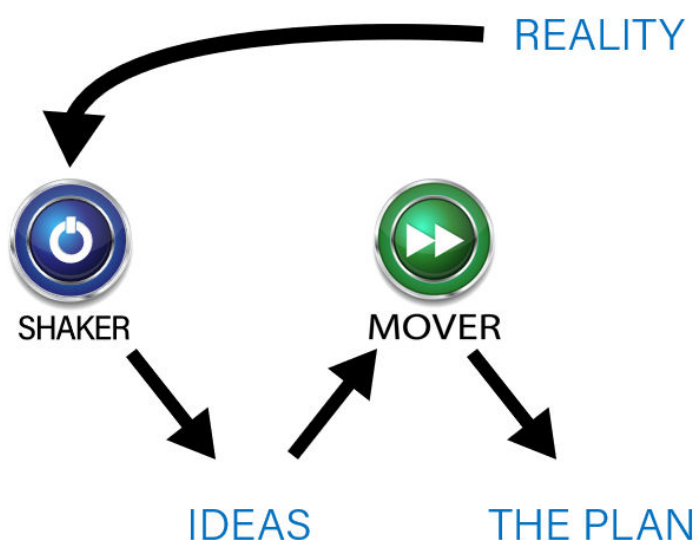
GOAL: To select the highest priority “BIG” idea(s) based on newness, feasibility, and resources

Ideation continues with the “Priorities” step of the S.P.E.E.D. Relay. The **Mover** 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 winner. Some of the traditional pitfalls are:

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

A **Shaker’s** Core Nature of Work shows their superpower of coming up with new ideas. A **Mover’s** superpower is to know which idea or set of ideas is the best. This is best done with a reading of 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 that was comprised mostly of **Shakers** and **Provers**. Their only **Mover** was a young receptionist who was not involved in the 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 recognized very quickly that this was the best solution of all the ideas.

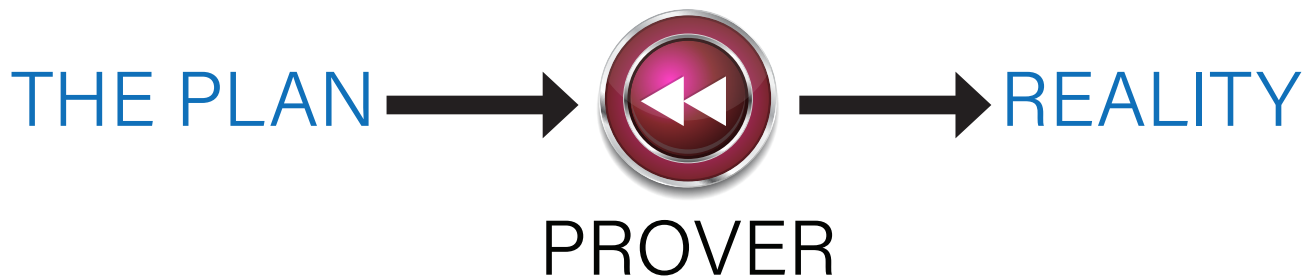


Once the best idea or set of ideas is chosen, that is the beginning of the plan. The plan is now ready to be challenged.

The ideas that are not chosen are kept as possible future endeavors for the organization.

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

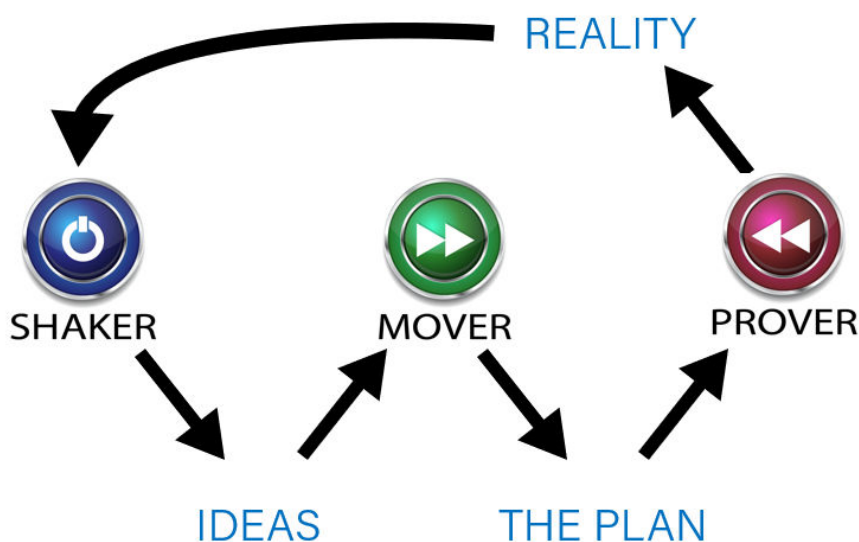
Errors



GOAL: To fail the selected ideas as early as possible in the concept state so they can be fixed quickly, cheaply, and effectively, with no time or money wasted

Ideation continues with the “Errors” step of the S.P.E.E.D. Relay. The **Mover** now presents the plan to the **Provers**. This step is commonly skipped in corporate America, especially in small businesses. Very successful organizations never skip this step. The object is to identify everything that can go wrong with the plan. This is not stating “it will never work.” It is giving specific reasons why it will not work or any other challenges that may occur.

A **Prover’s** superpower is to identify what could go wrong. When you present a **Prover** with a new idea, it is in their nature to identify everything you did not think of. Oftentimes, people react negatively to **Provers** by calling them names like “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 of looking at reality and identifying ideas? The **Shakers**. There is one challenge in this step. If a **Prover** interacts directly with a **Shaker**, they will probably offend them, without meaning to. If you look at the RELATIONSHIPS page, you will see that **Provers** and **Shakers** have a red-light relationship. The **Mover** is the best one to work between them.

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

Edits

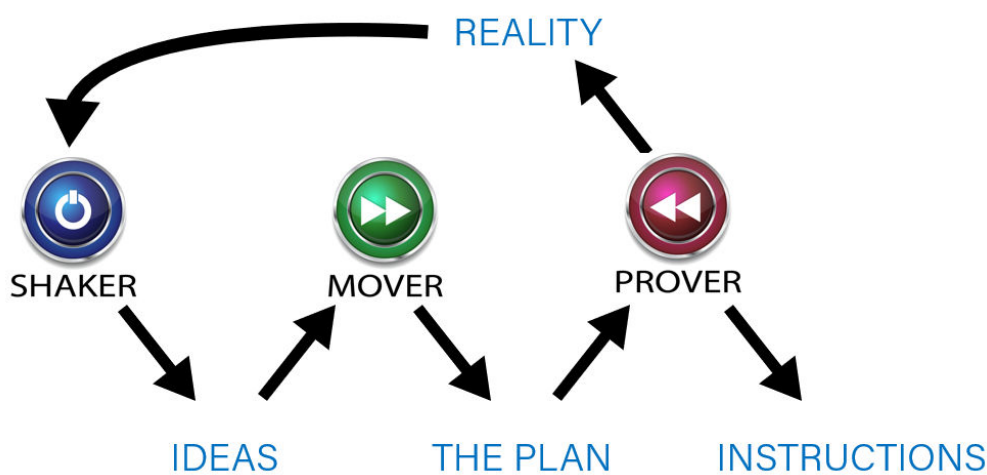


GOAL: To overcome the **Prover's** objections with creative solutions to potential problems

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 **Mover** now takes the **Prover's** reality back to the **Shakers**. The **Mover** is able to present these "Errors" not as errors at all, just opportunities for the **Shakers** to be creative in their solutions, which is what **Shakers** like to do best.

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

To verify the plan is bulletproof, the **Mover** brings it back to the **Provers**. Again, the **Provers** cannot shoot down the plan. They can only identify if there are any other Errors in the plan that are not accounted for with the new solutions. This process is repeated until the team has a solid plan. How do you know the plan is solid?



The process ends when the **Provers** look at the plan and say "I can live with that." This ends the ideation phase and starts the movement into implementation. The **Provers** now turn the plan into instructions. There is one Core Nature of Work that thrives on starting with instructions. Those are the **Makers**. However, just as the **Shakers** and **Provers** have a red-light relationship, the **Movers** and **Makers** also have a red-light relationship. Instructions for **Makers** are best given by the **Provers**. During implementation, **Provers** now take up the leadership role.

Doing

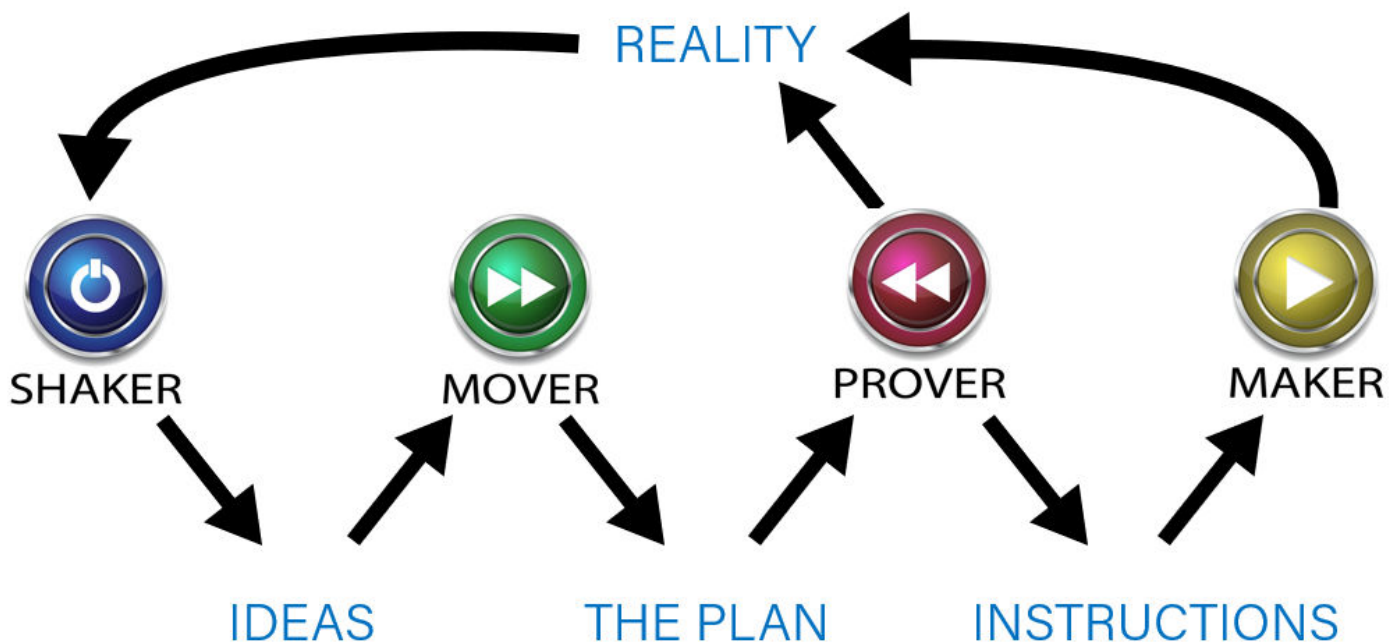


GOAL: To Implement The Plan

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

Of course, there will be unforeseen issues. Any new “errors” that arise are just a new reality. If these hiccups rise to the level that a revised solution is needed, the **Prover** identifies the issues back to the **Mover**, just like the “Errors” step. Implementation of other portions of the plan can continue at the same time. Bringing the **Makers** sound instructions and working together allows the plan to continue and scale. Once the plan is implemented, this creates a new reality for the organization. That new reality starts the process all over again, giving the **Movers** and **Shakers** a new starting point for new 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 it 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?**

