

## Building Capacity for Innovation and Growth: The Role of Strategic Diversity

A Report on Professor Peter P. Robertson's Conference Presentation: December 2008.

*Investments at risk?*

*Investing and inventing but generating no returns?*

*Innovation does not mature?*

*Too much risk taking?*

*Disconnected departments?*

*Opportunities lost?*

*Urgent strategic realignment needed?*

*Are you depending too much on the past for solutions in a turbulent future?*

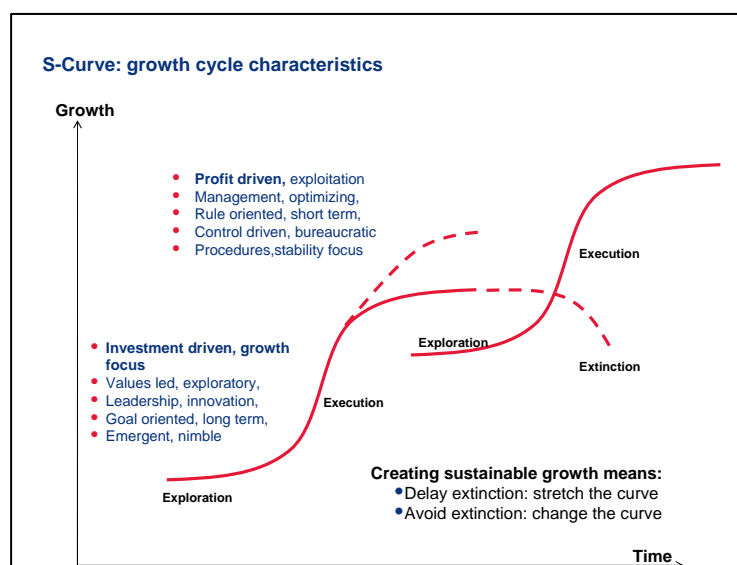
These were some of the questions addressed by Professor Peter Robertson in his presentation to a European wide audience of senior public and private sector executives and investors, at the International Conference of the Netherland's leading assessment company, GITP.

Sharing the results of new European research into the nature of the link between people and business dynamics, Professor Robertson **highlighted the different and instinctive contribution that each of us makes to growth cycles**. Senior managers and consultants from Sweden to Turkey contributed AEM-cube<sup>®</sup> data on a range of best-performing for-profit and not-for-profit executives. The results of the research revealed patterns in both decision-making style and outcome focus across executive roles: what Professor Robertson calls *strategic diversity*.

The results of this new European research mirror Professor Robertson's earlier research on the founding teams of Yahoo, Siebel, Starbucks and others. This was reported in two books: *Blueprint to a Billion* by David G Thompson (Wiley, 2006) and Professor Robertson's own *Always Change a Winning Team* (Cyan, 2005).

Professor Robertson established a basic principle of business growth: "When it comes to growth, Nature dictates a timeless principle. Like the four seasons, growth follows a predictable pattern – an S-curve: the S-curve is a culturally independent framework for organising innovation and growth."

He then illustrated the continuum of the S-curve in organisational settings as follows:



Thinking 'innovation and growth' means 'thinking S-curve'. Different people contribute to different phases of the S-curve. Understanding diversity gives influence over tipping points.

The AEM-cube® measures how people will contribute to the growth cycle.

- **Their AEM-cube® position determines the basic patterns of peoples' output, and thus their contribution to S-curve phases - not their behaviour or cultural background.**
- **Though they may behave in a wide variety of different ways**, different people with the same AEM-cube® evaluation will produce the same contribution.
- **Though they may be of different nationality and / or from a variety of different backgrounds**, different people with the same AEM-cube® evaluation will produce the same contribution
- **High performance teams have the right strategic diversity:** this can be precisely measured and when viewed in the context of the S-curve, creates an evaluation of future performance. For example:
  - assessing risk regarding investments;
  - developing a proper recruitment approach;
  - guiding talent management and management development initiatives;
  - creating top teams (from normal people).
- **Achievement means supporting each other in each step towards performance:** aligning individual and team diversity with S-curve phase demands – not 'homogenising' contribution.

The AEM-cube® measures strategic diversity - needed for growth - at individual and team level. Human Insight's ACT-cube® applies the same principles to whole organisations.

The speed and incisiveness of interventions using the AEM-cube® and, its related tool, the ACT-cube® creates a strong action orientation - and predictability of achievement.

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**To find out more about Human Insight and the AEM-cube® & ACT-cube® call us on +44 (0)1932 847 655 or email [info@human-insight.com](mailto:info@human-insight.com)**

### Human Insight Ltd

St James House  
13 Kensington Square  
London W8 5HD  
United Kingdom

**Tel:** +44 (0)1932 847 655  
**Email:** [info@human-insight.com](mailto:info@human-insight.com)  
**Web:** [www.human-insight.com](http://www.human-insight.com)