



Team Syntegrity is

a dynamic process for developing  
visions, solving problems, and  
resolving conflicts

a process that maximizes informa-  
tion exchange at minimal cost

a systemic approach for the learning  
organization

a discipline that leads to personal  
and group empowerment

an environment that encourages  
people to give their best and  
implement the plans they have made  
together

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# TEAM SYNTEGRITY®

**Applications** management and employee training and development project management  
strategic planning and development  
business unit creation, integration and redeployment  
change management and business process re-engineering  
organizational and personal development

**Features** an Opening Question is explored in depth from many angles  
the group creates and prioritizes its own agenda by discovering common perceptions of what is important  
thirty participants meet as peers with equal opportunity to influence the outcomes

**Benefits** clear, commonly-held focus on the key issues for success  
recognition and development of common goals, values and attitudes  
opportunity to clarify interpretations, assumptions and expectations  
conflict can be identified, explored and managed or resolved  
team spirit emerges and people can access the wisdom of the group  
realistic perceptions of personal capabilities and organizational limitations  
high rate of interaction means rapid decision making and progress  
resistance to implementation is low because people have developed their solutions together

**Background** Team Syntegrity was developed by professor Stafford Beer, the founder of management cybernetics. The process relies on insights from systems- and information theory. Team Syntegrity uses the geometric properties of the icosahedron, a regular platonic solid with 30 edges, 20 triangular faces and 12 vertices. The edges of the icosahedron dynamically balance tension and compression in order to enclose 3 dimensional space. The synergetic geometry of the icosahedron was recognized by Buckminster Fuller and used as the principle for his geodesic domes.



These principles are transferable to dynamic human systems. Thirty people work on a peer basis to address a subject of common interest. The tension of realizing their personal agenda is balanced by the compression of forging a group agenda. For the first time people are able to see how their personal agendas can be harnessed synergetically to realize their goals as a whole.

**Learning By Self Organization** Team Syntegrity creates a safe space for participants to explore an Opening Question deeply and effectively. The process uses a robust structure that is capable of containing a wide variety of viewpoints. By actively exploring the similarities and differences in their points of view, people learn about themselves and others. Learning occurs at an individual level, a team level and at a whole group level. As people learn they are better able to act on their learning. This usually emerges in the form of self-organization. Participants gain clarity and are able to align with the goals and initiatives that are important to themselves and the group as a whole.

# THE TEAM SYNTEGRITY® PROTOCOL

Synte-gration	Synte-gration happens through the application of the Team Synte-grity protocol.
Opening Question	Participants work together to answer an Opening Question. The Opening Question focuses their attention on the subject that is important to them and helps them to identify the many aspects of that subject.
Duration	A Synte-gration lasts from 3.5 to 5 days. This duration is necessary and sufficient to create strong, coherent teams based on shared goals, common understanding and mutual affection. Meaningful communication, social interaction and building trust takes time.
Number of Participants	Ideally, the group size is thirty. Smaller groups from 18 and up are possible. Larger groups of 35 or 40 can also be accommodated.
Representation	In large institutional settings there are often many different stakeholders. It is important to ensure appropriate representation in the group. You might consider inviting your customers, suppliers or other external partners.
Two Phase Process	<b>Phase 1: Setting the Agenda</b> From their personal statements of importance, participants work towards identifying twelve key agenda topics that are relevant to the Opening Question. This is a very creative process in which a lot of ideas come forth. It produces an experience for the participants where they can see their viewpoints and concerns do matter. The participants then state their preferences for the topics they wish to discuss and a computer program optimizes these for the group as a whole. <b>Phase 2: Team Meetings</b> The topics are discussed in teams of five. Each participant has three different roles. In two topics he is 'team member', in two other topics 'critic'. A critic constructively feeds back his view of the content and style of the team's conversation. The third role is 'observer'. The three days of the Team Meetings are coordinated by a stringent time schedule. Everybody knows when to be where in what role! Each day twelve meetings at approx. 75 minutes are conducted, always two at a time. At the end of each meeting the team is responsible for creating a common statement of its topic. These statements are distributed to all participants and published for feedback and graffiti during the evening plenary sessions. The process is exacting, yet very exciting and stimulating.
Facilitation	All Team Meetings are coached by a facilitator. The group itself decides on how and when the facilitator may intervene. The group is always encouraged to self-organize and take responsibility for its topic.
Celebration and Ceremony	The plenary sessions, meals, and music night all provide opportunities for celebration and ceremony. These happenings enrich the participants experience and create a vibrant group culture.
Expected Results: Qualified Statements	Synte-gration generates qualified statements on the twelve topics. They can be expected to contain new viewpoints, ideas, and realistic action plans.
Personal Growth	The participants gain impressive insights in working as teammates on equal terms. They learn how to work with each other by cooperating.
Optimal Information Exchange	Since every team member works on a different second topic, is engaged as a critic in two additional topics, and is gathering input as an observer in other topics, there is an ongoing exchange of information, experience and insights. At the end of the third day of team meetings about 90% of the relevant information is distributed amongst all the participants.
Conflict Resolution	Exchanging and exploring viewpoints and opinions tends to create compassion and affection. It reduces areas of tension and potential conflict. Mutual trust arises.
Systemic, Interrelated Solutions	By structuring the information in the system, it is possible to see the relationships between the different aspects of a complex problem. Employees are able to see how changes to one aspect will effect other aspects. People are better informed of how their local behaviour effects the group as a whole.

# WHO ARE WE?

**Team Syntegrity Inc.** Team Syntegrity Inc., Toronto, was founded in 1993 in order to help organizations create plans, find solutions and make decisions using the Team Syntegrity protocol. TSI is the worldwide exclusive licensor for the TS protocol and the associated trademarks. Licensees operate in Canada, the USA, Latin America, various European countries, Africa and Australia.

**The «Syntegrity-Team»** The method developed by Stafford Beer is successfully applied since 1993 in Politics, Universities and Economy. All team-members have acquired ample experience in solving various points at issue also as participants of Syntegrations.

**We are licensees of Team Syntegrity Inc. (TSI), Toronto.**

**Beat Lichtensteiger** B/L Consulting AG, consultant for finance information systems, management trainer

**Maarten H. Willemsen** Dr. oec. HSG, trainer for personal development, creativity and teamwork, cybernetic consultant

**Walter Zimmermann** B.Sc./NDSU, zimconsult ag, planning, financial management, operation and evaluation of projects and small/medium size companies. Lecturer for Systems Engineering

## **Services Offered** **Preparation**

We assist to define the point at issue, formulate the Opening Question, and select the participants for your Syntegration.

## **Delivery of Syntegrations**

We provide facilitation, logistics, cultural/music events. In addition, all written documentation is professionally word processed during the event and is available before participants leave.

## **Overall Event Management**

We organize facilities, transportation, accommodation.

## **Post Syntegration Services**

Reporting, evaluation, implementation, coaching.

## **Consulting**

In key areas of the Syntegrity Team members.

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