

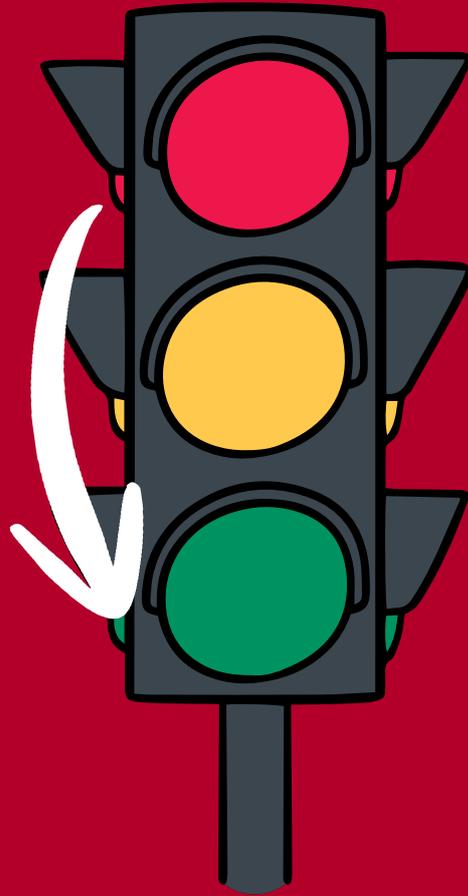


FOCUS SHIFT[®]
Intelligent management development

THE FOCUS SHIFT FRAMEWORK

A guide to implementation within your
business, fast.

Getting Your
Business
From Red to Green



SI&C

TOMORROW'S IDEAS,
TODAY.

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What we want to achieve.

We believe that through giving, we will receive all we need. Our business focuses on making your business better. We want to help businesses transform the way they work and be well-equipped to deal with the opportunities and challenges of the future. We want to see more people successfully promoted from within their businesses to meet the skills needs and shifting nature of work.

That's why we are happy to share our methodology with you to encourage businesses to look inward to get the most from their people and help cultures flourish.

Our business is one which benefits business through the complex and useful work we provide whilst also working to improve our clients personal lives and interests. From the profits of every sale we make we promise to donate 5% to causes elected by our clients that benefit others or society. Helping us, helps you.

We also promise to provide 10% back on the price you paid for our products of any referral sale that buys. If you want more we love to hear from you, about how we can improve our products, If you are willing to feedback through our customer insights platform we will provide an additional 2.5% discount to your sale price.



What we stand for

Our values focus on nurturing the CORE of our business.

- Customers as partners
- Openly inquisitive
- Reputationally renowned
- Exceptionally talented

Our mission

To unearth those lost talents and skills your team has, looking to maximise what is inside, we aim to get the full potential out of your team to realise your strategic goals, at pace.

Our Vision

To create people-centred, simpler, and value-driven results for our clients that help ensure their teams perform to the best of their abilities. We aim to unlock your people's abilities, saving you time and effort whilst improving the social mobility of your team. Finding the best teams to carry out your most important work is what drives us every day.

What we value

We believe that through giving we will receive all we need. Our business is one which benefits business through the complex and useful work we provide whilst also working to improve our clients personal lives and interests. From the profits of every sale we make we promise to donate 5% to causes elected by our clients that benefit others or society. Helping us, helps you.

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Our methodology.

Build Vs Buy Strategy

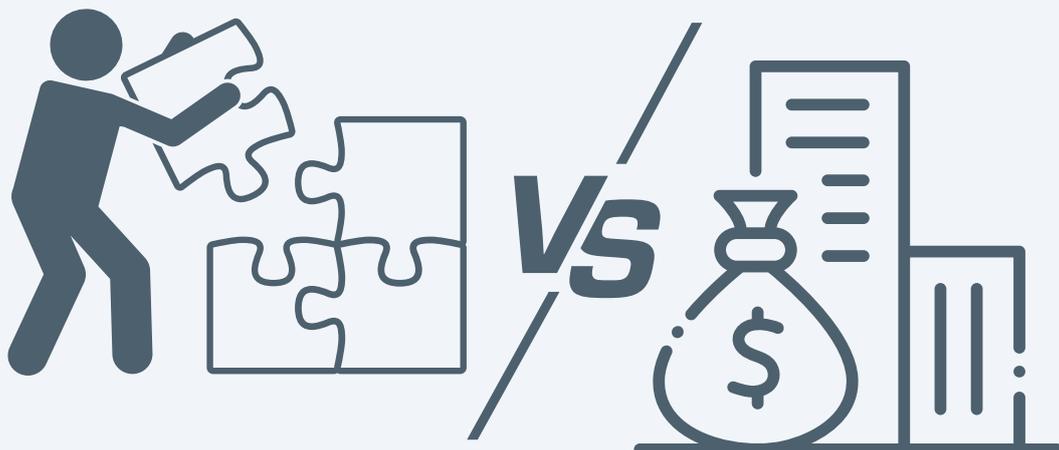
Our iterative process begins to shape the way your teams work into flexible groups centred on a task led approach. This enables you to begin quickly forming strong teams to take on new challenges within ten weeks.

The Harvard Business Review suggests that anywhere up to 44% of new hires do not work out as intended. There is also a long lead time associated with the effectiveness of a new hire to 'fit' into the culture, learn the intricate workings of the business, and develop enough corporate knowledge for them to be effective.

We appreciate that not all roles can be filled with internal teams of people, particularly for specialist roles. However, we are confident that businesses can begin to review how teams of people can be deployed especially with the administrative burden within businesses being reduced through the implementation of AI.

Focus Shift enables you to begin thinking about how your business will respond to AI, enabling you to tap into the deeper part of your people. Identifying what they are good at through what they love doing can only be beneficial to your business.

Please enjoy our step-by-step guide enabling you to begin implementing our framework within your business.



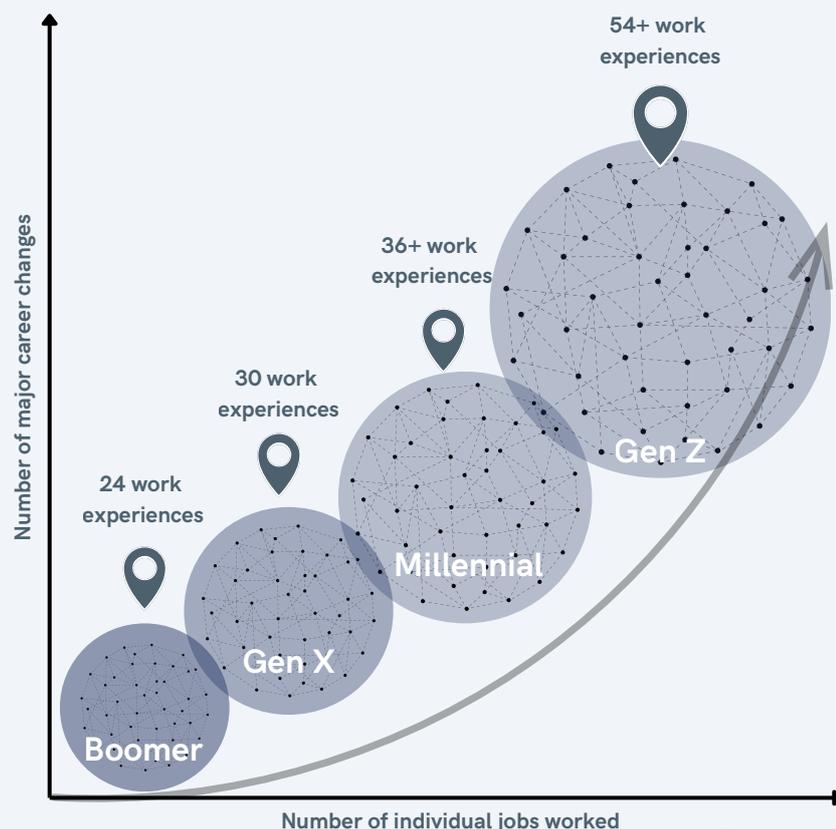
Why our work is vital?

Our world is changing faster than ever before; we know you don't need to be reminded of this fact. However, we would like you to consider how the requirements to operate within the world will be. As technology becomes increasingly independent and self-regulating, people will be needed for different roles. We also face a world where birth rates vary between different parts of the world, but in particular, the Western world is seeing a larger rate of decline. Additionally, the gap in the ability to afford larger wages between small and medium-sized enterprises and those that are large is getting deeper every day.

We also look to the world ahead, multiple generations are expected to hold 20 plus jobs in their lives, with at least three to six major career changes expected for millennials, Gen Z, and Gen Alpha. This is a huge increase when compared to the Boomer generation, and we believe businesses must adapt to capitalise on this shift in the way our world works. To us, it's like remaining on analogue when the world went digital; in the end, you don't receive any information.

We believe that to excel in the future is to deeply look at the people within your organisation for the hidden and broad strengths and experiences that your people hold. 44% of new hires don't work out as intended, according to the Harvard Business Review. If you were to bet your house on those odds, the majority of us wouldn't. We then need to account for the learning lag that naturally occurs as that person transitions into your business and culture.

While we know that at times, particularly for highly specialised roles, hiring externally will be necessary. But we believe this will be more project-based in the future, paying a higher amount for a limited number of months to accomplish the task. Strategy planning doesn't require a whole new set of people; we want to show executive teams that by reframing how they address strategic planning, they can maximise their most expensive, immediately available asset, their people.



Section 1: Balanced Beginnings



What are the principle foundations?

Our journey starts with the concept of Ikigai, an increasingly popular concept it focuses on making the world a better place through doing what you love, for the people that need it whilst defining it as a service.

We have defined our mission by this concept and subsequently designed and built a framework that mirrors those values. We provide this free to anyone who will hear our message as we know it will help productivity, employment and retention.

As a bonus we also have the opportunity to spread good-will, make peoples lives more meaningful and improve employee satisfaction.

And for us, it gets even better we can improve the way businesses respond to immediate changes, provide detailed plans to they can tactically deploy their best teams to situations and improve manager confidence through improved decision making.

For us, this journey, framework and our services are there to make a difference in this world.



"If you love life, don't waste time, for time is what life is made up of."

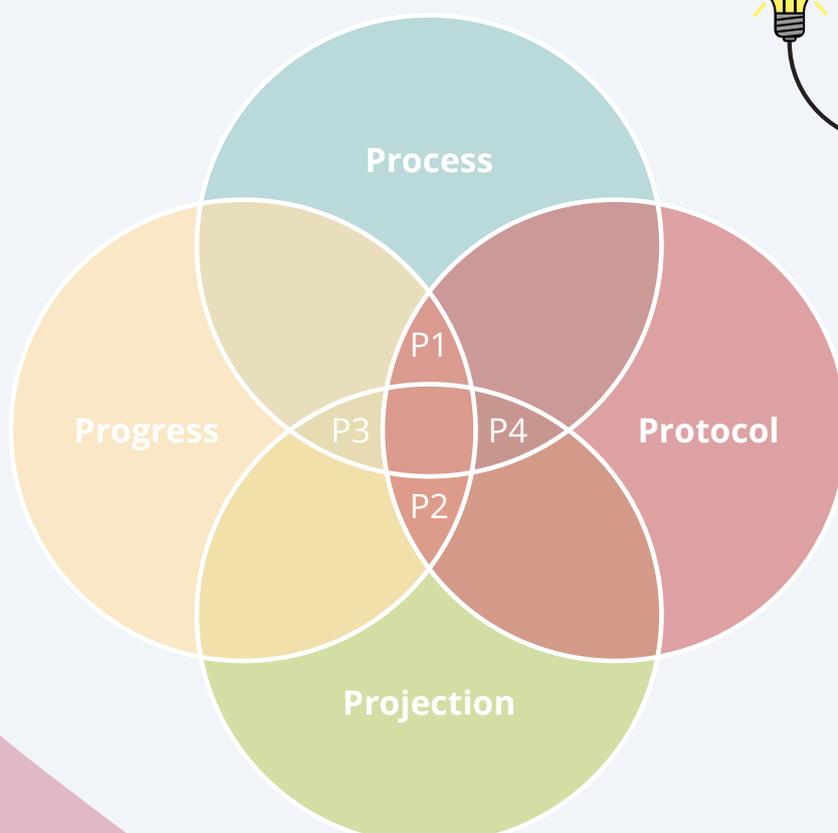
Bruce Lee



What is the 4P methodology?

The 4P methodology isn't designed to reinvent the wheel. It is a combination of different influences that work better together. Built from influences and ideologies such as Ikigai (the pursuit of perfection), combined with the traditional personality types. It also combines different behaviours into types of passions that act as 'drivers', which help motivate us. The 4P methodology works on interpreting the intensity of such drivers on the basis that all are required and at different times, the strengths will vary depending on the task and need.

The methodology starts by fundamentally compartmentalising every business activity into one of four categories, shown in the figure opposite. For example, policy management, either creation of or use, would fit into the protocol or process compartments. As such, there are overlaps between the categories.



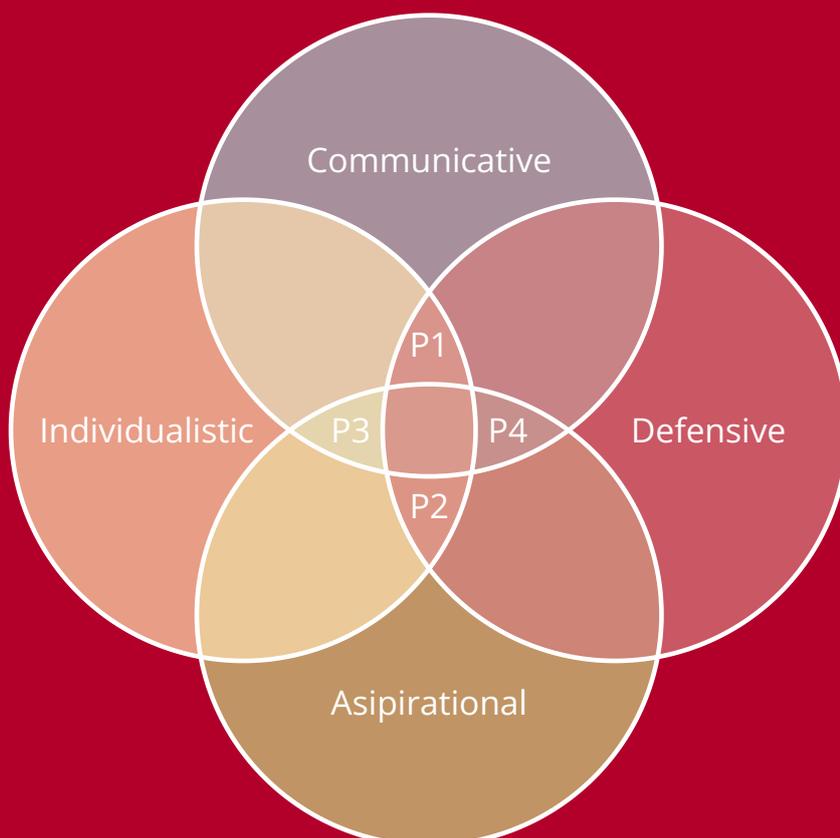
Don't get too hung up on the need to get every single action within your business into a neat order in the beginning. Instead focus on iteration towards excellence.



What is the 4P methodology?

The methodology then adds a layer of drivers to each one of the components. These shouldn't be viewed as connected to a good or bad outcome. For example, defensive drivers are associated with protocol (P4). Defensive is a word that can hold negative connotations in some minds; however, in this instance, it can be positive as well. Can you think of a brand or business that was too radical in its approach, causing more injury than help? In this instance, a defensive element would be a good thing.

So we need to take the positives and negatives out of the equation and instead look at intensity. This is what we measure, high intensity will make someone really good at fewer things or narrower. Whereas low intensity will usually mean someone is broader brushed.



“
Excellence is not a skill. It is an attitude.
Ralph Marston
”

Personality drivers

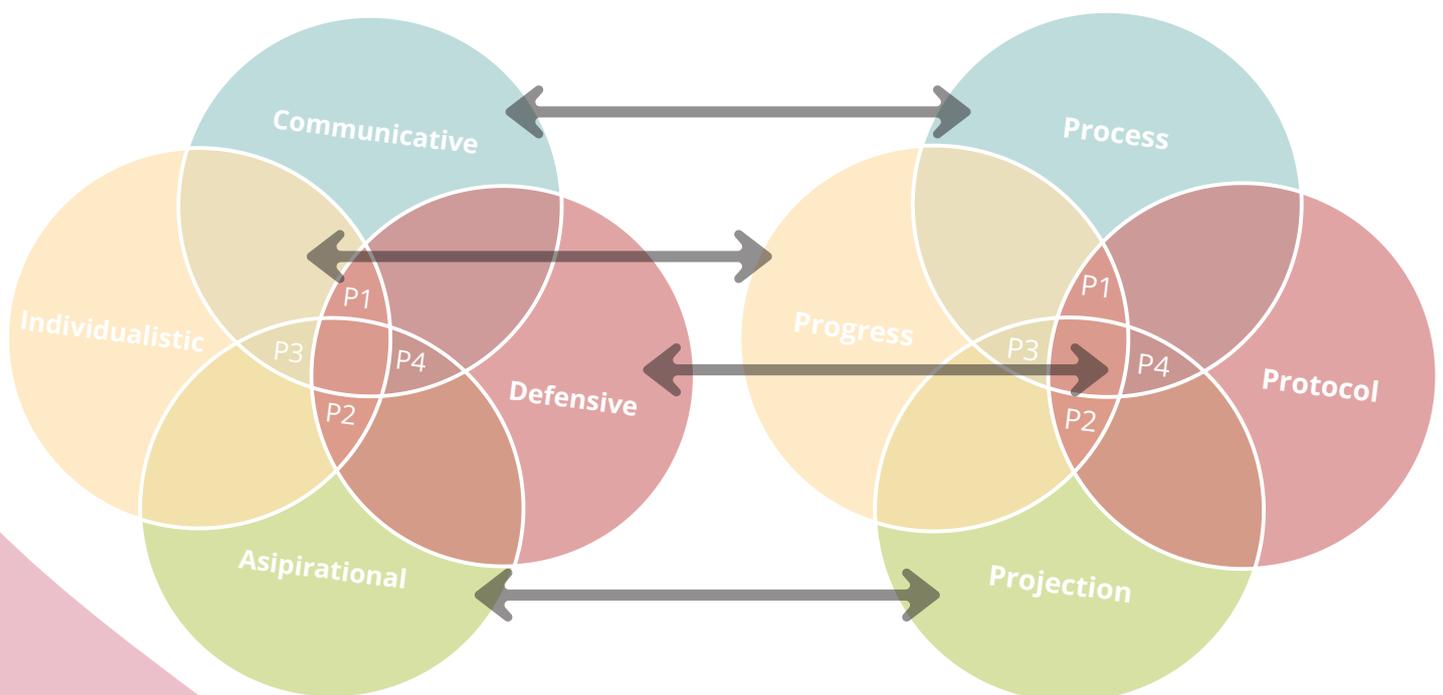
People are driven by many things, many situations, past experiences, both good and bad. Our process seeks to identify how these can be categorised into positives for businesses to leverage, regardless of how they became a part of that person's identity.

Our framework doesn't dive deeply into a psychological assessment; instead, it builds on previous work such as that of Carl Jung and the DISC process. What we aim to achieve with this process is to build on the application of this evaluation.

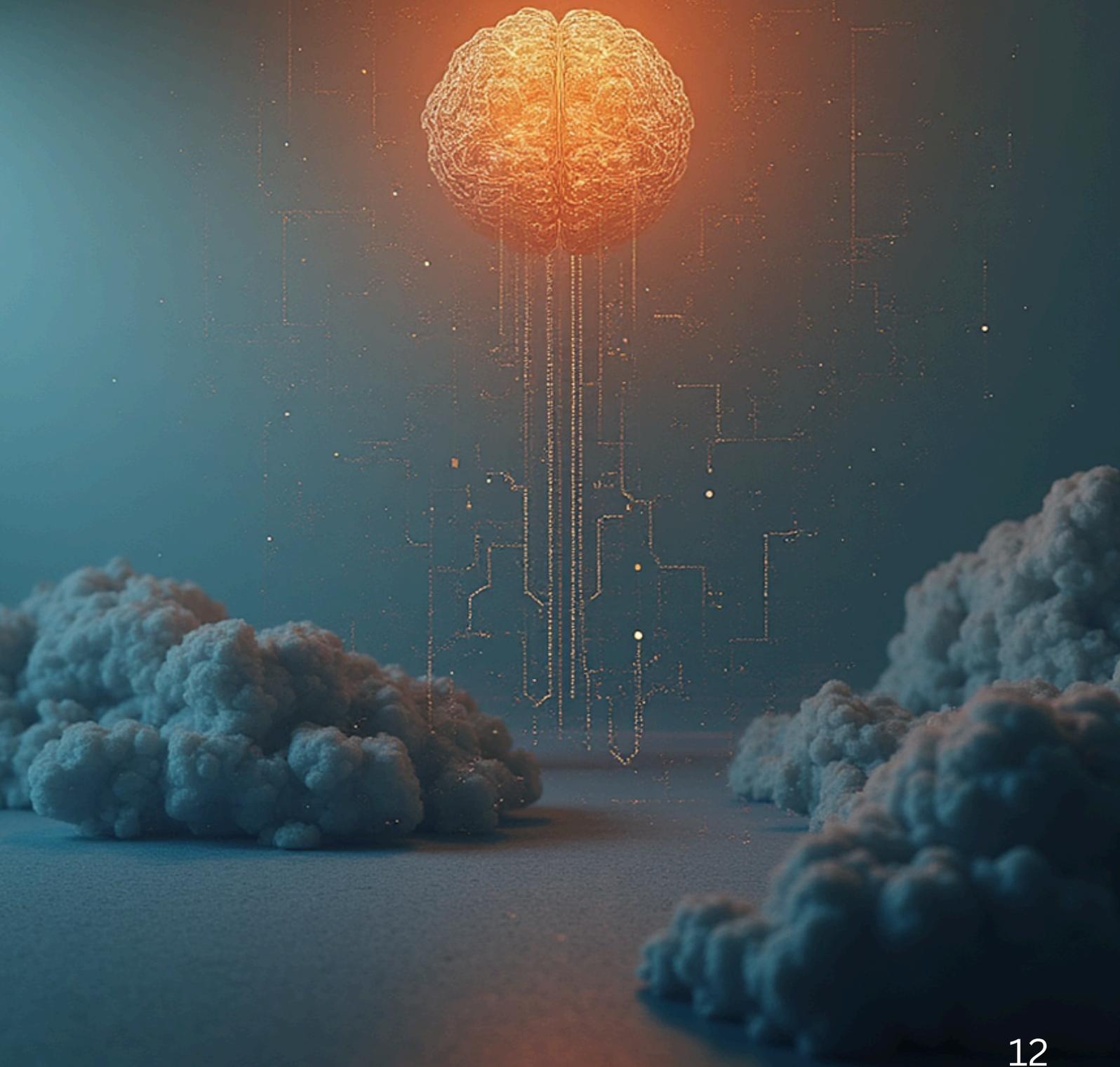
In our model, we reframe the situation into positive passions, which are split into the following categories:

- Communicative passion (blue)
- Aspirational passion (green)
- Individualistic passion (yellow)
- Defensive passion (red)

This helps us cross-reference this with our 4P process, which enables you to start mapping how your people interact. If your team are highly focused on protocol and they are subsequently aspirational, you will have a team that focuses on creating bureaucracy, which may hamper progress on any desired change.



Section 2: The Psyche



The power of positive thinking

Our model is also heavily influenced by the power of positive inquiry (also referred to as appreciative inquiry). This process focuses on the best elements of a team, idea or dream and helps teams work towards achieving more.

This process enables people to be free in their thinking, removing cynicism to help remove barriers that may be impeding their thinking. why this is vital is that it opens up pathways that people may have not considered or dismissed and it grants the individual the permission to 'dream' the best version of events.

When implementing this framework it is vital that your team also works alongside this principal. Ensuring that the space you provide your people to talk in is actually safe. If your employees detect that this isn't the case you will get a manufactured answer, that will more than likely be less useful to you.

So, with that in mind you are trying to provide an open space to better understand how well your people score against each of the categories laid out in this framework through a positive, open and safe process.

The Journey



Knowledge, skills & behaviours



Throughout the process, you want to consider whether a question you are asking falls into one of the three categories: knowledge, skills, or behaviour. This metric is actually more useful to you in a holistic (broad) view.

For example, you most likely know about the person in your team who is highly skilled and has expert knowledge, but doesn't mix with their peers well. Measuring that probably won't change things for your business; however, when you are trying to coordinate teams, it suddenly becomes more useful to help you provide balance.

Having everyone in a team focused on knowledge might be useful in research applications, but when implementing a new internal reporting system or a product change, it's more effective to strike a balance of people to help promote successful change.

We suggest that in some aspect of your data collection, you indicate whether or not a question sits towards one of the three categories. There will be instances where it is not so easy to determine, in which case, place it into the best-fit location. As we don't intend to look at this on an individual level, it will have no tangible impact on the headline figure.

Once you begin to aggregate values against the knowledge, skills and professional behaviours of your people, you can begin to make use of it. This should be used in a holistic fashion to prevent targeting individuals and strengthen trust in the system and model.

You are now beginning to establish a large data model, as this data is very personal to your business, it becomes highly valuable. What this helps you do is plan the relevant training whilst also providing a real benchmark.

For example, if you noticed that customer complaints were unusually high, and this was related to their treatment, you could cross-reference this with the data you have gathered with the Focus Shift model. This will enable you to target training, or other measures, quickly and accurately mitigating the problems quickly.

Managing data



As we are beginning to deal with larger data sets that are highly personalised, this brief page makes reference to the relevant regulations that control data in the U.K. and EU. Within other territories, please ensure you check what local rules and procedures apply to controlling data.

The current legislation applies in the U.K.

- U.K. GDPR regulations found at: <https://www.gov.uk/data-protection>
- The Data Protection Act 2018, found at: <https://www.legislation.gov.uk/ukpga/2018/12/contents>
- Privacy and Electronic Communications Regulations (PECR), found at: <https://www.legislation.gov.uk/uksi/2003/2426/contents>
- Information Commissioner's Office (ICO), found at: <https://ico.org.uk/global/contact-us/contact-us-public/>

And in the EU.

EU GDPR regulations, found at: <https://gdpr-info.eu/>

For the relevant country you are working within, inside the EU will be a relevant supervisory agency which can be easily established on the internet.

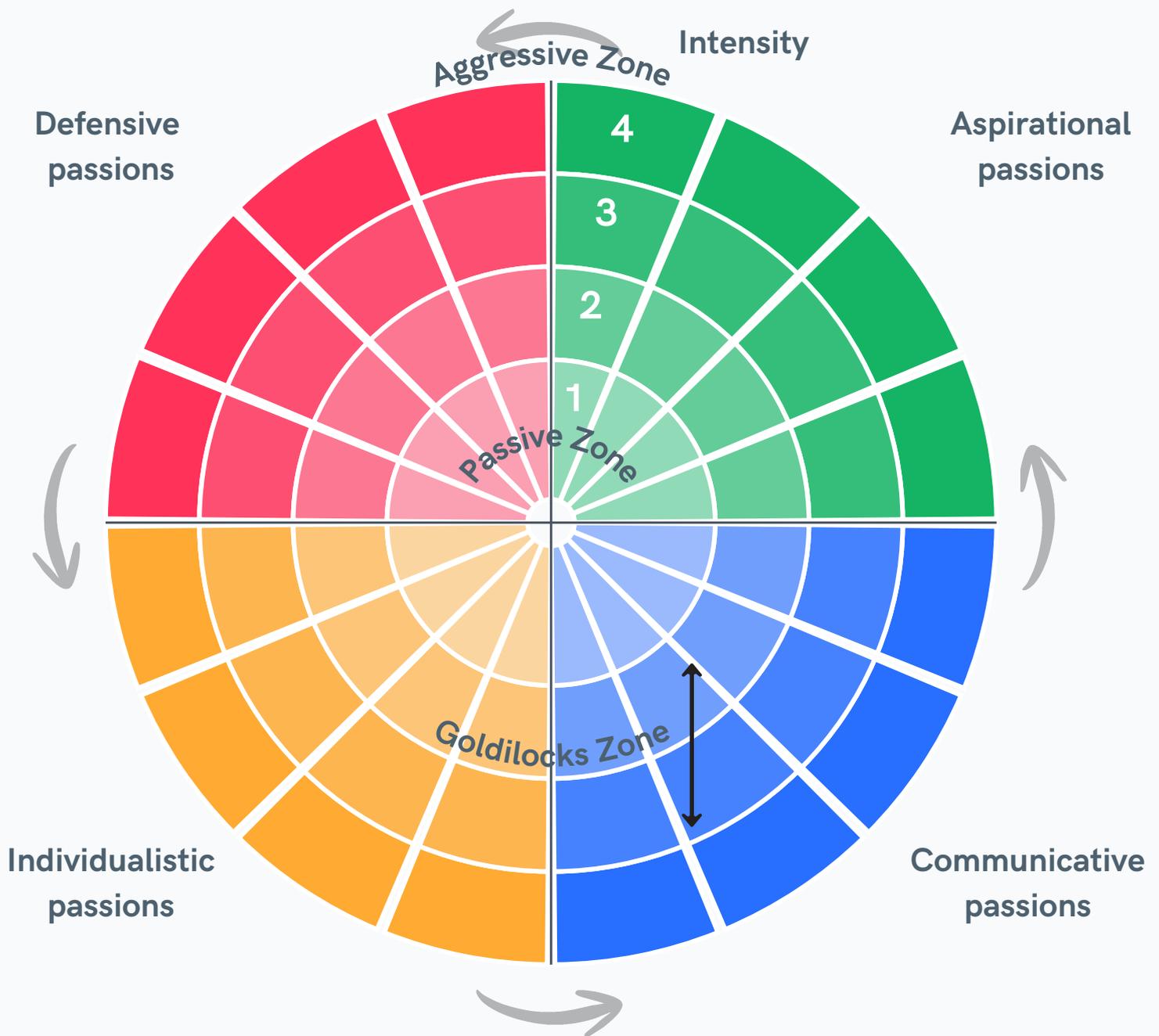
One of the main points you will need to manage is that you are collecting personal data in a new database, and below are several tips on how you can create this more safely*.

1. Gain consent and buy-in from your employees to conduct the Focus Shift model.
2. Anonymise the data to remove names and identification tags where possible.
3. Ensure that data is secured behind sufficient firewalls and protective software.
4. Ensure you know what information you have mapped, usually called a record of processing activities (ROPA).
5. If you can create a "code" or model for the system that cannot readily identify an individual, then you reduce the risk of the data becoming an issue if it is breached, lost or stolen. It is also safer if the organisation receives a subject access request (SAR).
6. Ensure your organisation is registered with the ICO and follows its recommendations and advice.
7. Ensure someone within your organisation is assigned as the data protection officer (DPO) who has ready oversight and input into the manner in which you are conducting the data collection for the Focus Shift model.

*SI&C Ltd cannot guarantee the safety of the data you collect by following the tips provided. The vastness of the cyber protection world makes this increasingly hard to do in an edition that is updated periodically. Always contact a relevant cybersecurity expert and reference the relevant agencies, such as the Information Commissioner's Office in the U.K.

Personality drivers

Here is an example of how you can create an iterative process focused on mapping the intensity of your people's personalities and identifying the segment in which they exist. For example, having a whole team that is intense in aspirational passions may always strive to take on the next best thing without concerning themselves with finishing the previous project.



The key throughout this process is to ensure that you continue to iterate rather than worry about perfection.

Section 3: TRICS



TRICS

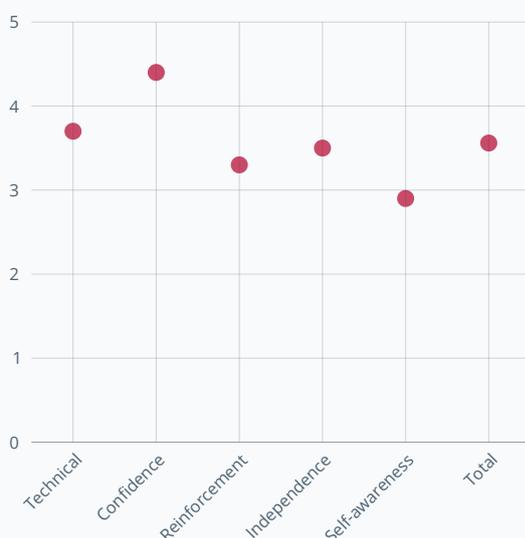
We also want to check on how well our people understand the process of your work and the technical know-how on executing this properly. To get a clear measure of this, the Focus Shift framework takes a measurement of the following, which we call TRICS:

- Technical understanding
- Reinforcement
- Independence
- Confidence
- Self-awareness

Although the list could be endless on what you measure, the purpose of the Focus Shift framework is to ensure that balanced productivity is occurring. I.e., that progress is happening but not at the expense of something else.

For example, a person with a high degree of technical knowledge but low self-awareness or self-reinforcement may not maintain that technical ability at a high level during a period of sudden change; incidentally, they may also struggle with a rapid change in organisational direction.

The next few pages outline the definitions we have used for each one of the terms within the technical ability measurement, and insights on how you might measure this in your business. To help apply the topics, each one has been modelled into a Definition, Nuance, Risk Profile and Practical Application dissection to make application easier.



Whenever you have eliminated the impossible, whatever remains, however improbable, must be the truth.

Arthur Conan Doyle

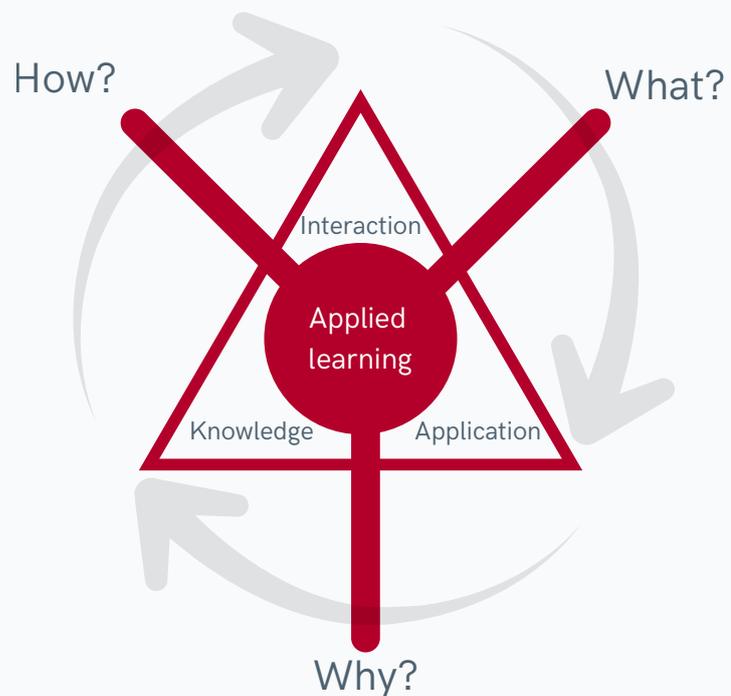
TRICS

TRICS utilises an iterative model that focuses on constant improvement and movement towards a better understanding that continuously evolves. The model is based on three key questions that should feature in how you lead your inquiries. This is the what, why and how each aligned to a strategic output.

The why provides us with the knowledge of something, it provides us with a deep understanding on purpose and intent. The how provides us with the implementation, it outlines the process and steps that will take place in order to achieve an outcome. The what provides us with the application, or impact. It describes the desired affect each step should have on the overall outcome.

Each of the three components must revolve around a cycle of innovation through application. It is through doing that we truly learn, and you should apply this to the questioning process. Have your people lead you through their vision, consistently ask them to present their reasoning in the context of applying it within your business.

A good way to do this is to ask someone to describe the process as if they were teaching it. Ask them to describe the application to a child, this will help simplify the concept. If this is hard to achieve the idea is likely significantly underdeveloped.



Throughout the Focus Shift methodology, you are introduced to many models, which can become overwhelming. Consistent use of them will improve understanding, but it is the application that is more important.

Technical understanding

In the Focus Shift framework, technical understanding is not merely a measure of qualifications or the ability to pass an exam. It is a measure of application. It determines how well an individual can wield their knowledge to solve complex business problems.

It is not enough to know the theory; one must understand the texture of the task. We differentiate between knowledge (knowing the answer) and application (learning how to implement the answer).

The triangulation of mastery: To truly assess technical ability, we look for the "Golden Triangle" of understanding. A competent individual does not just recite facts; they connect three critical points:

1. The What (Definition): Can they clearly define the topic or problem without jargon? This demonstrates foundational clarity.
2. The Why (Context): Do they understand why this matters to the business strategy? This connects the task to the mission.
3. The How (Method): Can they articulate the specific steps required to execute? This proves operational capability.

The teacher standard, the ultimate test of technical understanding, is the ability to simplify. If an individual cannot explain a complex process to a non-expert, they likely do not understand it deeply enough to lead it.

The bumpy, non-uniform equation you need to work with.

DEFINITION **×** **CONTEXT** **×** **METHOD** **=** **MASTERY**

Why this is important? You need to be able to define something before you can apply context, and you then need to be able to contextualise something before you can apply it.

What's key in this formula is the use of multiplication. Lower scores in one category need to have a larger impact on the measurement of mastery.

Technical understanding

The risk of the capability gap

Technical ability does not exist in a vacuum. It must be balanced with the other TRICS elements. We analyse the capability gap, the difference between what an individual knows and what they can deliver.

Scenario A: High Technical / Low Confidence

- The profile: An individual who can create and design an ordered structure from chaos but suffers from not having the confidence to explain or lead, and thus, they are usually ignored.
- The outcome: This individual has the correct answer but lacks the conviction to push it through. They may be overruled by louder, less knowledgeable voices.
- The risk: Missed opportunities and inefficient processes that could have been optimised. Important ideas go amiss; these individuals usually dedicate a lot of their time to understanding and usually have powerful knowledge and ideas.

Scenario B: Low Technical / High Confidence

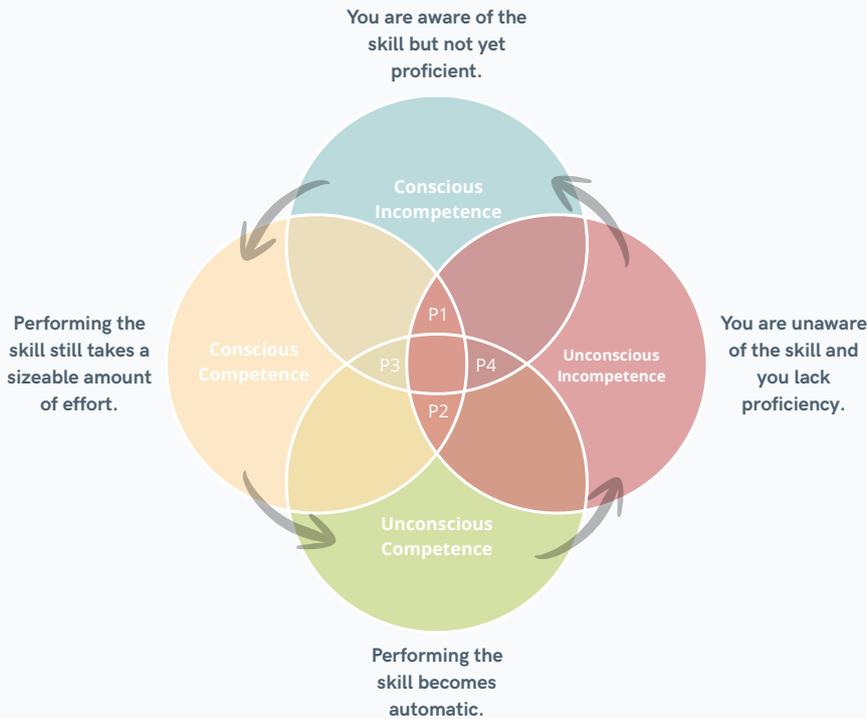
- The profile: Increasingly more common in today's business environments are individuals who mask their need to develop with overt confidence.
- The outcome: They speak with authority on subjects they do not understand. They may commit the business to impossible deadlines or technically unfeasible projects. A great example of a modern-day mass effect of individuals in this category is the 2007 financial crisis, in which complex financial instruments were sold to people who shouldn't have been by people who had no idea of the impact.
- The risk: Operational failure and reputational damage when delivery fails to match the promise, potential for large organisational failure or reputational damage.

The two scenarios above are just indicative, and you must begin to develop your own internal measurements and characterisations. It's also important to remember that each characterisation is not comprehensive to every person within the team, and each will vary between tasks or knowledge.

However, that being said, if an individual consistently scored within the bluffing element or theorist, then it probably indicates that there is a lot of developmental work to do with that person. Good news, though, as after the process is complete, you can easily target developmental opportunities towards those individuals.

Technical understanding

The 4 stages of developing competence.



There is a continuous cycle in developing and improving an individual's competence that we explore in the model in Figure X.

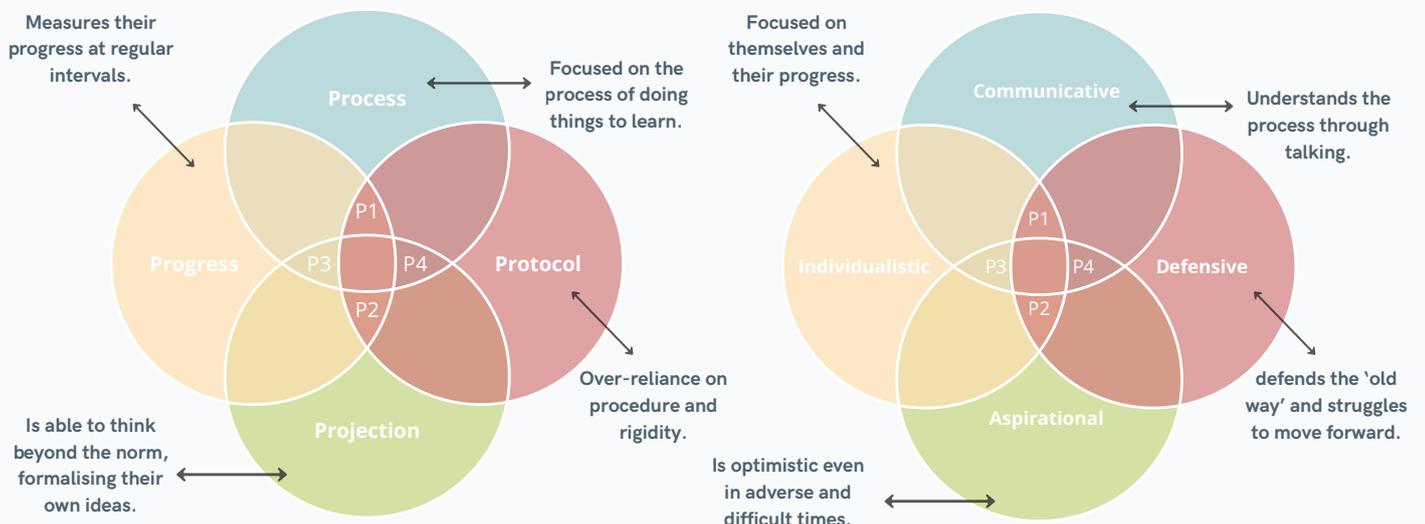
This links well to the two previous models we introduced you to. For example, someone who is not competent, but doesn't know it (Unconscious Incompetent) will usually be highly defensive and will over-rely on protocol.

Whereas someone who is unconsciously competent is highly likely to be aspirational and project this due to the ease with which they can comprehend the ideal.

However, do not fall into the trap of using measurement in isolation. You need to combine multiple measurements before you can declare someone highly competent or incompetent.

For example, someone who is highly competent may be quite defensive about a policy decision they see as a direct problem with the way the business operation works, and they are likely to be correct.

However, if someone is consistently defensive, this more likely indicates that they are struggling to keep up with the pace of the organisation and likely indicates that there is a long learning journey in front of this individual.



Technical understanding

Measuring mastery, not memory

The Teach-Back standard interview questions often test memory (What is the regulation for X?). To test understanding, use the Teach-Back method.

- Ask: Explain this process to me as if I were a new starter with zero prior knowledge. Focus on why we do it this way, not just how.
- High Understanding: Will use analogies, simple language, and structure their answer logically. They will connect the task to the business outcome.
- Low Understanding: Will use buzzwords, skip steps, or get frustrated when asked to simplify. They often say, "It's complicated," as a defence mechanism.

Developmental Roadmap

- For the highly knowledgeable, but low application individuals:
 - Action: Remove them from the planning desk and place them on the operational frontline for two weeks.
 - Goal: To ground their theoretical knowledge in the application of day-to-day operations, which helps them apply their understanding to the context of the business they work for.
- For the highly knowledgeable, but low-confidence individuals:
 - Action: Formally designate them as the approver for technical documents in their niche. You may want this to still follow a process towards executive approval, but providing them with a degree of leniency somewhat akin to financial regulation delegations may be useful.
 - Goal: To force them to own their expertise publicly, but avoid embarrassing them by providing a safe space for them to operate and experiment in.
- For the generalist operative, these individuals usually choose to remain at a given development stage (We're sure you can imagine a few capable people like this):
 - Action: The deep dive. Assign a single, narrow technical problem and require a comprehensive written or practical solution.
 - Goal: To build depth in a specific vertical to complement their breadth. You should be trying to gently push this individual into a more responsible state. Staying at a certain level is typically associated with confidence, lifestyle, or comfort. Moving people forward isn't palatable for everyone; however, don't stop nudging, as some will move once they realise they can.

Reinforcement

Reinforcement:

Reinforcement is the measure of substance. It assesses how well your people relate evidence and past experience to their current reasoning. It is the difference between a lucky guess and a calculated decision.

In the Focus Shift framework, we view Reinforcement as "Wayfinding". When you are uncertain of the destination, you use landmarks (evidence), signs (data), and maps (experience) to justify your heading.

Evidence vs. Anecdote: A high Reinforcement score indicates an individual who builds a "chain of evidence" for their ideas.

- Weak Reinforcement: "I think we should do this because it feels right."
- Strong Reinforcement: "We should do this because it worked in Project X, the market data supports it, and it aligns with our efficiency goal."

When reinforcement is high, you can trust the individual to navigate ambiguity because their compass is calibrated by reality.

COMPLEXITY X IDEATION X EXPERIENCE = REINFORCEMENT

Be careful when attempting to encourage an employee to reinforce (justify) their ideals more. Usually, this comes from a place of security and safety; if handled incorrectly, you can inadvertently insult them. A slow, more cautious approach is recommended.



**QUICK
TIPS**

Reinforcement

The risk of unanchored action.

Reinforcement provides stability, but like any anchor, it can either secure the ship or hold it back. We need to assess how the individual uses their experience to justify the next steps they take. Often this will be in the form of a logical sequence or $X + Y$ from previous experiences to equal Z .

However, balance is key here, over reliance on a one size fits all method risks imploding on the individual or team particularly if the environment they operate in changes quickly.

Below we take a look at some examples of TRICS mixtures focussing in on the reinforcement measurement.

Scenario A: Low Reinforcement / High Confidence

- The profile: A risk taker who is more likely to gamble on a situation than examine it.
- The outcome: They make decisions based on gut feeling alone. While sometimes successful, their process is not repeatable. They cannot explain why they succeeded, meaning they cannot teach others.
- The risk: Inconsistent performance and an inability to scale success, they also rarely inform their leaders of their decisions which typically come as a surprise to leaders when it all implodes. A standard response is to shift blame and not own the mistake.

Scenario B: High Reinforcement / Low Agility

- The profile: This individual likes to keep the record going like a historian.
- The outcome: They are overly reliant on how we have always done it. They require excessive evidence before moving a single inch. They use past data to block future innovation and become highly prevalent in successful teams with churn.
- The risk: Stagnation and missed market opportunities as they will not move from their standard operating procedure.

Scenario C: Low Reinforcement / Low Self-Awareness

- The profile: People with this combination often coast along moving from task to task without really accomplishing anything.
- The outcome: They do not know what they are doing, and they do not know why they are doing it, it usually doesn't get done, and if it does it isn't done properly.
- The risk: This is a training issue. This individual needs immediate guidance, or they will consume resources without producing value. They also have a secondary effect if left unmanaged which is they present the minimum standard to others in the team, this over time spreads and they will multiply.

Reinforcement

Testing the chain of evidence.

When measuring reinforcement you want to gain an insight into how well structured and secure the evidence base is. When someone chains together their ideas we want to test if this is done in a manner that is logical and is secure.

The more secure this test is the more likelihood that the individual is using this to their advantage. We also want to test rigidity in the chain, as alluded in the previous page if an individual is too rigid then the ideas stop flowing and things stagnate, the opposite is also true. Below we explore some ways in which you can begin to test reinforcement.

- Ask: "Walk me through the specific experiences that led you to this conclusion."
- High reinforcement: Will cite specific previous projects, books read, documentaries watched, or data analysed. They show their working out.
- Low Reinforcement: Will struggle to provide sources, relying on "It's just common sense" or "I just know."

Developmental Roadmap, a few examples of what you can do next:

- For the risk taker:
 - Action: Require them to write a one-page business case for their ideas, specifically listing three distinct sources of evidence, scenario planning starts to really test people in this category, if you can encourage this then you will make real progress.
 - Goal: To force the habit of external validation before action.
- For those interested in keeping the record straight:
 - Action: Encourage them to run small, low-risk experiments where past data is not required, only future data collection. Create a safe space for them to experiment in, they will need permission to experiment as they would have been so rigid for so long it will be unknown to them.
 - Goal: To teach them that creating new ideas, gathering new evidence and exploration are as important as the past successes.
- For the new member of your business:
 - Action: Pair them with a high-reinforcement senior to show them the ropes, someone who is balanced within themselves and successful in the business.
 - Goal: To borrow the organisation's institutional memory until they build their own without becoming overburdened by the experience.

Independence

Independence: The ability to identify and understand why and how things are without becoming overly opinionated on the goals the business is trying to attain.

Independence measures the authenticity of thought. It determines whether an individual is generating original solutions or simply recycling "genericity". It also is measured in how an individual works with other members of their team and the organisation at large. An employee who exhibits independence well can disagree with a direction, strategy or objective and convey this constructively whilst still being able to execute the operation to a high standard.

In an era where AI scripts can provide competent, average answers instantly, human Independence has become a premium asset. We are looking for the ability to synthesise information into a unique worldview, rather than just repeating the consensus. We are also looking for those individuals that are not overburdened by the opinions and thoughts of others, something which is often hard to find in most walks of life.

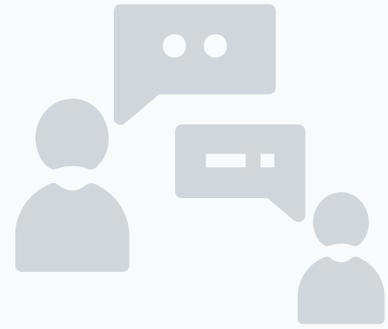
Finally, having an open and objective mind is key towards developing independence in thought, and position. Many people will exercise the former but not the latter. An excellent example of when independence is really tested is through exercises such as restructuring. This is when you see managers and team members really show how independent they are as it is arguably one of the more painful experiences within a business and is very rarely undertaken without real need.

High levels of independent thinking typically becomes less prevalent in larger organisations as directives, policy and the ability to enforce become stronger within the business. So we also need to consider the ability to be independent as a factor in our measurement of it. This underlines all the other components.



$$\text{CRITICALITY} \times \text{REASONING} \times \text{OBJECTIVITY} = \text{INDEPENDENCE}$$
$$\text{AUTONOMY} = \text{INDEPENDENCE}$$

Independence



The risk of the echo chamber

Independence is the antidote to groupthink, but it must be aligned with the business's direction. In the last page we looked at how over time and increasing complexity and size then independence falls inversely. Although not an acute science this demonstrates how businesses must challenge themselves to see past their safety nets and cultural icons and instead provide space for their people to innovate and ideate. Below we explore how critical combinations can create some extreme outcomes.

Scenario A: Low Independence / High Compliance

- The profile: Someone who is very cautious about upsetting their management and does not react well to disappointing others.
- The outcome: They agree with the loudest person in the room. They never challenge, when they want to it usually is important but in a dominated space they cannot bring themselves to speak.
- The risk: This person struggles to manage independently and is not helpful during a crisis. However, they will always appear to be moving within the organisation well as they rarely cause any issues and people tend to like them.

Scenario B: High Independence / Low Communication

- The Profile: This individual tends to move quietly, solving problems but rarely advertising this. Over a long enough time they tend to compensate for poor management surrounding them which subsequently leads to big 'key man' risk when they leave the organisation.
- The Outcome: They operate on complex deep systems that they have equipped over time, they usually do really well in crisis's but are not great at empowering others within their teams to develop their skills.
- The Risk: Even though they tend to be celebrated within organisations these team members do more damage over a long time. People become less useful around them and subsequently lose skill. Once they are gone a large gap forms which is hard to fill. These characters tend to affect all levels of management around them.

Even though these two scenarios are different extremes they highlight what unchecked independence, or a lack of it, can develop into. As with all the metrics within the TRICS matrix balance is key, which is usually sought by different and diverse groups of people.

Independence

How to test for useful independence of thought and mind that adds value to your business.

You want to develop a blank slate test that facilitates independence by removing guardrails and encouraging innovative systems thinking. One point to note here is the psychological safety element at play. You need to create a safe space for people to answer and explore, without fear of consequence.

- Present abstract elements within the task or question; this helps disassociate the question from the direct business need or history. This helps all candidates explore their minds with less fear, less constraint and will depend on their independent thought more.
- Questions like "If we had no existing policies or budget constraints, how would you solve this problem?" are useful in the independence section as they encourage the person to dream and discover. This helps them look beyond physical limitations.
- High Independence: Will construct a unique solution based on first principles. They will bring in outside influences (books, diverse industries) to form a new idea.
- Low Independence: Will likely struggle to imagine a solution outside of the current "rules" or will provide a generic, textbook answer.

Developmental Roadmap



- For those with low independence:
 - Action: In meetings, specifically assign them the role of finding the flaw in the plan, objective, or goal.
 - Goal: To give them permission to think critically without fear of seeming uncooperative, eventually relieving that permission hierarchy from their leader to themselves.
- For those with high independence but low alignment:
 - Action: Here, you want to design a system or approach where you can acknowledge their viewpoint, but you still want to measure how enthusiastically they execute the final team decision, particularly when it isn't their own.
 - Goal: To teach that professional maturity means executing a plan you didn't design.

These are just two examples, but many more systems can be developed. You also want to experiment with your approach and design a system that measures independence within your business setting. For example, tech businesses may strive for a radical approach, whereas governmental regulatory or service-based organisations may wish to develop a lower threshold of independence.

Confidence

Confidence: The mechanism for the capability to flourish.

Technical knowledge is the fuel, but confidence is the ignition. Without it, the best ideas within your business remain unspoken, and the most efficient processes remain unimplemented. However, true confidence is often misunderstood. In the Focus Shift model, we seek to identify deep confidence (one's ability to know how to obtain the goal) as opposed to shallow confidence (the shield employed to protect the ego).

The spectrum of confidence: It is vital to distinguish between the volume of the delivery and the validity of the content. We break down confidence into two component parts which we dive into below as useable examples.

The first component is outcome, how realistic the outcome is to reach is a positive attribute,

1. Defensive Confidence (The Shield)

- What it looks like: absolutism. This individual often presents a single "grand plan" and resists questioning. They describe large yields from relatively small inputs
- The driver: This is usually a protective mechanism used to hide a lack of sound technical knowledge which leads them to underestimate timeframes significantly.
- Business Impact: Creates "reckless momentum," silences valid feedback from the team, and increases the risk of strategic error.

2. Quiet Conviction (The Tool)

- What it looks like: Openness. This individual is comfortable saying, "I don't know, but I will find out," or "Here is the evidence for my decision, please challenge it."
- The Driver: This confidence is built on a foundation of Reinforcement (experience) and Independence (original thought). It does not fear being wrong; it fears being ineffective.
- Business Impact: Fosters a culture of continuous improvement, accurate risk assessment, and steady execution.

$$\frac{\text{OUTCOME}}{\text{ABILITY} \times \text{TIMEFRAME} \times \text{YIELD}} = \text{CONFIDENCE}$$

Confidence

The hidden risks of misalignment. Confidence cannot be measured in a vacuum. Its value to your business depends entirely on what it is paired with. We analyse the confidence gap, the distance between how confident an individual feels and their actual capability. If your business has no hold on this measurement, then you are carrying a large degree of risk.

There is a large danger that the problem of overconfidence will become an increasingly larger risk within businesses operating in tomorrow's landscape. This is because what they have traditionally lacked, knowledge, can be sufficiently supplemented by the advent of AI aids. Below, we examine two extreme scenarios that you can use as mental stimuli to develop your own models.

Scenario A: High Confidence / Low Technical Knowledge

- The danger: A highly confident person with low knowledge can develop a reckless momentum within your team.
- The outcome: This individual will charge forward with incorrect or inefficient plans. Because they project certainty, junior staff may follow them without question, compounding errors. Typically, the environment appears highly organised and positively charged, but within a few months, major issues begin to appear, which can lead to problems for experienced members of the team.
- Mitigation: Requires immediate intervention to couple their drive with a technical mentor or strict procedural guardrails, tight reviews, and carefully measured KPIs help curb the damage. These individuals can actually be very useful in change environments as long as this is managed closely. Subtle mentoring in a positive environment is suited for this individual type.

Scenario B: Low Confidence / High Technical Knowledge

- The danger: Although highly knowledgeable individuals, these types generally avoid making a decision and can become paralysed by their analysis of the options.
- The outcome: This individual holds the answers to your business problems but is too afraid to voice them or execute them. They will over-check work unnecessarily and delay critical timelines. They frustrate other team members with their lack of progress and can tend to dismantle people's ideas, particularly those who are attempting to push things forward.
- Mitigation: People in this space need a "safe to fail" environment and encouragement to trust their high reinforcement scores. These individuals are actually very useful at preserving the character and mission of an organisation, management can sometimes be dismissive of them as they reject or struggle to change. However, if viewed as the 10th person at the table they can be useful to battle plan an idea to work out obvious and more discrete flaws.

Confidence

Measuring confidence today, so you can develop it tomorrow.

We have outlined a formula in the previous pages that will help you develop a framework towards measuring confidence. There is an important feature in the way this formula has been developed, and it requires the values below the dividing lines (denominators) to be under a value of 1 (i.e, 0.4 for ability). This provides an overall value of confidence between 1 and 1,000.

This isn't the only formula you can use; it's more of a suggestion on how you can begin to quantify confidence (and you do). You need to tailor this to the needs and demands of your business. For example, a sales business may expect much higher levels of confidence than a solicitor's practice. Below, we examine some of the questions you can explore with your people to start gaining tangible data.

During your discovery interviews (more info on that in phase one), you want to begin asking questions that lead to branches of other questions, in which you can open up the conversation to testing the depth of the arguments and ideas presented.

- For example, asking for a critique on your organisation's current strategy and how this can look at the next point of review is a useful place to explore how strategically your people are thinking, whilst linking this to quality.
- When answers are presented, you can then dig deeper into the foundations of the answer, for example, asking why is very powerful here as it places the onus of explanation on the person.
- Look out for someone who can answer this without doubt; this shows absolute confidence, which is not normally relatable to how the world actually works.

Developmental tips for those with varying levels of confidence.

- For the under-confident expert:
 - Action: Provide opportunity for many micro-wins, assign small, low-risk decisions where they have sole authority.
 - Goal: To build a catalogue of successes that act as reinforcement, remember to document these as a portfolio.
- For the over-confident novice:
 - Action: Require all proposals to be backed by three independent data points before presentation, creating a culture of evidence first.
 - Goal: To force a pause for thought and build Technical Understanding.

Self-awareness

Self-awareness: The engine that propels self-development and actualisation.

If confidence is the ignition, self-awareness is the steering mechanism. It is the metric that determines an individual's ability to understand their position within a technical field and, crucially, their capacity to reflect on past actions to drive future improvement, or prevent unnecessary overreach.

Without high levels of self-awareness, your team will struggle to evolve. In the Focus Shift model, we do not measure this to identify who is humble; we measure it to identify who is adaptable. The reflective element of self-awareness is the real key to progress. One thing to note is that self-awareness usually appears when an individual has the other four components in check and balance.

$$\begin{array}{l} \text{TECHNICAL UNDERSTANDING} \times \text{CONFIDENCE} \\ \hline \text{REINFORCEMENT} \times \text{INDEPENDENCE} \end{array} = \text{SELF-AWARENESS}$$

The spectrum of reflection: It is vital to distinguish between productive insight and paralysing critique.

The formula above attempts to bring all those components together in one unified outcome. This offsets the benefits of technical understanding with those of confidence; for example, you need both to gain a high score. And below, a similar offset can be seen with the ability to reinforce a point-of-view whilst remaining independent in the construction of that viewpoint or the evidence selected to reinforce it.

This means that within the Focus Shift methodology, self-awareness cannot be truly achieved until an individual has improved on the other components. This doesn't mean that someone isn't aware of what they do.

The vast majority of people know those actions they do that hold them back, or they should improve, such as exercising more. This doesn't mean that they are 'unaware' within the definition of self-awareness within the Focus Shift methodology. What self-awareness means here is a strong ability to realise any issues and correct them before impact takes place.

Self-awareness

A lack of self-awareness is rarely a standalone issue; it acts as a multiplier for other risks. When an individual cannot see their own contribution to a problem, they cannot be coached to fix it directly. Instead, tailoring training within your business towards the other elements explored in the Focus Shift methodology will help develop the necessary foundations before dealing with the roof.

Not everyone in your business requires high self-awareness, but your top leaders should exhibit strong scores in this area. Without them, you might find that the business struggles to adapt in times of crisis, particularly by doubling down on limited options and assigning large resources to singular outcomes. Obviously, your business, its market and your customers will influence this to some degree, but it is still something to be acutely aware of.

Below, we examine a typical scenario on issues arising where a self-awareness gap exists.

Scenario overview: High technical / low self-awareness

- The profile: This person can come across as somewhat blind to their expertise.
- The outcome: This individual is highly skilled but often abrasive or dismissive. They tend to attribute failure to external factors, the market, the client, the junior team—rather than their own approach. You can probably visualise someone like this, as they tend to attribute their life pathway to a lack of luck or opportunity. Most likely, this individual will also suffer from a low confidence level and offset this through learning the technical, feeling that knowledge of the technical equates to superiority.
- The risk: They create a ceiling on team growth. Because they believe they are already perfect, they reject innovation and become a cultural dead-end. They can become particularly disruptive as a leader, putting down ambitious individuals and eliminating innovation from an absolute truth found in the technical know-how of 'how we have always done it' ideology.



Remember that self-awareness can be easily misjudged. You must be careful that the people you are using to measure self-awareness are open-minded to how this can present. Individuals with additional learning needs may find it more difficult to communicate that they are self-aware. Measures should be put in place to train your staff on the differences between people and how this might affect scoring.

Self-awareness

Lessons on identifying those who are self-aware and those who are not.

The Focus Shift methodology uses the mirror technique to measure an individual's self-awareness during the discovery phase. You must move beyond standard "strengths and weaknesses" questions, which often yield rehearsed answers. Here you analyse the nature of how someone answers the question, the tense they use and the terminology they engage.

How can you use the mirror test below? We look at an example:

- Ask: "Tell me about a time a project didn't go to plan. What was your specific contribution to that outcome?"
- Individuals with high self-awareness will tend to use statements that frequently reference themselves through the first person or "I". They will identify their specific actions, omissions, or assumptions that contributed to the result and explain the lesson learned. However, if they have a low level of awareness, will tend to default to the team, through the use of terms such as "They" in their answers. They will focus entirely on external circumstances, "bad luck," resource constraints, or the failures of colleagues.

Arguably, self-awareness is one of the hardest elements in the Focus Shift methodology to develop; this is not because it is physically difficult. It is difficult because to improve it a person has to deal with the self; they need to dive deep into their own psyche, and this includes their faults. Many are unable, or unwilling, to force this space, and it should never be pushed. For this section, we haven't provided a direct roadmap to development; we look at useful systems to build awareness over time in those willing to engage with the process.

- The 360-degree feedback and review. Implement anonymous peer feedback specifically focused on impact, not just output.
- Time-boxed reflection." Limit the time allowed for review after a project. Require them to list three things that went well for everyone, including one thing they criticise.
- The 'What? So What? Now What?' Model." After every key milestone, require a one-page summary answering: What happened? Why does it matter? What will we do differently next time?

Section 4: Profile Modelling



Profile modelling

“ There are decades when nothing happens and weeks where decades happen.
Lenin ”

Mapping capability to strategy

In traditional management frameworks, we often ask, "Is this person a good employee?" In the Focus Shift framework, we ask a more specific question: "Good at which strategic outcome or objective?". We believe that any employee can contribute to your strategic objectives. In a Post-AI world, this truth will strengthen significantly.

Will your business be positioned to maximise the output of your people and become a beacon for how business will evolve in the 21st Century? On the next few pages, we explore how you can apply the Focus Shift methodology through some worked examples.

Profile modelling is the process of creating a target signature for a specific strategic business objective (SBO). Just as a lock requires a specific key configuration to open, each business objective, whether it be innovation, cost reduction, or customer retention, requires a specific blend of personality drivers, 4P traits, and TRICS attributes to succeed.

The fallacy of the all-rounder.

Many organisations search for the mythical perfect (or near-perfect) employee who is highly innovative and highly compliant, risk-taking and cautious. In reality, these traits often conflict, typically in a way that would prevent any individual from being successful.

- A profile optimised for growth will naturally score high in independence and aspirational drivers but may score lower in protocol (P4, unlikely to follow strict rules).
- A profile optimised for efficiency will naturally score high in reinforcement and process (P1) but may score lower in agility.

The strategic overlay profile modelling allows you to stop viewing low scores in certain areas as weaknesses. Instead, you view them as characteristics that either fit or do not fit the specific SBO you are trying to achieve.

By defining the "Target Profile" first, you can objectively identify which members of your existing team are naturally wired to lead that initiative. This is where Focus Shift comes into its own; it builds a structure in which you can select a set number of SBOs and then work back from them to find your team. It also works well when dealing with immediate crises, such as the COVID-19 pandemic, gas price rises, post-AI implementation, or several events that have occurred in the past five years.

Profile modelling

Constructing the SBO profile

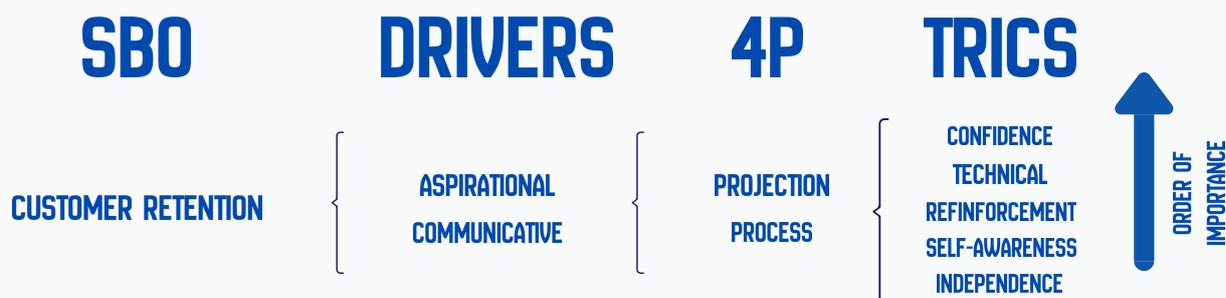
To successfully model a profile, you must work backwards from the outcome. You are essentially writing a "code" for the ideal operator of that specific strategic lever. In this stage, we show you how you could go about creating a talent funnel, which will enable you to develop your own system for identification.

Firstly, think about how an airplane turbine operates. The pilot has a lever with an input of more power (forward) or less power (reverse). When you define what SBO you wish to reach, you need to understand which direction this is going in. Typically, this will be forward, but it's still a useful skill to know how to pull back on something if you need to.



Now that you have identified your SBO you then need to assign the drivers, 4P's and TRICS controls you then need. We suggest it is in the order provided, as this will filter those without the essential skills quickly.

Let's look at this in action:



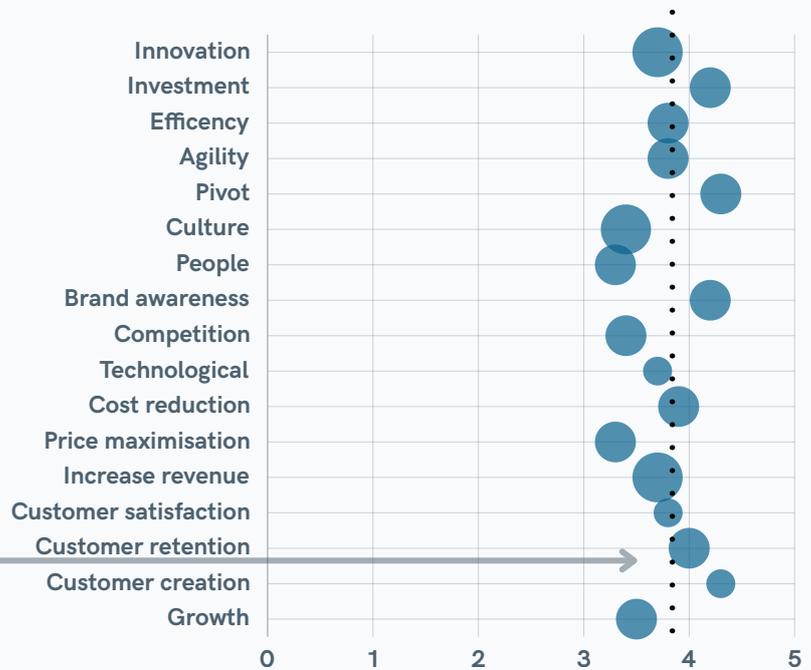
Now that you have the order in which you want to sift the data, you can shift your focus towards those individuals who appear best prepared to help meet those objectives. You should be able to ascertain who your key team will be to move this project forward, overleaf we examine how you can determine how to form this team, and potential training you can implement to mitigate any shortcomings.

Profile modelling

Matching people to purpose

Let's have a look at some aggregate data, say the opposite graph is your business. Customer retention sits as a solid 4.0, just above the average of your business's performance.

In theory, this should be a reasonable objective to work on and expect good outcomes and ultimately improvement in customer retention.

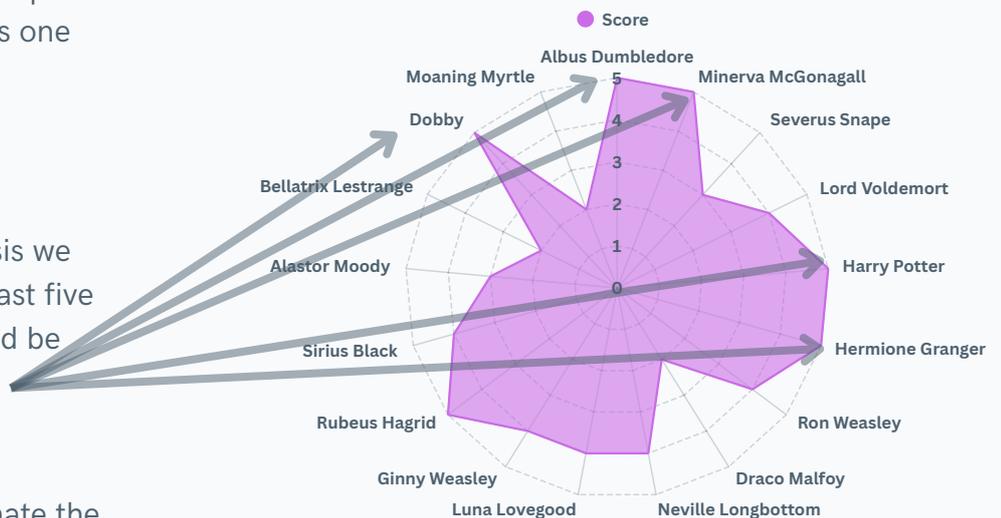


You should be able to form a graph similar to the one opposite; this one specifically is for the team's measurements for customer retention.

As you can see from the analysis we conducted it appears that at least five members of the HP squad could be useful in improving customer retention.

Next, we want to further eliminate the field to find only a select few to lead on the task.

*We have used Harry Potter characters to aid understanding.



“ Aerodynamically the bumblebee shouldn't be able to fly, but the bumblebee doesn't know that so it goes on flying anyway.
Mary Kay Ash ”

Profile modelling

Here, we now focus on how the 4P element features, remember for the people we are looking for, they must have a high score in process (P1) and projection (P2).

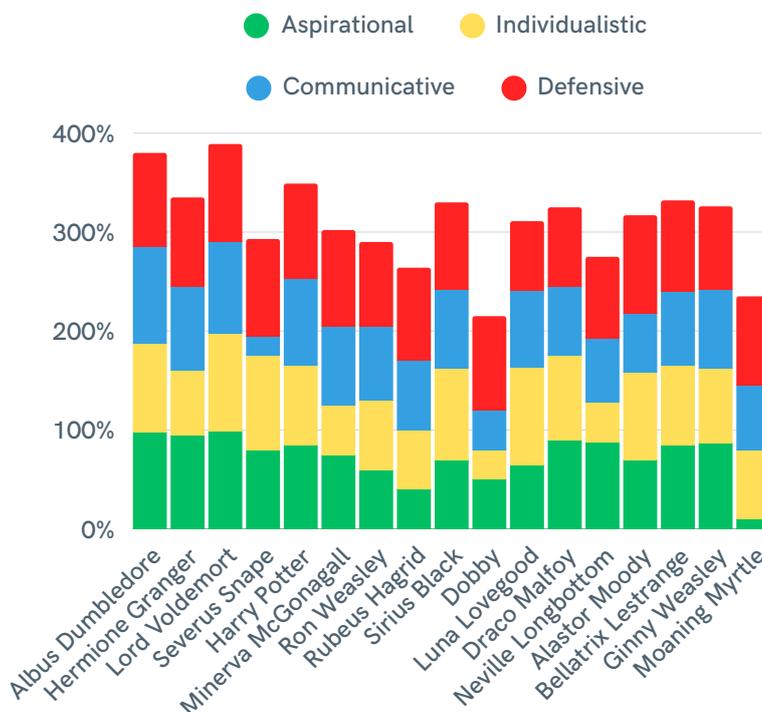
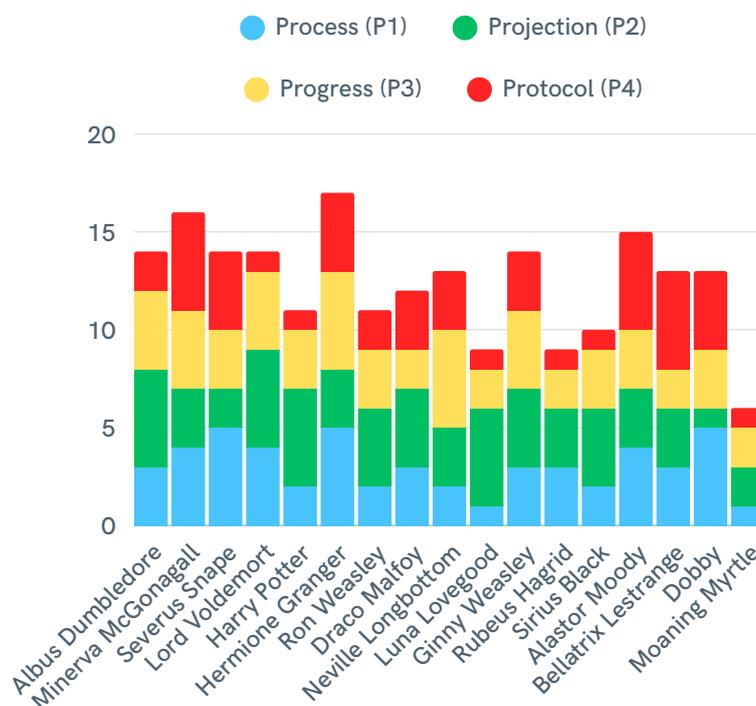
Of the names previously identified, we can see that Hermione scores by far the highest, followed by McGonagall and Dumbledore.

On the chart below, we examine the personality drivers that we want to use in order to reach our strategic objective of improving customer retention.

Examining the graph opposite, we can see that Hermione still score highly but is outdone by Dumbledore, we also see McGonagall begin to drop down the listing.

What this helps conclude is that it's probably best we place Hermione and Dumbledore together as a team to lead on this transformation within the business.

Now we have found our players, the next stage is to look at how best to deploy them, something we call Tactical Positioning.



Section 5: Tactical Positioning



Tactical positioning

Tactical Positioning: Using the TRICS up your sleeve.

We are now in a position to deploy our team leaders to the strategic objectives we want to obtain. However, we can go deeper and examine how we deploy each team member in light of what we know about their TRICS scores.

Examining the summative scores for both Hermione and Dumbledore, it's clear that overall, Dumbledore scores the highest in the largest number of categories (surprise!). Therefore, in this situation, it's worth making a team leader role and a deputy to align the roles for the most output.

Name	Dumbledore	Granger
Technical	99%	98%
Reinforcement	95%	92%
Independence	99%	75%
Confidence	98%	88%
Self-Awareness	90%	85%

One thing that comes out here is that Hermione has an overdependence on using other sources to justify their answers.

This is the fundamental reason why Dumbledore should take the lead in this situation with Hermione using them as a reference point.

First comes thought; then organisation of that thought, into ideas and plans; then transformation of those plans into reality. The beginning, as you will observe, is in your imagination.

Napoleon Hill

Tactical positioning

Tactical deployment: chalking up the team order.

Focusing back to page 35, we decided the order of importance for the TRICS that we defined. In this case, the order was:

- Confidence
- Technical
- Reinforcement
- Self-Awareness
- Independence

This is where the Focus Shift methodology really comes into its own. We now have sufficient data, configured in a usable manner, to begin battle planning our approach to the strategic objectives you desire. Like a coach, you begin to form the team you need to further guarantee success and achieve even more.

Over the next few pages, we outline how you can design this plan towards the strategic goals you desire. The first step is to break down the strategic objective, in this case, customer retention, into subsequent skills needed to reach the goal. Once established, you will have a better understanding of whom you need, where you need them, and for how long. We then break down the work into phases; in the case we present below, we opted for a two-phase approach. Below is the list of skills we settled on to reach the SBO.

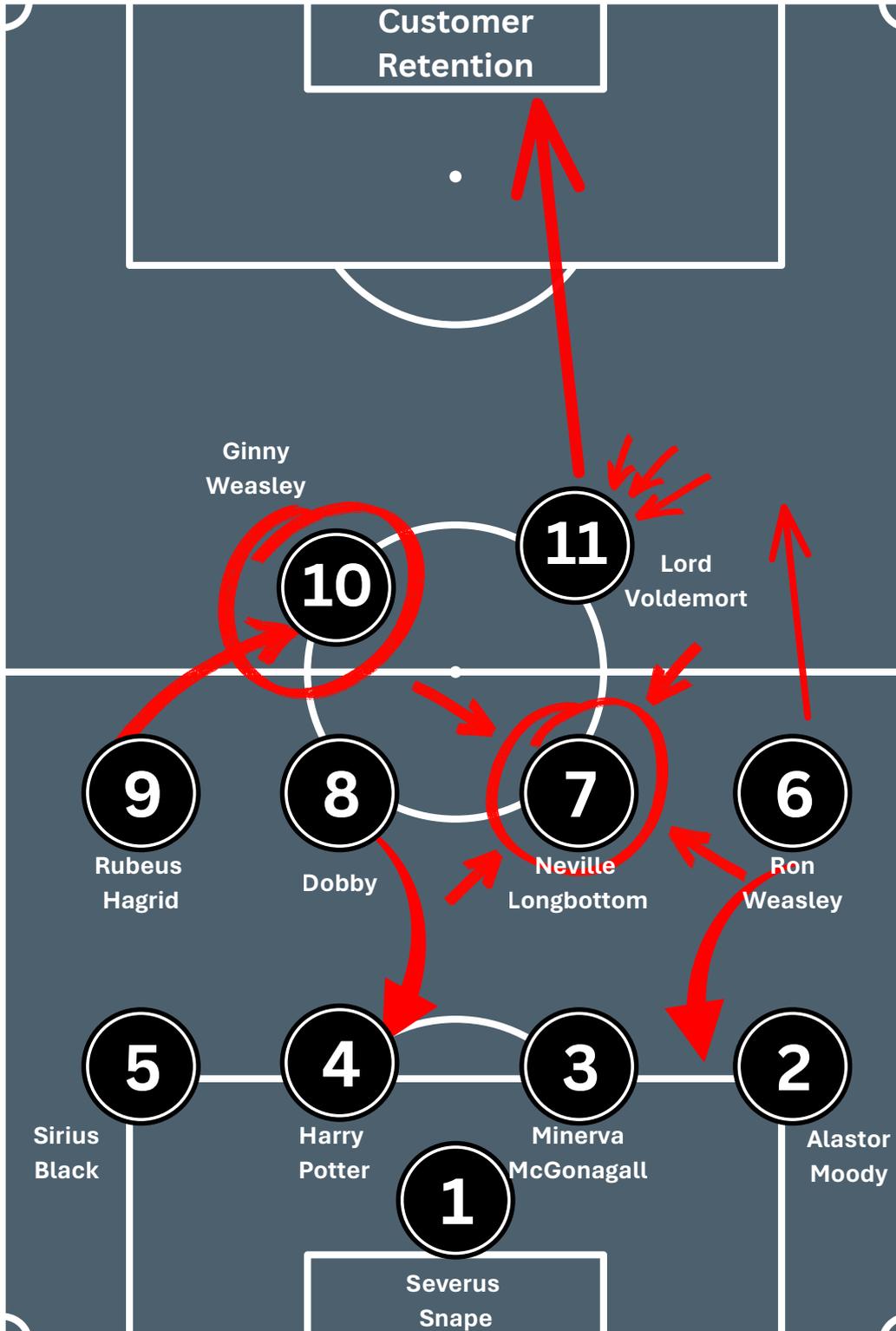
- Active Listening
- Empathy
- Clear & Concise Communication
- Relationship Building
- Data Analysis
- Root Cause Analysis
- Critical Thinking
- Problem-Solving
- Customer Journey Mapping
- Strategic Planning
- Process Improvement
- Project Management
- Deep Product/Service Knowledge
- CRM Proficiency
- Understanding of Customer Success Principles
- Patience
- Resilience
- Proactivity
- Adaptability



Don't get bogged down in listing too many skills, this will delay work and cause confusion. Instead settle for the top 10-15 and work with those.

Tactical positioning

Deploying your team like a professional sports coach.



Coach

Albus
Dumbledore

Assistant Coach

Hermione
Granger

Line up

1. Snape (GK)
2. Moody (RB)
3. McGonagall (CB)
4. Potter (CB)
5. Black (LB)
6. R. Weasley (RM)
7. Longbottom (CM)
8. Dobby (CM)
9. Hagrid (LM)
10. G. Weasley (CF)
11. Riddle (CF)

Bench

1. Malfoy
2. Lestrangle
3. Lovegood

Tactical positioning

The attacking formation.

The attacking formation should be the team that acts quickly, goes to the objective straight away and has instant measurable impact. For example here

Priority: Proactive engagement and future-proofing.

LM: Rubeus Hagrid (Relationship Building)

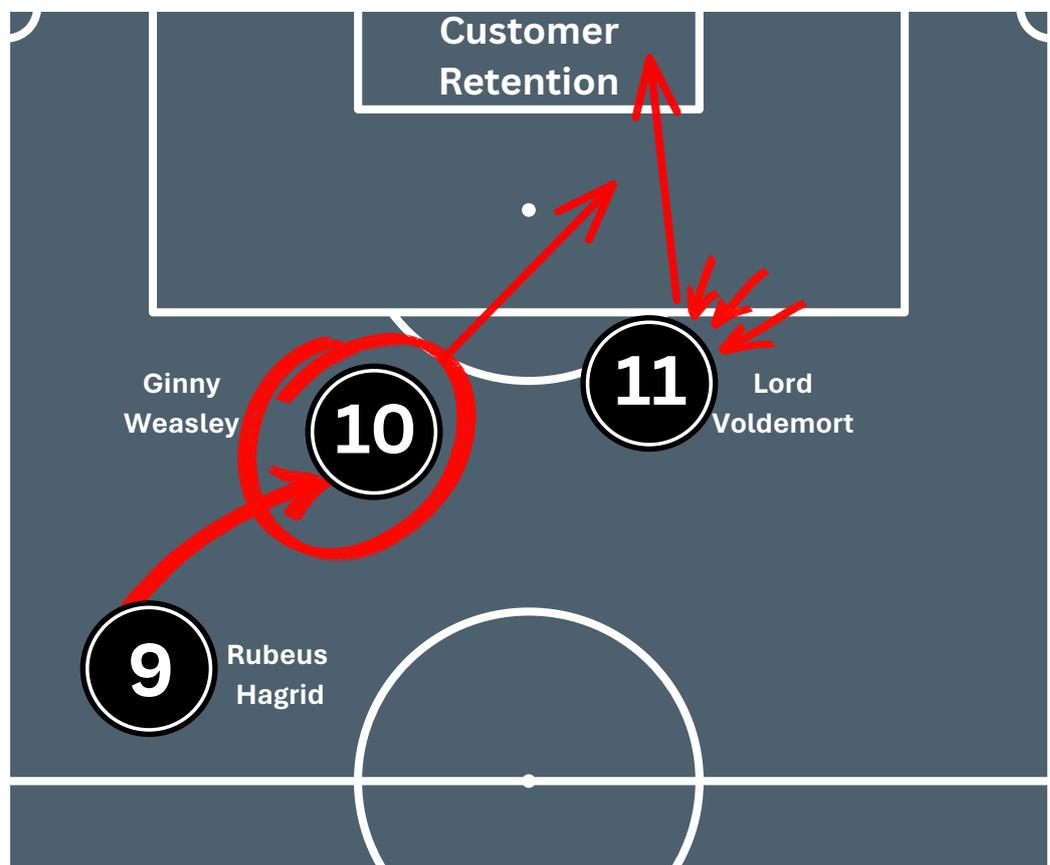
Action: The target man. Though technically weaker 13, his perfect Retention score (5) 14 makes him essential for "holding up the ball"—maintaining long-term loyalty through sheer force of personality and care.

CF: Ginny Weasley (Proactivity)

Action: Pressing high. With a perfect Agility score (5) 15 and high People skills 16, she reaches out to customers before they have a problem, turning defense into attack.

CF: Lord Voldemort (Strategic Planning)

Action: The Captain. Despite behavioural flaws, his perfect Investment score (5) 17 and 100% Independence 18 are required to design the overarching retention strategy that the rest of the team executes.

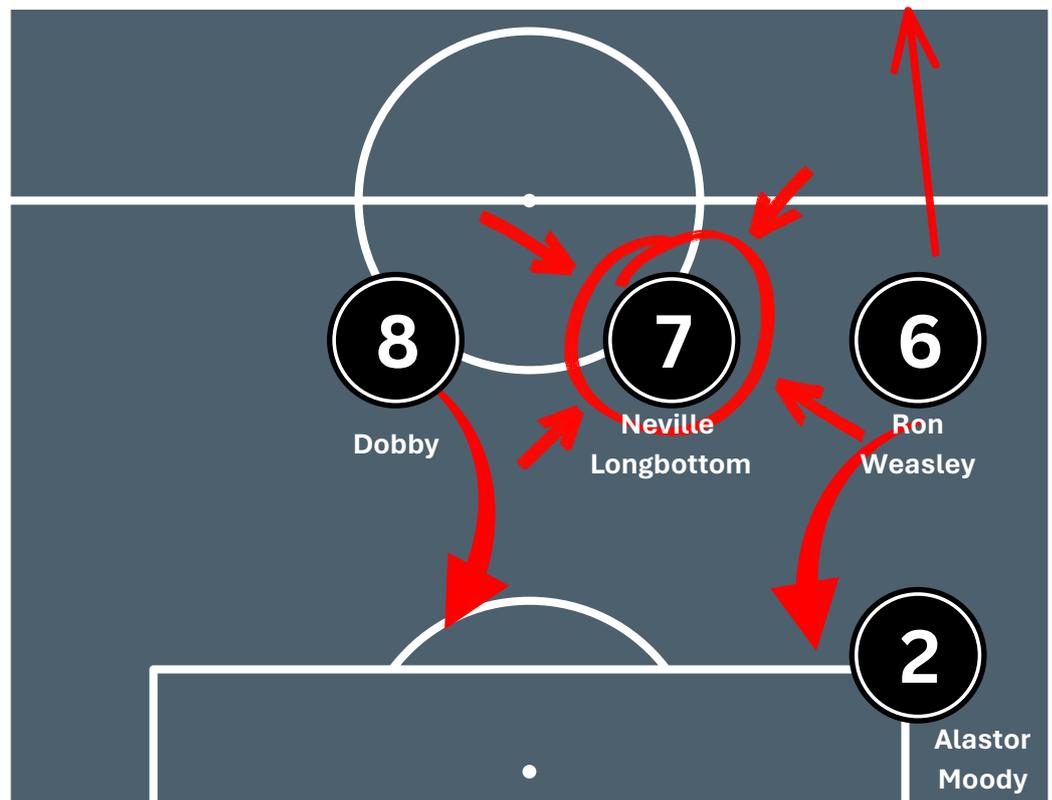


Tactical positioning

The midfield.

The midfield is a reliable workhorse that facilitates all the work that needs to be done to pull together the job. Don't forget the people you include here, as they carry the highest workloads for the least rewards.

- DM: Alastor Moody (Clear & Concise Communication)
- Action: Controlling the tempo. With a Reinforcement score of ~90%, he ensures that communication with frustrated customers is authoritative, clear, and manages expectations effectively.
- CM: Neville Longbottom (Empathy)
- Action: The heartbeat of the team. Scoring a perfect 5 in People and Retention, he handles the most sensitive cases, ensuring customers feel emotionally understood and valued.
- CM: Dobby (Active Listening)
- Action: Intercepting signals. High Self-Awareness allows him to pick up on unsaid customer frustrations, turning negative feedback into learning opportunities.
- RM: Ron Weasley (Customer Success Principles)
- Action: Driving value. With a perfect Customer Satisfaction score (5), he works on the wing to ensure customers are actually achieving their goals with the product, securing the renewal.

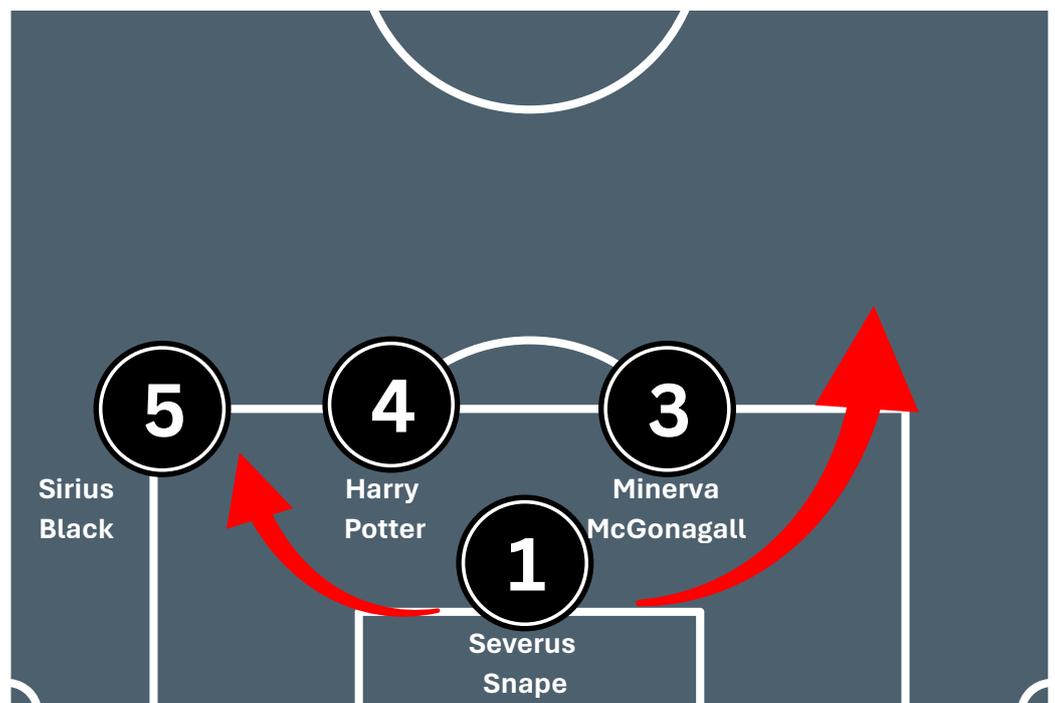


Tactical positioning

The defence.

The defenders are arguably the most important positions within the team as they have to win every time. These must be reliable and diligent individuals whom you can trust.

- GK: Severus Snape (Deep Product/Service Knowledge)
- Action: The ultimate stopper. With elite technical scores (98%) and high retention capability, he ensures that complex customer problems are resolved accurately, preventing dissatisfaction from technical failures.
- CB: Minerva McGonagall (Process Improvement)
- Action: Organising the backline. As the leader in Protocol (P4), she standardises the support process to ensure every customer receives a consistent, high-quality experience, removing operational friction.
- CB: Harry Potter (Data Analysis)
- Action: Reading the game. Utilising his high Agility (5) and top-tier Retention score, he analyses churn data to spot at-risk customers before they leave.
- LB: Sirius Black (Root Cause Analysis)
- Action: Covering the blind spots. With a Pivot score of 5, he is deployed to investigate and identify the underlying root causes of customer complaints, allowing the team to change direction quickly.



Section 6: The Roadmap



Achievement

Uncertainty

Creativity

Cautious

Starting the journey.

Implementation – The safe-to-fail pilot

You have mined the data, built the profiles, and designed your tactical units. The temptation now is to restructure the entire organisation overnight. Do not do this. Implementation must be evolutionary, not revolutionary.

We recommend deploying the Focus Shift Framework using a "pilot unit" strategy. This allows you to prove the concept, iron out the friction, and generate a quick win that builds belief in the new methodology.

The 4-step rollout:

1. Select a single SBO: Choose one strategic business objective that is currently underperforming or is critical for the next quarter (e.g., cost reduction).
2. Build the pilot unit: Use the tactical positioning playbook to assemble a small, cross-functional squad. Remember: combine a spearhead with an anchor.
3. Define safe-to-fail parameters: Give this unit autonomy, but set clear guardrails (budget, timeline, regulatory limits). Inside these rails, they are free to ignore standard protocol (P4) if it hinders progress (P3).
4. The 30-day sprint: Set a short timeframe for a tangible result. Long timelines kill momentum. Additionally, a shorter timeframe actually aids autonomy as it is easier for leaders to provide larger degrees of independence over short time frames.

The leadership shift: During this phase, your role changes from commander to gardener. You are not directing the pilot unit; you are protecting it. Your job is to remove the bureaucratic blockers that usually stop independent teams from succeeding.



START

“ Meaning is not what you start with but what you end up with.
Peter Elbow ”

The phases of uncovering

Measurement - beyond the timesheet

Traditional KPIs often measure activity (hours worked, calls made, reports written). But activity is not impact, and substantial amounts of activity are dedicated to tasks that do not move your business forward. In the Focus Shift Framework, we measure the health and velocity of your teams.

We use three specific metrics to evaluate if the framework is working:

1. Strategic Velocity (The speed of progress)

- The question: How quickly is the pilot unit moving compared to our standard teams?
- The metric: Measure the time from idea to execution. A well-balanced tactical unit (Engine + Steering) should significantly reduce this cycle time. However, fast doesn't always mean good; determining the strategic velocity must be balanced with the demands you are placing on the team.

2. Productive Friction (The quality of debate)

- The question: Is the team challenging each other constructively? You want to ensure that debate takes place, but this is genuine as opposed to politically motivated. A good sign of political action is dismissal; if someone dismisses an argument, for example, making a statement such as "data doesn't tell you the real story," this is usually because they do not respect evidence or do not understand what they are reading. Actions like this help nobody and should not be encouraged in a place for healthy debate.
- The metric: Monitor the Independence and Reinforcement scores. If everyone agrees immediately, Independence is too low (Groupthink). If arguments never resolve, Reinforcement is too low (Lack of Evidence). You want the Goldilocks zone of healthy debate. It's useful to remember that there is opportunity cost in everything we do; productive friction should work to cast a light on the likelihood of choosing the more successful (or certainty of success) option.

3. The Monday Morning test (Also known as the Sunday Scaries)

- The question: Do your people want to come to work?
- The metric: Re-survey the personality drivers. An effective implementation should see a rise in aspirational scores and a decrease in defensive scores. When people are placed in roles that match their profile, work becomes a source of energy, not a drain. When people work on things they enjoy, feel good at, and can make progress on, they will want to come to work. If your people don't want to be there, then you have a much larger problem than you think. Unfortunately, this one is more than acceptable in too many workplaces.

Next steps, getting into it.

Value – building antifragility into the business.

The long-term vision: The ultimate goal of the Focus Shift Framework is not just to solve today's problem. It is to build a business that can adapt quickly to an ever-changing environment, that works on iterative, agile teams, and that can be swiftly reorganised efficiently.

By moving away from rigid job titles and towards fluid "tactical capabilities," you create an antifragile organisation. When the market shifts, or AI disrupts your industry, or a competitor emerges, you do not need to fire and re-hire en masse. You simply re-shuffle your existing deck of talent to meet the new challenge, and if there are gaps, you can confidently assess them. In our model, calling in expertise should become the new normal.

Future-proofing your people: This process is also your greatest retention tool. By valuing your employees for their whole selves, their hobbies, their passions, their hidden skills, you create a loyalty that a simple pay rise cannot buy. You are telling them: "We see you, and we have a place for you."

Our commitment to you: As you embark on this journey, remember that our partnership extends beyond this document.

- The 5% Club: Your success contributes to our pledge to donate 5% of our profits to causes that matter.
- Community: You are now part of a network of forward-thinking leaders challenging the status quo.

Tomorrow's Ideas, Today. You now have the framework. You have the data. You have the team. The only thing left to do is shift your focus. Sections 1 through 6 will enable you to deploy the Focus Shift Framework within your business. For a greater look at how we have dedicated the rest of this manual to four phases. Please enjoy and make use of them when you come across any elements you struggle to implement.

- Phase one: Discovery
- Phase two: Implementation
- Phase three: Measurement
- Phase four: Value

Phase one: Discovery



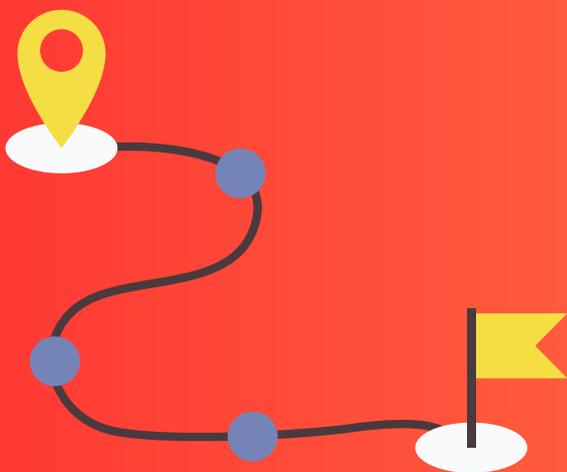
Beginning the journey.

This phase focuses on deep data extraction to understand the individual beyond their job title. Here you need to develop an internal measurement that links interests, hobbies, and experiences to groups of strategic business objectives (SBO). This can be an endless task so you need to optimise these towards objectives that actually have the most impact to bottom-line performance within your organisation.

*Key tip here: don't fall into the trap of endless SBOs, there are so many. You need to evaluate the key ones to your business, whether you are a big corporation or a local charity.

On the next page, we have provided a handful of key business objectives that are universal. No business, regardless of perspective or position, essentially requires some form of these business objectives to be successful.

You should have an opinion here; this shows how you'll be able to adapt these to your business. However, you have to remember that these are universal. This is part of the longer implementation process. The key here is to fit your objectives, goals and important artefacts within these parameters. This helps you link what is directly measurable to what is less objective.



Nothing is predestined: The obstacles of your past can become the gateways that lead to new beginnings.

Ralph Blum

Strategic business objectives

Here are the universal examples we use within our system; these enable all businesses to grow, thrive, and develop.

1. Investment
2. Innovation
3. Efficiency
4. Agility
5. Pivot (ability to)
6. Culture
7. People
8. Brand awareness
9. Competition
10. technological (adaptiveness)
11. Cost reduction
12. Price maximisation
13. Increase revenue
14. Customer satisfaction
15. Customer retention
16. Customer creation
17. Growth

TOP TIPS



Although the strategic business objectives presented are universal, if your business is highly specialised, then change them to suit your needs.

These 17 are the core fundamentals to how a business can thrive, without any single one, you risk a cascade effect which can spiral and ultimately hurt your business.

“

There are two primary choices in life: to accept conditions as they exist, or accept the responsibility for changing them.

Denis Waitley

”

Phase one: Discovery

The methodology: Unearthing the Hidden Curriculum

Your people are more than their job descriptions. A quiet accountant might be a high-level chess player (strategic foresight). A junior administrator might organise large-scale charity events (logistics & influence).

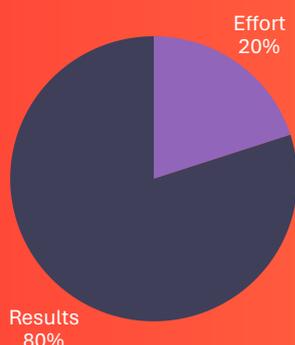
In the discovery phase, we map these "extracurricular" skills directly to your business needs. We call this The holistic audit.

Inverting the Pareto Principle We apply the 80/20 rule to your employees' lives. We are not interested in everything they do; we are looking for the top 20% of their passions where they exhibit mastery.

- Why? Because mastery is transferable. If someone has the discipline to master a musical instrument or the resilience to train for a marathon, they possess Reinforcement, have built confidence, demonstrate huge amounts of resilience and will score highly in 4P traits such as protocol and progress. All of this can be leveraged in your business for a significant advantage.

Linking interests to Strategic Business Objectives (SBOs) We do not collect hobbies for the sake of it. We map them to SBOs.

- The gamer: Often possesses high agility, technological adaptability, and rapid (sensible) decision-making.
- The team sport captain: Often possesses high people management skills and a strong competition driver.
- The solo artist: Often possesses high Independence and Innovation.

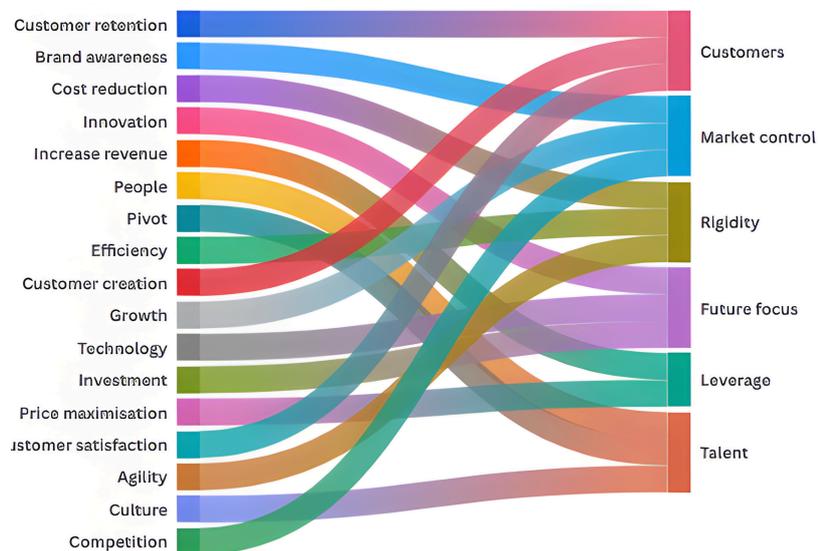


If you aren't going all the way, why go at all?
Joe Namath

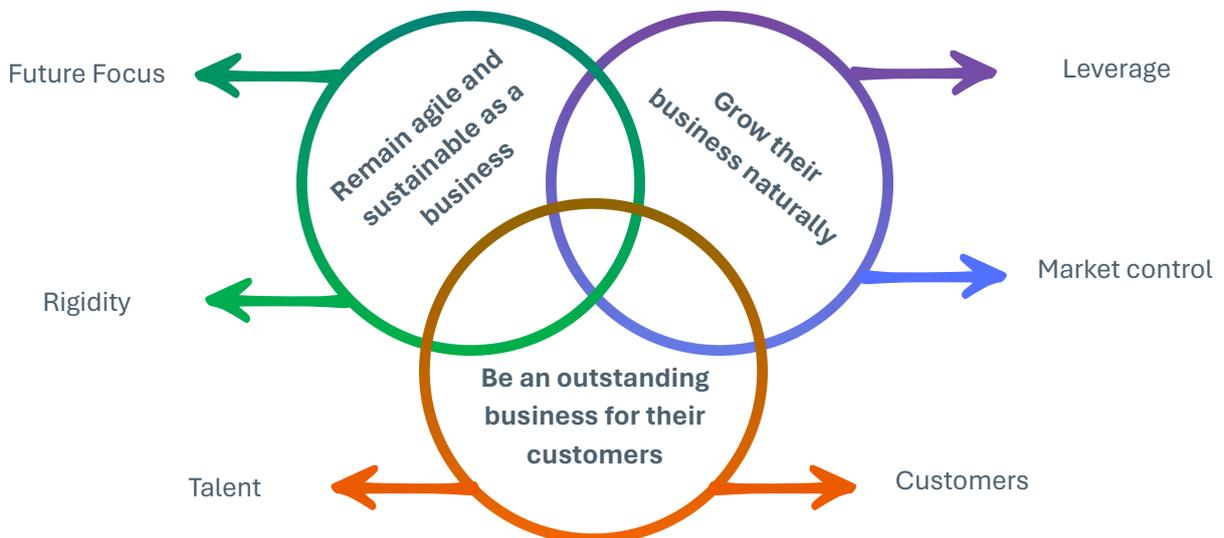
An example to look at...

Unpacking the SBO's.

Where to start? Initially, you need to list your SBOs, we have provided a list of what we believe will be universally common to all businesses. We then reverse engineer the SBOs into relevant topics for your firm. This makes it a lot easier to identify what is the most important and productive pathway for you. Below is an example of how this could be achieved for your business. The main take-away here is to use this concept to apply it to your business.



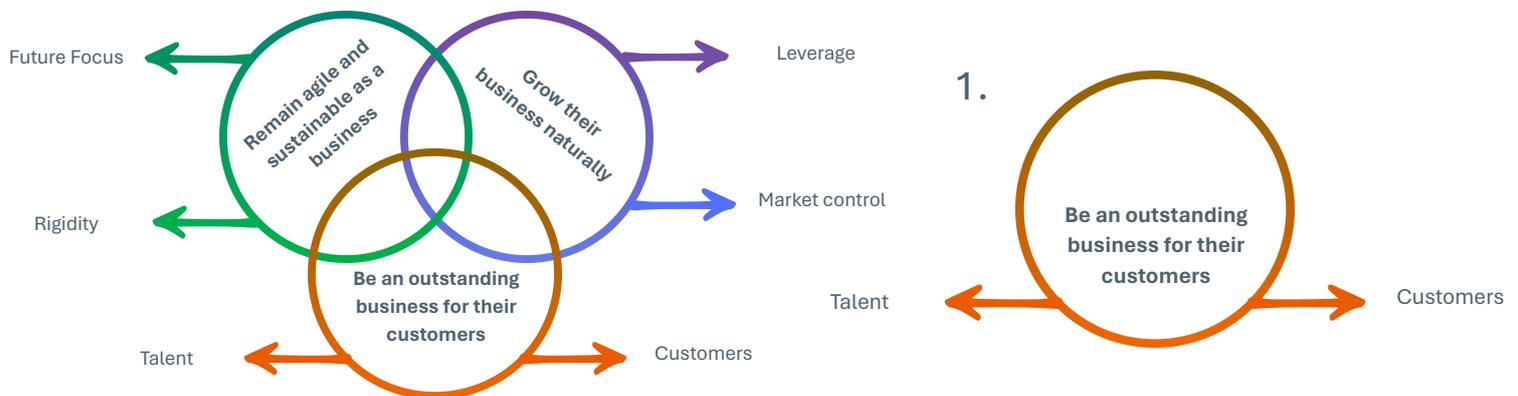
We then need to repeat the process once again. This should be against your strategic objectives. For example, let's take a look at business X, this business has three overarching strategic goals those being; Be an outstanding business for their customers, Grow their business naturally, Remain agile and sustainable as a business. These



An example to look at...

Unpacking the SBO's.

Even though the business has three core strategic themes to work towards, they cannot remain equal at all times. By adapting a prioritised strategic business objective (PSBO), a business can ensure that it takes that first step correctly, enabling the other objectives to move forward on solid foundations. For example, the highest PSBO is to be an outstanding business for their customers. This makes sense as without offering the best service possible, it will limit the ability to grow, and to be sustainable, you need to grow. What you can now do is go back to the beginning with the SBO's to work out which ones you need.



We now have two strategic groups to work with that being talent and customers. When we unpack the pair of them we gain the following SBO's:

- Talent
 - People
 - Culture
 - The ability to Pivot
- Customers
 - Satisfaction
 - Creation
 - Retention

This helps us focus on what is important to get right from the start and we can quickly identify a team that can assemble to move this forward quickly. We can now move on to what we need to do to identify those with the SBO's we need to get the business moving forward. Flick through to implementation if you want to see how you put this into action using the agile sprint methodology.

Phase one: Discovery

The methodology: Question, question, question.

At this stage, you should have a solid concept of what you are searching for. You now need to shift your own focus onto getting the questions right. A good series of questions that go deep will unearth everything you need to know.

*Heads up, incorrect questions will lead to missed data; each question asked will lead to multiple data points becoming apparent, an effect which will compound. Failure to correctly measure these is real at this stage. As this is a new process, some employees will be naturally sceptical (a normal response).

If you do not pay heed to this, subsequent follow-up questionnaires will lead to defensive behaviours that the employee will rightly use to protect their status and future. This is a powerful tool, and it is vital that this information be used to benefit the employee, and worse still, not be used as a weapon.

It is imperative that you, and the team you assemble, take your time in devising the questions you will ask. More importantly, devising how you will measure each question is vital; you need to understand how each question can be cross-referenced to maximise the data output. An example is provided on the next page.



*The place to improve
the world is first in
one's own heart and
head and hands.
Robert M. Pirsig*



Questioning is an art form. Don't concern yourself with generic questions; they have to apply to your business context.

Questioning 101

The road ahead.

The question must be carefully tailored to gain more than one item of information.



The question

But at the same time not so laborious that too much is presented.



The technical, reflective and awareness ability vs confidence.

Outputs



The knowledge, skills and behaviours of an individual



The personality drivers, gaining insights into perception.

Once you aggregate the data, you can now begin to derive a fuller picture of it's meaning.

Phase one: Discovery

The strategy of inquiry: Mining, not asking

The problem with standard questioning most employee surveys suffer from a social desirability bias, or a lack of trust in the accountability of the result. If you ask, are you good at time management?, 90% of people will say yes. Or worse still, you ask about the performance of the business, and your people respond with a generic answer they think you want to hear. This data is not useful to you as it doesn't actually get to the point of improvement.

*A large and well-respected survey company in the U.K. recently fell foul of this; they proudly support confidentiality in the answers they provided senior leaders, which they did well. However, they split the data into job families by tier level, which made small groups of people identifiable.

Certain departments had responded in a very negative fashion, which was discussed in a negative light at a senior level. What this prevented was a movement towards actual improvement, and instead, a focus shifted towards certain teams being disenfranchised, instead of the business being an issue.

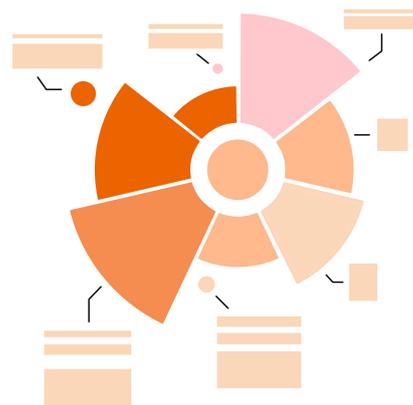
What you should be aiming for is data density; our reporting function processes 10,587 points of useful data from each person interviewed. We do not achieve this by asking 10,000 questions. We achieve it by extracting maximum density from every interaction.

The three layers of extraction:

1. The qualitative layer: How well the question was answered.
2. The quantitative layer: How well the answer scored across our range of data points, such as confidence or reinforcement
3. The compound layer: How well each category scored, from the individual to the meta processing of each question by each category.



The universe is transformation; our life is what our thoughts make it.
Marcus Aurelius



Phase one: Discovery

The anatomy of a compound question

To build a high-fidelity data mine, you must ask questions that force the individual to reveal their personality drivers, 4P profile and their TRICS scores naturally.

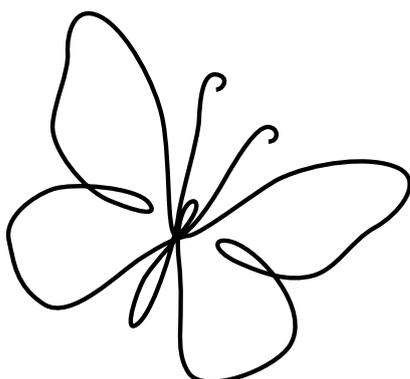
The question package: A Focus Shift question, isn't really one question, it's more a topic of focus that spreads into five sub-questions and often pairs a technical query with a behavioural constraint.

- Poor question: "Do you collaborate well?" (Yields a Yes/No answer).
- Focus Shift Question: "Describe a time a colleague disagreed with your technical proposal. How did you resolve it, and what was the final outcome? How did this make you feel? What would you do differently if a similar situation occurred?"

What this extracts:

1. Technical Understanding: Was their original proposal sound?
2. Independence: Did they stick to their guns or fold immediately?
3. Self-Awareness: Do they acknowledge that the other person's point was valid?
4. Driver: Did they resolve it through debate (Communicative) or by citing policy (Defensive)?
5. Reinforcement: What reflections have taken place to aid learning?
6. Self-awareness: How would they adapt or change things next time?

The power of silence: Be comfortable with silence, it facilitates thinking and forces the other party to eventually fill the space with their thoughts. Train your interviewers to use silence. After a question wait, after an answer, wait. 5 seconds usually does the trick.



There is nothing in a caterpillar that tells you it's going to be a butterfly.
Buckminster Fuller

The example.

Maximising data from a single question.

Below, we have provided a given example on how you can maximise the returns from the questions you ask your people. You must do this; it is not a step you can overlook in the Focus Shift methodology.

Question one.

How many line reports are appraised on time?

A simple question to ask, but this stacks and builds into a picture of company culture, efficiency, and care. you can also measure additional elements, such as the personality driver. For example, in this instance, it would be defensive; a manager who meets all of their appraisals on time would be defensive about the content and meaning of their appraisals, and they could be quickly completed for compliance.

Conversely, a manager who doesn't value compliance over value may provide excellent appraisals but they take a long time to conduct. Which could be ineffective for the business as a whole.

This is vital for you, and your business to understand as these are the tiny indicators that scale, and on a long enough timeframe, contribute to a larger problem down the line.

The aim is not to solve the problem, the aim is to see it before it becomes a problem and then steer it towards a positive outcome.

“

*Your big opportunity
may be right where
you are now.
Napoleon Hill*

”



The example continued.

Diving deeper.

Furthermore, we can continue to 'mine' the data we have insights into. For example, if we add a scoring value, such as a rating, we can now observe how well this answer scored against the best vision of our business.

*Key tip: this isn't a lash for the employee, this is an actual health check on the business, so it should be objective in its nature.

So, we can now link this to the strategic business objective (SBO) we want to achieve, in this example, that is culture. This provides an aggregate score of what culture begins to look like, particularly when this is provided with over 100 additional measurements.

*Bear in mind, Focus Shift examines 10,587 data points per employee; data ceases to become something external and abstract.

We also want to capture the nature of the interaction, how the answer was perceived. Although this will naturally have a subjective element this is still important. The interviewer will need to be someone who can interpret an outlying reaction. This would be one of overconfidence or too heavily reliant on data. This is how we balance the data Focus Shift captures with the qualitative element.

It is vital that both elements are captured. The key here is that we are able to add a quantifiable element to the qualitative output. However, it is key that a suitably trusted, impartial person carries this out.

Don't leave a stone unturned. It's always something, to know you have done the most you could.
Charles Dickens

TOP TIPS

Don't get caught in the 'data isn't everything camp', at the rate you will be processing data, it will become something tangible. The trick is applying the data to your business without knee-jerking to respond.

Phase one: Discovery

The Environment of Discovery

You cannot mine deep data from a defensive employee.

If your people feel this is a test they can fail, they will give you the corporate mask, not the real person, thoughts or ideas.

To establish psychological safety, you must frame the discovery phase as an asset search, not an audit. This will aid you in getting to the hidden curriculum (hobbies, passions, failures).



- The narrative: You are looking at how well people's current skills, including those known at work, and those unknown through their own personal endeavours, align with meeting the business's strategic objectives.
- The Result: People open up. They share their mastery of chess, their marathon training, or their gaming guild leadership.

The Role of the Interviewer. The interviewer must be impartial. They are not there to judge good or bad; they are there to capture frequency, ingenuity and intensity whilst creating an environment in which the employee opens up fully.

- Subjective data capture: The interviewer must record the nature of the interaction.
 - Did they hesitate? (Low Confidence)
 - Did they blame others? (Low Self-Awareness)
 - Did they light up when discussing a specific topic? (high aspirational driver).

Conclusion: Data without context is just noise. By combining the compound question, the data harvest, and the right environment, you turn simple conversations into a strategic goldmine.

It's worth remembering that the volume of data you should be collecting will help determine where people are with accuracy. In the example given above, the question focused on hesitancy indicates that they may have low confidence. The key to the methodology is to create a library of answers on the topic of confidence.

How many interests am I looking for?

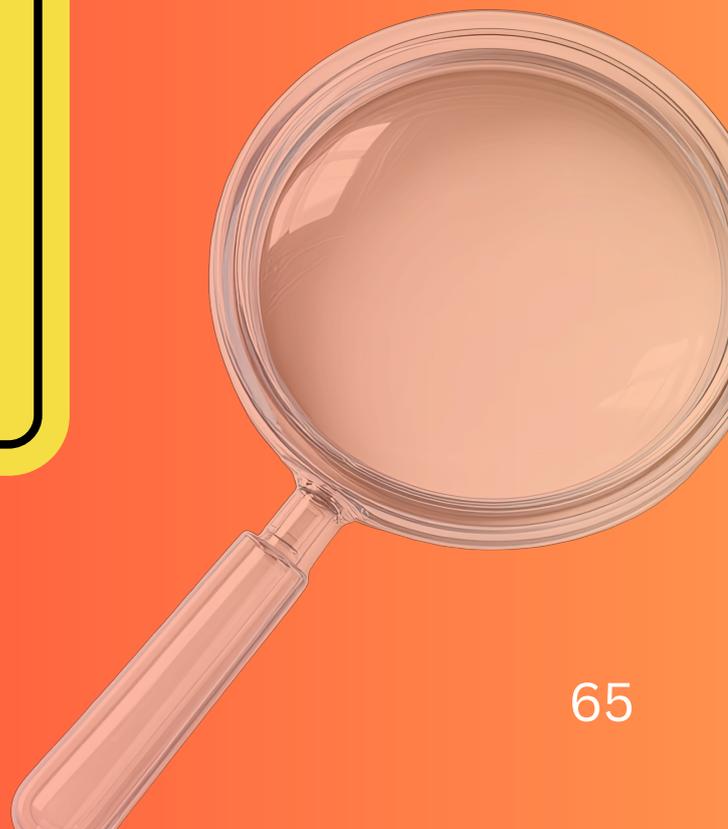
This question is subjective but it's really important to keep this shorter as opposed to some lengthy list on all the things your people do, love and spend their free time on. Integrating your people into every aspect of their lives to improve performance will probably not go down well.

Additionally, we are looking for the passions they are the best at. For example, we are looking at inverting the Pareto Principle (the 80/20 rule) to concentrate on the best outcome. Working on a maximum average of 10 hobbies, interests and passions per person (which would be quite high) we want to look at no more than 20%, or 2 in this case, per person.

We suggest that when you start this process, you probably just want to stick to the best interest, hobby or passion that a person has otherwise, you may become overwhelmed with the number of components and data you are managing.

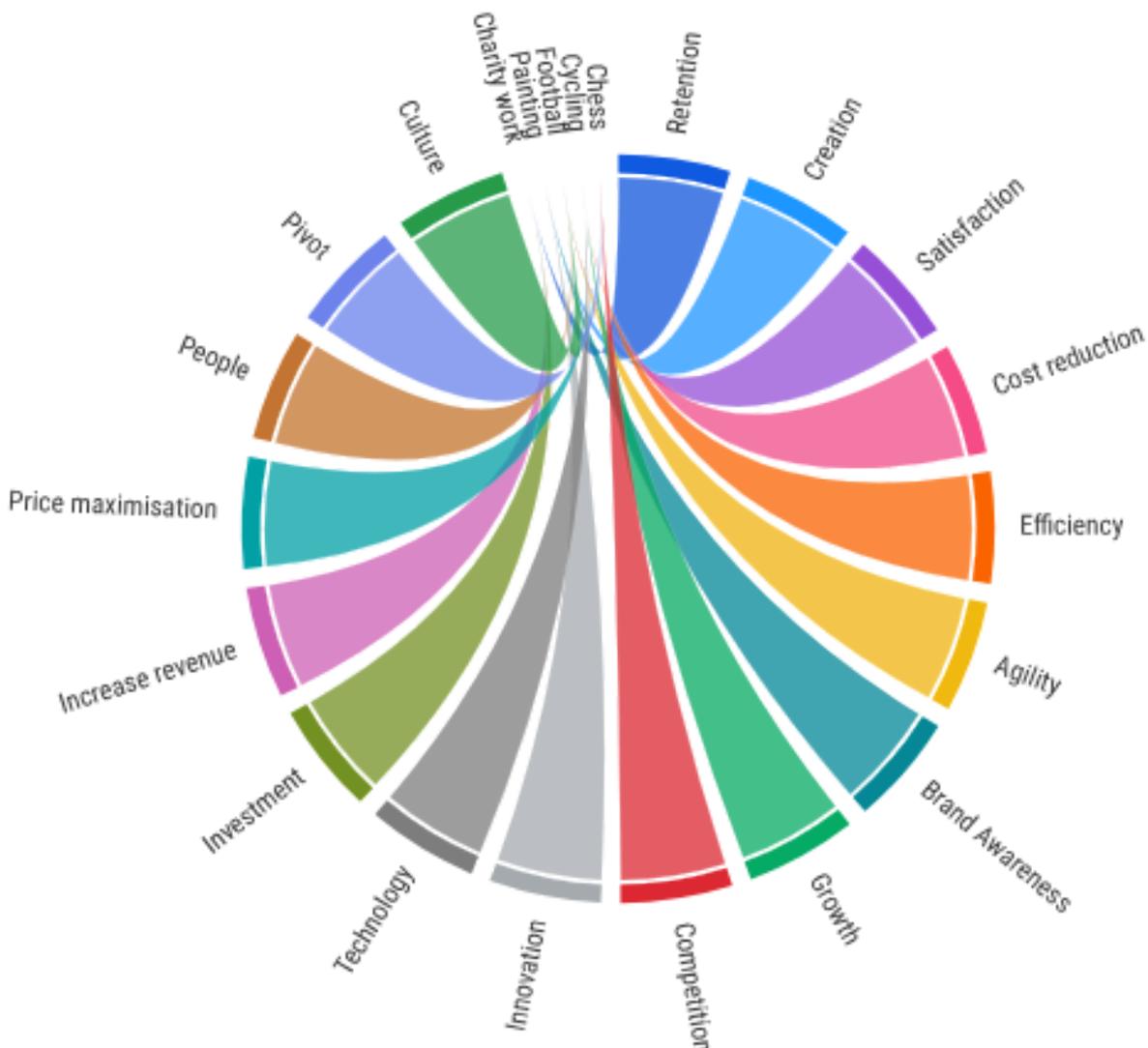
Treat people as if they were what they ought to be and you help them to become what they are capable of being.

Johann Wolfgang von Goethe



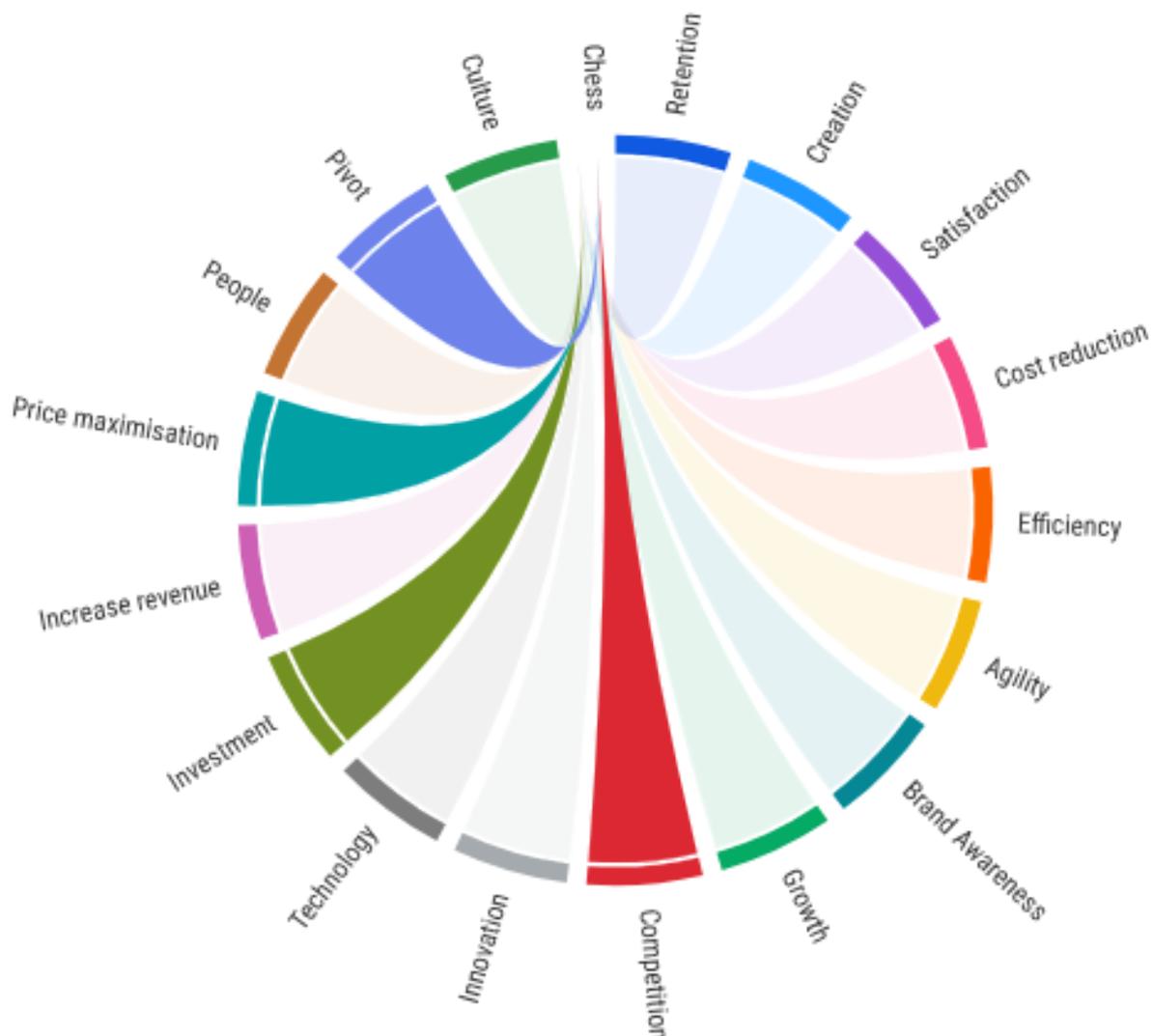
How do we apply the hobbies/interests to the working world?

In our working model, we mapped our 17 SBO's back to various hobbies, interests and skills. We filter this through an interactive chart, which helps us quickly identify an individual's strengths. You will also need to devise such a method to allow you to map and cross-reference those skills to your business objectives. To simplify things, you may want to begin this mapping process against the strategic objectives you immediately require as opposed to every single one you can conceive.



Weaving this into your strategic objectives

Below, our interactive graphical model highlights what skills are associated with which activity. In the case selected, chess, the model has identified that it is likely that the individual this relates to is naturally attuned to working on projects that involve optimising resources, making strategic investment decisions, and having the ability to be malleable whilst being aware of the competitive environment around them. The model helps you identify and build teams with the set purpose of delivering on specific strategic objectives for your organisation.



Phase one: Discovery

The environment of discovery

You cannot mine deep data from a defensive employee.

If your people feel this is a test they can fail, they will give you the corporate mask, not the real person. We briefly explored this earlier in section 6, but we want to hone in on the importance of creating a safe environment.

Establishing psychological safety is key to getting the most out of the process. Any disregard for this will have large ramifications on the data as it compounds into answers. To get the hidden curriculum (hobbies, passions, failures), you must frame the discovery phase as an asset search, not an audit.



- The narrative: "We are going to get the most in our business, the most motivated people, doing the most motivating work, for the best results to be the most successful. Your answers today will help shape the future of work, our culture and team development in our business."
- The Result: People are more ready to open up. They share their passions, interests and skills that may have remained hidden until this point. All useful data to help you get the most from your teams.

The role of the interviewer: The interviewer must be impartial. They are looking to establish how the strategic profile of an individual may look. This should be focused on deploying the best people quickly, whilst preparing to develop people for the next thing down the road. The interviewer will award scores to all of the components; this means that there is a lot of work for the interviewer to remain impartial whilst scoring impartially.

Data without context is just noise. By combining the compound question, the data mine, and the right environment, you turn simple conversations into a strategic advantage. One which your competitors will struggle to keep up with.

Phase two: Implementation



Phase Two: Implementation

“
*To avoid criticism, do nothing,
say nothing, be nothing.*
Elbert Hubbard
”

From Data Points to Decision Logic

Collecting the data is only the first step. The true value of the Focus Shift Framework lies in the Synthesis—the process of turning thousands of isolated data points (hobbies, survey answers, interviewer notes) into a coherent strategic narrative.

We do not simply aggregate scores; we contextualise them. A high score in "Confidence" is meaningless if we do not know what the person is confident about.

The Logic of Layers To build the reports, we pass every piece of raw data through three distinct "filters." If you are implementing this framework manually within your business, you must apply this same logic to avoid misinterpretation:

1. The Validity Filter (Is it true?)

- We cross-reference the Self-Assessment (what they said) with the Interviewer's Observation (how they said it).
- The Rule: If Self-Assessment is High (5/5) but Observed Reinforcement is Low (1/5), the data point is flagged as a "Risk," not a "Strength."

1. The Relevance Filter (Does it matter?)

- We map the skill against your specific Strategic Business Objectives (SBOs).
- The Rule: High competence in a non-strategic area is recorded as "Dormant Potential," not "Active Value." It helps you understand your reserve bench, but it shouldn't distract from your current main effort.

1. The Synergy Filter (Do they fit?)

- We overlay the individual's profile with their immediate team.
- The Rule: A "Disruptor" is a positive asset only if there is a "Stabiliser" in the same unit. If they are alone, they are a volatility risk.

Phase Two: Implementation

The Architecture of the Strategic Heatmap

One of the core visual of our Executive Report is the Strategic Heatmap (the circular chart showing Tier 1 and Tier 2 employees). Constructing this requires a specific approach to "Weighted Scoring."

The Triangulation Method To place a specific employee into a specific SBO segment (e.g., "Innovation"), we do not ask a single question. We triangulate three distinct sources:

1. **The Driver Source:** Does their Personality Driver (e.g., Individualistic/Aspirational) align with the nature of Innovation?
2. **The Capability Source:** Do their TRICS scores (specifically Independence and Technical Understanding) support the ability to innovate?
3. **The Passion Source:** Do they have a hobby or interest (e.g., Coding, Creative Writing) that proves they use this skill voluntarily?

Defining the Tiers

- **Tier 1 (The Inner Circle):** The individual scores highly across all three sources. They have the personality, the capability, and the passion. These are your natural leaders for this objective.
- **Tier 2 (The Outer Circle):** The individual scores highly in two sources (usually Capability and Passion) but may lack the natural Personality Driver. They are highly effective contributors but may need specific management support to sustain energy.
- **Tier 3 (The Reserve - Not Mapped):** They may have the capability, but lack the passion or drive. They are competent, but not strategic assets for this specific goal.

The "Null" Result Crucially, if an individual scores low in Self-awareness or Protocol (P4), they are often removed from the map entirely for high-risk objectives, regardless of their technical skill. This creates a "Safety First" reporting structure.

Phase Two: Implementation

The Output: Structuring Your Intelligence

Information overload is a failure of reporting. To make the data actionable, we physically separate the findings into three distinct levels of granularity. If you are compiling these reports internally, we recommend adhering to this hierarchy to protect privacy and ensure clarity.

1. The Individual Report (Developmental)

- Audience: The Employee.
- Focus: "Mirroring."
- Content: This report focuses heavily on the TRICS and 4P profiles. It uses positive, constructive language to show the employee how they work. It does not compare them to their colleagues. It is designed to build self-awareness and provide a roadmap for personal growth.

2. The Executive Report (Tactical)

- Audience: Senior Management / Heads of Department.
- Focus: "Deployment."
- Content: This is where the Heatmaps and Tier Lists live. It removes the fluff and focuses on capability. It answers: "Who is the best person for Project X?" It highlights skills gaps and team imbalances (e.g., "Too much Agility, not enough Process").

3. The Board Report (Strategic)

- Audience: The C-Suite / Board / Investors.
- Focus: "Risk & Opportunity."
- Content: This aggregates the data into the Traffic Light Dashboard. It does not name individuals. Instead, it provides a "Health Check" on the business's ability to execute its strategy (e.g., "We have Green status on Innovation, but Red status on Compliance").

Phase Two: Implementation

Deployment: The Hybrid Collection Model

Implementing a data extraction of this magnitude (10,000+ points) requires a strategy that respects your employees' time. If you simply email a 100-question spreadsheet, you will get low-quality data.

We recommend a Hybrid Deployment Model that splits the workload between digital efficiency and human interaction.

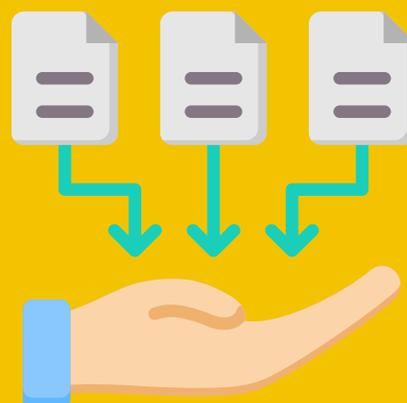
1. The Digital Pulse (80% of Data)

- Method: Use a secure, gamified digital platform or interactive form for the TRICS and 4P questions.
- The Strategy: Do not release all questions at once. Release them in "Micro-Bursts"—3 batches of 15-20 minutes over one week.
- Why: This prevents "Click-Through Fatigue" where employees blindly select answers just to finish.

2. The Human Deep Dive (20% of Data)

- Method: Face-to-face (or video) interviews focused solely on Drivers and Reinforcement.
- The Strategy: These are 45-minute sessions. The interviewer is not ticking boxes; they are listening for the "Hidden Curriculum" (hobbies, passions).
- Why: You cannot capture nuance or "spark" via a checkbox. You need to see the eyes light up when they talk about their passion.

The "Amnesty" Principle: Crucially, you must announce a "Data Amnesty." Make it clear that no answer given during this phase will impact current pay or job security. It is purely for future mapping.



Phase Two: Implementation

The 10-Week Transformation Cycle

The 10-Week Transformation Cycle

Speed is essential. If the process drags on for months, the data becomes stale and enthusiasm wanes. We structure the implementation around a strict 10-Week Cycle.

Weeks 1-2: Communication & Setup

- Action: The "Town Hall" announcement. explaining the why (finding hidden talent), not just the what.
- Goal: Psychological Safety.

Weeks 3-5: The Data Harvest

- Action: Digital Micro-Bursts released on Tuesdays and Thursdays. Interviews scheduled for Wednesdays.
- Goal: 100% completion rate.

Weeks 6-7: Analysis & Profiling

- Action: The "Black Box" phase. Creating the Heatmaps, calculating TRICS scores, and building the Tier Lists.
- Goal: Converting raw data into strategic intelligence.

Weeks 8-9: Feedback & Validation

- Action: 1-to-1 sessions with staff to present their Individual Reports.
- Goal: Validation. Does the employee agree with their profile? (This step builds immense trust).

Week 10: The Executive Reveal

- Action: Presentation of the Board Report and selection of the Pilot Unit.
- Goal: Launching the first SBO Sprint.

Phase Two: Implementation

The Strategic Sprint: Agile Execution

Once you have identified your SBOs (e.g., Innovation, Cost Reduction), how do you enact them? You do not write a policy; you run a Sprint.

We adapt the Agile Methodology—typically used in software development—for organisational change.

Step 1: The "Backlog" (The SBO Breakdown) Take one SBO (e.g., Customer Retention). Break it down into specific, solvable problems.

- Example: "Reduce client churn by 5%," "Fix the onboarding email chain," "Call top 10 clients."

Step 2: The Tactical Unit Selection Use your Heatmaps to select the team.

- For Retention: You need High People (P2), High Reinforcement (P1), and Defensive Drivers (Risk aversion).
- Action: Pull these people from their "Day Jobs" for 20% of their week.

Step 3: The 2-Week Sprints The team works in short, 2-week cycles.

- Stand-ups: Daily 15-minute check-ins.
- Show & Tell: End of week 2, they present completed work to the Executive team. Not plans, completed work.

Step 4: The Retrospective After the sprint, check the TRICS data. Did the team function well? Did the "Spearhead" clash with the "Anchor"? Adjust the formation for the next sprint.

Why Agile? Strategic plans usually fail because they are too big and too slow. Sprints force you to prove value every 14 days.



Phase Two: Implementation

The Power of Appreciation

Whilst implementing the Focus Shift Framework within your business, you might find that it is difficult to enable your people to open up properly. This is quite common in organisations that are formal and corporate in their approach, and is exacerbated by intense competition. To identify if this is the case during your initial line of inquiry, you will notice that many of the answers will default back to company lines quickly; there will usually be a delay when the employee answers questions of a personal nature, as they begin to morph that into what they think you want to hear.

This is a problem, and you should be trying to remove this, as it will begin to skew the data. Remember, what we are trying to discover is the best possible teams you can establish to meet your strategic business objectives. To aid in this endeavour its important that your people are given permission to dream, and let this be loose in their mind. This might sound odd, but it's less complex than you might initially think.

The technique used here is called appreciative inquiry, and it provides people with a safe place to let their minds wander. To get the most from your people, you will need to encourage this free-thinking; without it, you will never get the full picture or the real truth from them.



Phase three: measurement



Phase Three: Measurement

Beyond the Timesheet

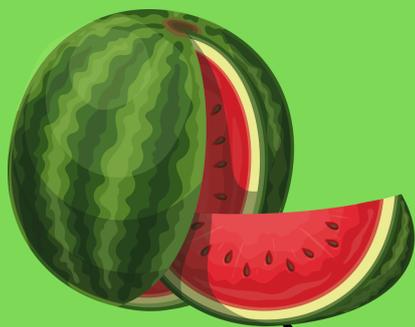
Traditional Key Performance Indicators (KPIs) often measure activity: hours worked, reports written, calls made. But activity is not impact. You can have a team working 60-hour weeks (High Activity) that is going in circles (Zero Impact).

In the Focus Shift Framework, we shift the metric from Speed to Velocity.

- Speed is distance over time.
- Velocity is speed plus direction.

The "Green Watermelon" Effect We measure to prevent the "Green Watermelon" phenomenon—where a project reports "Green" (on track) on the outside dashboard, but is "Red" (failing) on the inside. This happens when teams hide bad news to meet arbitrary KPIs.

Our Measurement Philosophy We measure the inputs of performance (Team Health, Friction, Clarity) rather than just the outputs. By the time a financial target is missed, it is too late to fix it. By measuring the health of the Tactical Unit during the sprint, you can intervene before the crash.



TOP TIPS

Corporate cultures that suffer from the watermelon effect usually see this as a recurring behaviour. If this is happening in your business it is a signal that the culture itself may be too aggressive in succeeding which in turn is driving a habit to hide the stuff you need to correct to be successful.

Phase Three: Measurement

The Vital Signs of a Tactical Unit

How do you know if your "Disruptor" and "Stabiliser" are working well together? You measure the quality of their interaction. We track three specific "Vital Signs" during the SBO Sprint.

1. Productive Friction (The Debate Metric)

- The Question: "Is the team arguing about the work or the people?"
- The Metric: We look for High Independence scores coupled with High Reinforcement.
 - Healthy: "I disagree with this plan because the data suggests X." (Evidence-based).
 - Unhealthy: "I disagree because I don't like your tone." (Ego-based).
- Goal: We want "Goldilocks Friction"—enough challenge to test the idea, but not enough to stall the project.

2. Strategic Clarity (The Alignment Metric)

- The Question: "Does everyone know why we are doing this?"
- The Metric: Ask the "One Minute Test." Can every member of the unit explain the SBO in under 60 seconds? If the "Spearhead" and the "Engine Room" give different answers, velocity will drop.

3. The "Monday Morning" Test (The Sentiment Metric)

- The Question: "Do your people dread the start of the week?"
- The Metric: Re-survey the Personality Drivers after the sprint.
 - Success: A rise in Aspirational scores. People feel they are working in their "Zone of Genius."
 - Failure: A spike in Defensive scores. People feel threatened or misplaced.

Phase Three: Measurement

The ROI of Alignment: Proving the Value

Ultimately, the Board needs to know if this investment paid off. We translate the "soft" metrics of culture and capability into "hard" commercial language.

1. Strategic Cycle Time (Speed to Market)

- The Calculation: Compare the time taken to execute a project before Focus Shift vs. after.
- The Value: If a well-balanced Tactical Unit can launch a product in 6 weeks instead of 12, you have gained 6 weeks of revenue. That is a tangible financial asset.

2. The Cost of Inaction (Risk Mitigation)

- The Calculation: Identify a risk that was caught early by a "Stabiliser" (High P4/Reinforcement) who was properly placed in a team.
- The Value: Quantify the cost of that error if it had happened. Prevention is a form of profit.

3. Talent Retention (The Replacement Cost)

- The Calculation: Measure the turnover rate in your Pilot Units vs. the wider organisation.
- The Value: Replacing a skilled employee costs roughly 1.5x their salary. By aligning people with their Passions and Drivers, you reduce churn. Every person you keep is money saved on recruitment fees, onboarding, and lost productivity.

Summary: We do not just save you money; we save you time. And in a competitive market, time is the most expensive currency you have.



There are two primary choices in life: to accept conditions as they exist, or accept responsibility for changing them.
Denis Waitley

Phase Three: Measurement

Putting theory into practice

Stay committed to your decisions, but stay flexible in your approach.
Tony Robbins

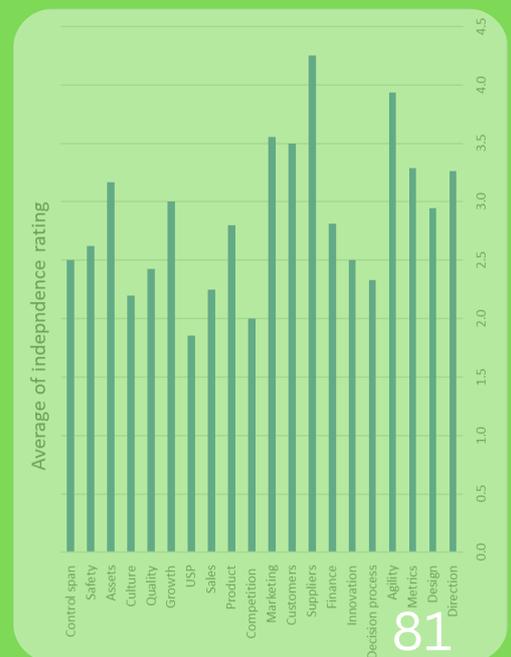
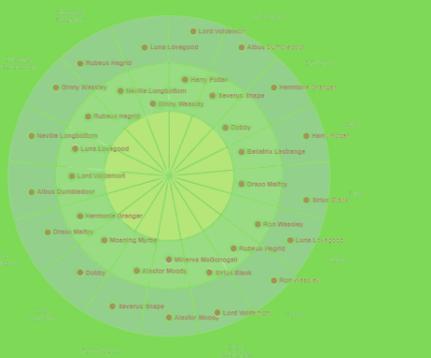
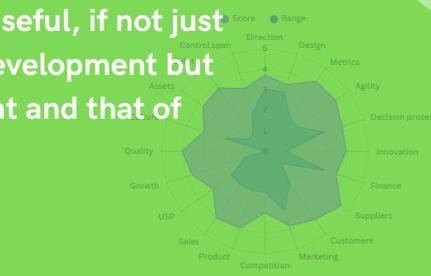
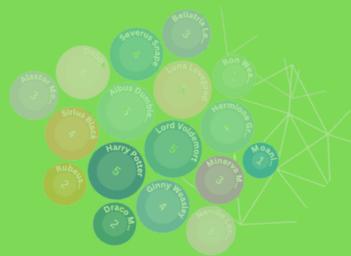
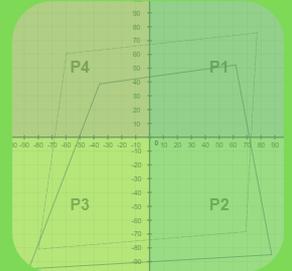
On the next few pages, we have outlined the importance of visualising data whilst providing useful methods on how you can represent this within your reporting.

These are the same graphical representations that we use in our own reports. We believe in our mission, and therefore, we are happy to provide this for you so you can make the changes that your business will need today, not tomorrow.

All of these graphical representations can be recreated in any basic office application with the exception of a few. Where this is the case, we have provided useful references that you can utilise for free to recreate the same visualisation.

We know you will find these useful, if not just for your team and business development but also for your own development and that of your teams.

Unlock your people



Phase Three: Measurement

Visualising Intelligence: The Art of Cognitive Ergonomics

The human brain processes images 60,000 times faster than text. When dealing with the 211,000 data points generated by a standard Focus Shift audit, a spreadsheet is not a tool; it is a barrier.

To make this data actionable at the Board Level, we transform raw numbers into "Visual Narratives." We use specific, non-standard chart types designed to highlight Balance, Density, and flow.

Reading the Landscape: Our reporting suite is not designed to simply show "Who is good." It is designed to show the shape of your business.

- Size: Represents capacity.
- Shape: Represents balance.
- Colour: Represents risk vs. opportunity.
- Connection: Represents the transfer of skills.

The "At-a-Glance" Standard Every visualisation in our suite passes the "30-Second Test." An executive must be able to look at the chart and identify the primary risk or opportunity within half a minute, without reading the supporting text.



It's important to know that words don't move mountains. Work, exacting work moves mountains.

Danilo Dolci

Phase Three: Measurement

The Radar Chart: Detecting Consistency vs. Chaos.

Used in your Executive and Individual Reports, the Radar Chart (or "Spider Web") maps performance against multiple axes simultaneously.

We use this to visualise Strategic Business Objectives (SBOs) like Innovation or Agility.

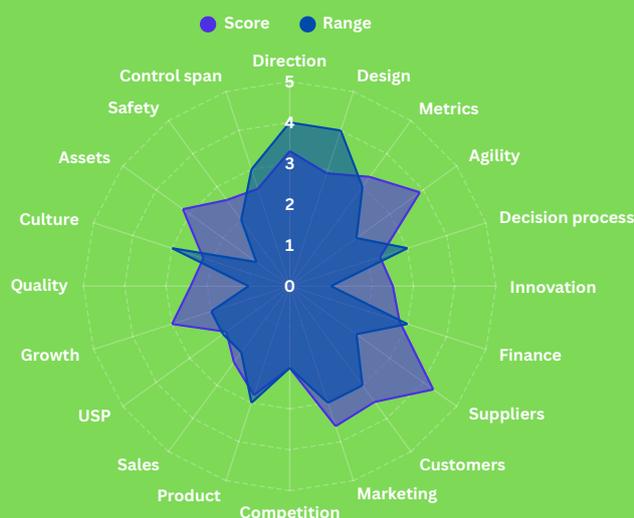
Decoding the "Range" (The Purple Shadow) Most charts only show the average score. We show the Range.

- The Solid Line: This is the score. High is good.
- The Shaded Area: This is the variance. This is critical.

The "Range Pinch" Concept

- Wide Shadow: This indicates chaos. One question scored 5/5, another scored 1/5. The employee can do it, but they are inconsistent or lack understanding in specific sub-areas.
- Narrow Shadow ("The Pinch"): This indicates mastery. The scores are tight and consistent. The employee has a rounded, solid understanding of the topic.

Strategic Takeaway: Do not just look for high scores. Look for Tight Ranges. A lower score with a tight range is often safer than a high score with a wide range, as it indicates predictable performance.



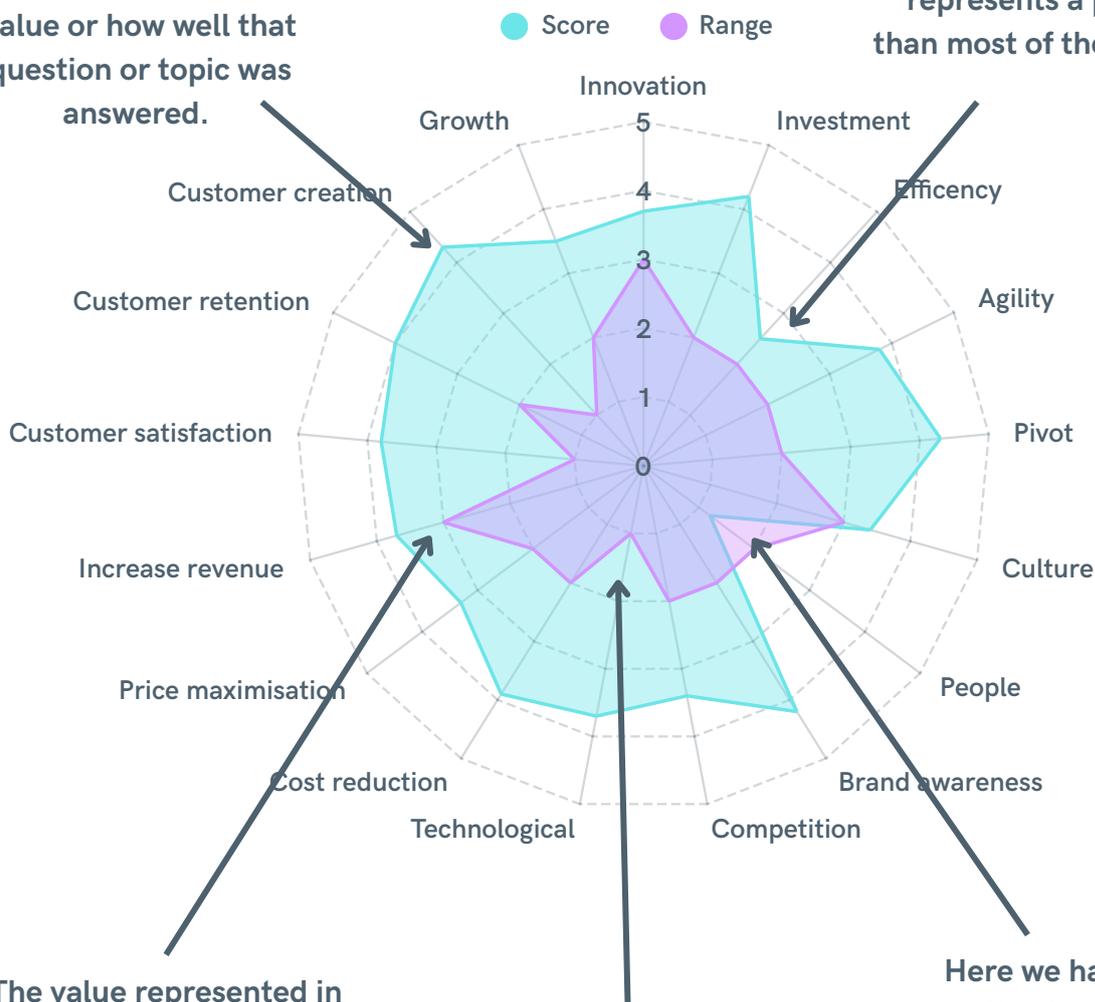
He who knows, does not speak. He who speaks, does not know.
Lao Tzu

Phase Three: Measurement

Reading the radar charts

The score, represented here in blue, indicates the actual value or how well that question or topic was answered.

For example, this value here represents a poorer value than most of the other topics.



The value represented in purple is the range. This indicates how widely varied the question scores were. A high score with a low range value indicates that the individual had powerful knowledge of the topic.

For example, here technology scored relatively highly at 3.7, but the range was very low, indicating a higher level of consistency. This helps demonstrate that the individual has a strong, broad knowledge of this topic.

Here we have a poor result, where the range has scored higher than the overall score. This indicates that the individual will probably need to research the topic intensely to learn more.

Phase Three: Measurement

The Treemap: Visualising the Weight of Talent

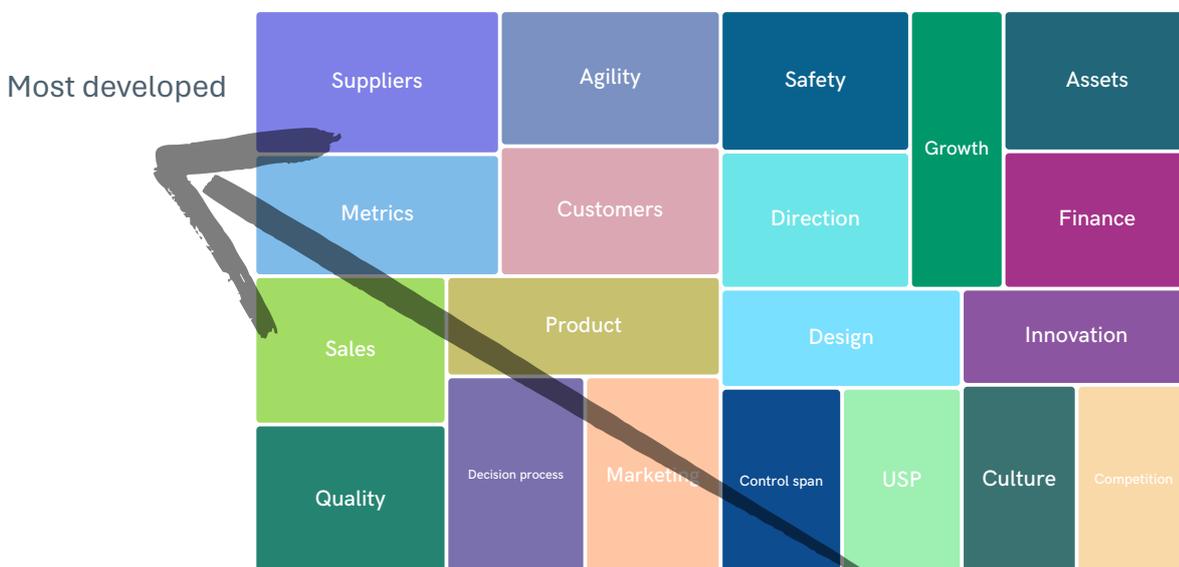
Used in the KSB Analysis, the Treemap replaces the standard pie chart. It uses nested rectangles to display the relative "weight" of an individual's contribution to the whole.

Why Blocks Matter In a traditional team, everyone appears equal on the org chart. In a Treemap, we size the blocks based on Data Density (Evidence + Reinforcement).

- **Large Blocks:** These individuals are your "Cultural Anchors" or "Technical Pillars." They carry the weight of the department.
- **Small Blocks:** These individuals may be present, but their contribution is lightweight or unevidenced.

The "Key Person Risk" Indicator This visualisation instantly highlights vulnerability.

- **Scenario:** If 80% of the "Technical Knowledge" map is dominated by two massive blocks (e.g., Hermione and Severus), you have a critical single-point-of-failure risk. If those two leave, the knowledge is gone.
- **Goal:** You want to see a balanced distribution of medium-sized blocks, indicating shared knowledge.



Phase Three: Measurement

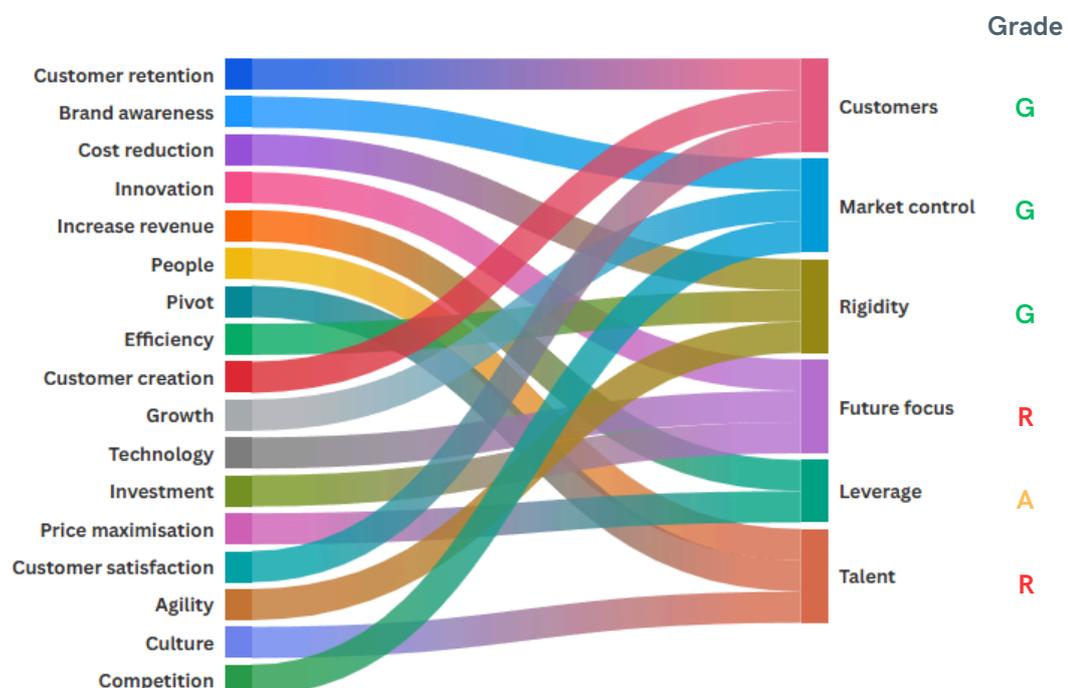
The Sankey Diagram: Tracing the Source of Value

What it visualises: Found in your Benchmark and Strategic Deep Dive reports, the Sankey Diagram is a flow chart that connects inputs to outputs. It visualises the "Hidden Curriculum."

Tracing the "Golden Thread" This is perhaps the most powerful visual for winning hearts and minds. It physically draws a line between an employee's passion and the business's profit.

- Left Side (Input): The Employee's Passion (e.g., "Marathon Running").
- The Flow (Connection): The transferable skill (e.g., "Discipline & Planning").
- Right Side (Output): The Strategic Objective (e.g., "Protocol / P4").
-

Why this compels action: It validates the human element. It proves to the Board that "Chess" is not a distraction; it is the fuel for "Strategic Foresight." It allows you to see exactly where your organisational capability is coming from. If the flow lines from "Hobbies" are thick, your culture is powering your strategy. If they are thin, your people are checking their passions at the door.



Phase Three: Measurement

The Packed Circle Chart: Mapping Talent Density

Traditional bar charts rank employees linearly (who is best right now).

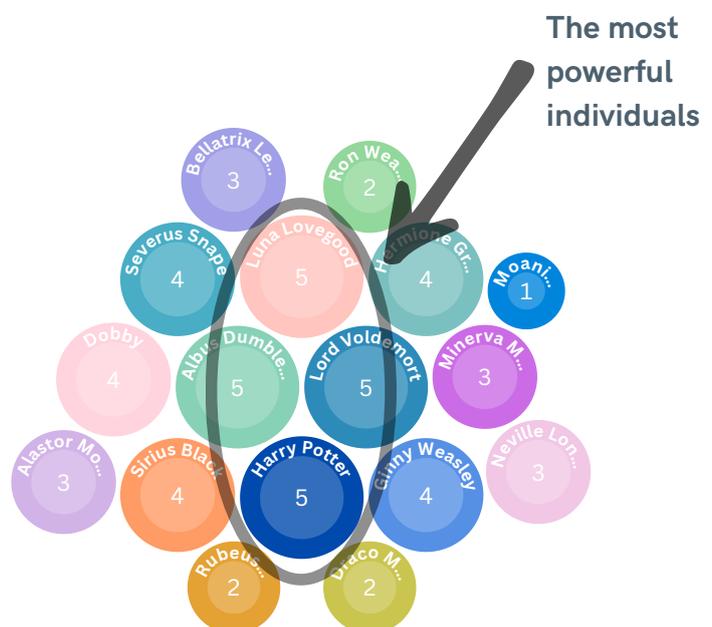
While useful for appraisals, this is poor for strategy. The Packed Circle Chart abandons linear ranking to visualise Talent Density—the collective weight of capability your team brings to a specific objective.

It shifts the executive mindset from "Who is number one?" to "Do we have the critical mass to succeed?"

Diagnosing the Shape of Your Team. By clustering team members into colour-coded spheres based on their capability score (1-5), this visual allows you to instantly diagnose the health of a specific Strategic Business Objective (SBO).

It also helps you form teams of people able to perform at pace on the immediate projects, goals and objectives you need to meet today. You can use this information to start to create your own focus shift tool, which enables you to select various SBO's

This example of a circle chart measures how innovative people can be. What this demonstrates is how you can visualise your most powerful internal leaders on a given strategic business objective.

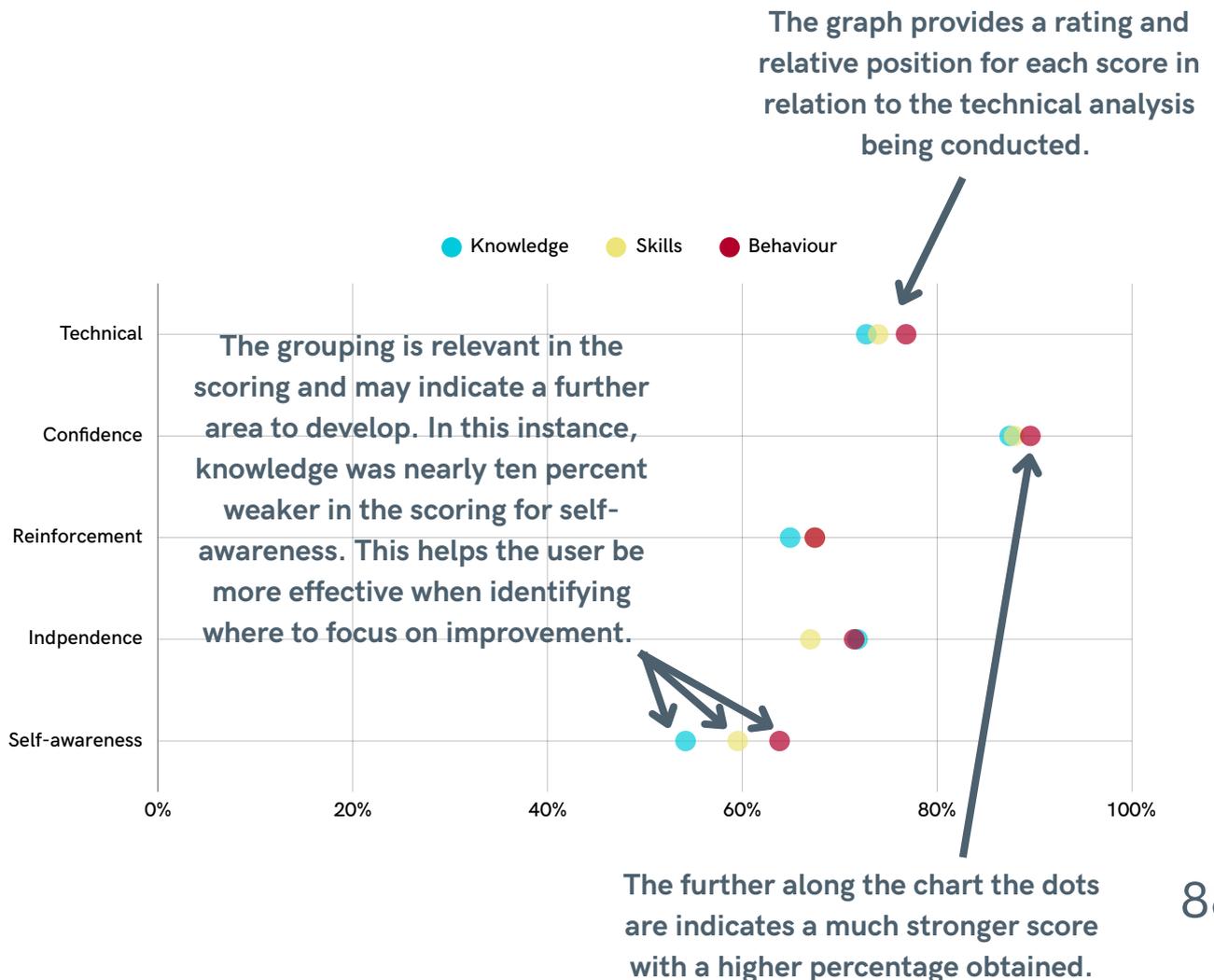


Phase Three: Measurement

Exploring the Scatterplot

In the focus shift framework we use the scatterplot graph to examine their skills, knowledge and professional behaviours. This isn't to make a judgement on competence, it is to gain an understanding of how well future training could be quickly implemented to boost a person into the golden region. We describe this golden region as a place few people will sit where they have high skills in all three.

What the framework can measure is an individuals general business knowledge, their skills demonstrated through articulation of their answers and their professional approach, reflection, and execution (behaviour). It's important again to stress that this is not a test and your people should be made to feel that this a tool to aid their future development and deployment within your business.



Phase Three: Measurement

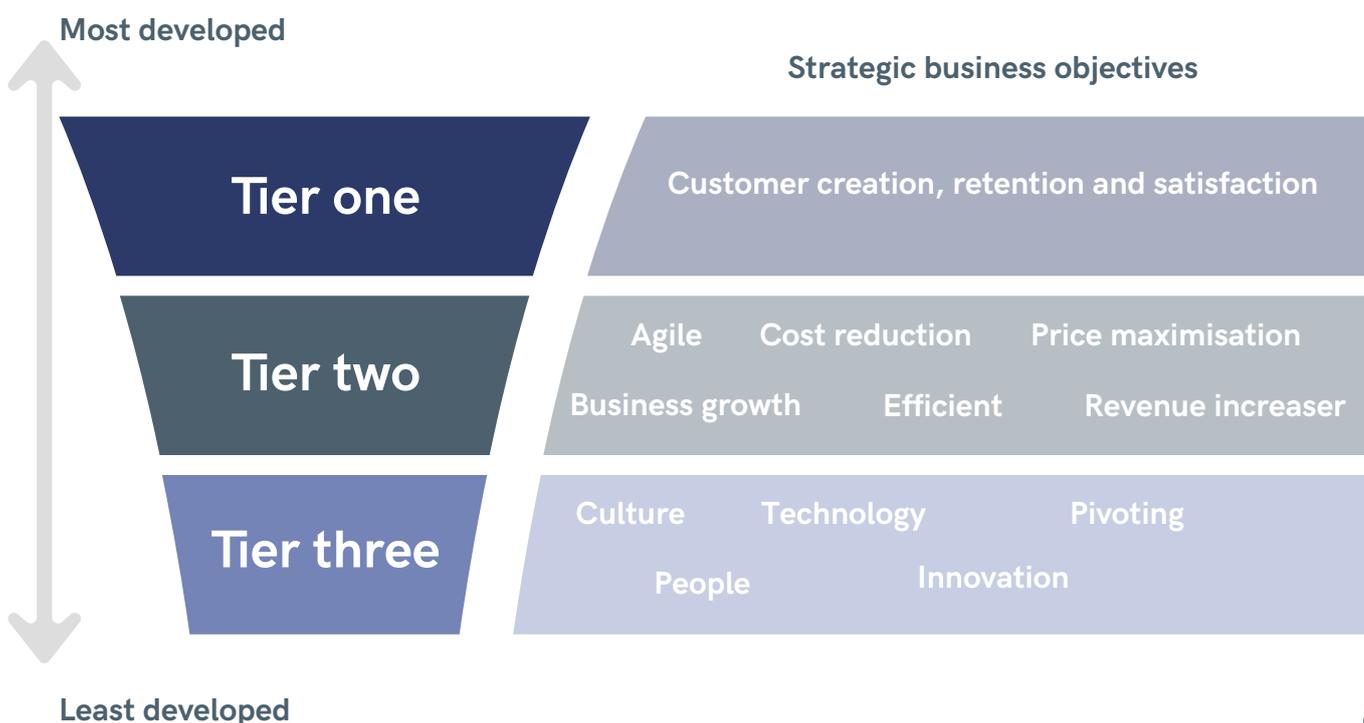
Shifting your focus, turn on the TAPs

This is where the focus shift model really takes hold. Once you have enough data cut into various methods, you can now begin to reassemble it to produce tactical adaptation plans (TAPs).

This concept edges us towards the value of the methodology, by creating a central record of the data, you begin to be able to form an adaptable 'clay'. This enables you to form your ideas so that planning becomes significantly easier.

To begin the process of realising value from the focus shift framework, we begin by forming it into the leaders' circle. This isn't a permanent space, just one filled for today. Never forget, determined individuals will become better, whilst today's current leaders may become complacent or less current as time passes. This phenomenon will become more exaggerated as the pace of the world increases.

We begin this process by formulating something similar to our model below, which tiers people into three categories, 1 being the most developed to 3 being the most room for development.



Phase four: value



Phase Four: Value

The Great Filter: Value in the Age of Abundance

For the last century, business value was generated by Process Efficiency: doing the same thing, faster and cheaper.

Humans were trained to act like machines—reliable, repeatable, compliant. Today, AI has solved "Process Efficiency" permanently. An algorithm will always be faster, cheaper, and more compliant than a human.

The Danger of the "Legacy Mindset" If your business continues to value employees based on their ability to process information or execute routine tasks (P1/P4), you are paying a premium for a commodity. You are creating redundancy by design.

The New Scarcity In a world where "Content" and "Answers" are abundant and free, the economic value shifts to:

1. **The Question:** Knowing what to ask (Strategy).
2. **The Context:** Knowing why it matters (Wisdom).
3. **The Connection:** Knowing who cares (Empathy).

Focus Shift is the Bridge Our framework does not just "manage" your staff; it migrates them. We move your workforce from the "Commodity Economy" (doing tasks) to the "Value Economy" (managing outcomes).

“

It's not who you are that holds you back, it's who you think you're not.

”



Phase Four: Value

The Audit: Surgical Separation of Tasks

Redundancy is not about people; it is about tasks. A person is only redundant if 100% of their tasks can be automated.

Focus Shift uses TRICS data to identify the "Human Safe Havens" within every role.

1. The "Hallucination" Filter (Technical Understanding)

- The AI Limit: AI is probabilistic, not truthful. It generates plausible answers, not factual ones.
- The Human Role: We identify staff with high Reinforcement and Technical scores. These are no longer "Doers"; they are "Validators." Their value lies in their ability to catch the subtle, expensive errors that AI makes.
- Deep Value: You are not paying them to write the code; you are paying them to certify it.

2. The "Consensus" Trap (Independence)

- The AI Limit: AI is an engine of consensus. It predicts the most likely next word based on the average of all human knowledge. It is incapable of "Black Swan" thinking.
- The Human Role: We identify staff with elite Independence scores. These are your "Chaos Agents" and "Innovators." They are the only ones capable of generating an idea that hasn't been written before.
- Deep Value: Innovation requires outlier thinking. AI provides the average; your Independent thinkers provide the edge.

Man cannot discover new oceans unless he has the courage to lose sight of the shore.

Andre Gide



Phase Four: Value



The Centaur Architectures: New Ways of Working

In chess, a "Centaur" (Human + AI) beats a Solo Supercomputer. This is the model for the future firm.

We use Tactical Positioning to build three specific Centaur workflows.

Model A: The "Exoskeleton" (For High Process Roles)

- The Role: Junior Admin / Data Entry.
- The Shift: Instead of replacing them, we equip them with AI tools to increase their output by 10x.
- Profile Required: High Agility (P3) to learn the tools, High Process (P1) to manage the workflow.
- Value: One employee now does the work of ten, justifying higher wages for higher output.

Model B: The "Editor-in-Chief" (For Creative Roles)

- The Role: Marketing / Content / Coding.
- The Shift: AI generates the "First Draft" (the boring 80%). The human focuses entirely on the "Final Polish" (the nuanced 20%).
- Profile Required: High Technical Understanding (to judge quality) and High Projection (P2) (to understand the audience).
- Value: Speed to market increases by 500%, while quality remains human-verified.

Model C: The "Empathy Engine" (For Client Roles)

- The Role: Sales / Account Management.
- The Shift: AI handles all scheduling, research, and follow-ups. The human spends 100% of their time face-to-face.
- Profile Required: Elite People skills and Communicative Drivers.
- Value: In a world of automated spam, human connection becomes a luxury product.

Phase Four: Value

“Cherish your visions and your dreams as they are the children of your soul, the blueprints of your ultimate achievements.”
Napoleon Hill

The Institutional Memory Crisis

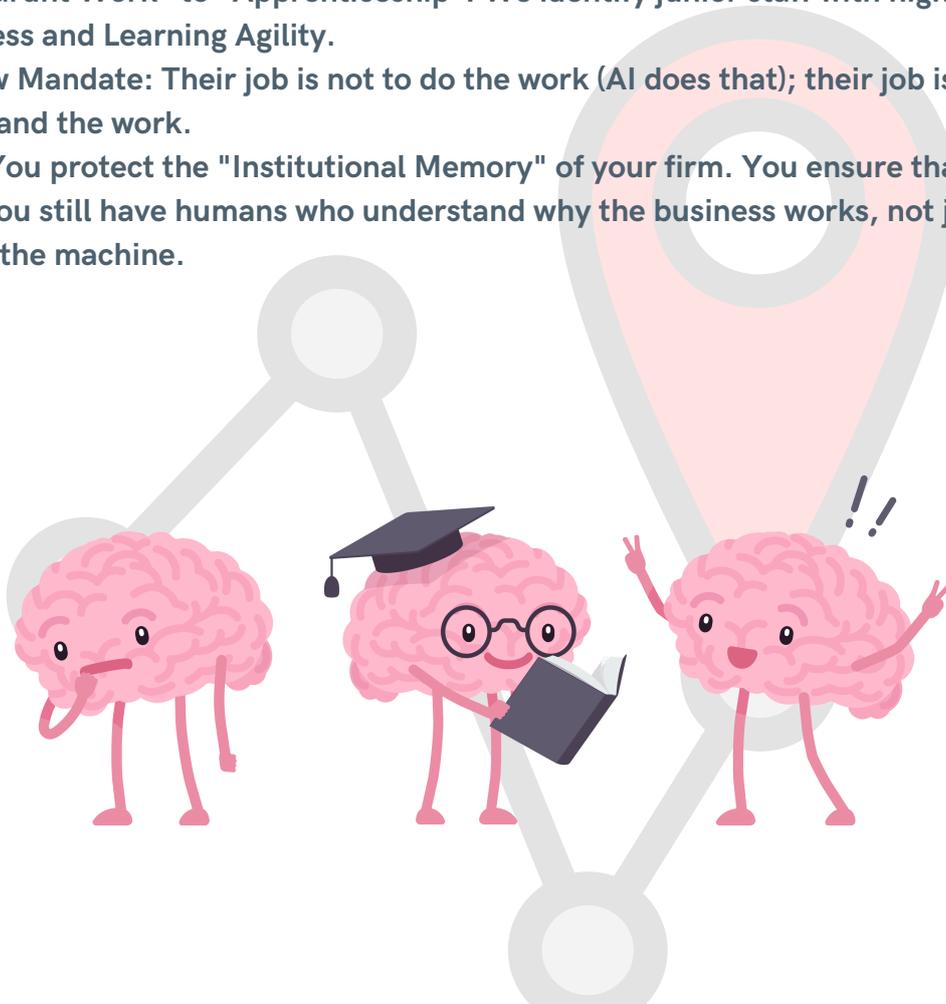
It is tempting to use AI to remove all junior positions. Why pay a Junior Analyst when AI can summarise the data?

The Hidden Cost: If you remove the bottom rung of the ladder, how do you build the experts of tomorrow?

A Senior Partner is just a Junior Analyst with 20 years of Reinforcement. If you hollow out your firm, you destroy your future leadership pipeline.

The Focus Shift Solution: We use our framework to redesign junior roles, not remove them.

- From "Grunt Work" to "Apprenticeship": We identify junior staff with high Self-awareness and Learning Agility.
- The New Mandate: Their job is not to do the work (AI does that); their job is to understand the work.
- Value: You protect the "Institutional Memory" of your firm. You ensure that in 10 years, you still have humans who understand why the business works, not just how to prompt the machine.



Phase Four: Value

The Premium on Nuance and Ethics

AI drives the cost of "average" work to zero.

Average copy, average code, average strategy—these are now free. Therefore, you cannot charge clients for "average."

The Value of Nuance: Focus Shift identifies the Drivers and Psychological traits that create Premium value:

1. Ethical Judgment (High Protocol/P4): AI has no moral compass. It will optimise for a goal even if it destroys your reputation. You need humans with high Defensive drivers to act as the "Brakes" and ensure corporate responsibility.
2. Emotional Intelligence (High People/P2): AI cannot read a room. In high-stakes negotiation or crisis management, one tone-deaf email can cost millions.
3. Brand Voice (High Culture): AI mimics; it does not believe. Humans with high Culture scores are the only guardians of your brand's soul.

We help you pivot your billing model from "Hours Spent" to "Nuance Delivered."

***We are what we repeatedly
do. Excellence, then, is not
an act, but a habit.***

Aristotle

Phase Four: Value

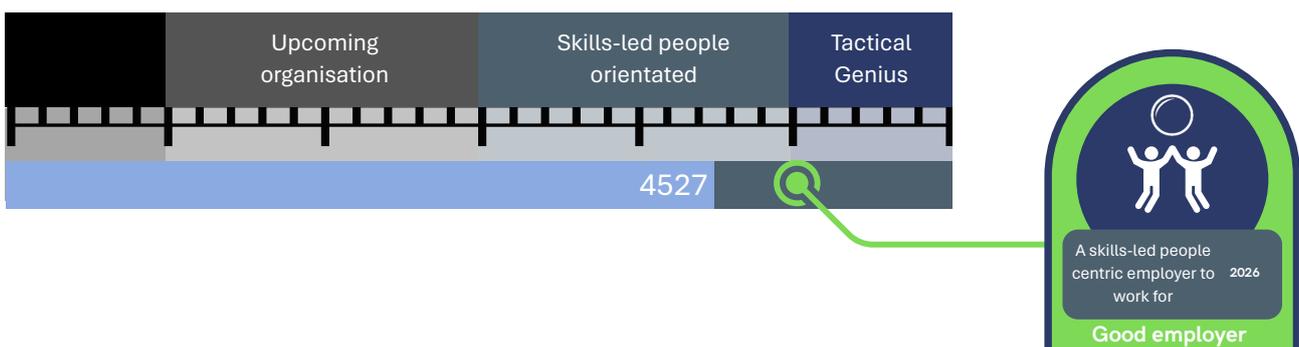
The Social Responsibility of Optimisation

We believe that businesses have a duty to their people during this transition. Making humans redundant because an algorithm is cheaper is a short-term P&L gain for a long-term loss in societal stability and consumer power.

Re-skilling vs. De-skilling: Focus Shift is an engine for Social Mobility.

- We identify the warehouse worker with high Strategic gaming skills and move them to Logistics Planning.
- We identify the admin assistant with high Communicative drivers and move them to Client Success.

The "Good Employer" Badge: In a future where AI anxiety is high, being a "Focus Shift Employer"—one that optimises rather than eliminates—becomes your strongest recruitment tool. It signals: "We will help you survive the transition."



Phase Four: Value

The Total Value Equation

The Old Formula: $\text{Value} = (\text{Time} \times \text{Hourly Rate}) + \text{Efficiency}$

The Focus Shift Formula: $\text{Value} = (\text{Human Context} + \text{AI Scale}) \times \text{Strategic Alignment}$

Your Future State: By implementing this framework, you arrive at a destination few competitors will reach:

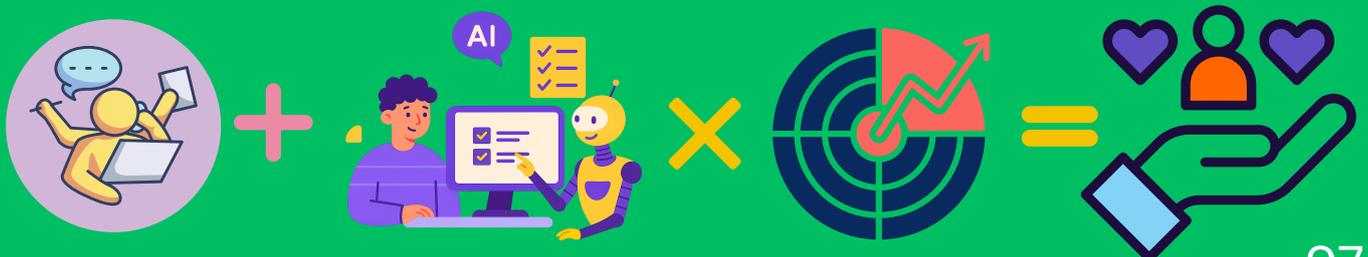
1. A Lean Core: No wasted effort on tasks AI can do.
2. A Deep Bench: A reservoir of talent aligned with their passions.
3. An Antifragile Culture: A team that does not fear change, because they know they are valued for their adaptability, not just their current output.

Tomorrow's Ideas, Today. Don't just survive the AI revolution. Lead it.

Pre-AI world



Post-AI world



Phase Five: Future Horizons



Future Horizons

Developing the shield around your business

Before we move on to the future of our partnership, we want to tell you about our final point. We want to help businesses create a shield around them, their people, and their future.

To do this, we have a short timeframe to accomplish what our businesses will need. Generative AI that consistently measures your businesses ability to meet strategic goals you set today, whilst horizon scanning those of tomorrow's economy, and the environment.

None of us can choose to ignore how business will develop; you are already well into the Post-AI world. You have been living and working in this environment for over 2 years. If you still haven't got your strategy worked out. GET in front using our methodology.





Future Horizons

The Evolution of Intelligence: From Static to Dynamic

Our Vision for V2.0 The Focus Shift Framework, as it stands today, is a powerful diagnostic tool. It provides a high-definition "MRI Scan" of your organisation, revealing the hidden structures of talent and capability.

But a scan is a snapshot in time.

Our strategic intent for the next phase of Focus Shift is to move from Observation to Integration. We are building an "Operating System for Culture", a live, breathing layer of intelligence that sits on top of your daily operations.

The "Pulse" Philosophy Business moves too fast for annual, or even quarterly, reports.

By the time you identify a "Culture Clash" in a quarterly review, the best talent has already updated their CV.

Future Focus Shift modules are designed to detect the tremors before the earthquake.

We are shifting our focus from:

- Hindsight (What happened last quarter?)
- Insight (Why did it happen?)
- Foresight (What will happen next week?)
-

The Augmented Future We are not building tools to replace your managers. We are building tools to give them "Bionic Vision"—the ability to see burnout, friction, and genius in real-time, allowing for micro-corrections that save millions in lost productivity.





Future Horizons

Dynamic Dashboarding: The "Nervous System" of Business

Currently, your culture data lives in a PDF report. Your work data lives in tools like Jira, Slack, Teams, and Asana. Focus Shift V2.0 connects these two worlds.

How it works (API Integration) By securely integrating with your project management tools, we can overlay your TRICS profiles onto your live workflows.

- Friction Sensing: Imagine a dashboard that alerts you when a project team is displaying high levels of "Defensive" communication patterns in Slack. You don't read the messages (privacy is paramount), but the system detects the tone and tempo of conflict.
- Burnout Warning: The system notices that your "Anchors" (High Reinforcement/P4) are being assigned 80% of the "Spearhead" (Innovation) tasks. It flags a "Profile Mismatch" risk before the employee resigns.

The Value: This turns management from a reactive fire-fighting exercise into a proactive tuning exercise. You can see the "Health" of a Tactical Unit change day-by-day, allowing you to intervene with a coffee chat, rather than a crisis meeting.





Future Horizons

AI-Driven Micro-Coaching: The Mentor in Your Pocket.

Training courses are expensive and often forgotten within a week. Real behavioural change happens in the moment of action.

Focus Shift V2.0 introduces a personal AI agent, calibrated to each employee's specific TRICS profile.

The "Nudge" Theory Using the data from Phase 1, the AI agent provides private, timely "Micro-Nudges" to help employees optimise their own performance.

- For the "Silent Architect" (High Tech / Low Confidence):
 - The Nudge: "You haven't spoken in the last two meetings. Your insight on the 'Cloud Migration' project is vital. Here is a starter sentence to help you jump in..."
- For the "Disruptor" (High Independence / Low Protocol):
 - The Nudge: "You are about to send a proposal. Remember, your audience is High P4 (Protocol). Have you included the risk assessment data? It will increase your chance of approval."

The Value: This democratises coaching. It ensures that every single employee, not just the Senior Execs, has a dedicated "Performance Coach" helping them navigate their day. It turns your workforce into self-correcting, self-improving agents.





Future Horizons

Global Benchmarking: Removing the Blind Spots.

Right now, you know you are better than you were yesterday. But are you better than your competition? Focus Shift V2.0 aggregates anonymised data from thousands of firms to create the world's first "Cognitive Census."

The Data Flywheel. As our network grows, so does the intelligence of the system. We will be able to tell you exactly where you stand in the global marketplace of talent.

- Sector Benchmarking: "Your Engineering Team has an Innovation (P3) score of 72%. The average for Top Tier FinTech firms is 85%. You have an Innovation Gap."
- Talent Density Mapping: "You are in the top 5% globally for 'Agile Leadership' (High Agility + High People scores). This is your Unique Selling Point to investors."

The Value: This removes the echo chamber. It provides the Board with undeniable, hard data on where to invest. Do you need to train more? Recruit differently? Or simply leverage the elite talent you didn't know you had?



Consultant, noun.

Synonyms:

negotiation bargaining discourse

disquisition pourparler bull session chat
room symposium conversation skull

practice **meeting** consult **chat** rap seminar

roundtable consultation conference forum

dialog parley **palaver** discussion council

dialogue **back-and-forth** words **debate**

deliberation argumentation confabulation

give-and-take colloquy **talkathon** confab

argument **argy-bargy**

Not us. We're your **business partner**... not
consultants.

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T O D A Y .

WHAT HAVE YOU CLAIMED FROM OUR COMMITMENTS?

To date you have provided us with a charity for the 5% club donation, this has been made. You are yet to get some funds back from our 2 commitment surveys and still have 50% of the total value sitting in referrals. We are also more than happy to receive customer feedback surveys and if you would be interested in providing feedback as an organisation we will be willing to pay a 2% of the overall price back.

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*Trust only movement. Life happens
at the level of events, not of words.*

Trust movement.

Alfred Adler

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