

SPM: INTRODUCTION

What is SPM?

The Spony Profiling Model (SPM) is a revolutionary tool. Unlike traditional management development models, which were only able to focus on one theme at a time (e.g. personality type or team roles or organisational culture or national culture), SPM provides an integrated solution.

SPM is an international profiling tool for individuals, teams and organisations.

SPM profiling will identify: preferred management styles (innovator, analyser, driver, facilitator, etc); work values (what motivates people at work); communication styles (time management, non-verbal behaviour, stress, soft competencies); areas of tension; key challenges and opportunities for development; team dynamics; organisational culture maps; tailored advice for adaptation to different international environments.

Why SPM?

At domestic level, SPM enables effective working relationships[®]:

- Work values and communication behaviours measured
- Corporate objectives linked to individual development
- Team development for optimum effectiveness
- Seamless training & development strategy

At international level, SPM enables *cross-cultural due-diligence*:

- International assignments made easy
- Diversity and a common approach realised
- Virtual and cross-cultural team dynamics understood
- Leadership development that works across cultures

SPM provides consistency, rigour and integration between the development of individuals, the building of teams and the strategic alignment of organisations.

Who is SPM Online Ltd?

SPM Online Ltd provides secure web-based facilities, which make SPM available around the clock, worldwide. It supports organisations to implement SPM through qualified SPM consultants and SPM Accreditation.

What next?

- Read the next pages about 'SPM individual profiling', 'SPM team profiling', 'SPM organisational culture profiling' and 'SPM how it works?'
- Contact Jenny Avon: jenny@spmonline.eu

SPM: INDIVIDUAL PROFILING

Key benefits

Results reveal: personal work values, fundamental motivations, preferred communication style as perceived by your colleagues, core aspects of personality, favoured management style, and personality/culture assessment.

Results inspire: in-depth personal development, managerial development, examination of differentials between one's values and one's communication style, assessment of soft competencies and learning how to communicate more effectively with others (people, teams, corporates).

Personality/culture assessment enables: tailored advice to individuals going on international assignments. Advice may include adapting to specific foreign environments (taking into account personality, culture(s) of origin and culture(s) of destination), tailored coaching in coping with culture shock, and tailored coaching on learning to work with others from a different culture.

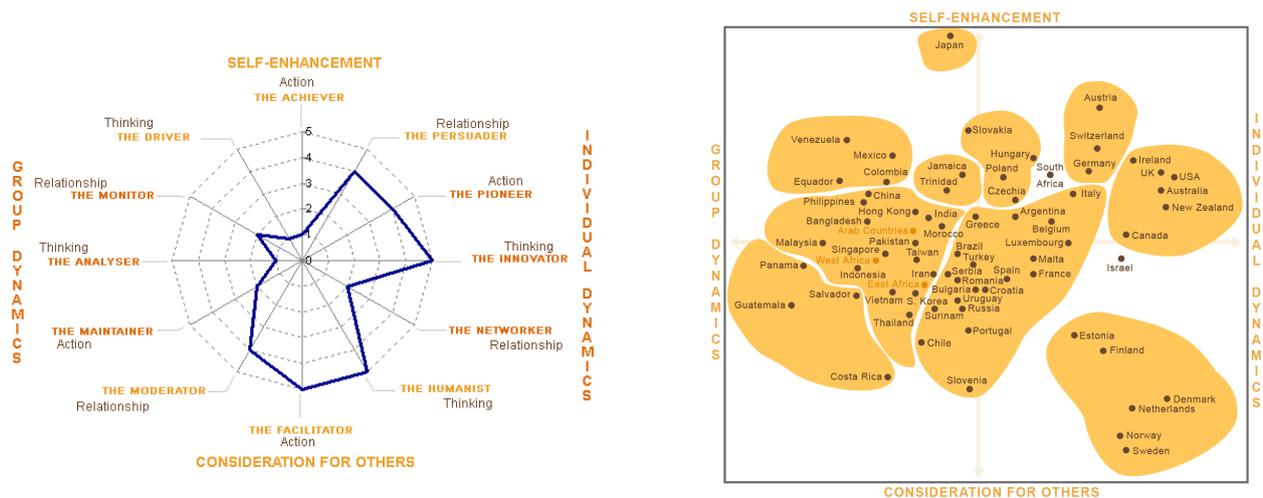
What is the process?

Individual profiling is in 2 steps:

- The respondent completes a work values questionnaire on-line (45 min). This measures self-perception.
- The respondent chooses 3 work colleagues to complete a communication style questionnaire on-line (15 min). This measures perception of behaviour by others.

What will the respondent get?

- Personal feedback provided by accredited consultant
- On-line access to all charts and related explanations.
- A personalised report.



Examples of individual profiling charts

SPM: TEAM PROFILING

Key benefits

Results reveal: team work values, diversity ratio, preferred combined communication style and core characteristics of the team. Positioning of team members on the global intercultural map.

Results inspire: the leveraging of differences, a constructive and blame-free approach to conflict management, in-depth team development, a management approach that delivers optimum communication with both single culture teams and multicultural teams.

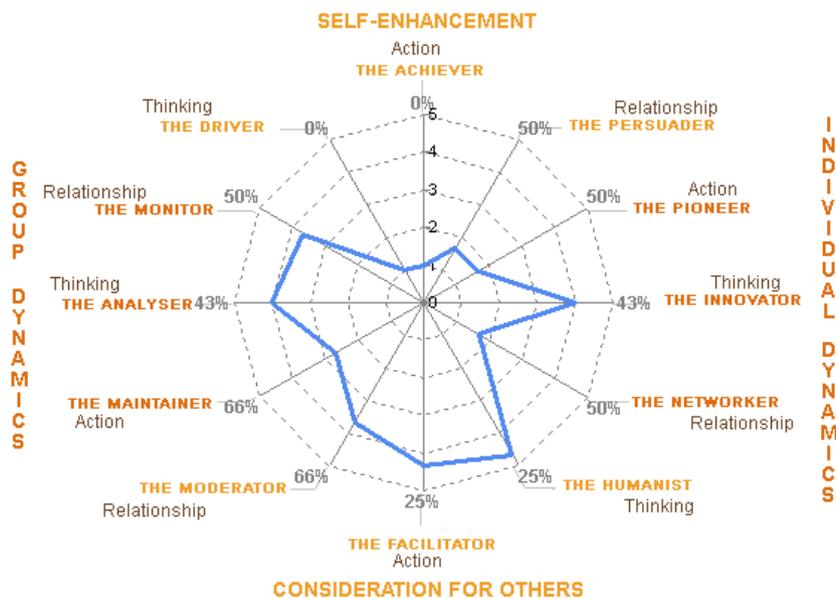
Multicultural team assessment enables: tailored advice to international and/or virtual teams on the cumulative impact of individual and cultural differences.

What is the process?

- All members of the team complete their SPM individual profiling.
- SPM automatically calculates the team profile.

What will the team get?

- Team feedback provided by accredited consultant facilitator, often in the context of team development interventions (e.g. merging 2 different teams, or simply working towards resolving team issues).
- Team charts including metrics.



Example of SPM team profiling chart

SPM: ORGANISATIONAL CULTURE PROFILING

Key benefits

Results reveal: characteristics of the organisational culture (including dominant discourses & dominant values, preferred management style, preferred decision making style, time management, meetings, perception of the business context, preferred organisational functioning, task definition, HRM, organisation/team climate, strengths & weaknesses).

Results inspire: visioning of strategy (present or future), positioning of your organisation in relation to your competitors, assessment of your organisational values (as a whole, or by departments, divisions, or smaller entities) for organisational development.

Corporate/Global intercultural map assessment enables: tailored advice to smooth mergers and acquisitions, joint-ventures, alliances and partnerships, head-office/subsidiary relationships.

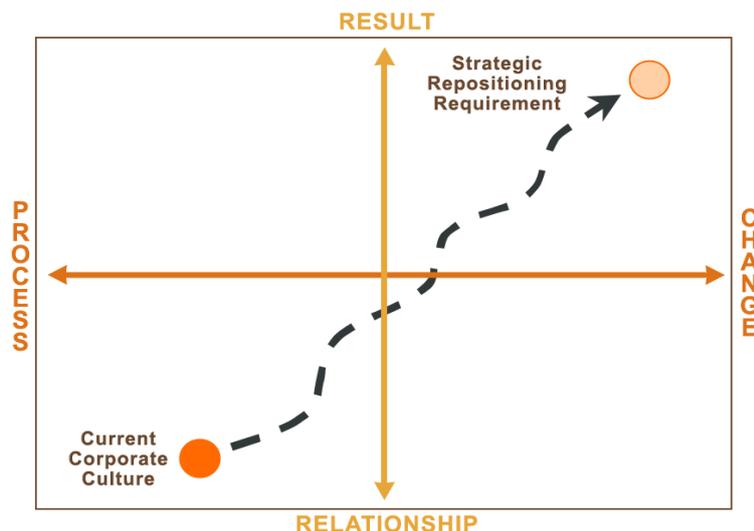
What is the process?

Either one person, or a group complete the organisational culture questionnaire (20 min. or longer where group discussion takes place).

SPM instantly calculates the results.

What will the organisation get?

- Organisational culture feedback provided by accredited consultant facilitator.
- Organisational culture charts.



Example of SPM organisational culture profiling chart

SPM: HOW IT WORKS

An integrated model

SPM uses the same vocabulary to chart individuals, teams and organisational cultures. This means individual development, team development and organisational development can be linked seamlessly – at a national or international level.

SPM is the first, and unique, profiling tool that allows individuals to understand the impact of national culture on their work values.

Global access

SPM questionnaires and results have been designed for on-line use. This means that SPM is available at the touch of a button, wherever people are in the world.

Simple administration

No time is spent scoring the results: they are instantly available on-line (using a secure username and password).

Administration can take place from anywhere with an internet connection.

Accreditation and/or Consulting

Either, you become an accredited consultant and user of SPM. The accreditation takes 3 days, followed by 1 day of assessment.

Or, you can ask SPM Accredited Consultants to implement SPM for you in your organisation.

History of SPM

SPM builds, on the one hand, on the work of Prof. Geert Hofstede, internationally acclaimed for his research on country cultural dimensions in the early 1980s. On the other hand, SPM builds on the work of, cross-cultural psychologist, Prof. Shalom Schwartz, in the 1990s.

SPM is the fruit of 8 years of research by Dr. Gilles Spony at Cranfield School of Management. Dr. Gilles Spony was attributed the First Prize for the best Doctoral Thesis presented in Europe in 2001, in recognition of his substantial contribution to the field of International Human Resource Management, from the European Association of Personnel Management.

To find out more

Contact Jenny Avon, at jenny.avon@spmonline.eu or tel. +44 (0)1273 581004