

Case study



Better understanding of each other is the basis for success

How two facility teams came to better cooperation and clearer expectations of each other with the AEM-Cube and a follow-up session

The challenge of the organisation

Facilicom's facilities team and their customer's facilities team* had been working together for some time, and they were jointly responsible for the facility management for the customer. However, because there would be a change in the contract, this meant that both parties required a different way of collaborating with one another: where certain services were previously supplied to the customer via external companies, Facilicom now started offering all these services to the client. This also involved a different organisational structure, because Facilicom would now take on the tactical and operational aspect and the customer the strategic part, whereas previously the customer operated strategically and tactically and Facilicom operationally.

This presented a number of challenges: who is responsible for what? This is why Facilicom's facility teams and their customer have taken the step to improve this together.

Why the organisation chose the AEM-Cube

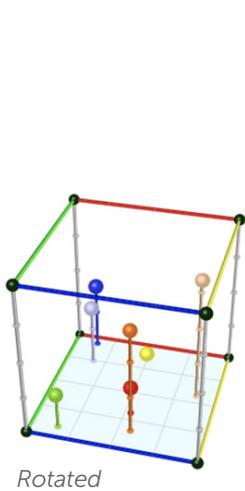
If we are talking about a different way of working together, how can we start that transition as a team? That was the main question they wanted to get an answer to. After they had drawn up a number of new goals together, they noticed that these did not get off the ground well; the people who had done it the same way for years were now expected to play a different role. This is where the AEM-Cube came in: it allowed the team to look at everyone's preferred behaviour and where their personal strengths and weaknesses lay. Before the group session, everyone's reports were discussed individually. In these reports,

people reflected on themselves and on one or two others. Because the discussion of these reports had already taken place in advance, everyone already knew where they were positioned on the AEM-Cube and where their preferred behaviour lay. Thus, during the session, the attention could mainly be focused on the team itself.

** For privacy reasons, the customer's name has been anonymised*

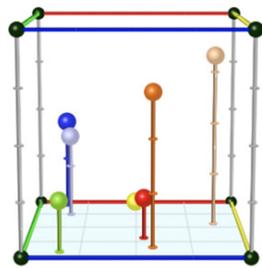
Insights for further growth

After the facility teams had filled out the AEM-Cube, it turned out that some people showed different behaviour than what they really preferred. The self-image showed that most of their preferred behaviour lies on the edges of the AEM-Cube, while the feedback image shows that they move more towards each other because they actively seek each other in practice. In addition, certain clusters can be seen, which influences the collaboration between them. While it can be nice to be on the same page with others, it can also be very helpful to find someone who stands a little further away from you and who can also show you a different side.

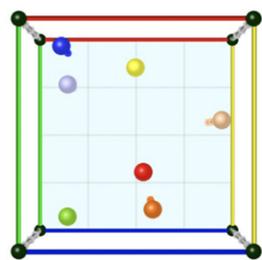


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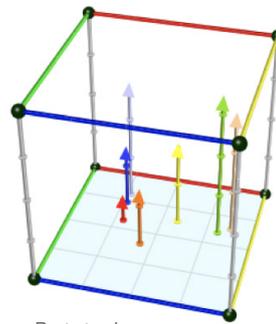
Self-images



Front view

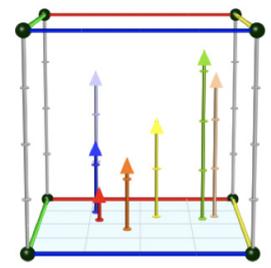


Top view

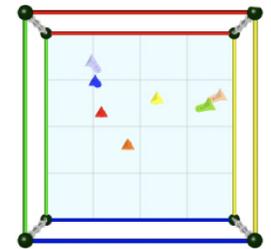


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Feedback images



Front view



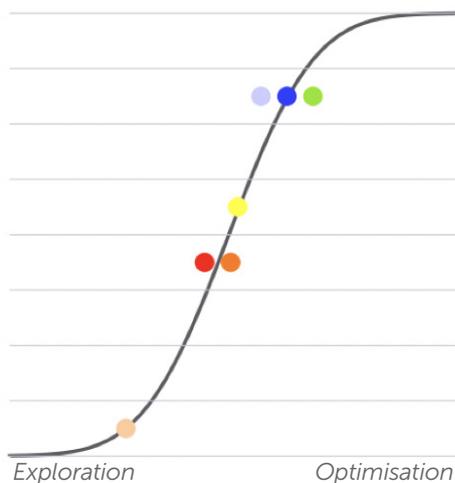
Top view



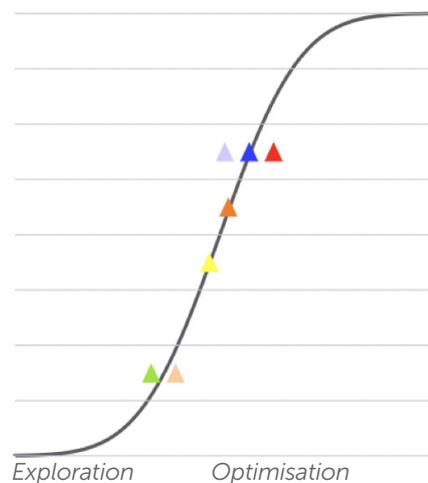
How AEM-Cube insights impact results

Working with the AEM-Cube had positive consequences for the facilities team: on the one hand, the session served as a realisation moment, in which people saw that they exhibited different behaviour than that they preferred, but on the other hand, this session was also the beginning of a dialogue about where they stand, what expectations people can have of each other, and how they can better make that connection with each other. They could immediately apply these AEM-Cube insights in practice by means of collaboration games in which they actually saw the results from the AEM-Cube reflected.

Now, they are much more aware of their own role and also give each other better feedback regarding their role within the team; they are now also discussing this. Moreover, together they look more closely at the individual preferences within the team and whether their tasks actually fit well with them.



Self-image



Feedback image

“I think it’s very much about awareness and I think this is just a very nice instrument to visualise that. I think people can say that they are a certain type of person, but the AEM-Cube makes it clearly visible where your preferred behaviour lies, what you do now, and what you are good at as a team. I think the AEM-Cube has really helped to make behaviour a topic for discussion and to gain certain insights so that it sticks better and people also get the feeling that they want to do something with it. If we hadn’t used the AEM-Cube but had only looked at what the team had to do, I think the insights and analyses would not have been as sharp, which would also have made them less able to come up with concrete follow-up choices and a new approach. It has really added value.”

Suzanne Dortland



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