

**SYNTEGRATION - THE  
EFFECTIVE WAY OF  
COMMUNICATION AND  
MANAGEMENT**

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# Abstract

Synte-gration® is a sophisticated and very powerful group method that greatly accelerates collective intelligence, alignment, and stronger relationships. It allows for the effective use of the existing but dispersed knowledge in the organization. Synte-gration is a scientific method combined with a sophisticated mathematical model. It uses geometric shapes (icosahedron; a polyhedra) to engineer optimal interactions between large groups of people addressing multiple topics together over a compressed timeframe. This protocol uses a three-dimensional communication structure based on cybernetic principles - defined by Stafford Beer, father of cybernetics management - that optimizes the information flow and quickly links the knowledge of all people. In Stafford Beer's synte-gration model, effective communication is implicit in the structure on which the communication is based and comes into being automatically. Beer found the ideal structure in what is called the icosahedron, a regular polyhedron having 20 faces, 12 vertices and 30 edges. He placed the topics for discussion at the twelve vertices and the people at its thirty edges.

## Abstract (contd.)

Thirty brains are networked together in such a way that they operate as one joint brain that is that much more powerful. Each of the twelve topics is dealt with by a group of the optimum size of five people. As well as his or her role as a team member for two topics, each person also performs two other roles: he or she is a critic for two other topics and an observer for four others. This means that each topic is not only discussed by five members but is also added to by five critics and observed by up to ten observers. A Syntegration works like a time-compressing machine: maximum communication in the smallest possible time frame. The application range of Syntegration is multifaceted, varying from developing holistic strategies with clients, managing reorientation processes, efficiently planning large projects, decision making, mastering mergers, and permanently reducing costs all the way to solving conflicts.

# Effective communication in an organization

- Communication is a mutual exchange of information, data, and ideas at various levels in the organization.
- Needs to be effective since it is vital for the organization and management.
- The building block of successful organizations.
- The smaller the organization, superior is the communication.

# Effective communication in an organization

- Today's scenario- organizations are very large and involve huge numbers of people at all levels.
- As the hierarchical structure proportionally increases; greater the levels, greater is the difficulty in communicating effectively and making decisions.
- Problem of effective communication in an organization across various levels - downward, upward, lateral, diagonal, and external- persists and hampers managerial decision making too.

# Management Decision Making

*Decision making can usually be improved by breaking a problem into parts, working on the parts separately, and then combining them to make a final decision.*

- *From Shanteau, J. (2001), Encyclopedia of Psychology and Behavioral Science (3rd ed). Craighead, W. E., & Nemeroff, C. B. (Eds). NY: Wiley. (pp. 913-915).*

The entire decision-making process is dependent upon the right information being available to the right people at the right times.

# Decision making techniques and methods

The following is a list of decision making techniques and methods most commonly used:

1. Delphi Method
2. Step ladder technique
3. Participative Decision making method (PDM)
4. Multi-criteria decision making method
5. Judge-Advisor System (JAS)
6. Analytic Hierarchy Process (AHP)
7. Promethee, based on pair wise comparisons
8. Potentially all pair wise rankings of all possible rankings (PAPRIKA)
9. Consumer's decision making based on Robert's rules of order

# Decision making – Group Dynamics

- major barriers while working with a group – socio-economic background, the position in the organization, heterogeneous nature, various opinions, etc.
- result can go either way – a success or a failure
- failure – manager steps in to take an instantaneous decision
- perception – individual decision making is much better than a group decision

# Decision making – Group Dynamics

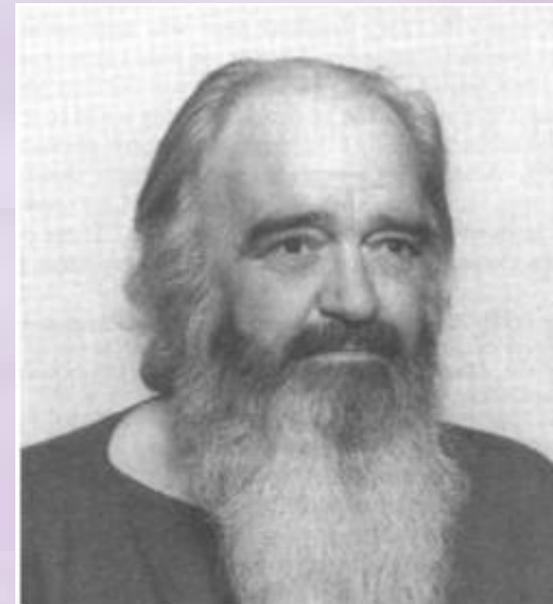
- knowledge-intensive organizations
  - decision makers at levels lower down in the hierarchy are more important
  - are held together not by “command and control” but by information
  - implementation should always be part of the decision

# Decision making – Group Dynamics

- One of the most effective ways of business communication in a group is the method of Syntegration®,
- a word coined by a combination of two words, **Synergy and Integration.**

# Decision making – Group Dynamics

- There is a genetic code that defines life and a genetic code that defines effective communication.
- Anthony Stafford Beer (Father of Management Cybernetics) described the genetic code of effective communication in a large group of people in his book, *Beyond Dispute. The Invention of Team Syntegrity*



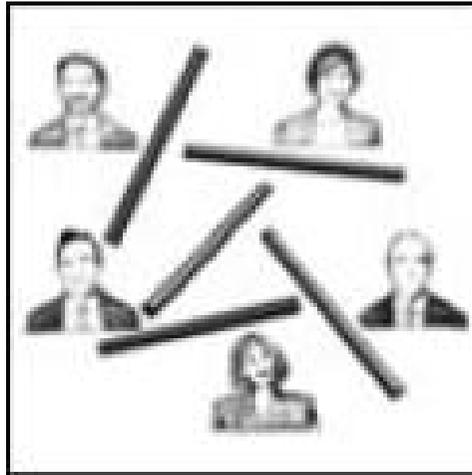
# Syntegegration Model

- Uses the Icosahedron



- The icosahedron is a regular polyhedron having 20 faces, 12 vertices and 30 edges.
- Beer placed the topics for discussion at the twelve vertices of the icosahedron and the people at its thirty edges.

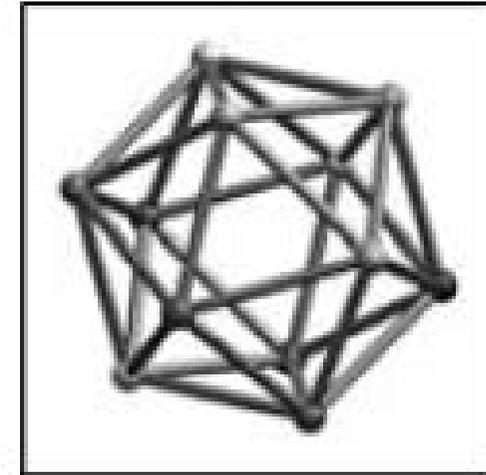
# Syntegegration Model



5 people ...



... deal with 1 topic



30 people deal with  
12 topics

- As well as his or her role as a team member for two topics, each person also performs two other roles: he or she is a critic for two other topics and an observer for four others.

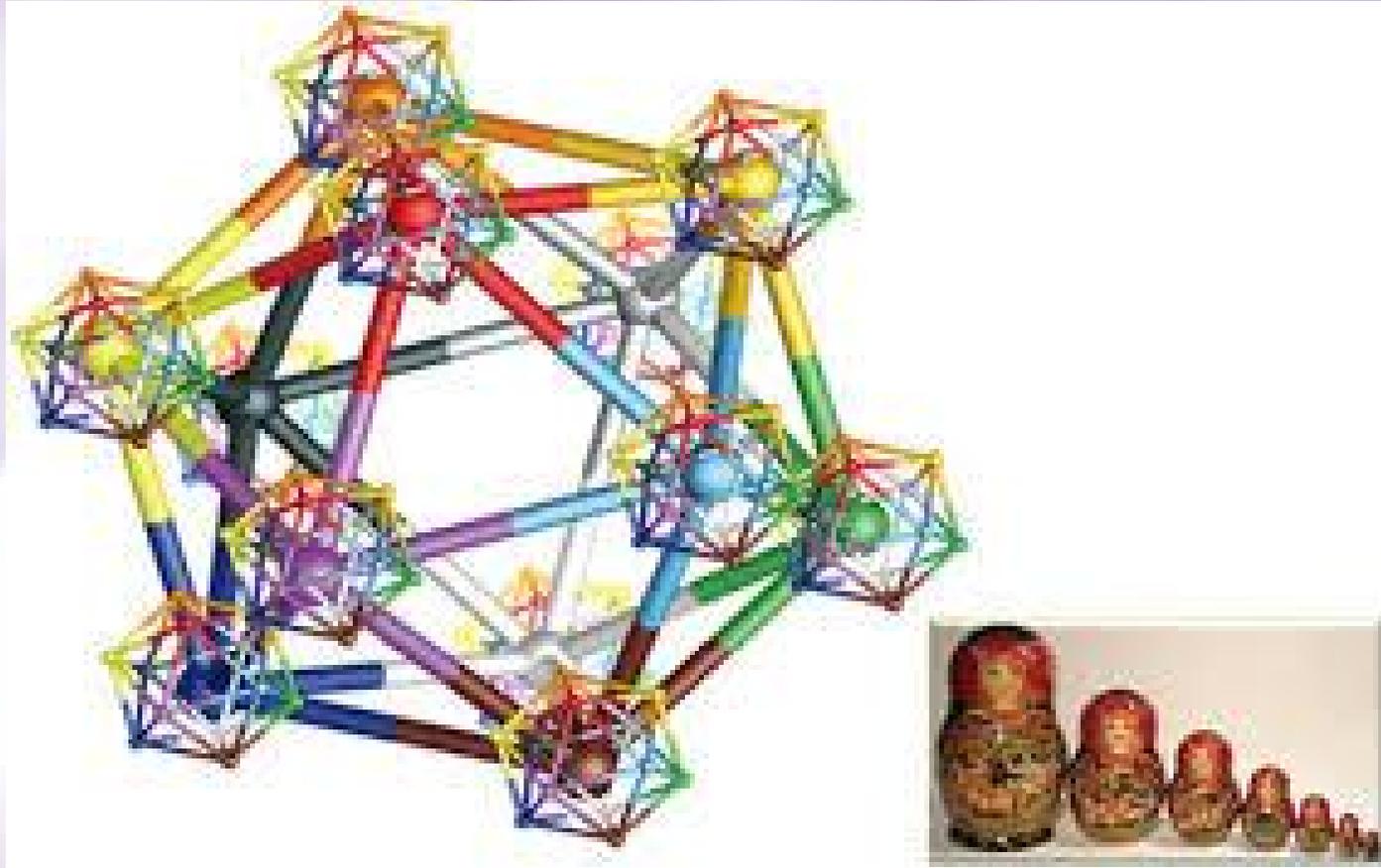
# Syntegegration Model

- The syntegegration model is a learning organization.
- Statements are no longer connected with the person who made them.
- They are heard by other people, picked up, multiplied and fed into other topics.
- relevance of statements that determines the weight given to them, rather than the status of the person who said something.
- The structure is non-hierarchical – there is no top or bottom in the icosahedron.
- Each participant has the same opportunities for influencing the result.

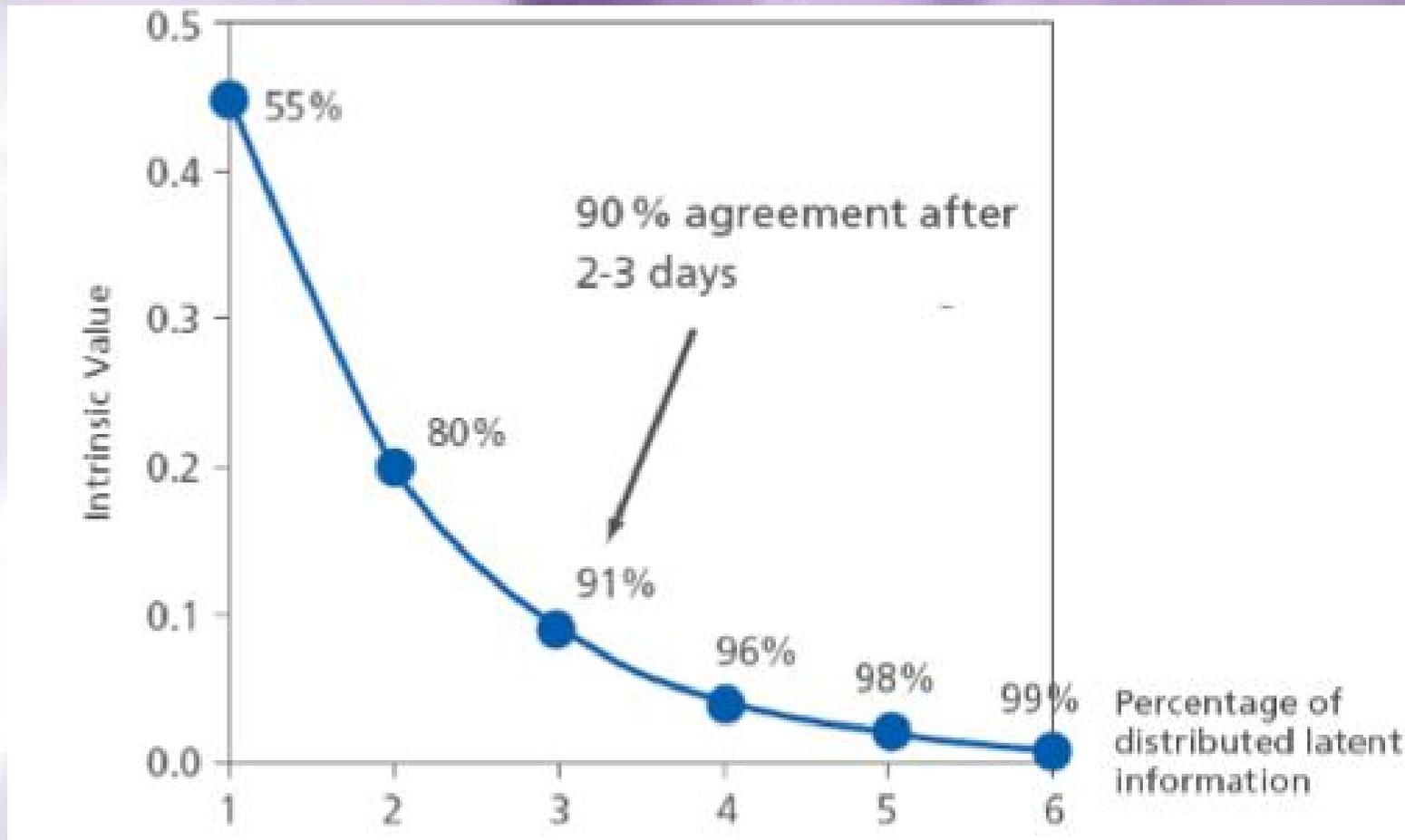
# Syntegegration Model

- The division of the roles into three (member, critic and observer) makes it possible have a clear division of tasks and a clear focus of concentration for the people.
- Many principles of cybernetics applied in practice - feedback, an iterative procedure (each group meets three times), real-time information, redundancy, recursivity, information completeness, self-organization, self-regulation, and so on.

# Advanced Syntegration Model



# Success of Syntegration



# Success of Syntegration

- Solves problems that are unsolvable by conventional methods
- Extremely speedily
- In 3 ½ days
- With the maximized utilization of all knowledge
- With the maximum number of key individuals
- Maximizes consensus, motivation and commitment
- Maximizes the efficiency of the implementation of the solutions
- Functions without conflict
- Avoids bureaucracy-laden meetings

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**Thank You**