

# Off the shelf

## A look at books

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### Raise your team's 'SCORE'

**Susan Nash**, *Turning Team Performance Inside Out: Team types and temperament for high-impact results*, Davies Black, 1999

**Susan Nash & Courtney Bolin**, *Teamwork from the Inside Out Fieldbook: Exercises and tools for turning team performance inside out*, Davies Black, 2003

Reviewed by **Peter Bartos**

These two volumes bring together the theory and practice of developing high-performing teams, using typology within a very practical and accessible team development framework. I will refer to *Turning Team Performance Inside Out* as 'the method book', and to the *Teamwork from the Inside Out Fieldbook* as 'the field book.'

The framework Susan Nash presents is the clever acronym 'SCORE'. Here, S is *Strategy*, C is *Clear Roles and Responsibilities*, O is *Open Communication*, R is *Rapid Response*, and E is *Effective Leadership*.

SCORE is a memorable and worthwhile repackaging of research into the elements of effective teamwork, which, according to Fry, Rubin and Plovnick, are: the need for a meaningful *direction*; a well understood *plan* of action; clear *roles* within the plan; effective *processes* for working together to deliver the plan; and robust working *relationships* ('Dynamics of groups that execute or manage policy', in Kolb, Rubin and McIntyre, *Readings on Human Behaviour in Organizations*, 1984).

Most books about teams and type usually concentrate on the 'ORE' part of Nash's framework, i.e., working together effectively to get the job done. Nash shows how we can greatly benefit by extending our typological understandings to 'SC' as well, i.e. the whole SCORE, including strategy and roles.

In a nutshell, Nash's method is to: profile yourself and your team in terms of temperament and type; assess your current team's SCORE; and then work out an action plan for improvement.

Susan Nash runs a training and consulting firm, EM-Power, that consults to Fortune 500 companies in the US and Europe. Her depth and range of experience in organisational change is very evident in the two books.

Nash's 'method book' sets out the theory with exercises, case studies and tips. Nash and Bolin's companion 'field book' provides a more extensive set of tools for team development.

The first one third of the 'method book' is spent on understanding temperament and type, and on helping the reader decide their profile and inner dynamics. It is quite an in-depth look at temperament, type, and the information-gathering (S, N) and decision-making (T, F) cognitive functions in attitude (E, I).

By the end of this Part 1, the individual has quite a good idea of who they are in relation to type and who their team members might be, particularly if they have had the opportunity to share.

One of Nash's innovations is to give identifying names to the functions with their attitudes, rather than leaving them as cryptic symbols. For example, extraverted sensing, *Se*, becomes *experiencing*, and *Si* becomes *recalling*. These excellent single-word descriptors make the functions in their attitudes more accessible.

Part 2 of this book focuses on the application of SCORE to the team with its known type profile. Each chapter in this part represents a step in the application, with explanations, examples, exercises, case studies, coaching suggestions and checklists.

If you pull together all the summary checklists at the end of each chapter, you have a pretty good overview of the book. The final chapter addresses how to maintain peak performance.

Another of the interesting things Nash does is to organise the individuals who work together into a 'connects and conflicts' diagram. These diagrams make the potential tensions and synergies within the team clearer, and highlight the presence or absence of those who may act as between-type translators.

There is plenty of information in this book, probably to a degree that most teams will find overwhelming. It provides wonderful insights, and is great for facilitators of process or anyone with an interest in going deeper into type and teamwork. My impression is that Nash has tried to cover everything quite thoroughly.

Now turning to the field book . . .

Nash and Bolin demonstrate their substantial experience as practitioners of team development. They provide many exercises (that many organisation development and organisation transformation practitioners will recognise) in a way that logically supports the SCORE process.


Paralleling the 'method book', Part 1 of the field book focuses on temperament and type, while Part 2 is about building your 'dream team' through the application of SCORE. It is well structured and logically laid out, with some tips on how to navigate the sea of information using icons. The tools in this book expand and complement those provided in the 'method book.'

For facilitators of team-building programs, the field book does *not* provide reproducible masters and does *not* encourage photocopying. So I guess you would ensure that everyone in the client team received the 'method book' and the field book.

This, of course, means adhering to the method as laid out, working your way through exercises that are appropriate both to the group and to the SCORE method. If you are a practitioner who wants to take a 'bit of this' and a 'bit of that' to build your own approach, these books may not be for you.

To sum up:

- **SP** practitioners will find the practical tips and techniques useful.
- **SJ** practitioners can be confident the method works, because it brings together two well-researched and well-proven approaches: the MBTI and an established team development model, cleverly put under the rubric SCORE to make it easy to remember and use.
- **NT** practitioners will find the method innovative in its application of type, temperament and the attitudes of the functions to the key elements of effective team development.
- **NF** practitioners will find comfort in the method's facilitation of open communication, trust within relationships and respect for the individual, and its participatory approach to decision-making.

Susan Nash is to be congratulated for making a worthwhile contribution to the application of type to the world of work. 

## Higher ground

**Mark Kingsley**, *A Himalayan Trinity: A House in Higher Hills*, Seaview, 2003.

Reviewed by **Gabriele Parpinello**

I have known Mark personally for the last five years. When I met him, he was working on his book and recovering from cancer. Well, finally, here it is . . .

I greatly enjoyed Mark's personal story, which is written as three books in one. Firstly, there's his youthful journey through the Himalayas in Nepal, back in the early 1990s when he was a healthy young man in the service of the British army. Secondly, there's Mark's reflection of his journey through recovery and remission with Hodgkin's disease (a lymph cancer). Finally, he ties the experiences of life's learning together in the third book, which is a model for being, from survival to meaning in seven levels: 'Mark's Mansion'.

Mark uses a number of philosophical and psychological models, covering the meaning of humanness, behaviouralist and humanist motivation theory, personality type and spirituality. He cites Descartes, Coelho, Freud, Jung's psychological types, MBTI, Enneagram, Chakras, Maslow's order of needs, Frankl's logotherapy, Roger's self theory, and many others.

These are woven together exceptionally well. The psychological journey Mark has created and his insights and challenging ideas and impressions on life, on both physiological and psychological levels, are well worth taking a look at and reflecting upon.

I am studying psychology, and found the journey that Mark has written about to be a fascinating view of the meaning of life. His motivational model explains how humans can get confused and stuck at a particular level of life.

Mark has developed a process which can assist individuals through the different levels, so that one can experience and enjoy the different levels that make up a whole life.

Mark's book is available on a credit card secure website, [www.seaviewpress.com.au](http://www.seaviewpress.com.au). 