

The Appriser

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Profit Environment's Secret Sauce

—Randal Dick, PhD, CCNL
Senior Consultant

Organizational diagnosis is useless unless treatment that achieves wellness follows. Using [Profit Environment](#), Design Group International™ takes client companies through a diagnostic process, and subsequently, an opportunity to foster robust change. Randal Dick, Senior Consultant, caught up with Andrew Olsen, the mind behind Profit Environment (PE), for an explanation of Profit Environment's secret sauce:

Randal: Andrew, what is the secret sauce of PE, and why is it so important?

Andrew: The secret sauce is the discipline of science. The PE diagnosis is based on the most powerful sophisticated profit prediction science that I know exists. Other tools survey dimensions that rise and fall with profit, whereas PE measures dimensions that are believed to cause profit to rise and fall. Treatment decisions are made using dollar cost Return-On-Investment calculations based on that same predictive science. Instead of guessing about how much should be spent on fixing problems and hoping to break even, PE allows you to calculate the break-even point in dollar terms. This ends the usual posturing and stand-off between HR and Finance.

Then there is the discipline of planning, applying and monitoring the intervention through the usual mire of organizational priorities and politics. The key difference of the PE process compared to other intervention strategies is that target changes are specific and set by applied science, not theory. Heightened credibility adds an extra layer of seriousness.

Randal: What difference does it make whether a company does or does not use the secret sauce?

Andrew: The market is dominated by Myers-Briggs and the DISC profile. They are immensely popular. As performance predictors for significant business improvement they are, in my experience, utterly tragic. They appeal to narcissism, give the false impression that a label is a cause, and have no capacity to change the quarterly returns for business owners. Many managers spend vast sums of other people's money on these things and get nothing but a warm fuzzy out of it. I confess I am an INFP if that helps, and a High D and I. So what? Show me how knowing that makes anyone more profit in the next year.

Randal: Andrew, normally change creates angst and sometimes resistance among staff. How is it that PE has such positive results?

Andrew: PE puts change decisions and interventions in the hands of the people who make the diagnosis. The leader and the team interpret what the data means and decide for themselves whether they ought to do anything further. There is no-one to argue with or to be passive aggressive towards. We lead them through the sequence to tell and own their story. We stay as witnesses and mentors through their own work. They tell us and themselves whether they made the change.

Randal: Any closing thoughts?

Andrew: Yes, just one. About the secret sauce of science. We are so serious about the science aspect that we make our potential clients do a formal Return-On-Investment calculation in dollar terms before signing them up. We insist they understand what they are buying and that everything we offer and recommend has to be testable and prove itself. We want our clients to think scientifically and systematically about their business. We've completed the majority of field testing to this point and are amazed at the predictive power of this assessment tool. We are now starting to serve a clientele of early adopters.

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