

## We wrote the books

We are the leading experts on group dysfunction – because we wrote the books about it:

### THE NEW WHY TEAMS DON'T WORK

Berrett-Koehler Publishers, 2000  
winner, Global Business Book Award  
for "Best Management Book"

We know what keeps teams from working effectively together, and what conditions allow them to work at peak efficiency.

### TRANSCOMPETITION

McGraw-Hill/Business Week Books, 1998

We know how competitiveness between organizations gets out of hand, and how to retrain competitiveness toward common goals.

### WHY CHANGE DOESN'T WORK

Peterson's, 1996

We know what kinds of change initiatives work, and what kinds go up in smoke.

### TURF WARS

Scott, Foresman & Co., 1988

We know how Turfism works, particularly in the security and defense areas, how groups build walls between one another to protect themselves, and how to root out this pernicious and destructive habit.

### HOW TO SPEAK AND LISTEN EFFECTIVELY

AMACOM, 1997

We understand the primacy of effective communication in organizational excellence.

## Teamwork. Communication. Openness ...

Taken together, these are the psychological and interpersonal skills that security agencies most require, to protect property and lives in the months and years ahead.

## Testimonials

*"Information bogs down because people are mistrustful. It's not a matter of competence or intentions. Dr. Robbins took a culture famous for withholding and turned it into a organization that learns and shares."*

*"We all want information to get where it needs to go. But inhibitions persist. Do I dare pass this information on? Will they think I'm an idiot to share this with them? Will I get blamed if it turns out to be wrong? Is there no tradition of information-sharing in our organization? Will they ask why I didn't turn it over earlier? These are the questions that paralyze agencies and can lead to embarrassment or worse. Robbins and Finley pointed out the illogic of hoarding, and got every head thinking of ways to keep important information moving."*

*"Robbins makes a compelling case that the reason information doesn't make it outside an organization's walls has little to do with systems and a lot to do with simple trust."*

## TEAM INTELLIGENCE

2475 RIDGEWATER DRIVE  
MINNETONKA, MN 55305-2934

952.544.9260 (PH)  
952.544.3379 (FAX)

[info@harveyrobbins.com](mailto:info@harveyrobbins.com)

[www.harveyrobbins.com](http://www.harveyrobbins.com)

## Teamwork in time of crisis



In time of crisis, agencies need to share information with the highest accuracy and minimum delay.

What happens instead?

**Intelligence professionals** honestly believe they have "open ears" to input from outside their agency. But that's not what outsiders feel when they report in.

**Researchers** honestly believe they are correctly representing data presented them by outside sources – but they can be missing the most critical elements.

**Supervisors** honestly believe they are encouraging and non-threatening to their reports – yet vital information is routinely withheld because agents are afraid of sounding goofy.

**Managers** can honestly believe they have weeded out the self-protecting habits of a pre-existing culture – but they live on, despite everyone's best intentions

What can you do? You can get serious about change. Call us at 952-544-9260.

## What our consultations can do for you:

- Pinpoint failure moments in the information pipeline
- Stimulate a culture of true information transparency
- Safeguard against hoarding and withholding
- Create permanent markers to prevent backsliding to bad habits

In agency after agency, these have proven to be difficult goals to achieve. We all want to be able to collaborate effectively. But bad habits, faulty assumptions, and cultural prohibitions prevent the kind of transparent sharing that saves lives.

**Harvey Robbins** and **Michael Finley** are internationally recognized authorities on group process, cultural overhaul, and more reliable communication. Their award-winning book *THE NEW WHY TEAMS DON'T WORK* delineated the problem areas that keep high-sensitivity teams from trusting one another, and keep intelligence goals from being achieved.



## Optimizing information flow

# TEAM INTELLIGENCE

### We consult.

Behavior patterns of security organizations do not vary wildly from one another. We are often able, after only a few hours of examination and interview, to assess the strengths and weaknesses in a given security program, and to recommend steps to improve cross-boundary teamwork and inter-agency communications.

### We test.

We administer a handful of informal instruments to get a handle on what your team members think about the culture of the organization around them, about their own communications habits, how they feel about their responsibilities as members of a security team, and how they define security itself. These instruments are then used as teaching tools and discussion-starters.

### We train.

We address your rank and file in short teaching sessions and clue them in to the psychology of Turfism, and how each individual can take part in tearing down the organizational walls that prevent the free flow of necessary information.

### We talk.

Information flow is blocked not consciously but by unconscious factors embedded in an organization's sense of itself. We talk to your people to show where these unintentional blockages are occurring, and work with you to remove them.

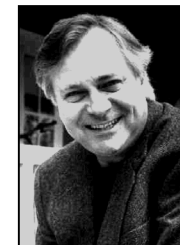
## Who we are



**Harvey Robbins** is a clinical psychologist with deep background in intelligence. He trained in the 1970s as a marksman and profiler for the CIA. In the 1980s he pioneered in the understanding turf wars, and what leads groups, particularly

governmental and quasi-governmental organizations, to undermine their mission to protect their country in order to their sense of turf. He has consulted with the Treasury Department, the Secret Service, U.S. Customs, the Internal Revenue Service, the U.S. Coast Guard, and numerous organizations in the defense and transportation industries, including Honeywell, General Dynamics, and The Southern Companies. Robbins holds a doctorate from Texas A&M-Commerce. He has spoken about human factors of organization on four continents.

**Michael Finley** is an IT expert with special strength in the area of human factors of technology. He authored the 1995 book *TECHNO-*



*CRAZED*, as well as a seminal book on governmental process improvement, *BETTER EVERY DAY* (Federal Quality Institute, 1993) For several years he was a writer for the American Society for Quality, and later for The Masters Forum. He has written about data security, game

theory and strategic process redesign for dozens of organizational publications, including *Harvard Business Review* and *e-Week*. He is co-author with Harvey Robbins of a half dozen organizational best-sellers, including the award-winning *THE NEW WHY TEAMS DON'T WORK*.