



emergenetics  
INTERNATIONAL



# Managing Business Change Through Thinking and Behavioural Preferences

Terence Quek  
CEO, Emergenetics International - Asia

# Preamble

- In 2012, Emergenetics Asia and Caelan & Sage merged to form Emergenetics Caelan & Sage
- This presentation is a sharing of a personal journey in merging two companies

# Key Challenges

- Different businesses
- Different business practices
- Different cultures

# Different Businesses

- Emergenetics Asia Pte Ltd was offering products based on a proprietary tool : the Emergenetics Profile
- Caelan & Sage Pte Ltd was offering services in strategic communications (branding, design, PR, corporate training)
- Both are different businesses!

# Different Practices

- Both companies had different practices because of its different nature of business
- Different practices also meant different SOPs, policies (admin and HR), etc

# Different Cultures

- Emergenetics Asia Pte Ltd had employees who have young families
- Caelan & Sage Pte Ltd had more employees who were singles
- Difference in cultures include how people prefer to work, working hours, team norms, etc

# What we used to help transit?

- The administrative, financial and structural part of the merger was straightforward to manage
- It's the people part of the merger that is the key.
- To help transit the people and build a team out of the two combined teams, we used Emergenetics

# emergenetics<sup>®</sup>

(emerge genetics)



Patterns of  
thinking and  
behaving that  
emerge from your  
genetic blue-print  
and life  
experiences.



# Thinking Attributes Defined

## Analytical



- Enjoys technical problem solving
- Logic
- Likes math and science
- Understands concepts and ideas
- Likes exploring how things work

# Thinking Attributes Defined

## Structural



- Enjoys directions
- Predictable
- Practical
- Makes and follows plans carefully
- Likes closure

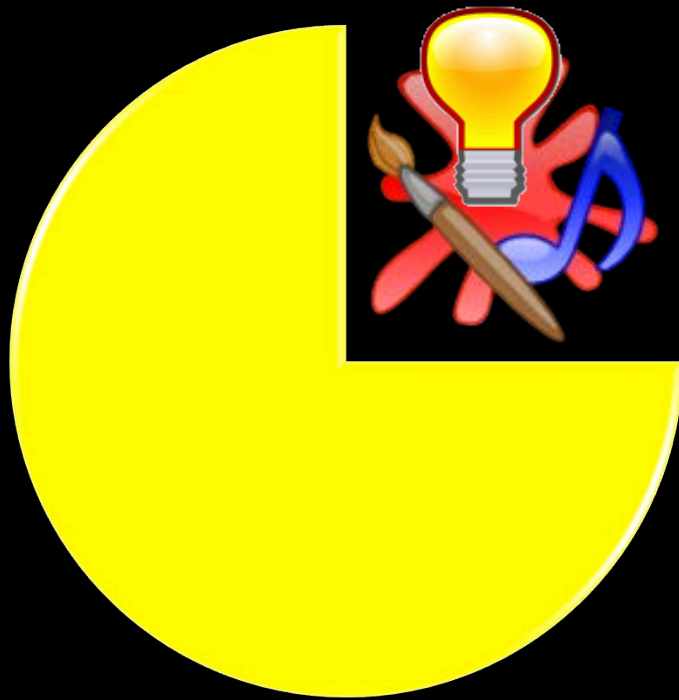
# Thinking Attributes Defined

## Social



- Enjoys helping others
- Emotional
- Sympathetic
- Intuitive about people
- Likes working in groups

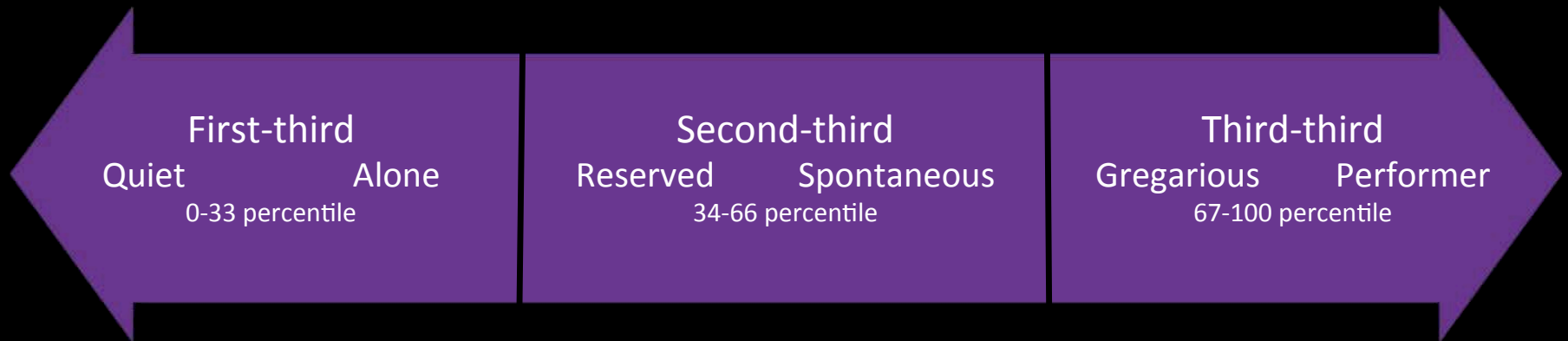
# Thinking Attributes Defined Conceptual



- Enjoys creative process
- Imaginative
- Likes the unusual
- Solves problems intuitively
- Likes to try new things

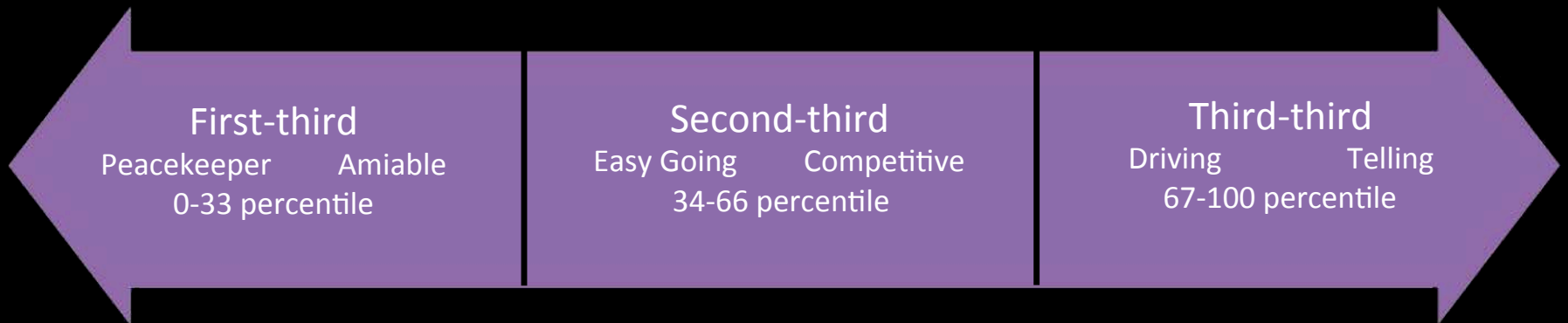
# Expressiveness

The outward display of emotions toward others and the world-at-large



# Assertiveness

The degree of energy invested in  
advancing thoughts,  
beliefs and feelings

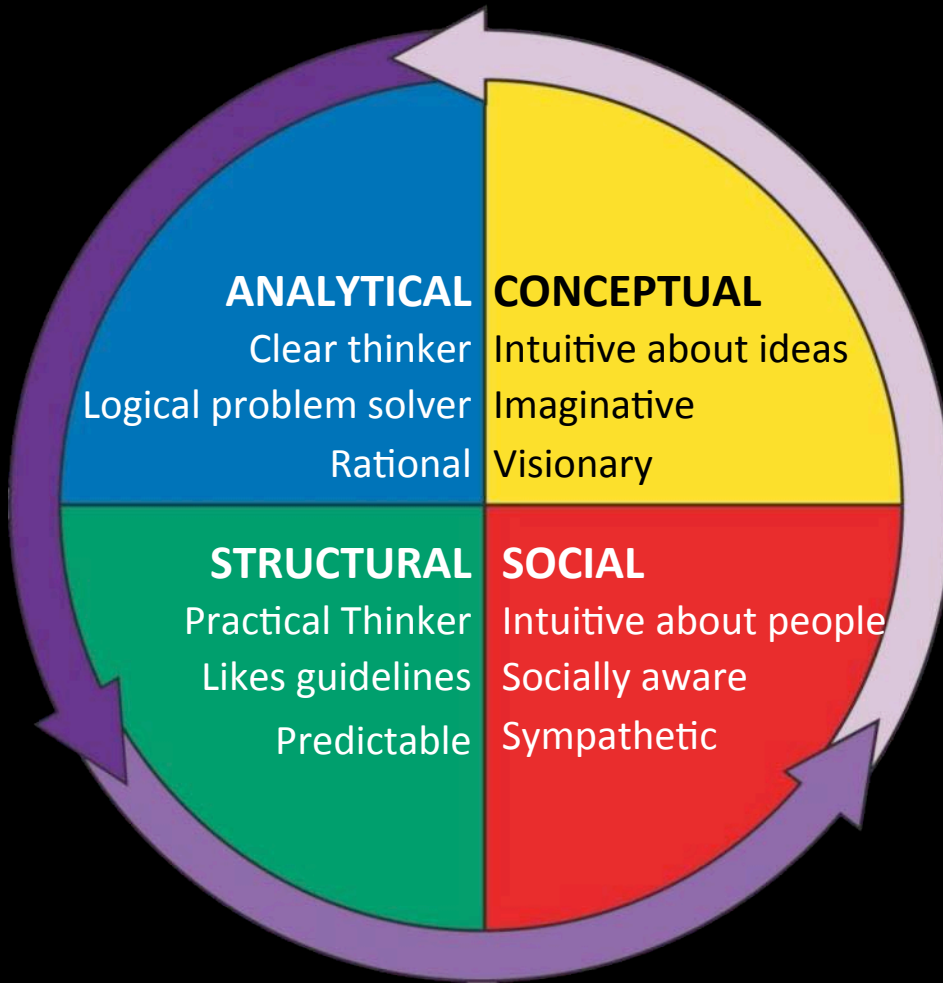


# Flexibility

The willingness to  
accommodate the thoughts  
and actions of others



# Emergenetics Attributes Defined



## EXPRESSIVENESS

The outward display of emotions toward others and the world at large

## ASSERTIVENESS

The degree of energy in advancing thoughts, feelings and beliefs

## FLEXIBILITY

Willingness to accommodate the thoughts and actions of others



# How we used Emergenetics

- Teambuilding using Emergenetics profiles to build understanding of brain preferences, which affect interaction styles and motivation

# EMERGENETICS® | PROFILE

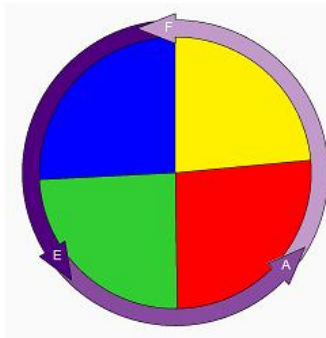
BLONDIE BUMSTEAD  
HOW YOU THINK: PERCENTAGES

**ANALYTICAL = 26%**

- Clear thinker
- Logical problem solver
- Enjoys math
- Rational
- Learns by mental analysis

**STRUCTURAL = 24%**

- Practical thinker
- Likes guidelines
- Cautious of new ideas
- Predictable
- Learns by doing



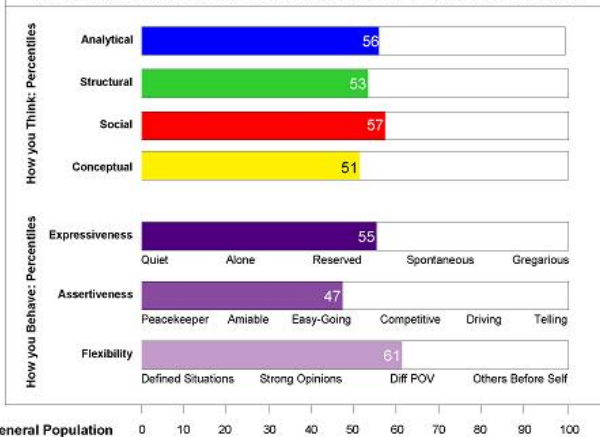
**CONCEPTUAL = 24%**

- Imaginative
- Intuitive about ideas
- Visionary
- Enjoys the unusual
- Learns by experimenting

**SOCIAL = 26%**

- Intuitive about people
- Socially aware
- Sympathetic
- Empathic
- Learns from others

HOW YOU COMPARE TO THE GENERAL POPULATION: FEMALES



© Emergenetics, LLC, 1991-2010.

Geil Browning, Ph.D. / Wendell Williams, Ph.D.

Sample of  
an  
individual  
profile

# How we used Emergenetics

- Generated Combined Group profile to understand the new combined team's strengths and blindspots

# EMERGENETICS® | GROUP

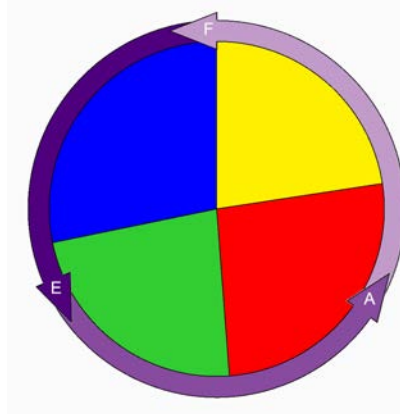
ECS MGMT - FEBRUARY 29, 2012  
HOW YOU THINK: PERCENTAGES

## ANALYTICAL = 28%

- Clear thinker
- Logical problem solver
- Enjoys math
- Rational
- Learns by mental analysis

## STRUCTURAL = 23%

- Practical thinker
- Likes guidelines
- Cautious of new ideas
- Predictable
- Learns by doing



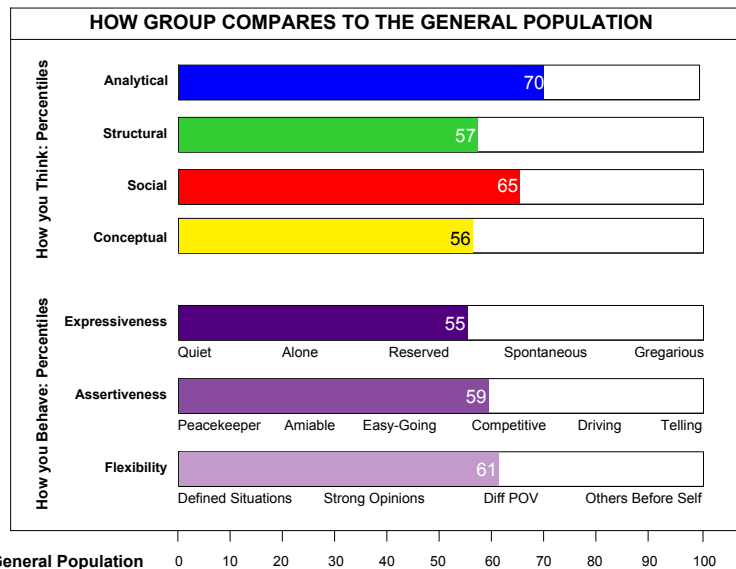
## CONCEPTUAL = 23%

- Imaginative
- Intuitive about ideas
- Visionary
- Enjoys the unusual
- Learns by experimenting

## SOCIAL = 26%

- Intuitive about people
- Socially aware
- Sympathetic
- Empathic
- Learns from others

# The new combined Team Profile



# How Emergenetics helped

- Enhanced interpersonal communication
- Increased teamwork
- Inclusiveness and diversity
- Facilitating meeting
- Coaching

# 5 Things WE did

# WE = Whole Emergenetics



# 5 Things WE did

- Communication
- Comfort Zones
- Clarity
- Camaraderie
- Culture



# Communication

- Just as we worked out external communication, we also worked out internal communication

# Comfort Zone

- We looked at everyone's comfort zones and avoided making major changes in the first year of merger to give reassurances that merger is positive

# Clarity

- We strived to give clarity to individual roles in the merged company through constant communication and clarifications

# Camaraderie

- We created a sense of camaraderie through teambuilding and designing a matrix reporting structure for members of the team

# Culture

- We involved everyone in the creation of a new culture for the merged entity, building on what is good in both original cultures and allowing time for the new culture to settle

# Closing thoughts

- People are the most crucial element in business. Need to pay special attention to it
- Tools like Emergenetics help, but a lot of time and effort still needed to manage change
- Culture is a key business differentiator, so it's important to get that right, but hard to work on



RESPECT

COURAGE

We Value people

EXCELLENCE

INTEGRITY

TEAM US



emergenetics  
INTERNATIONAL

**Thank You!**

**URL:** [www.emergenetics.com](http://www.emergenetics.com)

**Email:** [info@emergenetics.com](mailto:info@emergenetics.com)

**Tel:** (65) 6297 0636

**Fax:** (65) 6297 0691