



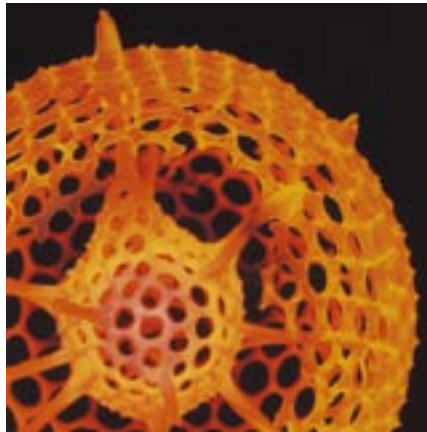
# Syntegration<sup>®</sup>

**The most efficient method to jointly  
solve complex problems.**

**The fastest way to achieve results.**



**If you want to make use of the knowledge of many people within a very short period, an efficient communication structure is required.**



Designing Principle of Nature



Geodesic dome, R.B. Fuller



The icosahedron, the three-dimensional work structure for Syntegration®

### **Syntegration® uses a principle which has been proven in nature**

Nature with its process of trial and error has always been developing the best solutions. It does not fight existing forces – it makes use of them. The degree of efficiency of natural structures is optimal. Neither material nor energy nor information is wasted.

Richard Buckminster Fuller, The American “Leonardo da Vinci of Modern Spirit”, made use of the optimised design principle of nature – the equilateral triangle to build geodesic domes of immense size and stability with a minimum of material.

Prof. Dr. Stafford Beer has used the same principle for the development of a three-dimensional communication structure by which human brains are linked with each other to work as one. This communication structure is – which can be proved mathematically – optimal, it is not possible to improve it further.

Syntegration® is based on this communication structure, combining the advantage of small groups, which means their productivity, and the integrative force of the collective knowledge of large groups. On the basis of a cybernetic work structure, persons and topics are automatically linked with each other. After 2 to 3 days a concentrated and precisely documented action plan integrating the knowledge of all participants will be available. It is based on consensus, understanding and the will of all people involved to put the measures into action.

Difficult market situations, time and cost pressure, antiquated processes and new technologies, internationalisation – the complexity of our management routine is growing exponentially. How can executives and managers cope with these challenges?

### **What is Syntegration® ?**

Syntegration® is a management method which was developed by the inventor of management cybernetics (basis of the St. Galler management approach) Prof. Dr. Stafford Beer. Syntegration® is a process structured on the basis of cybernetic principles to achieve decisions and consensus, maximising the degree of efficiency by the exchange of information and by integration of different points of view. Different perspectives will result in the best possible solution to a question within a very short period. Syntegration® effects commitment of the parties involved to contribute their knowledge and commitment to realise the results.



## Experience the fascination of applied cybernetics.

### Examples for application

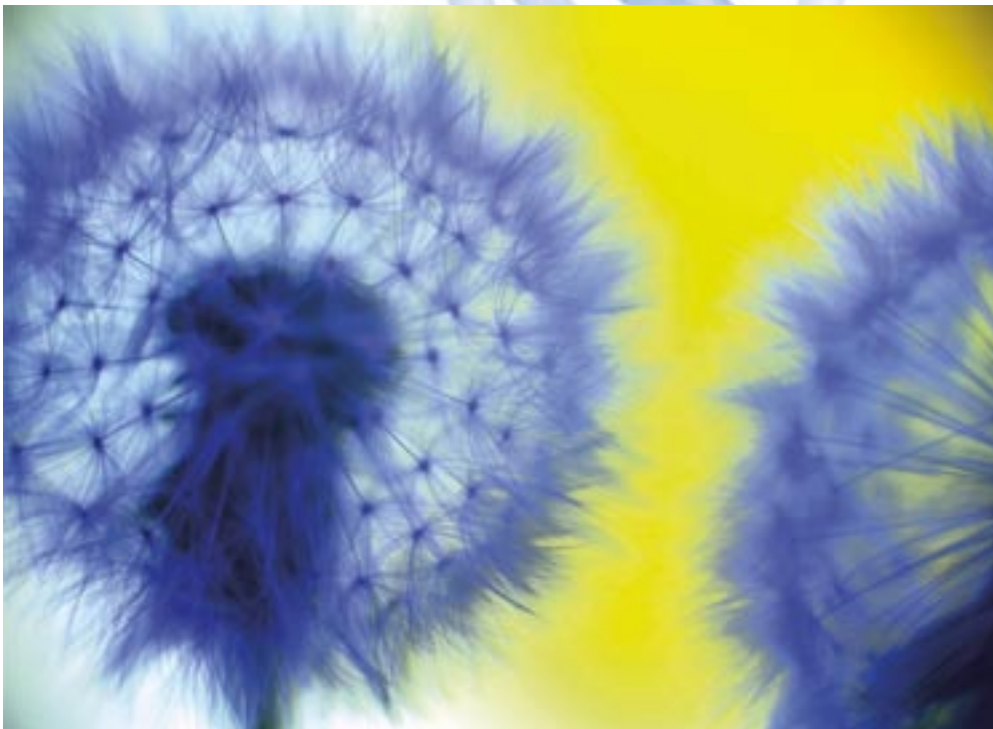
Syntegeation® is an alternative to consultancy as it helps organisations to make efficient use of the existing, but separated knowledge of the employees. It is particularly useful when it is important to focus a great number of people with different knowledge, standpoints and interests on one question and to arrive at views that are shared by all participants. Frequent applications are the following:

- Develop strategies
- Design new orientation
- Start processes for changes
- Start projects and initiatives
- Increase productivity
- Cope with mergers
- Solve conflicts



Just in few cases, complex problems can be solved by a few experts only. All organisations are dependent on linking the know-how of many brains. A wide range of knowledge and divergent opinions have to be used for improved solutions. The efficiency of conventional workshops is, however, exhausted, even with a low number of participants.

Efficient executives make use of the different opinions of their key employees to realise improved solutions within a shorter period.



All organisations are dependent on linking the know-how of many brains.



## Syntegration®:

**Synergy by linking people.**

**Integration of knowledge, opinions and interests.**



One of twelve linked groups with members, critics and observers

### How does a Syntegration® work?

A Syntegration® is performed in a retreat lasting from one to four days as a concentrated event with 9 to 42 participants.

Before a Syntegration® commences, we discuss the problems together with the customer, deriving an opening question for the Syntegration®. After that, the participants are selected: who do we need as vehicle for knowledge and who for later realisation of the measures elaborated?

Now the Syntegration® starts, designed as a workshop of several days, including all people relevant for solution and realisation at the same time.

During the first phase, the participants, proceeding from the opening question, determine the twelve topics which, in their opinion, are the most important to answer the question. In the next phase, these topics are processed in twelve linked groups.

After that, a number of meetings on the basis of a cybernetically designed pattern in which the participants play different roles, will take place.

Each participant has three roles: team member (in two groups), critic (in two further groups) and observer (in four further groups).

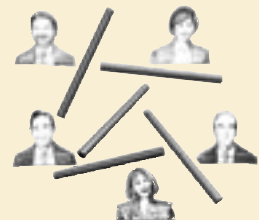
The work structure links the brains of 9 to 42 participants to work together as one, combining the productivity of smaller groups with the force of integration of large groups.

The organisational structure automatically provides for extensive information flow and maximum transfer of knowledge among the people and for self coordination of the topics in terms of contents. This is how the partial results of the twelve topics are joined together to a logical overall picture like the components of a puzzle.

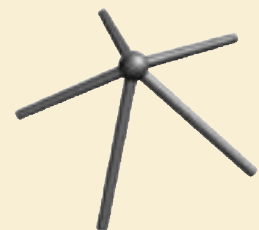
Facilitators and a logistics team will take care of all recording work of the team meetings and immediately submit it to the overall group. This enables the participants to have maximum freedom for thought.

Apart from individual insights, the joint language and standpoint, the physical product is a clearly documented catalogue of measures.

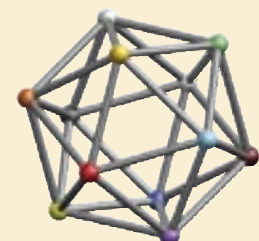
**The work of 3 months in 3 days.**



5 people...



...working on one topic



30 people working on 12 topics



## To be efficient, communication in large groups requires intelligent design.

### Target group

Executives from companies, institutions, organisations of all industries, areas and sizes who

- are looking for a real alternative to work effectively with a large group of people after years of experience with conventional workshops
- want to experience optimum design for effective communication
- want to get familiar with Syntegration® without obligation before using it in their own organisation
- are interested in complex questions of management

The participants of a 3.5-day Syntegration®

- learn which communication structures allow to make optimum use of the knowledge of different brains
- discuss the possibilities of competent handling of complexity for proper and perfect management with different executives
- experience the effect of this revolutionary cybernetic method
- gain an insight into the topic of how to cope with complexity

Syntegration® makes use of existing, but separated knowledge of employees. From different perspectives, it develops a joint viewpoint.

9 to 42 key persons of your organisation prepare the ideal, sustainable solution to your main problems and develop the highest possible will to put the measures into action within a record time of 2 to 3 days.

The tenfold effect with a fifth of the effort.



The icosahedron, the three-dimensional work structure for Syntegration®



## We are using Syntegration® in all types of organisations.

### Your benefit

#### Speed:

Results will be available within days instead of months. The time required for Syntegration® is minimal. The results become effective a lot faster.

#### Commitment and realisation:

From experience, 80 % of the measures are effectively realised within one year. This is because your key employees do comprehend and want these measures. They are aiming at the same target and are ready to take action. Realisation is based on a robust, reliable consensus.

#### Extensive solutions:

Due to the interdisciplinary and comprehensive work, more aspects are taken into consideration. This provides for risk minimisation, entirety and, as a consequence, durability.

#### Less effort:

The procedure is extremely effective and concentrated. Endless coordination and project meetings over months are no longer required. Moreover, your key employees have developed a joint language and point of view. Objections were eliminated.

#### Effective handling of complexity:

In a lot more than 200 syntegrations worldwide, extreme challenges have been coped with. The rate of realisation of the defined catalogue of measures of a Syntegration® is about 80 % after twelve months only. None of the conventional workshops or conferences determining fundamental measures and changes are as successful in realising the corresponding measures.

### Who are we?

#### BHS Services – from services to Syntegration®.

BHS Services GmbH & Co. KG is the service company of the machine and equipment supplier BHS Corrugated, Weiherhammer (Germany), world-market leader in the production of corrugating machines.

Since September 2004 BHS Services has been licensee in the area of Syntegration® of the Malik Management Zentrum St. Gallen after two syntegrations were performed successfully at BHS.

#### Our services:

We organise the overall, entire Syntegration® – completely, including preparation, performance and subsequent work, up to the effective results.

We will be pleased to assist you with presentations and questions about Syntegration®.

*«The results will be a great success, I was deeply impressed by the Syntegration®.»*

*CEO, private bank*

*«This was the best workshop in my life.»*

*Managing director, trade*

*«I am absolutely satisfied and definitely enthusiastic about some of the topics. I had hoped to gain ground, which has worked perfectly.»*

*Manager, automobile industry*

*«In my opinion, it is possible to realise 90 % of the measures.»*

*CEO, machine engineering*

*«Thanks to Syntegration®, we have surely saved a lot of time and money.»*

*Manager R&D, chemical industry*

*«Linking has worked, the objectives have been achieved. This is unique at meetings of this size.»*

*Manager business unit, aviation industry*

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