



expedia group™



Unpacking  
Insights' team  
effectiveness  
solution in the  
travel sector

With moving goalposts in an adaptive, VUCA world, how do you truly synergise across time zones, cultures, re-orgs and transitions with faceless people on Zoom calls and truly become one team? Add to that a transforming business that brings technology to travel in a world hugely disrupted by a global pandemic over the past 18 months...

That's why, when a travel giant like Expedia Group approached Insights looking for ways to synergise and activate high performing teams, we jumped to help unpack their challenges for it pushed us to reinvent our approach to team effectiveness and co-design solutions that could enhance collaboration, connectivity and community at a global level despite impediments.

## Need for team effectiveness

For a global organisation with over 18,000 people spanning 50 countries like Expedia Group, a strategic transformation into a platform business is a giant task that mobilises forces that disrupt the status quo and established sense of territory and team. The idea of teams itself was being challenged by the introduction of new sets of values and leadership expectations that were focussed towards building readiness for the future.

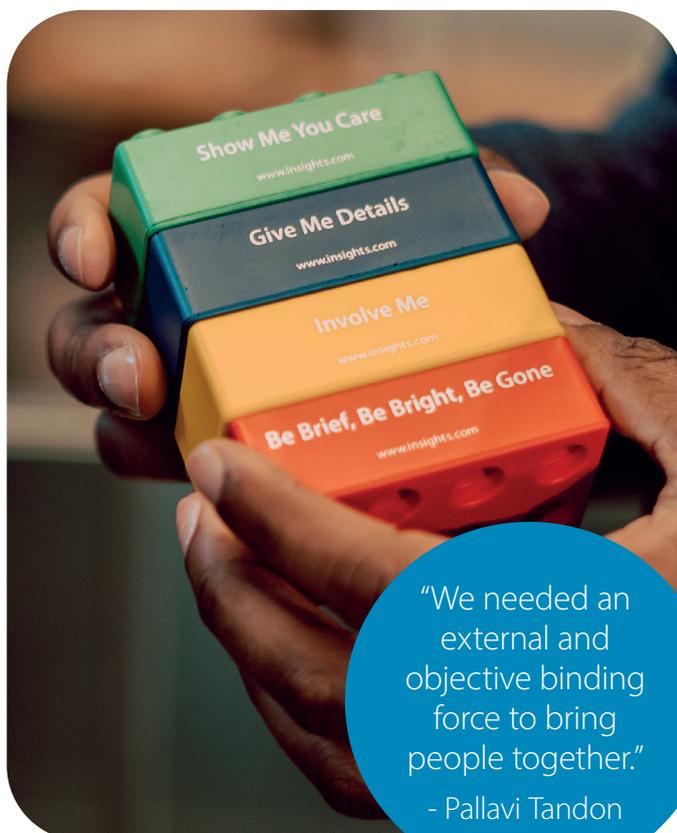
This outlook proposed a major shift from the erstwhile inorganic growth of the business through the critical acquisition of key properties in different geographies...



"The Insights tool and the Discovery session is a fundamental building block of team effectiveness that creates better awareness for the individual, and highlights where behaviours may need to flex in order to drive success as a team."

– Alissa Salmon, Strategy & Planning Director, Expedia Group

..that were allowed to retain their own identity, outcomes and enterprise. The transformation introduced re-organisation, re-prioritisation and re-structuring towards creating a new equilibrium where people had changed roles, mandates and identities coming together to work with re-defined teams across multiple geographies. These teams cut across boundaries of their former orgs and functions forcing people to re-think their boundaries and definitions with the belief in the idea of ONE.



As the pandemic forced people into their homes, the new normal impacted trust or rather denied opportunities to interact and assess one another. People felt at sea because their instincts were not getting enough data points to form an opinion. With the new normal, it seemed, we needed to find some threads of continuity; a common language, to allow people to start stitching their story together.

As Pallavi Tandon, Learning Architect and Behaviour Scientist at Expedia Group, suggested, "We realised that we needed an external and objective binding force to bring people together at the table. Such a force would beat biases and distrust that are potential threats to teaming at this point. INSIGHTS DISCOVERY already has a huge footprint in the business, it is a common language that most people are familiar with and have used to enhance self and interpersonal effectiveness; what if we were to extend this knowledge to amplify team effectiveness by allowing people to create new contracts with one another to work better together?"

## The power and potential of Insights

Travel industry giant Expedia Group has been a global client of Insights for several years, with over 11,000 of their employees having experienced an Insights Discovery workshop in that time. Insights methodology is grounded in the psychology of Carl Jung and aims to unlock potential through the power of self-awareness. Using the memorable language of colour, it cuts through the noise and enables everyone to get on the same page and speaking the same language – fast.

Insights introduces differentiation of people based on their preferences of colour energies, but it also proves to be empowering by attributing to everyone the volition to change and adapt to ambiguous circumstances with conscious intention. They can do so by dialling up or down the colour energies that serve their purpose. It doesn't put people in boxes in the way that other providers may. Pallavi says: "Using a tool such as Insights means that you can break down myths about what these kinds of tools can do for your organisation. People sometimes resist using preference tools because they feel boxed in, like they're being put into brackets and told who they are. Insights doesn't do that. It states that each individual is a combination of all four of the colour energies and there's a lot of agility in moving between those strengths."

“Insights is incredibly empowering for that reason. A lot of other providers tell you who you are. They tell you about innate behaviours that can’t be significantly changed. Insights doesn’t tell you who you are, it tells you what you look like today – but not necessarily tomorrow. If you don’t like how you show up today or what your reports says, you can change it.” Hence, providing the perfect language to an agent operating in a VUCA field!

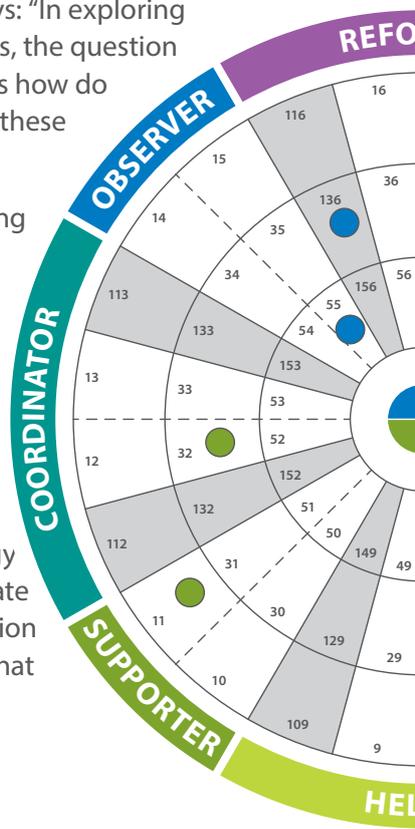
effectiveness workshop with some understanding of their personal preferences. A critical part of this self-enquiry is prompted by key instigators asking participants to think about the biases that they build about each of the four colour energies; Earth Green is the only empathetic colour energy; Cool Blue is the only colour energy that needs information (to name a few). The workshop begins with use cases where each of these myths are challenged and dispelled; allowing people to recognise the play of perceptions and the existence of fluidity when we read each other.

Only with a grounded understanding of the colour energies and how they uniquely combine in varying percentages to define a being does the design graduate to superimposing the energies on the team, ultimately leading to the understanding of the team by ‘personifying it to become a whole which can be experienced as more than the sum of its multiple parts’.

### ‘Personification’ of the team wheel

There are three steps taken to arrive at a personification of the team. Pallavi Tandon says: “In exploring individual preferences in teams, the question that impregnates every mind is how do we build bridges to cut across these differences?”

The bridges lie in understanding the irrational functions of sensation and intuition and how they cut across all colour energies and divide the wheel into the eight subtypes. The conversation gets real when the discussion in the room is about how do we recognise the subtlety within each energy and then establish ways to relate to each other with a conversation led by “What do I Want and What do You Need?”.



“Overall the session was very informative – giving the team the foundation they needed to start building trust and better relationships through an understanding of communication preferences and strengths/weaknesses.”

– Pam Temmel, Director, FP&A, Expedia FP&A EMEA

### The experimentation with design

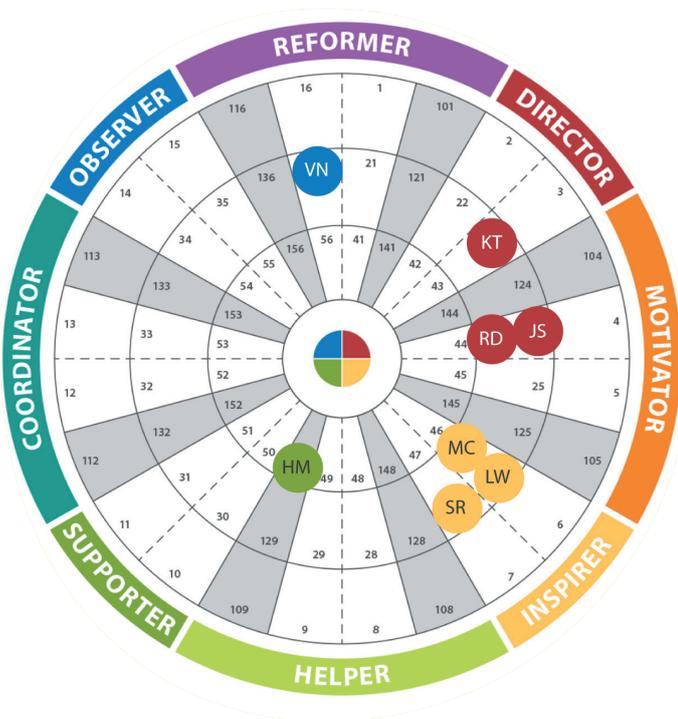
Insights and Expedia Group co-created a bespoke ‘Team Effectiveness’ solution that borrowed from various Insights modules; including the Insights Discovery workshop, Team Effectiveness workshop, and the Leadership workshop. It built upon these to arrive at a unique and customised design for Expedia Group. A complete function within the organisation was taken through a unified experience as a test case. Every individual who took the evaluator was provided pre-work to familiarise them with the framework behind the four-colour model. The learners received their Insights Discovery Personal Profile ahead of the session with a request to come to a two-hour team

Each subtype renders certain competencies and strengths to the team as a whole and when this knowledge is superimposed on the team to reveal the four pillars of team effectiveness, all contemplations about 'how does the team show up, what strengths does the team over-index on, what capabilities are being side-tracked in executing for today and – most importantly – what direction does the team need to take in order to meet the organisational expectations' become informed by psychometrics.

Most Client Practitioners have access to the organisational dashboards as well as results of engagement surveys. At this juncture, the realisation that the team has just had makes them more susceptible to objectively evaluate their team wheel and its implications on the capabilities and results orientation of the team. The second step, therefore, is delineating inclinations, tendencies, and possibly unproductive reactions based on the unique reading of the team wheel. This enables the participants to not only recall experiential evidence but also connect dots to the repercussions indicated by the dashboard.

In terms of readiness, teams can now analyse their overall effectiveness by asking questions like

- What do we notice about the spread of types in our team?
- What are the natural strengths in the team?
- In what areas are we dialling up less preferred energies?
- How is this helping or hindering our effectiveness?
- Given the current and near future needs of the business are there any gaps we need to address or pay attention to?
- Which colour energies do we need to dial up or dial down to help close the gaps?
- How will we ensure individual styles are honoured and leveraged in pursuit of our goals?
- How do we work together in service of organisational expectations from the team?



The third part of the personification is not only an experiment but also an extrapolation. The design introduces the dominant and preferred accessible colour energy distributions of the team. Both these distributions are then likened to an individual's profile and position on the Insights Wheel allowing the individuals to view their team, as a whole, for the first time. How would this team be experienced by others in the value chain had this team been a person? What would this team be proud of? What would they like to hide about themselves? What would they never do? What should others keep in mind when interacting with the team? How should the rest of the value chain relate to the team to extract the best out of them? What kind of leadership does this team need to become a high performing, sustainable team?

## The overall impact

When in flux, faced with ambiguity and change, a common meaning becomes an instant binding force. Personification of the team wheel highlights unconscious biases hiding between individuals and teams. It initiates a deliberate shift to create a common ground for voicing concerns and amplifying the less represented. Each one finds an expression; in that connection an entity is born! A team!

Pallavi adds, "The interesting thing about using this approach is that we're creating systems that, by design, help teams be more agile and adaptive. We're creating a process, rather than hoping it will simply happen naturally. We're also placing less focus on individuals. We're not saying you as an individual need to show up in certain ways. We're saying we need to show up with more spectrum and access to energies as a team, and here's the process to do that."



**Pallavi Tandon**  
Learning Architect and Behaviour Scientist  
2yr • Edited •

Just a little push outside comfort zone!! Some more @discoveryinsights into humankind!!! And a whole lot of practising at influencing and persuasion!!!! Workshops in Australia what a gratifying three day experience with the enthusiastic people here. #discoveryinsights #cialdini #transactionalanalysis #gestaltmethods



When this conversation finds a link to the leadership dashboard and connects with the on-ground impact the team is recording, the use of psychometrics in peoples' mind becomes strategic. It finds a seat at the table as a value addition, a critical datapoint in impacting the bottom line of business.

We still need to measure the behaviour change this experience is creating or the habits it's manifesting in our teams but the intention of embedding the language of colours across Expedia Group is a long-term commitment.

"It is ABSOLUTELY worth doing. I think it well worth the investment, particularly for those that have not previously had the assessment done."

– William Habenicht, Former Senior Director, Finance, Expedia Group

For more information on creating "an external binding force" visit [www.insights.com](http://www.insights.com)