



**International Game Technology (IGT) is a global leader in design, development, manufacturing, distribution and sales of computerized gaming equipment, software and network systems worldwide, with revenues over \$2 billion.**

IGT is a leader in the way they approach learning and development and as part of this strategy, count Emergenetics as a key piece of their human capital development.

### IGT's Organizational Profile

**IGT has incorporated Emergenetics into their HR Business model for over 7 years, and with over 1,800 IGT employees, from management to operations, currently in their database, IGT has a uniquely far-reaching ability to apply Emergenetics insights.**

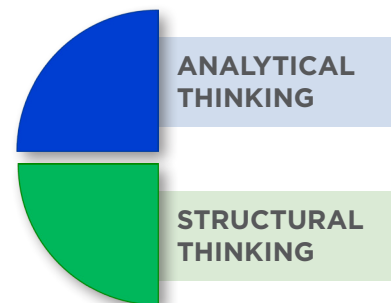
With this growing database of employees who have been Profiled, IGT can generate a "picture" of who they are as an organization—and, in drilling down further, extract performance themes, identify strengths and opportunities across the organization and formulate groups to better meet specific business needs.

IGT is at its heart a development company—an organization driven to high standards of efficiency, and one characterized by "getting things done... and done right," according to Jonathan Lee, Manager of Organizational Development and Learning. This organizational focus bears out a striking correlation with IGT's overall organizational Emergenetics make-up, which tends toward a more Analytical (Blue) and Structural (Green) bent.

This more prototypically left-brain approach has yielded IGT considerable growth, innovation, development and market expansion, but buoying this operational excellence is a clear and significant commitment to understanding their workforce and ensuring that all ideas and perspectives are cultivated and built upon.

This is where Emergenetics comes into play, as according to Lee, "We need to understand the way our overall approach affects all of the aspects that go into making IGT successful—employee engagement, empowerment, communication—and ensure that we are focusing on those elements too."

### IGT STRENGTHS



**emergenetics**<sup>®</sup>  
INTERNATIONAL  
**Moving Thinking Forward**<sup>®</sup>

## Emergenetics at IGT > Helping Solve Challenges

Emergenetics has been pivotal in helping IGT with several bottom-line driven ongoing initiatives:



**The Power of the Relationship** – IGT uses Emergenetics to zero in on the way the company and specific departments approach working relationships.



**A Forum for 1-on-1 Conversation** – IGT advances 1-on-1 conversations and a free-flow of information. Emergenetics helps build this communication pipeline.



**Team Development and Formation** – Teamwork plays a critical role in the workflow at IGT, and Emergenetics is used to ensure greater awareness of cognitive diversity, mediate potential conflicts and drive communication within teams.



**Cognitive Diversity** – In a company built on Blue and Green, Emergenetics helps IGT understand and act on the need for diverse thinking, driving innovation with Yellow (Conceptual) and using Red (Social) to ensure employee engagement and empowerment.



**Responsive Problem-Solving** – With team and departmental coordination, Emergenetics is used to quickly address questions or differences and build capabilities.



**Connecting Development with Business Impact** – At IGT, Emergenetics is positioned as a business impact tool—teambuilding, trust, and communication exercises with Emergenetics are viewed through the lens of critical business issues first.

## Emergenetics at Work > Putting Learning into Practice at IGT

For IGT, it is imperative to operationalize learning and development. According to Lee, this takes the focus out of the abstract and puts into a clear, visual and actionable perspective that their employees and leaders can work with and build upon. This form of operationalizing takes on several forms:

- **Emergenetics is a tangible, visual presence:** Although it is not a requirement, many employees at IGT display their Profiles on their desks, offices or cubicles. This creates a community effect and an openness that promotes dialogue and collaboration.
- **Emergenetics is integrated into daily work:** Emergenetics methodology is incorporated into staff meetings to hone in on particular elements of thinking and behavioral strengths that can bolster specific agenda items. Agendas are often built to invite the thinking and behavioral preferences to participate more effectively.

## Strategic Development with Emergenetics

IGT also focuses on a strategy integration model, where Emergenetics meshes with other key training methods to advance many offerings for employees.

**Emergenetics and Tuckman's Group Development Model:** To enhance team development, Emergenetics is combined with Tuckman's *Forming. Storming. Norming. Performing* model, creating a more personalized viewpoint on the widely regarded teambuilding paradigm. [Emergenetics begins the process by bolstering the Forming segment](#), allowing IGT's teams to connect to the humanity of the people involved and get a sense of each person's strengths and preferences.



**Emergenetics and Trust Building:** IGT is a team-centric company, both in new departments and across functional areas (combining experts from management, facilities, recruiting, marketing, product development and more). In this environment, Emergenetics is pivotal to the development of trust and needs discovery within the team:

- [What kind of thinking and behavioral spectrum do we have on the team and how can we catalyze our strengths for the team's goals?](#)

**Emergenetics and Leadership Development:** IGT utilizes Emergenetics as a leadership onboarding tool to create a forum for both leaders and team members to air potential concerns or challenges and realize where leaders' strengths lie and where potential differences with the team exist. Specific practices are then developed based on the team's overall Emergenetics make-up and the team's objectives.

## Emergenetics > Creating Results and Impact at IGT

For IGT it is vital for all training to meet specified business objectives and to demonstrate results that can be seen in various facets.

**Emergenetics has been used with strong results at IGT which creates the important facet of buy-in from leadership on its effectiveness in team settings.** Emergenetics starts as a catalyst for self-awareness and continues on by building trust and maturity within teams. In order to demonstrate the tool's effectiveness, IGT has created a front-end data intake against which to measure results.

According to Lee, one specific way of benchmarking progress with Emergenetics is to register both leader and team perspectives about the most important issues the team is facing. By creating this inventory prior to Emergenetics training, the team can understand where synergies and differences lie and customize the training to these aspects. Additionally, it provides a measurable benchmark for team performance post-training and action steps for follow-on training.

**Emergenetics results at IGT also come via follow-up – IGT looks at specific focal points within teams and departments (who have used Emergenetics) and develops systematic follow-up plans to reengage teams and evaluate performance.** Emergenetics bolsters this activity by overlaying the group's Emergenetics Profile on top of business issues, objectives and goals to advance these issues and find optimal solutions based on the thinking and behavioral strengths within the team.

Overall, IGT has created a robust framework for employee and organizational development with the Emergenetics model and one that advances their goals and empowers their people.

“Emergenetics is wonderful! I feel that the concepts and tools assisted my teams (I used it in every team I've been with) with better teamwork, improved communication, and promoted diversity of thought. The tools provided us an opportunity to learn about each other's strengths. With the tools, we had ways to leverage these strengths.”

Amy Packard, Director,  
Order Administration

