

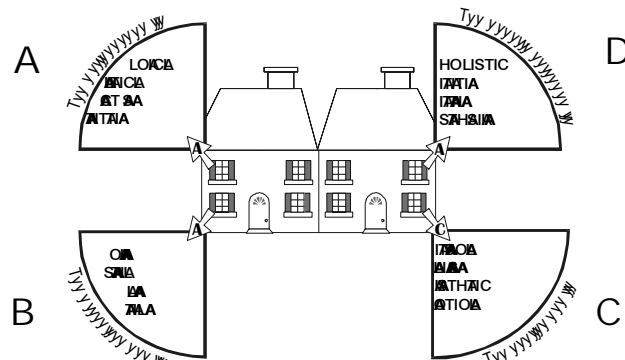
Putting Your Company's Whole Brain To Work

Herrmann International is pleased to present a variety of case studies demonstrating the application of the Herrmann Brain Dominance Instrument, the Herrmann Method, and more generally, Whole Brain Technology. The cases have been selected not only because they represent different business situations, but also because they represent examples of the impact of different mental preferences on business results. In addition, many of the cases illustrate four different ways of measuring success. While each of the cases presented represent a successful intervention, that success in one case might be entirely financially determined, while in another case it might be the on-time completion of a project, in a third case the development of outstanding customer relationships. And finally, the unleashing of an organization's creative potential. Because these cases are real life situations, the measurement of success ranges from diamond-hard to pillow-soft. The determination of success is often a demonstration of the thinking style of the evaluators. Different people see things in different ways.

For the purpose of understanding the Whole Brain Model, our degree of preference for each of the four thinking modes can be determined by our relative attraction to or aversion for each of the mode descriptors, which can be loosely defined as families of mental processes that have some commonality. Let me introduce you to each of the families.

Exploring the Four Different Approaches

Think of a four-family house that represents the specialized brain. The upper left apartment is occupied by the Rational family, the lower left by the Organized family. The Feeling family lives in the lower right, and the family known as Experimental lives in the upper right apartment. Logical, Analytic, Quantitative, and Factual (quadrant-A processes) are the "children" of Mr. and Mrs. Rational. Sequential, Structured, Detailed, and Linear (quadrant-B processes) are the offspring of Mr. and Mrs. Organized. The children of Mr. and Mrs. Feeling in the C quadrant are Interpersonal, Emotional, Musical, and Spiritual. Mr. and Mrs. Experimental of the D quadrant have a handful with Imaginative,



Synthesizing, Artistic, and Conceptualizing. The four thinking families taken together form a whole brain community of mental processes available to everyone.

When the four families get together for an event, there is no advance discussion about the roles and responsibilities of the individual families. They fall into place naturally and predictably. A while

ago the Feeling family suggested that it was time for a group party similar to last year's barbecue. Mr. and Mrs. Organized responded first by saying, "It's been 11.5 months, and if we wait two weeks it will be exactly a year since the last one. A Saturday afternoon would be perfect, with preparations starting at 4:00, dinner at 6:00, and a dessert finale at 8:00." Mr. and Mrs. Feeling said, "That would be great. It allows enough time for other family members to get here." Mrs. Organized said, "What other family members and how many?" "Oh, just some of our first cousins," they responded.

When Mr. Rational overheard the conversation, he said, "Great. This is an opportunity to use my new remote controlled, high-tech stainless steel barbecue grill setup. It's got everything, including a thermostatically controlled gas burner, teflon-coated grills, minifridge, wet bar, and even a state-of-the-art surround-sound entertainment system! It's absolutely the best item in the Sharper Image catalogue. The only thing it lacks is a phone, but I'll bring my cellular."

The Experimental family suggested an earlier starting time for a round-robin badminton game and wondered about expanding the menu to include veggieburgers, smoked turkey, seafood-stuffed sausage, and the seven-grain buns that had just become available. They also thought kite flying would be fun. The Feeling family agreed, but Mrs. Organized said, "I think we should do it exactly the way we did it last year with no changes at all, excepting reducing the number of barbecued ribs, since we had too many left over last year." Mr. Rational proposed a party budget increase of 3 percent in order to take care of cost increases in food over the past 12 months, and that the cost be split equally among the four families. Whereupon Mr. Organized said, "Exactly how many first cousins are you going to invite?"

Well, you get the idea. Each family settles into a role that is consistent with its mental preferences and, taken together, they will cover all necessary behavioral bases as they prepare for and carry out the annual barbecue party.

The Whole Brain At Work

If we now change the scene to the workplace and translate their barbecue party behavior into styles of management, we'll be able to see the business implications of brain dominance. Consider this scenario: Ms. Rational is manager of finance at the local manufacturing plant. She is courteous and polite but is always focused on business and tends toward the more directive side of management. The Human Resource staff often get complaints that her style is too hard, with an emphasis on the facts and less attention to individual's feelings. Mr. Organized, on the other hand, is the plant manager and in charge of production. Efficiency is paramount. His department follows a comprehensive manual of procedures that he himself developed and for which he won a managerial award. No deviation is permitted. Making sure all runs according to plan, safely, and on time is everything to him, so he tends to be impatient with ideas and methods that deviate from the norm.

Mrs. Feelings operates a day-care center that has the reputation of being the nicest and most pleasant children's facility in the area. The kids love it and the parents couldn't be happier, not only with their kids' reactions but also with the way they are treated when they visit the center. The place is called Lots of Love Day-care Center, and parents are encouraged to participate on a regular basis.

Mr. Experimental is a creativity course developer. He functions as the leader of a small group of corporate trainers who develop innovation and creativity programs. He has a knack for thinking up very imaginative, almost-unheard-of ideas, but the real reason he is a leader is that he excels at antici-

pating employee development needs by at least a year in advance, and is good at conceptualizing prototype designs.

Understanding Managerial Styles

These examples give you an idea of managerial styles for each separate quadrant of the Whole Brain Model. Keep in mind that in an attempt to define purely A, B, C, and D styles, they are extremes of the norm. Most managers would be a combination of these styles, as most people prefer more than one quadrant. Here is a brief synopsis of the styles illustrated in the previous scenarios.

The A-quadrant style is logical, analytical, and often bottom-line tough. No decision is made without the facts and reality is now.

The B style is very detailed, structured, and solid, down-to-earth with no equivocation and ambiguity.

The C-quadrant style is highly participative and team-oriented, and people are considered to be the most important asset.

The D style is intuitive, holistic, adventurous, and risk taking.

Impact of Dominance

Our experience clearly shows that Brain Dominance leads to the development of preferences, which in turn establish our interests, which then, lead to our development of competencies, and influence our career choices and ultimately the work we do.