



Putting Your Company's Whole Brain to Work Case Study Examples

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12 Billion in 2010-An IT Challenge

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The Challenge:

Hallmark Cards, Inc already a leader in the greeting cards industry and who has prospered for nearly nine decades plans to take another step forward. Hallmark Cards, Inc. is positioning itself for long term growth by focusing on consumers. In an aggressive effort Hallmark has set high expectations to tripling current corporate annual sales over the next ten years. Currently a \$4 billion company, Hallmark's corporate vision is to triple revenue by the year 2010 to \$12 billion. Hallmark recognized that it would not be able to obtain that type of growth doing the same things the same way and therefore, is making fundamental changes to position the business to capture tremendous opportunities.

Our Information Technology (IT) Division of Hallmark Cards, Inc. asked early on what role could we play in enabling Hallmark Cards. In response, IT redesigned itself to ensure that it could effectively deliver the strategies and results needed to support Hallmark in achieving its aggressive growth targets. The first step IT took in redesigning itself was to follow a rigorous and well thought out model to lead IT in the design efforts. The model is called the Organizational Systems Design (OSD) Model created and lead by Organizational Planning and Design (OPD). This model provided IT with the necessary framework to accomplish the new design.

In following the OPD Model, IT's first challenge was to define the current IT processes. Through the effort of understanding the current IT business processes, they also put a stake in the ground around the categorization of their work. It became evident that IT's competitive advantage was going to be knowledge. Specifically, how IT would be able to discover and diffuse knowledge to create new capabilities to enable Hallmark to its aggressive goal of \$12B. In categorizing the work they determined their competitive enabling work would be new value creation (i.e., create new capabilities). In creating value IT recognized that since they were not in the business of selling proprietary software or hardware that it would be the knowledge that would be necessary to create the new value (i.e., new capabilities). IT put a stake in the ground that they would compete on knowledge.

The Approach:

IT determined what goals were needed to achieve in order to best support Hallmark. IT followed the Organizational Performance and Organizational Knowledge Model to better gauge what was the knowledge needed in IT to achieve the identified goals (performance). Then IT determined what tools would be necessary to learn the required knowledge. IT knew that if it was all about the discovery and diffusion of knowledge that the faster they could accelerate that equation (i.e., Learning Capability = Discovery x Diffusion) then that would impact IT's ability to be successful in achieving its goals. So IT looked for opportunities that it could leverage to increase the equation. Research indicated that diffusion and deployment are harder than discovery and that mathematically increasing increments on diffusion would yield higher results. In focusing on what opportunities could increase diffusion, IT put a stake in the ground that teamwork was a requirement. Being a team-based organization would be a critical component in increasing knowledge diffusion. The direction would be that IT would organize around business processes and knowledge and use teams as a critical component of the design as a means for discovering and diffusing knowledge.

Using Teams:

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Teams are a critical component of IT's design as a means for discovering and diffusing knowledge. This notion of how IT manages knowledge is a fundamental way that IT will differentiate itself. Being a team-based organization meant that teams will be the fundamental work units of the new IT. There will be different kinds of teams: functional teams, project teams, management teams...but all work will be done in a team context. Even given that there are different teams within the four business processes there are some commonalities on which IT will focus resources. The three critical areas of focus will be on the need to start up teams effectively, the ability to possess appreciation for uniqueness and differences that people bring to the team, and belief in building high performance teams that can renew themselves. Therefore IT created a common toolkit that will be the foundation for all employees and all teams. The toolkit includes a start-up kit, communication skills (through the Path of Dialogue program), a five-stage development model to guide teams, and the Herrmann Brain Dominance Profile.

IT is focused on both discovery and diffusion mechanisms for teams. Efforts focused on discovery within IT are information sharing on increasing understanding about the creative process and ways to facilitate creativity. Facilitation methods for creativity are around learning when we are most naturally creative which is theta time. Music, toys or particular activities are being shared with teams to tap into creativity. Diffusion is focusing in not only are the sharing aspect, but also the applying. Here IT focused in on a common language for how to diffuse. The Herrmann whole brain is an approach that will help create a common language to talk about thinking and learning preferences so that IT can increase the speed in which they accelerate learning throughout IT. The literature states that it is all about learning faster than one's competitors. Extra focus was placed on diffusion because even though the idea of diffusion is a basic premise, which is easy to understand, IT recognized the challenge to actually execute diffusion.

Accelerating Learning:

IT's goal was to have individuals understand how others learn and how they process information so that they could present in the others' learning preference or in a whole brain way. This would increase the ease of diffusing and would accelerate learning. Paul Gustavson, the Principal Organizational Architect for OPD, also founder and president, worked on our Team Development framework, which included the whole brain model and tools. IT contracted Paul to begin the initial rollout to the IT design teams. Research indicated whole brain, gender balanced teams have more robust solutions and better results. Although IT may not have consciously selected team members to form whole brain, gender balanced teams they did plan on leveraging those on the team to communicate and leverage thinking in a whole brain way. Following team formation, IT had the need to start-up the design teams with the necessary tools to be successful and to come up with a robust and aligned design to achieve the IT outcomes that were identified. The design teams were heterogeneous. Research indicates that heterogeneous teams can either succeed wildly or fail miserably in comparison to a homogeneous team that usually ends up with average performance. The whole brain model was an important team start up tool. The profiles assisted in increasing awareness in the differences in our mental processing, the benefits of having members of a team who approach an issue differently, and appreciation of the diversity of mental processing. By using this approach the IT design teams came to have more tolerance, move to acceptance, and as time passed began to better utilize and understand the learnings from a whole brained approach that IT could increase appreciation. By increasing appreciation for each other's mental processing the design team was able to seek differences out to create more robust thinking and solutions.

Following the formal design sessions IT was clear that they were putting a stake in the ground that IT is truly going to compete with knowledge and the "how" IT managed it would be a major leverage point. IT began focused effort on knowledge management, which encompasses not only the formal tools, but also the processes of how to manage knowledge.

Specifically with the profile, it meant that just having the outside consultant was not enough. IT needed to bring the capability of facilitating the process in-house, it meant IT had to invest in certifying people. Human Resources who facilitated the process of bringing this knowledge in-house worked to engage representatives across the organization to increase buy-in. Four facilitators representing each of the major

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business processes within IT, along with three Human Resources practitioners had agreed to be part of the team to be certified.

Not only would this team come to live and breathe the whole brain approach in order to facilitate workshops, but they made sure an entire process of how to implement and communicate the methodology within IT's context would be established and agreed upon.

Finally, and most importantly, this same team would come together in an on-going effort to learn from each other in a community of practice (CoP). This CoP is a learning community of a group of practitioners in this case for certified facilitators. This group would learn better techniques for facilitating information about the approach within the IT context, would ideate on how to keep it alive within IT, and brainstorm what might be the next steps in leveraging the investment.

What was very significant about this whole brain application is that it was strategy driven. Based on performance goals IT outlined by its strategy, the design was created to achieve that performance. The whole brain model was built into an overall IT framework that was inter-connected and linked to other systems. There are three other systems in the framework that the whole brain is connected to. For example, in IT's assimilation process they work on assimilation of new members by sharing about their thinking preferences. As part of the selection process since ideation is a critical skill set we asked candidates to facilitate an ideation session. Additionally, in the performance agreement process IT chose to do a similar activity differently to create an advantage. IT leverages the whole brain model in most of its sections of the performance agreement which includes talking about learning as part of the behavioral aspects of the IT culture, in terms of support functions some people will lead communities of practices, and specific sections on learning and teaching. Other such examples are linked in throughout the design.

The Results:

IT is in the early stages of leveraging the whole brain approach and is still rolling out interconnecting pieces that all fit together. The success however, is evident in seeing that there are supporting systems and that the profile is not a stand-alone tool. The approach is strategy driven and is linked as part of an entire re-design. IT has some preliminary results of how the new design is perfectly designing IT to get the results they are getting. At this time, the results are positive.

In a very early analysis IT is on target in achieving very challenging IT objectives in the four areas that they measure. These four areas are Value Creation, Operational Excellence, Customer Value Analysis, and People measure. IT believes that a contributing factor to achieving the IT objectives has been and will continue to be how they leverage the whole brain approach in helping accelerate the discovery and diffusion of knowledge.

Leadership And Whole Brain Thinking

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The Challenge:

This Large Medical Hospital wanted to develop their leaders and directors with a sustained approach with a focus on leadership skills, communication and culture. They were looking for a tool/approach that would create better understanding and skills across those three areas.

The Approach:

The Leadership training was designed as a yearlong process. This program includes Leadership Skills, Emotional Intelligence, Interviewing Skills, Coaching Skills, Team Development, Dealing with Change and Rewards/Recognition.

The format for the training was:

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- ?? The 30 participants were divided up into cross functional teams of 10 who meet for a day long meeting every month (each team meets on a different day). This meeting typically includes the above content areas as well as a book review and an opportunity to discuss 'real issues' one of the team might be facing.
- ?? Each participant also has a personal coach that supports and reinforces the content as well as focusing the participant on application to their work situation specifically. Coaches also meet 1/month to share trends and ideas.

The Results:

- ?? The Whole Brain Model has become "shorthand" for discussion and processing that facilitates communication between team members.
- ?? Senior Management and the Directors realized the conflict between the "administrative and caring" (B/C) focus of many of the directors (many who came from a clinical nursing background) in contrast with the "numbers and bottom line" (A) requirements of the top decision makers in the organization. It is now understood that the impatience of the "numbers people" is not intended to "put down" the directors, that they are just in their "problem solving" mode. The directors have learned not to take that approach personally, and to present their information in a data based way. Recommendations have been made to the senior management team to consider bringing on a business manager to serve as a liaison between the directors and senior management. This would allow the directors to make better use of their time and skills.
- ?? Directors are using the Whole Brain model to think through their development plans to best take advantage of their talents (Gallup in depth interviews were done prior to this leadership initiative).

A Well Intended Foot in the Mouth

Large Consumer Company "HR Team member"

The challenge:

June the supervisor, who has a strong B quadrant profile (administrative) had a direct report, Susan who had a strong C quadrant profile (feelings) who was diagnosed with malignant melanoma. Susan came back to work a week early—too fast after treatment and as a consequence relapsed had to return home again. June wanted to ensure that this would not happen again. She was concerned and compassionate about Susan's situation and wanted Susan to take care of herself. However, June articulated her concern exclusively in a "B quadrant" way saying "we need to have a process for return to work, like a doctor's release to formalize a return to work". Her heart was behind this statement, but her "message" conveyed over the phone, came off as "B only", very administrative and almost uncaring!

Susan then asked to have her computer brought home so she could get work done there--June's first response was "No you can't do that--" because she was concerned that Susan would exhaust herself again--actually she could care less if she brought home the computer! The "HR team member" first got involved when Susan asked her to drop off the computer at her home, and she began to see a communication disconnect between the two. Having talked to June about Susan's situation, she knew, from June's face/body language and discussions how much she cared for Susan and only wanted to protect her from relapsing. Without a face-to-face interaction however, Susan was only hearing June's words and tone which came off as B only (strictly business)--and thus totally misinterpreted her intent which was based on compassion!

The Approach:

The HR Team member used the whole brain model to explain to June how she might appear "unfeeling" to Susan and bridged the gap by encouraging a face-to-face meeting between the two so Susan could "feel" June's compassion.

The Results:

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June and Susan met face-to-face (with the HR team member) and after some awkward first moments, June was able to convey her compassion to Susan, while apologizing for sending a message that was not what she intended. Susan is feeling and doing better.

Thinking Styles in Exile

Karen Zokas •KMZokas & Associates: kmzokas@aol.com**The Challenge:**

One person on a marketing team was creating dysfunction and unraveling the efforts of the group as a whole. This group was a highly creative organization and most of the members had strong right brain profiles. The group often had a tough time selling their creative ideas to senior management.

This one individual however had very different thinking styles--more left brained: detailed and number crunching. He felt insecure in this group and "un creative" having little value added, and thus "took this out" on the group with non-supportive behaviors. The manager had been avoiding the issue, hoping the group would gel at some point along the way.

The Approach:

As part of a team building session, the group learned about their thinking preferences, and how Applied Creativity is a whole brained process, not just a right brain exercise, as many perceive it. Diversity of thinking preferences was actually "good news".

The Results:

After learning about the style differences, the left brained team member now understands the value he brings to the team--he can package and present the 'wacky' ideas this group comes up with in order to get management buy in. The manager now feels much more comfortable dealing with him--she had been avoiding the situation due to his disruption--she now understands how to interact with him and is on top of things.

A Little Data Goes a Long Way

Michela Perrone

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The Challenge:

The MNBA Career Education staff of a large University was having a hard time making sure they had accurate and current data on the student participation and placement rates. A study of their team thinking styles data showed that the groups lowest work elements were technical and analytical. They were not worried about financial being a low work element as they usually just asked for budget and got it. The group had had a hard time hiring, retaining and managing all of the IT people (that could solve the data issues) they had previously hired.

The Approach:

The team learned about their thinking styles and team data. The AHA came as they saw the group data! They felt affirmed that they had problem solving as their number one work element, and the lack of preferred technical and analytical preferences explained the data/IT issues they had experienced. No wonder the turnover had occurred with the IT staff: they group "ejected" the ideas and approaches that each IT person brought to the group and often felt that the IT individual didn't "get" the scope of challenges they faced.

The Results:

Since hiring in IT help had not been successful in the past, they then decided to try using someone on the team, get them trained and use them to solve the technical issues. They asked for volunteers, and a young team member looking for development opportunities volunteered. The investment paid off and the group has solved its data challenges.

A Misfit Finds Fit

Large Retail Company

The Challenge:

An HR team had recently hired an administrative support person, Steve. The supervisor noticed that things didn't seem to be working out with him: details were certainly not his forte. He turned out to be a "trainer personality" in an administrative position and the fit was a disaster.

The Approach:

The team used the whole brain model and profile to explore their work process. The supervisor noticed that this individual, Steve, really loved it. A "what work do I love" exercise opened him up to talking about his true passion: training. She discovered that in fact he had taken the position hoping to move into training. Unfortunately, there were no training positions opening in the foreseeable future. The supervisor used the session and his data as an opportunity to open the discussion in a non personal way—he was the type of guy who "personalized everything" (his profile was very strong in the C quadrant and high in the D). She asked, "what is the 'brain' of your job look like?", a non threatening way to get the issue out on the table (this strong C quadrant group of trainers had been very hesitant to bring this up before, for fear of hurting his feelings). The supervisor was able to coach him using a whole brain diagram. Asking "where is the perfect profile for your position?" and then comparing that to his profile which was the opposite. It was a very non-shaming way to talk about the mismatch.

The Results:

In the comparison Steve discovered that the job was almost all B (with some A some C) Not a good fit for his profile! He reached out into his personal network and found a job with another company, doing training (a bit technical but Training all the same) and he loves it. He has just been promoted!

THE BIG GREEN MEETING

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The Challenge:

This non profit national organization has a network of member organizations (chapters) nationwide that function as separate corporations, with a membership agreement with the national headquarters.

The national headquarters provides consultation to chapters and assists with cultivation of corporate donors and other fundraising. Customer service (chapter) expectations are a driving factor in the activities of the national headquarters. Eight departments work with customers; each having a different perspective on customer needs and appropriate strategies to meet those needs.

The management team holds two planning retreats a year for strategic planning and goal setting. These meetings are very energizing: for two or three days the team lives in the world of possibilities- right brain, creative and very exciting. However, these planning meetings stay at the 10,000-foot level. When management returns from the retreat, each department is then responsible to develop objectives to meet the goals. Each department works independently, developing strategies for the same set of customers, to achieve the goals for their department, which then supports the organization-wide plan.

With a strong planning process in place, the team wanted to increase effectiveness in integrating planning and strategies among all departments. Also, the team wanted to improve implementation of initiatives and follow up.

The Approach:

The management team had participated in aWhole Brain training and had all seen their thinking style preferences. Shortly after that training, it became apparent that what was missing from the process was the lower left brain activities (B) needed to ensure that big, bold ideas were implemented and that there was follow through.

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The decision was made to hold an inter-department meeting of all management and other appropriate staff responsible for implementation. There had never been a meeting like this before. The goal was to take the organization-wide goals and department objectives and together determine what we would implement or try to achieve, how we would go about it (group vs. individual, training, presentations etc.) who would be the lead and be accountable for follow through. Additionally they would have a collective prioritization process.

They called this The Big Green Meeting to underline the purpose of the meeting. This was not a time to create new ideas and projects, nor to re-negotiate the annual goals. It was about process and procedure that would help all get the job done. It was about setting up systems for follow through and timeframes.

Green folders were provided for everyone and they did a whole theme around the meaning of "Big Green".

The Results:

Participants were very excited with the process. There was a strong commitment to the final product. The meeting helped all become much more inter-departmentally focused rather than being locked in to their own departments. There was a great deal of sharing of information and camaraderie around the challenges facing staff. An unanticipated outcome was the strengthening of relationships between the different departments.

Follow up from the meeting was strong. Many of the commitments were kept and objectives achieved. There were several favorable outcomes that while may be a result of other factors, appear to be related to the meeting.

Working relationships were improved which resulted in greater inter-department communication. There were fewer occurrences of mixed messages to customers.

Travel expenses decreased (due to "fixing" situations that had not been planned properly) and customer satisfaction increased. The plan is to make this meeting an annual event. It will continue to be called the Big Green Meeting!

Mission Attrition

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The Challenge:

The Call Center people for a large financial service firm was facing a problem with relationship phone reps had with high level customers (1 billion dollar investors). These customers were irritated that they would have to go on to other reps because their reps would move on to other positions. High net worth people wanted their reps to stay on for three years (this meant increasing the timeframe from the current 9 months to 3 years).

The Approach:

They were asked if there was a cadre of people who really liked the job, were doing work well, were fulfilled and satisfied and had longer longevity. The methodology was to determine if there was a pattern. Once a pattern is identified you can then work on hiring, performance behaviors and rewards and recognition. The high performers were identified and then were interviewed in depth, as well as profiled. Focus groups were held, the group was shadowed, and exit interviews of those who had left the company and department took place. They all seemed to know the answers, except senior management!

The general assumption that preferences of those who had high performance in this role would fall into the A quadrant: sophisticated financial analysts who could deal with the complexities of the high level investor.

In fact the high performers all had more of a BC tilted profile (a little more B than C) with some D. It was clear that this group needed to have a framework and a lot of flex to make their decisions and built and maintain their relationships.

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Rewards were A related. The study showed that strong D thinkers left in three months, the highest attrition rate. The company was placing A thinkers who were not right for the position, even though they often had the investment skills. The relationship, follow through and big picture focus of the highest performers represented exactly what customers wanted. They all had the financial skill set—here the style was of utmost importance.

The senior management group were all A dominant, so all recognition was based on that approach. They said “we don't need to tell them they are doing a good job, that is what they are paid for”. Performance rating was based on how many people they could talk to in an hour.

The Results:

Once the high performer data was understood, a list of 62 things to implement—measurable, success factors and recommendations was developed and provided. The style of this document fit the culture, and attrition dropped more than 50%, from 38% to 15%.

“A Whole Brained Moment”- SGI Learning, Communication & Diversity

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The Challenge:

Deborah Dagit, Director of Learning Communication & Diversity at SGI was introduced to Herrmann International and the HBDI instrument as a part of her own certification in December 2000. One of the ways that Deb chose to use the HBDI framework was in growing her own team.

In evaluating her team it became clear that her team was quite strong in the C/red - feeling self and the D/yellow - experimental self. The right side of the brain was well represented. Although they had a few people that were strong as the B/green - safekeeping self, there was not enough of that skill to support the current action plans and tasks that were necessary to grow the department. As for the A/blue – rational self – there was very little. In fact, many of the team members had their lowest score, often falling in the 3 category in the A quadrant.

The Approach:

Based on this assessment and the knowledge of the goals that needed to be achieved Deb set out to create a whole brain team. For her next hire she managed to attract a person who was strong A/blue and B/green as well as a high D/yellow. And although his C/red was not as high, there was already a lot of C/red on the team. Deborah also re-positioned a few people to let their talents be utilized in the best possible way, in particular focusing on the B/green strengths of various team members.

The Results:

Knowing the way they were organized and the strengths of the team members, the group had more patience while working together and working through the conflicts that did arise. Over the next several months, the team was able to put the right people on the right tasks at the right time and successfully complete a “playbook” which is a representation of the foundation of the work which is now being done in the Learning, Communication & Diversity area.

Deborah knew her strategy had been completed when at a difficult management meeting, the team addressed some issues together from every quadrant. In the meeting review, Deb summarized the progress of the meeting by stating we are having a “whole brained moment”. In this case, integration of the many talents worked to create the best outcomes in the least amount of time.

Growing out of Control

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The Challenge:

Fast Growth Inc. (not actual name) was experiencing a major growth spurt in their business. As with many organizations that devote much time and energy to growing their businesses the growth often catches them

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off guard in terms of organizational structure and capability. This was the dilemma the company was facing. The first step was to assess what the leaders and employees saw as major barriers to managing the growth. An "all hands" meeting held over a two-day period surfaced the following issues:

- ✍ Burn out
- ✍ Poor communication
- ✍ Turnover
- ✍ Lack of training for new employees
- ✍ Lack of empowerment due to a lack of access to information necessary to make decisions
- ✍ Resentment of the field sales reps by the inside support staff

The Approach:

Employees were then asked to fill out a job analysis grid for their position. They identified the major tasks of their jobs, percent in a week they spent on these tasks, rank the value of each task to meeting the financial goals of the organization, the skills they thought someone needed to do the job well and the attributes that would enhance one's capability to be successful in the position. In the attributes section we did match the language of the HBDI as descriptors.

These grids were then circulated for input from other employees who interfaced with the individual. This information was collapsed and formed the basis to provide an accurate picture of:

- ✍ Where employees were spending their time
- ✍ To what extent did where they spent their time tie to meeting the financial goals of the organization
- ✍ What were the "real requirements" necessary in terms of skills and attributes to do the job well

The Results:

Concurrently employees filled out their profiles. In addition each department had team profiles done. The combined findings of both points of data resulted in the following:

Increase in the retention rate

Some individuals switched jobs within the company. As new positions became open they had a greater sense if it was something they wanted to go after. People felt they had more access to more opportunities in house rather than leaving the company.

Up tick in employee morale

The profiles provided insight into where talent to task matching was good and not so good. Some of the frustration experienced by employees had to do with trying to fit square pegs into round holes. I personally think that part of the increase in employee morale and retention also had to do with people's perception that they work for a company that cared about their employees and invested in them being more successful.

Reduction of the animosity between the field sales reps and internal support staff

Also noted was that some of the animosity between the field sales reps and the internal support staff had to do with their thinking and communication styles especially with the accounting department.

More efficient work processes

Where appropriate work processes were redesigned for efficiency. An example of this was the dropping of searches of hard to find products. Fast Growth Inc., found it was spending 35% of its labor hours finding product that netted 10% or less of their income stream.

All in all the job analysis process linked with the profiles provided a means to evaluate what people were doing, was the time spent value added and did they have the right people in the right positions to do the job well.

Merge with No Purge

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The Challenge:

The Global Compensation, Benefits and Health Management Department of an International Pharmaceutical Company The parent company had acquired over the past year two, large pharmaceutical companies. One of the acquisitions was larger than the parent company. The head of the Comp. & Benefits organization needed to develop a new mission, vision and business plan for his new organization.

Identified Barriers

- ?? The operating philosophies, values, beliefs and approach to compensation and benefit were very different in all three companies.
- ?? The acquired departments felt they would have less power and influence in the organization since they were new.
- ?? Even before the acquisition, the head of compensation and development had problems with getting compensation, benefits and health management to work as a team in delivering value to the company.
- ?? The challenge was how to bring all this diversity together to develop an effective set of strategies and plans for supporting the success of the new company and obtain commitment from all of his new organization to these new plans.

The Approach:

- ?? Using the Whole Brain Model and profiles, all 35 employees of this new organization discovered their strengths and weaknesses as an overall organization in their ability to add value the performance of the company. They were also able to see how different they were in their thinking styles between and within Compensation, Benefits and Health Management.

The Results:

- ?? Understanding their thinking style differences allowed them to focus on the future and provided them with a common framework from which to determine what they needed to do differently to be recognized as important to the success of the company.
- ?? All of the members of this new organization reported that the mission, vision, strategies and plans they developed in the three days that followed were significantly better than they would have created without this initial analysis of their thinking styles.
- ?? Senior management also positively commented on the plans that this group had developed to support the performance of the company.

Procuring with Style...for the Long Term

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The Challenge:

The Midwest Procurement Bank provides organs and tissues for transplantation. There are five different departments: laboratory, tissue procurement, organ procurement, education, and administration. The Medical Director is an M.D.

In spite of several seminars, there seemed to be lingering interpersonal and communications challenges between the different departments. Another persistent issue became apparent: The tissue and organ procurement teams were often perceived by the hospitals they retrieved from as "unwelcome invaders" The education team who went into intensive care units to encourage organ donation and leave brochures was often treated with indifference. This resulted in a continuing low morale problem.

The Approach:

A bonus outcome emerged in the banks' interface with the 18 person board of directors (all highly technical doctors and surgeons). They learned that by selling their requests "scientifically" for new purchases, changes in procedures or personnel, they made it nearly impossible for the board to mount a challenge! All that was left was to say "yes".

Putting Your Company's Whole Brain to Work: Real Case Studies and Applications

A study of remaining staff 5 years later showed the following long term moderate to significant effect* of this initiative (learning about thinking preferences):

- ?? Attitude change about others
- ?? Behavioral change toward others
- ?? Changed interaction with colleagues
- ?? Makes me a better listener
- ?? Alters my approach to conflict
- ?? Helped me understand my "fit" with others
- ?? Scale range: Highly significant, Strong effect, Moderate effect, Noticeable effect, No effect, No opinion

Performance Reviews: A Review

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This research study was limited by it's number of participants but yeils all the same some interesting conclusions:

- ?? Preferences do impact how managers perceive employees, their performance and conduct their reviews: use an assessment to measure and communicate this impact with all involved in the review process
- ?? Use 360° instruments to increase self awareness
- ?? Have employees provide detailed feedback on those areas they will be evaluated on. Both reviewer and employee should read both evaluations and discuss them thoroughly
- ?? Ask employees question that elicit values and career development. Examples include: What do you like most about your job? Dislike most?; What are your most significant accomplishments since your last review (or your hire); What are your short term career goals?; Long term goals?; What opportunities / projects are of interest to you?; What gets in the way of your overall effectiveness?; What specific things can I (or your direct leader) do to assist you?
- ?? Do not base bonuses entirely on the subjective review process. Ask How good are managers at assessing performance? Do employees feel managers are fair and consistent across the company? Recommendation: Base bonuses on a mix of company and individual performance.

Examples of Skewed Views

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The Challenge:

This was an organizational review of a small not-for-profit: It consists of four full time paid staff and twenty five volunteers who perform the equivalent of three full time paid positions. The presenting issue was to determine whether they group had the right staff skills and whether there was justification in adding a half time position.

The Approach:

Using the Whole Brain Model as part of the review process the group showed very similar thinking styles mostly B and C quadrant. The staff obviously had good skills in relating to the volunteers and the ability of the CEO and chief fundraiser's ability to tap the emotions of granting bodies was paying off very well. The surprise was the strengths of the administrator both in dealing with the volunteers and her more advanced big picture thinking.

The Result:

The end result was that the part time position was allocated to the administrator so that she could spend more time on volunteer support and long range strategy. Now that her preferences were well understood, it became evident that her time was best spent on those activities and that the dollars spent in the short term would be saved in the long term.

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An amusing incident in the debriefing at the board meeting occurred when the fundraiser remarked that it probably wasn't necessary to send financial statements to grantor prospects. When reminding her that while it wasn't a top priority for her, most of the granting officers were strong analysts and would pay a good deal of attention to the numbers, she agreed with an embarrassed smile saying "I'm supposed to know that now".

Another Skewed View

The Challenge:

In a high tech company the presenting issues were that the CEO was perceived to be "out in left field", and that nothing got done.

The Approach:

The entire senior team of 25 were surveyed as well as a group profile of an executive committee of eight. The group profile showed that the CEO was actually out in right field - a highly visionary thinker - and the other seven were all strong A Quadrant thinkers. One of the reasons that nothing ever got done was the total lack of B quadrant thinking preference in the group.

The recommended solution was a simple one. Rather than undertake an extensive recruitment search, all they needed to do was to elevate a couple of people from the senior management team to the executive committee. They actually had all the organizational thinking capacity already in the company - just not at the executive table..

The Results:

They took the above promotion action and things improved. The CEO also learned that he would get farther with his big picture thinking by presenting it in language that the analysts understood.