



Building an Executive Committee/Board of Director Team

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Company: A large “not-for-profit” company in a major metropolitan area with \$16-18 million annual budget and growing.

The challenge: Approximately eight senior staff and eight board members requested a way to work more effectively together. They wanted to introduce the board to expansive creative thinking in order to create a vision statement and possibly a mission statement.

Existing conditions:

“No-name, not-for-profit” had changed leadership three years ago from an authoritative controlling leader to one with a synergistic, inclusive leadership style. Since that time, the senior staff had participated in three team building retreats using the HBDI and its team package as a basis for understanding change and each other while adapting to the new, freeing leader. During those three years, the annual budget had doubled from approximately \$8-9 million. The conservative board, while thrilled with the results had often been a bit befuddled by the process.

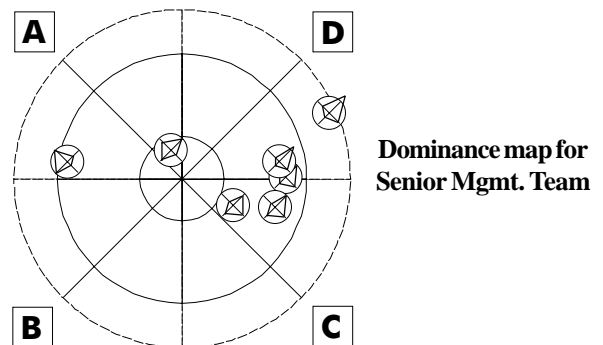
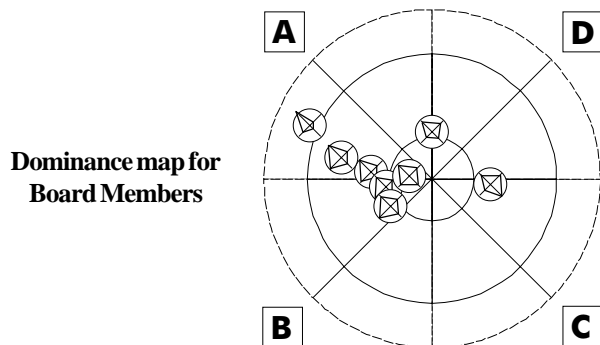
Desired outcomes:

Short term: Management wanted to release the creativity of the board members and to improve the staff-board team dynamic. Management wanted these (soft-measurement) results to manifest in a (new) strong vision statement. If time and energy permitted, management also wanted a workable (new) mission statement.

Long term: Management wants fewer vision planning sessions, more resulting strategic planning by the staff with approval by the board (rather than the reverse, which had been the case), and a better understanding of ways the staff and board can more effectively combine strengths.

Whole Brain intervention methods, processes, and strategies:

The staff was familiar with and positive about the HBDI. The board members had to be persuaded



to complete the profile document. The resulting profiles confirmed the expected variance between management of a not-for-profit organization and its board. The dominance maps confirmed the more left mode tilt of the board members.

A 1 1/2 day experiential workshop was designed to meet the short-term objectives. Activities the first morning included those which assisted in internalizing the underlying concepts of the HBDI followed by a brief segment on theory including Herrmann International slides and factual data about recent brain function research findings. This was followed by activities designed to unleash kinesthetic and intuitive knowledge. Debriefing of each exercise, as is usual in this kind of workshop, focused on learning and their generalization to specific staff-board work environments. Distribution of the profiles was followed by a break for absorption (staff members had brought their profiles from an earlier workshop to review at this time for new insights). Another experience was followed by lunch. In the afternoon, experiences (including the use of guided imagery, music-making, and small group discussion) were offered which began the idea generation phrase for development of an overarching vision, one without parameters that might limit human potential in any way. This process was very new and very awkward for many of the attendees, both staff and board, because of prior limitations that had been included in corporate vision statements. The continuous reference to Whole-Brain generation and analysis of group effort helped keep the group on track engaged, and opened to the probability of a more holistic result than they had achieved in the past.

The second day began with a more familiar process, though altered for an imaginative insert of strengths, weaknesses, opportunities and threats. Though participants had brought documents from the organization, they were asked to leave all printed materials in their briefcases. This was to be fresh, original, and the work of the team at-hand. Moving back and forth among SWOT data, the imaginative insert data and passes at a far-reaching, guiding vision, and mission, the team overcame an aversion to anything approaching their past negative experience with wordsmithing. They began accepting the reality of work preferences and Brain Dominance preference relationship as an influence, becoming more tolerant of possibilities satisfactory, if not perfect, for all.

Summary of outcomes:

The board participated in exercises that pushed their heretofore limits of the creative process...staff had been doing similar activities with the facilitator for three years. The board and staff learned about and learned to appreciate their differences, laying the basis for strengthened teamwork beyond the training days. Together they created a useful, telling, and inspiring vision statement.

Though they also created a new mission statement, it was less satisfying for the group as a whole. And, it was the last of the objectives-requested should time and energy permit. More work may be needed.

Optimizing the results:

Short term: A follow up letter has been sent to the management CEO suggesting the development of additional metaphors for overcoming wordsmithing dissonance.

Long term: Plans to continue use of the group average, group composite, and dominance map transparencies are in place. Discussions have begun and tentative agreements made for the strategic planning process to be altered, relying more heavily on staff input.

Success measurement criteria applied.





The success measurement process allows up to 100 points to be allocated to each of the four quadrants of this Whole Brain process. The success measurement points for this case are allocated as follows:

A quadrant : Whereas vision statement meetings have been held annually for some years, there is agreement between management CEO and board member CEO that such a meeting will be unnecessary for at least three years. The direct opportunity costs of such meetings approximate \$8,000.00 for facilitator, site, food, meeting supplies and the like, per meeting for a total anticipated savings of \$24,000.00 over that three year period. The indirect opportunity costs are the remuneration costs of fifteen high level employees and the probable positive fiduciary impact on their organizations—a conservative savings estimate being \$50,000.00. Total anticipated direct and indirect savings equals a conservative \$74,000.00.

B quadrant: The workshop took place in the time frames scheduled. The schedule conformed to a previously distributed agenda. The results were accomplished and were consistent with the priorities established by management.

C quadrant: Workshop participants moved beyond polite conversation to interacting with passion toward a mutually agreed-upon vision. They exhibited team spirit and team work.

D quadrant: Individually and collectively board and staff members playfully crafted a holistic vision statement.

Metaphors		Success measurement points	
A 	D 	A 85	D 100
B 	C 	B 90	C 100

