



CEO and Staff seminar

Case contributor: Ned Herrmann

Company: Anonymous Inc.

The challenge: This was a one-day brain update session with a CEO and his complete staff of ten.

Purpose:

The purpose of the session was to introduce the CEO and the top functional leaders of a billion-dollar company to the HBDI and the application possibilities of Whole Brain technology and the Herrmann method. This was in essence a paid sales call.

Existing conditions:

Up to this time only a few operating people had been exposed to the HBDI. The completion and submission of the staff level HBDI survey forms was the extent of their current awareness. The Herrmann Method was an unknown.

Actual outcomes:

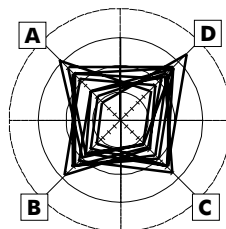
Short term: Spend a day with the CEO and staff and develop their understanding of the HBDI in general, provide their personal profiles, and explain the application potential of the instrument and the technology in the company. The day-long session would provide the basis for solving some current company problems and build some staff relationships.

Long term: A successful session would lead towards application of the HBDI to one or more functional organizations within the company and under the best of conditions, a general application of the technology throughout the company.

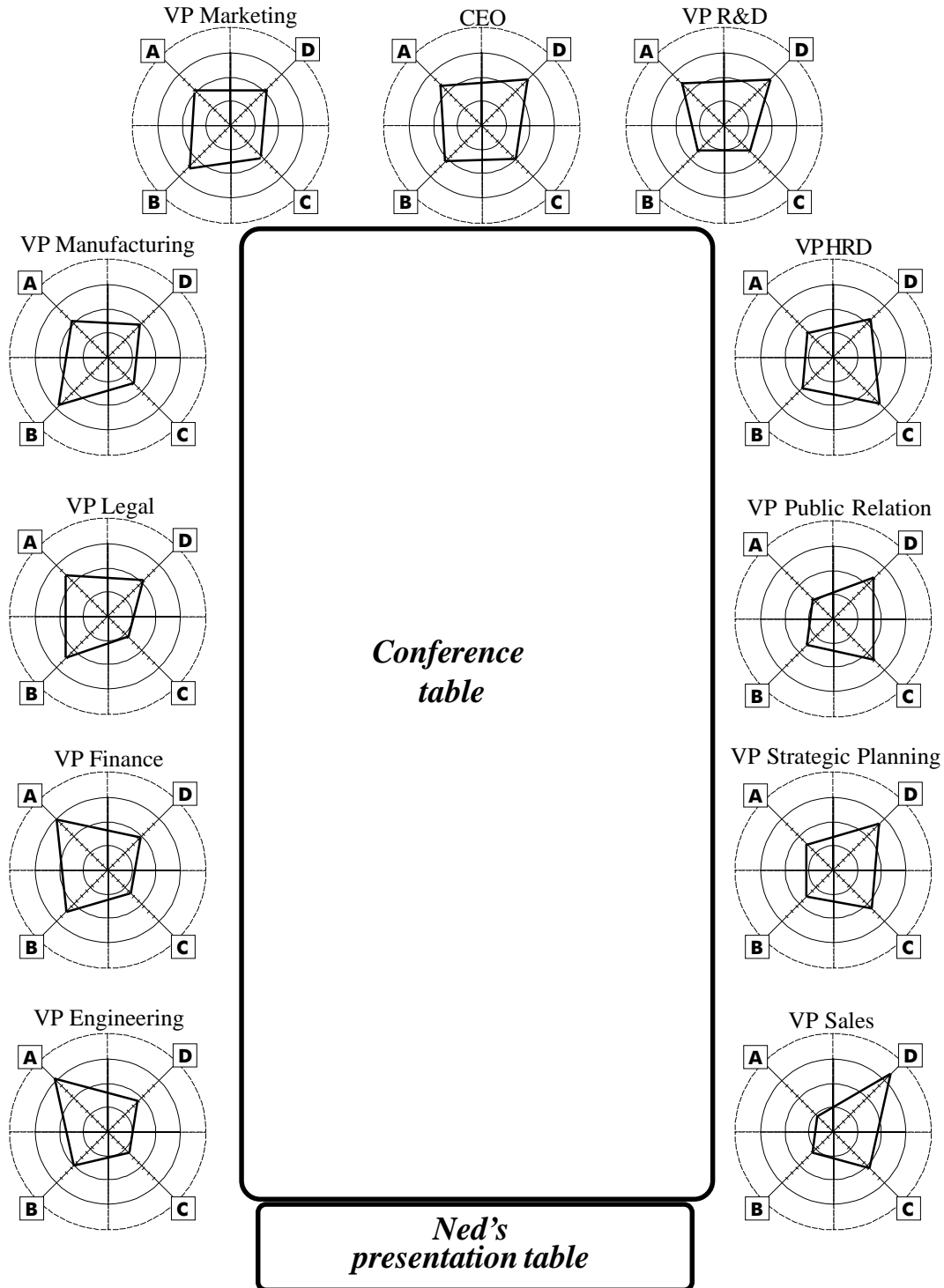
Whole Brain intervention methods, processes and strategies:

The HBDI profiles of the CEO and the ten staff members provided an almost perfect composite of the whole brain distribution. While this is often the case, in this particular staff situation, the profiles of the functional Vice Presidents reporting to the CEO were almost perfectly aligned with the norms for those occupations i.e. engineering, manufacturing, sales etc.

A composite of senior staff profile norms



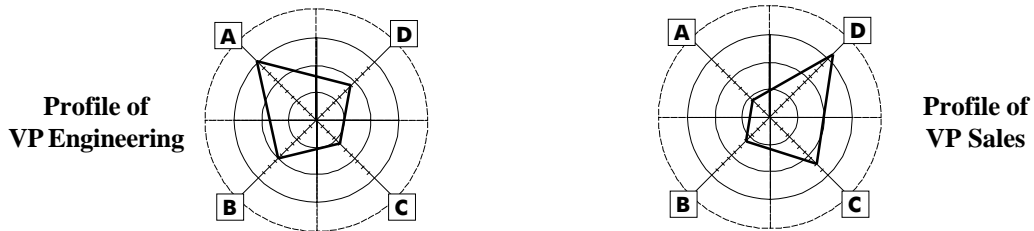
This session took place in the CEO's staff conference room which had a conference table large enough to accommodate the entire staff. The CEO was seated at one end and I was at the other end. I assigned the seats for a continuum from the most A quadrant profile on my immediate left, to the most D quadrant profile on my immediate right.



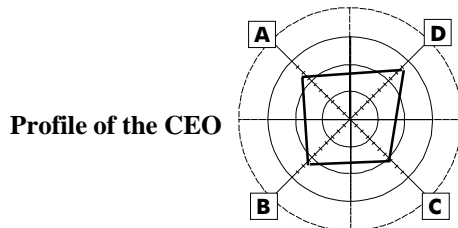
Profiles of senior staff arranged around the conference table

After developing a general understanding of the concept and building the whole brain model, I invited the participants to open their profile packages. When the sealed packages were opened there was absolutely dead silence. Each member looked at their own profile with great interest and intensity, momentarily shielding it from their neighbor. As I interpreted the HBDI profiling concept, each person began to understand their own data. I sensed a distinct change in the atmosphere in the room from one of apprehension to one of relaxation. In assigning the staff members their places around the table, I also made name tents so that I would be able to interact with each of them by name.

After a thorough discussion of the technical aspects of the HBDI and an open question and answer period, I asked each person to share their profile with the person sitting next to him or her. Through advanced planning these pairs represented the most homogeneous combinations available on the staff. After a moment's hesitation there was an almost immediate shift in the meeting atmosphere to one of animated verbal interchange. There was a lot of laughing, joking and pointing at each other's profiles. In many cases one member of the pair would over-lay their transparent profile over the other person's. There was a feeling of genuine camaraderie. After about ten minutes I asked the person on my immediate left and the person on my immediate right if they would be willing to hold up their profiles. After a slight hesitation they both agreed, and then held their profiles up in front of them, there was a gasp, and then a little laughter and then some applause.



The person on my left had a very prominent A quadrant profile and the person on my right had an even stronger D quadrant profile. The person with the A quadrant profile on my left was the VP of Engineering and the person with the D quadrant profile on my right was the VP of Sales. They looked directly at each other with an "Ah-Ha" expression, a newfound understanding between them with which every person in the room seemed to instantly identify.



At this point the CEO at the opposite end of the table from me stood up and said, "I would like to have everybody see my profile." He had a very balanced profile with primaries in three quadrants and the staff was obviously pleased with what they saw. After thanking the CEO and the two vice presidents, I declared a lunch break and suggested that during lunch everyone share their profiles with

each other.

After lunch I felt that the atmosphere of the room had completely changed again. Before the afternoon session started, I saw pairs and triads of people huddling together and talking intently about issues of mutual interests. I could over-hear several conversations that were obviously current business situations and others that were personal including some comments about their children. During the course of the afternoon I revealed a great deal of relevant information from our Herrmann International Occupational database. It was fortunate that each functional manager's profile was in good alignment with the functional norm for that position, including the CEO. At this point I announced that I had prepared transparencies of each of the staff profiles and asked if they would like to test their understanding by describing each one of these profiles and identifying its owner. I selected each profile randomly and with the individual's name covered up, invited somebody to describe the strengths of that particular profile in terms of the company's business needs. I was delighted with the response. People eagerly volunteered and even though they were not familiar with the jargon of this technology, they were quite accurate in describing the strengths of each quadrant and identifying its owner.

Following this profile activity, I conducted two communication exercises that were built on the differences in processing modes that result from an individual's particular quadrant preferences. I ended the afternoon by developing the concept of whole brain creativity and provided the group with an opportunity to practice with several specific problem-solving techniques. I broke the group into two heterogeneous teams and had them work on some generic problems. When they seemed ready, I asked if there was a current problem on which they would like to put their hands. After a few minutes of silence, several problems were described and offered as examples of things the group could work on. At this point the VP Sales stated that he and the Engineering Manager had been talking at lunch about a mutual problem they had with a customer who had complained about a design feature he did not like. It was a quality problem that had occurred and the notice he had received indicated that a delivery date had been stretched out a month. The VP of Engineering affirmed that, it was indeed a good problem to work on. The Financial Officer said it was not only a good problem, but a necessary problem. "This is a key customer and we need to keep him happy." I said there is no better application of what I have been trying to say to you all day than for you to use these concepts to solve this problem, go for it.

When I tried to close the meeting so I could leave for the airport, they thanked me profusely, but indicated they wanted to hang in on this problem to see if they couldn't solve it that afternoon. The goodbye handshakes were firm and the smiles warm. I was sure this was going to be the beginning of a continuing relationship with this company.

Optimizing the results





Short term: I felt the strategy of encouraging the group to work on a current problem was an ideal ending to the program. The climate was very energized and collaborative. The staff not only seemed to understand the concept and materials, but were also eager to apply it.

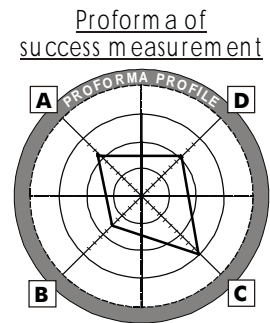
Long term: I offered to follow up with any interest in applying the HBDI and the technology to the functional organizations. The hand out materials included the products and services available from Herrmann International, and there were clear signs that orders would be placed. In the months ahead, similar sessions were requested and delivered.

Success Measurement criteria:

The four quadrant “Success Measurement” process allows up to 100 points for accomplishments that occur in each quadrant of the model. The allocation of points to each quadrant in this CEO case are as follows:





- A Quadrant: Staff ability to process logically, analytically and quantitatively
- B Quadrant: Understanding the staff organization
- C Quadrant: Understanding of self and other staff members
- D Quadrant: Functioning as a problem solving team

Metaphors		Success measurement points	
A 	D 	A 75	D 70
B 	C 	B 50	C 100



Bonus outcomes:

A Herrmann Method champion emerged and created broad interest throughout the company. Follow up business amounted to 5000 individuals being profiled by the HBDI including at least one day of training. The specialized language of the quadrants and the four designated quadrant colors became common language throughout the organization. Many employees began displaying their profiles on their office doors like an introductory name plate. More than 500 responded to meditation training and hundreds more started to attend other kinds of personal development. More than 100 groups did their training as intact teams and reported significant improvements in collaboration.

Metaphors		Success measurement points	
A 	D 	A 30	D 80
B 	C 	B 60	C 100

