



## Corporate Creativity and Innovation Committee

**Company:** DuPont

**Case contributor:** Ned Herrmann,  
Ann Herrmann-Nehdi

**The challenge:** DuPont's Chairman Ed Wollard established five corporate level committees to address significant company wide priorities. One of these committees was named the Creativity and Innovation Committee. A key member of that committee was Dr. David Tanner who had attended the Applied Creative Thinking workshop and had become impressed with Herrmann International and its offerings. He recommended that the DuPont committee make use of HI's recognized expertise in creativity in carrying out the chairman's mandate.

### **Purpose:**

Respond to the invitation by the DuPont Corporate Creativity and Innovation committee to support their efforts in developing a corporate wide program to advance the application of creativity and innovation throughout DuPont.

### **Existing conditions:**

During the previous year, Ned had presented several one day Creativity Workshops to over 200 DuPont employees. These sessions were very well received. When the committee was formed they discovered that they did not have sufficient in-house expertise to respond effectively to Chairman Wollard's assignment. Therefore they invited Ned and Ann Herrmann to attend a special committee meeting and make a presentation of how Herrmann International could help them and their company to achieve the Chairman's mandate.

### **Desired outcomes:**

Short term: Secure an agreement to work with the committee to not only formulate a program in response to the Chairman's request, but also for Herrmann International to provide critical elements of the program.

The target event was a company-wide meeting of officers and selected high potentials convened by the Chairman to hear the reports of the five committees. The Creativity and Innovation Committee selected Ned to represent them at the meeting by making the actual presentation. In advance of that event, Ann convinced the committee to make a video of DuPont's current creative accomplishments based on the work of Herrmann International that had already been applied. The desired outcome short range was to satisfy the committee and the Chairman.

Long term: Herrmann International becomes a favored supplier of expertise, as well as products and services to support DuPont's corporate wide stimulation of creativity and innovation.

**Whole Brain intervention methods, processes and strategies:**

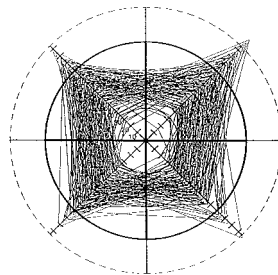
Ann and Ned committed themselves and the company to support the work of the committee. When invited to become an actual member of the committee Ann agreed, and participated in a majority of the meetings held in Wilmington, Delaware. Working with the committee, they designed a program to be presented at the Chairman's company wide meeting consisting of a video to be prepared by DuPont, a one-hour presentation to be prepared and delivered by Ned, and a one hour demonstration of a four quadrant problem solving process to be delivered by Ann and Herrmann International consultants, Ted Coulson, PhD. and Allison Strickland, M.S.

All 250 corporate officers and high potentials invited to the chairman's meeting completed the HBDI. Ned included a proforma of DuPont's annual report as part of the presentation. In addition, Herrmann International assisted the committee in creating a display booth, which was installed in a prominent place in the lobby of the conference hotel.

**Actual outcomes:**

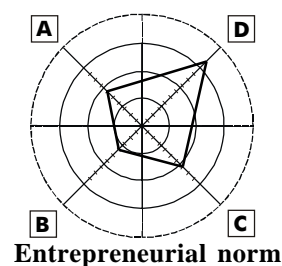
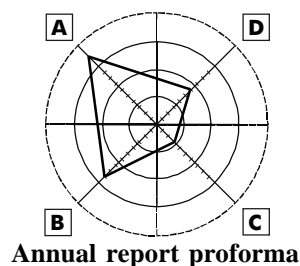
The excellent 15-minute DuPont video created at Ned and Ann's suggestion was shown to the 250 participants with great positive effect. This video summarized five outstanding achievements most of which were based on the Herrmann method. The video was narrated by Jean Prideaux who was a Champion of both creativity and the whole brain process. The presentation by Ned was considered an outstanding event and was judged by many to be the best presentation of any of the five committees.

**Composite Profiles  
of 250 participants**



The fact that the 250 high level DuPont participants represented a composite whole brain with a much greater diversity and therefore creative potential was a major learning for the company's officers. They had assumed that the company was strongly tilted towards the A and B quadrants because of the chemical/technical nature of the business and the professional orientation of its key managers. They assumed that the creative potential of this office group was modest at best.

A stunning moment occurred when the proforma profile of the annual report was shown as being strongly A quadrant, but with a subtitle of a global entrepreneur, which was clearly a D quadrant concept.



The problem solving demonstrations, which occurred in the afternoon of the meeting day, were very successful. Participants felt that the four quadrant process was both potential and effective as a problem solving approach. The committee was very pleased and felt their mission had been accomplished.

**Optimizing the results:**

Short term: DuPont purchased \$100,000 worth of HBDI profiles by advanced payment. A total of 12 DuPont training professionals were sent to Herrmann International certification workshops to be certified in the HBDI and Applied Creative Teaching and Learning. An extended series of dozens of Creative Process and Poet workshops were delivered to DuPont employees by Herrmann International faculty.

Long term: Herrmann International became a favored supplier of creativity products and services.

**Measurement criteria applied to actual outcomes:**





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 are allocated as follows:

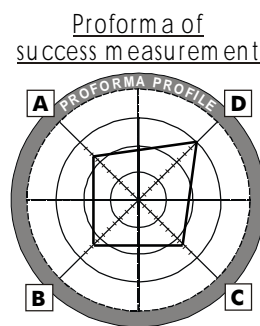
A quadrant: Bottom line outcomes were cited

B quadrant: Organizational support throughout the company

C quadrant: Revealed diversified view of DuPont leadership/shifted values





D quadrant: Creativity and Innovation were strongly reinforced as company wide priorities

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



**Bonus outcome:**

Over the next three years, the DuPont annual report became more and more Whole Brained and finally won the Mead Award as the best major company annual report.

Metaphors		Success measurement points	
A 	D 	A 80	D 80
B 	C 	B 80	C 80

