



**Case name: Creating a New Business Out of the Sale/
Divestiture of the Existing Business.**

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Company: DuPont de Mexico

Purpose: Create a new business entity with a new and different position in the market.

Existing conditions:

The current business needed to be revitalized with a shift in product market position, a change in needed business processes, and a need to revitalize a group of people with low “corporate self-esteem.”

Desired outcome:

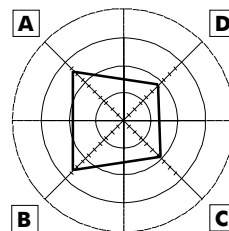
Short term: Create an entirely new position in the market for an existing business, convert a group of people with different functions into a team with complementary roles, and fix existing business processes through creative problem solving.

Long term: Create a sustained track record of high performance and increase the level of creativity to improve their product offerings and work processes.

Whole Brain intervention methods, processes, and strategies:

The intervention of Herrmann International de Mexico began during October, 1997, with the delivery of the initial brain dominance training module. A team building session was presented in December, which included the HBDI profiles of the current employee group.

**Average profile of
current employee group**



In March a module on creative problem solving was introduced to stimulate the application of Whole Brain Creative Techniques. Key to the intervention process was the personal coaching and assistance given the divisional leader and the general support by Herrmann International of the internal sessions and meetings.

Summary of outcomes:

Whole Brain creative teamwork resulted in three new clients and a total of \$100 million in revenues. There was an observable improvement in performance of individuals and in creativity and innovation in the new company. Whole Brain teams were formed and assigned tasks on an identified need basis. An increased level of communication was achieved and there was an observed increase in productivity through better alignment of people to tasks. There were improved client relationships through self-awareness, feedback, and the use of complementary individuals to aid in improving client relationships. The overall organizational climate was improved.

Optimizing the results:





Short term: Continue to work with the twenty-eight individuals who were profiled during the original intervention, provide coaching and follow up as needed to help these individuals optimize their performance through their improved self-knowledge, and profile new additions as they occur.

Long term: Continue the current application of the HBDI and the Whole Brain Method with the objective of enhancing the performance of the individuals in the organization, continue to provide creative problem solving learning opportunities, and follow up on team performance with additional skill building and offering of coaching tips. Provide support to help the group achieve its current goal of beating this year's budget, and assist them in increasing their level of creativity in carrying out their work processes.

Measurement of success criteria:

The success measurement process provides up to 100 points to indicate the level of success attained in each of the four different aspects of the project. The "success measurement results" are as follows:

- A quadrant: Increased revenue
- B quadrant: Increased productivity
- C quadrant: Improved team performance
- D quadrant: Increased creativity and innovation

Metaphors		Success measurement points	
A 	D 	A 100	D 70
B 	C 	B 70	C 90

