

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:

- 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).