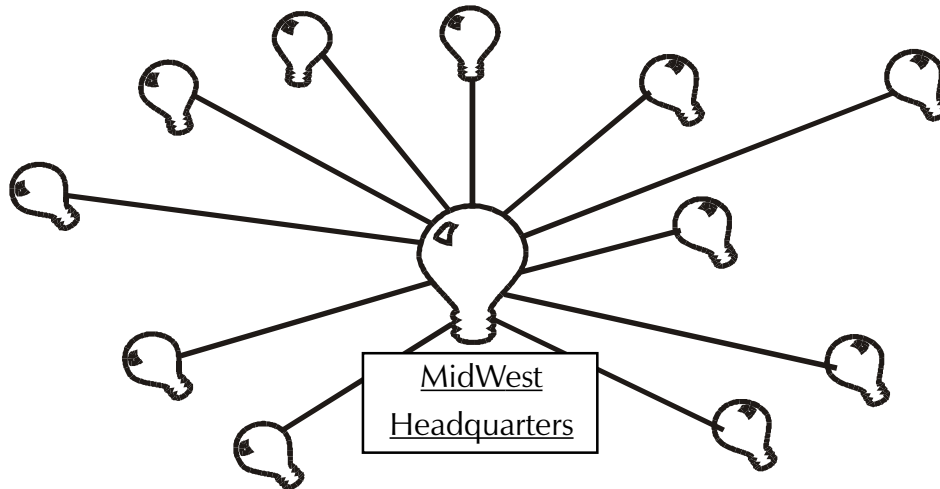


Case name: Putting Together a Stimulating Quarterly Offsite for the Manufacturing Staff

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Herrmann International

Company: Large Multi-National Lighting Manufacturer

The Challenge: Design and deliver an interesting, educational and impactful program for the regular quarterly offsite of the staff of the Vice President of Lamp Plant Manufacturing.



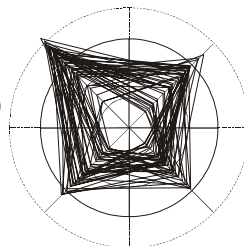
Purpose:

Through the awareness of their thinking style differences, provide the lamp plant managers and their VP of manufacturing new insight to their approach to the business and management issues.

Existing conditions:

The forty plant managers represented the staff of the Vice President of Manufacturing. Although there were significant differences in the roles of each of the forty plants, the Vice President assumed the plant managers were essentially clones of each other. In forming staff teams and delegating executive work, he made no distinction between any of the forty. He thought that a plant manager was a plant manager.

Composite profiles of 40 staff members



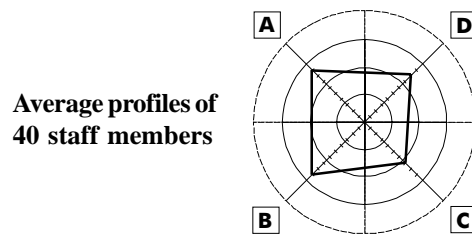
Desired outcome:

Short Term: Since the HBDI data showed that the forty Plant Managers represented a composite Whole Brain, the initial outcome was to change the assumptions of the Vice President about the mental diversity of his forty-member staff.

Long Term: Provide a basis for the Vice President to make more effective use of the intellectual assets represented by his staff, to better form teams and delegate staff work assignments, and in general, improve the results of the manufacturing department.

Whole Brain Intervention Methods, Processes and Strategies:

This was a one-day intervention. It was conducted at the headquarters of the lighting division. During the morning session an understanding of the brain dominance concept was developed through a series of exercises that helped the forty participants to discover their own mental preferences. The morning session ended with a distribution of the individual profiles and the group composite. The Vice President was stunned to discover the diversity within the group and the fact that taken as a whole his forty-member staff represented a relatively balanced Whole Brain team.



He urgently wanted to know more and a meeting was set up over lunch to discuss the implications of this surprising data. He revealed that he had no idea of the possible differences between the individual members of his staff. He had assumed that they were all alike and had treated them as if they were all typical plant managers. No attempt had been made to align each of the forty with the most appropriate work assignment. Further, no attempt had been made to form teams to deal with the overall manufacturing problems and issues facing his organization.

The afternoon session included methods and processes that could lead to improved communications between members of the staff and ways in which the creative potential of the group could be further released by applying the technology. Both homogenous and heterogeneous teams were formed and engaged in activities that demonstrated a significant difference in the team behaviors and creative outputs. The final exercise was the formation of 8 mentally diverse teams who applied their creative thinking to a common problem of the department.

Summary of outcomes:

The Vice President was visibly stunned by what he learned about the forty members of his lamp plant manufacturing staff. It was a total turn-around of his assumptions. During the session he formed a number of teams to accomplish key tasks within the department. He made sure that all of the flip chart presentation notes of the final creative assignment were captured for his later use. The group climate was visibly different and there was a great deal of good natured repartee among the members. The Vice President was visibly pleased.

Optimizing the results:

Short term: The hand-out material prepared for the session contained a wide array of models and processes to help facilitate follow-up activities. Follow-up coaching was offered to the Vice President in how he might optimize his work assignments and his team formation. All of the plant managers were encouraged to use the HBDI in their own plant locations and /or replicate the session they had just experienced in their own plant organizations.

Measurement criteria:





Each quadrant represents a measure of success up to a total value of 100 points. The success measurement points are assigned as follows:

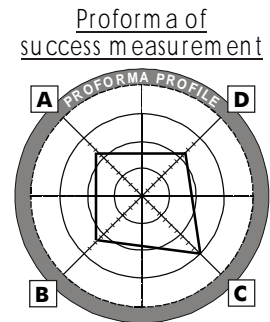
A quadrant: Analysis and interpretation of data, effective problem solving

B quadrant: Improved work assignments

C quadrant: Improved staff climate, personnel development and communication processes

D quadrant: New leadership strategy

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



Bonus outcomes:

Above and beyond the initial outcomes the division saw benefits as described below:





Since this case was the first application of Whole Brain Technology in the division it served as an example of the contribution that this technology can make to improve self understanding and organizational performance. Subsequently, other managers in the division applied a Whole Brain approach to their areas.

A quadrant: Financial performance

B quadrant: Improved production

C quadrant: Personnel development

D quadrant: Creative problem solving

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

