



Herrmann
International Europe

HBDI® Pair Profile

Debrief guide



The HBDI® Pair Profile

Overview

The HBDI® Pair Profile is a supplementary report to the Individual HBDI® profile.

It draws selected data from two individual HBDI® Profiles and creates a report by comparing and contrasting that data.

The data included in the Pair Profile is

- ◆ the Profile Score
- ◆ the Adjective Pairs
- ◆ the scores for each of the four Quadrants
- ◆ the Work Elements
- ◆ the Key Descriptors
- ◆ the 20 Questions.

Application

The Pair Profile is designed to build on the insights that an individual receives from their own HBDI® profile.

The HBDI® Pair Profile looks specifically at the insights to be gained by comparing and contrasting two individual profiles

It can be used very effectively for three primary types of 'pair interactions':

Induction/Introduction

We do not know each other at all. Applications include:

- ◆ new hire
- ◆ new team member
- ◆ new partner
- ◆ new boss/leader
- ◆ new coach
- ◆ mentor.

Synergy

We know each other and get along well, but would like to improve. Applications include:

- ◆ peer-to-peer
- ◆ leader and direct report
- ◆ team members
- ◆ coach and coachee
- ◆ mentor and mentee
- ◆ parent and child
- ◆ facilitator and participant.

Conflict

We know each other and have some issues to resolve. Applications include:

- ◆ peer-to-peer
- ◆ leader and direct report
- ◆ team members
- ◆ coach and coachee
- ◆ mentor and mentee
- ◆ parent and child
- ◆ facilitator and participant.

Facilitating the Pair Profile: Overview

As with the individual HBDI®, the Pair Profile must be de-briefed by a fully certified and active HBDI® practitioner.

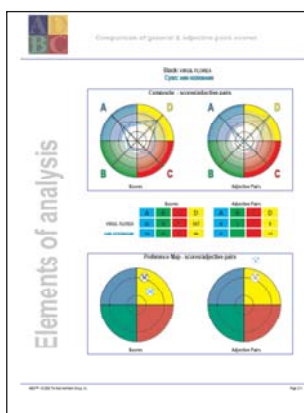
The Pair Profile is a supplementary report. It builds on the data and insights of the individuals HBDI® profile. This means that both people involved must have already received an in-depth HBDI® feedback session and be familiar with their own profiles.

As with the individual profile, the person defines the profile, not the other way around. The context in which the two people interact is critical to effective de-brief session.

The Pair Profile is more a **discussion document** rather than an indicative report—so allowing both people to discuss and interact about the data and its meaning is critical.

Make sure that each individual also has their HBDI® Profile Sheet and Data Summary Sheet available during the discussion.

Facilitating the Pair Profile: Detail



Comparison of General and Adjective Pair Scores (Page 2)

Remember that one participant has a blue/cyan profile, the other black. Point that out immediately so the participants can easily find their data.

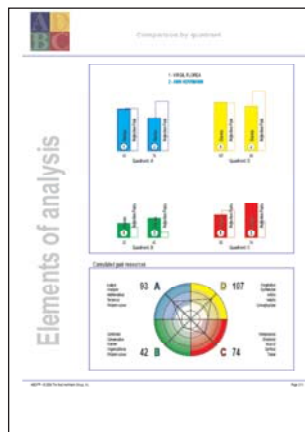
Remind them of the 'stress style or pressured style' explanation for adjective pairs.

Note: If the individual profile was completed prior to 2006, the participants may have never seen the dotted line visual profile of the adjective pair data, which is the visual representation for all adjective pair data throughout the profile.

Ask participants to comment on their interaction when under pressure or stress. Is this reflected in the adjective pair profile comparison?

Explain that the preference map has more Whole Brain Profiles in the middle and more 'tilted' profiles toward the edges, and is designed to highlight differences in profile orientation.

Comparison by Quadrant and Cumulated Pair Resources: (Page 3)



Comparison by Quadrant

Point out that each participant has a number as well as the colour designation.

Encourage them to discuss which quadrants are more similar and different, highlighting how that 'shows up' in their interaction.

Note again any differences in the Adjective Pairs by quadrant. It may be easier to see key differences and similarities when compared this way.

Cumulated Pair Resources

This display shows the 'aggregate real estate' covered when the two profiles are combined. This can be useful to highlight how much of the mental spectrum is covered when the pair comes together.

Also point out any quadrants that still remain 'exposed' even when their preferences are combined. How does that play out in their interaction?

Comparison By Quadrant in Descending Order of Synchronisation (Pages 4-5)



This section further drills down into each quadrant, starting with the quadrant where there is the greatest alignment or synchronisation.

This section points out specific clusters within each quadrant that are shared by the pair.

Have each participant read through each quadrant and invite them to discuss how synchronised they are or are not and what the implications are for them as they interact with each other.

- ◆ How do the similarities add value?
- ◆ Do they create competition?
- ◆ How about the differences?
- ◆ Are they complementary or do they present challenges or both?

Encourage each participant to use the note space provided to make notes as they read through this section.

Ensure the participants refer to the Data Summary Sheet for further information as required.



Synthesis

The following table compares the preferences of the two individuals. The preferences are listed in the boxes. The preferences are ranked from 1 to 16. The preferences are listed in the boxes. The preferences are ranked from 1 to 16. The preferences are listed in the boxes. The preferences are ranked from 1 to 16.

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What is the strongest preference outside the box? (This is the answer)

Synthesis and Hierarchy of Preference (Pages 6-7)

This section recaps the individual hierarchy of preference for each individual and highlights the overlap in the preferences that is revealed.

This 'shared space' is often where individuals either connect or compete. This can be further explored with the pair.

The following page describes the hierarchy of preference under stress or pressure and any shifts that may occur.

Important results

The analysis of the following page results reveal that some stress levels are higher than others. The analysis of the following page results reveal that some stress levels are higher than others. The analysis of the following page results reveal that some stress levels are higher than others. The analysis of the following page results reveal that some stress levels are higher than others.

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What is the strongest preference outside the box? (This is the answer)

This can be useful to further discuss any issues that may arise when one or both are under pressure or stress. It also provides an opportunity to explore ways to take advantage of any differences that may occur for better synergy, support and breadth of thinking in a stressful situation



Work Elements Comparison (Page 8)

All work elements are listed in this section in alphabetical order.

The longer the histogram or bar, the higher the work element was ranked by the individual and stronger they feel it for them.

This section is often of great interest and may include some surprises or confirmation of experience.

Discuss any elements that surprise and ask why. Also explore those that they could have predicted of each other and how that impacts the way they work and interact with each other.



Key Descriptor Comparison (page 9)

The Key Descriptors are listed in the order they appear on the HBDI form.

The colour coding of each horizontal line indicates the colour of the quadrant the Key Descriptor indicates. The length of the bar and the number at the end indicate the ranking given to it by each individual.

The Key Descriptors discussion can be particularly revealing as it indicates the degree of internal motivation each person has for that type of thinking.

Discuss any elements of surprise and ask why. Explore areas of similarity and discuss how they will play out in real life situations.

Adjective Pairs comparison (page 10)



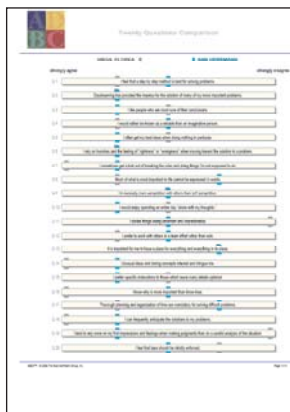
The Adjective Pairs are listed in the reverse order they appear on the HBDI® form.

The two columns show the choice each person made for each of the adjective pairs. The colour of each bar indicates the quadrant of that particular choice. Scan down each pair and compare each person choice.

Discuss any elements of surprise and ask why. Explore areas of similarity and discuss how they will play out in real life situations.

Remember that the Adjective Pairs can be very revealing, especially regarding how each person might react in situations that are of great importance to them.

Twenty Questions Comparison (Page 11)



This section recaps the specific individual responses to the Twenty Questions section from the HBDI® questionnaire.

Note that this data is not displayed on the individual HBDI® profile so the individuals have not seen their own data displayed prior to this report, in contrast to much of the other information in this package. This information is often thus of great interest to the participant as it is totally new to both of them.

Note that the colour coding of the profiles continues here (blue and gray for black), displaying the response for each participant ranging from (left to right) strongly agree, to agree, to neutral (centre), to disagree, to strongly disagree.

Ask participants how their different approach to each item has a specific impact on how they interact with each other.

Explore any surprises, questions or insights that emerge.

Finish the discussion by asking each participant to describe what they will do as a result of this information. Refer back to the specific issue or context that the Pair Profile discussion relates. Ensure both people have decide on actions to address this.

Application Example:

Using the Pair Profile and the Whole Brain Model® for Conflict Resolution

The Pair Profile, in conjunction with the Whole Brain Model®, is a powerful way to resolve conflict.

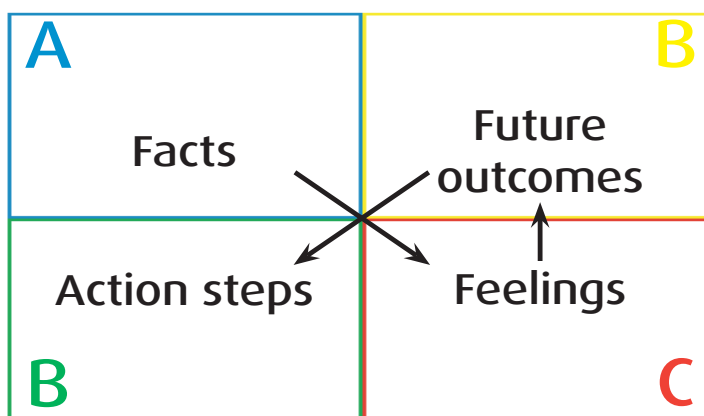
Based on the Whole Brain Model®, the discussion should flow from the A quadrant to the C quadrant, then to D and finally to the B quadrant.

Insights from the Pair Profile

Use the data from the Individual and the Pair Profile to help appreciation and understanding. Once a basis for moving forward is established, use the Whole Brain Model® as the agenda.

Flow of Quadrants in Conflict Resolution

1. What are the facts? A Quadrant
2. How do each of us feel about that? C Quadrant
3. What ultimate outcome do we want to achieve? D Quadrant
4. What steps can we take (that are 'safe') to do that? B Quadrant



Step 1. The A Quadrant

Start by clarifying and capturing the FACTS from both sides.

Example: Two co-workers are in conflict around an oversight in the production process. Both people list their view of the facts: Production was stopped due to an equipment breakdown. When operations started back up, several parts were overlooked.

Step 2. The C Quadrant

Next, shift to the C quadrant and explore the FEELINGS associated with the incident.

For example, one person is clearly angry and feels betrayed, the other feels frustrated and defensive.

Step 3. The D Quadrant

Now turn to the D quadrant to explore such questions as: what do you want as a final outcome? What would a resolved situation look like?

For example, one person might like to receive an apology, be assured that this was a freak incident, and that measures are in place to avoid it in the future.

The other person may also want an apology, as well as recognition and empathy that mistakes can happen, and that is reality!

Step 4. The B Quadrant

Finally, the B quadrant is explored. What steps can we take to make that happen? When? How? The two parties agree, plan and commit to set up measures and a process that will prevent the issue from re-occurring.



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