

# Preferences

Herrmann International Issue – N° 15

## > SUMMARY OF TOOLS AND METHODS THE WHOLE BRAIN WAY

### Editorial

We all feel the strong influences of our own "thinking styles" on learning, communication, teamwork, innovation or marketing... Each of these activities is essential to both our personal and professional life.

So why do we let our thinking styles act randomly?

It might be simply because we don't know that there are some tools to make the most of it...

For many people, being aware of their HBDI® profile is a real added value!

Others ask us: "How can we develop a particular quadrant?"

Obviously our answer can't be univocal.

For each activity, there are at least 4 types of tools you can work with and, according to the participant's profile, it will be important to choose the right one to support their development!

It is in this perspective that we have published this issue of Preferences, to help everyone, whether a participant or a coach, to identify amongst the numerous tools and methods, the most suitable ones.

Obviously, this list is not exhaustive...

**Active listening**, requires the listener to understand, interpret, and evaluate what they hear. The purpose of active listening is to improve mutual understanding by carefully absorbing what the other has said and then to be able to repeat it.

**Assertiveness** is the ability to formulate and communicate one's own thoughts, opinions and wishes in a clear, direct and non-aggressive way. It is linked

to self-esteem and considered an important communication skill. As a communication style and strategy, assertiveness is distinguished from aggression and passivity.

**Balance score card** is a strategy implementation tool that looks to address the setting of goals and their measurement to achieve strategic objectives. The Balanced Scorecard identifies 4 drivers or themes a company must address in order to implement a business strategy successfully. These are:

- Financial – to succeed successfully, how should we appear to our shareholders?
- Customers – to achieve our strategy, how should we appear to our customers?
- Internal processes – to achieve the strategy what do we need to excel in?
- Learning and growth – to achieve our strategy how will we improve organisational capabilities?

**BCG Matrix (the)**, developed by the Boston Consulting Group, provides a framework for allocating resources to different business units – it also allows one to compare many business units at a glance. To ensure long-term value creation, a company should have a portfolio of products that contains both high-growth products in need of cash inputs and low-growth products that generate a lot of cash. The BCG Matrix has 2 dimensions: market share and market growth. If a product has a bigger market share, or if the product's market grows faster, it is better for the company.

**Benchmarking** is the process of comparing one's business processes and performance metrics to industry bests and/or best practices from other industries. Dimensions typically measured are quality, time, and cost. Improvements from learning mean doing things better, faster, and cheaper. Benchmarking involves management identifying the best firms in their industry and comparing the results and processes of those studied (the "targets") to one's own results and processes to learn how well the targets perform and, more importantly, how they do it.

**Blake & Mouton grid (The)**, a popular framework developed by Robert Blake and Jane Mouton. Called the Managerial Grid, or Leadership Grid, it plots the degree of task-centeredness versus person-centeredness and identifies five combinations

as distinct leadership styles. The Managerial Grid is based on two behavioural dimensions:

– Concern for People – This is the degree to which a leader considers the needs of team members, their interests, and areas of personal development when deciding how best to accomplish a task

– Concern for Production – This is the degree to which a leader emphasises concrete objectives, organisational efficiency and high productivity when deciding how best to accomplish a task

**Blue ocean strategies** seeks to create new market space for a company where it can create a competitive advantage relative to its competitors. BOS frameworks and tools include: strategy canvas, value curve, four actions framework, six paths, buyer experience cycle, buyer utility map, and blue ocean idea index.

**Body language**: the difference between the words people speak and our understanding of what they are saying comes from non-verbal communication. By developing awareness of the signs and signals of body language, you can more easily understand other people, and more effectively communicate with them.

**Brainstorming** helps you generate creative solutions to a problem. It is particularly useful when you want to break out of stale, established patterns of thinking. It also helps you overcome many of the issues that can make group problem-solving a sterile and unsatisfactory process. Critical rules for successful brainstorm sessions include:

1. Participants should be encouraged to come up with as much ideas as possible, however strange they are.
2. No judgment should be given about any idea, until the end of the session.
3. Participants should be encouraged to build on each other's ideas, creating unlikely combinations and taking each one in unexpected directions.

**Critical path analysis & pert charts**: Critical Path Analysis and PERT help you to schedule and manage complex projects. They were developed in the 1950's to control large defense projects, and have been used routinely since then.

**Delphi model (The)**: this method is a systematic, interactive forecasting method, which relies on a panel of experts who experts answer questionnaires in two or more rounds. After each round, a facilitator provides an anonymous summary of the experts' forecasts from the previous round as well as the reasons they provided for their judgments. Thus, experts are encouraged to revise their earlier answers in light of the replies of other members of their panel. It is believed that during this process the range of the answers will decrease and the group will converge towards the "correct" answer. Finally, the process is stopped after a pre-defined stop criterion and the mean or median scores of the final rounds determine the results.

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**Deming Cycle (PDCA Cycle)** is an iterative four-step problem-solving process typically used in business process improvement. Also recognised as a model for continuous improvement of quality. It consists of a logical sequence of four repetitive steps for continuous improvement and learning: PLAN, DO, CHECK and ACT. Dr. W. Edwards Deming, made PDCA popular; however he always referred it to as the "Shewhart cycle".

**Design to cost objective – CCO:** design to cost objective considers the inputs in materials, processes and people costs in detail to design a product or service within a set cost objective. Typically used in highly competitive industries where a manufacturer or service provider wishes to maintain a cost leadership position or to catch up with a rival.

**Drill:** from English "to drill" exercises in the military sense. This method is about exercise enforcement – to a way of physical activity or a way of thinking, mainly used in the context of training.

**Enneagram:** the Enneagram of Personality is mostly taught and understood as a psychospiritual typology (a model of personality types) but is also presented in ways intended to discover and develop higher states of being, essence and enlightenment. Each Enneagram personality type expresses a distinctive and habitual pattern of thinking and emotions. It is claimed that by recognising their personality pattern a person may be able to use the Enneagram as an effective method for self-understanding and self-development.

**Eisenhower Matrix:** the time-leadership matrix. The Eisenhower matrix combines importance and urgency into a matrix to make up 4 quadrants. This is a tool that you can use in your everyday time management activities. One prerequisite is that you have a clear view of your objectives, because that's what you need to decide whether something is urgent or not.

**Empathy:** emotional identification with a person or something to improve the relationship.

**Experience curve** effect or experience – The theory of learning, applied to a company means that with the repetition of identical tasks, the staff becomes more experienced and thus allowing the organisation to make productivity gains.

**Five why (FMCEA):** a failure modes and effects analysis (FMEA) is a procedure in product development and operations management for analysis of potential failure modes within a system for classification by the severity and likelihood of the failures. A successful FMEA activity helps a team to identify potential failure modes based on past experience with similar products or processes, enabling the team to design those failures out of the system with the minimum of effort and resource expenditure, thereby reducing development time and costs.

**Force field analysis** helps you to weigh the importance of these factors and decide whether a plan is worth implementing. Where you have decided to carry out a plan, Force Field Analysis helps you identify changes that you could make to improve it. Normally represented pictorially – it also provides a good visual overview of the forces affecting a project or decision making process.

**Free/Forced association:** technically generating ideas by making a "forced relationship" with a problem. A series of words rich in meaning, using a system of brain function. The combination. Items or services "Overlap" by chance or not. They can give birth to new ideas.

**Gantt:** a Gantt chart is a horizontal bar chart developed by Henry L. Gantt, an American engineer and social scientist. Frequently used in project management, a Gantt chart provides a graphical illustration of a schedule that helps to plan, coordinate, and track specific tasks in a project.

**General semantics,** created by Alfred Korzybski. He described the central goal of General Semantics as developing in its practitioners what he called a "con-

sciousness of abstracting," or an awareness of the map/territory distinction and of how information gets deleted/distorted in the linguistic and other representations we use. The most important premise of General Semantics has been succinctly expressed as "The map is not the territory; the word is not the thing defined". While Aristotle wrote that a true definition gives the essence of the thing defined, General Semantics denies the possibility of describing such an essence.

**Gestalt theory (GT)** provides a framework for different psychological knowledge and use. The human being is understood as a system open actively interacting with its environment. Gestalt theory had a central idea of "grouping", or aspects of visual and other stimuli which cause the subject to interpret a problem or perceptual event in a certain way. Grouping factors included (1) proximity (2) similarity (3) closure (4) simplicity. These factors were called the "Laws of Organisation".

**Hofstede's cultural dimensions:** what works in one location may or may not work somewhere else. The question is, "How can I come to understand these cultural differences?" With access to people working for the same organisation in over 40 countries of the world, Hofstede collected cultural data and analysed his findings on which he based his model of cultural dimensions. He initially identified four distinct cultural dimensions that served to distinguish one culture from another. Later he added a fifth dimension and that is how the model stands today.

**IDEFO:** Integration Definition for Function Modelling is a concept that is defined in several standards. IDEFO which is the first, is most often used for modelling production processes and service, and that as support for the Business Process Reengineering (BPR). This technique is perfect for modelling activities and flow of information between activities.

**Inference:** to infer: to derive by reasoning; conclude or judge from premises or evidence: 2. (of facts, circumstances, statements, etc.) to indicate or involve as a conclusion; lead to. 3. to guess; speculate; surmise. 4. to hint; imply; suggest. 5. to draw a conclusion, as by reasoning.

**Intuition:** the term intuition is used to describe "thoughts and preferences that come to mind quickly and without much reflection". Intuition provides us with beliefs that we cannot necessarily justify. The "right brain" is popularly associated with intuitive processes such as aesthetic abilities. Some scientists have contended that intuition is associated with innovation in scientific discovery.

**Ishikawa, Cause and Effect Diagrams** help you to think through causes of a problem thoroughly. Their major benefit is that they push you to consider all possible causes of the problem, rather than just the ones that are most obvious. Cause and Effect Diagrams are also known as Fishbone Diagrams, because a completed diagram can look like the skeleton of a fish.

**Johari window** is a communication model that can be used to improve understanding between individuals within a team or in a group setting. Based on disclosure, self-disclosure and feedback and developed by Joseph Luft and Harry Ingham, there are two key ideas behind the tool:

1. That individuals can build trust between themselves by disclosing information about themselves; and that they can learn about themselves and come to terms with personal issues with the help of feedback from others;

2. What is unknown by the person about him/herself and is also unknown by others. This information has an unknown potential to influence the rest of the JW.

**Just in time (JIT)** is an inventory strategy that strives to improve a business's return on investment by reducing in-process inventory and associated carrying costs. JIT production method is also called the Toyota Production System. To meet JIT objectives, the process relies on signals or Kanban – between different points in the process, which tell

production when to make the next part. Kanban are usually "tickets" but can be simple visual signals, such as the presence or absence of a part on a shelf. Implemented correctly, JIT can improve a manufacturing organisation's return on investment, quality, and efficiency.

**Kaizen,** refers to philosophy or practices that focus upon continuous improvement of processes in manufacturing, engineering, supporting business processes, and management. The Kaizen method of continuous incremental improvements is an originally Japanese management concept for gradual, continuous (incremental) change (improvement). It assumes that every aspect of our life deserves to be constantly improved. The Kaizen philosophy lies behind many Japanese management concepts such as: Total Quality Control, Quality Control circles, small group activities, labour relations. Key elements of Kaizen are: quality, effort, involvement of all employees, willingness to change and communication.

**Kepner – Tregoe Matrix** is a one of the most unique, documented analysis and decision-making methods. It is a step-by-step approach for systematically solving problems, making decisions, and analysing potential risks. It helps the decision maker to maximise critical thinking skills, systematically organise and prioritise information, set objectives, evaluate alternatives, and analyse impact. It can be summarised at its simplest terms to four steps: Situation Appraisal; Problem Analysis; Decision Analysis and Potential Problem Analysis.

**Lateral thinking (E. de Bono):** see Six thinking Hats.

**Magical ideas:** a 2-stage idea generation technique: Begin with a clearly-defined challenge, then:

1. Generate Magical Ideas: fantastic ways of resolving your challenge that are impossible, unachievable!  
2. Generate Creative Solutions: transform, modify, adapt the Magical Ideas to generate feasible solutions.

**Management by objectives (smart) Peter Drucker:** According to Drucker, managers should avoid 'the activity trap', getting so involved in their day to day activities that they forget their main purpose or objective. One of the concepts of MBO was that instead of just a few top-managers, all managers of a firm should participate in the strategic planning process, in order to improve the execution of the plan. MBO relies on the defining of objectives for each employee and then to compare and to direct their performance against the objectives which have been set.

**Maslow's hierarchy of needs:** Abraham Maslow developed the model in 1940-50s USA, and the theory remains valid today for understanding human motivation, management training, and personal development. Maslow's hierarchy of needs is predetermined in order of importance. It is often depicted as a pyramid consisting of five levels: the lowest level is associated with physiological needs, while the uppermost level is associated with self-actualisation needs, particularly those related to identity and purpose.

**Meditation** affects the body in exactly the opposite ways that stress does, restoring the body to a calm state, helping the body to repair itself, and preventing new damage due to the physical effects of stress.

**Metaphors:** a figure of speech in which an implied comparison is made between two unlike things that actually have something in common.

**Mind mapping** by Tony Buzan, a British psychologist and a business creativity guru. Mind Mapping is a useful technique that improves the way you take notes, and supports and enhances your creative problem solving. It is also a popular brainstorming tool and learning technique of visually arranging ideas and their interconnections. A mind map always starts from some problem or issue which is positioned in the centre. Typically it contains words, short phrases and pictures, which are connected to the central issue by lines. It stimulates imagination and creativity,



by connecting left and right brain thinking. Thus it is believed to harness the full range of your analytical and creative skills.

**Modelling:** business process modelling (BPM) in systems engineering and software engineering is the activity of representing processes of an enterprise, so that the current process may be analysed and improved. BPM is typically performed by business analysts and managers who are seeking to improve process efficiency and quality. The process improvements identified by BPM may or may not require Information Technology involvement, although that is a common driver for the need to model a business process, by creating a process master.

**Morphological analysis** or General Morphological Analysis was developed by Fritz Zwicky (1967, 1969) for exploring all the possible solutions to a multi-dimensional, non-quantified problem complex. As a problem-structuring and problem-solving technique, morphological analysis was designed for multi-dimensional, non-quantifiable problems where causal modelling and simulation do not function well or at all. Zwicky developed this approach to address seemingly non-reducible complexity.

**Neuro-linguistic programming NLP:** describes the fundamental dynamics between mind (neuro) and language (linguistic) and how their interplay affects our body and behaviour (programming). The neurological system regulates how our bodies function, language determines how we interface and communicate with other people and our programming determines the kinds of models of the world we create. NLP is a multi-dimensional process that involves the development of behavioural competence and flexibility, but also involves strategic thinking and an understanding of the mental and cognitive processes behind behaviour.

**PAPSA** originated by Hubert Jaoui, a top expert in the field of applied creativity and innovation management, as well as creator of the PAPSA method which outlines the five steps of a scientific approach to change: Perception, Analysis, Production, Selection and Application.

**Pareto principle (80/20 rule)** states that for many phenomena 80% of consequences stem from 20% of the causes. Some of its applications include:

- 20% of any advertising campaign produces 80% of the response.
- 20% of the employees perform 80% of the work.
- 20% of the clients are responsible for 80% of all revenues / profits.

The principle was named after the Italian economist Vilfredo Pareto, who observed in 1897 80% of Italy's wealth belonged to only 20% of the population.

**Pert chart:** a PERT chart is a project management tool used to schedule, organise, and coordinate tasks within a project. PERT stands for Program Evaluation Review Technique, a methodology developed by the U.S. Navy in the 1950s to manage the Polaris submarine missile program. A similar methodology, the Critical Path Method (CPM) was developed for project management in the private sector at about the same time.

**Pestel:** understanding “Big Picture” Forces of Change (also known as PESTLE, PESTEL, PESTLIED, STEEPLE and SLEPT Analysis). PESTEL Analysis is a simple, useful and widely-used tool that helps you understand the “big picture” of your Political, Economic, Socio-Cultural and Technological environment. As such, it is used by business leaders worldwide to build their vision of the future.

**Porter's – 5 forces:** assessing the Balance of Power in a Business Situation. The Porter's 5 Forces tool is a simple but powerful tool for understanding where power lies in a business situation. It helps you understand both the strength of your current competitive position, and the strength of a position you're considering moving into. With a clear understanding of where power lies, you can take fair advantage of a situation of strength, improve a situation of weakness, and avoid taking wrong steps. Conventionally, the tool is used to identify whether new products, services or businesses have the potential to be profitable.

**Process communication management** is an innovative tool which enables you to understand, motivate, and communicate more effectively with others. Dr. Taibi Kahler, discovered how to identify and respond appropriately to patterns of productive behaviour (successful communication) and non-productive behaviour (miscommunication) second by second. Process Communication is being used in companies mainly as a management tool, as a vehicle to improve salesmanship, as a powerful marketing survey tool, as a political polling tool, as a dynamic tool for making speeches more effective.

**Questioning techniques:** if you ask the wrong questions, you'll probably get the wrong answer, or at least not quite what you're hoping for.

**Reframing/cropping:** “in communication, information has meaning only in function of the frame or context in which it lies.” Crop means changing the perspective of a situation given by placing it in another frame. The consequence is that in many cases, behavior previously considered problematic disappears. Cropping may be done on 2 axes: the direction (the sensations) and context (the way of seeing things).

**Root cause analysis (RCA)** is a structured step by step technique that focuses on finding the real cause of a problem and dealing with that. Rather than merely dealing with its symptoms. Root Cause Analysis is a procedure for ascertaining and analysing the causes of problems, to determine how these problems can be solved or be prevented from occurring. It is a process to help stakeholders to understand causes of a problem well enough to achieve permanent resolution of that problem.

**SADT:** Structured Analysis and Design Technique (SADT) is a diagrammatic notation designed specifically to help people describe and understand systems. It offers building blocks to represent entities and activities, and a variety of arrows to relate boxes. These boxes and arrows have an associated informal semantics. SADT can be used as a functional analysis tool of a given process, using successive levels of details. The SADT method allows to define user needs for IT developments but also to explain and to present an activity's manufacturing processes, procedures.

**Scatter diagrams** are used to represent and compare two sets of data. By looking at a scatter diagram, we can see whether there is any connection (correlation) between the two sets of data.

**Situational leadership – Ken Blanchard:** situational Leadership method from Kenneth Blanchard and Paul Hersey holds that managers must use different leadership styles depending on the situation. The model allows you to analyse the needs of the situation you're in, and then use the most appropriate leadership style. Depending on employees' competences in their task areas and commitment to their tasks, your leadership style should vary from one person to another.

**Six sigma:** The objective of Six Sigma Quality is to reduce process output variation so that on a long term basis, which is the customer's aggregate experience with our process over time, this will result in no more than 3.4 defect Parts Per Million (PPM) opportunities (or 3.4 Defects Per Million Opportunities – DPMO).

**Six thinking hats:** the technique of Edward de Bono is a model that can be used for exploring different perspectives towards a complex situation or challenge. Seeing things in various ways is often a good idea in strategy formation or complex decision making processes. In wearing a particular thinking hat, people play roles, or “as if” themselves into a particular perspective.

**Swot analysis:** stands for Strengths, Weaknesses, Opportunities and Threats. A company needs to understand its Strengths and Weaknesses, which are internal measures. These should be analysed in coordination with the opportunities and threats in its external industry. This gives a picture of how the company can align its Strengths and improve its weaknesses within the competitive landscape the company operates. Once the analysis is complete, the company can address all opportunities through a review process with a relevant action plan.

**Synectics** is an approach by Gordon (1960) to creative thinking that depends on understanding together that which is apparently different. Its main tool is analogy or metaphor. The approach, which is often used by workgroups, can help workgroup members develop creative responses to problem solving, to retain new information, to assist in generating writing, and to explore problems. It helps users break existing minds sets and internalise abstract concepts.

**Systematic analysis:** its aim is to sketch/draw out a complex system, enabling it to lead to a model that will allow action, after understanding its hardware configuration structure and dynamics.

**Total quality management** is a management approach centred on quality, based on the participation of an organisation's people and aiming at long term success. This is achieved through customer satisfaction and benefits all members of the organisation and society. In other words, TQM is a philosophy for managing an organisation in a way which enables it to meet stakeholder needs and expectations efficiently and effectively, without compromising ethical values.

**Transactional analysis (TA)** was developed by Canadian-born US psychiatrist Eric Berne. TA describes how people are structured psychologically and uses the ego-state (Parent-Adult-Child) model to do this. This same model helps explain how people function and express their personality in their behaviour. Outside the therapeutic field, it has been used in education, to help teachers remain in clear communication at an appropriate level, in counselling and consultancy, in management and communications training, and by other bodies.

**TRIZ:** the Theory of Inventive Problem Solving began in 1946, when the Russian engineer and scientist Genrich Altshuller discovered that the evolution of a technical system is not a random process, but is governed by certain objective laws. These laws can be used to consciously develop a system along its path of technical evolution – by determining and implementing innovations. It is an algorithmic approach to solving technical and technological problems which are “inventive” (problem in which the solution causes another problem to appear).

**Value chain analysis** is a useful tool for working out how you can create the greatest possible value for your customers. Value Chain Analysis is a three-step process: Activity Analysis: First, you identify the activities you undertake to deliver your product or service; Value Analysis: Second, for each activity, you think through what you would do to add the greatest value for your customer; and Evaluation and Planning: Thirdly, you evaluate whether it is worth making changes and then plan for action.

**Value analysis:** technique used to identify the least costly combination of raw materials or components required to produce a product or service, without any reduction in the quality of the finished good. Value analysis enables the buyer to identify unnecessary features or components that can be eliminated in order to reduce the cost, without any reduction in the performance quality of the finished product. In the service industry the movement of call centres to Asian countries is an example of value analysis.

**Visualisation:** creative visualisation is the technique of using one's imagination to visualise specific behaviours or events occurring in one's life. Advocates suggest creating a detailed schema of what one desires and then visualising it over and over again with all of the senses.

**Weighted voting:** a tool to rank ideas causes or solutions based on qualitative criteria. Facilitates the choice between several opportunities when it is important for group to obtain a consensus decision.

**Zero defects** is a way of thinking and doing that reinforces the notion that defects are not acceptable, and that everyone should “do things right the first time”. The idea here is that with a philosophy of zero defects, you can increase profits both by eliminating the cost of failure and increasing revenues through increased customer satisfaction.

## NEURO-BOOKS INTERNATIONAL LIBRARY

*"The Whole Brain Business Book"* by Ned Herrmann, Ed. MacGraw-Hill – Language: English – Price: 30,07 € tax included (without shipping).

In his last book, Ned Herrmann himself shows how to apply his famous four-quadrant paradigm for maximum productivity and creativity at work! It is the first book to apply the whole brain thinking preferences exclusively to business.

*"The Creative Brain"* by Ned Herrmann, Ed. Brain Books – Language: English – Price: 30,07 € tax included (without shipping).

A book with many examples and exercises about solving problem strategies. A time-proven resource for developing creativity through understanding our most powerful creative resource: the brain.

*"Manager avec l'approche Herrmann"* by Stéphane Demilly, Ed. Eyrolles, 2009 – Language: French – Price: 25 € tax included (without shipping).

Why are we smart and efficient in some situations and perfectly incompetent in others? Looking through this book, each manager will discover a simple and efficient human behavior's analysis tool and will finally make the most of all the different types of brain power.

*"De kracht van diversiteit"* by Ernst Jan Reitsma, Ed. Lemma – Language: Dutch – Price: 40 € tax included (without shipping) ([www.lemma.nl](http://www.lemma.nl)). How to manage diversity within a team.

*"Persönlichkeitsmodelle und Persönlichkeits-tests"* by Seiwert, Wagner, Schimmel-Schloo, Ed. Acquisa – Language: German – Price: 89 € tax included (without shipping).

A comparative study of principal personality tools (HBDI®, MBTI, LIFO, TMS).

## NEURO-TRAINING

### HERRMANN INTER/INTRA COMPANY SOLUTIONS

#### Do you outsource training and consulting?

Based on your issues, Herrmann International Europe and its network of European experts can recommend and implement solutions tailored to your expectations. Together, we will work to develop solutions suited to your company needs.

We are available to work in any country in which your company operates.

#### Do you perform training and consulting in-house?

We offer certification workshops (Modules 1 & 2) that will enable you to apply the Thinking Preferences approach internally and apply the Herrmann model within your company.

#### HBDI® Certification Workshops

Herrmann International offers HBDI® Certification Workshops to help managers, facilitators, consultants and leaders maximise the results of the HBDI® in their organisation.

◆ Module 1: Learn to use, apply and interpret the HBDI®.

◆ Module 2: Learn to use, apply and interpret the pair and team profiles.

Clients count on Herrmann International to:

- > Transform strategic thinking, develop leadership, and effect change management.
- > Boost functional performance in Sales, Customer Service, Research & Development, or Marketing.
- > Strengthen teams and their ability to solve problems, create new processes and manage projects.
- > Improve individual results and effectiveness.

#### Language: English – Workshops

Modules 1 & 2 – 4 days:

- > May 10 to 13, 2011 (Brussels)
- > February 15 to 18, 2011 (London).

#### Language: French – Workshops in Paris

Module 1 – 3 days:

- > February 9 to 10, 2011
- > May 25 to 27, 2011.

Module 2 – 2 days:

- > March 17 to 18, 2011
- > June 23 to 24, 2011.

You can find our calendar and register online at [www.herrmann-europe.com](http://www.herrmann-europe.com)

## NEURO-APPLICATIONS NEURO-PRODUCTS

### Whole Brain Thinking® Series

The Whole Brain Thinking Series is made up of a set of packaged modules of one day each.

It will allow you to offer your colleagues training sessions adapted to their needs on themes such as:

- > Whole Brain Management®
- > Whole Brain® communication
- > Decision making
- > Problem solving (creatively)
- > Work in a team
- > Develop your leadership

The first module, "Start Thinking", will allow you to discover your thinking style preferences and its consequences on all your professional and personal activities.

You can then compose your program according to your needs. These "plug and play" modules can be implemented by HBDI® practitioners within your company.

## NEURO-NEWS

**Herrmann International will participate in the 2011 Human Resources Trade Show, Porte de Versailles – Pavillon 4 Paris 15e – March 8 to 10, 2011**

To get more information on our solutions and access the Herrmann store, visit our Website: [www.herrmann-europe.com](http://www.herrmann-europe.com) or join us at +33 (0)1 47 51 31 15 or by email to [herrmann@herrmann-france.com](mailto:herrmann@herrmann-france.com)

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