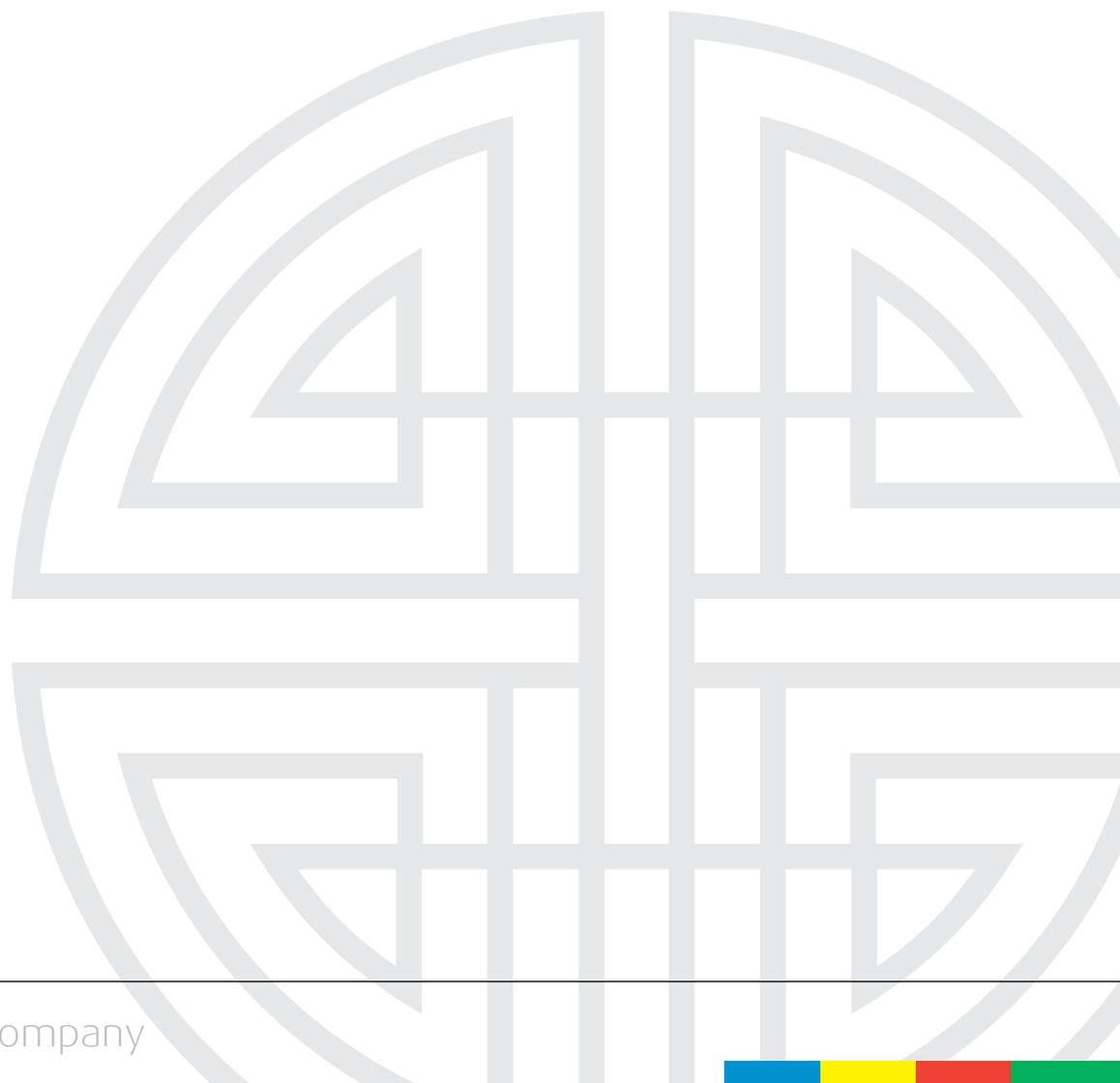


# Case Study

## Professional Services Industry

Thinking differently about graduate induction



To enable them to do this, the program teaches graduates creative thinking techniques linked to their HBDI™ results. To broaden graduates' business acumen, the program also includes workshops that help sharpen presentation and writing skills.

As the graduate program evolved, The Firm and Herrmann International continually refined it to ensure that it also provided a networking opportunity for new employees—a benefit that is now sometimes reported as one of the most useful aspects of the program. Participants are matched with a Team Buddy and a Sponsor throughout the program. Team Buddies are second-year graduates of the program, and Sponsors are senior-level managers. The networking component of the program is specifically aimed to strengthen the interpersonal relationships and interactions between employees at various levels in the company.

In developing and refining the graduate program, The Firm and Herrmann International sought to make it a professional and personal journey for all employees. Participants recognised that the graduate program itself has a start and end date, but the development journey doesn't really have an end date because of the relationships that result from it.

"Herrmann's Whole Brain Thinking principles allowed us to create a program that doesn't end when graduates leave the training room", said the National Manager of the program. "Our program is now truly unique and different from other graduate training programs in the industry."

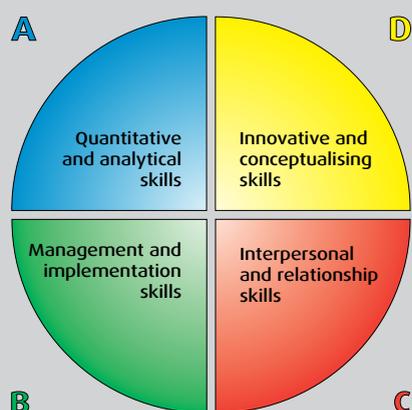
## Results

With the program in place for more than five years, The Firm has reported several tangible results. First, company employees at all levels have extolled the program to be an excellent team-building tool and an invaluable way to learn the scope of the business. This understanding has helped employees stay connected to the client focus of the company and has reinforced the company's global 'connected thinking' brand message to its clients.

In addition, The Firm underwent a cultural transformation and began to recognise that one of its greatest challenges was to foster an environment where employees could develop creative approaches to client solutions. This made them realise that the need for attracting and keeping right-brain thinkers had become essential to The Firm's future success. Integrating Whole Brain Thinking into the graduate program gave The Firm a tangible way to show appreciation for right brain thinking, and to develop those skills in all graduates.

But perhaps the greatest achievement of the program is the cumulative effect the knowledge of individual thinking preferences and Whole Brain Thinking has had on the company. The program has begun to build a critical mass of employees who have been profiled using the HBDI™ and who have been trained to think outside of their thinking-preference comfort zone. This has helped build a more 'Whole Brained' organisational approach to client service, which has, in turn, helped differentiate The Firm from its chief competitors. In fact, since 2003 an increasing number of The Firm's clients have even sent their own selected graduates to participate in the program.

So it's likely that if in the future you ask one of The Firm's clients if they've heard the one about the creative accountant, they might just say "yes".



The Firm adopts a Whole Brained approach to training. Employees learn to enhance their strong 'A quadrant' quantitative and analytical skills with solid 'B quadrant' skills—the ability to manage and deliver projects on budget.

Their training includes the use of strong 'C quadrant' communication and interpersonal relationship skills, along with an ability to position solutions beyond standard audit/tax offerings.

They are also required to learn 'D quadrant' skills—the ability to look beyond traditional company offerings to innovate and provide differentiated business consulting services and solutions.

# How Whole Brain Thinking helps graduates cultivate their creative side and connect to The Firm's overall business strategy at one of Australia's leading professional services companies

## The challenge

Did you hear the one about the creative accountant? Maybe not yet, but you soon might if this professional services firm has anything to say about it.

'The Firm' is an international professional services company which provides industry-focused assurance, tax, and advisory services, with expertise in corporate accountability, risk management, mergers and acquisitions, and process improvement. In Australia, The Firm is among the largest professional services companies, employing almost 5,000 people and providing services to 90 of the country's top 100 companies.

In 2000, The Firm took inventory of its recruiting and training programs and noted that it regularly hired individuals with very logical, analytical, organisational, technical, and quantitative skills—no surprise since this skill set was critical for much of the work at The Firm. However, they realised that what is true of most professional service firms was paramount to them—their growth and success for the future would depend on attracting not only the most competent talent but also employees who can develop creative approaches to client solutions and successfully cultivate diverse long-term client relationships.

Later that year, The Firm asked Herrmann International to help them further develop and implement a challenging innovation training program for all graduates. This program would foster the kind of innovative thinking crucial for The Firm's long-term success—the kind of creative thinking not taught in many business schools.

Finally, since The Firm has a rich history of innovative recruiting programs, it was decided that this graduate program could serve to further differentiate The Firm from the competition in terms of offering meaningful programs to new hires.

## Action

The Firm and Herrmann International decided to use Whole Brain Thinking as the unifying concept for the company's graduate training program, which ultimately had three audiences—graduates, participating management and participating clients. The first step was to integrate Whole Brain Thinking into the graduate program. Since approximately 450 employees graduate from this program each year, it seemed the natural place to start.

Over the course of several years, the program was crafted into an ongoing process that lasts approximately 3 months. At the beginning of the program, all participants complete the Herrmann Brain Dominance Instrument (HBDI™) to assess their thinking preferences and are made aware of their own and others' HBDI™ profiles. They are given tools for understanding how one's thinking preferences can affect job performance and the ability to work with others on a team.

The program was built around the theme of innovation and also aimed to provide graduates with critical skills and knowledge needed to succeed in their early years in the industry. It was structured as a series of workshops in which participants are placed in teams. In these workshops, teams are given a current business problem and are challenged with solving the problem with an 'out-of-the-box' solution.

better results through better thinking

## Clients

Herrmann International Asia's clients, for whom better thinking has become integral to their business culture, include:

<b>AAPT</b>	<b>City of Melbourne</b>	<b>Novartis Pharmaceuticals</b>
<b>ANZ Bank</b>	<b>Coca Cola Amatil</b>	<b>Parks Victoria</b>
<b>Australian Central Credit Union</b>	<b>Colorado Group</b>	<b>PricewaterhouseCoopers</b>
<b>AXA Australia</b>	<b>Commonwealth Bank</b>	<b>SAP</b>
<b>Bendigo Bank</b>	<b>Eli Lilly</b>	<b>St George Bank</b>
<b>Boral</b>	<b>IBM</b>	<b>Telecom New Zealand</b>
<b>Brown-Forman</b>	<b>McCann-Erickson</b>	<b>Toyota Australia</b>
<b>BT Financial Group</b>	<b>Microsoft</b>	<b>VIC Roads</b>
<b>Cadbury Schweppes</b>	<b>National Australia Bank</b>	<b>Westpac</b>

## International clients

Worldwide, Herrmann International has introduced better thinking to:

<b>American Express</b>	<b>Home Box Office</b>	<b>Nortel Networks</b>
<b>AT&amp;T</b>	<b>IBM</b>	<b>Procter and Gamble</b>
<b>Bank of America</b>	<b>Johnson &amp; Johnson</b>	<b>PR Donnelly &amp; Sons</b>
<b>BMW</b>	<b>JP Morgan Chase</b>	<b>Shell Oil</b>
<b>Boeing</b>	<b>Kaiser Permanente</b>	<b>Starbucks</b>
<b>Coca Cola</b>	<b>Lucent Technologies</b>	<b>3M</b>
<b>Disney University</b>	<b>Marriott Hotels</b>	<b>US Navy</b>
<b>DuPont</b>	<b>Michelin</b>	<b>Weyerhaeuser Corporation</b>
<b>Ericsson</b>	<b>MTV Networks</b>	<b>Wharton School of Business</b>
<b>GE</b>	<b>National Semiconductor</b>	<b>Xerox</b>



[www.herrmannasia.com](http://www.herrmannasia.com)

The Originators of Whole Brain Technology™ and the Creators of the Herrmann Brain Dominance Instrument (HBDI)™

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