

# What do 93% of the top 100 Fortune 500 listed companies know that the other 7% don't?

The answer—they know the value of a Whole Brain® approach to management.

## What does your organisation pay attention to? What is it most concerned about?

Is it most concerned about:

- ◆ efficiency/speed/financials/technology/past trends/performance/goals?
- ◆ regulations/legal/safety-risk management/quality/resources/controls/execution?
- ◆ people/teams-relationships/community/customers/communication/culture-values/recognition?
- ◆ innovation/competition/future trends/new concepts/global issues/vision/strategy?

The reality is that they are all important. To be successful over a long period of time, organisations have to pay attention to them all, all of the time. And yet it is something that organisations often find difficult to do.

Most organisations focus on one or two of them, often at the detriment of the others. And there are many examples where organisations paid a heavy price for doing this.

Some of the better known examples include Kodak and Polaroid. Neither organisation focused enough on future trends, innovation or new concepts and seemed unaware of or unconcerned with what the competition was doing. The digital revolution all but swept them away.

If it really is that important, why don't or why can't organisations and the people in them pay attention to the things they need to?

## Why we don't pay attention

There are three main reasons why organisations don't pay attention to the things they should.

The first reason is that there is simply too much to do and not enough time to do it.

Ask almost anyone to describe the business world of today and they will mention most of the following challenges:

- ◆ under resourced
- ◆ not enough time
- ◆ too much to do
- ◆ demanding customers
- ◆ budget restraints
- ◆ interruptions
- ◆ disruptions
- ◆ increased accountability
- ◆ competition.

Because of this, people end up doing what they can and hope for the best about the rest.

The second reason is their thinking. Almost from the time we are born we are taught to specialise and to think only in certain ways about certain things.

At school the choice is maths and science or art and literature. At university it's engineering, IT, the arts or philosophy.

In choosing careers and organisations to work for—it doesn't matter if it is mining, banking, telecommunications or service—every industry and organisation places unique demands on the people who work for them. All this makes it hard to deviate from thinking 'inside the square'.

By the time we are in a job and asked to think in new and different ways it is almost impossible to do so.

So we think in the way we have been taught to think and focus on those things we have learnt to focus on.

The third reason we don't pay attention to the things we should, is the organisation itself.

Banks, IT and telecommunications companies tend to focus more on the numbers than anything else.

Logistic companies, manufacturers and regulatory bodies tend to focus more on process than anything else.



# It doesn't matter what type of business you are in, being successful in business requires Whole Brain® Thinking.

And the more entrepreneurial organisations tend to focus more on new concepts and ideas, and less on process and due diligence.

Combine these three factors together—the lack of time, the way people think and the way organisations think—and it is no wonder that organisations and the people in them focus on one thing often at the expense of others.

One good example of this was Blackberry. They focused so much on innovation/competition/future trends/new concepts/global issues/vision/strategy that they almost lost their idea completely. They failed to fully protect their IP and copyrights. They missed the significance of regulation/legal/safety-risk management/quality/resources/controls/execution.

Johnson and Johnson, on the other hand, showed what can happen when you do pay attention to the right things at the right time. During the Tylenol disaster they recognised the importance of maintaining close relationships with their customers. They turned a certain disaster into a highly positive public relations situation.

So what can organisations, and the people in them, do to think in ways that the business requirements demand?

One way is to adopt a more holistic or balanced approach to their thinking. This approach, developed in General Electric and now used by over 90% of the top Fortune 100 companies, is known as Whole Brain Thinking.

## GE and Whole Brain® Thinking

*Fortune* magazine recently voted GE one of the most innovative organisations in the world. And this is no accident. Over the last 30 years GE has put an enormous amount of time and effort into developing their people.

Whole Brain Thinking was a critical part of this effort—developed by Ned Herrmann when he was head of Management Development for General Electric.

The original business need for GE was to 'make GE managers more creative'. They had people who were very good at the engineering part of the job—they rightly focused on efficiency/speed/financials/technology/past trends/performance/goals.

But as GE grew, more and more they were required to be creative and innovative in the way they approached their work. This required them to think in very different ways to the way they had been trained.

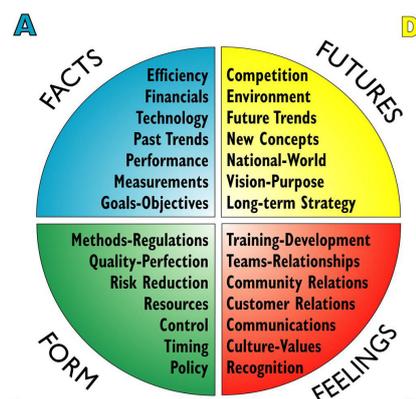
They tended to overlook innovation/competition/future trends/new concepts/global issues/vision/strategy.

Ned Herrmann looked at a number of key issues—the way the brain was structured, how people developed a preference for a certain way of thinking and how people responded to the mental demands that various jobs placed on them.

Ned Herrmann's research resulted in the development of the Whole Brain Business Model™ which leverages Whole Brain Technology®.

Think about the work you do and how you approach it. The Whole Brain Business Model shown below illustrates the demands that a business places on its people.

## The Whole Brain Business Model™—a Whole Brain® approach to management



Use the Whole Brain Business Model to answer the following questions.

- ◆ Which type of thinking does my work / my organisation require me to do?
- ◆ Which type of thinking am I measured on?
- ◆ Which type of thinking do I like or prefer to do?
- ◆ Which type of thinking do I struggle with or avoid doing?
- ◆ Think of the problems or challenges you have faced in the last 12 months. Which areas of thinking do they lie in?
- ◆ Is there a pattern?
- ◆ What do I need to focus on to manage in a more Whole Brain way?
- ◆ What do I need to focus on to ensure I don't miss anything critical?

When a manager is limited by their unconscious thinking preferences there are always business consequences that result.

Think of the job of a manager and what they need to do each day. They have to solve problems, analyse data, plan, implement, get things done, run meetings, motivate and coach people, come up with new ideas, deal with customers—and that's all before morning tea!

## Whole Brain Technology®

The highly validated Whole Brain Model is scientifically designed to help people learn to think better. Training that utilises Whole Brain Technology focuses on showing people how to use their whole brain—not just the parts with which they feel most comfortable.

The Herrmann Brain Dominance Instrument® (HBDI®) evaluates and depicts the degree of preference individuals have for thinking in each of four brain quadrants:

<b>Rational</b>	Blue / A quadrant
<b>Practical</b>	Green / B quadrant
<b>Feeling</b>	Red / C quadrant
<b>Experimental</b>	Yellow / D quadrant

Research has shown that everyone is capable of flexing to less preferred thinking styles and learning the necessary skills to diagnose and adapt to the thinking preferences of others. Presenting information in a way that recognises, respects and is compatible with different preferences, is crucial to meeting co-worker, customer and client needs and expectations. This flexible way of thinking is key to effective management.

In the last 25 years, over 2 million people have learnt about Whole Brain Technology and have completed the HBDI. Most of these people have come from the corporate world, across the Americas, Europe and Asia Pacific region.

When we look at the data we find few people are actually 'whole brained'. In the same way that few people are ambidextrous and use both hands with equal ease, few people have a preference for using all parts of their brain equally.

What the data shows is that less than 3% of the population are whole brained, 30% are triple dominant (having a preference for 3 of the 4 quadrants), 60% are double dominant (having a preference for 2 of the 4 quadrants) and 7% are single dominant (having a preference for only 1 of the 4 quadrants).

This sets up a real challenge for most of us, especially for those of us in managerial positions, where the job demands us to be whole brained in the way we think, when few of us are.

The result is we focus on some things and miss others.

Teaching managers Whole Brain Technology gives them the mental flexibility to think about the business in a much more balanced or holistic way. It provides a framework for them to understand their own natural thinking preferences and what they can do to ensure they do not miss out.

# Herrmann International Asia works with leading companies and academic institutions to improve employee and team performance.

## About Herrmann International Asia

Herrmann International Asia works with leading companies and academic institutions to improve employee and team performance.

Herrmann's work focuses on practical ways to leverage differences in individual thinking styles. Building on research originally begun at General Electric, the company has developed applications that range from developing strategy at the executive level to increasing sales force productivity.

More than a million people have completed the Herrmann Brain Dominance Instrument (HBDI), the assessment tool at the heart of the company's approach. Herrmann International Asia is headquartered in Sydney, Australia with offices in:

- ◆ Auckland
- ◆ Melbourne
- ◆ Perth
- ◆ Shanghai
- ◆ Singapore
- ◆ Tokyo

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Whole Brain® Thinking and HBDI®



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

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