The Whole Brain Model: Working Styles, Change & Conflict

Change Curve Model

PHASE 1  PHASE 2  PHASE 3
Denial  Resistance  Examination

PHASE 2  PHASE 3
Exploration  Commitment

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CHANGE AHEAD

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The Individual Change Path

- Shock/Resistance
- Confusion
- Denial/False Confidence
- Depression/Despair
- Letting Go/Flying
- Realization of Effort and Complexity
- Much Better Than Before

Time
Performance During Change

The Individual Change Path

- New Meaning
- New Behavior
- Seeking to Understand
- Practice/Testing/Experimenting
- Shock/Resistance
- Confusion
- Denial/False Confidence
- Depression/Despair
- Letting Go/Flying
- Realization of Effort and Complexity
- Much Better Than Before

Time
Performance During Change
Why Might Change Contribute to Conflict?

- Losses
- Shifts in expectations
- Shifts in the way work gets done
- Change creates tension in ourselves and between colleagues
- Everything feels disorganized or unfamiliar

- People feel vulnerable, managers too
- Job competencies & job descriptions are altered
- Requires new ways to communicate
- Creates uncertainty
- A wide range of emotions, some complex, are expressed, verbally and non-verbally

- Budget reductions or reprioritizing
- Mid course corrections
- Unexpected expenses
- Departments get moved
- Reorganizations
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What Changes at Work are You Facing?

- What changes do you see under way or coming at your institution?
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The Agenda

- Step 1: Sort Cards
- Step 2: Trading
- Step 3: Choices
- Step 4: Explanation of Whole Brain Model
- Step 5: Group Discussion -- by Colors
- Step 6: Small Group Discussion

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What is the color of the card with which you most closely identify in your working style?

1. Blue
2. Green
3. Yellow
4. Red

How would you describe your “significant other” or best friend – as being the same as or different from you:

1. Same predominant style as me
2. A mixture of same and different
3. Different predominant style from me

The Whole Brain Model

- Logical
- Rational
- Big Picture
- Creative
- Organized
- Planned
- Interpersonal
- Feelings
The Whole Brain Model

- Metaphoric model-based on brain research
- Style = preferred modes of thinking, learning and working
- Nature and Nurture
- All styles are neutral
- We have capacity for all styles
- Preferences different from competence
- Organizations need all styles
- Understand and value diverse styles

How would you describe yourself:

1. Similar to Phyllis the left-brainer
2. Similar to Sam the right-brainer
3. Sometimes like Phyllis and sometimes like Sam
• Logical
• Analytical
• Linear Thinking
• Quantitative
• Here-and-Now

• Argue rationally
• Generalize from specifics
• Problem-solve logically
• Know the bottom line
• Critical analysis
• Solve tough problems
• Gather facts
• Measure precisely

• Make things work
• Rational, unemotional
• Consider financial aspects
• Goals & outcomes
• Realistic & present-oriented
• Efficient
What is the most likely “blue” magazine/website?

1. FoxNews.com
2. People.com (People Magazine)
4. OrganizedHome.com
• A rule & a place for everything
• If it ain’t broke, don’t fix it
• On time
• Action-oriented
• Approach problems practically
• Stand firm on issues
• Maintain standard of consistency

• Stable leadership & supervision
• Detailed plans & procedures
• One thing at a time
• Keep financial records straight
• Neatness & protocol count
• Disciplined & reliable
• Order & control

What type of company would you most associate with “greenness”?

1. Apple
2. California Closets
3. Google
4. Hallmark
• Interpersonal
• Feeling-oriented
• Teamwork
• Intuition
• Communication

• Attuned to people &
group dynamics
• Empathetic & nurturing
• Experience is reality
• Intuitive, understanding
• Care about values
• Recognize interpersonal difficulties
• Helping, coaching, partnering
• Participation &
collaboration
• Expressive, talkative, friendly
• Spirituality
• Personal growth
• Build relationships &
teams

What movie would you associate
with “redness”? 

1. Scream 4
2. Dirty Harry
3. Toy Story 3
4. Inception
• Creative
• Innovative
• Holistic
• Synthesizing
• Visionary

• See the “big picture”
• Risk-taker
• Recognize new possibilities
• Integrate ideas & concepts
• Bend or challenge established policies
• Problem-solve in intuitive ways

• Use metaphor
• Originality & imagination
• Curious & adventurous
• Design/Artistic
• Like variety & multi-tasking
• Envision the future
• Impulsive & playful
Which profession has the most “yellow”?

1. University Business Officer
2. Quality Control Supervisor
3. Fashion Designer for Lady Gaga
4. Botanist

How I Like to Put My WHOLE BRAIN to Work

How I Like to Put My WHOLE BRAIN to Work

Whole Brain Model Communication Preferences

BLUE
- Facts, no fluff
- Technical accuracy
- Articulated ideas
- Critical analysis
- Straight forward

YELLOW
- Metaphors
- Big picture overview
- Imaginative
- Conceptual framework
- Exploration
- Visual

GREEN
- Details
- Thoroughness
- Rules & procedures
- Action plans
- Explinations
- Stay on topic

RED
- Feelings & values
- Open discussion
- Expression
- Personal touch
- Empathy & consideration
- Stories & examples
Blue
- Authoritative
- Directive
- All-business
- Analytical
- Factual

Yellow
- Adventurous
- Visionary
- Entrepreneurial
- Idealistic
- Holistic

Green
- Traditional
- Conservative
- Organized
- Accountable
- Safe keeping

Red
- Team oriented
- Supportive
- Personable
- Intuitive
- Communicator

“What’s the Theory of the case?”
- Define goals & objectives
- Logically solving problems
- Critical analysis & theory
- Efficiency, cost & data
- Working toward quantifiable outcomes

“Challenge the Status Quo”
- Strategies & visualizes the future
- Risk taking & experimenting
- Combining & connecting concepts
- Brainstorming new ideas & solutions
- Big picture perspective

“How can we make this happen?”
- Attention to detail & procedures
- Moving from point A to point B
- Task allocation, organization & planning
- Follow-up & scheduling with time lines
- Making sure everything is in order & in control

“Being part of the team”
- Mediating & facilitating
- Steering, listening & expressing
- Collaborating & building relationships
- Intuitive sensing of underlying issues
- Being sensitive to other people

Team Approaches
MOVING TOWARD CLOSURE
- GETTING DOWN TO BUSINESS
- BREAKTHROUGH THINKING

MOVING TOWARD CLOSURE
- KINDLING THE SPIRIT OF COMMUNITY

Getting On Board with Change
- What is the business case for change?
- What is the vision of the new future state?
- How do we mobilize to make it happen?
- Who needs to be involved? What partnerships need to be developed?
- What will be the emotional impact on me, my family and my team?
- What are the implications for my customers?
- Who will listen to my concerns?
- What do you identify as important?
- Reducing risk, mobilizing resources

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What 2 colors do you feel are the strongest in your working style:

1. Blue/red
2. Blue/green
3. Blue/yellow
4. Red/green
5. Red/yellow
6. Green/yellow

Whole Brain Thinking / Working Styles

1. What do you see as the major strengths in your working style?
2. What do you see as the major challenges or limitations in your working style?
3. How does your working style deal with change? Give examples
4. On a team, your working style might find conflict with which other working style(s)?
5. What do you want other working styles to understand about you to improve team performance?
Car Buying Exercise

The Individual Change Path

Many Individual Change Paths
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Getting On Board with Change

Reducing risk, mobilizing resources

Taking care of business

What is the business case for change?
• What's the bottom line?
• What are the facts?
• What are the financial consequences?
• What's the logic behind the decision?
• What's the goal or objective of the change?

What is the vision of the new future state?
• How is this going to affect my future?
• How does this fit into the big picture?
• What's the “why” behind the change?
• Do I have freedom to influence how this gets rolled out?
• How might this constrain me?

How do we mobilize to make it happen?
• Are there specific timelines?
• What are the specifics of the change?
• What’s the track record for this type of change?
• How can I minimize surprises?
• What are the risks to me?

Who needs to be involved? What partnerships need to be developed?
• What will be the emotional impact on me, my family and my team?
• What are the implications for my customers?
• Who will listen to my concerns?
• Will you engage me personally?

What is the business case for change?

Future Orientation

What is the vision of the new future state?

Working Styles, Change and Conflict

1. Review and add to your earlier notes on changes you are facing. Select the change effort that is most limited by interpersonal differences or conflict, or likely to be
2. Use your Whole Brain materials to understand and explain the interpersonal differences or conflict and why this is limiting the change effort
3. Using Whole Brain theory, draft a plan to address the differences or conflict and move the change effort forward
4. Outline your plan with 4 to 6 bullet points
Working Styles, Change and Conflict

1. Briefly introduce yourself to your group members based on your two Whole Brain Thinking/Working Styles preferences.
2. First person presents case with his/her plan and receives feedback.
3. Group members provide Working Styles based feedback to each presenter.
4. Second person presents and receives feedback and so on.
5. As time allows, large group discussion follows.

References