The Whole Brain Model: Working Styles, Change & Conflict
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Course Description

The Herrmann Whole Brain model presents a conceptual framework which can help you learn more about your preferred modes of thinking, learning and working. In this workshop you will participate in exercises which assess your Whole Brain style. Through the process, you will gain a deeper understanding of yourself and ultimately others.

The model offers practical descriptions of the diversity of cognitive styles that managers and team leaders can use to understand human differences. Special attention will be given to understanding how each thinking style approaches and deals with change and conflict, all while having a lot of fun and insightful experiences.
The Whole Brain Model: Working Styles, Change & Conflict

Learning Objectives

After completing this course, you will be able to:

● Identify ten factors of organizational change that lead to conflict
● Identify three recent changes in your institution that led to conflict
● Describe the characteristics of the four quadrants of the Whole Brain Model
● Define your two primary work style preferences based on the Whole Brain model
● List 3 strengths and 3 weaknesses of your work style preferences
● Write a four point plan to reduce organizational conflict related to change using the Whole Brain Model
Change Curve Model

PHASE 1
Denial

PHASE 2
Resistance

PHASE 3
Exploration

PHASE 4
Commitment

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The Individual Change Path

Performance During Change

Time

Shock/Resistance/Confusion
Denial/False Confidence
Dejection/Despair
Letting Go/Flying
DIY
Practice/Testing/Experimenting
New Meaning & New Behavior

Seeking to Understand

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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

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• 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

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- 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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- How are you involved in one or more of these planned (or not) changes?
- How do one or more of the changes affect you?
More on This Later…

The Whole Brain Model: Understanding Change & Conflict
The Agenda

presented by: John Berberet, MA, MFT for WACUBO

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

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

• 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

The Creative Brain

Figure 1-11. Phyllis the Left-brainer

Figure 1-12. Sam the Right-brainer
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
GREEN

- Organized
- Sequential
- Safe-keeping
- Planned
- Detailed
- Implementer

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GREEN

- 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

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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

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• 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

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What movie would you associate with “redness”?

1. Ex Machina
2. Dirty Harry
3. Toy Story 3
4. Mad Max: Fury Road

• 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

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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

- Being Challenged
- Analyzing & Diagnosing
- Logical Processing
- Finance & Numbers
- Making Things Work
- Solving Tough Problems
- Clarifying Issues
- Explaining Things
- Dealing with the Future
- Seeing the Big Picture
- Inventing Solutions
- Developing New Things
- Providing Vision
- Taking Risks
- Integrating Ideas
- Bringing About Change

- Administering
- Attending to Detail
- Being in Control
- Building Things
- Establishing Order
- Timely Implementation
- Planning Things Out
- Providing Support
- Coaching
- Working with People
- Communicating
- Building Relationships
- Expressing Ideas
- Teaching/Training
- Persuading People
- Being Part of a Team
Whole Brain Model Communication Preferences

**BLUE**
- Facts, no fluff
- Technical accuracy
- Articulated ideas
- Brief, clear, precise
- Critical analysis
- Straight forward

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

**GREEN**
- Details
- Thoroughness
- Rules & procedures
- Action plans
- Explanations
- 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

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Getting On Board with Change

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?

Future Orientation

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?

Reducing risk, mobilizing resources

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?

Moving toward closure

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

Getting Down to Business

Team Approaches

“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”

- Strategize & visualize the future
- Risk taking & experimenting
- Combining & connecting concepts
- Brainstorming new ideas & solutions
- Big picture perspective

“Being part of the team”

- Mediating & facilitating
- Sharing, listening & expressing
- Collaborating & building relationships
- Intuitive sensing of underlying issues
- Being sensitive to other people

“How can we make this happen?”

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Kindling the spirit of community
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
The Whole Brain Model: Working Styles, Change and Conflict. To Be Continued

Take a break
See you in 10

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?

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The Individual Change Path

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Denial/False Confidence
Dejection/Despair
Letting Go/Flying
Practice/Testing/Experimenting
Seeking to Understand
New Meaning & New Behavior

Time

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Many Individual Change Paths

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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 5 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


