



How Do We Get There
From Here?

Leading Change

Agenda

- ▷ Change Checklist
- ▷ Mindsets...sort of
- ▷ Reading Minds
- ▷ Changing Minds
- ▷ Whole Brain Thinking for Change

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**"I want you to find a bold and innovative way
to do everything exactly the same way
it's been done for 25 years!"**

A collage of numerous colorful sticky notes (yellow, green, pink, blue, and orange) scattered across the frame. Each sticky note has the word "change" written on it in a black, cursive script. The notes are overlapping and slightly tilted, creating a sense of movement and abundance.

change

Change is . . . ?



90%

The percentage of patients that don't change behavior
after bypass surgery

Whole Brain® Change Scorecard

- Check the 8 most important items when approaching change/new initiative
- Circle the items that need more attention in your school/organization

- Gathering facts/data to support need for change
- Technology
- Past Trends & Benchmarks
- Performance measurement
- Clear goals & objectives
- Logical problem solving
- Articulating plan for change in an orderly way
- Thinking about potential flaws
- Analyzing risk
- Quality of plan
- Timing & Execution
- Resources
- Clear Policies & Procedures
- Innovative ideas
- Seeing the “big picture”/future trends
- Understanding the “why”
- innovative solutions to obstacles
- Challenging the established methods
- Vision & Purpose
- Long term Strategy
- Creating enthusiasm
- Anticipating how others will feel
- Clear communication of plan
- Mission/values alignment
- Community Relations - does the change feel right?
- People capital - putting the right people in place



*Organizations can't change...unless
individuals change their behavior and
changing behavior is hard.*

- Keith Ferrazzi

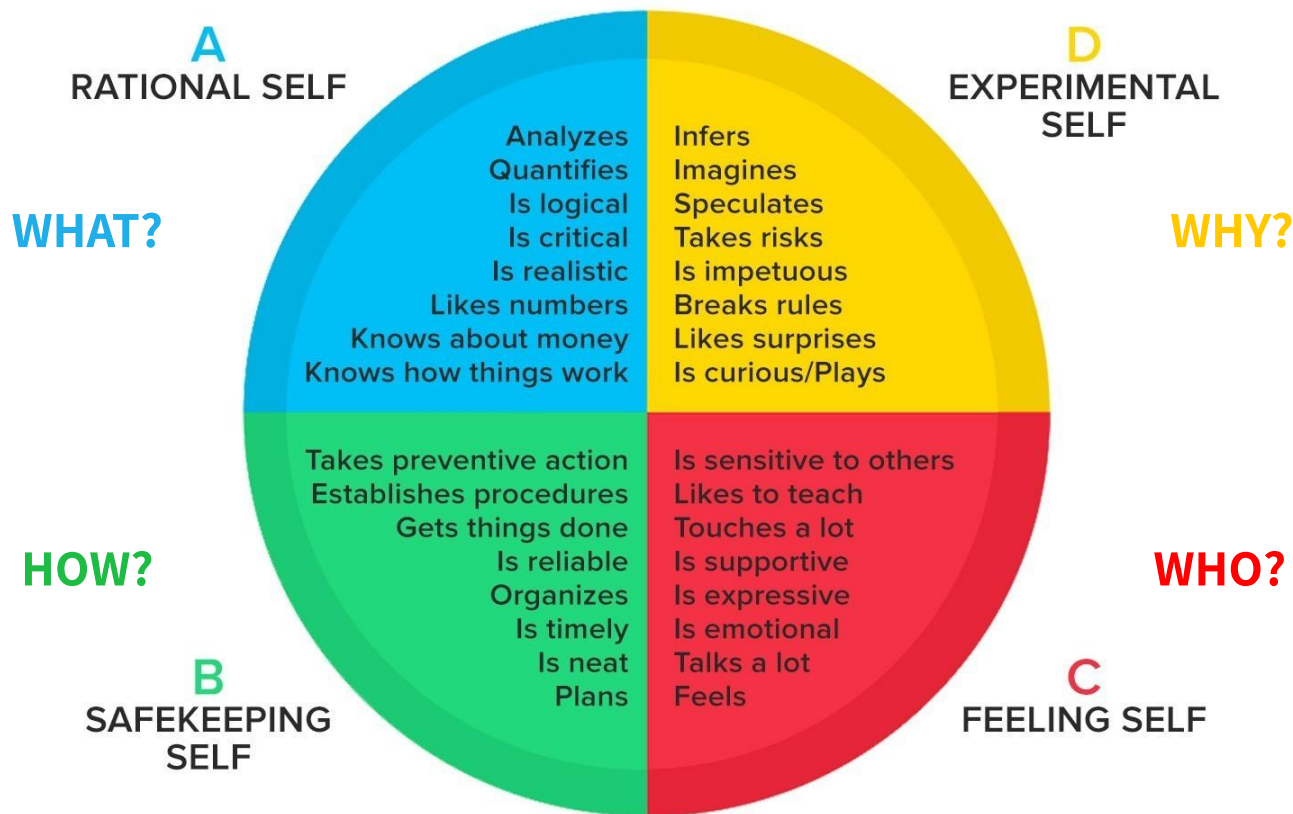


Origins of HBDI and Whole Brain Thinking

Why assess thinking?

- ❑ Thinking is at the root of how we interpret information and interact with others.
- ❑ HBDI™ (Hermann Brain Dominance Instrument) is a diagnostic used to assess thinking in individuals, teams and organizations.
- ❑ The tool was developed in the 70s by Ned Herrmann while working as a trainer at GE. He was curious about how creativity and production were impacted by thought.
- ❑ Partnered with neuroscientists and psychologists.
- ❑ Created
 - ❑ Metaphor for the brain - four different selves
 - ❑ HBDI™ assessment
 - ❑ Whole Brain Thinking model

Our Four Different Selves Model



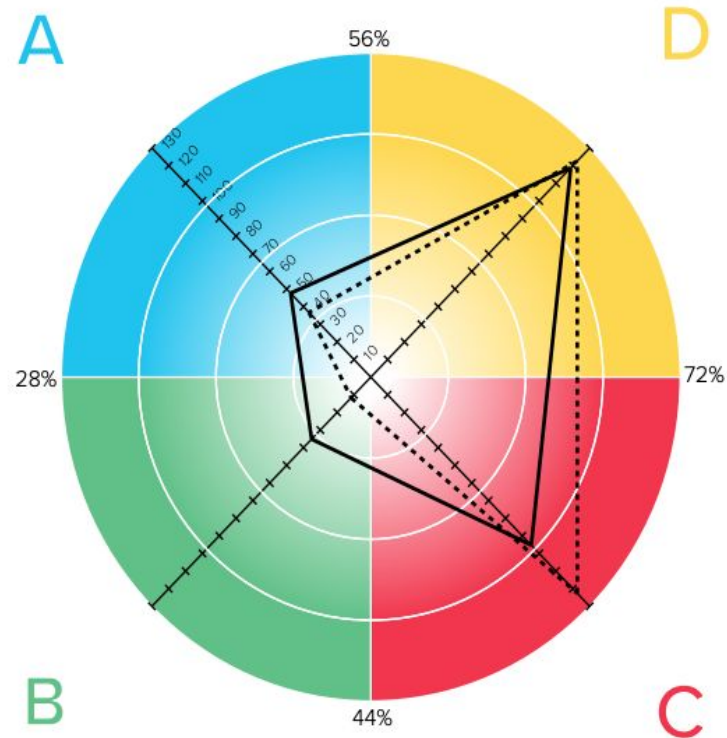
When it comes to change...



different thinking preferences
have different needs.

- My actual HBDI™ results
- What might I need to embrace change?

Preference Code	2	2	1	1
Profile Scores	48	35	95	119
Under Pressure	37	12	123	123

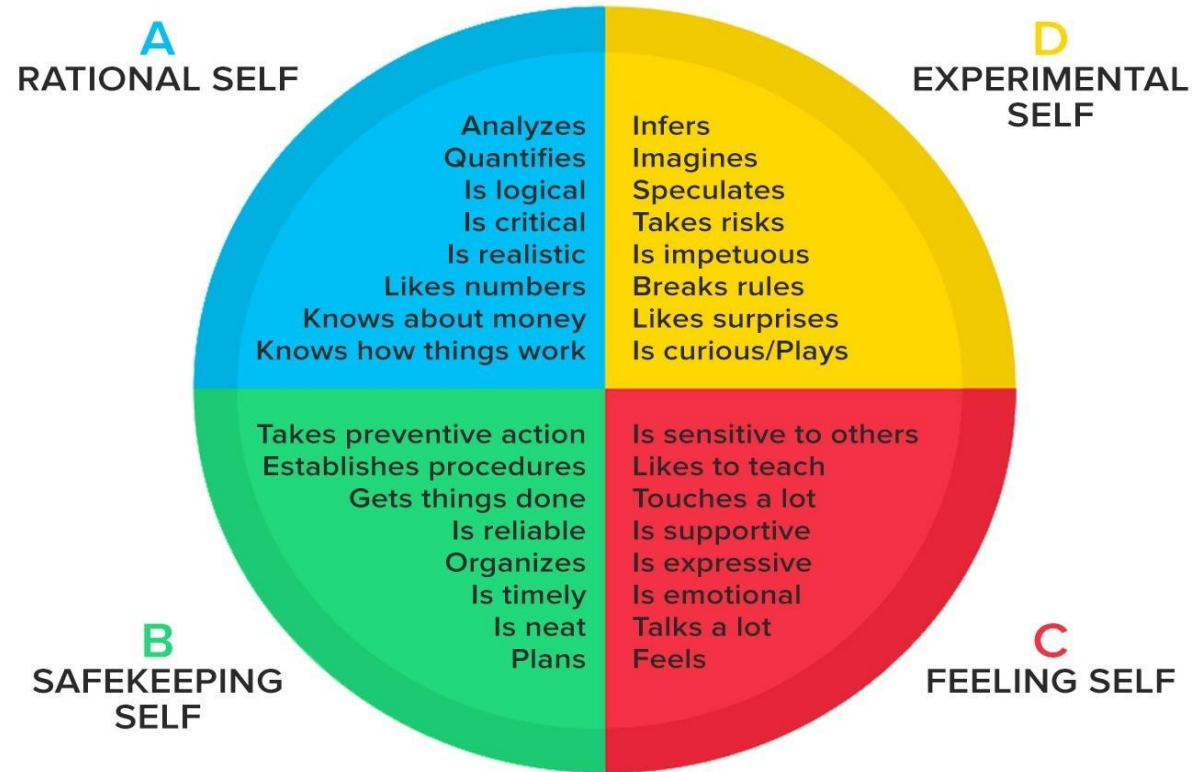


How do we navigate this work if we can't/haven't give(n)
the HBDI assessment?

(Pre) Read the Room


People leave clues about their preferences.

Our Four Different Selves Model



Do you see yourself anywhere?

The four-color, four-quadrant graphic and Whole Brain® are registered trademarks of Herrmann Global, LLC. © 2015 Herrmann Global, LLC



The top 8 items for change that you chose might align with the preferences that HBDI would reveal.

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- ☐ Community Relations - does the change feel right?
- ☐ People capital - putting the right people in place
- ☐ Checking in/Qualitative Data

Whole Brain® Change Scorecard

Did you check in categories that match how you see yourself thinking?

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(Pre) Read the Room

Anticipate communication, frustration
and *potential* interpretation around
change.

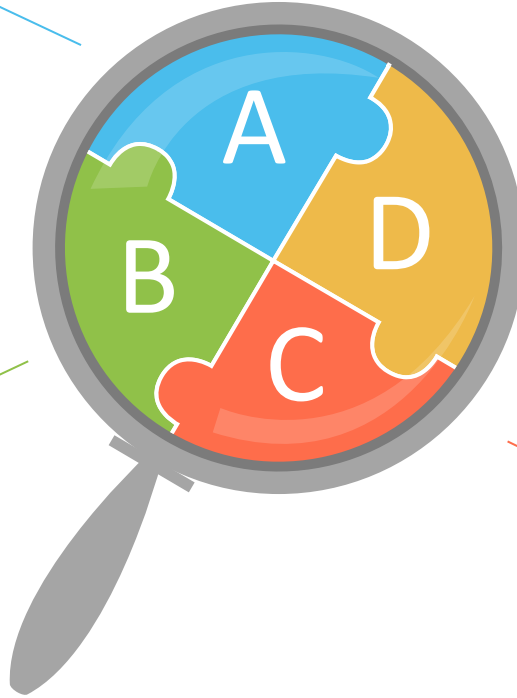
Preference Clues around change

What?

- What data informed this change?
- How will we know it's successful?
- Want to know ROI
- Proof
- Will track success and failure - without solicitation

How?

- How will we...?
- What's the plan/timeline/schedule?
- What are we tackling first?
- Communicate in a timely manner
- "We have always done it this way."

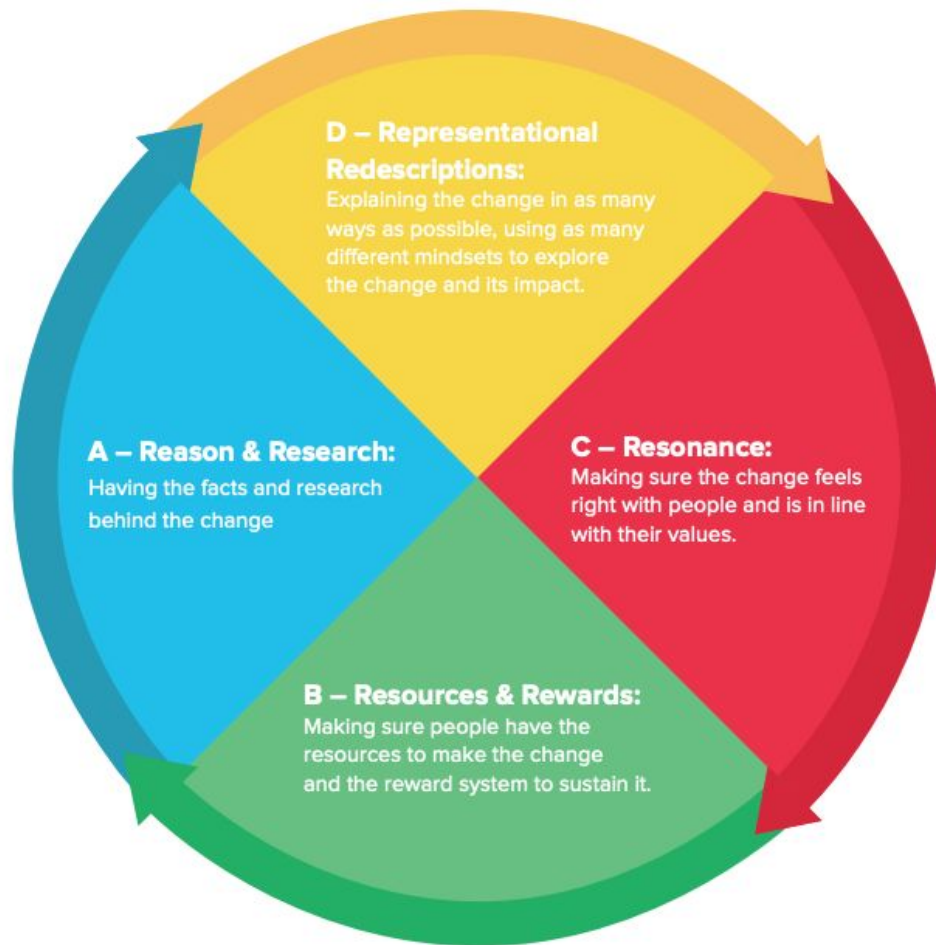


Why?

- Always want to know the why
- Excited about unique opportunities
- Intuitive problem solvers
- Challenge the established _____
- Ideating and brainstorming...sometimes ad nauseum

Who?

- Qualitative data
- Collaboration and consensus
- Interest in community and culture
- Can usually get buy in...or easily sabotage it
 - They/this are not very____(insert institution)



Preference needs

- A – Reason and Research:** Having the facts and research behind the change
- B – Resources and Rewards:** Making sure people have the resources to make the change and the reward system to sustain it.
- C – Resonance:** Making sure the change feels right with people and is in line with their values.
- D – Representational Redescriptions:** Explaining the change in as many ways as possible, using as many different mindsets to explore the change and its impact.



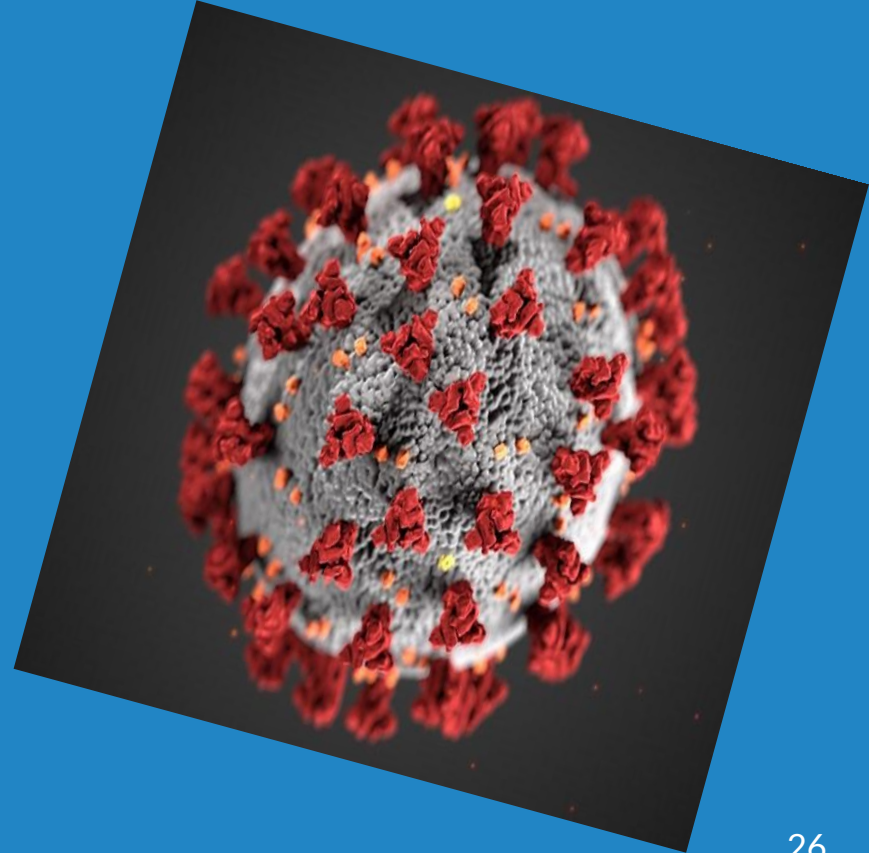
What's on your mind?

Using Whole Brain Thinking



To get your team onboard and
lead through change...

2 case studies



Walk Around: Getting People on Board with Change

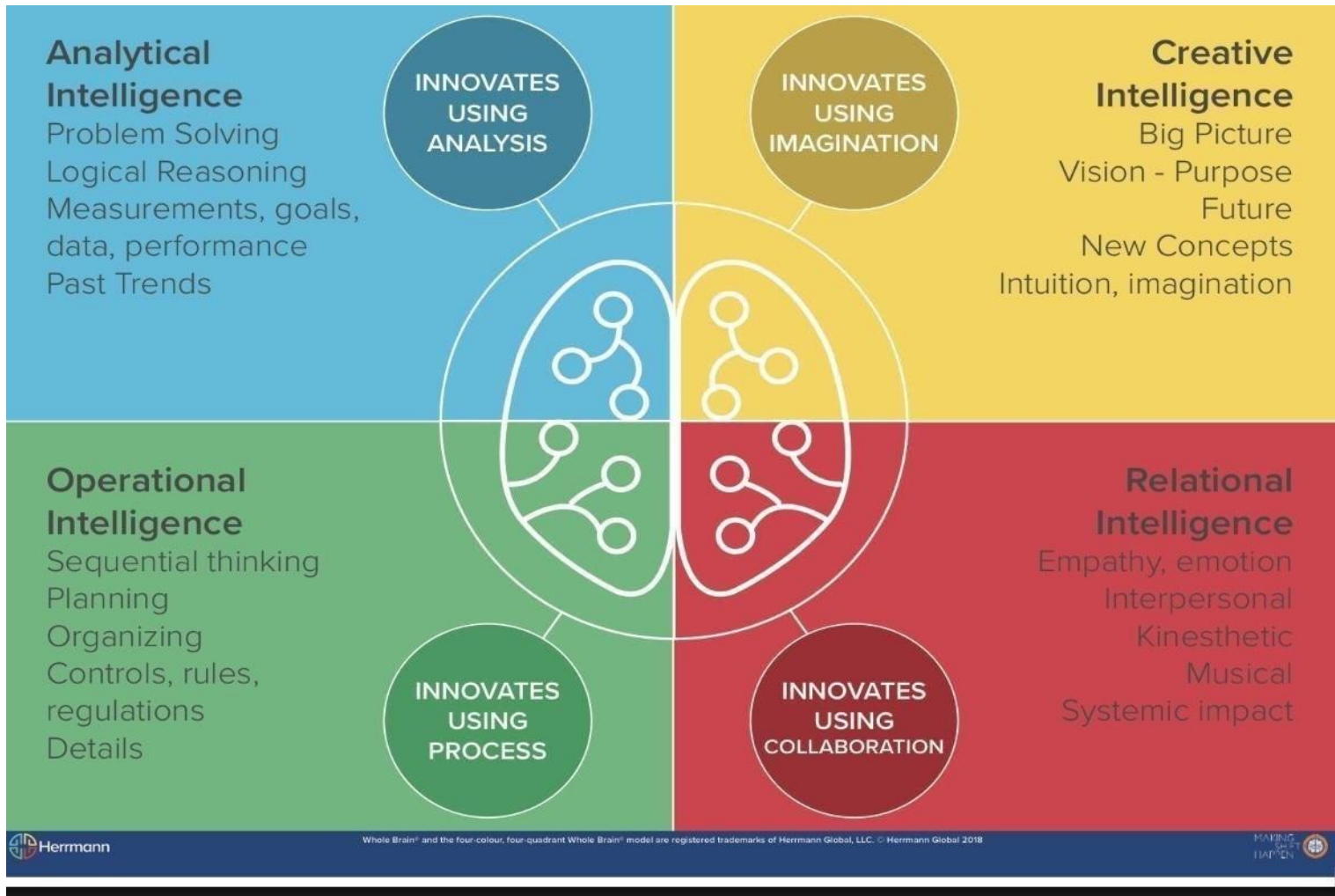
- What's the bottom line?
- What are the facts?
- What are the financial consequences?
- What's the logic behind the decision?
- What's the goal or objective of the change?

- 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?

- Is there a specific timeline?
- What are the specifics of the change?
- What's the track record for this type of change?
- Are there references I can talk to?
- How can I minimize surprises?
- What are the risks to me?

- What will the impact be on my team and me?
- What are the implications for my customers?
- Who will be available to listen to my concerns?
- Can you engage with me personally before you get focused on the facts?

Harness
the skills
for change
that each
preference
brings!



Choose a goal or a small change and think about how to approach via whole brain.

What?

Why?

GOAL

How?

Who?

WalkAround: Key Questions to Bring Cognitive Diversity



Purpose

- What is the problem we are solving/decision we are making?
- What is the payoff for various stakeholders?
- What do we already know and from what sources?
- What information do we need to gather that we would not typically include?

Possibilities



- Why is this important?
- What internal/external perspectives are we overlooking, not seeing, not hearing?
- How can we think about this differently?
- How do we allow our ideas to collide constructively?



Process

- How do we structure our processes to ensure all perspectives are heard?
- What steps can we take to solicit and consider information in a fair and equal way?
- Which groups need to inform our process and execution?

People



- Who else can we engage to ensure we are getting all perspectives?
- What climate do we need to ensure all are comfortable contributing?
- What social, emotional, values-driven or cultural aspects should we consider?

What is the vision? Why does this matter?

A start in the yellow preference may allow for visionary/future thinking or questioning the established methods.

**Who needs to be engaged?
What's the potential impact?**



How do we move from point A to point B? What are the steps?

What are the goals/objectives? How do we know this worked?

From Self to Process - The way we think impacts the order we approach information, presentations, etc.

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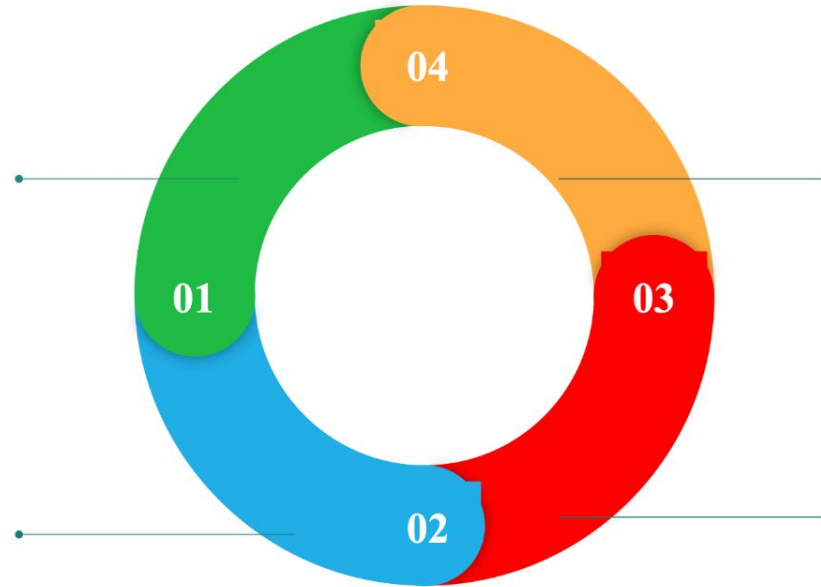
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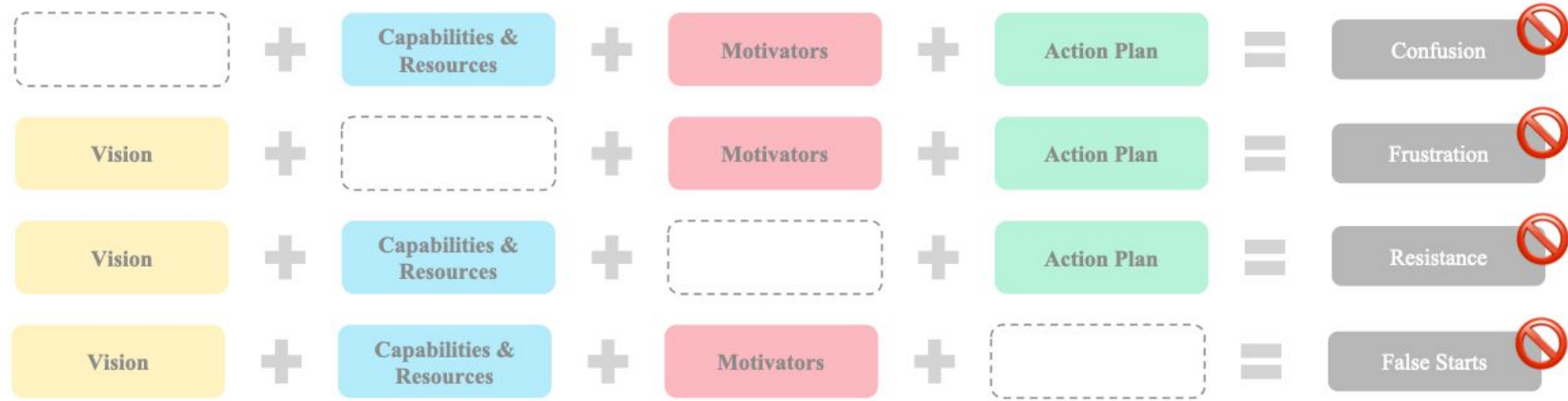
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Success Requires a Whole Brain® Approach



Otherwise...



Thank You

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