

H.B.D.I. (= Hermann Brain Dominance Instrument)

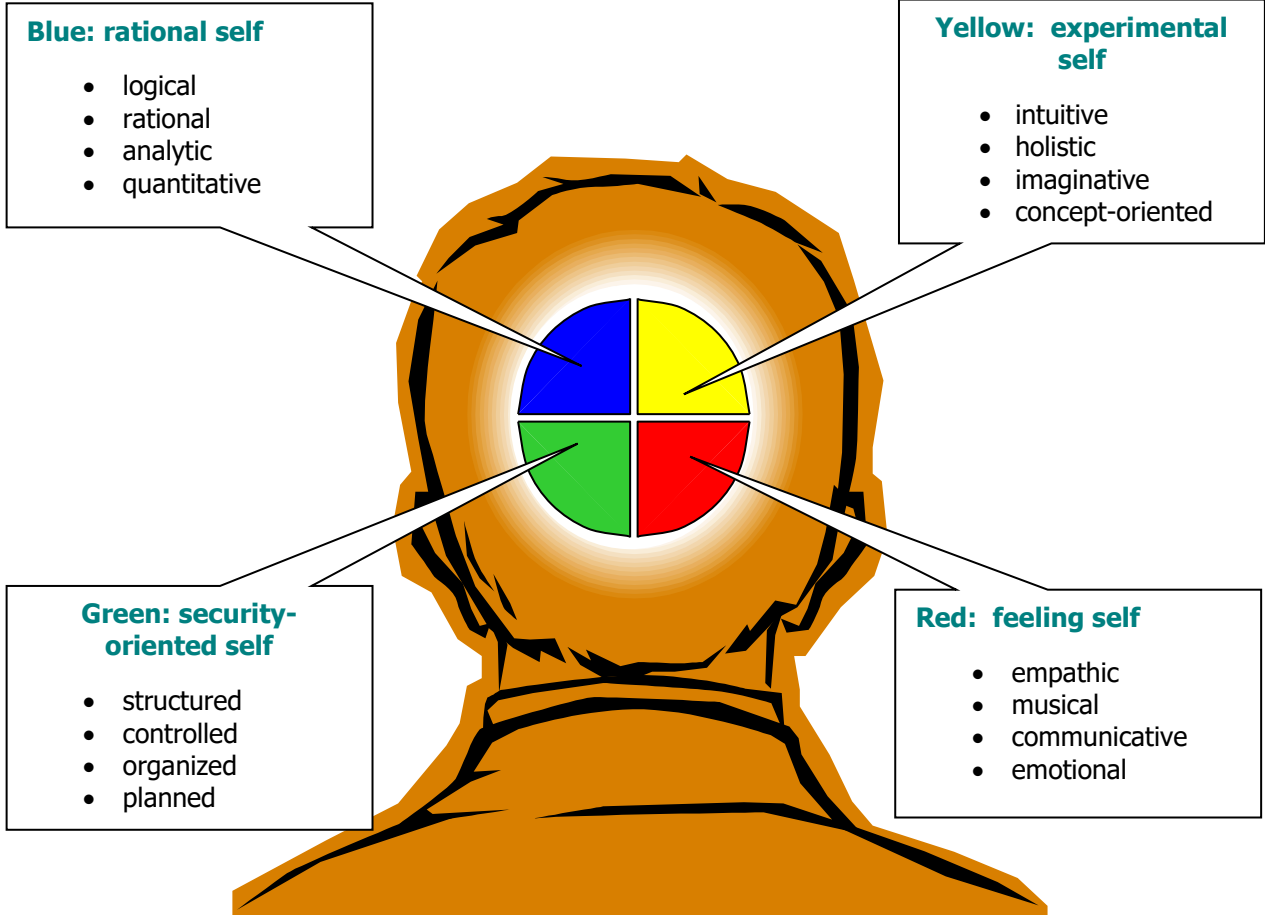
How different people approach situations differently

Some people are like us, many are completely different. Which of the following situations do you recognize from your own life?

- A.** Yesterday in the bathtub you had a great idea about how one could improve the business processes in your department significantly. When you presented your idea this morning in the team meeting enthusiastically, the response was, "that would upset all other plans." "Who can guarantee us that it will work?" "We've always done fine doing things the way we've done them. If it ain't broken, don't fix it!" You get upset.
- B.** You are in a meeting with several customer representatives and project managers you're your company. After a fifteen minute small-talk phase at the beginning of the meeting, the chair of the meeting asks each attendee to present himself briefly, since the project work to be done together will last for a longer period of time and everyone will need to work together closely. Subsequently, the meeting takes forever as the customer representatives parade their sensibilities and uncertainties excessively. You feel irritated and aggressive. The actual content of the contributions could have been discussed in ten minutes.
- C.** The tasks and objectives are clear, the plan of action has been defined, individual steps and responsibilities have been fixed to a time plan and milestones. You see the activities of the coming week clearly before you. Then suddenly a colleague makes a totally new suggestion which would trash your entire plan. You refuse even to consider whether it is a good idea or not. He should have come up with it earlier. You are irritated.
- D.** Your boss comes in after having been away on business for several days. He places some files in front of you and says with an expressionless face, "we need to talk about the Meyer case again. There are problems. Please come to my office at 4 p.m. He turns and leaves. You wonder why he didn't smile, why he didn't say 'hello' when he came in. You wonder what you did wrong.

Ned Hermann, long-time head of Personnel at General Electric, developed the HDI Model to show how differently people approach dealing with challenges or situations. How we **communicate**, **deal with conflict**, **work together with others** or **are creative** is determined to a large degree by our HDI profile. There are neither good nor bad profiles. They are simply different. Knowing the HDI profile will make it easier to accept a colleague who approaches a task differently than you do.

Brain research shows that the two halves of the brain are specialized in different kinds of thinking. The **left brain** analyses, abstracts, calculates, measures time, plans, puts into words and makes rational, logical decisions. The **right brain** is the centre of intuitive, creative, holistic and emotional thinking, as well as thinking in pictures and symbols. The four quadrant model of Ned Hermann is based not only on the functions of the cerebral cortex, but also of the limbic system, which is responsible for behaviour.



Being blue-dominant means,

You find it ease to:	You do not find it so easy to:
<ul style="list-style-type: none"> • Gather facts • Analyse conflicting positions • Solve problems logically • Discuss rationally • Consider the financial aspects of a situation • Make exact calculations • Understand technical details 	<ul style="list-style-type: none"> • Grasp the emotional and social aspects of a situation • Warm-ups, small-Talk, experiencing small-talk as a waste of time • When people don't deal with problems quickly or logically

Being green-dominant means,

You find it easy to:	You do not find it so easy to:
<ul style="list-style-type: none"> • Plan and organizing tasks • Deal with problems practically • Take a strong position • Organize and keeping appointments • Lead and controlling securely • Read the fine print in documents and contracts • Keep the books properly 	<ul style="list-style-type: none"> • See the "big picture" • Understand something "out of the blue" • Accept new and innovative ideas • When people are chaotic, do not work step-by-step or according to rules, fail to respect organizational hierarchies

Being red-dominant means,

You find it easy to:	You do not find it so easy to:
<ul style="list-style-type: none"> • Recognize problems in relationships • Take the feelings of others into account • Understand how others feel intuitively • Motivate people • Be convincing • Teach • Mediate conflicts 	<ul style="list-style-type: none"> • When people ignore the human aspect of problems and put logic ahead of feelings • Solve problems logically and analytically • Understand technical details

Being yellow-dominant means,

You find it easy to:	You do not find it so easy to:
<ul style="list-style-type: none"> • Recognize the signs signalling coming changes • See the "big picture" • Tolerate ambivalence • Develop ideas and concepts • Question or ignore orders or fixed approaches • Combining dissimilar elements into a new whole • Finding innovative solutions to problems 	<ul style="list-style-type: none"> • Keep order • Organize and keep appointments • Structure activities • Stick to a plan • When people act conservatively and focus on security

As you can see, each profile has its strengths and weaknesses. When one has understood that a strength necessarily entails a weakness, then it becomes easier to tolerate the weaknesses both of ourselves and of others

If I am creative and constantly think of new ideas, planning ideas in a structured fashion and implementing them step by step is not going to be my favourite thing to do. For that I need somebody else with a different dominant structure, for whom it is easy to make plans, to document them in detail and to control the implementation. In addition, his and my characters will probably not be 100% compatible. Because he complements me, he must be different than I am.

It is important to recognize that we need different kinds of people, who I probably won't get along with because they see things basically differently from me, who are just right for different tasks because they are different.

Pay attention to who is the outsider in your team. Maybe he has a competence no one else has. A watch out for him, so that the team is able to keep him.