



# **Case studies and white papers**

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## Case studies and white papers – summary

# Case studies

Full text of each of the following Case Studies can be found on the practitioner portal.

Industry	Client	Issue/goal	Audience	Result
<b>Accounting and consulting</b>	Professional Services Firm	<ul style="list-style-type: none"> <li>• Improve creativity and innovation</li> <li>• Improve customer service and satisfaction</li> <li>• Improve customer problem solving</li> </ul>	• High-potential employees	<ul style="list-style-type: none"> <li>• Increased employee engagement</li> <li>• Achieved competitive differentiation through a Whole Brain® approach to client service</li> <li>• Increased creativity in client solution approaches</li> <li>• Improved teamwork</li> </ul>
<b>Construction</b>	Parkland Projects Construction	<ul style="list-style-type: none"> <li>• To build the most patient and family-centric hospital facility in the country, on time and within budget, while keeping everyone safe</li> </ul>	• Project and team leaders	<ul style="list-style-type: none"> <li>• Completed ahead of schedule and under budget</li> <li>• Best-in-class employee engagement scores</li> <li>• Zero litigation</li> <li>• Award-winning results</li> </ul>
<b>Consumer goods</b>	Brown-Forman	<ul style="list-style-type: none"> <li>• Improve creativity and innovation</li> <li>• Drive business growth through improved ideation and marketing concepts</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing leaders</li> <li>• Sales</li> <li>• Market Research</li> </ul>	<ul style="list-style-type: none"> <li>• Number 1 in merchandise sales from promotional campaigns developed through ideation</li> <li>• Successful rebranding</li> </ul>
<b>Consumer goods</b>	Cookie Time	<ul style="list-style-type: none"> <li>• Transform the culture to support sustained growth</li> <li>• Build company wide commitment to new vision, values and strategic direction</li> </ul>	• All functions	<ul style="list-style-type: none"> <li>• Improved financial results</li> <li>• More effective employee coaching and management programs</li> <li>• Faster decision making</li> <li>• Better aligned and more Whole Brain® teams</li> </ul>
<b>Consumer goods</b>	Microsoft Game Studios/ Good Science Studio	<ul style="list-style-type: none"> <li>• Develop a pack-in title to demonstrate broad appeal of Kinect for Xbox 360</li> <li>• Develop a game the whole family would enjoy</li> <li>• Improve and accelerate the game design process</li> </ul>	<ul style="list-style-type: none"> <li>• Game designers and developers</li> <li>• Project managers</li> <li>• Consumers</li> </ul>	<ul style="list-style-type: none"> <li>• 'Kinect Adventures' brainbalanced game features showcase the broad appeal of Kinect</li> <li>• Positive consumer and industry reviews</li> <li>• Over 40% reduction in development time</li> </ul>
<b>Education</b>	University of Maine, Orono	<ul style="list-style-type: none"> <li>• Give students 'career accelerating' thinking, problem-solving skills</li> <li>• Develop confident, innovative community and business leaders</li> </ul>	• Undergraduate and graduate students	<ul style="list-style-type: none"> <li>• Potential patents, job offers, start-up funding for students</li> <li>• Grant to bring curriculum to entire UMaine system</li> <li>• A system that can be applied to all aspects of personal, professional life</li> </ul>

## Case studies and white papers – summary

### Case studies (continued)

Industry	Client	Issue/goal	Audience	Result
<b>Entertainment</b>	Cirque du Soleil	<ul style="list-style-type: none"> <li>• Drive leadership development and effectiveness</li> <li>• Improve decision making</li> <li>• Assemble high performing teams</li> </ul>	• Leaders	<ul style="list-style-type: none"> <li>• Improved leadership decision making and problem solving</li> <li>• Increased team effectiveness</li> </ul>
<b>Financial services</b>	Bendigo Bank	<ul style="list-style-type: none"> <li>• Improve customer service and satisfaction</li> <li>• Drive growth by turning customer service into a competitive differentiator</li> <li>• Value and leverage diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Service</li> <li>• Management</li> <li>• Professional staff</li> </ul>	<ul style="list-style-type: none"> <li>• Number 1 rating in customer satisfaction (Australian Financial Review)</li> <li>• 13% net growth in new customers</li> <li>• 20% net growth in retail deposits</li> <li>• 21% increase in after-tax profits</li> </ul>
<b>Financial services</b>	Westpac Bank/Challenge Bank	<ul style="list-style-type: none"> <li>• Create one culture through merger of a national and a regional bank</li> <li>• Minimise turnover, disruptions and retrenchments from M&amp;A process</li> <li>• Maintain employee morale and commitment to customer</li> </ul>	• All functions	<ul style="list-style-type: none"> <li>• Closed 40 colocated branches; no retrenchments or forced transfers</li> <li>• Reduced staff turnover from 14% to 6%</li> <li>• Returned \$AUD10 million that had been set aside for redundancies</li> <li>• Increased opening hours with full commitment of staff</li> <li>• Achieved 86% support for industrial relations agreement</li> </ul>
<b>Financial services</b>	Orange Credit Union	<ul style="list-style-type: none"> <li>• Improve communications and efficiency within the management team</li> <li>• Build better relationships between management and staff</li> <li>• Support cultural change</li> </ul>	• Management team	<ul style="list-style-type: none"> <li>• Improved intra-team communications</li> <li>• Improved management staff communications and trust</li> <li>• Strengthened relationships with the Board of Directors</li> </ul>
<b>Government</b>	U.S. Naval Command	<ul style="list-style-type: none"> <li>• Improve mentoring program</li> </ul>	<ul style="list-style-type: none"> <li>• High-potential employees</li> </ul>	<ul style="list-style-type: none"> <li>• 98% of mentor/mentee pairs succeeding (vs.50%)</li> </ul>
<b>Government</b>	U.S. Navy Command Site	<ul style="list-style-type: none"> <li>• Value and leverage diversity</li> <li>• Successfully merge two different organisational cultures</li> <li>• Improve communications</li> <li>• Assemble high performing teams</li> </ul>	• All functions	<ul style="list-style-type: none"> <li>• Employees realigned to more appropriate work</li> <li>• Bridged the gap between two cultures and different levels and types of command</li> <li>• Improved individual and team work effort</li> <li>• Improved morale</li> </ul>

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Industry	Client	Issue/goal	Audience	Result
<b>Healthcare</b>	Non-profit Healthcare System	<ul style="list-style-type: none"> <li>Drive leadership development and effectiveness</li> <li>Support transformational change initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Nurse and physician leaders</li> <li>Physicians</li> <li>Professional staff</li> </ul>	<ul style="list-style-type: none"> <li>Improved patient and safety outcomes through improved communications, particularly under stress</li> <li>Improved processes</li> <li>Improved collaboration</li> </ul>
<b>IT</b>	IBM	<ul style="list-style-type: none"> <li>Drive leadership development and effectiveness</li> <li>Accelerate global new leader development</li> <li>Decrease costs while maintaining learning quality and outcomes</li> </ul>	Leaders	<ul style="list-style-type: none"> <li>Reduced training delivery costs</li> <li>Improved entry- and exit-level participant knowledge</li> <li>Increased time available for business-focused application activities</li> </ul>
<b>IT</b>	Integ	<ul style="list-style-type: none"> <li>Improve customer service and satisfaction</li> <li>Improve employee engagement</li> <li>Improve cross-functional communication</li> </ul>	All functions	<ul style="list-style-type: none"> <li>Cultural transformation with increased focus on internal and external customers</li> <li>Performance management tied to customer service and teamwork</li> </ul>
<b>Manufacturing</b>	UGN Automotive Products	<ul style="list-style-type: none"> <li>Drive leadership development and effectiveness</li> <li>Introduce value-based management</li> </ul>	Leaders	<ul style="list-style-type: none"> <li>\$10 million in annual savings due to successful transition to value-based management using Whole Brain® Thinking to bring all stakeholders on board</li> </ul>
<b>Pharmaceutical</b>	'ABC' Pharmaceutical Company	<ul style="list-style-type: none"> <li>Increase revenue and sales team effectiveness</li> <li>Reduce learning and development cycle times</li> </ul>	<ul style="list-style-type: none"> <li>Sales</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in job mastery time for new sales reps from 24 to 7 months</li> <li>Increased sales revenue</li> <li>Improved results in key sales process metrics</li> </ul>
<b>Pharmaceutical</b>	Purdue Pharma	<ul style="list-style-type: none"> <li>Increase revenue and sales team effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Sales</li> </ul>	<ul style="list-style-type: none"> <li>Increased sales at a faster pace</li> <li>Improved customer and interdepartmental relationships</li> </ul>
<b>Publishing</b>	Cuisine at Home	<ul style="list-style-type: none"> <li>Increase revenue and sales team effectiveness</li> <li>Align content and style with reader preferences</li> </ul>	<ul style="list-style-type: none"> <li>All functions</li> <li>Customers (Readers)</li> </ul>	<ul style="list-style-type: none"> <li>Increase in revenue from \$80,000 to \$450,000 in two years</li> <li>Reduced interdepartmental conflict</li> </ul>

## Case studies and white papers – summary

### Case studies (continued)

Industry	Client	Issue/goal	Audience	Result
Tele-communication	Telcom New Zealand	<ul style="list-style-type: none"> <li>• Improve customer service and satisfaction</li> <li>• Raise capacity of call centre operatives</li> <li>• Reduce repeat calls</li> <li>• Increase profitability</li> </ul>	<ul style="list-style-type: none"> <li>• Inbound and outbound call centre operatives</li> </ul>	<ul style="list-style-type: none"> <li>• Improved allocation of time to calls based on needs</li> <li>• Dramatic improvement in satisfaction survey results (Complex Technical Support team scoring 4 out of 4)</li> <li>• Immediate uptick in sales conversion rates and improvement in dials-to-calls-completed in outbound call centre</li> </ul>
Utilities	CLP India	<ul style="list-style-type: none"> <li>• Develop a growth-minded culture</li> <li>• Improve collaboration and communication</li> <li>• Build leadership skills to foster and manage growth</li> <li>• Build foundation for sustainable growth</li> </ul>	<ul style="list-style-type: none"> <li>• Leaders</li> <li>• Groups and teams</li> <li>• Individuals at all levels</li> </ul>	<ul style="list-style-type: none"> <li>• Major shift to collaborative decision-making</li> <li>• Increased employee engagement</li> <li>• Faster, more effective problem solving</li> <li>• Culture that embraces innovation and different thinking</li> <li>• Successful growth without the potential drawbacks of scale</li> </ul>
Utilities	Lumo Energy	<ul style="list-style-type: none"> <li>• Build a responsive customer service team</li> <li>• Ensuring the best people in the right roles</li> <li>• Keep our competitive advantage over other energy retailers.</li> <li>• Improve agility and engage more effectively with peers</li> </ul>	<ul style="list-style-type: none"> <li>• All functions</li> </ul>	<ul style="list-style-type: none"> <li>• Performance of new sales team increased by 300%</li> <li>• Significant increase employee engagement results</li> </ul>

# White papers

The following white papers are available from our practitioner portal.

## Achieving higher levels of sales performance in a demanding world

**Ann Herrmann-Nehdi, 2012**

If your training and coaching strategies focus primarily on behaviors, you could be coming up short. That's because selling approaches and buying decisions are rooted in thinking, not just behaviors.

Thinking preferences impact how we process information, how we buy and sell, what we pay most attention to, and how we make decisions. Behavioral approaches can help the sales professional manage a sales conversation in an efficient way, but they don't reflect the mental processes that actually drive purchasing decisions. Particularly in today's demanding world, many external factors are impacting behavior; thinking is what's constant. How do the thinking preferences of individual sales professionals impact their sales performance?

## The mind of successful sales leadership

**Ann Herrmann-Nehdi**

Sales leaders today are faced with a near constant stream of diverse mental tasks. This white paper explores how sales leaders can develop their Whole Brain® Thinking skills and organise current processes and people development strategies around a common set of tools and methods derived from what we know about thinking preferences and performance. It lays out an easy-to-apply system that will save sales leaders time, money and energy while delivering the increased speed, skills and productivity necessary to close deals faster and generate more revenue.

## The best of both worlds – Making blended learning really work by engaging the Whole Brain®

**Ann Herrmann-Nehdi, 2009**

When it's done right, blended learning offers a very brain-friendly approach to reaching your audiences and achieving desired learning and business objectives. But it can be easy to get caught up in the latest technology options and tools available, losing focus on what really matters: the learning. By using Whole Brain® Thinking to plan for your audiences, design your learning, and adjust for environmental and cultural challenges, you'll be able to create memorable, engaging and effective learning that draws on the right solutions for the unique thinking preferences of your learners.

## The brains behind your organisation's success

**Herrmann International, 2004**

Understanding the thinking preferences of your customers and expanding the thinking preferences of your workforce beyond their 'regular' preferences may not be a luxury, but a necessity. Whole Brain® Thinking has been scientifically proven to help individuals at all levels become more cooperative and productive, leading to heightened levels of employee and team performance.

## Case studies and white papers – summary

### White papers (continued)

#### Get more ROI® – Return on Intelligence®

**Ann Herrmann-Nehdi**

To achieve success we must increase performance, but what criteria do you use to measure performance? If you 'use your head' as you define success, you will put your Whole Brain® to work and maybe find success and performance in places you didn't consider.

#### How will you adapt?

**Ann Herrmann-Nehdi**

Discover the impact of a Volatile, Uncertain, Complex, Ambiguous (VUCA) world on current and future leadership requirements. Learn how thinking agility will help you and your leaders adapt, focus and get more done in a rapidly changing and increasingly noisy environment. Explore four specific steps you can take to build your own and others' thinking agility.

#### Improving group productivity – Whole Brain® teams set new benchmarks

**Charles G DeRidder and Mark A Wilcox**

It is possible to improve the output of groups of people in a setting that requires learning, problem-solving and collaboration skills. The technique for improving group efficiency is this: be sure that the group is balanced in their thinking preferences.

#### Thinking Agility is the success strategy for an increasingly unpredictable world

**Herrmann International**

The need for agility has intensified the level at which all managers and leaders have to perform traditional people and process management skills. Having the thinking agility to manage the day-to-day more effectively gives them greater flexibility and bandwidth to tackle new situations and rapid changes.

As an organising principle, The Whole Brain® Model gives managers a practical framework and toolkit for better processing the volumes of information, issues, people, and decisions they deal with on a daily basis.

#### Are teams broken, or just not using their heads? Team thinking in a new light

**Ann Herrmann-Nehdi**

The acronym VUCA (Volatile, Uncertain, Complex, Ambiguous) is commonly being used to describe today's business landscape and with good reason. People, departments and entire organisations are dealing with complex new challenges that have no obvious precedents and no clear-cut answers. Competition isn't just growing, it's taking new forms and posing new threats, particularly as everyone pursues the same narrowing slice of market share.

The one obvious place to turn for competitive advantage in this challenging environment is the asset we can leverage to differentiate ourselves – the collective intelligence our human resources brings to bear.

### **Building leaders in the 21st century**

**Ann Herrmann-Nehdi**

This white paper discusses the demands of leadership in today's rapidly changing business world and the need for Whole Brain® thought leaders who possess the adaptive and integrative thinking that spans all four quadrants. This paper also includes a helpful Whole Brain® Model of the critical leadership elements for 21st century leaders.

### **Changing minds**

**Michael Morgan and Ann Herrmann-Nehdi**

You must be able to change your mindset or way of thinking to know that if you don't change then no changes will ever happen. If your business is stuck in a rut and has stopped growing, maybe it's time for a change – a change in thinking styles.

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

**Herrmann International**

The answer – they know the value of a Whole Brain® approach to management – it doesn't matter what type of business you are in, being successful in business requires Whole Brain® Thinking.

### **Left/Right brain: Debunked or demystified**

**Herrmann International**

With the current advances in neuroscience, some argue that the Whole Brain® Model is outdated or old-hat. This is mostly due to mis-representataion of the HBDI in the marketplace. This article responds to those critiques and helps you reply to the neuroscientist.







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