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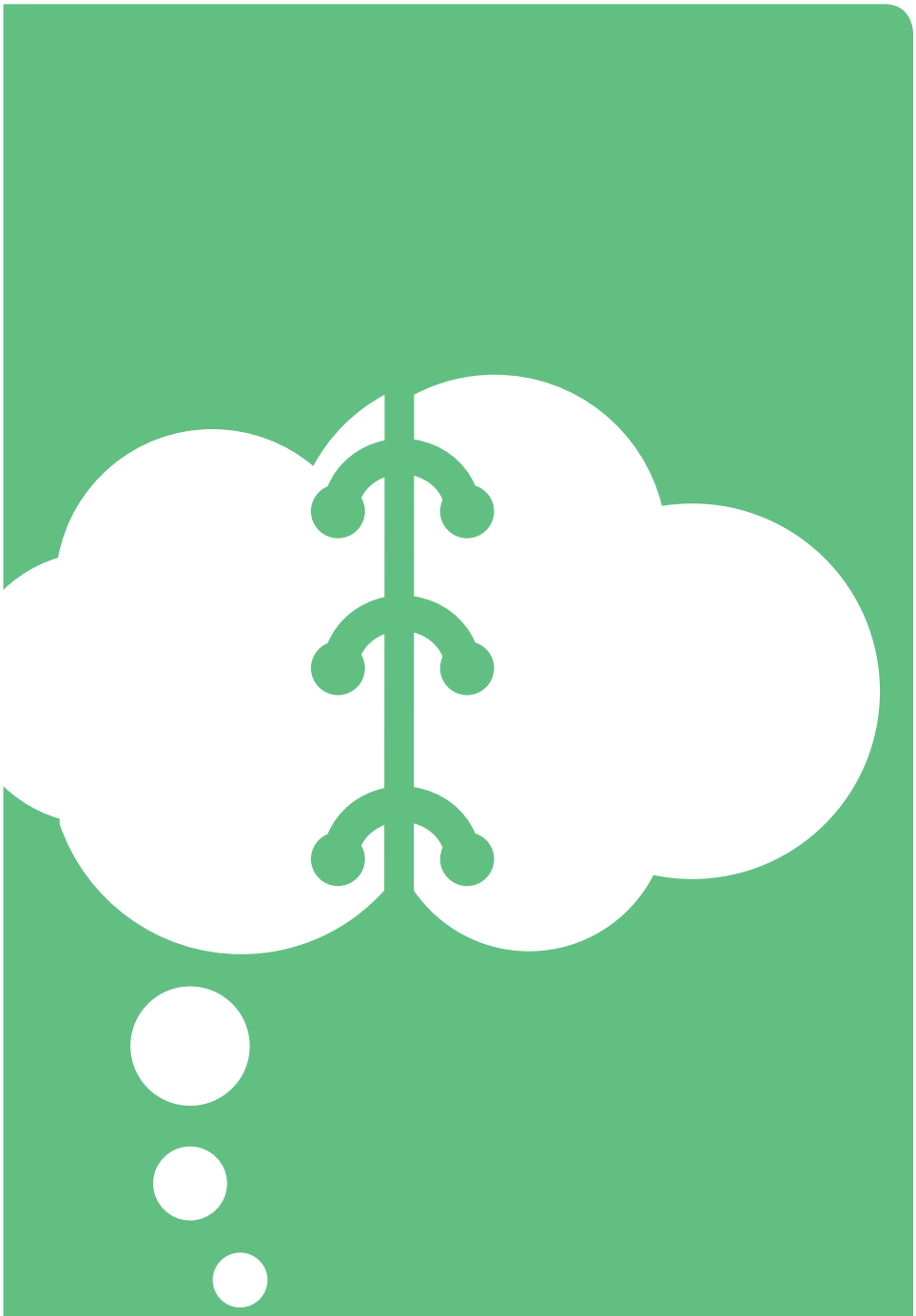

Debriefing the HBDI® in groups or workshops

Certification resources

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Overview – planning a group debrief

Most people receive the HBDI® Profile and debrief in a group situation – as part of a workshop or team event. As the Certified Practitioner facilitating a ‘group debrief’, you first need to review each individual profile.

Once you are familiar with the individual profiles, you need to become familiar with the group data. You will then be well prepared to effectively facilitate a group debrief.

Analysing group data – reports

The Axon system is a powerful web based application that allows you access to all your own HBDI data. The Axon software can also create a number of computergenerated reports to assist you when debriefing in a group context.

In order to analyze the group data you can choose to use the facilitation reports listed below:

1. Alpha Report
2. Linear Continuum Report
3. Preference Map

Examples of the reports and their potential uses are provided below.

Alpha Report

The Alpha Report is a list of all participants in your group sorted by name in alphabetical order. Key components of this report are the Profile Code, Quadrant Scores, Adjective Pairs and Mode Scores.

HBDI®- Alphabetical List

Sample Alpha 2018

29/11/2018 (Dd/Mm/Yyyy)			Quadrant Scores				Adjective Pairs				Mode Scores			
Individual's Name			A	B	C	D	A	B	C	D	Lt	Rt	Upr	Lwr
1	BENSTED, WILNA	1111	71	69	68	71	7	8	7	2	50%	50%	51%	49%
2	JETSON, GEORGE	1123	89	120	45	30	6	9	6	3	74%	26%	42%	58%
3	JONES, SUE	3121	33	81	50	119	1	9	6	8	40%	60%	54%	46%
4	LEVICK, JOHN	1113	99	77	78	33	8	4	9	3	61%	39%	46%	54%
5	RUSSELL, GREG MARK	2211	44	50	111	99	3	3	11	7	31%	69%	47%	53%
6	WINGLE, JACKIE	2112	62	93	78	59	4	6	12	2	53%	47%	41%	59%
7	WORSLEY, RICHARD	1112	84	69	81	60	5	3	11	5	52%	48%	49%	51%
Averages		1111	69	80	73	67	5	6	9	4	51%	49%	47%	53%

Adjective Pairs Data

This is the raw data that forms the under pressure profile in the HBDI profile. The numbers represent the number of times an individual chose a word from that quadrant e.g. George Jetson chose a word from the blue quadrant 6 times when forced to choose.

You can choose a word a maximum of 12 times or a minimum of 0 times. This data will always add to 24 as there are 24 questions.

Uses of the Alpha Report

- Average profile of the group.
- Individual Profile Codes – refer to the red section of HBDI interpretation booklet.
- Adjective Pairs of 10, 11, 12 or 0, 1, 2 are significant, meaning that the participant chose from a particular quadrant many or very few times.
- Do the Quadrant Scores match the Adjective Pair data? Is there discrepancy and therefore a shift when under pressure?

Linear Continuum Report

The Linear Continuum is a list of all participants in your group sorted by the left Mode Score. Participant in position 1 is the strongest left mode participant in the group. Key components of this report are the Profile Code, Quadrant Scores, Adjective Pair and Mode Scores.

HBDI®

HBDI® - Linear Continuum

Sample Linear 2018

29/11/2018 (Dd/Mm/Yyyy)			Quadrant Scores				Adjective Pairs				Mode Scores			
Individual's Name			A	B	C	D	A	B	C	D	Lt	Rt	Upr	Lwr
1	JETSON, GEORGE	1123	89	120	45	30	6	9	6	3	74%	26%	42%	58%
2	LEVICK, JOHN	1113	99	77	78	33	8	4	9	3	61%	39%	46%	54%
3	WINGLE, JACKIE	2112	62	93	78	59	4	6	12	2	53%	47%	41%	59%
4	WORSLEY, RICHARD	1112	84	69	81	60	5	3	11	5	52%	48%	49%	51%
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7	RUSSELL, GREG MARK	2211	44	50	111	99	3	3	11	7	31%	69%	47%	53%
Averages		1111	69	80	73	67	5	6	9	4	51%	49%	47%	53%

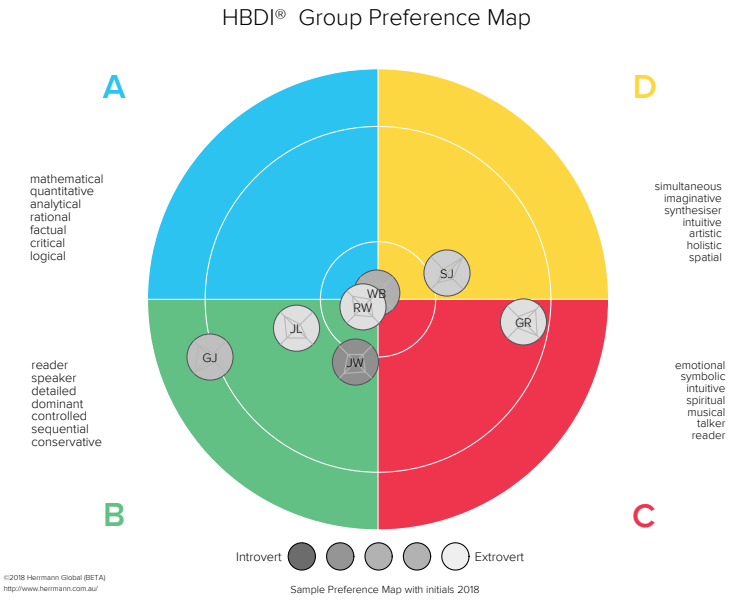
Uses of the Linear Continuum

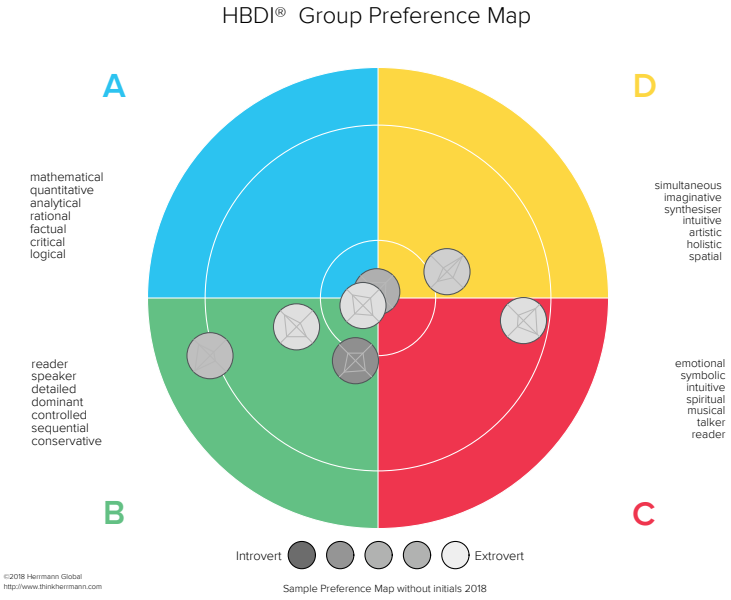
- Same uses as with Alpha Report (cited above).
- Used for room set up by arranging the seating in the style of your choice. See guidelines below under *Room layout and learning environment* page 11 of this book.

Analyzing group data – reports (continued)

Preference Map

The Preference Map uses a computer-generated algorithm to place each individual from the group on the Whole Brain® Model. An example is included below. The map can be generated with initials or without initials depending on your group and the confidentiality expectations.





Uses of the Preference Map

- Understand the tilt or thinking of the group to adapt presentation or pre-empt questions from the group.
- Creating groups – heterogeneous (different thinking preferences) or homogeneous (similar/like minded) based on placement on the Preference Map.

Calculation of the Preference Map

Step 1: Find your Profile Scores for each quadrant.
Example: A 56, B 22; C 80; D 70.

Step 2: Find the difference between the A and C scores.
Example: A56 and C 80; the difference is 24 points.

Step 3: Find which of the 2 quadrants has the highest score. Use the letter of that quadrant to identify the number. Example: 24C.

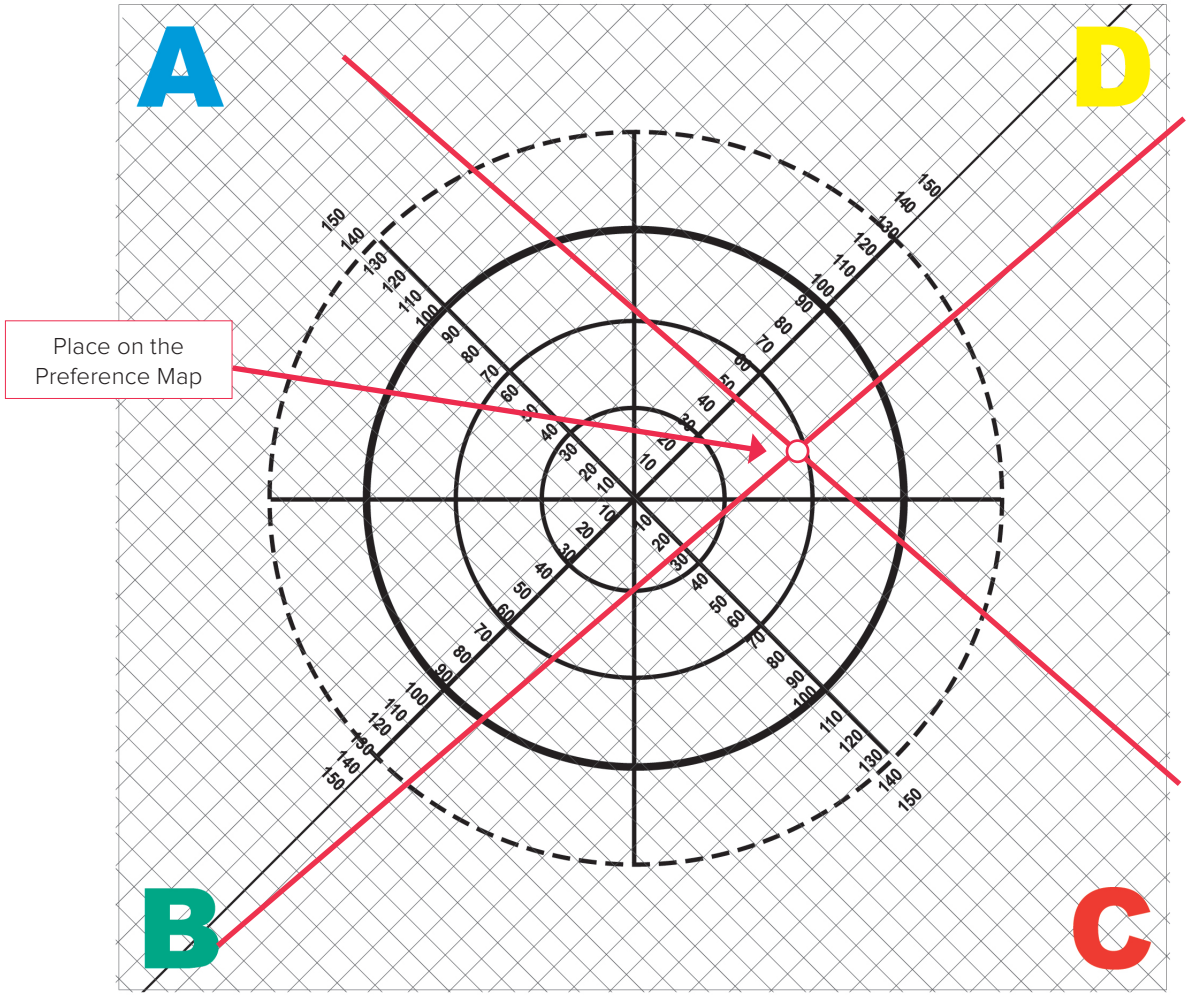
Step 4: Repeat steps 2 and 3 for the B and D quadrants. Example 48D.

Step 5: Plot the two scores on the Preference Map worksheet.

Plot your A or C scores on the A/C axis. Draw a line through that point at right angles to the A/C axis.

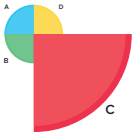
Plot your B or D scores on the B/D axis. Draw a line through that point at right angles to the B/D axis.

Step 6: Find where the 2 grid lines intersect (cross each other). This is your placement on the Preference Map.



Note: there is potential for misinterpreting diagonally dominant profiles on this map.

The facilitator and group participants



Guidelines and responsibilities

1. In all cases, personal data should be handled in a confidential and personal manner. The data should not be revealed to sponsoring management or others, but delivered to individuals in confidential packages. All further sharing is voluntary on the participant's part and should only be done with their consent. To assist with this, a workshop climate that encourages sharing should be established.
2. In all cases appropriate explanations and backed-up materials describing the basis for the HBDI Profile and Data Summary Sheet should be included. This can be found in the interpretation guide of their profile pack.
3. It is encouraged that participants discover their preferences through exercises and activities prior to revealing to them their personal profile.
4. In all cases, sufficient time needs to be scheduled to explain the HBDI to the participant.
5. All these guidelines are up held in the Herrmann workshop Start Thinking.

Workshop composition and size

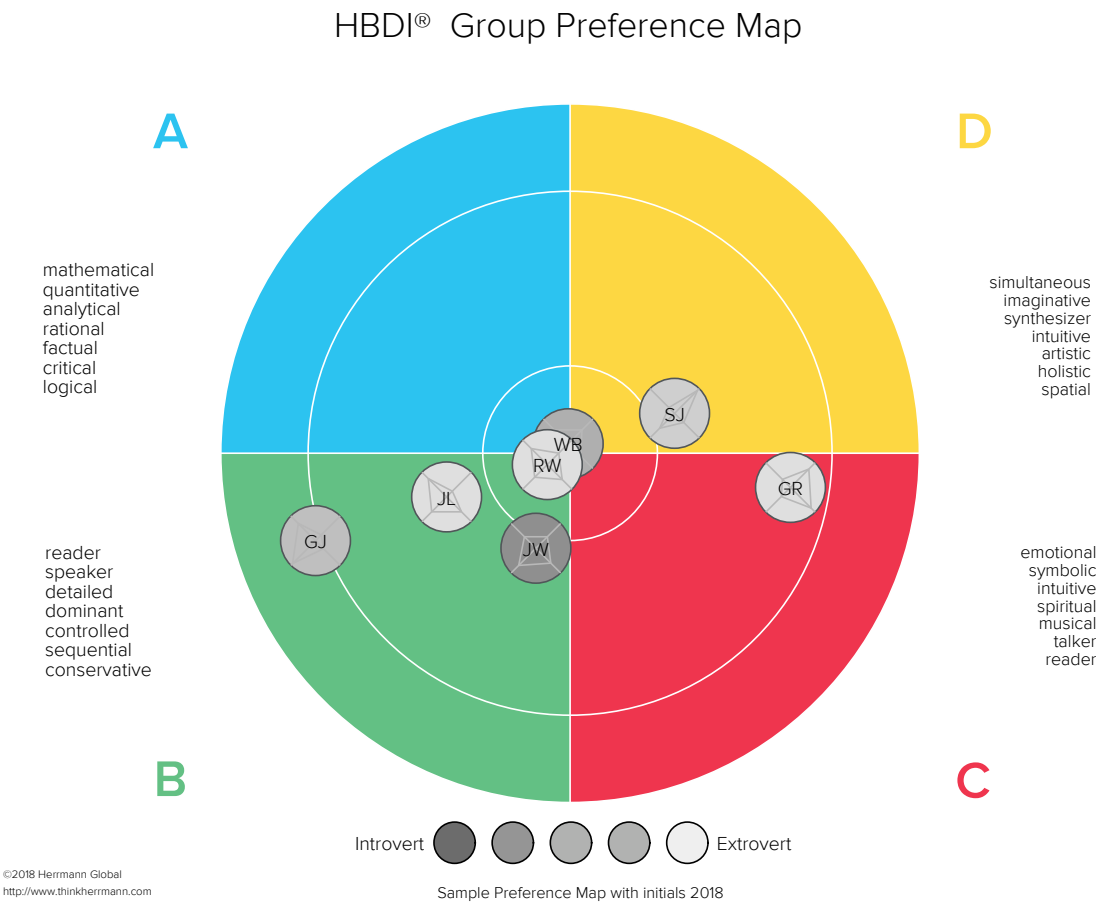
When deciding who should attend the initial workshop, consider the following:

- Workshop groups can be made up of
  – intact work groups and teams
  – not specifically related groups of individuals.
- Ideally we aim for workshop groups to:
  – be a Whole Brain® group if possible
  – have as wide a variety of profiles as possible
  – have an equal number of males and females
  – have participants at a similar level of seniority
  – have people from as many different functions/departments as possible.
- Keep intact work groups together for initial session and then mix the groups for application modules.
- Size suggestions based on one facilitator per workshop are:
  – ideal group size – 18 participants
  – maximum group size – 24 participants
  – minimum group size – 10 participants.

Whole Brain® or balanced groups

There are three steps involved in creating Whole Brain® groups:

- **Step 1** – Create a continuum using the Linear Continuum Report. Note: you may need to sequence individuals manually by moving people up and down as required. Look at the individual HBDI Profiles to fine tune the order.
- **Step 2** – Create the groups beginning with the most left mode individual and second most left mode individual. Allocate these two people to different groups. Continue this process moving down the Linear Continuum, until each group has a similar number of individuals in it.
- **Step 3** – Fine-tune the groups checking gender balance, seniority and other organisational issues that might impact. Use the Preference Map to check the balance of each of the groups.



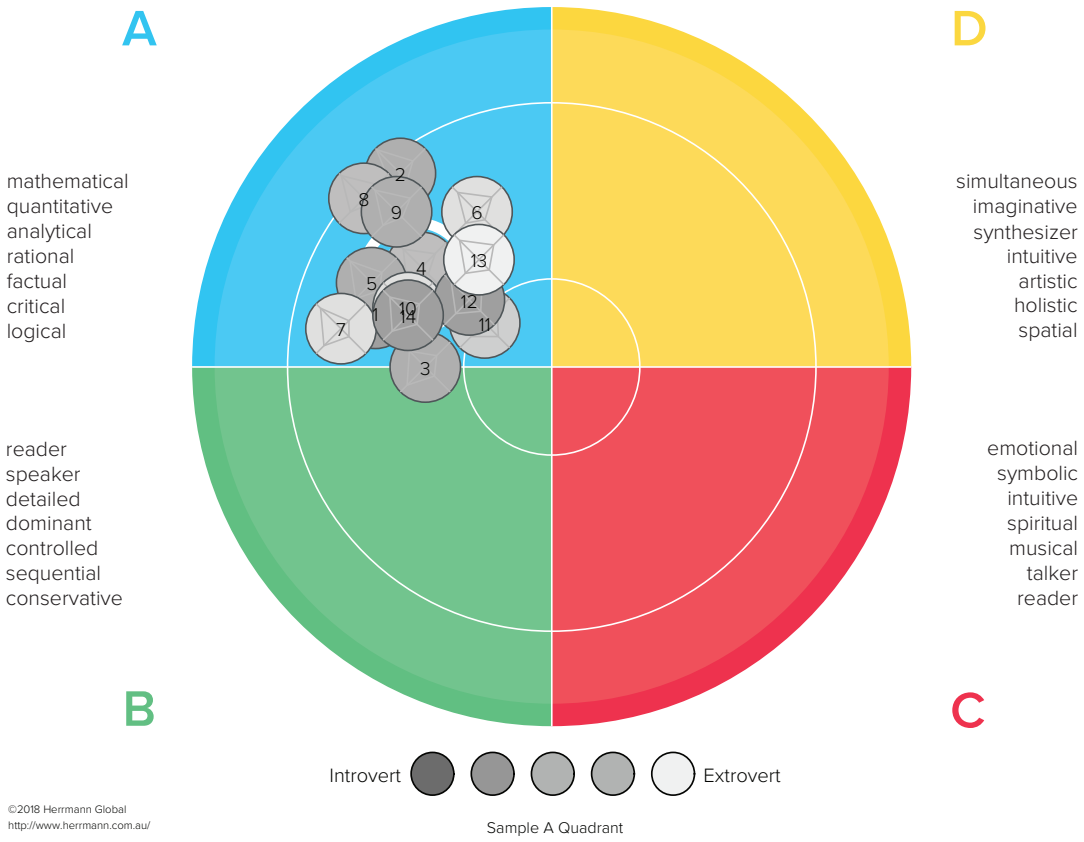
Sample Preference Map with initials 2018

The facilitator and group participants (continued)

Homogeneous groups

There may also be times when you should choose to create homogeneous (similar/like minded) groups in a workshop. You can use a similar process or utilise the Preference Map to create groups of similar thinking preferences. Be sure you are clear on the aim of the group when placing like-minded individuals together and the potential point you are trying to illustrate.

HBDI® Group Preference Map



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Sample A Quadrant

The purpose

It is important your participants understand the context and purpose of their group session. Clear understanding of why the workshop is being held will assist with participant buy-in and mean that you will save time and get straight down to business.

The purpose of the initial group sessions is for individuals to gain an understanding of their HBDI Profile to increase self awareness. This is important because it enables insight into the way we do things, the choices we make and any quadrant development we might aspire to. It is important that individuals are allowed the time to investigate their profile and understand the data. Remind participants the HBDI is not a test. The information is confidential, there are no right or wrong profiles, and the best profile is yours! You will encourage openness and sharing and allow participants to share insights later.

Group debriefing process

Facilitation tips

Using the group reports you can:

- check every profile before you begin
- highlight any extreme or unusual scores
- look for any high or low Profile Scores
- look for any high or low Under Pressure scores
- look for apparent contradictions – ie check Under Pressure scores against Profile Scores
- plan your facilitation and adjust your style to include all individuals
- consider how best to include everyone
- check if there are any individuals who require special consideration
- check if there are any individuals you can use to enhance a specific learning opportunity
- identify any participant whose profile you would like to use to demonstrate learnings. Make sure that they are happy for you to use their profile in the workshop
- review and understand the Preference Map
- look for areas of conflict or potential difference
- look for signs of 'group think'
- arrange seating and groups
- involve everyone
- value the contributions of all members
- be aware of the effect your profile can have during the session.

Ensure that you:

- do not over value or under value any quadrant at the expense of another
- show no undue bias towards a particular quadrant
- use as many examples and stories as you can
- use stories that are balanced
- ask for examples and/or stories at every opportunity
- avoid labelling or jargon
- talk about the clusters of preference
- remember that people with similar profiles can be very different
- avoid generalisations
- reinforce that there is no good, bad, right or wrong profile only consequences for your thinking preferences.

Room layout and learning environment

1. U-Shaped table set up is:
   - good for smaller groups
   - good for seating people in a linear continuum
   - good for seating like-minded people together
   - good for knowing who is sitting where
   - good for making different profiles visible to the group
   - good for facilitator-led discussions and presentations
   - easier to control.
2. Small table set up (café style) is:
   - good for larger groups
   - good for seating Whole Brain® or like-minded groups
   - good for group work and smaller discussions
   - harder to control.
3. Creating the right learning environment could include:
   - use of the four colours to decorate the room (pens, pads, name cards, brain mat)
   - toys for each quadrant:
     - A – puzzles, number based and brain-teasers
     - B – models, construction blocks, Lego
     - C – soft balls, play dough, bears
     - D – bright unusual, colouring, drawing, art materials
   - music, to create mood or demonstrate the quadrants
   - posters, books (*The Creative Brain* and *The Whole Brain® Business Book*), everyday examples of thinking eg magazines, cards, posters, advertisements.

Group debriefing process (continued)

Start Thinking workshop

The *Start Thinking* workbook provides a sample of how to run an initial HBDI session with a group. It comes with a comprehensive facilitation guide. Generally, debriefing in a group requires a minimum of 3-4 hours face to face. It is part of the wider Business of Thinking® Series of Whole Brain® application modules.

Notes

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