

GUIDE

The Problem with One-Sided Thinking

How Whole Brain® AI Reduces Thinking Gaps for Team Success



Guide in Brief

In today's world, uncertainty is the new normal. Organizations need leaders who can cultivate agility to stay competitive. But most leaders are not prepared or trained to deliver agile solutions, especially in crises when agility is needed most.

This guide explores the science behind uncertainty and provides organizational leaders, HR managers and training and development professionals with the cognitive tools needed to thrive. Here, using Whole Brain® Competencies for Agile Leadership, you will find actionable steps to produce executives of resilient organizations.



¹ Kahneman, Daniel. "Thinking, Fast and Slow." Farrar, Straus and Giroux, 2011.

Understanding the Importance of Utilizing Every Perspective in a Decision

Despite their best efforts, most teams don't think as fully or as effectively as they could. While we like to believe we approach challenges with open minds, the reality is that people rely on preferred ways of thinking—defaulting to the cognitive styles they are most comfortable with. Preferred methods of thinking has been a long topic of study.

The consequence? Missed opportunities, narrow decisions, and limitations that undermine productivity, collaboration, and results.



The Solution: Whole Brain® AI – Rounding Out Your Thinking Without the Effort

Instead of expecting employees to constantly stretch beyond their natural thinking preferences—a difficult and often inconsistent effort—Whole Brain® AI does it for them. By embedding Herrmann's proven Whole Brain® Thinking model into AI-powered tools, teams gain context-aware insights tailored to their unique preferences. This ensures they automatically consider a wider range of perspectives—making better, more balanced decisions without extra effort.



The Importance of Intersecting Whole Brain® Thinking and AI

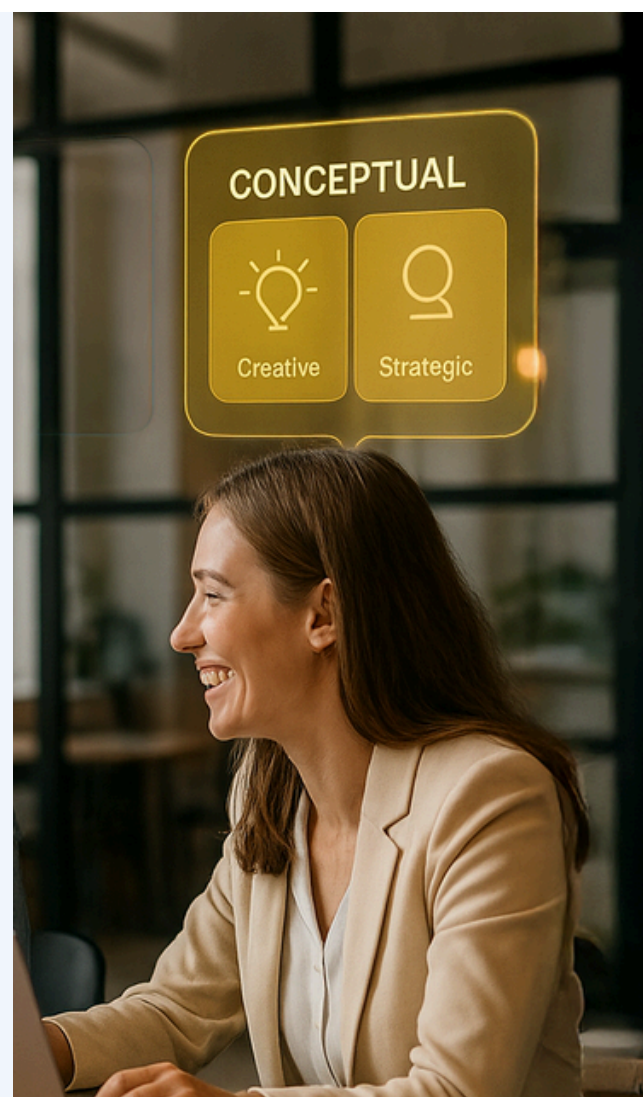
For decades, Herrmann has helped organizations apply Whole Brain® Thinking to drive better decision-making, improve collaboration, and unlock cognitive potential. While Whole Brain® Thinking has been a powerful framework for expanding cognitive agility, teams today need faster, more scalable ways to apply it in real time.

That's where AI comes in.

Herrmann is introducing AI-powered tools to make Whole Brain® Thinking more actionable, accessible, and deeply integrated into daily work. Our AI doesn't replace human intelligence—it enhances it by adapting insights to how you and your team naturally think. Unlike generic AI solutions that provide one-size-fits-all outputs, Whole Brain® AI personalizes guidance to each individual's cognitive preferences, ensuring that decisions are well-rounded, informed, and effective.

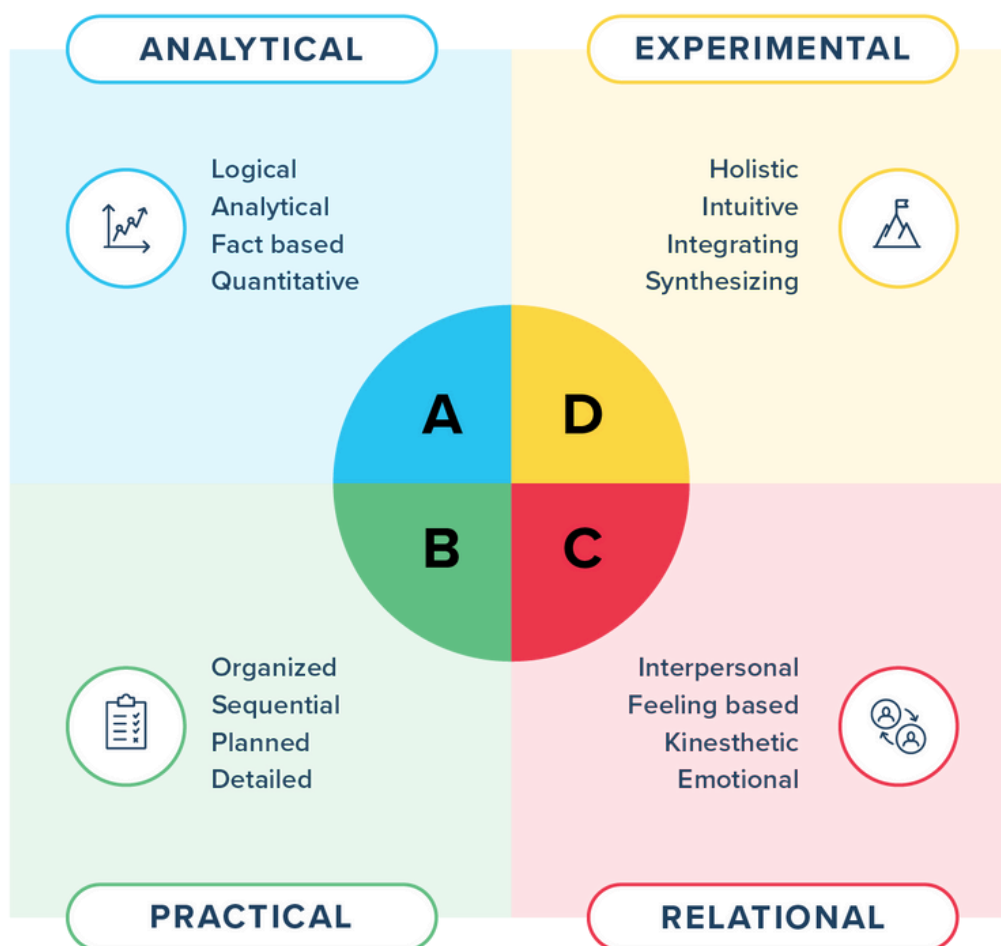
The future of AI is not about replacing human intelligence, but about augmenting it. The most powerful AI systems will work in tandem with human cognition, allowing us to see connections we might otherwise miss and making complex decisions clearer. AI can provide a broader perspective, helping us think beyond our natural tendencies and approach problems with a more complete understanding. The true potential of AI lies in its ability to fill in gaps in our thinking, reduce cognitive bias, and ensure that we consider all angles before making decisions.

— **Fei-Fei Li**, Director of the Stanford Human-Centered AI Institute





The Science of Thinking Preferences



How Whole Brain® AI Reduces Thinking Gaps for Team Success

Herrmann's Whole Brain® Thinking model is grounded in decades of research into how people prefer to think and make decisions. It identifies four distinct thinking quadrants.

Each of us has preferred methods and modes for navigating the world — from which hand is dominant to how we make sense of the world around us. Our thinking preferences affect where our attention and energy is directed and how we process information.

The challenge arises when we over-rely on familiar preferences and neglect other ways of thinking —limiting the quality of our decisions.

90% of people consistently fall back on their natural thinking preferences when making decisions, solving problems, or collaborating—even when the situation requires a different approach.



How Whole Brain® AI Works

Whole Brain® AI uses intelligent, context-aware algorithms to adapt insights and recommendations to the unique thinking preferences of individuals and teams. Here's how it reduces cognitive limitations:

- 1 **AI That Understands Your Thinking Preferences:** Unlike generic AI tools, Whole Brain® AI integrates each user's HBDI® assessment data. This means every insight, prompt, or recommendation is tailored to the individual's thinking preferences and the preferences of their team.

Example: When a highly analytical leader (Blue) collaborates with a creative, big-picture thinker (Yellow), Whole Brain® AI provides context-specific guidance that balances both styles—bridging the gap in real-time.

- 2 **Context-Aware Decision Support:** Whole Brain® AI offers situationally relevant insights based on how you naturally think and where you might have blind spots.

Example: If you're leading a strategic initiative and your thinking preferences skew toward process and detail (Green), the AI offers creative prompts or big-picture considerations to round out your thinking.

- 3 **Built-In Cognitive Agility:** By continuously analyzing individual and team preferences, Whole Brain® AI encourages cognitive agility—helping teams break out of their habitual thinking patterns.

Example: In collaborative settings, the AI ensures that relational thinkers (Red) receive data-backed insights, while analytical thinkers (Blue) receive empathy-based prompts—creating a more balanced approach.



The Business Impact: Smarter Decisions, Stronger Teams

Whole Brain® AI transforms thinking preferences from a concept into an everyday advantage. The benefits include:



Faster, More Informed Decision Making

With Whole Brain® AI rounding out blind spots, teams make smarter decisions more efficiently, avoiding one-sided thinking.

Teams using different thinking frameworks **make 87% better**² decisions than those with limited cognitive perspectives.



Improved Collaboration and Communication

By tailoring AI insights to each team member's cognitive style, communication becomes clearer and more effective.

Companies with improved collaboration report **5x higher**³ productivity and efficiency.



Scalable Cognitive Differences

Whole Brain® AI automates and scales the application of thinking preferences, ensuring every team can apply it in real-time.

Organizations with strong preference leveraging see **60% higher**⁴ innovation output.

² Cloverpop. "Hacking Diversity with Inclusive Decision-Making," 2017.

³ Deloitte. "The Collaboration Economy: The Business of Collaborative Tools," 2020.

⁴ BCG. "How Diverse Leadership Teams Boost Innovation," 2018.



AI that Amplifies Human Thinking

In today's complex business landscape, thinking smarter means thinking together. Whole Brain® AI doesn't replace human decision-making—it enhances it by rounding out cognitive limitations and making thinking differently easier and more actionable.

Instead of asking employees to stretch beyond their natural cognitive preferences, Whole Brain® AI does it for them—helping teams collaborate more effectively, make better decisions, and achieve stronger business outcomes.



The companies that figure out how to leverage AI to amplify human intelligence—rather than automate away decision-making—will be the ones that lead in the future.

— **Sundar Pichai**, CEO of Google



The Future of Whole Brain® AI

The workplace is evolving at an unprecedented pace. Teams are expected to think faster, collaborate more effectively, and make high-stakes decisions with greater accuracy—all while navigating increasing complexity. AI is becoming a critical tool in this transformation, but many AI systems overlook the human element of thinking and decision-making.

Herrmann saw an opportunity to close this gap. By embedding AI into Whole Brain® Thinking, we're ensuring that differences in thinking is not just a concept, but a built-in advantage—helping individuals and teams make better decisions, reduce blind spots, and drive stronger business results.

Herrmann is committed to developing AI responsibly, ensuring that it aligns with our mission of helping people think better, together. Our AI-powered tools will continue to evolve, always rooted in the principles of cognitive science and human-centric AI.

By integrating Whole Brain® AI into daily workflows, we're making it easier than ever for organizations to harness the full power of their people's thinking—without the extra effort.

About Herrmann



Herrmann has been helping people at the world's best-performing organizations bring their Whole Brain® to work for more than 40 years with an evolving suite of assessments, employee engagement, and talent intelligence solutions.

The Whole Brain® Thinking framework is a powerful, science-backed operating system for building team intelligence, eliminating strategic blindspots, and harnessing thinking differences in the flow of work.