

HARNESS DIVERSITY

Using Whole Brain® Thinking to
build trust, communicate & influence



ZENTANO

CONNECTING LEADERS AND TEAMS



ZENTANO WORKSHOP
C2S Development Programme
Facilitators: Rich Horton & Dave Morris

zentanogroup.com

LEARNING **OUTCOMES**

DIVERSITY

- To understand the thinking preferences of you and your team and how this impacts on your ability to build trust, communicate and influence

WBT

- To understand the Whole Brain® Thinking model and how it applies to leadership, teamwork, and customer engagement

CLUE-SPOT

- To understand what clues to look for when determining the thinking preferences of others

TOOL

- To understand how to use the Whole Brain Walkaround as a practical tool

THEY
COLLABORATE
AND **SHARE**
POWER

THEY ARE
INSPIRATIONAL
AND
VISIONARY

They give
PURPOSE &
DIRECTION

Leading
ORGANISATION

Leading
OTHERS

Leading
SELF

They build
RELATIONSHIPS

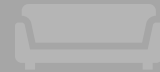
They have a
CONNECTED
and adaptive
mindset

They drive
PRODUCTIVITY

They build
CAPABILITY

THEY DRIVE
CONTINUAL
IMPROVEMENT
AND **COACH**

THEY MAKE
STUFF HAPPEN
AND HOLD TO
ACCOUNT



Your **ENVIRONMENT**

Your **SENSES**

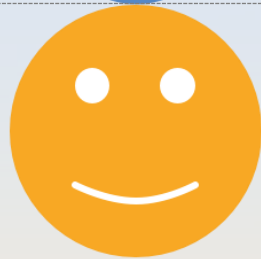


Aware
Logical
Rational



You the
COOL HEAD

Unaware
Emotional



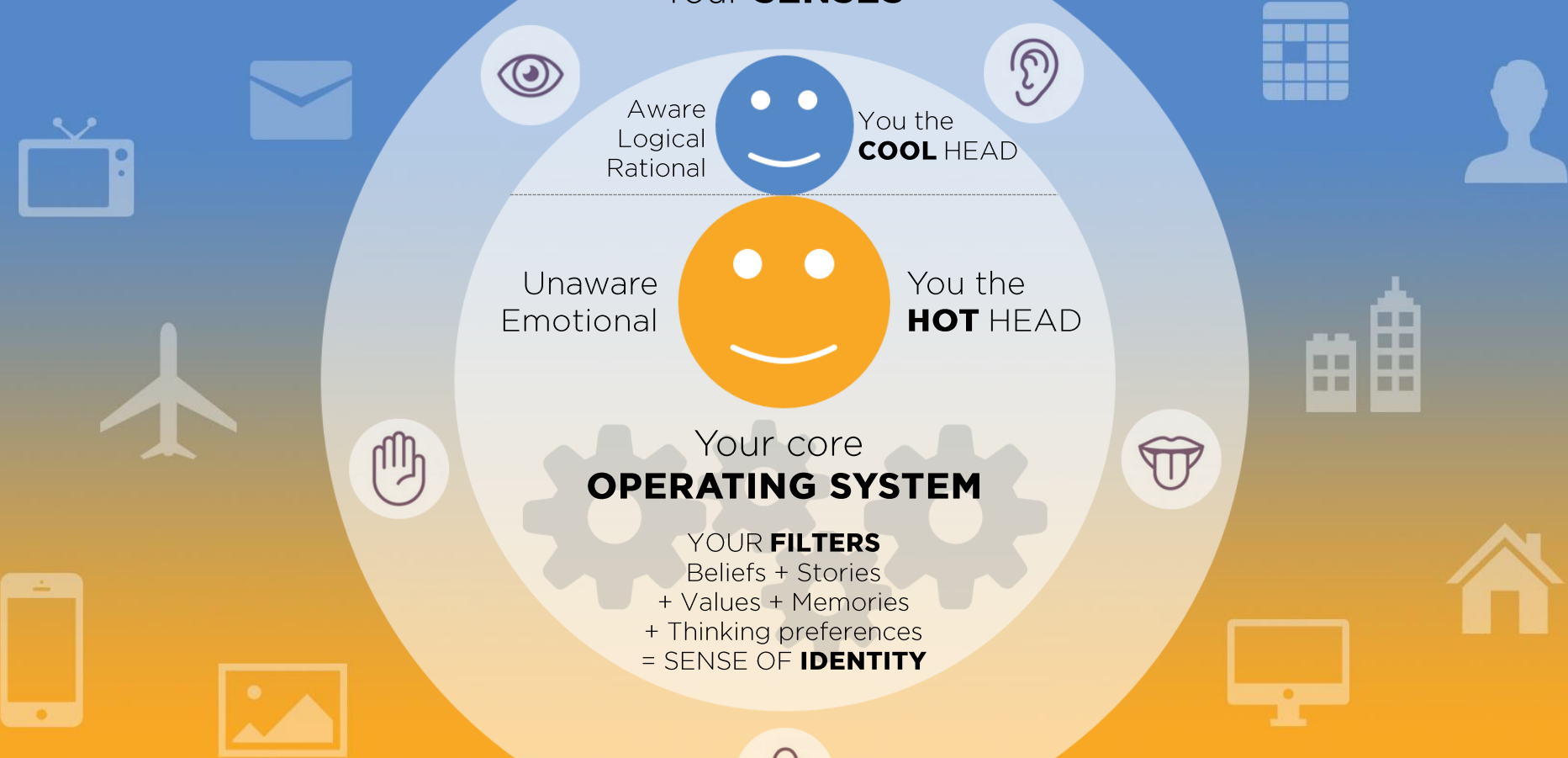
You the
HOT HEAD

Your core **OPERATING SYSTEM**

YOUR FILTERS
Beliefs + Stories
+ Values + Memories
+ Thinking preferences
= SENSE OF **IDENTITY**



Your **ENVIRONMENT**



WHOLE-BRAIN THINKING®



Introducing a **profiling** tool created by




Your **ENVIRONMENT**

Your **SENSES**

Thinking preferences are not:

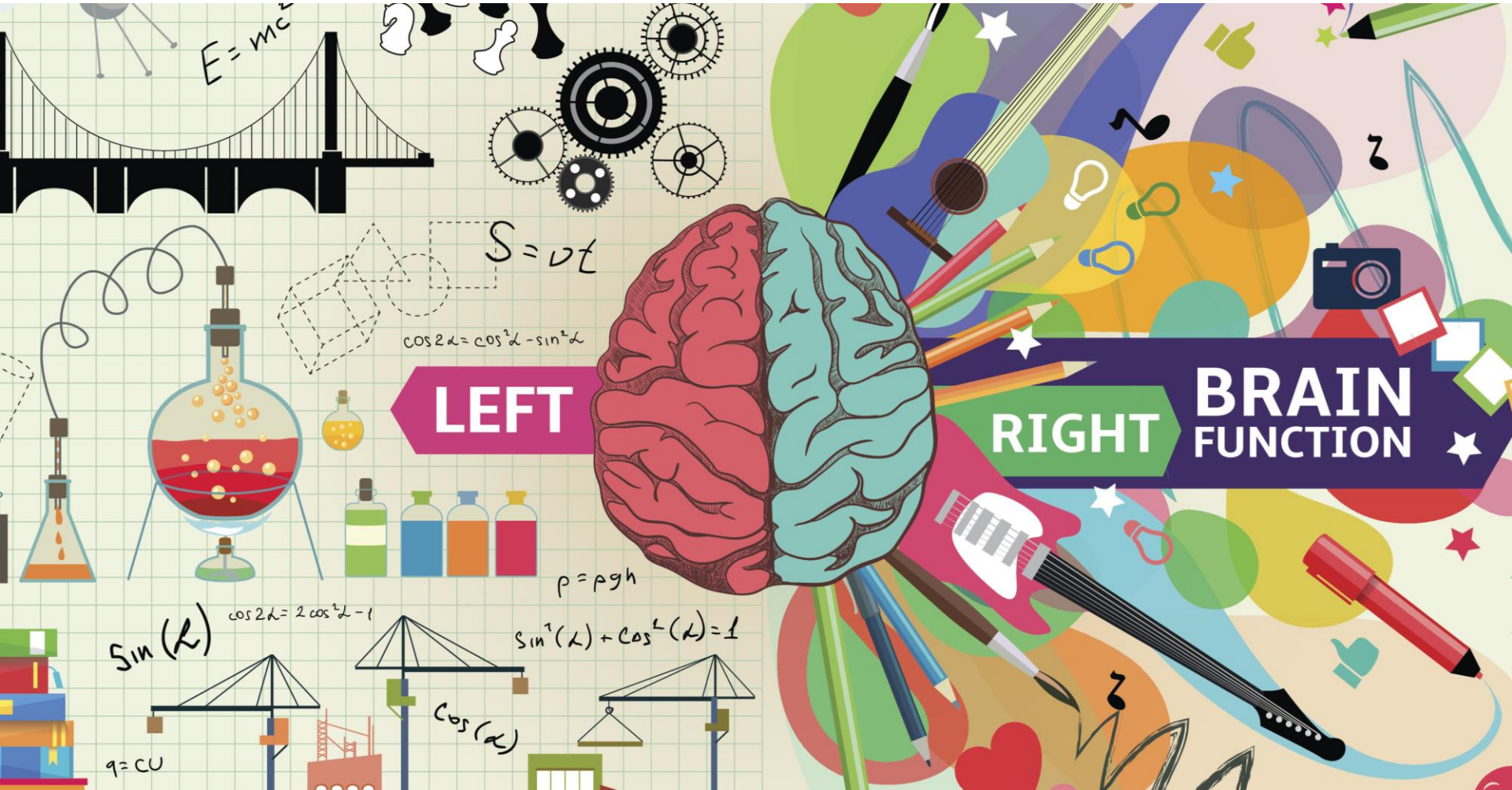
- Intelligence
- Personality
- Values
- Emotions
- Behaviours
- Competence



Thinking Preferences affect the way we **receive, process** and **project** information

Your **ENVIRONMENT**

LEFT/RIGHT BRAIN DICHOTOMY

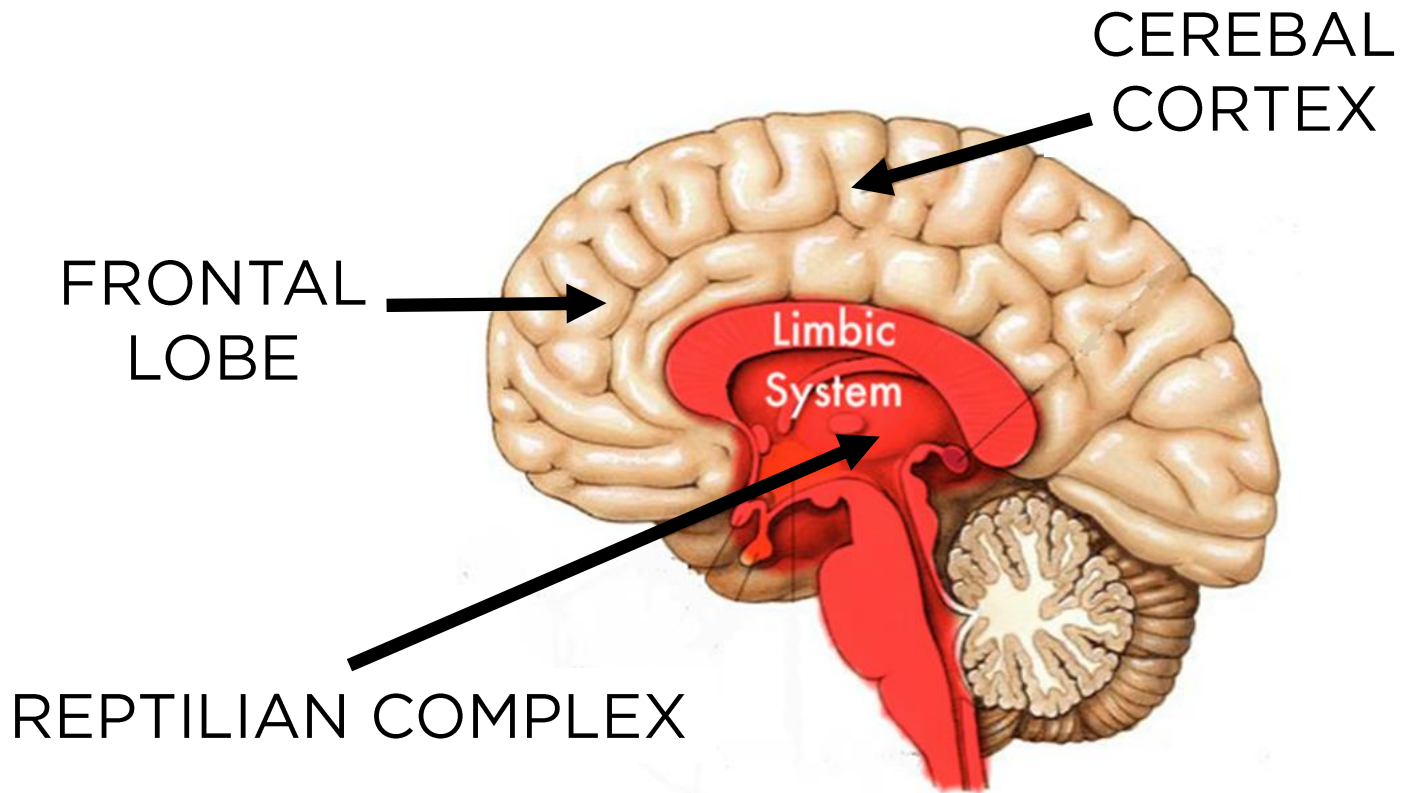


LEFT

RIGHT

BRAIN
FUNCTION

UPPER/LOWER BRAIN



THE WBT **MODEL**

UPPER - INTELLECTUAL

ANALYTICAL THINKING

- Logical
- Quantitative
- Critical
- Technical
- Factual



EXPERIMENTAL THINKING

- Metaphorical
- Integrative
- Visual
- Synthesizing
- Conceptual



PRACTICAL THINKING

- Sequential
- Controlled
- Detailed
- Organised
- Conservative - risk adverse



RELATIONAL THINKING

- Emotional
- Musical
- Humanistic
- Expressive
- Sensory



LOWER - INSTINCTIVE

LEFT - RATIONAL

RIGHT - INTUITIVE

CLUE SPOTTING

UPPER - INTELLECTUAL

ANALYTICAL THINKING

- Values efficiency and facts
- Tends to use acronyms, buzzwords and jargon
- Says things like “Ideas backed up with evidence really float my boat”



EXPERIMENTAL THINKING

- Values ideas and freedom of thought
- Tends to talk in metaphors, generates lots of ideas
- Says things like “We need to think outside the box”



PRACTICAL THINKING

- Values quality and reliability
- Tends to be process-driven
- Says things like “There is no point in taking unnecessary risks”



RELATIONAL THINKING

- Values people’s opinions and teamwork
- Tends to rely on gut feel
- Says things like “Relationships are key”



LEFT - RATIONAL

RIGHT - INTUITIVE

LOWER - INSTINCTIVE

CLUES TO SPOT	Analytical Thinkers	Experimental Thinkers	Relational Thinkers	Practical Thinkers
Statements	<ul style="list-style-type: none"> • Give me the bottom line. • How well does this product work? • I only want to hear the most relevant data. 	<ul style="list-style-type: none"> • I am interested in the latest advances in the field. • Just give me the big picture not all the details. 	<ul style="list-style-type: none"> • The happiness of others is of the utmost importance to me. • I try to encourage teamwork with the entire team 	<ul style="list-style-type: none"> • I believe in using proven products / techniques that have passed the test of time. • I am a creature of habit and I don't easily change how I do things
Typical phrases	<ul style="list-style-type: none"> • I want to know the bottom line • Critical Analysis • Quantify the benefits • Key point • Efficiencies • Tools 	<ul style="list-style-type: none"> • Conceptual • Think out of the box • The big picture • Strategic • Cutting edge • Synergistic • Innovative 	<ul style="list-style-type: none"> • Teamwork • The family • Interactive • Participatory • Human values • Personal Growth • Human capital 	<ul style="list-style-type: none"> • Sequence • Play it safe • By the book • Self disciplined • Law and order • Follow the process • We have always done it this way
Patterns of speech	<ul style="list-style-type: none"> • Uses facts to illustrate points • Uses a matter-of-fact tone of voice • Uses technical jargon, acronyms, buzz words • Speaks with clarity and logic • Asks direct questions about value and function 	<ul style="list-style-type: none"> • Uses abstract speech with metaphors • Speaks in phrases, stops in mid-sentence • Uses visual language such as “see,” “picture,” “imagine,” “the big picture” etc. • Asks general, broad-based questions about concepts, innovative aspects 	<ul style="list-style-type: none"> • Uses stories about people to illustrate points • Is quite talkative • Speaks with warmth about “personal” issues • Expresses concern about people • Asks frequent questions about the way the product or service will benefit the users 	<ul style="list-style-type: none"> • Speaks in complete sentences and paragraphs • Uses precise detailed words • Expresses skepticism and concern for safety • Asks precise questions about quality and reliability that require concrete answers

CLUES TO SPOT	Analytical Thinkers	Experimental Thinkers	Relational Thinkers	Practical Thinkers
Body language	<ul style="list-style-type: none"> • Upright, straight, formal body posture • Little head or body movement • Appears to display little or no emotion 	<ul style="list-style-type: none"> • Can look distracted • Eyes seem to be wandering or are closed • Looks impatient with fidgety gestures 	<ul style="list-style-type: none"> • Animated facial expressions • Expansive non-verbal gestures • Lots of eye contact 	<ul style="list-style-type: none"> • Reserved, cautious manner • Controlled facial expressions • Arms to side or folded
Office/Personal environment	<ul style="list-style-type: none"> • Very business-like and professionally appropriate decor • Professional look and feel • No excess, “inappropriate” artwork or decorations • Clean functional lines and lighting • Look of efficiency • Sparse • Clean desk • A few professional items 	<ul style="list-style-type: none"> • Décor that’s colourful, varied and aesthetically pleasing • Somewhat informal or casual, more loosely structured or non-traditional • Original art or objects • Emphasis on space and light • Playful objects and toys • Cluttered, paper piles • Individually personable • Memorabilia/unique collectibles 	<ul style="list-style-type: none"> • Welcoming and inviting atmosphere • Friendly, comfortable environment • Warm colours and lighting • Photos of employees and other people • Objects reflecting a “personal touch” • Filled with personable memorabilia • Music playing 	<ul style="list-style-type: none"> • Traditional look and feel • No impractical or unnecessary items • Very practical layout and decorations • Plaques, company items on display • Very neat and orderly, organized appearance • Professional credentials displayed • Highly organized • Few personal items • Company-issued items and paintings

VIRTUAL BRAIN MAT

UPPER - INTELLECTUAL

LEFT - RATIONAL

Indicate in chat the 2 most important people challenges you are currently facing at the moment...

RIGHT - INTUITIVE



LOWER - INSTINCTIVE

YOUR THINKING PREFERENCES



Please answer the following questions by selecting / highlighting the answer that is **most** applicable to you

Question	Answer A	Answer B	Answer C	Answer D
In terms of trusting others, I look for...	Proof of their credibility	Examples of their reliability	What my intuition tells me	They allow me freedom to be myself
I make buying decisions by...	Understanding the facts & bottom-line benefits	Substantiating claims re: the product/ service	The “look & feel”, taking account of other people’s views	Aspects that are fun, innovative & flexible
I like being part of a team that...	Focuses on efficiency, costs & data	Focuses on details, processes & planning	Focuses on people & relationships	Focuses on new ideas & “big picture” thinking
I prefer learning activities that...	Use research findings & simulations	Use tests, quizzes & practice exercises	Use group discussions & practice exercises	Use games, visuals & brainstorming
Meetings that energise me the most focus on...	Business objectives & outcomes	Implementation plans & tracking progress	Customer or employee needs & concerns	Business strategy, concepts & innovation
In my job I pay most attention to...	Performance measures, technology & efficiency	Quality, procedures & resource management	People development and relationship building	Innovation, new ideas & vision/purpose
My management & leadership style is...	Authoritative, directive & business focused	Consistent, risk avoiding & conservative	Personable intuitive and interactive	Holistic, risk-orientated & adventurous
I like communication styles that provide...	Facts (no fluff), technical accuracy & data	A step-by-step guide, a detailed time-action plan	An understanding of how people feel, transparency	Metaphors and conceptual frameworks
I get frustrated by...	A lack of clarity and illogical comments	A lack of detail, hopping from topic to topic	A lack of communication & respect for feelings	A lack of flexibility, playing it too safe

YOUR THINKING PREFERENCES

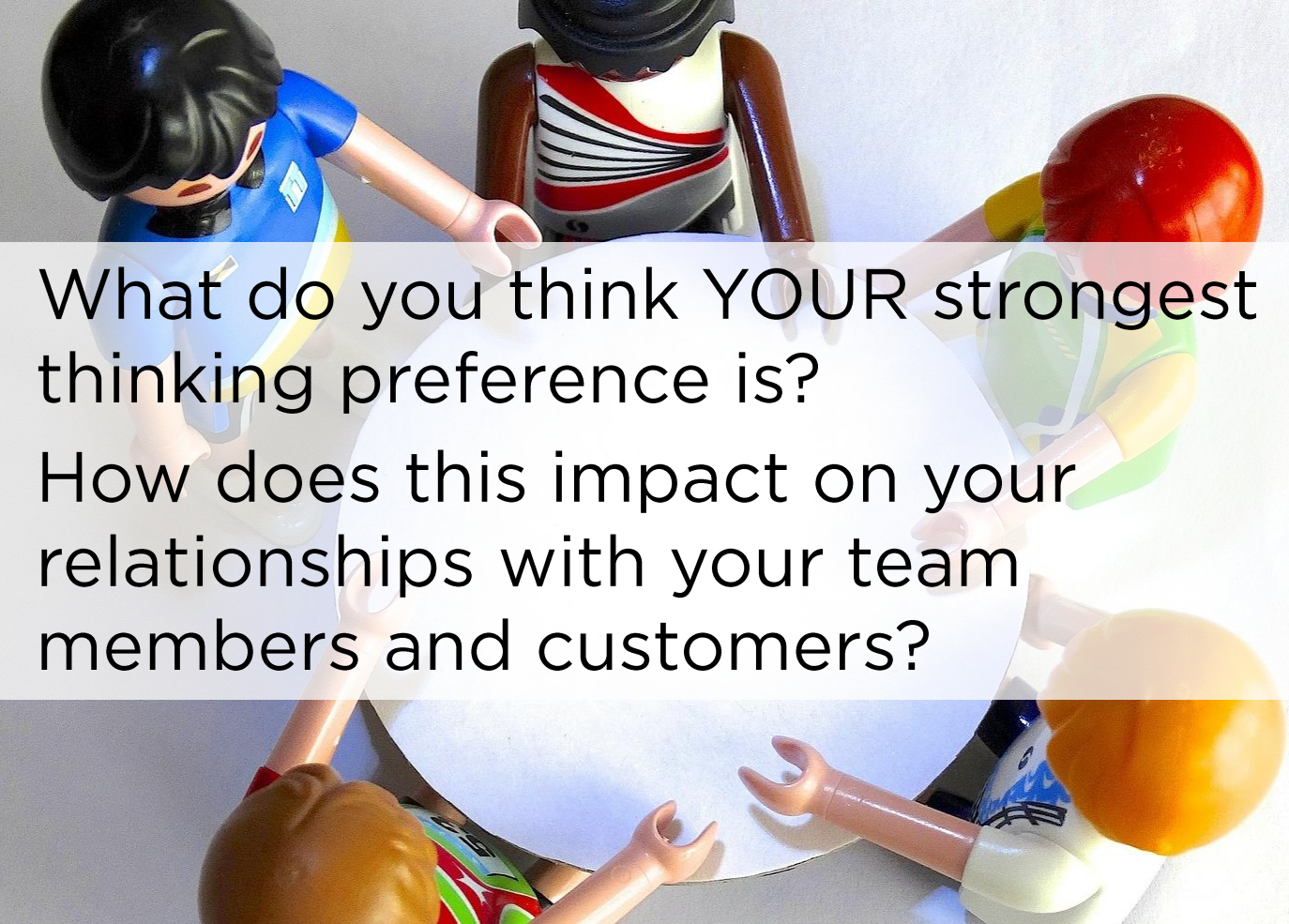


Question	Answer A	Answer B	Answer C	Answer D
I am most likely to say...	"Tell me what's relevant, give me the bottom line"	"I am a creature of habit and don't change easily"	"The team is most important to me"	"Give me the big picture not all the details"
When making decisions about change it is most important to...	Understand the goal or objective of the change	Understand the track record of the type of change proposed	Understand the implications for staff and/or clients	Have freedom to influence the change
When presenting people with a new idea I tend to...	Show evidence to support my idea	Provide lots of detail and present it in a sequential order	Link my idea to real life stories about people	Use visuals and/or metaphors to explain my idea
When I go shopping, I tend to...	Look for bargains and deals	Write a list and shop for items in the order on the list	Go where I feel comfortable & be influenced by how user friendly the shop is	Walk into a shop and buy things on the spur of the moment with no prior planning!
My body language tends to be...	Upright, formal and display little or no emotion	Very controlled, reserved and cautious	Animated with lots of eye contact	Prone to fidgety gestures and my eyes will often wander or be closed
My workspace is...	Clean and sparse with no inappropriate artwork or décor	Neat, orderly and practical. My professional credentials are on display	Colourful and inviting, containing photos of people and personal memorabilia	Informal, casual and cluttered containing unique and/or playful objects
TOTALS				
Thinking Style	Analytical Thinking	Practical Thinking	Relational Thinking	Experimental Thinking

SCORING:

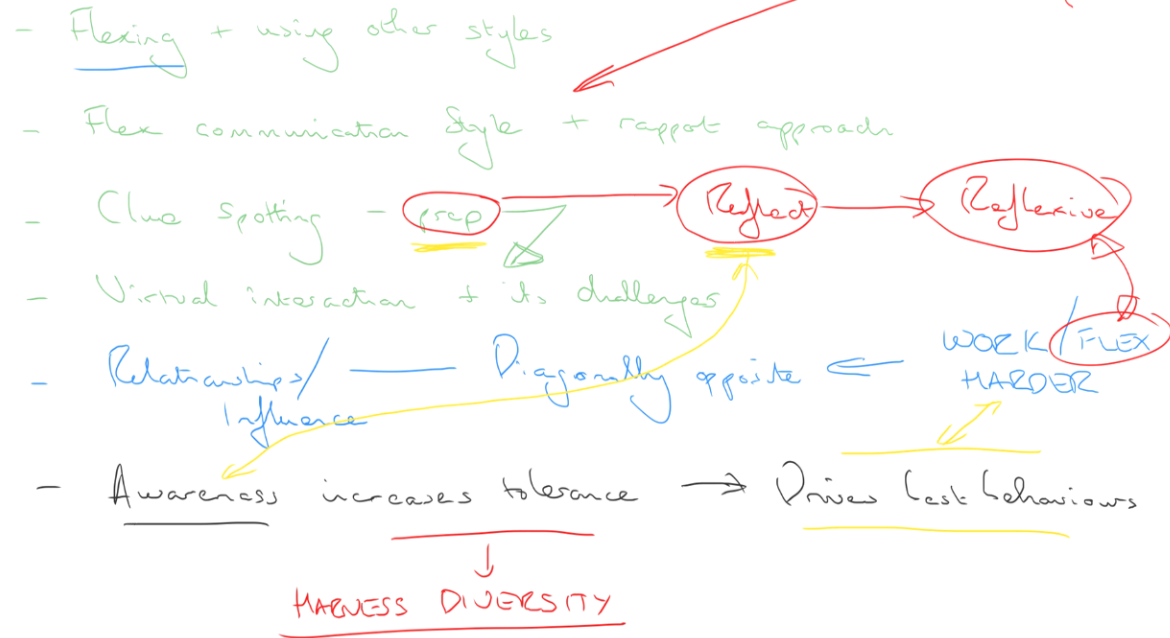
- Total up your scores in each column
- The highest total is likely to be your strongest thinking preference. For more information please contact Zentano

GROUP ACTIVITY – 10 MINS

- 
- A photograph of five LEGO minifigures sitting around a white circular table. The minifigures are diverse in appearance, including one with black hair and a blue shirt, one with a red and white striped shirt, one with a red helmet, one with a green and yellow shirt, and one with a white and blue shirt. They are all looking towards the center of the table, which is covered with a white sheet of paper. The background is a plain, light-colored surface.
- What do you think YOUR strongest thinking preference is?
 - How does this impact on your relationships with your team members and customers?

GROUP ACTIVITY - WHITEBOARD

YOUR THOUGHTS

- Flexing + using other styles
 - Flex communication style + rapport approach
 - Clue spotting - prep → Reflect → Reflexive
 - Virtual interaction + its challenges
 - Relationships/Influence — Diagonally opposite ← WORK/FLEX HARDER
 - Awareness increases tolerance → Drives best behaviours
- HARNESS DIVERSITY
- 

WHOLE BRAIN **WALK-AROUND**

FACTS

ANALYTICAL
LOGICAL
RATIONAL

WHAT?

- What are the facts?
- Does the evidence support or contradict my view?
- What are the logical holes?

WHY?

- What is the big picture?
- What other possibilities are there?
- What metaphors are helpful?

IDEAS

INTUITIVE
VISUAL
CONCEPTUAL



Don't overlook feelings and people stuff



Don't ignore detail or practicality



ACTIONS

DETAILED
ORGANISED
CHRONOLOGICAL

HOW?

- What are the details?
- What's the best sequence or order?
- How should we manage and control quality?

WHO?

- How will team or customers respond?
- What's in it for them?
- How will this effect team dynamics?

RELATIONSHIPS

PEOPLE
RELATIONAL
EMOTIONAL



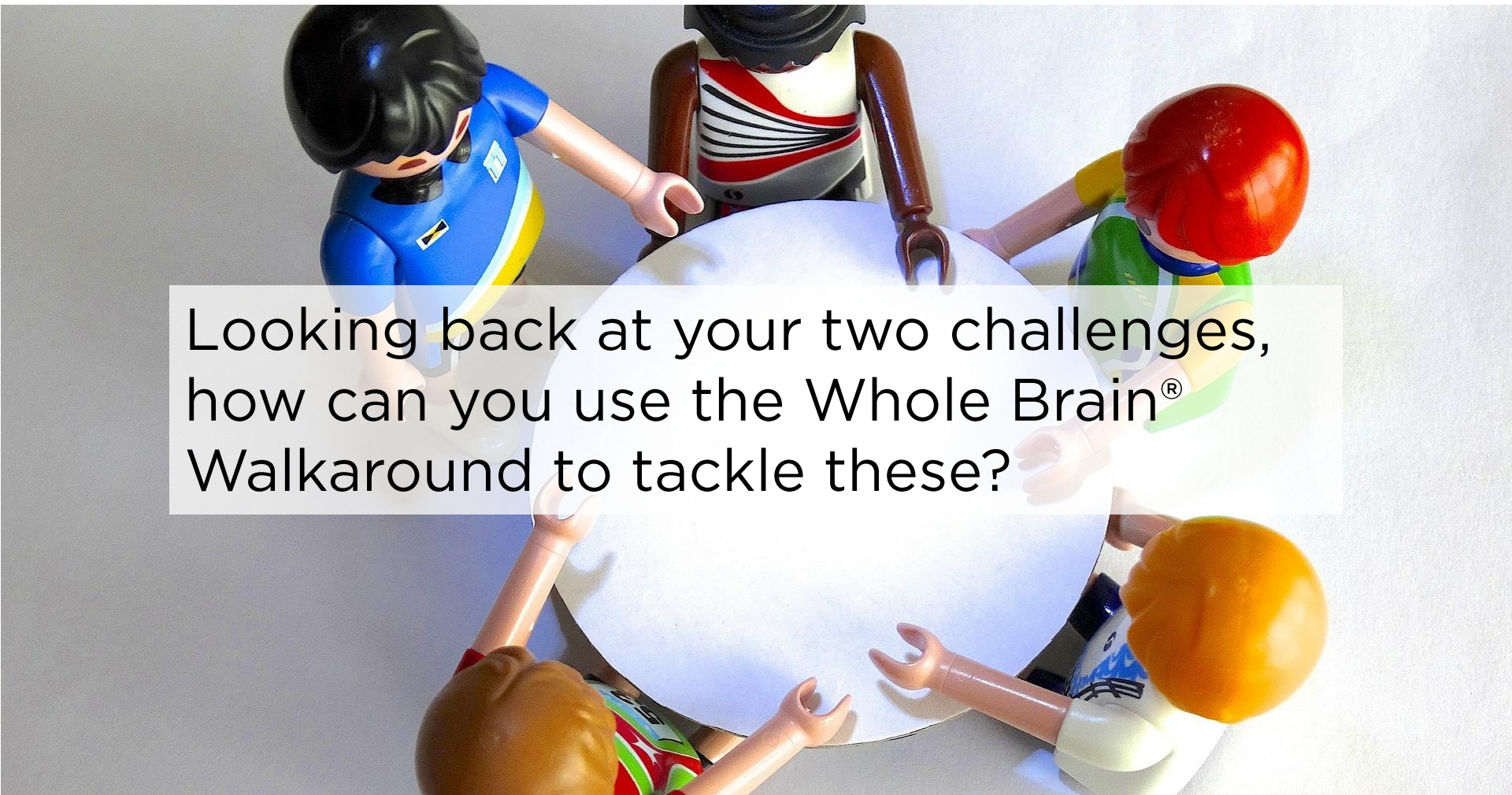
Don't dismiss new ideas or big picture



Don't overlook facts and analysis

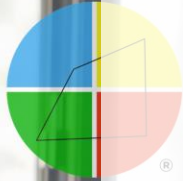


GROUP ACTIVITY – 10 MINS

A top-down view of five LEGO minifigures sitting around a white circular table. The minifigures are diverse in appearance: one with black hair and a blue shirt, one with a black helmet and a red and white striped shirt, one with a red helmet and a green shirt, one with a brown helmet and a red and green patterned shirt, and one with an orange helmet and a white and blue patterned shirt. They are all looking towards the center of the table.

Looking back at your two challenges, how can you use the Whole Brain[®] Walkaround to tackle these?

C2S MEMBER DISCOUNT



- 1 hour complimentary consultation on your key challenges
- 10% discount on individual and/or team WBT profiles with de-brief



THANK YOU!

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ZENTANO WORKSHOP
Facilitators: Rich Horton & Dave Morris