

Enabling Mindsets for Excellence

Find out how to become a whole brain thinker and leader?

Have you ever asked yourself why is it that some people think and operate differently at work, home and socially? For example: at work they are task focussed, matter of fact with no time for people and seen as a real autocrat, whilst elsewhere they are laid back, really good with family and friends and have lots of new ideas, but their partner has been asking them for months to mend a fence!

We invite you to come and experience 'Enabling Mindsets' for the answer.

What is it?

Rooted in Nobel prize winning neuroscience and the HBDI®, the model is a metaphor of left and right brain processing blended with strategic and operational thinking that produces four domains of **analysing**, **synthesising**, **organising** and **relating**. In a specific context **we tend to prefer** two styles more than others which means we could be described as "half brained"!

It is a way of exploring why we see the world one way when others see it differently and how this interacts with the larger system. It allows us to better understand topics like these:

- Differences at personal and team levels
- Differences in strategy
- How to better influence key players
- How to increase flexibility and fluency

Why engage?

The world is increasingly complex and uncertain. We are bombarded with increasing amounts of data, information and knowledge every single day: at work, at home or elsewhere. To make sense of this huge amount of data, we employ filters to create mental maps or mindsets using them to communicate our interpretations to others. When these came into existence, often earlier in our life, they worked well so we keep on using them. Some of these filters dominate our thinking – hence "brain dominance".

Other people develop their own mindsets. So, when other peoples' maps are different it is hard to create a coherent and integrated strategy to respond to change. With this pace of change, we sometimes find our mental maps let us down – perhaps we don't always yet achieve what we wish or expect. It might be that we are not using all our abilities and could be described at work as a half-brained manager? Some quotes to illustrate:

Albert Einstein: "No problem can be solved with the same consciousness that created it." "Today's problems are yesterdays' solutions"

Steve Gorton: "When organisations have a vision and the skills, why is it that change works as initially planned only 10% of the time?"

Thomas Edison "If there is a better way to do it..... then find it"

So What?

All this means it is easier to manage and lead when we recognise our Mindsets and thinking and operating preferences. As we develop our ways of thinking we open up a whole new world of possibility and enhanced business performance. Doing so we enable ourselves to free up all sorts of opportunities and allow change to succeed in all sorts of innovative ways.

- **people** become easier to manage
- **teams** become easier to lead
- **organisations** find it easier to change and move forward

How would you like some practical tools to engage your whole brain?

To help you develop your mindsets for excellence we offer an **individual assessment** with a 34 page **Enabling Mindsets** workbook, **Enabling Feedback** – a 360 appraisal inventory and a **range of further development resources** around change, strategy etc plus bespoke **workshops for your team**. Some examples are illustrated below.

Now what?

To discuss how you can use these ideas and frameworks to become more whole brained why wouldn't you want to send an email to info@enablingdevelopment.com or call us on +44 (0) 7939 023285.

Thinking about change

Here are some ideas and prompts around exploring change through the lens of Enabling Mindsets.

Change can begin anywhere..... from a quantitative analysis, from an insight or from factors external to the organisation. All successful change initiatives require a range of styles of thinking.

The analysing quadrant

To create organisational change we still ask “Where are you now? Where do you want to go? How can you get there? We derive the starting position factually. We use analytical thinking here, the ability to draw patterns from numbers and facts and to understand the implications.

The strategising quadrant

We see what the picture is now and what it could be in the future. This calls for a wider approach, an ability to bring the facts together and draw from these a portrait of an ideal. Seeing the larger picture begins to uncover the systemic linkages that produce success.

The organising quadrant

The ideal is actualised. Moving from the present to the ideal, available resources are put into a plan that achieves the outcomes. The plan has measurable targets, internal and external linkages and performance indicators so that everyone knows it is on course.

The relating quadrant

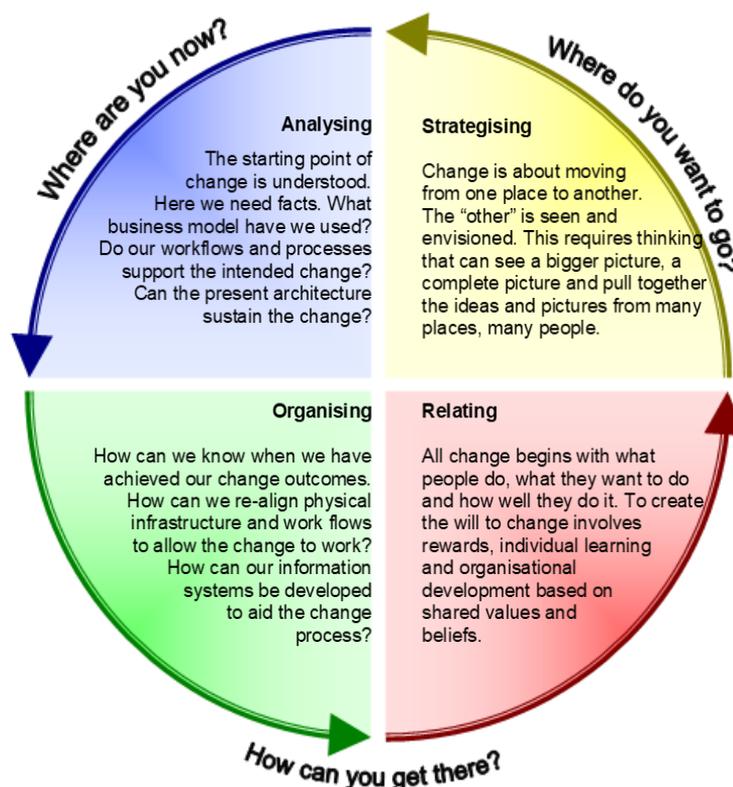
People are changed through communication and influence. This requires a people-oriented thinking style that understands how values and beliefs become aligned with the change. Ownership, commitment and enthusiasm then become possible.

Success in change for the individual, the team or the whole organisation, involves every resource we have. I may prefer one approach to problem solving whilst another looks at the situation in a very different way. Effective change means we see the situation from every angle and every perspective.

- As individuals we strive to broaden our style of thought.
- As teams we value and respect the diversity of opinion of our colleagues.
- As organisations we use the unique point of view of each person in the team, the division and the organisation.

It is this flexibility and rigour of thinking that enables major advances in performance.

What resonates with you? What might you now approach in a different style?



Enabling Feedback 360 appraisal

The inventory is a great way to review and better understand how your thinking and operating styles and preferences come across to others and below are some of the pages from a typical report.

It includes quantitative information plus visual comparisons and qualitative statements from colleagues about both your strengths and areas for development. This adds the "So What" meaning and offers the "Now what" opportunity to develop themes and actions that will make a positive difference for the recipient. These themes inform and enrich the coaching journey outcomes.

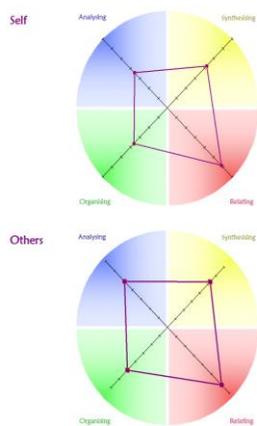


ANALYSING	Self	Report	Peer	Senior	mean
Attracted to large scale change	6	6.0	5.7	7.0	6.22
Integrates concepts into a new whole	5	5.5	5.2	6.5	5.89
Has a sense of purpose	5	6.0	6.0	6.5	6.17
Values scientific approach	2	4.5	5.2	5.5	5.06
Likes precision and accuracy	3	6.0	4.8	6.0	5.61
Reviews strategies and plans	3	5.5	5.2	6.5	5.72
Learns by review and context	3	6.0	4.8	6.0	5.61
Prefers to focus on single projects	2	2.5	3.7	3.0	3.06
Needs reasons for actions	3	6.0	5.3	6.5	5.94
Competitive at all levels	4	3.0	3.7	2.5	3.06
Likes to be kept on technical issues	3	4.5	3.2	2.5	3.39
Seeks to validate conceptual strategies	4	5.5	5.2	5.0	5.22
Time-scale: operates in past, present and near future	4	4.0	4.5	4.5	4.33
Does not plan change for future	5	5.0	5.8	4.0	4.94
Relationships: take several plans to task	1	2.0	2.5	4.0	2.83
mean	3.53	4.83	4.71	5.07	4.87

ORGANISING	Self	Report	Peer	Senior	mean
Approaches problems sequentially	4	4.5	4.3	4.5	4.44
Values and follows established procedures	3	6.0	5.5	5.0	5.50
Good at resolving faults	4	6.5	5.7	5.5	5.89
Reasons and considers	3	4.5	5.2	5.5	5.39
Likes to control process	5	6.5	4.0	4.0	4.83
Clear clear instruction about tasks	5	6.0	6.0	7.0	6.33
Manages resources	4	7.0	5.2	6.5	6.22
Values consistency	5	7.0	5.2	6.0	6.06
Manages project risk well	2	6.0	4.8	5.5	5.44
Preserves order	5	6.0	6.2	6.0	6.06
Prepares ahead	3	4.5	3.5	3.5	3.83
A plan for everything and everything in its place	4	5.0	4.3	6.0	5.11
Time-scale: Operates in short term	4	3.5	3.5	3.0	3.00
Does immediate plan for solutions now	2	4.0	4.2	1.5	3.22
Relationships: take several plans to process	1	1.5	1.4	1.5	1.47
mean	3.60	5.27	4.67	4.90	4.95

SYNTHESISING	Self	Report	Peer	Senior	mean
Attracted to large scale change	6	6.0	5.3	6.5	5.94
Integrates concepts into a new whole	5	5.5	5.2	6.5	5.72
Has a sense of purpose	5	6.5	5.5	7.0	6.33
Values multi-tasking	5	6.0	4.8	6.0	5.61
Seeks elegant solutions intuitively	4	6.0	5.2	6.0	5.72
Presents ideas visually - 'draws in 'tag picture' terms	3	6.0	4.8	7.0	5.94
Creates great solutions	3	5.5	4.7	5.5	5.22
Flexible and adaptable	5	5.5	5.0	6.5	5.67
Tolerates ambiguity	5	3.5	3.5	5.0	4.00
Takes an entrepreneurial approach	3	4.0	3.6	6.0	4.53
Likes new ideas - tested by others first	4	4.5	4.8	6.0	5.11
Leads through personal charisma	4	5.0	4.7	4.5	4.72
Time-scale: long term - focuses on future	3	4.5	4.7	5.5	4.89
Relationships: change and develops long term future strategies	4	3.5	4.3	4.5	4.11
Relationships: concentrate on those useful for achieving	4	3.5	4.3	4.5	4.11
mean	4.20	5.13	4.74	5.93	5.27

RELATING	Self	Report	Peer	Senior	mean
Focus on non-verbal communication	6	7.0	6.2	6.5	6.56
Encourages contribution of others	6	7.0	6.0	7.0	6.67
Creates teams	6	6.5	5.7	6.0	6.06
Acts as coach and mentor	5	7.0	5.8	6.5	6.44
Identifies with clients - internal and external	6	6.5	5.3	5.5	5.78
Believes in relationships and always questions situations where she/has appropriate behaviours are not being displayed	6	6.5	5.3	7.0	6.28
Refuses on intuition	6	6.0	5.7	6.5	6.06
Sensitive to individual and team needs	6	7.0	5.2	6.5	6.22
Works at level of values and trust	6	7.0	6.5	7.0	6.50
Respects more than just results	5	7.0	6.0	7.0	6.67
Respects needs and values of others	6	7.0	5.8	7.0	6.61
Time-scale: operates in mid term	5	5.0	5.2	2.0	4.06
Values culture and traditions - but prepared to change	6	6.5	5.2	7.0	6.22
Relationships: take priority	6	5.5	5.8	4.5	5.28
mean	5.80	6.53	5.61	6.20	6.11



- DEVELOPMENT AREAS**
1. Might want to project top activity with complex and interdependent deliverables, on the other hand she may not.
 2. Live observed that XXXXX has a huge workload which I believe prevents her from carrying out as much coaching/development activity as she would like. I think she finds this frustrating as this element of her role is what she finds the most rewarding.
 3. The only thing that can think of in this area is that XXXXX may benefit from carrying out checklists of activities that she has used in order to ensure progress is being made. Whilst XXXXX sets very clear instructions she may benefit others to carry these out for her because a little less time.
 4. Not certain that XXXXX manages her time as well as she might. Could be that she lacks sufficient resources to delegate her tasks. But I have encouraged her to get resources and to use support staff from the PMO wherever possible.
 5. Would like to see more evidence of XXXXX's detailed plans that support the benefits of the back card plans underpinning the Value Case. Maybe these, but not yet shared with me.
 6. XXXXX can come across as needing positive feedback (not better) - some of this is 'marketing' with XXXXX perhaps wanting to show her view of her priorities more openly with the team to give them visibility of priorities and how they fit.
 7. XXXXX can sometimes be at the pointy end of other people's poor timescales e.g. AA requirements on numbers and date, or other business areas as deadlines for performance reviews. I would like to see XXXXX take a more holistic, longer term approach to this - some of this is dependent on others, but XXXXX could take more of a strong approach to this.
 8. XXXXX may need to be consulted more actively within the management team in protecting the needs of the HR function and driving people to deliver/prepare her outcomes. There have been occasions when XXXXX accepts compromise or delivers what will not necessarily change people effectively.
 9. Like analysing, she would benefit from having more time to structure her thinking.
 10. I can't identify any areas where XXXXX requires development in this space.

- RELATING STRENGTHS**
1. Excelled at listening before offering advice or opinions, does so constantly throughout of exec meeting.
 2. Takes issues with the way the exec team is working and works with the people who are contributing to creating those issues to resolve them. Deals sensitively with those that resist behavioural change from individuals.
 3. Always starts people first about the task, excellent at balancing the urgent against the important.
 4. One of XXXXX's key strengths and contributions to the leadership team is her observation, openness to team input and feedback, and ability to challenge and coach (all when he is not driving the team with her).
 5. XXXXX has an enormous amount of influence on the senior leadership team through the relationships she has built up and the trust that has been established.
 6. XXXXX challenges the ST as a group when she needs to - great example is an unauthorised meeting which many ST members' speak about a number of occasions - XXXXX pointed out to them that they had the opportunity to change the format and do something about it.
 7. This is the essence of XXXXX's role and clearly where her skill set is strongest. She has strengths in:
 8. Being approach and every back to quality neutral communication style, and where this points an issue to behaviours within the team she seeks to address it directly.
 9. Being encouraging and always supports others in the team where she is in a position to do so.
 10. Being considerate of others needs and always looks to involve others at a level that is appropriate to those needs.
 11. XXXXX has a very good approach to relationships management and usually makes the correct assessment of a group dynamic. Although relationships to date priority, do not do the expense of what is right for the YYY business.
 12. XXXXX is a great team player and she has become a natural counsellor and coach to her peer colleagues and other members of staff.
 13. Her open and level of trust are extraordinary and so such she has built a reputation where people know they can confide in her.
 14. XXXXX has created a bit of time with her peers in the management team to develop relationships and understand their environments and situations which has allowed her to operate more effectively, a great example being her participation and leading of the one all hands event.
 15. XXXXX is always willing to give alternative views or opinions and is a very useful sounding board for disagreements within the management team e.g. discussing possible people changes or changes.
 16. XXXXX has the trust and respect of all the senior leaders on our programme. This enables her to coach and provide constructive advice both formally and informally to the benefit of the programme.
 17. XXXXX is able to see of guiding and coaching others into reflecting - this has a fantastic impact on an environment which works in direct contrast and allows her to influence at all levels.
 18. I ask her to XXXXX and explain our business data interaction with her the manager in a way which plays to my strengths, she is encouraging, inclusive and she has made me feel valued from day one.
 19. XXXXX is always conscientious of other people's thoughts, views and opinions. She has the ability to reach compromise, what achieves her goals.
 20. XXXXX will go with the team majority decision, despite this sometimes meaning she will have to deal with the fall out within the management team.
 21. She always tries to do the right thing morally where possible.

- ANALYSING STRENGTHS**
1. Produces sound analysis of people performance data, ensuring key points are highlighted and acted upon.
 2. Makes excellent use of the feedback data from leadership surveys to produce the AAAA Culture.
 3. XXXXX is excellent at ensuring that the explore and challenge the rationale for activities, making sure that there is maximum value to be gained.
 4. XXXXX is extremely achievement orientated and goes all out to ensure that she meets her commitments.
 5. XXXXX always ensures that conclusions are drawn from sound analysis.
 6. XXXXX always questions others analysis ensuring that decisions are grounded on fact.
 7. XXXXX continually analyses situations and always questions situations where she/has appropriate behaviours are not being displayed.
 8. Good reasoning ability on given facts and will consider outcomes from a number of perspectives. For example, in handling a grievance complaint she dealt with the facts that it was unreasonable for the individual in question to remain in our employment, but sought an outcome that would be a suitable compromise.
 9. Can absorb a lot of information at the same time and prioritise the most needed outcome. Examined all of her activities and identified a number of responsibilities.
 10. Can operate in many timeframes, present, near future or long term, with equal attention to detail and outcome.
 11. XXXXX has demonstrated a good grasp of how HR can fit into a dynamic programme and support the business - examples of this have been her rigorous approach to dealing with ongoing and aged performance management issues.
 12. XXXXX has a practical and logical approach to how she handles situations despite being under an incredible amount of pressure. Her inclusive ability to understand and handle people and their behaviours is one of her strengths and enables her to quickly assess how best to tackle problems and get on with the job.
 13. Her ability to handle multiple tasks and deliver a high standard.
 14. XXXXX is very thorough in her approach to work, she likes to cover off all bases, including, reason, and evidence and individual feedback before she makes the decision to proceed down a certain path.
 15. XXXXX will start with a view of how something will be done, but can be influenced down another route through rational examples and reasons presented to her.
 16. Always meets her commitments and likes to exceed expectations from others.

- FURTHER INFORMATION**
1. She is extremely talented at what she does and everyone admires/respects her work and approach. However her personality is such that at times she can be a bit of a "old firm" and "out of touch". She can be quite calm on the phone even though she is dealing with all the uncertainty that her role can create for some people and make them feel that she is being unhelpful.
 2. I think she also needs to be "let her hair down" sometimes as she doesn't seem to know when to let her guard down with herself. I have a very close relationship with her HR professional and of whom I am very proud of and she has been very helpful. We have good fun and make sure XXXXX needs to know when she is being over the top and it is ok to have a laugh and a joke and that that goes no further. People just feel they don't get to know her XXXXX.
 3. My overall view of the XXXXX is a very talented member of the directorate leadership team and is always focused on clear outcomes. The understanding, depth and advice a good balance to the reality of the team given her role and has been instrumental in ensuring the program made relation to culture. XXXXX's understanding of people is a core strength and through this she is able to effectively engage with all members of the team to help to translate their needs to a common outcome. The team will greatly miss XXXXX's approach, outlook and input when she is not around.
 4. Overall I find XXXXX a thoroughly capable individual who is worthy of a top table position representing HR in any organisation. She is a good relationship manager with a keen attention to the messages that are being conveyed during an encounter - both verbal or visual messages. She has made great strides in improving the overall position and status of HR, support to the AA Programme and achieved it all in a polite, professional and jovial manner. She is genuine, a great person to work with and a pleasure to work with.
 5. As a result, she has become a strong asset to the management team and as a culture change champion for me and my team. Her greatest challenge will be finding a suitable replacement for her before she leaves.
 6. XXXXX has great skills in her ability to calm difficult situations either in person or 121 area's - she has great ability to pick up options for solutions and problem solving which are wider than the "technical" option in the relating table.
 7. A number of the development areas I have outlined are undoubtedly influenced by the operating environment with limited HR resources, the number of whom are conducting in a difficult climate where the decision can be viewed as operating "under" the rules of the rest of the business - this should be borne in mind in the context of my feedback.
 8. XXXXX has contributed markedly to the overall behaviour changes in the management team - her ability to satisfy those group opinions, and to influence the group as a whole, will be an invaluable asset within the group and hard to quantify and quality but the overall approach of the management team to meetings, engagement, collaboration etc. has been influenced by XXXXX's presence and approach.
 9. I regarded her best asset of management for XXXXX. She is a truly excellent professional and I well rounded individual who performs well in all situations. I really enjoy working with her, she both motivates me and is intellectually stimulating.

