

Examples of Skewed Views

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The Challenge:

This was an organizational review for a small not-for-profit: It consists of four full time paid staff and twenty five volunteers who perform the equivalent of three full time paid positions. The presenting issue was to determine whether they group had the right staff skills and whether there was justification in adding a half time position.

The Approach:

Using the Whole Brain Model as part of the review process the group showed very similar thinking styles mostly B and C quadrant. The staff obviously had good skills in relating to the volunteers and the ability of the CEO and chief fundraiser's ability to tap the emotions of granting bodies was paying off very well. The surprise was the strengths of the administrator both in dealing with the volunteers and her more advanced big picture thinking.

The Result:

The end result was that the part time position was allocated to the administrator so that she could spend more time on volunteer support and long-range strategy. Now that her preferences were well understood, it became evident that her time was best spent on those activities and that the dollars spent in the short term would be saved in the long term.

An amusing incident in the debriefing at the board meeting occurred when the fundraiser remarked that it probably wasn't necessary to send financial statements to grantor prospects. When reminding her that while it wasn't a top priority for her, most of the granting officers were strong analysts and would pay a good deal of attention to the numbers, she agreed with an embarrassed smile saying "I'm supposed to know that now".

Another Skewed View

The Challenge:

In a high tech company the presenting issues were that the CEO was perceived to be "out in left field", and that nothing got done.

The Approach:

The entire senior team of 25 was surveyed as well as a group profile of an executive committee of eight. The group profile showed that the CEO was actually out in right field - a highly visionary thinker - and the other seven were all strong A Quadrant thinkers. One of the reasons that nothing ever got done was the total lack of B quadrant thinking preference in the group.

The recommended solution was a simple one. Rather than undertake an extensive recruitment search, all they needed to do was to elevate a couple of people from the senior management team to the executive committee. They actually had all the organizational thinking capacity already in the company - just not at the executive table..

The Results:

They took the above promotion action and things improved. The CEO also learned that he would get further with his big picture thinking by presenting it in language that the analysts understood.