

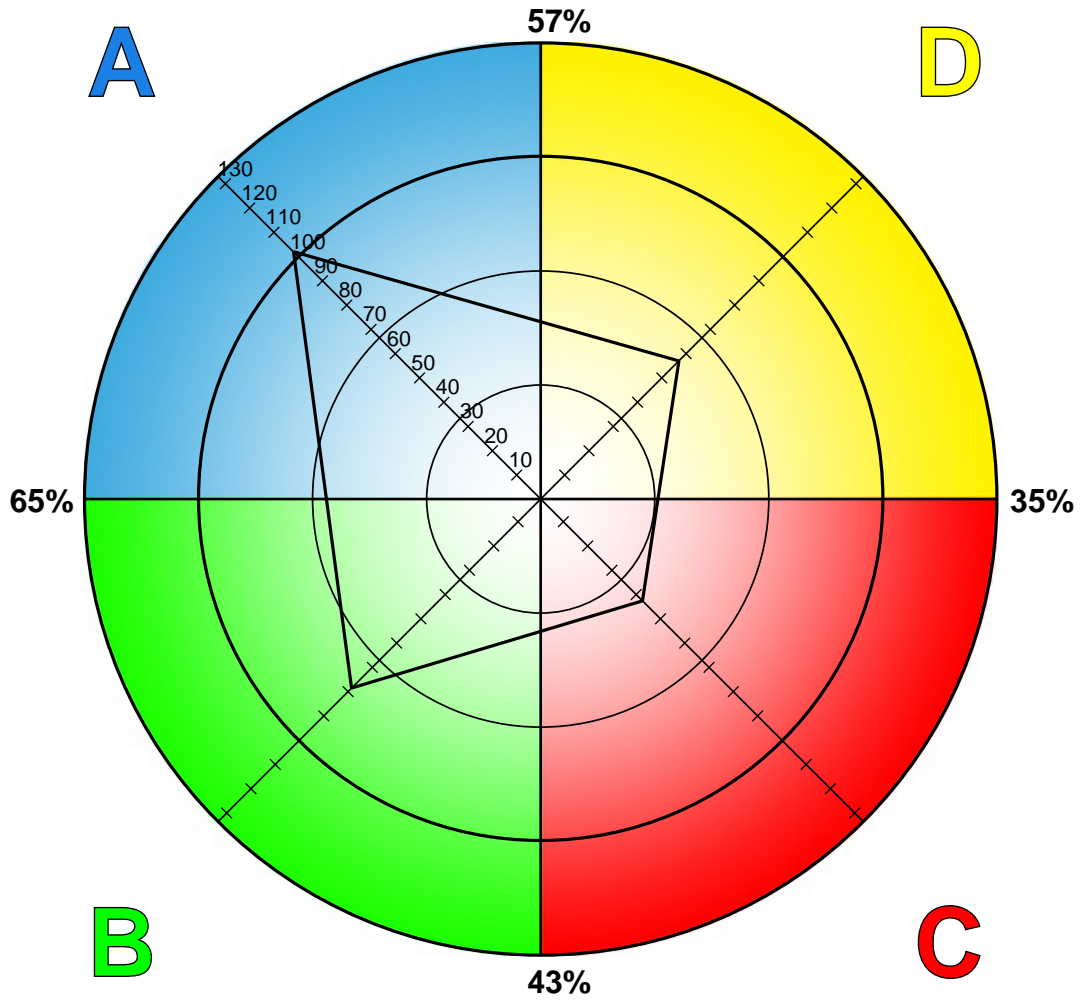
**GILLIAN RUSSELL**

**HERRMANN BRAIN DOMINANCE INSTRUMENT**



**GILLIAN RUSSELL**

Quadrant :	A	B	C	D
Profile Code :	1	1	2	2
Adjective Pairs :	7	9	3	5
Profile scores :	102	78	42	57





## HERRMANN BRAIN DOMINANCE INSTRUMENT DATA SUMMARY

<b>NAME</b>	GILLIAN RUSSELL	<b>GENDER</b>	F	<b>GROUP</b>	41768
<b>OCCUPATION</b>	student			<b>DATE</b>	03 11 2004

	COLUMN A UPPER LEFT	COLUMN B LOWER LEFT	COLUMN C LOWER RIGHT	COLUMN D UPPER RIGHT	
<b>PROFILE SCORES</b>	<b>102</b>	<b>78</b>	<b>42</b>	<b>57</b>	
<b>PREFERENCE CODE</b>	1	1	2	2	
<b>ADJECTIVE PAIRS</b>	7	9	3	5	
<b>KEY DESCRIPTORS</b> (*MOST DESCRIPTIVE)	factual x quantitative critical rational x mathematical x logical x analytical x	conservative controlled * sequential detailed dominant speaker reader x	emotional musical spiritual symbolic intuitive talker reader x	imaginative artistic intuitive holistic synthesizer x simultaneous spatial	
<b>WORK ELEMENTS</b>	analytical 5 technical 1 problem solving 5 financial 2	organization 2 planning 4 administrative 4 implementation 3	teaching 2 writing 5 expressing 3 interpersonal 2	integration 5 conceptualizing 3 creative 4 innovating 3	
<b>ADOLESCENT EDUCATION</b> <b>EDUCATIONAL FOCUS</b> <b>OCCUPATION</b> <b>HOBBIES</b>					
<b>HAND DOMINANCE</b>	primarily right X	right some left	mixed	left some right	primarily left
<b>ENERGY LEVEL</b>	day X		equal		night
<b>MOTION SICKNESS</b>	none		some	X	frequent
<b>INTROVERT/EXTROVERT</b>			X		extroverted



## **GILLIAN RUSSELL - An explanation of your HBDI™ Profile.**

**Date : 01 12 04 - Page 1/2**

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Your HBDI™ Profile Sheet provides you with a visual plot of your thinking style preferences.

Summary Sheet gives a breakdown of what quadrant many of the questions fall into.

This explanation page will describe each of the quadrants in descending order of your preference :

$A > B > D > C$

The thinking style quadrant you most prefer, based upon your responses to the HBDI™ Survey, is the A Quadrant, with a value of 102.

Descriptors in this thinking style which you selected are Logical, Analytical, Rational, Mathematical and Factual. These descriptors represent a general overview of your mental preferences in day-to-day life.

Work Elements you strongly relate to in this quadrant include Analytical and Problem solving. These Elements reflect your mental preferences at work. Work preferences may align completely with general preferences, or they may stem from situations unique to one's working environment.

In the forced-choice, Adjective Pairs section of the Survey, 29% of your responses registered in the A Quadrant. For comparison purposes, your A Quadrant Profile Score represents 37% of your total Profile.

Your next most preferred is the B Quadrant, with 78 points. In this thinking style, you selected Reader, with Controlled representing your 'Key Descriptor' - the one most descriptive of you. Work Elements you identified as ones you do well include Planning and Administrative. In Adjective Pairs 38% of your responses registered in the B Quadrant, compared to 28% of your overall Profile.

Your next most preferred is the D Quadrant, with 57 points. In this quadrant you selected Synthesizer as descriptive of you. Work Elements you identified as ones you do well include Integration and Creative. 21% of your Adjective Pairs responses fell in the D Quadrant, compared to 20% of your Profile.

Your least preferred quadrant, based upon your Survey responses, is the C Quadrant, with a value of 42. In this quadrant you selected Reader as characteristic of you. 13% of your Adjective Pairs responses fell in the C Quadrant, compared to 15% of your Profile.

The Adjective Pairs result tells us something about how we react when under pressure. This may or may not be consistent with our general behavior. The distribution of your responses to these questions into the A, B, C and D Quadrants was 7 - 9 - 3 - 5 respectively. This distribution, while not perfectly aligned with your profile, is not radically out of alignment either. This suggests that there may be some shifts in your thinking style when under pressure, perhaps with a less-preferred quadrant becoming more dominant or a generally preferred one receding into the background.



## **GILLIAN RUSSELL - An explanation of your HBDI™ Profile.**

**Date : 01 12 04 - Page 2/2**

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The Preference Code is a categorization of profiles. It can be helpful in identifying generally similar Profile configurations.

Your profile is double dominant in the same hemisphere.

Double dominant profiles experience an internal integrated coherence in the same fashion that single dominant profiles do. In both left and right double dominant profiles, the two quadrants tend to reinforce each other. The logical, rational processes of the A quadrant reinforce the structural and procedural qualities of the B quadrant. Likewise, the visual imaginative approaches of the D quadrant are supported by the expressive, sensory elements of the C quadrant. As opposing modes, double dominant left might perceive their right counterpart as unrealistic and unfocused. In both cases, these individuals will benefit from a greater appreciation of their mental opposites, not only to improve their communication and relationships, but also to appreciate mental processes very different than their own, allowing them to more effectively “cross the bridge” between hemispheres.

Your preference code is 1122 :

This is a double dominant profile with primaries in the Left mode — Upper Left A and Lower Left B quadrants. It is the second most common profile in the general population, representing 16 percent, and the most common profile for males, representing 21 percent. The profile is characterized by a logical, analytic, technical orientation, and is effective in rational problem solving from the Upper Left A quadrant. Lower Left B quadrant preferences include planning, organizing, implementing and administrative activities. In this profile, the processing modes of Upper Left A and Lower Left B would clearly be the most preferred, and the interpersonal, emotional, and spiritual modes of Lower Right C and the holistic, creative, and synthesizing modes of Upper Right D would be at the secondary level, yet functional.

This profile is typical of those occupations in technical fields, such as engineering and manufacturing, financial positions, middle managers, and in general, those positions for which left mode processing is clearly most important, and the right mode processing being necessary, yet secondary.

Most comfortable communication approaches may include :

Brief, clear and precise info - Well articulated ideas presented in a logical format - Step by step unfolding of the topic - Explanation in writing.

The most natural problem solving strategies would include :

Factual analysis - Research - Logic - Re-engineering - Step by step process - Time lines - Organization.

To make a decision, a person with this profile may ask :

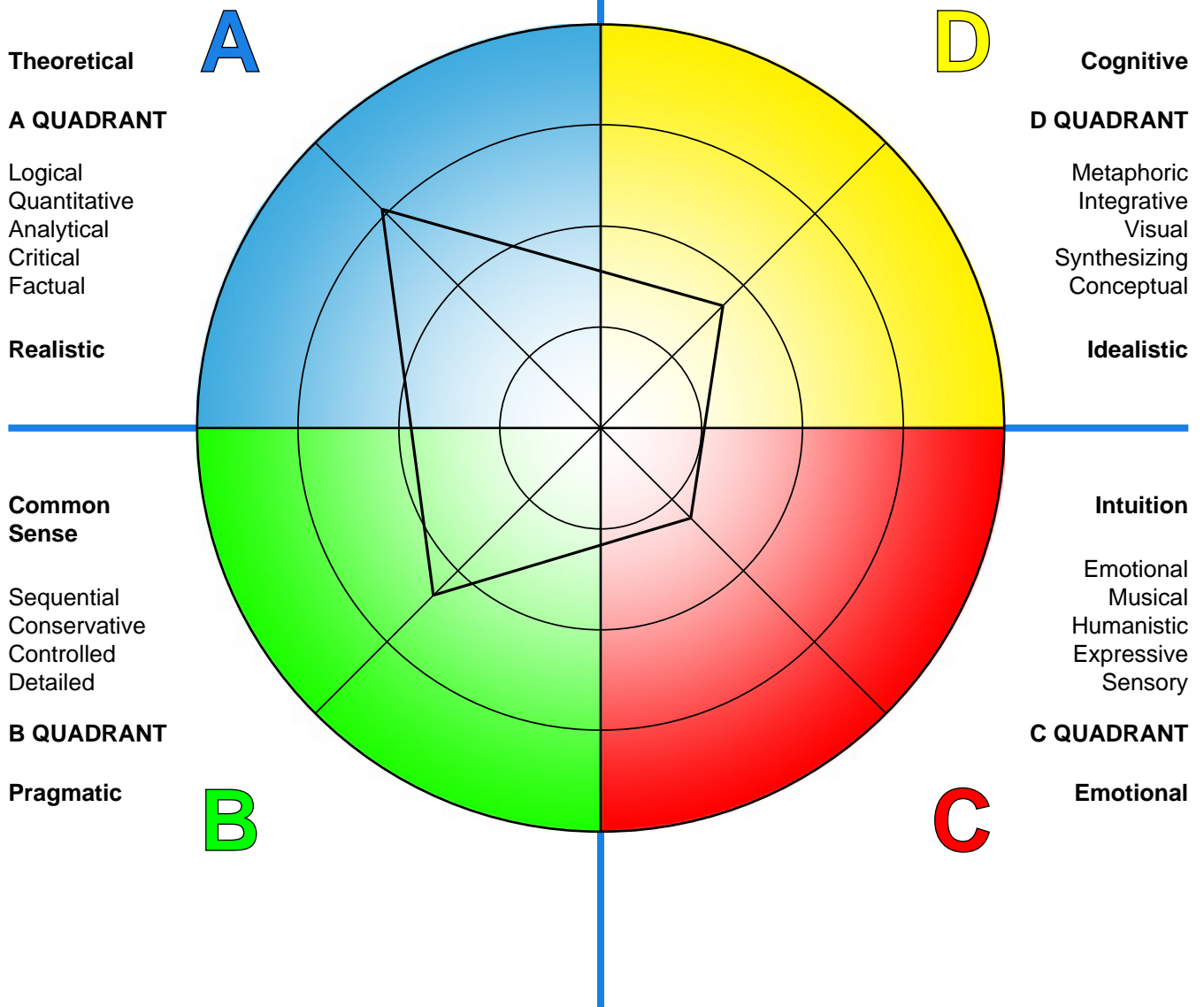
Do I have all the facts? Has all the research been completed? Will I be in control?

# A

# TO UNDERSTAND HERRMANN'S PREFERENCES

## DISCOVER YOUR THINKING STYLES

My own point of view and that of others: The perception a person has of him or herself is often more accurate and informative than any other. It captures a point of view which can be invisible to others. Our research has shown that having a third party filling out an HBDI gives imprecise results. In effect, our own mental preferences influence our perception of others, and by the same token, their preferences will interfere with the way they see us.



**When I filled out my profile, I wasn't feeling 100%; will that affect my profile?**

*Numbers could vary within a range, but not the overall shape of the profile. One's mood might have some influence on the amplitude of the profile, but not change its shape or orientation.*

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## INTRODUCTION

The human brain with some 30 billion neurons is the biggest computer ever built. Using today's technology, a computer with that many connections would cover France, Belgium, and Switzerland combined, and would be ten stories tall! Yet our brain weighs only about 1400 grams (3 lb.) and it's much more than portable computer. Einstein used to say: 'We use only use about 10% of our brains'potential.' Were we to increase this ratio, we'd be more intelligent, more creative, retain more, work smarter and faster: it's a dream shared by many. Now this dream becomes increasingly attainable as we learn about how knowledge of the brain has progressed further than it had in the previous twenty centuries.

Thanks to new technologies which permit one to 'see' the brain in action: electroencephalographie, positron emission tomography, magnetic resonance imaging... Ned Herrmann has applied the latest brain research and discoveries in developing his personality inventory. The inventory permits one to become aware of his or her 'cerebral preferences' in order to use them better in one's personal and professional life. Herrmann's own research was financed when he was Training Director at General Electric.

## RIGHT BRAIN/LEFT BRAIN

In 1975, the brain research of Sperry, began to reveal the dual cerebral functioning of the brain. Sperry used pathology to learn facts about the functioning of a normal brain. By observing patients who had their brain hemispheres separated by a procedure to sever the corpus colossum in order to cure epilepsy, Sperry made a multitude of discoveries. For example, the left side of the brain, which controlled the right hand, appeared to have the function of logical, analytical, sequential and rational thinking. Inversely, the right hemisphere tends to perceive the world and other people in a global mode, instantaneous, intuitive, visual, synthesizing, emotional and expressive. It finds solutions through sudden and global intuition, leaving to the left hemisphere, the job of proving them in logical, analytical and scientific manner. The left hemisphere breaks down everything into different elements; the right hemisphere, on the other hand, considers the global whole and searches systematically for connections, analogies, similarities.

This has been demonstrated and observed again and again in laboratory tests, as well as evident in healthy subjects and patients with lesions in one or the other hemisphere. For example, a victim of damage to the right brain won't recognize people or streets in his hometown. Someone with damage to the left brain will not be able to express himself easily and may have to begin relying on such elements as word and sentence intonation to regain language ability. Ned Herrmann takes the differentiation a step further, in that he subdivides the hemispheres into cortical (the upper part), and the limbic (the lower part). The limbic system sits in the center of the brain. It is the principal location for emotion, humor and memory. It directs our affective and interpersonal behavior. It filters information according to structure imposed the cerebral cortex. Herrmann synthesized this body of research into the four quadrant table:

---

### Cerebral Left (A)

Logical, Analytic,  
Mathematic, Technic,  
Problem solving.

### Cerebral Right (D)

Creative, Synthesizer,  
Artistic, Holistic,  
Conceptual.

---

### Limbic Left (B)

Controlled, Observateur,  
Planning, Organization,  
Administrative.

### Limbic Right (C)

Interpersonal, Emotional  
Musical, Spiritual,  
Speaker.

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## TAKING INTO ACCOUNT DIFFERENCES

In the US, Ned Herrmann is recognized as founder of brain technology. He founded the company Applied Creative Services which has conducted successful manager seminars for such well known corporations as: IBM, 3M, Rank-Xerox, etc.

Why this success? Because this new tool permits participants to become conscious of their own cerebral preferences and their own thinking style.

For example, a left dominant person will feel more at ease in a technical job - one that requires organization, programming, and administration.

This type of individual reasons logically concerning verified facts and follows an observable method; he avoids fantasy, novelty and recasts such into classical formulas...

The right brainer, enjoys new ideas and interpersonal involvement; he communicates symbolically rather than by pure reason, in picture, rather than by word. By all evidence, these aspects of communication and perception are opposite, yet complimentary.

## TWO DIFFERENT WAYS TO SOLVE PROBLEMS

Everyone has his own particular way to face and solve everyday problems. A right-brainer proceeds in a start and stop mode with periods of insight and incubation: he may take a step back and see the big picture with all the relationships between varying elements. He thinks and understands by analogy. He does this by making connections between elements which at first glance seem remote and unrelated - things that would appear 'illogical' to a 'left-brainer'. The left-brainer prefers a more methodical approach, step by step, beginning with detailed observation of the facts before continuing to form a solution. This approach would appear sterile and boring to the 'right-brainer' who would have difficulty even playing along.

This is what participants discover through a number of experiments and demonstration during a seminar. They raise their awareness, in a true to life way, that their own way of thinking is not the only way, and that some approaches to problems require different types of thinking. Herrmann insists, 'each person is unique; people interact spontaneously as a function of their cerebral preferences. A 'right-brainer' will feel out of place surrounded by a group of 'left-brainers'. The bottom line is to recognize that an individual must seek beyond his or her own preference to find the best approach to problem solving.

## PUTTING AN INDIVIDUAL ONTO A TEAM

The distinctions between scientists and artists, engineers and salesmen are as old as the world itself. Statistical studies of Herrmann profiles have identified 'typical profiles' for different careers fields and job descriptions. In a study of hospital personnel reveal dominance differences among the varying jobs: Specialists = A quadrant; Administrators = B quadrant; Nurses = C quadrant; Psychiatrists = D Quadrant.

Is it any wonder that sometimes there is tension in the hospital environment?

Herrmann has also demonstrated that directors and CEOs are mostly multidominant - even with three or four dominant quadrants, as opposed to single or dual dominant specialists. One's work can certainly affect one's cerebral preferences.

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# HERRMANN SEMINARS

## SEMINAR ADAPTED FROM NED HERRMANN'S 'BRAIN UPDATE'.

- Objective :** Learn about the functioning of the human brain and raise awareness of the connections between cerebral preferences and behavior and management styles.
- Target audience:** Supervisors and human resource managers.
- Duration :** 2 days.

## PERSONNEL AND TEAM EFFICIENCY

- Objective :** Improve the efficiency of work groups. The ability of a team is the sum of individual competencies. But sometimes the group synergy can be hampered by the diversity of the group  
This seminar is designed to:
- precisely determine commonalities and points of opposition in the composition of a group.
  - transform divergence into convergence.
  - increase individual and group performance.
- Target audience:** Members of work groups. (may be same management level or mixed)

**Duration :** 2 days.

## WHOLE BRAIN PROBLEM SOLVING

- Objective :** This seminar has a double objective:
- 1) Solving an immediate professional problem.
  - 2) Learn an efficient method for problem solving. The 'whole brain' method is used in business every day.
- Target audience:** team members who are motivated and prepared to learn.
- Duration :** 2 or 3 days; with a follow up after 4 weeks.

## TRAINING TRAINERS AND PRACTITIONERS OF THE HERRMANN MODEL

- Objective :** This seminar has a double objective:
- 1) Solving an immediate professional problem.
  - 2) Learn an efficient method for problem solving. The 'whole brain' method is used in business every day.
- Duration :** a combination of the preceding seminars plus a follow-up.
- Target audience:** Human resource managers.



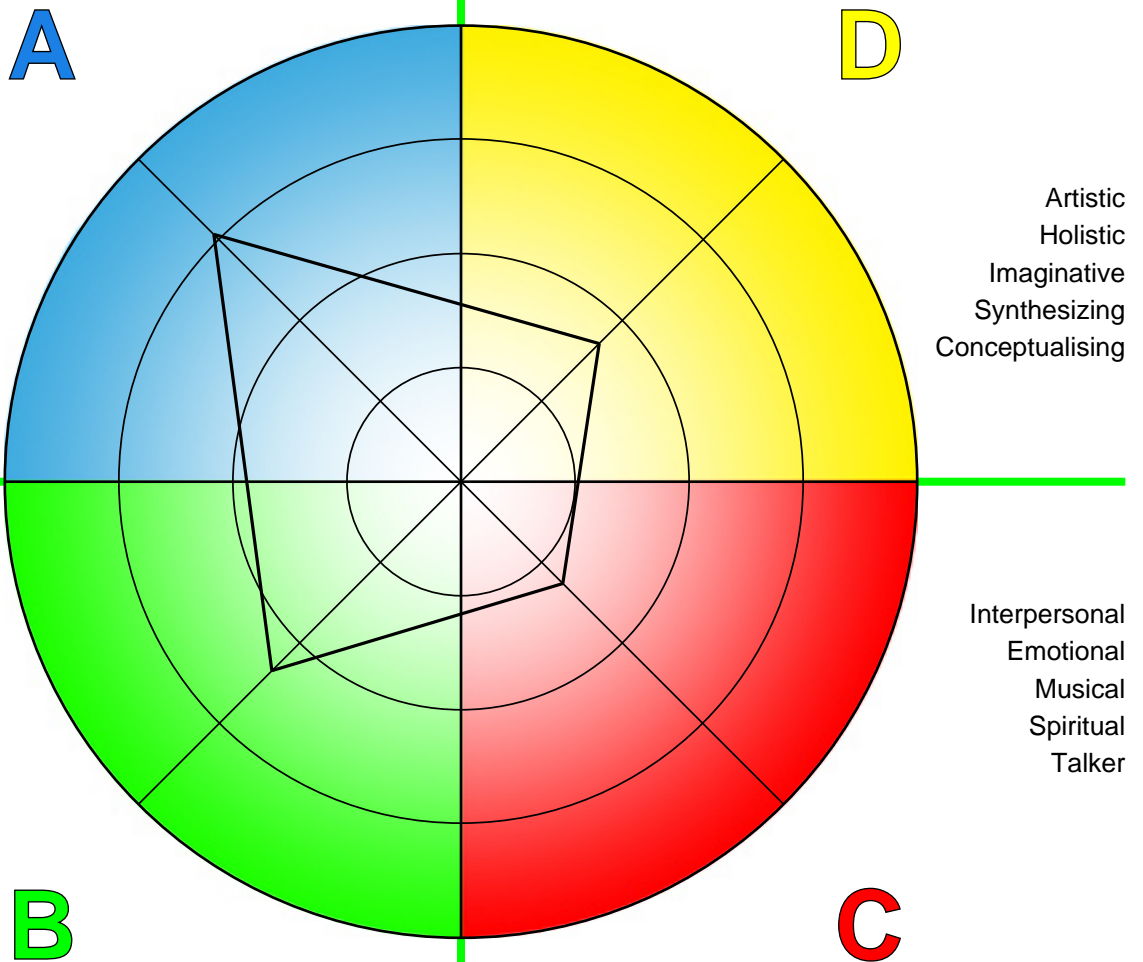
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# B

## READING YOUR PROFILE STEP BY STEP

**YOUR PREFERENCE CODE IS : 1122**

This consists of four numbers placed in order of the quadrants: ABCD. The terms 'Primary, Secondary, and Tertiary' are used to designate the 1, 2, 3 zones of the profile grid.



### Preferences codes

- PRIMARY: (Code 1 = total over 66)

In a given quadrant a primary indicates a distinct preference for the type of activities relevant to that quadrant. Every profile will have at least one primary score, but could have as many as four.

A result above 100 represents a very strong preference, often easily recognised by other people.

- SECONDARY: (Code 2 = 34-66 inc.)

A secondary in your profile indicates a comfort zone in the types of activities of that quadrant.

It is still a preference, but clearly secondary to your primary (or primaries).

- TERTIARY: (Code 3 = 0 to 33 inc.)

A tertiary indicates a lack of preference and thus an avoidance of activities representative of the quadrant. In a profile, a tertiary reinforces the preferences of the primary situated diagonally opposite it.

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**You have just received your profile of mental preferences.  
You now want to understand the significance of the results.  
You want to learn some applications to help you  
on your path to personal development.  
This guide was created to help you.**

## **YOUR PROFILE COMPRISES 2 COMPLEMENTARY PAGES**

The first page is the visual profile. It is a graphic of 4 diagonal calibrated axes marked according to your responses to the questionnaire. It is a visual representation which synthesizes your responses and reflects your profile globally.

The second page is the 'Data Summary'. It is a table consisting of four columns that transcribes your responses to the Instrument into numeric values. It creates a representation of your profile at once sequential, linear, detailed and quantified.

## **THE VISUAL PROFILE**

To create the graphic representation of your profile, we took the profile score from the first line of the Data summary sheet. These values are placed along the diagonal axes.

At the 4 cardinal points of the graph you can see 4 percentages representing your preferences for the Upper, Lower, Left and Right Modes.

- The Upper Mode, combining quadrants A and D, metaphorically represents the cerebral hemispheres of the brain. This mode is more cognitive and intellectual, preferring thinking in abstract, conceptual modes.
- The Lower Mode, combining quadrants B and C, is a metaphor for the left and right halves of the limbic system of the brain.

Limbic processing is grounded, emotional, and instinctual in nature. This mode often prefers visceral, 'gut' and concrete approaches.

- The Left Mode, combining the A and B quadrants metaphorically portrays the left halves of the brain's cerebral cortex and the limbic system. This mode prefers concise, efficient processes with realistic, disciplined, and orderly approaches.
- The Right Mode, combining the C and D quadrants metaphorically portrays the right halves of the brain's cerebral cortex and the limbic system. Key mental processes in this mode include intuitive and perceptive thinking as well as idealistic, expressive, open approaches.

## **THE DATA SUMMARY SHEET**

This page gives you the aggregate results of tabulating your results from the HBDI.

The purpose of this report is to remind you of your responses to many of the questions in the HBDI survey and to clarify which specific elements in each quadrant you prefer.

The four columns represent the Quadrants from left to right ABCD :

- The A and B columns correspond to left brain mode.
- The C and D columns correspond to right brain mode.

## **PROFILE SCORES**

This line shows the total score for each quadrant A, B, C, and D.

These are the figures used to plot the graphic on page one. The 'Preference code' are discussed on the front of this leaflet.

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## ADJECTIVE PAIRS

These scores relate to a 24-question 'forced choice' section of the questionnaire (questions 76 - 99). This section pairs each descriptor against the other three quadrants.

If the spread of these scores is in approximate correlation to your profile score, this shows entire consistency.

If the spread of adjective pairs is significantly different, it indicates that, when filling out the survey, you were somewhat inconsistent. This usually means that you have a slightly different backup style, or shift thinking patterns in tense situations.

## KEY DESCRIPTORS

This section is a simple transcription of the choices you made in the 'Key Descriptors' section of the survey form (questions 26 - 50). Your answers have been indicated in the column relating to the quadrant to which they belong.

The asterisk denotes the key word you chose as being the most descriptive.

## WORK ELEMENTS

This section relates to questions 10 - 25 of the survey form headed 'Work Elements'. On the form, we asked you to rank various aspects of the workplace in order of your strength and preference rating them on a scale of 1 - 5. Your answers have been reproduced here by quadrant.

You may find it interesting to compare the weighting of these subjects to the chosen 'key descriptors' above in order to gain an idea of how your working activities correspond to your overall general preferences.

## ADOLESCENT EDUCATION, EDUCATIONAL FOCUS, OCCUPATION HOBBIES

This section provides additional clues about the tilt of your mental preferences through understanding preferred subjects in school, educational and occupational choices, and how you spend your leisure time.

Research has shown that many of our thinking style preferences are developed or acquired from the influence of our environment.

## HAND DOMINANCE

Hand dominance is readily recognised. Most of us consider ourselves either left or right handed. Handedness provides a simple example of the body's tendency towards dominance in paired structures. Analysis of our data indicates a slight connection between left handedness and right brain dominance and right handedness and left brain dominance, therefore we are continuing to gather data for further research.

You were asked (questions 5 & 6) to choose the diagram which corresponded most closely to the way you hold your pen, this provides another interesting research opportunity. Handwriting has a connection to language processing - a powerful mental process. Current research indicates that language is processed primarily in the left cerebral hemisphere for most people, but in a more distributed fashion for some left handers and ambidextrous individuals.

## ENERGY LEVEL AND MOTION SICKNESS

This corresponds to the questions about day/night time energy and about motion sickness (questions 73 - 75). In very general terms, people who are left mode dominant are frequently more morning or day people : right brain thinkers more night people. Left brain people tend to have the ability to deal with facts and information sequentially and seem to have

the inner control to make an executive decision to either go with the information from the eye or the ear but not both at once. Right brain people have a large tolerance for ambiguity and tend to take note of both pieces of information and may end up nauseous as a result.

However, the above is a tendency and there are many exceptions to the trend.

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## INTROVERT/EXTROVERT

Your self-placement in the introvert/extrovert scale on the survey is replicated on the report. In very general terms, introverts tend to be more left mode oriented and extroverts more right mode oriented.

### A Quadrant

Introvert: Quiet, serious, very focused.  
Extrovert: Debater, often funny, driven.

### B Quadrant

Introvert: Controlled, always 'doing', often keeps to self.  
Extrovert: Dominant, 'organiser' of events and people.

However, each quadrant may have its own continuum of introvert to extrovert and thus, its own interpretation and impact :

### D Quadrant

Introvert: Off in own world, does 'own thing', loner.  
Extrovert: Constant flow of ideas, loves to experiment with others, have fun.

### C Quadrant

Introvert: Expressive through writing or nonverbals.  
Extrovert: Talkative, interested in bringing people together, sharing.

## IMPORTANT NOTES

Remember that your profile is not 'good' or 'bad', 'right' or 'wrong'. It is just a representation of your preferred mental processing styles.

The use of a metaphor, based on simplified knowledge of the working of the brain, greatly assists comprehension of the different styles measured. The concept of dominance is often evident wherever there are two of anything in the human body.

In most cases we naturally choose to use a certain hand, foot or eye in preference to the other and then reinforce this with continued and habitual use. This does not, of course, reflect less potential for effective use of the other: the same pattern frequently emerges with a dominant thinking style. A preference or dominance does not indicate competence. Although there is a link - the two terms represent two distinct ideas.

## FREQUENTLY ASKED QUESTIONS

### IS THE HBDI VALIDATED?

Yes, Psychometric experts in the field feel that the HBDI is strongly validated. Validation studies have been under way for over 15 years. The early studies were conducted in Berkley, California using a dual left brain/right brain EEG apparatus, plus the first Mind Mirror used in the USA. Following, there were three separate validation studies supervised by C. Victor Bunderson, formerly Chief Scientist of WICAT and late Vice President for Management Research at Education Testing Service. These comprehensive studies are summarised in the validation appendix of 'The Creative Brain' by Ned Herrmann. An additional study was conducted in the early 80's by Schkade and Potvin of the University of Texas. The 'Husky' validation of the instrument is continuously affirmed by documented workshop experiences, plus more than fifty doctoral dissertations and studies by students and researchers who have based their work on the HBDI. Continuing validation studies are conducted as part of the research and development effort of Herrmann International.

### IS THERE AN IDEAL PROFILE?

Yes. Yours! One of the most appreciated aspect of the HBDI is that it shows us you can be 'great' whatever your profile.

People often think that being 'Whole Brained' would be ideal but, like any profile, this may be felt to have its disadvantages as well as its advantages. The HBDI is a tool provided to encourage us to understand our strengths and weaknesses, preferences and avoidances. We can then, if desired, find strategies to learn competencies in those areas of weakness. By doing this we widen our scope for using different modes without compromising our preferences.

### ARE THERE ANY 2222 OR 3333 PROFILES?

No. Such a profile wouldn't indicate a preference at all and would represent a contradiction to the point of the instrument, which is to identify mental preferences. Everyone has at least one preference if not several; two, three or four.

### MY FAVOURITE HOBBY WASN'T LISTED - DOES THAT AFFECT MY PROFILE?

Not much. Hobbies are scored, not on the characteristics of the hobbies, but rather the characteristics of the people who engage in that hobby. People are inclined to choose their hobbies in line with their mental preferences.

I AM VERY STRONG IN ONE OF THE QUADRANTS BUT NOT ALL OF THE DESCRIPTORS DESCRIBE ME, HOW DOES THIS WORK?

Each quadrant is made up of several clusters of specialised thinking which are represented on the profile by the key descriptors and work elements. Having preferences for any of the clusters within a quadrant does not necessarily mean that every cluster comes easily to you. For example, many people who have a very strong preference in the D Quadrant protest that they are not particularly artistic, but this does not in any way weaken any of their other preferences within that quadrant. Looking at the concept of clusters is also valuable for those people wanting to access a less preferred quadrant. Sometimes a way to develop greater ease within a particular quadrant is to look at what you may enjoy doing - or do successfully - in that quadrant already and put more time, effort and energy into those tasks.

I UNDERSTAND LEFT BRAIN/RIGHT BRAIN, BUT NOT CEREBRAL/LIMBIC. WHAT'S THE DIFFERENCE?

The cerebral mode is typified by cognitive, intellectual and reasoned ways of thinking. In contrast, the limbic mode represents the visceral, gut level, ways of knowing. The characteristics of the cerebral and limbic modes are just as important in establishing a person's distribution of mental preferences, as are the differences between the better known left and right mode.

CAN MY PROFILE CHANGE?

Yes. Longitudinal studies of hundreds of HBDI participants indicate that change can take place if there is a reason for it. Change seems to take place over a long period of time with an individual's desire and willingness to change, or very quickly with a change in their life's circumstances, or as result of a significant emotional event. However, if nothing has happened to the individual and they continue to do the same things in the same way, then the profile will remain stable. Research questions on the back of the form (this data is used with names removed) are designed to aid our continuing studies in this area.

IS THE BASIS OF BRAIN DOMINANCE MORE TO DO WITH NATURE OR NURTURE?

It is both. However, we hold the opinion that for most of us nurture represents the greater impact. Whilst there will always be exceptions, we feel that, on average, nurture represents 70% of who we are compared to 30% for nature. It is the profound influence of parenting, schooling, friendships, work and life experiences that shape our mental preferences that in turn lead us to do what we do the way we do it. We consider this a message of hope because, if we can change what is happening to us, we can - if we choose to - also change ourselves. Observation and feedback from many hundreds of participants in our workshops clearly demonstrates the capability of people to change if they wish to do so.

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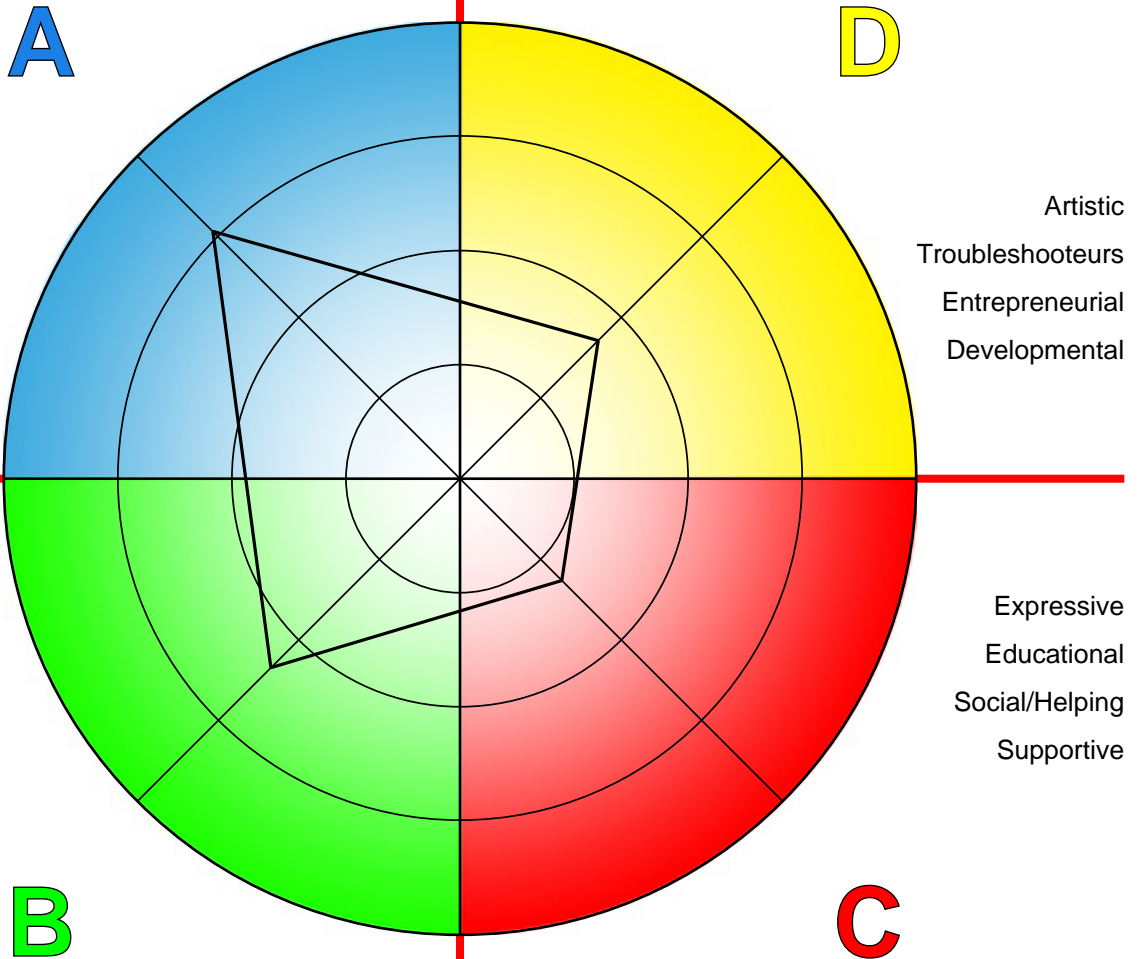
# C

## HOW DOES YOUR PROFILE COMPARE TO OTHERS?

### IMPORTANT

Competence and preferences are two different things. The HBDI profile measures your preferences. Knowledge of your preferred processing modes illuminates to what degree of satisfaction or comfort you have in your career when you encounter :

- a learning situation
- or difficult interpersonal communication situations.



Your profile is a representation of your mental preferences. Our jobs and our education both have a great impact on our preferences. The HBDI addresses not only these aspects but also include questions pertaining to leisure and words you use to describe yourself. Thus, the instrument is designed to consider many aspects of a person's life in composing a profile. The degree of job satisfaction equals the correspondence between an individual's profile and the general profile for his occupation.

Superimpose your profile on this page and compare its orientation with different groups of professions. Consider your interests and successes in your professional and personal lives. Where would you place your coworkers and family? How are their preferences similar or different from yours? Our statistics have shown a strong correlation between job satisfaction and how well a job matches one's profile. We have a tendency to orient ourselves toward professions which attract us and bring us satisfaction.

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## PRINCIPAL PROFILES GROUPINGS

### NOTES VALID FOR ALL PROFILES

Here's the description of the 32 most frequent 'profile families'. All profiles are presented in this manner for a purpose.

To understand in depth the uniqueness of a profile one must compare it to all others. Descriptions of the families of profiles make up only one approach for interpreting your profile. Compare these observations with the data on your own Consolidated data sheet.

Each family is listed as a four digit code - in the order: ABCD.

Remember within each quadrant:

- 1 corresponds to a strong preference (above 66).
- 2 corresponds to general utilization (33 - 66)
- 3 is a negative preference - that is, an avoidance (0-33)

example: 2-3-1-1

- utilizes quadrant A;
- avoids quadrant B;
- C and D are preferential modes (both 1's).

### FREQUENCY OF TYPICAL PROFILES

Two facts are clear from the study of 5000 profiles Ned Hermann used for this study.

- The aggregate total of all profiles gives a 1-1-1-1 profile. This will be true of most statistically significant groups of profiles. You see, the world composite reveals a 'whole brain'
  - When you compare composites of groups by profession to an individual in that profession, you see strong correlation.
- This is a statistical phenomenon. Exceptions do occur.

The percentage of people having single, double, triple or quadruple dominance :

- single 5%;
- double 58%;
- triple 34%;
- quadruple 3%.

The numbers come from studies by Ned Hermann in the US. These numbers alone can answer the question: 'Is my profile rare or common?' Following is a brief general description of profile families and their statistical occurrence.

### SINGLE DOMINANT PROFILES

This group of profile has only one primary and represents only 5% of the total population.

The primary preferences are distributed across all four quadrants.

One advantage of these profiles is that they represent mental preferences which are clear cut and show a relative lack of conflict with other quadrant preferences. Thus, the internal mental process is coherent and predictable.

However, this singular dominance makes external interaction somewhat more challenging.

This is especially true when the other individual does not share the same singular preference.

These individuals function effectively in diverse groups, which celebrate differences when there is a clear value for diversity of the group.

The latter situation allows the single dominant individual to grow through synergy, bringing together their mental diversity.

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## DOUBLE DOMINANT PROFILES LEFT OR RIGHT

Double dominant left or right profiles experience an internal integrated coherence in the same fashion that single dominant profiles do. In both left and right double dominant profiles, the two quadrants tend to reinforce each other. The logical, rational processes of the A quadrant reinforce the structural and procedural qualities of the B quadrant. Likewise, the visual imaginative approaches of the D quadrant are supported by the expressive, sensory elements of the C quadrant.

As opposing modes, double dominant left might perceive their right counterpart as unrealistic and unfocused. In both cases, these individuals will benefit from a greater appreciation of their mental opposites, not only to improve their communication and relationships, but also to appreciate mental processes very different than their own, allowing them to more effectively 'cross the bridge' between hemispheres.

## DOUBLE DOMINANT PROFILE - UPPER & LOWER

Both the Upper and Lower dominant families of profiles unite distinct mental processes in a synergistic interchange. The Upper modes may, for example, be as comfortable with facts, data and theory (A) as with conceptual frameworks and intuitive insights (D). This results in a cognitive, intellectual approach. The Lower mode, B + C brings together a strong sense of detail and structure (B) with a sensitive, emotional awareness of feelings and people (C).

This results in a visceral, grounded approach. Both Upper and Lower modes can experience on the other hand a sense of two distinct mental perspectives as they look at the world. These individuals have an opportunity to learn when to apply particular mental processes appropriately to different situations. This allows them to maximize the effectiveness of their mental processes.

## DOUBLE DOMINANT PROFILE - DIAGONAL

This diamond shaped family of profiles cross the diagonals from either B to D or A to C. There is an inherent internal contrast of preferences within these profiles. The contrast is both left vs. right and upper vs. lower. This can translate into a sense of conflict, both internally and when interacting with others. For example:

- Ideas (D) vs. Action (B)
- Safekeeping (B) vs. Risk taking (D)
- Facts (A) vs. Feelings (C)
- People considerations (C) vs. Financial considerations.

This contrast is often described by these individuals as a pull between two very different sometimes contradicting mental processes.

Ideally, they are able to integrate and balance out these two different perspectives as they make decision. However, in other less ideal circumstances, they may feel stuck or paralyzed in the decision making process, or may switch abruptly between them. Once an individual understands and masters this dual mental process, they provide a unique mental perspective. For example, both vision and implementation (B and D) would flow easily to an entrepreneur with a B-D profile. A useful integration strategy is often the intentional development of a third quadrant. This quadrant can play the role of relay station to facilitate mental processes.

## TRIPLE DOMINANT PROFILES

Triple dominant profile represents 34 percent of the database. Within that total, 2111, 1121, and 1112 are the most frequent, representing 81% of the above. This group has access to a certain mental flexibility that comes from the multi-dominant nature of their mental process. This allows the individuals to move among their three dominant modes somewhat seamlessly, looking at all of the perspectives before making a decision. Due to the triple nature of their data, they are more likely to share a least one preference with those with whom they interact.

On the other hand, this, multiplicity of preference can slow down the decision making process due to the need to really check out all the bases. Another potential challenge may be the multitude of options these preferences provide as career decisions or educational choices need to be made. Identifying the strongest preference among the three comes with time and a willingness to go with a lead quadrant enough to be able to effectively evaluate the experience. Often the opportunities that present themselves first are pursued.

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## QUADRUPLE DOMINANT PROFILES

Perhaps surprisingly to some, these profiles, only occur less than 3% of the time. They offer an enormous potential for a highly integrated, varied mental process. This can translate into an ability to move seamlessly from quadrant to quadrant and mode to mode as the situation requires. Often able to understand all the mental perspectives, these individuals have the potential to function quite effectively in group situations which require translation between those perspectives or work situations that require situational flexibility such as management or mediation (appropriate training). They will interact easily with many different types of profiles.

Like other profile families that display multiple preferences, these individuals are faced with certain challenges associated with the multiplicity of their preferences. Internal conflicts can occur, as well as a sense of indecisiveness or unclear focus. As with triple dominant profiles, establishing a quadrant helps provide direction. The diversity of interests provides many contrasting options. With time, these individuals can move from being distracting to becoming assets available for situational application. The tilt of their mental preferences will be influenced by their highest profile quadrant or quadrants.



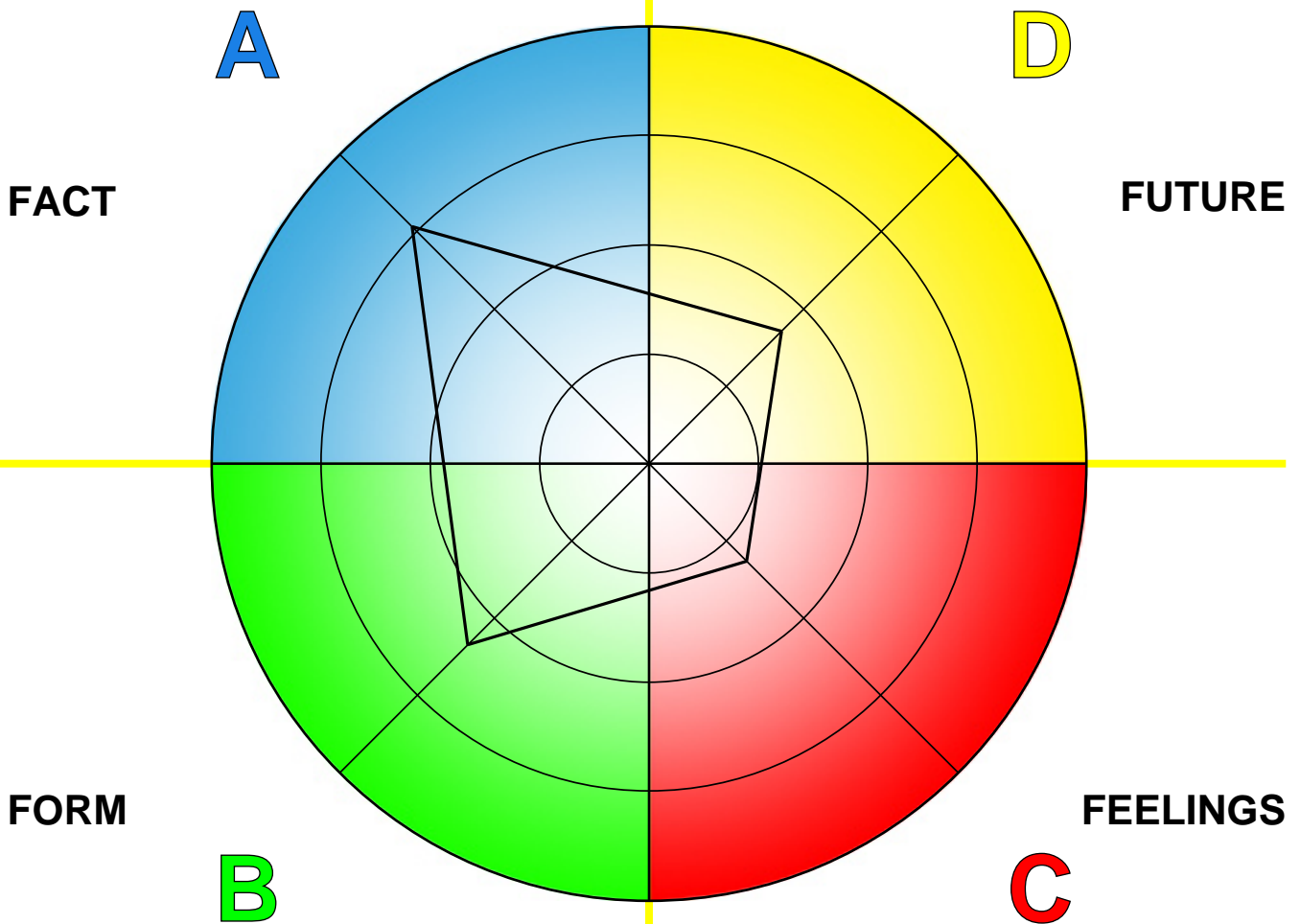
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# D

## EXPLORING YOUR PROFILE FOR YOUR PERSONAL DEVELOPMENT

### THE UNION OF OUR DIFFERENT MENTAL PROCESSES

Once you understand your profile, remember that you use each of the four quadrants at different times and in different ways. The preferred mode seems natural and accessible to you. But they never function independently of the others. Secondary modes are 'operational' for you but tertiary modes require a great effort. Still, all thinking modes function as a unit of complex mental processes.



Each situation we face in our daily lives calls for a different mental process. We need to have a continuum of processes at our disposal to address each situation as it arises.

Our profile is naturally circumstance dependent. Think of how your profile adapts, like an elastic band, that expands according to what the situation requires.

## FOR YOUR PERSONAL DEVELOPMENT

You have just become aware of your personal profile. Your curiosity is satisfied. It would be a shame to stop there. The real job of the HBDI profile is to serve as a tool for your personal development.

It is not at all our recommendation that everyone strive to become a 1-1-1-1. That would prove inappropriate for many individuals and could deprive the world of some fascinating variety.

However, we strongly recommend that everyone learn to access and situationally use as many quadrants and capabilities as possible for two important reasons: (1) an avoidance can keep us from getting what we want, and (2) the continuing pace and magnitude of change in our world demands creative responses, which calls for the ability to iterate among all quadrants.

## EXPANDING MENTAL PREFERENCES BY CHANGING FRAMES OF REFERENCE

One of the most powerful supports for shifting preference has to do with recognizing the value of less familiar modes.

The concept of frames of reference is very useful in this connection, because it enables us to see the components of the thought process of each quadrant.

A frame of reference is a thought structure made up of values, reasoning, and decisions about something. Here's a frame of reference about physical fitness: 'Physical exercise is good for one's health (value); I have what it takes to do that (reasoning); so I will stay physically fit (decision).' This is a good frame of reference to have if you want to get in shape.

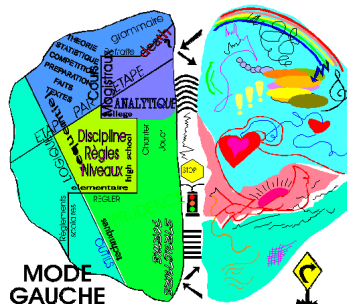
But what if your frame of reference about exercise is: 'Physical exercise is a good thing, but it's too boring to bother with (value); it won't matter that much if I don't do it (reasoning); So I won't do it (decision).'

With that frame of reference, you'd have a hard time getting yourself to do any exercise on a sustained basis. You'd need to change your values and reasoning before you'd be able to make a decision solid enough to stick to.

Keep in mind that frames of reference are quite individual and can be very complex. To detect your frame of reference about any quadrant for which you want to strengthen your preferences, write down your thoughts and feelings about the modes of that quadrant, then look at the list and tease out the values, reasoning, and decisions stated or implied in it.

Going outside our frames of reference is often required to expand mental preferences, to solve a problem or to untie a difficult situation.

In the pages which follow, we'll suggest ways to expand preferences for other quadrants by (1) relaxing dependence on one mode only; and (2) expanding the ability to operate in the diagonally opposed quadrant. We 'shift' our mental center of gravity, but we lose nothing.



## PERSONAL EXERCICES TO HELP ACCESS AND DEVELOP YOUR LESS-PREFERRED MODES

The following page presents some activities classified according to their principal predominance in the four quadrants.

To practise activities presented in a quadrant will allow you to increase your preferences in this quadrant.

TO STIMULATE UPPER-LEFT QUADRANT

Golf  
Do-it-yourself projects  
Woodworking  
Amateur radio  
Model building  
Restoring cars  
Car repair  
Hunting  
Electronic games  
Strategy games  
Billiards  
Computers

TO STIMULATE LOWER-LEFT QUADRANT

Cards  
Fishing  
Spectator sports  
Tennis  
Bowling  
Rowing  
Team handball  
Weight lifting  
Body building  
Jogging

TO STIMULATE UPPER-RIGHT QUADRANT

Playing music  
Photography  
Applied arts  
Creative writing  
Aerobic dance  
Cycling  
Nature watching  
Skiing  
Video games  
Wine tasting  
Hang-gliding  
Walking

TO STIMULATE LOWER-RIGHT QUADRANT

Listening to music  
Cooking  
Reading  
Singing  
Gardening  
People watching  
Playing with children  
Volunteering  
Fashion  
Theater  
Conversation

**DISTRIBUTED**

**Sailing - Swimming - Camping - Basketball - Caring for pets - Chess - Family outings - Aviation**

TO STIMULATE UPPER-LEFT QUADRANT

- Predict what will happen tomorrow based on what you know about today.
- Find out how a frequently used machine actually works.
- Take a current problem situation and analyze it into its main parts.
- Review a recent impulsive decision and identify its rational aspects.
- Convert your retirement dreams into a quantitative formula.
- Join an investment club.
- Engage in some logic games.
- Learn to run a personal computer.
- Play 'devil's advocate' in a group decision process.
- Write a critical review of your favourite movie.

TO STIMULATE LOWER-LEFT QUADRANT

- Assemble a model kit by the instructions.
- Develop a personal budget
- Prepare a personal property list.
- Jog, don't run.
- Organize your phonograph records in sequence according to categories.
- Prepare a family tree.
- Go 'square' dancing.
- Find a mistake in your bank statement.
- Organize your home and garden tools.
- Be exactly on time all day.
- Organize your picture files.

TO STIMULATE UPPER-RIGHT QUADRANT

- Fly a kite the way a kite is meant to be flown.
- Invent a 'gourmet' dish and actually prepare it.
- Play with clay and discover its texture and inner meaning.
- Take a 15-minute 'theta-break' before getting out of bed.
- Drive to 'nowhere' without feeling guilty.
- Run, don't jog.
- Take '500' photographs without worrying about the "cost".
- Create a personal logo or
- Go 'house' dancing.
- Allow yourself to daydream.
- Imagine yourself in the year 2000.

TO STIMULATE LOWER-RIGHT QUADRANT

- Play with your children the way they want to play.
- 'Dance' without moving your feet.
- Take a 10-minute 'feeling break' every morning, afternoon, and evening.
- 'Love' a 'pine cone', or any other natural thing.
- Play the music you like when you want to hear it.
- Allow tears to come to your eyes without feelings of shame or guilt.
- Experience your own spirituality in a non-religious way.
- Discover things your children have taught you, and find ways to thank them.

## READ A BOOK ON NEURO-PSYCHOLOGY

Here is a short bibliography, classified by left and right modes.

It may be more difficult for you to choose and read a book from a quadrant of non-preference. But,

### LEFT-BRAIN BOOKS.

(biology, neurology, neuropsychology).

- 'Man as Neuron Being'
- 'The Biology of Passion'
- 'From Dreaming to Awakening: the Psychological Basis of Sleep'
- 'The Social Brain'
- 'The Left-Brainers'
- 'The Emotions'
- 'Dyslexia and Dislateralization' ?
- 'Compartmentalization of Intellect: the Psychology of Thinking'
- 'The Latest Gate'
- 'The Human Phenomenon'
- 'Archimedes' Cry: the Art of Discovery and the Discovery of Art'
- 'The Horse in the Locomotive: the Human Paradox'

### RIGHT BRAIN BOOKS

- 'The Creative Moment'
- 'Intuition and Management'
- 'Creative by Shock'
- 'Don't Rest on Your Best' (Thinking outside the Box?)
- 'General Semantics for Today'
- 'How Does the Brain Work?'
- 'I Learn, Therefore I Am'
- 'Two Brains for Learning: Left and Right'
- 'Drawing On the Right Side of the Brain'
- 'Children of Aquarius'
- 'A Well Made Head: Using Your Intellectual Resources'
- 'Think Better: Tools and Techniques'
- 'Six Hats for Thinking'
- 'The Grammar of Imagination: Introduction to the Art of Inventing Stories'
- 'Zen and the Art of Motorcycle Maintenance'.

### BOOKS BY AND ABOUT NED HERMANN AND THE HBDI

- 'The Creative Brain'
- 'Making Connections : Before, During, After'
- 'Using your Whole Brain'
- 'Technical and Scientific Writing'
- 'Two Brains for the Classroom'
- 'Using the Capacity of the Whole Brain'
- 'Creative Problem Solving'
- 'The whole brain business book.'

## TIPS FOR MAINTAINING A POSITIVE ATTITUDE

You can be sure that if you make the commitment to expand preferences, enhance skills, and live more creatively, you will reach your goal. The key is a positive attitude, not only toward specific shifts, but also toward the entire change and growth process.

How do you go about developing this positive mental attitude? Here are some tips:

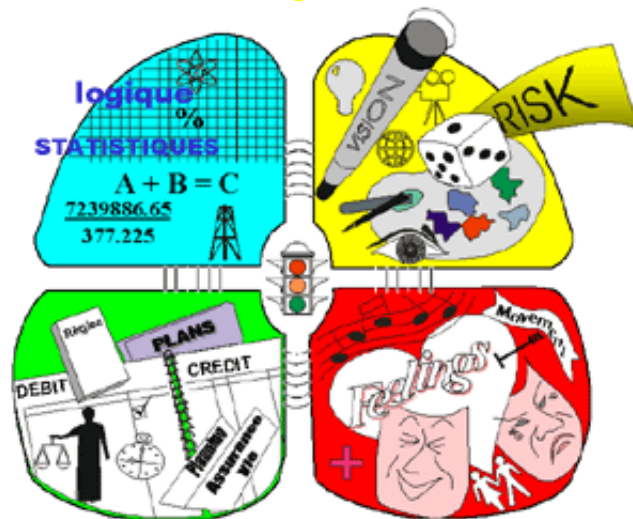
1. Give yourself a few pats on the back just for daring to try-most people never do.
2. Count the profit up front. Figure out what it costs you not to have the skill you want to develop. For example, if you are an artist whose office, studio, and marketing activities are in desperate shape, you will never make it as a self-supporting painter. The profit of developing A and B preferences may well be having a successful career as an artist versus not having one.
3. Regard learning as an exploration or a scouting trip rather than as a painful chore. You aren't locked into any change, and so you are truly free to choose!
4. Remember, you can choose freely. You've already made it this far with your current talents and inclinations. Your survival doesn't depend on changing.

5. Retain professionals to guide you in learning how to function in those modes. These days, teachers abound for developing every modality, including intuition, body language, lateral thinking, bookkeeping, writing - there's no shortage of professional help.

6. Get support from others. Associate yourself with someone who thinks in the ways you want to think, and then work with that person on the solution to a difficult problem, using your own preferred modes, but also observing the other person's.

Or develop a support group. Instead of working solo, find other people who have the same growth needs and desires that you do, and do a group project in your quadrant of shared avoidance.

7. Use skills you have to get skills you want. For example, if you are an engineer who really wants to be more creative but doesn't know how, gather research about creative people, and then quantify, organize, process, and analyze the data to identify characteristic preferences common to people who behave creatively.



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