

**Canada Career Counselling**  
*Connecting the pieces*

# The Brain Science of Communication in Today's Workplace

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CANADA CAREER COUNSELLING

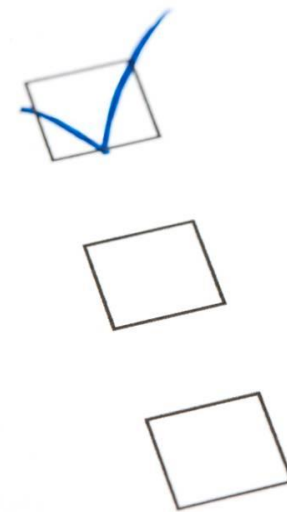
# Learning Outcomes

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Understand the ability of psychometric assessment to transform organizational culture

Learn how brain science has impacted our understanding of both career and organizational development

Explore strategies to support workplace collaboration and communication



# Agenda

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Introductions

What is Emergenetics?

A bit about the neuroscience...

A model for thinking and behavioural styles at work

Strategies to improve workplace communication:

1. Understanding and valuing cognitive diversity at work
2. Embracing the “scratchy”
3. The Language of Grace

Case study

Conclusion and questions

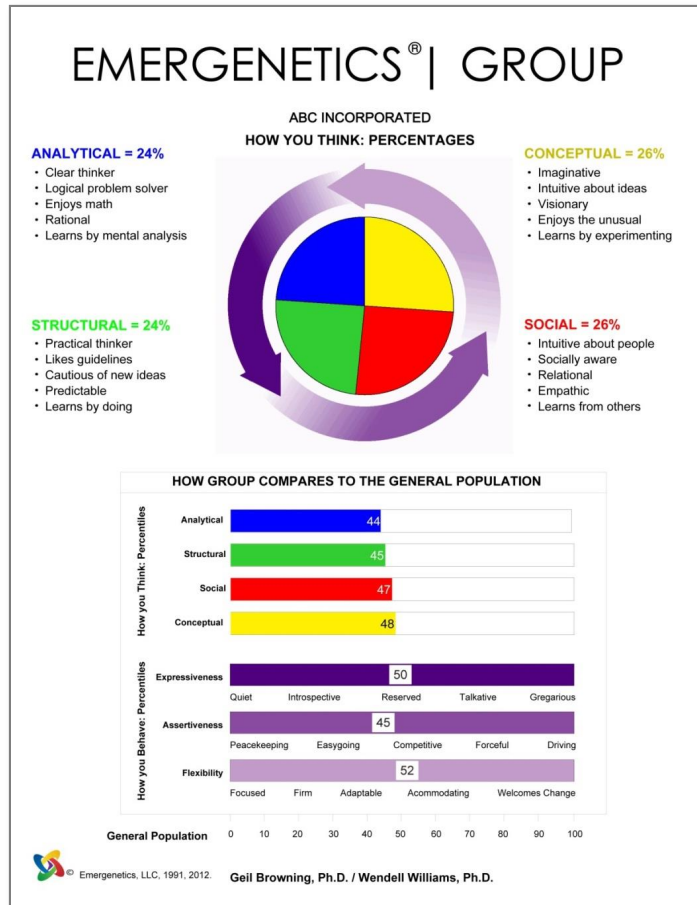
# EMERGENETICS

(emerge • genetics)



Patterns of thinking  
and behaving that  
emerge from your  
genetic blue-print  
and life experiences.

# THE EMERGENETICS CONCEPT



- Scientifically formulated
- Strong reliability and validity
- Easy to understand and use
- Strengths-based
- Builds trust & teamwork
- Drives results

# Why do we prefer Emergenetics?

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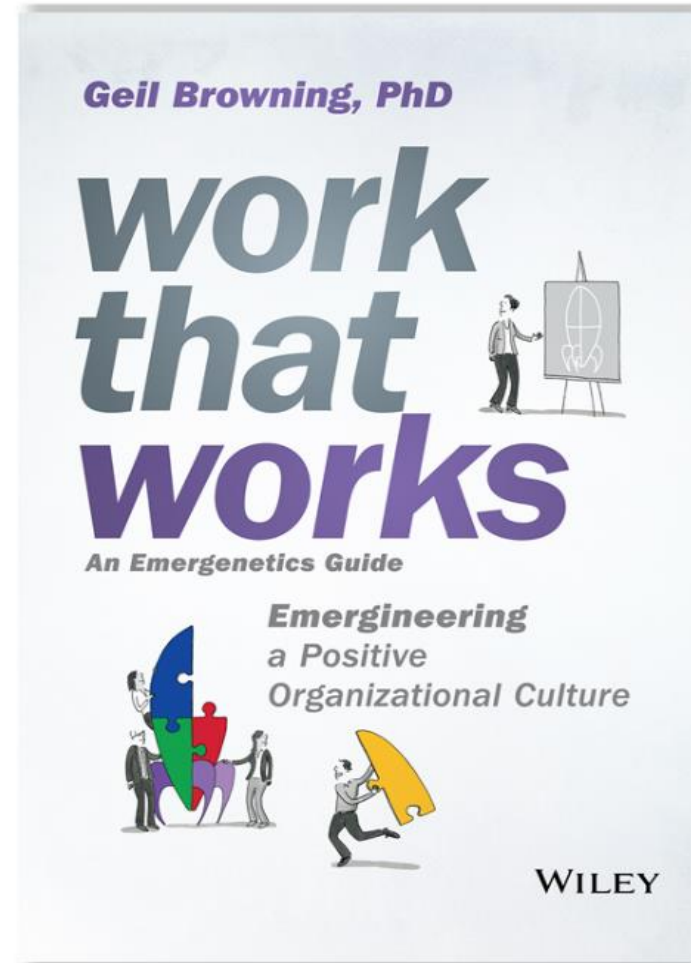
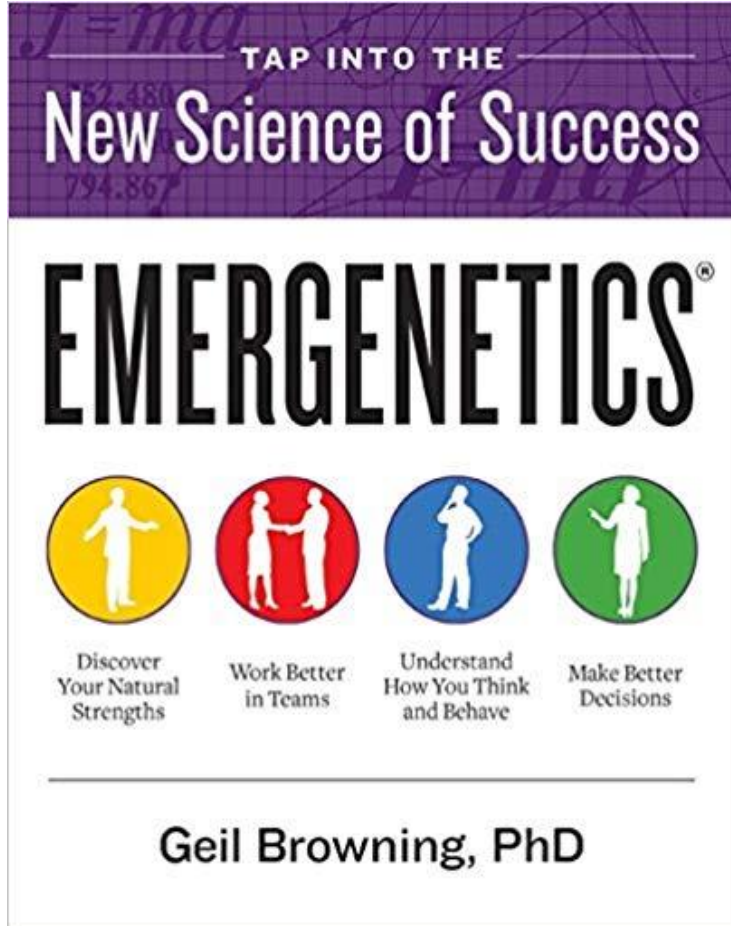
- Neuroscience backed
- Cutting edge research
- Re-normed every 2 years
- Global tool; 22 languages
- Large international sample (multicultural) of 1 mill +



# Why do we prefer Emergenetics?

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- Profile is simple but not simplistic
- Sticky!
- No forced-choice responses, allowing for multiple preferred attributes and nuanced results
- Separation of thinking and behavioural attributes
- The app!





# Growth – Seven Consecutive Years



Time for a  
test...



Uncomfortable

Frustrating

Challenging

Scratchy

Awkward

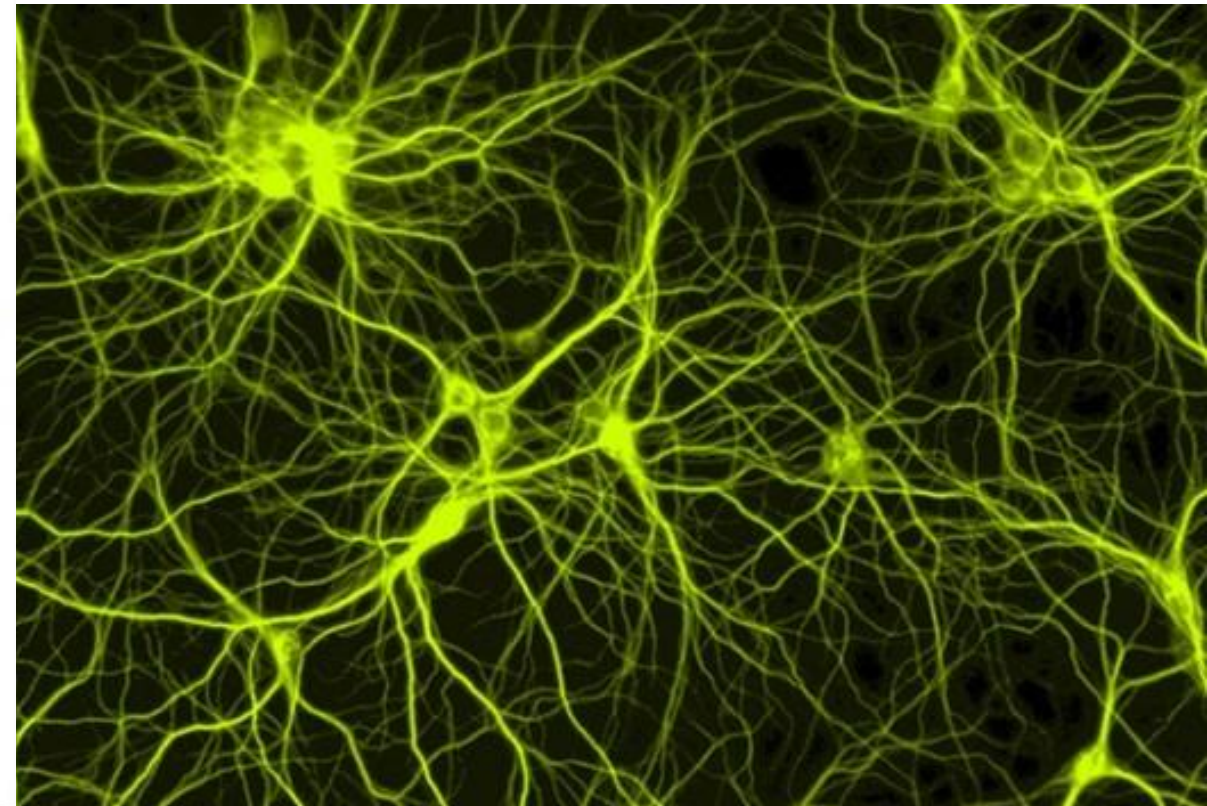
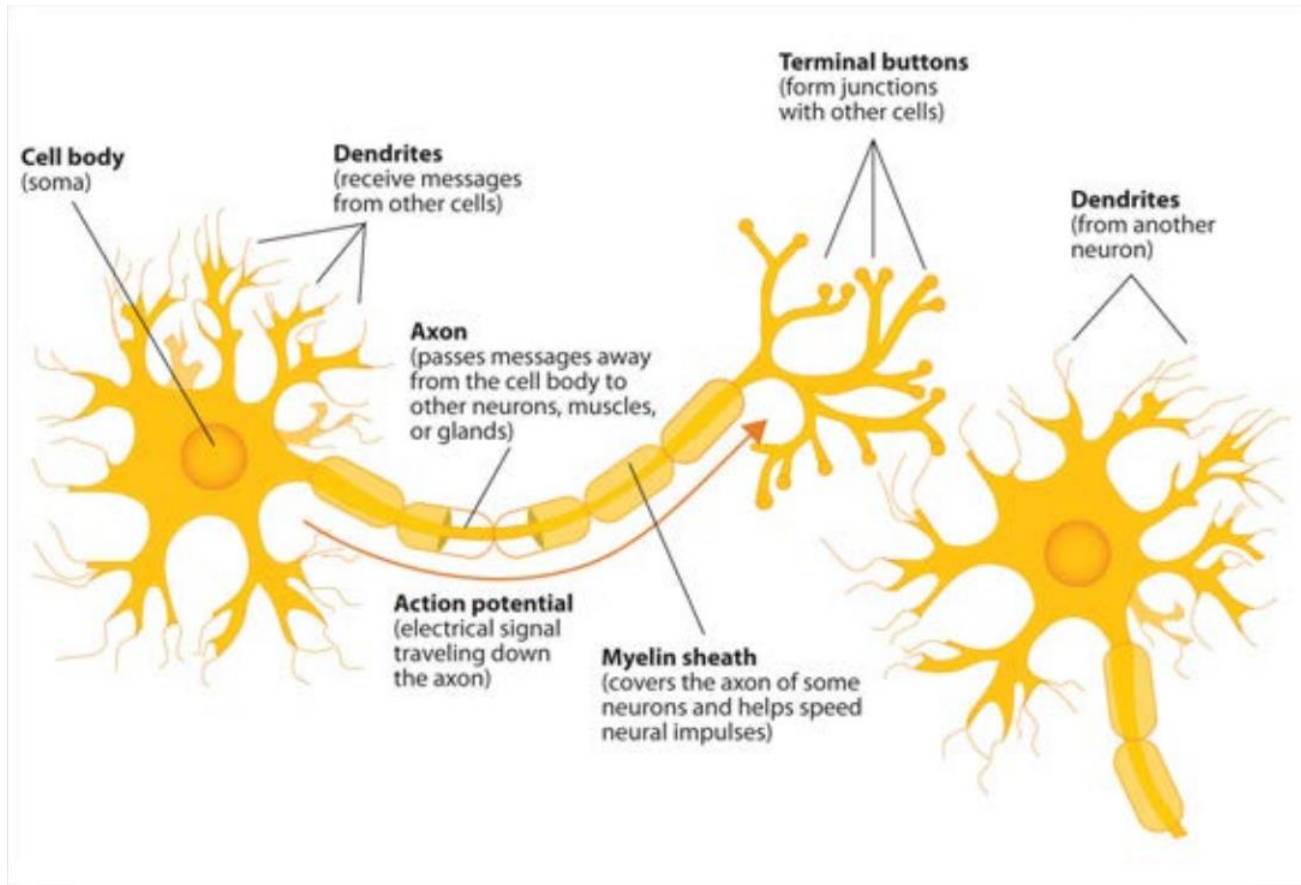
Hard

Wrong

Strange

Weird

# Neurons and neural pathways





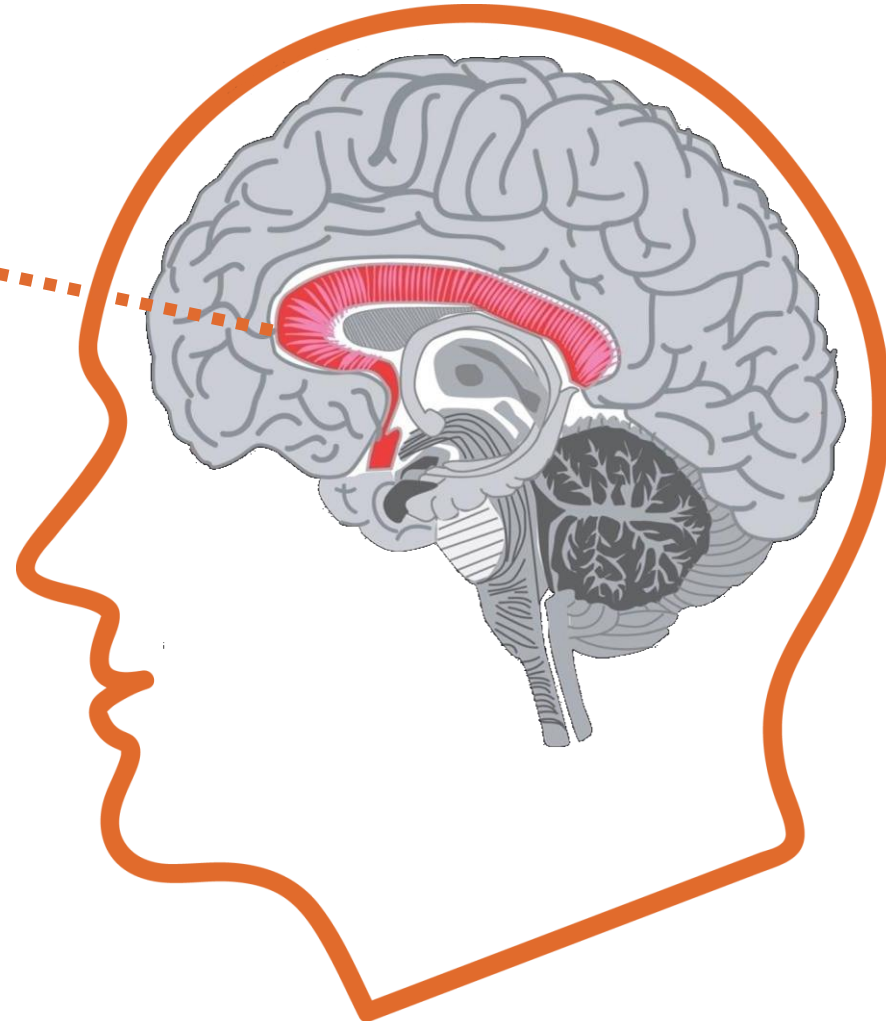
Roger Sperry

(Each hemisphere)" ... is indeed a conscious system in its own right, perceiving, thinking, remembering, reasoning, willing, and emoting, all at a characteristically human level, and...both the left and the right hemisphere may be conscious simultaneously in different, even in mutually conflicting, mental experiences that run along in parallel."

# CORPUS CALLOSUM

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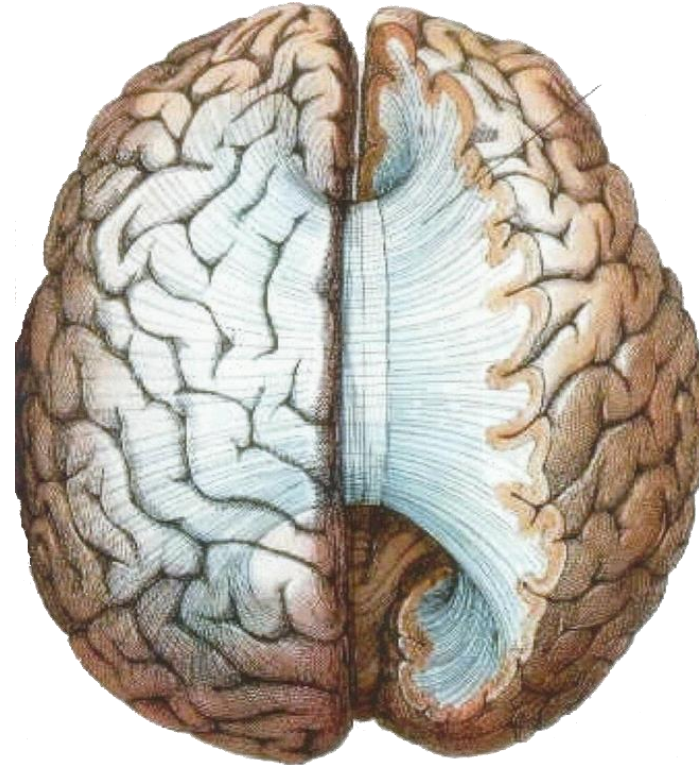
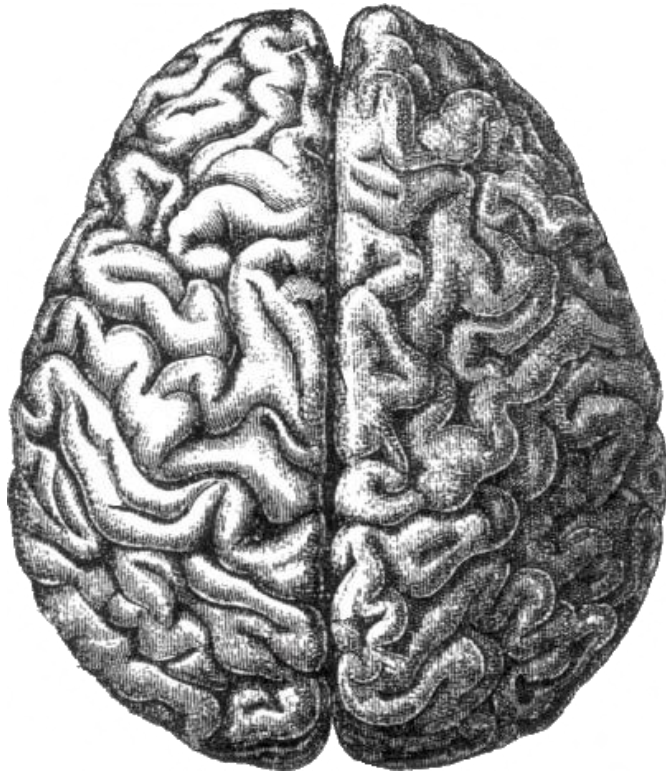
The large band of white matter fibers that joins the right and left cerebral hemispheres



# ROGER SPERRY

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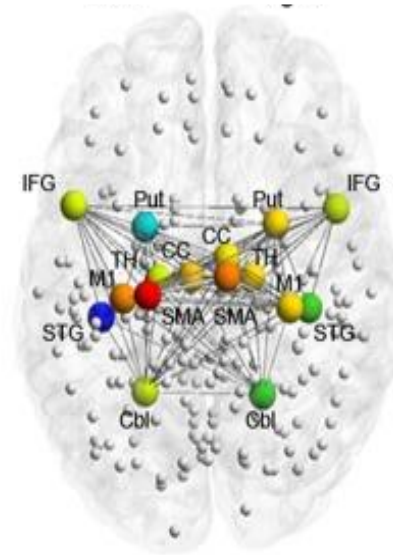
## The Corpus Callosum and Lateralization



# SPEECH LATERALIZATION NETWORK

## Left Hemisphere

Words  
Grammar  
Literal meaning



## Right Hemisphere

Word emphasis  
Tone  
Rhythm

Simonyan, K. "Speech networks at rest and in action: interactions between functional brain networks controlling speech production." *J Neurophysiol.* 2015 Apr; 113(7): 2967-2978.



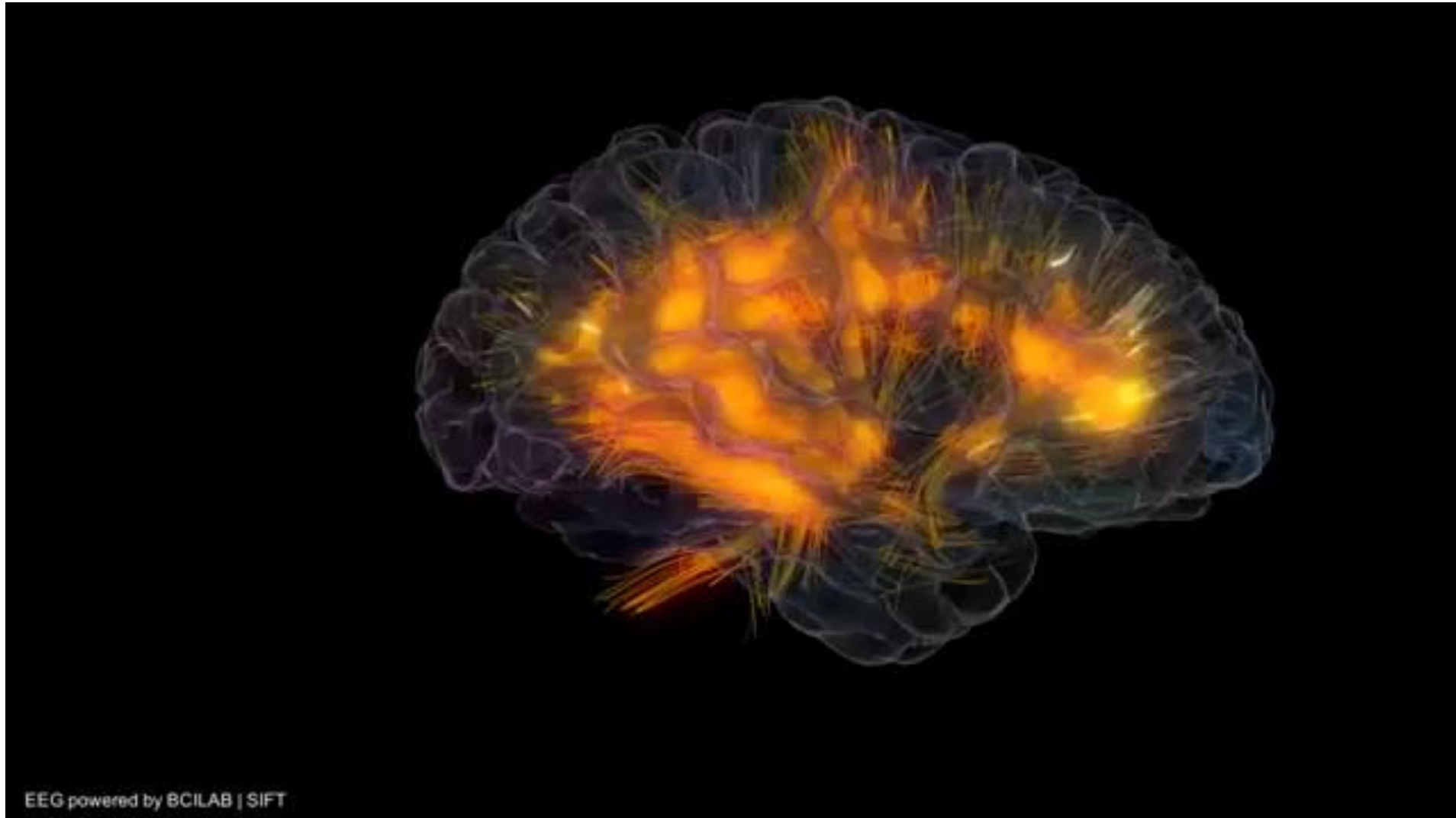
# CORPUS CALLOSUM

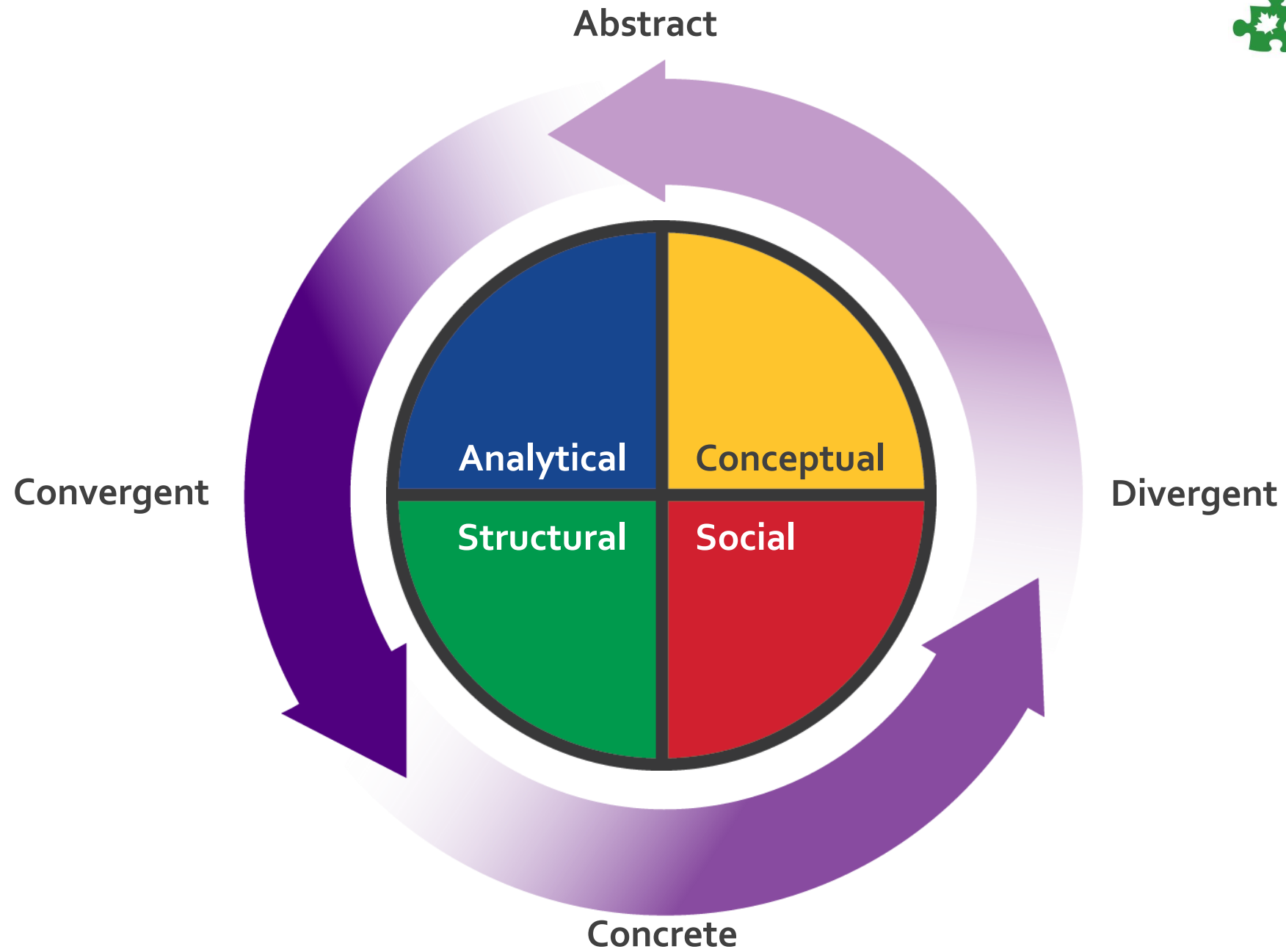
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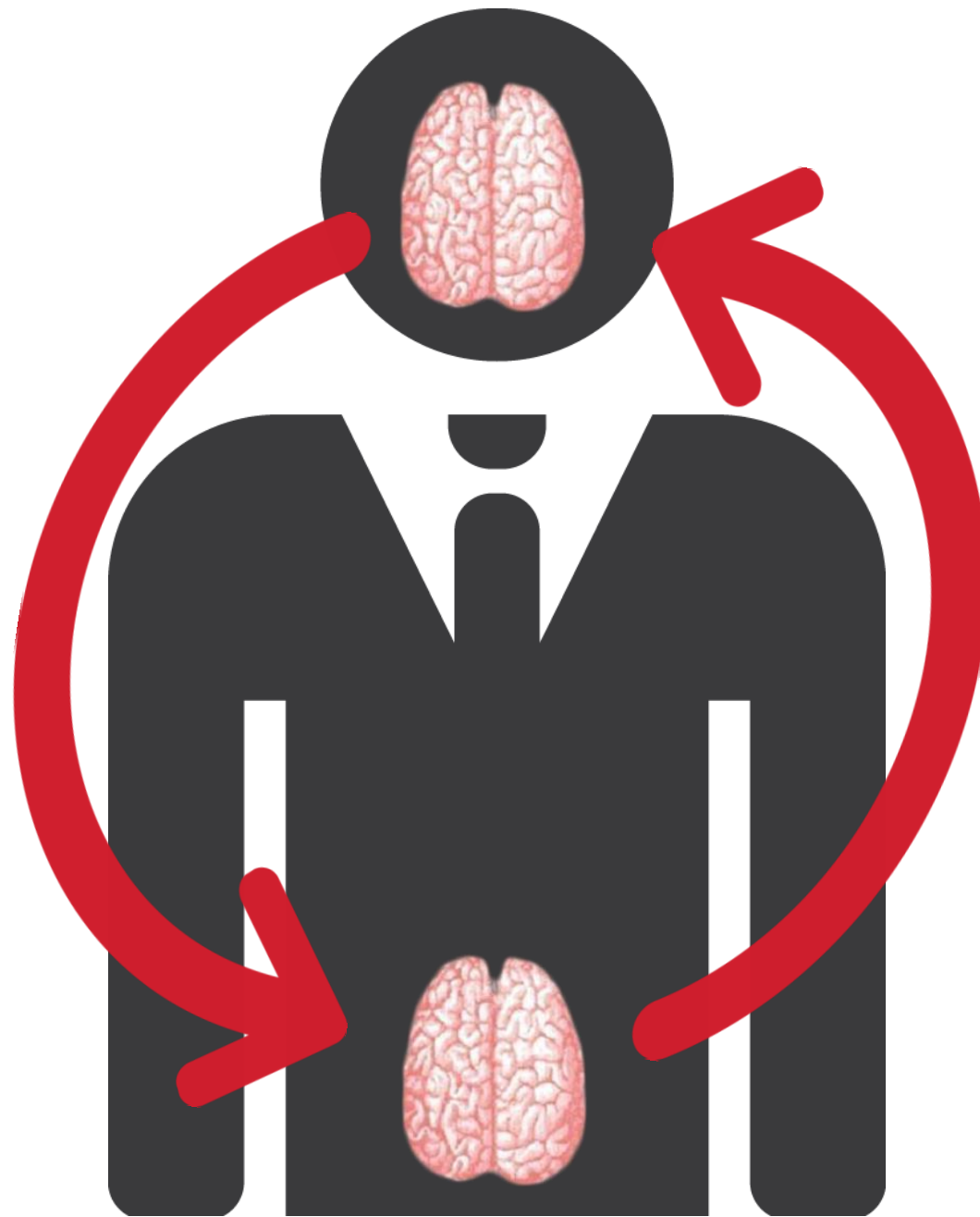
The large band of white matter fibers that joins the right and left cerebral hemispheres



# THE GLASS BRAIN PROJECT

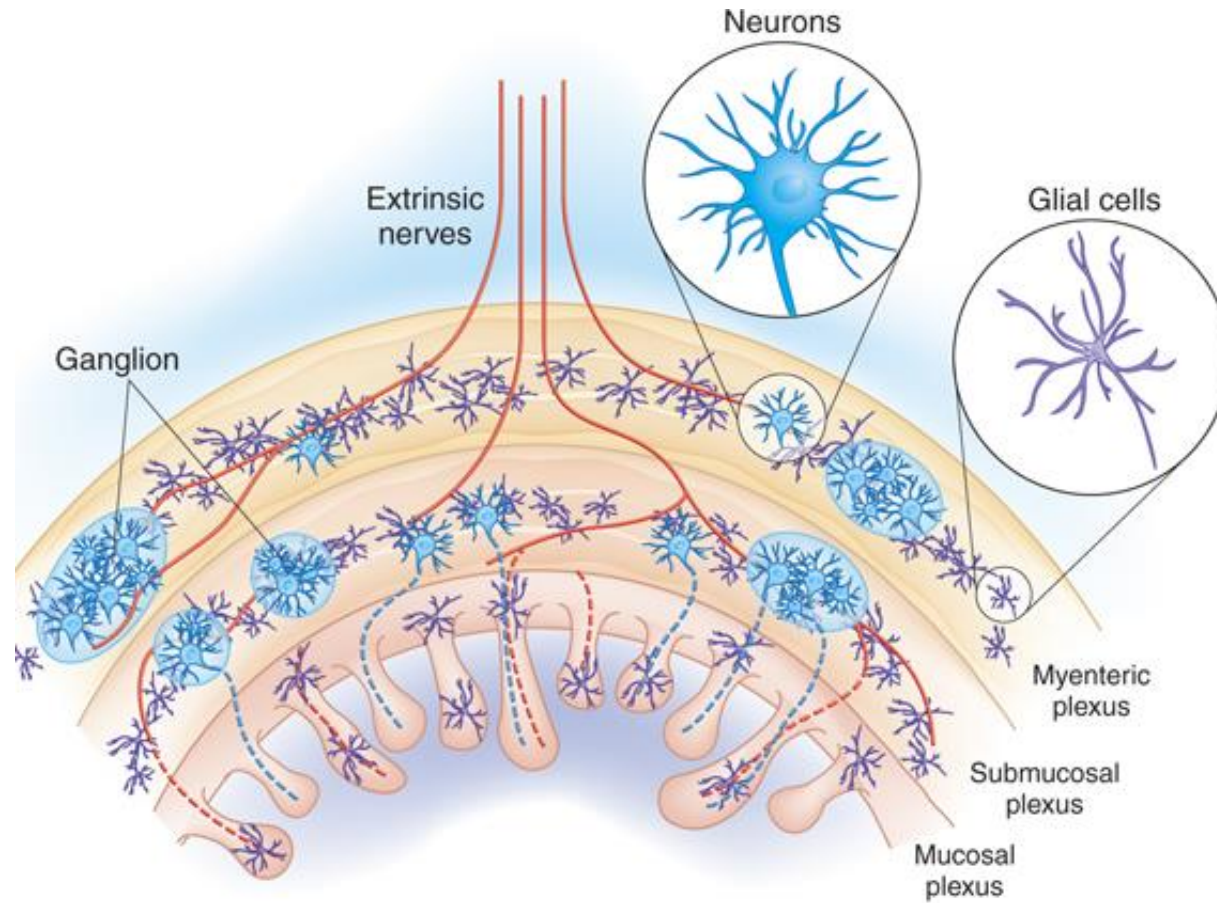




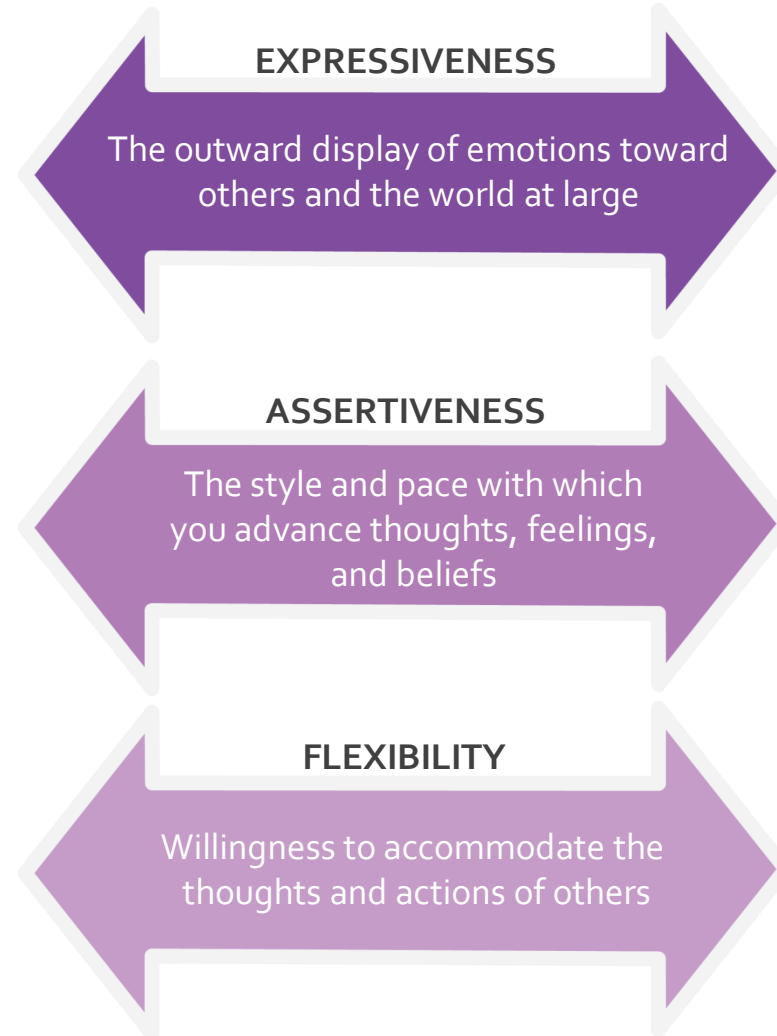
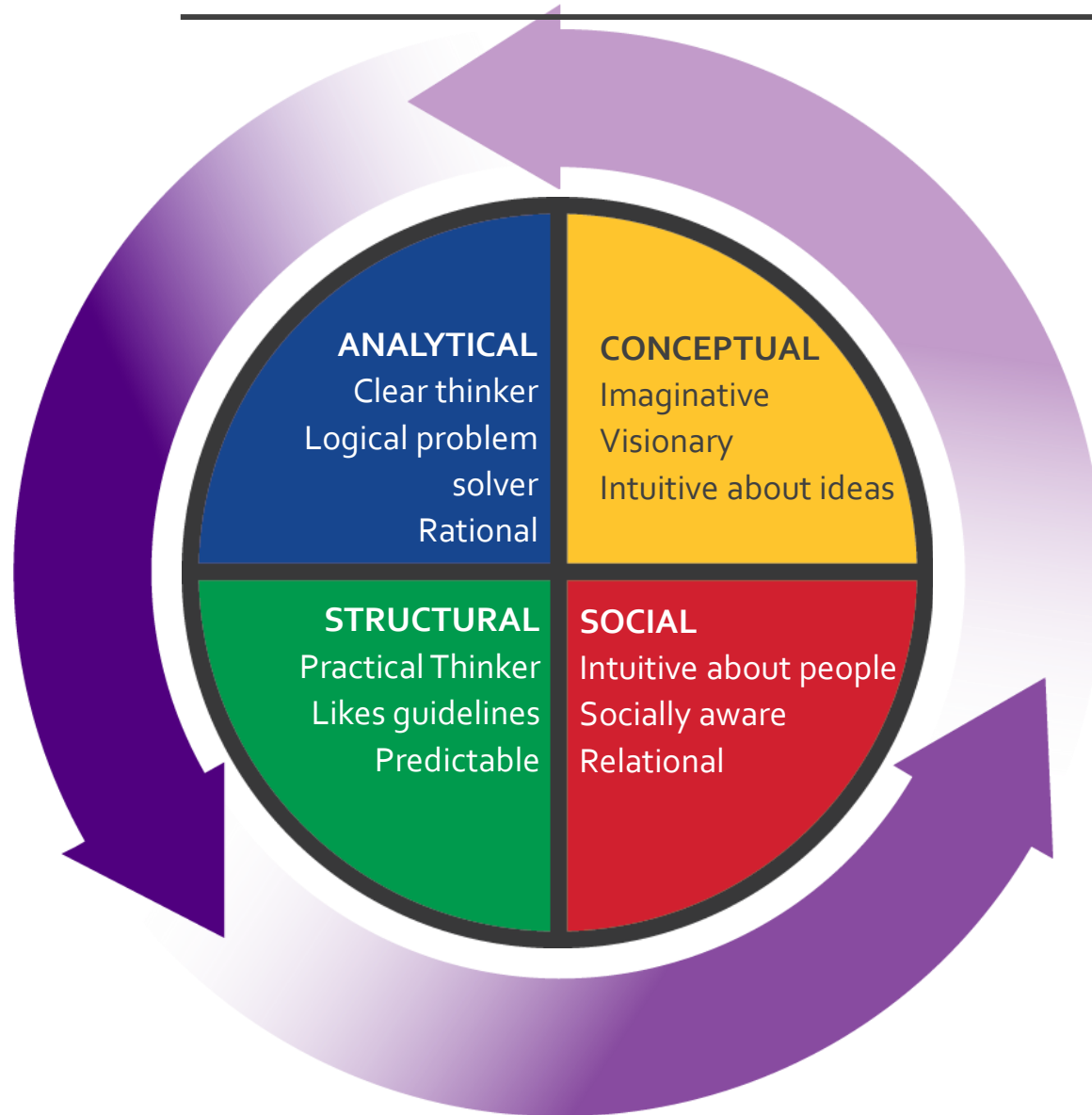


# GUT BRAIN

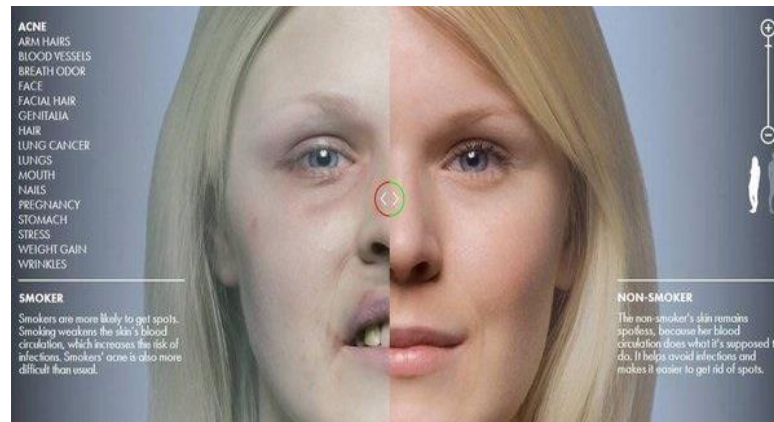
## Cross Section of Gut Wall Neurons



# BROWNING'S/ WILLIAMS' RESEARCH



# Communicating a message with preferred ways of thinking



**Reasons to Quit**

**Addiction Test**  
Smoking is more than a habit, it is an addiction. Our addiction test will help you to understand the level of your current dependence on nicotine and help you prepare for the cravings you may experience when quitting.

**Cost Calculator**

**Quitting Timeline**

**Patches, Gum & More**

"I feel happier, healthier and free!"

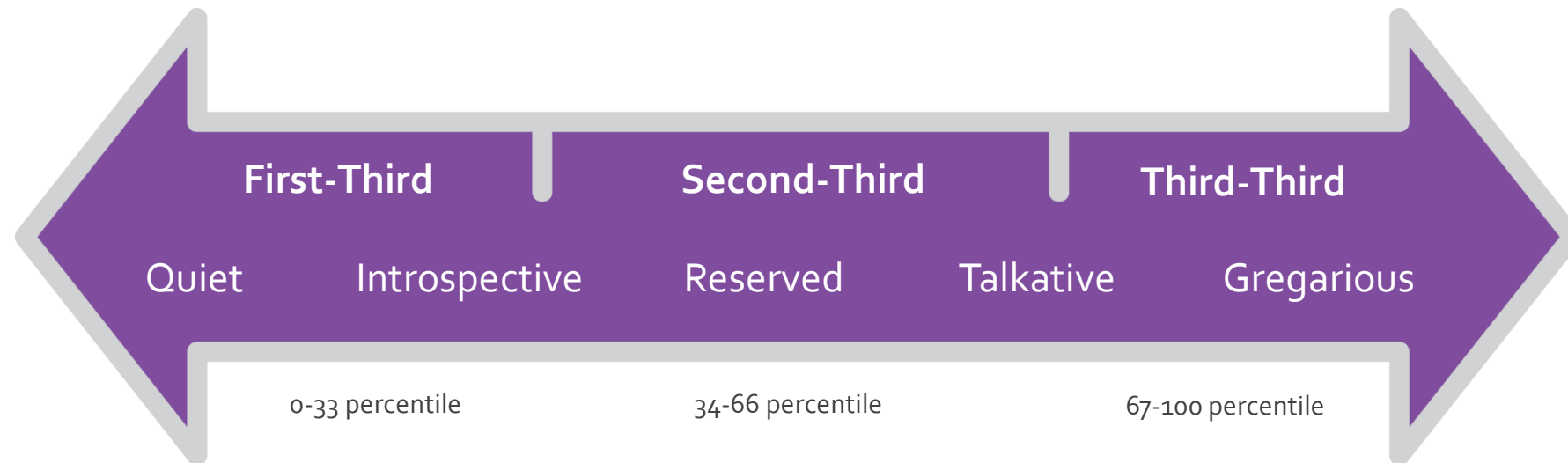
**Mum, I want you to stop smoking.**  
Because I don't want you to die.  
Because you're like the best mum I've had.

And because I would be really sad.

**SMOKEFREE**

# EXPRESSIVENESS

The outward display of emotions toward others and the world-at-large

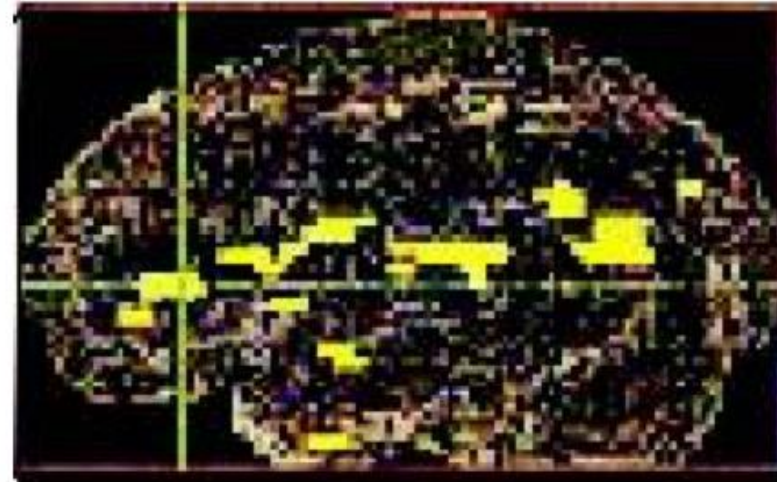
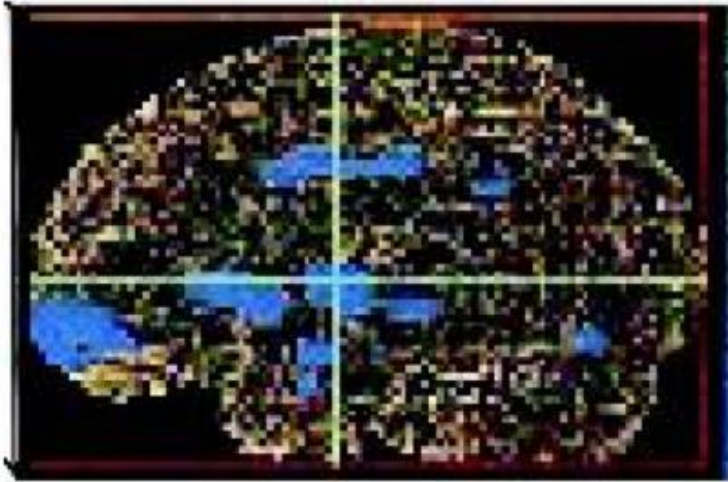




# PET SCANS

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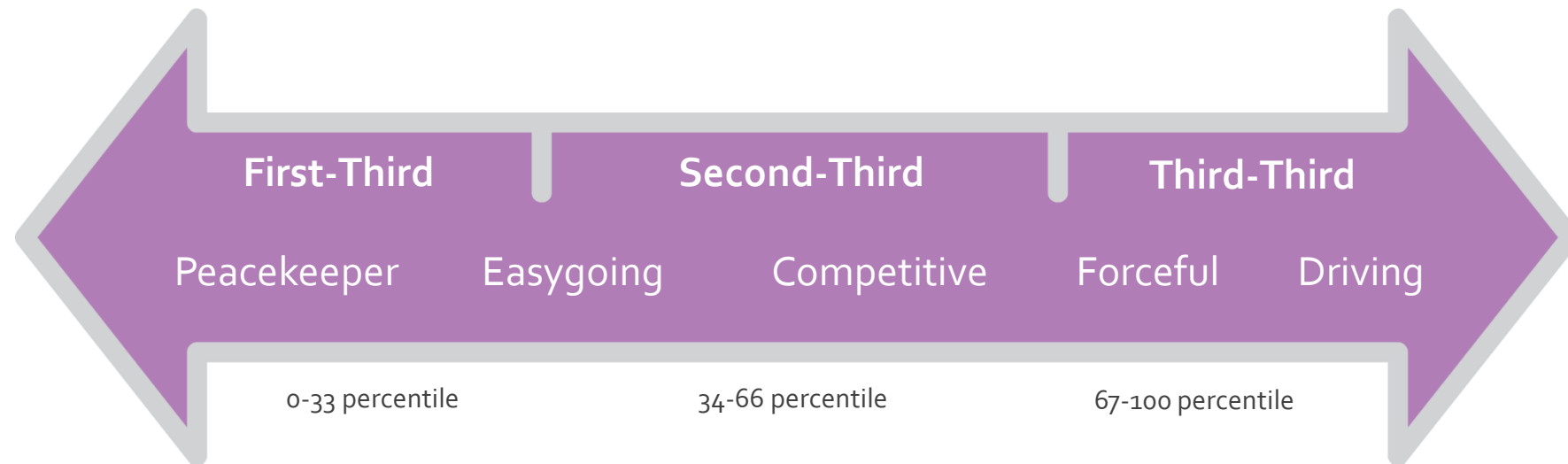
## The Introverted Brain and the Extroverted Brain



Debra L. Johnson, John S. Wiebe, Sherri M. Gold, Nancy C. Andreasen, Richard D. Hichwa, G. Leonard Watkins, Laura L. Boles Ponto; Cerebral Blood Flow and Personality: A Positron Emission Tomography Study. *American Journal of Psychiatry*. 1999 Feb;156(2):252-257.

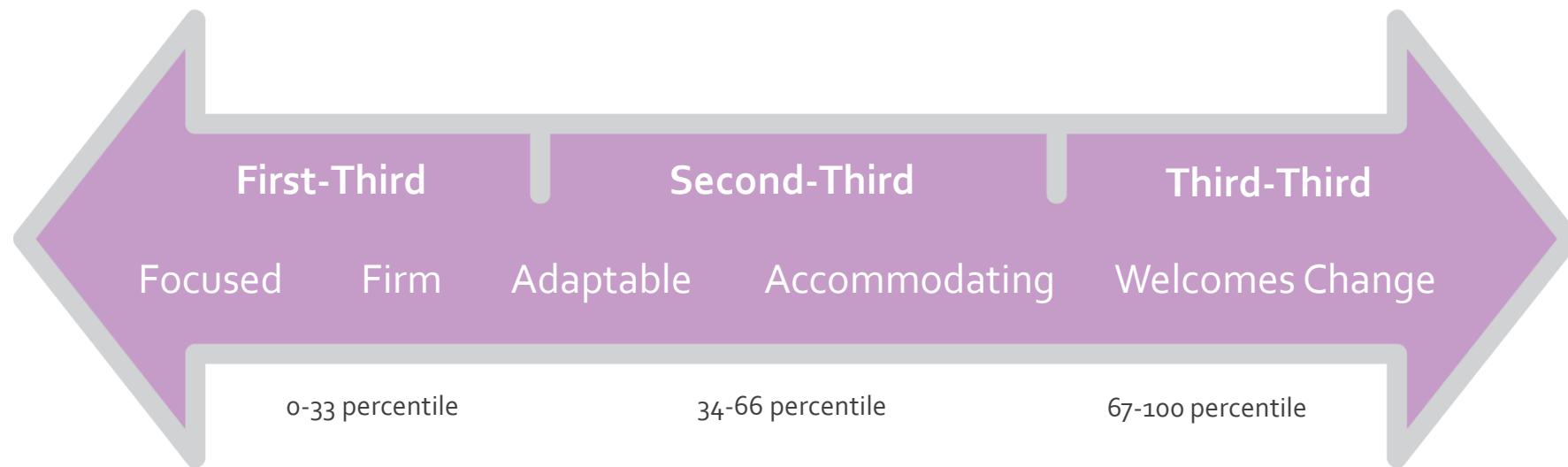
# ASSERTIVENESS

The style and pace with which you advance thoughts, feelings, and beliefs



# FLEXIBILITY

The willingness to accommodate the thoughts and actions of others



# EMERGENETICS® | GROUP

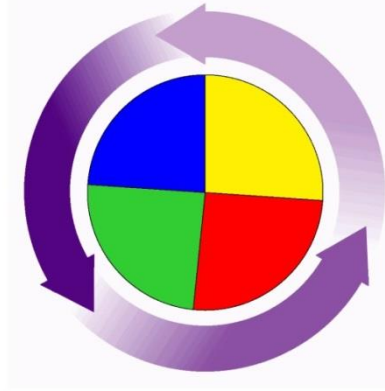
## ABC INCORPORATED HOW YOU THINK: PERCENTAGES

### ANALYTICAL = 24%

- Clear thinker
- Logical problem solver
- Enjoys math
- Rational
- Learns by mental analysis

### STRUCTURAL = 24%

- Practical thinker
- Likes guidelines
- Cautious of new ideas
- Predictable
- Learns by doing



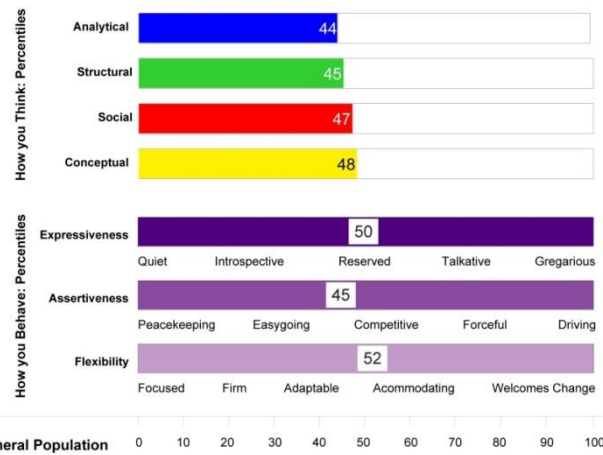
### CONCEPTUAL = 26%

- Imaginative
- Intuitive about ideas
- Visionary
- Enjoys the unusual
- Learns by experimenting

### SOCIAL = 26%

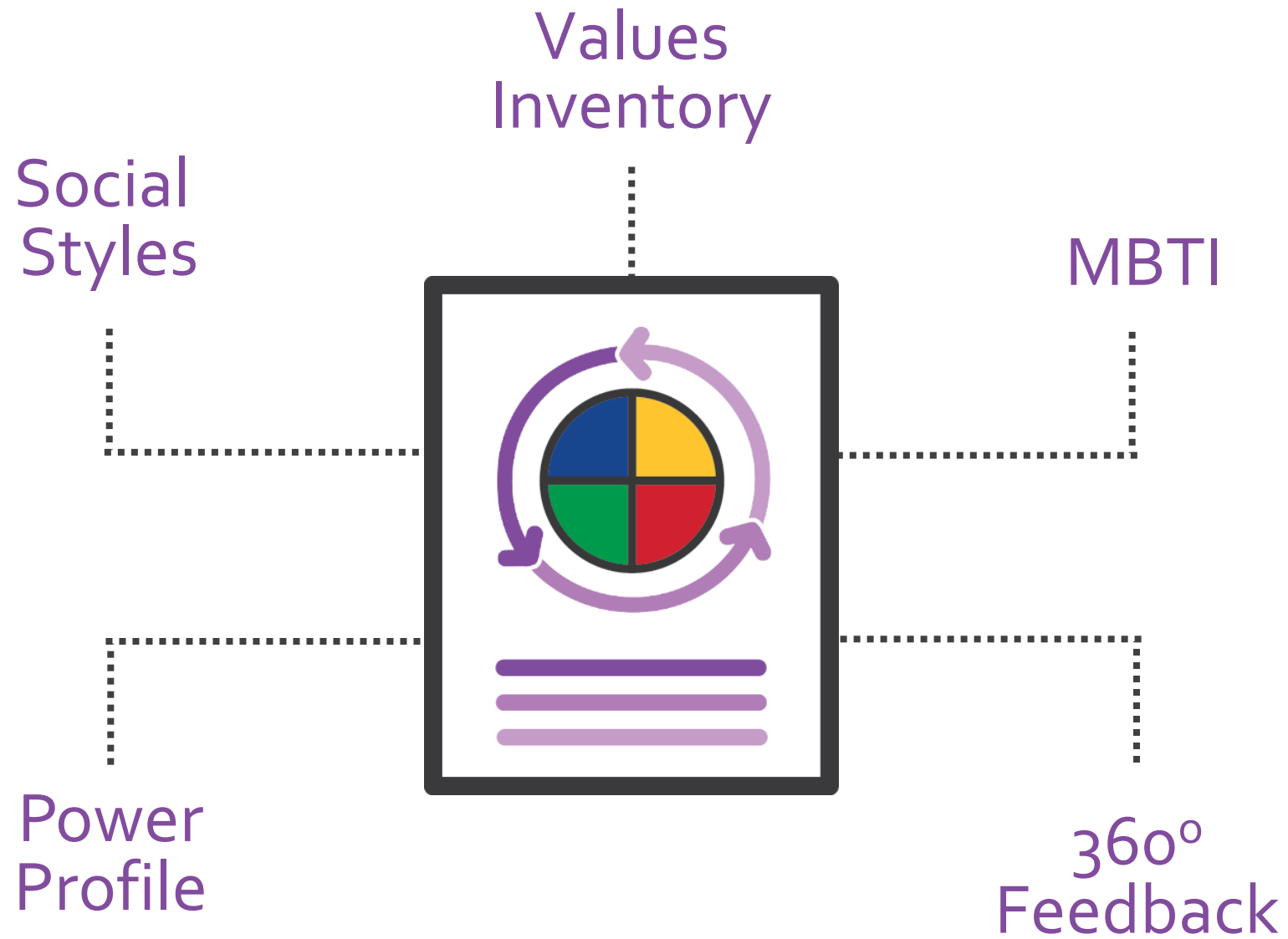
- Intuitive about people
- Socially aware
- Relational
- Empathic
- Learns from others

## HOW GROUP COMPARES TO THE GENERAL POPULATION



© Emergenetics, LLC, 1991, 2012.

Geil Browning, Ph.D. / Wendell Williams, Ph.D.



# Strategies to Improve Communication and Collaboration

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# Strategy #1 – Understanding the Value of Cognitive Diversity at Work

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The differences of thinking and behavior that exist between individuals and within a group.



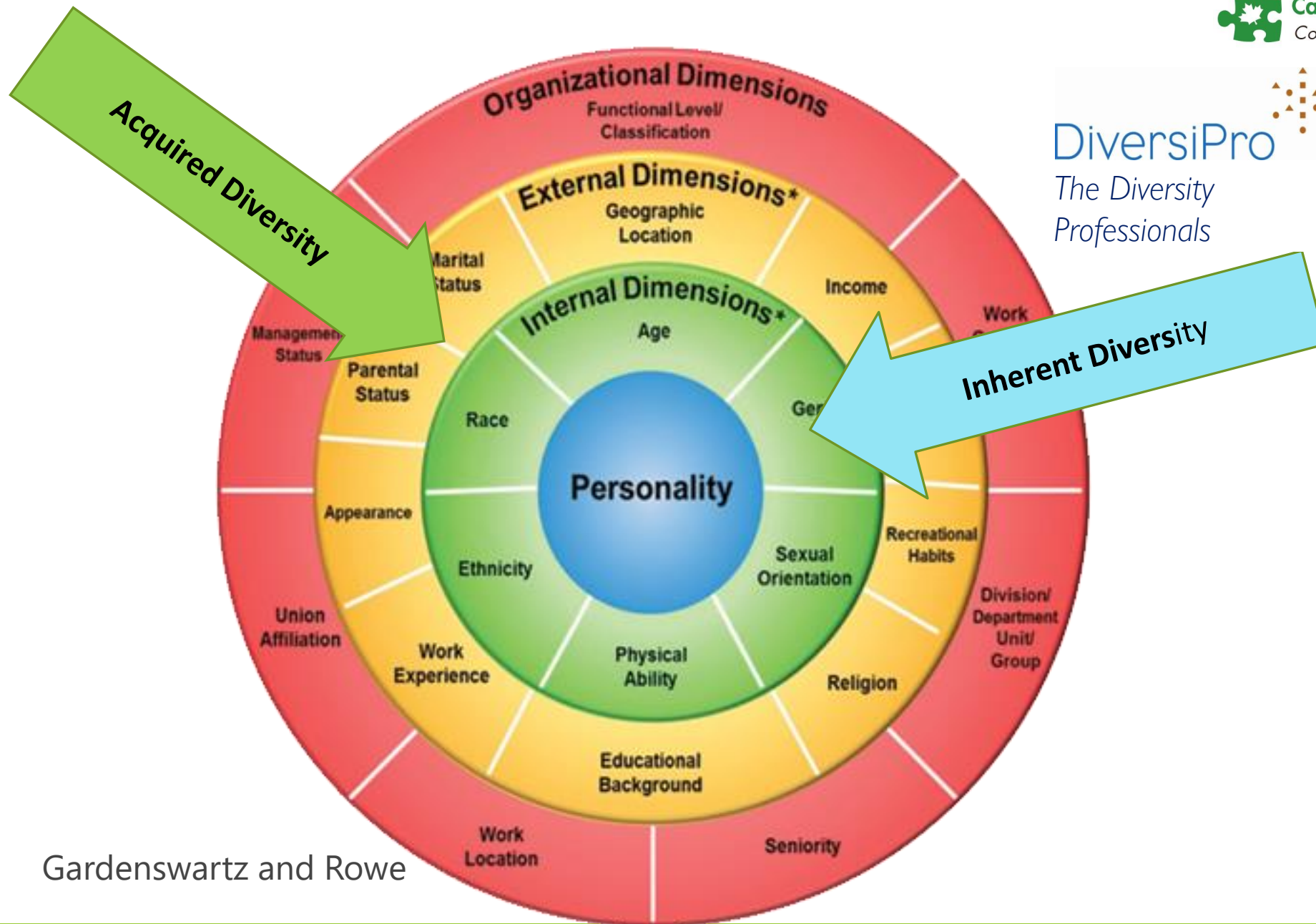
# Diversity of Thinking at Work

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The future of workplace diversity is here, and it's not what you think. In fact, it's how you think.

While we've long known that gender, race, and cultural diversity create better organizations, the newest workplace frontier is all about our minds and cognitive strengths.

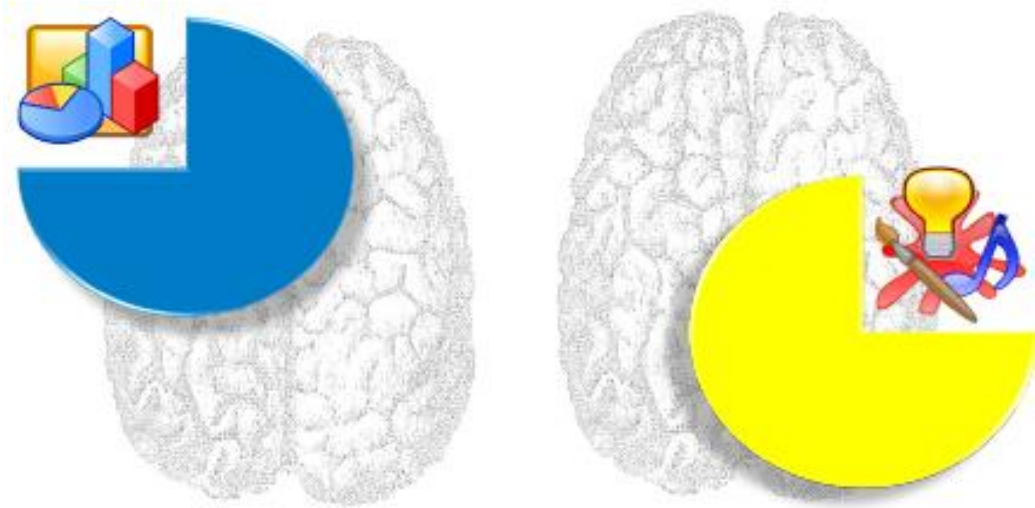




Gardenswartz and Rowe

# Understanding and Valuing Cognitive Diversity at Work

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Emergenetics allows us to understand a diversity of thinking and behavioural styles at work

Understanding and valuing “cognitive diversity” is important for successful collaboration and communication

We think others think like us, it’s simply not true!

*"Effective Leaders create diverse teams. Diverse teams produce better outcomes precisely because it's harder."*

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- 2009 study published in Personality and Social Psychology Bulletin compared the effectiveness of diverse vs. homogenous teams at solving a mystery
- Homogenous teams felt more confident in their answers than diverse teams because it was easy to work together.
- Diverse teams succeeded twice as often – 60% vs. 29%

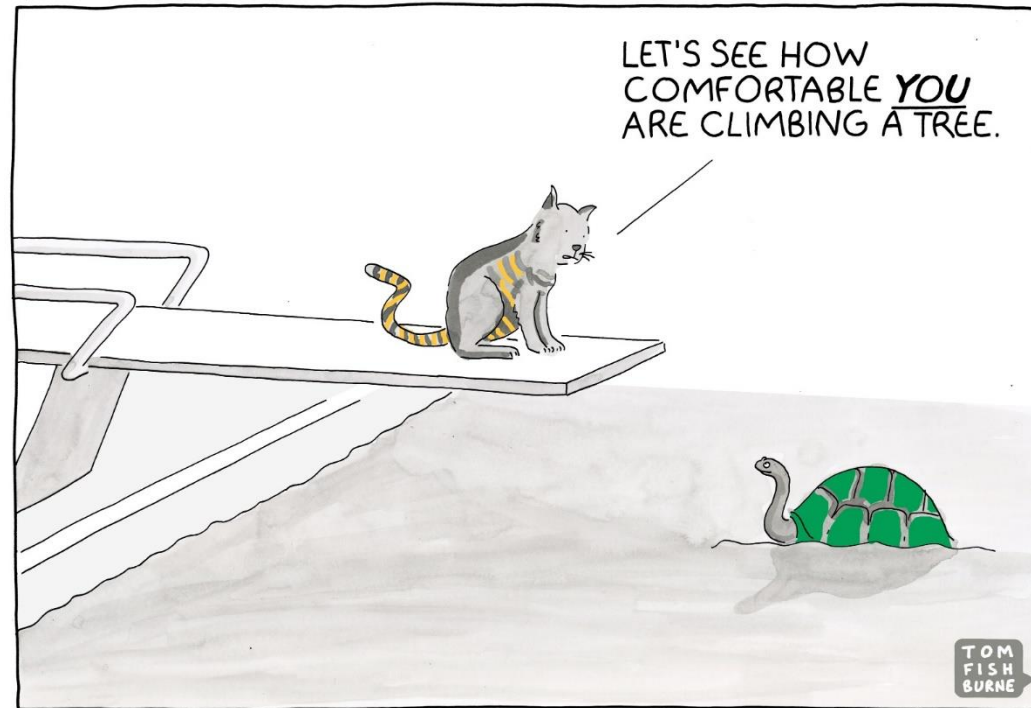
Source: <https://hbr.org/2016/09/diverse-teams-feel-less-comfortable-and-thats-why-they-perform-better>

# Working “harder”

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Adding diversity....people assume they  
will need to work harder to find a  
solution...  
and they *usually do*.

# Strategy #2 – Embrace the Scratchy



# THE PLATINUM RULE

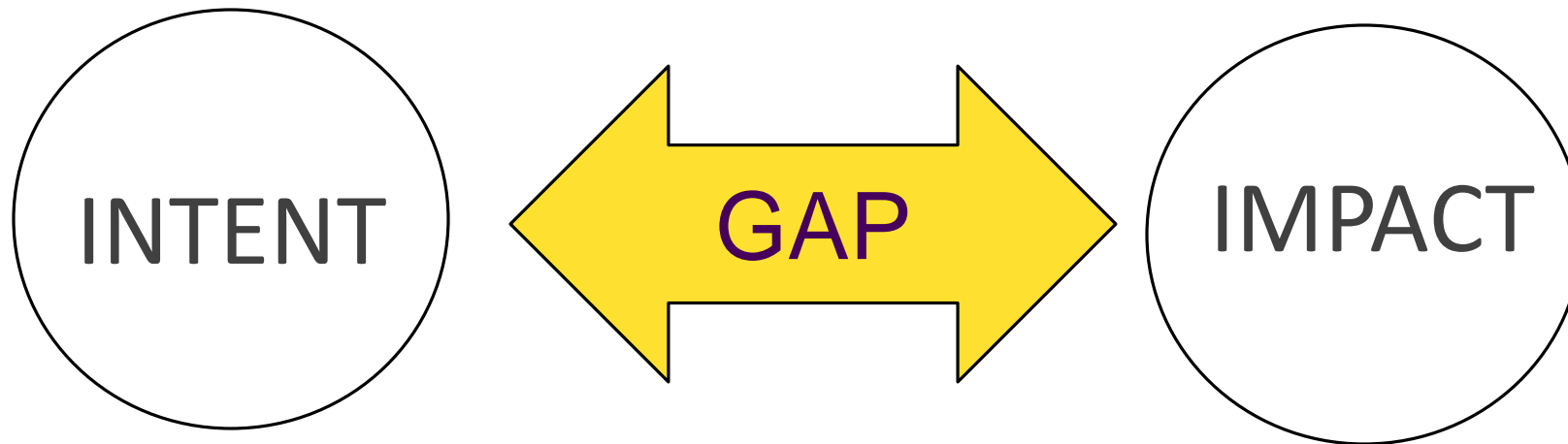
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Treat others as they want to be treated.

- Tony Alessandra Ph.D

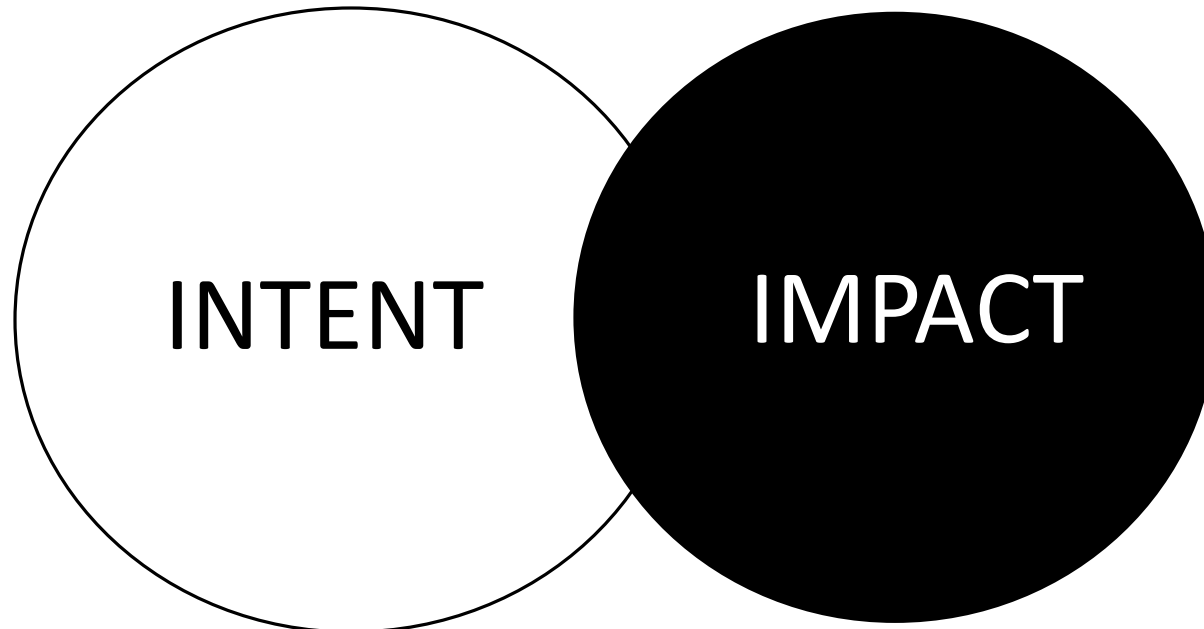
# The Intent – Impact Gap

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# The Intent – Impact Gap

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Awareness & Conscious Choice of Behavior and Thinking Will  
Close the Intent – Impact Gap



## Strategy #2 – Embrace the Scratchy

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In fact, feeling uncomfortable is linked to good business practices like innovation and creativity, transparency into problems that may exist in your company and identifying future challenges so you can respond proactively.

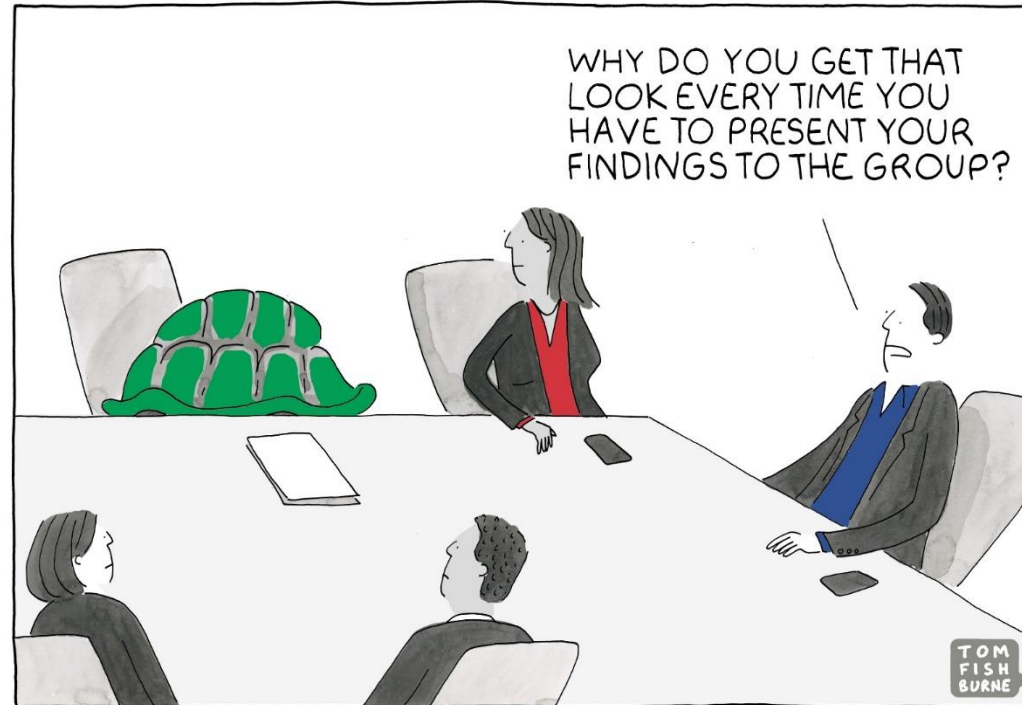
- Blockbuster
- Kodak

Successful Disrupters

- Uber
- Netflix

# Strategy #3 – The Language of Grace

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# The Language of Grace

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All of the research around the power of positive thinking and affirmative vocabulary, suggest it is essential that organizations embrace what we call at Emergenetics call the *Language of Grace*

According to Mayo Clinic, the health benefits of positive thinking include:

1. Lower rates of depression and distress
2. Greater resistance to the common cold
3. Better cardiovascular health

# The Language of Grace

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**“Leadership is Communicating someone’s worth and potential so clearly that they are inspired to see it in themselves”**

**- Stephen R. Covey, from The 8th Habit: From Effectiveness to Greatness**

# The Language of Grace

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How can you begin to incorporate the *Language of Grace* in your work? The three approaches we would encourage you to consider are:

1. Ask yourself how your words make you feel?
2. Ask how your statement could make someone else feel?
3. Target specific vocabulary words and replace them with affirming language?

# The Language of Grace

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***Target specific words in your vocabulary.***

Another method is to identify certain words that have a negative connotation and replace them with those that have a more inspiring impact. Some examples are:

## Language Today

But

Can't

Busy

Challenge

Hate

## Language Tomorrow

And

Have not yet

Active

Opportunity

I'd prefer...

# Emergenetics in Action - Case Study

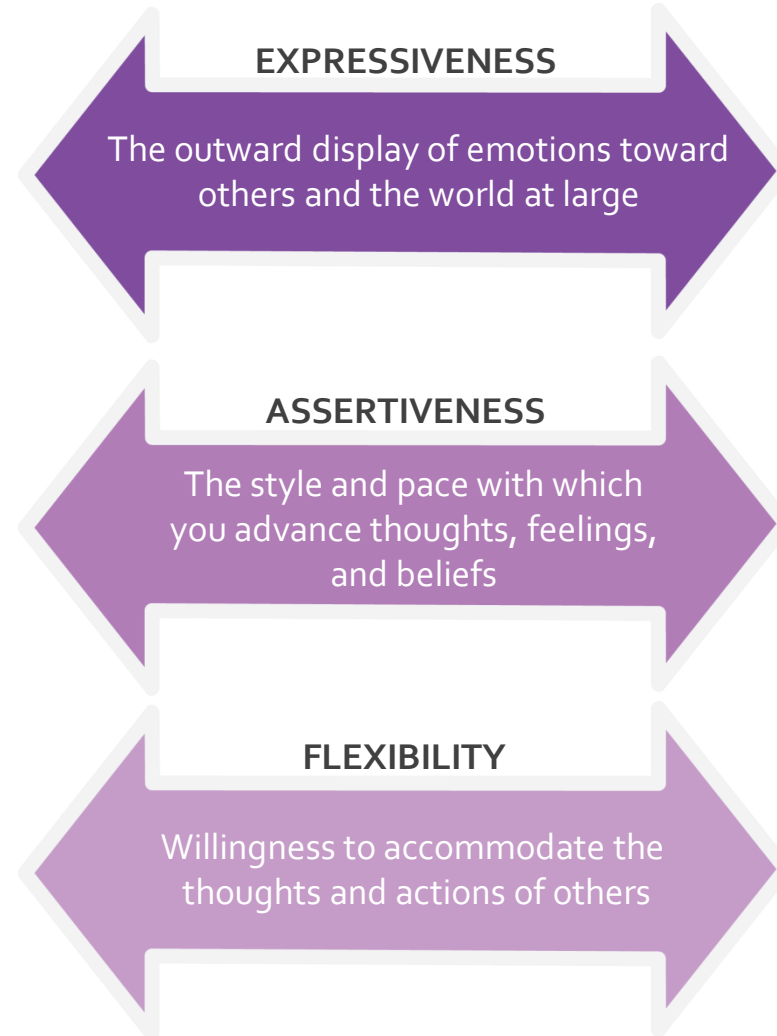
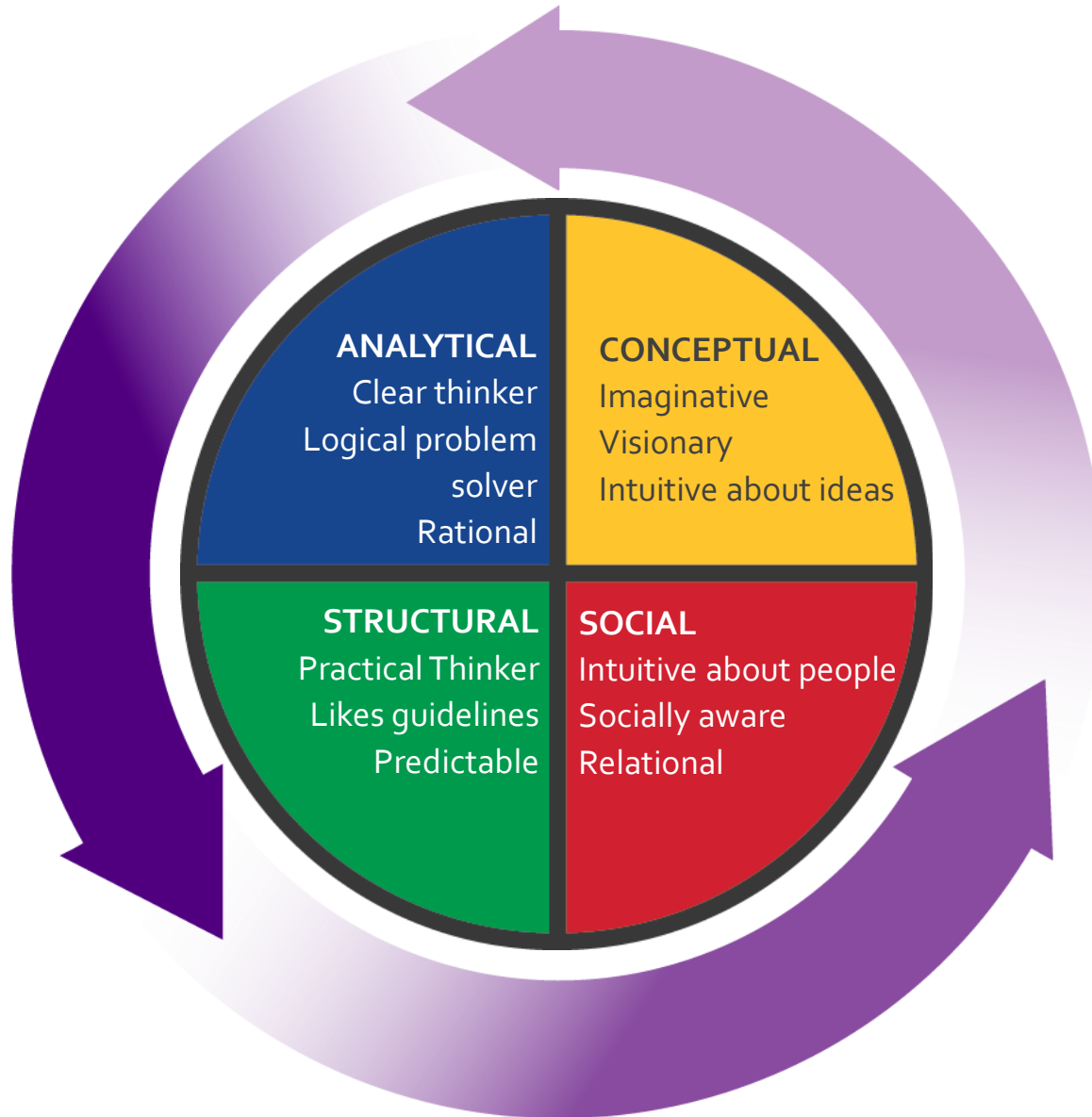
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Please read the case study with your group and answer the questions

Remember to consider the strategies we've discussed as well as the Emergenetics attributes

You will have 10 minutes







# Case Study Questions

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1. How would Emergenetics help integrate your executive/leadership teams?
2. How could Emergenetics help with a common language for all employees around cognitive diversity, and why is this important?
3. What can this tool do to enhance communication between people from both companies?
4. What challenges would you anticipate with bringing in this tool?
5. How could Emergenetics facilitate career development conversations with one's supervisor?

# American Airlines Case Study

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- Doug Parker - CEO of America West; his executive team completed profiles but didn't take the tool deep or pervasive
- America West merges with US Airways in 2007 – “there was full-on bedlam” (Washington Post, Sept 25, 2015)
- Doug was the surviving CEO and in command during US Airway's next merger, in 2013, with American Airlines
- He learned his lesson – knew they needed a common language to help with communication through he integration
- At the time of the merger, over 6000 people were profiled with Emergenetics. 5 years later, that number has risen to 17000
- Emergenetics concepts have been applied at all levels of the organization. They enabled a smooth merger and are still being used today

# To name a few others...

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- Great West Financial
- Microsoft
- Wyndham Resorts
- Blue Cross
- MillerCoors Brewery
- Western Union
- Suncor Energy Group
- Bank of America
- Citibank
- Hilton Hotels
- Siemens
- PayPal
- Ogilvy & Mathers
- US Airforce

# emergenetics



**Compare Profiles side by side.**  
Here you'll find strategies for  
ways to collaborate and  
communicate!



# Conclusion & Questions

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