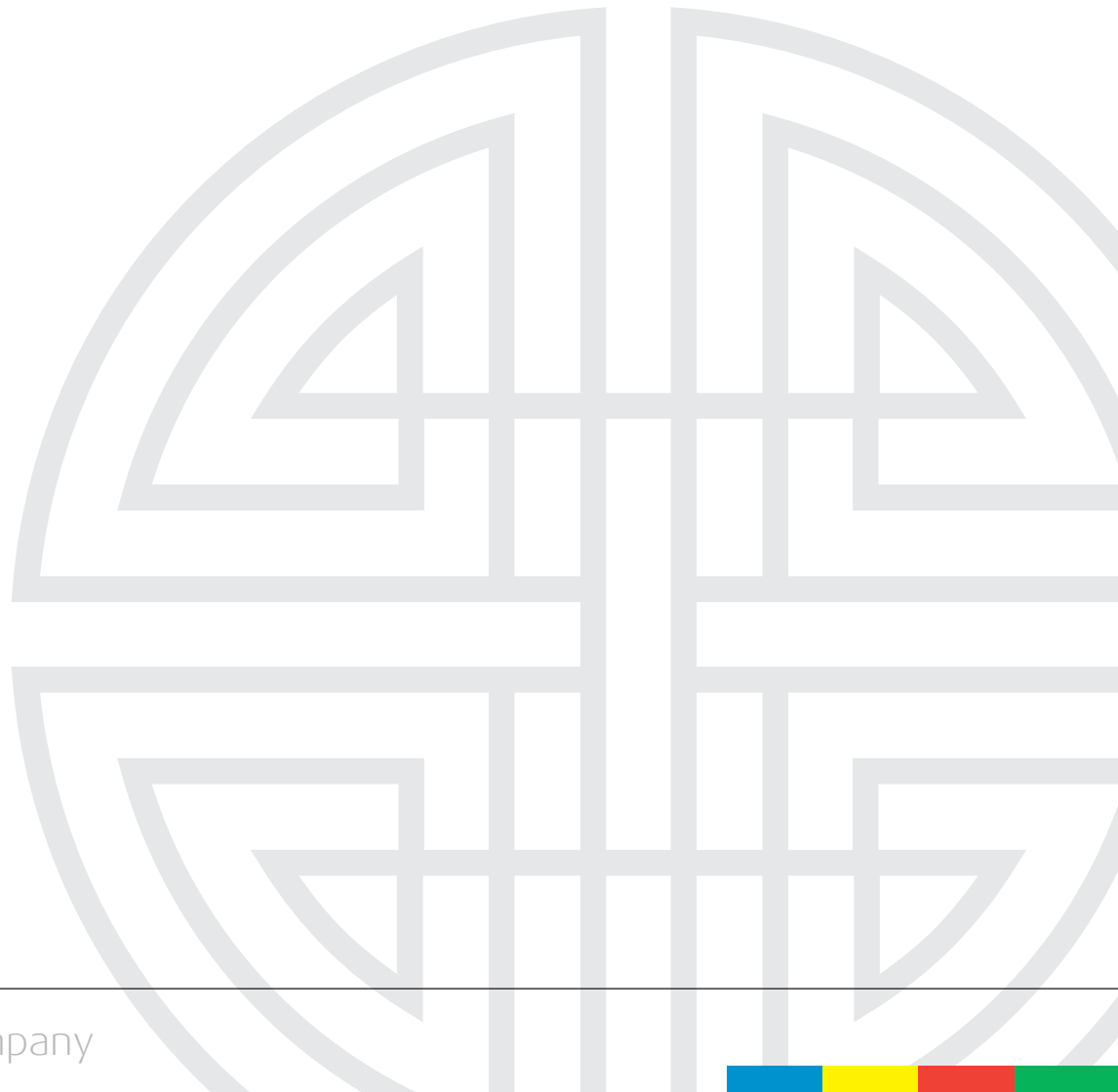


# Case study

## Purdue Pharma

Makes a sales shift with Whole Brain® Thinking



# Individuals, teams and organisations have found that the insights they gain into thinking preferences can create breakthroughs in how they get a job done and how to improve results.

## The client

Founded by physicians, Purdue Pharma LP is a pharmaceutical company focused on patient needs. With Purdue Pharma LP and other independent associated companies, Purdue is dedicated to finding, developing and bringing to market new medicines and related products that promote health and healing. The company is known for its pioneering research on persistent pain, a principal cause of human suffering.

## The challenge

Purdue Pharma is always looking for better ways to connect with physicians, whose challenges of delivering patient care and running a practice seem to escalate exponentially each year. Purdue Pharma representatives want to help doctors deliver top-quality care to their patients. Given physicians' impossible schedules, how could Purdue Pharma representatives more effectively deliver the appropriate message to meet their customers' needs?

## The solution: Adjusting to a 'thinking style' approach

Janet Koch recalls what it was like to make sales calls on physicians, before she learned about the Herrmann Whole Brain® approach to understanding people, and herself: She would unpack her bag, take out her visual aids, discuss things she thought mattered most to the doctors, and be greeted with blank stares.

Six months into her work as a sales rep, she had an 'Aha' moment at a Herrmann International workshop where she learned her preferred

thinking styles and saw that it often conflicted with how the physicians preferred to think.

Resolving this mismatch dramatically impacted her results.

"It helped increase my sales on a faster curve. Had I not been exposed to the Herrmann Whole Brain Model™, I would've chalked up my trouble connecting to, 'They don't like me', instead of 'They don't think like me,'" she says.

The new way of thinking about 'thinking' was embraced by Purdue Pharma in the late 1990s. Since then, approximately 2,000 employees, managers and directors have completed the Herrmann Brain Dominance Instrument® (HBDI®) and learned about harnessing Whole Brain Thinking for better results.

Koch eventually became the company's Director of Sales Training. Now, learning about Whole Brain Thinking is required of all sales representatives and managers to help them better understand themselves, the physicians they work with, and even their co-workers.

Their first step in this understanding is completing the HBDI assessment. The HBDI identifies a person's preferred thinking styles using a four-quadrant model. The results also indicate what happens to a person's thinking under stress and what kind of thinking he or she avoids. When they are debriefed on their results, people begin to see how their thinking preferences impact them, their approaches and the way they see the world.

Individuals, teams and organisations have found that the insights they gain into thinking preferences can create breakthroughs in how they get a job done and how to improve results.

## Whole Brain® Thinking in action

When she first took the HBDI assessment in 2001, Koch learned that she is predominantly in the 'red/green' quadrants. That is, she prefers to think interpersonally/kinesthetically ('red') and in an organised/sequential fashion ('green'). She brought visual aids to sales appointments and wanted to talk about patients. Her goal was to persuade in a well organised, emotional way.

"Doctors are more clinically oriented. I was appealing to a quadrant of their brain they don't dominantly use," explains Koch.

Indeed, the physicians she met had thinking preferences in the 'blue' or 'yellow' quadrants of the brain: Those with 'blue' thinking styles wanted logical, analytical or fact-based explanations, while those with 'yellow' preferences wanted holistic, future-focused, integrated arguments.

"So I changed how I presented the information based on what quadrant I thought they were dominant in," says Koch. "I saw a different response to me as a sales rep and gained more credibility in building relationships."

The company found this 'How do they prefer to think?' approach to be helpful in working with pharmacists and nurses, too.

"You apply it in so many areas of your life—from the people you work with to your spouse and even family members and close friends," she says. "It's really eye-opening."

## Realising the Whole Brain® Advantage

As Director of Sales Training, Koch incorporates Whole Brain methodology at all levels. She became a Herrmann® Certified Practitioner and now delivers the HBDI assessment, debriefs and related training at Purdue.

"We use the Whole Brain Model in our new hire training and 'experienced rep' training," she says.

New employees learn what Whole Brain Thinking is, what their own profile means, and how to use it so they can understand themselves and others. More experienced employees learn how to apply it at deeper levels. District managers and regional directors are also trained, for their work with their direct reports and each another.

Besides using it in sales, Koch says Purdue Pharma employees use it internally as people in different departments interact with one another. She notes that by identifying a co-worker's dominant thinking style, it's easier to understand how best to communicate with them.

"Learning the Herrmann Whole Brain approach made it easier to build relationships," says Koch. "It's become part of our vernacular."

## Turning Whole Brain® Thinking into a way of doing business

Koch is one of several certified practitioners who have introduced hundreds of Purdue Pharma employees to Whole Brain Thinking.

When participants receive their individual HBDI Profile, which identifies the quadrant(s) of their brain that represent their preferred thinking styles, they're excited. While many of the sales reps were familiar with the Myers-Briggs Type Indicator assessment, Koch says they tell her they love the simplicity of the HBDI and Whole Brain approach. Once individuals find their Whole Brain 'colours', they are encouraged to share the information with their district managers, and vice versa.

"Ten years ago, Ann Herrmann introduced the Whole Brain concept at our national sales meeting. She predicted it would become part of our culture," Koch reveals, "and she was right."

better results through better thinking

## Asia-Pacific clients

<b>Air NZ</b>	<b>Flotech</b>	<b>Rutherford Group</b>
<b>ANZ</b>	<b>Frucor</b>	<b>St George Bank</b>
<b>Australian Central Credit Union</b>	<b>Janssen-Cilag</b>	<b>Southern Cross Healthcare</b>
<b>AXA</b>	<b>IBM</b>	<b>Telecom NZ</b>
<b>Bank SA</b>	<b>Manukau City Council</b>	<b>Transfield Worley</b>
<b>Bendigo Bank</b>	<b>Manukau Water Limited</b>	<b>The Warehouse</b>
<b>Coca Cola Amatil</b>	<b>Microsoft</b>	<b>Victorian Curriculum and Assessment Authority</b>
<b>CPA Australia</b>	<b>Ministry of Education</b>	<b>Warehouse Stationery</b>
<b>Department of Community Services QLD</b>	<b>Nestles</b>	<b>Westpac</b>
<b>Department of Conservation NZ</b>	<b>PNB Paribas</b>	<b>Worley Parsons</b>
<b>Department of Primary Industries</b>	<b>PricewaterhouseCoopers</b>	<b>Zespri</b>
<b>E-Time</b>		

## International clients

<b>Allstate Insurance</b>	<b>Home Box Office</b>	<b>Nortel Networks</b>
<b>American Express</b>	<b>IBM</b>	<b>Novartis</b>
<b>AT&amp;T</b>	<b>Johnson &amp; Johnson</b>	<b>Procter and Gamble</b>
<b>Bank of America</b>	<b>Kaiser Permanente</b>	<b>PR Donnelly &amp; Sons</b>
<b>Barclays</b>	<b>Marriott Hotels</b>	<b>Shell Oil</b>
<b>Boeing</b>	<b>Morgan Stanley</b>	<b>US Navy</b>
<b>Coca Cola</b>	<b>MTV Networks</b>	<b>Weyerhaeuser Corporation</b>
<b>Disney University</b>	<b>National Semiconductor</b>	<b>Wharton School of Business</b>
<b>DuPont</b>		<b>Xerox</b>
<b>Frito Lay</b>		
<b>GE</b>		



The Originators of Whole Brain Technology® and the Creators of the Herrmann Brain Dominance Instrument® (HBDI®)

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