



## Contents

- 1 Some Meditations in a Hungarian Spa
- 2 Dates for Your Diary: Accreditations and Conferences
- 3 Authentic Leadership update
- 4 Running Team Days using Thinking Styles: a Case Study
- 5 'What does a profile mean if...?' Some FAQs about Thinking Styles

### 1 Some Meditations in a Hungarian Spa

We have just returned from three wonderful days in Budapest, where we had been invited to give a Masterclass on Thinking Styles to some of our Hungarian accredited users. Our Hungarian friends were incredibly hospitable and so apologetic about what they termed 'English weather', i.e. rain and howling gales, but that did not prevent us from venturing out into the capital to view the beautiful buildings and green spaces and, of course, the 'Blue' Danube (which was rather brown and in flood). And, not forgetting, luxuriating in the open air thermal baths...

We learned as much from our Hungarian friends as they did from us, if not more, and we will be sharing with you some of their research into correlations between Thinking Styles and DISC and Facet 5 over the next few newsletters. We are also working with them on exploring any cultural differences in thinking style preference between Eastern and Western Europeans which we will pass on to you.

Their main focus of interest, however, was in practical uses of Thinking Styles and we were able to share with them experiences of using Thinking Styles in teams, as part of improving sales performance and within coaching. Item 4 of this newsletter describes one of the UK case studies we explored with them.

They also identified some FAQs about Thinking Styles arising from different profiles they have seen and we give some examples of these in Item 5 of the newsletter. Do you have any questions about Thinking Styles or about interpreting a variety of profiles that you would like answered? If so, please e-mail them to us at: [info@cognitivefitness.co.uk](mailto:info@cognitivefitness.co.uk)

### 2 Accreditations and Conferences

#### Cognitive Team Roles

June 10th and 11th brings you an opportunity to become accredited in Cognitive Team Roles, the unique team psychometric based on Thinking Styles. The course is discounted from £950 to only £650 + VAT

Cognitive Team Roles identifies the ten cognitive and behavioural roles critical for effective teamworking within

partnerships, teams and departments. It helps you to:

- Create teams based on the concepts of cognitive flexibility and balance
- Maximise team performance
- Turn around dysfunctional teams

For more information follow the link:

[www.cognitivefitness.co.uk/products\\_ctr.htm](http://www.cognitivefitness.co.uk/products_ctr.htm)

#### Thinking Styles

Our next Thinking Styles accreditation will be held in September. E-mail us at: [info@cognitivefitness.co.uk](mailto:info@cognitivefitness.co.uk) if you would like to be kept up-to-date with future dates and prices.

#### The Second NLP Research Conference

If you are a member of the ANLP or if you are interested in learning more about the underpinning concepts and principles of Thinking Styles, this is the conference for you! To be held at the University of Cardiff on Saturday 3rd July 2010, Julia will be presenting a summary of some of the research she has been conducting into the structure of Thinking Styles and making connections not only within NLP but also across cognitive psychology and personality theory.

For more information on the programme of the day click here: [www.anlp.org/files/ResearchConferenceProgramme.pdf](http://www.anlp.org/files/ResearchConferenceProgramme.pdf).

If you would like to know more about Julia's presentation after the conference please e-mail us:

[info@cognitivefitness.co.uk](mailto:info@cognitivefitness.co.uk)

### 3 Authentic Leadership Update from Fiona

I have recently been travelling around the country running Authentic Leadership workshops for branches of the CIPD. I've met some wonderful people and a couple of questions keep coming up: the first one is, "What's the difference between being 'authentic' and 'authentic leadership?'" and the second is, "If Authentic leadership is majorly concerned with ethics, whose ethics are they?"

Both great questions and both quite complex to answer in their own ways. My answer to question 1 is posted on the January 2009 entry of my Authentic Leadership blog. And my answer to question 2 is posted up on the 28th May 2010. So to read my thoughts on the subject, and please remember that they are my personal perspectives, not 'the' definitive answers, go to my Authentic Leadership blog at <http://authentic-leadership.blogspot.com/>

#### A REQUEST FOR HELP

I am coming to the end of the data collection stage for my PhD in Authentic Leadership. I'm delighted to be able to report that I have 85 RAF officer participants. Unfortunately, I only have a comparative sample of 10 business



participants! Can you possibly help? Are you either a recognised leader within an organisation or a consultant? Would you be interested in a 180° feedback report so you can see how you are perceived by your clients or colleagues? If so, I would be delighted to hear from you. Please contact me as soon as possible via email on [fiona.bj@cognitivefitness.co.uk](mailto:fiona.bj@cognitivefitness.co.uk)

#### 4 Teamwork: A Case Study

If you are interested in learning about the results of using Thinking Styles with a team inside a major UK investment bank, follow the link to read more:

[www.cognitivefitness.co.uk/documents/Investment Bank Case Study June 2010.pdf](http://www.cognitivefitness.co.uk/documents/Investment Bank Case Study June 2010.pdf)

#### 5. Some FAQ on Thinking Styles: What are you asked most often?

Although our Thinking Styles Accreditation is designed to provide opportunities for giving personal feedback and for exploring the implications of different Thinking Styles profiles, inevitably we can't discuss all the possibilities over the two days. We are currently building a bank of sample profiles with tips and hints on interpretations and would welcome any FAQ you have yourselves or that you have been asked by your clients during their feedback.

Please email us at: [info@cognitivefitness.co.uk](mailto:info@cognitivefitness.co.uk)

Our friends in Hungary have already raised some interesting queries. Here are a couple of examples with our responses:

##### 1 What might the implications be of a Thinking Styles profile that has a very high number of High Preferences?

This would suggest that someone has a number of motivators and high drivers and that ALL of these high preferences are important to them. You need to look carefully to identify specifically which preferences are higher than others, and also if there is a pattern to the high preferences.

Ask if they believe that 'bigger is better' i.e. that a higher score is more beneficial, because as we know, this isn't necessarily the case.

It's likely that they will be generally enthusiastic about many areas of their life, and may even come across as being more extreme than more moderately scoring people.

##### 2 Are the dimensions paired and do they therefore act as opposites?

Technically speaking, no, the dimensions are not paired; they are all independent measures of cognitive style preference. That said, statistically, some 'pairs' of dimensions are negatively correlated and therefore do appear to act as opposites in most people.

These are: Internal and External, Challenging and Conforming, Simplicity and Complexity, Sameness and Difference, Logical and Creative.

##### 3 Is it possible to have a Thinking Styles profile that has a large number of Dislike Preferences and what would be the implications?

Remember that a small number of dislikes, even quite strong dislikes sometimes, is quite usual. Regarding a large number of dislike preferences; it's quite possible, but in practice very unusual. As an American user said, when shown such a profile, "I wouldn't employ them, they'd be a pain in the ass".

This may or may not be true. However, it's likely that they may have difficulties being part of a high performing team where flexibility and a collaborative approach are both critical success factors.