



# Seeing How We Think: Insights for Building Strong Connections

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Confidence  
must be earned

**Amundi**  
ASSET MANAGEMENT

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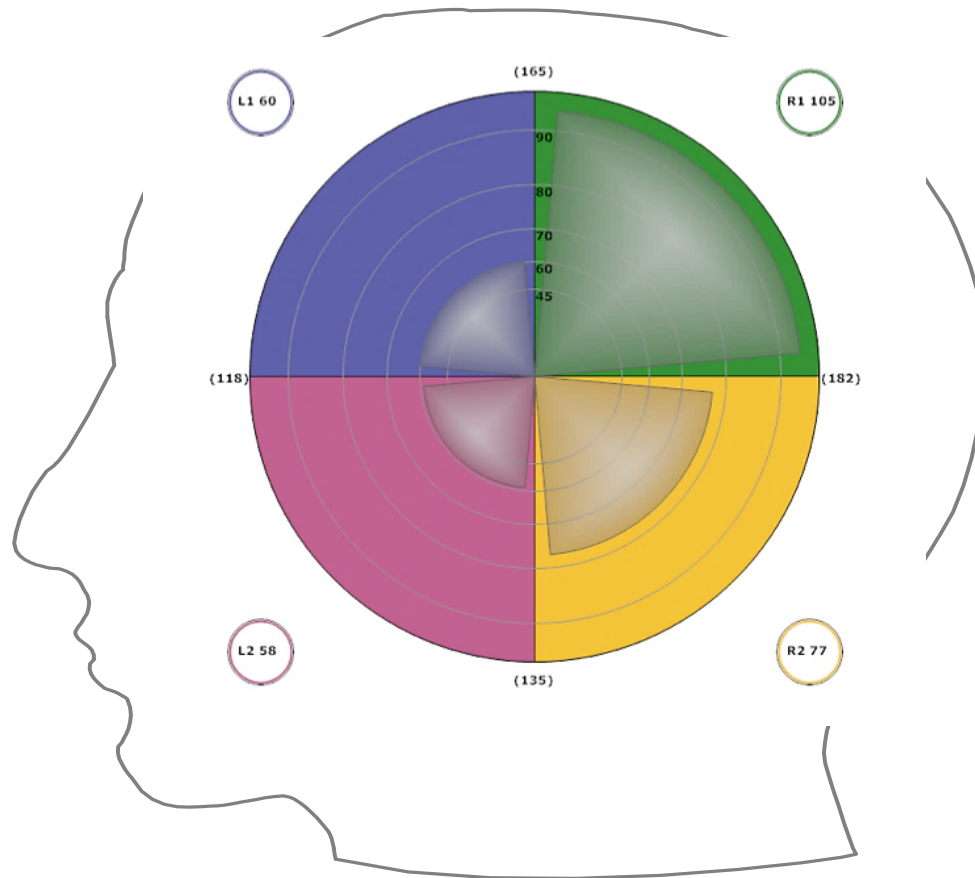
# 01

## NBI™ and the Four Dimensions

*“We don’t see things as they are, we see things as we are.”*

- Anaïs Nin

# NBI™ Model



# Left and Right Hemispheres



Present and Past

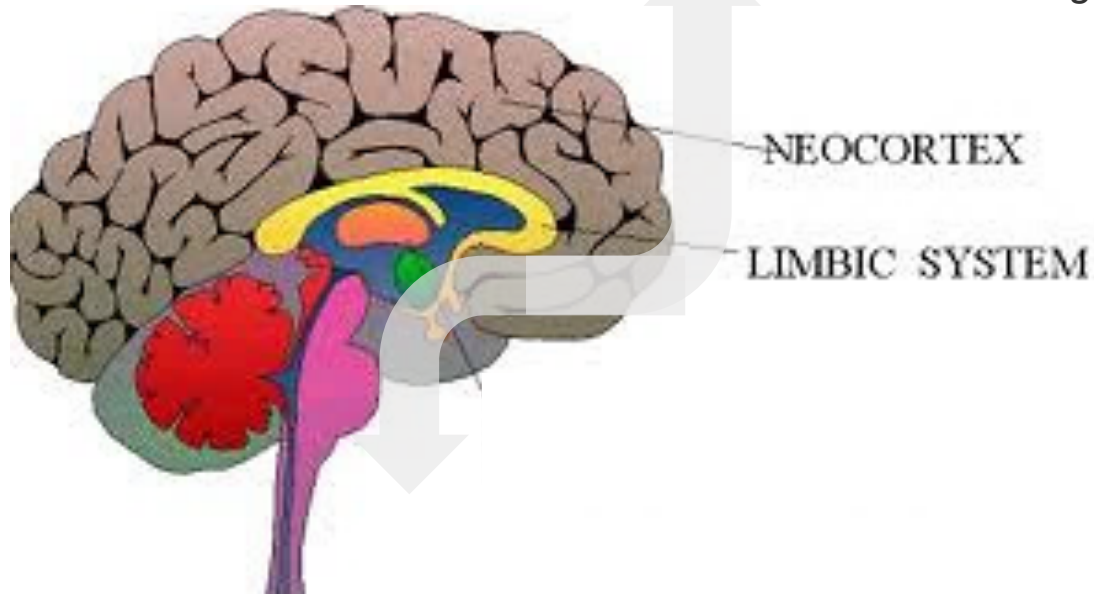
Present and Future

Image: <https://twitter.com/postjoe>

# Top and Bottom Processes

**Top:** *What do I think about the information?*

**Action:** *Devising plans and carrying them out*



**Sensory Information:**  
Eyes, skin, nose, ears

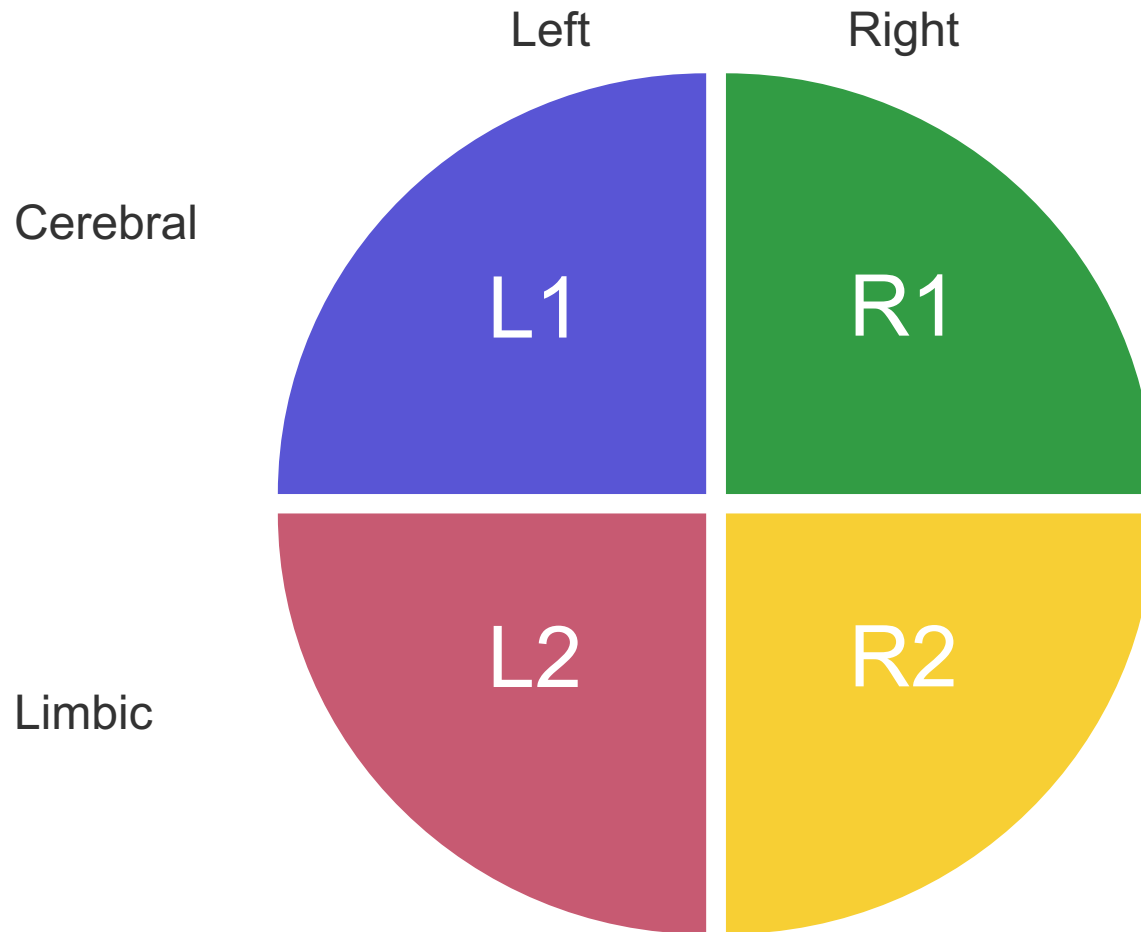
**Bottom:** *What are the patterns I see, what do they remind me of?*

**Action:** *Classifying and putting things in order*

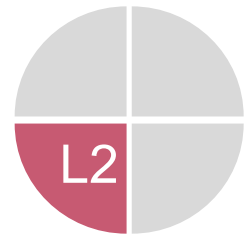
Adapted from NBI™ material by CMS Associates. Image: <https://social-brain.com>

# Thinking Preferences

Four Dimensions



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# L2: “How?”

## Preservers & Organizers

Brain looks for:

- Consistency, details, efficiency, order, reliability, routing

Questions they ask:

- How should it be done?
- How do we start? Then what?
- How will this be implemented?

Known for:

- Being on time
- Sticking with routine
- Planning, structure, controls

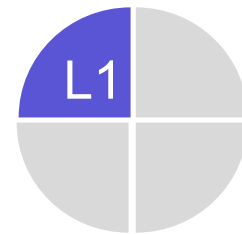
Makes decisions by:

- Well-informed with all possible data
- Relying on proven methods
- Thinking through all the details

### Hallmarks of L2 Communication

- Correct
- Detailed, step-by-step
- Plans, contingency plans, milestones





# L1: “What?”

Analysts & Realists

## Brain looks for:

*Focus, Rationale, Logic,  
Objectivity, Concrete*

### Questions they ask:

**What** is the point?  
**What's** the goal or objective?  
**What's** the bottom line?

### Makes decisions by:

Comparing against the plan  
or goal  
Relying on data and facts  
Testing logic

### Known for:

Liking to be right  
Wanting things to be clear

## Hallmarks of L1 Communication:

Coherent, probe for accuracy, cut to the chase

# R2: “Who?”

## Empathizers & Socializers



**Brain looks for:** *Social connections, shared information, harmony, understanding, support*

### Questions they ask:

**Who** will be involved?

**Who** will be affected?

**How** do you feel about this?



### Hallmarks of R2 Communication:

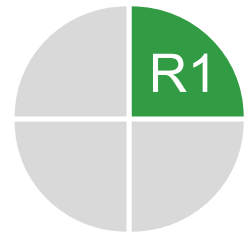
- Encouraging
- Frequent
- Emotionally expressive

### Known for:

- Diplomacy
- Comfortable with multiple realities
- Connecting well

### Makes decisions by:

- Considering best interests of people involved
- Based on what feels right
- Agreement or checking in first before action



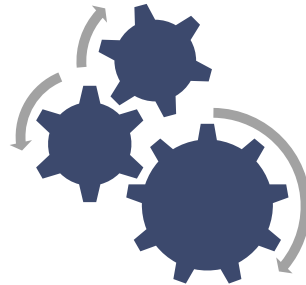
# R1: “Why?”

Strategists and Imagineers

**Brain looks for:** *Possibilities, opportunities, connections to big picture*

## Questions they ask:

- Why** does this matter?
- Why** am I doing this?
- Why** don't we try...



## Makes decisions by:

- Thinking about connections and implications
- Imagining what could be in the future
- Challenging status quo

## Hallmarks of R1 Communication:

- Many ideas and possibilities
- Conceptual versus details/practical

## Known for:

- Innovative ways of doing things
- Taking risks, experimentation
- Preferring change to routine

# Example Profile

“Map” of Thinking Processes

## L1 “What?”

Objective, facts,  
bottom line, logic

## L2 “How?”

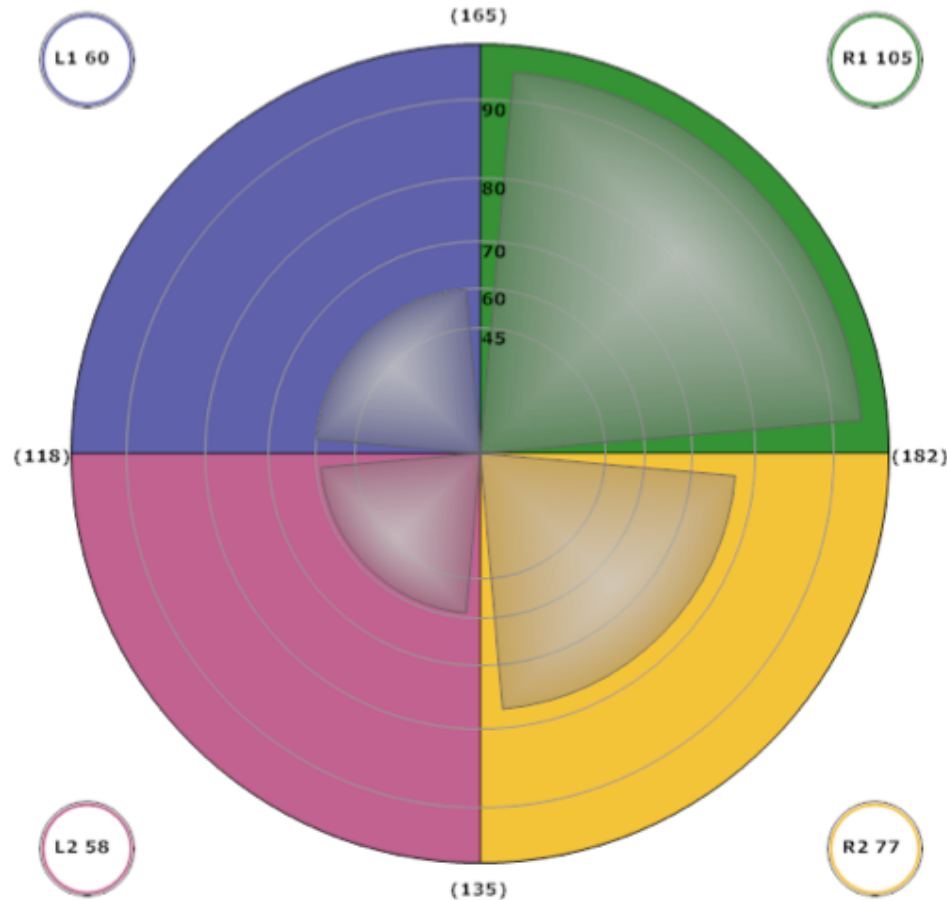
Specifics, details,  
plan, timeline

## R1 “Why?”

Big picture, vision,  
future, possibilities

## R2 “Who?”

Relationships,  
support, harmony



# 02

## Working with Thinking Preferences

# Connecting to Your Audience

## Business Case

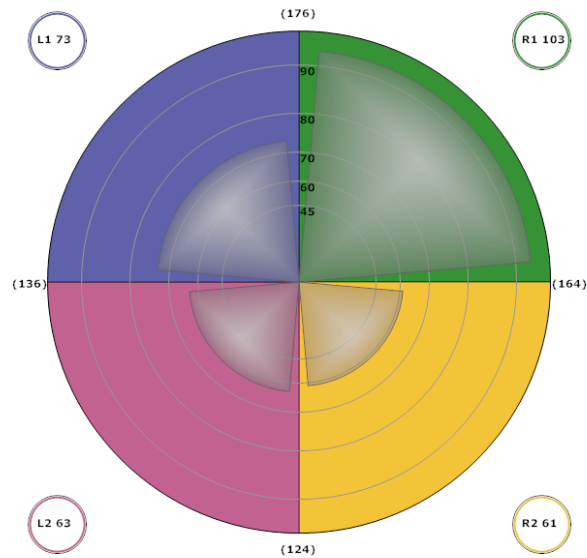
Enable your patients to reach new heights with Zenebrel.



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# Connecting to Your Audience

## Business Case



Pharmaceutical Sales Team  
Marketing Pitch

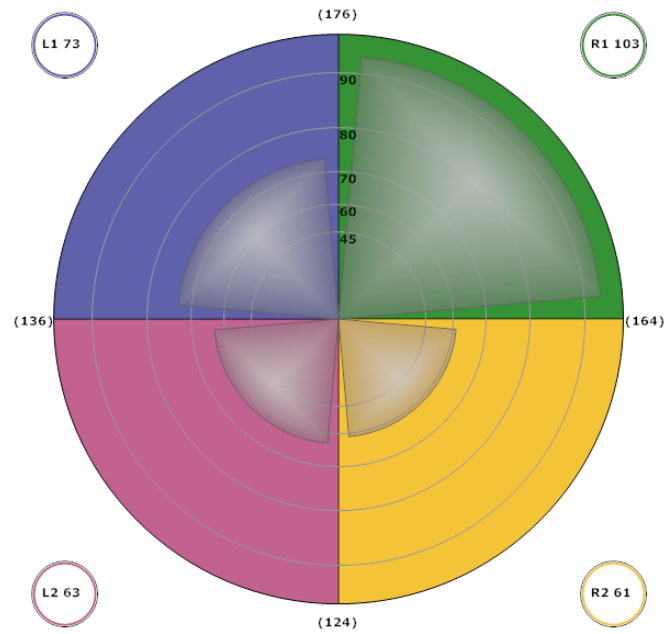


Enable your patients to reach new heights  
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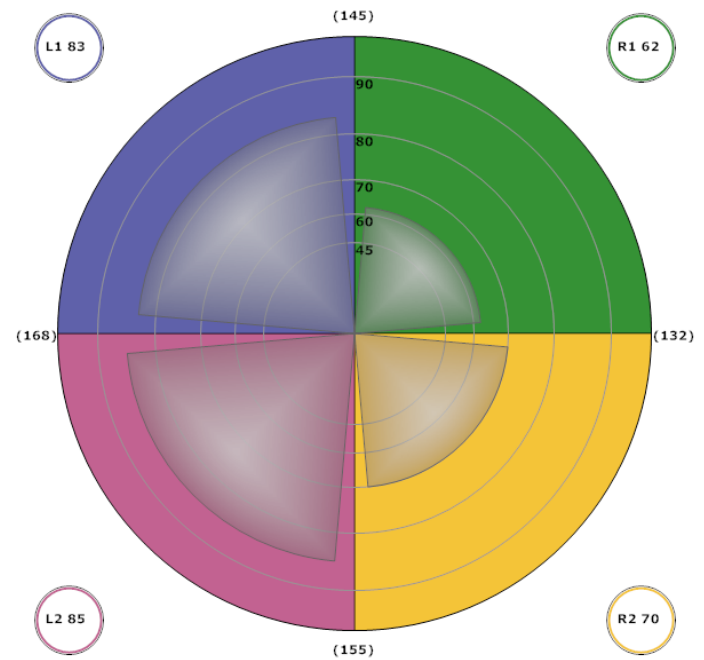
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# Connecting to Your Audience

## Business Case



Pharmaceutical Marketing Pitch



Physicians



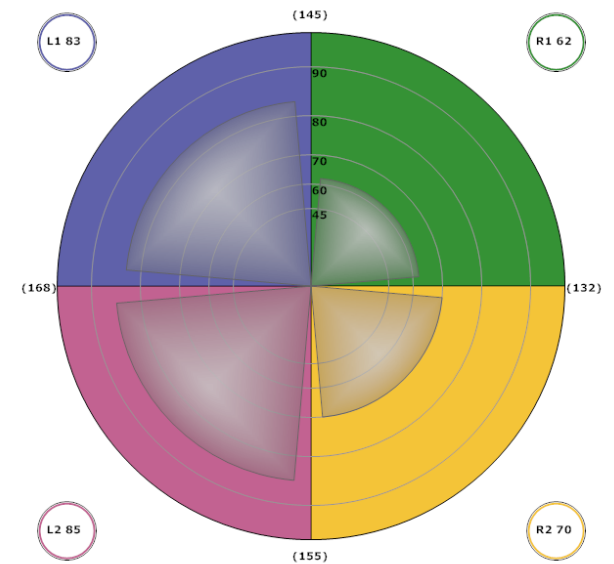
# Connecting to Your Audience

## Business Case



Target inflamed joints for immediate relief with Zenebrel.

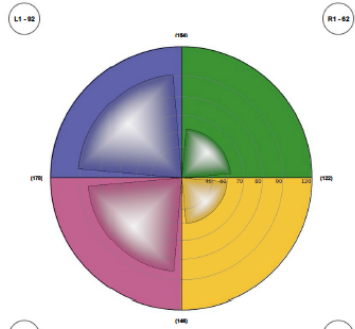
### Physicians



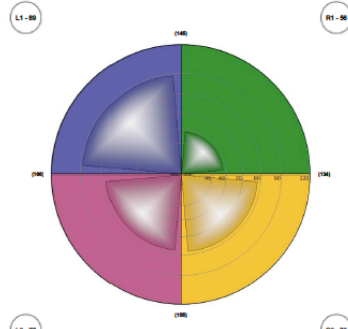
©2019 CMS Associates. Image: [https://fthmb.tqn.com/1Jpu8oFZzM9UZfOzyrWNgAnAi6E=/3904x4492/filters:no\\_upscale\(\)/knee-anatomy--artwork-452427829-599d8b9b22fa3a0011f2030d.jpg](https://fthmb.tqn.com/1Jpu8oFZzM9UZfOzyrWNgAnAi6E=/3904x4492/filters:no_upscale()/knee-anatomy--artwork-452427829-599d8b9b22fa3a0011f2030d.jpg)

# Connecting to Your Audience

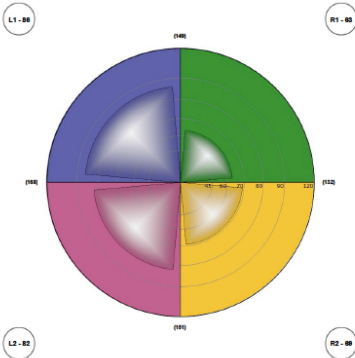
## Understanding Energy and Potential Blind Spots



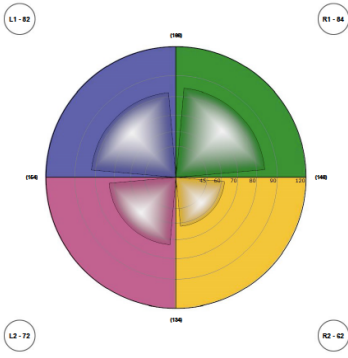
Head FA



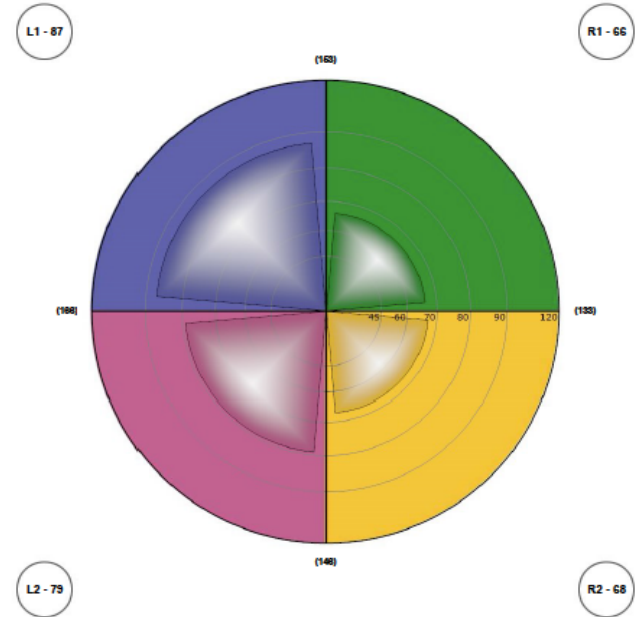
Head FA



Administrator



Client Associate



Composite Team Profile

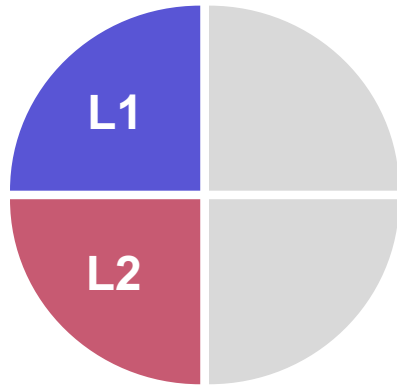
# 03

## Seeing Your Client Cases through the NBI

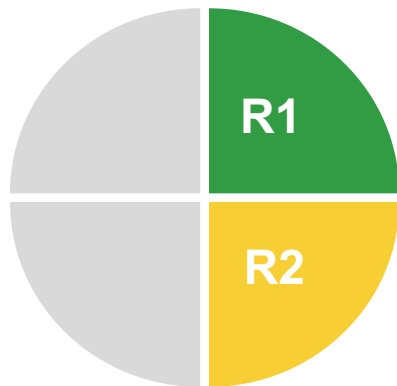
# Case of “Nancy”

# Client Case

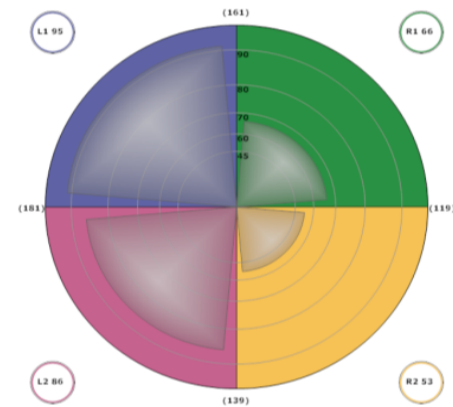
Guess about Richard's Thinking Style?



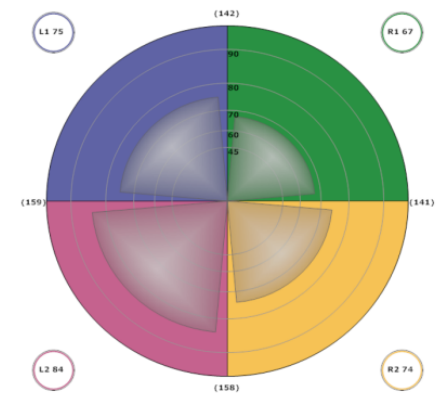
Guess about Nancy's Thinking Style?



Financial Advisor



Assistant

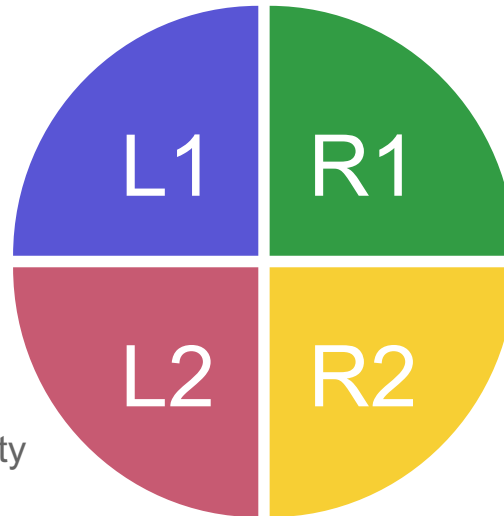


# Listening Checklist

## Slow Down and Pay Attention Anew: Be an Anthropologist

- Starts with review of goals or deliverables
- Asks for “right answers” or proof
- Debate, talking over
- Focuses on actions to take

- Non-business topics at the start or throughout, changes topics
- “What if...” questions
- Interest in exploring options vs. making definitive decision



- Focus on steps and sequence
- Notices small details, probes
- Concerned about unpredictability
- Control, risk management
- Focuses on next steps and timelines

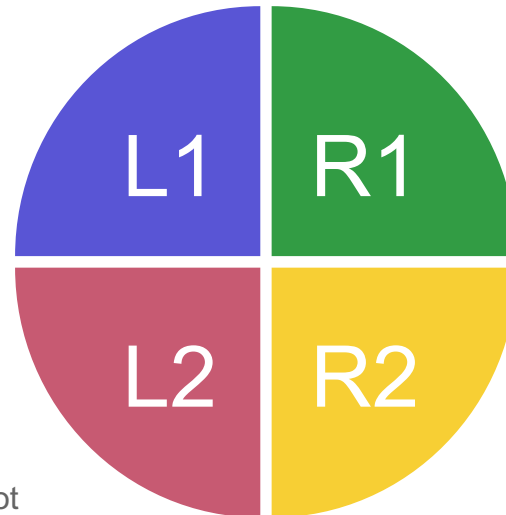
- Eye contact
- Starts with personal updates
- May not argue or challenge
- Facial expressions, body language as means of communication
- Talks in terms of comfort and discomfort

Adapted from NBI™ material by CMS Associates

# Working and Communicating with the Quadrants

## Be Clear and Convincing

- Define concrete targets and goals
- Back up points with facts & data
- Expect debate & engage in it
- Stay focused
- Keep small talk to minimum



## Be Practical and Organized

- Provide instruction about the start, not just the end goal
- Create steps, timelines and milestones and adhere to them
- Establish routines

## Stay Flexible. Discuss What's Possible

- Anticipate variety of options, help prioritize
- Allow for calculated risks
- Diverge, then narrow new ideas

## Be Personal and Supportive

- Lead with interest in other person
- Notice and ask about visual cues
- Provide positive feedback
- Recognize some decisions are based on values, not logic

Adapted from NBI™ material by CMS Associates

# Resources

- *Top Brain, Bottom Brain: Surprising Insights Into How You Think*. Kosslyn, S. and Miller, G. (2013) New York: Simon & Schuster
- *Mindsight: The New Science of Personal Transformation*. Siegel, D., M.D. (2010) New York: Bantam Books
- *Whole Brain Business Book, 2<sup>nd</sup> Ed*. Herrmann, N. (2015) New York: McGraw Hill
- *The Tell-Tale Brain: A Neuroscientist's Quest For What Makes Us Human*. Ramachandran, V. S. (2011) New York: W. W. Norton & Company
- *Your Brain at Work*. Rock, D. (2009) New York: Harper Collins
- Neethling Brain Instrument ([www.wholebrainthinking.com/au](http://www.wholebrainthinking.com/au))



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