



NeuroScience *for* BusinessPeople

BRINGING NEUROSCIENCE TO THE ART OF LEADERSHIP EXCELLENCE

Let's
discuss

- 1 Applied Neuroscience
- 2 The Leadership Dimension
- 3 The Organisational Dimension
- 4 The Talent Dimension

Let's
discuss

1 Applied Neuroscience

A new era of knowledge

Brain principles

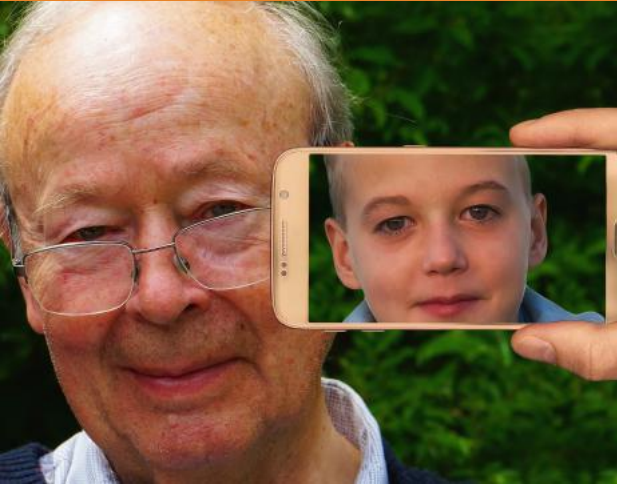
Cognitive load



New era of
knowledge



BRAIN MYTHS



After puberty, the brain is in decline



We only use 10% of our brain



We are excellent multi-taskers

BRAIN PRINCIPLES



**THREAT /
REWARD**



**PATTERN
RECOGNITION**



**SOCIAL
CONNECTIVITY**



REWARD STATE



MORE COGNITIVE
RESOURCES

BETTER PROBLEM
SOLVING



MORE CREATIVE
IDEAS & INSIGHTS

DOPAMINE
SEROTONIN

ANXIOUS
PROTECTIVE
REACTIONARY
PESSIMISTIC



CAN'T THINK
CAN'T INNOVATE
CATASTROPHISE
GENERALISE



THREAT
STATE





PATTERN RECOGNITION



ASSOCIATION
NETWORKS

EFFORT
CONSERVATION



ERROR
DETECTION

NORMALISING



SOCIAL



HUMAN INFANT
SURVIVAL

TRIGGERS MOST
THREATS & REWARDS



SOCIAL PAIN



PHYSICAL PAIN

COGNITIVE LOAD

Unconscious

Automatic

24/7

Fast

Parallel

System 1



Neocortex

Limbic System

Conscious

Awake

Linear

Slow

Lazy

Limited

System 2



Daniel Kahneman, *Thinking, Fast & Slow*

QUESTION

If it takes 5 machines 5 minutes to make 5 widgets, how long would it take 100 machines to make 100 widgets?

~~100 minutes~~

5 minutes



Daniel Kahneman, *Thinking, Fast & Slow*

QUESTION

In a lake there is a patch of lily pads.
Every day the patch doubles in size.
If it takes 48 days for the patch to cover
the entire lake, how long would it take
for the patch to cover half the lake?

~~24~~ days

47 days

CONSERVING COGNITIVE POWER

Difficult tasks

Difficult people

Strategising

Decisions

Hunger

Sleep deprivation

DEPLETERS

ENERGISERS

Glucose

Down time

Meditation

Exercise

Socialising

Laughter

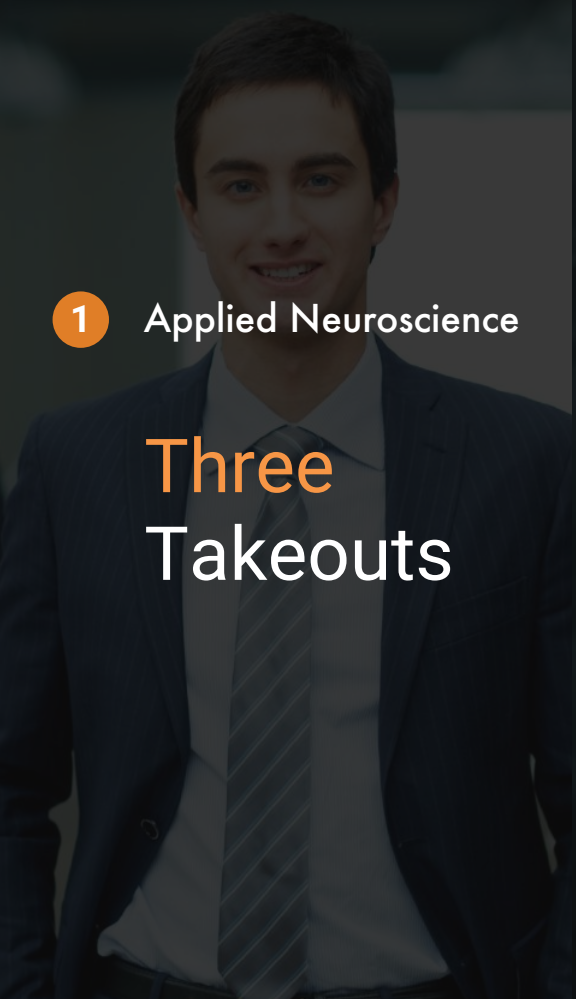


REFLECTION

“

I am alert and at my best when....

I go home 'brain-dead' after a day of....



1 Applied Neuroscience

Three Takeouts

1

2

3

Let's
discuss

2 The Leadership Dimension

Change leadership

Strategic decision making

Motivating teams

CHANGE ASSESSMENT

Gain?

Lose?



5 DIMENSIONS OF THREAT & REWARD



STATUS

Social ranking

Am I in the in-group?



CERTAINTY

Predictability

How clear am I about my future?



CONTROL

Self determination

How much autonomy do I have?



CONNECTION

Relationships

Are you a friend or foe?



FAIRNESS

Equity

Is this a fair situation?



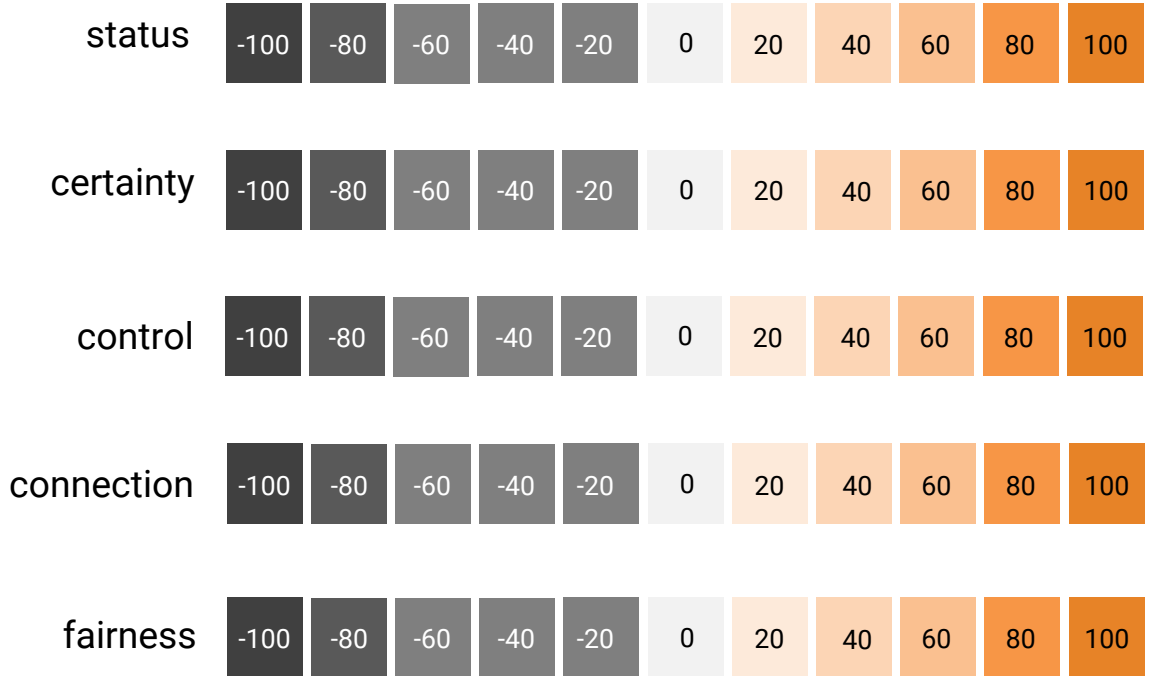
TABLE QUESTION

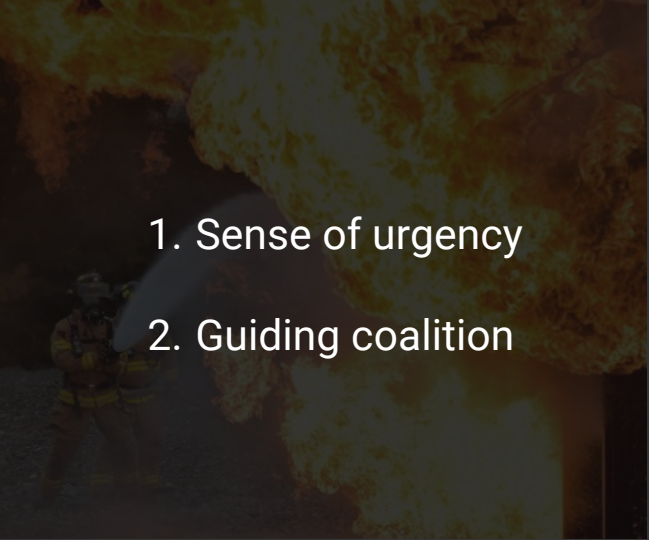
Describe a change scenario you experienced in the recent past.

How would you rate this scenario in threat v reward balance?



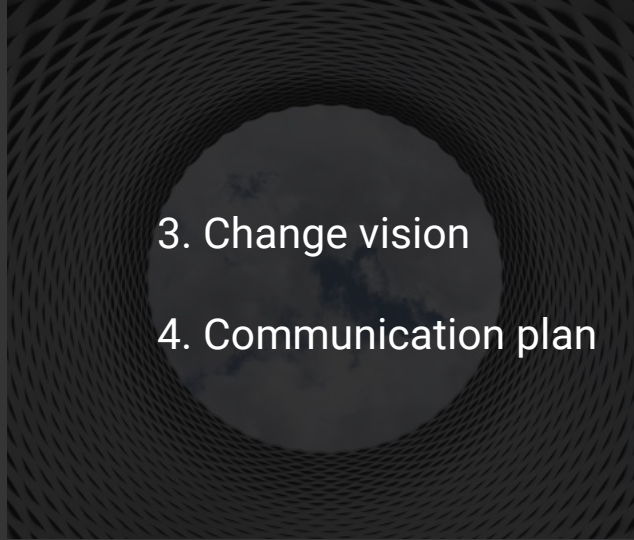
THREAT REWARD





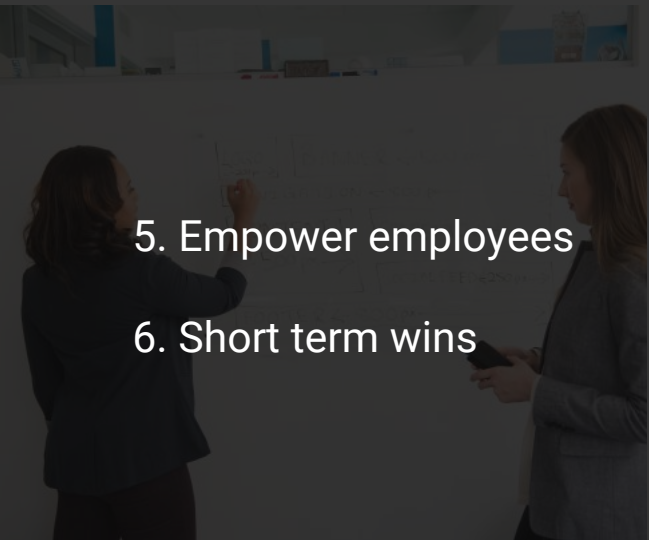
1. Sense of urgency

2. Guiding coalition



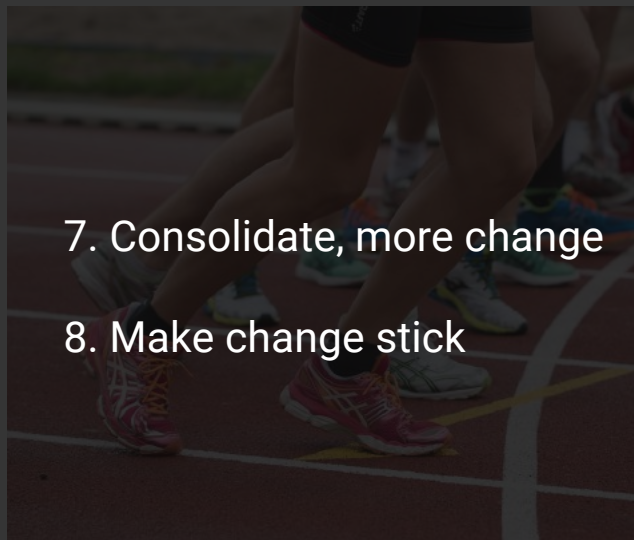
3. Change vision

4. Communication plan



5. Empower employees

6. Short term wins



7. Consolidate, more change

8. Make change stick

WHAT'S WRONG WITH THIS PICTURE?

8 Step Change Model

Dr. John Kotter

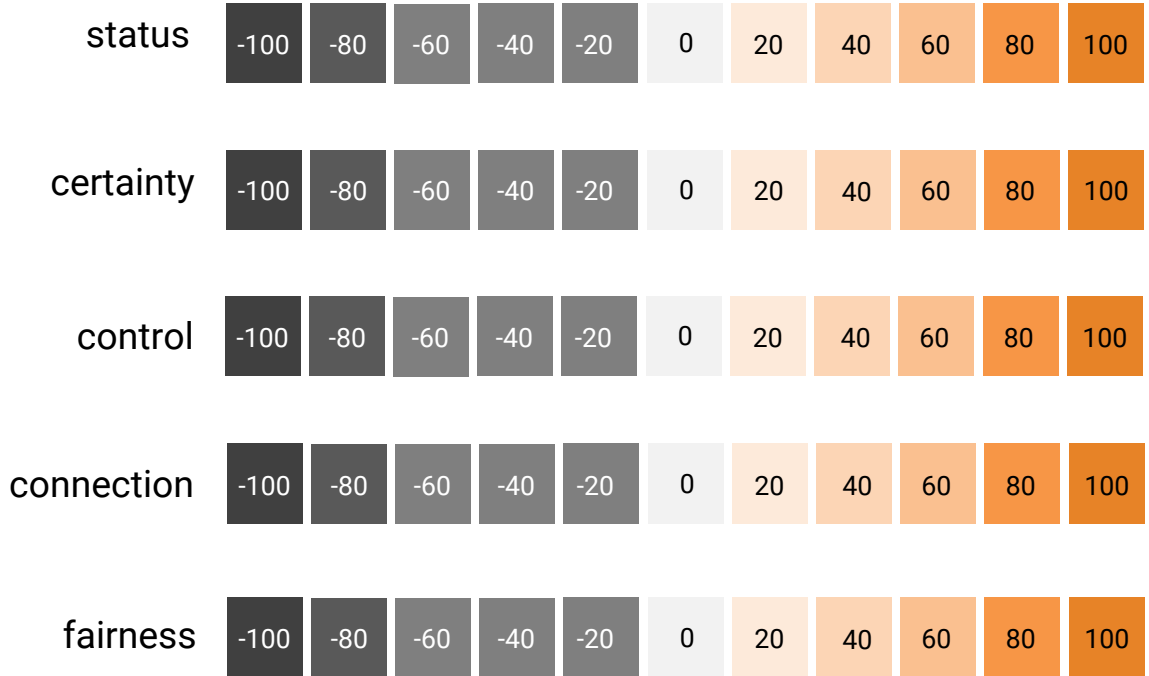


TABLE QUESTION

Identify a current or planned changes in your team, department or across the organisation



THREAT REWARD



STRATEGIC DECISION MAKING



Prefrontal Cortex



Limbic System



MOTIVATING TEAMS

GOALS

Channel attention

Focus the default brain state

Create a radar for goal relevant information




MOTIVATING TEAMS

Pursuit

v

Achievement



2 Leadership Dimension

Three Takeouts

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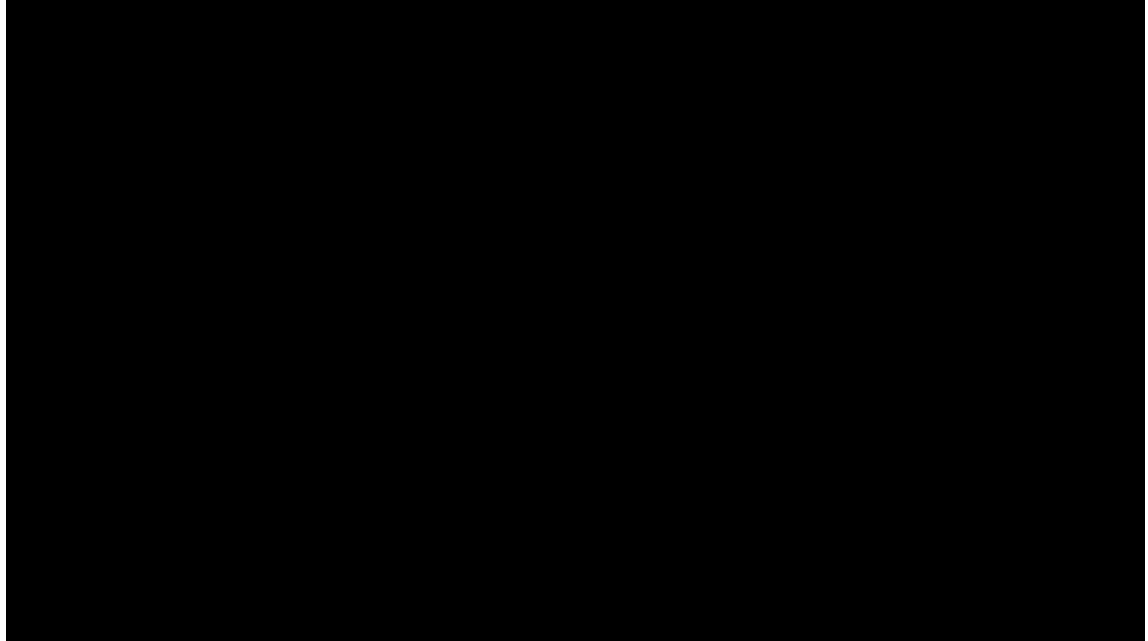
3 The Organisational Dimension

Fixed and growth mindsets

The neuroscience of engagement



Fixed and growth mindsets





REFLECTION

As it relates to you personally...

What do you have a
fixed mindset about?

What do you have a
growth mindset about?

ORGANISATIONAL GROWTH



Belief that everyone in the organization has the potential to learn, grow and improve – not merely a select few, or those deemed as ‘high potential’ or targeted ‘superstars’...

Halvorson, Cox & Rock, 2016



GROWTH MINDSET



AVOID
RATINGS/RANKINGS

COMPARE GROWTH,
NOT COMPETITION

VALUE PROGRESS



MORE RESILIENCE

MORE INNOVATION

BETTER LEADERSHIP

ENGAGEMENT



Engagement is something an employee has to offer:
it cannot be *required* as part of an employment
contract.

Chartered Institute of Personnel Development (CIPD)

5 DIMENSIONS OF THREAT & REWARD



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ACTIVITY

Review these engagement factors
and **sort** into the 5 dimensions of
threat & reward.

Gallup 12

The Conference Board themes



3 Organisation Dimension

Three Takeouts

1

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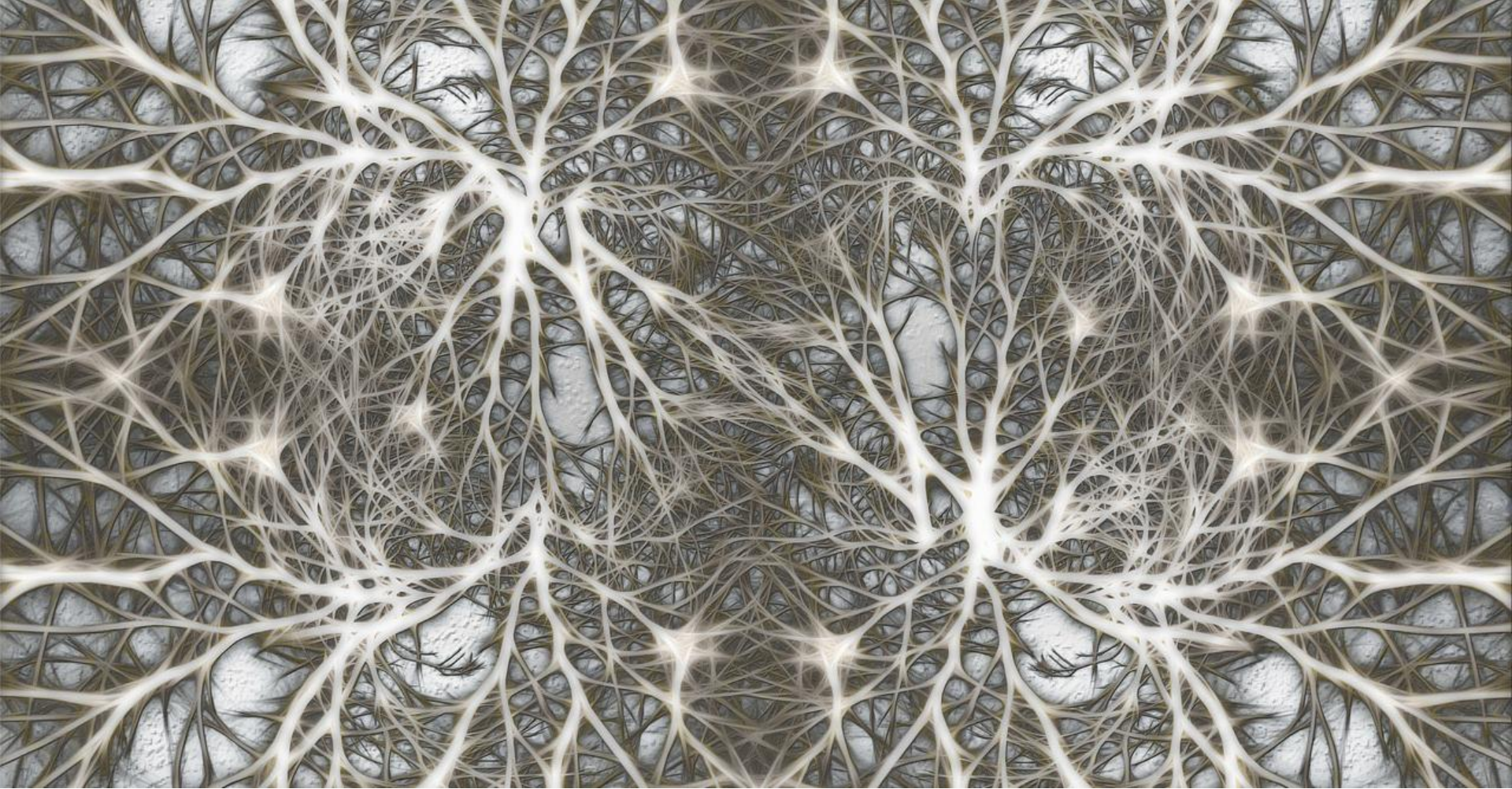
4 The Talent Dimension

The neuroscience of learning

The neuroscience of performance

Neuro Plasticity





ABOUT YOUR MEMORY



Recreated, not stored



Capacity limitations



Use it or lose it



Impacted by stress

LEARNING TAKES AGES



Attention



Generation



Emotion



Spacing



TABLE QUESTION

Identify 3 changes you could make to your current approach to learning and development applying the the principles of

neuroplasticity

memory

AGES



PERFORMANCE



GOALS FOCUS
ATTENTION

OPTIMAL AROUSAL
FOR PEAK
PERFORMANCE



SLEEP

NUTRITION

EXERCISE



REFLECTION

What 1 change to your personal routine could increase your performance?



4 Talent Dimension

Three
Takeouts

1

2

3



BrainBiz

PRESENTER



Sylvia Vorhauser-Smith

CEO, BrainBiz

Connect with me



ON MY BOOK SHELF

