

Mindsets Matter: The Neuroscience of Leading Change



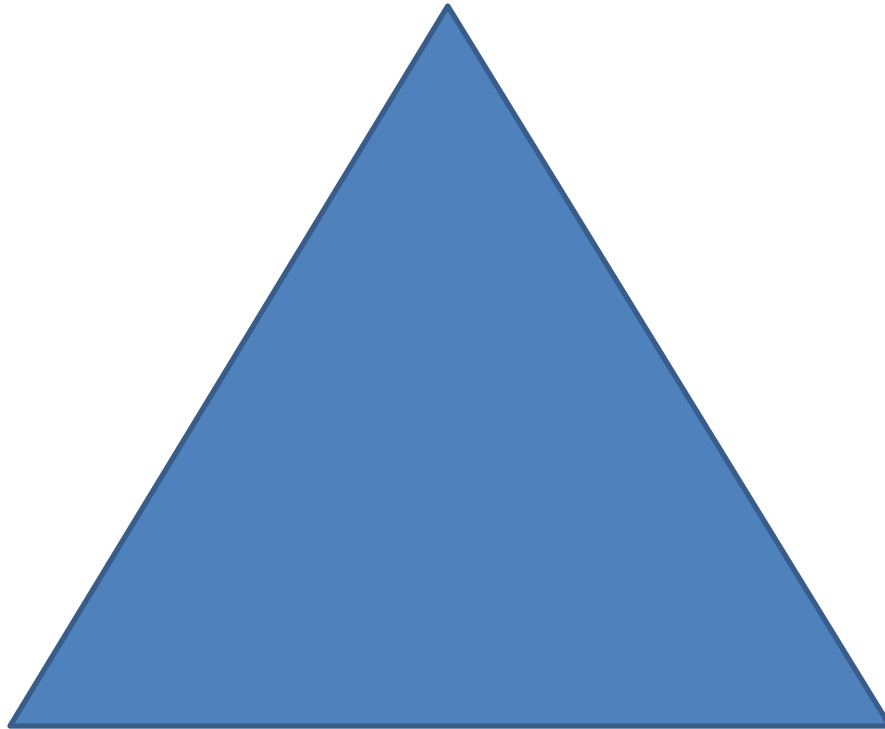
SYNCUP
LEADERSHIP GROUP

Terri Egan, Ph.D., Pepperdine University
Suzanne Lahl, M.S.O.D.

Mindsets Matter Workshop

- Examines neuroscience behind the tendency to “go with what you know”
- Presents ways to grow agile mindsets for change in fast-paced, complex environments

Mind

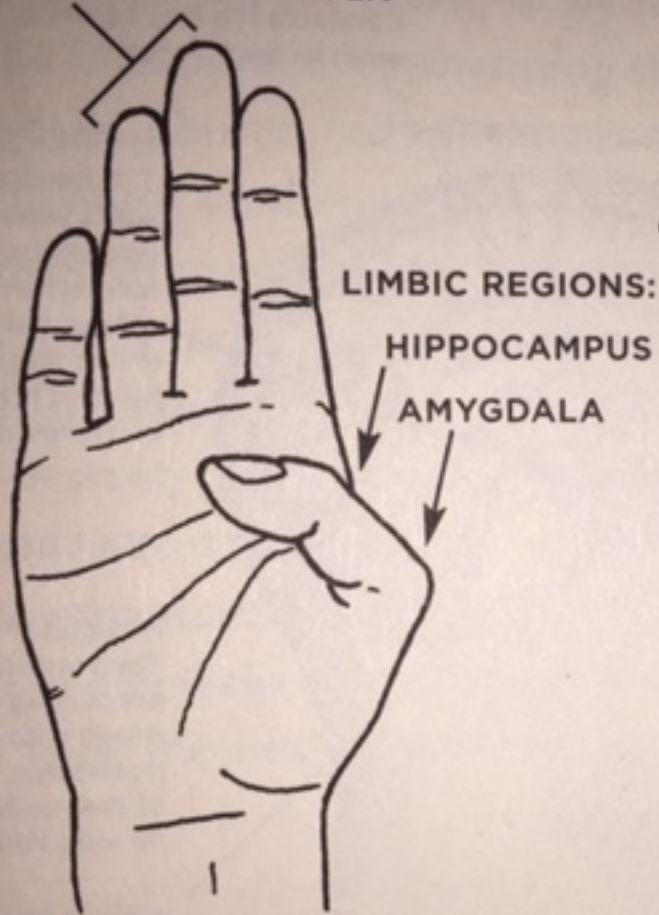


*Triangle of Well
Being – 3 aspects
of energy and
information flow*

Brain

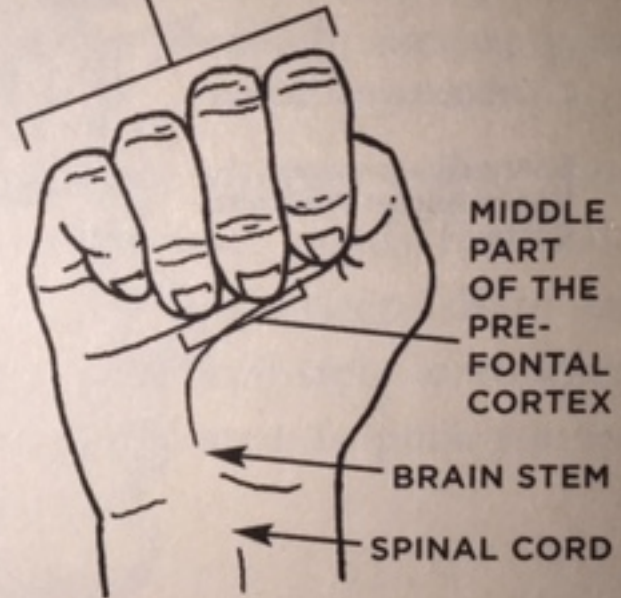
Relationships

MIDDLE PREFRONTAL CORTEX



Place your thumb in the middle of your palm as in this figure.

CEREBRAL CORTEX



Now fold your fingers over your thumb as the cortex is folded over the limbic areas of the brain.

What do we mean by **MINDSET?**

Our habits of mind, both **conscious** and **unconscious**, that shape our reactions and behavior.

For better and for worse.

SCIENTIFIC AMERICAN



Our Unconscious Mind

It exerts a profound influence:
shaping decisions, molding
behavior—and running our lives

ScientificAmerican.com
JANUARY 2014

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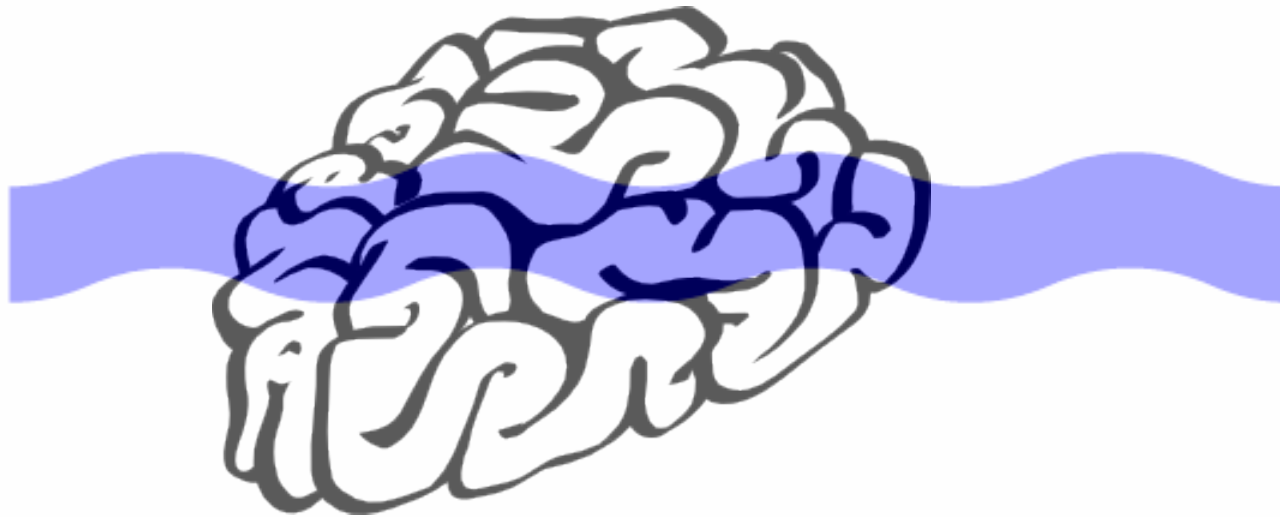
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behavior—and running our lives
shaping decisions
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What's Above & Below The Waterline?

Conscious



Unconscious

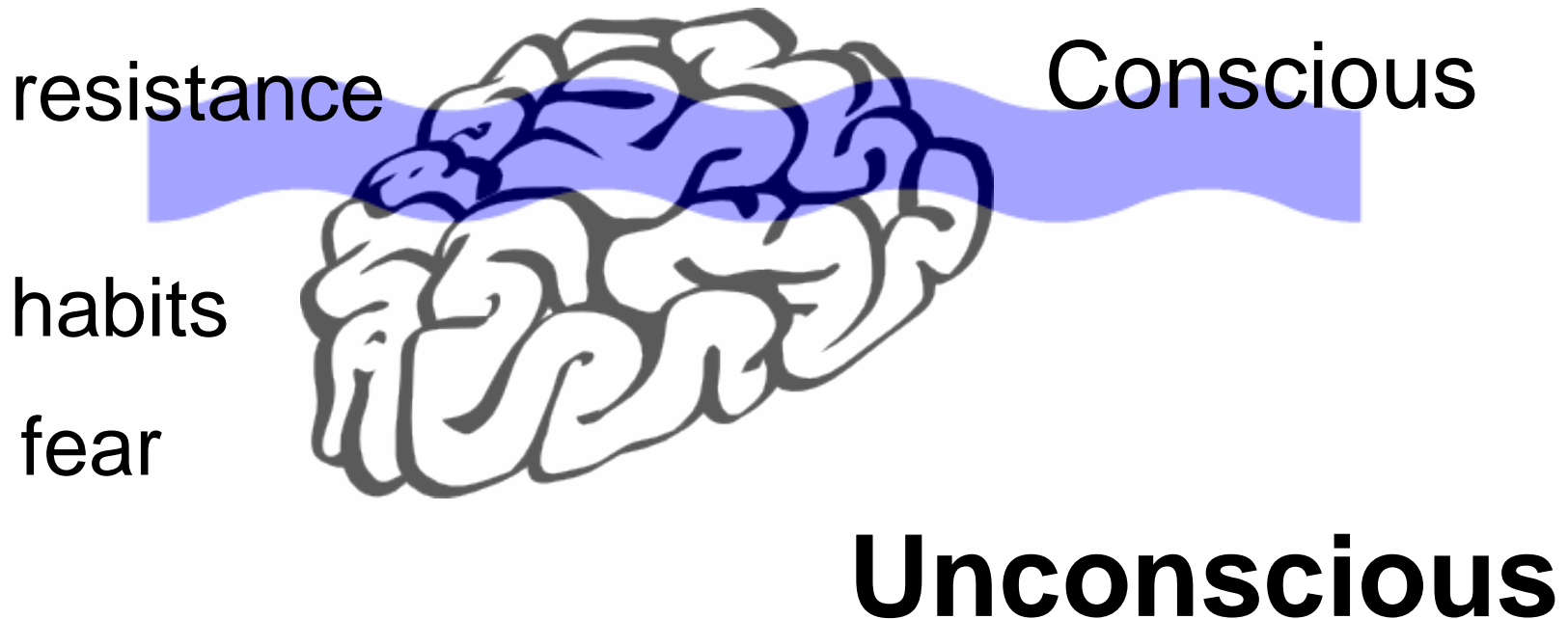
How We Think We Lead Change

Conscious

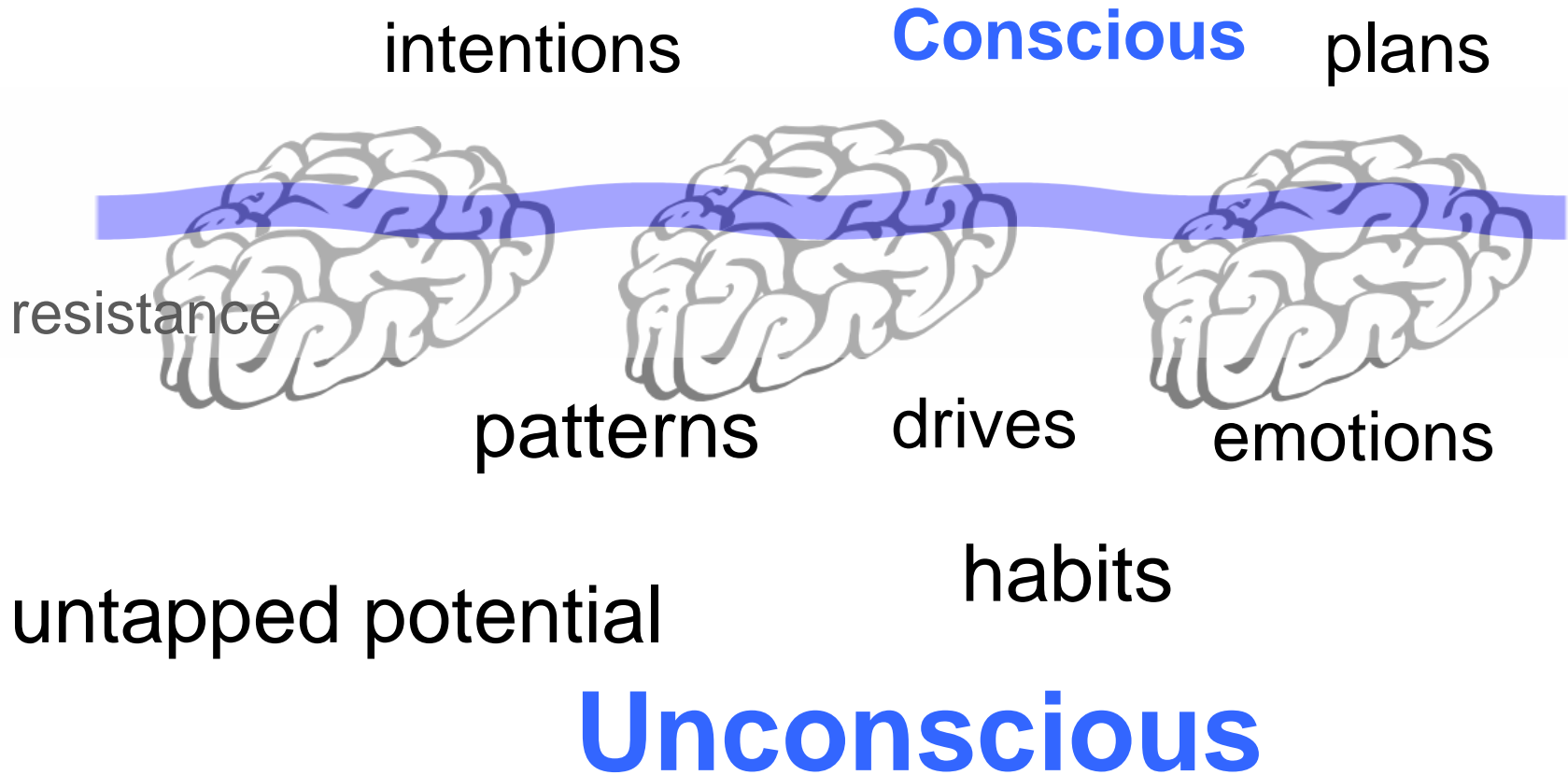


Unconscious

How We Think People React to Change



The Reality: We Are All Underwater



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Over 90% of our behavior is driven by our unconscious motivations, values, assumptions, beliefs and habits.

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behavior—and running our lives
shaping decisions, molding

**No surprise that sustainable
change is elusive.**

**Our mindsets are
underdeveloped and
overwhelmed.**

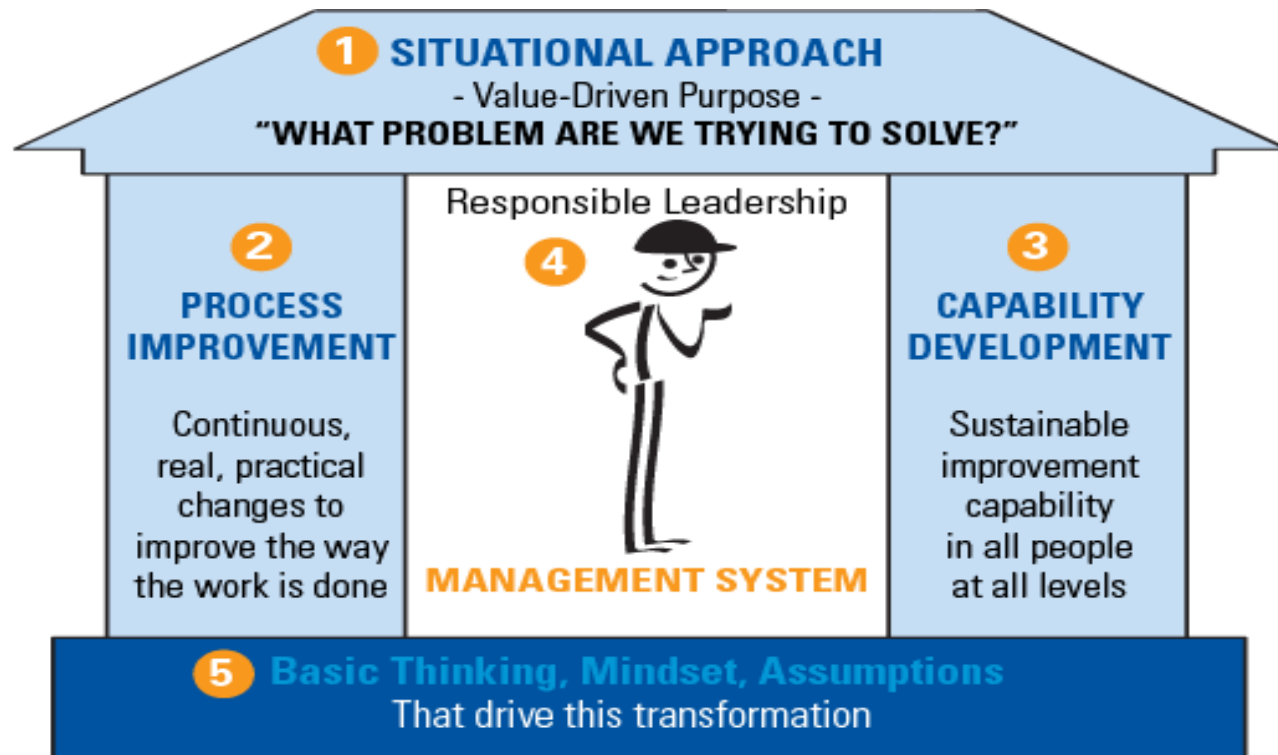
Our brain is wired to love
similarity, stability, security and
novelty on our own terms.





**All LEAN activities are
impacted by
MINDSETS.**

Could mindset growth **strengthen** the foundation of **LEAN** transformation?



HABITS of MIND

What's the **LEAN** process for eliminating non-value added habits of mind?



Solution: **NEUROPLASTICITY**

How Do We Grow Our Mindset?

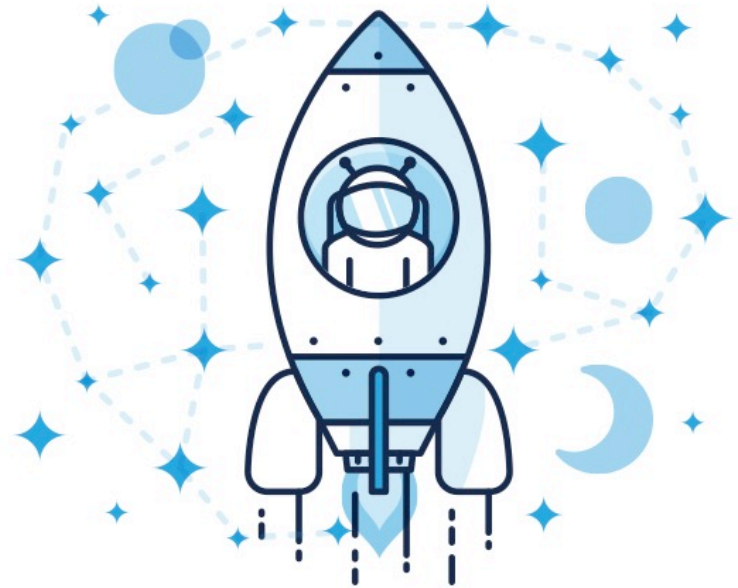
Desire

Education

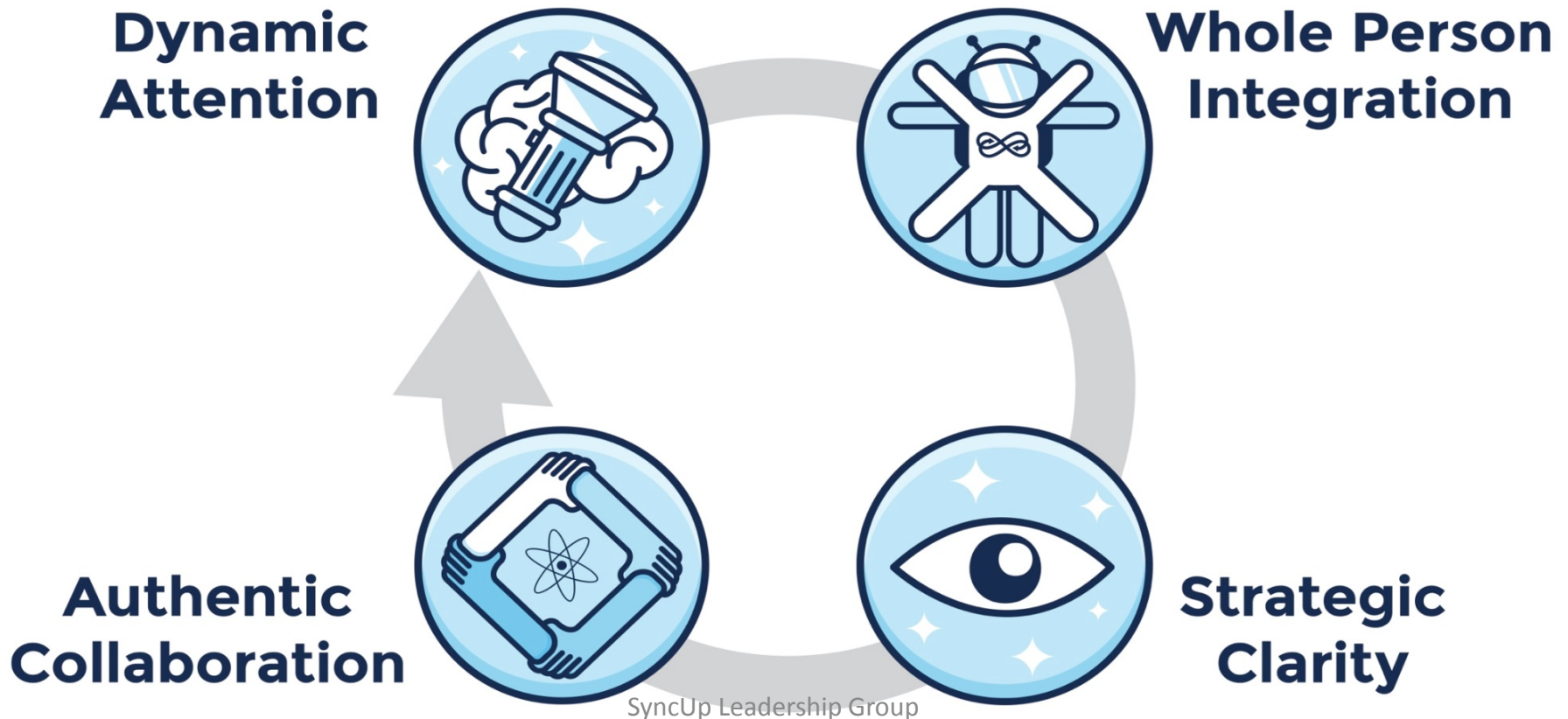
Applied Learning

Rapid Prototyping

Data



The SyncUp4 Model for Developing Mindsets



Step 1: Use your attention to
change your brain, reclaim
focus and build relationships

**Dynamic
Attention**



Brain Power Inquiry

1=almost never and 5=almost always

- **I schedule my most complex tasks when I am alert.**
- **I have a strategy for reducing anxiety when I am under pressure.**
- **I regularly unplug from technology to recharge myself.**
- **I refrain from multi-tasking.**





The Neuroscience of Dynamic Attention

Mindful awareness changes the brain, boosts immunity & increases well being.

Multitasking as an act of arrogance.

Your prefrontal cortex (executive function) is fragile.

One action I will take to increase:

- **my own dynamic attention**
- **dynamic attention for my
team/group**

Step 2: Use the power of emotions, inspiration, intuition, and health to thrive as a LEAN leader

**Whole
Person
Integration**



S-P-I-N-E Dimensions

Spiritual

Physical

Intellectual

iNtuitive

Emotional



Whole Person Inquiry

1=almost never & 5=almost always

S - I feel part of a community at work.

P - I use the signals my body sends me as information to change my behavior.

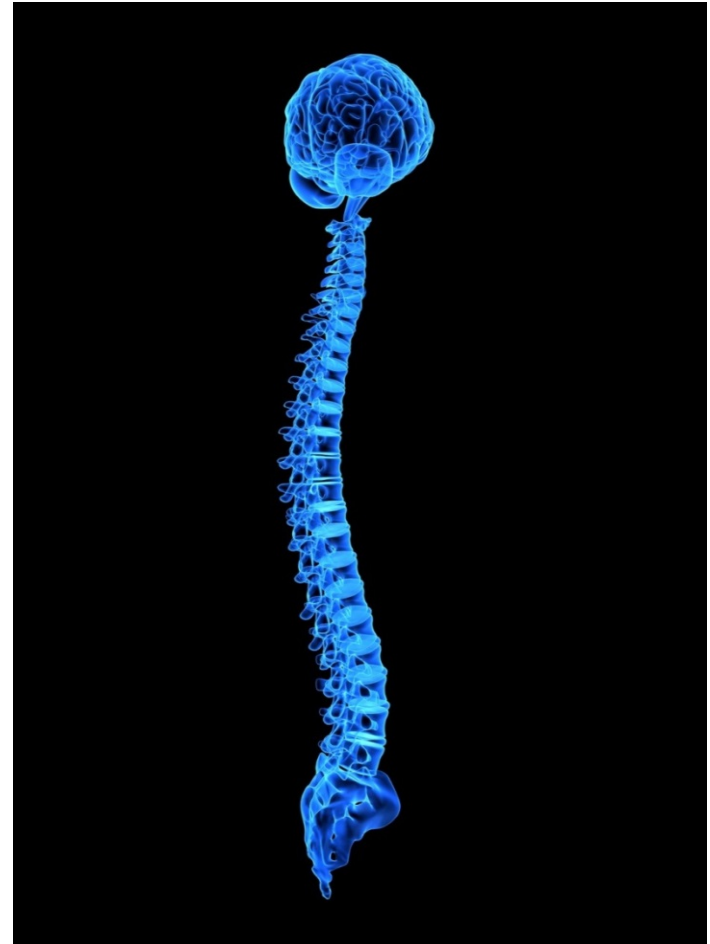
I - I regularly challenge my own thinking.

N - I count on my intuition to help me make decisions.

E - I process emotions to gain insight.

Whole Person (SPINE) Reflection

What do I
value, what do
I ignore?



Spiritual

Sense of meaning, purpose & community at work.

Physical

Manage well being & energy,
use body as signaling system.

Intellectual

Comfort with complexity and ambiguity – systems thinker.

iNtuitive

See patterns in unrelated data;
source of creativity and insight.

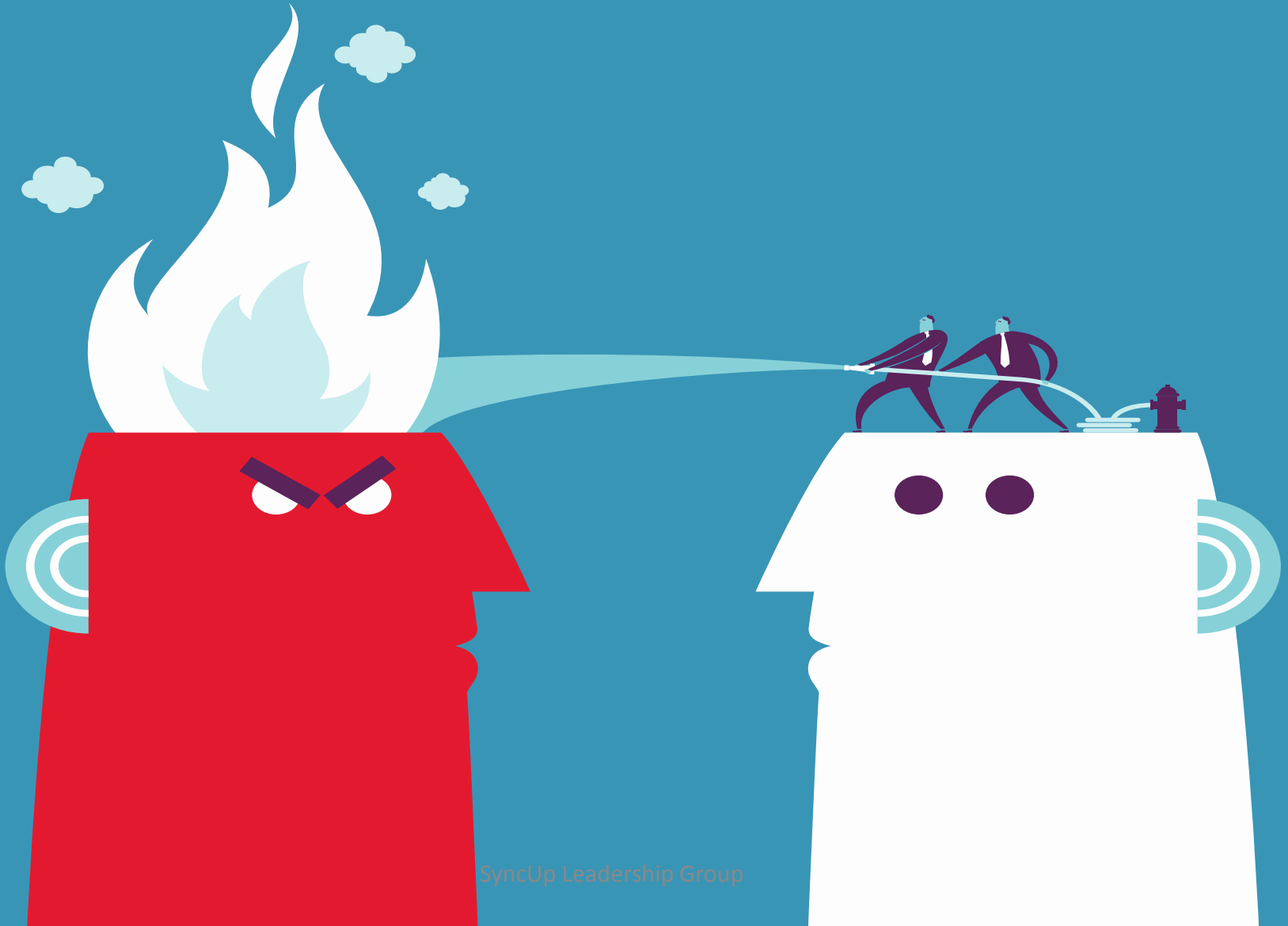
Emotional

Recognize emotions as
information, regulate emotions,
attune to self and others.

Emotions Drive Behavior

Because thinking serves at the pleasure of emotion, **emotional maturation** provides the foundation for the quantum leap from intelligence to **wisdom**.

Louis John "Lou" Cozolino, Ph.D.
Professor of Psychology, Pepperdine University



SPINE Integration Impact

- Feeling connected to self and others
- Focus
- Resilience
- Accountability
- Tolerate ambiguity
- Regulate emotions
- Agile
- Well-being

Siegel, (2010)

Step 3: Step back, assess the situation, incorporate new insights and take action.

**Strategic
Clarity**



Remember.....

More than 90%
of what
motivates us
is under the
waterline.



Leadership Behavior Patterns

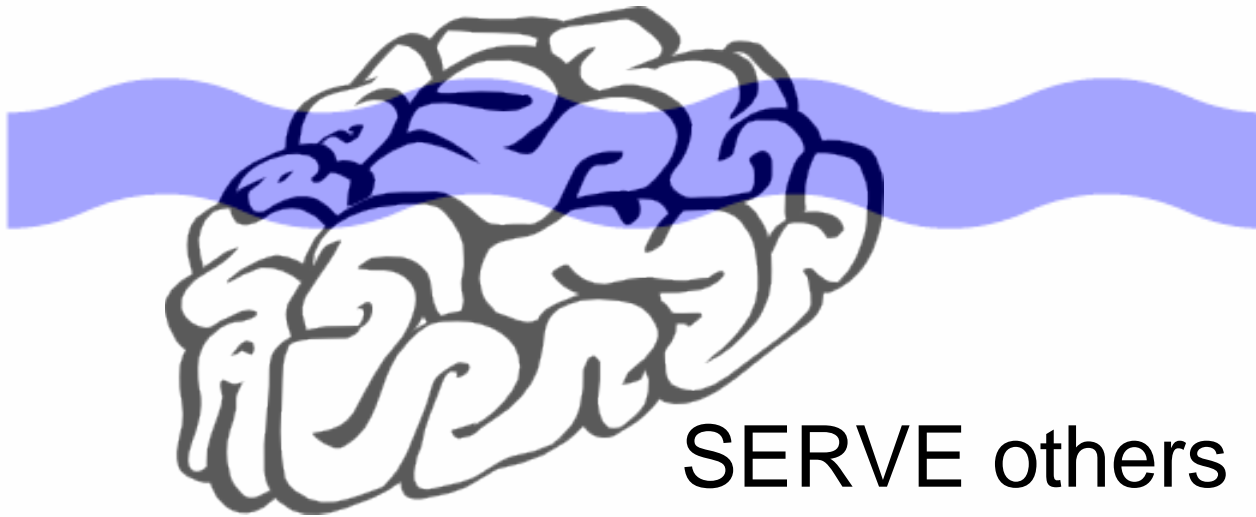
Pick one pattern that describes you:

- Works hard
- Maintains high standards
- Action oriented
- Takes strong stands
- Seeks harmony



The Case of Helen

'Works Hard' Pattern



SERVE others no
matter what

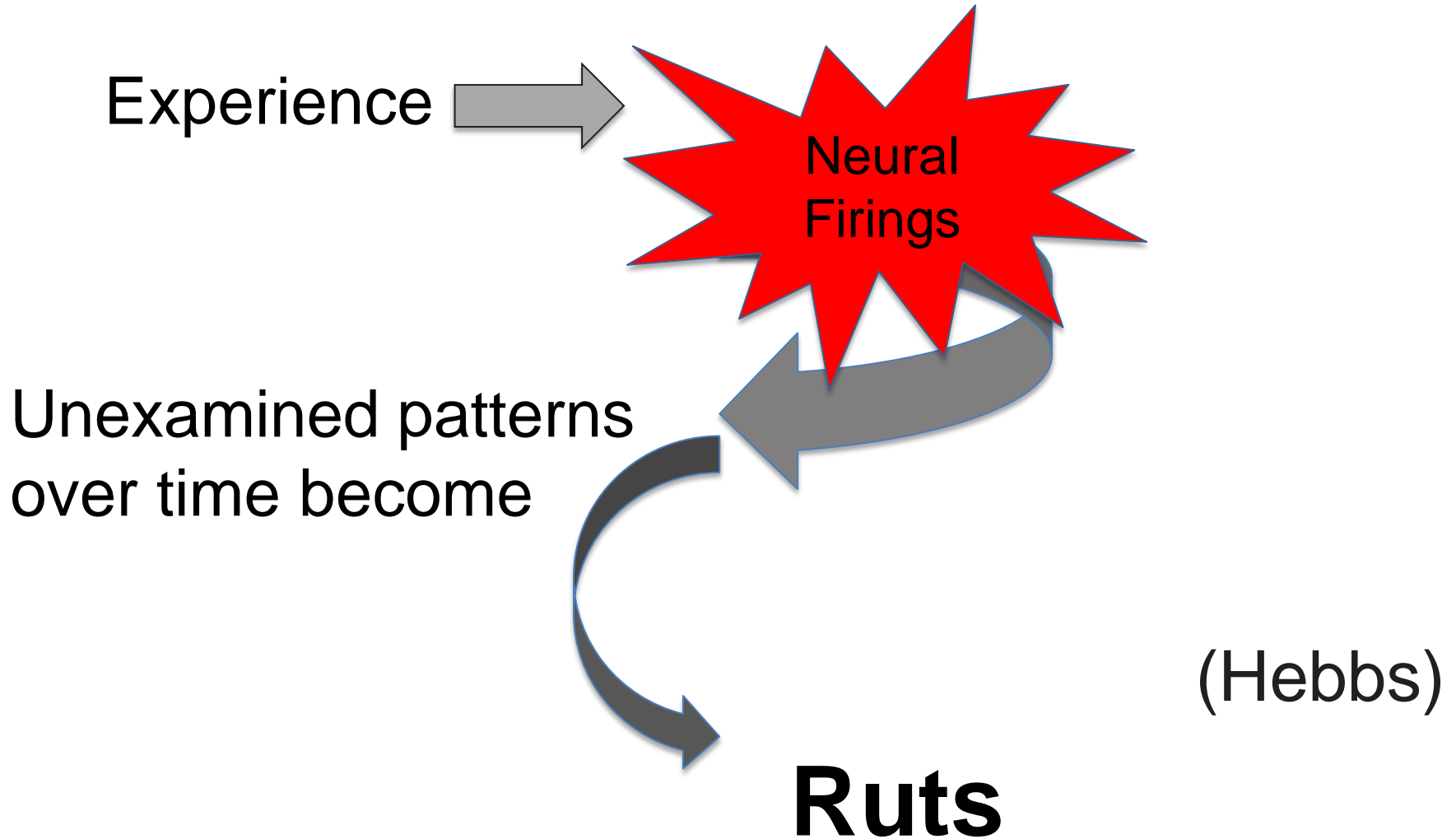
Lack of EMPATHY for
self and others

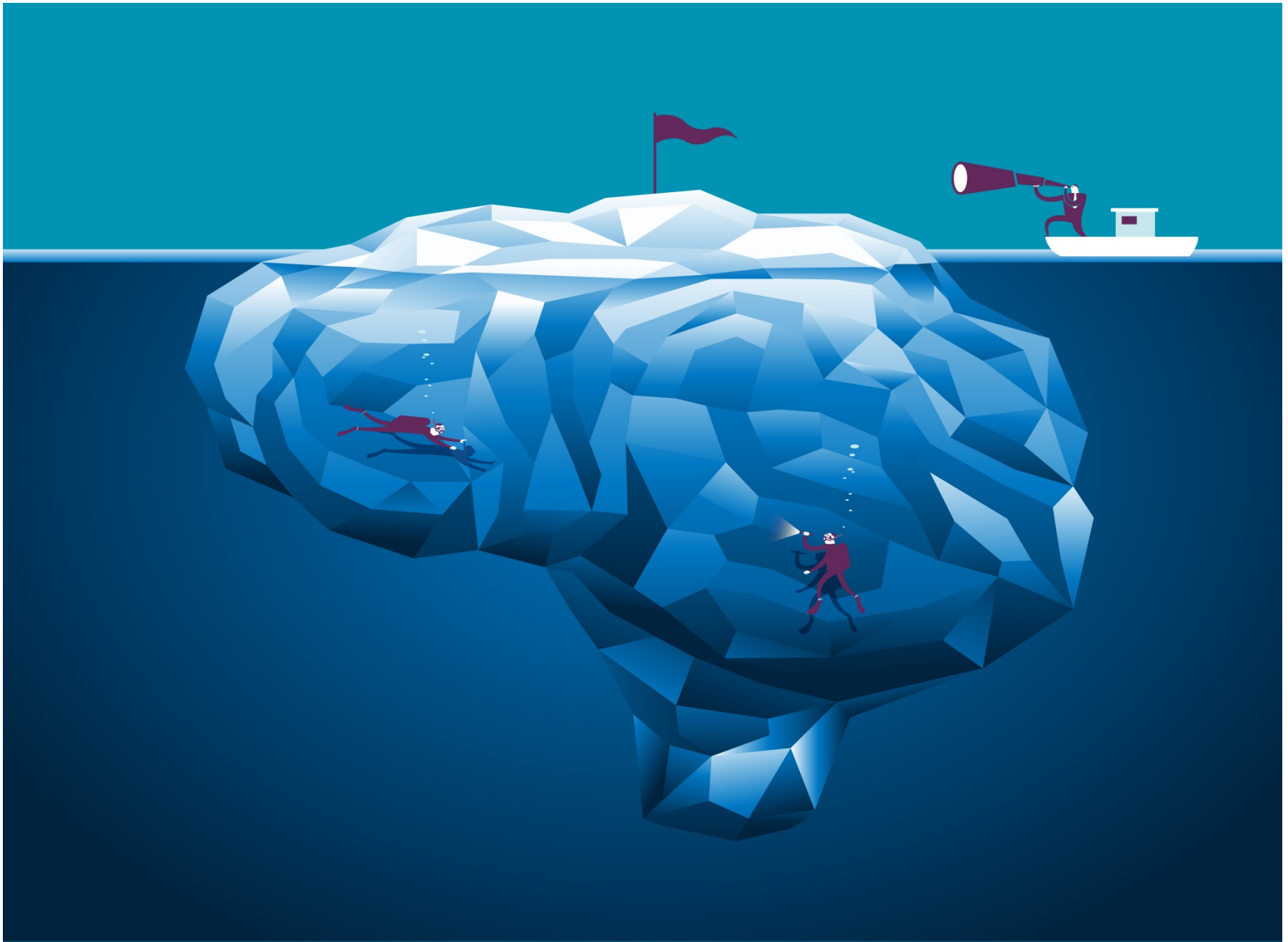
The Neuroscience of Strategic Clarity

We have 100's of biases that operate automatically.

Understanding how your mind and brain interact can help you mitigate those biases.

What Fires Together Wires Together





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Become a **COAL** investigator –

- Biases
- Unprocessed memories
- Stories from your past
- Assumptions
- Roots of resistance
- **PATTERNS** that derail us

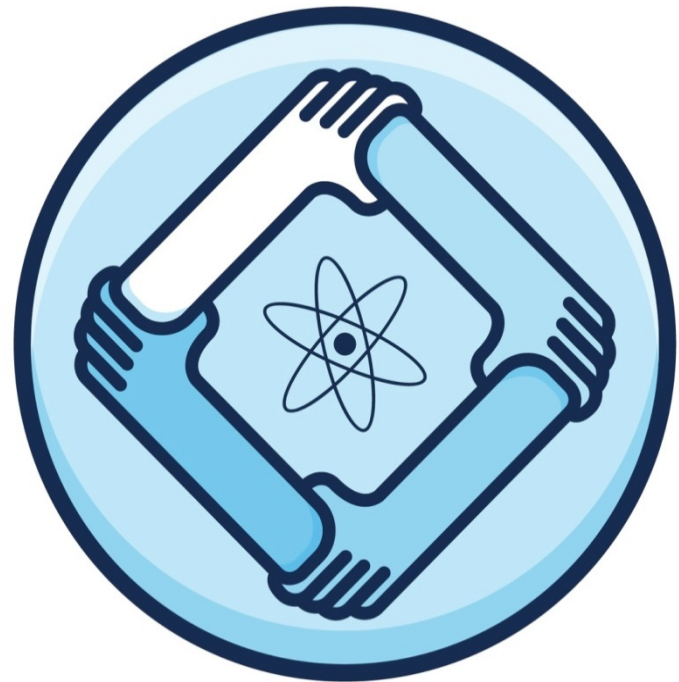
Strategic Clarity Checklist

How to keep from being derailed by our patterns:

- **Recognize triggers**
- **Reset - time out**
- **Tune into whole person**
- **Check out history (narrative) with pattern**
- **Think of wiser response**
- **Experiment with new behavior**

Step 4: Harness radical accountability and compassion. Increase engagement, inspire innovation and free up capacity.

Authentic Collaboration



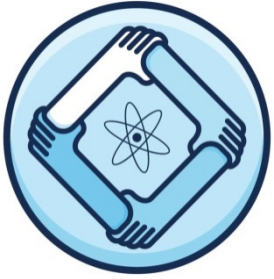
Most people at work, even in high-performing organizations, divert considerable energy every day to a second job that no one has hired them to do: preserving their reputations, putting their best selves forward and hiding their inadequacies from others and themselves.

We believe this is the single biggest cause of wasted resources in nearly every company today.

Kegan, Lahey, Fleming, Miller, HBR (April 2014)

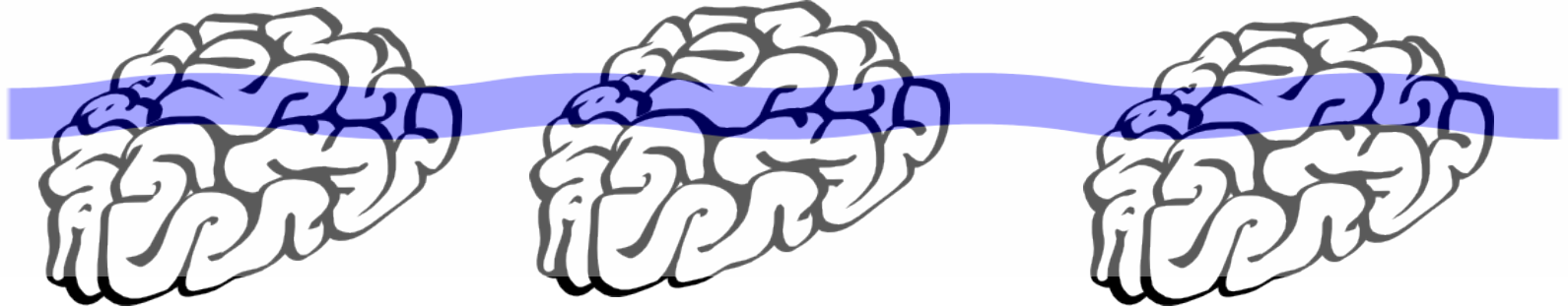


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Procurement Team

Leader Maintains high standards



Frustration

Fear

Guessing

The Neuroscience of Authentic Collaboration

The brain is a social organ.

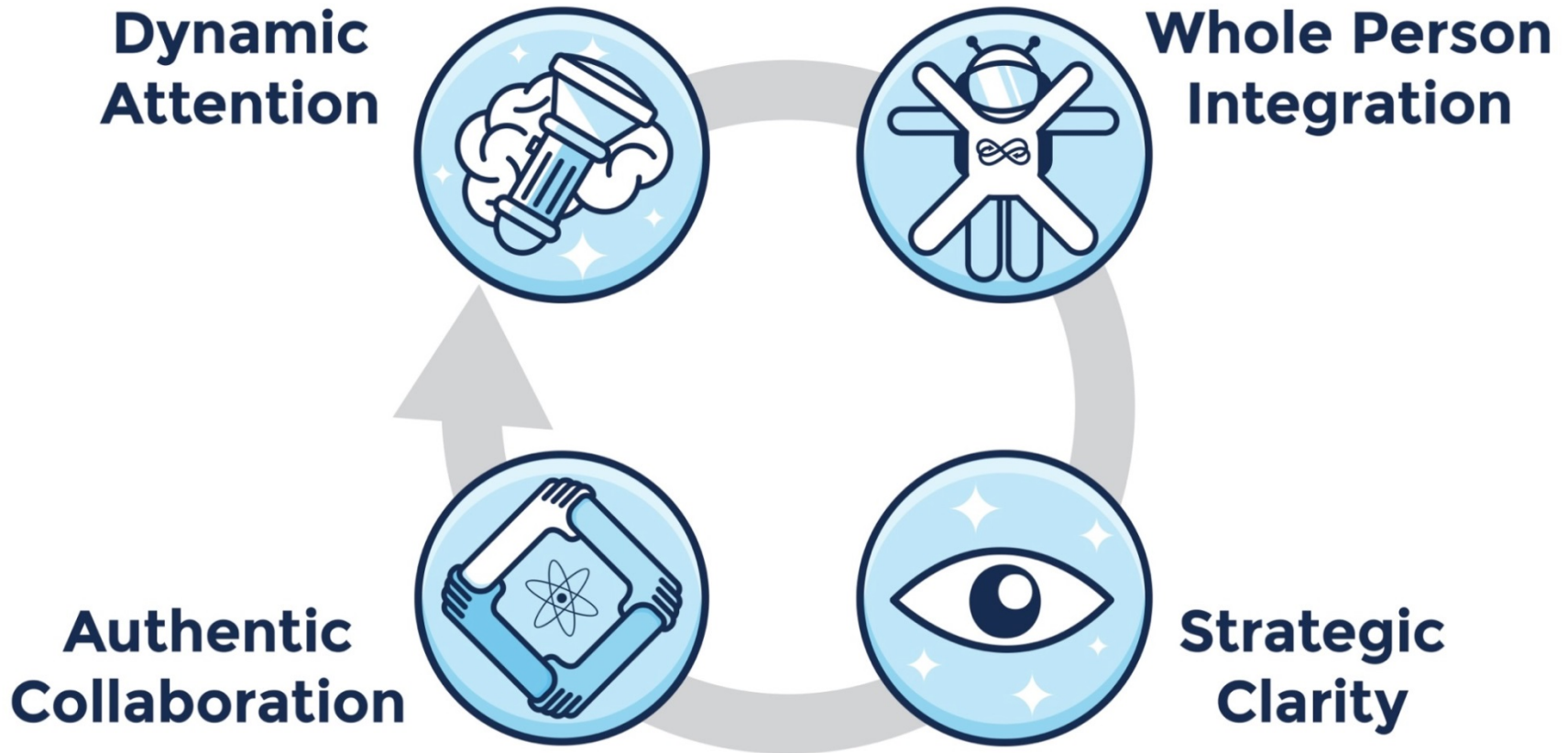
The quality and nature of our relationships regulate fear, anxiety and stress.

The ability to change our behavior is optimized in the context of familiar and caring relationships.

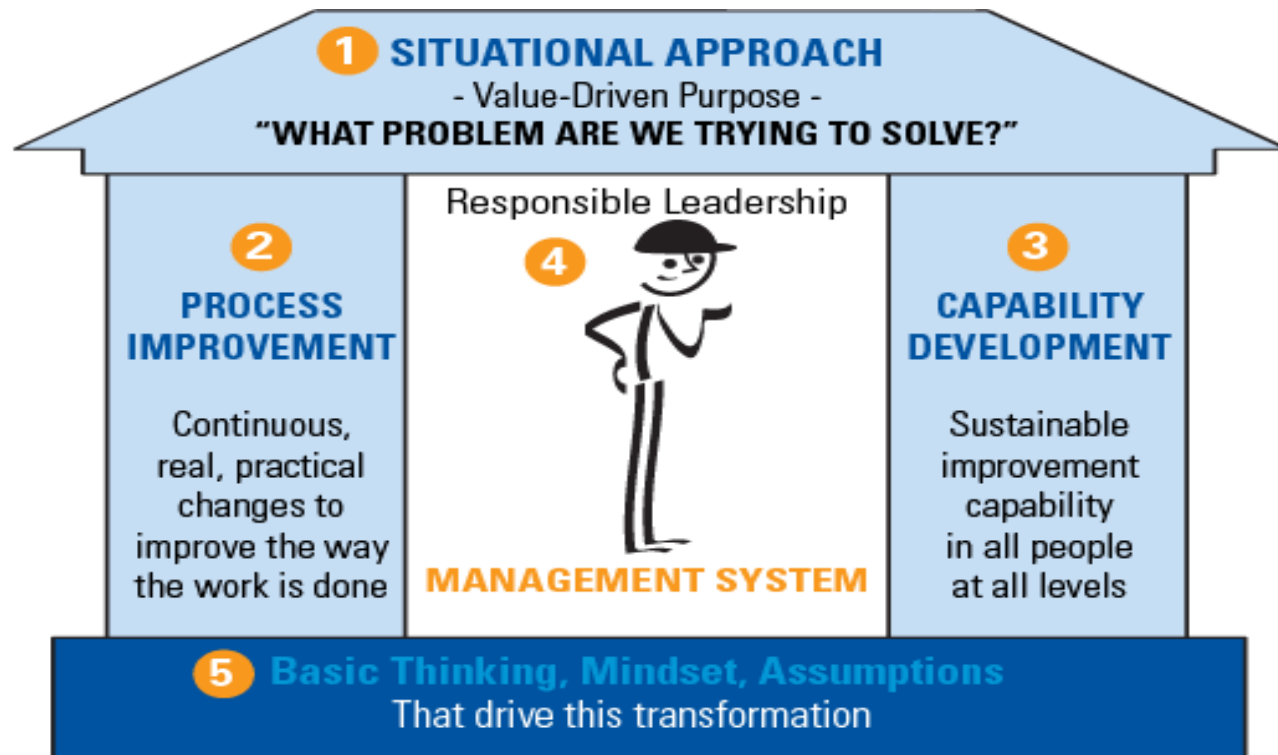
Authentic Collaboration checklist for LEAN leader

- See self as coach or mentor
- Implement frequent “**feeling huddles**” – start with check-in, end with check-out
 - Team use SC checklist
 - No technology
 - Allow time

Mindsets Matter!



Could mindset growth **strengthen** the foundation of **LEAN** transformation?



Mindsets Matter

Presentation References

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SyncUp Model Resources

- Terri and Suzanne's Blogs for *Entrepreneur Magazine*
 - <http://www.entrepreneur.com/author/terri-d-egan-and-suzanne-lahl>
- Short article describing the SyncUp 4 Capabilities Model
 - <http://gbr.pepperdine.edu/2012/11/bridging-the-complexity-gap/>
- Leader Case Stories
 - <http://syncupleadership.com/leader-stories/>