

The Neuroscience of Leadership

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NeuroLeadership Institute

Annual summit



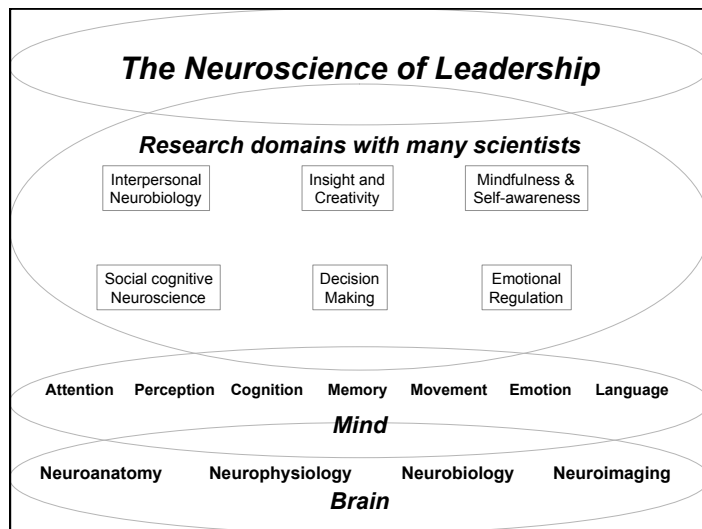
Journal



Certificate, Post-Graduate & Masters Degrees




Informing coaching, leadership development, change management, learning.

What is NeuroLeadership?

The neuroscience of:

- **Making decisions & solving problems**
- **Staying cool under pressure**
- **Collaborating with others**
- **Facilitating change**



What isn't budging much

Coaching to improve performance

Fostering creativity

Driving change

Growing talent



What brain research does

Confirm our hunches



What brain research does

Make us rethink assumptions

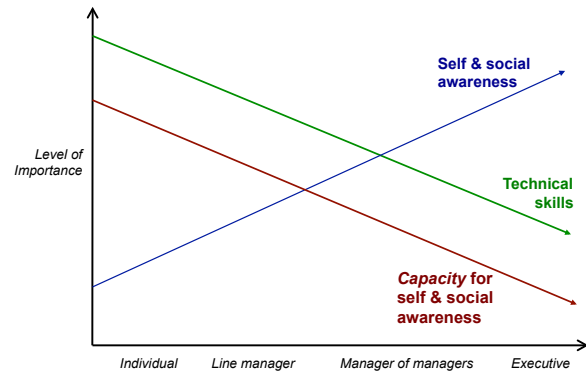


What brain research does

Deeper human skills development,
with more people,
at more senior levels.



The need to adapt



The leader's world

- Massive volumes of data to process
- High need for insightful thinking
- Deep importance of social connection



What the brain needs

1. Moderate stress
2. Good sleep
3. Positive affect

Payne (2011)



The reality

Too much to do

Being seen by others



Deal with uncertainty



Boyatzis & Blaize (2006)



Impact of a threat response

- Increase motor functioning
- Reduce field of view
- Reduce working memory
- Result in fewer insights
- Increase pessimism



Circuits for goals v people

Being goal-focused switches off the circuits for thinking in terms of people.

Spunt & Lieberman (in press)



We're poor at mentalizing

The "false consensus" effect.

Hard to consider the mind of others who don't know what you do.

We assume people similar to us think like us.

High cognitive load makes this much worse.



Self = Social

The circuits for thinking about self are activated in a similar way when thinking about others.

Lieberman & Pfeifer (2005)

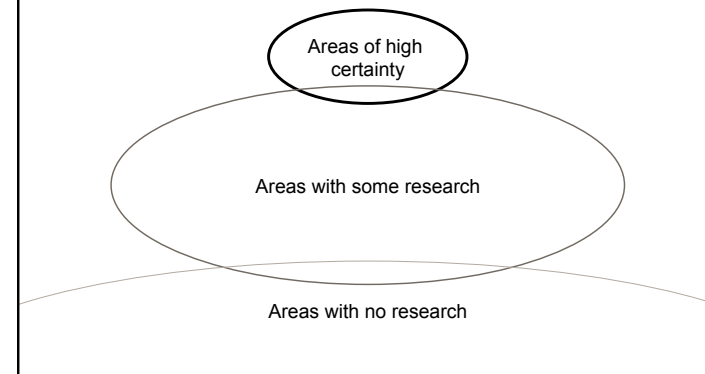


How brain research helps



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What we know



Four surprises

1. The rational is overrated
2. We've got emotions backward
3. Social issues are primary
4. Attention changes the brain

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Resources

Books:

Quiet Leadership - David Rock (Collins, 2006)

Coaching with the Brain in Mind - Rock & Page (Wiley, July 2009)

Your Brain at Work - David Rock (Harper Business, October 2009)

Other resources:

www.NeuroLeadership.org - summit, graduate certificate, journal

NeuroLeadership.com - brain-based coaching programs

DavidRock.net - blog, interviews, audio, articles, research

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References

Boyatzis, R.E., Smith, M. and Blaize, N. (2006) Developing sustainable leaders through coaching and compassion, *Academy of Management Journal on Learning and Education*, 5(1): 8-24.

Lieberman, M. D., & Pfeifer, J. H. (2005). The self and social perception: Three kinds of questions in social cognitive neuroscience. In A. Easton & N. Emery (Eds.), *Cognitive Neuroscience of Emotional and Social Behavior* (pp. 195-235). Philadelphia: Psychology Press.

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