



Shared IT Services for Higher Education & Research

Conference 2018

Welcome!

Re-Thinking IT Leadership 2.0 - A Science Based Approach to Team Engagement

A decorative graphic at the top of the slide featuring a network of blue lines and dots on a dark blue background, resembling a molecular or digital structure.

Quick Survey

- How many senior leaders?
- How many middle managers?
- How many “in the trenches” ?




Objective

- Uncomfortable!!!!
- Challenge “old school” management
- Introduce you to Neuroleadership / Scarf model
- Give you at least 1 actionable idea to take back to your workplace
- Interactive



Agenda

- Introduce myself – The Narrative
- Brief NLI overview
- SCARF Model
- Case study
- Insight



“People who lead with data
are doomed for failure” -
Soledad O’Brien



About Me

Dad, Dreamer, Optimist, Nerd, Brain based leader, Ultra Marathoner, Islander, Off The Gridder, Trekker, Hiker, Ironman, Traveler, Surfer, , Cyclist , Swimmer , Minimalist, Wanderer, Burning Man Burner, Life long student. Life is short.

About Me

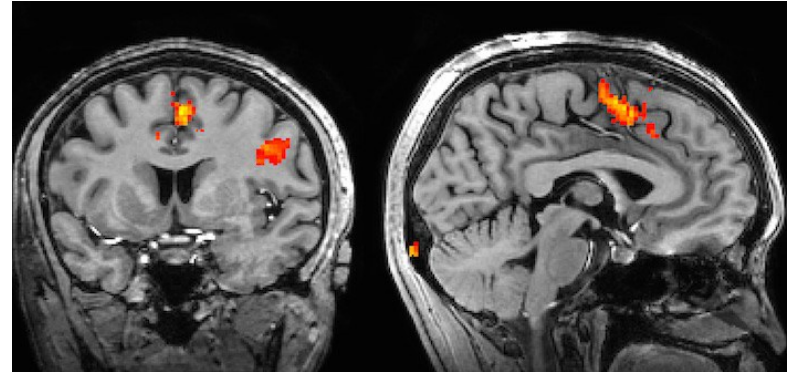
- Alberta
- Comp Sci Degree - programmer
- K-12
- Lethbridge College
- City of Lethbridge
- Always questioned my approach



What is Neuroleadership?

Neuroleadership: *It defines **the field of study and exploration involved with looking at leadership development and human performance improvement through the lens of the understanding of how the brain works.** - Dr. David Rock.*

“To Transform Leadership Through Neuroscience”



Typical Challenges in Post Secondary IT Departments

- Resource challenges = creativity
- Non stop change = comfort/adaptably
- Never been done before = insight / creativity
- Very complex systems = focus/problem solving

"Thinking about Thinking"

Higher Reasoning
Executive Function

Prefrontal Cortex

**9 Functions of the
Prefrontal Cortex**

1. Empathy
2. Insight
3. Response Flexibility
4. Emotion Regulation
5. Body Regulation
6. Morality
7. Intuition
8. Attuned Communication
9. Fear Modulation



Limbic Brain


1. Fight, flight, freeze stress response
2. Thinks, "Am I safe? Do people want me?"
3. Emotions live here

The Brain's Organizing Principle



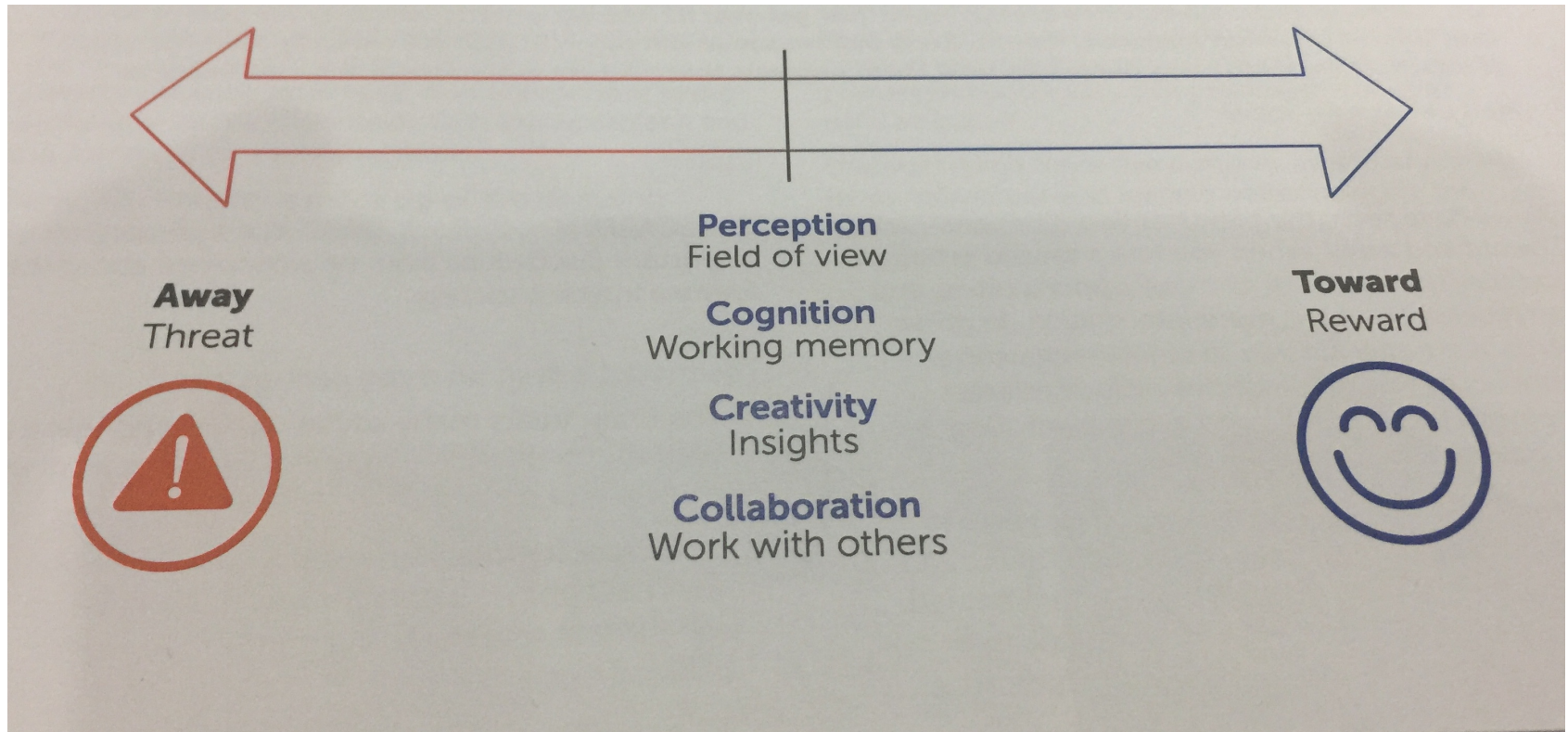
The brain has 2 functional states:

- **Towards/Reward**
 - See more options
 - Choices
 - Opportunity
 - Towards emotions
 - Examples: Interest , happiness , joy
 - This is where we want our teams!
- **Away/Threat**
 - Fewer if any choices
 - Harder to be creative
 - Ability to receive more info is limited
 - Examples : fear, anger, frustration, confusion, pain



The brain is constantly (five times per second) scanning the environment for stimuli that may lead to either threat or reward.

Impact of a Threat Response on Performance



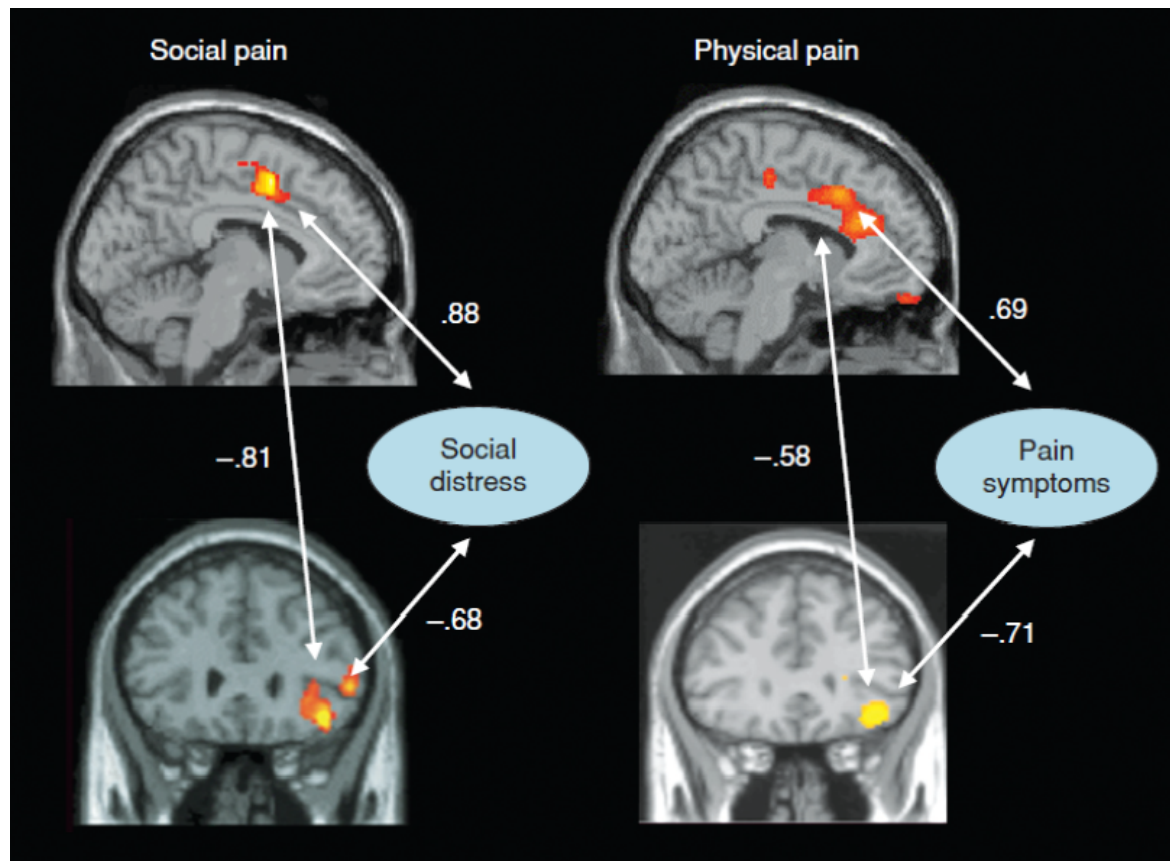
Threat leads to:

- Reduced working memory
- Narrower field of view
- Generalizing of threat
- Greater pessimism

Reward leads to:

- Greater cognitive resources
- More insights
- Increased ideas for action
- Fewer perceptual errors
- Wider field of view

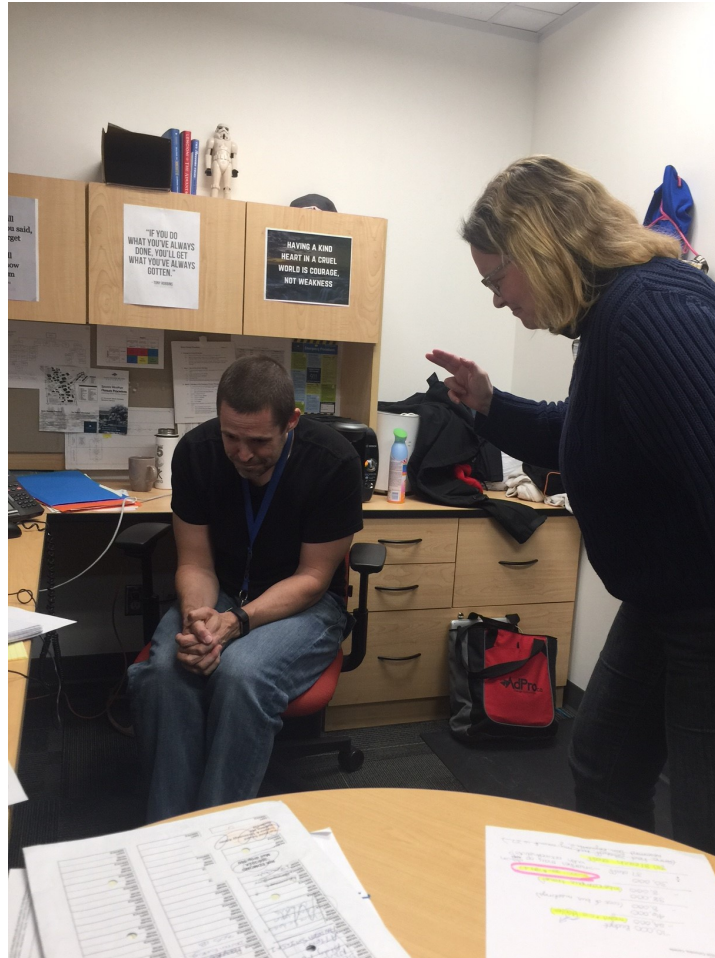
Social threat and reward are treated with the same intensity as physical threat and reward

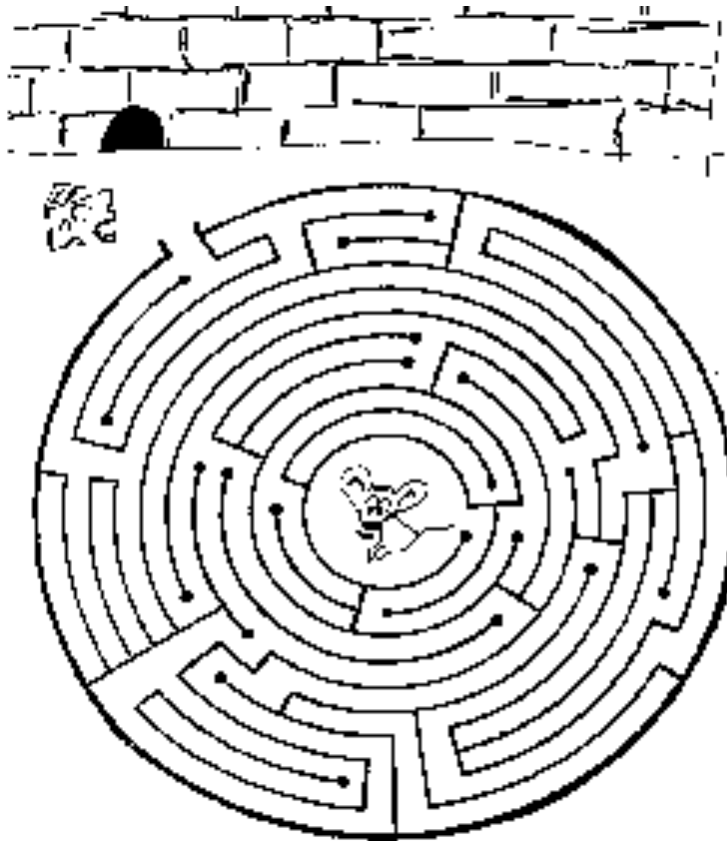


Why we manage like we do:



My Daily Tongue Lashing







**“Threat literally makes
people less smart “
- David Rock**

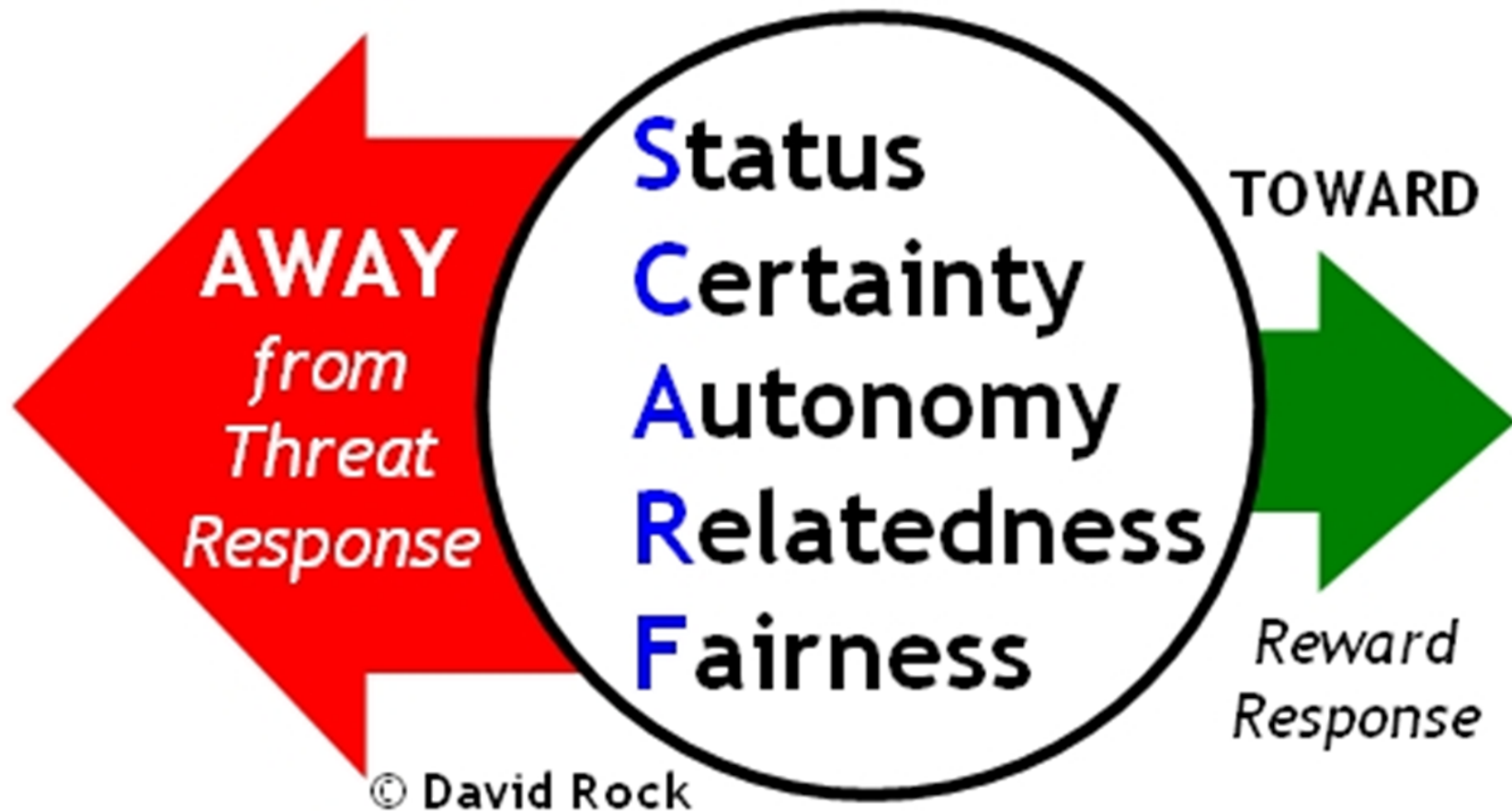
A decorative graphic at the top of the slide featuring a network of blue lines and dots on a dark blue background, resembling a molecular or digital structure.

Digestion:

What are some examples of how staff could perceive being threatened at work?

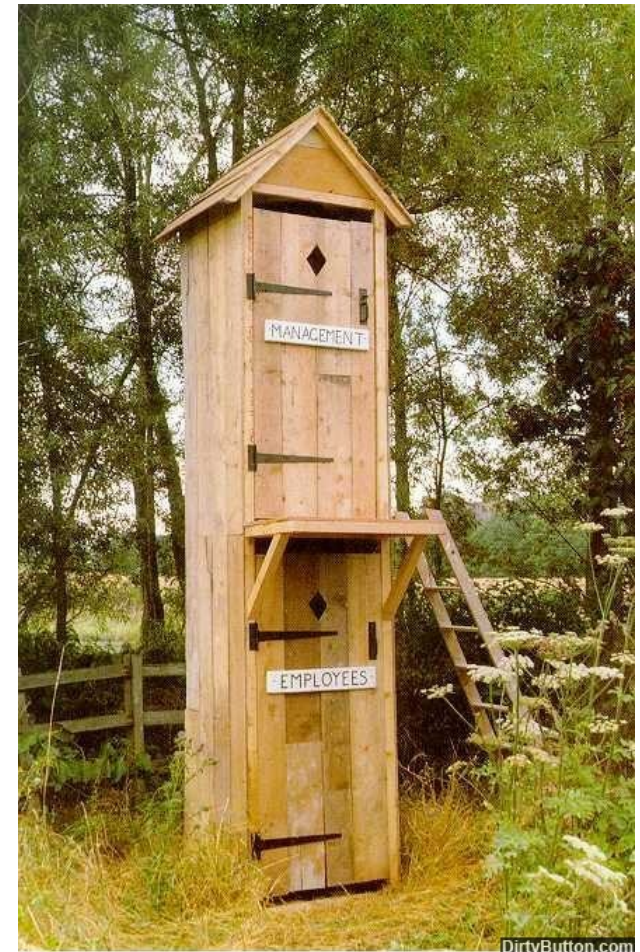
2 minutes to discuss

SCARF Model of Social Threats and Rewards

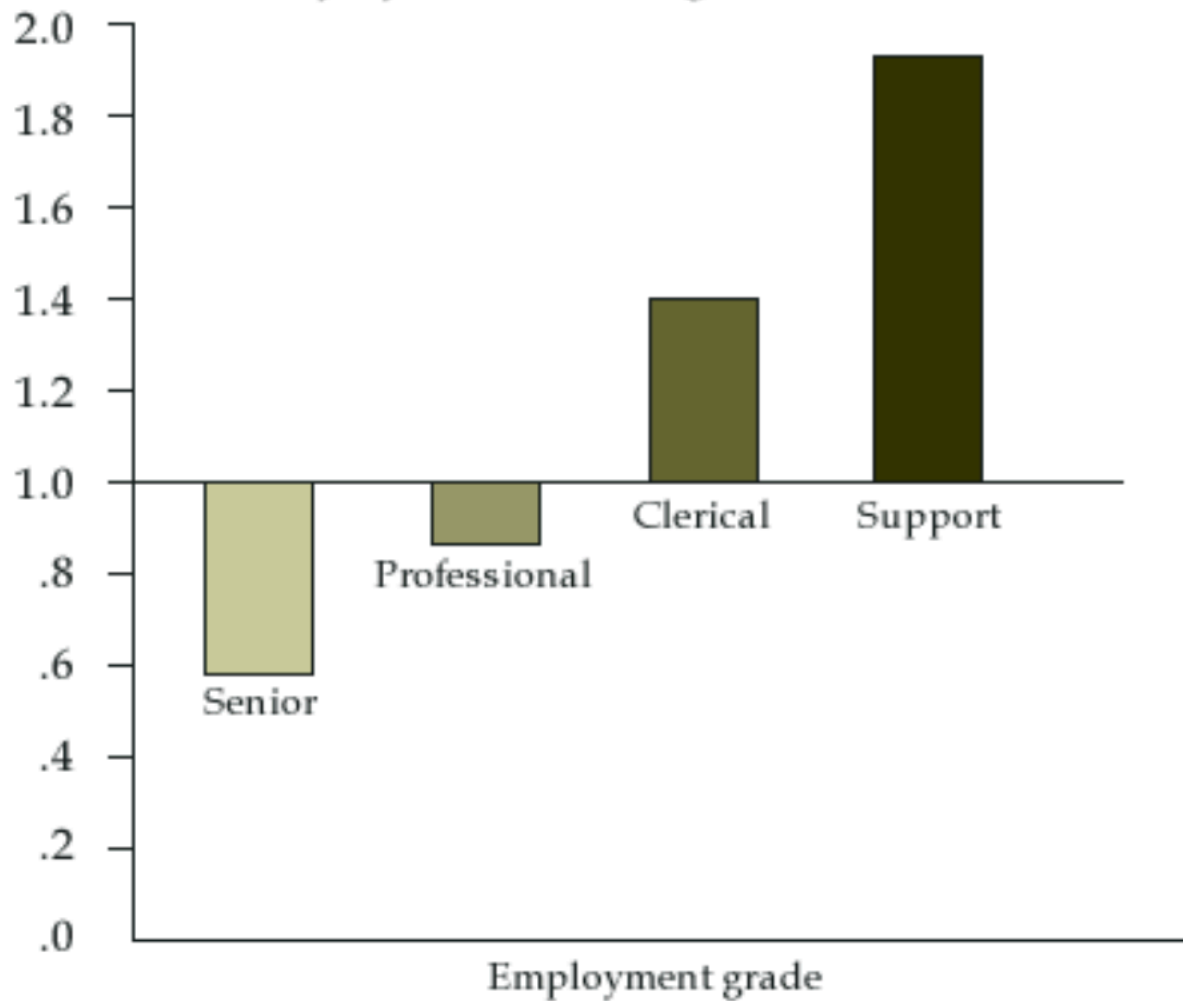


Status


- Our relative importance to others. Our sense of worth
- Where we fit into the hierarchy both socially and organizationally
- What were those people in the coffee room thinking?
- What was Maurice doing when he included me in important decisions and meetings?



Mortality By Grade Among British Civil Servants



Marmot et al, 1987



Many new managers operate in a threatening way creating a danger response putting status at risk. Or maybe they know the job well and give lots of feedback also putting status at risk

Certainty


Being able to predict the future.

When surroundings are uncertain, then the person's brain activity increases and creates a stress response.

A manager requesting a meeting with no description ?

What were those staff discussing in the staff room?





Many new managers don't
understand the importance
of clear expectations
creating uncertainty.



Digestion

What is on1 way you can go
back to your team and introduce
certainty?

2 minutes to discuss

Autonomy


Sense of control over events

A feeling of choice , more likely to move towards reward

Less autonomy, more situation is treated as a threat

What did Maurice do when he said “This is yours now?”





Many new managers
micromanage, threatening
autonomy.

Relatedness

Sense a safety with others


Friend or Foe/ in group or out of group

We are social animals, and we naturally form social groups and build relationships.

Connect with people you like or trust = reward

Meet someone you don't trust = threat.





Many new managers don't connect with people on a human level. Concerned about feeling to close.

Fairness

Our perception of fair exchanges between people. Being treated justly

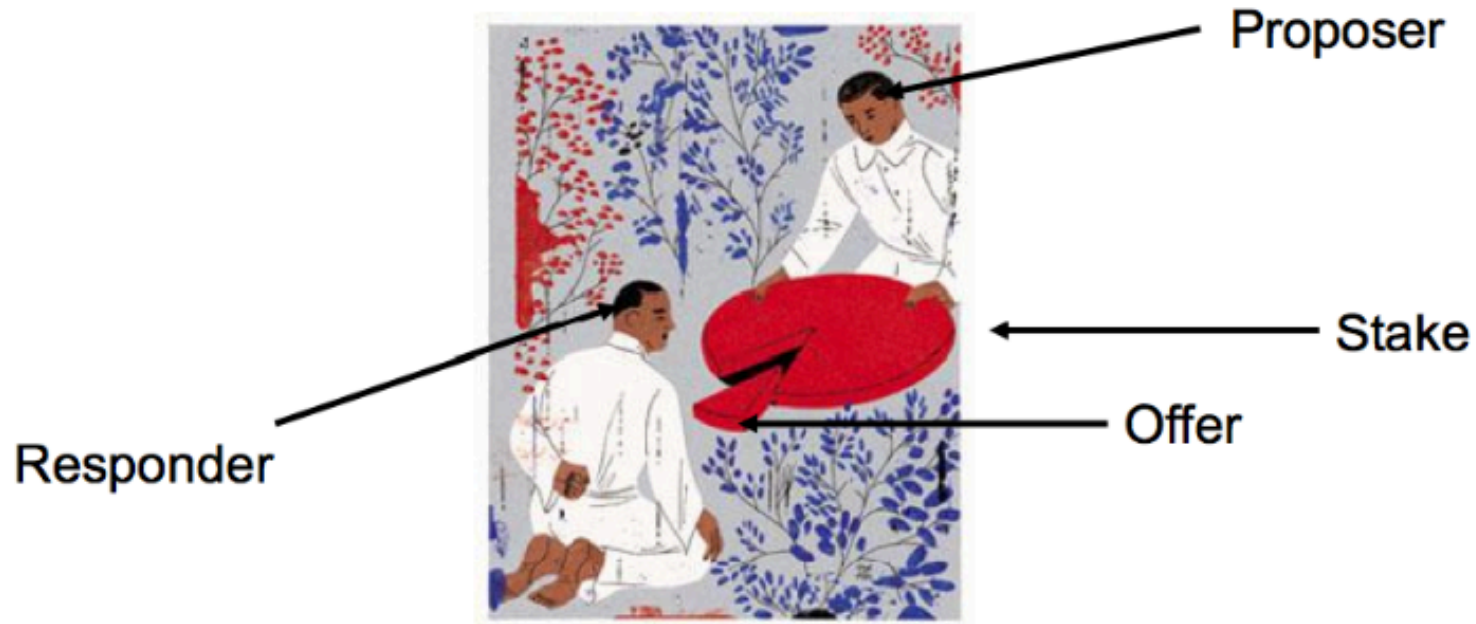
When a person perceives they are being treated unfairly, threat response

Reducing Threat - Try introducing greater transparency



© Michael Custod

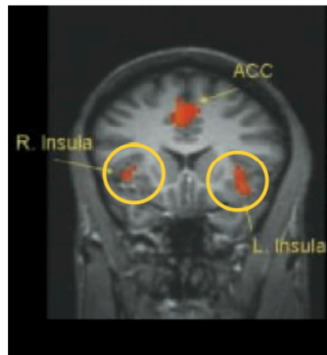
The Ultimatum Game



Typically, responders reject unfair offers ($< 20\%$ of the total stake).

Unfair offers activate “disgust” region

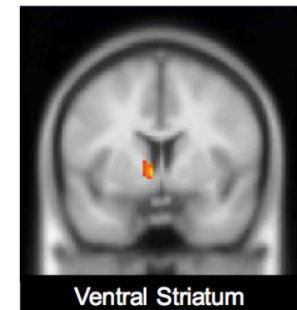
UNFAIR: \$2 out of \$10
vs.
FAIR: \$5 out of \$10




(Sanfey et al., 2003; also Tabibnia et al., 2008)

Fair offers activate “reward” region even when there’s no additional \$ gained!

FAIR: \$5 out of \$10
vs.
UNFAIR: \$5 out of \$20



(Tabibnia et al., 2008)

A decorative graphic at the top of the slide featuring a network of blue lines and dots on a dark blue background.

“ The extent to which employees
perceive decisions to be fair in their
place of work can account for 20% of
the difference in their productivity “ -
Matt Lieberman, Social

Digestion

Name ways in which we can help people be in a “towards” state for certainty, autonomy, relatedness, or fairness (CHOOSE ONE)

2 minutes to discuss

What if your manager....

Showed you what is great about you =	Status
Set clear expectations =	Certainty
Let you make decisions =	Autonomy
Trust and Human Bond =	Relatedness
Treated you fairly =	Fairness

SMARTER + MORE EFFECTIVE + MORE
PRODUCTIVE + MORE ENGAGED

Case Study: Peter



Quiz!!!

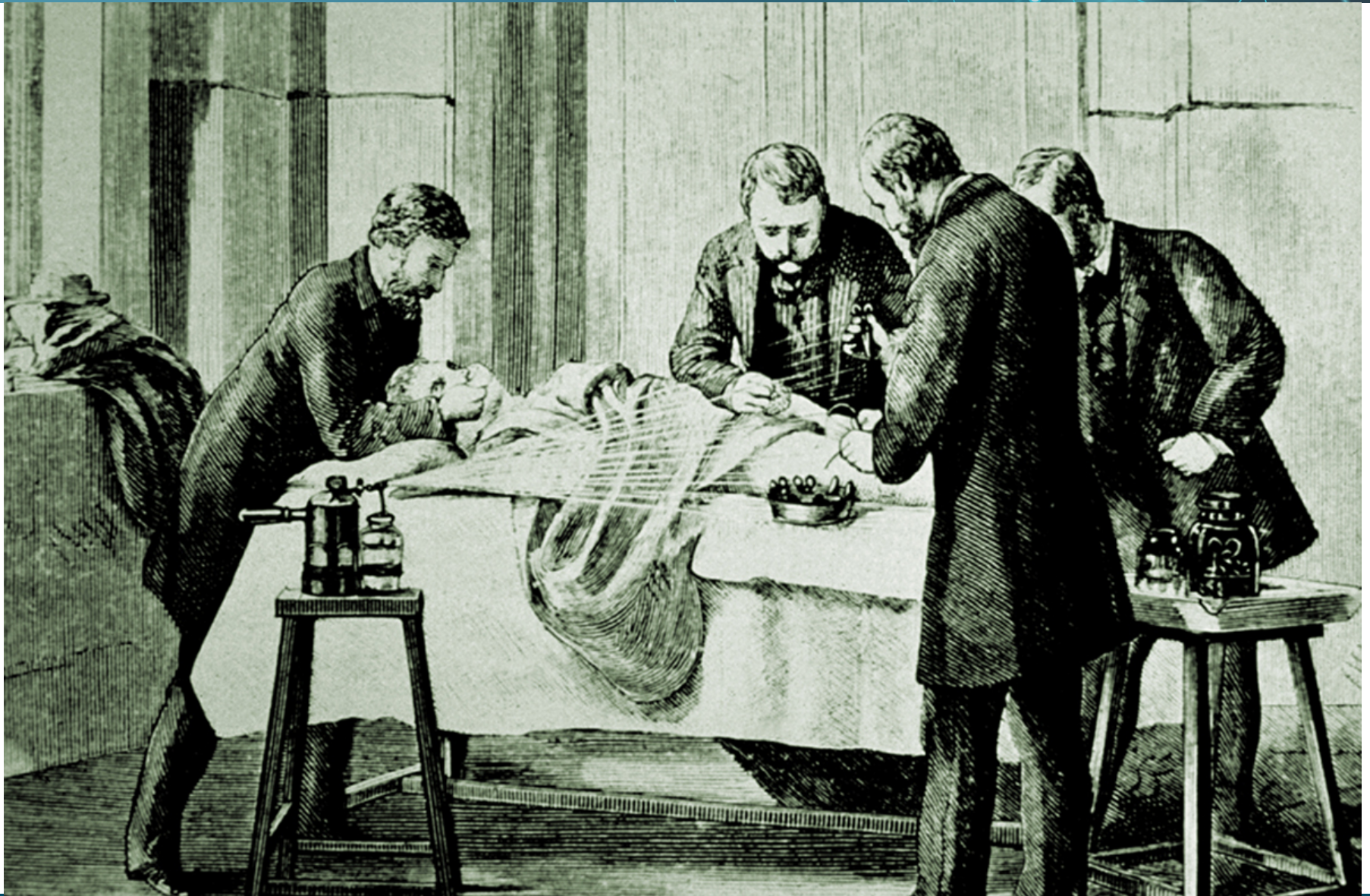
- What did we do to put Peter in a towards state for STATUS?
- What did we do to put Peter in a towards state for CERTAINTY?
- What did we do to put Peter in a towards state for AUTONOMY?
- What did we do to put Peter in a towards state for RELATEDNESS?
- What did we do to put Peter in a towards state for FAIRNESS?

What kind of organization do you want to work for.....

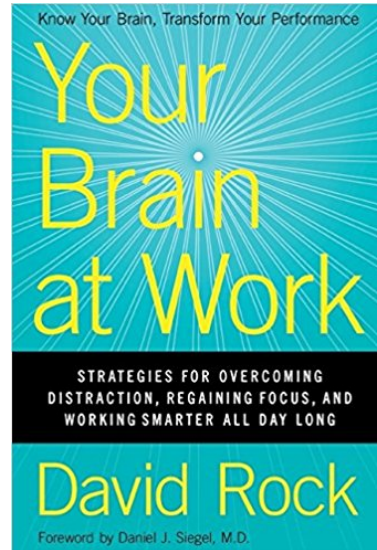
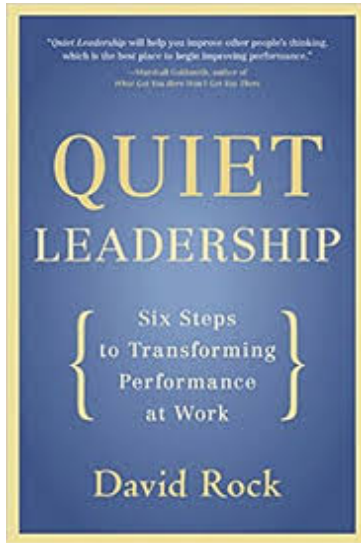


“Your coworkers are not ‘like’ family, they ‘ARE’ family” – Simon Sinek





Resources: <https://neuroleadership.com/>



**Certificate
in the Foundations
of NeuroLeadership**

Insights ?

Complex Problem Solving with Insight

A sudden solution to a long-vexing problem, sudden recognition of a new idea, or a sudden understanding of a complicated situation

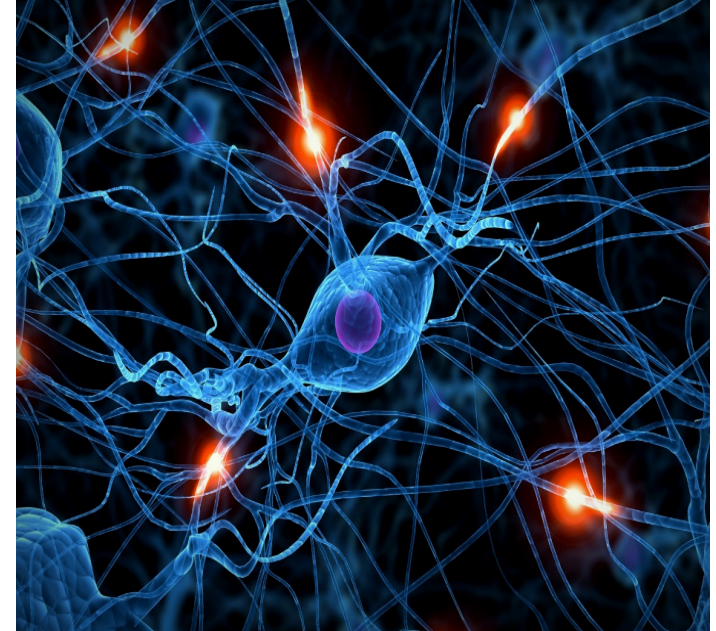


Neural Pathways

A **neural pathway**, is a series of neurons connected together to enable a signal to be sent from one brain region to another.

Every time you learn something, **neural** circuits are altered in your brain. These circuits are composed of a number of neurons (nerve cells) that communicate with one another through special junctions called synapses.

Learning something new takes energy to create new pathways. Rested PFC





Problem Solving (Linear vs Non Linear)

Linear (Analytical) Problem Solving (networks already built)

Systematic

Incremental

Focused attention

Deadlines and reasonable threat or pressure can be effective

Non-linear (Complex) Problem Solving (new networks)

More intuitive, insight – Sudden

Less focused attention, diffuse cognitive processing

Deadlines and reasonable threat will hurt the ability for creative new solutions

A decorative graphic at the top of the slide featuring a network of interconnected nodes and lines in shades of blue and white, resembling a molecular or digital structure.

POLL: Where do you have your best ideas?

- shower
- desk
- coffee shop
- while exercising
- just before falling asleep or waking up
- going for a walk
- other



AHA!

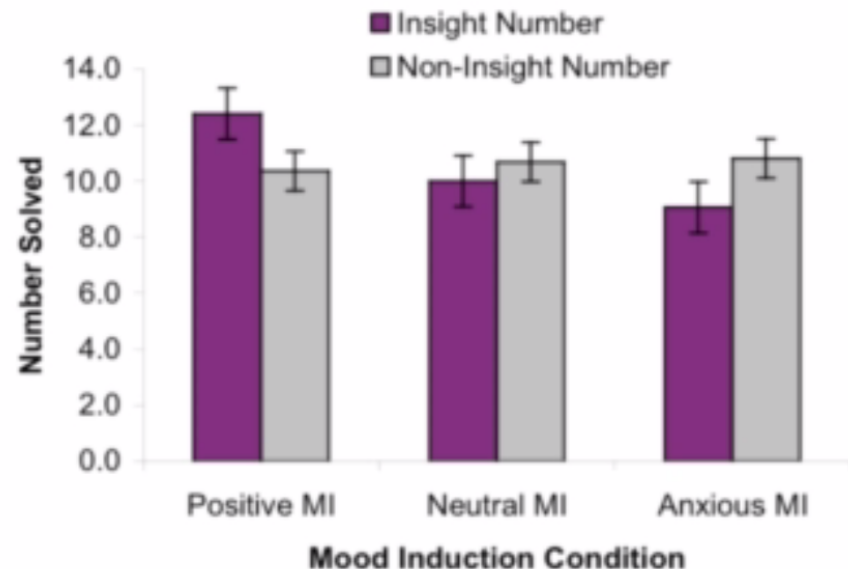


Insight Take Away

NOT RANDOM OR FLUKE, Insight is a
PROCESS

Different conditions for different type of complex
decisions.

- Not working directly on the problem
- Quiet
- Inward looking
- Slightly happy




The Healthy Mind Platter



The Healthy Mind Platter for Optimal Brain Matter

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“With stress, the brain will disconnect more often from the task at hand, and we may find ourselves staring at the computer screen, experiencing a momentary state of reverie or trance” – David Rock