



NeuroLeadership  
Institute™

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# Change and the Brain

What neuroscience can tell us about making change work

Presented by Jan Hills

Date November 2011

*The views and opinions published on these slides do not necessarily reflect those of the NeuroLeadership Institute.*



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## Four Domains of NeuroLeadership

NeuroLeadership explores the neuroscience of:

- Making decisions & solving problems
- Regulating emotions
- Collaborating with others
- Facilitating change



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## Institute Membership

The Institute is a network of individuals and organizations seeking to get involved in the neuroscience of leadership.

The Institute offers the following annual membership options:

- Individual membership
- Corporate membership
- Student membership

To become a member or to view the outline of member benefits visit [www.neuroleadership.org](http://www.neuroleadership.org)

# NeuroLeadership Education

## Post Graduate & Masters in the Neuroscience of Leadership

## Certificate in the Foundations of NeuroLeadership




### Key dates

**March intake**  
Applications due: 30 January

**October intake**  
Applications due: 30 August

### Modules

- 1: Decision Making and Problem Solving
- 2: Emotional Regulation
- 3: Collaborating with Others
- 4: Facilitating Change

### Post Graduate Certificate & Masters in The Neuroscience of Leadership (Masters Phase I & II)

*Awarded by Middlesex University in affiliation with PDPF and the NeuroLeadership Institute*

The Post Graduate Certificate and Masters in the Neuroscience of Leadership are the only programs offering these credentials in this field. These programs are designed for change agents, learning professionals, educators, and academics who want to understand the latest brain science, and how it can improve human and organizational performance. The programs connect the fields of leadership, decision making, and organizational performance with the latest neuroscience research.

The Post Graduate Certificate (Masters Phase I) focuses on foundational coursework in brain science and is led by our faculty of neuroscientists with support by guest lecturers who are experts in relevant neuroscience fields. Participants apply their learning of neuroscience in existing work, projects, and programs. These learning segments may be applied across a variety of realms such as corporations, consulting or coaching practices, public sector practices, community programs, and educational settings.

The Masters in the Neuroscience of Leadership (Masters Phase II) is a leading-edge program for those wanting to deepen their understanding of the field and undertake formal research. In this program students explore the implications and application of the research in an organizational context for their chosen project. The Masters Program (Phase III) is delivered virtually and builds on the foundation of the Post Graduate Certificate (Phase II).

### Program structure

**PGCNL (Masters Phase II):** The Masters degree is a two-year program. At the successful completion of the PGCNPL (Phase II) students have the option to continue for a further 12-18 months to complete the Masters degree (Phase III). There is an increased focus on self-directed learning and research and the length of this component can vary from one individual to another. Students submit a formal thesis proposal for their Master's project that is approved by the program committee. The program involves 1:1 instruction from the professor and an online faculty-led group lecture and discussions on topics that are relevant to the current research in the field. Students are assessed on their organizational level research, their knowledge of the neuroscience and their application of it to leadership or change.

**Masters (Masters Phase III):** The Masters degree is a two-year program. At the successful completion of the PGCNPL (Phase II) students have the option to continue for a further 12-18 months to complete the Masters degree (Phase III). There is an increased focus on self-directed learning and research and the length of this component can vary from one individual to another. Students submit a formal thesis proposal for their Master's project that is approved by the program committee. The program involves 1:1 instruction from the professor and an online faculty-led group lecture and discussions on topics that are relevant to the current research in the field. Students are assessed on their organizational level research, their knowledge of the neuroscience and their application of it to leadership or change.

### Faculty

**Don Balleck Ph.D.**  
Don Balleck holds a Bachelor's in Psychology, Masters in Psychobiology and Ph.D. in Neuroscience. His research experience includes clinical research, instructor of medicine and corporate clinician in trial studies.

**Colin Tablin Ph.D.**  
Colin Tablin is an Assistant Professor of Psychology at Carleaga Middlesex University in Pittsburgh. Her research interests include the interplay of passion and reason in the human brain.

**Stephen Riys Thomas Ph.D.**  
Stephen Riys Thomas is a management and organizational executive now working at the School of Management Middlesex University, UK. Stephen's current research is focused on the implications of neuroscience for management theory and practice.

### Program fees

The Post Graduate Certificate and the Masters degree in the Neuroscience of Leadership are awarded by Middlesex University, UK in affiliation with the Professional Development Foundation (PDPF) and the NeuroLeadership Institute.

**PGCNL (Masters Phase II):** Participants are able to register for the entire 12-month program at US\$2,250 when booked and paid for upfront, or one module at a time at US\$3,250 per module.

**Masters (Masters Phase III):** For students who continue on to the Masters Phase II immediately following Phase I (PGCNL) the cost of Phase II is US\$12,000 for the 12-18 months, or US\$220 quarterly. If a student chooses to graduate after Phase I and obtain the Post Graduate Certificate then enroll in the Masters Phase II at a later stage the cost is US\$14,200 or US\$3750 per module.

### Express your interest now!

To be kept informed of upcoming programs express your interest by completing this form and faxing to +61 2 8915 1503 or email these details to janellight@neuroleadership.org

Name: \_\_\_\_\_  
Position: \_\_\_\_\_ Company: \_\_\_\_\_  
City/Suburb: \_\_\_\_\_ Country: \_\_\_\_\_  
Phone: \_\_\_\_\_ Email: \_\_\_\_\_

I would like to formally reserve a place in the:  
 PGCNPL (Masters Phase I)  Masters (Phase I & II)  March intake  October intake  
 Certificate of NeuroLeadership  February intake  September intake  Year \_\_\_\_\_

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[www.NeuroLeadership.org](http://www.NeuroLeadership.org)




### Key dates

**February intake**  
Applications due: 30 December

**September intake**  
Applications due: 30 July

### Modules

- 1: Decision Making and Problem Solving
- 2: Emotional Regulation
- 3: Collaborating with Others
- 4: Facilitating Change

### Certificate of NeuroLeadership

*Awarded by the NeuroLeadership Institute*

The Certificate of NeuroLeadership program has emerged in response to the growing interest in the NeuroLeadership field and education. The program makes complex science accessible and offers a solid foundation in the core neuroscience and learnings underpinning this new field of research. It is designed to help individuals and organizations fulfill their potential through better understanding how the human brain functions at individual, team and systemic levels.

The program is ideal for change agents, learning professionals, educators, consultants, coaches and individuals who are interested in learning more about the brain science and the NeuroLeadership field, but do not have the time or volition to undertake a formal academic program.

### Program structure

The program is conducted over six months and consists of four modules that are built around the four domains of NeuroLeadership:

- Decision making and problem solving
- Staying cool under pressure
- Collaborating with others
- Facilitating change

The program is delivered virtually and is designed with flexibility in mind, with online course materials and weekly recorded webinars. Each of the four modules consists of five weeks of self-paced learning, including weekly live Q&A sessions with a professor from the Institute's education faculty. An additional week is structured at the end of each module for assignments and study.

### Program fees

Participants are able to register for the full 6-month program at US\$3,299 when booked and paid for upfront, or over 2 payments of \$2,875 at the commencement of module 1 and module 3. Upon successful completion of the program students will be awarded a Certificate of NeuroLeadership from the NeuroLeadership Institute.

### To join this fascinating program

Contact Janelle Light at [janellight@neuroleadership.org](mailto:janellight@neuroleadership.org) or phone +1 (914) 502 0108 (US Eastern) to express your interest in joining the first intake in September. A program information pack will be available in June 2011, visit [www.NeuroLeadership.org](http://www.NeuroLeadership.org) for more information or to apply.

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# NeuroLeadership Summits

**Summit 4**  
Los Angeles, USA  
October 2009



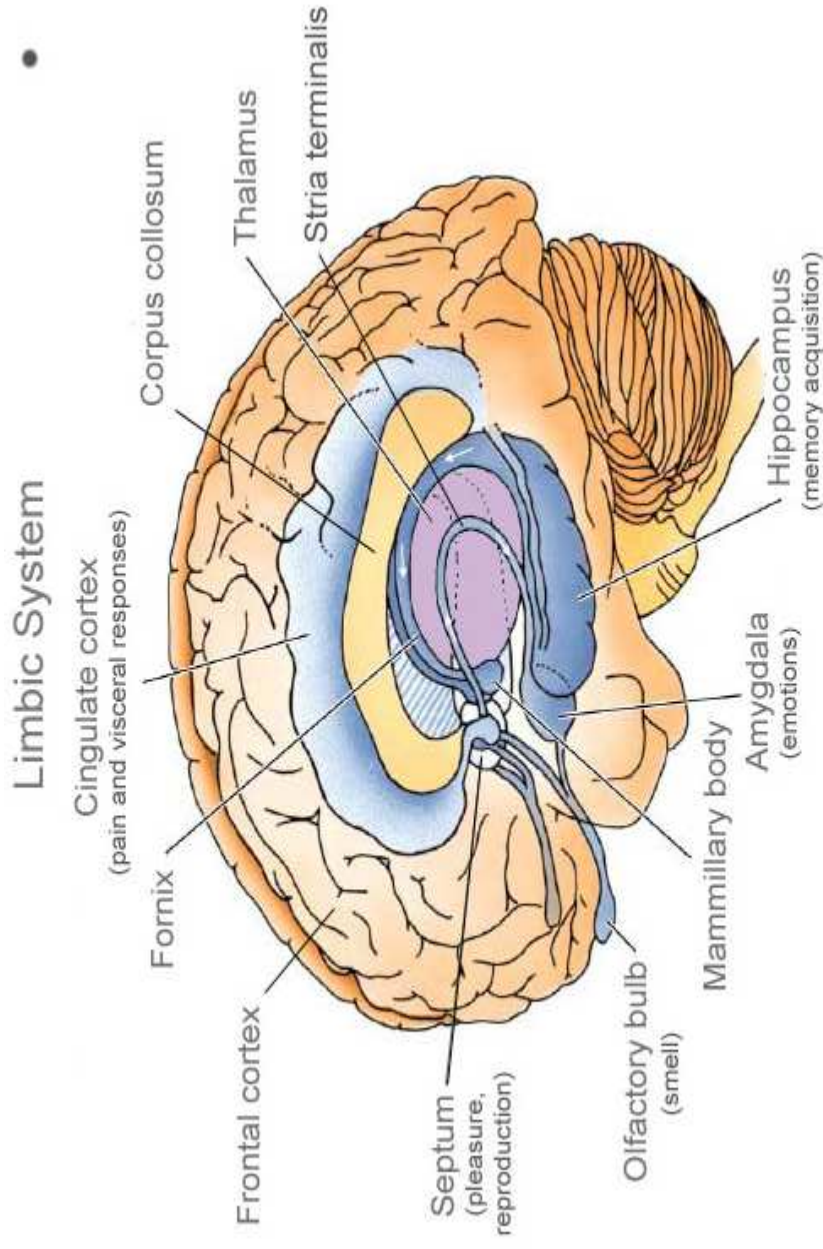
**Summit 5**  
Boston, USA  
October 2010



**Summit 6**  
San Francisco, USA  
8-10 November 2011

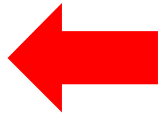
# What neuroscience can tell us about change

Neuroscience is the study of how the brain works. Recent developments have been applying the results to leadership and change.

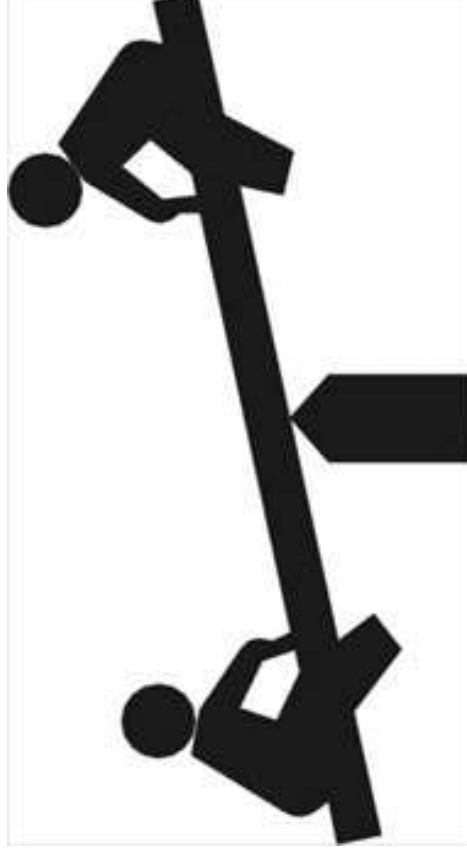
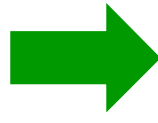


The brain reacts to change in predictable ways

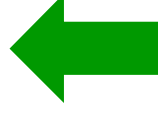
**Threat** ↔ **Reward**



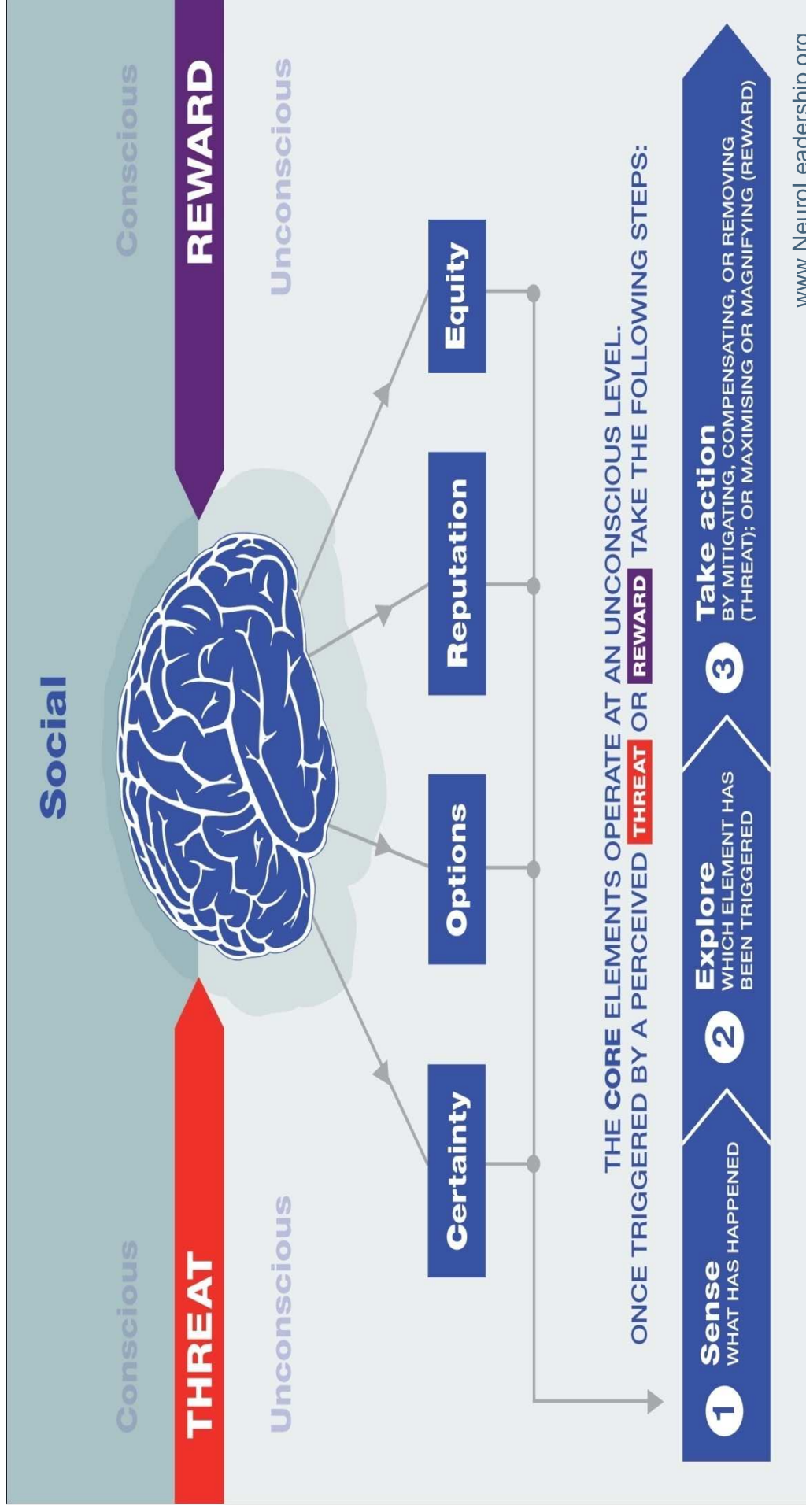
Limbic System  
(Emotions)



PreFrontal Cortex  
(Executive functions)



# How can we use the brain's react to achieve change





# Avoiding the 'threat' response

DOMAIN	COMMON THREAT TRIGGERS	TO REDUCE THREAT/INCREASE REWARD
CERTAINTY	<ul style="list-style-type: none"> <li>Lack of information about the future</li> <li>Unpredictable manager behaviour</li> <li>Job insecurity</li> </ul>	<ul style="list-style-type: none"> <li>Telling people when they can expect to know</li> <li>Setting timelines and agendas for meetings</li> <li>Laying out plans and breaking down big tasks</li> </ul>
OPTIONS	<ul style="list-style-type: none"> <li>Telling people what to do</li> <li>Micromanaging</li> <li>Dictating the details in change</li> </ul>	<ul style="list-style-type: none"> <li>Giving people choices to choose from</li> <li>Allowing flexible work times and patterns</li> <li>Setting clear goals/deliverables that allow judgements to be made within the guidelines</li> <li>Setting out the overall direction and defining the details as a team</li> </ul>
REPUTATION	<ul style="list-style-type: none"> <li>Giving advice or instructions</li> <li>Giving critical feedback</li> <li>Leaving people out of activities</li> <li>Reducing power in the role</li> </ul>	<ul style="list-style-type: none"> <li>Asking people to self-assess their performance</li> <li>Giving positive public feedback</li> <li>Creating learning and improvement opportunities</li> </ul>
EQUITY	<ul style="list-style-type: none"> <li>Perceived favouritism</li> <li>Unclear expectations</li> <li>Uneven workload distribution</li> <li>Lack of transparency</li> </ul>	<ul style="list-style-type: none"> <li>Being as transparent as possible about how and why decisions are made</li> <li>Setting out and following clear management policies</li> </ul>



# To help people through change leaders must

Provide **certainty**-tell people what you know and when you can update on developments

Give people **options** to tailor their job within the broad change direction

Enhance the **reputation** of individuals through noticing behaviour consistent with the behaviours required in the change. Reward the behaviour

Make **equal** treatment and reward part of how you do business



# How can you meet these challenges in your change projects ?

How can you use these ideas in your change initiatives ?

How might you be creating threat?

How can you mitigate the threat?

Where are there opportunities to create a sense of reward?