Mindsets Matter: The Neuroscience of Leading Change

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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
Triangle of Well Being – 3 aspects of energy and information flow
Place your thumb in the middle of your palm as in this figure.

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.
Our Unconscious Mind

It exerts a profound influence: shaping decisions, molding behavior—and running our lives
What’s Above & Below The Waterline?

Conscious

Unconscious

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How We Think We Lead Change

Conscious

Unconscious

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How We Think People React to Change

Conscious

Unconscious

resistance

habits

fear

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The Reality: We Are All Underwater

intentions  Conscious  plans

resistance  patterns  drives  emotions

untapped potential  habits

Unconscious

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Over 90% of our behavior is driven by our unconscious motivations, values, assumptions, beliefs and habits.
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.
Complex Environments are Full of Wicked Problems
All LEAN activities are impacted by MINDSETS.
Could mindset growth strengthen the foundation of LEAN transformation?
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

Dynamic Attention  
Whole Person Integration

Authentic Collaboration
Strategic Clarity
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

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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

Experience → Neural Firings

Unexamined patterns over time become Ruts

(Hebbs)

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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)
Procurement Team

Leader Maintains high standards

Frustration  Fear  Guessing

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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!

Dynamic Attention

Whole Person Integration

Authentic Collaboration

Strategic Clarity

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Could mindset growth **strengthen** the foundation of **LEAN** transformation?
Mindsets Matter
Presentation References

- Lahl, S. & Egan, T.
- Petrie, N. (2011) Future trends in leadership development, Center for Creative Leadership white paper
SyncUp Model Resources

• Terri and Suzanne’s Blogs for *Entrepreneur Magazine*
• Short article describing the SyncUp 4 Capabilities Model
• Leader Case Stories