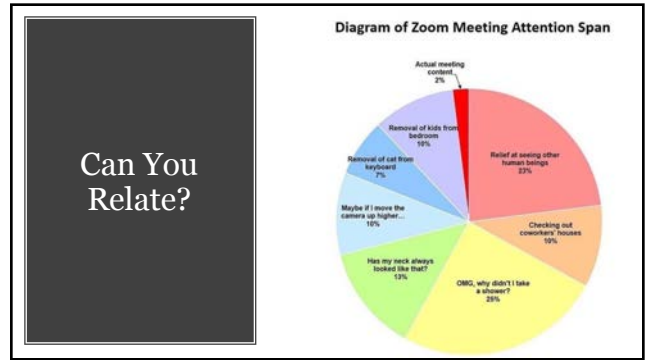




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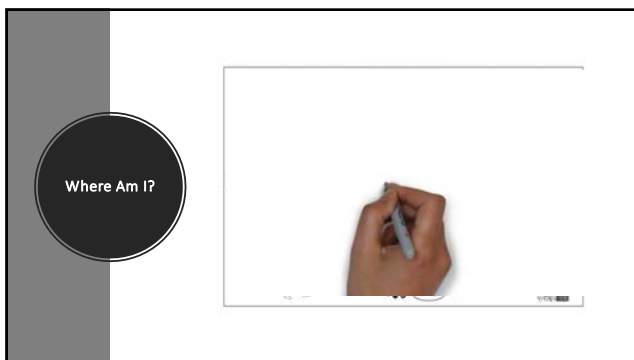
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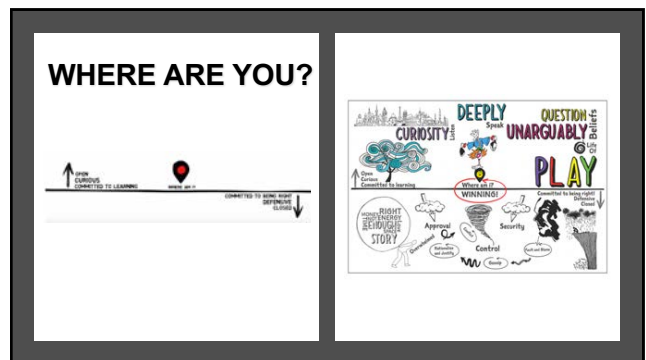
3

- ### Session Objectives
1. Know how neuroscience impacts how we lead and what those we lead need from us
 2. Manage our own healthy perspective in order to support others
 3. Learn the natural stages of grief that people are experiencing and how to support them through chaotic change

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Poll

Above and Below the Line

Based on the short video you just watched, please vote where you are, right now? You can vote for more than one option.

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Our Brain Wiring

David Rock "Managing with the Brain in Mind"

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SCARF Framework

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C - A - R Framework

What are some ways to increase these three elements with your clients and teams?

- 1- Certainty
- 2- Autonomy
- 3- Relatedness

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Offsetting **Certainty** Threats

- Encourage leaders to communicate well and often
 - Saying nothing is **not** helpful
 - Share what you can, find out what you don't know and get back to people
 - Share what **hasn't** changed, what's the business impact, etc.
- Set expectations about communication frequency
 - We will have daily meetings at 9 am
 - Email updates, f2f team meetings, 1:1's, etc.
- Find implicit things you can make explicit
 - How we will communicate - phone? Zoom? TEAMS? Email
 - Use a combination of communication methods
 - You can call from any room in your home (except the bathroom!)

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Offsetting **Autonomy** Threats

- Provide **unexpected** autonomy where you can
 - Unexpected autonomy is one of the biggest rewards you can give people
 - What the expected office hours are - the rest is up to you
 - Not expected to work in the evening - manage your own boundaries
- Help people see the choices they do have
 - When, where and how to work or meet
 - Choices on their portfolios
 - Being in control and making decisions is like sugar to our immune systems
 - Time to sleep, eat, exercise, virtual connection time

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Offsetting **Relatedness** Threats

- Focus people on shared goals
 - What important work are we doing together – increases resilience
- Encourage regular client/team contact using video meetings
 - Not only for specific work stuff, but consider a quick coffee/virtual social time
 - Start and end each meeting with a quick check in - emotional temperature
 - Body language says a lot that you can't pick up on the phone/email
- Find creative ways for people to feel more connected
 - Use of technology or phone or IM?

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The Change Curve

The diagram illustrates the 'Change Curve' where the vertical axis represents 'PERFORMANCE LEVEL' and the horizontal axis represents 'TIME'. The curve starts at a high point, drops through 'Shock/Denial' and 'Bargaining/Anger' to a low point labeled 'Hang In'. From there, it rises through 'Hope/Readjustment' to a higher peak labeled 'New Performance State'. A box labeled 'INNER Focus' is positioned at the bottom of the curve. The word 'PAST' is on the left and 'FUTURE' is on the right. A red asterisk is placed near the 'Hope/Readjustment' stage.

Source: Dr. Elizabeth Kubler-Ross & William Bridges

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How People React

This diagram maps specific reactions to the stages of the change curve:

- Threatened:** Deny change, Slow thinking, distracted, forgetful, Low productivity.
- Shock/Denial:** Anger, depression, withdrawal, Bargain the old, Wait it out, Revert to Shock/Denial when emotions are denied.
- Bargaining/Anger:** Sad, but explore possibilities, Mixed willingness to explore new, Excitement to anxiety swings.
- Hang In:** Ready to establish new routines, systems, More flexible, creative, risk taking, Integrate change to "how we do things".
- Hope/Readjustment:** Sad, but explore possibilities, Mixed willingness to explore new, Excitement to anxiety swings.
- New Performance State:** Ready to establish new routines, systems, More flexible, creative, risk taking, Integrate change to "how we do things".

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What People Need from Others

This diagram maps support needs to the stages of the change curve:

- INFORMATION:** Give clear info, Be honest, compassionate, Say it 7X, 3 ways, Patience, Delivered by the leader, not delegated.
- EMPATHY:** Support, Acknowledge emotion, Listen, Hear new ideas to direct change efforts.
- COACHING:** Encourage, New possibilities, Be realistic, honest, Training and learning.
- CELEBRATION:** Reinforcement, Clear goals, standards, objectives, Timely feedback, Prepare for future.

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TRANSFERRING TODAY'S LEARNING

- What can you apply from today's webinar in your role – professionally and personally?
- Thank you!

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