➢ Neuroscience of Leadership
➢ Key Patterns of the Mind
➢ Unconscious Mind Can Be Molded
➢ Choices
➢ Change
➢ Communication and Connection
➢ Leadership Nuggets
What Function Does Bias Serve?
It is the judgment that human beings rely on to make snap decisions. These mental associations can be so established, they operate without awareness, intention or control.

But...as a leader, once we understand and recognize our personal bias it can lead to better organizational decisions, human capital development and build competitive advantages.

Source: Project Implicit, Harvard University and Society for Human Resource Management
11 MILLION PIECES OF INFORMATION AT ANY ONE TIME

Bias

Interpretations

Preferences

Selective Attention

Intelligence, judgment, and behavior (frontal lobe)
Memory (temporal lobe)
Language (parietal lobe)

40-50 PIECES OF INFORMATION GET ABSORBED
Invisibility of biases is how people respond to you—in uniform vs out of uniform—we don’t really know what bias others have against us.

The mind is organized based on life experience.

The lens of our life experience helps determine how we see the world.

Our background creates context.

We hear with our eyes and affected by what we see.
Schema
Our brain fills in the blanks according to the pattern we knew (past experiences).
Neuroscience of Leadership

- We miss people based on certain qualifications
- Qualified vs qualifiable experience
- Hidden Bias – tendency or inclination resulting in judgement w/o question
- Conformational Bias – diligent vs lazy
- Thoughtful cognitive mind is desired but we are ruled by an emotional mind
- Fast (emotional) brain/Slow (thinking) brain—Colors exercise
Say the color of the ink and the word spelled
Say the color of ink and the word spelled

red black white blue green
yellow purple red orange black
yellow blue green white purple
orange blue yellow green
Say the color of the ink for the word instead of the word spelled
Say the color of ink for word instead of the word spelled

Green blue red yellow blue red
black yellow red yellow orange
yellow red blue black yellow
orange blue green yellow black
Can you find the mistake?

1 2 3 4 5 6 7 8 9
Key Patterns of the Mind

➢ Selective attention or in-attentional blindness
➢ Subliminal message
➢ Projection: Making assessments
➢ In general, higher the cognitive ability the higher the biases
➢ Premature cognitive commitment – already having mind made up and non-verbal’s that go with it
➢ Dominant system of thought is how we have been influenced to think

Mr. Howard Ross, Chief Learning Officer, Cook Ross, Inc
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Unconscious Mind can be Molded

- Accept you have biases—take responsibility for them
- Develop capacity to use a flashlight on yourself—watch how you respond to people and understand why
- Practice constructive uncertainty; be humble & slow down…analysis not paralysis
- Explore awkwardness/uncomfortableness—disrupt your belief system
- Engage with people who you consider “different” from you—exposure to people you consider different
- Create more categories of experience and thought so we can learn deeper; do the same for those you lead
Choice theory: we choose how we think, feel, believe and behave
- We get to choose the value we add to every minute of every day
- We get to choose our attitude
Change

➢ Change is the loss of something; one thing (habit) dies for the sake of another habit—which is usually a more positive habit

➢ People aren’t resistant to change—their habits are resistant to change

➢ New Years resolution

➢ Immediate resistance means that you are up against a dominant thought

➢ 90% of learning is habitual—culture change?
Communication and Connection

➢ People listen differently
➢ What you say isn’t necessarily what people hear
➢ What you do should speak so loudly, I can’t hear what you’re saying
➢ Difference between communicating to people and connecting with people
Leadership: What I’ve Learned

- You are in the people solving business
  - When people stop bringing you problems it’s because they don’t think you care or don’t think you can
  - The day you aren’t solving problems is the day you’ve stopped leading
- Trust your gut—if it doesn’t feel right don’t do it
- You have to manage risk
- 3 kinds of trust: integrity, communication, and competence
Leadership: What I’ve Learned

➢ Great ideas start with wow then move to uninformed optimism, uninformed pessimism, informed doubt and then informed hope and achievement

➢ Concentrate on the grass—make the grass healthy and it will choke out the weeds

➢ Facts matter; get them straight. Be clear between facts, opinions and emotions
Leadership: What I’ve Learned

➢ You have to care about what your people care about…go find out
➢ Everyone is trying hard…never forget that
➢ Leaders can let you fail yet, not let you be a failure
➢ Real leaders fail everyday…fail forward
➢ Talent and skill don’t come with job title and rank
➢ Sometimes you don’t give clear guidance
➢ Good leaders care more about what’s right than whose right
Leadership: What I’ve Learned

- Give people your Intent
- Constructively disruptive
- Ask people for their commitment
- Harmony vs balance
- People hear differently
- Set expectations in writing
- Sometimes you don’t give clear guidance
- Your body language speaks volumes
Leadership: What I’ve Learned

➢ At the end of every decision is a person
➢ Deliberately develop your workforce…all your work force…officer, enlisted and civilian. Invest your time, energy and effort to achieve ROPI
➢ Be transparent as possible—yes, be vulnerable…people want to connect to authentic leaders
➢ The moment you lose situational awareness is when you get it back…you represent the institution at all times
➢ What you allow in your presence becomes your standard
Leadership: What I’ve Learned

➢ Give feedback frequently and honestly—when you are honest with your leaders they will be honest with theirs…have a conversation
➢ Start with why and tie actions back to the larger picture
➢ Leadership by walking around…go to where the people work…connect with them on what’s important to them
➢ Building the right culture takes time and starts with changing the way people think and approach situations
➢ Create an environment that will allow everyone to achieve
➢ Find common denominator—we are all…people
Leadership: What I’ve Learned

- Gymnastic routine scoring changed overtime but, at one time... start with a base score of 9.4 points
  - Then you get .2 points for extension (extend yourself and your organization)
  - You get .2 points for risk (don’t be afraid to take appropriate risk and especially risk that creates value for the team)
  - You get .2 points for creativity (think outside the box, and fight through dominant systems of thought and premature cognitive dissonance)
Leadership: What I’ve Learned

- The impact that matters the most is the impact you have on people…make it positive
- Good leaders inspire us by what they can do—great leaders inspire us by what we can do
- The true value of a leader is not measured by the work they do. The true value of a leader is measured by the work they inspire others to do.
Leadership: What I’ve Learned

➢ The world is moving fast…structures and processes that worked before may not work now—challenge the conventional wisdom and status quo
➢ Create a sense of urgency around a big idea
➢ Identify an influencer to communicate the change vision
➢ Remove barriers
➢ Build quick wins
➢ Invite everyone on the journey…personally
➢ Check progress and don’t be afraid to adjust accordingly
Final Thought

Be the Leader You Wish You Had

The greatest joy a leader has is to become the one who helps others find the vision they are looking for.

To see those in their charge do more than they were capable of.

To watch the group take care of each other. To see the team work together to solve unsolvable problems.

This is what it means to become a leader. It is not a journey to rise in the ranks, it is the journey to help those around us rise.

(Together is Better by Simon Sinek (pg 107))
QUESTIONS?