



NeuroLeadership
INSTITUTE



Your
BRAIN at
WORK
LIVE

Build the Better Normal

The first 90 days

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Housekeeping



Commenting in Zoom Chat:

- To share publicly, select: “**panelists & attendees**” before posting



Pose questions directly to speakers:

- Use **Q&A section**



Will there be a recording of today’s presentation?

- Yes, you will receive email by EOB from MaryGrace Rapolla
- Respond directly to speak to a client advisor



Will I receive a copy of the slides?

- Slides reserved for **corporate members and current clients only**

About NLI

Vision

We're a cognitive science consultancy, making organizations more **human** through science.

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Vision

We're a cognitive science consultancy, making organizations more **human** through science.

Mission

Find the **most effective habits** that drive change and build the most effective **habit activation strategies** at scale.

Build a Better Normal

Stay ok

Buffers, Signals, Systems



Day to day

Three levels of threat



Level 1: In your broader environment

Level 2: In your neighborhood

Level 3: Upon you

Find your FOCUS



**Take Care
of Yourself**



**Look After
Each Other**



**Deliver What
Matters**

Build a Better Normal

Stay ok

Buffers, Signals, Systems



Day to day

Briefed over 100,000 leaders since early March

Early data on threat levels from talent execs

1400 think **managers** average threat level **1.46**

1327 think **employees** average threat level of **1.85**



Early data on productivity from talent execs

Higher productivity: **40%**

Just as productive: **30%**

(N=316)



Build a Better Normal

Stay ok

Buffers, Signals, Systems

Make WFH sustainable

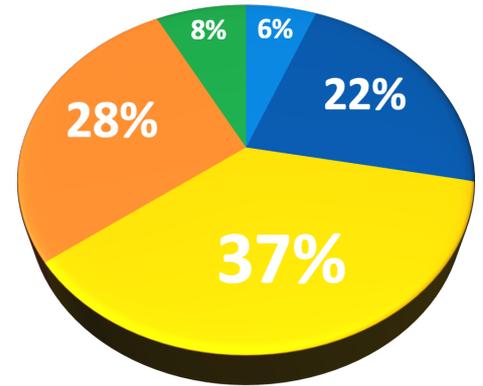
Rethink work practices, schedules, meetings



**Over the
mid term**

What pace are you going at?

- **Full sprint** – we can keep this pace up for days/weeks
- **Sprint** – we can keep this up for a month maybe
- **Run** – we can do this for several months
- **Fast walk** – we can imagine this for 6 months
- **Leisurely walk** – this seems sustainable



● Full sprint ● Sprint ● Run ● Fast walk
● Leisurely walk

(N=235)

How much of your work are you getting to?

1. 10% - 25%
2. 25% - 50%
3. 50% - 75%
4. 75% - 100%
5. 100% - 125%

Poll: How many want to be back in the office?

Under 5%

5% - 10%

10% - 20%

20% - 40%

40% - 60%

Build a Better Normal



**For the
long term**

Stay ok

Buffers, Signals, Systems

Make WFH sustainable

Rethink work practices, schedules, meetings

Leverage the moment

Reimagine the big things like culture & learning



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Khalil Smith

Practice lead,
Culture & Leadership



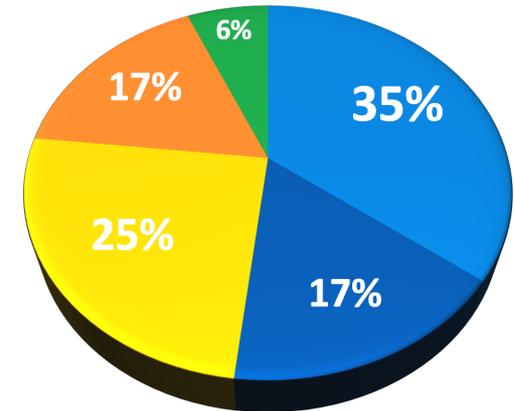
Why the urgency for the big things?

- The emotions provide momentum, but they will be short lived
- Everything stopped is incredibly rare

How has your organization positively surprised you?

- **Flexibility**/ability to work from home
- Focus on mental health, peoples' **wellbeing**
- The speed and **openness** to rapid change
- Transparency and frequency in **communications**
- We **haven't responded** as well as I think we could have

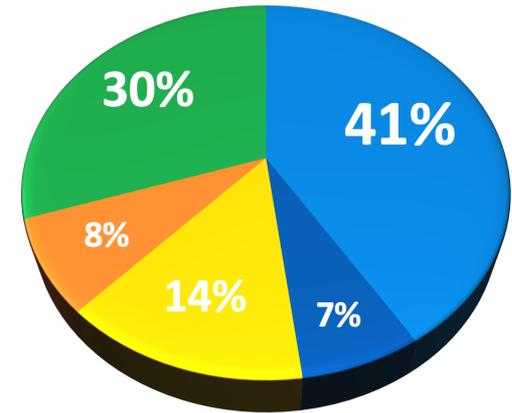
(N=405)



What's the magic you want to maintain?

- **Flexibility** around working hours/from home/with kids & pets
- Increased **communication**
- **Rethink** learning
- **Speed** and agility
- The human-first **connection**

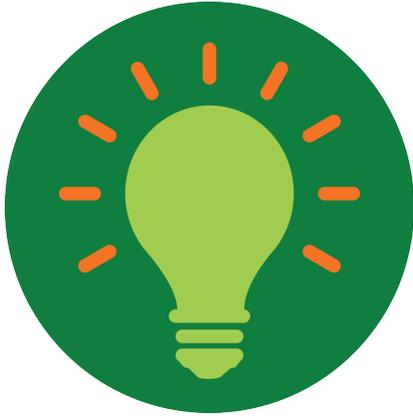
(N=425)



Change at scale



First principles for scaling new habits



Facilitate the strongest possible insight



In social situations that matter



One habit at a time, over time

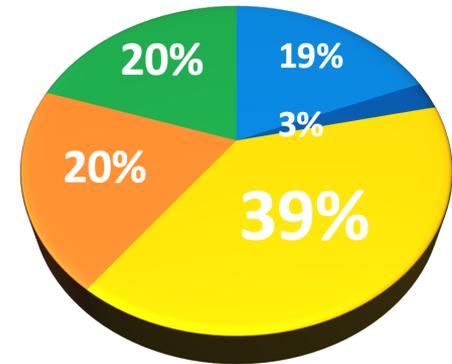
Trends in culture & leadership

1. We have a new priority, what are the **habits** and systems?
2. Those who invested in growth mindset are finding it critical
3. This is a chance to radically alter learning

What are you doing in learning?

- Taking the **same learning** and doing it similarly, online
- **Cancelling** all or most learning solutions
- Significantly **innovating on content and delivery**
- Significantly **innovating on delivery** alone
- **Paused**, and still deciding on next steps

(N=655)



- Same learning
- Cancelling
- Innovating on content
- Innovating on delivery
- Paused

Leadership retreats: What's your plan?

1. Postponing and hopeful for 6 months
2. Postponing and hopeful for 6-12 months
3. Cancelling all together
4. Trying to imagine it virtually
5. Can't work it out

Leadership retreats, virtually

It won't be the same.

We believe it can be net much better.

More impactful, cheaper, more inclusive and more innovative.

What we are learning from learning audits

Many are transferring the same ideas and structure into virtual delivery.

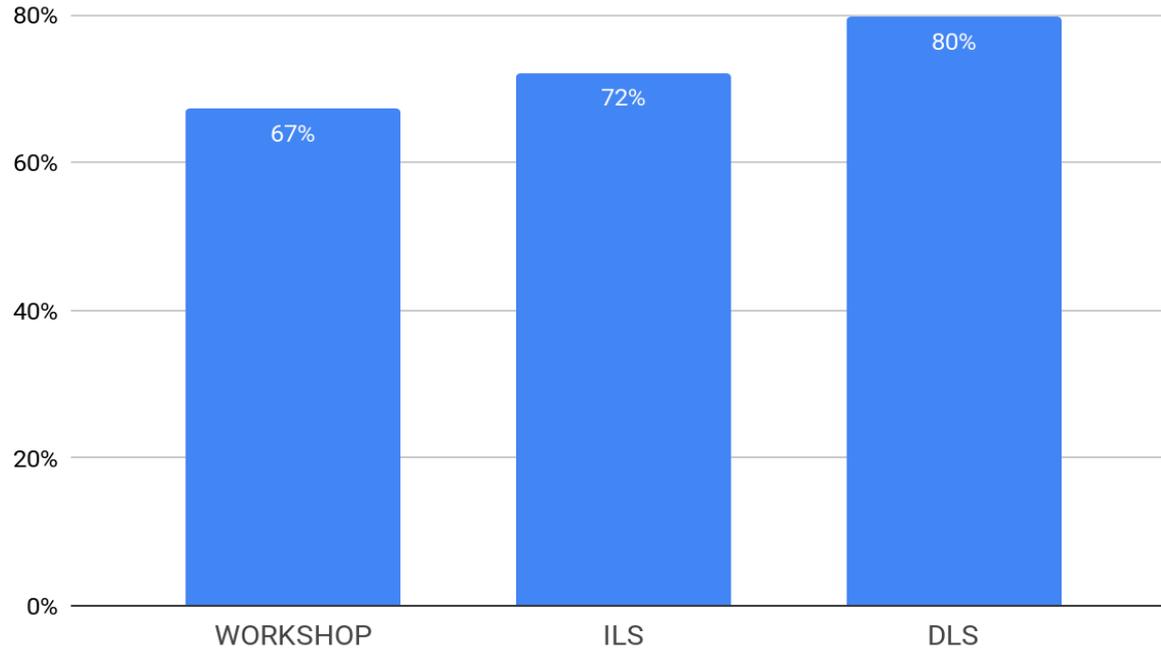
There's an opportunity to massively improve learning architecture.

There's an opportunity to massively improve learning delivery.

The opportunity of the crisis, for learning

- Significantly reduce costs, increase scale and speed, with bigger impact
- A big rethink of the foundations of how you design and deliver learning
- Implications for content, delivery methods, the team you need, skills

Workshops perform the worst



What to solve for to transform learning

1. Create **Coherence**, versus obsess about novelty
2. Think about **habit activation**, not distributing content
3. Shift to **essential habits** in any domain, not an exhaustive approach
4. Develop capabilities for **high impact learning in short bursts**, not 'training'

What to solve for to transform learning



Impact
94% use strategies from
CONNECT to have more
effective interactions

Scale
4500
managers

Speed
12 months



Impact
89% applied positive SCARF®
signals to be more
intentionally inclusive

Scale
312
participants

Speed
1 month



Impact
90% noticed having a fixed
mindset and shifted to a
growth mindset

Scale
70
employees

Speed
1 month



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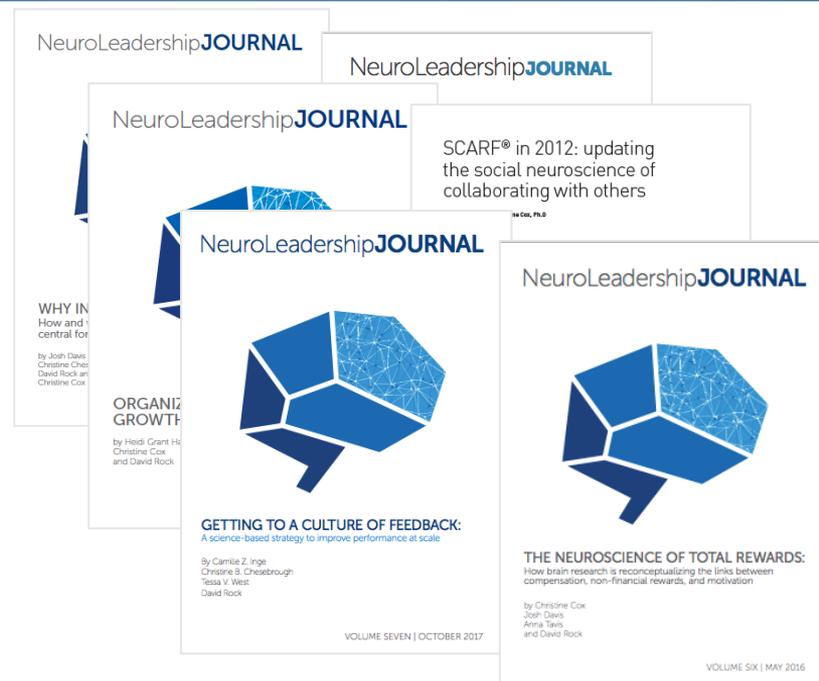
Practice lead,
Performance



Performance research



Industry Research



Journal Papers

Performance research

1  **Goal Setting**

4  **End of Cycle**

2  **Feedback**

5  **Compensation**

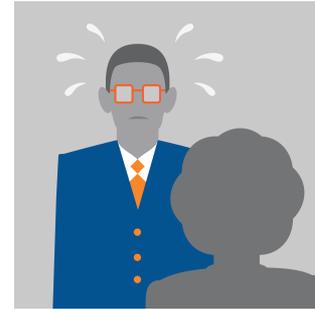
3  **Check-ins**

6  **Career**

A dilemma

On the one hand:

- People are more uncertain than ever
- People want to know how they are doing
- People are getting less feedback than usual



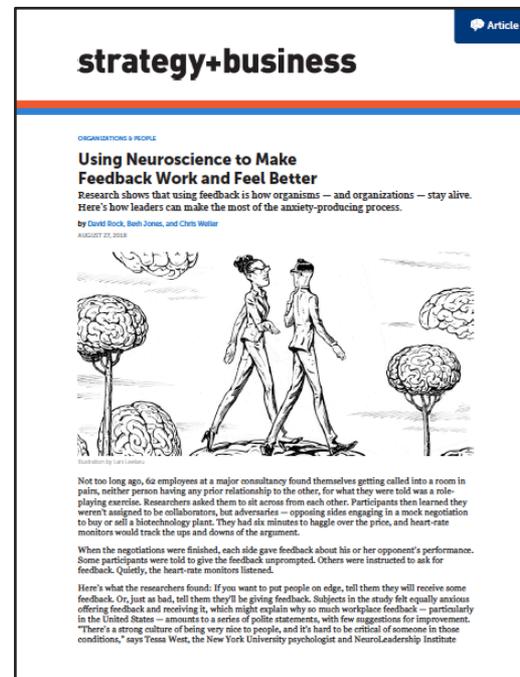
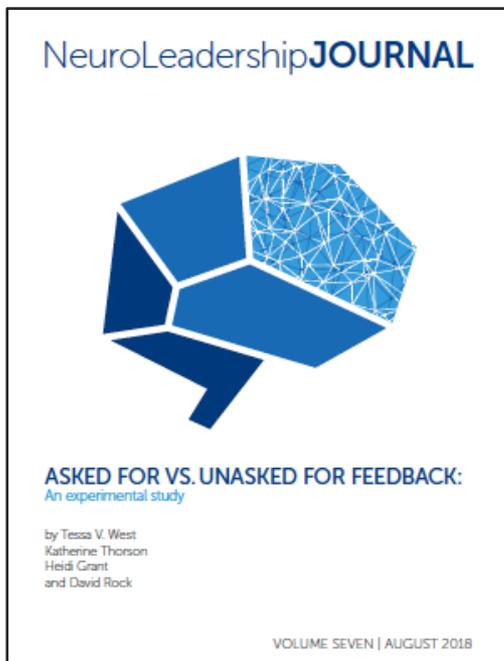
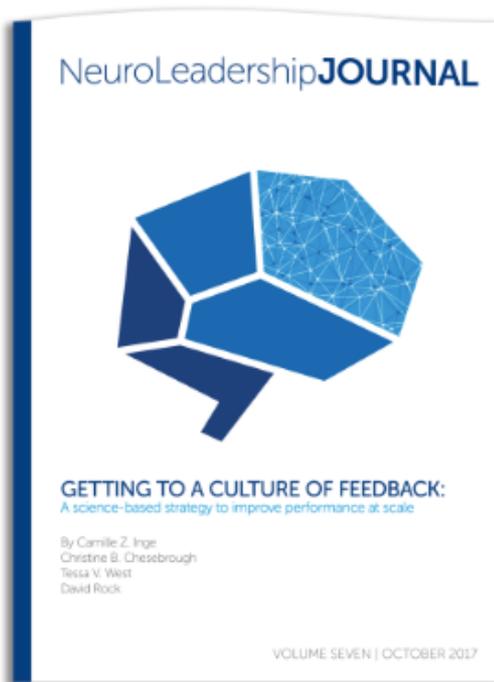
A dilemma

On the other:

- The overall environment is negative
- People are under higher stress levels
- Feedback is a threat at the best of times



Feedback research



Asking for feedback is game changing...



Both sides feel less threatened



You get feedback more quickly & regularly



You can ask many people, reducing bias



You can get the specific feedback you need



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Ester Neznanova

Practice lead,
D & I



Biggest D&I trends right now

Maintain Diversity: Numbers for underrepresented groups are even more challenging

Don't push return to work: Over 43% of companies say immediate priority is making sure returning to work policies are fair to all

Increase D&I Impact: D&I efforts are becoming a strategic imperative and need to be integrated into other business functions and embedded in all TM systems

Maintain diversity numbers

Challenges to consider:

- Women are leaving the workforce
- Companies losing diverse talent to competitors that have gone virtual
- Layoffs are hurting the culture if D&I is not considered

Maintain diversity numbers

Tips:

- Every company has different diversity challenges
- Identify your most essential groups that are being hit the most in your company and rethink talent management systems under PHS lens
- You have under 3 months

Don't push the return to work

Challenges to consider:

- Leaders assume over 40% want to go back to the office
- Surveys often show that only 5-15% of employees are ready
- Big risk in attrition for underrepresented groups if pushed

Don't push the return to work

Tips:

- Maybe going back to the office won't make you competitive
- Things change fast, do not assume you know what people need, ask
- Look at measures to support employees in the transition (childcare, flexible work schedule, extra days off, etc.)

Increase D&I impact

Challenges to consider:

- Most D&I challenges are currently being exacerbated across many organizations due to high stress
- If there is no leadership buy in, budgets are being cut
- Training is being deprioritized in times when leaders need tools for mitigating bias and adopting to change the most

Increase D&I impact

Tips:

- Tie your D&I goals to business goals and measure to show impact
- If your employees are struggling with adapting to change, introduce growth mindset into your D&I efforts
- Do not pause training, make it even better virtually



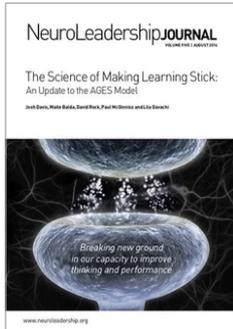
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Resources



How we are helping organizations

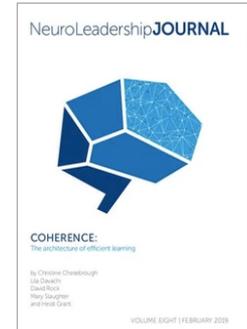
2014



The Science
of Making
Learning Stick

Free learning strategy audit

2019



Coherence:
The Architecture of
Efficient Learning

How we are helping organizations

2016



The Science
of Inclusion

Free C-suite briefing on
Build the better normal

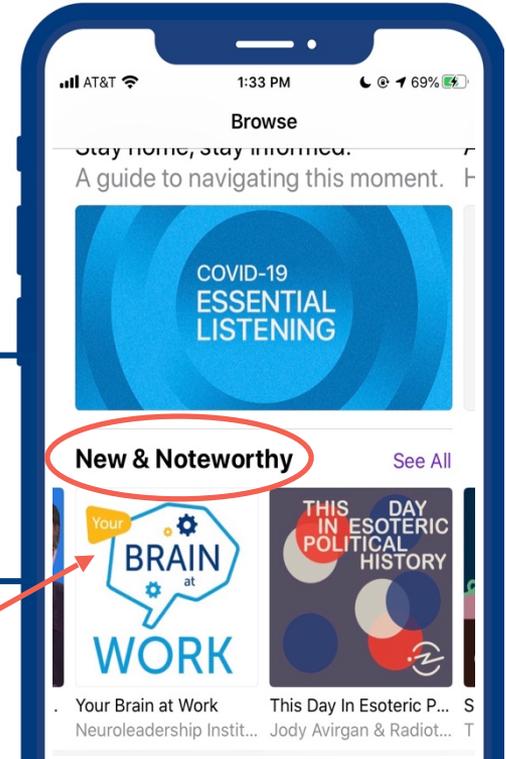
2016



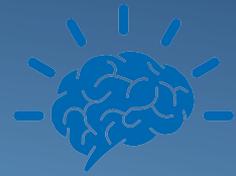
Organizational
Growth Mindset

Your brain at work LIVE

- How HR leaders are transforming work
- Each live session becomes a podcast episode
- Season 1 available now
- Season 2 in progress
 - Subscribe now, any platform



Stay up to date with the latest from NLI



Latest research from the Institute

[Impact Report: Growth Mindset Supports Organizations Through Disruption](#)

Five companies embraced growth mindset in the face of disruption and harnessed the power of mindset to adapt to new realities.

NLI in the news

[The Framework All Leaders Need to Build a Better Normal](#)

We believe this isn't a time to build a new normal, but instead, a better normal. Let's be sure to do that by following the science.

[The Brain-Based Case for 4-Day Workweeks](#)

With employees working longer hours than usual, leaders may wonder if they should move to a four-day workweek. Here's what science says.

Join us next week for YBAW Live!

[Click here](#) to register for the June 5 recording of the Your Brain at Work podcast.

Binge more YBAW episodes until next time

[Learning to Lead Better with Gilead and Merck](#)

Gilead is creating a culture of empathy. Merck is meeting people where they are to keep learning and development going strong. Listen to learn how.



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Insider Exchanges



Every Wednesday
at 3pm ET with
David Rock



Every other Monday
at 5pm on Leadership
with Khalil Smith



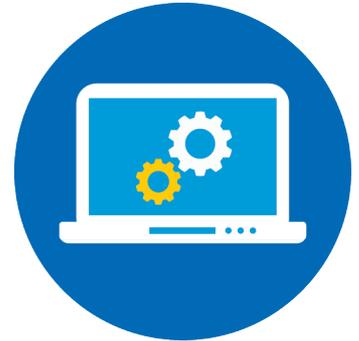
Every other Monday
at 2pm on D & I
with Ester Neznanova



Every other Tuesday
at 2pm on Performance
with Barbara Steel

How we are helping organizations

1. Reinvent **Culture, Learning or Performance**
2. Increase **Focus, Inclusion, Growth Mindset; Mitigate Bias**
3. Building **custom habit-activation strategies** that scale



How individuals are using this time to learn

- Brain-based coaching goes (back to!) fully virtual
- Certificate in the Foundations of Neuroleadership
- Weekly talent-leader events on specific topics
- *Exploring targeted learning solutions for talent leaders*



