



## 1. Why Business Needs Neuroscience

Arie de Geus, Co-founder, Society for Organizational Learning

Arie De Geus is one of the originators of the concept of the 'Learning Organization', and an ex-senior executive at Shell. He is the author of 'The Living Company' (Harvard Business School Press) and a globally respected business strategist. Arie will share his experiences at Shell, where he made some important advancements to the ideas of scenario planning. In this session Arie will explore the question of how executives perceive the world around them and deal with the future. He will explore the role of neuroscience in organizational perception, decision making, and planning, and ultimately in how business is organized.



## 2. How Thoughts Get Incorporated Into Neural Functioning

Henry Stapp, Lawrence Berkley National Laboratory, University of California, Berkley California

Effective dealing with personnel depends upon understanding how people function. For three centuries human beings were thought of as automatons governed by deterministic laws of classical physics, providing a basis for treating people as cogs in a machine. While that model worked well in the industrial age, in the information age, classical mechanics has been replaced by quantum mechanics. This requires that our thoughts intrude into the causal structure of reality, elevating man to a creative participant in the flow of neural processes. This new scientific conception of human beings provides rational support for altered ways of using human resources.



## 3. Attention Changes The Brain

Jeffrey Schwartz, University of California, Los Angeles

The brain is where ideas are first translated into action. Our minds direct that action via the effect of focused attention on selected brain circuits. When the mind focuses it causes associated brain circuitry to stabilize and strengthen, based on the density (quality and quantity) of our attention. In practice we enable this process by utilizing an aspect of the mind called the Impartial Spectator, a term coined by Adam Smith. By strengthening our Impartial Spectator we are able to filter (veto) potential distractors that may cause us to de-stabilize brain circuits most relevant to actualizing our ideas.

## 4. The Construction of Individual Subjective Reality

Robert Coghill, Wake Forest University, Winston-Salem, North Carolina

Our subjective, experiential reality is uniquely individual. The experience of pain is an ideal model for investigating the neural mechanisms involved in this reality. Brain imaging studies are providing insight into how mental events such as expectations shape the neural processing of noxious information to affect the experience of pain. Studies suggest that our subjective experience is actively constructed by the interaction of incoming information with information derived from our genetic heritage, past experience, present environment, and our expectations. These studies are pointing to new theories about how to best establish and manage the future expectations of ourselves and others.



## 5. The Neuroscience of Cultural Difference

Yiyuan Tang, Director, Dalian University of Technology, Dalian, China

Neuroscience research indicates that: 1) Westerners focus more on objects, whereas East Asians attend more to relationships and contexts. 2) Higher level cognitive functions such as language and math processing in the brain are shaped by cultures. 3) Life experiences impact the organization and function of the brain. Thus cultures contribute to differences in perception and behavioral styles in Eastern and Western populations even if they are in analogous situations. This session will explore the key factors, the underlying brain mechanism and possible coaching strategies for the NeuroLeadership field in cross-cultural contexts.



## 6. The Neural Basis of Insight

Mark Jung Beeman

Every organization desires or requires some degree of flexible thinking and creativity. One type of creative thinking occurs during moments of insight. Insight involves solving a problem in a novel way, or seeing the problem itself in a new light, allowing new solution strategies. Recently, cognitive neuroscience has begun to reveal how the brain produces insight, and the factors that can facilitate or inhibit it. Mark will discuss the brain signatures and antecedents of insight, how they are modulated by mood, attention, and individual differences. This basic-level information may provide the foundation for applications to improve workplace creativity.



## 7. The Social Brain

David Rock and Jeffrey Schwartz

Social Cognitive Neuroscience (SCN) is a new and fast growing field dedicated to understanding the way minds and brains interact with each other in social contexts. This session will overview the latest research from SCN, much of which provides strong support for rethinking the way we lead and manage people in organizations. Led by the Summit Directors, topics include the brain's social architecture, status, the links between perceived threat and cognition, connectivity, and the process of reappraisal and emotional labelling. The session features several interviews with two of the key researchers in the field discussing their work, filmed exclusively for the Summit.



## 9. Driving Organizational Performance

John Case, CEO, Electrolux Home Products North America

With introduction by Dr Al Ringleb

Over 30 years, John Case has developed a distinct leadership philosophy which he calls the F.A.T. Leadership System (Focus, Accountability and Teamwork). This approach was first implemented when John was president of La-Z-Boy Residential, the billion dollar flagship division of La-Z-Boy Incorporated. In 2004 John became president and CEO of Electrolux's North American Floor Care operation. Applying his approach there has nearly tripled the company's bottom line in just two years. John will share his experiences as well as specific processes and tools, illustrating how neuroscience can be applied in a leadership context to drive organizational performance.



## 11. Teaching Neuroscience in a Business School

The CIMBA Team

Dr Al Ringleb, the university host of the Summit, will present a case study on how his Business School is using Neuroscience to better train tomorrow's leaders. This session will be of interest to both organizational and academic participants who want to understand how neuroscience can be integrated into leadership development in academically rigorous ways, while maintaining the all-important experiential focus.



## 8. The Neuroscience of Influence

David Rock, CEO, Results Coaching Systems and faculty and CIMBA

Integrative Workshop

This session explores the main findings from the first two days of the Summit, through the format of an experiential workshop. We will explore what we now know about influencing others, whether one to one or one to many, drawing on the science of attention, expectation, insight, culture and the social brain. Participants will have the opportunity to connect the science into common leadership situations. Special focus will be given to our ability to change behavior and drive learning.

## 10. Driving Learning in a Global Organization

Cheryl Doggett, EDS

EDS, a leader in the IT services industry, successfully emerged from a multi-year transformation that yielded significantly improved corporate performance, increased client satisfaction and a renewed sense of pride in its employees. Cheryl Doggett, Director of Global Learning and Development will highlight key challenges involved in global learning endeavors, discuss the importance of tapping into the company's DNA, and outline the importance of leader-led development. She will also share the thinking, execution and insights revealed in two case studies. One of these involves training thousands of leaders in coaching skills, drawing heavily on a neuroscience theory base.



## 12. Case Study: Rethinking Education in K-12

Jaimie Cloud, The Cloud Institute for Sustainability Education, NY NY

It's important and urgent to business, and to all of society, that we better educate our children. Not just to be better store houses of facts, but more able to think effectively, and at multiple levels. In particular, we need children to be more self aware, aware of their impact on others, and aware of the impact of their actions on the world around them. This session weaves together the neuroscience findings from the Summit with systems science, giving participants the opportunity apply the new ideas to the challenge of reinvigorating education today.



## 13. Research Summary, Launching the Institute and Journal

Dr Al Ringleb

This is the final session for the Summit. We will review the big findings presented, and the research gathered over the three days. We will discuss the structure and goals of the NeuroLeadership Institute, and explore issues around the NeuroLeadership Journal. There will be a discussion about next year's event and ways that the content will be shared widely.

## What is NeuroLeadership?

NeuroLeadership is a term coined in 2006 by David Rock. It defines the field of study and exploration of leadership development and human performance improvement as seen through the lens of understanding how the brain works.

This emerging field of study is focused on bringing neuroscientific knowledge into the areas of leadership development, management training, change management, education, consulting and coaching.

## What is the purpose of this field?

The NeuroLeadership movement is intended to help individuals and organizations of all types fulfill their potential through better understanding how the human brain functions, at individual, team and systemic levels.

## The NeuroLeadership Summits

The Summits are designed to bring some of the world's leading neuroscientists and leadership experts together to share what they have discovered and explore new paradigms for developing current and future leaders. The hope is to build a better science for leadership by integrating relevant neuroscientific research.

## What are the objectives of the Summits?

- To create new connections between leadership and neuroscience academics, researchers and practitioners
- To develop new theories and practical applications of the science
- To explore how business leaders can be educated in the neuroscience of leadership
- To generate interest in the field overall

## Where can I find more resources?

Visit [www.NeuroLeadership.org](http://www.NeuroLeadership.org) to learn more about:

- The NeuroLeadership Institute and its activities
- The Masters and Post Graduate Certificate in the Neuroscience of Leadership
- Past and future Summits
- Becoming a member of the Institute
- Subscribing to the NeuroLeadership Journal
- Ordering Summit recordings
- Joining a Local Interest Group
- Joining our mailing list
- Other online readings and resources