



**Actuaries  
Institute**

# **Young Actuaries Program - Fearless Leadership – Where Neuroscience Meets Leadership**

Presented by Katharine McLennan

# FEARLESS LEADERSHIP

**I shall be telling this with a sigh  
Somewhere ages and ages hence:  
Two roads diverged in a wood, and I --  
I took the one less travelled by,  
and that has made all the difference.**

**-Robert Frost, 1915**







**Recession in the US 'has arrived'**  
The feared recession in the US economy has already arrived, according to a report from Merrill Lynch.  
It said that Friday's employment numbers would be a sign of things to come.

**Soros predicts worst recession for 50 years**  
Amid collapsing stock prices worldwide, the hedge fund manager George Soros has told the Standard, that the United States is in the worst financial crisis in half a century since the end of the 1920s.

**US recession will trigger global slump**  
January 24, 2008

**Black Monday: recession fears spark global share crash**  
FTSE suffers biggest fall since 2001  
Interest rate cuts predicted

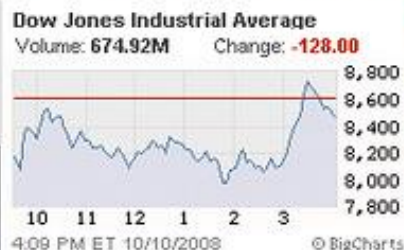
**FEAR STALKS BEAR MARKET**  
+ 'DOMINO EFFECT' COULD TRIGGER MELTDOWN, SAY EXPERTS  
A SPECIAL ISSUE ON THE GLOBAL FINANCIAL CRISIS  
FULL REPORTS PAGES 2-7; HOW IT AFFECTS YOU PAGES 4-5; JEREMY WARNER PAGE 47



**CNN.com** **Dow's wild ride** **Bloomberg.com**  
**Vertigo on Wall Street** **World markets topple after U.S. fall**  
**ush Just Makes It Worse** **washingtonpost.com**

**Fear-Driven Selling Punishes Markets**  
**A Day of Wild Swings for U.S. Markets**  
**The New York Times** **THE WORST WEEK**  
**DRUDGE REPORT**  
**Stocks Lower After Day of Wild Swings**

**Wall St. Caps One of Its Worst Weeks Mixed**  
**U.S. Proceeds With Plan for Equity Stakes in Banks**



**Economist**  
**Off a cliff**  
When fortune frowned

**abc NEWS**  
**Treasury chief: U.S. working on plan to invest in banks**  
**Worst Week on Wall Street Ends Down**

**G-7 Pledges to Take 'All Necessary Steps' to Stem Global Financial Crisis**  
**HITTING HOME** **THE ECONOMIC SQUEEZE**

**BusinessWeek**  
**MELTDOWN**  
FOR HOUSING, THE WORST IS YET TO COME

**MYSTERY OF THE MISSING PHOENIX**  
THE WOUNDED REAL ESTATE MARKET

**The Economist**  
Sarkozy's Thatcher moment  
Green protectionism  
The coal boom  
Banking in Africa  
Killing pigs in Romania

**America's vulnerable economy**



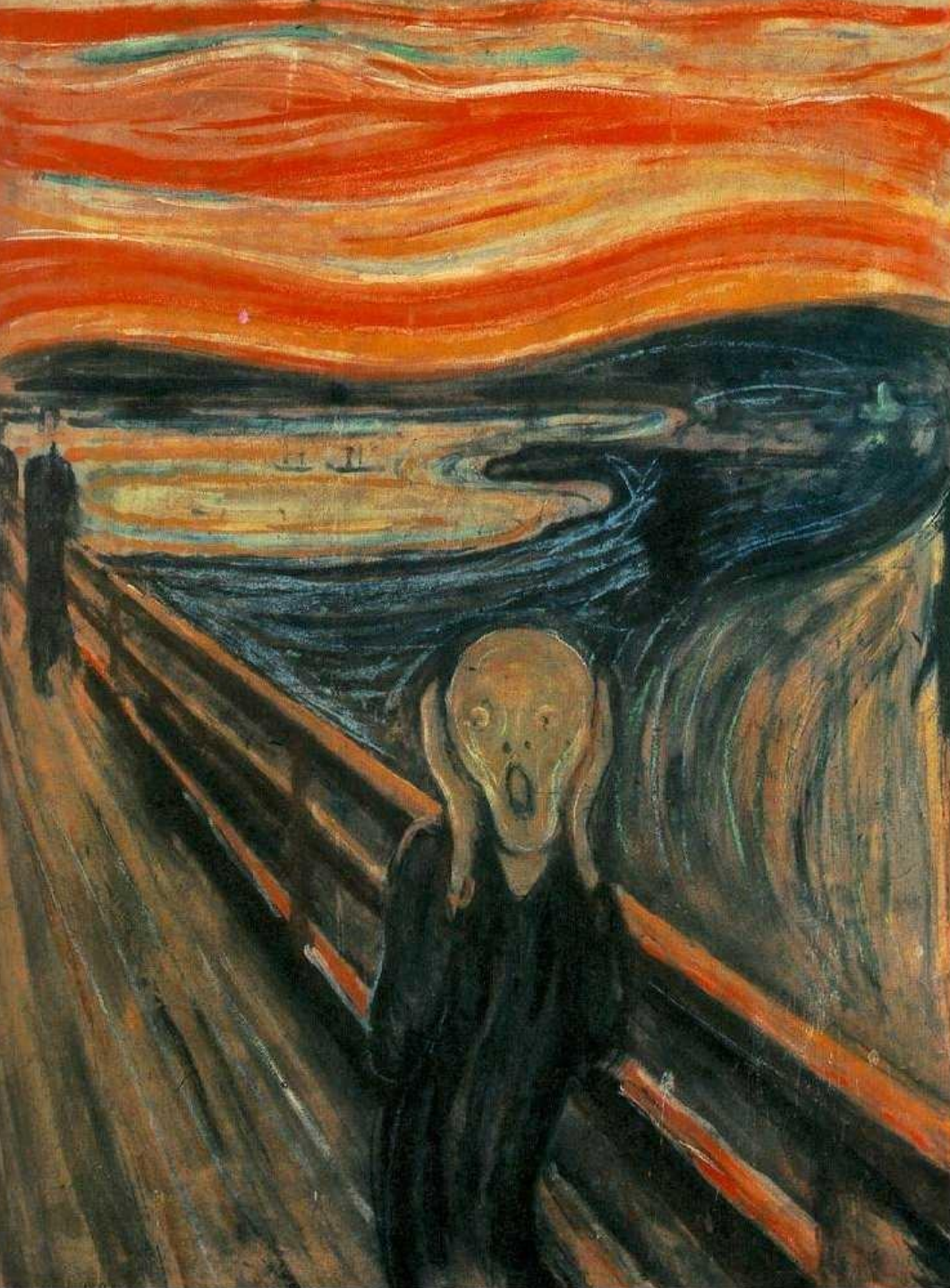


Don't tell me we have  
another reorg coming.

Reorgs make me angry.

You wouldn't like me  
when I'm angry





**F**<sub>alse</sub>

**E**<sub>vidence</sub>

**A**<sub>ppearing</sub>

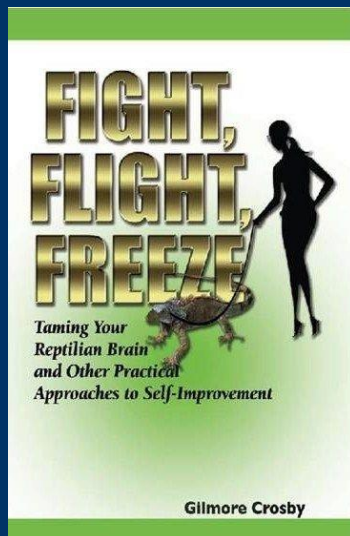
**R**<sub>eal</sub>



**1 Know what triggers you**

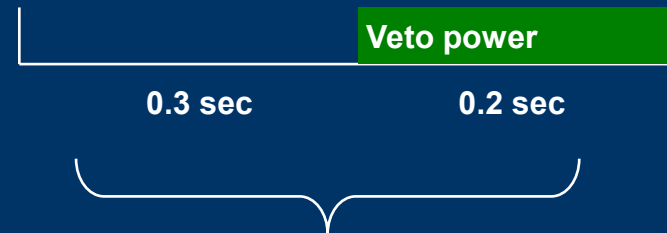


**2 Know how you respond automatically**

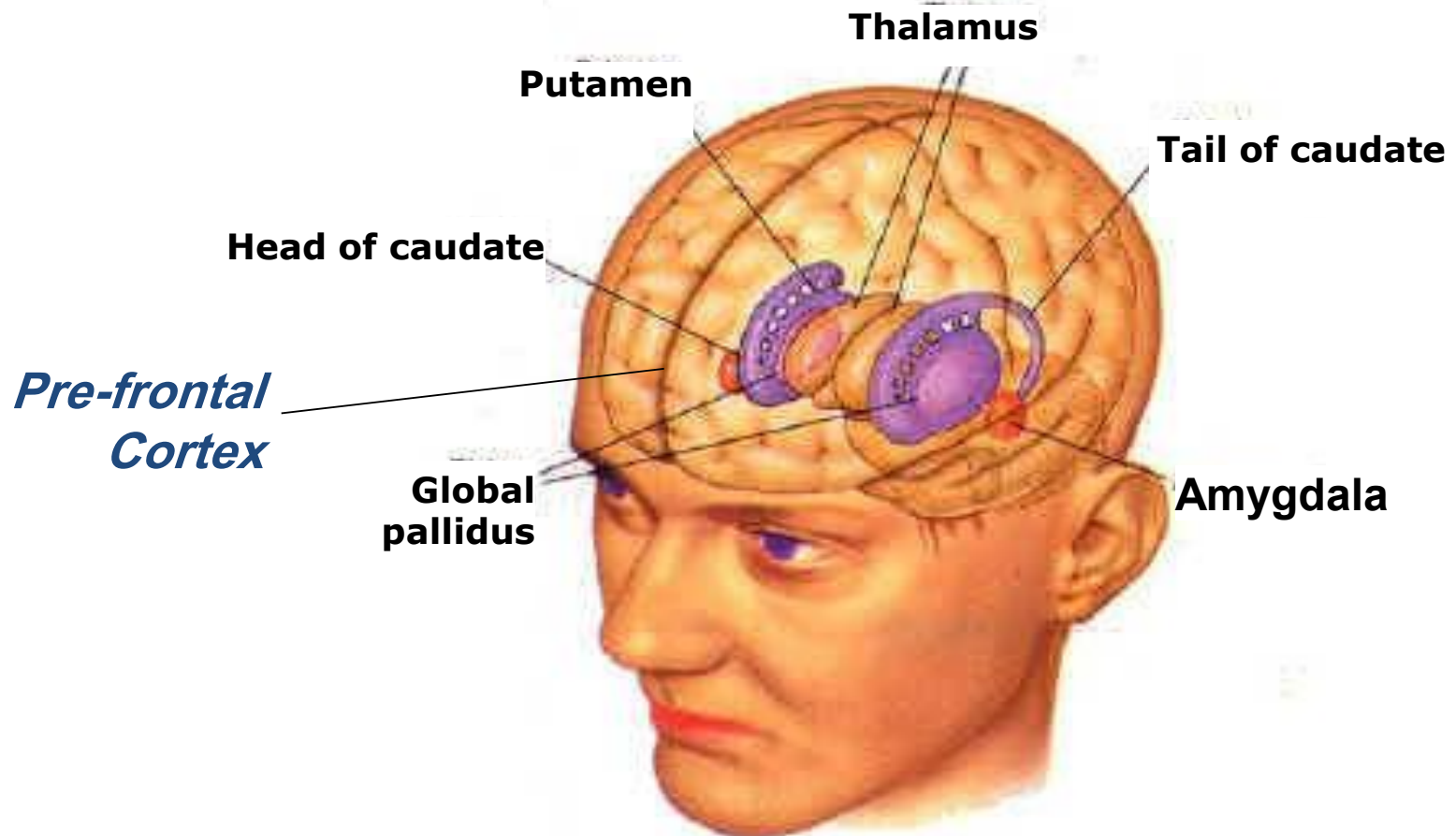


**4 Mind fitness**

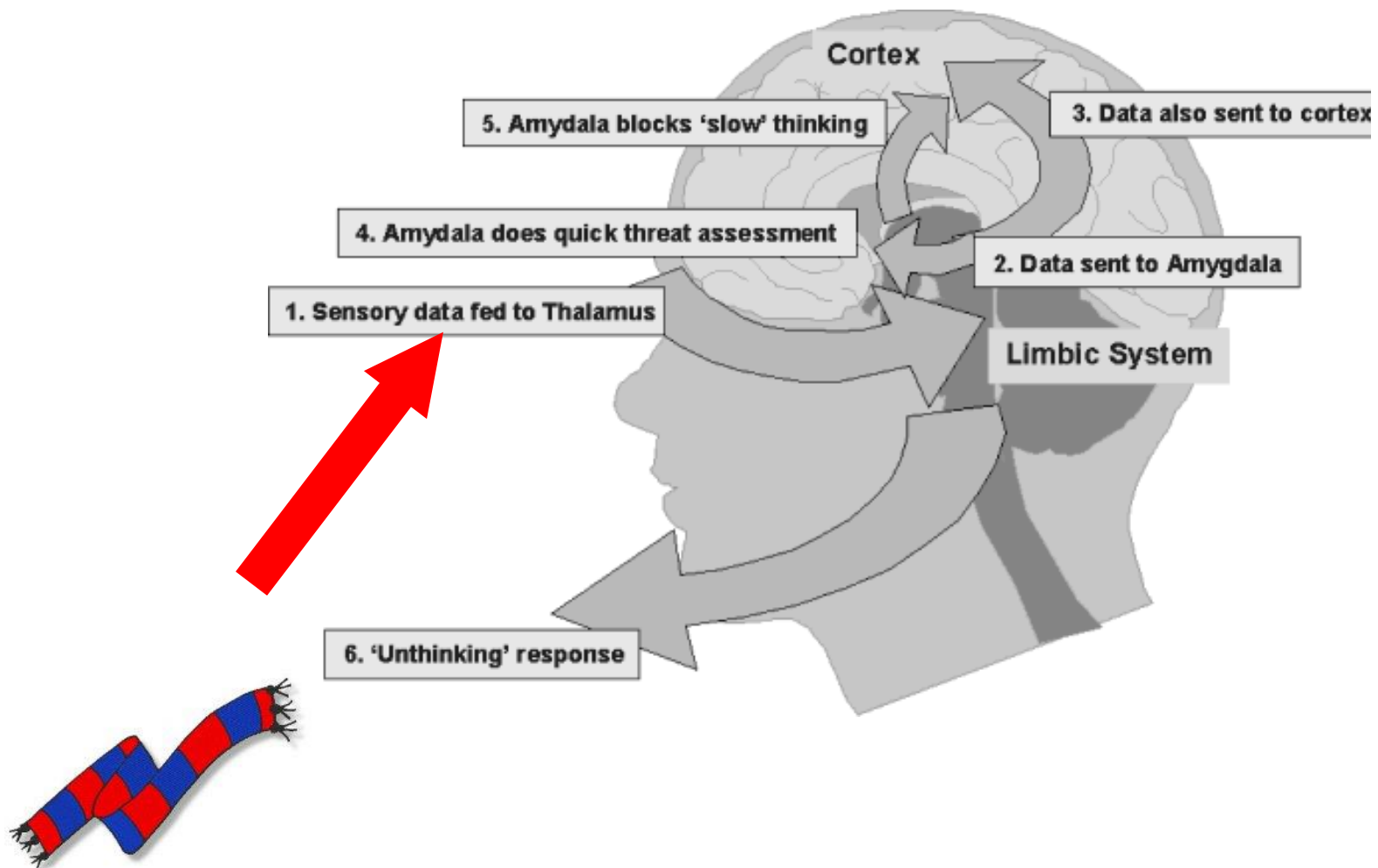
**3 CHOOSE rationally instead**







# THE AMYGDALA HIJACK





**S**tatus



**C**ertainty

**A**utonomy



**R**elatedness

**F**airness

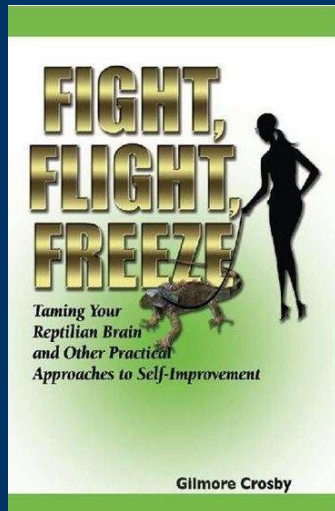


**1 Know what triggers you**

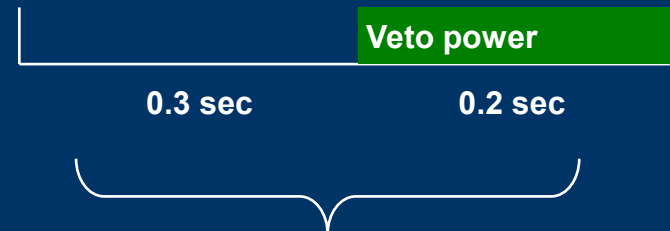


**4 Mind fitness**

**2 Know how you respond automatically**



**3 Choose rationally instead**



An iceberg floating in the ocean under a blue sky. The small tip above the water is labeled 'Perceived Behaviour'. The much larger submerged part is labeled 'Conscious Intention' and 'Subconscious Core Beliefs: Needs'.

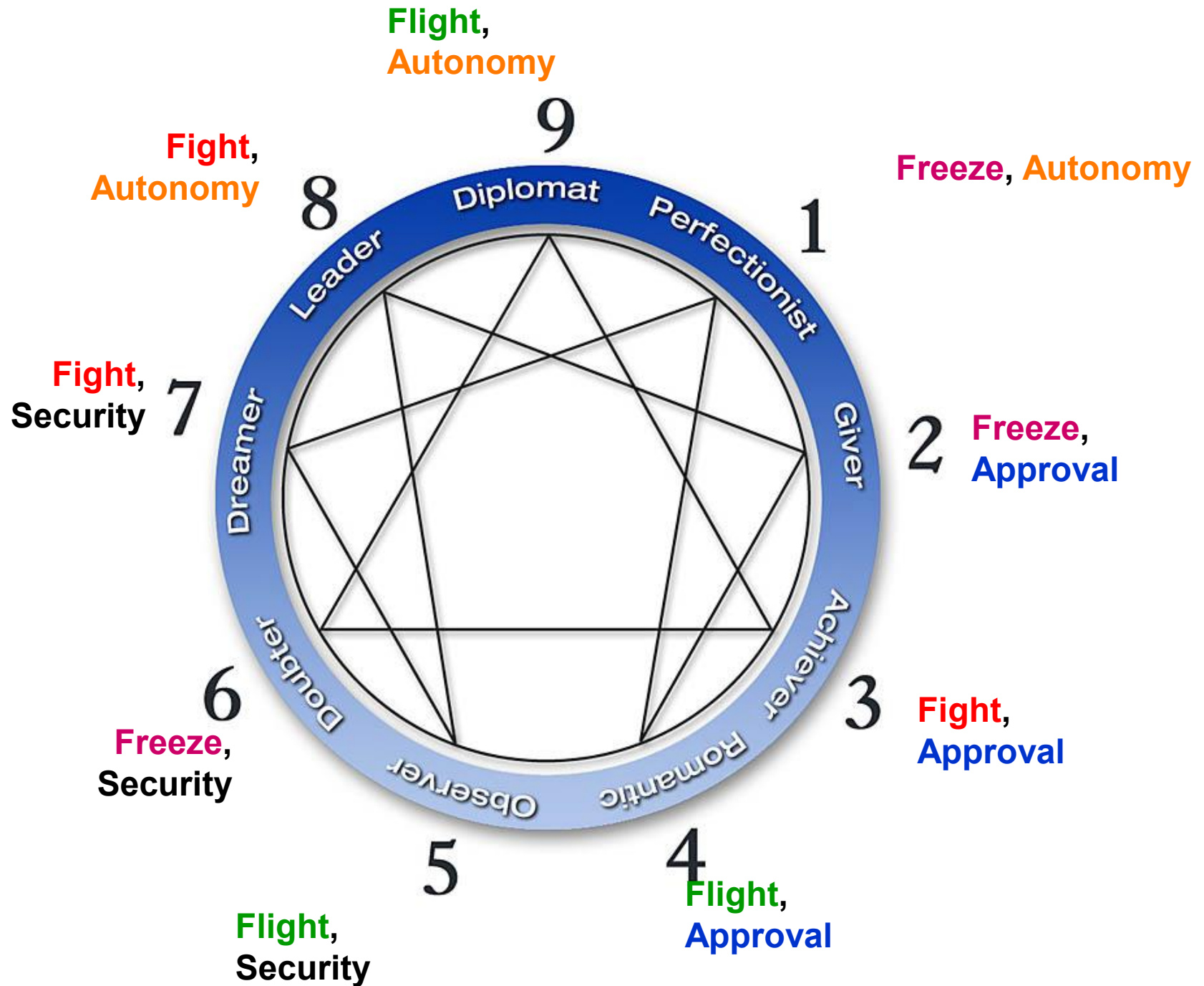
Perceived  
Behaviour

Conscious Intention

Subconscious Core  
Beliefs:  
Needs

- 1) **Fight**
- 2) **Flight**
- 3) **Freeze → Comply**

- 1) **Attention, approval → Heart**
- 2) **Autonomy, anger → Body**
- 3) **Security, fear → Head**





***fears failure and  
loss of power***

***fears rejection  
and loss of  
reputation***

**EXTROVERT**

**Dominating, Directing,  
Demanding, Determined,  
Decisive, Doing**

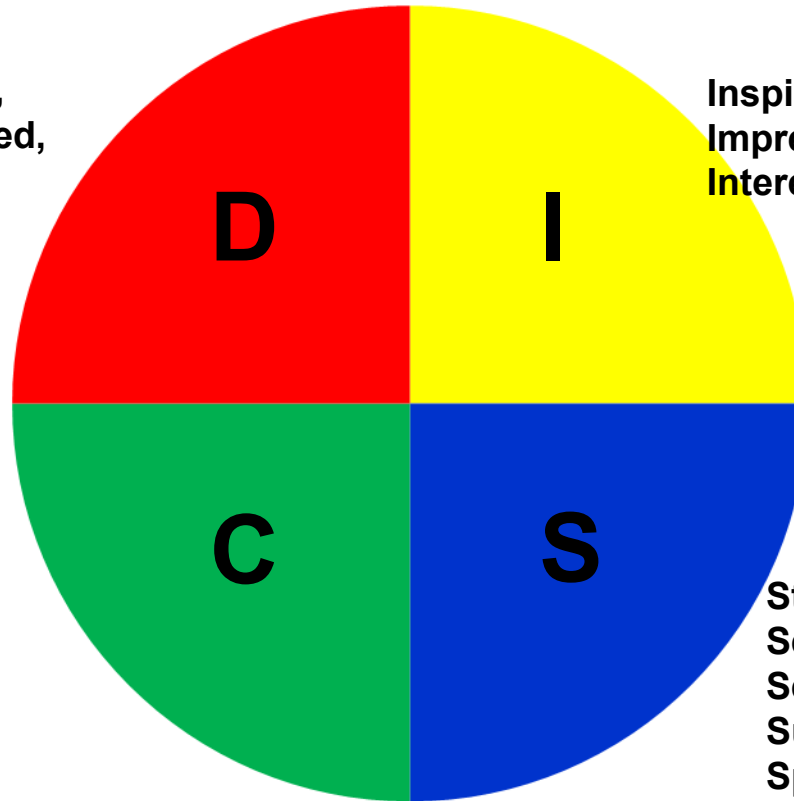
**Inspiring, Influencing, Inducing,  
Impressing, Interactive,  
Interested in people**

**TASKS**

**Cautious,  
Competent,  
Calculating,  
Compliant, Careful,  
Contemplative**

**PEOPLE**

**Steady, Stable, Shy,  
Security-oriented,  
Servant,  
Submissive,  
Specialist**



**INTROVERT**

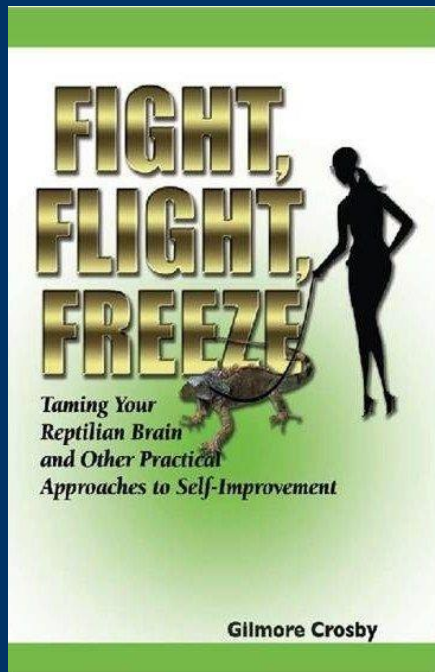
***fears inaccuracy  
and  
unpredictability***

***fears insecurity  
and change***

1 Know what triggers you

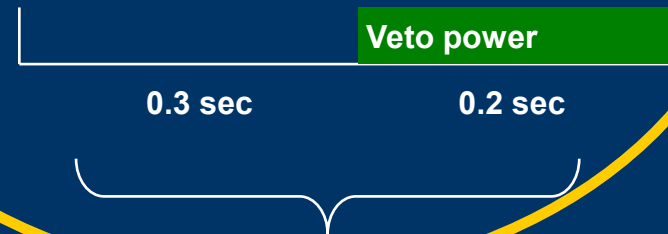


2 Know how you respond automatically

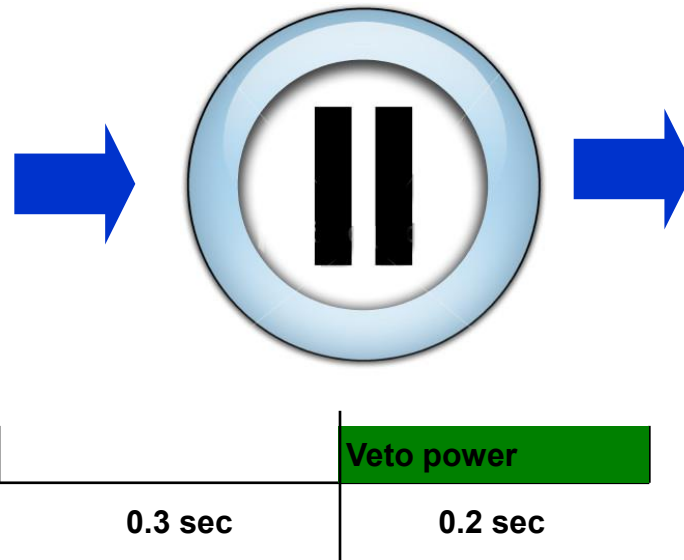


4 Mind Fitness

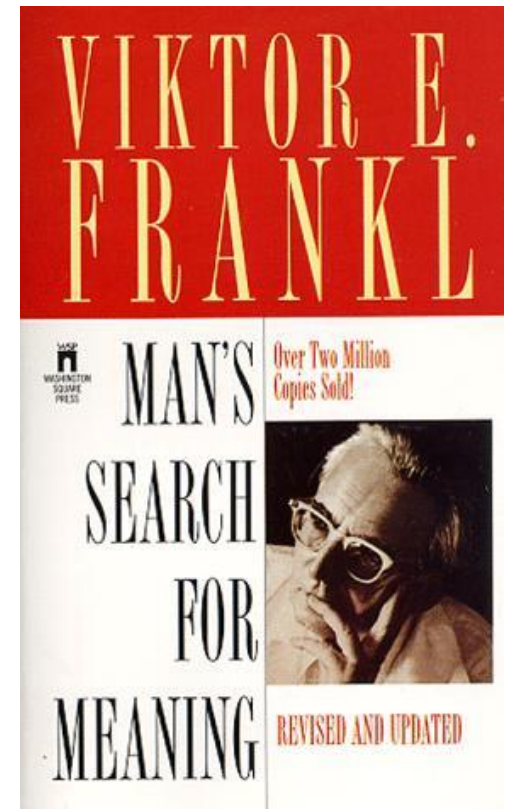
3 Choose rationally instead



We *do* have choice

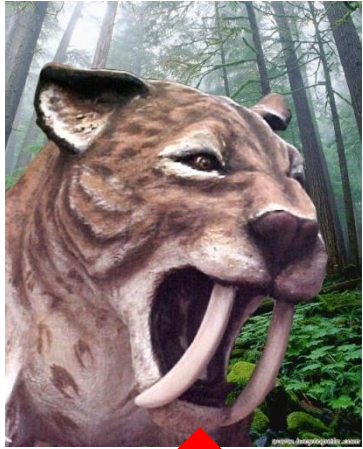


Our Response





# THE LEADER'S CHOICE



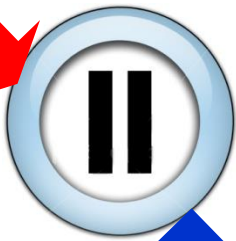
**FEAR**  
**Amygdala**  
**Hijack**

**SUPPRESS**

**OR**



**STIFF UPPER LIP**



**False**  
**Evidence**  
**Appearing**  
**Real**



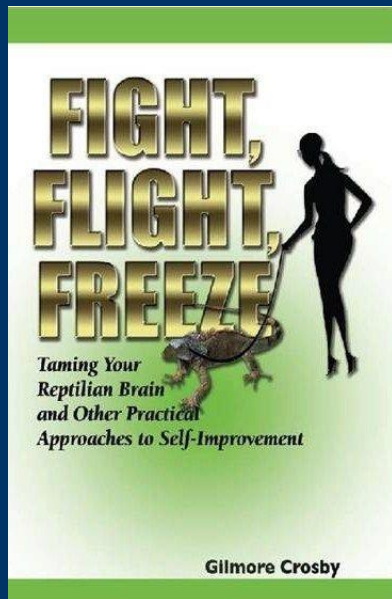
**REAPPRAISE**



1 Know what triggers you



2 Know how you respond automatically



4 Mind Fitness

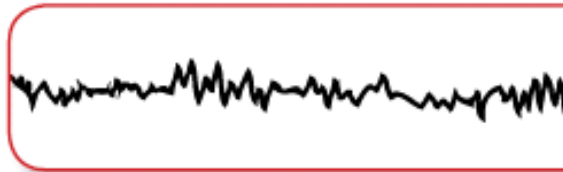


3 Choose rationally instead



# Brain fitness through mindfulness

BETA



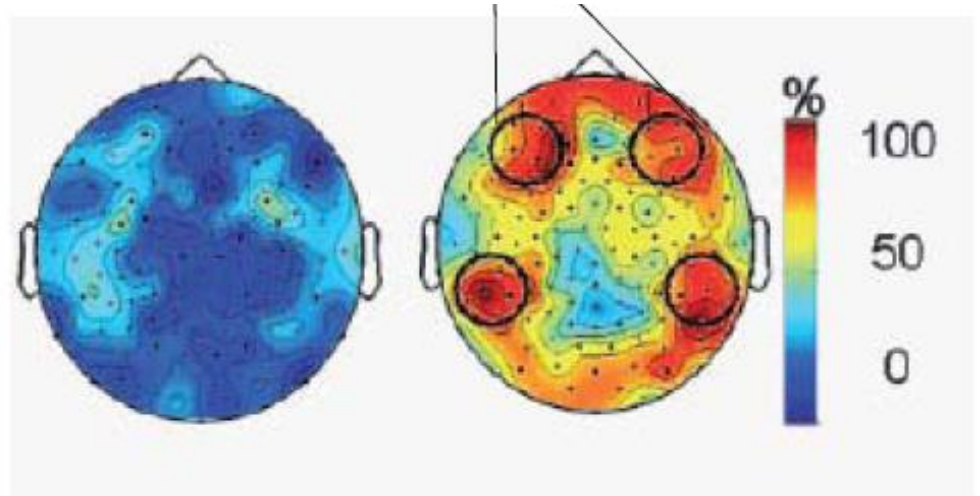
ALPHA



THETA



DELTA

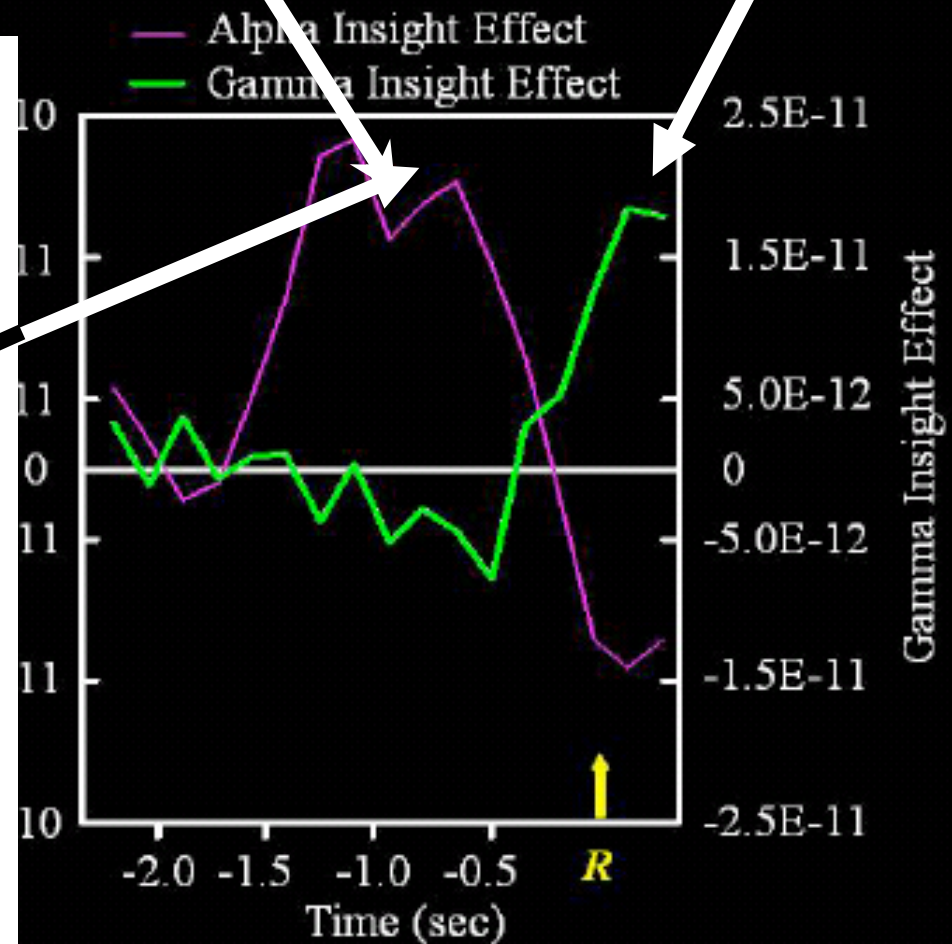
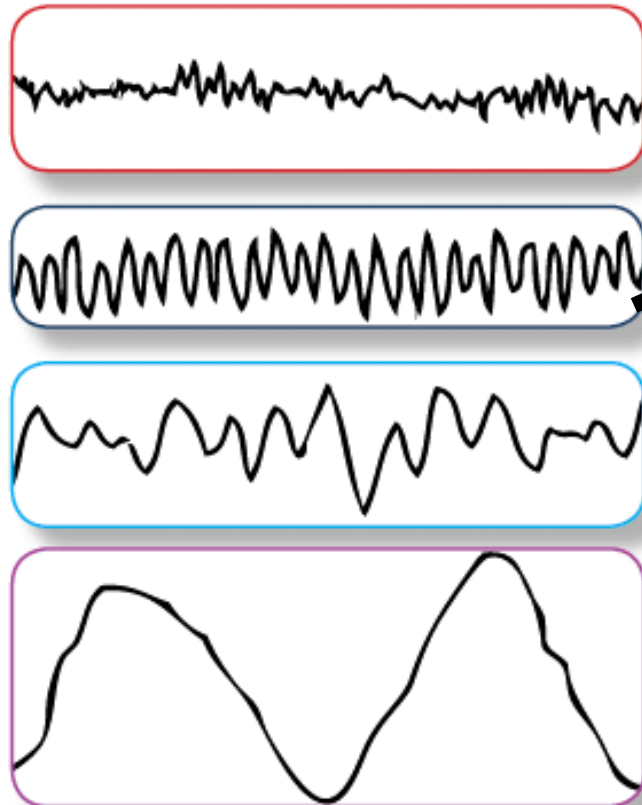




# The mind must be relaxing before innovation arrives

PEAK OF ALPHA comes  
before . . .

....the Insight



## Holistic fitness . . . .

**E**ducation

**S**tress management

**S**pirituality

**E**xercise

**N**utrition

**C**onnectedness

**E**nvironment

**Spirituality?**

“He who has a why  
to live can bear with  
almost any how.”  
Nietzsche

**Leadership: The ability to still  
the mind and see the potential**

**SAWUBONA!**



SIKHONA



**The Nelson Mandela Rule**

**An optimist sees an opportunity in every calamity;**

**A pessimist sees a calamity in every opportunity.**

**Winston Churchill**

**Which road will you take?**

