Fearless Leadership – Where Neuroscience Meets Leadership

Katharine McLennan
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
Dow's wild ride

Vertigo on Wall Street

Fear-Driven Selling Punishes Markets

A Day of Wild Swings for U.S. Markets

The New York Times

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

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
Don't tell me we have another reorg coming.

Reorgs make me angry.

You wouldn't like me when I'm angry.
False Evidence Appearing Real
1. Know what triggers you
2. Know how you respond automatically
3. CHOOSE rationally instead
4. Mind fitness

Veto power
0.3 sec
0.2 sec

Fight, Flight, Freeze
Taming Your Reptilian Brain and Other Practical Approaches to Self-Improvement
Gilmore Crosby
THE AMYGDALA HIJACK

1. Sensory data fed to Thalamus
2. Data sent to Amygdala
3. Data also sent to cortex
4. Amygdala does quick threat assessment
5. Amygdala blocks ‘slow’ thinking
6. ‘Unthinking’ response
Status
Certainty
Autonomy
Relatedness
Fairness

US
(not “them”)
1. Know what triggers you

2. Know how you respond automatically

3. Choose rationally instead

4. Mind fitness

Veto power

0.3 sec

0.2 sec
The perception of a reduction in “SCARF” and our Stone Age wiring:

Subconscious Core Beliefs:
1) Attention, approval → Heart
2) Autonomy, anger → Body
3) Security, fear → Head

Conscious Intention:
1) Fight
2) Flight
3) Freeze → Comply

Perceived Behaviour:
1) Fight
2) Flight
3) Freeze → Comply
Freeze, Autonomy

Flight, Autonomy

Fight, Approval

Approval, Flight

Security

Freeze, Security

Flight, Security

Diplomat

Leader

Perfectionist

Observer

Romantic

Achiever

Giver
fears failure and loss of power

fears rejection and loss of reputation

fears insecurity and change

fears inaccuracy and unpredictability

### Tasks
- Dominating, Directing, Demanding, Determined, Decisive, Doing

### People
- Steady, Stable, Shy, Security-oriented, Servant, Submissive, Specialist

### Introvert
- Cautious, Competent, Calculating, Compliant, Careful, Contemplative

### Extrovert
- Inspiring, Influencing, Inducing, Impressing, Interactive, Interested in people

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**DISC**
- **D**: Dominating, Directing
- **I**: Inspiring, Influencing
- **C**: Cautious, Competent
- **S**: Steady, Stable
1. Know what triggers you

2. Know how you respond automatically

3. Choose rationally instead

4. Mind Fitness

[Diagram showing time intervals: 0.3 sec and 0.2 sec]
We *do* have choice

Our Response

Vetor power

0.3 sec 0.2 sec

10,000 years S C A R F
THE LEADER’S CHOICE

FEAR
Amygdala Hijack

SUPPRESS

OR

False Evidence Appearing Real

REAPPRAISE

STIFF UPPER LIP
1. Know what triggers you

2. Know how you respond automatically

3. Choose rationally instead

4. Mind Fitness

Veto power

0.3 sec

0.2 sec
Brain fitness through mindfulness
The mind must be relaxing before innovation arrives

PEAK OF ALPHA comes before . . .

....the Insight
Holistic fitness

Education
Stress management
Spirituality
Exercise
Nutrition
Connectedness
Environment

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!

SITHONGA.

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?