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ZERO POINT LEADERSHIP

Change Thinking,
Change the World!

NeuroLeadership in Systems of Care

What Brain Science Tell Us About Youth and Adult Leadership

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Presenters

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Focus for Today

- Nature of the brain and its influence on organizational/systemic change in systems of care
- Applying recent breakthroughs in contemporary neuroscience to youth and adult leadership practices in systems of care
- Key insights and takeaways

What is NeuroLeadership?

The underpinning biology of:

- Decision making and problem solving
- Emotion Regulation
- Collaborating with others
- Facilitating change

– NeuroLeadership Institute

Neural basis of leadership and change management practices

Why Neuroscience?

- Explains why people find change so upsetting
- Helps us understand how the human brain creatively solves problems
- Provides leaders a way to effectively introduce and implement change based on the physiology of the human brain
- Helps us understand the development of effective leadership in adolescents

What Science Tell Us Doesn't Work

- Telling people what to do
- Incentives and threats – carrot and stick
- Giving advice
- Humanistic approach

Prefrontal Cortex
(thinking)

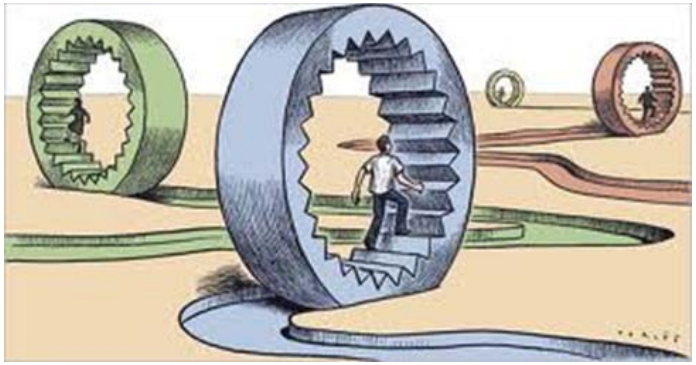
Amygdala
(*limbic region, emotional center*)

Changing Behavior

Changing habits → changing brain circuitry

Uses "working memory"/prefrontal cortex

People are their habits



Opportunity to Influence

- How you engage young people during this time plays a big part in and brain development how they age into adulthood

- Young people need opportunities that foster self-determination, resiliency- that are strengths-based and youth centered, and encourage permanent connections with positive adult influences (Walters et al, 2010)

Why Change is Painful

- Provokes physiological pain
- Uses the “working memory” (prefrontal cortex)
- Requires a biological change
- Changes “hard-wired” habits
- Requires the creation of new neural pathways

Because of the discomfort, people avoid it

The Biology of Engagement

Minimize danger maximize reward

Organizing principle of the brain

Assess 5x/second

Gordon et al., 2008

Reward…Toward State

- **Engagement**
- Better access to cognitive resources (Amy Arnsten)
- More creative ideas (Barbara Fredericson)
- More insights (Mark Jung-Beeman)
- Able to see and take in more information
- Decrease in mistakes
- Increase in collaboration
- Increase in dopamine levels

Threat…Away State

- **Disengagement**
- Reduction in cognitive resources
- Decrease in prefrontal cortex capacity
- Decrease in creativity
- More pessimistic thinking
- More narrow field of view
- Generalize to other areas

The Incredibly Social Brain

- Human brain is the 'social organ'
- Operating network of the brain
- Think about ourselves and others
- Social motivators have more impact than money

Social Pain

- Social and physical pain share same circuitry
- Social rejection = physiological pain
- Brain's solution to ensure nurturance/attachment
- Resulted in need for social connection
- Implications for Leaders

(Eisenberger, N & Lieberman, M., 2004)

The Adolescent Social Brain

- Youth who identify positive connections with adults have better outcomes (Courtney, M.)
- Implications for adult role in engaging youth in leadership
- Know that Peers are incredibly important, as adults we know that adult relationships important too

Model the Way, They are Watching

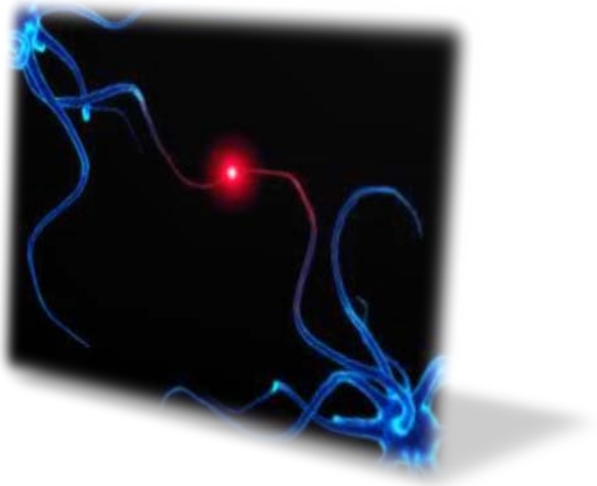
- Mirror Neuron System
- Connected at the neurobiological level
- Activated when we see someone perform a behavior
- Implications for a system of care leader's impact

Neuroplasticity

"Neurons that fire together wire together"

- Hebb's Rule

- Brains are moldable
- Shaped by experience
- Re-organizes and rewires
- ***Attention*** is key



SCARF Model

Status- relative importance to others

Certainty- being able to predict the future

Autonomy- feeling of control over events

Relatedness- safety with others

Fairness- perception of fair exchanges between people

A framework for engagement

www.scarfsolutions.com

David Rock, 2008

Using SCARF with Adolescents

- Framework for engaging young adults
- Took this with young adult leaders in SOC
- Experiences:
  - Youth Feedback
  - Implications for use in youth leadership

What Science Tell Us Does Work

A toward state….reducing threat

Helping people come to their own insights

Focus on the "**attention**" to solutions and new habits

A quiet brain

Leading with the social brain in mind

Self-Awareness

Emotion regulation

"Brain development is the same as leadership development."

- Dr. Paul McDonald

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