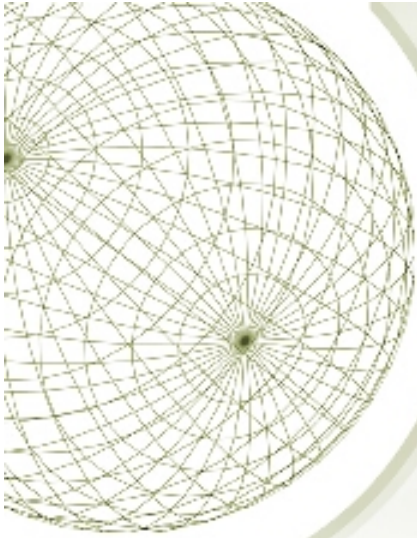


The neuroscience of leadership

Webinar with Dr. Jeffrey Schwartz & David Rock
November 2006

strategy+business

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Dr Jeffrey Schwartz

Jeffrey is a research psychiatrist at the School of Medicine at the University of California at Los Angeles. Jeff's work with OCD patients led to a study of how their brain was changing through the effort of attention. He is now one of the world's leading experts in the field of neuroplasticity.

Jeff's books include 'The Mind and the Brain' and the bestseller 'Brain Lock'.

Jeff lives in Santa Monica Ca.



David Rock

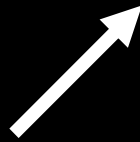
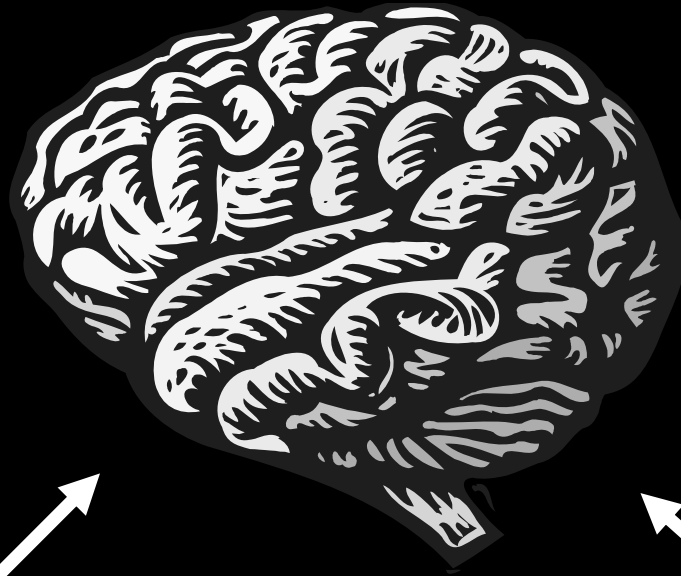
David is an author, consultant, and lecturer. He created a global coaching organization that has trained over 5,000 professionals. He now helps Fortune 100 clients integrate brain discoveries into their leadership development frameworks.

David is an adjunct lecturer at NYU SCPS and a guest lecturer at 5 other universities.

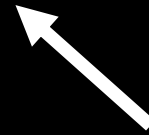
David met Jeff while doing research for his new book 'Quiet Leadership'. He lives between Sydney and New York.

Neuroscience says...

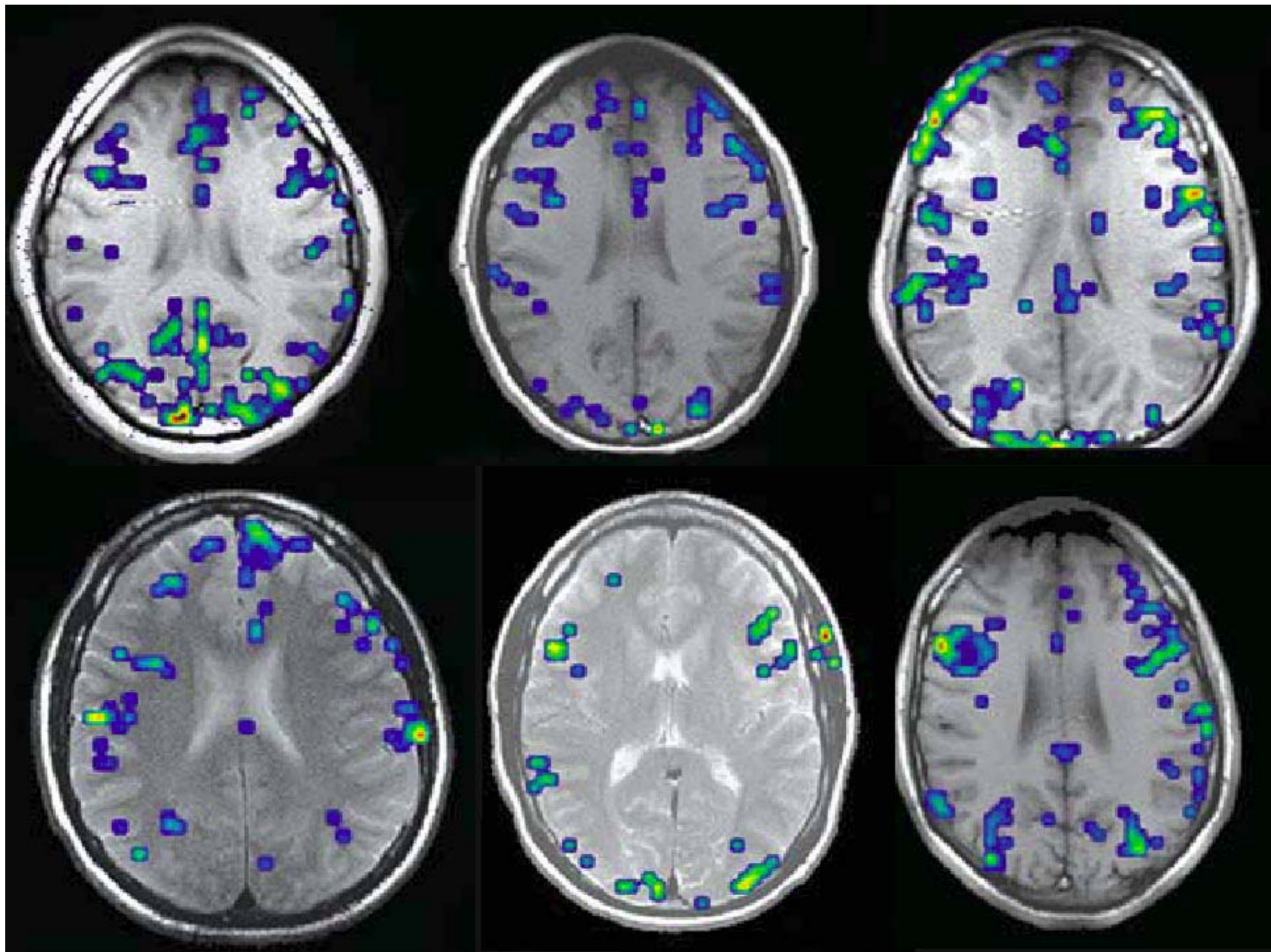
**Up close, our brains are
dramatically different**



GENES



ENVIRONMENT



Neuroscience says...

**The brain hardwires
everything it can**

Working memory

Versus

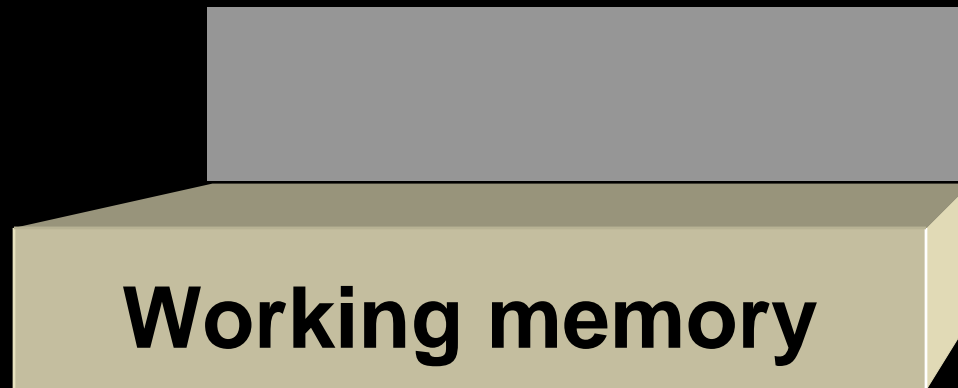
Hardwiring

Massive capacity, minimal effort needed

Working Memory is like a Stage

Used for:

- Understanding
- Decisions
- Remembering



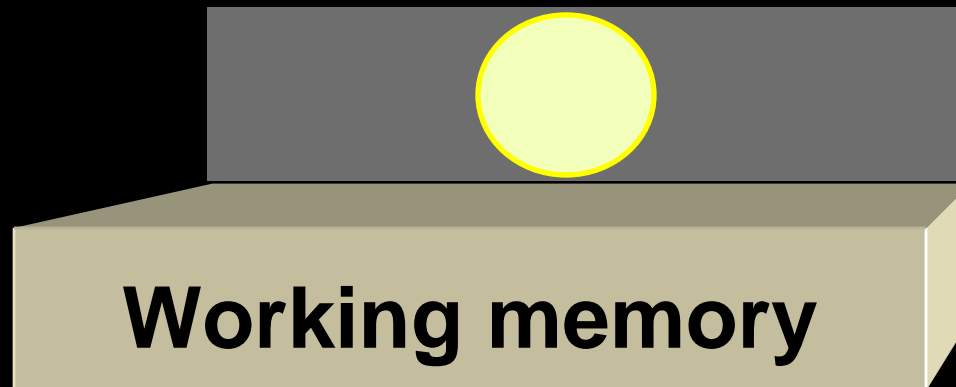
Challenges:

- Limited capacity
- Easily distracted
- Energy intensive

Attention is like a spotlight

Used for:

- Understanding
- Decisions
- Remembering

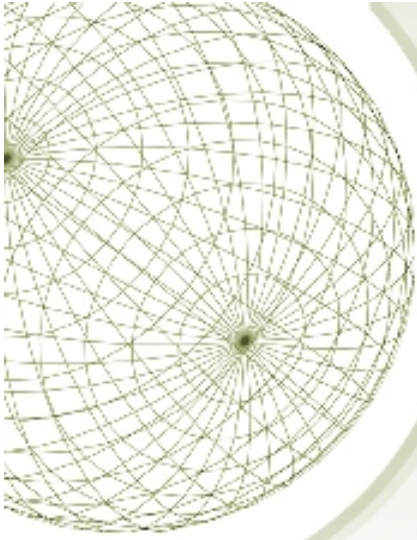


Challenges:

- Limited capacity
- Easily distracted
- Energy intensive

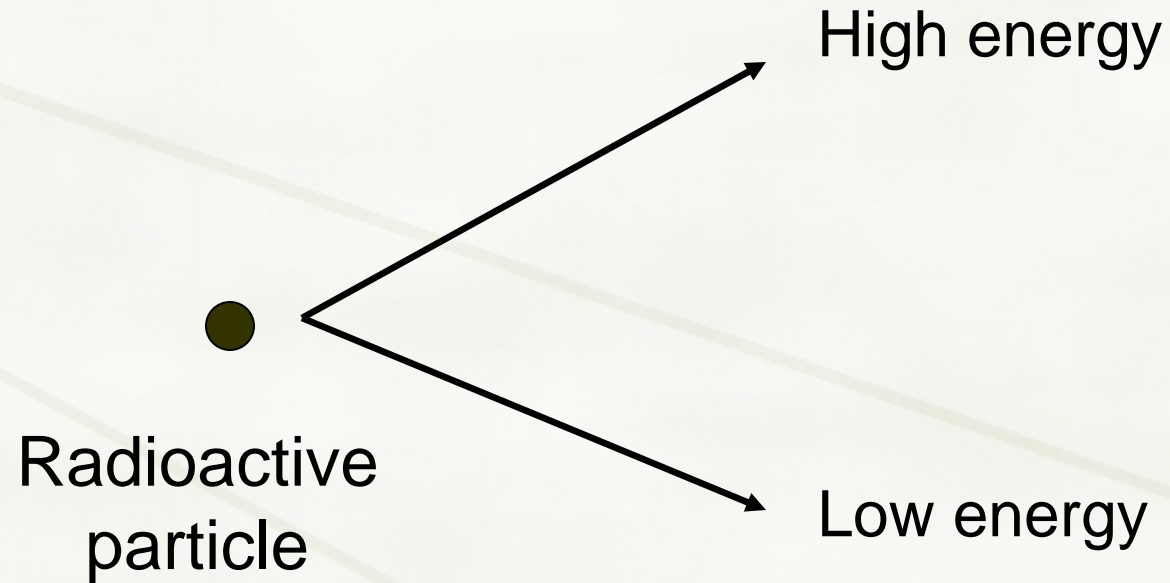
Neuroscience says...

Attention changes the brain



Attention density

Quantum Zeno Effect (QZE)





Quantum Zeno Effect (QZE)

The mental act of focusing attention
holds in place brain circuits
associated with what is focused on.

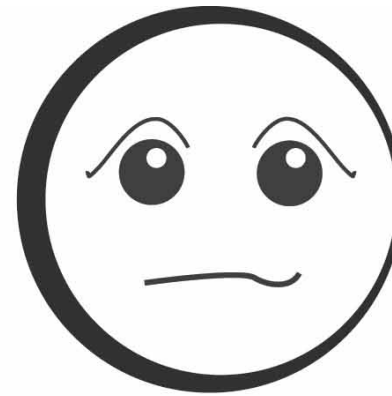
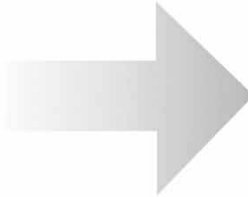
Neuroscience says...

Insight is at the heart of learning

The four faces of insight



1. Awareness



2. Reflection



4. Action



3. Insight

The four faces of insight

2. Reflection



By EEG: Alpha band waves arise, signifying external stimuli being shut out of the senses to focus on internal processes.

The four faces of insight

3. Insight



By EEG: Sudden burst of gamma band activity, associated with complex cognitive processing.

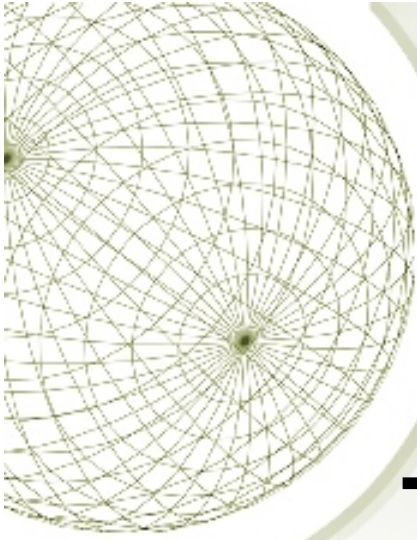
Represents a change in internal circuitry.

The four faces of insight

3. Insight

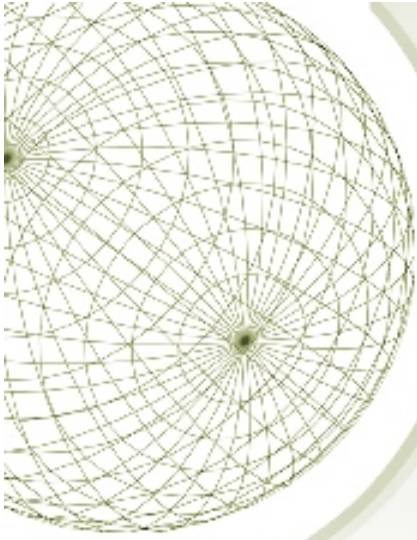


- Adrenaline-like substances are released
- Dopamine-like substances are released



In summary

**The role of leadership is to
help others develop the
most useful hardwiring.**



In summary

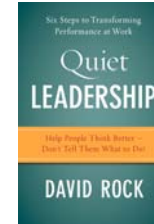
The power is in the focus.

Further resources

Books

Quiet Leadership - David Rock, Collins 2006

The Mind and the Brain - Jeffrey Schwartz & Sharon Begley, Regan Books 2003



Papers and articles

The neuroscience of leadership - Strategy & Business, May 06

A brain based approach to coaching - Rock & Schwartz, www.ijco.info, June 2006

The new science of change - CIO Magazine, September 06

Slides and recording

A recording of the event and slides will be posted within 48 hrs at:

<http://www.strategy-business.com/webinars>

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1st Global Neuro-Leadership Summit: 14-16 May 2007, Asolo Italy. info@cimba.it