The neuroscience of leadership

Webinar with Dr. Jeffrey Schwartz & David Rock
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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
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Challenges:
• Limited capacity
• Easily distracted
• Energy intensive
Neuroscience says...

Attention changes the brain
Attention density

Quantum Zeno Effect (QZE)

Radioactive particle

High energy

Low energy
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
3. Insight
4. Action
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.
3. Insight

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

Represents a change in internal circuitry.
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
- 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