“If the human brain were so simple that we could understand it, we would be so simple that we couldn’t.”
- Emerson M. Pugh, Scientist

LEADERSHIP STAMINA

The Neuroscience of Success

by

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Scott Halford, CSP, CPAE

Scott Halford, CSP, CPAE is an Emmy Award winning writer and producer, an engaging presenter and a long-time consultant to Fortune 500 executive teams. His expertise and experience enriches the contribution that he makes to every client. Scott’s expansive knowledge in the areas of achievement psychology, which includes brain-based behavioral science, emotional intelligence, critical thinking, and influence add richness and depth to his programs.

Scott’s insight into the human experience at many levels, and in many different situations, allows him to communicate in workshops and keynotes with humor, wit and depth. He is a captivating story teller that is able to transport his audiences to destinations they may have never been physically, mentally or emotionally. Participants laugh and learn, and consistently praise the rich and rewarding experience that positively impacts their success.

Scott was inducted into the National Speakers Hall of Fame in 2014 (CPAE). He is a Certified Speaking Professional (CSP), the highest earned designation of the National Speakers Association and the Global Speakers Federation. He is also an accredited and certified Emotional Intelligence Provider as well as a Certified Associate in Emergenetics®, the study of performance and preferences based on genes and the environment. Currently, Scott has an Executive Masters in Neuroleadership.

Scott is on faculty at GE’s John Welch Center of Leadership in Crotonville, NY. He is a guest lecturer for the MBA program at the Daniels School of Business at the University of Denver. Scott is Founder and Principal of Complete Intelligence, LLC.

Corporate clients span many industries and include GE, Bank of America, Wells Fargo, Chase, Microsoft, First Data, Medtronic, Johns Hopkins Hospital, Centura Hospitals, MillerCoors, Ingersoll-Rand, Western Union and many more.

Complete Intelligence, LLC presents dynamic programs that are designed to drive performance to higher levels. Participants learn applicable principles and techniques to communicate and relate in more powerful ways.

Programs available from Complete Intelligence, LLC include:

- **“Success in Business and Beyond: The Power of Emotional Intelligence™”** is a robust workshop, self-study program or keynote that delves into the science of emotional intelligence. Emotional intelligence is the set of competencies that predict an individual’s success greater than their IQ and technical experience combined.

- **“The Neuroscience of Success™”** - Your brain has never been so switched on as it will be with practical new insights about how to be more successful – all from the latest research in neuroscience. This keynote or workshop explores how to set the right conditions for the brain to help you be more effective, make better decisions, be more creative and to help you attain your goals. Tactics and tips are science-based and proven in some of the world’s most prestigious neuroscience labs.

- **“Incite Insights – Critical Thinking for Success™”** - Keynotes and workshops that teach business professionals how to improve the quality of business decisions, productivity and effectiveness through deeper and higher quality thinking, analysis, and communication.

- **Emergenetics® – “Working with Brains™”** - This dynamic and revealing program teaches individuals and teams to recognize and value their differences. Through Emergenetics® participants learn about various ways of thinking and problem solving, and learn to apply the resources that are available for the best possible outcomes.

- **“Knock ‘Em Alive! Powerful Presentation Skills™”** workshops and self-study programs have become a staple in training for effective and powerful presenting. This program has been presented to more than 5000 executives worldwide, providing them with the necessary tools to “knock ‘em alive” when they speak.

- **“Influence for Success™”** teaches participants to understand and use the 6 key tools for success. Sales people, managers, and leaders all benefit from learning how to influence people rather than coerce them. It’s more powerful and much more effective in the long run.
Social Neuro-Cognitive Threats

**STATUS:** This has to do with where we believe we are in the pecking order in a given situation. The higher the level of status we believe, the safer we feel.

**CERTAINTY:** Our brain wants to know what’s coming around the corner. We have likely been wired for this for ages since it probably helped our ancestors survive the dangerous world. Too little certainty and we feel threatened. Too much and we lack spontaneity and risk-taking.

**AUTONOMY:** This is about being able to make choices for ourselves. People have a tendency to become what they believe they have chosen for themselves without the coercion from others. The perception of having a choice leads to a feeling of empowerment and safety.

**RELATEDNESS:** We want to feel like we fit into a group. When we don’t feel a part of the inner circle, we may feel threatened. It could lead to a feeling of lower status.

**FAIRNESS:** Fairness triggers the reward centers of the brain. When people feel as if they are being treated equitably, it feels safe. If things do not feel fair, the need to even up the score can become the focal point of behavior and can be destructive.

SCARF

• **Status**
  – Helps see role in big picture
  – Encourages & challenges
  – Identifies employee experts
  – Delegates decision making

• **Certainty**
  – Manages uncertainty
  – Monitors the environment
  – Acts decisively
  – Creates clarity
  – Masters communication

• **Autonomy**
  – Empowers decision making
  – Develops several career path choices
  – Promotes creativity & risk taking

• **Relatedness**
  – Build consensus
  – Create interaction opportunities
  – Inclusive
  – Accessible
  – Comfortable environment

• **Fairness**
  – Establishes criteria
  – Remains objective
  – Shares info with all
  – Provides resources and opportunities equitably
  – Provides appropriate rewards

*Adapted from David Rock, Journal of NeuroLeadership, 2008
Christine Williams, NASA and David Rock’s book *Your Brain at Work (2008)*
From Threat to THRIVE

Certainty
Choice
Control
Completion
Activation

Bonding activities – Oxytocin (OXY)

- Laughter
- Love/Liking
- Collaboration
  - Group rituals
- Generosity

Focus – NorEpinephrine (NE)

- Interest
- Novelty

Completion – DopAmine (DA)

- Commitment
- Mastery
- Winning/Achievement
Active and Constructive

In quality conversations between a leader and employee there will often be discussion about a victory, opportunities, and challenges and difficulties. How we respond can either build the relationship or undermine it. There are four basic ways of responding, only one of which builds contributes to a quality conversation: ACTIVE AND CONSTRUCTIVE.

Good rapport building necessitates that we begin to seek out active and constructive opportunities. Take the time to ask constructive questions. Then listen to the response.

Research shows that people are naturally magnetized toward active and constructive people and conversely repelled by any of the destructive forms of response. People become defensive or shut down in the face of negative responding.

Learning increases when people feel a positive “playground” and learning environment. Defensiveness shuts down the ability to take on anything new. If a discussion is headed down a destructive path, take the opportunity to do a time out and start again in an active-constructive manner.

RULES OF ACTIVE and CONSTRUCTIVE CONVERSATIONS

1. Ask at least three questions or make positive prompts to encourage employees to continue.
2. Match the energy (emotional matching).
3. Don’t tear down any of the message with “you should” and problem solving. Avoid giving advice until you have asked whether they want advice.
4. It’s always about them.
## Examples of Responses

<table>
<thead>
<tr>
<th>PARTNER A SHARES POSITIVE EVENT</th>
<th>TYPE OF RESPONSE</th>
<th>PARTNER B’S RESPONSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>“I received a promotion and a raise at work!”</td>
<td>Active and Constructive</td>
<td>“That is great, I am so proud of you. I know how important that promotion was to you! We should go out and celebrate.” (nonverbal: maintaining eye contact, displays of position emotions, such as genuine smiling, touching, laughing)</td>
</tr>
<tr>
<td></td>
<td>Passive and Constructive</td>
<td>“That is good news.” (nonverbal: little to no active emotional expression)</td>
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<tr>
<td></td>
<td>Active and Destructive</td>
<td>“That sounds like a lot of responsibility to take on. There will probably be more stress involved in the new position and longer hours at the office.” (nonverbal: displays of negative emotions, such as furrowed brow, frowning)</td>
</tr>
<tr>
<td></td>
<td>Passive and Destructive</td>
<td>“What are we doing on Friday night?” (nonverbal: little to no eye contact, turning away, leaving the room)</td>
</tr>
<tr>
<td>“I just won $500 in a charity raffle!”</td>
<td>Active and Constructive</td>
<td>“Wow, what luck. Are you going to buy yourself something nice? Doesn’t it feel great to win something?” (nonverbal: maintaining eye contact, displays of position emotions)</td>
</tr>
<tr>
<td></td>
<td>Passive and Constructive</td>
<td>“That is nice.” (nonverbal: little to no active emotional expression)</td>
</tr>
<tr>
<td></td>
<td>Active and Destructive</td>
<td>“I bet you are going to have to pay taxes on that. I never win anything.” (nonverbal: displays of negative emotions)</td>
</tr>
<tr>
<td></td>
<td>Passive and Destructive</td>
<td>“I had a bad day at work today.” (nonverbal: little eye contact, turning away)</td>
</tr>
</tbody>
</table>
* "A positive attitude may not cure everything, but it will annoy enough people to make it worth your while." -Herm Albright

* The brain builds neural pathways off of what you want to do, not what you don't want to do. Your brain is who you are, not who you are not.

* Keep this in mind when pushing for results: You don't have to be mean to be tough.

* Research: When you're fatigued, the harder you think the more mistakes you make. Operating intuitively brings better results.

* Hope doesn't change the future; it changes how you feel about it. It can never be false. You either have it or you don't.

* Happy people don't have bad days, they have bad moments - sometimes several strung together. But they find moments of joy each day.

* Self-awareness: Understand yourself well enough to be able to warn people about you. Simple as that.

* One hour of uninterrupted, focused work is equivalent to about 4.5 hours of work with distractions. Hide out for a few hours a day.

* Contrary to popular belief, research shows that just because someone is good at a task doesn't mean they actually like doing it.

* 2 ways to slow down aging: engage in completely new experiences often; interact socially with people who lift you up.

* Your brain listens to you. What you EXPECT to see in your environment is what you see. If you see crud, check your expectations.

* Our brains edit reality; searching for evidence to support what we ALREADY believe. You have to work hard to change how you see things.

* The part of our brain that innovates goes to bed when the part that evaluates wakes up. They are two different activities. Leave time for both.
Five Ways to Channel Your Inner Millionaire
Here's how to harness your brain power to maximize productivity.

By Scott Halford

By nature, many entrepreneurs are inventors and good at solving problems. But how easily, or naturally, do these creative and practical processes come to most people? How can we harness the right frame of mind to make money and improve productivity?

The part of the brain that sets humans apart from the rest of the animal kingdom is our prefrontal cortex (PFC). It is the "executive" part of the brain -- the moneymaker. It regulates emotions, thoughts and ideas and makes success and fulfillment possible.

But the PFC must be coaxed into action. Vanderbilt University management professor Richard Daft says that the average human spends only about 2 percent to 10 percent of their time each day using the executive brain. The vast majority of our time is spent reacting reflexively, just like the other animals on the planet.

<table>
<thead>
<tr>
<th>ANIMAL MIND</th>
<th>EXECUTIVE MIND</th>
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</thead>
<tbody>
<tr>
<td>Jumps around</td>
<td>In the here and now</td>
</tr>
<tr>
<td>Automatic</td>
<td>Intentional</td>
</tr>
<tr>
<td>Rote patterns</td>
<td>Thoughtful</td>
</tr>
<tr>
<td>Reactive</td>
<td>Reflective and measured</td>
</tr>
<tr>
<td>Sees negative</td>
<td>Sees positive</td>
</tr>
<tr>
<td>90 percent to 98 percent of time</td>
<td>2 percent to 10 percent of time</td>
</tr>
</tbody>
</table>

Related: Five Tips for Making Better Decisions

The better characteristics fall under the executive mind. Now, imagine what you could produce if you could add just one more percentage point to your own executive category. Consider these five ways to
cajole your reluctant PFC into action and harness your brain power to maximize productivity:

1. **Lead it.** Direct your brain to focus on something. You decide what your PFC will attend to, as opposed to allowing it to scan the **environment** for something novel and interesting. This is a deliberate, executive-level function that requires your full effort. The more you focus, the more insights you get.

2. **Weed it.** Avoid messy thinking by moderating what's on your mind. If you don't, your brain might take the break it needs without asking your permission. When this happens, it will shut down and go into the reactive **animal brain**. This can lead to trouble. One way to "weed out" the items on your brain's plate is to turn off every device that can contact or distract you for one hour each day, close your door and work on just one task. You'll probably get more work accomplished in that hour of focused time than you would in four hours filled with distractions.

   Also, tell your brain what you deem most important by prioritizing your to-do list. If you don't prioritize, your brain might go for what's easy, which may not be ideal.

3. **Speed it.** Give your memory a break and speed up your thinking. Instead of trying to remember all that you have to do, write it down. By redirecting this energy you will have more to draw upon to be creative and productive. Thinking slows down when you overcrowd your brain with disparate things to recall.

4. **Rest it.** We all know the virtues of a good night's **sleep**. But daytime rest is critical to fueling the brain as well. Taking regular quiet intervals to allow your PFC to do what it wants to in the first place -- wander and reflect -- helps to prime it for the more critical tasks of thinking and problem solving.

   Take a walk or distract yourself with something completely off subject throughout your day. Creating deliberate distractions will prepare you for bursts of brilliance.

5. **Feed it.** Your brain operates on **glucose** and oxygen. It eats up about 20 percent of your total body glucose. If you're a hard-charging person who skips meals, or eats foods that are high in fat, you're not giving your brain a chance to bring in the next really big idea.

   Try complex carbohydrates and sugars found in sweet potatoes, brown rice, grains, fruit and vegetables. Feed your brain well and it will more than feed you.

*Scott Halford is an expert speaker and author of the bestselling book, Be a Shortcut: The Secret Fast Track to Business Success (Wiley and Sons 2009). He can be reached at www.completeintelligence.com.*
Resources

- *Be A Shortcut: The Secret Fast Track to Business Success*, Scott G. Halford

- *Brain Facts* - produced as part of The Society for Neuroscience’s commitment to advance public education and information about the brain and nervous system. For more information or to download a free copy, please go to [http://brainfacts.org/about-neuroscience/brain-facts-book/](http://brainfacts.org/about-neuroscience/brain-facts-book/)

- *Entrepreneur Magazine Brainy Business Columnist, Scott Halford Articles*:  

- *Your Brain at Work*, David Rock

- *Brain Rules*, John Medina, PhD

- *Rewire Your Brain*, John Arden, PhD

- *Influence: The Psychology of Persuasion*, Robert B. Cialdini, PhD

- *Younger Next Year*, Chris Crowley and Dr. Harry Lodge

- *Authentic Happiness*, Martin E.P. Seligman, PhD

- *The How of Happiness*, Sonya Lyubomirsky, PhD

- *The Happiness Advantage: The Seven Principals of Positive Psychology That Fuel Success and Performance at Work*, Shawn Achor

- *The Power of Habit: Why We do What We Do in Life and Business*, Charles Duhigg

- *SLEEP: Go Ahead and Hit the Snooze Button*, Wall Street Journal online:  

**SCOTT HALFORD’S NEW BOOK RELEASE MAY 5, 2015**

*Activate Your Brain:*

*How Understanding your Brain can Improve Your Work - And Your Life*