AGENDA

- Background on the NeuroLeadership Institute
- A summary of our inclusion research
- INCLUDE
  - What is the 30-day "sprint"?
  - Building up the initiative
  - Inclusions
  - Measurement
  - Delivery formats
  - Q&A

ABOUT NLI

A research-driven leadership institute with IP in development since 1998 & operations in 24 countries

WHO ARE WE?

Building a new language for leadership
A NEW LANGUAGE FOR LEadership

Research • Education • Solutions

THREE PRACTICES

Performance
Transform performance by lifting the quality of conversations

Diversity
Enhance equity and inclusion by breaking bias

Learning
Accelerate and embed new behaviors through brain-based strategies

HOW WE PARTNER

Understand the Research
Research Briefings

Build the Strategy
Thinking Partnerships

Execute the Strategy
Scalable Learning Solutions

A DEEPER DIVE INTO INCLUSION
INCREASE DIVERSITY WITH DECIDE™

NLI’s approach to removing nonconscious bias from people decisions and business decisions begins with understanding the five types of bias and the brain-based strategies that can successfully mitigate each.

The SEEDS Model™ of nonconscious bias

- **Similarity**: “People like me are better than others.”
- **Expedience**: “If it feels right, it must be true.”
- **Experience**: “My perceptions are accurate.”
- **Distance**: “Closer is better than distant.”
- **Safety**: “Bad is stronger than good.”

SUMMARY OF NLI’S INCLUSION RESEARCH

- Diversity and inclusion are related - but separate - challenges.
- The benefits of diversity require inclusion.
- Inclusion is critical for all employees, not just diverse ones.
- Most approaches to inclusion lack a coherent framework.
- People feel excluded based on five types of social threat.
- Behavior change takes practicing specific inclusive habits.
**THE HEART OF THE CHALLENGE**

**Ambiguity**

It’s easy to accidentally do or say something that others experience as rejecting or excluding, because brains are wired to detect potential threats.

*If you aren’t actively including, you’re probably accidentally excluding.*

---

**BRAIN’S PRIMARY ORGANIZING PRINCIPLE**

“Everything you do in life is based on your brain’s determination to minimize danger or maximize reward.”

- Rock, 2009

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**IMPACT OF THREAT**

<table>
<thead>
<tr>
<th>Perception</th>
<th>Reward</th>
</tr>
</thead>
<tbody>
<tr>
<td>Field of view</td>
<td>Collaboration</td>
</tr>
<tr>
<td>Cognition</td>
<td>Work with others</td>
</tr>
<tr>
<td>Working memory</td>
<td>Creativity</td>
</tr>
</tbody>
</table>

**BAD IS STRONGER THAN GOOD**

<table>
<thead>
<tr>
<th>Threat</th>
<th>Reward</th>
</tr>
</thead>
<tbody>
<tr>
<td>Away</td>
<td>Toward</td>
</tr>
</tbody>
</table>

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SOCIAL DOMAINS OF INCLUSION & EXCLUSION

STATUS

Am I respected and valued?

CERTAINTY

Am I in the loop?

AUTONOMY

Am I given choices and control?
**RELATEDNESS**

Do I belong?

**FAIRNESS**

Do I get the credit and opportunities that others do?

**SEND THE RIGHT SCARF® SIGNALS**

<table>
<thead>
<tr>
<th>Threat Signal</th>
<th>Reward Signal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status: Feeling respected and valued</td>
<td>No personal contact, treating them like one in a crowd</td>
</tr>
<tr>
<td></td>
<td>Greeting by name: acknowledging a recent effort or accomplishment</td>
</tr>
</tbody>
</table>

**INCLUDE: DIGITAL LEARNING SOLUTION**
BUILDING THE INITIATIVE

Choose a target audience
Choose a target month
Get everyone to care

PRELAUNCH COMMUNICATION

Executive Pre-launch Communication
Executive Communication to Supervisors
Executive launch to Participants
HR to Participants > Launch
HR to Participants > Hold the Date

INCLUDE 30-DAY SPRINT

Include: Week One

Find common ground
- Be warm, curious and interested in others
- Uncover shared experiences
- Develop shared goals

The science
- Business case for inclusion
- The neuroscience of inclusion and exclusion
- SCARF®: Sending relatedness signals
**INCLUDE: WEEK TWO**

Lift people up
- Make it safe
- Ask for contributions from everyone
- Share opportunities and credit

The science
- SCARF®: Sending status signals
- SCARF®: Sending fairness signals

**INCLUDE: WEEK THREE**

Help others choose
- Share information and keep people in the loop
- Explain your choices
- Give people a feeling of control

The science
- SCARF®: Sending certainty signals
- SCARF®: Sending autonomy signals

**POSITIVE STATUS PRESSURE**

Managers of managers either:
- Watch videos in real time with their manager reports
- Watch virtually with their managers
- Request feedback on day/week of watching
- Plus: Remind participants of next weekly round

**THREE HABITS TO FOSTER INCLUSION**

1. Find common ground
   - Send Relatedness signals

2. Lift people up
   - Send Status & Fairness Signals

3. Help others choose
   - Send Certainty & Autonomy Signals
INCLUDE: WEEK FOUR

Webinar
- Learning review
- Inclusive In-Person Meeting Guide
- Inclusive Virtual Meeting Guide
- Inclusion Advocate Guide

WEBINAR STRUCTURE
- Viewed by up to 100 people per webinar
- Delivered by NLI or by you
- Participants interact throughout the event

ALL-EMPLOYEE VIDEO
- 5-minute video for all employees
- Watched in Week 4
- Positions the initiative
- Content
  - What to expect from your manager
  - How to get the most out of this
  - A bit about the research
- 1-page Activity Guide to embed the research

MEASUREMENT AND EMBEDDING
- Measurement of participants and their direct reports observations
- 4 follow up embedding messages
- Campaign can be run once or twice each year for further embedding
- Content lives in your LMS, can be used many ways
INTERNAL SOCIAL MEDIA

PROGRAM SUCCESS

SCALABLE LEARNING SOLUTIONS

DELIVERY FORMATS
SCALABLE LEARNING SOLUTIONS

In-Person
Integrated Learning Solution
Digital Learning Solution

WHAT’S NEXT?

SCHEDULE A DEMO
Explore what this scalable program could mean for your organization. Visit www.neuroleadership.com to live chat with Research & Solutions coordinator.

ALL NLI DIGITAL PRODUCTS
CONNECT
The Neuroscience of Quality Conversations

DECIDE
The Neuroscience of Making Decisions

INCLUDE
The Neuroscience of Shared Teams

ADAPT
The Neuroscience of Change Agility
OUR NEXT WEBINAR

Monday
May 9
1:00 - 2:00pm (EDT)

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• Establish Growth Mindset

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Conversation Skills / Coaching Certificate
Learn cutting-edge research-based tools and skills to help you effectively coach others, in any situation.

Wellington starts April 28, 2016
New York City starts May 12, 2016

Register: neuroleadership.com/education
Questions? mikedepietro@neuroleadership.com
EDUCATION OPPORTUNITIES

Certificate in the Foundations of NeuroLeadership

Take a comprehensive dive into neuroscience research and theory and broaden your impact as a leader, from anywhere.

This virtual program starts in June 27, 2016

Register: neuroleadership.com/education
Questions?
mikedepietro@neuroleadership.com

Thank you.