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

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 & Inclusion
Move the needle on today’s diversity and inclusion challenges

Learning & Change
Accelerate and embed new behaviors through brain-based strategies
THE NLI SUITE OF SOLUTIONS

CONNECT
DECIDE
ADAPT
INCLUDE
SELECT
IMPROVE
DIFFERENTIATE

PERFORMANCE MANAGEMENT SUMMIT

2017 Performance Management Summit
June 13 | Santa Clara, CA

RESULTS

• Conversation quality improves
• Conversation frequency rises
• Employee engagement goes up
• Pay differentiation increases
• Yes, it is worth the investment
THE ONE THING EVERYONE AGREES ON...

It’s all about the quality of the conversations

THE ‘BIG 6’ CONVERSATIONS

1. Goal setting
2. Everyday feedback
3. Regular check-ins against goals
4. End of cycle reviews
5. Compensation conversations
6. Career conversations

CONNECT: CONTENT PREVIEW

THREE BIG IDEAS

CONNECT

IMPROVE EVERYDAY INTERACTIONS
Understand Social Threat and Reward

CREATE BEHAVIOR CHANGE
Facilitate Insights

GROW & DEVELOP OTHERS
Embody and Promote a Growth Mindset
1. Social motivations matter
2. Threat is stronger than reward
3. The toward state is best for most types of work

SET THE STAGE WITH SCARF®

1. Our beliefs about how people change matters
2. Small shifts in approach nudge people to focus on proving themselves or on improving themselves
3. Focus on progress & learning to activate Growth Mindset

SUPPORT GROWTH MINDSET

1. People learn best by having their own insights
2. Insight changes the brain
3. Increase insight by asking questions about solutions

FACILITATE INSIGHT

1. Threat is Stronger
2. Status
3. Certainty
4. Autonomy
5. Relatedness
6. Fairness
7. Reward is Better

WAY TOWARD

1. Threat is Stronger
2. Status
3. Certainty
4. Autonomy
5. Relatedness
6. Fairness
7. Reward is Better

WHY INSIGHT MATTERS

I am always ready to learn although I do not always like being taught.

— Winston Churchill —

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KEY OUTCOMES
Increase manager effectiveness through learning and using language for how the brain works.

Improve how all managers:

• Make decisions and solve problems
• Manage their mental state
• Interact with others
• Drive change

THREE DELIVERY OPTIONS

Scale & Speed
Our Digital Learning Solution – delivered across four weeks to thousands of managers at time.

Deeper Behavior Change
Three 90 minute teleconference sessions (HIVEs), delivered over a month to a targeted group of your leaders.

Immersive Experience
In person one day provides a rapid immersion in the core concepts.

THREE TYPES OF CONVERSATIONS

Check-In
To review current progress toward goals, projects

Debrief
To review performance after completion of a project, work or goal cycle

Refocus
Address performance gaps in a way that enables employees to learn and improve

WHERE THE SKILLS ARE APPLIED

People leaders increase the quality of conversations across:

• Direct reports
• Team meetings
• Cross business teams
• Managers
• Customers
• Vendors
THE BIG IDEA

Dramatically increase the quality of everyday & planned performance conversations, in a 30-day initiative rolled out digitally across a large audience.

BUILDING THE INITIATIVE

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

CONNECT BETTER

- Real Scale
- Real Impact
- Real Speed
INITIATIVE OVERVIEW

**Webinar**
- High Impact Interactive skill building

**Follow-up**
- Measurement & Sustaining

**Growth Mindset**
- Focus on learning & progress

**Insight**
- Ask questions to facilitate change

**SCARF®**
- Improve everyday interactions

**LAUNCH**
- Announcement

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PRE-LAUNCH COMMUNICATION

**Executive Pre-Launch Communication**

**Executive Communication to Supervisors**

**Executive Launch to Participants**

**HR to Participants -> Launch**

**HR to Participants -> Hold the Date**

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POSITIVE STATUS PRESSURE

Managers of managers either:

- Watch videos in real time with their managers
- Watch virtually with their managers
- Request feedback on day/week of watching
- Also remind people of another round next week

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PRACTICE TOOL: SCARF®

**Do Less** | **Do More**
--- | ---

**S**
- Tell people their ideas are wrong
- Keep information to yourself
- Disregard ideas not your own
- Focus only on business
- Solicit ideas from select people

**C**
- Collaborate for alternative solutions
- Communicate frequently and openly
- Be open to the ideas of others
- Promote positive social interactions
- Gather input widely, when possible

**A**
- Disregard ideas not your own
- Be open to the ideas of others
- Promote positive social interactions
- Gather input widely, when possible

**R**
- Focus only on business
- Promote positive social interactions
- Gather input widely, when possible

**F**
- Solicit ideas from select people
- Gather input widely, when possible

**Embedding Activities**

Write down a time when you reacted intensely to a situation. Which SCARF® area was triggered? Discuss SCARF® with your team members & how this knowledge might help your interactions.
**INITIATIVE OVERVIEW**

- **Webinar**
  - High-yield Interactive skill building
  - 60 minutes
  - Delivered by NLI or you
  - All ticipants need to interact throughout the event

**WEBINAR STRUCTURE**

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

**THREE TYPES OF CONVERSATIONS**

For example:

- **CURRENT PROGRESS**
  - Check-In

- **REFLECT BACK OVER TIME**
  - Debrief

- **ALIGNMENT OR CHANGE**
  - Refocus

**“HOW TO CHECK-IN”**

<table>
<thead>
<tr>
<th>Create a step toward state</th>
<th>What you’re tempted to say:</th>
<th>What to say instead:</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Let’s get this out of the way.”</td>
<td>“Thanks for making time in your busy schedule.”</td>
<td></td>
</tr>
<tr>
<td>Identify progress</td>
<td>“Did you deliver your results?”</td>
<td>“How close are you to achieving all the objectives you set?”</td>
</tr>
<tr>
<td>Clarify learning</td>
<td>“You’re a natural at communication.”</td>
<td>“Did you develop any new practices to deliver these results?”</td>
</tr>
<tr>
<td>Agree on next steps</td>
<td>“Here’s what you have you have to do.”</td>
<td>“What do you think the next steps should be?”</td>
</tr>
</tbody>
</table>
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

INITIATIVE OVERVIEW

SCARF® INITIATIVE OVERVIEW

• 3-5min video
• Research summary
• Action tool
• Embedding activity

IMPACTING THE ENTIRE ORGANIZATION

IMPACTING THE ENTIRE ORGANIZATION

SCALABLE LEARNING SOLUTIONS

SCALABLE LEARNING SOLUTIONS

Digital Learning Solution

Integrated Learning Solution

In-Person Learning Solution
SCALABLE LEARNING SOLUTIONS

In-Person
Integrated Learning Solution
Digital Learning Solution

MEASUREMENT AND EMBEDDING

• Measurement of participants and direct reports
• 4 follow-up embedding messages for sustainment
• Campaign can be re-run each year for further embedding
• Content lives in your LMS

OPPORTUNITIES AND ANNOUNCEMENTS

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RESEARCH BRIEFINGS

Dive into the research, develop your talent team

• Fix Leadership Development
• Break Bias
• Improve Feedback
• Rethink Learning
• Establish Growth Mindset
• Transform Performance Mgmt

Schedule a Briefing Today:
Visit neuroleadership.com or email northamerica@neuroleadership.com

THE NLI SUITE OF SOLUTIONS

Coming soon…

DEVELOP YOURSELF

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

Toronto starts June 7th, 2017
Register: neuroleadership.com/education

Questions?
mikedepietro@neuroleadership.com

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DEVELOP YOURSELF

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

This virtual program starts June 26, 2017

Register: neuroleadership.com/education

Questions?
mikedepietro@neuroleadership.com

OUR NEXT WEBINAR

Tuesday
May 23rd
2:00pm (EST)
1 Hour

Thank you for attending!