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
Culture & Leadership
Clear direction

Diversity & Inclusion
Smarter teams

Performance
Quality conversations
Conventional wisdom says that people can evaluate performance objectively and fairly...

...research says that evaluation will be biased unless you use mitigation strategies.
BUSINESS CASE

Research findings:

• 2/3 of highest scoring employees are not actually the highest performers

• Only 23% of HR employees are satisfied with their organization’s assessment process

BUSINESS CASE

IDIOSYNCRATIC RATER EFFECT

61% of my rating of you is based on a reflection of me

If you have a brain, you are biased.
UNCONSCIOUS BIAS OVERVIEW

Science shows us that...
- Our brains are wired to be biased
- We have no conscious experience of being biased
- Biases help us go faster, avoid danger, and feel good

THE SEEDS MODEL® OF BIAS

STAGE 1: COLLECT DATA

Collect data → Evaluate data → Facilitate a performance conversation
EXPEDIENCE BIAS IN COLLECTING DATA

• What data do you usually collect?
• How easily available is the data?
• What out of that data do you tend to value most?

DISTANCE BIAS IN COLLECTING DATA

• How often do you collect data?
• What are the most reliable forms of data?

HABIT 1: GATHER THE MOST IMPORTANT DATA

Collect data  Evaluate data  Facilitate a performance conversation

Three strategies:
1. Identify key performance behaviors
2. Search for relevant data
3. Collect data frequently
STAGE 2: EVALUATE DATA

Collect data → Evaluate data → Facilitate a performance conversation

EXPERIENCE BIAS IN EVALUATING DATA

- Do you see all there is to see?
- Do you have an objective view?
- Is the data open to interpretation?

SIMILARITY BIAS IN EVALUATING DATA

- Is this person like me?
- Could I have a positive bias because we are friendly?
- Would I draw the same conclusions about someone else?

HABIT 2: CHECK YOUR THINKING

Collect data → Evaluate data → Facilitate a performance conversation

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CHECK YOUR THINKING

Three steps:
1. Focus on similarities
2. Evaluate data
3. Get diverse opinions

QUESTIONS?

STAGE 3: FACILITATE A PERFORMANCE CONVERSATION

Collect data  Evaluate data  Facilitate a performance conversation

FEEDBACK IS THREATENING

What makes performance conversations inherently challenging for a team member?
THE BRAIN’S ORGANIZING PRINCIPLE

SOCIAL THREAT AND REWARD

THE SCARF MODEL®

HABIT 3: COMMUNICATE TO MOTIVATE

Collect data  Evaluate data  Facilitate a performance conversation

Status  Certainty  Autonomy  Relatedness  Fairness

Communicate to motivate
COMMUNICATE TO MOTIVATE

Three steps:
1. Focus on growth
2. Demonstrate fairness
3. Boost status

THREE BIG IDEAS: DIFFERENTIATE

Objective: To increase the validity and effectiveness of performance evaluations

Target Audience: Managers

DELIVERY METHODOLOGIES

Digital Learning Solution
30-Day Digital Campaign
Integrated Learning Solution
3 Live Virtual Sessions
In-Person Learning Solution
In-Person Workshop
Leader-Led Learning Solution
In-Person or Virtual

DIFERENTIATE: 30-DAY DLS SPRINT

FOLLOW-UP Measurement Sustainment

Leadership Meeting
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GATHER THE MOST IMPORTANT DATA

Objectify Tactonic Information You Have Gathered

CHECK YOUR THINKING

Window of Inference Focus on Development

COMMUNICATE TO MOTIVATE

Communicate for Positive Impact

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WEEK 4: WEBINAR & DIRECT REPORT VIDEO

- Webinar
  - Highly interactive
  - Debrief and share insights on weeks 1-3
  - Introduction of one-page guides

- Direct report video
  - Optional

DIFFERENTIATE GUIDES

1. Guide to Gathering and Evaluating Data
2. Guide to Communicating a Decision
3. Guide to Communicating a Harder Decision

QUESTIONS?

CLOSING COMMENTS
Thank you.