



NeuroLeadership
INSTITUTE FINLAND



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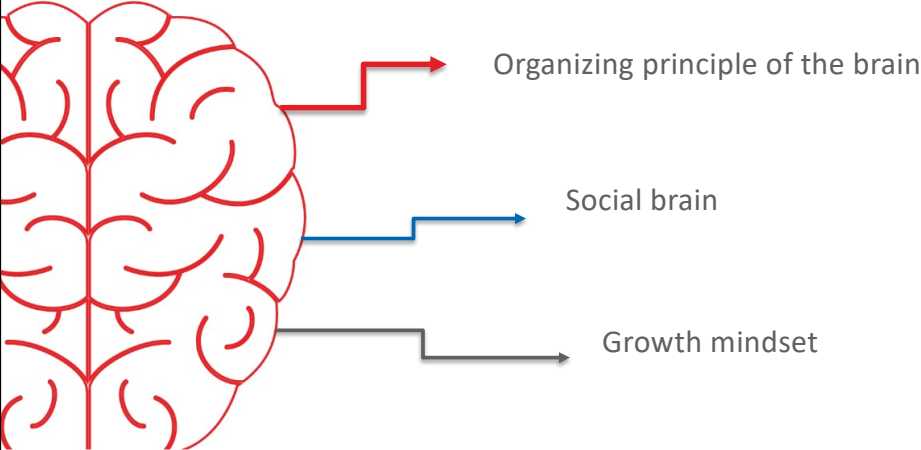


Uudistavan johtamisen verkoston aamutapaaminen:
Mitä uutta neurotieteet tuovat johtamiseen

Arto Miekkavaara, NeuroLeadership Institute

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AGENDA



Organizing principle of the brain

Social brain

Growth mindset



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WHAT IS NEUROLEADERSHIP

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- Cross section between neuroscience & organizational development
- “Hard” biological data about “soft” topics
 - Credibility with technically oriented, analytical people in particular
- Informs
 - What works and why
 - What doesn't work even if we may think it does
- Seemingly small changes may have a surprisingly large positive effect
- Successful on a good day – how about consistently?

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Making organizations more human through science

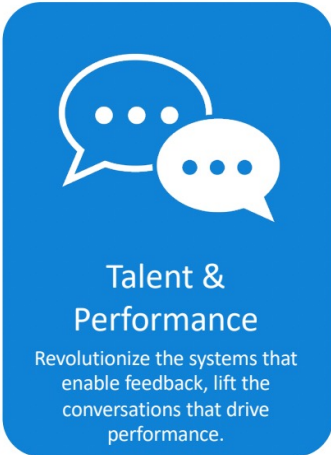


-  A research-driven leadership institute
-  50+ research papers since 1998
-  Advised 65 of the Fortune 100
-  Operations in 24+ countries

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PRACTICE AREAS



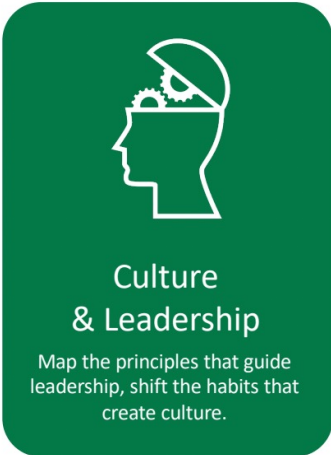
Talent & Performance

Revolutionize the systems that enable feedback, lift the conversations that drive performance.




Diversity, Equity & Inclusion

Foster systems that drive inclusion, mitigate biases behind poor decisions.



Culture & Leadership

Map the principles that guide leadership, shift the habits that create culture.

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NLI IN FINLAND

GOFORE

NITOR

NOKIA

Reaktor

NESTE

yle

VTT

account+or

SOK

outokumpu

VR

Wolt

In addition to offering the full NLI global portfolio of services, NeuroLeadership Institute Finland has deep expertise in *developing leadership and collaboration skills required in low hierarchy, agile, self-organizing contexts*.

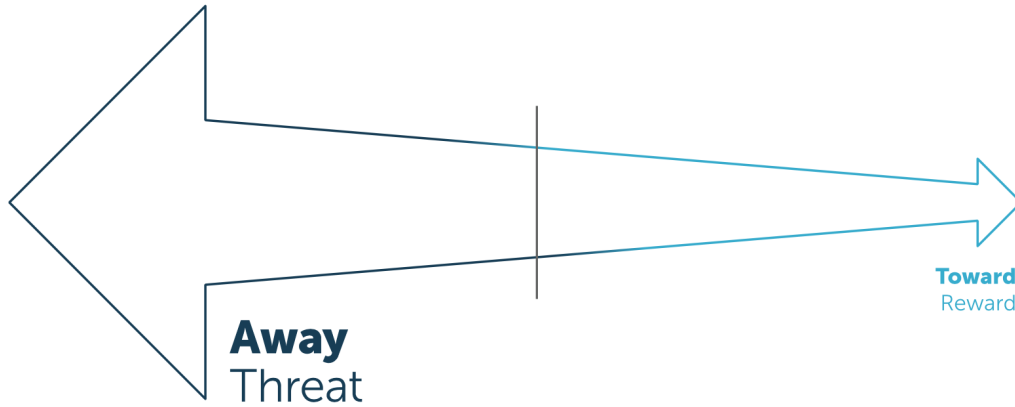
Several of the most progressive, award-winning Finnish companies, mostly in software development business, are our long-time clients.



Organizing principle of the brain



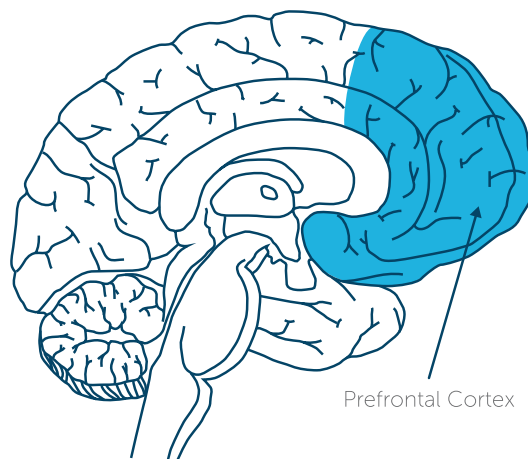
THE BRAIN'S ORGANIZING PRINCIPLE



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THE BRAIN AT A HIGH LEVEL

Learned routines
and habits

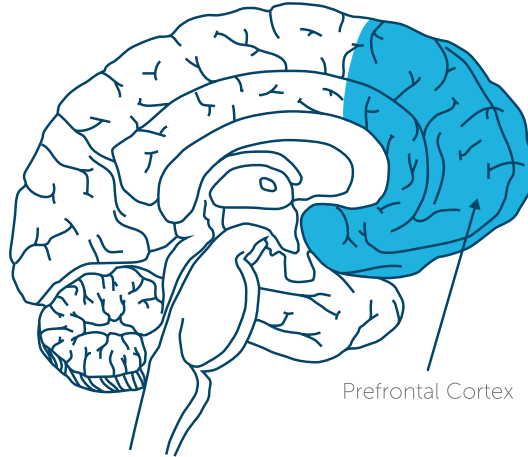


Attention
Understanding
Inhibition
Empathy
Self-awareness

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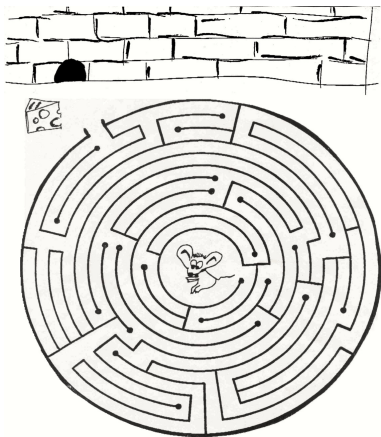
THE BRAIN AT A HIGH LEVEL

Learned routines
and habits



Attention
Understanding
Inhibition
Empathy
Self-awareness

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Friedman & Förster

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Social brain

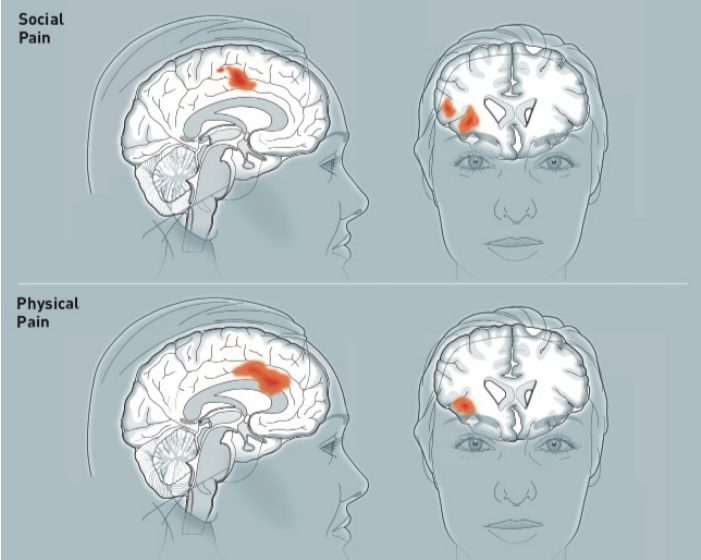
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TESTING EXCLUSION IN THE LAB



Eisenberger et al

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The brain processes **social pain** as it does **physical pain**.

Eisenberger et al.
Lieberman et al.

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The image shows four brain scan slices arranged in a 2x2 grid. The top row is labeled 'Social Pain' and the bottom row is labeled 'Physical Pain'. Each row contains a sagittal view on the left and a coronal view on the right. Red highlights indicate areas of brain activation, showing significant overlap between social and physical pain.

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EXCLUSION DOESN'T JUST "HURT"



Clearly less smart

Less self-control

Worse well-being

Less helpful and generous

Making worse choices for oneself

Baumeister et al., 2002; Lefgren et al., 2021; Perchtold-Stefan et al., 2022; Baumeister et al., 2005; Twenge et al., 2003; Cacioppo, 2014

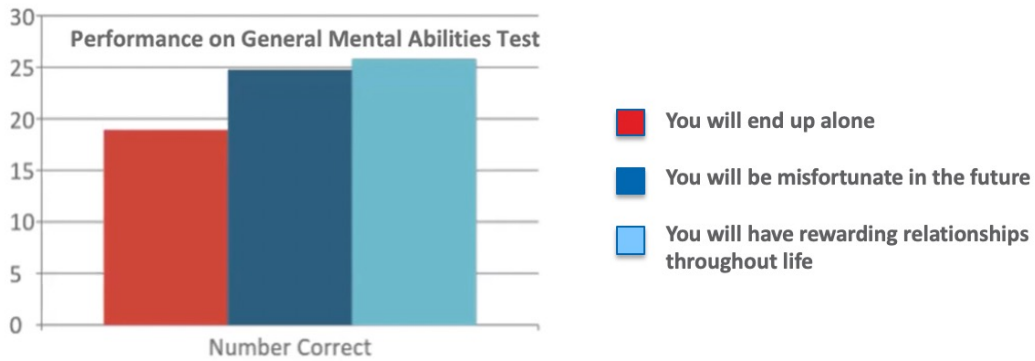
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The diagram features a central illustration of a man in a suit with his hand on his chin, looking thoughtful. A blue speech bubble with a white question mark is positioned above him. Surrounding the man are five colored rounded rectangles, each containing a negative outcome of exclusion: 'Clearly less smart' (dark blue), 'Less self-control' (orange), 'Worse well-being' (green), 'Less helpful and generous' (yellow), and 'Making worse choices for oneself' (red).

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EXAMPLE: CLEARLY LESS SMART



Baumeister et al 2002

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THE SCARF® MODEL: FIVE PSYCHOLOGICAL SAFETY NEEDS



STATUS
Is my contribution valued?

CERTAINTY
Do I know what happens next?


AUTONOMY
Do I have a say?

RELATEDNESS
Are we in this together?

FAIRNESS
Do I perceive exchange as fair?

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Growth mindset




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YOUR BRAIN AND CHANGE

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graph TD; A[Representation in the brain] --> B[Threat]; A --> C[Challenge]; B --> D[Distress]; C --> E[Eustress];
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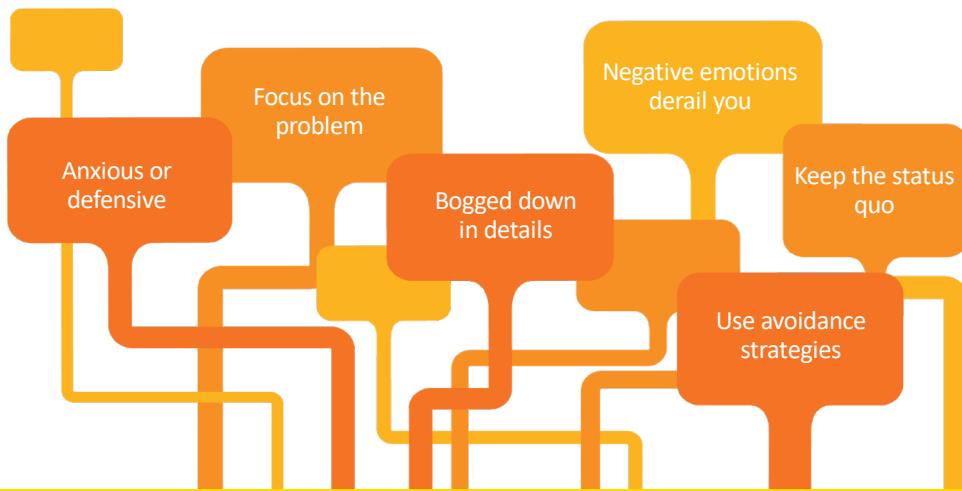
The diagram illustrates how the brain's representation of a situation determines the emotional response. A central grey box labeled "Representation in the brain" has two arrows pointing to "Threat" (orange) and "Challenge" (green). From "Threat", an arrow points down to "Distress" (red). From "Challenge", an arrow points down to "Eustress" (blue). There are also bidirectional arrows between "Threat" and "Challenge", suggesting a relationship between the two perceptions.



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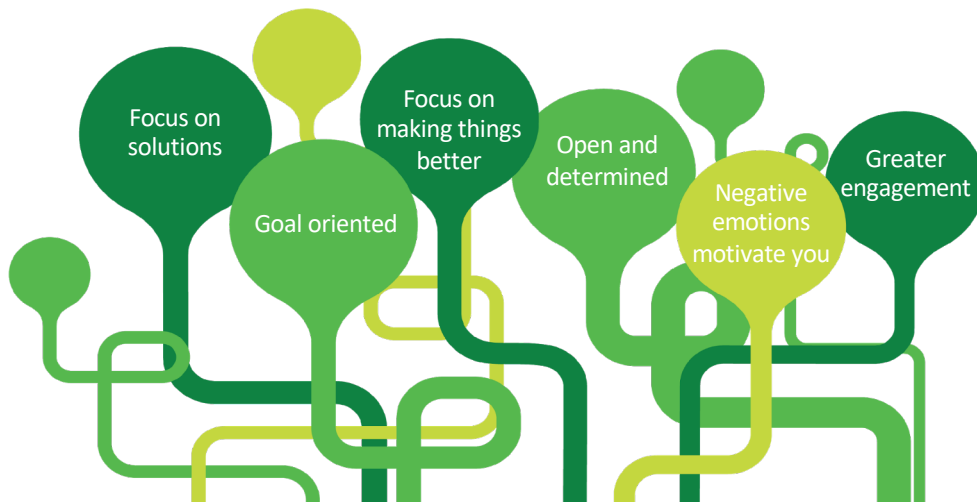
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WHEN YOUR BRAIN SEES CHANGE AS A THREAT



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WHEN YOUR BRAIN SEES CHANGE AS A CHALLENGE



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TWO MINDSETS

Do you believe that attributes are fixed traits that can't be changed, or that they are malleable qualities that can be grown?



FIXED MINDSET "be good"

Prove
Demonstrate skills
Perform better than others

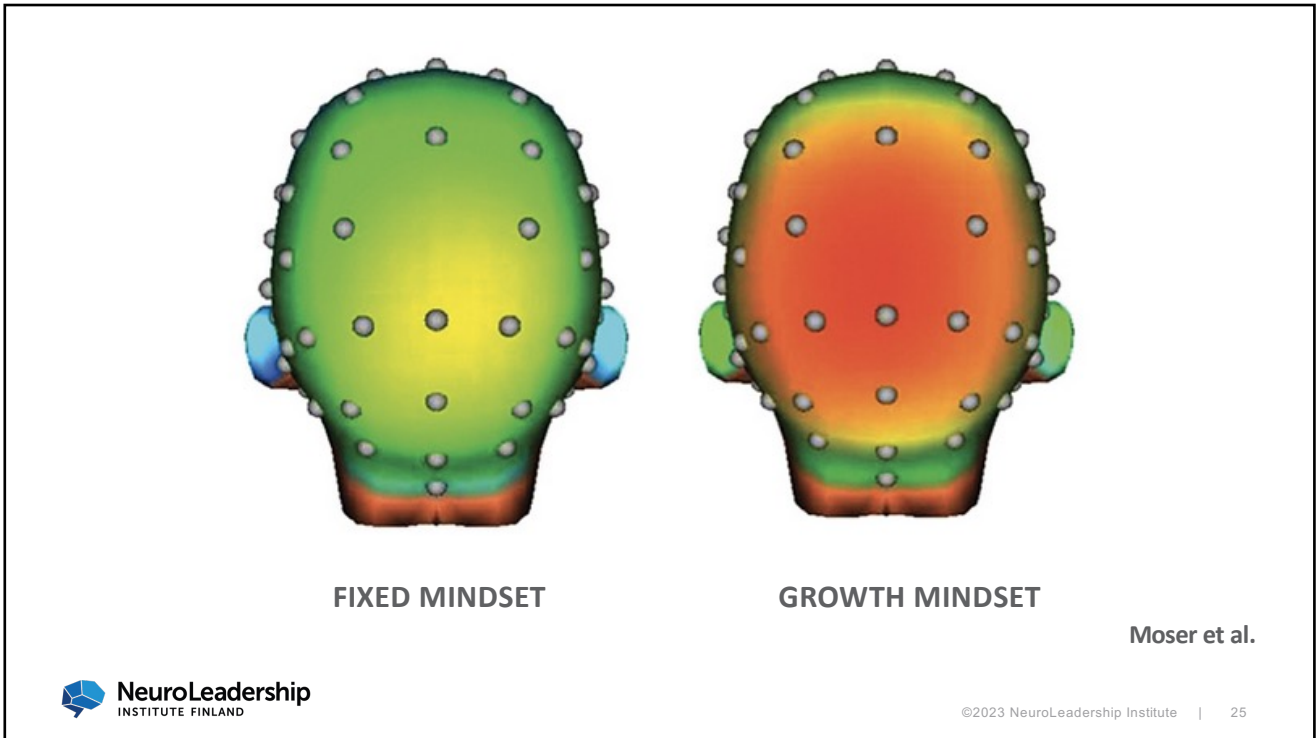


GROWTH MINDSET "get better"

Improve
Develop skills
Perform better than before

WORDS ARE POWERFUL


You are smart!



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MICROSOFT CULTURE TRANSFORMATION LED BY SATYA NADELLA IS FOUNDED ON GROWTH MINDSET.

NLI HAS BEEN MICROSOFT'S PARTNER IN THEIR GROWTH MINDSET LEARNING JOURNEY.



“ Don't be a know-it-all. Be a learn-it-all. ”

- Satya Nadella, Microsoft CEO

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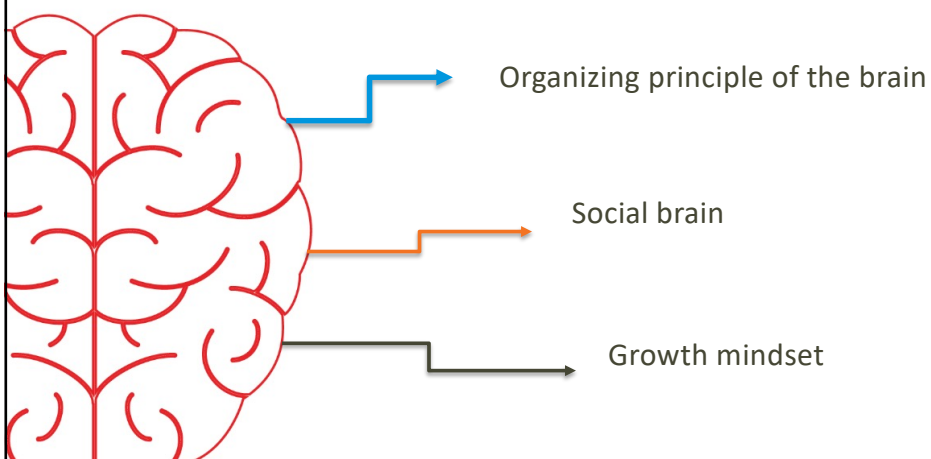
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MICROSOFT LEADERSHIP PRINCIPLES

- Create clarity
- Generate energy
- Deliver success

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SUMMARY



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Thank you