AGENDA

- Background on the NeuroLeadership Institute
- A Summary of Our Diversity Research
- Decide
  - What is the 30-day “sprint”?
  - Building up the Initiative
  - Overview of Materials
  - Inclusions
  - Measurement
  - Delivery Formats
- Q&A

WHO ARE WE?

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

Building a new language for leadership
NLI’S VISION
Transform Leadership Through Neuroscience

THREE MAIN PRACTICE AREAS
Performance
Transform performance by elevating the quality of conversations.

Diversity
Enhance diversity and inclusivity by breaking bias.

Learning
Accelerate and embed new behaviors through brain-based strategies.

A NEW LANGUAGE FOR LEADERSHIP
Research • Education • Solutions

HOW WE PARTNER
Understand the Research
Research Briefings

Build the Strategy
Thinking Partnerships

Execute the Strategy
Scalable Learning Solutions
SUMMARY OF OUR DIVERSITY RESEARCH

1. Lack of diversity & inclusion is a significant performance cost
2. Diverse & inclusive teams perform better, but feel worse
3. Unconscious bias is the heart of the challenge
4. Just raising awareness of bias feels good but does little
5. It is possible to mitigate directly against specific types of bias
6. Mitigation requires if-then plans, Decision Guides, Preventative Measures

THE HEART OF THE CHALLENGE

Unconscious bias.

Accidental, unintended, subtle and completely unconscious choices, made by everyone, all the time.

“If you have a brain, you are biased.”

BIAS PARADOXES

People like unconscious bias training
- Validates their experiences
- Provides interesting insights
- Shows that their company values D & I

Yet unconscious bias training has minimal impact

Most biases occur unconsciously, education doesn’t change that

Biases have many causes, yet we throw the same remedy at everything
DEFINING THE SEEDS MODEL™ OF BIAS

The Institute has taken 150+ biases and put them into buckets based on the underlying brain process driving a bias. This enables significantly better bias mitigation.

SIMILARITY

"People like me are better than others.”

Common in all people decisions.
A function of automatically defining everyone as in-group or out-group, and processing information differently as a result.

Similarity bias mitigation:
Find commonalities

EXPEDIENCE

"If it feels right to me, it must be true.”

Common when we hurry or experience high cognitive load. Tied to limited prefrontal resources.

Examples
- Availability Bias
- Confirmation Bias
- Halo Effect

Expedience bias mitigation:
Consider all the information
**EXPERIENCE**

"My perceptions are accurate."

Common in creative and business decisions. A function of perceptions being highly subjective, with many processes invisible to us.

*Experience bias mitigation:*
Get other perspectives

**DISTANCE**

"Closer is better than far."

Common in people and business decisions. Due to a ‘proximity’ network for all types of closeness, in time, space and ownership.

*Distance bias mitigation:*
Remove distance from the equation

**SAFETY**

"Bad is stronger than good."

Common in business decisions
Due to a larger threat than reward system.
Includes social dangers, like loss of status

*Safety bias mitigation:*
Decide for someone else

**MITIGATE THE SEEDS MODEL™ OF BIAS**

SIMILARITY: Find commonalities.

EXPEDIENCE: Paint a complete picture.

EXPERIENCE: Get other perspectives.

DISTANCE: Take distance out of the equation.

SAFETY: Decide for someone else.
THREE HABITS TO BREAK BIAS

1. Build If-then plans
   Shift habits to make the unbiased choice in everyday people and business decisions
   - Meetings & collaborations; assignments
   - Minor investments

2. Use decisions guides
   Step-by-step protocols for making key decisions
   - Hiring, promoting
   - Major investments

3. Design preventative measures
   Remove triggers to keep biases from being activated

CHANGE BEHAVIOR WITH ‘IF-THEN’ PLANS

- If (or when) situation X occurs, then I will perform behavior Y
- Situation and action become linked in your mind
- Situation becomes high accessible – your brain searches for it
- Once detected, action is taken automatically

HOW EFFECTIVE ARE IF-THEN PLANS?

<table>
<thead>
<tr>
<th></th>
<th>If-Then Planners</th>
<th>Control</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sticking to Exercise</td>
<td>91%</td>
<td>39%</td>
</tr>
<tr>
<td>Finishing a resume by 5pm</td>
<td>80%</td>
<td>20%</td>
</tr>
<tr>
<td>Completing weekly task on time</td>
<td>Average lateness: 1.5 hours</td>
<td>Average lateness: 8 hours</td>
</tr>
</tbody>
</table>

DECIDE: DIGITAL LEARNING SOLUTION
THE ‘DECIDE’ 30-DAY SPRINT

Overall outcome:
Dramatically improve the quality of decisions that managers make, in just 30 days, at any scale.

To do this, we:
Develop if-then plans for everyday decisions
Embed a process for key people and business decisions
Encourage the development of preventative measures

BUILDING THE INITIATIVE

BUILDING THE INITIATIVE

Choose a target audience
Choose a target month
Get everyone to care
THE ‘DECIDE’ PROGRAM – WEEKLY CONTENT

Each week, participants watch a five minute video describing how to break bias in a particular kind of decision. They can download a one-page practice tool and 2-page research summary to more deeply embed their learning.

THE ‘DECIDE’ 30-DAY SPRINT

WEBINAR CONTENT

- De-Brief on Previous Weeks’ Learning
- Introduce Decision Guides & Preventative Measures
- Embed Learning from Week 1-3

RESEARCH SUMMARIES

Access to research summaries on each area of The SEEDS Model™, Breaking Bias Research Paper, If-Then Planning Research Summary
WEBINAR DECISION GUIDES

1. Key People Decision Guide
2. Key Business Decision Guide
3. Re-Think Decision Guide

In Week Four’s live webinar, participants receive and practice using three, one-page decision guides. Each is a simple three-step protocol for breaking bias in key decisions, that participants can refer to again and again as needed.

PREVENTATIVE MEASURES

Identifying and removing the triggers of bias

- Group hiring
- Removing identifiers from resumes
- Designate a “Chief Contrarian” for meetings
- Require outsider input

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

THE ‘DECIDE’ 30-DAY SPRINT
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 and can be used in many other ways

DECIDE DLS DATA

Data from 63 managers in a large financial services organization after the Decide DLS.

I now stop to consciously accept and acknowledge that biases are influencing my decisions as a result of participating in this program.

Strongly Agree/Agree: 99%

The tools and strategies I’ve learned in this program are helping me successfully mitigate unconscious bias in my decisions.

Strongly Agree/Agree: 89%

I would recommend this training program to other leaders in my organization.

Strongly Agree/Agree: 99%

I feel equipped to make better, more informed people and business decisions as a result of participating in this program.

Strongly Agree/Agree: 95%

I find SEEDS useful in helping me label biases that might keep me from making the best decisions.

Strongly Agree/Agree: 92%

DELIVERY FORMATS

SCALABLE LEARNING SOLUTIONS

- Digital Learning Solution
- Integrated Learning Solution
- In-Person Learning Solution
- 30-Day Digital Campaign
- 3 Live Virtual Sessions (available 2016)
- 1 HR or Half-Day Workshop
SCALABLE LEARNING SOLUTIONS

HOW IT WORKS

PROGRAM SUCCESS

INTERNAL SOCIAL MEDIA
BRIEFING MANAGERS OF MANAGERS

• Executive sponsorship communication
• Ahead of time notice on all communications
• How to set expectations of their manager reports
• How to give positive pressure to their team
• How to debrief on the videos & embed new ideas

TRAINING ADD-ONS FOR SENIOR LEADERS

1. Recorded webinar
2. Half day virtual research briefing
3. 3 x 90 min HIVE sessions
4. Half-day training workshop

LAYERS IN THE WEAVE

These principles are the building blocks to engage individuals & shift behavior across the organization.

LEARNING DESIGN PRINCIPLES

Coherence     AGES Model     Social Learning 2.0
Layering
Insight Generation
Positive Status Pressure
These principles are the building blocks to engage individuals & shift behavior across the organization.
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.

PRACTICE AREAS

CONNECT
The Neuroscience of Quality Conversations

DECIDE
The Neuroscience of Making Decisions

INCLUDE
The Neuroscience of Smarter Teams

ADAPT
The Neuroscience of Change Agility

OUR NEXT WEBINAR

NeuroLeadership Webinar
Preview: INCLUDE: The Neuroscience of Smarter Teams

Wednesday
April 27th
12:00-1:00pm (EDT)
SPECIAL OFFER: 2016 SUMMIT PRE-SALE

Earlybird Packages now available – Expires May 31st
Attend our biggest conference of the year.
Register: summit.neuroleadership.com

RESEARCH BRIEFINGS

Bring a transformative learning experience in-house.
Topics
- Breaking Bias
- Rethink Learning
- Transform Performance Management
- Establish Growth Mindset

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

EDUCATION OPPORTUNITIES

Brain-based Coaching
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

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.