

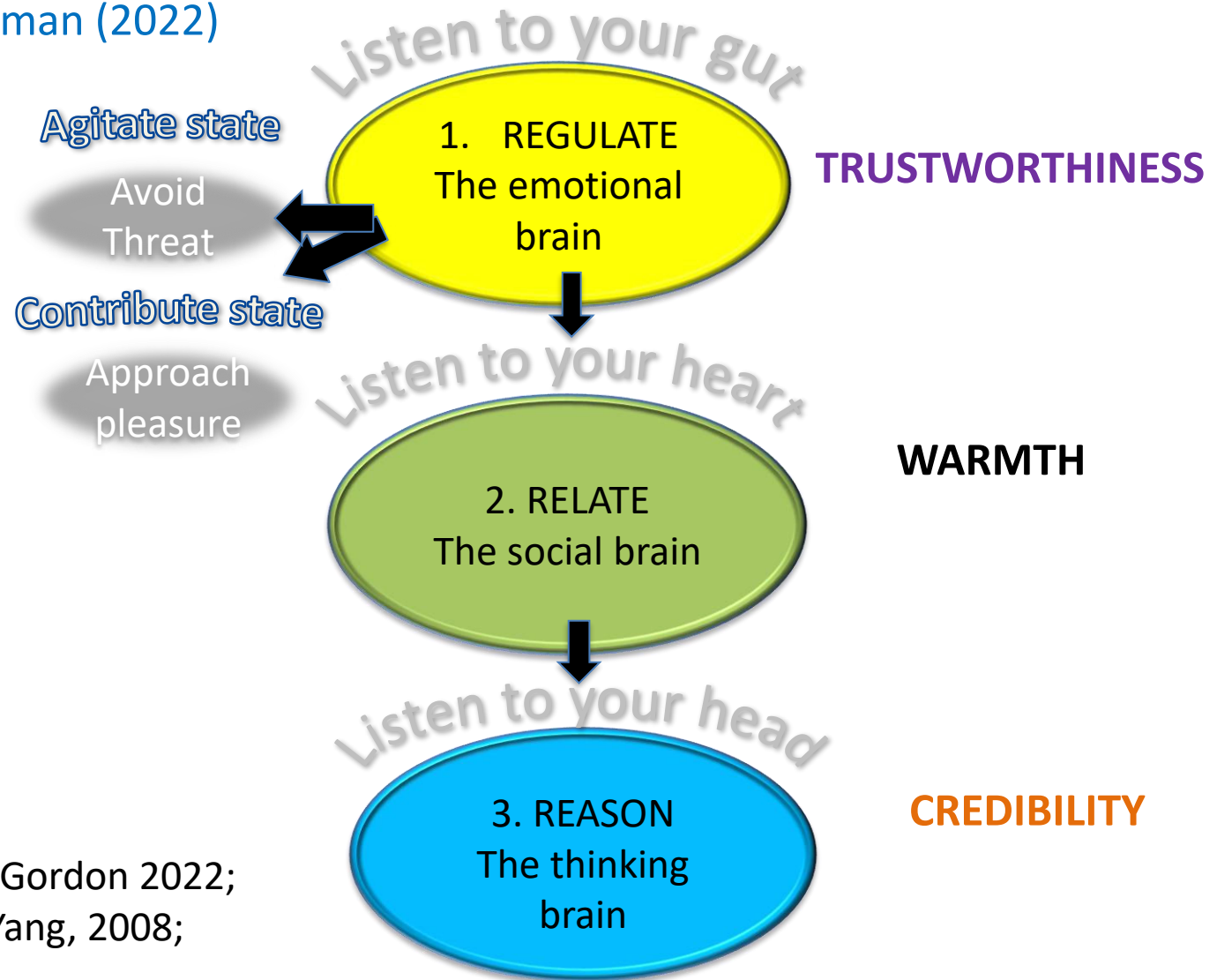


Leadership influence: Leaders are brain changers

Dr. Judi Newman PhD ©

Social Influence Model (SIM) ©

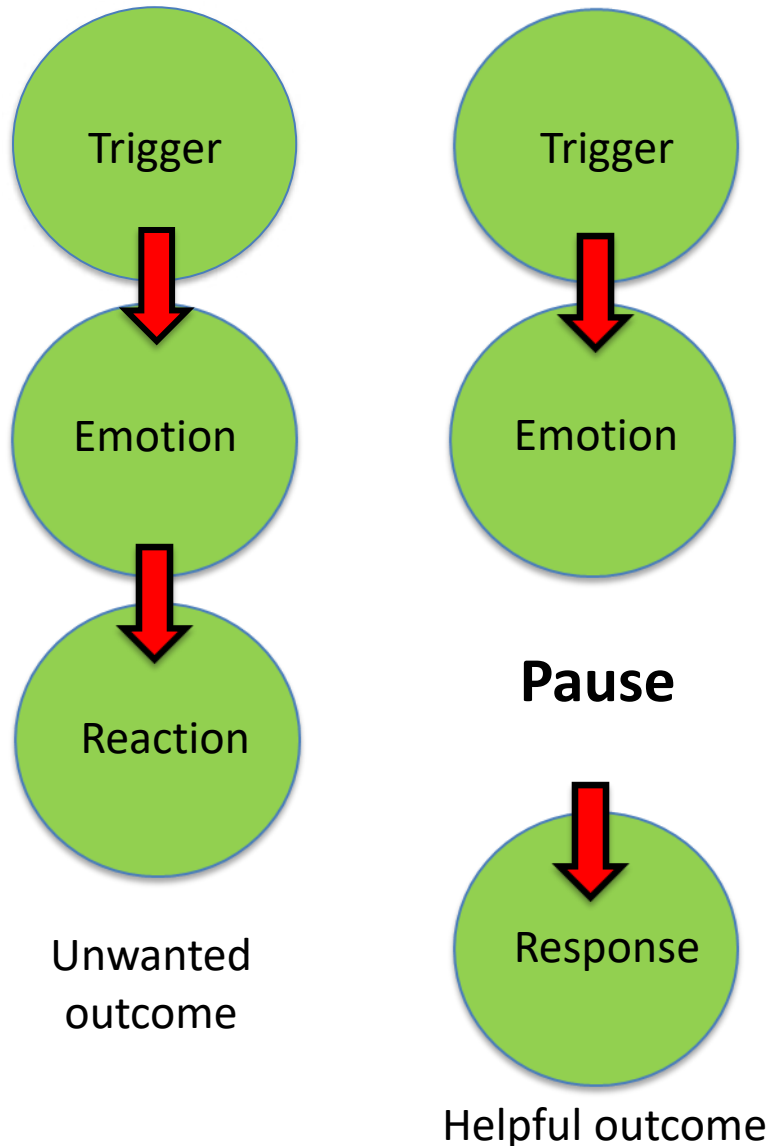
Dr Judi Newman (2022)



Informed by Gordon 2022;
Immoralina Yang, 2008;
Perry, 2016

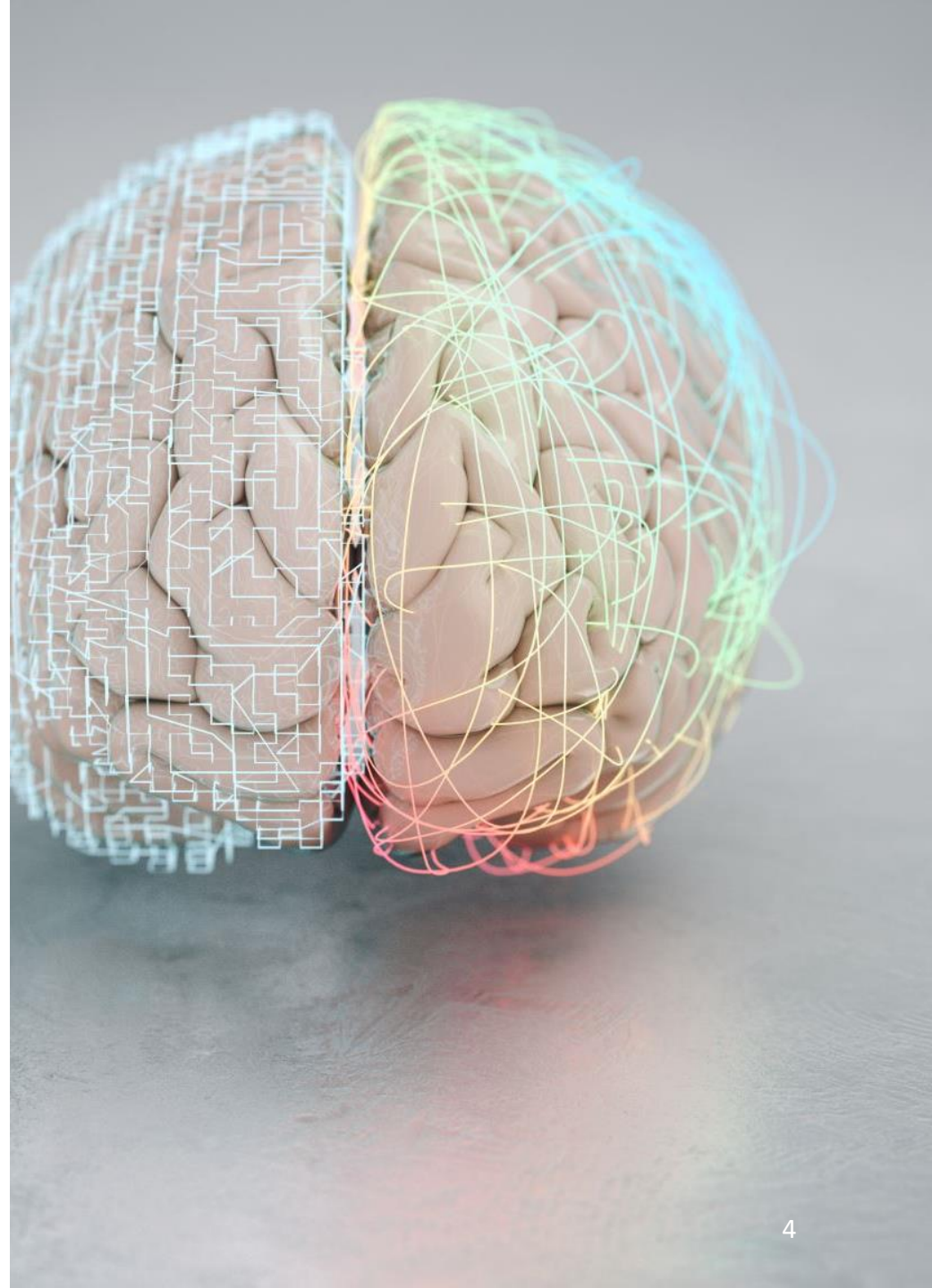
1 minute pause

From fear and emotional to calm and confident



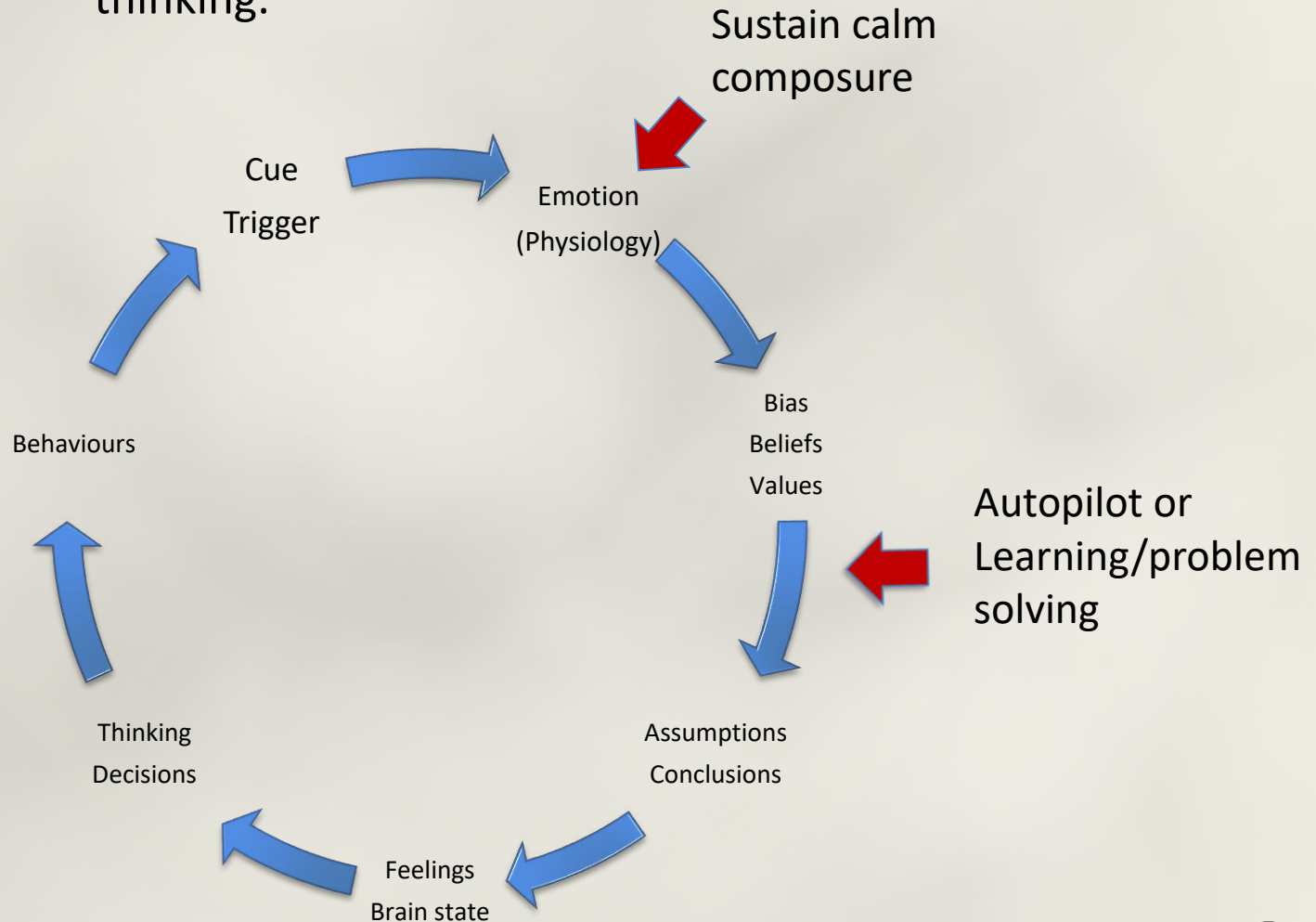
- **Calm** (pause, breath, resist impulse)
- Check (note self-talk and how you feel)
- Change (Put fear and ego aside and reset)
- Contribute (Choose helpful response)

-
- Brain break
 - Box breath
 - Movement
 - Social connection
 - Humour
 - Posturing
 - Exercise to burn off cortisol
 - Dopamine hit
 - ANTS
 - Segmentation



The brain's emotional and cognitive response is interrelated. Feelings cannot be separated from thinking.

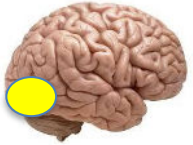
“We are not thinking creatures who feel. We are feeling creatures who think.”
Dr Jill Bolte Taylor (2006).



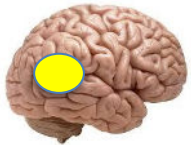
“For consistent high performance attend to all the layers”, (Dr. Judi Newman, 2023).



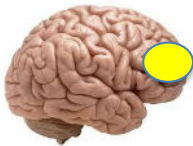
To draw the best from people, the leader needs to:



1. Calm the brain stem to build **TRUST**.



2. Engage the limbic system to establish **RAPPORT**.



3. In order to stimulate the PFC to access rational thought for co-operation, engagement for **GROWTH**.

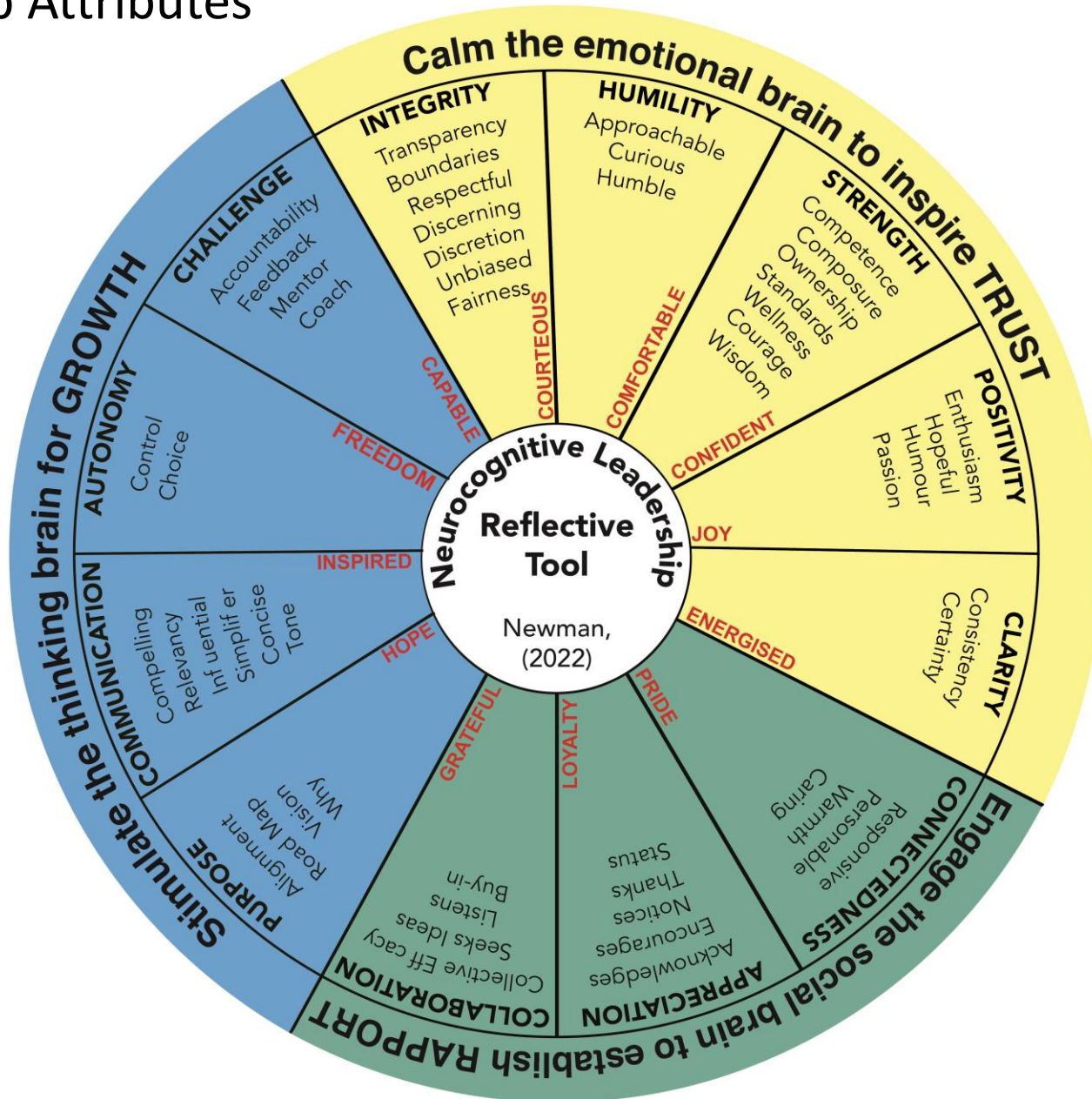


Inspirational leaders are brain changers.

A leader is someone who can inspire an uplifting **influence** on the intellect, emotion and energy through their behaviours, words, and tone to **grow other leaders** around them. It is a social influence, occurring through biological processes manifesting in the brain informed by a set of **attributes** that appeal to the inner **motivations**. They understand the need to inspire trust, build rapport and stimulate growth through adjusting their approach to align with how the **brain** operates to bring about positive **visionary change** (Feser, 2016; Lieberman, 2007; Newman, 2022).

They make others shine.

Leadership Attributes



Leadership Attribute Reflective Tool (Newman, 2022)

BRAIN	ATTRIBUTE	What is your confidence level with your ability to...?
TRUST Minimise threat to calm the brain stem and build trust.	Integrity	Be fair, honest and respectful? Live by cast iron values?
	Humility	Inspire trust by being approachable? Be self-reflective and often seek feedback from others? Be highly curious and ask more questions than make statements? Encourage Black Box thinking (Syed, 2016)
	Strength	Put courage over comfort? Being up to date with the research and highly competent? Seek out and confront active blockers? Be calm and composed under pressure? Call behaviour? Own your own behaviour? Strategise to influence outcomes and shape desired behaviours? Be self-disciplined around your own wellbeing?
	Clarity	Clarify roles, articulate results and expectations? Tame the bureaucracy? Embed consistent practices? Share a decision making model to show who, how and why decisions are made?
	Positivity	Use the language of hope and set the tone? Celebrate success together? Show enthusiasm and passion for the work? Demonstrate a growth mindset? Catch people doing the right thing?
RAPPORT Engage the limbic system to build rapport to establish a sense of belonging to the group	Connectedness	Show warmth and build relationships? Be responsive to other people's needs? Build a unique proud tribe?
	Appreciation	Care, encourage and protect others up and down the line? Notice others to build their status? Say thank you often? Be generous?
	Collaboration	See other perspectives and listen to all the voices? Build collective ownership and collective efficacy?
GROWTH Focus on learning and achievement by stimulating the PFC for personal and organisational growth.	Purpose	Articulate a clear vision of a preferred future? Align roles with purpose? Keep the team focus on the priorities? Explain the why often? Create symbolism? See the whole and the moving parts and their connections?
	Challenge	Coach and grow others? Keep others accountable for their own results? Provide opportunities for training. Use show me not tell me? Share self-talk at teachable moments? Adapt and pivot to changing circumstances in complex times? Differentiate my leadership style to manage, mentor and coach?
	Autonomy	Share your leadership? Allow people the space to do their jobs within the rules of engagement? Do only what I should be doing?
	Communication	Make the complex message simple and compelling? Have candid conversations? Inspire thinking for changed behaviour? Be decisive? Use pass the salt tone consistently? Use strategic phrases for impact?

Leadership is about influence

Dr Judi Newman PhD (2024)

There is limited change in behaviour and learning without neuroplastic changes over time.

I	Interpersonals	TWICE model: How you turn up; tone, words, posture, warmth, composure.
N	Needs	ESCAPE model: There are 10 motivational triggers.
F	Fences and boundaries	NUDGE theory: Structures that shape desired behaviours and knowing when to draw the line in the sand. You can only control your own behaviour.
L	Leadership strength	SIC model: Grow other leaders around you through the 12 leadership attributes. Understanding the nature of trust, connection and growth.
U	Unconscious bias	COGNITIVE BIAS: Understand the impact of scarcity bias, loss aversion, Lego effect, confirmation bias and Ikea effect.
E	Emotion is a game changer	The MAGIC 3: Experience a feeling because logic and data are not enough to change behaviours. Positive connection, experience - story, status.
N	Naming the role	ACCOUNTABILITY CHART: Clear expectations of role and results.
C	Culture shift	TROPIC CASSCADE: Establish a learning culture that rewards the behaviour you want to see. Identify the purpose, goals, and values. Mine for beliefs. (Sohail Nayatallah) Used futures: What are you using, which do not work anymore? Disowner futures: What do you avoid, ignore or are afraid of?
I	Intentional conversations	COOPERATIVE MAXIMUM: Be clear, concise relevant and true. Be Intentional and impactful with individual and team learning conversations.
A	All in	CASSCADE OF IMITATION: Everyone is doing it. Strive for common practices. Encourage ownership, create collective habits and role modelling.
L	Likability	People like, like-minded people and people who like them. Look for the commonalities. (Our goals, what we dislike and our interests)

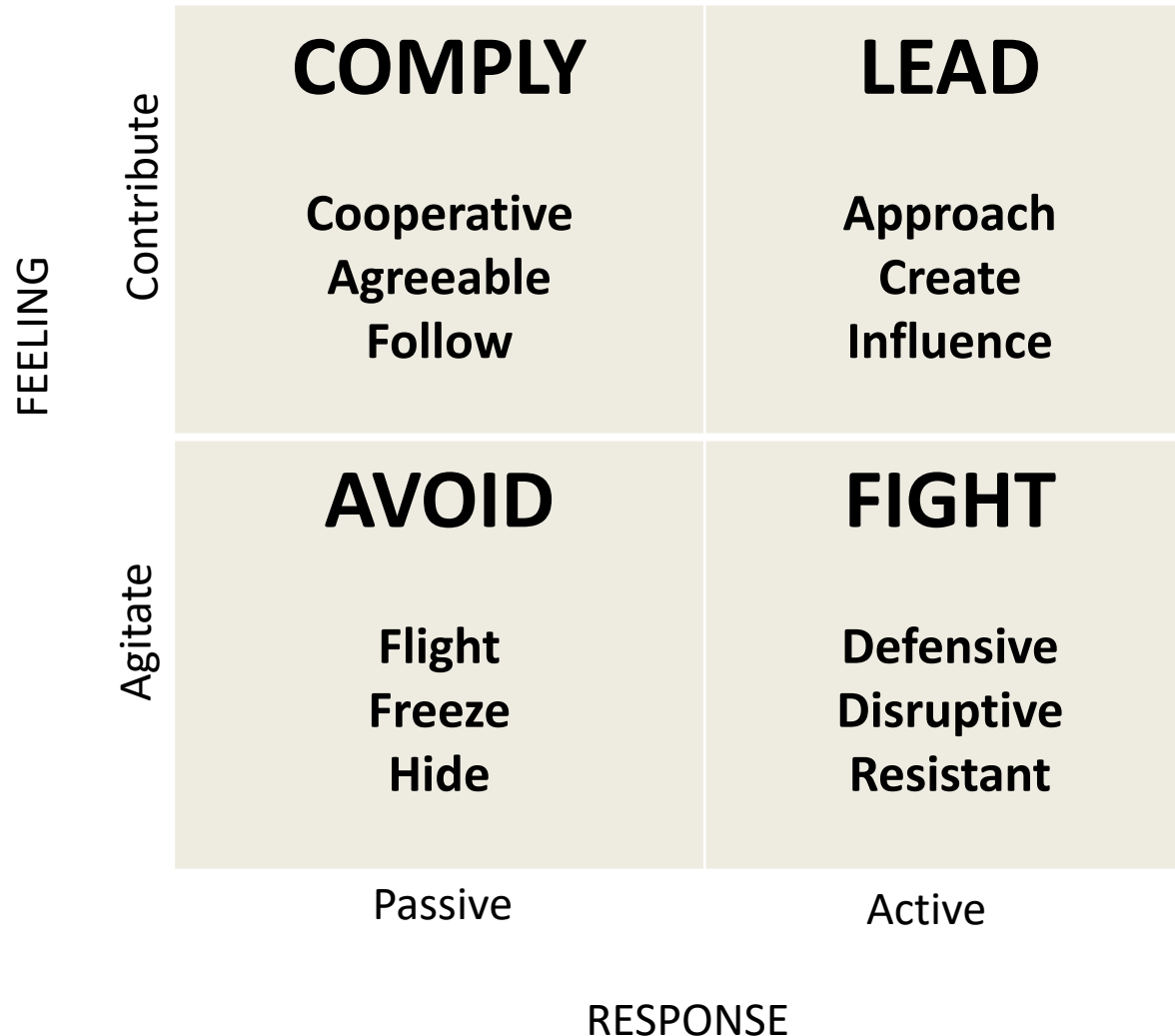
Think **TWICE** before you show up!

T	Tone	Do you use pass the salt tone?
W	Warmth	Do you smile, inquire and encourage?
I	Interpersonals	Does your body language match your intent and strengths, or does it project your fears and edges?
C	Credibility	Are you calm, clear, concise, relevant and true?
E	Energy	Do you practice an active contribute response?

Reference: Dr Judi Newman, (2023)

Motivational Response Model

(Dr Judi Newman, 2021)



Escape model

Dr Judi Newman PhD, 2024

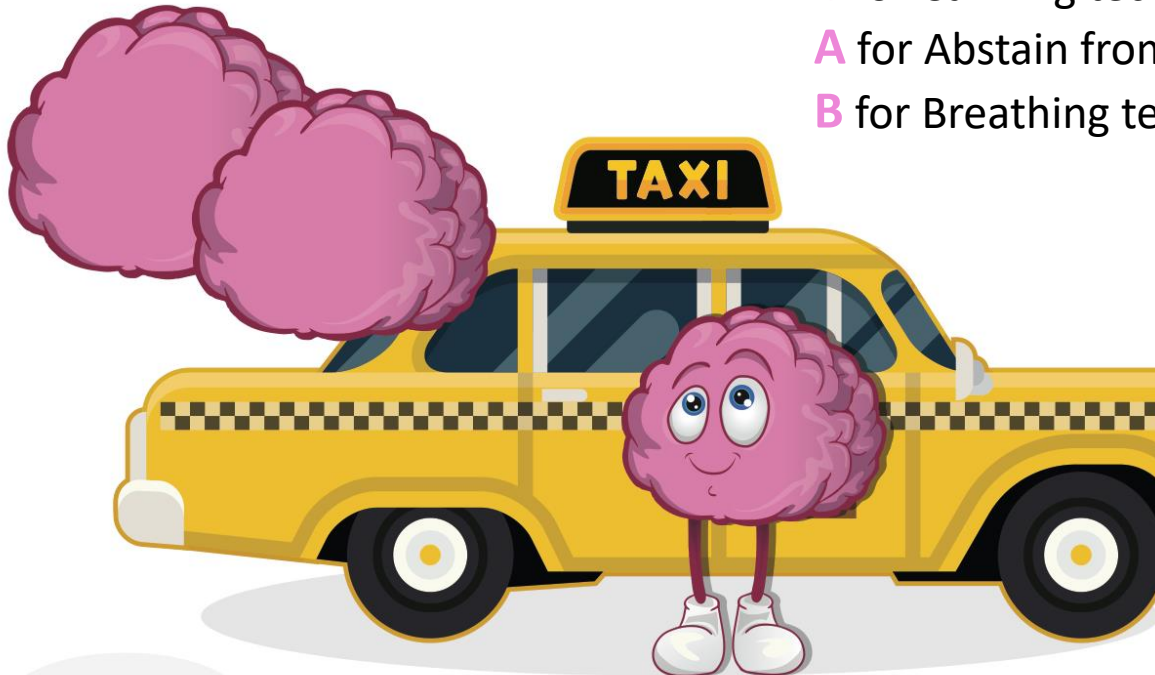
E	Essential	A need for the basic comforts. Essential physiological needs such as, addressing thirst, hunger, pain, fresh air, sunshine, and exercise.
S	Safety	A need for physical and psychological safety and trustworthiness. This incorporates being mindful of fears and anxieties.
C	Connectedness	A need for warmth, rapport and like mindedness.
	Control	A need for choice and freedom.
	Challenge	A need for achievement, growth and self actualisation.
A	Appreciation	A need for status, self esteem and feeling valued.
P	Pleasure	A need for the things we enjoy.
	Purpose	A need for meaning and a reason.
E	Exactitude	A need for correctness. (fairness, truth, ethics, and honor).
	Expectation	A need for certainty and clarity.

The 10 human motivational triggers: Do people try to escape or engage?

Take a WELLNESS

CAB for gut, brain and heart health

- W** for Wilderness and wellness habits
- E** for Exercise
- L** for Learning, problem solving, stimulating novel experiences and reading
- L** for Love, laughter, friendship and positivity
- N** for Nutrition and water
- E** for Elicit professional help if needed
- S** for Sleep and stillness
- S** for Self talk and state of mind (Ikigai for meaning)
- C** for Calming techniques (destress)
- A** for Abstain from drugs and smoking
- B** for Breathing techniques



The Academy of Organisational Neuroscience
Australia

Contact us.

Dr Judi Newman works in schools every week across Australia. If you would like her to work with your leadership team on strengthening the middle leadership teams strategic influence or work with your teachers in regard to how the brain learns best, she would love to hear from you on:

Drjudinewman.com or 0428825965.

There are books available on her Web site at drjudinewman.com

Reflection

What ideas emerged?

What are your insights and learnings?

What are your challenges?

What was confirming?

What is now clearer for you?

What will you do differently?

What is the one important thing you will do next?



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