

*Servant Leadership Focus* is a monthly newsletter to promote and stimulate servant leadership ideas and tools into the Viox culture.



## TRANSFORMATIONAL STORIES Creating a Transformational Culture

Mike Stabile

Leaders and managers today have more pressure than ever to get results from their teams. Yet they are often promoted through job specific expertise or technical prowess, without the human skills to match. **Servant Leadership focuses at the "heart" of good leadership.** It's the human side of facilitating or driving change through equipping and empowering people and not controlling them. Developing a "coaching" culture that serves, means embedding skills inside an organization at all levels, so that leaders and managers can bring out the best in others.

Current findings from neuroscience and the neuroleadership framework support the heart of Servant Leadership. **1. Nurturing the culture means a focus on self-directed learning.** We believe that learners need to be the driver's seat of the learning process. A leader who coaches their team asks powerful questions that generate

insights and motivation so that they own the learning. **2. They are focused on Solutions.** The brain creates new circuits based on where attention is focused, so we train leaders to focus closely on solutions rather than problems. **3. Acknowledgement of progress** is integral to performance management. Coaching leaders are skilled in **providing positive reinforcement and helping others to develop the ability of self-discovery.** **4. A leader's role is to stretch their people** to uniquely move rapidly and effectively to the achievement of the defined goal or task, identifying and finding ways around blocks along the way. **5. A Servant Leader creates a culture where there is the freedom within healthy boundaries.** The coaching leader understands the social needs of others and has social intelligence.

*Creating a transformational culture focuses on creating leaders at all levels.*

## WHY IS "THINKING" SO IMPORTANT MIKE STABILE

**Why is thinking so important?** Ideas, thoughts, systems of thinking, cultural beliefs, etc., over time become our "way" of thinking. *Who or what is influencing, molding, and shaping our thinking?* Therefore, ideas are vital because these "seeds" germinate and become philosophies, beliefs, doctrines, and cultures (family, social, work, community, and country.)

When we receive ideas, our brains begin to work on them analyzing them to see whether we accept them or not. *If we accept the idea our conscious mind takes them and transfers them through neural networks into and "account" called the non-conscious mind that stores these ideas into long-term memory. If our brains do not accept the idea or thought, we reject it and expel it from our thoughts.* **The accumulation of the ideas or thoughts we accept becomes our "belief system" or our "philosophy" of life.** These are the ideas we embrace, retain, and live by. It is our way of "thinking", mental frameworks, our concepts of truth, and our perceptions of reality. These are our habits or our way of operating where memories are encoded, stored, and hard wired as our "life operating system."

All humans are philosophers, because at some level each of us has a philosophy of life or belief system. Our philosophies are formed by the ideas we have taken for others or have personally formed through experience. We have embraced and assimilated them into our lives. They structure the reality we

live in on a moment-by-moment basis. We live the ideas we accept! We become our thoughts: good, bad, ugly, and beautiful. This is why our thoughts and ideas are so crucial.

People can make you who they want you to be, if you accept their words into your life. If you hear something long enough, you can begin to believe it. If ideas overwhelm you, eventually you might embrace them and store them in your non-conscious mind or "heart." Thus, we become the thing people say we are, if we accept what they say. Once we believe something, we have a different experience of life, because now we react to life out of those beliefs and habits that are hard-wired into our heart (non-conscious mind). **In other words, we see more through our beliefs or "frame of heart" than we do through our physical eyes.** Therefore, our philosophies, mental frameworks, and habits of thinking are even more powerful than sight, because we interpret what we see with our eyes through the filter of what we believe in our frames of heart.

This begs the question: **What are you thinking about?** We must be careful what ideas we accept, because they can either be helpful or harmful. **Ideas can become either transformational or toxic!**

On the one hand, the transfer of ideas can be hugely beneficial to transform you into your destiny, stimulate personal growth, "raise your game", instill character, or serve others. For example, as parents, teaching children the value of honesty and self-discipline will create character that will be with them the rest of their lives. A community or culture

Cont. p.2

### ISSUE HIGHLIGHTS:

- ❖ *The Neuroleadership Journal Issue 1 2008*
- ❖ *Born with Assignment by Mike Stabile*
- ❖ *Social Needs and Rewards by Dr. Matt Liberman & Dr. Naomi Eisenburger*
- ❖ *Topic: Brain-Based Leadership Part 3*

### ARTICLE HIGHLIGHTS:

- Transformational Stories 1
- Why is "Thinking" so Important? 1 & 2
- Social Needs and Rewards 2
- S.C.A.R.F. 2



## DAVID ROCK'S (S.C.A.R.F.)

### STATUS

The brain determines your status to a person or group you are talking to or a part of.

### CERTAINTY

The brain is a prediction machine, higher the certainty the less the chemical energy in the PFC more in balance. The higher the ambiguity the greater the chemical energy in the PFC and out of balance or feeling of control.

### AUTONOMY

The brain retains, learns, and stores memories when we make the choices or have ownership of the thinking.

### RELATEDNESS

"Friend or foe", "Trust or Distrust", Connect or Don't connect (Foe is always the default.)

### FAIRNESS

The brain perceives inequities/exclusion and reacts like a physical illness, if the brain perceives equities/inclusion, fairness or positive social reward it stimulates great pleasure like the reaction to "chocolate."

### Coaching reminders:

Mike is available for individual leadership coaching. Call or email for appointments.  
[mstabile@futurenowed.com](mailto:mstabile@futurenowed.com)  
513-460-1015



## CONTINUE FROM P. 1 WHY IS "THINKING" SO IMPORTANT?

passes on to new generations its values and traditions of helping and serving the less fortunate and treating others with respect to ensure the continuance of a peaceful society.

Ideas and thoughts can be toxic and can damage the original design and intent of a person. Systems of thinking can sabotage the great wealth of human potential and rob the world of "what could have been!" The richest places in the world are not the oil fields, gold mines, diamond mines, etc., but rather the grave yards. Yes, in the graveyards lies the richest resource of potential that was never used. *Systems of thinking and our beliefs have been infected by the cancer of "I can't" into the human race.* If we are achieving far below our abilities who or what are you believing? Are you hearing tapes that are being

## SOCIAL NEEDS AND REWARDS

Imagine business partners, Gil and Sarah, who have always split the work and the resulting rewards, evenly, right down the middle. Gil lines up three new clients, one of who will be an easy client both because he is personable and because Gill and Sarah have amassed great expertise in handling his needs. Each of the other two clients will be more difficult. One is known for being a bit of a bully who seems to change what he wants as a client as his whims change. The second is easy enough to get along with but has demands that really stretch Gil and Sarah's existing expertise. Because Gil has brought in the clients, he feels it is prerogative to divide the work between them. He chooses to take the first client for himself and assign the two difficult clients to Sarah.

Naturally, Sarah finds this arrangement unfair. She is annoyed at just how much work she is going to have to do than Gil. She also feels insulted that Gil thought it was acceptable to treat her in this way. Her anger at the situation mounts and she must figure out how to respond. Should she bring this up overtly with Gil and potentially jeopardize their collegial relationship? Should she find a way to respond in kind? Or should she just try to "suck it up" and accept what has happened?

Psychologically, this scenario raises a number of interesting questions. *How do common psychological processes determine what tone would feel and do in Sarah's position? How does she weigh the costs and benefits of lashing out versus holding her tongue? How do we determine whether her bad feelings are really due to the insult or to the amount of work she has been given?* Self-report is notoriously unreliable in these kinds of situations. People are good at reporting how they feel, but are often quite poor at reporting on the reasons why they feel a certain way. How would Sarah have responded to a more fair division of labor? Over the past decade, brain scientists have begun to answer exactly these kinds of questions.

For decades now, we have been hearing about the parts of the brain that support language, vision, memory, and higher cognitive skills such as math and reasoning. Because of this, it is not surprising that

played over and over in your non-conscious about all the things you can't do, what you never can become, and the damaging negative words that powerfully dictate our thinking and actions? **Have we become slaves to "toxic" thinking that is all around us?**

*By the time a person is 17 years old they have been told 150, 000 time "you can't" compared to 5, 000 time "you can!" That is a 30 to 1 ratio. (Assaraf & Smith 2008)*

**Why is thinking so important?** Our thoughts ultimately become our beliefs, and our beliefs become our philosophies or frames of heart. Our philosophy or frame of heart then becomes the way we interpret the world and the people around us. Therefore, *What "frames of your heart" are or can be transformational? What "frames of your heart" are or can be toxic?*

DR. MATT LIBERMAN & DR. NAOMI EISENBERGER

the human brain has been conceptualized as a computer or a machine that can be optimized in the workplace by increasing efficiency or correcting errors through feedback. However, new findings from social cognitive neuroscience suggest that bringing out the best in people in the workplace depends at least as much on optimizing a person's social and emotional well being as it does on those cognitive processes.

We would never expect someone who has a broken leg to run from one meeting to the next. But when someone is in social pain, we often treat this as if it should be compartmentalized and kept outside the office. *Even worse, we sometimes think that people should simply "get over" their hurt feelings, despite the fact that we would never think someone should "get over" their broken leg. The evidence from neuroscience clearly demonstrates strong similarities in how the brain reacts to social and physical pain.* Accordingly, we need to appreciate that however much reality we accord to physical pain should also be extended to social pain.

On the other side of the equation, when our needs are met, we feel pleasure. Eating when hungry, drinking when thirsty, and coming in from the cold are all pleasurable experiences that occur while a need is being satiated. The need for social regard may seem less immediate and real than other needs, but is a basic need. When our social needs are being satisfied, the brain responds in much the way as it responds to other rewards that are more tangible.

*This suggests that the exclusive premium put on financial rewards as an incentive around the office may be overstated. Being treated with respect and as a valued member of the organization may activate reward systems in the brain that promote stronger learning of behaviors that predict more of these social rewards in the future. And obviously, providing social rewards is an extremely cost effective measure, requiring only a bit of time and thoughtfulness.*