

The Immunity Paradox



The iOS Upgrade Dilemma

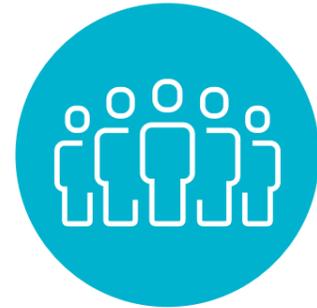


Behaviour Training Doom Loop

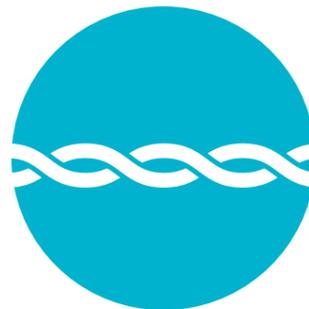
# How to Rewire the Corporate Brain



The TeePee Principle



Invisible Team Effect



Rewiring Axiom



Walk the Aisle



Sample



Nourish



Wire



What's Next



Content used to be king, but not any more. Today's entrepreneurial startups focus on choice – how do you help people to wade through all the data available, pick the right data to pay attention to, then make a choice that's right for your individual circumstance (think i-Select, Facebook algorithms, data mining to create individually relevant marketing). With so much awesome content so readily available, the real leading edge for companies, leaders and teams is in “sense making”. How do you make sense of the data already in your system, and curate your approach to it? How do you make choices that impact? How do you embed that into a practice that sticks... and create new learning and new habits that reap huge returns? Focusing on the **HOW** of change gifts leaders an operating system upgrade – creating leaders who have learned how to learn means that training is more than great content – your workplace becomes your learning space as leaders learn continuously. Making adaptive choices through observation and feedback. This is the place where change lives.

## How to Rewire the Corporate Brain

### 1. The TeePee Principle

People naturally tribe together – belonging to a tribe means safety, a peer group you can count on, passions that bind us, clarity of contribution and unwritten laws about what ok around here, and what is not. Corporations are the new tribes. Who is sitting around your campfire and the stories you tell about your tribe create a sense of belonging, and make meaning of the world around us.

### 2. The i-OS Upgrade Dilemma

Each corporate tribe has its own operating system that regulates the boundaries of how things get done here. This includes systems such as social bonds, performance measures, governance structures, decision making, values, missions, strategies and symbolic events, such as who is involved in issues, learning and activities, where people sit, who has the right carpark, experience at reception on arrival. The visible reinforcement of habits are the behaviours shown everyday with the strongest attention paid to leaders and peers. Every company pays different amounts of attention to each of these sources of data... and they largely form an invisible web of neurons in a brain that send signals to people about what is values and what is not. They hold the connection between all these different data points, into one whole. To make a system upgrade means taking a risk – just like updating an iPhone – we see the benefit, but the fear of resultant difficulty during the upgrade and adjustment often has people pause the change longer than is necessary.

### 3. The Immunity Paradox

Like an immune system in a body, a new idea, principle, strategy or goal can even evoke an instant rejection from the system. The corporate brain responds to patterns and prefers the efficiency of “the way things have been”. This is helpful to organize around a known result strategy or process. The downside is that immunity kicks in even when the change proposed is desired or useful. It's an automatic process and without deliberate, focused planning, really great ideas, learning and outcomes can fall to the way side... and often no one can really understand why. You can switch off the immune response by teaching people how to learn, by infecting the system with new messages, and by holding the system self accountable over time.

### 4. Training Doom Loop

To counter these effects people rightly look to infuse new capabilities within the corporation, and seek learning solutions that teach leaders new ways of thinking, feeling and choosing. They teach leaders how to read feedback from the system to reinforce “the new way”. This is the right solution, but without an upgrade to the other most powerful lever in the systemic operating system at the same time, the new capabilities can experience fade, not retaining the benefits offered. To change the behaviours of your leaders and teams permanently, you need to apply the principles of neuroscience beyond the boundaries of the individual brain, and focus on a rewiring of the system – holding the new patterns in place in organisational neural pathways.

### 5. Invisible Team Effect

Within the corporate brain is a hierarchy of teams – or tribes. These teams are clearly defined – C-suite, their own teams and the teams below them. The organisation operating system is super charged by the “tribal habits” wired into the peer group, and reinforced by messages from the leadership, and the operating system. This is why leadership training counts – the messages from the leader have a great effect on every team, and the team enacts or operationalises the message. BUT there is an invisible team in every organisation which holds the key to unlocking change that sticks – and by focusing on this team, you supercharge the shifts in the corporate mind. If you only focus on individual choices, you only rewire the individual – when they go back to the system (e.g. after training), the system always wins. For real change, real fast – you need to find and rewire this invisible team... applying leading edge teaming, neuroscience, behaviorist and process work underneath your clear, concise and relevant content. We know how to access this hidden resource and would love to share it with you.

### Rewiring Axiom

- Walk the Aisle – what needs do I have? Where are we/am I stuck – what is the symptomatic problem? Am I willing & able to go beyond my usual behaviour?
- Sample – get curious and try something new – find a place to practice change – experiment, review, experiment
- Nourish – find an ongoing feedback source that reinforces the brain's desire to repeat what works – positive sources of nourishment to see impact of choices and feel a shift
- Wire – repeat, repeat, repeat until new neural pathways are developed, and experimentation becomes a practice – the way we do things
- What's Next – learning is continuous, and there's always more value, if you are willing to unlock it