



# The Neuroscience of Leadership

*Building & Motivating High Performance Teams*

(with special emphasis on **The Latest Neuroscience**)

2-DAY WORKSHOP

**Author: Ian Rheeder, Owner, Markitects Consulting**

*Example is not the main thing in influencing others. It is the only thing.*

-- Albert Schweitzer, Nobel Peace Prize winner and medical missionary.

<p><b>Title:</b></p>	<p><b>LEADERSHIP (The Neuroscience of Leadership)</b>  <i>Building &amp; Motivating High Performance Teams</i></p>
<p><b>Overview</b></p> <p><i>The single greatest advantage in the modern economy is a happy and engaged workforce.</i>  Shawn Achor, Good Think Incorporated, author of The Happiness Advantage, 2012</p> <p><b>Who should attend?</b></p> <p>The material is appropriate for Managers &amp; Leaders (new or experienced).</p> <ul style="list-style-type: none"> <li>• The C-suite</li> <li>• The Sales Team</li> <li>• The Marketing Team</li> <li>• All Managers &amp; Supervisors</li> <li>• HR Department</li> </ul>	<p>Put yourself a decade ahead of the pack by discovering the latest insights into leadership.</p> <p>To improve the performance of an organisation, leaders need to lead, and managers need to learn how to manage <i>and</i> lead. Leaders primarily drive the vision (the why) of a change programme whilst the managers drive the mission (the how). By evaluating your style of management, leadership and negotiating, this programme is designed to utilize and enjoy your strengths, whilst being aware of your weaknesses. You will develop a crystal-clear understanding of how to lead internal and external stakeholders.</p> <ul style="list-style-type: none"> <li>■ <b>Pre-Readings:</b> Rheeder, Ian (2012). <i>The Neuroscience of Leadership, Leadership Magazine, pp.50-53</i></li> <li>■ <b>Subject Readings:</b> Programme Handout. 100 pages of well referenced notes and excercises.</li> <li>■ <b>Hundreds of leadership author's citations:</b> go through leadership expert's readings that backup the TEC Leadership System.</li> </ul>
<p><b>Learning and Outcomes:</b></p> <p>When UCT professor Tim Noakes spoke about the role of the coach (Leadership Summit, 30 Aug 2012), he said,  <i>“someone who tells an athlete that she can do what she absolutely thinks she can’t do.”</i></p>	<p>After citing 187 white papers, articles and books on leadership, neuroscience and psychology, Ian Rheeder proved that leadership boils down to three TEC domains -- <b>Trust, Engagement and Competence</b>. In 2013 649 leaders were trained to validate the TEC Leadership System -- every single leader strongly agreed that the TEC System worked and was easy to implement.</p> <p>Without the TEC Leadership System, examining ourselves as leaders is extremely difficult. We tackle this extremely elusive subject of leadership from a neurological level, associating basic emotions to the 7-levers of persuasion. With great success, this leadership model has been tested on numerous management programmes at the Gordon Institute of Business Science (GIBS), where Ian facilitates.</p>
<p><b>Subject Topic 1:</b>  <b>Background to Leadership</b></p>	<p><b>1. TEC Leadership Model</b></p> <ul style="list-style-type: none"> <li>• Definitions of Leadership</li> <li>• Understand the neurobiological structure of our brain and a neuroscience-based model for influencing and</li> </ul>

<p><i>I know of no data showing that anxious, fearful employees are more creative or productive. We know that people are happiest when they're appropriately challenged.</i></p> <p>-- Daniel Gilbert, Harvard professor of psychology (2012)</p>	<p>inspiring people (90 references to back up the TEC System)</p> <ul style="list-style-type: none"> <li>• Understand the 4-key neurotransmitters and how to create them in your team</li> <li>• Transformational Style vs. Transactional Style (Burns-1978 &amp; Bass-1998)</li> <li>• Different Leadership Styles this century (Goldman)</li> <li>• The Neuroscience of Leadership: Understand the neuroscience behind becoming an astute TEC leader (Trust, Engagement, Competencies), published Leadership SA, July 2012</li> <li>• The TEC System elegantly takes us through the stages of trust building, how to engage and display competence.</li> <li>• Rate a leader using the TEC System calculations (are they a "high-TEC" or "low-TEC" leader?)</li> <li>• Rate or evaluate yourself as a TEC Leader</li> <li>• The Leadership Environment (PESTGEL &amp; 4Cs)</li> </ul>
<p><b><u>Subject Topic 2:</u></b> <b>Self-discovery</b></p> <p><i>People don't buy what you do, they buy why you do it. --</i></p> <p>Simon Sinek (2009, Author of <i>Start with Why</i>)</p> <p><i>"That's why I say that the toughest person to lead is always yourself." "People seldom see themselves realistically."</i> Dr. John Maxwell, <i>'Leadership Gold'</i>, p.11 &amp; p.13, 2008</p>	<p><b>2. Self-discovery &amp; Self-Awareness</b></p> <ul style="list-style-type: none"> <li>• Self-awareness: Personality profiling to assess your typical leadership, learning and negotiation style. This will also make delegates aware of other work associates styles and temperaments</li> <li>• Situational leadership and your dominant style</li> <li>• TEC Leadership Questionnaire (MLQ): Rate yourself and others on trust, engagement and competence (Are you a high TEC leader? Is your favourite leader a high TEC leader?)</li> <li>• Manage yourself before you manage others: EQ vs. IQ. Self-esteem as the basis of EQ. 10 tips to build self-esteem. Self-confidence and self-esteem exercises.</li> <li>• Rokeach's 36 Values: Choose your top-5 values</li> <li>• Consciousness: Johari Window (Exercise: 56 adjectives to describe yourself. How would your team describe you?)</li> </ul>
<p><b><u>Subject Topic 3:</u></b> <b>Implementing Leadership</b></p> <p><i>If you don't connect,</i></p>	<p><b>3. Practical Leadership</b></p> <ul style="list-style-type: none"> <li>• Why so few plans are implemented (The difference between thinking, feeling &amp; doing.)</li> <li>• Leadership Pipeline (R Charan, J Noel &amp; S Drotter)</li> </ul>

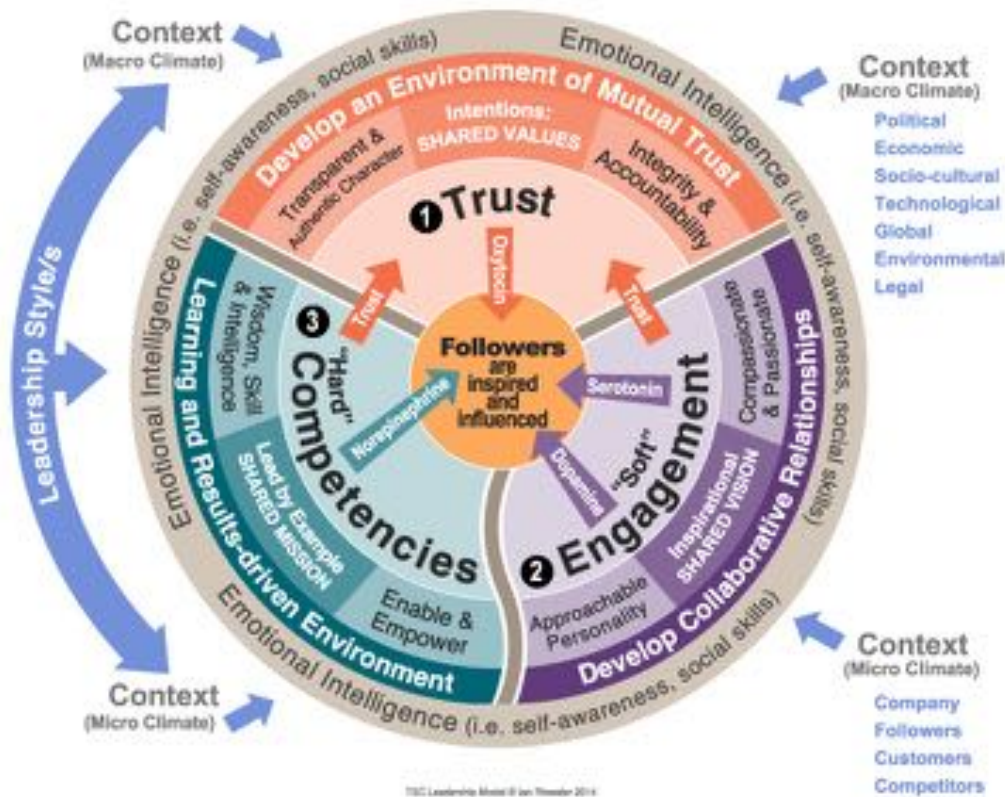
*you have no influence,  
and if you have no influence,  
you can't lead.*

-- Brand Pretorius, 2010

- Motivational Theory: Intrinsic and extrinsic
- Motivation: Victor Vroom's Valence Theory
- Maslow's Hierarchy of Needs (1943) vs. SCARF Model (2008) vs. Herzberg (1960)
- Understanding your stakeholders: Stakeholder Map
- The difference between a Leader and a Manager
- Power Styles: 7-Levers of Persuasion
- Negotiation Basics
- Breakingdown Silos
- The service profit chain
- Research: 360, Internal NPS & Q12
- Why teams don't work? How to build a team?
- Retaining your top talent

*The first responsibility of a leader is to define reality. The last is to say thank you. In between the two, the leader must become servant and debtor.*

Max du Pree (Leadership Is an Art, 2004)



TEC Leadership System:

**Leadership Capital = Trust** (reputational capital) + **Engagement** (relational capital) + **Competence** (managerial capital)



**Your Expert Facilitator**

Ian Rheeder, CM (SA), MSc Leadership

To answer the central theme: ‘What makes leaders successful?’ Ian draws on the practical knowledge and wisdom of hundreds of books and white papers on leadership. To this end, Ian developed his TEC Leadership System which was validated by testing it on 649 leaders in 2013 -- every leader strongly agreed that the TEC System works.

**Using a triangulation of neuroscience, leadership theory and business strategy, is what makes this programme unique.**

After reading for four years, Ian realised that leadership characteristics can be synthesized into just three TEC pillars: *trust, engagement (the "soft" side) and competence ("hard" skills)*. His TEC Model was published in Leadership in July 2012. Ian is a Chartered Marketer, faculty at GIBS, and hold an MSc in Innovation & Leadership (cum laude). Although Ian has developed a neuroscience-based model for influencing and inspiring, he also covers classical leadership behaviour to get the best out of your people.

Leadership (TEC Leadership Model)	Learner
"Best training I've ever been on."	Manager, Omnia
"Impressed by the systems approach. Ian is extremely competent and knowledgeable — he is the best facilitator I have been exposed to. I am ready to now implement. Course was extremely relevant to me."	Senior Researcher, SARS (PhD)
"Wow — mind blowing. The handout will be my Bible. Excellent course, would recommend it to anyone. I feel different. Thank you."	Sales Manager, Pharmaceutical Company
Wow you were a hit! Thank you for outstanding presentation on leadership to our 40 managers.	Project Director: NQF Advocacy South African Qualifications

I just finished reading your article on Neuroscientific illuminations for Goal setting & Leadership. WOW - it is amazing. I have forwarded it to my manager.	Relationship Manager : Nedbank
I have followed the basic outline of the questions proposed by you (and related calculations of relative competence level) in a comprehensive 360 degrees evaluation of myself and my team. We all found it very simple to use and implement and the results confirmed specific issues within our team we all suspected but could not pin down before.  I would certainly recommend the TEC evaluation model to evaluate leadership under virtually any condition.	GM: Stratgic Agricultural Services Omnia
At first the model seemed complex but turned out to be very intuitive. The examples of how the TEC Model is applied is not only informative but provided many insights into leadership today. I know that everybody walked away with a new way of applying leadership in their daily lives, thanks for the great talk and I'll highly recommend this presentation to those who want to understand the foundation on which leadership is built. <a href="#">Breakfast talk to 40 Managers, 21 Sep 2012</a>	Chief Engineer Powertech IST, a division of Powertech SA (Pty)
A special thank you for a dynamic presentation on your TEC Leadership Model. Of the 8 speakers at the Ethics and Governance Masterclass (Sandton Sun Hotel) you were the best. You scored 10/10 from the delegates for both knowledge and presentation style.	<a href="#">Conference Organiser</a>
"Ian's TEC Leadership Model is stunningly simple, but most importantly, it is backed up utilising the objectivity of neuroscience."	Professor David Castle, Professor of Psychiatry at The University of Melbourne, Australia. He is also the Chair of Psychiatry at St Vincent's Hospital, Melbourne.
"South Africa needs great leaders and Ian Rheeders' TEC System is a timely resource for those who wish to expand their circle of influence and lead in challenging times. Great leaders inspire and influence those around them. This programme, and in particular Ian's TEC Leadership model will show you how and enable you to measure your effectiveness as a leader."	Owner, Leadership,

Thank you once again for speaking at our seminar on 25 November 2014, the feedback was great; you scored 100%, best speaker three times in a row at Knowledge Resources: Head: Conferences and Training

"Out of 20 speakers at the Quality Managers Conference (2012), Ian not only won the best speaker award, but also broke the record score for a speaker in Iran." Speakers Inc.

"I have just completed my conference feedback list and of the 90 forms received 86 said they absolutely loved your session at the conference." (Nedbank, Sales Conference)

"Thank you that you presented at our conference at CSIR on Monday. I believe that your session was a huge success. We look forward in working with you again in the near future." (ABSA, 150 consultants)