

Leading the Brains of Your People to Higher Levels of Performance



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INFLUENTIAL LEADERSHIP**

Leaders Want Performance

- Increased productivity
- Higher-quality work
- More initiative taken
- Improved teamwork
- Problem Solving
- Response to Change



HOW DO YOU *FEEL* ABOUT THE WORK YOU ARE DOING?



Sisyphus (1548-1549) by [Titian](#), [Prado Museum](#), [Madrid](#)

What could you accomplish if you and your teams had

Crystal clear goals

+

Disciplined action

+

Positive, enthusiastic attitude

+

Ability to manage change

+

The mental toughness to overcome
adversity

Discussion Time

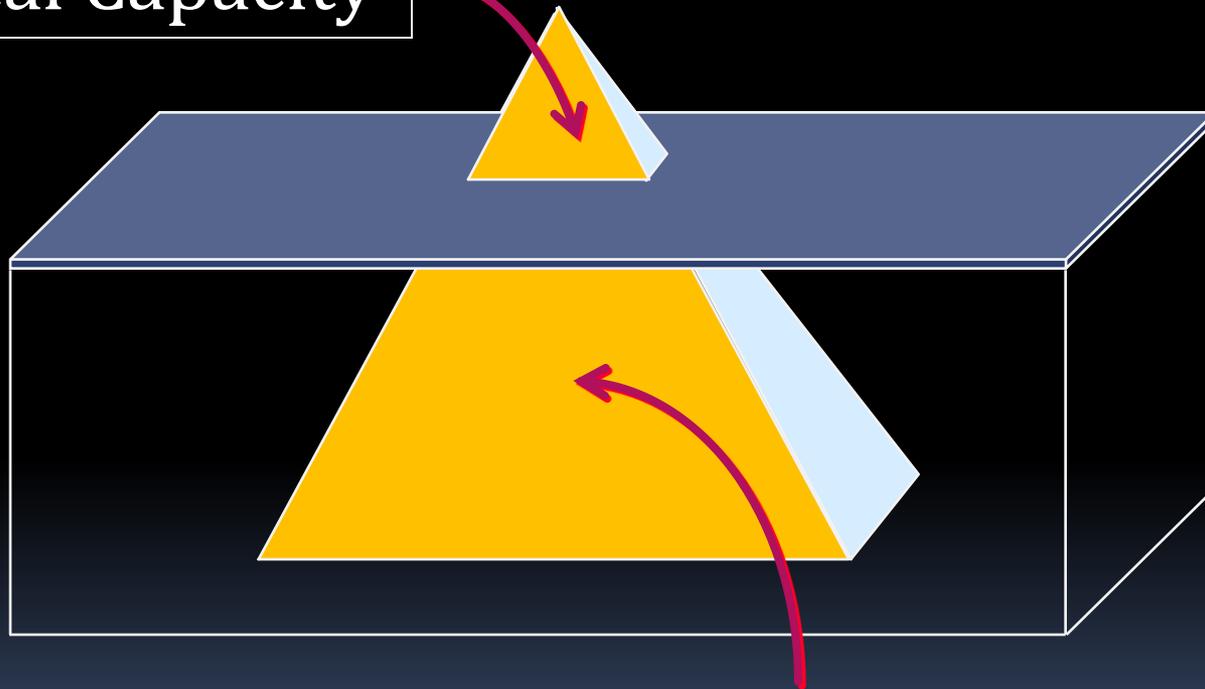
- What are your biggest impediments getting in the way of your people doing what it takes to make your plan work?



Performance = f(x (Tech Skill)(Behavior Skill))



Technical Capacity



Behavioral Capacity

Integrated Approach to Performance

- Leadership effectiveness has a dramatic effect on business performance. Why?

Performance = f_x (technical skill) X (behavior skill)
(Competence) X (Consciousness)

Engagement = f_x (culture)(leadership)

Effective Leadership = f_x (self-awareness) X (self-management)

- We are talking about a science-based approach to leading the brains of your people into engagement to drive their performance.

Behavior Capacity is the Competitive Advantage for Performance

- Leadership behavior capacity ignites upper brain cognitive function. Doing so releases the motivational drivers of team members to propel technical skill performance to the highest levels.
- When do you make the brains of your people light up – when you come into the room or go out of the room?



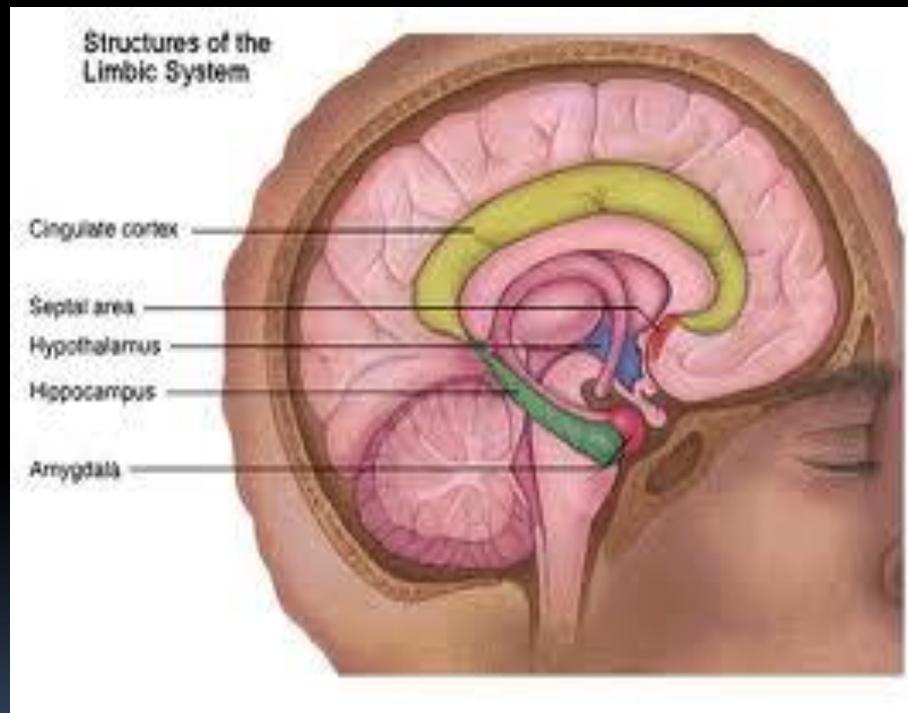
Becoming a Neurochemical Bartender

Performance is a function of what drink you mix as a leader in the brains of your people.

UPPER BRAIN

Growth and Development

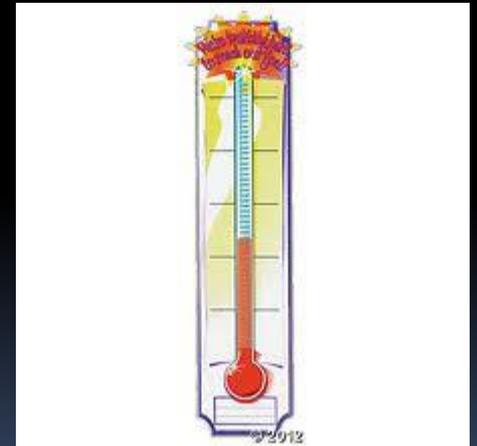
The Performance Brain



LOWER BRAIN

Self- Preservation
Safety + Security

The Survival Brain



Emotions tell us how we feel about what we are thinking about and how we interpret the behavior of other people.

Committed Workforce and Neurochemicals

Four happy chemicals



dopamine

the joy of finding what you seek

endorphin

the oblivion that masks pain

oxytocin

the safety of social bonds

serotonin

the security of social dominance

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**Old patterns tend to repeat
unless we build new circuits**



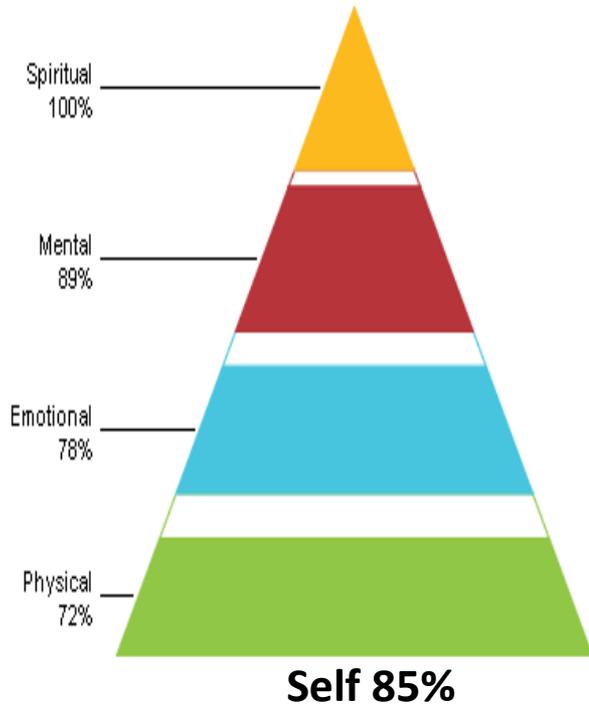
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Maslach Engagement/Burnout Inventory Five Profiles

Table 1. Pattern of MBI Scales across Profiles

Profile Types	Exhaustion	Cynicism	Efficacy
<i>Engaged</i>	Low	Low	High
<i>Ineffective</i>	Low to Moderate	Low to Moderate	Low
<i>Overextended</i>	High	Low to Moderate	Low to Moderate
<i>Disengaged</i>	Low to Moderate	High	Low to Moderate
<i>Burnout</i>	High	High	Low

The opposite of engagement in an organization is burnout. Engagement is a measurement of organizational wellness that in turn drives performance.



Fully Engaged (85% and above): This suggests that your energy management skills are excellent. Your level of engagement is sufficient to fully ignite your talent and skill.

•**Engaged (70% to 84%):** This suggests that your energy management skills are high, but not sufficient to fully ignite your talent and skill. You must work to expand your level of engagement.

•**Disengaged (51% to 69%):** This suggests that significant obstacles stand in the way of fully igniting your talent and skill. To become an extraordinary performer, you must build significantly stronger energy management skills.

•**Seriously Disengaged (50% and below):** Your level of disengagement not only significantly undermines your ability to fully ignite your talent and skill, but also prompts disengagement in others. When levels of disengagement such as this persist over time, your health, happiness and productivity can be seriously compromised.

ARE YOU FULLY ENGAGED - TAKE OUR FREE EVALUATION

Self-Awareness

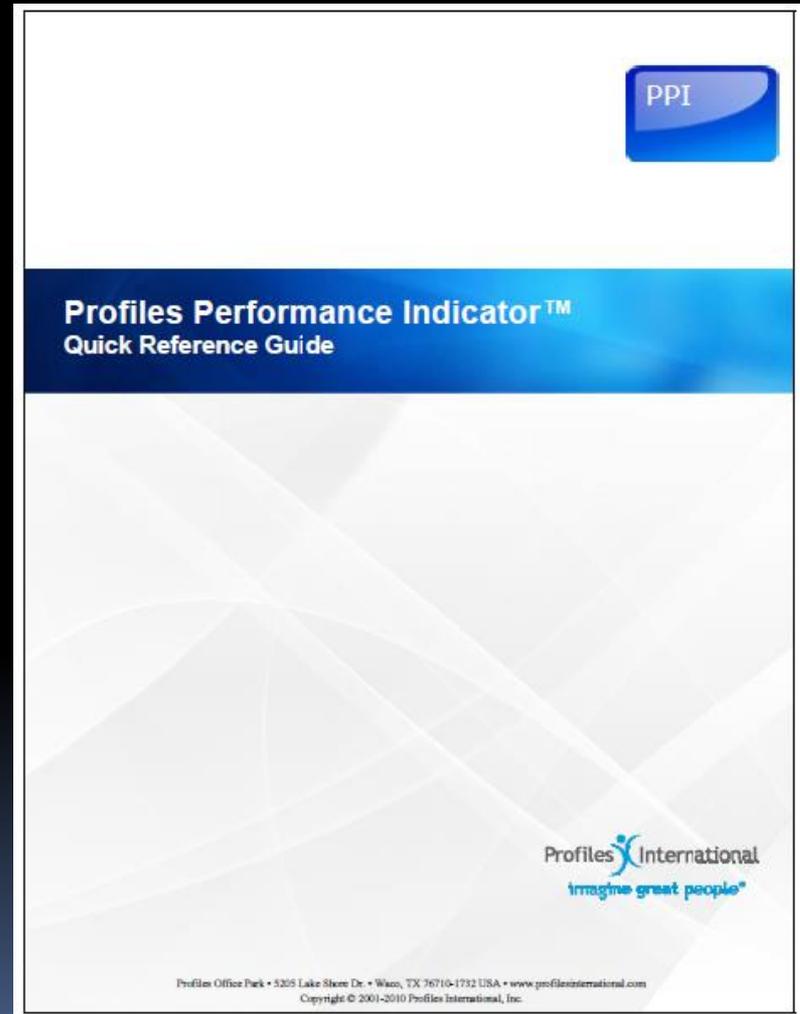
Discover Your Primary Behavior Domain



Peak performers are aware of their habits and patterns. They see themselves with clarity and courage.

Profiles Performance Indicator

- Individual Report
- Management Report
- Team Analysis Report
- Team Action Report
- Summary Scale Report

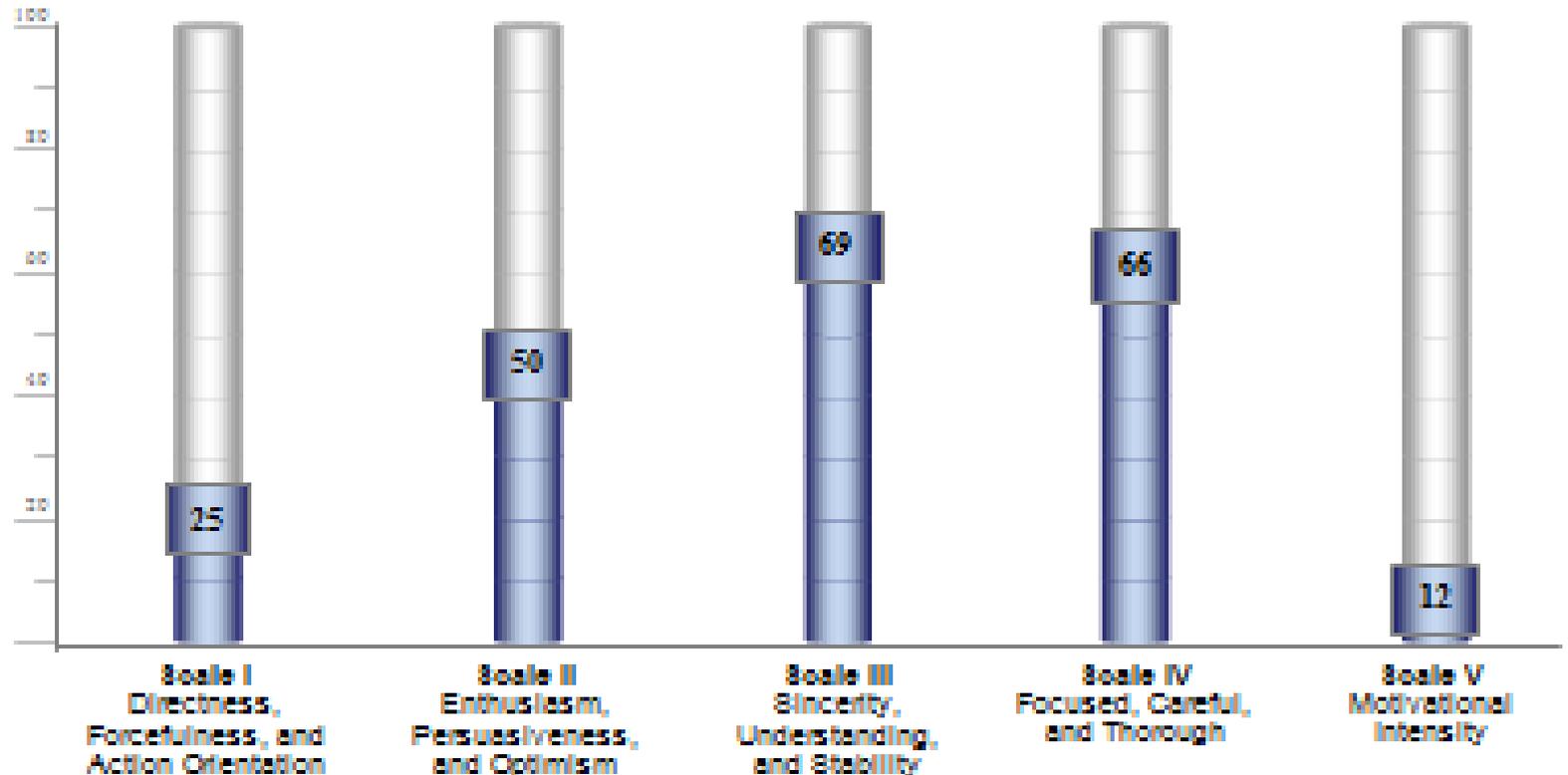


Uses of the PPI

- Performance Management
 - To identify and make full use of a person's strengths and manage areas limiting effectiveness
 - Helps direct/modify leadership behavior, work environment and work assignments
 - Focus on ability and desire
 - Performance coaching that is standardized and programmatic

Summary Graph Analysis

The chart shows the relative relationship of her scores on all five scales.



Behavior Patterns

Characteristics	Driver	Expressive	Amiable	Analytical
Behavioral Patterns	Direct/ Controlling	Direct/ Supporting	Indirect/ Supporting	Indirect/ Controlling
Pace	Faster/Decisive	Faster/ Spontaneous	Slower/Relaxed	Slower/ Systematic
Priority	Task/Result	Relationship/ Interaction	Relationship/ Communication	Task/Process
Fears	Being taken advantage of	Loss of social recognition	Sudden change/ Instability	Personal criticism of their work
Gains security through...	Control leadership	Playfulness/ Others approval	Friendship, cooperation	Preparation, thoroughness
Measures person's worth by...	Quality or impact of results, tracks records and process	Accolades Applause Compliments	Compatibility with others, depth of contribution	Precision, accuracy, quality of results
Internal motivator	"Win"	"Show"	"Participation"	"Process"
Appearance	Businesslike, functional	Fashionable, stylish	Casual, conforming	Formal, conservative
Workplace	Efficient, busy, structured	Interacting, busy, personal	Friendly, functional, personal	Formal, functional, structured

Why Behavior Matters

Individual leader behavior is the singular most important predictor to a team's performance. More than intellect, talent, strategy, and resources, organizational performance is predicated on people connecting with their leader neurochemically before they connect and engage with their work. Leaders who know how to lead the brains of their people effectively achieve higher levels of performance outcomes.

Why Behavior Matters

Individual leader behavior is the singular most important predictor to a leader's success.

Leaders do not fail because they stop being talented, lose their intellectual capacity, lack sound business strategy, or fail to engage best practice solutions.

Leaders fail because of who they are and how they respond to stress, frustration, and conflict. Their behavior can sabotage their current jobs, their careers, their organizations, and their personal lives.

Transformational Moments

When leaders are leading in ways that allow for the brains of people to work effectively you achieve:

- The power to release engagement
- The power to drive results
- The power for adaptation and learning
- The power for people to grow and develop
- The power for forward motion

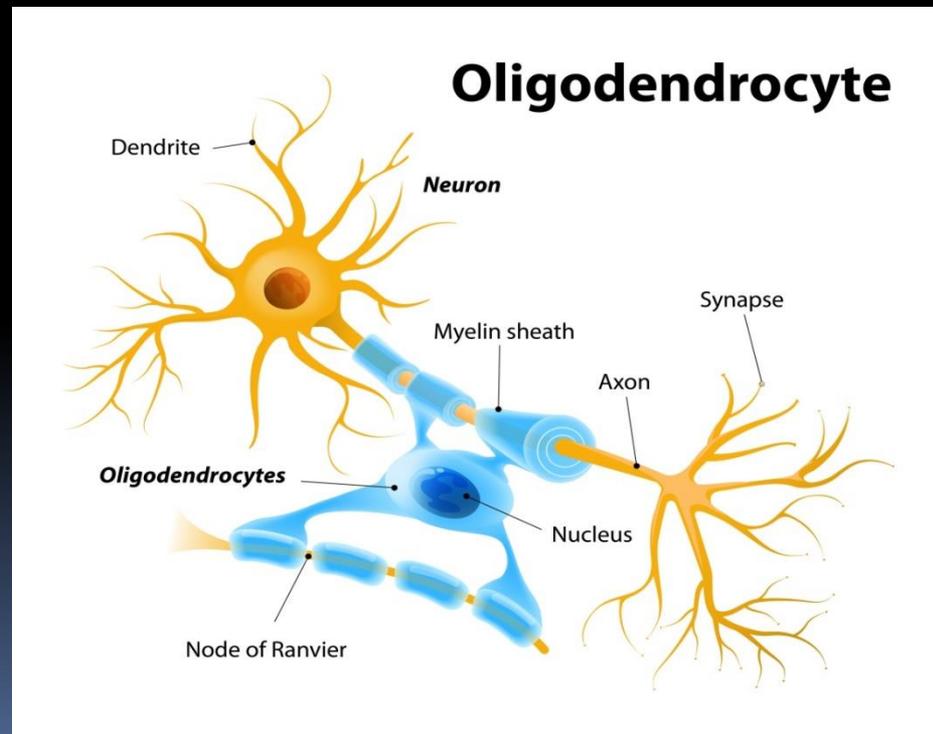
The outcome? Your patients feel the power and derive the benefit of this magic!

Let's Prove It – Experiential Emotional Memory

Consider for a moment the best boss with whom you have ever worked. Begin to think about how to describe your “ideal” leader in one word attributes.

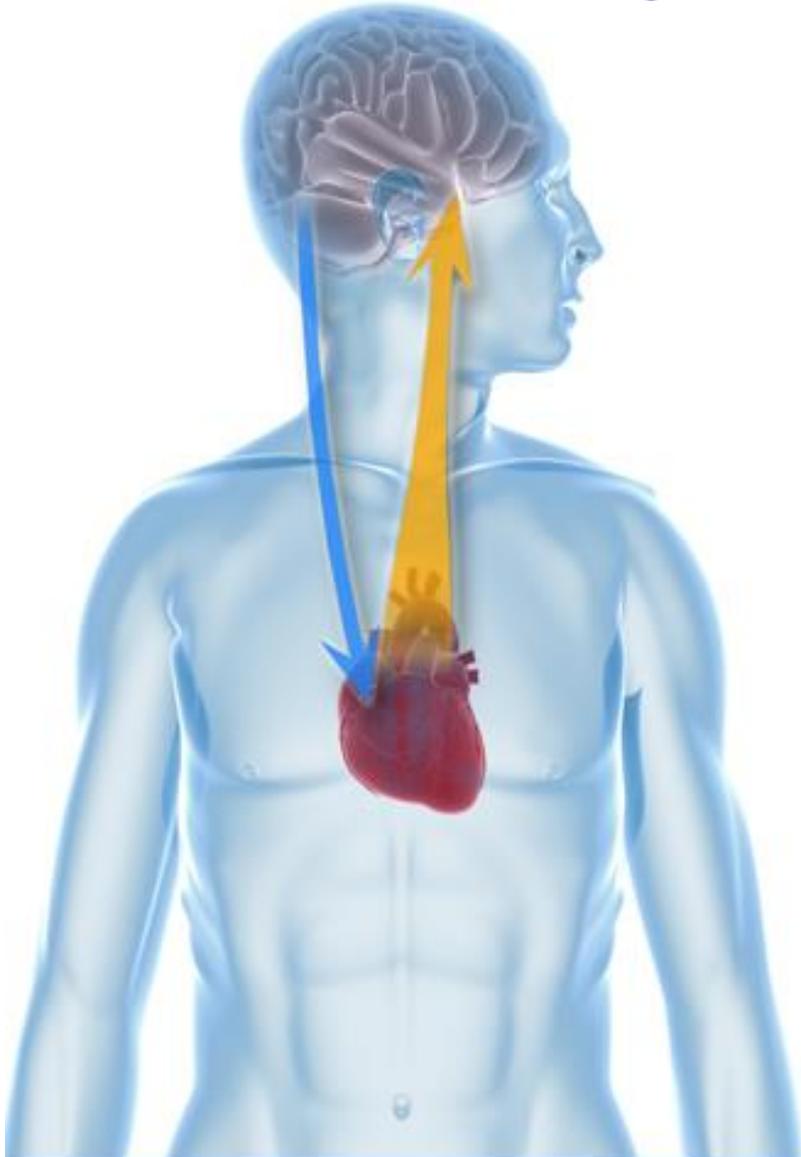
Influence and Brain Science

Influential leadership is about inspiring and enabling others to do their *absolute* best together, to realize a meaningful, mutual, rewarding purpose.



The Heart-Brain Relationship

Becoming a Neurochemical Bartender

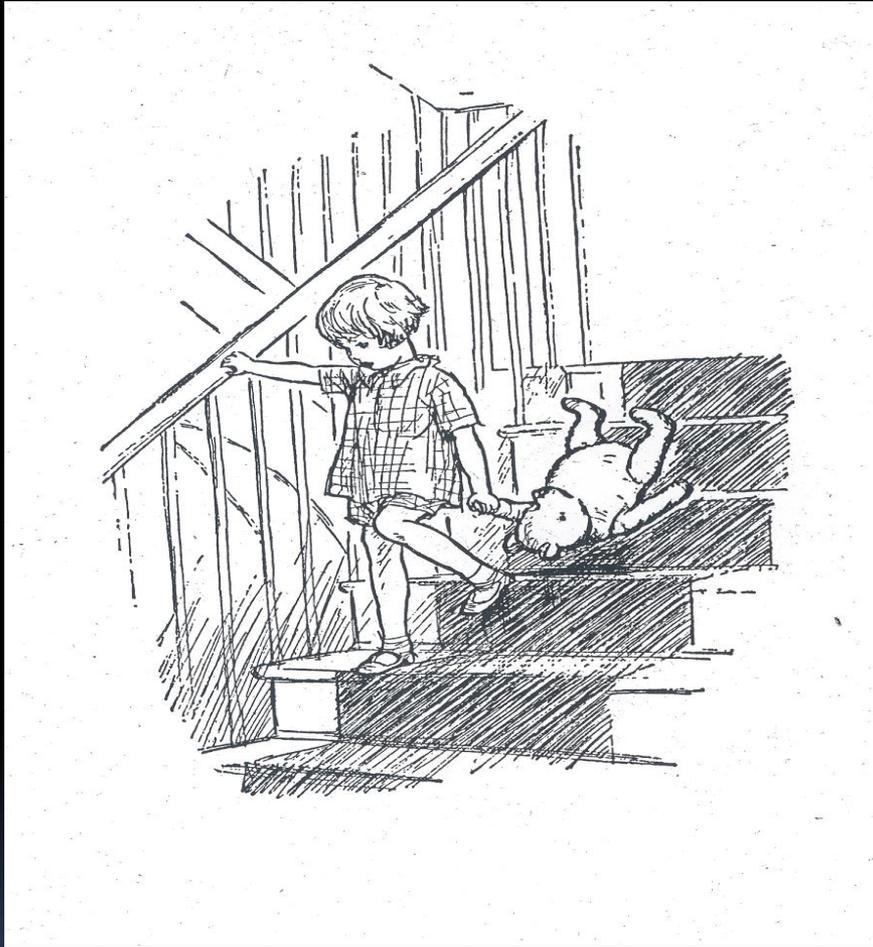


- The heart has its own complex nervous system - the “Heart Brain”
- The heart sends far more information to the brain than the brain sends to the heart
- The heart signals especially affect the brain centers involved in performance: decision making, problem solving, creativity, innovation, teamwork, and emotional experience (do I want this – do I like this, and do I like you).

Leadership Responsibility to Drive Performance

- Knock down barriers for staff to care for patients to do “whatever it takes.”
 - You need to be able to get your people to **attend** to what is really important. **(CLAIRTY)**
- Find out what is not working and stop doing it.
 - You need to **inhibit** the things that are distractions and cause loss of focus and burden. **(UNITY)**
- Find out what is working and keep doing it.
 - You need to **create working memory** of success and achievement. People need to know when they are “winning.” **(EXECUTION)**

What Inhibits Performance



•The “Pooh Paradox”
Learned Helplessness

•Hoping for a different
outcome while
persisting in the same
failing habits.

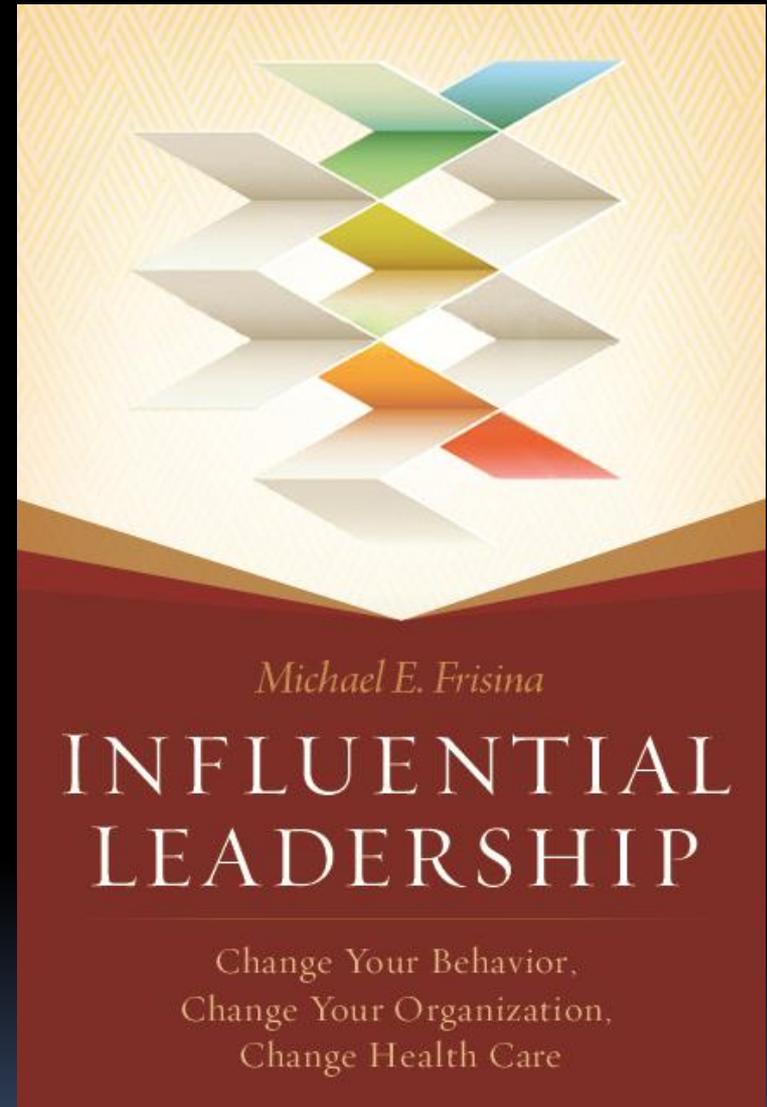
Trust – Compassion – Safety - Hope

Until Next Time – Ponder This

Leadership is not authority, and it is not merely a set of learnable skills. It is at the most basic level, a state of nature – a way of being.

It is not a problem to be solved but a system of cause and effect relationships that require constant tending. You must actively manage this system or it will manage you.

Health Administration Press Best Seller List

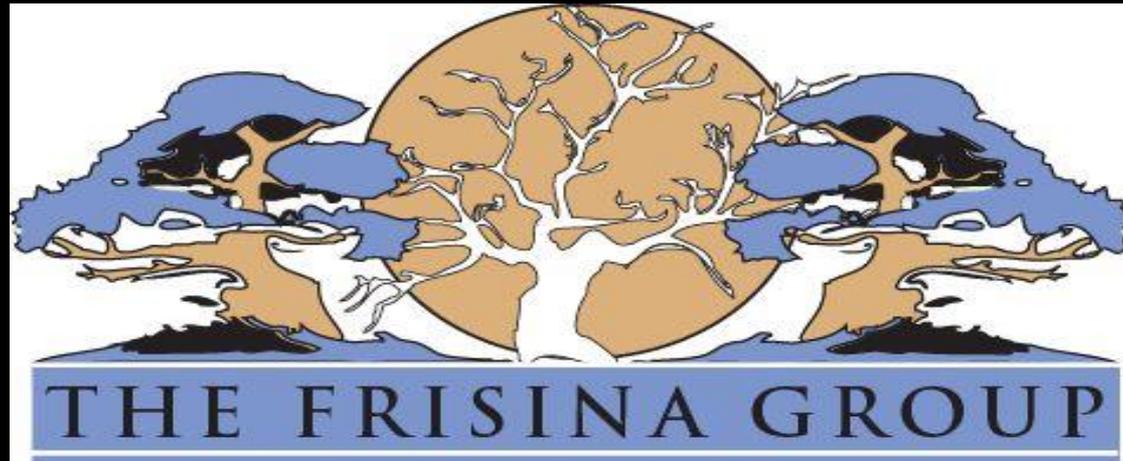


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Thank you!



... becoming a difference maker

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