



LEADING FROM YOUR UPPER BRAIN

A Neuroscience Approach to Driving Performance

Michael E. Frisina, PhD

Disclosure of Relevant Financial Relationships

**The following faculty of this continuing
education activity has no relevant
financial relationships with commercial
interests to disclose:**

Michael E. Frisina, PhD

What Inhibits Performance

- The “Pooh Paradox”
Learned Helplessness
- Hoping for a different outcome while persisting in the same failing habits.



Trust – Compassion – Safety - Hope

PERFORMANCE DRIVER MODEL



Leaders Want Performance

- ✓ Increased productivity
- ✓ Higher-quality work
- ✓ More initiative taken
- ✓ Improved teamwork
- ✓ Problem solving
- ✓ Response to change
(stress, frustration, conflict)



How do you *feel*
about the work
you are doing?

Sisyphus (1548-1549) by Titian,
Prada Museum, Madrid



What could you accomplish if
you and your teams had....

Crystal clear goals

+

Disciplined action

+

Positive, enthusiastic attitude

+

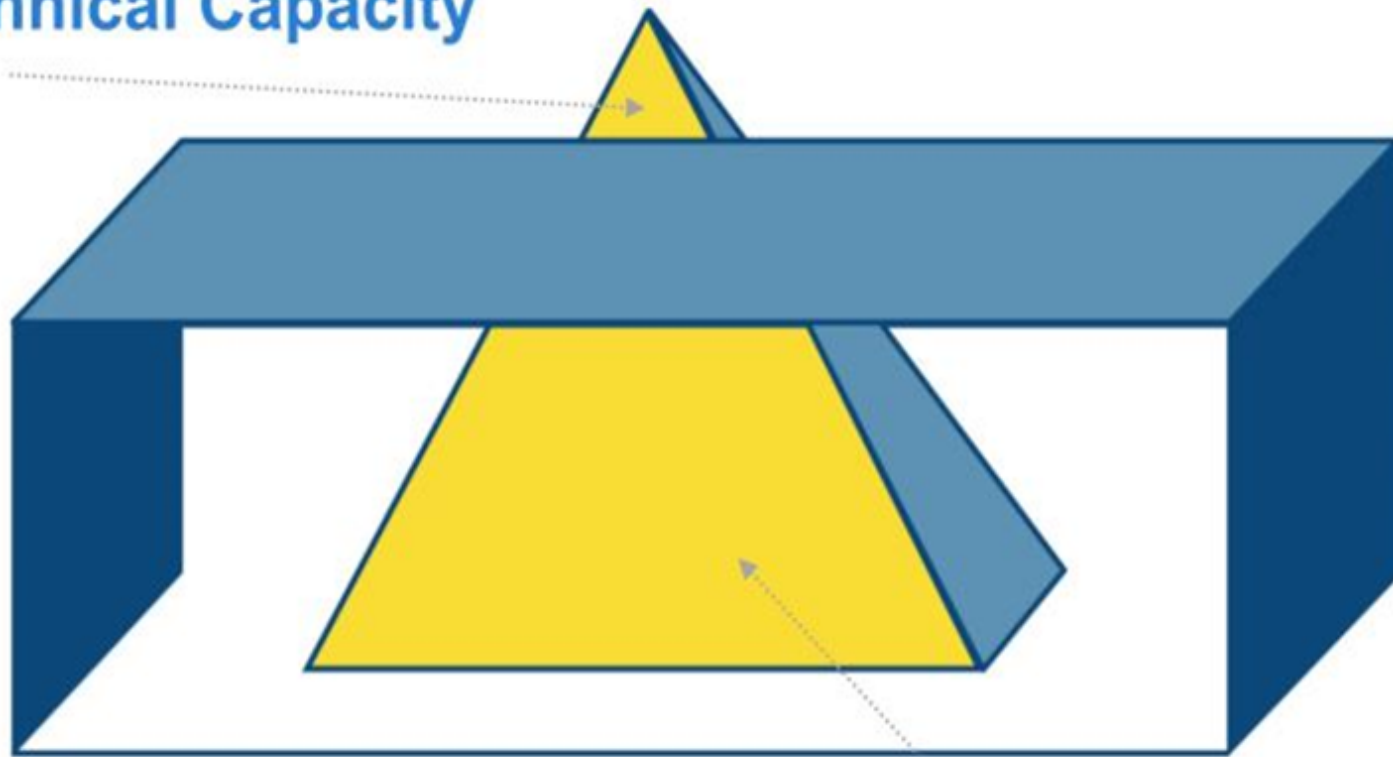
Ability to manage change

+

The mental toughness to
overcome adversity

Performance = fx (Tech Skill)(Behavior Skill)

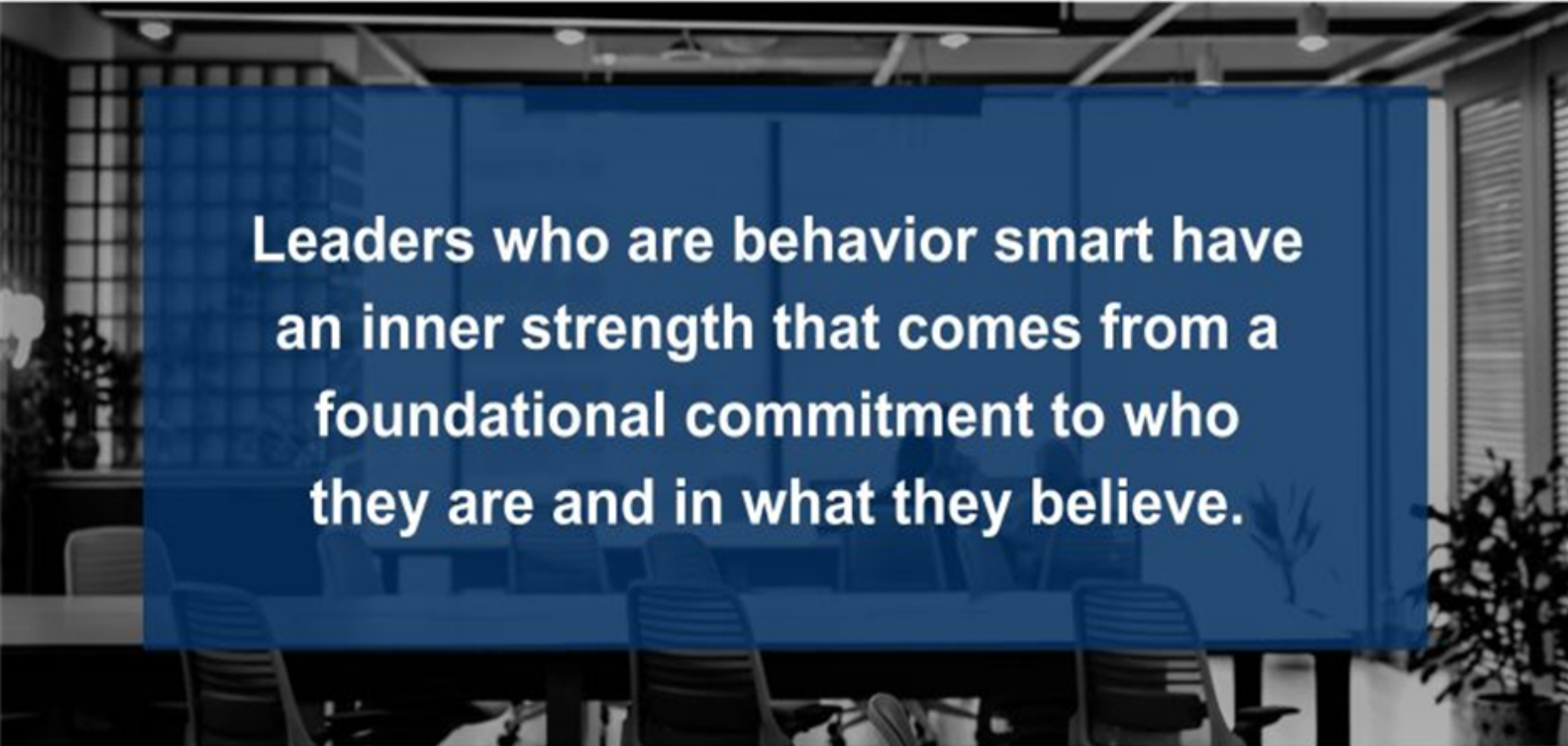
Technical Capacity



Behavioral Capacity

Self- Awareness

Discover and Establish Your Inner Core



Leaders who are behavior smart have an inner strength that comes from a foundational commitment to who they are and in what they believe.

Integrated Approach to Performance

Leadership effectiveness has a dramatic
effect on business performance

Performance = fx (technical skill) X (behavior skill)

Engagement = fx (culture)(leadership)

Effective Leadership = fx (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?



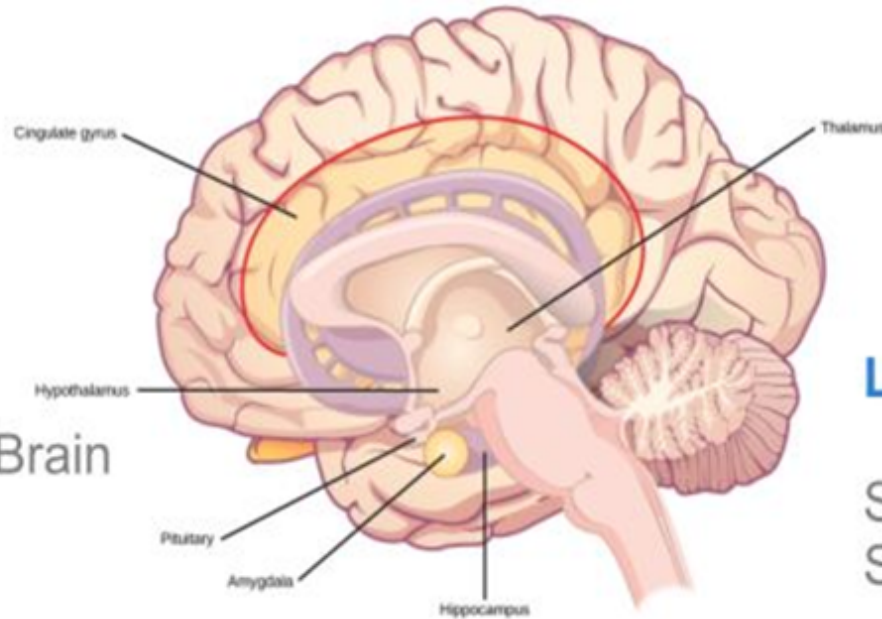
Becoming a Neurochemical Bartender

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

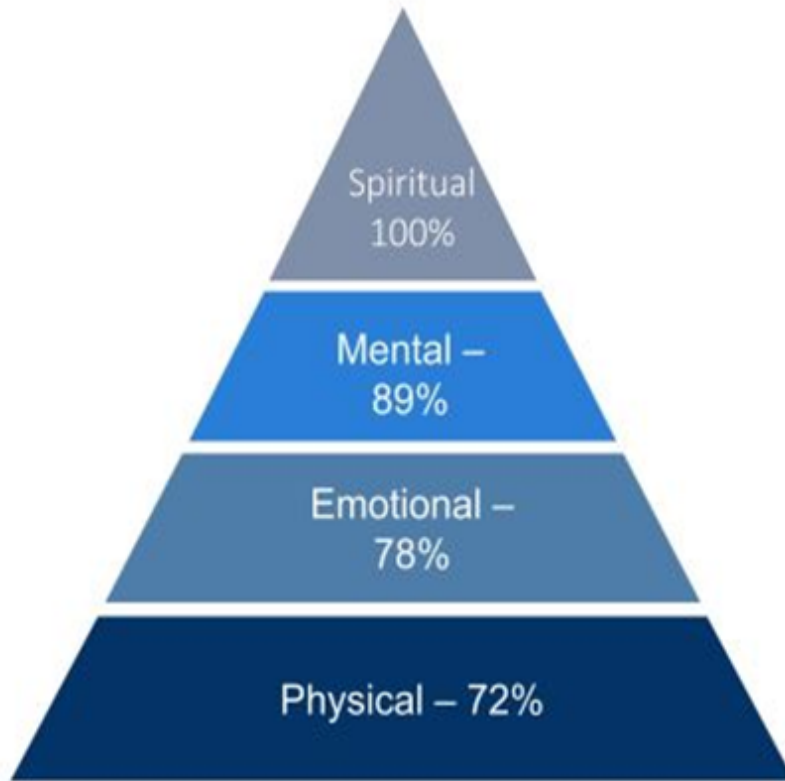
Emotions tell us how we feel about what we are thinking about and how we interpret the behavior of other people.

MASLACH ENGAGEMENT/BURNOUT INVENTORY FIVE POINTS

PROFILE TYPES	EXHAUSTION	CYNICISM	EFFICACY
Engaged	Low	Low	High
Ineffective	Low to Moderate	Low to Moderate	Low
Overextended	High	Low to Moderate	Low to Moderate
Disengaged	Low to Moderate	High	Low to Moderate
Burnout	High	High	Low

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

Johnson and Johnson Human Performance Institute



Self 86%

ARE YOU FULLY ENGAGED ?
TAKE OUR FREE EVALUATION.

<https://www.jjhpi.com>

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.

Why This Matters

(Appealing to your own legitimate self-interest)

Performance = fx (tech skill)(behavior skill)



Engagement = fx (culture)(leadership)

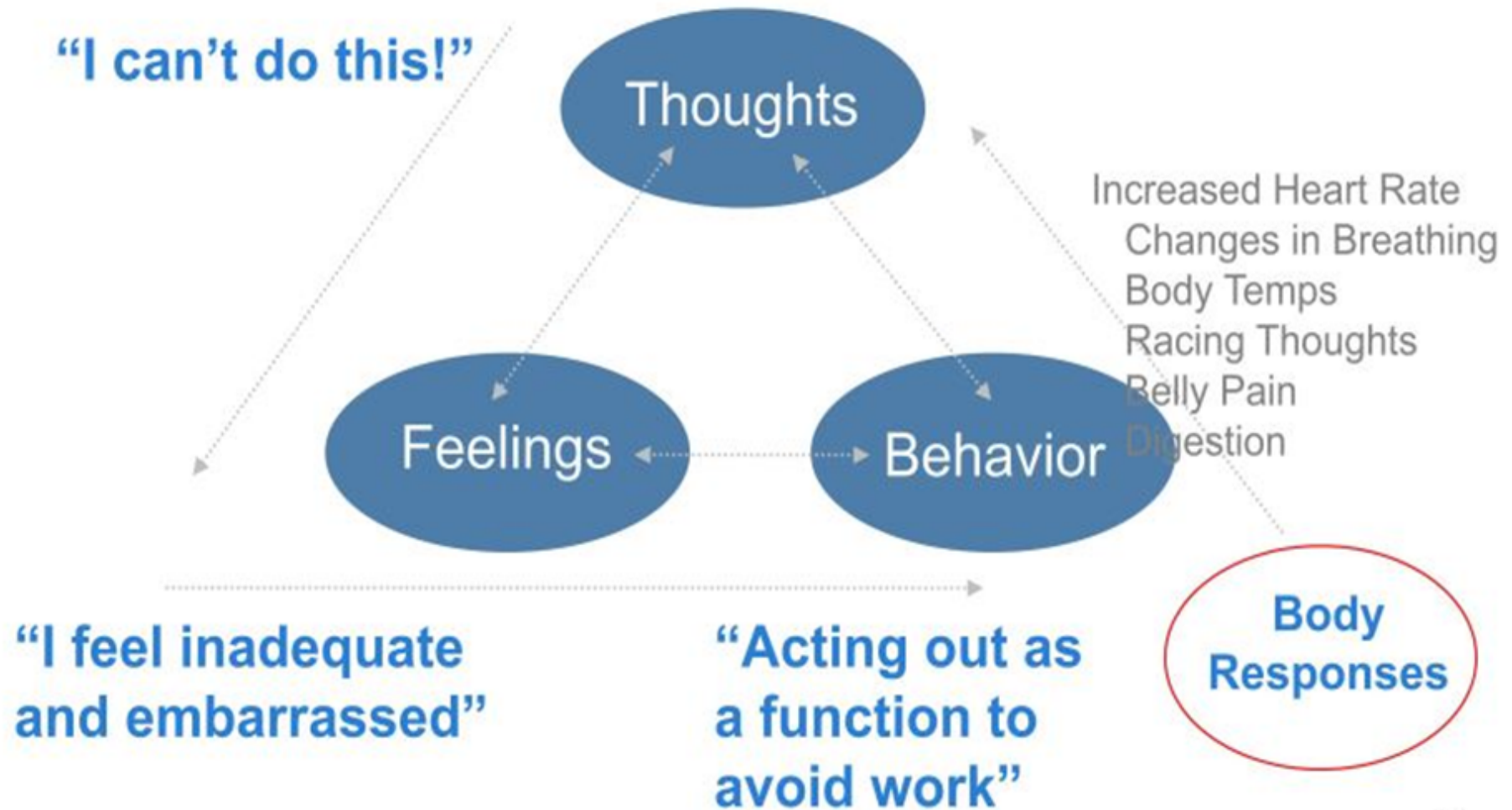


Leadership = fx (self awareness)(self management)

Based on these three causal connections we can create a science-based, integrated system for performance management to drive performance to the highest levels of any organization..

Mental Models- Heuristics

The Cognitive Triangle

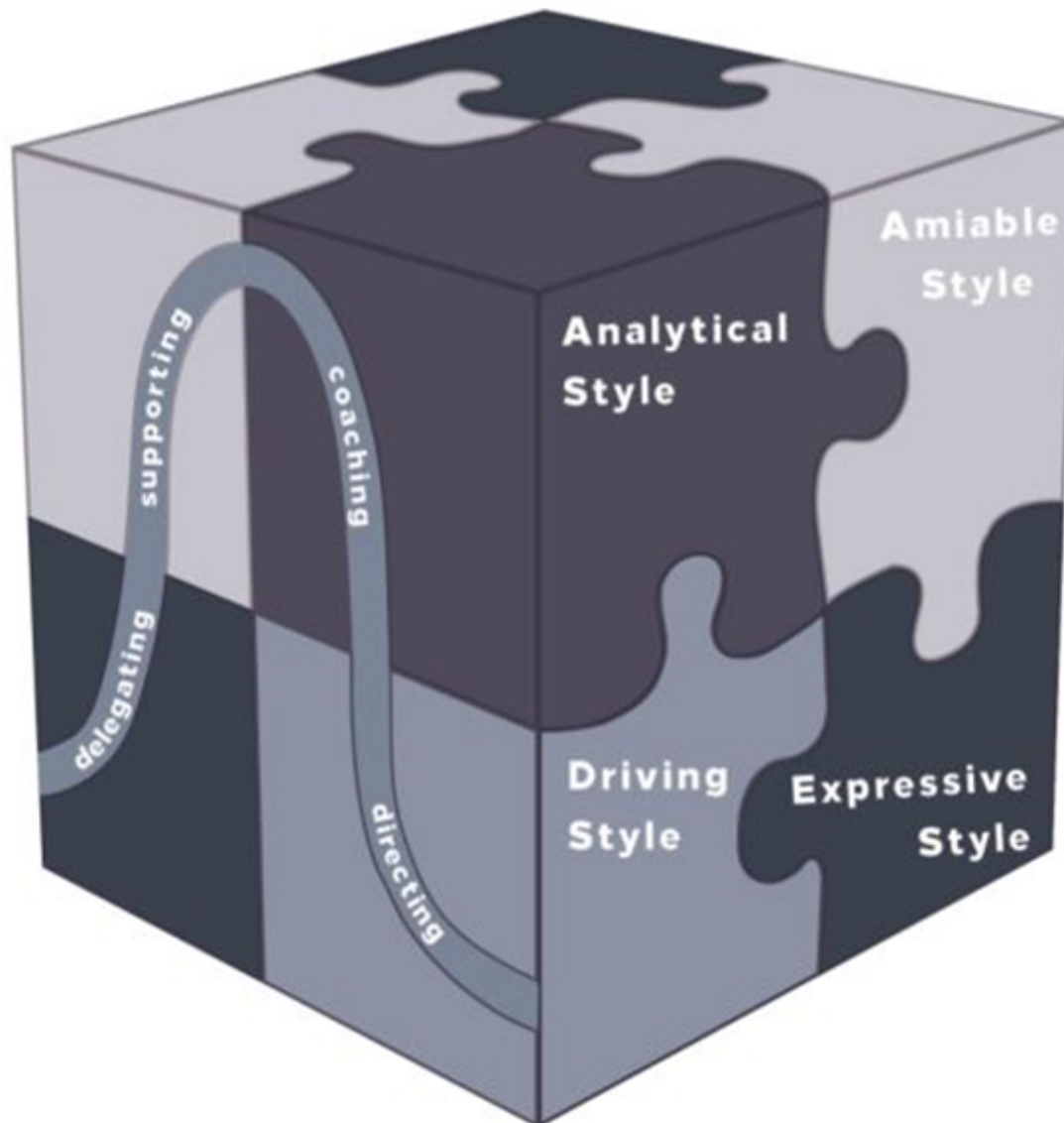


Self Awareness

Discover Your Primary Behavior Domain

Peak performers are aware of their habits and patterns.

They see themselves with clarity and courage.



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 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.

What Inhibits Performance

- The “Pooh Paradox”
Learned Helplessness
- Hoping for a different outcome while persisting in the same failing habits.



Trust – Compassion – Safety - Hope

Transformational Moments

When leaders are leading in ways that allow for the brains 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!

UNTIL NEXT TIME

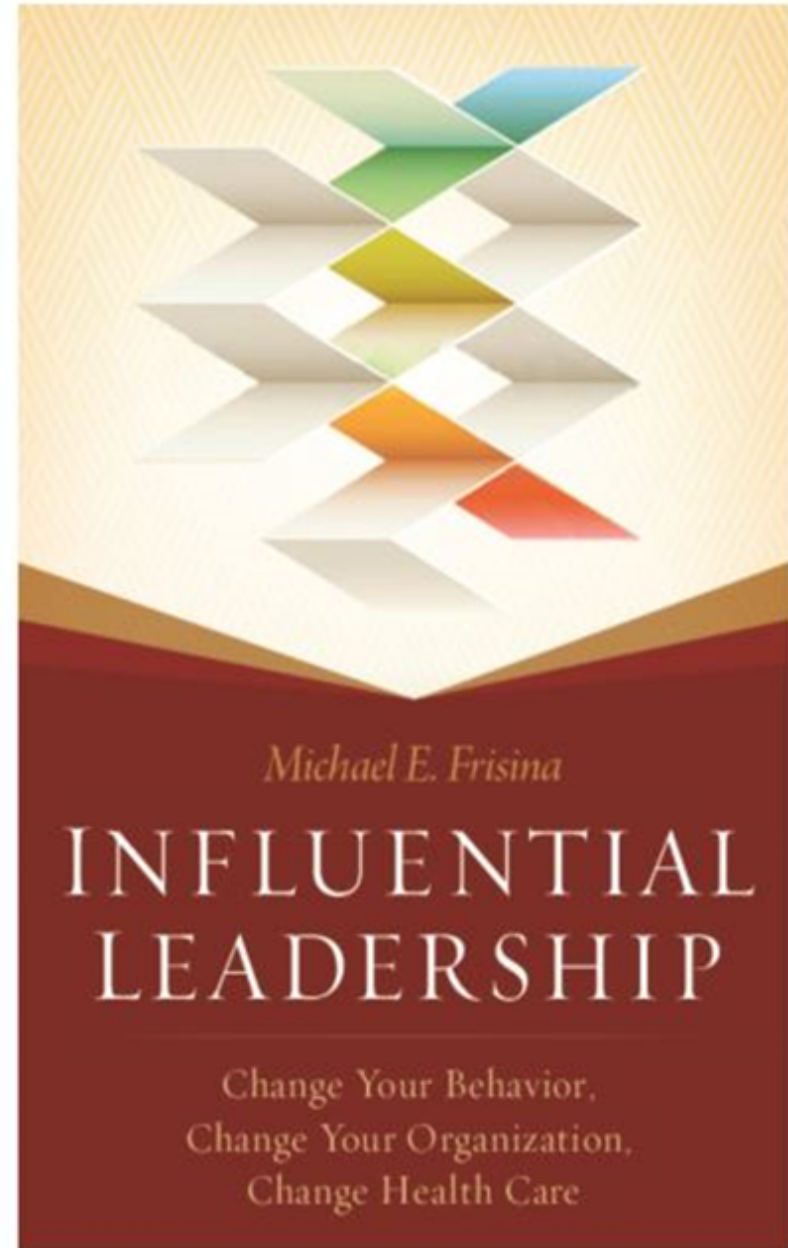
Ponder This

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

Health Administration Press
Ordering Information
<https://ache.org/pubs/ordinfo.cfm>



Bibliography/References

- Michael E. Frisina, *Influential Leadership: Change Yourself, Change Your Organization, Change Health Care* (HAP, 2014).
- Jack Canfield, Mark Victor Hansen, Les Hewitt, *The Power of Focus*, (Health Communications Inc., 2000).
- Simon Sinek, *Start with Why*, (Penguin Group, 2009).
- Kerry Patterson, Joseph Grenny, David Maxfield, Ron McMillan, Al Switzler, *Influencer: The Power to Change Anything* (VitalSmarts, LLC, 2008).
- Barry Schwartz and Kenneth Sharpe, *Practical Wisdom* (Riverhead Books, 2010).
- Patrick M. Lencione, *The Advantage* (Jossey-Bass, 2012).
- Ned Herrmann, *The Whole Brain Business Book* (McGraw-Hill, 1996).
- Henry Cloud, *Boundaries for Leaders*, (Harper Collins, 2013).

PRESENTER BIOGRAPHY & CONTACT INFO

Michael E. Frisina, PhD



michael.frisina@gmail.com

www.thefrisinagroup.com

803-760-3519

Michael E. Frisina is founder and president of The Frisina Group, LLC., and The Center for Influential Leadership, responsible for teaching, publishing, and speaking on the current trends in organizational performance. Prior to embarking on his speaking, teaching, and consulting practice, Michael held a multiple number of healthcare leadership and management positions at various levels of increasing responsibility throughout his operational career.

He is a former subject matter expert in leadership for the US Army Medical Department and faculty member at The United States Military Academy at West Point and The Uniformed Services University of Health Sciences and School of Medicine, Bethesda, MD.

Books: "Influential Leadership – Change Your Behavior, Change Your Organization, Change Health Care," published by ACHE - HAP, June 2014.

"Leading Yourself to a Higher Level of Performance," published by the Center for Influential Leadership, July 2012.

Dr. Frisina has authored numerous papers and published articles on leadership and organizational effectiveness. He is a contributing author to The Borden Institute's highly acclaimed textbook series on military medicine.

Thank you!



THE FRISINA GROUP

... becoming a difference maker!

Michael E. Frisina, PhD

THE FRISINA GROUP and The Center for Influential Leadership

michael.frisina@gmail.com

www.thefrisinagroup.com

803-760-3519