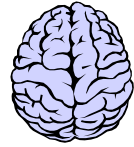


Thanks for the Memories



1 How then do we go about creating change? One way to start is by *cultivating moments of insight*. Findings suggest that at a moment of insight, a complex set of new connections is being created. These connections have the potential to enhance our mental resources and overcome the brain's resistance to change. But to achieve this result, given the brain's limited working memory, we need to make a deliberate effort to hardwire an insight by paying it repeated attention.

2 For insights to be useful, they need to be generated from within, not given to individuals as conclusions. This is true for several reasons. First, people will experience the adrenaline-like rush of insight only if they go through the process of making the connections themselves. The moment of insight is well known to be a positive and energizing experience. This rush of energy may be central to facilitating change: it helps fight against the internal (and external) forces trying to keep change from occurring, including the fear response.

3 You have probably had the experience of going to a training program and getting excited about new ways of thinking, only to realize later that you can't remember what the new ways of thinking were. Were the ideas not good in the first place? Or did you pay enough attention? In a recent study, researchers found that a training program alone increased productivity 28 percent, but the addition of follow-up coaching to the training increased productivity to 88 percent.

4 With this model, learning becomes possible through using many media. Given the small capacity of working memory, many small bites of learning, digested over time, may be more efficient than large blocks of time. The key is getting people to pay sufficient attention to new ideas. Perhaps any behavior change brought about by leaders, managers, trainers or coaches is primarily a function of their ability to induce others to focus their attention on specific ideas, closely enough, often enough and for a long enough time.

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