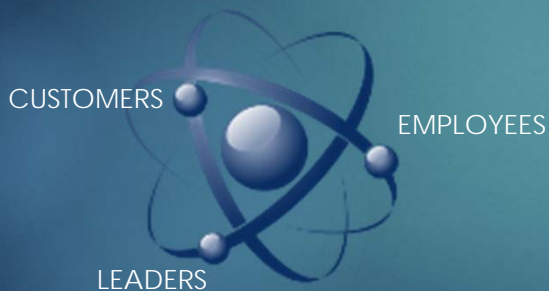




Change but  
don't change  
your culture:

*help from  
neuroscience*

Culture:



How we *do everything*.

# Culture in 3 Steps

**Step 1:** What is your *core* promise to your customer?

**Step 2:** Ensure you have the culture you *need*...not the one you want.

**Step 3:** How you do *everything* to deliver that promise is your culture.



When thinking  
about a  
change...

Culture is the  
foundation

# Why change is so difficult

A VERY IMPORTANT DISTINCTION:  
*NEUROLOGY AND PSYCHOLOGY*



Neurology



Psychology

## Predictable characteristics

### The Brain:

- Creates responses that are predictable and sequential.
- Distorts, deletes and generalizes new information.
- Makes no differentiation between good or bad changes.
- Makes no differentiation between externally imposed or internally driven changes.

## Unpredictable characteristics

Time



Intensity



## The brain in 3 parts....

The **Primitive** layer is responsible for our survival:

- safety,
- basic needs
- information

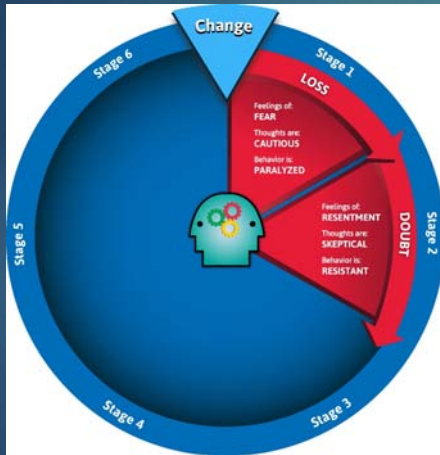
The **Mammalian** layer is responsible for our perceptions:

- How we reason
- Creativity
- Motivation
- Problem solving

The **Complex** layer is responsible for:

- conception and application
- seeing the big picture
- Making applications and implementation

## The Red Stages: Loss and Doubt



The **Primitive** layer is responsible for our survival:

- safety
- basic needs
- information

### Stage 1: Loss

**SAY**


"What are your specific concerns?"

**DO**

Be silent



Stage 2: Doubt




**SAY**

“What is the specific information you need?”

**DO**

Repeat.  
Repeat.  
Repeat.

The brain steam, new information and communication walk into a bar...

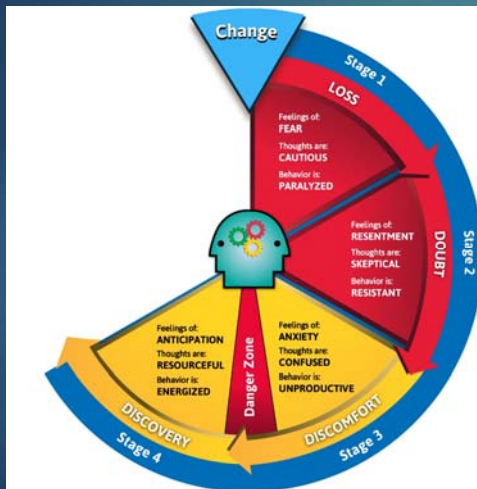


“

THE SINGLE BIGGEST  
PROBLEM  
IN COMMUNICATION  
IS THE ILLUSION THAT IT  
HAS TAKEN PLACE.

• GEORGE BERNARD SHAW

## The **Yellow** Stages



The **Mammalian** layer is responsible for our perceptions:

- how we reason
- creativity
- motivation
- problem solving

## Stage 3: Discomfort

### SAY

"It's time to take a break."

### DO

- 1) Solicit perceived problems
- 2) Take a break



## Stage 4: Discovery



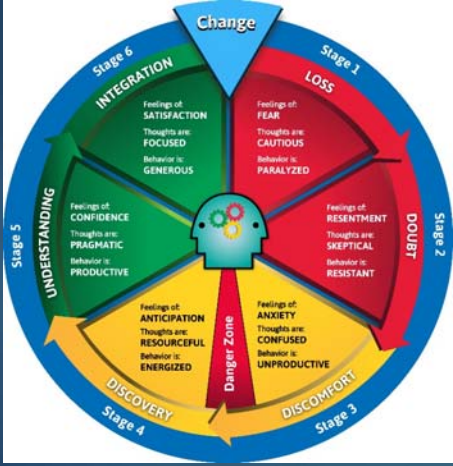
### SAY

“Here’s how we’ll decide which solution to use.”

### DO

- 1) Brainstorm solutions
- 2) Make a decision

## The Green Stages



The **Complex** layer is responsible for:

- conception and application
- seeing the big picture
- Making applications and implementation

## Stage 5: Understanding

### SAY

- "Here's how we'll measure success."

### DO

Provide needed resources



## Stage 6: Integration



### SAY

"What did we learn?"

### DO

Implement learnings -  
*more change is coming*

# One last to do.... just breathe

*10 – 12 breaths*


Two **minutes** = two **hours**

**Ten minutes** at the beginning of the day = **twenty-four hours**

**Ten minutes** a day x **three** times a week x **six** weeks =  
tolerance at a **higher level**



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