Leadership Development Mini Summit

Insights from research and practice

Dr. David Rock

NYC, June 2024

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Trusted partner to two thirds of the Fortune 100

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Founded
in 1998

Impacting millions of
employees annually

Team of 250+
across the globe

50+ research papers
since inception

Operations in 24+
countries

Deep network of scientists
and researchers

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How we accelerate talent and business results

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Insights

Thought leadership changing the world

Briefings | Membership | Events

Advisory

Clear strategies & frameworks to accelerate transformation

DNA | Diagnostics | Strategy

Behavior change

Scale quickly with proven habit activation initiatives

Standard | Custom | Licensing

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Three practices drive impact

Culture & Leadership

Diversity, Equity & Inclusion

Talent & Performance

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What's happening in **leadership** today?

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1. Does it need to change?
2. How much?
3. In what ways?

What's happening in leadership ***development*** today?

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1. Does it need to change?
2. How much?
3. In what ways?

The science of change at scale

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The science of priority setting

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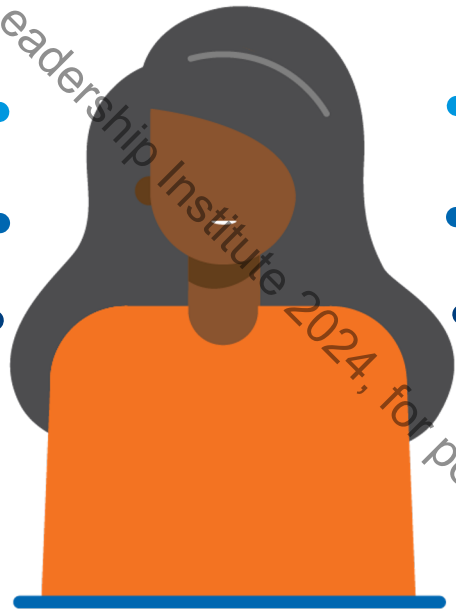
- Sticky
- Meaningful
- Coherent



- Easy recall under pressure
- Do I care about this?
- Does it fit in with everything else?

NLI Industry Research, 2019

Non-obvious upsides of sticky

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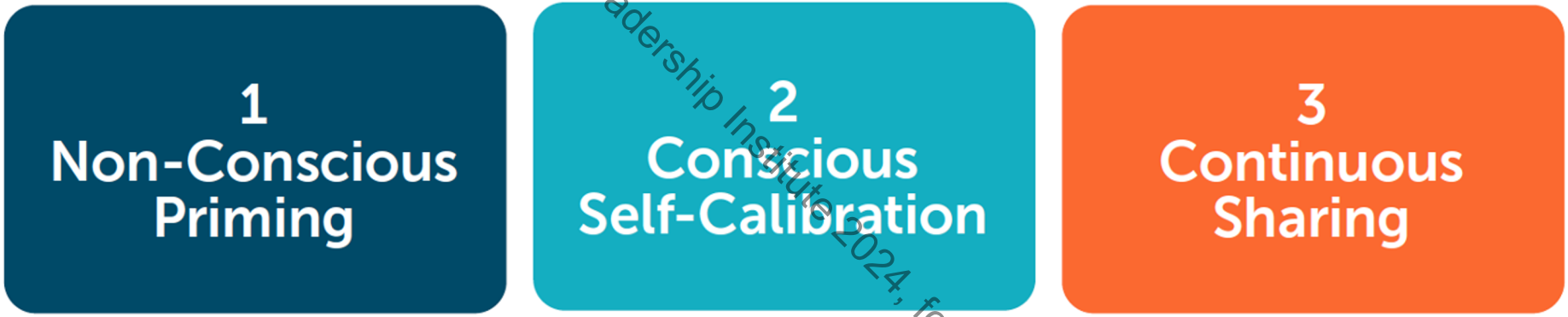
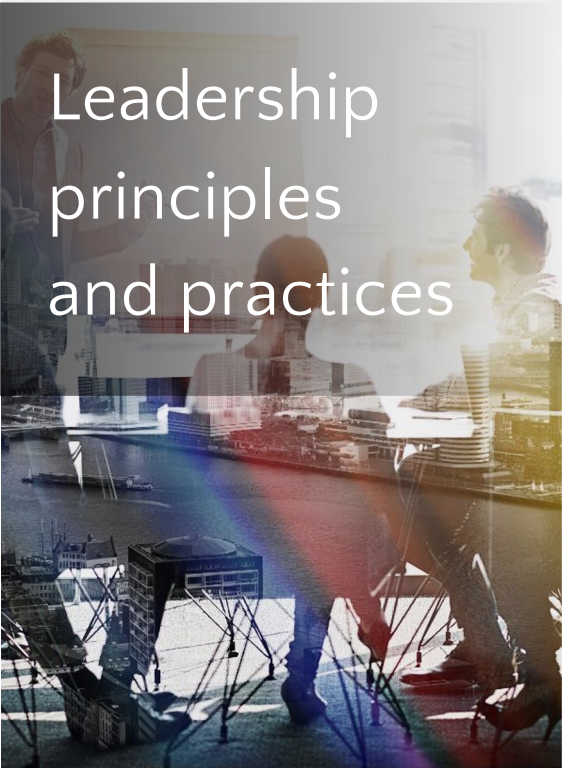


Microsoft

Clients

Leadership principles and practices



Create clarity

Synthesize the complex
Define a course of action
Ensure shared understanding

Generate energy

Inspire optimism, creativity, and growth
Create an environment where everyone does their best work
Build organizations that are stronger tomorrow than today

Deliver success

Drive innovation that people love
Be boundary-less in seeking solutions
Tenaciously pursue the right outcomes

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Leadership Principles

Imagine the future

Aim for extraordinary

Make bold moves

Simplify the complex

Inspire the team

Connect, coach, empower

Find meaning in work

Partner to win

Make it happen

Anticipate, learn, adapt

Do what matters

Amaze the customer

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Clients

WE CULTIVATE TRUST

Listen with empathy

Speak openly

Grow together

WE COMMIT TO IMPACT

Provide clarity

Take ownership

Do what's right

WE CREATE THE FUTURE

Pursue our curiosity

Courageously change

Recognize progress

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Mastercard Way 2.0

For Customers and Each Other

Create Value

Think big

Innovate with intent

Deliver scalable solutions

Grow Together

Say what you mean

Bring in different perspectives

Help others be great

Move Fast

Prioritize what matters

Learn and pivot

Own the outcome

Do the Right Thing

Decency | Inclusion | Force for Good

OUR PURPOSE → TO SHAPE A WORLD WHERE PEOPLE AND COMMUNITIES THRIVE

TO IMPROVE THE FINANCIAL WELLBEING AND SUSTAINABILITY OF CUSTOMERS ← OUR STRATEGY

OUR BEHAVIOURS

CREATE OPPORTUNITIES

Be curious • Learn & adapt • Build for tomorrow

DELIVER WHAT MATTERS

Create Shared Clarity • Make tough calls • Move at pace, with care

SUCCEED TOGETHER

Connect with empathy • Rally the right people • Challenge each other

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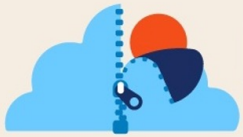
The Big Three



Look Beyond

See the big picture
Strive for customers
Learn and adapt

Work as One

Listen first
Speak up
Align and commit

Make a Difference

Do what matters
Own it
Act with care

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Think about habits at three levels

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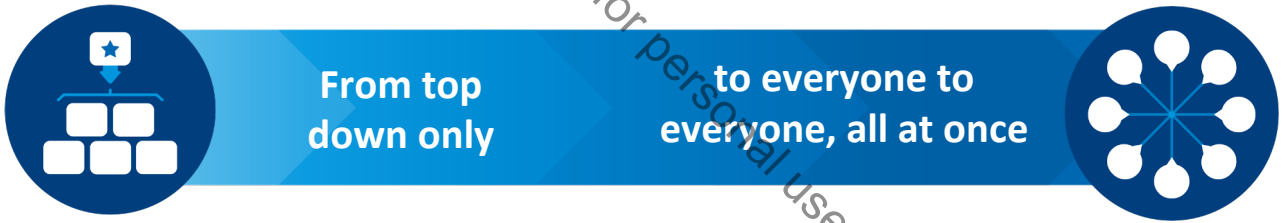
The right habits

Embedded the right way

Scaled quickly



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The Big Three

All Leader Activation Journey

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Look Beyond
Leader Masterclass
12th Feb – 90 mins

ConnecTED
Launch 29th Jan

Team Habit Activations
3 short habit building activities over 6 weeks one habit at a time over time

Functional Focus:
messages from senior leaders: what **Look Beyond** means for your work

Work as One
Leader Masterclass
From 15th April – 60 mins

Functional focus:
Work as One

Team Habit Activations

Ongoing: Reflect on Big Three in 1:1s

Make a Difference
Leader Masterclass
From 10th June – 60 mins

Functional focus:
Make a Difference

Team Habit Activations

1st Qtr. awards with Big Three focus

CX one- customer insights platform enhancements

Big Three alignment with Qtr. Awards

Performance 'How' with Big Three lens. + 1:1 guide

Appreciate with Big Three

Big Three support
Toolkit, Activities, FAQ, links + ***CX one directory***

This is the corporate level Leader activation plan

Clear priorities drive habits

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Culture Principles

Imagine the future

Aim for extraordinary

Make bold moves

Simplify the complex

Inspire the team

Connect, coach, empower

Find meaning in work

Partner to win

Make it happen

Anticipate, learn, adapt

Do what matters

Amaze the customer

Impact

Overall engagement **22%**

Managers

Explains future goals	**40%**
Makes everyone feel valued	**44%**
Encourages new thinking	**22%**

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Avanade

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Create the Future	Inspire Greatness	Accelerate Impact
Expand your thinking	Empower every voice	Amaze the client
Experiment courageously	Encourage boldness	Prioritize what matters
Learn and pivot	Celebrate progress	Act as one

Avanade: Behavior change results

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- **94%** Experimented with a new approach in their work
- **88%** Encouraged someone to share new or different thinking
- **91%** Made an effort to work across teams
- **98%** Felt confident they can executive the behaviors going forward
- **99%** Felt motivated by their most powerful insight from the learning

How to embed habits

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Generate strong insight

In social situations

One habit at a time, over time

The AGES model

Attention is necessary, but limited

Generation creates new connections

Emotions impacts what & how we remember

Spacing helps to consolidate learning

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Scaling habits across an organization

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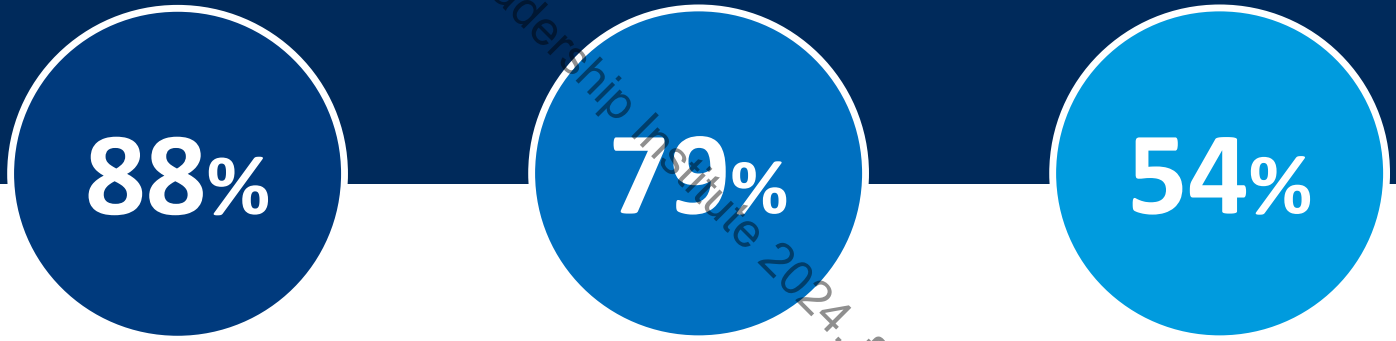
Which format delivers the greatest behavior change?



Virtual
High Impact Virtual Experience

Virtual
Distributed Learning Solution

In-Person
Workshop

Percentage practicing new habits weekly

HIVE N = 2,976; DLS N = 23,992; In-Person Workshop N = 296

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Current focuses for leadership development

	Offsites	1-1 coaching	Self study platforms	LEAD
Connects people together	✓	X	X	✓
Long-term impact	X	✓	X	✓
Scales well	X	With effort	✓	✓
Creates common language	✓	X	X	✓
Aids retention	✓	X	X	✓

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LEAD: A strong foundation to **whole-of-company habit activation sprints**

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MODULES:

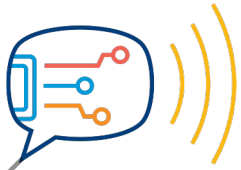
HABITS:

1

Manage myself

- Optimize my brain
- Regulate emotions
- Sustain good thinking

2



Mobilize others

- Connect efficiently
- Set the right course
- Inspire great work

3

Drive results

- Make it safe
- Solve problems faster
- Stay agile

Each module is 2 months for a 6 month total learning experience

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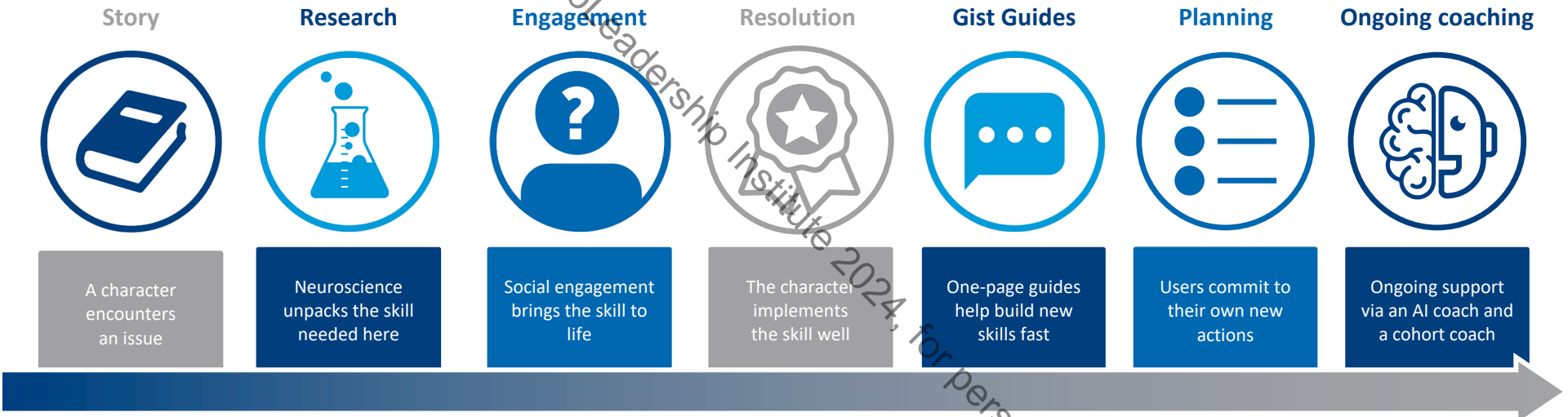
Powerful insights in a 15-minute weekly journey



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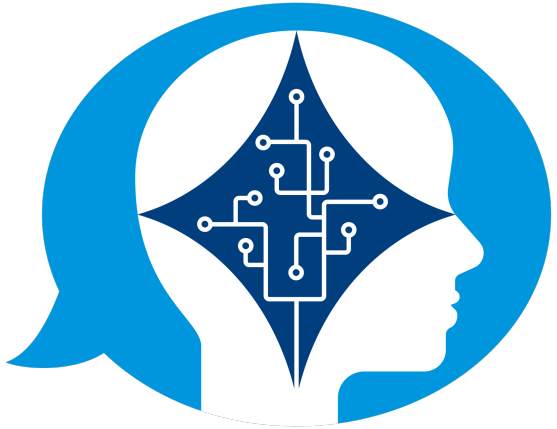
Artificial intelligence **coach** for 24/7 real time **support**

- Quick **neuro intelligent nudges**
- *Quick **coaching***
- *Practice **specific skills** using scenarios Niles gives you*

"Show me how to run a better meeting"

"Help me solve a conflict with this specific person"

How can I get unstuck when facing a crisis?



NILES

Neuro Intelligent Leadership Enhancement System

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The FROM→TO shift in accountability

From
PUNITIVE
ACCOUNTABILITY

*An environment where individuals see accountability with **fear**, **blame** or **punishment**, that **hinders growth and learning** within the organization.*

To
NON-PUNITIVE
ACCOUNTABILITY

*An environment where individuals see accountability as an **avenue for growth** and **development**, encouraging **ownership** and **learning from mistakes.***

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People that display Non-Punitive accountability…

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Think ahead

We **create clarity** and ensure **transparency in communication,**
→ *creates a shared understanding of expectations*

The underlying science of creating a **prospective memory (mental imagery)** using clear communication.
Aware of the **biases** that cause us to overestimate our clarity.

Own your commitments

We **understand the importance of meeting expectations** by tracking & reporting progress.
→*creates a drive to meet expectations for others*

The underlying science of **expectations.** Dopamine is released when **expectations are met and drops when they are unmet, an error signal created.** This creates frustration, anger, and new lower expectations

Anchor on solutions

We create an **environment of psychological safety** and **growth mindset**.
→*creates a solutions-focused environment, instead of blame.*

The underlying science of psychological safety and growth mindset fosters risk taking and mistake sharing, (lowering the **perceived threat)**. Working towards solution **engages our reward circuitry**.

The Eureka Scale

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Thank You