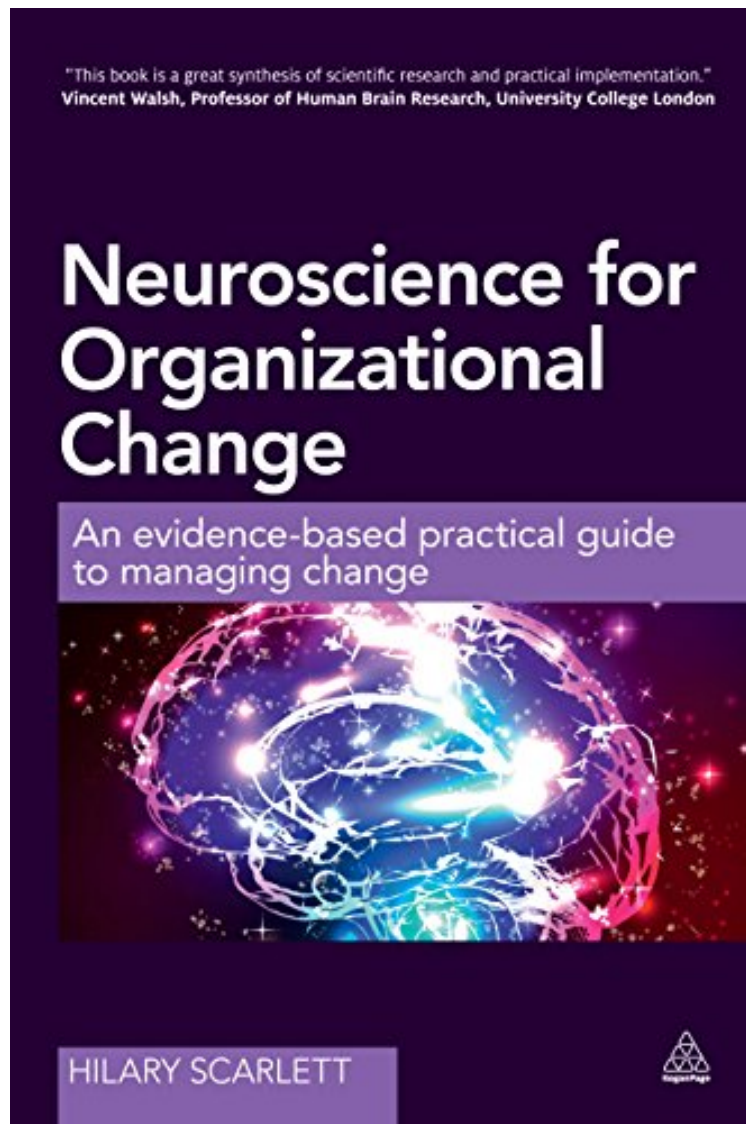


(Library ebook) Neuroscience for Organizational Change: An Evidence-based Practical Guide to Managing Change

# Neuroscience for Organizational Change: An Evidence-based Practical Guide to Managing Change

*Hilary Scarlett*

*\*Download PDF / ePub / DOC / audiobook / ebooks*



DOWNLOAD



READ ONLINE

#387042 in eBooks 2016-02-03 2016-02-03 File Name: B01B6MT4FM | File size: 47.Mb

**Hilary Scarlett : Neuroscience for Organizational Change: An Evidence-based Practical Guide to Managing Change** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Neuroscience for Organizational Change: An Evidence-based Practical Guide to Managing Change:

1 of 1 people found the following review helpful. Incredible applied book By Carlos Andujar This book details how neuroscience can be applied at the individual, group and organizational level. Examples are related with real work life

applications in a way that consultants can apply the principles without having a degree in neuroscience. I recommend this book to everyone interested in applied neuroscience to any organization. 0 of 1 people found the following review helpful. Four Stars By Brendan Kay A thoughtful and practical perspective that has led me to subtle changes in many activities. 3 of 3 people found the following review helpful. How and why an understanding of neuroscience can help transform almost any organization By Robert Morris Human beings are effective change agents if driven by an understanding of the basic elements of neuroscience. That is to say, if they understand how the brain perceives and processes change, and what can be done to enable our brains to work at their best during times of uncertainty. According to my Wiki sources, neuroscience is the scientific study of the nervous system. Traditionally, neuroscience is recognized as a branch of biology. However, it is currently an interdisciplinary science that collaborates with other fields such as chemistry, cognitive science, computer science, engineering, linguistics, mathematics, medicine (including neurology), genetics, and allied disciplines including philosophy, physics, and psychology. The term neurobiology is often used interchangeably with the term neuroscience, although the former refers specifically to the biology of the nervous system, whereas the latter refers to the entire science of the nervous system and thus can include elements of psychology as well as the purely physical sciences. So what? According to Hilary Scarlett, "neuroscience helps to explain why we find organizational change difficult. More interestingly and more importantly, it provides clear guidance on what we can do to help people through change (and that is the focus in the chapters in Part Two of this book). Although still in its infancy, it is already proving immensely useful in bringing to light what enables us to be focused, to learn, and to perform at our best." Those who lead organizational change initiatives face unique challenges. In their recently published book, *Neuroscience for Leaders*, Mikolaos Dimitriadis and Alexandros Psychogios offer what they characterize as "a practical and holistic approach to understanding and implementing the leadership brain," adding that they propose "the brain adaptive leadership (BAL) approach as a way of thinking, feeling, and acting within organized social entities. Brain adaptive leadership is an attitudinal approach that individuals can follow in their attempt to recalibrate their brains and mould their behaviour according to lead projects, processes and people." These are among the passages of greatest interest and value to me, also shared to suggest the scope of Scarlett's coverage:

- o Fundamental facts and figures about the brain (Pages 15-26)
- o Performance improvement (37-56)
- o Social brain: leaders/managers (57-77 and 192-193)
- o Emotions (79-109)
- o Mindfulness (94-99)
- o Social conformity (118-119)
- o Biases (119-135)
- o Communication (137-164)
- o Storytelling (149-151)
- o Planning change 165-183)
- o Reflections on change (178-182)
- o Content of masterclass (186-199)

I learned a great deal from Scarlett's rigorous examination of how specifically neuroscience can help leaders to respond effectively to unique challenges in a global marketplace that seems more volatile, more uncertain, more complex, and more ambiguous than at any prior time that I can remember. Hence the importance of developing neuroplasticity, "neuro from neuron and plasticity from plastic, meaning 'changeable, malleable, modifiable'"; one of the most useful and exciting findings to come out of neuroscience. Scarlett goes on to observe, "neuroscience has shown that the brain has the ability to continue to learn and to restructure, well into our later years. You can teach an old dog new tricks, after all... Neuroscience has shown that the brain can change in response to experience, thought and mental activity. So, mental activity is not just a product of the brain but shapes it. It is the connectivity that changes in neuroplasticity: new synaptic connections form and existing ones strengthen." This is no doubt what Alvin Toffler has in mind when, in *The Third Wave* (1980), he suggests, "The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn." Granted, this is by no means an "easy read" but it will generously reward those who read it—and then re-read it—with appropriate care. I am deeply grateful to Hilary Scarlett for the abundance of information, insights, and counsel that she provides, notably in the final chapter, "Applying neuroscience in the classroom." All organizations change, for better or worse. Those whose leaders manage change effectively will thrive. Those whose leaders don't won't.

Understanding how employees' brains work enables organizations to build cultures, design structures and processes that help people to be more innovative, productive and engaged. This has lasting impact in terms of meeting business objectives and becoming an employer of choice. We need to change the way we manage change in organizations: by understanding the brain we can do this better. Neuroscience brings a new lens through which to look at people and to understand why they react to situations in a certain way, what they need from work relationships to perform at their best, and how they might be better motivated. *Neuroscience for Organizational Change* not only provides evidence that will persuade the most sceptical of leaders but also provides many practical examples of how to apply the insights. The book provides a 'win-win': it will enable the organization to improve performance and also help to support the mental and emotional well-being of employees. Amongst other areas, *Neuroscience for Organizational Change* explores why we find organizational change difficult and what we can do to keep people focused and performing at their best. It looks at our need for social connection at work, the essential role that leaders and managers play, how best to manage emotions and reduce bias to avoid making flawed decisions, and why we need communication, involvement and storytelling to help us through change. It also sets out a new science-based planning tool, SPACES,

to enhance motivation. Drawing on the author's successful masterclasses, *Neuroscience for Organizational Change* provides practical guidance and examples from big-name organizations such as Lloyds Banking Group, Department for Business, Innovation and Skills, Orbit Housing Group and BAE Systems. Each chapter includes checklists and questions to help the reader to reflect on what they might take away and apply to the specific context of their own organization.

"Engaged employees are fundamental to the success of organizations. If we can understand the brain better then we can better understand what motivates people and enables them to feel, and be, engaged at work. This book is an important contribution to the increasing focus on productivity and on employees' emotional and mental welfare."