CONTENTS

Preface x Acknowledgements xi

PART ONE The challenge 1

01 Introduction to neuroscience 3

Why should organizations be interested in neuroscience? 3 Key moments in the history of neuroscience 6 Caveat 10 About this book – how will it help? 12 Summary of key points from this chapter 13 References and further reading 14

02 Brain facts 15

Our brains 15 Fundamental facts and principles about our brains 18 Some key parts of the brain – the cortical lobes 24 Summary of key points from this chapter 25 References and further reading 26

03 Why our brains don't like organizational change 27

Why our brains don't like change 28 The impact of change on our brains 30 Summary of key points from this chapter 33 References and further reading 34

PART TWO What can we do? 35

04 Performing at our best during change 37

The science 37 What can we do? Solutions and examples of what other leaders have done 46 Summary of key points from this chapter 53 Reflections and planning 54 References and further reading 56

05 Our social brains: The role of leaders and managers 58

The science 60What can we do? Solutions and examples of what other leaders have done 67Summary of key points from this chapter 74Reflections and planning 76References and further reading 77

06 Managing emotions during change 79

Emotions – what are they for? 79 Why does this chapter matter? 81 The science 82 What can we do? Solutions and examples of what other leaders have done 98 Summary of key points from this chapter 104 Reflections and planning 107 References and further reading 109

07 Decision-making and bias 112

The science 113 What can we do? Solutions and examples of what other leaders have done 128 Summary of key points from this chapter 133 Reflections and planning 135 References and further reading 137

08 Communication, involvement and the role of storytelling 139

The science 141What can we do? Solutions and examples of what other leaders have done 154Summary of key points from this chapter 160Reflections and planning 162References and further reading 164

09 Planning change with the brain in mind 167

Change requires more energy than staying as we are 167Change models 169What can we do? Solutions and examples of what other leaders have done 176Summary of key points from this chapter 179Reflections and planning 180References and further reading 185

10 Changing behaviour 187

Our brains resist change 188 The science 190 What can we do? 199 Summary of key points from this chapter 208 Reflections and planning 211 References and further reading 213

11 Planning the working day to maximize productivity 215

Some things to bear in mind 215 The science 218 What can we do? 227 Summary of key points from this chapter 235 Reflections and planning 237 References and further reading 238

12 Applying neuroscience in the organization 241

Tier-one investment bank 242 Lloyds Banking Group 248 Government Communications Headquarters (GCHQ) 250 The longer-term impact of learning about neuroscience 255 The challenge ahead 260 Summary of key points from this chapter 261 References and further reading 262

Index 263