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The Brain Advantage

Become a More Effective Leader Using the Latest Brain Research

THE SUMMARY IN BRIEF

The Brain Advantage ties the latest brain research to its implications for leadership styles and practices. The human brain is a three-pound miracle. But of all of its miraculous features, there is one that is too precious to neglect. We have the power to “step outside of ourselves” and be aware of what our brain is doing.

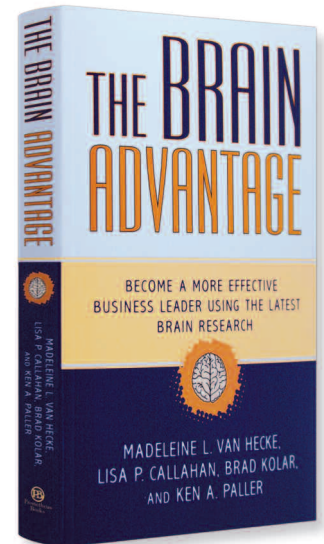
Consider a rat that has mastered a tricky maze to find food. Move the food closer to the starting point, and the rat will run right past it. The rat is trapped in its routine.

As humans, we too get trapped in mindless behaviors. But unlike the rat, we can take a step back and realize what we are doing.

The authors of *The Brain Advantage* consolidate research from a wide range of studies, articles and books that delves into the *neurocognitive* underpinnings of how people think and act, leading to provocative insights into the human condition. *The Brain Advantage* draws on key research findings and analysis that can help you become a more effective decision maker, communicator and change agent.

IN THIS SUMMARY, YOU WILL LEARN:

- Why leaders should see themselves as facilitators of innovative people.
- Why “smarter” brains don’t have to work as hard.
- Why being an authentic leader does not mean revealing every random thought.
- How leaders hone their intuitions by reflecting on and analyzing their past experiences.
- How low levels of stress may make us more resistant to tough challenges.



by Madeleine L. Van Hecke,
Lisa P. Callahan, Brad Kolar,
and Ken A. Paller

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THE COMPLETE SUMMARY: THE BRAIN ADVANTAGE

by Madeleine L. Van Hecke, Lisa P. Callahan, Brad Kolar and Ken A. Paller

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Using Constraints to Free Up the Mind

What is going on in the brain of a jazz pianist? This is a tough question for neuroscientists to answer. If you are doing research on this in order to study creativity, how can you tell that what you are seeing in the brain scan reflects actual improvisation and not simply the playing of a prearranged jazz piece. These were the challenges faced by researchers Charles Limb and Allen Braun as they planned their study of jazz improvisation.

Limb and Braun found that the *medial prefrontal cortex* – an area of the brain that is a few inches behind the center of the forehead — was much *more* active during improvisation. At the same time, there were two parts of the brain that were significantly *less* active when the musicians improvised, compared to when they played a memorized piece.

One of these areas, the *orbital frontal cortex*, is involved with monitoring our behavior to keep it socially appropriate. The second area that was quiet during improvisation was the *dorsolateral prefrontal cortex*. This part of the brain is involved in what are sometimes called the brain's "executive functions."

When we are consciously pursuing a goal, planning to achieve it and monitoring our progress, this part of the brain is at work. In the flow state, thoughts and sensations can come through without being controlled, judged or censored. In contrast, the flow state is interrupted when executive functions are activated.

For example, when an artist steps back from a painting to consciously consider progress, he or she is activating

the executive parts of the brain. When this happens, the self-expressive parts become idle.

In some circumstances, conscious analysis can also interfere with creative problem solving and innovation.

How Can I Use This Information as a Business Leader?

Companies need innovation to thrive; leaders are expected to encourage innovative thinking. This creates a challenge for many leaders since it requires a neural orientation that they typically avoid. A successful leader, for example, relies heavily on the area of his or her brain that controls executive functions. Goal-oriented business leaders are consciously, intentionally and deliberately thinking about what they are doing. Indeed, the kind of thinking most likely to result in innovative ideas is at odds with many typical business goals.

Leaders don't want employees to reinvent the same old wheel, but they do want new wheels that improve what already exists. They want better products and services and original ways to solve problems. At upper levels of management, companies want leaders who are imaginative enough to see the entire industry from different perspectives. But the values that are typically embraced in business, such as careful planning and efficiency, make it hard for some leaders to endorse the kind of thinking that leads to innovation.

Business leaders can impose constraints that encourage rather than stifle creativity, but these must be the right sorts of "nonsuffocating" constraints. In her article "How to Kill Creativity," Teresa Amabile advises leaders to "give people freedom within the company's goals. Tell them which mountain to climb, but let them



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decide how to climb it.”

Leaders who have set boundaries may find it easier to relinquish tight control. The boundaries create a sense of safety for the leader as well as for the employees.

Overall, leaders have a huge impact on innovation because their decisions shape the space within which creative employees can improvise. ●

Do Expert Brains Think Less?

Brain imaging techniques allow researchers to witness the brain's activity reflected in a rainbow of colors on a computer screen. When brain cells are highly active — working harder — the result shows up as brighter colors on the screen. Brilliant reds and yellows indicate brain areas that are most active. In contrast, the blues and greens on a scan show a quieter, less active brain area.

Neurologist Richard Restak summarized a UCLA study that compared individuals with high IQs to those with average IQs. Higher IQ people had cooler, more subdued brain scans “while their less intellectually gifted counterparts lit up like miniature Christmas trees.”

When individuals undergo training and gain expertise, their brain activation may be reduced following learning. Restak concluded that “smarter brains” don't have to work as hard. Why? One strong bet is that when we are inexperienced — when we still have a lot to learn — we have to make a conscious effort to think about what we're doing. But later, after we've become more adept, much of what initially took effort becomes automatic. The brain automates well-learned responses.

The good news is that functioning on autopilot allows us to expend less of our brain's energy on routine aspects of work. Our expertise allows us to direct our energy elsewhere.

However, carrying out routines more automatically has one major drawback. It increases the risk that people will at times implement these procedures “mindlessly.”

The Risk of Autopilot

In 1989, international rock climber Lynn Hill was preparing to climb a wall in Buoux, France. She threaded the rope through her harness, but then, instead of tying the knot, she stopped to put on her shoes. While tying her shoes, she talked to another woman. “The thought occurred to me that there was something I needed to do before climbing,” she later recalled. But Hill “dismissed the thought” and climbed the wall. When she leaned back to rappel to the ground, she fell 72 feet. Fortunately, tree branches broke her fall and she survived.

Laurence Gonzales, who tells this story in his book *Everyday Survival*, points out “experience contributed to her accident.” She could tie her rope to her harness on autopilot, but the similarity between tying her shoes and tying the rope “tricked” her brain into thinking she had done what she needed to do.

The key question for business leaders is how to ensure that people stick to autopilot when it's working well, yet make the shift to more conscious deliberation when it's needed. ●

Eureka! How to Make New Connections

As Northwestern University neuroscientist Mark Jung-Beeman observes, “In the two millennia since Archimedes shouted ‘Eureka!,’ it has seemed common knowledge that people sometimes solve problems — whether great scientific questions or trivial puzzles — by a seemingly distinct mechanism called insight. This mechanism involves suddenly seeing a problem in a new light, often without awareness of how that new light was switched on.”

Sometimes we need to shift away from our methodical left-brain orientation and let the right brain take over. Our right brains let the insights “happen” and help us notice them when they occur. Insights involve making new connections among ideas that we already have. ●

Can I Trust You?

Trust is risky. Yet without trust, we would never rely on a friend to pick us up at the airport or depend on a colleague to steer us in the right direction as we worked on a project. So how do we decide whom to trust?

Economists look at trust as a calculation. Based on how someone has treated us in the past, we calculate the odds that we can trust that person in the current situation.

The neuroscience research suggests that fairness is not the only element that influences trust. The brain does try to imagine what the other person might be thinking in an attempt to predict how that person will behave. And the brain does appear to keep track of what has happened in the past to determine the odds that our partner will play fair or betray us. But once trust is established, we take it for granted and our brains no longer need to engage in careful calculations to decide what to do. We simply trust.

For trust to develop between leaders and employees,

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both parties need to demonstrate their trustworthiness. Leaders need to earn a reputation for competency, honesty and dependability. Both leaders and followers need to make sure that they keep their promises.

Ouch! You Left Me Out

Psychologists used to think of social pain mainly in terms of what we feel when we are humiliated or insulted, but as social exclusion research clearly indicates, we also feel pain simply from being left out.

Leaders cannot dole out their time and attention in precise or equal measures — nor should they try to do so. But they can shoot for a balance to ensure that whole segments of their organization do not feel left out and that individuals do not feel routinely overlooked.

Feeling like you are contributing to the organization in a meaningful way, feeling connected to your team or coworkers, and valuing your relationship with your manager are three of the key drivers of engagement. All three of these motivators are harmed when people feel excluded. ●

Will the 'Real' You Please Stand Up?

There are costs associated with trying to hide our emotions. We may suppress the expression of those feelings, but that does not mean we are no longer actually experiencing them.

In the more primitive part of the brain, our reactions grow stronger when we try to hide them. Other cognitive research reveals that it takes a lot of cognitive effort to keep that stiff upper lip. This is so pronounced that when we try to hide our reactions, it is harder for us to later remember the whole experience.

There is another cognitive cost that comes when we hide our feelings — we monitor ourselves. For example, in today's business world, it is socially unacceptable to express prejudice. People try to stop themselves from saying or doing anything that might reflect bias. This kind of monitoring takes effort. That effort uses brain resources to such an extent that it temporarily impairs our ability to do other cognitive tasks.

The effort to restrain our emotions is so cognitively taxing that it distracts us from what is happening; this exacerbates our physical stress reaction as well. Moreover, it creates stress for others around us. In contrast, reappraising a troubling experience early on — before our emotional reaction escalates — helps. Thinking about what is happening from a more positive

You Can't Fake Authenticity

Most of us have had lots of practice in molding a bland facial expression when we actually feel embarrassed or upset. However, because our limbic system can trigger a grimace faster than we can suppress it, we sometimes unconsciously reveal what we initially meant to keep secret.

perspective calms our brain's reactivity and calms us.

Leaders Should be Authentic

In their article “Managing Authenticity: The Paradox of Great Leadership,” Rob Goffee and Gareth Jones point out one of the great paradoxes of authenticity — namely, that leaders have to be many things to many people while remaining true to themselves. One solution to this quandary, Goffee and Jones suggest, is to recognize that our authentic selves are complex and multifaceted.

They agree that it is possible to express only those aspects of ourselves that are appropriate in a given setting and still remain authentic. Being authentic does not require us to reveal every random thought and feeling we have.

Yet one major facet of authenticity, as humanistic psychologist Carl Rogers emphasized, is to make sure that our inner selves — what we truly think and feel — match our outer behavior. When we act in ways that are not congruent with our genuine feelings, other people detect it and react.

Leaders who step back from disasters to reflect on the positive aspects of the situation may find that their own emotions genuinely shift for the better. ●

Fire, Ready, Aim?

You are in the batter's box and the pitcher is winding up. You see the ball leave the pitcher's palm and come flying toward you. When you think the ball is just leaving the pitcher's hands, it is no longer there. It has already traveled nine feet. Neurologist Robert Burton uses this example to explain that we are often on a time delay when we perceive the world around us.

As neuroscientist Jeffrey Schwartz put it, we may not have “free will” but we appear to have “free won't.” We have a window of time in which we can decide what we want to do about our decision. How much time we have depends on how fast we have to react.

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The batter has very little time to react. In other situations, like reacting with an angry outburst, we can stretch out the amount of time we have to make a decision. But even when we have very little time — like two-tenths of a second — we at least have time to veto our original intended action.

In his discussion of the baseball player, Burton draws a parallel between the batter's situation and a person engaged in a conversation. Sometimes, we have a brief exchange in a hallway or swap ideas in a brainstorming session. In a fast-paced conversation, information speeds toward us and we respond just as quickly. We only have a small window of time to take in what other people are saying. We may be responding to the other person — believing that we have accurately heard what he or she has said — when we haven't accurately heard anything at all.

What if Leaders Encourage Slower-Paced Communication?

Leaders can show that they would like to see people take a bit more time before responding to one another rather than shooting from the hip. What if leaders experimented by imposing more silence? For example, what if leaders proposed that for just 15 minutes of a meeting, everyone would pause for two seconds after every comment or question?

Team members would learn how they react to silence. Does silence make them impatient or uncomfortable? Do they use the time to see if they understood what was said? Or do they use it to think about what to say next? Team members might even realize that this additional time leads them to change how they otherwise would have responded. ●

That's Not Fair

Evolutionary biologist Keith Jensen's research with capuchin monkeys shows that even subtle experiences of unfairness can trigger anger. Monkeys in adjacent cages were trained to hand over small granite rocks to researchers in exchange for a slice of cucumber. As long as the monkeys saw that their neighbors also received cucumbers, the monkeys happily traded rocks for food. But what happened when the researchers favored some of the monkeys with juicy grapes, a much-preferred treat? The slighted monkeys reacted.

"They would literally take the cucumber from me and ... throw it on the ground, or when I offered it to them they would simply turn and refuse to accept it," psychologist Sarah Brosnan commented. Ultimately, the

monkeys who felt insulted were less willing to continue the exchange. This was even more evident when they saw other "slacker monkeys" getting grapes for *doing nothing*.

Human beings hate unfair treatment, too. People retaliate when they feel they have been treated unfairly. People will retaliate even when it means that they themselves get nothing.

In work settings, it is not uncommon for leaders to impose equal solutions in the name of fairness. To many leaders, equality means treating everyone the same. But people, departments, customers and shareholders have differing needs. Treating them equally is not necessarily fair, nor is it the best solution.

Fairness is about consistency, but it is also about applying a consistent process. As long as leaders give equal, unbiased consideration to each person's or department's needs, they are being fair. The final results or actions taken might be very different for each department. In fact, if leaders are leading effectively, they should be.

Leaders need to make sure that they are evenhanded in their dealing with employees. But just being fair is not enough. Leaders also have to make sure that employees *perceive* their decisions and actions to be fair. This perception is not based solely on the actual fairness of the leader's decisions. It is also influenced by two other factors — transparency and empathy. ●

Rules of Engagement

Apparently, our brains compute the odds of getting rewarded and create rules of thumb to guide us to the biggest payoffs — all without our conscious awareness.

Leaders influence the rules of thumb that employees learn. In *Gut Feelings*, psychologist Gerd Gigerenzer argues that an entire culture can shift when enough people implicitly learn what the leader values. Based on the leader's behavior, the culture can become "more or less open, more or less inclusive, more or less formal."

Leaders know that their behavior impacts others, but many leaders fail to realize that they are probably conveying rules of thumb without being aware of what they are doing. Leaders leave hundreds of subtle cues about their expectations, likes and dislikes. Because they are communicating norms without being aware of it, leaders can unknowingly establish norms that they would never intentionally promote.

Oppressive rules of thumb can continue to influence people — sometimes even years after the leader who introduced them has left the scene. ●

Mood Contagion

In his breakthrough book *Emotional Intelligence*, Daniel Goleman tells an amazing story of what happened in the middle of heavy fighting during the Vietnam War. As American troops and Viet Cong soldiers were shooting, six monks suddenly came into the line of fire. They walked with utter calm along a ridge through the middle of the battle. Not one shot was fired at them from either side. In fact, no one issued another shot after the monks had passed safely through.

The American soldier who recalled this incident said that something changed in him after watching the monks. He said it was as if “all the fight was out of me. I just didn’t feel like I wanted to do this anymore, at least not that day. It must have been that way for everybody, because everybody quit. We just stopped fighting.”

Goleman uses this extraordinary story to illustrate the power of a phenomenon called *emotional contagion*.

Can Everyone Be Having a Bad Day?

One classic study shows that just being in the same room with another person can shift your mood to match theirs.

Are moods contagious in work groups? Research shows that moods of group members converge within two hours. Even a single individual can influence the mood of an entire group — to the point of affecting how well the group functions.

Studies have shown that when leaders and managers maintain positive moods, the performance of employees is higher. What if leaders create a culture in which fun is the norm?

Some companies, like Scripps Networks, include “humor” as one of their core values. Southwest Airlines encourages its employees to come to work with a “warrior spirit, servant’s heart and fun-loving attitude.” By engaging employees and promoting a light-hearted, and perhaps humorous, workplace culture, leaders can increase the productivity and loyalty of their teams. And they have fun doing it.

As Adrian Gostick and Scott Christopher describe in their book, *The Levity Effect*, as a result of creating a lighter tone so that people have fun at work, employee loyalty and retention increase. ●

Often Wrong, But Never in Doubt?

How do we know that the feeling of being right is a creation of the brain? One strong indicator is that neu-

rological conditions can exaggerate this sense of being certain so much that we cling to beliefs that we know cannot be true.

The feeling of knowing can be so strong that it trumps logic and leads us to accept beliefs that we ought to be questioning. We are often more confident than our expertise justifies, maybe because the “feeling of knowing” assures us that we are right.

It is one thing to question employees, but it’s the rare business leader who is truly able to question him- or herself. Most successful business leaders would not have achieved their high status had they not been right much of the time. This makes it easy for successful leaders to become arrogantly sure of themselves. Leaders who have an arrogant style discourage employees from bringing up contradictory ideas or information, which only reinforces a leader’s conviction that if he or she is sure of something, then it must be right.

Some leaders fear that unless they act sure of themselves, the people they lead will lose confidence in them. There is a different way to look at this issue. Leaders can be more *conditional* about what they believe and still act *decisively*. To get respect, leaders need to be decisive, but being more conditional means that leaders examine their sense of certainty, not that they are indecisive.

Once leaders have looked at opposing perspectives, questioned assumptions and exhausted other alternatives, they can act decisively based on the information they have gained. ●

The Halo Effect

Nearly 100 years ago, psychologist E.L. Thorndike first introduced the term *halo effect*. The halo effect describes how our perception of one desirable trait in a person can cause us to judge that person more positively overall. If people are likable, for instance, we often perceive them as more honest and intelligent as well.

Another form of bias is the *shadow effect*. This is the halo effect in reverse. Leaders who fall under the shadow effect may view people through the lens of the “One Big Mistake.” Although the mistake may have happened years earlier, the story has been retold so many times that it overshadows any future successes.

Just as biases influence leaders as they deal with individuals, they also influence leaders’ attitudes toward organizations. “In business,” Phil Rosenzweig, author of *The Halo Effect* notes, “a company’s overall performance — usually defined by tangible financial results — shapes our evaluation of other things that are less tangi-

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ble. ... When times were good, Cisco Systems and ABB were both admired for their customer focus, efficient organizations and charismatic CEOs; but when performance slipped, they were criticized for the exact same things.”

As brain research shows, decisions based on the “emotional brain” can be biased. But the solution is not to eliminate emotion — which would be an impossible goal in any case. Rather, the solution is to recognize potential sources of bias and address them. ●

Seeing Is Believing? Not Always

Sometimes the brain fills in or infers an inaccurate representation of the world. This is what happens in optical illusions. The brain *constructs* meaning from the information that it receives. Perhaps most important, the brain fills in what psychologists call “causal patterns.”

For example, when we are watching a pool game, we don’t see the movement of the balls as a series of disconnected events. We see causation. The cue ball hits the nine ball and propels it into the pocket — the brain decides one event has caused another.

Various factors affect our perception of causality. For example, timing matters. We won’t think that the cue ball caused the nine ball to move if it touches the nine ball and then nothing happens for the next 10 seconds — even if at that point the nine ball propels itself toward the pocket.

The tendency to see causality is very strong. Yet, just as the brain can lead us astray in its perception of optical illusions, our inferences of causality can also be wrong.

We all “fill in” meaning. We all interpret what is going on in different ways. This has two major repercussions in the business world. First, different interpretations can be a source of conflict. In business settings, for example, leaders are frustrated when their employees don’t “get” what seems obvious to the leader — and vice versa. Second, the fact that we don’t know “reality” directly, but rely on the brain to interpret reality, is a source of error.

Once business leaders become aware of the fact that different people perceive reality differently, and that their own brains can misinterpret data to determine causality, then leaders can work to create more effective plans, whether it be to flatten the hierarchy of an organization, determine the variables behind market trends or prepare for the

unforeseeable future. ●

Multitasking — Asset or Liability?

What is really happening when we multitask? As microbiologist John Medina puts it, when applied to the idea that we can simultaneously attend to more than one thing at a time, “multitasking is a myth.” Sometimes when we multitask we are simply carrying out actions that are so habitual they do not require any conscious attention.

But when we are engaged in multiple activities that cannot be done on autopilot, something different is going on. At these times, multitasking involves a split-second shifting of our attention from one task to another.

Normally when we multitask we are working in a stream of interrupted time. Medina argues that research shows it takes substantially longer to complete interrupted tasks and we make more errors as we carry them out.

Multitasking can cause a significant productivity hit, even though it is a “skill” we tend to admire. ●

Fight, Flight or Freeze

The part of the brain called the *limbic system* reacts when we are in peril. It includes a cluster of cells called the *amygdala*. The amygdala generates reactions of fear and rage. In normal circumstances it is regulated to some extent by the cortex — the more deliberative part of the brain. But in intense situations, the reactions of the amygdala can overwhelm the cortex and hijack our ability to act reasonably.

Rather than acting reasonably, we react instinctively in one of three ways. We may lash out and fight. Or, we run for our lives to escape. These reactions constitute the famous “fight or flight” duo. But it turns out that the duo is really a trio, and sometimes — like a deer caught in the headlights — we freeze.

Unlike soldiers, firefighters and paramedics who may have only moments to act, business leaders usually have more time to consider their decisions. In fact, leaders can often buy more time for themselves or their people because they are the ones who decide how urgent the situation is. But despite the latitude that leaders have, they sometimes react instinctively and make poor decisions. To keep the executive brain functioning optimally, leaders need to be able to manage their emotions.

When a leader is angry with an employee who fails to complete a crucial assignment or anxious about meeting a key client, it might help to recognize the role of the brain in these reactions. Realizing that the amygdala is disrupting the executive functions of the prefrontal cor-

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tex, leaders can reclaim the authority of their thinking brain. By stepping back from their feelings and labeling them, or by reappraising the situation altogether, leaders can quiet the emotional response and move into a more rationale mode. ●

What Doesn't Kill You Will Make You Stronger

Between 1980 and 1988, 28,000 workers in a Boston shipyard were exposed to low levels of radiation as they handled toxic materials. Harvard Medical School psychiatrist John Ratey, who describes the research carried out by the Department of Energy to assess the long-term effects of low-dose radiation on the workers' health in his book *Spark*, writes, "somehow the toxins that everyone feared were ruining the workers' health were doing just the opposite."

In high levels, radiation damages healthy cells and stimulates the growth of cancerous cells. But in low doses, these toxins apparently strengthened the workers. How is this possible? The answer lies in the notion that the cells in our bodies can become more robust when they are mildly stressed.

This "stress inoculation" idea underlies the theory called *hormesis*. Biologist Mark Mattson describes hormesis as a process where "organisms exposed to low levels of stress or toxins become more resistant to tougher challenges."

Could stress be either helpful or toxic depending on the "dose"? The answer is yes. Short-term stress can sometimes be adaptive. It gives us the kind of adrenaline surge that once helped our ancestors escape from a lion pounding across the savanna. But if stress hormones are released repeatedly over a long period of time, our bodies and minds become damaged.

What if leaders proactively manage stress in the same way that they allocate money or time in their departments? This would mean taking people's level of stress into account when assigning tasks. For example, leaders might go easy on people who are just coming off highly stressful assignments.

The goal is to become more sensitive to individual employee's stress points. The same assignment that puts one person over the top could be a welcome challenge to another. ●

Can Working Less Generate More?

Exercise stimulates brain activity. During exercise,

more oxygen is carried to the brain. This helps the brain transform glucose into additional energy. But energy transformation has a downside. It results in potentially toxic waste by-products. The brain counters these by generating protective enzymes to destroy the by-products. These protective enzymes repair and strengthen nerve cells. Not only that, but exercise stimulates the development of new neurons in the hippocampus, a brain structure that is heavily involved in learning.

Leaders want their employees to perform at their best, including their intellectual best. Exercise could help. Brain expert John Medina writes, "Exercisers outperform couch potatoes in tests that measure long-term memory, reasoning, attention, [and] problem solving." They also perform better on tasks that assess fluid intelligence, a measure of creativity.

The research related to the importance of sleep and the debilitating effects of sleep deprivation also holds important lessons for business leaders. Given the links between sleep, learning and memory consolidation, it is not surprising that adequate rest appears to be necessary to develop high levels of expertise. Concentration takes energy. We need sleep to renew that energy.

Inadequate sleep and exercise, like poor nutrition, have a detrimental effect on the body. What the neuroscience research reminds us is that they also impact people's thinking and performance — much more than we realized. ●

Conclusion

Leaders can sustain their "Brain Advantage" by keeping up with recent neuroscientific discoveries and continuing to explore possibilities in their own practices.

The brain research of the past two decades does, indeed, lead us into a fantastic world, the hidden world inside the brain that influences us so dramatically, often without our awareness. Knowing about the latest brain research, leaders can align what they do to the natural

RECOMMENDED READING LIST

If you liked *The Brain Advantage*, you'll also like:

1. **Re-Think** by Ric Merrifield. Merrifield provides executives with the knowledge to stop thinking about "what" and focus instead on the "how" and "why" of management.
2. **Leadershift** by Emmanuel Gobillot. Gobillot describes how to adapt traditional leadership roles and presents the tools necessary to embrace and succeed in the new age of leadership.
3. **Buyology** by Martin Lindstrom. Subtitled "Truth and Lies About Why We Buy," Lindstrom takes a look at the buying behaviors of consumers using neuroscience research. The results will surprise readers everywhere.