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Geoff Greenwood FCCA MBA MSc

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Preface

Today is an amazing day for me, it will show how sport and business are siblings. The happiness of shared victory and the sadness of the end of an incredible journey. Steve doesn't need me now, he knows the strategies, applications, tactics and techniques that has assisted him on his journey from park to arena. The sound when his taught body hit the tape before anyone could, was blissful. The medal was his, the moment was his and the accolades that follow will be his and boy does he deserve it. Let me tell you why.

Here was an individual who was building upon a platform that only a few of us knew about. That platform was not wealth, privilege or easy-ride but one of adversity, setback and just pure grit. Research highlights that many of the great champions use personal and sporting adversity in their lives to develop this journey to success and Steve had just proved it.

Steve's real name will remain confidential as with all my clients but I have his permission to talk in this preface about his world of performance. The highlights, the failures, the pain, the injuries, the adversity and the flame that always was glowing at the end of his tunnel of narrow focus.

I introduced my work to Steve over 10 years ago and been involved with his plan for all that time. I take no credit for his achievements and I know he would have got there whatever it took. What I would say is that victory came earlier because of Steve embracing the concept of mental conditioning and incorporating it as part of his life during downtime, training, competition and injury.

I have seen him during the injury periods when he was literally strapped to the bed to stop him just taking that light run against the advice of his physiotherapist, strength & conditioning coach and his biomechanics advisor. The pain wincing in his eyes on every movement. The fear across his brow, thinking is this the one that ends it all. But that was just fleeting, he called upon his techniques he had learned from me to reappraise and reframe those thoughts, to separate the emotion out of the thought before it was stored away and the tapping into his mental toughness training that delivered that wave of hardiness and determination back to him.

He came back from injury stronger, fitter and leaner because of his mindset and attitude. He always followed the plan, it was like a roadmap for him. We had taken quite some time in the beginning to plot the co-ordinates of where he was then and what he wanted to achieve and lay down the marker there. The plan was dynamic to take account of changes, dynamic changes that often shook the positioning of the axes. He carried it everywhere, it was the constant reminder of his reason for being, his purpose if you like and I admired this. A young man with passion, purpose and pursuit for excellence.

So here we were, the moment had arrived and I could tell he was ready. You just know that feeling in your gut and he knew it. He was ready and was embracing the feelings and sensations swirling around his stomach. He knew this was excitement, not fear nor threat but his opportunity to perform.

He was assessing his arousal levels himself, he knew what they needed to be, his headphones delivering the right playlist to match those sensations. He was going to use this excitement to win. He knew from me that the beating heart, shallow breaths and uneasiness in his stomach was his evolution in operation, delivering blood and glucose to where it was needed and shutting down the irrelevant systems that were not needed for the following 44 seconds or so.

His attitude was professional, positive and always forward thinking. His plan listed the outcome, performance and process goals that had taken him to this performance point and showed everybody that he was ready. These goals drove intensity and direction of effort through his motivational behaviour towards excellence.

The fear and stress that plagues performers was not evident here. It will never go away, that's not biological, but it can be managed if you know how and that management signifies that you want this chance and it means something to you. It's control is part of his psychological preparation. The arousal control, the rituals even superstitions mix with his pre performance routine.

He closes his eyes and recalls those confidence building images we so painstakingly created over many years. They filter through all his senses as if he was at the movie theatre. They are big, colourful and real time. They blend well with what he is saying to himself. The affirmations and self talk are supportive and include cues, his specific verbal cues. They allow him to focus and ensure that there are no distractions. Nothing can get in the way of this preparation.

The emotions are left far behind. The family and friends were hours ago and a distant memory. Steve needs to have a firm grip on his emotional control. If feelings get in the way they can destroy everything. I know he is now mentally rehearsing the race. The picture of this has been created by walking around the track many times, and formulating a familiar image developed in training and during his downtime. The image is for 45 seconds, his practice has resulted in 45 seconds and the medal is close for him at 45 seconds.

It doesn't matter now. He can only focus upon what he can control, not the uncontrollable factors between now and then. He focuses upon how he is feeling, his processes in the run and just getting ready. The opponents are irrelevant, the officials, the ceremony, the crowd, the weather, forget them all, for now.

We do not say much, we don't need to, we pray that if this is the moment then let it so be, if not, God has a better plan for Steve. His eyes are narrowing, he is ready to take that prize and I can tell that his breathing has finally accepted that the time has come. He leaves the changing room and takes that walk to the blocks, alone. Many want to run away here, they need the toilet, they want chatter and reassurance. Steve doesn't because he is ready and prepared and the pressure the others are feeling are lack of knowledge, lack of information and lack of preparation.

I stay behind. No need to watch just a reflection on whether I got it right. I think I did. I helped a human being a little bit today, towards their life's purpose.

Forty four seconds later, he was a champion, not 45 but 44. That little piece of faith shared with God, today shaved one second off of his time, and do you know what, often that is all it takes to be the difference. My work here is done and more people to help with their journeys, so I leave. I join the celebrations later, family, friends and the rest of the team. Steve has done the media, done the debrief and done the time.

Steve and many people like him should inspire us. Yes I know that focused people like this are not always easy, but who said success was easy? I didn't. Look around as we now have more information to consume than we ever had, read about the inspirational stories and think, hey that could be me. I have to put something into it but look what I can get out.

I know you arrived for a business book and I hope you will not hold it against me that I recount Steve's story, but there is a Steve everywhere I work. The leaders, managers and business owners that I help get ready, the surgeon ready to make that cut, the air traffic controller who will help your pilot land the plane that you are on, the soldier entering the warzone and Steve and many like him.

Sport is the same as business. The competition, the chance of success, the leadership, the team work, the mix of personalities, the skills, the determination, the mindsets and many more. Is it not so difficult to see the similarities? If you look you will see them and who knows some day soon you may need to just be ready.

Introduction

Welcome to the world of performance. I train, coach, consult and develop individuals, teams and businesses in the returns that can be achieved through the introduction of true performance applications in the workplace and in themselves. I produce guaranteed solutions and results both in person and online. Performance is a place where dreams are won or lost, where fortunes are made or just daydreamed about, and where the very best go to achieve their life's purpose through passion, mastery and excellence. It is not always an easy place to live but those that go never want to return back to mere 'average-ville'.

In this book I hope to bring some understanding about what is required from the reader to gain membership of this exclusive club. The most important aspect of performance is that it is within your control. There is no purpose in looking elsewhere for this attribute, but within yourself. It is self-awareness of the highest order. It is the starting point of your journey. Your honest benchmark here will create your performance plan for you to follow and to help you keep your true focus upon the prize.

I am very lucky to have worked with some incredible clients in the pressure environments of sport, business, leadership, high pressure professions and the performing arts. Some are world class, some are increasing class, some are amateur class and starting out, and others are just incredibly determined to achieve more and better than the place they are in now. These people keep me going everyday and keep motivating me to spread the word to all who will listen about the merits of performance and how to introduce its application into your life.

This is not about bonuses, performance measures or carrot and stick but about what is needed to perform better today than yesterday and to keep going when all is against you. I have worked in many industries, sectors, sports and demographics and underpin my work with the latest evidence from neuroscience and the psychological sciences and any facet of proof as to effectiveness from observation, investigation, learning or case study that I can lay my hands on. Every piece of information and evidence is an 'edge'

I then try my best to repurpose and repackage the content and deliver to anybody who wants to listen and hear about it, in its most simplest form for maximum understanding, that even my young athletes can understand. I love the concept of science and testing, validation and reproducing the results achieved, but I am not naive enough to accept all science is always right, either through financial, career or threat motivators. This upsets me but looked at from a wider perspective it is nigh on impossible to take samples of maybe 100 people and get the results we want and then to extrapolate across the whole population. We are individual, we are different because we are human. We have unique nature and nurture combinations.

However, this is a great place to start and to build upon by scouring the world for advancements, enhancements and just things that are better by doing them, than not doing them. For this purpose I thank the thousands of people spread over decades of time who strive to identify facets of human behaviour that can be transferred for the common good to others needing help.

So what is this book about and why I am reading it now, you ask? Simple, it is about human performance and business profits and what I hope to do is to insert a link within these two parameters to correlate why one aspect of the sciences can create wealth, longevity, success and ultimately competitive advantage for the organisation at the other end of the scale. Often everything is science, theory and explanation but not often do we receive the knowledge of application of these aspects into real life to make a real difference.

You may be a small business owner, leader, investor or business book reader and it doesn't matter because the next 24 sub-sections of performance science is applicable to you in everything you do or want to do. Everybody wants higher profits, incomes, promotions and standard of living and this community is always on the look out for the very latest innovation, advancement, business process or management buzz word. The answer is that you have already found it. It's here and it's available for you today, real quick and real inexpensive. Deloitte's NextGen 2017 Survey highlighted that the next generation of family owned businesses lacks the skills to take their firms forward.

It's your employees, managers, staff and supervisors. It's even you as leaders or owners. It's untapped and available to flow quickly and efficiently from today. All your workforce are an untapped supply of wealth and potential just waiting to start pouring out. Yes I hear you say, you have heard this all before, but I must say the

evidence backs it up and you should not ignore it, particularly as the world and business in general is changing at a faster pace than it ever has.

I am aware that you have staff that will never cut the mustard and to be kind for this process, let them get off the bus now and move on to something in life that they wish to do. You only want people on your performance bus who are ripe for true potential development. It is living inside them and do you know what, it does not take any more management time, no more resources, no command and control and certainly no more punishment. That is so 20th Century and in fact even earlier than that to support the industrial revolution and mechanisation.

The answer is that they are going to develop themselves, they are going to motivate themselves and become engaged, they are going to create your next products and turn themselves into a form of self management. Management and leadership can manage and lead themselves and not waste valuable resources on predict and control, which is impossible by the true nature of guessing the future.

The human performance areas needed are within them but it is also the areas that managers try to avoid. The majority of managers are not comfortable developing worker's mindset, attitude, behaviour, motivational style, creativity, decision making and ability to face adversity. These areas are so much easier to approach if you follow my lead, which is to repackage all these skills up into a 'Performance Package' which are intended to help the organisation and the employee. People sign up for this and that acceptance is the start of all change. Talk to them about not liking their behaviour and all hell will break loose as they receive your approach as a personal attack.

So once they engage with a performance approach, they now need the tools and understanding of how to change for everyone's benefit. They will then develop themselves whilst following the plan, which is broken into stages, all measureable and leads to identifiable R.O.I.

Your leaders will become facilitators to their growth, they will coach, mentor and consult their people and will exhibit true servant leadership within the organisation. As J.P. Getty once said "I would rather have 1% effort of 100 men than 100% effort of 1 man".

The 24 sections that follow are derived from Neuroscience, Performance Science, Cognitive Behavioural Science, Sports Science, Behavioural Science and my Combined Performance Synchrony. I have simplified them to make them interesting and to give an example of how that section could find its way to your bottom line.

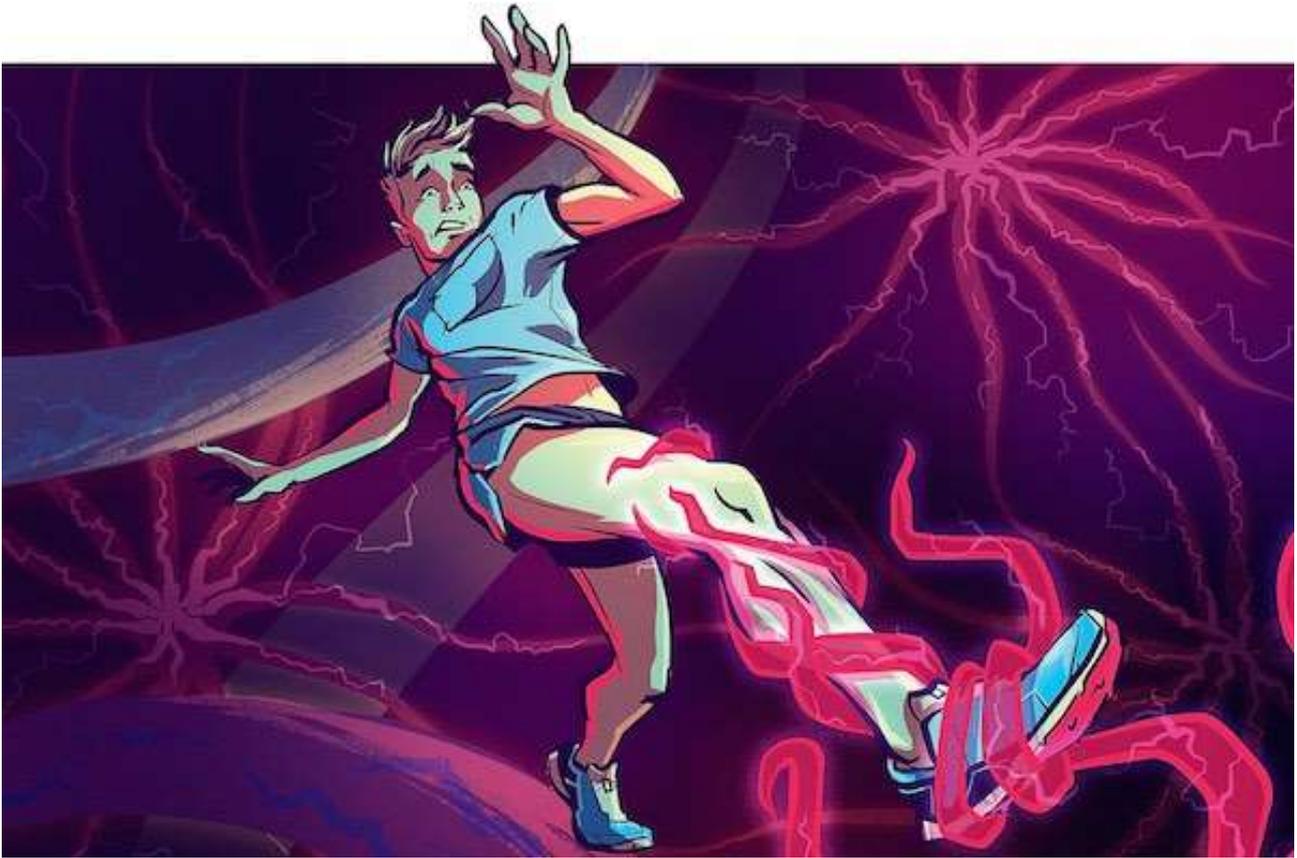
I hope that you enjoy and can relate and see the invisible thread that a change of philosophy within you, can actually lead to, without looking for the Utopia of business life that miraculously will appear and apply itself in your business. You can take control and follow your own performance plan towards excellence.

Geoff Greenwood FCCA MBA MSc - Performance Specialist

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Neuroscience

Some of our most exciting discoveries about the brain are being published now, as technology to image the brain is becoming cheaper and more transportable and through this we are finding out more about human chemistry, structure and resulting behaviours.

The main point that I wish you to take from this area is that interactions and electro-chemical discharges within our brains are the true origin of all our behaviour. Once we appreciate this then we can understand what needs to be done to make change in our outputs or behaviour modification as they like to call it. So now lets reverse the equation and determine the answer, that we are seeking exceptional performance in whatever it is that we are doing.

- Performance is a combination of all the resulting actions and behaviours that we demonstrate.
- These actions and behaviours are the result of what has filtered through our psychological core in terms of thoughts, emotions and beliefs.

- This psychological core has developed through our life of decisions, experiences, actions, perception, feelings, problems and such like.
- These thoughts were a result of the neuroscience in our brains as energy has to find its place into physical matter.
- Finally, the energy for these thoughts were created by an electro-chemical connection in the brain as neurons jump synapses latching on to a like minded neuron across the gap on the other side, as a result of a electrical stimulus activating the correct neurotransmitter.

So there we go, your performance platform to work with, in a nutshell. Now I could go on for days talking about this but that is not the point. We are here to say “So What” and I agree as we want to know how all these areas can improve performance and business profits whilst at the same time enhancing the lives of all our leaders, managers, employees and associated stakeholders who are more in numbers than you could ever imagine.

So within this section we are going to highlight 4 sub-areas related to neuroscience that produces returns for the organisation, if they are understood, applied and enhanced. The sub-sections are motivation, habits, learning styles and mirror neurons.

Motivation

This is without doubt one of the most well known terms within our species but often the most misunderstood. I do not intend to go into my full history in motivation but to say that we will simplify down to an application level for business. It is often misunderstood because it is a behaviour and we talk about motivational behaviour. It is a behaviour that for many centuries has been forced upon the individual in terms of reward and punishment. The thinking behind this is that people need food, sex, safety, shelter, social connectedness and at the end of their lives to grow in human potential.

The problem here is that as humans we are wired to avoid danger rather than pursue or approach pleasure. The whole sympathetic nervous system is structured to help us

fight, flight or freeze according to the size of the impending threat. This means to stand and slug it out or to take on our heels and scarp or to stand motionless and hope the threat doesn't see us. This is self-protection built in without conscious thought or effort on our behalf.

So you can see a conflict here I hope. On the one hand we need the reward but on the other hand we are wired to avoid threat, danger and punishment. So it is easy to see that one of the biggest threats to your bottom line is the fear that runs through the veins of your workers and managers. They turn up to seek reward and to keep the species alive whilst continually processing all threats around them. Their minds are not primed to creativity, decision making or problem solving but to continual internal chatter, avoidance tactics, maladaptive behaviour and often just plain cheating.

So what is the alternative to this extrinsic style of motivation that can remove the fear and mistrust and to clear the mind, leaving it available to focus on what is important to them and the organisation? Yes you have guessed it, it's embracing an intrinsic style of motivational behaviour. The focus here is upon internal rewards and not external prizes, payments or medals.

These internal rewards may be pure joy at what is being done or a true satisfaction at achieving great service for customers. It is the true starting point for a pursuit of excellence in everything that you do.

In neuroscientific terms it is the production of dopamine that moves us towards seeking-behaviour, this is the reward neurotransmitter and is associated with challenge mindsets and approach-behaviour. In psychological terms there have been many evolving theories over the centuries from Skinner to Maslow, Freud to Deci & Ryan all professing how motivation works ranging from dreams and sexual frustration to conditioning and culminating in self determination theories of autonomy, relatedness and competence, furthered by Daniel Pink and his research highlighting the human motivators in terms of autonomy or control of their roles, also mastery and the pursuit of excellence, ending with purpose maximisation as to why we do what we do and how we need to enjoy it.

So it is clear that we need to understand how the brain drives towards reward and the need to avoid fear, with dopamine production. We need to focus upon our motivational needs to acquire, defend, connect and to learn. At the end of the day isn't that what we want our valued employees to do? To acquire wealth for our business and themselves. To defend themselves from fear, mistrust and punishment.

To communicate and to connect with their team members, stakeholders and management and to learn new skills and then be motivated enough to put the new skills into action for everybody's benefit. Think L&D program R.O.I. here.

It is clear to me that an extrinsic approach to reward and punishment blocks these motivational needs of our workers causing poorer results, worsening health & wellbeing and more management resources spent on command and control.

I have also researched motivation and engagement statistics in the US and I think the results back up what I feel and am writing about in this section. Please bear with me as I list just an example of evidence from Gallup, Hay Group and Market Tools just to mention a few.

- 52% of workers are not engaged and perform their job with no passion whatsoever.
- An average of \$166,000 was generated by a non-engaged consultant, \$238,000 was generated by an engaged consultant (30% loss in productivity).
- 77% of workers were willing to work harder if they were appreciated.
- 47% didn't want more money, they wanted opportunities and the right training.
- \$300bn lost in productivity annually from unmotivated workers.
- A long term recognition program boosts performance by 44%
- \$3,400 out of every \$10,000 of salary is wasted because of disengagement
- Engaged organisations grow profits 3x faster than disengaged organisations
- Highly engaged individuals are 87% less likely to leave the business.

And I could go on and on including markets in the UK and further afield. So isn't there a saying somewhere that says, "If you want to get what you always get, then keep doing what you have always done". By following extrinsic rewards and punishments is leaving wealth on the table. You may also be surprised how change is quick, easy and literally cost-free but needs changes in philosophy, changes in the mindset and roles of leaders and realignment of your business culture with performance science findings. This shift will improve business performance and profits which I promised you at the start of this book.

Habits

So this is a strange sub-section isn't it in terms of improving business performance and profits? The answer is yes in traditional training, leadership and talent management but not so in my world of performance enhancement. Lets just discuss what habits are and how they help or hinder us.

Habits are the brain's system of conserving glucose energy just to make it's life easier. However, if these habits are not serving the employee or the business then they are a performance hindrance to all.

A habit is formed by neural pathways in the brain becoming very well established allowing the electro-chemical system to flow faster and easier due to less friction. These neural pathways are created as discussed above by an electrical surge triggering a chemical to jump from neuron to neuron. When this system is replicated time and time again from neuron to neuron then a longer pathway in the brain has been created.

So this could apply as much to a continual thought or learning a skill where the pathway could stimulate motor actions or muscle movements to perfect that skill. If the same thought or skill action is continually produced then that neural pathway will become stronger, leaner and deeper. It will also be at the expense of a pathway that was nearby before this process started.

Think about a path through the woods. You used to take the left one to get to the river and it becomes more and more trodden and flatter helping you to walk through it easier, without any obstruction to the river. Suddenly you decide that you want to take the right sided path. You have to fight your way through the undergrowth and it is difficult to arrive at the river. However, the more you take the right path the more it becomes easier as you trample the overgrowth below your feet. Eventually it becomes the easiest path to take but does the left one disappear? No it is still there but because it is underutilised it starts to grow again and is difficult to pass.

This is how a habit is formed. You take the same path continually because it is easier, more familiar and your brain can do it without wasting glucose that it needs to feed itself. This doesn't make it the best path though does it? Just because it is the easiest. As with habits at work, they can help you if the habit supports an empowering

thought, emotion or action but can hinder you if they stimulate poor attitudes, mindsets and performance abilities.

To follow on from this is the link between habits and improving business performance and profits. This link is the concept of neuroplasticity which shows us that we can create new neural pathways through the plastic design and nature of the brain. This is where we tread a new brain path leading to better chosen outcomes and the withering of the old habit, just like my river example pathway above. In business performance terms this can be huge as employees and managers of all ages and skills can learn new responses to stimulus at work.

We used to believe that the brain was totally wired and completed in our early 20's and unchangeable, and now through understanding and imaging neuroplasticity in action, has given us great findings that we can change anything, anytime and anywhere. We can teach an old dog new tricks and quite quickly. If we look at some of the mindfulness research conducted it has been discovered that even 20 minutes a day can alter brain structure over an 8 week period.

So to bolster profits think learning, training and development to address robotic processes and actions from your staff, of any age and to start rewiring towards better communication, decision making, creativity and problem solving. Do not recruit based upon age, recruit based upon ability and willingness to change, you may just be surprised.

You can help your workforce think differently, feel better and develop themselves better. Arm them with the concept of neuroplasticity to change anything in their lives that they wish to. Their value will soar to your organisation and business impact will follow as poor behaviour, attitude and performance can be eliminated from the workplace. The changing of behaviours can eliminate smoking and drinking, and to promote exercise and lifestyle wellbeing along with eating habits can all end up contributing to your bottom line.

Learning & Development

As we move on to learning & development we need to remove any preconceived ideas that we may have around training of the past, slashed training budgets and

measurable R.O.I. from those programs. Let's start again today for the purposes of this book and your profits.

As Alfred Edward Periman once said "Learning is what most adults will do for a living in the 21st Century."

If you think of impending automation through robotics estimated to arrive 2030, it will be the creative and thinking people who will thrive. The people who understand learning for true benefit and not for its own sake, will adapt and prosper.

As business leaders and owners you can understand how learning happens in the brain and the resulting outward behaviours and performance from that learning, that will generate returns for you and your staff.

For optimal learning to occur needs an understanding of neuroplasticity (above). It needs varying types and degrees of stimulation from all the senses, triggering multiple brain regions. This stimulation to learn requires a moderate amount of stress, too low and performance is affected, too high and the sympathetic nervous system is activated and the arrival of that sabre-toothed tiger affects learning, health and your profits. People Management reported 2014 that mental health is costing UK businesses an estimated £70bn per annum. This will affect your profits no matter where you are or what you sell.

If you remember the concept of neural pathways above, you will also identify that if learning becomes established, focused and aligned with your business needs then those ultimate habits will produce results from your staff that you are looking for. They will learn, establish and action in the workplace resulting in established patterns for memory recall and focused attention for genuine encoding, brain side.

If you remember what happened to the pathway to the river, on the left side, it withered and this is what happens to learning. The saying goes "Use it or lose it." So you need to know how to approach the whole development thing.

Learners need to be motivated to learn, again on an intrinsic and not an extrinsic level. The surroundings need to be physically appealing and conducive to learning. They need to tap into the psychological core of the individual by embracing emotional aspects as well as those of a cognitive nature, and merge with social connectedness for distributed learning and experience.

As a word of caution you need to be aware of some of the barriers to effective learning. These are stress as mentioned earlier, because an individual will not develop and exercise their mind if anxiety and stress block their focused attention and processing. Another blockage is that of saturation within the pre-frontal cortex, the human executive function behind the forehead. It is blocked with the processing of incredible amounts of information, changing social conditions and pressures along with its immaturity compared with other brain areas from evolution such as the limbic system and reptilian brain.

Remove these blockages and effective learning will take place. Understand the need to make it short and snappy due to individuals' abilities to focus and pay attention for only short periods of time. The content must be engaging to deserve that attention, by triggering the dopamine in the form of intrinsic reward and align with social connection and support throughout the process.

The plan needs to be individual and for the learner to generate their own solutions through singular thinking. The delivery can be on their preferred platform or application and needs to engage all the senses to trigger emotional responses before coding to memory and subsequent recall.

Even leadership and management training is not the norm in the UK. The Federation of Small Business print in 2016 that 75% of their members didn't purchase any training for these roles, citing the cost even though they state that business skills are lacking in 64% of cases impeding future business growth. I would argue that the cost of not developing is considerably more than the training cost of developing.

To quote a few statistics from sources namely PWC, IBM, HR Magazine and EQW:

- In 3,100 US Businesses, a 10% investment in educational development produced gains of 8.9% in productivity.
- Companies who spend \$1,500 on training per employee can see an average of 24% more profit than companies who invest less.

- Nearly 70% of organisations say that staff turnover has a negative financial effect. Lack of training cited particularly among the millennial workforce.
- 35% of millennials (75% of workforce in 10 years time) quote comprehensive training and development programs as the top benefit they want from their company. They are not going to leave after joining.

So as promised the link between performance science and profitability here is learning and development, delivered in the right way to the right person in the right format. Understand how they learn and how it can then be applied to benefit you and the learner. The stats above prove the financial costs and related opportunity costs to not getting this right.

This is why I am an advocate of performance science packages in the workplace because employees are motivated from within to develop themselves, often in their own time and applying into their work quicker than any other format. If you want business impact and R.O.I. from L&D programs then start to change your philosophy about the people and their development in your organisations.

Skills & Mirror Neurons

There is much debate around the role of mirror neurons within humans as compared with their primate relatives. These are the neurons that light up in the inferior frontal cortex and in the superior parietal lobe whilst watching another's behaviour as seen with magnetic resonance imaging. The same area lights up when you are actually producing that behaviour yourself. So far this has potential links with learning, performance, skill acquisition, empathy and an understanding of other's intentions.

However, due to the difficult nature of assessment, measurement and implementation within humans it is still in its early stages in scientific terms, but because of the benefits compared with the downside it is favourable to use in performance environments.

However, as much research needs to be done doesn't mean that there isn't an opportunity here to accept the theory and apply for our benefit. Who wished they had eaten blueberries 30 years ago?

Lets look at some situations that may correlate with the concept of firing off neurons whilst engaging with other peoples' experiences. Consider the contestant that you like in a talent show awaiting the judges' result. Does your heart start to quicken whilst watching? Can you feel your heart pump when you are watching a fast and intense race? Can you feel the pressure experienced by a performer as they are about to start? How do you feel when you see someone walk into a doorway and bang their head, do you feel anything inside your head? How about in a training presentation when the facilitator tells a story to emphasise a point. Do you suddenly experience feelings of that person in the story?

Is it possible that we are functioning at a gut level because remember we have neurons in our gut that are linked with brain neurons, alas the gut feeling. How do we instinctively understand another person's intentions, actions and meaning? This is nature's way of self protection.

The research started with monkeys and their researcher and the neuron activity of the monkey was the same as those of the researcher eating food. Even handing the monkeys the food, fired the neurons off. The research has now spread from monkeys to humans and the identification and knowledge bank is ongoing as we write.

Let's us return to the application in the workplace where mirror neurons could have incredible effect on your profits. If we consider skills and the perfecting of them we can see over the years that training regimes like "Sitting next to Nellie" were based around watching intently and being able to reproduce that skill afterwards much quicker than reading instructions or being told what to do, for instance.

In sports science we help athletes perfect golf swings or tennis serves by breaking the skill down to smaller parts and watching others with the style that you desire to perfect. Remember that there is no one single answer to skill acquisition. The athletes are later subjected to video replays of their skills in action. This is a feedback loop that taps into brain neurons to reinforce the neural pathway. Could this not be mirror neurons in action firing off and connecting in you whilst you watch the golf shot of another. In terms of money, if we are able to get to the high skill level, quicker, effectively and more accurately then this will sit nicely onto your bottom line.

This can be incorporated into your training programs and your leadership development programs for business wealth. Firstly, the training could focus upon and

show the desired outcome, whilst the empathy and intention of others associated with mirror neurons could help your leaders to become brain-savvy leaders of the future.

Recent research shows that emotions are contagious and the calm, collected, positive leader can transmit empowering emotions into their direct employee reports without saying a word. Why do you think comedy shows have backing laughter tracks? How is that for cost effective management? Does that drop to your profit before tax or not?

This enables us all to fit in, which is in harmony with the ‘social brain’ concept. A basic human motivation as highlighted earlier is that of social connectedness and being part of a tribe for our future survival. Consider this in monetary terms, which is easier, to ask your team to work all evening whilst you are transmitting enthusiasm, happiness and positivity to them, costing your business nothing or actually demanding that they work and paying them all overtime. I think this is a no-brainer and again a shift in leadership thought process is needed increasing the profitability of the business.

The ultimate intrinsic reward for employees from management is that of recognition, praise and opportunity that can only follow from true brain to brain leadership because faking it also fires off the neurons of the watcher and they will discover quite easily your true intentions.

Increased Turnover, Profits & Customer Retention

We worked with a client in the industrial sector who wanted better employee engagement from his staff and management. The costs per employee were rising steadily year on year and he was also aware of the opportunity costs arising from lost productivity. It was estimated at the outset that he was losing £250,000 per annum and was set to increase.

Following a program of working environment improvement, brain-savvy leadership and changing reward systems from totally extrinsic to intrinsic ones, these costs were eliminated and sales improved 15%, profits by 40% and customer retention improved to 85%. These results were achieved over a 2 year period but the real change happened with communication on Day 1.



Performance Science

A multi-disciplinary approach to human performance that is used extensively within the elite performance fields and also occupations requiring the ability to handle stress and to achieve exceptional performance whilst under the most extreme amounts of pressure, such as in air traffic control, arts, soldiering, surgeons and in elite business management.

It is the world of performance working closely with the scientists to approach successful performance outcomes and to identify new ways of incorporating psychology, physiology, sociology and economics.

In sport we include the wellbeing of the athlete into the performance approach and this is why we include it in this section. We are looking for whatever competitive edge that we can find to release the potential in the performer, not once but everytime, so we are wise to include mind/body integration to assist the process.

We are to cover 4 sub-sections here that we can appraise and identify how they can be used to improve business performance and ultimately profits. These are mindset, skill mastery, physiology and health & wellbeing. So I need you to imagine for instance that you are an athlete today and you are looking to perform better than you ever have before. You are to be aware that your to-do list includes aspects of training

that you probably have never thought about before. Once you are aware of these applications, they can be used to embrace better performance in your people, your self and your processes, systems and practices.

You have a commitment to change behaviour, maybe in your leadership or maybe how the business operates. If you can see that these strategies and applications can produce returns on investment, then they are worth it aren't they? Yes thought so, so let's get going and make a difference from now by introducing the knowledge from performance into your business.

Mindset

So mindset is one of the major drivers in terms of your performance or that of your employees and managers. The reason is mindset triggers brain chemicals which are either helpful or unhelpful to you. Much research has been conducted on growth or fixed mindsets, approach or avoid mindsets, reward or threat mindsets and challenge or threat states.

When we are faced with important situations or scenarios, our thought process and mindset will trigger certain motivational states in our brain, through chemical reaction that will either move us towards approach and to succeed or to ensure that we avoid to the stimulus so as to protect ourselves from failure or defeat.

This is fundamental performance territory because a change of mindset in all your employees and management can ensure powerful goal achievement, employee engagement, human health & wellbeing and a development of mental toughness and hardiness in all who adopt this mindset.

However, mindset is personal and under an internal locus of control and cannot be switched on when needed by external intervention unless it is favourable to do so for the individual. This is where business culture, reward systems, social systems and management style can either make or break the transition and needs to be approached under a performance banner and not a human behaviour one, which stimulates adverse conflict and is a barrier to the entry of the performance world.

There has been much research conducted into the science of mindsets and I particularly like that in the literature from Carol Dweck. She professes:

- That intelligence, brains and talent will not guarantee success.
- Academic intelligence can actually hinder the process.
- Praising of talent and brains do not build solid self esteem and accomplishments but actually jeopardises them.
- How teaching a simple idea about fixed and growth mindsets was proven to raise grades, marks and accomplishments.

Within a fixed mindset, people believe that their basic qualities, like their intelligence or talent, are simply fixed traits. Once achieved they spend all their time documenting the successes in academia that they are intelligent and superior to others and all their work has already been done. They forget to evolve, adapt and to grow to continually improve themselves. They mistakenly believe that talent alone always creates success without any further effort on their part. They're wrong according to the evidence. (think the Enron scandal).

On the opposite end of the spectrum is what she describes as a growth mindset, flexible in nature which is contiguous to our earlier discussion about the malleability or plastic nature of the brain. In a growth mindset people understand that their basic abilities can be developed through dedication and hard work and that it is a never ending journey as we identify in the motivational pursuit of mastery. It is an Asymptote, which in simple terms is a never ending curve that cannot mathematically ever reach the destination. This is mastery and excellence, it has no ending, just direction for you to pursue.

Individuals engaging a growth mindset use their basic abilities as just the starting point for this pathway to purpose and success. Their viewpoint creates a love of lifelong learning and development and by facing challenges along the way that they overcome or learn from, develop full blown emotional and psychological resilience, a major facet of my mental toughness work. These qualities are requisite for modern day accomplishment. I believe this is why talent management programs are not hugely successful. The recruitment is based upon a false assumption that intelligence

and cv paper accomplishments arm the person or the organisation with the resilience, hardiness and determination to become the next great leader, when in fact they don't.

However, be very mindful of the new phenomenon called the 'false growth mindset' where businesses and teachers interpreted the science wrongly and believed that all they had to do was praise the child for taking the test even after they failed, or the worker for trying the task, they fudged that praise that it would build self esteem and start the path to accomplishment. This is wrong. With effort and related praise should come improvement and it is this that is rewarded. We are all a mixture of growth and fixed mindsets, just in different areas and we need, as with all aspects of self awareness to identify those parts that are important to grow, in priority to others.

The parts to be aware of so as to deliver business returns is that a growth mindset understands that intelligence can be developed, this stimulates a desire to learn, which embraces challenges, helps the individual persist in the face of adversity or setback, understands that effort is the path to mastery, embraces and learns from criticism, finds lessons and inspiration from the success of others, which allows them to reach higher levels of achievement from their own efforts.

Individuals in your team or business that propel themselves to this destination will create wealth for you. A few simple cultural changes, tweaks within leadership and the correct communication and feedback loops will see 'growth returns' from 'growth mindsets'.

Skills Acquisition

Understanding the concept of deliberate practice and not just hours served can accelerate learning curves and talent levels without wasting budget resources and time. In elite sports it is the crucial clutch points that are focused upon and not the whole process, as most performers have an equal technical level.

An identification of the performance gap (where you are now and where you want to be at a predetermined future time) will add a weight to the selected area and create related strategies and action steps to pursue, that will bring the greatest enhancement in performance terms in the fastest time, in the most important area.

Performance is incremental and this should be the same for business. A gold medal in the 100 metres sprint is often a 1/2% difference away from the silver medal and psychological skills training can help the performer produce, sometimes just 1/2% difference extra and above similarly trained athletes competing against each other, of equal technical and tactical ability.

Imagine implementing a mental skills package in your organisation that could improve productivity & performance by say 20%, how much would that contribute extra to your bottom line? I know our approach of deliberate practice is different from global training schemes where everyone completes the same path, but this is true talent management. Identify extra development in the important areas that matter.

So we all know what practice is, yes? But do you do it before presentations, negotiations or interviews, no I didn't think so, because it will be alright on the night, well in my performance world, it isn't always alright on the night. Yes it can happen ok, but it will not be optimal or peak or earth shattering, in fact it can often be mediocre if you were truly honest with yourself.

So what is deliberate practice? As Anders Ericsson explains, superior performance is qualitatively different from normal performance. However, he stresses that this is not due to innate talent, except in certain circumstances, but instead, the differences between expert performers and normal adults reflect a life-long period of deliberate effort to improve performance in any specific domain.

The requirements in high performance are that each skill is broken down into many parts and differing levels of practice are conducted on different parts of the skill. For instance, if a tennis player has a powerful and successful serve, then the hours will not be the same spent practicing on the serve as it would the drop volley, where there is a slight substandard in excellence. This focus can bring the drop volley up to the same standard as the serve rather than wasting double the time on both shots.

The other requirement of deliberate practice lies in continually practicing a skill at more challenging levels with the intention of mastering it, thus striving for expert status. The focus could be on improving the whole skill, to another level rather than engraining the existing one to a superior level (think growth mindset).

The literature and evidence shows that deliberate practice can also be applied to education, motivation and learning outcomes. So here we have it, back to L&D programs, talent management and business impact leading to R.O.I.

Later evidence highlights the adjacent areas of social support, talent, starting skill levels and feedback loops in accelerating skill levels through deliberate practice. Feedback incorporates the breaking down of a skill and the strategies needed to fill the gap, with truthful relaying of results. This is a process that cannot be handled by training programs then passing to line managers post completion. The talent management deliberate practice process is on a continuum, once started it needs finishing, unless average rules, in which case keep doing what has always been done, which is not conducive to millenials and our shifting workforce.

An important aspect of skill acquisition particularly in high performance fields is that of coaching. The process and activation needed is shared amongst performer and coach and not left to the individual, who sees outcomes in a totally different way. So to hit your bottom line, tomorrow, think about deliberate practice, think about coaching, think about priorities and think about the needs and requirements of our changing workforce.

Physiology

An understanding of how employee's bodies react to their job, role or performance can be the difference between success and failure, client satisfaction or disappointment and labour days lost through injury and illness. Many organisations now subscribe to programs that offer opportunities to improve flexibility, stamina and strength conditioning for the employee so that there is harmony and balance between body and mind.

The evidence is irrefutable that poor physiology will affect the performance of the individual as the link and integration between body, mind and emotional states are common knowledge. Think for instance many people who are scared of a visit to the dentist. What do they feel? They feel butterflies, flushing skin, pounding heart and dry mouth, sweaty palms and shallow breathing, but why? The dentist is still an hour away and the thoughts are in the mind, but they transfer themselves throughout the body and set off physical reactions to those thoughts.

This is a simple example of the integration. So how do we consider this to help the business bottom line. Quite simply, a strong, fit body that breathes well and conserves and uses energy resourcefully will support the mind and it does this through feedback loops that are continually operating through signals from the brain travelling around the nervous system and reporting back. If the signal shows that the body is healthy, fit and calm then the report back is not anxiety inducing and vice versa. Great body, great mind.

Physical energy management is one of the most overlooked areas of performance in the workplace and in life generally. Without the reserves of glucose in the brain, the individual will struggle with focus, decision making and making sense of challenges before them. Without reserves of fuel in the body leads them to experience tiredness, low moods and lethargy. It is not difficult to see the effects that this will have in the workplace. I can think of accidents, sick leave, absenteeism, loafing, blaming and avoiding to name some, all of which cost you money.

Education as to the correct balance and type of nutrition, breathing styles, lifestyle and hydration can have amazing impact on performance. There are no afternoon slumps, no slow morning starts and nipping out early.

The next element of great physical energy management is how efficient your oxygen transportation system is. What I mean here is how fit you are in terms of the quantity of oxygen that your blood can transport around your body, continually. Great starting points are yoga and active isolated stretching, supplemented with strength and resistance training, cardiovascular workouts and high intensity interval training. Fitness of body leads to fitness of mind. Efficient body mechanisms leaves more glucose for mental processing.

Another element for energy maximisation is quality of sleep. Research now clearly shows that differing quantities of the different sleep depths can affect cognitive functioning significantly. This leads to poor decisions being made, irrational reasoning and lack of problem solving. Staying late does not make up for your lost output, it just makes you more ga-ga in terms of effectiveness. The importance is the amount of deep sleep, which is when the days processing is over and the brain is actually rinsing itself of toxins and other processes, for your better health. This is the recovery phase of sleep and is so important in performance terms.

Finally, energy can be maintained during the working day, with regular pit stops, broadening our focus from narrow to broad perspective, stretching and deep diaphragmatic breathing. Throw in a quick walk in the outside oxygen and you are good to go.

As a final link to profits, which is what I promise, consider your employees and managers, who are tired, sleepy and low in energy reserves. Do you think that they are giving you optimal performance? Does that quality of performance delight customers? Can they work the 12 hour special shift if it is needed? I would answer a resounding no and to implement education about energy management, nutrition, fitness and lifestyle could transform your workforce, which can only have one effect, profit for you and better health & wellbeing for them, which we will go on to talk about now.

Health & Wellbeing

This section has a direct correlation with the previous on physiology and there is an overlap, so we will just touch on bodily wellbeing and give the greater focus to mental wellbeing.

The Health & Safety Executive in the UK in 2016 reported that mental health difficulties in the workplace accounted for 11,700,000 lost working days and the Mental Health Foundation estimated that UK Business could save themselves £8bn annually with better mental health support in the workplace. They also go on to suggest that this support could cost as little as £80 per person per year. So for an investment of £40,000 for 500 staff, the savings to the business would be in the region of £347,772 in terms of reduced absenteeism and lost presenteeism (productivity when there). So if we were to have a little fun with those numbers:

- If I went to a casino and bet £4 on red and won, the croupier would hand me back £34.77p **or**
- If I approached you as a consultant and recommended that I put into your business a mental health support program, I would guarantee a return to your business of 769%.

These are huge numbers, when you consider a bank will give you a 1/2% return on your investment, and the numbers are solely linked to issues above the shoulders of managers, employees and leaders, that can range from anxiety, pressure, stress, low mood and depression of differing grades.

Aside from the numbers related to direct productivity and output there is a wealth of indirect and opportunity costs attached to mental health difficulties in the workplace. These can range from poor morale, the wrong decisions being made, poor emotional resilience thwarting bouncebackability (is that a word), day to day problems not being able to be solved, lack of creative spark, confused communication messages and many many more.

We can also include our social responsibility to our workforce and the public at large. Should we not consider their health and wellbeing to be important not only to them but also to us as an organisation. Are they not a part of our extended family and should be treated as so, particularly as we are trusting our business in their hands. Are they the ones to create the next great product or service or in their hands rests our full extent of upselling to existing clientele.

The double whammy from this is that by showing the workforce that you care about their wellbeing, you start to engage them more and we all know that employee engagement is the thrust of corporate activity at the time of writing. We are aware of the returns available with engagement and its ability to deliver sustainable competitive advantage. Let me put the philosophy another way. Who do you know who actively dislikes their doctor? Nobody, Why, because on visits to the doctor they give you confidence that they care about your wellbeing.

Many of you will be frightened at the thought of implementing mental health support & education into your business. After all in MBA programs it is clear cut that the added value to products and services through value chains is all that counts and intrinsic employee issues are rarely covered. I should know!! But our whole reason for being is that we pursue profit maximisation for our stakeholders, but what if that could be enhanced by introducing purpose maximisation and servant leadership, for instance. These are the new world management speak just as business process reengineering, total quality management or diversification were in the 70's, 80's and 90's.

The final point to consider for this section is that in my approach, there are 2 degrees of mental health issues and support. Firstly, there is the anxiety, pressure, challenge and stress states that can be categorised as performance health and then there are the more severe forms of the earlier categories, that can be labelled as clinical.

Obviously, clinical health needs professional clinicians to diagnose, prescribe treatments and to support the individual.

On the other hand, performance health can be addressed with knowledge and education of self treatment through approaches such as cognitive behavioural therapy allowing employees to recognise that they have control of their thoughts, are able to regulate their emotions and are able to modify their behaviour. Through the proper support, coaching, online, 121, webcasts etc, these individuals can assist themselves before small issues end up at the clinical end of the spectrum.

I feel that we have a responsibility to do this and to do it quick. Their lives outside of work is scary. They worry about health, wealth, family, robots taking their jobs, change, fear in the workplace, bullying, poor social relations and so much more. Imagine your worker, above, coming to work and flying your Airbus 380 or negotiating with your largest client. Is your faith and belief in that person absolute?

So again I believe I have delivered on my promise to link health and wellbeing to your profitability. Compare 769% R.O.I. with the returns of diversification or BPR and I think you will be amazed.

Lost Working Days Reduced by 90%

A call centre where we are still engaged improved their attendance at work with a stress management program that involved workshops, online package and ongoing coaching. The staff understood what they were experiencing, they knew how to manage it and to use it for their benefit. It ended up being a help the staff process acknowledged by the workforce as an incredible benefit to their lives generally.



Cognitive Behavioural Science

A cognitive behavioural approach to performance centres around the situation and how your thoughts, attitude, beliefs and emotions affect your feelings and actions. If you consider this area you can see that when an employee or manager is faced with a challenge, situation or performance demand, then they will bring all the information stored away within their mind, in the form of memories, learning and perception to apply to whatever is in front of them.

Added to this is their current mindset, current thoughts and any other conflicting motivations within them. So what seems a straight forward approach and solution can become different in different people. With this comes difficulties but also opportunities.

So for our purposes here, we just need to understand that the theory and application of this science highlights that thoughts trigger emotions which drive behavioural choices and these behaviours create new thoughts and feelings. All areas are interrelated. To change behaviours (performance) can be as simple as changing thoughts into supporting ones, triggering better and empowering emotions from these good positive thoughts and challenging pre-existing beliefs that the energy of thoughts pass through.

It is this past and established beliefs that are the filtration system through which all passes. Address this filter system and better outputs will appear. In the following subsections where we will look at the process of this in what we term our ABC's, go on

to address thought control and its reclamation from external sources, the regulation of our emotions and ensure that helpful ones prevail and finally on to the resulting behaviours and performance.

ABC's

An understanding of how stress and pressure are created allows the employee to start managing the process in a structured and methodical way. No drugs, no emotional outbursts, no sinking back into their shell, just self awareness and knowledge is the answer to change.

In simple terms the energy sparks the thought and this thought needs to change itself into matter within their psychological core. The thought is about the situation (A). This thought then passes through the section where our beliefs are housed (B) and depending upon what is housed in there, will determine how the outcome looks (C)

- The A is the situation or event
- The B is the philosophy or belief
- The C is the consequences or outcomes

As an example, immediately we presume that A (the situation) is causing the pressure that makes us get angry (C) ignoring that in reality it is B in the middle that causes the reaction to the stimulus. Address B and the C will always become calm and favourable.

So let's look at another example in the workplace to demonstrate the simple nature of this process. Consider 2 members of staff, numbers 1 and 2, who are asked to stay late to help with an important customer.

Number 1: Was continually asked to work late at her last job. She could never say no and because of this her relationship at home broke down and she was left on her own. This had strong emotional connection, so it became deeply entrenched and was now a new belief of hers, that staying late at work leads to ruined relationships. As she is in

a new relationship, this is a very powerful and strong belief and it will affect her decision making and performance at work.

Number 2: Lived alone, loved her job and believed that her job was her best friend and her only relationship. This was a clear belief, again deeply engrained, that work was everything and she believed that this was the route to the life that she wanted. She felt that it was a supportative belief that assisted her.

In the workplace these 2 members of staff look the same, they are about the same age, they work in the same department and have been employed about the same amount of time. You as the manager ask the department to stay late on this Friday evening, because it is vital that this order has to be despatched to a very important customer.

It is a simple request, but you are amazed at the different responses to this situation (A) in terms of the behaviour (C) and it is because of the different beliefs (B).

Number 1 performs badly, shows unhappiness, tries to evade the request and is uncooperative whereas Number 2 completes the task easily, is happy to do so and smiles all through the overtime. So why is this?

To be able to arm your staff with the knowledge and education that they have control over their thoughts, emotions and performance by self awareness alone will be extremely productive. The majority of people will instantly blame the situation or event (A) for their response (C) when in reality it is their belief (B) that is to blame and is this area that needs to be worked upon.

If Number 1 worked upon her belief, she would see that because this has happened in the past that it is not guaranteed to happen again now or in the future. As stocks and shares investment states, that the past is no indicator of the future. Her ruined relationship may have been for a multitude of reasons but she has chosen to blame the late working reason.

So her belief is irrational and not supportive and if she changed this belief she could see the situation for what it actually was, just a little help needed, now and again to help that customer, which could make your job even more secure. This would bring her more peace anytime that the situation arose in the future. She didn't blame (A), she changed (B).

Many individuals that I have worked with blame their anger or their red mist on someone or something else, when in reality it is their choice to interpret the situation as threatening and to produce an angry outburst. We call this a 'locus of control' and it is where you attach meaning to an event either by having an external one where you believe that it is external influences that affect everything or an internal one where you take responsibility for what happens to you and the actions that you take.

In monetary terms I can think of many ways that human beliefs can get in the way of productivity and performance, which then impacts on your bottom line. Consider a manager who believes that he is on the outside of the in-crowd, does he produce great returns for you? What about staff who believe that communication is kept from them, if they worry about their job or future, will that produce wealth? In those examples, just pure simple and effective communication can eradicate the performance reducing effects of fear in the workplace.

Thought Control

The genesis of the cognitive behavioural school of thought is the energy that creates the thought. This energy arrives because of the signals created within our neuron connections within our brains. Some of these specialised connections send up to 1,000 signals per second, somehow producing thoughts.

We cannot help having unhelpful thoughts, calculated as maybe up to 80% of all our daily thoughts, but there are things we can do when we receive and notice them. If we don't address them with strategies to improve, then they start to become embedded in our psyche through encoding and storage deep within the middle of our brain. This is how beliefs are formed as discussed in the last section.

If they become embedded not only will they produce reactions we do not want but they will also distort and destruct anything that we aim to achieve in the future. This badly affects performance in the workplace in terms of wellbeing, behaviour, focus, decision making and much more.

So what can be done and how does it link to profitability? The first thing is that we take ownership of our thoughts and become aware that we are accountable for them and we can change them. Secondly, we can learn strategies to reframe existing thoughts and produce reappraisal for produced thoughts from now on. In effect we

are drawing a line in the sand. To the left is the past and we will attach new meanings to them and to the right is the future and we will always ensure they are positive and empowering.

Unlike many of the books I have read, where every thought has to be positive is not realistic, its not biology nor is it always helpful. After studying and learning performance science, I am afraid the evidence is not there, 100% of the time. Often a negative or bad thought is part of your protection or its a subconscious spark to notice something that you have filtered out and you need to know about. We can think here about the reticular activation system which is our filter system for sensory experience. Consider a thought, that I have not seen any red Lexus vehicles for years, that pops into your head. You ponder a moment and then let it pass. What happens? You suddenly start to see red Lexus vehicles all over the place. That is your RAS at work.

So my point here is that you can suddenly notice, change, reframe, highlight or take notice of your thoughts, if you are willing to put the effort into it. This is the benchmark for change and improvement. As with all high performance coaching, a true benchmark has to be established as a starting point, followed by an end achievement point and this leaves our performance gap which needs to be closed with performance strategies and tactics.

My approach to thought control ranges from a simple thought diary, affirmations and self talk sequences all the way up to a process of:

- Reclaiming your mentality
- Reprogramming your mentality
- Reactivating your mentality
- Reigniting your mentality

These are great strategies to stop allowing the wrong type of information into your mind in the first place, followed by a reprogramming of what is already in your psychological core, moving onto a reactivation in terms of performance and productivity ending with the motivational aspects of behaviour at a brain level.

However, let's just take a moment to see how this hack can improve productivity, performance and profits. If we consider your workforce and management who are having the wrong type of thoughts, flushing through their heads all day everyday at work, do you think this will affect their output, communication, creativity and decision making. I think the answer is clear that it is potentially huge in terms of distractions and lack of focus. This leads to errors, slowness and falling output.

The other financial aspect to consider here for your business is that poor thoughts are known to be involved in anxiety, stress, pressure, low mood and depression which as earlier discussed, are the mental health issues that have been quantified and one of the biggest threats to businesses of all kinds and sizes.

As a final point my recommendation here is education and support. If people become aware of the dangers of poor thought control then they can do something about it. They can address them, improve them and this makes for a much more positive and committed group of workers for the future within your business.

Emotional Control

Following on from the thoughts above, it is the thoughts that then trigger emotional responses based upon past experience or new interpretation of the event. If the thoughts and memories are unhelpful then we may see frustration, anger, unhappiness, fear and others.

However, if they are helpful and supportive then they can produce happiness, motivation, interest, enthusiasm and empathy to name a few. So it is not difficult to see how this can help your business in terms of working in a team, attacking a project or solving complex problems.

Following on from above, by addressing our thoughts as we have now started to do, has already started to improve our emotional responses and feelings. As Steve Peters covers in the Chimp Paradox, the chimp (emotional brain) often reacts differently to what we are thinking and planning. These reactions are stored deeply in our limbic system both from our human experience and our evolution and often react before we have had chance to assess logically within our pre-frontal cortex, or executive function as some like to call it, positioned behind our foreheads.

At work it is not difficult to guess what poor emotional reactions can look like. They can manifest in anger, jealousy, frustration, aggression, sadness and more causing poor relations with managers, stakeholders and peers. These poor reactions are often wired into us as part of our own self preservation. A concept difficult for many to understand, is that the workplace is a very scary place, it can be threatening, fear producing and lead to maladaptive behaviours because of the threat.

As previously discussed it is this fear that triggers our sympathetic nervous system, in built for safety and protection of our species. So a glance in the wrong way from a manager can trigger the same physiological and psychological symptoms that our ancestors experienced when faced with no food, a predator or neighbouring tribes. Wow if that is not bad enough, we can be in this state constantly in the modern era, whereas for our ancestors it may only last 5 minutes or so.

This is the defining factor driving mental health issues. Not the fact that the system is triggered but the period of time that it is active. A shot of cortisol can be productive and performance enhancing, but a million shots and the mind and body slips into disease.

So if we cannot change much of this evolution, what can we do? Peters goes on to say that we are responsible for managing it. The chimp belongs to us, can you see the theme evolving here? We can change things if we really want to.

As information is received into our minds, it will visit the chimp first and will react if we let it. If we have emotional management in place, then the information can travel further to our conscious mind, where we can make proper decisions and reactions based upon proper analysis, before the limbic system reacts.

An example will help here. If someone pulls their car straight out in front of you and does not apologise, the chimp reacts and wants to chase them down until you can confront them over their actions. It believes that it has been disrespected, ignored and feels like a second class citizen on the road. However, with management in place, the action of the chimp is delayed until you process the data and realise that the other driver may not have seen you or is old or having a day of illness. If you realise this, do you still wish to chase and confront them maybe hit them and end up arrested, probably not I would suggest.

So management is about time lag and ability to process before action. In cases of the red mist, there is still an ability and a choice not to hit out, if you really want to. Another strategy here is to listen to your locked away emotions and to bring them out into the open, discuss it with the chimp and put them back in a calmer way than when they came out.

Often poor emotions are a result of past experience and they are locked away in the vault until actioned. If we acknowledge their existence, reframe the events that caused them and put them away with a different slant, it is possible that we have created the ability to install a time lag, which allows us to react proportionately when actioned.

In terms of linkage to business success, we have already started the process above within the thought control section and the ABC's, which as you are aware are the stimulus for emotions control. We can also introduce training and education that help your workers address and confront emotions that are within them and are not helpful and in fact damaging, plus be able to remove workplace fear by addressing your organisational culture towards one that is open, motivational, supportive and engaging.

Consider the following, The Advisory, Conciliation and Arbitration Service (ACAS) report said it receives around 20,000 calls relating to bullying and harassment each year, which has economy wide impacts in lost turnover and lost productivity.

Bullying and harassment are emotionally driven actions leading to those damaging behaviours. ACAS go on to blame it on poor workplace climates and they estimate that the costs to UK businesses are £18 billion per annum due to staff absences and lost productivity. I think that I have again highlighted the link for this hack back to your profit before tax and remember, this is just bullying and harassment and not the full spectrum of emotional consequences.

In the US it is estimated that that more than \$500 billion is siphoned off from the U.S. economy because of workplace stress, and 550 million workdays are lost each year due to stress on the job. 60% to 80% of workplace accidents are attributed to stress, and it's estimated that more than 80% of doctor visits are stress related. Workplace stress has been linked to health problems ranging from metabolic syndrome to cardiovascular disease and mortality.

These are incredible numbers and should be challenging our social responsibilities and mindset philosophies as we strive to perfect our businesses, but at what cost? Organisations follow human consciousness and it is this human consciousness that is changing rapidly and so by default business will have to change rapidly with this to maintain alignment with its markets and millennial workforces.

Behaviour & Performance

So when we talk about performance we are really talking about the observable behaviours that people demonstrate. The true origin of all behaviour is the electro-chemical system of the brain and the output is the things people do and how they do them.

As part of cognitive behavioural science it is shown that thoughts trigger emotions and it is these emotions that create the behaviour that we see. The loop then feeds back and that behaviour can trigger more emotions and new thoughts and is perpetual and dynamic. So to work the equation backwards, if your business wants great performance from the employees then the behaviours must support those actions, within great emotional states and positive and helpful thought control. To arm your staff with this knowledge and strategies is truly life changing for all.

So the equation is almost complete, thought control in place, emotions retrieved, exercised and put back in the box and now we need to complete the behavioural section. From experience this is a difficult area to talk to individuals about. Everyone takes criticism of their behaviour, so personally. We consider it to be an attack upon us and yet it is only a collection of actions.

These actions must be coordinated into a coherent set of positive behaviours that deliver exceptional performance. An Olympic Athlete does not take behaviour criticism to heart, they learn from it, because in performance terms behaviour is visiting the track every day, dropping the extra glucose drink, producing a list of daily, weekly and monthly goals etc, in fact anything that can give them the competitive edge and this is what we want here also for our business.

So this is what we need to do for our employees, deliver the concept of behavioural activation and moderation as a performance package. It is not personal, it's not hard

criticism, it's a plan. A plan of action that links the mental processes with the physical actions that generates the results that we require in our business.

So how can we do this? Simple, just consider the performance gap and produce a mental game plan that documents the process. Let me just highlight the main stages here that can create the plan which employees and managers engage with and do not take offence as to the nature of their own behaviours.

Construct a performance profile that lists the performance outcome required. This is usually made up of a sequence of individual performances that have a starting and ending point. These actions will lead the individual or team towards the success of the overriding outcome goal. Mark the score of the opening position and the score required for the closing position and this will produce a performance gap for each action. Now produce 3 actions or strategies that will close that performance gap and voila we have our new behaviour activation and moderation of past or existing behaviours.

A fast food customer will help the understanding here:

Outcome Goal:

To reduce customer errors in terms of their food orders that are costing the business £250,000 per annum in waste food and lost customer opportunity costs.

Performance Goals:

Till operator errors (move score from current 4 to 8)

Food packer errors (move score from 5 to 7)

Food cooks errors (move score from 7 to 9)

Process Goals:

Till operator: Till training, focus training, listening skills

Food packer: Focus training, double checking of orders, daily reporting of waste

Food cooks: Retraining, equipment cleaning, food quality & hygiene

So by installing this process, we get to address a serious waste problem. We ensure that our staff address their behaviours in the name of performance. The process is documented making it ideal for accountability, awareness and externally accessible.

It also serves as a guide for all involved and from my experience that £250,000 per annum comes back into the business and not into the waste bins.

As we are in the business of continuous improvement we can then revisit the outcome goal in a years time and discover that we have reduced the waste but it is still amounting to £50,000 per annum and we can create process goals that drive the performance scores nearer to the 9 or 10 on each scale.

The alternative to this and not very structured is to create fear by stamping down on waste as a threat that drives employees underground whilst not giving them any solutions, by publicly criticising their behaviours. The performance profile approach arms individuals with the knowledge and tactics to change and I do not know anybody who would not sign up to this outcome goal, because that waste can feed people, it can generate returns to keep them in a job and can be linked to a positive performance measurement reward, either of an extrinsic or intrinsic nature.

So in conclusion, we have linked how cognitive behavioural science can translate into extra profits and is an exceptional approach to productivity hacks that can be implemented reasonably quickly and cost effectively. A true performance environment in your organisation can produce super profits as you seek sustainable competitive advantage. Your employees and management can become Company Athletes by learning from some of the best performers on the planet who have confidence, control, coordination and commitment to their craft. More of this concept follows below.



Sporting Science

Sporting science studies the whole person to understand any facet at a cellular or whole body level that can be maximised to establish a competitive advantage either within the body or the mind to produce better performance and to achieve an advantage over an opponent(s).

Why consider sport for business profits? It is quite simple because athletes are some of the most determined and committed individuals on the planet who strive and often commit their whole life to their craft and performance. They seek the most ambitious goals and outcomes and they do so with unshakeable self belief in themselves that what they set out to do will be accomplished. We can learn from them by applying to our businesses and our people.

They are self aware and they know where they are going. They commit to a plan to get there and then once there, they start the whole process again. As we have already covered physiology, health and wellbeing earlier, we will focus here upon sport psychology and the psychological skills training that performers all around the world use to gain a mental edge over their adversaries.

The main theme underpinning all our work in elite sport is that of pressure and how to deliver the optimal performance whilst under that pressure. Often athletes only get one bite of the cherry and after 12 years that relay race is now and only now, so you had better be ready. Thankfully in business most of our opportunities are regular and not so life and death, however, there comes a time (interview, presentation, board meeting) when we do only have one shot and we had better score.

The material that follows will be mindful of being ready, being in the zone and being here, a vital concept to peak performance. You can work with pressure, you can manage stress, you can eliminate distraction, you remain confident, you are resilient and you handle setbacks all along the performance journey. You will achieve any goal or outcome that slightly stretches you towards being better today than you was yesterday. Eventually those increments deliver you to the winning tape.

Expectations are managed in a responsible way, social support around you is a strength and not a weakness, the use of emotions are empowering and not ridiculously described as ‘soft skills’ and the goals and performance of a team are synergistic and not single parts.

Some of the skills and techniques have been covered earlier through thought and emotional control which hones your mental skills towards output behaviours or performance. So we will proceed to describe a model for performing under pressure, look at commitment and dedication to achieve your goals, the misunderstood term ‘mental toughness’ and how it all comes together and the differences within a team setting.

Perform Under Pressure

Every athlete understands that performance for them is always conducted under extreme levels of pressure. Get it right you win, get it wrong you lose and that can mean many years of work and solid graft down the drain.

However, they are also developed to handle pressure and to push through into the realms of exceptional performance. They embrace the anxiety and stress that comes with territory and let it work for them and not against them. This is the real concept to take from this section, that the fear and nerves will not magically disappear, they can be managed to facilitate your performance. The tools, theories and models are drilled

into (neural pathways/habits) them to become second nature and to become part of their everyday life.

This is what your leaders and senior management need. The ability to call upon a set of strategies, skills and now inherent abilities when needed, so they become second nature for them in negotiations, interviews, proposals, presentations and much more, leading to the generation of huge business impact, personal achievement and extra business profits for your business. Often we only have that one moment, get it wrong you lose.

So in my work I have developed a system called the R.E.P.E.A.T. Model (**R**oute to **e**xceptional **p**erformance **e**ach **a**ctual **t**ime). It is a flow through the mind in a sequential order to handle pressure, trigger the correct motivational brain chemicals and to shift the emphasis in mindsets. (Based upon Barker & Turner)

This model can be understood, learned and implemented almost immediately, if you so desire and are committed to do so. In a simple and short description:

1. *Performance Situation*: How important is this situation or event to me?
2. *Philosophy*: I will approach with a challenge mindset or avoid with a threat mindset.
3. *Demands*: What are the demands of situation (effort needed, uncertainty, danger to self esteem)?
4. *Resources*: What resources have I (confidence, control, achievement goals)?
5. *Mind/Body Reactions*: Will physical and mental reactions help or hinder me?
6. *Consequences*: What will the outcome be from the above chosen path (decisions, mental processing, physical functioning)?

These 6 steps will determine whether you have a successful outcome to the impending performance situation. If the event is important enough to you then your philosophy should be one of approach. This stimulates the correct neurotransmitters in the brain, namely serotonin for calm balanced performance and dopamine as you seek reward.

You will subconsciously analyse if you can manage the demands needed from this situation for you to achieve what it is that you wish to. The demands are basically the threats to this outcome, namely how uncertain it all is and whether you have experienced this before, how much required effort it is that will need to be expended to succeed and finally is there a danger here to myself in psychological and emotional terms of self esteem.

Once you have analysed the demands of the situation, you will then proceed to assess your storage of resources needed to balance these demands. The resources here are have you enough confidence to pursue this outcome, what is the level of control that you have over the outcome and the ability only to focus upon what can be achieved and not what can be avoided.

This is a balancing equation here. If the demands of the situation are greater than our resources, then we will trigger a threat state in ourselves, however, if the resources are greater or equal to the demands, then we will trigger a challenge state, so desired for optimal performance.

Following on from this then, if a threat state is triggered then we will experience unhelpful emotions and inefficient cardiovascular reactions that will lead to ineffective decision making, mental processing and physical functioning and ultimately poor outcomes. We have choked under pressure.

On the other hand if we trigger a challenge state, then we will experience helpful emotions and efficient cardiovascular reactions that will lead to effective decision making, mental processing and physical functioning and ultimately good outcomes. We have thrived under pressure.

This process can be perfected and can lead your business life into another zone. It can get you ready for the moment and help you relax and enjoy the whole experience. It can also help you build your resources continually, so you will always have enough to outweigh the demands of the situation.

if we were to look for the link to profitability as a hack, then look no further than your ability to stay calm under pressure when all seems against you as well as developing your leaders to learn the process so they are able to secure contracts in

tight and difficult negotiations or helping them build this resilience to ward off stress so they do not go missing from the board room with sickness or disease.

Commitment & Dedication

Sporting greats also understand that to succeed they need commitment and dedication to their craft and profession. Average commitment will deliver average results but high levels of determination and commitment will deliver high results for the individual, team and the business. They treat training like performance, they treat pain like pleasure and they treat fear the same as reward all driving them to an ultimate accolade in terms of their chosen outcome goal.

In sport the Sport Commitment Model proposes that sport commitment is determined by sport enjoyment, involvement alternatives, personal investments, social constraints, and involvement opportunities. Sounds very much like a definition of engagement to me and is why employee engagement is so powerful in terms of profits but also in human terms. It is about attitude, mindset and motivational driving forces inside you being stoked like a furnace.

Dedication and commitment come from the desire to achieve success. In sport, one must establish goals that will guide the path to success. Being dedicated and committed to these goals is essential for anyone to excel at the highest levels.

Dedication is the will to work on achieving goals. Commitment is the inner drive to put heart and soul into accomplishing them. To reach your potential as an athlete you must have a strong work ethic and an underlying belief that you can succeed.

High achievers are dedicated to work hard even when they don't enjoy some of the tasks, because they are committed to the efforts necessary for their goals.

Hard work is key to succeed in sports. Hard work starts with dedication and commitment to your goals. Commit yourself to achieving a dream, dedicate yourself to working hard to achieve your goals, and most importantly, have fun while doing it!

So to bring all this together, commitment and dedication is about the work effort to pursue valuable goals. It involves engagement with the system and support and the desire to become better at whatever it is that you do.

You provide a link between the intrinsic desire and hunger to achieve with an external amount of effort that you are willing to expend. You commit to yourself, your coach and your support system and you dedicate yourself to your mission or purpose in life.

Let us assess how we can use this productivity hack to bring business returns for you. If we think about your sales people/teams. Do you employ talented sales people or those that expend the most effort in achieving their goals? Perhaps you have a balance where the talent rubs off to the others in cognitive terms and on the other hand the effort and sheer will to succeed rubs off onto your talented people.

If our sales are driven by targets, then imagine everyone in the department totally committed and determined to succeed. Will that bring something to the bottom line? The answer must be yes as the evidence correlates with the concept of what you put in, you get out and that also applies to business. The evidence is limited in terms of causation but as we said earlier, if it proves to be better doing it than not doing it, then we should.

I can also think of the dedicated manager who is in total engagement with his organisation and leads in a way that helps his reports make choices and decisions that affect their roles, ensuring that they feel valued and an important part of the organisation. Might that filter through to profitability? Or if we put it another way, if your managers are not committed and are not dedicated in what they do, could that hit your profits in terms of bad management, bad client relations, bad internal communications and so on.

The final point to say about commitment and dedication is that they also reside within the arena of mental toughness which is our next section.

Mental Toughness

The most revered and misunderstood term in sporting science is that of mental toughness. Many think its macho, pain defying and almost psychopathic but its not. Mental toughness is a state of mind that demonstrates control, is calm, enjoys challenge, recognises confidence, builds commitment and accepts caring as a strength. It is a terms of reference that you can refer to when confronted with adversity, setback and challenge.

It allows you to overcome anything in front of you and to be able to bounce back from setbacks. It is the ability to keep going on and on when often others will just give up.

These skills can be learned, developed and perfected giving you protection from anything that is thrown at you or your management. Consider the business gains that can be achieved by your team with these attributes in place and supporting them in their performance day after day.

Sporting and performing literature is filled with examples of mental toughness reinforcing the idea that it isn't just one thing that can be fully identified. Taylor Swift was passed over for a record contract by RCA at the age of 15. Roger Federer lost in the 1st round of Wimbledon 3 times in a row at the start of his career. Jeff Immelt took over GE Electric as CEO from Jack Welch, only 4 days before 9/11. Roger Bannister finished 4th in the 1952 Olympics before going on to break the 4 minute mile. Lady Gaga was let go by Def Jam Recordings after 3 months and there are so many examples of bouncing back from adversity and overcoming setbacks.

So mental toughness is a qualitative measure that is difficult to quantify. However, you know if you have it and you know if it is developing within you. Also the people around you will know that you have it. Let's have a look at a mental toughness framework that is cited in the literature.

For simplicity I will remove the differential between being in training and being in competition and the slight differences that throws up. The overriding banner is that of attitude/mindset which houses the following skills, attributes and traits, both inherent or learned.

Belief

A belief in how that performer got to where they are builds confidence, an inner arrogance that success is already determined and they can achieve anything that they put their mind to, the belief that they can punch their way through any obstacle that stands in their way and the belief in their desire and hunger will ultimately lead to fulfilling their full potential.

Focus

A true focus upon long term goals and a very selective prioritisation of those said goals, their focus upon their sport and elimination of everything that does not assist that passion and a true understanding of when to switch on or off from their sport. The life/work balance is crucial to refreshed and healthy minds and bodies.

Long Term Intrinsic Goals

They never lose sight of why they are doing what they are doing no matter how difficult life gets. They remind themselves that setbacks are part of the process, so are ready for them when they come. The second attribute here is that as part of their development they know the true length of time required to achieve what they want to achieve. There are no short cuts and no easy rides to reach full potential, they just stay with the program with its time frames.

Controlling the Environment

The performer needs to have as much control as necessary over the situation and environment because they are the ones who have to face the pressure and the clutch points when they arrive. They have contingent plans and ‘what-if’ scenarios for when things go wrong or for factors that are outside of their control. This is motivating and calming to know that you have already assessed what could go wrong and what you will do if it does. (Think of airline pilot Sully here).

Pushing Yourself to the Limit

Top performers take pleasure in hard work and preparation. They love the bits of training that hurt. It is accomplishment to ride through it even if it is painful. They do the things that average performers won’t. Even in practice they embrace competition and try to recreate the actual real life scenario. So many performers practice mildly and hope that the intensity will arrive when needed. Sometimes it just doesn’t.

Handling Pressure

The attributes of handling pressure start with a liking of competition and the ability to adapt and cope with all forms of distraction of either an internal or external nature. Mentally tough performers are also able to make the right decisions whilst under the most extreme forms of pressure and to be able to channel their anxiety and stress levels into optimal performance everytime.

Regulating Performance

The mentally strong performer has the ability to identify the moment and to take it with ruthless efficiency. They have a clarity in vision and awareness as to when the

time is right. They are also adept at regulating tempo and power and raising performance levels and extra effort as and when needed.

Awareness and Control of Thoughts & Feelings

This trait is in the buildup to competition and how they are aware of what they are thinking and what this can do to their emotions. They regulate their arousal levels to the optimal point by the use of mind imagery, breathing and self talk. Their lists of pre-performance routines ensure that they are ready whenever they need to be. They do not allow any distractions to interrupt performance by keeping them in the mental and physiological zone.

Handling Failure

The first attribute explains how recognising and rationalising failure leads them to investigate “why they failed and the reasons that caused the unsuccessful outcome” They learn from what has happened by dusting themselves down and moving on taking with them the successful parts and the knowledge to ensure the bad bits do not happen next time. They never dwell, they may use attributions to attach to the failure but they never over analyse. The second attribute is their ability to use failure as a motivator to drive them on to their goals. Think above in cases of Taylor Swift, Lady Gaga and Roger Federer. Do you think they wallowed in self pity or do you think they built upon the disappointments?

Handling Success

They have an understanding or knowledge of when to celebrate success and when to focus on the next challenge. It is good to celebrate success for yourself and your support system but never get trapped in the hype for too long. Sloppiness can follow and after all the pursuit of mastery never ends, right? They also know how to handle success and the extra pressure that the success will put upon them in the future. You are only as good as your last sale in sales circles!!

So there we have it. A quick look at the attributes and traits needed for mental toughness within the sporting framework highlighted for you. But can mental toughness translate into dollars for you. If we compare sport and business for a moment we see many overlapping areas. We know that mental strength in sport is proven to assist performance and ultimate success. It is a high stress environment, often only with limited opportunities and a long road to goal achievement. If you can see similarities here with your business then the evidence from sport must translate into business.

The research is limited because we have so many dimensions in business and studies of populations are difficult to acquire compared with sport but the empirical, observation and case study effects of traits such as mental toughness are clearly proven to improve performance. Would you prefer mentally tough staff or mentally weak staff and if you answer tough, then you know the answer already about its link to profitability.

Team Performance

The science behind teams and their collective peak performances centres around roles, social support, dynamics and cohesion. It drills down into individual and team goals, motivations of the individuals and those of the team, harmony and placement within a successful team and other supporting team members helping from the sidelines.

An understanding of true team conflicts can address exceptional performance areas, which is quite different from working with individuals and the balancing of individual egos within.

Your management team needs clarity, integrity, support, blended skills, goals, motivation and high social support skills plus a good understanding of what makes others members in their team tick, as demonstrated in the neuroscience section earlier. Critical research recommends cognitive diversity in your selection.

So let us dig a little deeper into what a high performance work team is and isn't. A high-performance work team is a group of individuals who are highly focused upon a common goal and have specialised expertise and complementary skills so as to innovate, collaborate and the ability to produce consistently superior results.

This group of individuals relentlessly pursues excellence in their performance through shared goals, shared leadership, collaboration, open communication styles, clear role expectations and group operating rules, early conflict resolution, and a strong sense of accountability and trust among its members.

In essence they lose their identity as an individual as a sacrifice for the bigger goal than themselves. The development of teams in the modern workplace and the

knowledge economy is as crucial now as new styles of leadership, business culture changes and reinvention of organisations generally.

So what makes an effective group and assists their ability to outperform individuals overall? They have a common purpose, mutual goals and clear demarkation within their roles. This motivates the members, ignites passion and instils awareness and accountability for what needs to be done.

Other findings from high performance research is that of the blend of talent, skills and work ethic. As with any sporting team, there are the highly talented players, the grafters, the disrupters, the defenders, the substitutes and the last line of defence keepers. It is this blend that produces team harmony, consistency and excellence. This commitment to excellence reinforces the work ethics of its members to strive to become better and better.

The findings from the last paragraph, highlight ignition of intrinsic motivation in all the members to improve and to enjoy self efficacy over any task that they approach. This development is overviewed by high performance team leadership. Leaders here do not control, do not command or do not dictate. They guide, coach, and help set the path to mastery that they will all tread (there are no ivory towers or hiding places) together in pursuit of purpose maximisation. They steer the ship if choppy waters are ahead, they resolve conflict before it has time to manifest into something counter-productive and they are the first to put the team above their own individual goals and mission.

The leadership keeps communication flat, direct and concise, and there is no conflicting messages or misunderstandings in high performance teams. Through this communication, empowerment is passed to the team, they know their outcome, they know what is needed to get there and so they become accountable and responsible for their own actions, results and improvement.

The team members know what is expected of them. The behaviour, attitudes and mindset are established at the start and everyone knows the norms or standards of being a part of that team. They form a bond and give and receive trust to each other. They form into oneness and build mutual respect at a higher level for each other than normal teams do. Think team, not group of individuals and you will be half way there in your business.

Consider the team criteria well known in the Navy Seals:

- A Navy Seal does not discriminate, they all have the demeanour
- Every person counts with 100% commitment to have your back
- Seals continually train when not in active action
- Everyone is expendable due to exact training and skill regimes
- You never know the measure of people until tested (sometimes 10x more)

In Project Aristotle team makeup is less important than team interaction, according to a study recently completed at Google. Google researchers identified the top five characteristics of an effective team in their company. Psychological safety, dependability, structure, meaning, and impact have a greater influence on team effectiveness than traits like staff tenure, skill level and location.

Google also found that the drivers of effective team performance was the group's level of emotional intelligence and communication (be nice and join in). It's dangerous to avoid and ignore the mix of personalities and should be assessed within the mix and consider psychological affects as much as technical skills.

Research also suggests that more-effective teams were composed of a higher number of cool-headed, inquisitive, and altruistic people. Along the same lines, a large meta-analysis showed that team members' personalities influence cooperation, shared cognition, information sharing, and overall team performance. In other words, who you are affects how you behave and how you interact with other people, so team members' personalities operate like the different functions of a single organism.

If we consider the above research, findings and information in terms of how we can improve our business with it, it should not be too difficult to think about some of these psychological and emotional hacks that can be made in existing teams or new ones needing to be created, possibly within sales, that will over-perform in terms of extra revenue and better client relations through to problem solving project teams that

brings a solution to a business process faster, with less friction and a secure grounding for the ongoing solutions needed in the future.

Performance Under Pressure Training Gets £2m Contract

We worked with a very profitable consultancy that had branches on all continents. They liked the idea of introducing sports science into the boardroom and to test it on their young executives who often fell short in presentations at the last moment. They were trained in the concept of performance readiness and encouraged to apply over the next 10 presentations. One of these produced a major contract that was not expected. It is difficult to assess cause and effect but the correlation is that the success followed the training and the senior board feedback was that the consultant was calm, prepared, engaged and truly focused upon the needs of their client.



Behavioural Science

This section brings together other disciplines within our natural world and observes and tests how organisms interact with each other and within their environment in general. It tests their decision processes and their communication styles. There may be slight overlap with sections before, so I have taken this opportunity to focus upon four important areas related to people, organisations and their inter-relations at a neural level.

So you may be wondering at this stage, so what. Well from broadening my research I have identified that major players are now tapping into behavioural science and the effects that can be had on populations in general. This is why I feel that this aspect of neural biology can be so beneficial to your business, so stay with me here.

Traditionally we've have used 2 broad categories of tools to influence people into the decisions that they make. There are "hard" tools, like incentives, rules, regulations and laws and there are the "soft" tools, like education, information and appeals to your moral compass. Behavioural science is now providing us with new tools in our

locker to promote human behavioural change. These tools tend to sit between the extremes, hard and soft tools, and they're often both cheaper and more impactful.

For instance the US Government has turned to behavioural science where Obama instructed Federal Agencies to tap into behavioural science to improve “public welfare, program outcomes, and program cost effectiveness,” design strategies for using behavioural science insights, and recruit behavioural experts whenever considered necessary or helpful. This decision is based upon extensive research that the public do not often make rational choices, in fact often quite foolish ones that go against their own self interest and preservation. For instance, we eat and drink too much and exercise and save money, too little.

So rather than heavy handed media campaigns of a threatening nature, governments are turning towards nudging the populations. One successful nudge was used in the UK by the Vehicle Licensing Authority to improve the payment of vehicle taxes. They changed the wording of the letter sent to people who didn't pay their vehicle taxes. Departing from the complex legal language of the existing letter, the new letter in effect told people to “pay your tax or lose your car.” To make the demand more personal, some of the letters also included a photo of the car in question. The rewritten letter increased the number of people paying the tax; the rewrite with the photo changed behaviour even more dramatically.

Another example of a nudge was in San Marcos, California where letters were sent to very high home energy users in the community to influence them to consume less energy, the letters told them how their consumption compared with that of their neighbours. Finding out that they were consuming more than others like them triggered strong negative emotions that in turn led to behavioural changes and a 10% reduction in energy consumption.

So organisations and businesses can identify more effective management practices through a better understanding of human behaviour, particularly in the workplace. The implications could be wide ranging, from helping employees adopt healthier habits to increasing their happiness and productivity at work. All proven in early sections to filter to your bottom line. Most certainly nudges can be introduced into your marketing to persuade populations to check out your products or used as upsells with existing clients for instance.

In its in-house restaurants, Google has experimented with this idea to encourage employees to adopt healthier eating habits. When the “Googlers” reach for a dining plate, they see a sign informing them that people with bigger plates are inclined to eat more than those with smaller plates and because of this simple change, the proportion of people using small plates has increased by 50%.

Even unstructured job interviews are terrible at estimating the performance of the candidate once in the job and behavioural science is addressing these problems with the use of technology that will remove unconscious bias from the process, amongst other things.

In 2014 there were 51 countries using “centrally directed policy initiatives” that were influenced by behavioural sciences. In 2015 the World Bank set up a group that is now applying behavioural sciences in 52 of the poorer nations. The UN is turning to nudging to help hit the “sustainable development goals”, a list of targets it has set for 2030.

An example here will drive home the point on nudging and that is where you actually set the desired outcome as the default. Consider enrolling all workers in a company pension scheme, and requiring them to opt out if they do not wish to be members, greatly increases pension savings rates compared with when non-membership is the default.

We will now move on and look at how 4 disciplines within behavioural science improve your business, namely psychology, social neuroscience, cognitive science and organisational behaviour.

Psychology

Psychology in the workplace targets in on learning and development, perception, language, behaviours, memory and mental health to name a few. It is not difficult to see how this area can cause huge profits or losses for your business.

If you consider your budgets for training, talent management, health and wellbeing you can soon appreciate that poor psychology within your members or within their situational environment can really affect your bottom line.

Mental health is closely linked to obesity in monetary terms as to costs to our society in the near future. Consider that mental health issues start as lowly as general anxiety or poor mood and can lead to severe depression and chemical imbalance within the brain.

A few simple changes and tools for all your staff can bolster your bottom line and bring them incredible wellbeing in their lives generally. I consider that a win-win in terms of money and social good.

Just for a moment let's consider the differing schools of thought within psychology and how complex the understanding of human existence is (structuralism, functionalism, behaviouralism, cognitivism, gestalt, humanism, psychoanalytic etc). Perhaps we will never fully understand the true theory and operation of the mind as each generation builds upon the theories of those studies before them. Some theorists break mental processes down individually, some study as a whole, whilst others view the internal drivers of the conscious or in some cases the unconscious mind.

So for our work here and above we have focused upon the cognitive behavioural and its links with neuroscience and I do this because of the body of evidence that is current and often now supported by findings and discoveries about the brain through neuroscience. In the UK the NHS prescribe this approach towards psychological health and so does elite sport where much of the evidence sits. We are interested in performance and this performance fields and arenas are where we look.

So without repeating ourselves, we have covered in earlier sections how there are interactions between our thoughts, emotions and behaviours. This also correlates with humanistic and positive psychological schools of thoughts in motivational behaviour and the wellbeing of the individual as a whole. If we want great performance in our business, we need to see our staff demonstrating great actions and behaviours, which are the output of their systems. This output having filtered through the processing section following input either from within or without.

If we want to produce a link here with our profits then we need to consider how the psychology of our people works and take into account their differences. Often organisations wish to herd everybody into a pack and apply certain rewards and punishments to the whole pack and then wonder why results are so diverse. The truth is that our management should be knowledgeable and experienced in people

management, as their title suggests, and manage and lead those people in a way that satisfies that individual's unique combination of nature plus nurture.

However, this is not viable in a changing Corporate World that cuts out layers of management, increases the number of reports that the manager now has and is 'widget-focused' every minute of every day.

In your business you need to understand the driving forces of your staff and tap into those. This becomes much easier to manage than the existing method and my 'Utopian' approach. If we help them in terms of their recognition, praise, autonomy, purpose, engagement, motivation, social connectedness and wellbeing then we are moving to a system of self management and accountability. This will leave management and leaders to stay in alignment with their markets, customers and technological changes which they do best and have the heavy lifting removed.

I believe that we have ticked off another productivity hack here with a shift in emphasis, philosophy and internal mindset.

Social Neuroscience

Understanding how we implement social systems, processes and behaviours can be very important to you and your business. Neuroscience can understand the neurotransmitters and hormones that drive our social brains (David Rock) and eliminate fear, the most powerful and primal motivator within us all. A wide range of research topics are examined within this discipline, including social interactions, agency, empathy, morality, and social prejudice and affiliations to try and understand how our brain makes sense of our social world.

If you start to address these social needs in your staff and managers you can switch on good motivational chemicals to engage and develop staff as well as build a business culture that supports not only your customers but also your workforce. We must remember that the brain sees the workplace as just another social system. Any form of blow to their social status at work is equivalent to a blow to the head in terms of neural pain.

This is formation of the engagement model that organisations are so motivated to achieve within their organisations but first they need to understand social

neuroscience and that if the social brain is not catered for then the human intervention is just purely a transactional one, where an hour of labour and presence is paid for with one hour's money and nothing more.

Quick tip, if you want to improve your employee engagement levels then apply the findings in social neuroscience.

Modern research highlights how changes to structure, systems, culture and leadership can remove the fear tendency that currently are driving your staff to possible mediocre performance. Fear is triggered by threat and threat at work arises from status, certainty, autonomy, relatedness and fairness. Any leader who is aware of this and takes action to address these issues will trigger reward and motivational systems in the brains of their workers leading to greater engagement and a challenge mindset.

Let us quickly touch on what these 5 social areas mean in the workplace and why they trigger such a fight/flight/freeze response from our sympathetic nervous system.

Status

If people at work compare unfavourably with others then they will produce cortisol, the stress hormone, in their blood system, the same as facing a predator. This is damaging if it is of a persistent nature. We are programmed to care about status because it correlates with better health and longevity and is a marker for our future survival. This is one of the main reasons that the performance review is so wrong, because it triggers the threat state and is potentially linked with status.

So as an organisation and leader in that business it is useful to know that the culture and values of the business will directly affect status issues in the social brain. If you value money, success and status above all else including your workers then you have ignited fear in them all, similarly, if you pit people against each other and highlight winners and losers, then the same process applies.

Certainty

Familiar situations at work allow our brains to run in automatic mode which it likes to save valuable glucose energy for later processing and executive functions. It is easy and creates a sense of certainty. However, the moment uncertainty arises and is perceived as a threat, then we jump out of automatic mode and into a heightened sense of awareness using up valuable resources and making the brain work harder to decide the level and intensity of that threat. If we feel too much uncertainty ahead

then we start to panic and under panic and anxiety we make poor choices and bad decisions.

As a leader it is your job to keep this social system calm and to underpin a high level of security and thus certainty. Share information, make clear communications, demonstrate empowering behaviours, be supportive around change and value the work done by individuals and teams under your remit.

Autonomy

When faced with uncertainty, stress levels rise and a decision is made internally as to whether we have the necessary resources to cope with the demands of the situation or threat. If we have enough surplus resources then we manage the stress and deal with the challenge sufficiently. Within these mental resources we need to know that we can make choices and decisions on our own volition to exercise our own control without too much interference from others. If we do not have this level of autonomy over decisions or our role at work then we will fail the resources/demands equation and spiral down into the stress swirl.

This is a major problem with micromanagement in the workplace because it leaves the employee no wiggle room to make decisions on their own, they feel constant uncertainty in the future and this can go on to threaten their status in that workplace. Research has identified that people who can make decisions and experience autonomy at work live longer and healthier lives and that work/life balance is the number one reason for people moving into franchises, even though they work much longer hours in the franchise. As leaders, be aware of how autonomy can impact profits through motivation levels and lack of absence or stress related illness in the workplace.

Relatedness

Collaboration at work leads to higher levels of trust and empathy through healthy social relationships. We are looking to be part of the same social group and this is vital in team selection. By understanding the social brain hormone, oxytocin, and its ability to disarm the threat response, managers can create an atmosphere even through the business culture of a oneness for all workers. To allow people to be socially isolated at work triggers the threat response and pumps the chemicals into the body that feel the same as if they had experienced physical pain.

If you could strive for interaction and inclusion for all and have zero tolerance towards social isolation or exclusion of any form, then you would be responsible at a brain level of stopping a 20 person against 1 person fight in the canteen.

Fairness

If you perceive that a situation is unfair, then the middle deep part of your brain, known as the limbic system will go into overdrive stirring up hostility and undermining trust. Our quest of fairness is constant and this is why we support charities, do volunteer work or fight to the end for a cause.

This is what you need to have in your organisation. Fairness in rank, role or reward, a distinct lack of an old boys network or even favourites around you will lose any harmony or trust that was present. You need transparency in plans, communications, decisions and information when times are good or when they are bad.

As leaders you can treat your people the same way that you would like to be treated so as to satisfy the sense of fairness in them and to further engage and motivate them knowing that all are treated the same.

So as we come to the end of social neuroscience, Let's consider how David Rock's SCARF Model can reach your bottom line. Firstly, we have discussed earlier the rewards for you by stopping the initiation of the threat state in your managers, staff and yourself. That is hugely profitable. Then we can see that following this, motivation is stirred and this is the driving force of engagement and we all know the rewards for that. Finally, the SCARF Model will trigger a sense of control, fairness, status, certainty and social relatedness in all and we can easily see what those mindsets and traits would produce for you.

Cognitive Science

This area focuses upon our neural processes leading to performance of mental processes such as perception, memory, ideas, imagination and reasoning to name a few. A close correlation here can see that decision making, problem solving and capacity are instrumental and are crucial to your staff's performance and creativity. Any process that is blocked with stress, pressure or poor thoughts can divert focus away from the task and onto the unhelpful cognition.

You know the outcome of your profitability if poor decisions are made or problems not solved as well as the lack of achieving that spark of creativity. A clear, calm and uncluttered mind is great brain science and makes great business sense. I recommend allowing staff to thrive, not just survive and certainly not to die.

The area that I would like to discuss here is that of attention or what you know as concentration/focus. This is a vital mental process that really can be the difference between life and death or success and failure. Learn to master this form of processing and you will be on a road to mastery in whatever it is that you choose.

So think about this, according to recent research the average office worker gets distracted and loses focus every 3 minutes and at the best estimate it takes 25 minutes or so to regain focus on the task. That's a 28 minute cycle or 2 per hour or even worse 16 in the working day. So the average worker on the worst day has potentially 16 cycles per day meaning that they are only truly productive for $16 \times 3\text{mins} = 48$ minutes per day from a total of 480 minutes. That is a loss of productivity of 90%.

Should people still consider this sort of thing as 'soft skills' or 'touch feeley' or should we embrace the concepts so as to recover that 90% of lost potential for profitability?

So why are people so distracted at work. There are a number of reasons of an internal or external nature. Internally, we lose focus because we pay our attention to our poor thoughts and sense our feelings due to bringing emotional baggage with us internally to work. The lack of emotional and cognitive control is damaging to the individual and to the business that they contribute to. We have covered this area more extensively earlier and proven the results from poor cognitions and its control.

We are also distracted externally in the form of technology and notifications (emails, FB alerts, App notifications and pushes etc) and our brains are on alert for danger through scanning constantly, just in case it is a threat to our survival of the species. It can be a noise, vision or any form of cue that is in our environment.

So as business owners and leaders what can we do to recover that 90% of lost production? We need to be aware of the science that surrounds the brain in terms of focus and work to the best of our ability with it. Its not feasible to fight it as you are really taking on evolution and good luck with that!!

A strategy is to work within our brain's natural time schedules and match the important work with those schedules. Research discovers that is between 10am and 2pm, so a matching principle here with distraction cancellation and a large chunk of that 90% is recovered. After a brain healthy lunch take a walk in the oxygen to move glucose around the body and exercise those lungs.

Another strategy to halt distractions is to make it harder to become distracted. Sounds obvious but how many places do you go now where the staff are always pulling the cellphone from the pocket and checking it. Once they check it they engage more and the distraction goes on longer and longer. Another scenario that is becoming more prevalent is in meetings and interviews where even managers are answering their phones or checking them whilst allegedly talking and concentrating on the task at hand. A little advice here, it is poor brain science to try and multi task, it doesn't work.

They need to take regular breaks similar to when you flush your cache on your computer or power down and up again to clear the memory for a fresh start. The brain works the same, it is littered with communication, thoughts, decisions, health, safety, scanning, processing and they are all open tabs like on your browser. Take 10 minutes to close the tabs down and declutter your pre frontal cortex allowing yourself a fresh start when you return to your desk.

As leaders you can make the work demanding, challenging and stimulating so that the employee feels that they are engaged with the work. This creates a mental state known as 'Flow' (Mihály Csíkszentmihályi) where time passes, concentration is narrow and targeted and the task is completed with a feeling of joy. Quite similar to daydreaming but with purpose. Athletes know this beautiful place as the 'Zone'

Implement mindfulness and awareness training into your organisation. This can allow your workers to remove stress by centring and being present with themselves within 5 or 10 minutes, if they cannot leave their desks. This is a wonderful gift to your staff because it has been evidenced to show that mindfulness and awareness practice can alter brain structure (neuroplasticity) in a short period of time. It eliminates all distractions, save maybe your breathing or cue that you use, it is not religious in any aspect, so there are no diversity difficulties here and blocks the rumination of the past whilst halting worries about the future. The default is that you are left here in the present, with only this heartbeat and breath and a clear mind.

In conclusion, focus and business profits go hand in hand. Just consider the example of the research above and consider the cost of 90% lost productivity to your customers, shareholders, banks, employees and other stakeholders. You can easily put a number on this and a number to put a focus awareness learning, coaching and training program into your organisation and calculate the R.O.I. on the project. Could be easier you know than finding new markets, segments or products.

Organisational Behaviour

Understanding the way your management and employees interact and act within groups is crucial to the new knowledge economy we have entered. How they interact within your business and vice versa can be instrumental in 21st century sustainable competitive advantage through micro, meso and macro levels.

Knowledge can help you reform culture, leadership, management, performance, process, structure, systems and much more of the organisation that supports the brains of them all for a profitable and successful future.

Human consciousness changes continually and organisations eventually follow that consciousness and many are now reaping the rewards through reinvention of their organisations. Many people now think that the way we run our organisations is stretched to the limit and they are disillusioned with organisational life. The people at the bottom of the hierarchy are plagued by drudgery and dread as opposed to purpose and passion that we are actually wired for.

Even life at the top of the pyramid is not much better with in-fighting, maladaptive behaviours, emptiness and procession of egos. Is it possible for us to peep at the view of what the new organisation will look like when it evolves to align itself with the current position of human consciousness? We know it's going to happen, it always has done. Remember that human consciousness is accelerating faster than anytime in our whole evolution. Our millennials have joined a work force with gen x, gen y and baby boomers. Never have we had to work alongside so many generations.

Although our final section on Performance Synchrony will go into greater detail, I intend to select a few highlights of the work and evidence of Laloux who identified a number of these organisations who have caught up and are seeing very good results from their reinvention.

The evidence and research shows how they format their structure, practices, processes and systems to fit within true 21st Century business cultures. It highlights the removal of pathologies that are seen far too often in workplaces all over the world. Free from politics, infighting and bureaucracy, the elimination of stress, bullying, fear and burnout, clearance of apathy and resentment and phasing out of the drudgery experienced at the bottom and the posturing at the top.

Can we produce organisations that are free of the above and welcome productivity, fulfillment, meaning and purpose back through our doors where we care about our people, our customers and our society in total? Are we able to nurture true talent, not just a doppelganger of what went before and bring soul back into our interactions and transactions where it means something to work here and I want to be part of it? Haven't I just listed a description for employee engagement? There is your link to future profits, competitive advantage and longevity, right there.

The key breakthroughs from the above research is that of self-management, wholeness and evolutionary purpose and change to the view and sense of the world that our leaders take, is what actually drives organisational behaviour. How much longer can you continue on the path that you are on when your markets, customers, niches, workforce, human race and services required are changing quicker than ever?

Self management allows you to operate effectively, even at a large scale, with a system based on peer relationships, without the need for either hierarchy or consensus.

Wholeness practices that invite us to reclaim our inner wholeness and bring all of who we are to work, instead of ego with a narrow “professional” self / “masculine resolve” etc.

Evolutionary purpose organisations seen as having a life and a sense of direction of their own. Instead of trying to predict and control the future, members of the organisation are invited to listen in and understand what the organisation wants to become, what purpose it wants to serve. A sense and respond approach to the environment around the business.

Consider the knowledge economy where organisations such as Google are sparked with the spike of creativity that generates billion of dollars annually, the freemium

models of Amazon, Facebook and LinkedIn and the distributed manufacturing paired with proprietary software combinations that underpin Apple. All wealth creators unheard of 20 years ago as major players, who would not survive today with pure hierarchical command and control structures that demand creativity from a 60 hour week, chained to a desk constantly focused upon threat and fear and often without even an employment contract.

The next section will follow on from this concept but as we finish here we should just take a moment to consider whether we should change. You are making a profit and everything is good, right, but I remind you of Jaeger, Woolworths, Zavvi, Oddbins, Focus DIY, Jane Norman, TJ Hughes, JJB Sports, Comet, HMV, Jessops, Barratts Shoes, Tie Rack, Blockbuster, Phones 4U, BHS and Austin Reed who have all lost their place and collapsed since the recession. That is how quickly this can happen.

Prior to the recession we have lost Delphi, Delta Airlines, IndyMac Bank, Refco Inc, Enron, Pacific Gas & Electric, Worldcom Inc, General Motors (before govt intervention) and Lehman Brothers in the United States.

So as you think about this productivity hack and your bottom line, please consider what is possible here with a shift in emphasis and how the next section can bring it all together.

Team Creativity Produces Estimated £28m Application

By applying social and cognitive neuroscience to team selection and management, has produced the knowledge and working prototype for a new application designed for severe pain point for customers. The cognitive diversity and team culture work that we did helped them to approach the project in a different way than they had done in the past. Clear lines of accountability, reporting, communication and authority were drawn amongst a mix of different cognitive skills within the team members.



Performance Synchrony

So we arrive at the last section of our productivity hacks, Performance Synchrony. This section is a coming together of the previous aspects of performance science and a mopping up of other related areas that are not highlighted on their own but just as equally powerful.

So let's start by investigating the name and why I have created this name and approach. Much of my work and learning is focused upon the biology of behaviour, the true origin of all performance. At the start of this process are the 100 billion neurons that are resident in our brains and the smaller quantity that live within our gut. As we develop, learn, experience, believe, understand and act, we are creating neural pathways in our brain that are made up from neurons attaching themselves with other neurons after our electro-chemical system has fired off spikes of electrical pulses, that release hormones and neurotransmitters to form linkages.

It involves precise coordination, timing and oscillation among the clusters of neurons to arrive at the right place at the right time in the right order. This is a neuronal synchrony where the start and ending is precise to generate clean thoughts, feelings or actions. Although the neuronal code is a major challenge for neuroscientists, they are making great findings everyday about how sensory stimuli turns into what we see, taste, smell, feel, hear or experience.

In a similar way, performance synchrony has been designed to bring the knowledge together so that all the individual parts of the business generates the correct stimuli at the start to arrive at the chosen destination in a time in the future, in the correct format and direction whilst consuming changes in its world that it resides. It is a form of re-alignment if you like so that changes in human consciousness, working populations, products and organisations themselves are taken into account on this journey.

It comprises of 4 quadrants that can be developed as a whole or quadrants chosen in isolation to address the most pressing needs of the particular business. It is underpinned by evidence in organisational reform, performance science, the changing role of leadership and the true performance measures that ignite passion, purpose and performance. Much has been covered earlier but the quadrant approach focuses the mind upon shifting the emphasis away from transactional based business where often the easy option is cost cutting and austerity to an expansive one, where the right people, in the right role at the right time create the competitive advantage needed for the future through an internal, intrinsic and purpose driven motivation, to be the best that they can be, and to aspire to reach their full potential both individually and as a group.

It needs less control, less command, less punishment and less prediction and seeks more self management, self regulation, self control and self direction and more wholeness centred upon experience, results and R.O.I.

I accept that not everyone is right for this shift and some need to transact elsewhere, leaving the core of workers and managers that approve the transparent culture, sign up for the organisation's purpose and fully engage with the process through empowering mindsets, attitudes and internally driven motivations.

They will deliver your results like my athletes do, and the end of the day is a time to refresh and re-align and not to enter the fear and worry zone producing dread leading to drudgery in their work and communications.

Let us take a short glimpse into the 4 quadrants of performance synchrony.

Performance Business Culture & Internal Mechanisms: Quadrant 1

Performance synchrony is all about alignment with your external markets and internal environment. If alignment is successful it will always keep you in step with your changing global customer as well as having an efficient and effective environment to support those customers and markets.

The bond or glue if you like here is your business culture which is “The way we do things around here”. As previously mentioned, organisations tend to follow human consciousness, and going forward, the old system of predict and control will be replaced by a system of sense and respond. This will be reliant upon your employees and your new style management which is opposite to expecting control and punishment that keeps driving people to do what you want them to do. The shift is one from external to internal and the rewards are exceptional for your business.

This type of culture builds engagement as employees associate with their organisation and mistrust is replaced with trust and respect as communications become widespread, leadership becomes brain-savvy and fear dissipates. To have successful corporate culture changes needs everybody to sign up and a good true indication of where it is today and where you want it to go. A supporting culture that embraces learning, development, challenge, potential, coaching and neuro-support that everyone is aware of will produce on your bottom line.

Employees will be encouraged to manage themselves and to make decisions, there will no longer be a culture of scowling at mistakes and possible consequences from that. They will bring their true self to work and they will not put on their ‘ego face’ in the company car park before work. Rewards will be a mix of extrinsic and intrinsic and will be shared as collaboration instead of competition is the new order of the day.

Once the glue is in place the other areas can be adjoined. I am talking about the structure, systems, processes and practices that will support the internal mechanisms of the new culture. Responses to market forces will be quicker and more efficient as everyone is not now burdened under a heavy pyramid of people, paper and posturing that blocks, distorts and damages important information from getting to the people who need to know.

Now obviously I could go on much further into evolutionary organisations that totally reinvent themselves with spectacular results (Laloux), but this is often something that is applicable at differing stages of your evolution. For instance where your market has changed its identity overnight or results are at a desperate level and the future is bleak. From my experience the piecemeal approach to reinvention is the order of the day, as leaders want to ensure that they hold what they have, but consider the organisations that I mentioned earlier that have ceased to exist by ignoring the signals and drivers from their customer and market.

The crucial aspect from quadrant 1 is that your business is aligned with your market and the internal mechanisms and culture support that alignment. As business models evolve quicker than ever in corporate life you should be mindful that quadrant 1 may change more often than you would like.

Performance Leadership: Quadrant 2

As stated above leadership should not spend all their time budgeting and guessing, then measuring and controlling all their staff on a micromanagement level to perform, but to support all those amazing resources that they are responsible for to deliver their own management and productivity. Your time will be spent coaching, mentoring, advising, encouraging, developing and supporting them all to deliver results for you and we already know the benefits that kind of support systems will bring to your business.

They will become brain-savvy leaders that have time and resource to sense market changes, human consciousness shifts and to respond in a timely and effective manner. Talent management will thrive leading to successful succession planning and development. So what are the changes that are needed to begin this shift?

Is it fair to say that if we require our people to behave and produce in a way that is conducive to our business, then we as leaders or owners need to portray the correct behaviours expected. These empowering and supportive behaviours need to be explicitly demonstrated and implicitly engrained within the new business culture above.

This is a great starting point to successful organisational change and to ensure that all employees, managers and stakeholders are signed up to the shift in the environment and can clearly see the intended vision. The performing sciences have identified above, the business benefits that come from removing stress from the workplace and establishing itself as a truly ‘fear-free organisation’

Leadership can begin by understanding brain science and its pairing with psychology. Once understood your leadership style can reflect what is actually happening inside you and why your perception of the world, business and your staff is as it is. The other side of the coin here is that you also know the types of processes, thoughts and worries that are affecting your employees. This is powerful, although not mind reading, it basically gets you to the understanding of the emotional behaviours that you are seeing from them.

You can understand that a challenging style of coaching and guidance can trigger challenge states in your staff that motivate them to be better today than they were yesterday. You show autonomy with support, you show options instead of just your way and you see less of them in your office.

You are seen to be smiling, supported by positive statements, body language and a positive emotional state. You are now aware of emotional intelligence and how it helps you guide and manage your emotions as well as understood those of your staff. You are optimistic, compassionate and demonstrate empathy to the situations of others.

Your leadership style creates an environment of trust, fairness and a different perspective of transactional behaviour between you and the employees. Through encouragement to make their own decisions, resilience of a psychological and emotional type will be developed. They will show hardiness, determination, grit and strength in future challenges without the fear and threat that is often triggered now.

Your people will embrace change rather than feel threatened by it, particularly if they are involved in the process and the recipients of that change. The near future is about major changes to your business, you and your people. If not prepared and not suitably structured, fear will be instilled in anyone affected, including you. The predictions around robotics, autonomous transport, artificial intelligence, virtual reality, remote working, 4th industrial revolution and disruptive business models

where access not ownership is the order of the day will all bring immense pressures and challenges with associated opportunities for those ready and waiting.

I suggest that the starting point is now and the approach is one of performance synchrony. Lead yourself how you want your reports to be led, embrace the new human consciousness and organise your affairs to align with the new people and get inside the heads of the people who could take you to where you want to go.

Performance Employees: Quadrant 3

Following on from the leadership side of the equation is the employee quadrant. By removing the fear from an organisation and understanding motivational science will turn your staff into corporate athletes who handle pressure, enjoy great wellbeing, trigger creativity, make perfect decisions and solve problems on their own as they go along, all hitting your bottom line.

The savings range from management time, labour costs, productivity losses and lost deals. They need less control, they ignite their purpose, align their engagement with the organisation and pursue mastery in everything that they do.

So until now we would leave these types of traits, behaviours and mindsets to the individual employee. It was their head, their responsibility. But what about if we could influence what is entering, processing and exiting the employee's mind? Would that be cool, maybe helpful or even a slamdunk certainty? A movement away from pure reward and punishment. My research and study with athletes, global leaders, performers, law enforcement, surgeons, air traffic control, military and other sporting performers shows that there is a way and it is not that difficult. No functional magnetic resonance imaging machines (fmri), no electrodes connected to skull caps or cat scans are needed. No therapy, no drugs and no psychiatrists are needed.

The answer is a shift from 'them' to 'self' Self in this case meaning awareness, direction, control, motivation and regulation. The philosophy arising from quadrant 1, that brings the employee into the culture and thinking of the organisation, together with a change in leadership style in quadrant 2 stimulates a responsibility of the individual to better themselves. They learn, train, develop, engage, motivate, focus, think, behave and perform themselves. They feel because of the quadrant changes that it is their responsibility to change and they become responsible.

In fact all we have done is shift from extrinsic to intrinsic or a push to a pull strategy. Consider the management time, L&D & HR responsibilities for performance and productivity, bureaucracy and costs of workplace ego that can be eliminated on mass by these 3 quadrants so far.

So the next move after internal mechanisms, culture and leadership is to make employees aware of what they can achieve and how. They have received clear communication about quadrant 1, seen with their own eyes the evidence from quadrant 2 and now they need the tools to become intrinsic. These tools follow those used in elite sport and other high pressure environments and are in fact access to knowledge, information and strategies about mental conditioning.

This mental conditioning needs to be trained just like any other training course. It can take the form of workshops, courses, coaching and supported by online on-demand 24/7 material that allows the employee to access when they want to and if they need to. It is self directed and uses the platforms, applications and delivery methods that they are used to in their daily lives, often video based.

Business impact and R.O.I. can be seen and measured through particular outcomes, observation and feedback from relevant others. You have taken that huge external motivation system and packaged into a small internal toolbox and handed it to them all for their use. You are satisfying the golden rule of a process that delivers results, considers the coachee's experience and achieve a return over and above the costs involved.

If you consider the people in those incredible fields that I have worked with, learnt from or studied, you will never find anywhere that they have looked for someone they could rely on to deliver success for them.

Nobody to run that 100m for gold watched by 2bn people, no one to step out from the crowd and take the last minute penalty for you, no shareholder willing to step to the podium to deliver the most important speech of their lives, no neighbour willing to get out of bed and go down the street to disarm a violent offender, no patient willing to take the scalpel and make a 15cm incision down their own chest attempting to reach the damaged heart, no passenger willing to land that Airbus 380 with a damaged engine in heavy cross winds, no politician willing to pick up a HK MP7 sub

machine gun and storm into enemy territory or any member of the audience willing to get up on stage and perform a perfect routine worthy of \$200 entrance price.

I think you take my point, that these are the things that great performers do everyday, so why should work be any different. Not many of the above activities are driven by a weekly wage, they are driven from within themselves and that is what we want the next generation of workers in your business to do.

The baton for performance has now passed from manager to worker and they are glad. The lines of demarkation are now clear and opportunity possible within this new regime.

Performance Measurement: Quadrant 4

To date the understanding around performance management has been centred around KPI's and the dreaded annual performance review.

However, evidence is pointing to 2 problems with this approach. Firstly the annual review is uncomfortable for employee and manager and generally ends up being focused upon what when wrong and is negative in nature and secondly, the wrong items are being measured and assessed as being representative of genuine performance.

Extrinsic motivational reward systems only work so far and only according to the role and type of work commissioned. To understand the science and the power of intrinsic systems will inform you as to what makes your staff tick and then look at systems that tap into them. You may be surprised that monetary systems only work on a limited basis and leads to maladaptive behaviour and untrue reporting in many cases.

The research shows that annual reviews are static in nature and do not align with the dynamic evolution of modern business. They are a fixed system within a larger fixed system. My experience is that managers hate them and employees fear them. This is a potent combination of unproductivity if ever I saw it. Unfortunately, most of the time the reward system is linked to them, often being subjective in performance terms leading to resentment, disappointment and demotivation, contrary to everything that we are trying to achieve in this book.

Often the dialogue is not suitable. The manager has no training in performance or the mental states of the people in front of him and is uncomfortable delivering opinions on behaviour, attitude and mindset and often resorts to 3rd party speak or delivers directly with no emotional intelligence attached. Could you see the brain to brain problems here?

Following on with the difficulties here, leads us to measuring the wrong things that are conducive to sustainable competitive advantage. Rewards for selling more hash browns or upselling extra warranty when not needed by a customer is just wrong. It is short term, misguided, a conflict of values and the start of maladaptive behaviour. Many examples around from bonus schemes, the blame game and downright cheating. We end up rewarding the wrong behaviour, exemplified by the American Management Association.

- A manager of a fast-food restaurant striving to achieve an award for attaining a perfect 100% on the restaurant's "chicken efficiency" measure (the ratio of how many pieces of chicken sold to the number thrown away) did so by waiting until the chicken was ordered before cooking it. He won the award, but drove the restaurant out of business because of the long wait times.
- An automobile industry executive explained that to receive his quarterly bonuses "all that mattered was meeting production quotas and getting the cars out of the factory." What happened after that was somebody else's problem.
- A company's measures showed a near-perfect delivery record, yet some 50% of customers complained of their products arriving late. To attain rewards the company had adopted a measure of on-time delivery that only reflected whether the product had left its plant on-time.

Think about the penalty handed down to Google (£2.1bn) for maladaptive behaviour in relation to their shopping service. I would suggest that someone was initially rewarded for that behaviour, as were people involved with Facebook, Apple, Amazon and Google involved in their tax avoidance schemes in Europe.

The World Economic Forum estimates that the global cost of corruption to be US\$2.6 trillion annually and the OECD estimates that up to 10% of the annual budget of the

US Medicare and related health programmes is wasted as a result of corruption. These numbers are huge and the most extreme forms of maladaptive behaviours.

We also measure the wrong things too often even if it is for the right reasons. Consider the example of how many calls are made by call centre operators that they are rewarded for. Call numbers go up because they are rushed and sales fall. Or on the other hand time per call is rewarded so the operator can receive more. The results, time per call is reduced but customer satisfaction falls.

So what is the answer. I profess that to match changing demands the answers are quite easy. To replace the annual performance bashing, with management coaching and continual appraisal. The time that has been freed up by quadrant 2 above allows the manager and employee to work together on smaller goals that are assessed on a continual basis leaving the annual review redundant. No dread, no fear and no awkwardness. The manager is a guide, the employee is more driven and less can go wrong because of the chunking down approach.

Secondly, use the evidence from motivational science to understand what is driving people at work and to link performance to this. Daniel Pink discovered from research in this area that autonomy, mastery and purpose were ultimate drivers of behaviour in employees if they were allowed to experience them. Monetary and extrinsic rewards only worked to a point or were applicable to certain types and standards of jobs. For your information, many intrinsic rewards that motivated the workforces in the research, did not even cost the business any money.

Thirdly, measure the right things in the right way and the right number of times. Consider the motivators above and set performance indicators that align with these. There is no maladaptive behaviour or cheating because they are inherent to the individual.

So think about mastery. This is a journey towards excellence in whatever you do. If we coach and are close to an employee, we can help them map out their path to this destination and plot relevant points along that road. Setting goals for other people is not only self defeating but can be psychologically damaging.

Rewards of an intrinsic nature are despatched for reaching the points and the outcome is that delivery of performance mastery, that can only be beneficial to the worker, the manager, the firm and the customer, is achieved. That must be the result we all want.

So the 4 quadrants are a combination from the earlier sections along with a few areas that have been untouched, to produce a powerful combination of thinking towards business of the near future. It is a slight shift in realignment for some or a paradigm shift for others. Either way I hope it gets you thinking about your business, the hopes and dreams of your staff and of society as a whole.

The part that I love is that I see incredible rewards everyday from examples of exceptional performance. I believe that it is the difference between average and superior in terms of returns, longevity and advantage. I also believe that true performance is more than performance measurement and management. It is a synthesis of the collective worlds of high level performers and the decades of tireless research by many trying to help us as a species to not only survive but to thrive at the same time.

Let us never forget that business is an incredible part of our being, and so are the amazing products and services that we create for the masses, but never overlook that we have obligations to the planet, society and the future. No matter what anyone will tell you, I have found and seen that people want to work, they want to achieve, they want to satisfy their purpose and they want to continue the species. As leaders, managers and owners is that not something in our remit that we can assist with and at the same time bring more wealth to ourselves and businesses.

Perhaps after reading this book that you may have a different outlook towards performance science and the understanding of people and why they do what they do. You may wish to know more or you may commit to bringing performance science into your business as a competitive advantage. In 2017 BDO has found that 72% of global executives say the world has become a riskier place over the past year with increasing competition, regulatory risk and economic slowdown.

The 4th industrial revolution is coming, in fact it has started. Robotics, automation and artificial intelligence will have a serious effect on employment and productivity, with potentially 2/3rds of jobs replaced by automation in the next 10 to 20 years. It will fundamentally change customer expectations and the reports go on to say that the UK could be left behind if they do not prepare now.

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