


TRUST
AT THE
MOMENT
of
CONTACT

JUDITH E. GLASER

BEST-SELLING AUTHOR *of* *CREATING WE*

Sample Chapters



116 Central Park South, Suite 9D
New York, NY 10019
Tel: 212.307.4386
Fax: 212.307.0699

5 Shorehaven Road
Norwalk, CT 06855
Tel: 203.838.6982
Fax: 203.838.7166

E-Mail: jeglaser@creatingwe.com

Copyright ©2011 by Benchmark Communications, Inc.
All rights reserved worldwide.

PRAISE FOR

TRUST: AT THE MOMENT OF CONTACT

“A shot across the bow for today’s leaders. **TRUST: At the Moment of Contact** takes us to a totally new dimension on the subject of trust. Through the chemistry of the matter, Judith succinctly explains the *what* and *why* behind ‘*the success – or failure – of working together*’. It really is about trust and the absolute necessity of it.”

– *Christina DeSantis, VP Marketing, AXA Equitable*

“Judy Glaser breaks new ground yet again. As business professionals, we know the importance of ‘trust’ in business dynamics, yet very few leaders have any idea of how it works – how finely tuned the human mind is to certain messages that build ‘trust.’ Glaser gives us the decoder ring to the complex mental and emotional inner workings of trust, providing the tools to align our organizations, and empowering them with the feeling that we can all stand together and successfully meet today’s – sometimes overwhelming – business challenges.”

– *Frank Palanatoni, President, Central Life Science and Pet Divisions (CENT on NASDAQ)*

“Judith’s unrivaled ability to bring clarity around the complexities of human behavior is a gift she shares openly with leaders. In her latest installment **TRUST: At the Moment of Contact**, she provides a new set of tools enabling us to craft a culture that is we-centric. Her in-depth knowledge and understanding of the neuroscience and chemistry of the five brains, provide valuable insights and a ‘how to’ guide that we can all apply to our business that will help create a paradigm shift where trust is valued and meaningful conversations can lead to overall success.”

– *Sheri Boyd, CEO, Boyd Solutions*

INTRODUCTION

“Imagine workplaces that support innovation, collaboration, and productivity, where employees are engaged and committed and leaders are wise and effective. Judith E. Glaser’s latest work highlights the pivotal importance of trust in business growth and success, continuing her creative contributions to teaching leaders building blocks and guiding principles for co-creating these types of organizations.

Her approach takes scientific understandings about being human – from anthropology to systems thinking to neuroscience – and translates them into pragmatic, impactful applications. As a leadership consultant, psychologist, and former corporate executive, I am convinced that trust and mistrust are key to our social brains, our relationships, and our work/life potential and performance.

Through Judith’s work, we learn about the nature of trust, how to be trustworthy, and how to build trust with those around us, through specific tools that will benefit our businesses, our employees, our customers, and ourselves.

– *Debra Pearce-McCall, PhD, VP, Global Association for Interpersonal Neurobiology Studies Faculty, IPNB Certificate Program, Portland State University*

Trust

No other subject has captivated my interest more than TRUST. I began writing **TRUST: At the Moment of Contact** when I was 14 years old, however I didn’t have enough wisdom to share during those early years. My life’s journey has been dedicated to discovering why relationships succeed and why they fail – why some relationships feel safe and others felt scary.

Trust is not a new topic in literature or in my life; many of the greatest books ever written deal with trust and betrayal. Most recently the movie *Social Networks*, captivated us with its vivid portrayal of friends caught inside of dramas that we all can identify with. Trust is the heart of all of our relationships in business and in our personal lives. It took me over a decade of working with clients and academic researchers to put trust into a framework that could give this powerful subject depth and breadth beyond the obvious.

At The Moment of Contact

The decision to trust or distrust someone takes only a moment. That moment – whether it be a handshake, a telephone call, or an email – locks in a relationship trajectory that may last for weeks, months, or even possibly a lifetime.

Our brain, which has evolved over billions of years, has been conditioned to make snap judgments in identifying our friends and foes – those people that we trust to act in our best interest, as opposed to those that seek to take advantage of us. Ultimately, it is trust that begins, maintains, and in some cases ends relationships, so it is vitally important for both our personal and professional lives that we understand the power and influence of trust.

While the study of trust and distrust has traditionally been left to

the realm of psychology, recent advances in technology have opened this topic of research to those in the field of neuroscience. With the ability to see inside the brain through fMRI scans (Functional Magnetic Resonance Instruments) and other sophisticated tools, scientists are able to identify the neural pathways that are activated when trust is either created or destroyed. When these neural pathways are activated they in turn cause the release of neurochemicals, which in turn escalates our feeling of trust or distrust.

The promising news is that if we learn to identify the signs that alert us to the erosion of trust before we get triggered, we can *learn to* activate the higher-level brain functions located in the prefrontal cortex or what some call the ‘executive brain,’ where empathy, judgment and our more strategic social skills reside.

That’s right: Different parts of the brain activate when we feel trust rather than distrust. When we quell fear and activate the prefrontal cortex along with a system located throughout our brain called “mirror neurons” – designed to help us form our social connections – we strengthen our ability to bond with others, not run from them.

Reality Gaps

In less scientific terms, here is what trust is all about. Most of us have expectations, which guide our behavior. We expect things to happen and when they do, we feel comfortable about the future and our decisions. Yet more often than not, gaps arise between what we expect and what we get. We become uncertain of our relationship with others and our fear networks begin to take control of our brains. As a result, we find ourselves lacking the neurochemical support to have trust. This ultimately disrupts our ability to think clearly and rationally. Our good judgment gives way to aggressive, passive aggressive or other fear-based behaviors that have huge implications on our ability to be effective at our jobs and in our personal relationships. Our challenge, therefore, is to find ways to head off our fears or, at the very least, understand where they may be coming from.

Through the use of case studies that I have pulled from my years of experience, it is my aim to teach you how to rewire your behaviors when it comes to trust and distrust. By the end of this book, it is my hope that you will be able to hit pause, rewind, and replay certain relationships, moments, and tendencies of distrust as a way to enable you to open or re-open doors you may have closed in the past.

Taking the Next Step

TRUST is the continuation of my work which began with my first book, *Creating WE*, that I wrote to help leaders learn to gauge their impact on others, and to look in the mirror and understand how their brains and minds work so they more deeply understand how language shapes their ability to become better leaders.

My second book, *The DNA of Leadership*, went further by identifying the seven leadership practices that have the power to reshape an organization into a culture that enables people to work effectively together. To explain these practices, I used the metaphor of genes and DNA: Just as an individual’s DNA determines their human destinies, a company’s “organizational DNA” determines its destiny – its organizational successes or failures.

TRUST completes the trilogy by helping business professionals, from those just embarking on their careers to C-suite executives, understand the neurochemistry of their conversations, the “backstory” of what is going on behind the scenes inside of their own brains as they interact and connect – or don’t connect – with others.

A key goal of this book is to help you to develop a new understanding of the nature of human nature and why we as humans do what we do when it comes to trust – even when it’s not in our best interest to do so. By digging deeper into the neuroscience of trust, I’ll show you why you might yell back or clam up even when you know it’s not the right thing to do. I’ll also help you understand why you might give in or give up in a conversation even when you don’t really want to.

With the help of the tools I’ll share in the following pages, you’ll

begin to recognize why you allow someone else's power to make you feel small, why you might stop fighting for something you feel strongly about, or even fight too hard and destroy the trust that you've worked so hard to build. My hope is that you will also identify the people in your life who you may have never opened yourself up to in a trusting way before. By digging deeper, and embracing the tools that open up lasting and fulfilling relationships, I think that you, like me, will find ways to lead a fuller and richer life.

Make no mistake: Building trust can be difficult. But losing it is all too easy. That's why we'll also define the barriers to trust, the early signals that trust is being broken, and the tools to you can use to raise trust levels in your relationships both at home and at work. Rather than suppressing uncomfortable conversations and emotions, or control them, which actually creates terrible damage to our state of being and our healthy functioning, we need to challenge ourselves to express our emotions in healthy ways. Learning how to talk about our dramas and fear-based emotions in the workplace and at home in healthy and constructive ways can have an incredibly important impact on building and sustaining trust.

My hope this book will give you new insights so you can discover your own courage, wisdom, and power to step into trust rather than walking away from it. What you will learn is wisdom, and powerful tools and practices that will not only change your life, but have the power to change the lives of your friends, your family, your colleagues, and even your enemies.

Join me in a new journey of discovery – one that I hope will be life changing and will bring you closer to discovering your own humanity.

Enjoy the journey!!!

TABLE OF CONTENTS

Chapter 1

TRUST IS ELUSIVE
AND CONTAGIOUS! 11

Chapter 2

DECONSTRUCTING THE
MOMENT OF CONTACT 23

Chapter 3

WISDOM OF OUR
FIVE BRAINS...33

CHAPTER ONE

**TRUST IS
ELUSIVE AND
CONTAGIOUS!**

This book is about you and me, and how we decide whether to work together or against each other – on an assembly line, as fellow teachers, managers, salespeople, or as partners in an entrepreneurial enterprise. It's a book about how organizations can produce the finest products in the world and still run off the rails when trust is not given high priority as a corporate value. Trust is the single most precious ingredient for achieving success in business and in life. It is the glue that holds us together – and when it dissolves, the ties that bind dissolve with it. In the pages that follow we will be exploring the complex dynamics of trust in our everyday interactions with each other, and how the various parts of our brain all work together to make one key decision: ally or enemy?

Words are only 7% of the Trust Story

The story of trust began for me when I was very young, as it does for all of us. In my home we seemed to live two parallel lives. One was a kind of theatrical performance, part of an ongoing effort to show the world that we were the perfect family; the other was our much more painful daily existence as a dysfunctional family. These two ways of being didn't coexist very comfortably, which left me confused and distrustful. As I grew older, I began to seek out people who could teach me the life lessons I needed in order to reestablish confidence in myself, and in others.

Thinking I might turn this early life challenge into a career, in college I began to study psychology, anthropology, and human behavior. My graduate studies were in child development, and I was heading into a Ph.D. program in Human Behavior and Development when I had a sudden change of heart. I lived in Kansas at the time, where my husband Richard was getting his Ph.D. in Medicinal, Biological, and Pharmaceutical Chemistry. Instead of pursuing my studies any further I accepted a job at the Bess Stone Center, a Center for Mentally Disabled Adults, and on my first day at work I was introduced to Larry.

A mentally challenged adult, Larry was tall and thin with a stare focused somewhere in the distance, but perhaps the most striking feature of his appearance was the wide suspenders that held up his pants. "He is 24 but he has the mind of a 2-year-old," my new boss, Mary Jean, told me. "He doesn't talk. He just grunts." As she spoke those words, Larry's head cocked to one side, and immediately I understood that he knew exactly what was going on. Although Larry's appearance may have been unusual, it was clear to me that he possessed his own kind of wisdom – an important insight, especially for someone like me, who had been raised to prize conformity above all else.

Although Larry didn't speak, he was very observant – and creative. By inserting the shiny disk from the inside of a ketchup bottle top into a clothes pin, Larry made himself a rear view mirror that allowed him to study the world without making people uncomfortable by staring.

One object of Larry's scrutiny was the man who came to polish our floors once a week. Once Larry latched on to the back-and-forth rhythm of the big machine, he imitated floor polishing even when the polisher was not there.

One day I asked Larry if he wanted to try polishing the floors himself. Not only was he eager to try, but from then Larry polished the floors every morning. The gleaming floors of the Bess Stone Center became the envy of every visitor. A few weeks later Larry took me outside and began gesturing with his arms. After a perplexed moment, I realized Larry wanted to apply his floor-polishing skills to mowing the grass. Before long the lawn looked like a professional baseball field on game day!

Larry's energy and passion for learning were contagious, and soon all the patients at the Bess Stone Center were coming alive in a new way. Bertha wanted to learn how to play the piano, and she did. Albert wanted to have "money in his pocket," so Mary Jean assigned him the job of carrying the cash when she went food shopping. Mark wanted to build a house, so we gave him some wood for what became an exquisite dollhouse, which he donated to the Bess Stone Center's sister home for children. The local newspaper heard about what was going on and wrote a feature story about the Bess Stone Center, inspiring everyone in our small town in Kansas.

I changed Larry's life, and during the three years I worked at the Bess Stone Center, he changed mine. Larry, and all of the other incredible people there, opened my heart, giving me new confidence in my ability to inspire trust in others and to feel it in myself. As my sense of my identity changed, so did my professional goals; I became passionate about understanding more about how our brains work to shape our interactions with other people.

Relationships Before Task

When we look below the surface of our everyday lives to better understand how we form connections with other people, we learn that

hardwired mechanisms in the brain play a crucial role in establishing and sustaining trust; by discovering more about how this system works we can find ways to support that process – and figure out the best approach for mending fences when trust is broken.

Trust is the golden thread that keeps us connected. It is based on a sophisticated human interplay that is at its best when we perform in sync with each other. Whether it's an acrobat at Cirque de Soleil flying through the air, arms extended to her partner, or a team working together to get a new drug to market, we human beings collaborate to achieve amazing things when trust is high. This means that in the workplace we need to learn to put the topic of trust on the table when we first join an organization, rather than just hoping it will all work out. When we start a new job, typically we focus on understanding our work assignments, clarifying our goals, and clarifying how our progress will be measured. But as we focus on tasks and evaluations, we tend to skip over the all-important relationship work we need to do – *and this is where trust is born.*

Case in Point: When Trust is Lost

In October 31, 2001 the Financial Times ran a story about Jacques Nassar, former CEO of the Ford Motor Company and Car Guy of the Year in 1999, who set out to transform a 90-year-old car company into a nimble, consumer-oriented powerhouse. Although he had the best of intentions, Nassar's impatient, sometimes punitive "create shareholder value at any cost" approach sparked an employee backlash that led to his ouster by Ford's board.

Relationships are the drivers of transformation, and Nassar failed to honor that all-important facet of change – what I call "getting to we." Instead of taking a more collaborative approach, he jammed his vision down the throats of executives and employees alike. Early on he took the admirable step of setting up a system that gave decision-making authority to line employees, but he quickly retracted it when he and his management team didn't like the decisions employees made. He evalu-

ated people on a bell curve, creating a culture of haves and have-nots, rather than honoring the efforts of all employees trying hard to succeed.

The case of Jacques Nassar illustrates the point that transformation is not so much about overcoming resistance as it is about building collaborative relationships based on trust. Had Jacques Nassar focused on forging new connections to employees, outside vendors, and customers before applying pressure to achieve his goals, he could have brought everyone together to create success. Nassar may have meant well, but he made a classic mistake: he put the task ahead of the relationships needed to achieve that task, and soon discovered he was running out in front without a team behind him. Had Nassar reversed the order of his priorities, he could have been one of the best leaders Ford ever had.

As it turns out, the organization did a smart thing following Nassar's exit. After investing a tremendous amount of energy in studying change, Ford put into place an organization-wide leadership program designed to help executives, team leaders, and employees build loyalty, relationships, trust and accountability. Ford screened leaders for a more "we-centric" style of management, and ensured that everyone was introduced to and trained in this more collaborative way of working. This new orientation has played a crucial role in transforming Ford from the weakest American motor company to a highly profitable industry leader.

When Trust is The Foundation

Angela Ahrendts stepped into a similar challenge when she became the CEO of Burberry in 2006. How did she transform this 150-year-old British luxury company so that it outpaced all other brands in the luxury sector? Her approach was to start by building a culture of shared values and trust. For the past 20 years Angela and I have worked together, so I have seen her in action during her distinguished tenures at Donna Karan International, Liz Claiborne, and Burberry. When Angela stands up in front of a room, people are inspired by her directness, her integrity, and her conviction. Angela inspires trust. Most people build business relationships through reciprocity: "I'll do this for you if you'll

do that for me.” But Angela appeals to a higher impulse and a deeper need. She truly sees the person in front of her, and regards that all-important first moment of contact as the foundation for everything that follows.

Angela puts it this way. “Trust is truly at the heart of it all. If trust is your core value, you hire accordingly. I interview a lot of senior management people and at this level competence and experience are a given; trust is the difference-maker. When I look them in the eye I’m asking myself: Do I trust them, and do I get the feeling that they trust me? Do they get the vision? This is the starting point for everything we do.”

“Once you trust, you put it all out there. When I trust you, I give you my heart, my mind, everything I am, and when I do this, I get it back ten-fold. This creates a totally different level of energy and commitment. There are no barriers. You can talk about the good, the bad, and the ugly; you know you’re accountable, empowered to fix what’s broken, and free to try new things. Collectively we can dream bigger dreams and have confidence that together we will achieve them.”

“We talk a lot about the Burberry brand. It’s not about what’s best for you; it’s about what’s best for the brand. The Burberry brand has been around 154 years and it’s our job to leave it stronger than it was when we arrived. And when there’s no ego involved you can move quickly and make the best possible decisions. Humans are insecure by nature, so if you don’t trust someone you can get lost in a perpetual loop of insecurity. But when you trust people to partner with you, you can share your insecurities with each other. This openness and transparency connects us to each other in a totally new way. When you openly acknowledge you can’t do it without the other person, ego gets replaced by a healthy humility that keeps us from getting defensive.”

Although in these comments she is primarily focusing on the do’s of a healthy corporate culture, Angela Arendts is, by inference, also indicating the pitfalls. When leaders make themselves the center of the universe, work becomes all about pleasing the boss. By creating a culture of fear in which people are reluctant to share what’s on their minds,

leaders lose the benefit of valuable employee ideas. Similarly, by touting the importance of their own ideas, leaders discourage young, forward-looking managers from proposing radically new ways of thinking about the business.

So how can you become more mindful of your conversations and of the emotional signals you bring to your interactions with others? Are the messages you send to people stimulating the older parts of the brain concerned with survival, like the amygdala, which triggers the impulse for fight or flight? Or are your actions activating the neurochemistry of the brain that promotes collaboration? On the most basic level, the question is this: are you sending the message “I stand with you,” or “I stand against you”?

Sometimes when you’re under pressure, it’s difficult to turn off your own fear of failing, which spills over into the way you treat other people. Most of us fall somewhere between Jaques Nassar and Angela Arendts, but for any of us trust-building can be challenging when the heat is on to get a new product to market, or cut costs, or catch up to the competition. Most of us will go through times when challenges seem insurmountable, but we must remember that we can meet those challenges, *especially if we take them on with the help of others*. Trust is the key to making that happen. The bad news is that trust can be elusive. The good news? As we saw with Larry and the Bess Stone Center, trust is contagious too!

NEURO-TIP

Trust and Distrust

Trust is associated with the brain’s reward, prediction, and uncertainty areas, while distrust is associated with the brain’s intense emotions and fear for loss areas.¹

Trust Is the Foundation of Great Leadership

Today, through advances in neuroscience and the use of fMRI scans, we can actually see inside the brain in real time while people are experiencing different emotions. Researchers are discovering that people in a state of fear have a very different brain landscape from people who are

experiencing states of joy, happiness, and trust. This surprising difference in the brain's activity is so profound that it is changing the very basis on which we communicate. Most leaders may not have known that using punishment or embarrassment to get people to perform is not only an outdated strategy, it actually affects the activity in the brain, which can have harmful consequences, both short-term and long-term.

Once fear has been triggered by an angry boss, a cascade of neurochemicals like cortisol literally showers the brain. These neurochemicals send messages alerting the relevant parts of the brain to move into hyper-protective mode. As a result, more neurotransmitters go into action, working in concert to prepare to fight off this new danger, or to flee

from it. This system of self-defense is hardwired in the brain to help ensure our survival.

The fight-flight survival response is not just momentary – it is sustained over a half-cycle of 13 hours or a full cycle of 26 hours, depending on the gravity of the perceived danger. If the threat alert continues, it can lead to a prolonged state of fear and defensive behavior, known as “amygdala hijack.” At this stage, parts of the brain needed for building trust, for thinking clearly,

for empathy, and for getting along with others, are shutting down in face of the ongoing need for self-protection.

A Change of Heart

The best antidote to the brain's fear state is trust, empathy, and support. When someone shows concern for us, our brain chemistry makes a shift. We become calmer, we can regain our composure, and we can

begin once again to think in a constructive way. The hormone oxytocin is a neurotransmitter associated with bonding behaviors. New research in neuroscience suggests that oxytocin could play a dominant role in the brain and the heart as a regulator of our need for social contact. This hormone's power may explain why loners die young, and why emotional rejection is more painful at times than physical trauma. Some scientists call oxytocin the “cuddle hormone,” because it can create feelings of well-being as comforting as a mother's hug.

Business leaders don't need to hug us, but they can help engender a sense of well-being with a few heartfelt words of sympathy or support, and by validating our feelings they can help trigger a more positive mental and neurological state of mind.

Understanding the Neurochemistry of Trust

Inspired leaders at all levels of business can be motivated to think and act in new ways as they come to understand the “neuroscience of we” – the brain dynamics that lead to either defensiveness or growth, to high levels of wariness or high levels of trust. Driven by a cascade of millions of neurochemical reactions, these states of mind translate into how we build trusting relationships with others, how we communicate, and how we shape our everyday relationships. The work of Matt Lieberman and Naomi Eisenberger, scientists at UCLA, indicates that our brains are designed to be social – that is to say, our need for contact is greater than our need for safety. Connecting to others is not just about passing information back and forth between us. Nor is it just about the words we use when we speak with each other. In fact, verbal language accounts for only 7% of the exchange that takes place between people.

NEURO-TIP

Trust and Distrust

Distrust is not the absence of trust. Trust is associated with the release of Oxytocin – and is viewed as the expectation of benevolence. Distrust is associated with the release of cortisol and the expectation of malevolence.³

NEURO-TIP

Reducing Fear

In a study examining healthy self-regulation, there was a 23% reduction in cortisol and a 100% increase in DHEA (A steroid hormone made by the adrenal glands) with intentional practice of regulating negative thought loops. This means stress was dramatically reduced and well-being increased through mindful practices, breathing techniques, and heart appreciation.²

The tone and perceived intent of our interactions has far more power to influence our neurochemistry than words alone.

For example, when a leader trusts that an employee will be able to tackle a project successfully, she will communicate that confidence through subtle and not-so-subtle signals. At this moment something happens neurochemically. There is a shift in the employee's experience that can be directly connected to increases in neurotransmitters such as serotonin and dopamine. When this state of positive arousal comes with honest and well-deserved (sincere) praise, employees feel they are trusted and supported by their boss. They will take more risks, they will speak up more and stand up for their good ideas, and they will be more confident with their peers.

When employees are given honest feedback, it energizes them and motivates them to access new skills and talents. Yet when the interaction feels harsh, judgmental, or humiliating, an entirely different cascade of neurotransmitters creates a completely disparate brain landscape that will also affect our future interactions. Rather than fall into this outmoded way of thinking, of "replacing employees who aren't cutting it," or punishing them for not achieving expectations, leaders can now learn new leadership practices to establish trust, propelling mediocre employees to become better, and ensuring that good employees become even greater!

Sustaining a Climate of Trust

How can you, as a leader, manager or employee, create a climate of trust every day? Wouldn't it be great if you had a magic wand and could wave it over every situation, and every relationship, showering trust everywhere? But it's not that easy, and even when we think we're setting up the right conditions for trust, sometimes it all goes south. With this in mind, let's take a deeper look at what is really happening when we interact with others. What causes us to close down – and what causes us to open up? What causes us to decide the other person supports us, or will work against us? Let's see what we can learn from one

of my clients who caused an important relationship to go south, and what they did about it

References

¹ Source: Angelika Dimoka, Fox School of Business, Temple University

² Source: HeartMath, 1998, Rollins McCraty, Marrios-Choplin

³ Source: Angelika Dimoka, Fox School of Business, Temple University

CHAPTER TWO

**DECONSTRUCTING
THE MOMENT OF
CONTACT**

Not very long ago, the workings of the brain were far more mysterious than they are today. In the 1980s one neurologist compared his field to standing outside a stadium trying to determine the rules of the game being played inside by the roar of the crowd. Today neuroscientists will tell you that we are still in the preliminary stages of learning how the brain works, but in the past several decades we have made enormous strides. As we've seen, amazing new technologies like the fMRI allow scientists to scan the brain in real time, letting them see which parts of the brain are being activated while people, are talking, interacting, and making decisions.

One of the biggest breakthroughs in recent years is the discovery of mirror neurons. Researchers at the University of Parma, in Italy, isolated certain areas of the primate brain that fired up when a simple task

NEURO-TIP**Functional Brain Organization**

Unity Principle: Brains and mind emerge from the same neurons.

Real-estate Principle: Specific brain areas have specific functions

Trafficking Principle: Complex tasks are accomplished by signaling along 'bottom up' and 'top down' pathways.'

was performed, and discovered that *exactly the same brain activity occurred when that simple task was observed in someone else*. The initial discovery had dramatic implications for the importance of observation and imitation in learning. But in time researchers have expanded the scope of this work even more widely, to include our human capacity for bonding and empathy.

The work of Professor Uri Hasson at Princeton University explores the workings of the

brain during interactions between people. His findings indicate that during successful communication, the speaker's brain and the listener's show the same patterns of activation. But when two people are each speaking in languages that the other doesn't understand, for instance, this "neural coupling" significantly diminishes. Professor Hasson's work is opening a window on our understanding of the way brains synchronize their activity when we communicate effectively, giving us a new way of assessing the both verbal and nonverbal signals.

We are learning that rapport and trust are not givens. They are cultivated in environments where people practice having conversations where aligning and connecting with others is honored as much as getting the facts right. Furthermore, the work of Uri Hasson and other neuroscientists suggests that good communication has the power to literally rewire our brains – but I am getting ahead of myself. Let's start where the largest impact of our social interactions takes place, at the non-verbal level.

Our Bodies Do Most of Our Talking

However sophisticated an organization may be in its communications, our conversations with each other are far more complex than words on a printed page. Communication through interaction is less about the words spoken than it is about the dynamic interactions that take place at the non-verbal level; as we've seen, it is here that trust is established – or not.

The importance of communication beyond mere words is not a recent discovery. In 1967 Albert Mehrabian isolated three elements that played a role when we convey feelings and attitudes to each other face-to-face. These are: 1) words; 2) tone of voice; and 3) nonverbal behavior (like facial expressions and eye contact). In terms of importance, people allocated 7% to words, 38% to tone of voice, and 55% to nonverbal behavior. For effective communication about the way we feel, these three aspects have to support each other. When they do not, people will tend to assign to each aspect the importance we see above. In the next few chapters we'll examine the variety of conscious and unconscious messages we are sending each other at the moment we make social contact. And we'll look behind the scenes at the chemical activity in our brains as we try to decode what's going on.

The human brain has evolved over millions of years, and neuroscientists generally believe that the older parts of the brain lie deep within our current brain, and that more recent layers, like the cortex and neo-cortex, have been added on. We have two ways of learning: implicit learning and explicit learning. The latest research indicates that implicit learning—when we learn without being aware of it, and without conscious training – takes place in the older parts of the brain, in the limbic layer, and in the basal ganglia. Since our brains place so much more importance on non-verbal signals during interactions where feelings are involved, you can readily see the enormous value of understanding those older parts of the brain. Only when all the components of our mind-brain-body system work together in an integrated way can we fully trust ourselves and others.

Case in Point: Turning Adversaries into Partners

I took my first foray into teaching people about trust when one of my first clients, Boehringer Ingelheim, a global pharmaceutical company, hired me to work with their sales training and development group. When we started the project, BI sales representatives were not getting as many appointments with doctors – who make decisions about what drugs to prescribe – as were reps from other pharmaceutical companies, which translated directly into fewer sales and lower profits. In a comparison of the sales forces of forty pharmaceutical companies, Boehringer was rated 39th – not exactly a great position. My job was to figure out what exactly Boehringer’s sales reps were doing to create so much resistance, and then to design a program to help the BI Sales Development team develop ways to build rapport with doctors.

Over a period of weeks, the BI team and I plunged into our discovery work. We observed dozens of typical sales calls – with new reps as well as seasoned reps – and then we deconstructed the sales encounter, mapping the conversations and their outcomes. We paid special attention to nonverbal cues, including tone of voice and body language like posture and facial expressions.

The BI sales reps had been taught to use a traditional features-and-benefits model of selling. This meant that if the physician raised concerns about the product during a sales call, reps were taught to “handle objections” by either providing additional facts about the product, or by trying to persuade the physician that his or her issue was not really important. This approach was based on using rational arguments and supporting data to “make the objections go away.”

Even the word “objections” assumes an adversarial relationship, but the reps didn’t realize that – they were taught to handle them, and handle them they did. Since their success was defined by “eliminating objections,” they became very good at arguing and persuading. However, the physicians on the other end of the conversations sensed that they were being steamrolled, which led them to stiffen their resistance, or just try to end the appointment as soon as possible. Rather than

connecting to the sales reps, the doctors we observed were showing nonverbal signs of pushing them away.

Deconstructing and Reconstructing: Change One Thing, Change Everything

In this case, the doctors had quickly learned to see the Boehringer sales reps as adversaries rather than friends. Not only did the moment of contact make no progress toward “getting to we,” it became a power struggle, during which the sales reps unintentionally encouraged the doctors to write them off instead of writing their prescriptions.

Eureka!!! Now that we had discovered the problem, we decided that instead of focusing on “handling objections,” we would work with the reps to eliminate that phrase from their vocabulary altogether. We asked reps to consider their interactions with the physician from a new point of view — to pay close attention to non-verbal cues and to be more sensitive to the impact they were having. During this process we helped the reps to completely reframe their view of the physician’s questions; where once they saw them as objections, now they were encouraged to see them as simple requests for additional information. This new way of framing the sales dynamic had a profound affect on the relationship between sales rep and physician, resulting in a shift away from sales and toward partnering. The physicians began to trust their BI rep, and their business followed.

Within a year, both peers and customers ranked the Boehringer Ingelheim sales force one of the most respected sales organizations in the pharmaceutical business. We gave the program the acronym “BEST,” which stood for **B**oehringer **I**ngelheim **E**ffective **S**ales **T**raining, and it enabled the sales executives to become the best in the industry.

Deconstructing the Truth: The Neuroscience of We

What we learned from deconstructing the moment of contact in the sales calls between the MDs and the reps supports what I call the *neuroscience of we*. During their early interactions, the sales reps were



triggering the amygdala, a part of the brain that has long been associated with our mental and emotional state. By turning their meeting with doctors into a battle, the sales reps were activating the circuitry of fight and flight, rather than creating a desire to prescribe their products. The brains of the MDs were just doing their job, protecting the doctors from potential harm.

To get to the root of the issue, I developed a program that taught the sales reps “STAR Skills™” – or Skills That Achieve Results. Those skills are: 1) building rapport; 2) listening without judgment; 3) asking discovery questions; 4) rewarding success; and 5) dramatizing the message. These skills are simple, powerful, and get at the heart of building trusting relationships. They draw on a part of the brain known as the Reticular Activating System (RAS), associated with many vitally important functions, including sleep, wakefulness, and the ability to consciously focus our attention.

Building rapport focuses us on getting into sync with someone, or getting on the same wavelength as the person with whom you are talking. Listening without judgment involves paying full attention to the other person as they speak, while consciously setting aside the tendency to judge the other person. Asking discovery question opens our mind to the power of curiosity, as well as to the possibility of changing our minds as we listen and learn. Rewarding success and dramatizing the message, the last two skills, also play a role in sustaining a healthy trusting relationship. Rewarding success focuses us on seeing what “success looks like” for both people – and when we focus on mutual success, we create greater connectivity and coherence. Dramatizing the message is a reminder that we need to be alert to whether or not our messages are clear and understood by others. This elevates our awareness to stay in sync until we are certain we are on the same wavelength. When we are, we achieve coherence with others.

STAR skills serve as guideposts for our engagement process, but they are also calculated to create a positive shift in brain chemistry. Supportive engagement makes us feel safe, as oxytocin enhances our feeling of bonding, and dopamine and serotonin contribute to a feeling of wellbeing. These neurotransmitters damp down the defensive role of the amygdala, freeing the prefrontal cortex—the newer part of the brain—to allow new ideas, insights, and wisdom to emerge. This part of the brain also contains the mirror neurons that contribute to our ability to feel empathy for each other.

When I was working with Boehringer, scientists were not yet using fMRI’s to see inside of our brains at the moment of social contact. No one could actually see when the sales reps and doctors were in sync, yet we could certainly observe what happened when they *did* learn to build trust. Adopting the five STAR skills had an extraordinary impact on quelling the physician’s more primal reactions, allowing them to engage the more positive impulses that some researchers call the “heart brain,” along with the prefrontal cortex, with its ability for strategy and planning. We know because not only did this shift lead to more open com-

munication and higher levels of trust during sales calls, it led to higher levels of commitment to the Boehringer brand and its products.

Through the STAR Skills program, the reps not only changed their language, they created a totally new relationship with physicians, moving from adversaries to trusted partners. Word got out about our work with BI, and the sales management team and I were asked to speak at large pharmaceutical conferences to other reps from other companies about this powerful approach. At first some of the BI sales reps were reluctant to “give the competition our secrets,” but the BI management team felt differently. They said, “It’s okay, we’ll just keep learning, and stay ahead of the pack that way.”

Within eighteen months, Boehringer Ingelheim had dramatically increased sales and expanded its market share. In industry comparisons, BI’s sales reps moved from #39 up to #1 in the eyes of physicians. What started with a simple process of deconstructing the conversations between reps and doctors ended up with an incredible success story that has continued for over 20 years. As reps and physicians embraced the new approach, profits soared.

Success is contagious, and our work had a ripple effect across the company. Soon management and leadership teams all wanted to be part of the collaborative approach we had created with their sales reps, so we continued to build leadership, innovation and management programs across all of BI. Today, more than two decades later, the sales team is still using this approach as the foundation of their sales training programs and for advanced sales development programs for seasoned reps.

From this starting point, let’s learn more about how brains and minds connect. To do this we’ll need to go deeper into what neuroscientists have discovered about how trust and distrust. The big surprise is that neuroscientists like Angelika Dimoka, from Temple University, have been able to show through fMRI’s that trust and distrust don’t take place in the same parts of the brain. They have their own real estate, and yet, as we’ll see in the next chapter, they connect in a very important way.

Reference

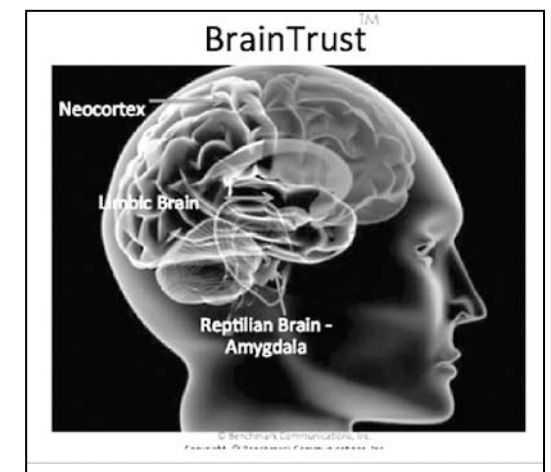
¹Source: Joy Hirsch Ph.D.; Columbia University Cognitive sciences and Neuroimaging Professor

CHAPTER THREE

WISDOM OF OUR FIVE BRAINS...

Five is Better than Three

In the 1960's, a neuroscientist at Yale, Paul D. MacLean, revolutionized my world, and rightly so, rocked the world of science too. He proposed that all human beings actually had three brains – the Triune Brain, as he called it. In his book, *The Triune Brain in Evolution*, finally published in 1990, MacLean shares his groundbreaking theory about the evolution of the human brain and human behaviors. Through comparing and contrasting the de-



developmental differences between humans and animal, MacLean provided new insights that redefined how we would study and understand the brain. His theory proposes that our brain consists of the Reptilian Brain, the Limbic Brain, and the Neocortex. Simply put, MacLean hypothesized that the Reptilian Brain evolved for survival purposes (fight, flight, feeding and reproduction); The Limbic Brain developed for the production of emotions, and the Neocortex serves as the center for spiritual and intellectual processes. It was MacLean's theory that our *three brains in one* evolved sequentially as we evolved from animals to humans.

Why is Having Five Brains Better than Three?

Since MacLean's work, the ability to explore and better understand the human brain has expanded exponentially. Scientists are now converging on a bigger picture of the brain, suggesting that we have even more than just three. It is my theory (as of today) that we have at least five brains, consisting of MacLean's initial three, plus the Heart as a brain, and the Prefrontal Cortex (also called the "Executive Brain").

I've created a model I call The Wisdom of the Five Brains, which I often call our "Brain-Trust" because we can't build trust without our Five brains working in concert. When any one of our brains takes mastery over us, our sense of well-being and trust is weakened. This is the concept we'll explore in this chapter.

Double-Clicking™ on our Five Brain at Work

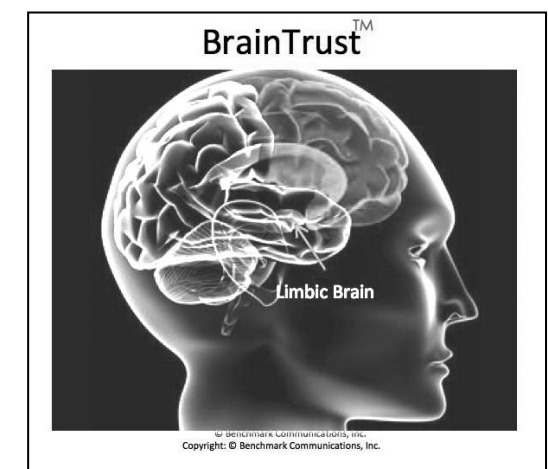
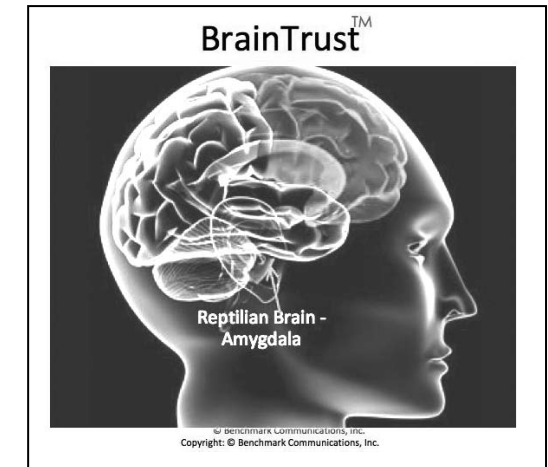
To get us started in the discovery of our five brains, by opening-up the Wisdom of our Five Brains – one brain at a time.

Reptilian Brain: Also called the Primitive Brain, the Reptilian Brain is, evolutionarily speaking, our oldest brain. Some scientists designate this part of the brain as the "brain stem," since it controls basic functions such as our breathing, our heartbeat and our blood pressure. From my grandson Eli's perspective, this part of the brain has "super powers," since it was designed to protect us from both physical harm

and damage to our ego. The brain is very ritualistic and likes the comfort of routines where the future is predictable. This part of the brain includes the Amygdala, which, as we discussed earlier, signals our "fight, flight, freeze or appease" strategies as a way to deal with danger. When we communicate with others – even when we just walk into a room and make eye contact – the Reptilian brain is involved in sending billions of signals back and forth to quickly read and assess whether or not we can trust them.

Limbic Brain: Our Limbic Brain evolved next, and it's responsible for our emotions. This part of our brain remembers everything, which grants us long-term memory. The Thalamus, Hypothalamus and Hippocampus are parts of this brain. It also has olfactory functions – so we can "smell an enemy" a mile away.

The Limbic Brain enables us to build communities, in fact all animals that operate as a "we" – from ants to bees to herds – all have a Limbic brain. This part of the brain enables us to build our tribe. This part of our brain captures information and memories about where we stand in the pack. How the Limbic Brain works, enables us to feel a sense of belonging in our clan. When we fail to honor these



needs, we activate the neural centers of the brain that prevent us from building a climate of trust at work.

Neocortex: The Neocortex has evolved as our mammalian brain. It's the white and gray matter. As the center of higher mental functioning it has one hundred billion cells all working together to integrate

visual input, hearing, touch, balance, movement, and cognition. In humans, ninety percent of the cerebral cortex is made up of the Neocortex where language, learning, rational thinking, and other intellectual functions occur.

Prefrontal Cortex: This brain, distinctly different from the rest, has the powers of empathy, judgment, higher

powers of reasoning and the ability to process complex thinking. Often called the “Executive Brain,” this brain when damaged, leads people to become more prone to criminal behavior, or even end up in institutions.

Heart Brain: The fifth brain – which causes great controversy even for some in calling it a brain – is the Heart Brain. But, the research conducted by the Cleveland Clinic's Heart-Brain Institute, and the Heart-Math Institute in California, have been changing perceptions regarding the connections between the heart and mind. For the purpose of this book, we will refer to the heart as a brain, and I'll be talking about how the Heart Brain and Prefrontal Cortex connect through a “neuro-symphony” that enables us to build trust. We'll also show how bio-feedback (mindfulness) training can help reduce stress and create a healthier balance in the autonomic nervous system and reduce the stress-related hormones that prevent deep connectivity with others.

As we think about how we have evolved from animals that have lived and thrived by their primal instincts, it makes sense that in spite of

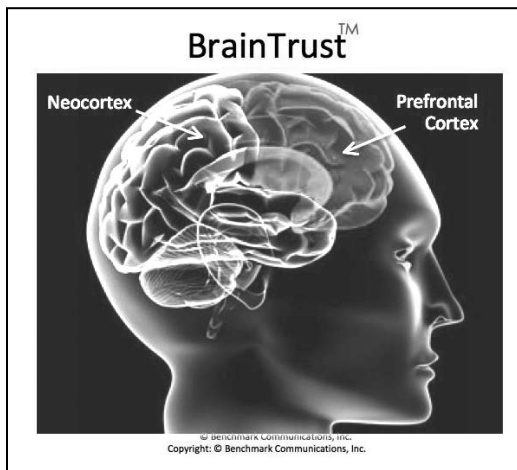
what our more recently evolved sections of our brains want us to do, we are beholden to the messages we get from the older parts of our brain. That's where our more primitive urges emerge – and it is these subtle signals that often become the seeds of distrust. If, during our interaction with others, for instance, we get signals that cause us to fear, or distrust, we can't ignore these signals. They exist for a reason and we need to honor them to make sense of what to do or not do, what to think or not think.

In order to trust others, therefore, we need to understand the power and function of our brain that relies on all parts working in concert. Let's take a deeper look inside.

Trust Begins in the Brain

Fantastic recent advances in neuroscience and the use of fMRI's have enabled us to see inside of the brains and minds of people in real-time, in the very moment they are experiencing different emotions. And what astounds scientists and practitioners alike is the dramatically different “brain landscape” for people who are in fear states, compared to those who are in states of joy, happiness and trust. This surprising difference in our brain's activity is having a profound impact on what we know about building trust. In the past, for example, some leaders used the threat of punishment and embarrassment to get people to perform. Now, by analyzing how our brains work, we see that not only are those techniques an outdated strategy for employee motivation, it can actually be quite harmful with both short-term and long-term negative consequences.

Once a person has been triggered by fear – let's say by an angry, verbally-abusive boss or merely a passive-aggressive blaming boss who likes



NEURO-TIP

Trust and Distrust

Trust is associated with the brain's reward, prediction, and uncertainty areas, while distrust is associated with the brain's intense emotions and fear for loss areas.'

to publicly embarrass his subordinates – a cascade of neurochemicals known as cortisol begin flowing throughout our brains. This cortisol bath sends a message to the other parts of the brain, telling it to move into hyper-gear to protect us from harm. At this moment, we not only experience fear, we also feel distrust toward the person who is triggering the fear. Whether it's a boss or someone we thought was our friend, the power of fear of loss (in this case loss of social status) masters our neurochemistry and we move into protective mode, which means our more primitive brain is mastering us.

This is not a momentary reaction – it can be sustained for up to twenty-six hours, multiple days or even longer. If we continue to experience irritation, embarrassment or outrage, the neurochemical highways of the brain continues its cascade of cortisol, which results in a prolonged state of fear which scientists call an, “Amygdala Hijack.”

In the aftermath of such an attack, parts of the brain needed for building trust, for thinking clearly, for empathy, and getting along with others begin to close down as we begin to activate our strategies for self-protection.

What is incredibly important to understand in the story about trust and distrust is that researchers, like those at Temple University (Angelika Dimoka/Fox School of Business), are discovering through fMRI imaging that distrust takes place in the lower brain (the Amygdala and the Limbic areas), while trust takes place in the higher brain (the Prefrontal Cortex and Limbic). In other words, while all parts of our brain work together in symphony in building trust, the newer part of our brain contains more capacity for bonding with others, connecting with them, guiding us to read people's intentions, and enabling us to build reciprocal relationships with candor and caring.

When we experience distrust with someone, we experience concerns and worries – a state of mind with residual negative impact. This is why we immediately turn to others as a way to re-bond and reestablish a sense of safe and positive connections, to find comfort from others who care about our well-being. This may include talking with other

people who can console us or help us think through what just happened so we can make sense of it and work through our bad feelings. We need to find solace with others to alleviate our fear and pain.

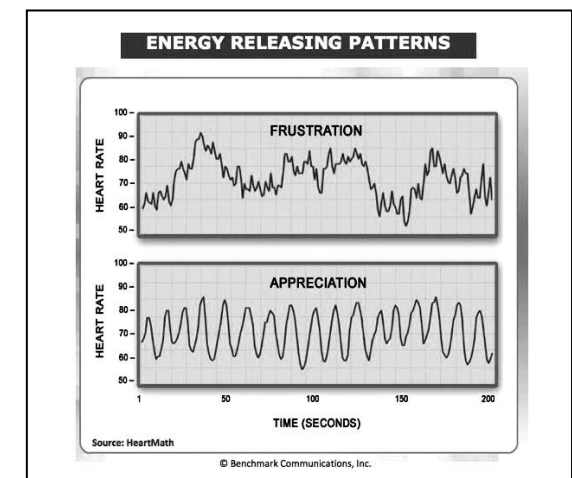
The Prefrontal Cortex is like the orchestra leader of the brain. It has the capacity to ‘down-regulate’ or to decrease the response of our emotions on our view of reality when we are under fire. It also functions like a movie camera, projecting a story, a narrative, and a visual three-dimensional representation of our desired future reality in our minds. This future movie becomes our expected or imagined reality and is what we try to preserve and work to prove and validate it as we interact with others.

When people argue with us about who is right and wrong, we are not just arguing about the point at hand, we are arguing for our version of this, “reality.”

For some people, even just talking about new possibilities and new scenarios for the future – good or bad – causes visceral reactions, changes in heartbeats, and other neurochemical shifts. Words trigger fear and hope responses that can actually be measured on a variety

of machines. One is called a Galvanic Skin Response (GSR) meter. The machine is designed to measure the electrical impulses discharged by the body. Most typically it's used for lie-detection. Not surprisingly, certain words send the GSR wild, especially words with emotional overtones or that trigger strong personal

memories. Another handheld machine is called an emWave, which is a biofeedback instrument created by HeartMath that measures heartbeat variability. When we are stressed, our heartbeat is irregular as opposed



to when we are in a state of positive well being, our heartbeat becomes coherent. But you don't need a GSR or an emWave to sense people's reactions to words. It just takes sensitivity. We can all learn simply by paying close attention.

If talking about something unnerves someone, it probably signals that the person equates simply talking about it with actually doing it. It is a very human response that, simply talking about it, we can ignite a fear of loss, fear of conflict, or fear of change.

The good news is that we can use similar lessons to ignite hope and aspirations for the future. For example, when we are in conversations with others and talk openly about our visions for the future, we are able to activate a positive neuro-circuitry that has the ability to literally open up the parts of our brain that enable positive imaginative thinking. Over the past two decades we've seen the growth of a discipline called "Appreciative Inquiry," which originated with David Cooperrider's dissertation from Case Western University. The core principle of his work is in helping us move from a fix-it problem solving mindset to an appreciative future focused mindset. When we work with others to build trust around a future we will create together, we then bond and build trust, which gives us a strong foundation for achieving mutual success.

There is no one place or one button we can push to move from distrust to trust. It is a building process that needs nurturing and a deep understanding of how our interactions trigger our neurochemistry. As we will explore in future chapters, there are signs and signals of trust and distrust that we can learn to see in advance of trust falling apart. There are also things that we can do in advance to reduce uncertainty in our communication, and to expand a platform for building trust.

Let's take another step forward and explore some of the neurotransmitters linked with trust and distrust.

The Do's and Don'ts of Social Interactions

Conversations are not just sharing information; they actually trigger physical, emotional and energetic changes. Conversations actually "regulate" our inner world of emotions, feelings and pictures of reality. As we communicate, we trigger a back-story of neurochemistry that somehow becomes words, pictures, feelings and emotions all coming together to give us our sense of reality. When we look at it this way, it's not hard to see that our human communication system really is quite phenomenal.

So when we communicate with others, we either feel good or feel bad. When we feel good around people we often associate feel good with feel trust. When we feel trust for someone, we are now learning that our reward systems trigger, and the feeling of positive expectations, and reciprocal rewards are not just words – they are a neurochemical reality.

There are direct correlations between four neurotransmitters in the brain and pleasure. They are dopamine, the happy neurotransmitter; oxytocin, the bonding neurotransmitter; opioids, which buffer stress and produce pleasure; and serotonin, also a "happy neurotransmitter." When we are happy, elated, joyful, passionate and positively excited there is a good chance that something in our environment has triggered any one or all of these neurotransmitters. When we are feeling good around people we become open, sharing, more caring and willing to see the person as an intimate friend.

On the contrary, when we communicate with others in ways that makes us fearful, sad, depressed, upset, angry or overly stimulated, there is a good chance something in our conversation has triggered our pain chemistry. What happens, then, is that we experience: excess supplies of

Do's

- Dopamine
- Oxytocin & Opioids
- Serotonin

Don'ts

- Dopamine
- Overstimulation
- Norepinephrine
- Testosterone
- Steroids

dopamine; an over-stimulated sympathetic system (flight and fight); increased levels of norepinephrine alerting us to threats (stress hormone);

NEURO-TIP

Trust and Distrust

Distrust is not the absence of trust. Trust is associated with the release of Oxytocin – and is viewed as the expectation of benevolence. Distrust is associated with the release of cortisol and the expectation of malevolence.²

testosterone (aggression) and or steroids which stimulate muscles or enhance physical strength. When we are threatened, agitated, angered, or moved to fight, these chemicals are skirting around our body – sometimes for over a day just from one incident.

It's no wonder that we feel distrust of people when we feel they are rejecting us – similar

parts of our brain are being stimulated. We may, for example, become distrusting of people when we feel (or interpret) negative feelings in our conversations with them. Somehow, we interpret both at a cellular level and a cognitive level that they don't have our best interest at heart – and whether it's true or not – we create a story of uncertainty about our relationship with them.

The “don'ts” are triggered by painful social experiences, while the “dos” are triggered by feel-good social experiences such as being liked, trusted, appreciated, held in high esteem and respected. Fortunately or unfortunately, when our “don'ts” are triggered, the neurochemistry lasts much longer than when our “do's” are activated. We may feel cautious around someone and can easily imagine they will hurt us again. We may start to look for signs of distrust to prove we are right. We may label them as enemies and withhold important information from them to protect us from future harm.

The pain from having painful social experiences last much longer than the pain of breaking a leg. This is why leaders need to understand the Neuroscience of WE and how trust is built and sustained. Productivity, collaboration, and getting business results all depend on it.

The millions of minute-by-minute neurochemical reactions within

our brain drive our states of mind. These states of mind translate into how we build trusting relationships with others, how we communicate, and how we shape our relationships every day, all day long. Matt Lieberman and Naomi Eisenberger, scientists at UCLA, say that our brains are designed to be social – and the need for contact is greater than the need for safety. When we are not doing our individual work we are engaged in some form of connectivity with other human beings, whether it is thinking about people or actually connecting with them.

Connecting with others is what we need to do to grow. Connecting with others is not just about passing information back and forth. It's also not about just the words we use to communicate. This accounts for only seven percent of the exchange that takes place between people. We learn, grow and nourish each other's brains by interacting with each other. The tone and intention of our interaction has more power to influence the neurochemical reactions than the words alone.

Oxytocin at Work: Understanding the Alchemy of Trust

What quells our brains' fear state is trust, empathy and support. When someone shows concern for our state of mind, or cares about our feelings, our chemistry makes a shift.

We become calmer, we can gain composure, and we can think in a constructive way. The hormone oxytocin is a neurotransmitter associated with bonding behaviors. Paul Zak, Ph.D., from the Claremont Graduate University, senior author of the study, *Trust Hormone Associated with Happiness*, suggests that oxytocin could be the

NEURO-TIP

Reducing Fear

In an study examining healthy self regulation, there was a twenty-three percent reduction in cortisol and a one-hundred percent increase in DHEA (A steroid hormone made by the adrenal glands) with intentional practice of regulating negative thought loops. This means stress was dramatically reduced and well-being increased through mindful practices, breathing techniques, and heart appreciation.³

most prevalent hormone in the heart and the brain, and could be the critical driving force behind our need for social contact.

When oxytocin is produced, according to Zak, we feel happier, in addition to feeling more collaborative. This hormone's power is one of the more recent discoveries in neuroscience and may explain why, in its absence, isolation can be so painful, why loners die young, and why rejection is more painful at times than physical pain. Some scientists call oxytocin the "cuddle hormone" because of its affect on making us feel

cared for. Its power to create and restore a feeling of well-being is as good as a mother's hug.

Colleagues and co-workers don't need to physically touch another person or hug each other to produce this caring affect. Instead they can touch someone's heart with words of sympathy or support, or they can validate someone's concern and trigger a more positive mental and physical state of mind in that person.

For example, when a leader trusts that an employee will be able to tackle a project successfully, she will communicate her confi-

dence through subtle yet significant behavior, thoughts, and intentions.

At this moment of contact something happens neurochemically in both the leader and the employee. If the leader projects positive intentions and thoughts and the employee accomplishes the task at hand, there is a shift in the employee's confidence that can be directly connected to increases in neurotransmitters – such as serotonin and dopamine.

When we receive public praise and support, we unlock another set of neurochemical patterns that cascade positive chemistry throughout

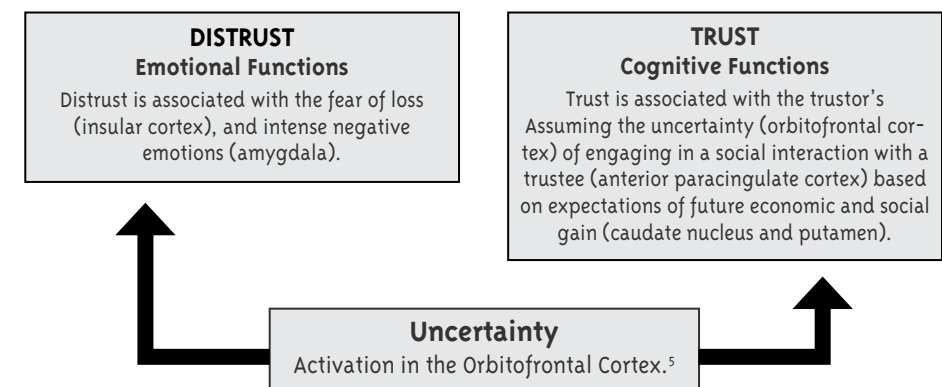
the brain. Highly motivated employees describe the feeling as an almost drug-like state (which, because of the dopamine released by these interactions, it really is). When this state of positive arousal comes with appropriate, honest and well-deserved (sincere) praise – employees feel they are trusted and supported by their boss. They will take more risks, they will speak up more and push back when they have things to say and they will be more confident with their peers.

When employees are given honest feedback, it drives patterns of intrinsic motivation that energizes them or motivates them to access new skills and talents. Yet when the interaction feels judgmental, or embarrassing, a whole different cascade of neurotransmitters takes place, creating a very different brain landscape to drive our future interactions.

What Happens when we are Uncertain?

Angelika Dimoka, from Temple University's Fox School of Business, has identified that trust and distrust take place in different parts of the brain, yet there is one place where trust and distrust overlap – and that is where we assess *uncertainty*.

While Trust takes place in the Prefrontal areas of the brain where we are assessing the credibility, the intentions, and predictability of someone's behavior in the future, Distrust takes place in the lower brain where we are assessing another person's malevolence – this is where we assess the fear of loss, and when we feel a sense of loss we more often feel threatened.



NEURO-TIP

Trust and Distrust

Trust is associated with the trustor's assuming the uncertainty (orbitofrontal cortex) of engaging in a social interaction with a trustee (anterior paracingulate cortex) based on expectations of future economic and social gain (caudate nucleus and putamen). Distrust is associated with the fear of loss and the higher brain activity in the insular cortex and intense negative emotions in the amygdala.⁴

Uncertainty: The Fulcrum between Distrust and Trust

According to Angelika's work, uncertainty can be mapped to the place in the brain called the Orbitofrontal Cortex. Researchers have linked the Orbitofrontal Cortex to uncertainty (Hsu et al. 2005), and demonstrated that when this part of the brain is activated, it increases distrust. At the moment of contact, when we engage with others and have "uncertainty" about how to interpret the interaction, our Orbitofrontal Cortex activates.

In the next section of the book, we'll talk about how to increase our chances of trust and reduce the feelings of uncertainty and distrust at work. You will learn how to identify the triggers that drive us to distrust each other at the moment of contact, and you will learn how to create conditions for trust to emerge.

References

¹ Source: Angelika Dimoka, Center for Neural Decision Making, Fox School of Business, Temple University

² Source: (Ganesan 1994; Pavlou 2002)

³ Source: HeartMath, 1998, Rollins McCraty, Marrios-Choplin

⁴ Source: Angelika Dimoka, Center for Neural Decision Making, Fox School of Business, Temple University

⁵ Source: Angelika Dimoka; Temple University; Fox School of Business

Three Vital Neuro-tips

NEURO-TIP #1:

Our brains are designed to be social

Our need for belonging is as or more powerful than our need for safety. When we are rejected, we experience pain in the same centers in the brain and body as when we break a leg. Being emotionally orphaned is more painful than death. When others show us love, respect, and honor us, it triggers the same centers in the brain as when we eat chocolate, have sex, or are on drugs. Understanding this dynamic will change how you lead.

NEURO-TIP #2:

Appreciation reshapes our neural networks to give us a broader perspective of the world.

When we feel sad, depressed, alone, fearful and disconnected from others, our mind closes down. Messages from the Amygdala say, "protect" and our brains are hardwired and designed to protect us from harm. Through co-creating conversations that focus on how we can tackle our challenges and difficult situations together, we activate an appreciative mindset; our neural chemistry changes. We "turn off" the fear-based neuro-messages from the Amygdala, and 'turn on' the brain connections that feed up into the Prefrontal Cortex - our "executive brain." We see that our 'perspective has shifted' and it's because that part of our brain - our Prefrontal Cortex - is now engaged.

NEURO-TIP #3:

We avoid what is painful; we engage in what is pleasurable.

From birth, we learn to avoid physical pain and move toward physical pleasure. We learn to protect ourselves from

ego pain, building habits and patterns of behavior that keep us safe from feeling belittled, embarrassed, or devalued. At work this tendency translates into avoiding a person who appears to compete with you when you speak up, to avoiding a boss who sends you silent signals of disappointment. Pain can also come from what you anticipate—not from what is real. If you imagine that telling colleagues they are annoying you will lead to a fight or argument, just the thought of having that conversation will produce the social pain of being rejected or being in an uncomfortable conversation. We often avoid the conversation and hold the frustration inside. The feared implications of pain become so real for us that we turn to avoidance, since confronting a person with a difficult conversation may lead to yelling, rejection, or embarrassment.

ABOUT BENCHMARK COMMUNICATIONS INC.

Creating WE Culture Transformation

Imagine what would be possible if your organization could intentionally shift to a new way of communicating, a new way of innovating, and a new way of thinking that was steeped in trust, mutual accountability and support!

Our Creating WE approach to Culture Transformation is designed for executives who are trying to make the shift to a more collaborative and engaging work environment that nurtures and develops talent, attracts customers, and achieves incredible profitability and business growth. We call this *‘moving from I to WE.’*

During times of change, it’s easy for executives to get drawn into their own silos, working issues that they can control. However, managing the larger enterprise issues is a collaborative and co-creative experience.

Our Culture Transformation process will give leaders new perspectives, frameworks and tools for moving into enterprise thinking, by reducing competitiveness and risk, and building peer support to help execute the enterprise challenges. No work is more important for a leader than creating a culture in which all team members can fully contribute.

Before most employees will share their ideas and insights, leaders must create the environment for sharing and innovation to emerge — it doesn’t happen by telling people what to do or how to do it. To build a world-class organization, employees must experience the power of what “WE” can do for everyone.

*What if you could create a culture with mutual accountability?
One where people acted like owners, working in concert with each other*

to differentiate your brand and capture the hearts, minds, and souls of your customers?

Creating WE Culture Transformation is a process that will raise the collective IQ of your organization, and will pay big dividends as your business gleans new ideas and strategies, new innovation, and improved processes for running your business and reaching customers.

Our clients invest time and resources in Culture Transformation, knowing that their success comes through their people. By investing in engaging and empowering their talent they will create a healthy, committed, and inspired workforce poised to become a world-class company with sustainability and staying power.

What We Believe:

Change is about shifting strategy – and culture drives strategy. Therefore, the biggest challenge leaders face today is how to engage the organization in working strategically toward common goals; the larger the organization, the larger the challenge.

For many people, change often triggers fear, anxiety and resistance, while for others it opens up new opportunities for growth. We work with our clients during transformational initiatives to help create a context for change. We help executives learn how to engage with their people in ways that reduce resistance and create a positive energy for change. Executives experience ways of drawing out the wisdom and talent from inside the organization, and build organizational ownership, leadership and commitment to results.

Regardless of what business challenges we're asked to work on, our powerful engagement technologies help executives successfully architect strategic change during the most challenging times, such as pre- and post- mergers and acquisition, customer-centric transformations and brand building. Every client engagement is designed to elevate the organization's ability to drive the change process from within – to raise the Cultural and Brand IQ – and to set standards of excellence that ensure a leadership position in their industry.

Our Services: Setting Benchmarks for Success

Benchmarks for Building Strong Brands:

Living the Brand and Organizational Storytelling

When a culture lives the brand, it means that employees are engaged with each other in understanding and interpreting the brand and executing it at every touch point with the customer. Often, when the brand is less differentiated, employees are working everyday without the sight to the customer and without the realization of how their enterprise uniquely delivers what it says it will. When employees learn to live the brand, they resonate a high level of valued expertise in concert with each other and provide outstanding service in a way not available anywhere else. Benchmark offers our clients processes for heightening awareness of the brand and for delivering the brand's promise. The result is more customer loyalty, brand recognition and spirit.

Enterprise Engagement: Turning Resistance into Opportunities for Change

Clients often call us because they are undergoing strategic changes in their organization. They want help in architecting the change process so that they get the maximum support and contributions of their organization to build a strong enterprise. Some clients experience resistance, territoriality and conflicts during change. In these instances, we provide expert consulting on how to set a context for change that shifts the focus from resistance, territoriality and conflicts to strengthening the enterprise.

Benchmarks for Building Strong Leaders:

Executive Coaching

For 30 years, Benchmark has served as an Executive Coach to executives in C-level positions and those moving up into C-level positions. Our coaching process is designed to assist senior executives in han-

ding the challenges of a rapidly changing environment. We do that by helping them recognize the impact they are having, by expanding their leadership awareness and strengthening their focus as they move into their senior roles. In all cases, executives expand their capacity to positively influence the organization to achieve success. Through our coaching process we help executives explore their leadership aspirations, focus on developmental opportunities for growth, address blind spots, and practice innovative ways to tackle their leadership challenges at work.

The First 100 Days™

The First 100 Days are the most critical in defining the executive's future success. When an executive joins a company, they face new challenges such as understanding the culture, assessing the talent, and sizing up the opportunities, so they are able to positively influence the organization to move forward toward its goals. Are they bonding with others, taking a stand, or alienating people from supporting the mission? Benchmark works with executives in new positions to help them create a platform for leadership and organizational success. We have developed a CEO Playbook that helps an executive focus on what's important and essential for success. We have developed Leadership and CEO Playbooks that help executives starting a new position focus on what's important and essential for organizational and personal success.

Senior Leadership Alignment™

Senior executive teams in organizations are often challenged to make the toughest decisions, decide on priorities, and create alignment and direction for the organization. More often than not these senior leaders and their teams do not work in concert with each other. Benchmark Communication has evolved coaching and intervention technologies that support open, honest communication and at the same time reduce executive tensions and conflicts. These processes

include a combination of one-on-one coaching coupled with team consulting and enterprise interventions to help create alignment, develop trust and openness, and focus attention on how to successfully achieve the larger enterprise commitments and priorities.

Benchmarks for Building Strong Cultures:

Cultural Scan - DNA Assessment

Culture drives strategy. It can either enable or disable the realization of the enterprise's goals. Benchmark Communications performs Cultural Assessments that make the dynamics that are driving a culture more visible. Through this process we help executives understand how to address internal issues that are preventing the enterprise from realizing its potential. In addition we unearth internal best practices and expand on opportunities to help differentiate the culture and brand. With this information, executives will have a new handle on how to lead more effectively, how to charter and sponsor strategic projects, and how to facilitate enterprise shifts to guide the organization toward collaboratively achieving its goals.

Team Challenges, Strategic Initiatives & Action Learning

People learn most from doing. With this spirit in mind, Benchmark Communications has developed an expertise in working with senior teams to identify Team Challenges aligned with achieving new enterprise goals. Our Team Challenge Technology builds competencies in collaboration, cross-functional project management and execution. Through Team Challenges, executive teams discover how to execute work with a profound impact on the bottom line, on customer retention and loyalty and on the organization's ability to develop new competencies that sustain growth and leadership.

Leadership Journeys and Culture Integration

We work with the leadership team to architect a process for integrating their organization (often after M & A's) around the new enterprise

vision, goals, strategic initiatives, projects and people, building a line of site to their customer. Leadership Journeys are enterprise interventions (Leadership Expanding Workshops) that elevate the Cultural IQ of an organization and create a powerful common ground for uniting disparate parts of the organization. They are “defining moments” for leaders in organizations where each person both individually and collectively comes face-to-face with the challenging dynamics, the obstacles, the opportunities and the possibilities for their future and by working through them together elevate the enterprise’s capacity for becoming a powerful brand. The result of this process is a realization of common goals and strategies that create a new level of enterprise and brand focus.

About Judith E. Glaser, CEO

Benchmark Communications, Inc.

Judith E. Glaser is one of the most innovative and pioneering change agents and executive coaches in the consulting industry, and is the world’s leading authority on WE-centric Leadership. She often refers to herself as an Organizational Anthropologist who works at the intersection of leadership, culture and brand. Judith is the founder of Benchmark Communications, Inc., and the Co-founder of the Creating WE Institute. Her clients include many of the top Fortune 500 companies. Through Benchmark’s innovative Creating WE technologies, she helps leaders focus on competitive challenges in a world of moving targets. Her highly engaging and provocative keynotes, consulting, workshops and summits catalyze transformation at the individual, team and organizational levels — leading to higher levels of productivity, profitability and business success.

Judith is the author of two best selling books: *Creating WE: Change I-Thinking to We-Thinking & Build a Healthy Thriving Organization, The*

DNA of Leadership, and was the Editor and Co-author of *42 Rules for Creating WE*, also a best seller. Glaser is also a widely recognized thought leader on leadership in both academic circles and the public media. Judith regularly appears on TV such as NBC Today, ABC, FOX, CNN on topics such as Bully Bosses, and is quoted in the NY Times, WSJ and Harvard Business Review, and has spoken at Universities Globally including Kellogg Graduate School of Management, Harvard Business School, and University of Stellenbosch Business School.

Other Books by Judith E. Glaser, CEO

Creating WE

Change I-Thinking to WE-Thinking & Build a Healthy, Thriving Organization

Creating WE rejects traditional approaches to leadership and change.



This revolutionary book provides breakthrough strategies for moving from an ‘I to a WE’ culture by changing our mindsets and the quality of our conversations. You’ll gain new insights for confronting adversaries, giving critical feedback, acting as a peer coach, identifying your “fear habit patterns” and dissolve “case building” among colleagues. *Creating WE* offers touching and profound

anecdotal stories drawn from Glaser’s work with large clients such as Clairol, Donna Karan International, Revlon and others. Whether your company has recently been acquired, merged, restructured, downsized, or, is in the midst of rapid growth and expansion, *Creating WE* will provide a roadmap for creating and sustaining change.

Available as a Paperback and Kindle Edition.

42 Rules | for Creating WE

Edited by Judith E. Glaser

Forward by Angela Ahrendts, CEO, Burberry Group PLC



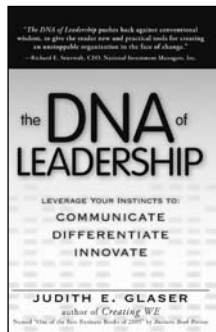
42 Rules For Creating WE is the celebrated, collaborative effort of best selling author, Judith E. Glaser and 18 of her fellow Creating WE Institute Members & Co-founders. From cutting edge neuroscientific findings to profound insights gleaned over thousands of engagements in business consulting, branding and beyond, ‘42 Rules’ delivers a wealth of innovative ways for putting ‘WE-centric’ thinking into practice in your organiza-

tion and workplace NOW!

Available as a Paperback and Kindle Edition.

The DNA of Leadership

Leverage Your Instincts To: Communicate, Differentiate, Innovate

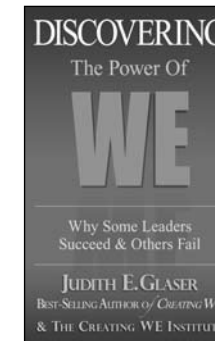


Alter a Company’s DNA, and Accelerate Its Profits! Just as your DNA may determine your destiny, a company’s organizational DNA may determine its destiny. The DNA of Leadership helps you understand how to shape your company’s genetic code for success. Expert author Judith E. Glaser identifies the seven vital leadership practices that can reshape an organization into a WE-centric culture—a culture that enables people to effectively work together during times of organizational change. “Graft” these seven practices onto meetings, conversations, and strategic initiatives, and you can leverage talent, maximize results, and boost profits in amazing ways. Includes profiles of seven major companies, including: VeriSign, New Wave Entertainment, Dreyer’s and Edy’s Grand Ice Cream, and IBM.

Available as a Paperback and Kindle Edition.

Discovering the Power of WE

Why Some Leaders Succeed and Others Fail



Our brains are designed to be social. Our need for belonging is more powerful than our need for safety. When we are rejected, we experience pain in the same centers in the brain and body as when we are in a car crash. Being emotionally orphaned is more painful than death. When others show us love, respect, and honor us, it triggers the same centers in the brain as when we eat chocolate, have sex, or are on drugs. Learning this will change how you lead.

Discovering the Power of WE is a book written by Judith E. Glaser in collaboration with members of The Creating WE Institute, and is filled with insights and wisdom about how our social brain works, and how to build a WE-centric workplace full of energy, innovation and engagement designed to achieve audacious personal and business results. *Discovering the Power of WE* will give you new insights and practices you can use at work immediately to shift from an “I to a WE” culture.

Discovering the Power of WE provides a step-by-step guide for becoming a WE-centric leader, from understanding how to reduce the fear that triggers underperformance, to building accountability into the DNA of your culture. In this book you will learn about the power of WE-centric storytelling, how rituals trigger our bonding instincts for collaboration, and how positive emotional contagion can radically transform your workplace. You’ll learn about cutting edge leadership practices, how to bring integrity and candor to work, and how to create sustainable leadership at all levels of your organization.

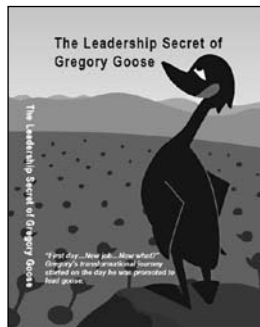
Discovering the Power of WE includes new insights from the world of Neuroscience of WE, and the Wisdom of Our Five Brains. Each chapter gives powerful take aways that are essential for leadership success. *Discovering the Power of WE* teaches you how to create breakthroughs that will change your leadership approach forever. You will discover your own personal power

and influence for becoming a WE-centric leader, and for teaching others to become one also. The book gives you a well laid out roadmap for leadership success.

Available as a Paperback and Kindle Edition.

Multimedia | The Leadership Secret of Gregory Goose

First time leaders to C-suite executives have identified with Gregory's story – now you can learn and use Gregory's leadership secret, too!



Created by Judith E. Glaser, author of *Creating We* and *The DNA of Leadership*, this in-depth workshop includes an animated video, comprehensive Facilitator's Guide and a PowerPoint Presentation. *The Leadership Secret of Gregory Goose* is a fresh way to understand how sharing power releases leadership instincts in others.

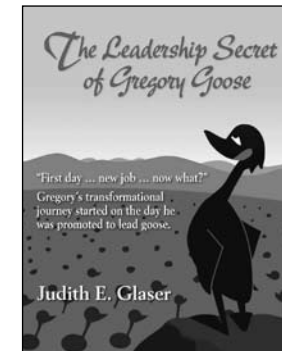
The Learning Objectives of Gregory Goose workshop are:

- Identify the difference between old leadership and new leadership (positional power vs. relational power).
- Define key terms: co-creating, power-over, power-with, inclusion, Co-creating Conversations® and leadership.
- Examine feelings and beliefs about leadership and how to make the shift from power-over to power-with leadership.
- Create inclusive Co-creating Conversations® and practices in the workplace to strengthen relationships with direct reports, peers and colleagues and to achieve business results.
- Develop an action plan for expanding inclusive and co-creative leadership practices and conversations in the workplace.

Available as a DVD and workbook (includes Facilitators Guide & Powerpoint Presentation)

The Leadership Secret of Gregory Goose

“First day . . . new job . . . now what?” Gregory's transformation journey on the day he was promoted to lead geese.



The Leadership Secret of Gregory Goose is a fresh and innovative way to understand the difference between old style leadership – where leaders ‘honk and peck and keep other geese in line,’ and new style leadership where leaders inspire the leadership instincts in others.

Gregory goes on a leadership journey to discover the power rules that will make him become a successful leader. However along the way, he learns the wisdom he never expected. Power does not come from ‘power-over others’ – it comes from ‘power-with others.’ Gregory redefines what power is all about, and discovers a new language of leadership that changes his life forever.

First time leaders to C-suite executives will identify with Gregory's story. And now you too can learn Gregory's leadership secret. According to Libby Wagner from Training Media Review – “Gregory Goose opens up the doors for some really important conversations about leadership, and provides inspiration for why we might want to embrace Gregory's changing notions of leadership.”

In addition to introducing some contradictory thinking that surrounds leadership, Gregory helps new leaders and seasoned leaders develop a new vocabulary for leadership that will break old thinking and old patterns of behavior, and provide clarity and wisdom for how to trigger the leadership instincts in others.

If you are looking for a powerful book for developing an inclusive workplace, that fosters care and responsibility, and engages and empowers people – Gregory Goose will give you an effective and humorous way to start the vital co-creating conversation® in your organization.

Find Judith's books on

www.BenchmarkCommunicationsInc.com, www.CreatingWE.com
and www.Amazon.com.

Contact Us

Find out how you can bring *Creating WE* and
TRUST: At The Moment of Contact to your organization!

Benchmark Communications, Inc.

www.BenchmarkCommunicationsInc.com
www.CreatingWEInstitute.com
www.CreatingWE.com
www.JudithEGlaser.com

116 Central Park South, Suite 9D
New York, NY 10019
Tel: 212.307.4386 • Fax: 212.307.0699

5 Shorehaven Road
Norwalk, CT 06855
Tel: 203.838.6982 • Fax: 203.838.7166