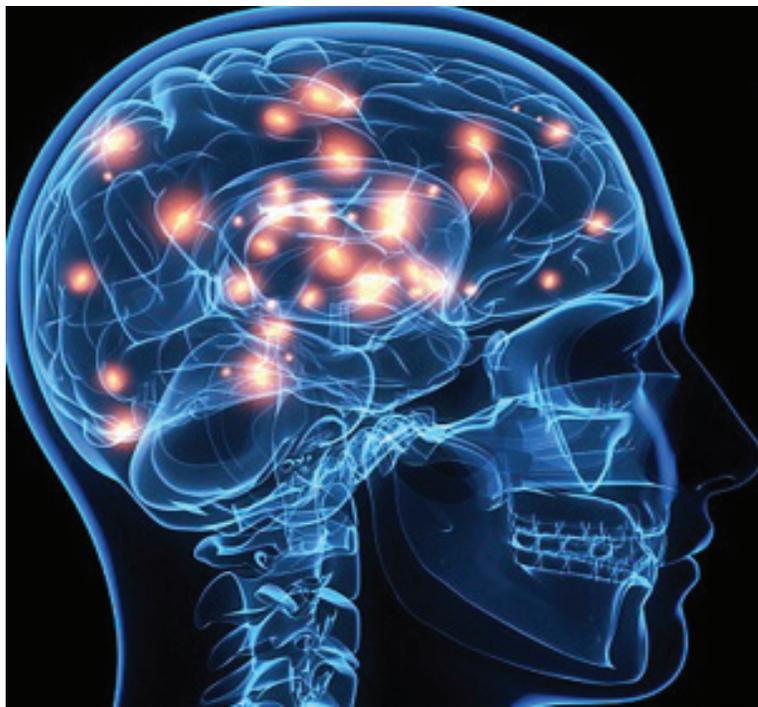


IMPACT

INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PROFESSIONALS



The Neuroscience
of Leadership



Greetings from **IMPACT**



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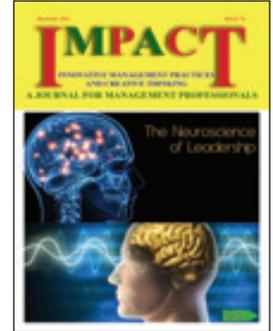
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Dear Readers,

iPhones Of US State Department Officials Hacked By Israeli Spyware Maker NSO Group.

Believe In Blockchain Technology, It Will Redefine The Financial World, Says Mukesh Ambani.

The above two Breaking News appeared in Media in the first week of December 2021.

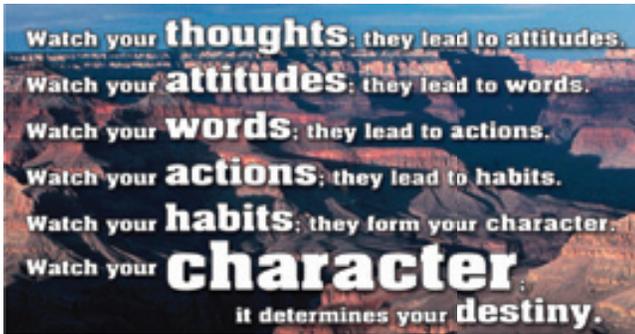
One sent jitters to the world's pivotal official's community and another sent positive waves among the investors and the financial world.

What could be the consequences of both the news, we have to wait and watch as more details pour in as always!

But, for the common man , both the above news are No News! The common man's world is totally different. But who cares about the common man?

Editorial Team

INSIDE



Your Words
Your Actions
Your Reputation —

Mr. R. Venugopal 4



Strategies to change our relationship
with Time —

Mr. Syed Fazlullah Khan 7



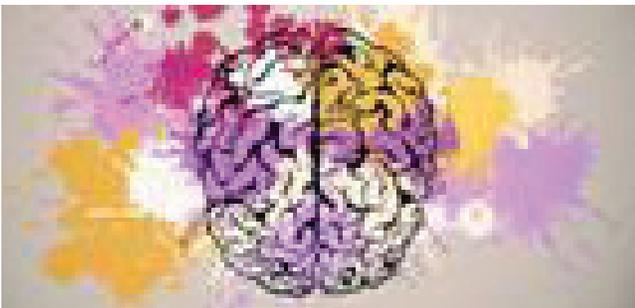
7 Quick Workouts for Busy Moms —

Mindi Friedland 12



A Thrilling Experience —

Dr. H.V. Hande 18



Neuroscience – A Pathway To Effective
Leadership —

Dr. S. Jeyachandran 20



Can introverts make ideal leaders? —

Mr. Borris 28

Your Words Your Actions Your Reputation

The Temple Chariot has started its procession and going through the four surrounding streets at the Madurai Meenakshi Temple and all the people are standing in rows to have the Darshan of the Goddess. The Garbage van which came in the evening to collect the trash from each house in these streets was left in one of the streets by mistake by its driver. Every person shouts “Where is Muthu? Somebody go and search and get him quick. The Chariot may enter this road shortly, urgent, urgent”. Luckily Mr Muthu was available nearby and he rushes and removes the van. All people sigh in huge relief. The Garbage van is wonder struck. It asks Mr Muthu “Why these people are doing like this? I am coming to these

roads every day and I collect their garbage. If I don't come any day, these persons immediately ring up to the Municipal Office and some how get me to remove their dirt. At that time, they need me but now they don't want to even look at me and they desire that I should be taken away from their sight. Why? What mistake I have committed? Actually I am their friend in keeping their environment clean. My driver cleans me every day before leaving on the trips, gets me painted afresh every year and he maintains me well. Whereas this Chariot comes to these streets only once in a year, it is not painted every year. It is mostly under repair and it is taken out from its place with great difficulty each year. But the people are mad after it and run with ecstasy behind it. Why?” Mr Muthu replies “The reason is very simple. What is inside you is trash, dirt, garbage and waste. But what is inside the Chariot? The Goddess. Each Object is respected, loved and revered by what is inside it and not by its outside and appearance. You may be clean outside, repaired and painted every year and maintained very well but what do you carry each day? The filth and dirt. But the Chariot may be old, dilapidated, mostly under repair etc, but what does it carry once in a year? The image of the Goddess. That's the reason why people respect the temple chariot but shun you.”

Yes, Mr Muthu is right. Human beings are also liked, loved and respected for our intrinsic qualities

“All you have
in business
is your reputation
- so it's very
important
that you keep
your word.”

Richard Branson

and values and not for our outside appearances, wealth, prosperity, dress and other paraphernalia. These external things may attract others for a short time initially but they disappear soon and people look for the internal beauty and qualities.

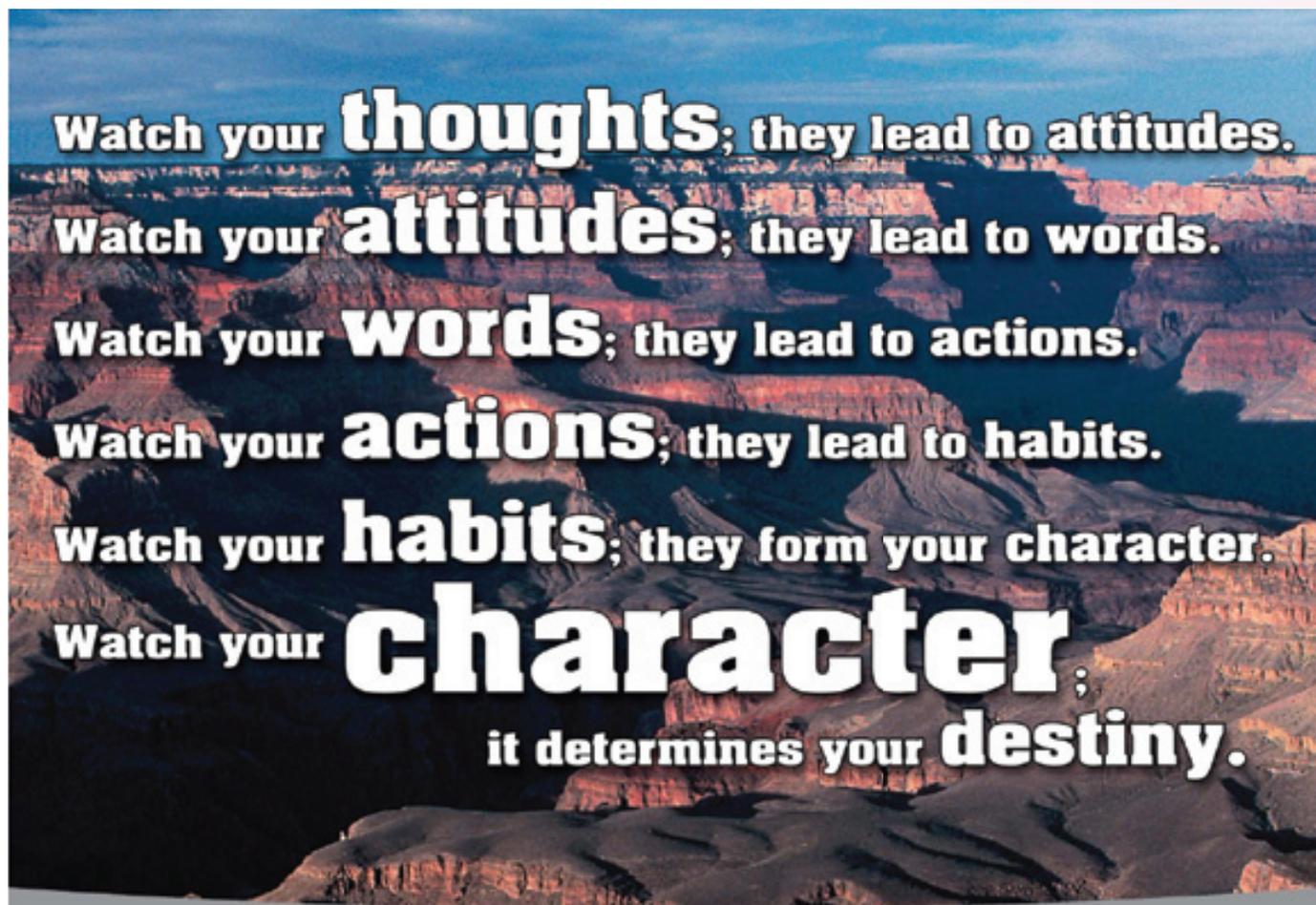
Our Internal Qualities

Our respect in the society depends up on our behaviour, character and the words that we use towards others. Our words can be sharp like swords and hence we have to be careful in their usage. We must win others by our words and actions. Our reputation and respect in the society depend on our words and actions. We may not be able to change our origins, where we are born and brought up but we can always end up at the top of our community by our words and actions. Again we are revered if we do what we love internally and excel in it and not because somebody pays us well for doing a particular job.

YOUR WORD IS YOUR BOND. MAKE SURE YOUR WORDS MATCH YOUR ACTIONS. KEEP YOUR WORD AND FULFILL YOUR PROMISES. YOUR CHARACTER IS MORE IMPORTANT THAN YOUR REPUTATION, ~W.LAMB.

I recall the following story:

There was a poor person living in a temple, cleaning it daily and eating whatever prasad was given at the temple. To show his devotion, he used to sing in praise of the Lord whenever the temple was open. But his singing was very bad and unpalatable to the ears as he



WATCH YOUR **THOUGHTS**,
FOR THEY BECOME **WORDS**.

WATCH YOUR **WORDS**,
FOR THEY BECOME **ACTIONS**.

WATCH YOUR **ACTIONS**,
FOR THEY BECOME **HABITS**.

WATCH YOUR **HABITS**,
FOR THEY BECOME **CHARACTER**.

WATCH YOUR **CHARACTER**,
FOR IT BECOMES YOUR **DESTINY**.

was not properly trained for it. The Priest and other devotees tried to dissuade him from singing, as it was highly disturbing for them every day but he would not listen and the people had no other alternative but to undergo that ‘punishment’ each day.

There was a ghost, who was also living in that temple but it would not trouble anybody and hence nobody knew that the ghost was there in the temple. But the ghost could not tolerate this bad singing and so he hatched a plan. He told the singer “I shall help you become a rich man, if you can leave this temple. I shall go and catch the daughter of the King tomorrow. The King will announce that he would give a huge cash award for the person who would drive away the ghost and heal his daughter. You come to the palace and drive me out and you will get a lot of money from the King and you can leave this temple and live comfortably elsewhere. Do you agree for this? By this, we can all worship the Lord here peacefully here without getting disturbed by

your awful singing.” The singer thought about this and accepted this idea of the ghost, since he need not depend upon the Prasad of the temple every day and live in the temple itself.

As planned, the ghost caught hold of the King’s daughter and the King announced the reward for the person who would drive away the ghost. The singer went to the palace and as per the plan got huge prize money from the King and went away. The ghost was very happy and all the devotees including the Priest (and the ghost) had a peaceful time without any bad singing.

But lo! The next day the singer was again standing there in front of the God in the morning. The ghost became very angry and asked him wildly as to why the singer had forgotten his promise and had come back. The singer replied “No, no, I will not sing but I shall come here every day only just to pray for a few minutes. Because I was very uneasy yesterday since I missed my prayers. I get a lot of peace and serenity when I pray here. Please allow me only that and permit me to visit this temple every day and pray for a few minutes”. The ghost could not but appreciate the single minded devotion of the singer.

Yes, we also always revere and respect any person who does what he loves, irrespective of the resultant gain or profit he gets out of it.

So ultimately our words and actions make us or mar us.

The choice is yours.

R. Venugopal

*Mr. Venugopal has served in
LIC of India from 1968 to 2006
for 38 years and retired as an
Executive Director.*



Strategies to change our relationship with Time

We've all been guilty of believing there is not enough time, which eventually accomplishes nothing. We all have the same 24-hours in a day. Some people can get the most out of this limited amount of time because they've admitted there's a problem and did something about it. Complaining that you don't have enough time isn't going to grant you any more time magically. It may make you feel better, but only momentarily. It's not getting to the root problem. If you can admit to yourself that there is enough time and you don't know how to get the

most out of it then you can look for ways to change your relationship with time. Images

The idea that we have to fit in as much as possible into our already busy lives is a dangerous mindset to have. The reality is we have a limited number of hours each day and if we continue to have the mindset that "we can do it all" or "we can have it all," it can lead to:

- High levels of unnecessary pressure or stress.
- Feelings of overwhelm or inadequacy.
- Mental or emotional fatigue.
- Physical health issues such as burnout.
- Slow progress towards achieving goals.

The key is to change our relationship with time and adopt something new that will enable us to utilize the time we have better.

1. One size doesn't fit all.

You've admitted there's a problem and you're scouring for advice. You should feel good that you took this first step and identified a time-management tool that offers / promises that you would gain certain control over your life. But whatever you start doing, it works for a while, and then it stops working. The reason is Most of these tools were built by developers who wanted to solve their own time management problems which means they may not be valid for all of us.

Relationships change business outcomes. The question is how do you measure relationship capital and make sure that you're building it effectively? Visible Path understands the problem and is unique in its market approach and application of science to solve it.

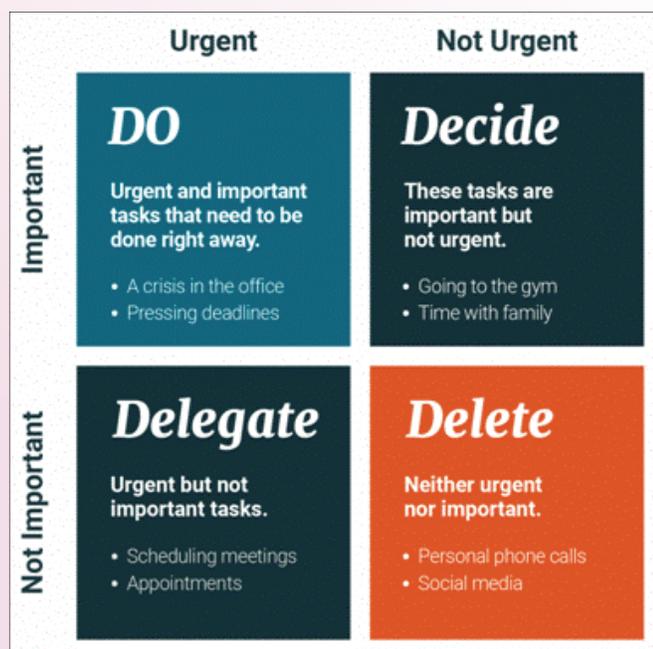
Ray Lane

Instead of relying on a tool with all the bells and whistles, find out where you're struggling and what's essential for you. For example, if scheduling is taking you away from product development, then you could use a scheduling tool like Calendar that uses machine learning to automate most of your scheduling needs.

2. Distinguish between being busy and productive.

We fall into a time management trap, believing that just because you're busy means that you're productive. I honestly believe that this concept of -busy vs. productivity - is something a lot of people struggle with. Here's how you can be productive instead of just busy.

- Identify what is both important and necessary, as opposed to focusing on something that can wait.
- Implement an organizational strategy. For example, every night I have a routine where I lay out my clothes, list my three most important tasks, review my schedule, and make sure I have all my gear for tomorrow. A little prep the night before ensures I have a smooth and productive day.



- Eliminate distractions like email and text messages.
- Don't worry about being perfect.
- Only say "yes" to time requests that serve a purpose.
- Be willing to make certain sacrifices, like quitting an organization that is no longer beneficial.
- Surround yourself with other productive people.
- Weigh the pros and cons before jumping on a trend.
- Be honest about your progress.

3. Calculate the time needed for specific tasks.

Let's say that you want to write a blog post for your website. You block out an hour for this task. You end up spending two hours -- your entire schedule is out of whack. Indeed, there is a truth that when you set a time limit on certain things that have to be done, this can motivate you to get them down within that period. However, sometimes it's just not possible, and you have underestimated the actual time this task takes you to complete.

The best course of action is to track your time for a couple of weeks. You can manually do this by jotting down your daily activities in a notebook and calculating how long each will take and see if you are realistic. By having a more accurate idea of how you're spending your days, you can dedicate the right amount of time to specific activities.

4. Focus on Task management, instead of time management.

Task management is the process of managing a task through different stages: planning, development, and completion. It works both on an individual and on a group level by getting people to accomplish their goals. Effective task management involves all the steps from planning it to setting a priority,

5 Steps To Strategic Time Management

How to meet urgent deadlines while still making time for long-term goals.



1. Write your mission statement.

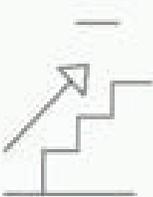
Think beyond day-to-day tasks in order to understand your big picture goal.



2. Divide tasks into key functional areas.

Break your big picture goal into 3-5 functional areas and decide what percentage of your time you will allocate to each.

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3. Organize your tasks by functional areas.

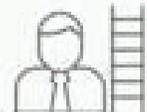
Assess everything on your plate. Ensure tasks fit within your 3-5 key functional areas.

4. Use your calendar as a to-do list.

Use your calendar to block time for each functional area. Ensure you are not neglecting big picture goals over urgent deliverables.

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5. Schedule flex time.

Leave sufficient flex time in your schedule for impromptu meetings, unexpected events and "odds and ends."



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including status, outlining the necessary resources for completion, notifications, and observation.

Task management is more effective than time management because these tasks “come with clear limits which make them easier to manage. You know when you’ve started work on a project -- and you know when you’ve completed the job. It’s one limited thing at a time.” Compare to this: “the concept of time is quite loosely defined.”

5. Do not grab the low hanging fruit.

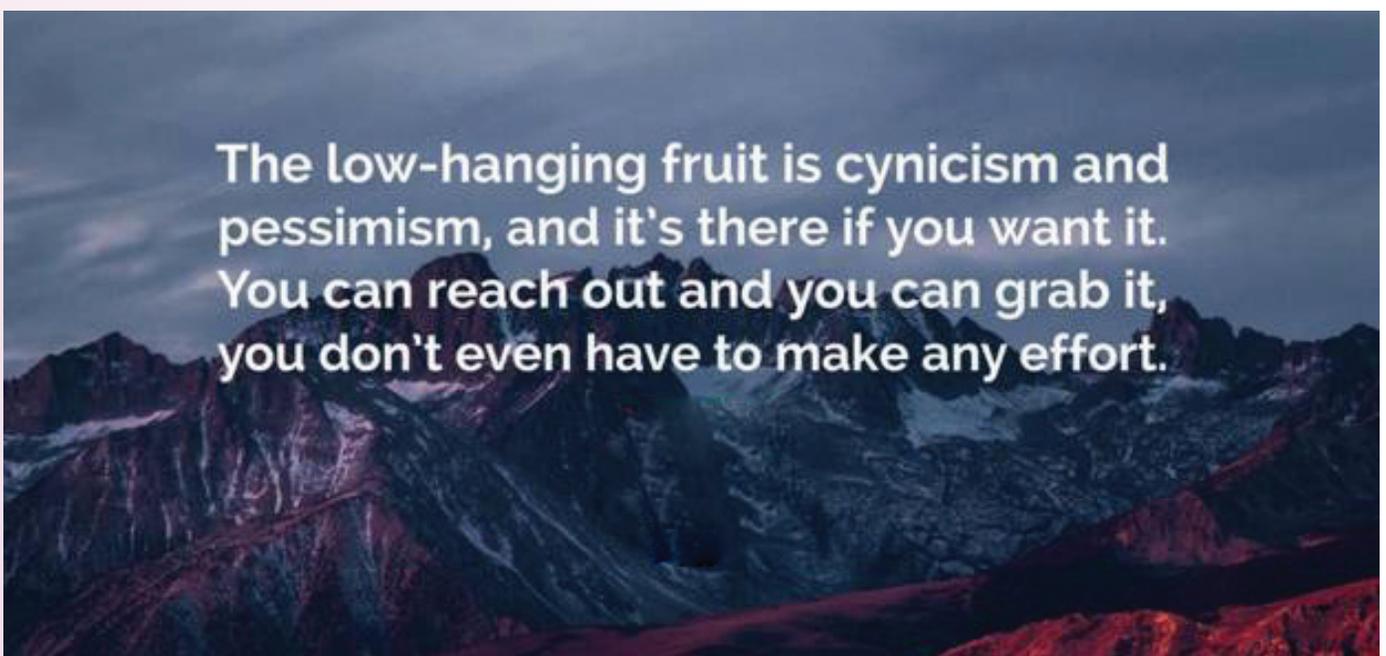
You just got settled into work and are ready to tackle your to-do list. With which items are you

going to kick things off your day? You’ll probably pick the easiest, least time-consuming job -- or an essential item. If you’re able to knock off 10 things from your list, you’ll “feel” as if you’re having a good day. Remember that whole idea behind being busy and productive? Just because you get a bunch done doesn’t mean your time was spent or focused where you would be making the best progress.

To be the most effective -- don’t pick the “low-hanging fruit,” meaning the easiest. Devote your energy to your most important priorities -- and know which work will provide you with the most production. Quickly find a way to have menial tasks either automate, delegate, or saved to do during your energy lulls.

6. Reduce your workload.

If you manage your days properly, then you won’t have such a heavy workload. Sadly, this isn’t the truth. Thanks to Parkinson’s Law, if we have availability in our schedule, then we’re going to fill it up. You may have cranked out your most important tasks for the day, but, now you’re just going to add even more items to your calendar or to do list so that there aren’t any blank spaces.



Why do relationships end?

- ▣ Not enough time to give to the relationship
- ▣ Life takes you on separate paths
- ▣ Priorities change
- ▣ Moving on
 - The end of a relationship can be painful
 - ▣ Seek support
 - ▣ Time

Remember, when it comes to productivity, follow the 80/20 productivity rule. Instead of loading up on even more work, use those open slots to meditate, daydream, or add flexibility to your schedule.

7. Take control of your life.

Finally, you need to start saying “no” more often. If you say “yes” to every request of your time, you’re not only spreading yourself too thin -- allowing other people’s priorities to get ahead of your own.

Instead of letting others control your life, take over the reins. If you can set boundaries on when it’s time to work and when it’s not by setting limit on the following suggestions:

- Help others when you have the availability.
- Accept meetings when they have a purpose, and if you already have plans,
- Don’t commit to something else in addition to what’s already in your calendar.

- Knowing when to accept and deny new projects, clients, appointments, and social functions.

These suggestions may not be the most thrilling answer, but when you identify your problem areas and priorities, you can find the best solution that works for you to change your relationship with TIME.

Syed Fazlullah Khan

Certified Project Manager (IPMA C) and MRICS with over 3 decades of qualitative experience in the Construction Industry. Formerly he was working with ETA Properties & Investments Pvt.Ltd., Chennai as Head – Projects. Presently, he is a Project Management Consultant for many Projects.



7 Quick Workouts for Busy Moms

Moms! I know how tough it can be to make the time for fitness which is why I've rounded up some of the best quick workouts busy moms can do anywhere. If you're a busy mom you have to make time for your workouts because you'll never find the time. Shorter workouts make that much easier. I know how easy it is to fill every ounce of free time with something else I'd rather be doing. Like catching up on tv shows, finally sitting down to relax and watch a movie or really... taking a nap.

I've picked out a handful of the very best quick workouts that I've come across and I can't wait to share them with you! Each of them are 10 minutes or less. You can always find at least 10 minutes to focus on you. You are important. And you have an important job.

7 Quick Workouts for Busy Moms

I've chosen a variety of workouts and included a little note to explain why I picked each one. I hope you find these helpful!



5 Minute Do-Anywhere Workout





{Source} Pinterest

5 Minute Pre-Shower Workout

Most of us shower daily right? Or at least most of the days? I love the idea of a pre-shower workout. This one takes just five minutes if you go through it one time and it works your upper and lower body. My favorite move? Curtsey lunges! They are so effective.



{Source} Pinterest

If you like these workouts you can find more like them on my workout Pinterest boards!

10 Minute De-Stress & Stretch Workout

This list would not be complete without a stretch session. For the days when you feel so stressed it's hard not to bang your head against the wall, it's probably a good time to slow down and stretch out your muscles. Pigeon and child's pose feel amazing.





{Source} Pinterest

7 Minute HIIT Workout

HIIT is my favorite type of workout (other than strength training) because you get more done in less time. The intensity is supposed to be much higher than a typical workout but you also finish sooner. And you burn calories long after you're done.

7-MINUTE HIIT WORKOUT

Do each exercise at high intensity for 30 seconds followed by a 10-second rest if needed. Repeat entire circuit up to three times

JUMPING JACKS	»	WALL SIT
PUSH-UPS	»	CRUNCHES
CHAIR STEP-UPS	»	SQUATS
TRICEP DIPS	»	PLANK
HIGH KNEES RUNNING IN PLACE	»	LUNGES
PUSH-UP ROTATIONS	»	SIDE PLANK

{Source} Pinterest

5 Minute Plank Workout

My least favorite muscle group to work are abs but my favorite way to make them stronger are by using plank variations. Planks are an incredible exercise because they work your entire core along with your chest, back and butt.

5-minute PLANK
abs, chest, butt, back & core
workout

1 min FULL PLANK

30sec ELBOW PLANK

RAISED-LEG PLANK 30 sec EACH SIDE

30 sec EACH SIDE SIDE PLANK



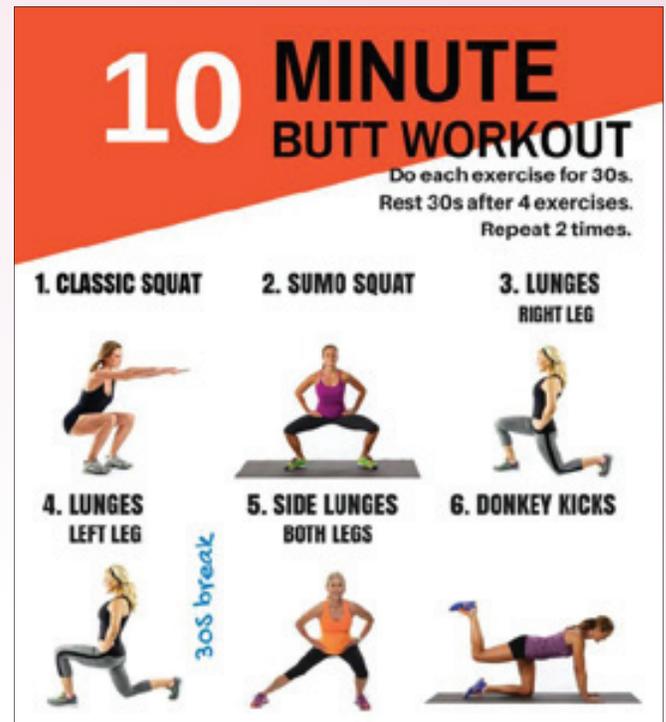
Source: Pinterest

The actual Pinterest photo links to this 7 Day Weight Loss Challenge with even more workouts!

10 Minute Butt Workout

If you'd like to build your butt a bit nothing will lift it faster than these exercises. Sprinting is also a

good one but I hate running and stick to workouts like this one. Lunges and fire hydrants really make the butt burn!



Readers are requested to send their management related questions.

IMPACT will get replies from management experts.

Send your questions to:

impactjournalindia@gmail.com



{Source} Pinterest

10 Minute Abs: Crush Your Core

And finally another core workout. I chose this one because it includes all kinds of other ab moves besides planks. I love the addition of the mountain climbers because they're good for your abs and they get your heart racing too! Racing heart = more calories burned.



{Source} Pinterest

So there you have it! Seven different types of super quick workouts that can be done in 10 minutes or less. Most of these workouts you can do anywhere too – you don't even need a gym.

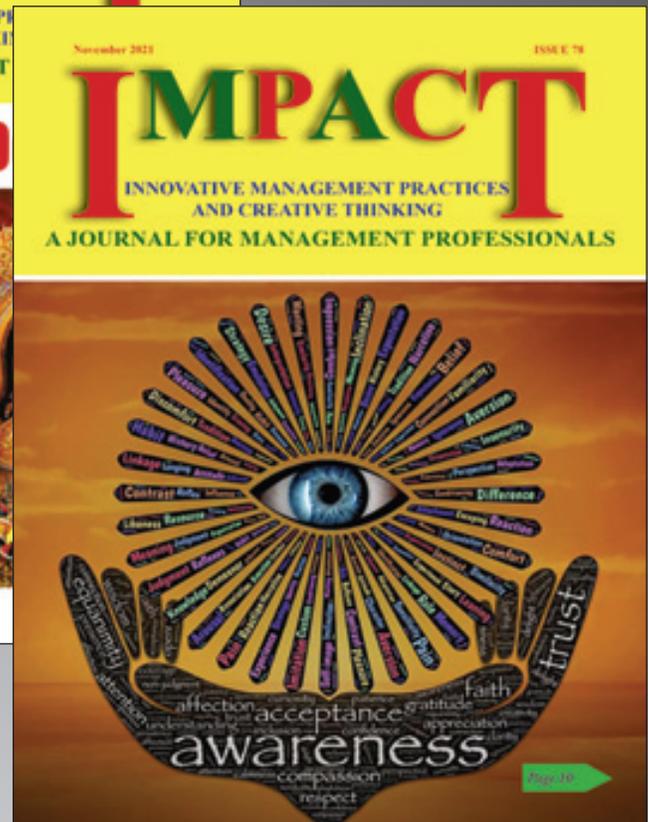
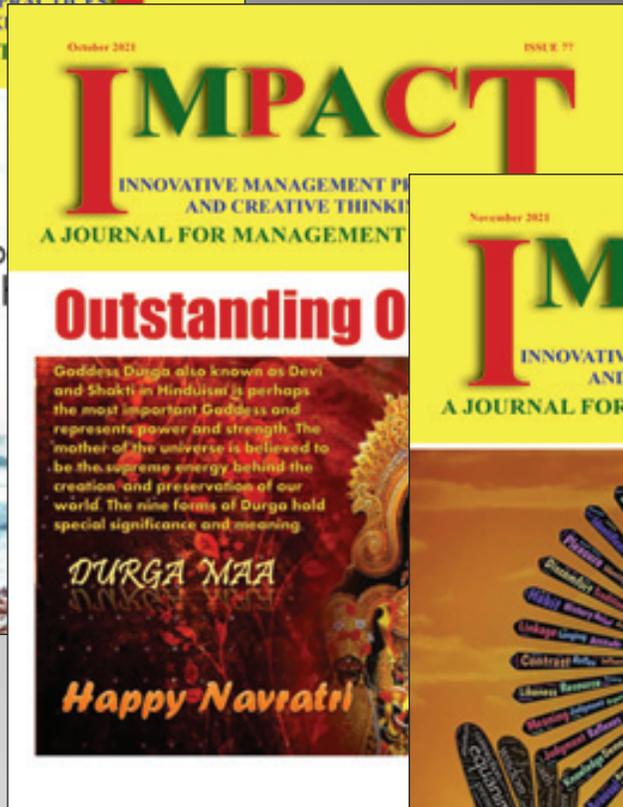
As you get stronger be sure to add in some dumbbells (or a barbell) to stay challenged and create change in your body.

If you found these workouts helpful please spread the word!

Author: Mindi Friedland

Courtesy: <https://www.liftingmakesmehappy.com>

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A Thrilling Experience

A few years after I started my medical practice in 1950, when I was living with my wife in my house cum clinic in Shenoy Nagar, during a midnight, there was a sudden knock on the door. On opening the door, I saw a panic stricken young couple, bringing their one year old baby with convulsions. I asked them to be seated. After examining the baby, I found the baby to be suffering from 'Febrile fits'. I gave the necessary injection and medicine. The mother wanted the medicine to be administered in the clinic itself. I sought the services of my wife, who brought a paladai, kept the baby on her lap and slowly gave the medicine drop by drop. A few minutes later, the

fits subsided and the baby began to cry. The young couple became happy and left the clinic, taking with them the necessary medicines.

Several years later, when I was severely criticizing the DMK and its leader Chief Minister Hon. M. Karunanidhi as the Swatantra Party leader in the T.N. Assembly, the local D.M.K. Secretary met me to invite me for his daughter's wedding to be solemnized by the T.N. Chief Minister Kalaingar Karunanidhi. As I was expressing my hesitancy to participate in the Wedding function, because of my political posture in the Assembly, the DMK leader quietly told me "The bride is the baby girl you had





saved years ago, on a midnight, with your wife administering the medicine, keeping the baby on her lap”. Thrilled to be reminded of the old episode, I spontaneously agreed to attend the wedding.

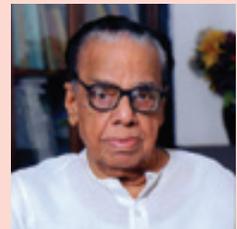
During the wedding ceremony, when the Hon C.M Karunanidhi saw me sitting in the front row, he curiously turned towards the bride’s

father, the local D.M.K Secretary. He narrated to the Chief Minister the episode of the febrile fits of the bride, when she was a baby. Asking me to come to the dais, the Hon C.M. Karunanidhi, setting aside all protocol, insisted me to be the first person to offer through the mike, my blessings and good wishes to the bridal couple. I was literally thrilled at the experience which is ever etched in my mind.

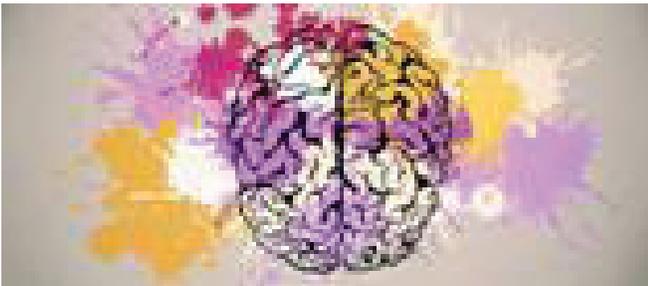


Dr.H.V. Hande

*Former Health Minister of
Government of Tamilnadu.
Founder & Director of
Hande Hospital.*



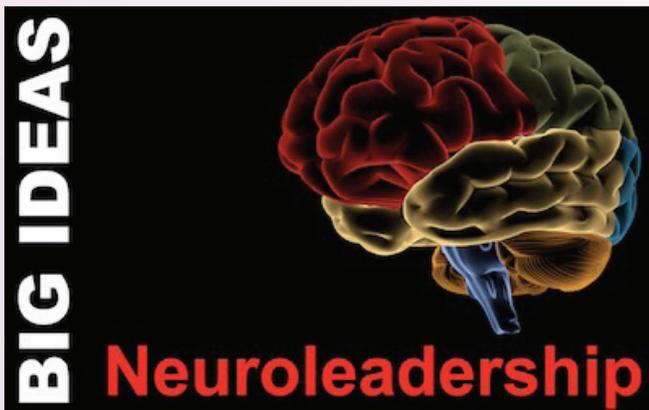
Neuroscience – A Pathway To Effective Leadership



Introduction

In today's global economy and in an increasingly hyperactive business climate, an organisation's long-term success is determined by the ability of its managers or senior executives to lead effectively through periods of economic uncertainty. In this VUCA world, organisations must respond quickly and creatively to shifting markets and fluctuating social, and political conditions—to survive and to progress.

Aligning your people to your organisational strategy and having a clear roadmap for getting

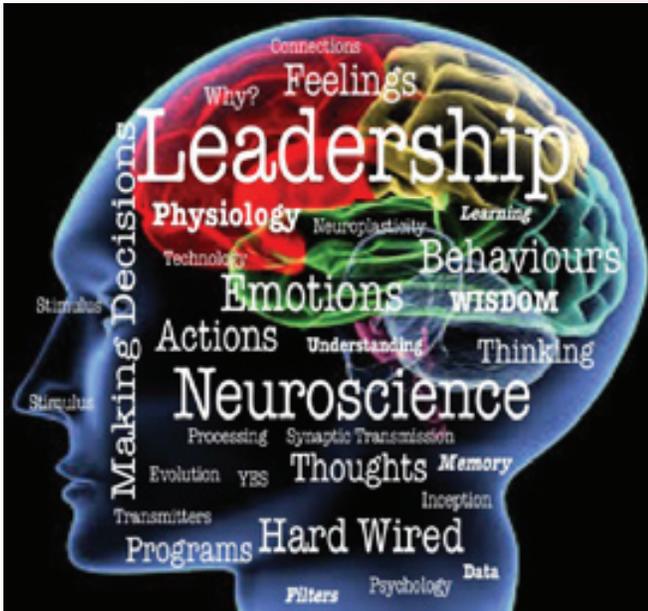


there, is one of the basics of a balanced business management. A balanced strategic vision supports ambitious managers to build human capital value and an intelligent enterprise. We can't fight biology but we can leverage what we know about it. As we understand more about how the human brain works, organisational leadership may become defined as the art of building 'neurocapability' and creating brain-friendly organisations.

What makes a good leader?

Leadership is the potential to influence behaviour of others. It is also defined as the capacity to influence a group towards the realization of a goal. Leaders are required to develop future visions, and to motivate the organizational members to want to achieve the visions. "A great leader possess a clear vision, is courageous, has integrity, honesty, humility and clear focus. ... Great leaders help people reach their goals, are not afraid to hire people that might be better than them and take pride in the accomplishments of those they help along the way."

Neuro-based leadership (aka brain-minded leadership or neuroleadership) is an emerging field, which integrates principles and insights from social neuroscience, positive psychology, leadership practice and organisational development to help organisations create brain-engaging environments that optimises engagement.



Its purpose is to help reorganize the brain to give someone the potential to be a better leader. It can make the brain more efficient and make it easier for us to behave in certain ways, if we choose to do so. ... Neuroscience can help us all be better leaders.

Managers who understand the recent breakthroughs in this cognitive science can lead and influence mindful change. There is a great deal of art and craft in it. But several conclusions about organizational change can be drawn that make the art and craft far more effective. However, till recent years, organisations were facing the challenges or having a mind-set for which we have a distinct approach now; so can be managed very well.

For example:

- Change is pain. Organizational change is unexpectedly difficult because it provokes sensations of physiological discomfort.
- Behaviourism doesn't work. Change efforts based on incentive and threat (the carrot and the stick) rarely succeed in the long run.
- Humanism is overrated. In practice, the conventional empathic approach of connection and persuasion doesn't sufficiently engage people.

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Mindful Change in Practice

How, then, can leaders effectively change their own or other people's behaviour?

If we embrace the new lens (what we call the 'neuro-lens') to review and reinvent leadership and organisational practices and frameworks, we stand to be far more effective managers and leaders. The best organisations and the wisest leaders intuitively know how to create 'brain-friendly' environments, and they are reaping the rewards in productivity, performance, staff retention, and engagement levels.

Leaders can make a big difference by gently reminding others about their useful insights, and thus eliciting attention that otherwise would not be paid. Behaviourists may recognize this type of reminder as "positive feedback," or a deliberate effort to reinforce behaviour that already works, which, when conducted skilfully, is one aspect of behaviourism that has beneficial cognitive effect.

In a brain that is also constantly pruning connections while making new ones, positive feedback may play a key functional role as "a signal to do more of something." As neuroscientist Dr. Thomas B. Czerner notes, "The encouraging sounds of 'yes, good, that's it' help to mark a synapse for preservation rather than pruning."

Few managers are comfortable putting these principles into practice, however. Our management models are based on the premise that knowledge is power. Since many executives assume that the teaching methods they endured are the only teaching methods that work, it's no small matter to consider trying a different approach in our workplaces. For many executives, leading others in such a new way may be a bigger change, and therefore challenge, than driving on the other side of the road.

As Peter F. Drucker said, "We now accept the fact that learning is a lifelong process of keeping abreast

of change. And the most pressing task is to teach people how to learn." In the knowledge economy, where people are being paid to think, and with constant change, there is more pressure than ever to improve how we learn.

Key reasons to learn Neuroscience

- Stress influences the uptake and storage of information and the engagement level of the brain's logical / problem solving centres.
- Behavioural change is especially difficult, is often painful, and the key to becoming a great leader for many professionals & other managers.
- Neuroscience provides significant insight into how companies and managers can facilitate the development of their staff.
- Neuroscience validates emotional intelligence and its fundamental role in leadership.
- The keys to full engagement are not understood by most managers.

What do neurological pathways do?

A neural pathway is a series of connected neurons that send signals from one part of the brain to another. ... These connected neurons process the information we receive. It is these that enable us to interact, as well as experience emotions and sensations. They create our memories and enable us to learn.

Neuroleadership

Neuroleadership imply leadership development including intangible traits like empathy, adaptability, conflict management style etc. An effective leader must be able to read the prevalent social norms of his/her follower group, pay attention to his/her followers' emotional needs and communicate an idea with conviction. One of the extensions of neuroleadership is social neuroscience – the study of brain activity while



Barrack Obama (L) David Cameron (R)

people interact – emphasizes the need for a leader to be socially intelligent in addition to achieving an optimal level of self-mastery. It has been found that social intelligence is a more powerful predictor of performance compared to self-mastery.

The seriousness on Obama’s face is perfectly reflected in Cameron’s facial expressions. You see how Obama and Cameron both look almost identical. It seems they are experiencing the same emotions while communicating.

Theory of mind

“Theory of mind” refers to our ability to infer another person’s mental state (i.e., beliefs and desires) from experiences or their behaviour. Without the engagement of emotional processes, leadership development is unlikely to happen.



Emotions get our attention

Neuroscience is scientifically proving that the brain is plastic. It can change – and this inner change has a huge connect to behaviours. Working on Emotional Intelligence should become a long term leadership development agenda. Social intelligence is a set of interpersonal competencies built on specific neural circuits (and related endocrine systems) that inspire others to be effective. Mirror Neurons underlie the neural circuitry involved in social intelligence. Self-mastery which is inclusive of self-awareness and self-control was majorly rooted in individual psychology while social intelligence is a relationship-oriented concept to leadership assessment.

“Neuroplasticity” refers to your brain’s ability to restructure or rewire itself when it recognizes the need for adaption. In other words, it can continue developing and changing throughout life. ... Rewiring your brain might sound pretty complicated, but it’s absolutely something you can do easily.

The power of neuroplasticity in unleashing your brain agility and resilience has been understood now in a more scientific way than before. Creating the conditions for success in your organization by leading teams and shifting the culture from fear to trust has become easier. Its purpose is to help reorganize the brain to give someone the potential to be a better leader. It can make the brain more efficient and make it easier for us to behave in certain ways, if we choose to do so. ... Neuroscience can help us all be better leaders.

The inclusion of neuroscience at work provides leaders with the ability to identify when the amygdala has been activated in employees, and thus minimize its reaction as early as possible to diffuse any negative reactions that would otherwise follow. Neuroleadership focuses on providing empirical behavioural insights and explanations.

Leadership Traits: (influenced by Social Intelligence and other life skills)

1. The Strategic Vision

“In order to lead a country or a company, you’ve got to have everybody on the same page and you’ve got to have a vision of where you’re going”

2. Listening

Of all the skills of leadership, listening is the most valuable and one of the least understood. Most captains in industry listen only sometimes, and they remain ordinary leaders. But a few, the great ones, never stop listening. Courage is what it takes to stand up and speak; Courage is also what it takes to sit down and listen.

3. Effective Communication

“I have learned that people will forget what you said, people will forget what you did, but people will forget what you made them feel”

4. Organise The Right Team

“Absolute most important trait of a leader is putting the right people in the right seats in the organisation”

5. Resilience And Not To Fear Failure

“I have not failed, I have just found that 10,000 ways that don’t work”

6. Being Solution Oriented

“Never lose sight of the need to reach out and talk to people who don’t share your view. Listen to them as if you can find a way to compromise“.

7. Remain Calm And Composed

“When angry, count to ten before you speak. If very angry count to 100”. Nothing gives one so much

advantage over another as to always remain cool and unruffled”

8. Behave With Honour, Integrity And Ethic

“If you tell the truth you don’t have to remember anything”. Always tell the truth. This will gratify some people and astonish the rest”

9. Being Hungry To Learn New Things And Try ***

“I Credit (my mother) with is lifelong intellectual curiosity I have, and love of reading and learning.”

“I am learning all the time. The tombstone will be my diploma”

“Once you stop learning, you start dying”

10. Have A Sense Of Humour

“A sense of humour is part of the art of leadership, of getting along with people, of getting things done.”



Leadership Development skills Survey

From Data collected from over 2,750 STEM professionals since 1978, the top 10 developmental needs identified are:

1. Communication and interaction skills,
2. Delegation skills,
3. Coaching and developmental skills,
4. Leadership skills
5. Collaboration,



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6. Accountability,
7. Strategic Thinking and Vision,
8. Delivering Results,
9. Integrity,
10. Alignment.

According to the study, 97% had significant developmental needs in the first 7 competencies. The data did not correlate with position.

Leadership Learning

Mirror neurons have been said to have the potential to provide a mechanism for action-understanding, imitation-learning, and the simulation of other people's behaviour. The function of mirror neurons is facilitation of learning. In humans, functional MRI studies have led to suggestions that human language evolved from a gesture performance/understanding system implemented in mirror neurons.

The mirror neurons code the concrete representation of the action, i.e., the representation that would be activated if the observer acted. This would allow us to simulate (to repeat internally) the observed action implicitly (in the brain) to collect our own motor programs of observed actions and to get ready to reproduce the actions later. It is implicit training. Due to this, the observer will produce the action explicitly (in his/her behaviour) with agility and finesse. This happens due to associative learning processes. The more frequently a synaptic connection is activated, the stronger it becomes.

Besides, Automatic imitation - the term is commonly used to refer to cases in which an individual, having observed a body movement, unintentionally performs a similar body movement or alters the way that a body movement is performed. Automatic imitation rarely involves overt execution of matching responses. Many researchers believe that automatic imitation is mediated by the mirror neuron system.

Advanced computer analysis of these connections has helped researchers develop an increasing body of theoretical work linking the brain (the physical organ) with the mind (the human consciousness that thinks, feels, acts, and perceives).

Leadership Dynamics:

MANAGER <i>Industrial Age</i>	LEADER <i>Information Age</i>	NEUROLEADER <i>Imagination Age</i>
Control = Power	Knowledge = Power	Ideas = Power
Systematic	Visionary	Creator
Task focused	People focused	Brain focused
Measured	Courageous	Vulnerable
I know	We know	Who knows?
No feedback	One-way feedback	Every direction feedback

The i4 Model is born from four essential Meta competencies: Performance, Collaboration, Innovation and Agility.



- Performance refers to the optimal level, both mental and physical, that a person is able to achieve when implementing a task
- Create the collaboration frame work to get the best from constantly changing groups.
- Spark the innovation required to determine where growth can occur.
- Encourage the agility needed to weave strategy and implementation together.

In the i4 Neuroleader Model proposes the notion that a high performing mind and body comes about through the development of four key pillars: 1) Integration, 2) Balance, 3) Ethics, 4) Mental Readiness.

Concluding thought

According to recent studies, “HR professionals and leaders should try to reduce stress and anxiety by focusing on the positive aspects of the proposed change, asking questions, and listening actively to employees’ concerns. This process enhances the brain’s ability to adjust its response to the change and perceive it as non-threatening.”

This Is Perfect For You If:

1. You’d like to understand yourself better in order to lead with more confidence and impact.
2. You’re seeking feedback from others to understand your leadership impact.
3. You’d like to develop greater self-awareness.
4. You want to set yourself up for success in a complex, fast-moving work environment.
5. You like data and insights to help you understand yourself and track your progress.
6. You desire to improve your leadership and your own wellbeing.

Besides, if you want to build an intelligent enterprise, consider if you can answer the following questions or measure them?

- Do you have a clear strategic long term vision of your business?
- Have you got the right people at the right position and are you supporting and developing human capital?
- Are your people consistently and highly engaged in your business activities?
- Are your people quickly adapting to unexpected challenges, if any?
- Do your people have clarity on day-to-day job and do they have an in-built method to collaborate to discuss this?

Brain-friendly organisations are committed to creating a workplace that engages the hearts and minds of people. Employees are not viewed as



commodities with endless supplies of energy, rather they are viewed as a valuable resource. In a climate of rapid change, these organisations have practices in place that support the organisation to be agile. Agile organisations are innovative and take advantage of unexpected opportunities as they arise.

Is your organisation taking advantage of the neuro-revolution? Is it time to address any disconnects between what science is showing us and what your organisation does? The simple pathway can be your effort to learn this concept, undergo specific training followed by desperate practice.

Dr. S. Jeyachandran

He is basically a Concrete Technologist turned into a Construction Management professional by experience. He has had over 4 decades of experience in selling, Quality Control of Construction Materials, teaching in various institutes. Presently Vice President in Marutham Group, Chennai..

Can introverts make ideal leaders?

Society has churned out singular narratives of the life of an introvert. It deems them to be quiet, awkward and generally people who shy away from any form of attention. They are equally thought to find roles in leadership as those that will arouse negative emotions in them. Such perceptions and many others have left the whole population believing that leading roles are best left of extroverts. They are charismatic, confident, persuasive and more outgoing.

Rephrasing the narrative: what makes an exceptional leader?

Attention tends to get directed toward people with extroverted tendencies. That is primarily because their personalities tend to do that, as their inter-personal skills do come more effortlessly. However, this singular narrative causes us to overlook other virtual characteristics of



exceptional leaders. It is not merely about the information shared; it is about the quality of the same.

An extroverted leader at a business insurance firm could be an excellent communicator and struggle with sound strategies. An introverted leader could result in memos instead, but formulate strategies that propel the firm to new heights. Introverts tend to be deep thinkers and are deemed to be better listeners.

The conversations should, therefore, center on the qualities that an organization or entity is looking in a hire. If they are looking for a marketer or the face of the Public Relations department, it makes sense to have someone extroverted. However, if they are looking for a strategist, someone with a track record of analytical thinking and self-starters is better. A fitting example is HR managers; they might not be extroverted, but their ability to foster deep relationships with others and trust is what most look at.



WELL-KNOWN INTROVERT LEADERS



BILL GATES
Co-founder,
Microsoft



JEFF BEZOS
Founder,
Amazon



ELON MUSK
Founder,
Tesla



SERGEY BRIN
Co-founder,
Google



MARISSA MAYER
Former CEO,
Yahoo!



WARREN BUFFETT
CEO,
Berkshire Hathaway



PETER THIEL
Co-founder,
PayPal, Palantir



STEVE WOZNIAK
Co-founder,
Apple



M. ZUCKERBERG
Co-founder,
Facebook

Extrovert

Introvert

Enjoys spending time with others

Enjoys spending time alone

Is outgoing

Is reserved

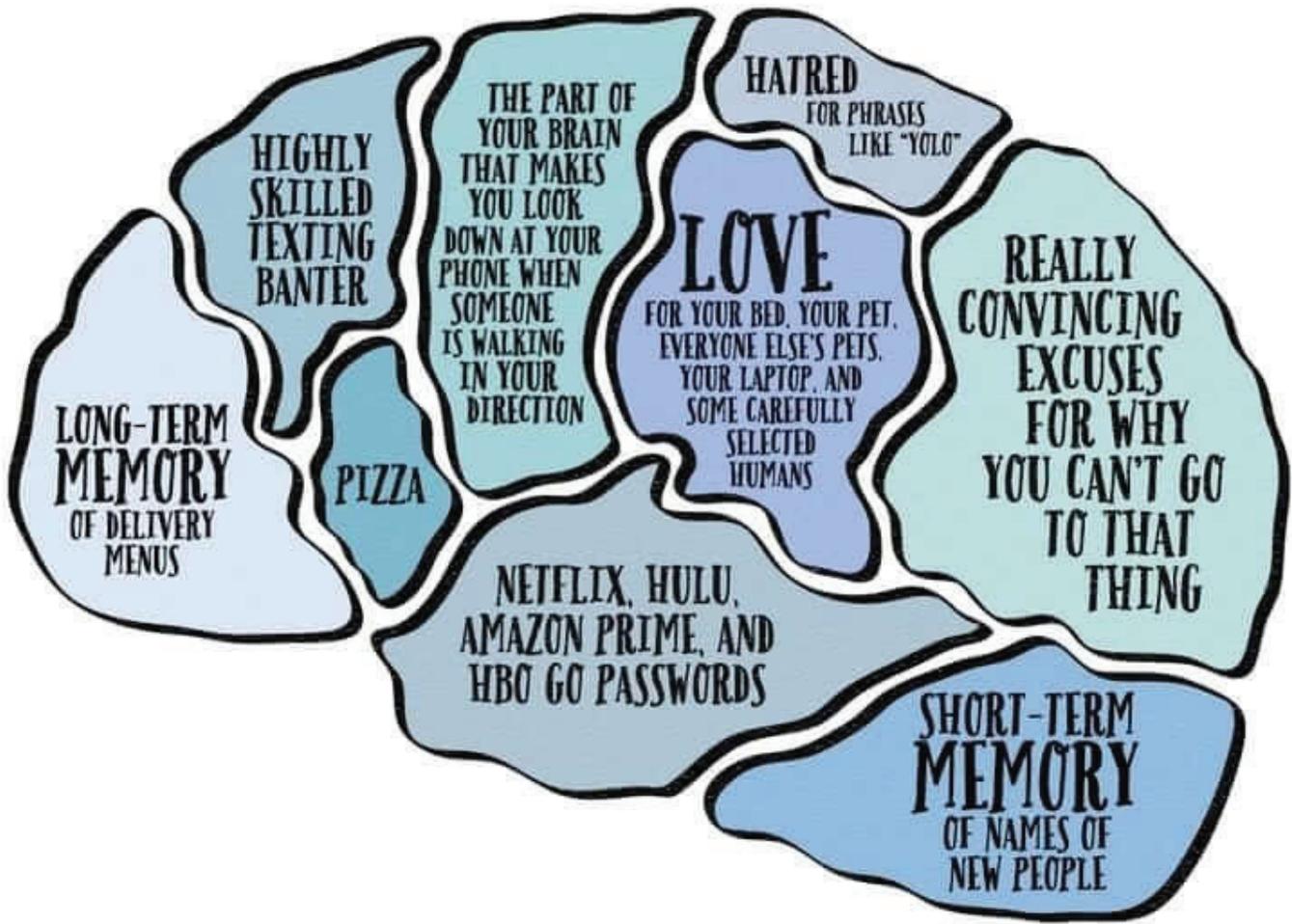
Prefers to work on teams

Prefers to work independently

Likes to talk things out with others

Likes to process internally

THE MAP OF AN INTROVERT'S BRAIN



COMMON TRAITS OF INTROVERTS

IN THE WORKPLACE

- 01 Independent
- 02 Self-aware
- 03 Quiet and Reserved
- 04 Become energetic when dealing with ideas
- 05 Do activities on their own
- 06 prefer to get to know a few people well rather than many people superficially
- 07 Can understand situations clearly & objectively

Introverts can learn to exhibit extroverted behaviors

Most people would find it odd to hear of someone famous that is introverted. If the lives of Bill Gates and Isaac Newton are anything to go by, it shows that leaders aren't born, they are created. These, and many other famed people, exhibit traits of brilliance. Public speaking and enhancing interpersonal relationships are something someone can always learn, but some qualities are specific in introverts.

What matters is the level of one's self-esteem in their abilities to perform in a given role. Harvard Business Review research and other reputable publications stand by this narrative. It is the quiet and reflective leadership qualities

of a person that makes them better suited for fast-paced and dynamic contexts. Meaning is equally a driving factor to any introverts life. In the workplace, it translates to productivity and making connections that foster growth geared for the greater good.

Author: Borris

Courtesy: <http://thepracticeofleadership.net>

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