This doctorate summarizes 13 years of thinking, experimentation and research into the issue of improving human performance. Specifically, the issue of how to drive change in human performance, through conversation. This focused on non-clinical populations, and generally with very high functioning people. My work initially focused on the act of ‘coaching’. At its simplest, coaching is the ability of one person to enable another to improve their performance. Through intensive observation, I built a coaching model that enabled a significant improvement in people’s ability to facilitate behavior change in others. The model was based on the realization that people needed the ‘aha’ moment for change to occur. An effort was made to understand how to best bring others to their own insights. An approach was developed into a set of codified techniques and taught to thousands of professionals worldwide, including inside large organizations.

Through a desire to understand the deeper mechanisms occurring in moments of insight, I became fascinated with brain research. Initially focused on the neuroscience of insight, I soon became interested in the neuroscience behind other mental experiences central to effective workplace functioning, such as self-awareness, social skills, decision-making, and emotional regulation. Because no formal body of knowledge existed that explained the neuroscience underneath everyday work situations, I reached out to and was mentored by specific neuroscientists. I soon saw value in creating a field of study that brought neuroscience research into the field of coaching, leadership development and organizational change. A new field of knowledge was created, called the Neuroscience of Leadership, which is now being driven by an institute, an annual summit, a journal and academic education. This thesis explores my 13-year learning journey, the key research that was undertaken, the mentors who supported my learning and the publications I produced. It finishes with a discussion about the development of the Neuroscience of Leadership field, and the future of that field.
Views. This is what I’ve been preaching about for a long time now. The findings of neuroscience will have significant impacts on business, in particular management. The article raises more questions than it provides answers, but then again that is the current state of neuroscience research. Here is an example that criticizes employee performance management based on methods from the outdated field of behaviorism. Performance management training manuals on administering annual appraisals often counsel managers to “deliver constructive performance feedback.” Translated from the jargon, th Selected For You. The Neuroscience of Leadership and Trust. Connection Culture: Q&A With Michael Lee Stallard. Adaptable Leadership in the Public Sector. Advertisement. Insights. The Neuroscience of Leadership and Trust. By Margie Meacham. Tuesday, July 2, 2013. There are thousands of books on leadership out there already, so what can neuroscience tell us about the process of building trust? Oxytocin: the neurotransmitter of trust. A study in 2008 identified a neurochemical, called oxytocin, which makes the brain more receptive to feel trust towards a stranger. This same chemical is released in large amounts during sex and child birth, and is thought to trigger feelings of orgasm and mother-child bonding.