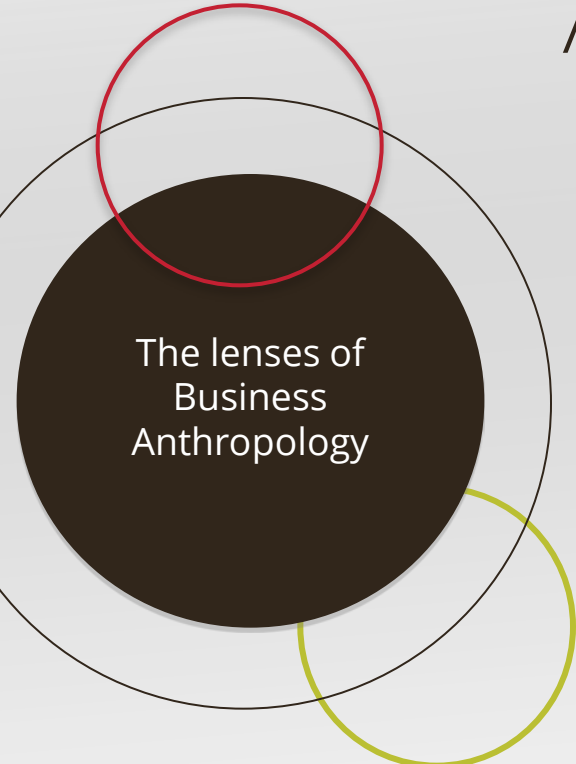




NeuroPhysiology: A Master Key to Business Agility



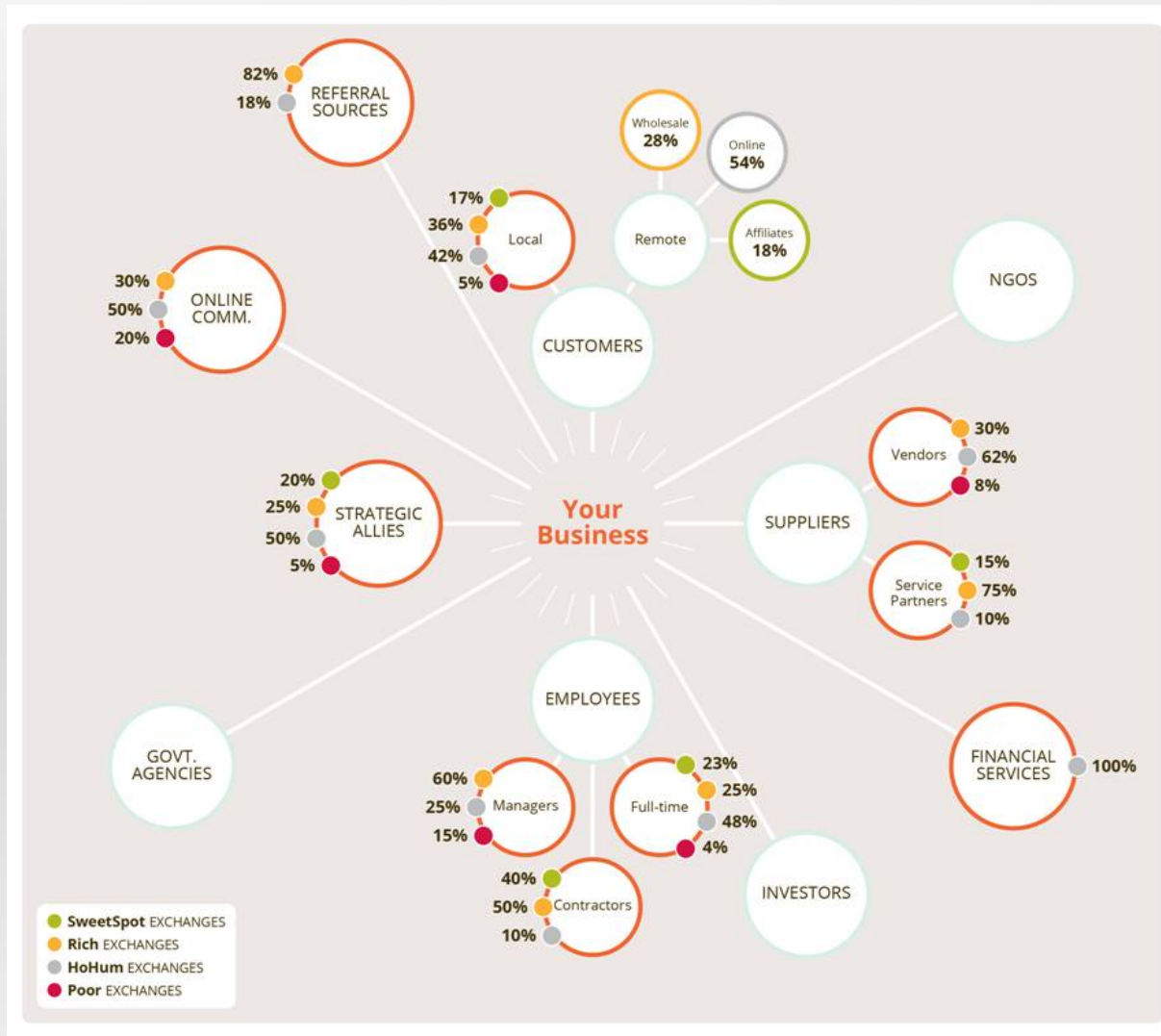
The lenses of
Business
Anthropology

3000 Furious Scientists



A Business is a Network of Exchanges

Our brains evolved to experience every nuance



Exchanges are based in vulnerability

A highly stressful aspect of modern life, and a key factor in Business Agility.

With whom will you share vulnerability?



What We're Working With

The brain's hubs – our superhighways – are largely formed before puberty

- The brain's primary function is regulation: like a strong CFO, it ensures that the right amount of energy is allocated to the most important functions.
- Social animals co-regulate.
- Commerce and the brain evolved together over 150,000 – 300,000 generations, in groups of 7 to 9 adults.
- Although our entire physiology becomes more rigid as we age, we can retain plasticity.
- Any kind of stress shuts down our ability to process anything new.
- Cognitive bias – aka 'learning' or 'acculturation' – begins in childhood.



For most of human history

People lived and worked in small groups; they knew each other all their lives

They saw little social or technological change during their lifetimes

"There's never been a period, when there were three of us spending north of \$10 billion in tech on research and development. Like \$12 billion – Amazon is spending that, Google is spending that, and we are spending that."

-- Satya Nadella
CEO, Microsoft



Exchanges are experienced physiologically

Value is 'assessed' through a complex neural network developed *in utero*, infancy and childhood, largely complete by puberty.



Who is committed to your success?

How do you know?

The part that always shocked me was the inter-community violence among the chimps: the patrols and the vicious attacks on strangers that lead to death.

Jane Goodall



You have to make sure that you're focused on the thing that matters. And we do that fairly well.

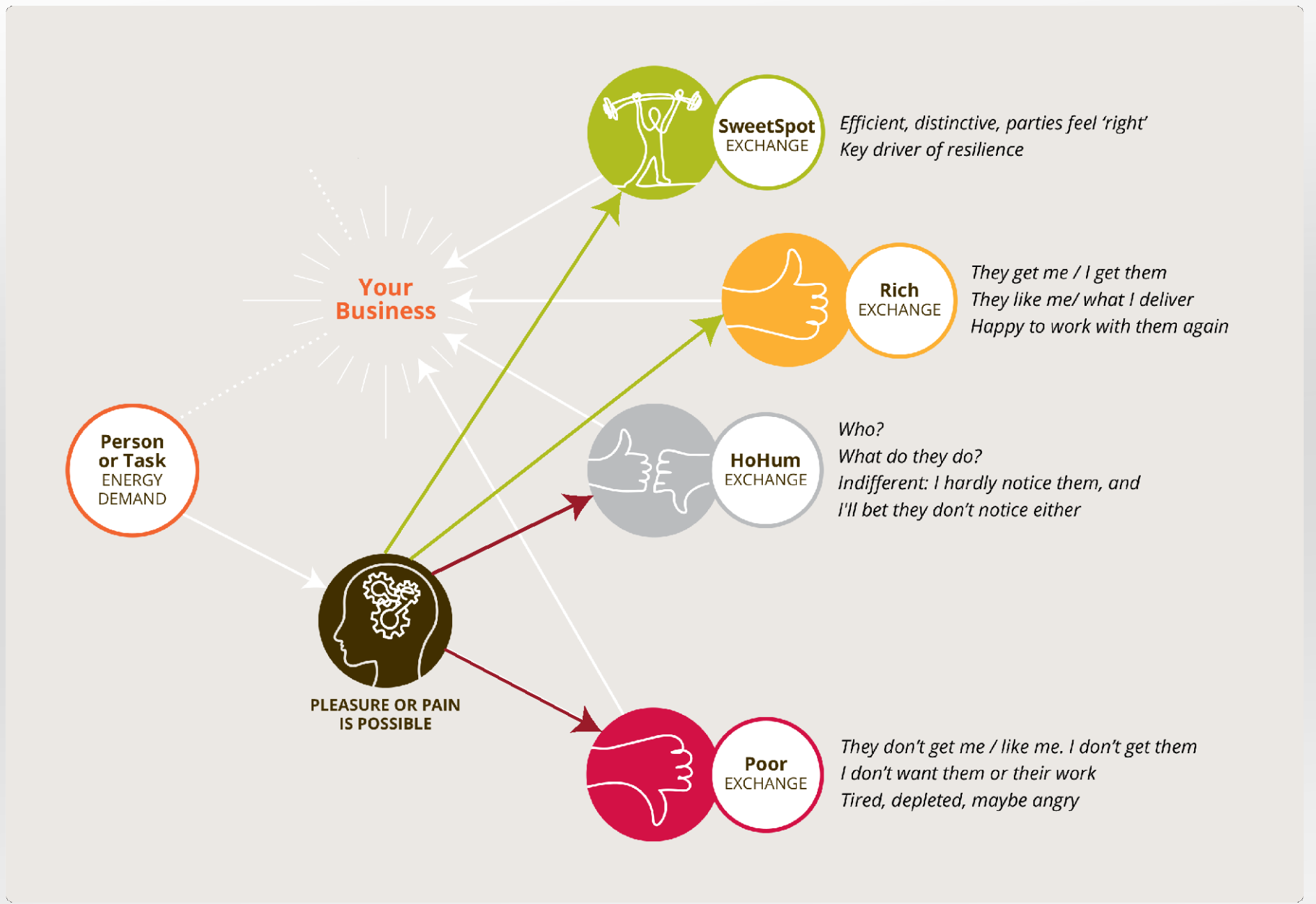
Music is interesting because it inspires people. It motivates people. There is a deep emotional connection. Apple was serving musicians with a Macintosh back in '84-'85. So it's something that's deep in our DNA.

.....we're not in it for the money. I think it's important for artists. If we're going to continue to have a great creative community, [artists] have to be funded.

I look at my own life, and I couldn't make it through a workout without music. I don't go to the gym for the fun of it. You need something to push you, to motivate you, and for me, that's music. It's also the thing at night that helps quiet me. I think it's better than any medicine...



Our brains are precision-tuned to exchange with others

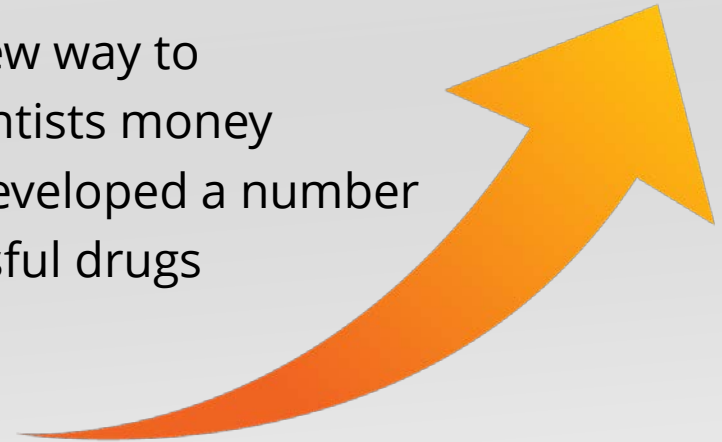


3000 Prestigious Scientists Leave Their Benches in Outrage

Agility Intervention: a new Leading Indicator



Excited with a new way to be 'the best scientists money can buy,' they developed a number of highly successful drugs



500 engineers *knew* that PCs had no place in their Fortune 50 company

Agility Intervention: a new SweetSpot exchange for the engineers



99% stepped up with renewed professional pride to support the Advanced Technology Group

1% decided to retire



New metrics, New rules,
New actions, New fields of play

Advertising Agency

Friday Delight score

Small Non-Profit

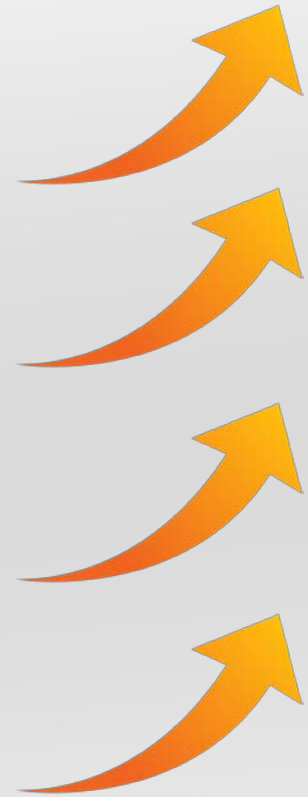
How long might donors
commit

Global Division

New game, new field of play,
new cash cows

"Unskilled" workers

New game, new roles



A few lessons from the trenches

Change is not entirely pervasive

- People can only be celebrated - made to feel important – by other people
- Customer experience happens through an elegant neural network – built individually, largely before puberty
- Contributing is a peak human experience
- Identity and belonging are inextricably bound
- The importance of language can be deceiving



Photo by Sanketh Rao from Pexels

Business Agility is powered by Curiosity



Courage to question, and to take in possibly challenging information

Respect for the restraints of physiology

Physical, emotional and conversational fitness

Regular practices dialoguing with ecosystem value partners

Does your business model include fascination?

Driven by Rich Exchanges

Rich and SweetSpot exchanges tend to be irresistible



Whatever business you may be in...

You're competing via Rich and SweetSpot Exchanges



What are you celebrating?
How much are you increasing the pleasure of exchanging with you?

With gratitude for the teachers and researchers
who illuminated the path...

Thank you

Marsha Shenk is a veteran consultant, a pioneer of Business Anthropology. Her syntheses of the cultural, biological, and historical influences that impact modern commerce have empowered business leaders for four decades.

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Accessible books about brain function that you might enjoy

- Social, Matt Lieberman
- How Emotions are Made, Lisa Feldman Barrett
- Brain Rules, John Medina
- Stealing Fire, Jamie Wheal and Steven Kotler