

Tents are the new towers.  
Cognitive flexibility as the  
competence of the future.

Joanna Jeziorska

Inspired by: Edyta Paul



**My name is Joanna**

And this is how my

**favourite kind of**

**coffee** is served.



# **PLAN**

**1. What's in our brains**

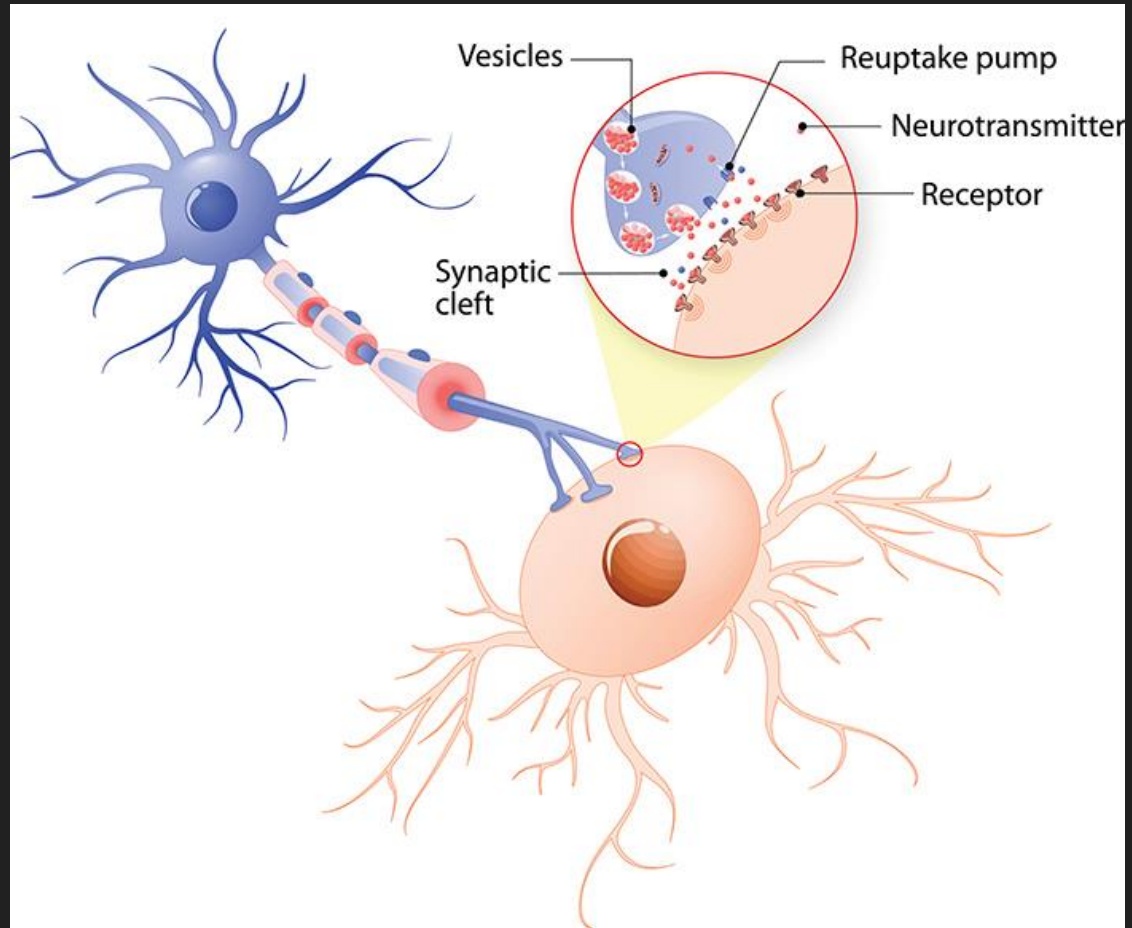
**2. What's in our minds when we  
take up leadership position**

**3. Cognitive flexible management**



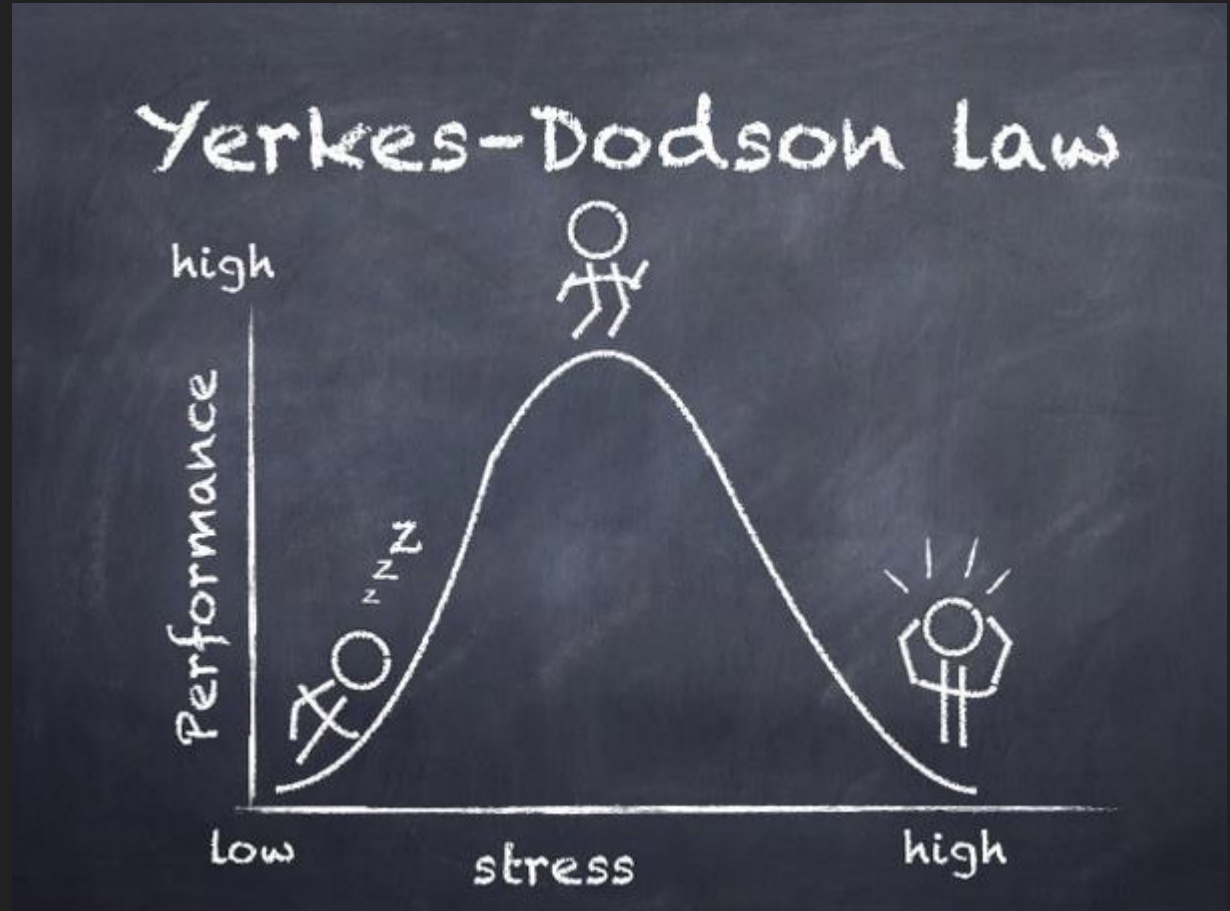


**Neurotransmitters** are often referred to as the body's chemical messengers.



Increase in arousal to a certain level can help to **boost performance**.

Once the arousal crosses the **optimal level**, performance of the individual starts to diminish.



# THE BRAIN PRIZE WINNERS 2017



PETER DAYAN

RAY DOLAN

WOLFRAM SCHULTZ

The Brain Prize for 2017 is jointly awarded to **Peter Dayan**, **Ray Dolan** and **Wolfram Schultz** *'for their multidisciplinary analysis of brain mechanisms that link learning to reward, which has far-reaching implications for the understanding of human behaviour, including disorders of decision-making in conditions such as gambling, drug addiction, compulsive behaviour and schizophrenia'*

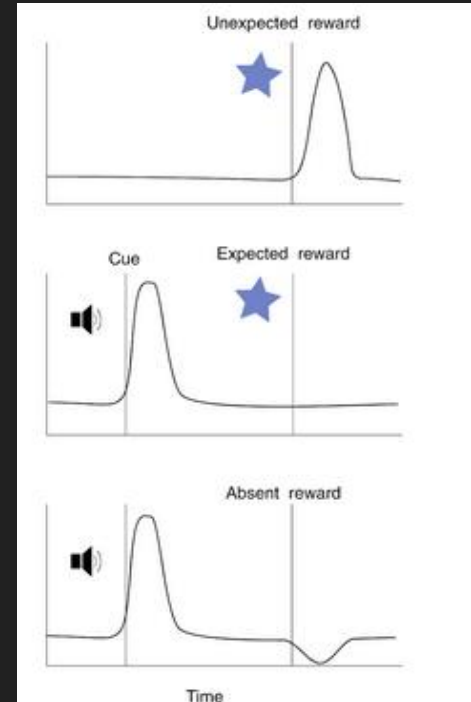


## Reward Prediction Error

Applied to reward, a prediction error will teach me that a reward is different than predicted, and I better adjust my predictions or **correct my behaviour** to ensure that I am up to date and am getting the **best deal**.

Thus, **learning that employs reward prediction errors** belongs to the large class of error-correction learning mechanisms.

source: Current Biology Magazine



source: **Moving beyond reward prediction errors** | nature machine intelligence



Why do we need to feel **pleasure** : it helps the cognitive proces to reignforce the **stimulus** and memory of the **circumstances** that it occured.

# DOPAMINE: pleasure & reward.

There are several dopamine pathways in the brain, and this neurotransmitter is involved in many functions, including motor control, reward and reinforcement, and motivation.

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Spencer Seabrooke takes a deep breath. He's up high—290 meters, or about level with a 70-story skyscraper.



*photography: michael overbeck, zachary moxley*







# Leader's RESPONSIBILITY

**Does it fall on you or you actively take it?**

- Leader deals with his/her own weakness to take responsibility without any assurance that is ready for consequences of decisions taken.
- Responsibility for the team, management and personal responsibility may cause conflict of interest.



# Leader's EMPATHY



- need to be sensitive and pragmatic at the same time
- empathy to team
- empathy to management
- continuous development of soft skills

# Leader's POWER

- relationships become asymmetric
- we are suddenly cut off from some information from 'our people'
- having unsuccessful projects may cause depression and cause guilt
- having a good, successful period of time creates false sense of empowerment (in our social out of office context)



discover  
questions  
where? how? why asking questions challenge who?  
clues  
ask who? discover  
when? knowing investigation how why? ask  
what? knowing investigation

# QUESTIONS





In 1965, a psychologist named **Bruce Tuckman** said that teams go through 5 stages of development:

- forming,
- storming,
- norming,
- performing,
- adjourning.

The stages start from the time that a group first meets until the project ends.

Ok  
BOOMER



- engagement,
- explanations,
- clarity of expectations

Mauborgne & Kim



New Model Needs New  
Equipment:

- soft approach to  
teammates
- tough approach to  
problems



sources:

“Seks, narkotyki i neuroprzekaźniki” - dr hab. Szymon Wichary, SWPS strefa psyche

“Jak rozwijają się liderzy” - Martyna Goryniak, APPendix Akademia Psychologii Przywództwa

"Koniec zespołów" - Joanna Heidtman, Harvard Business Review

MY NAME IS JOANNA

THIS IS MY BRAIN



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