

CPA Australia Podcast

Why aptitude matters more than IQ - Hiring and retaining the right staff

Transcript – Episode 65

- Intro: Hello and welcome to the CPA Australia podcast, your weekly source, for business leadership and public practice accounting information.
- Ben: Hello and welcome to the CPA Australia podcast. My name is Ben O'Halloran and I'm the content and social media manager here at CPA Australia. This week's episode was recorded in front of a live audience at CPA Congress. The topic is why aptitude matters more than IQ - hiring and retaining the right staff with Dr Jenny Brockis, who is a specialist in brain health and high performance thinking. Jenny is also an author, award-winning speaker presenting keynotes, workshops and master classes. We hope you enjoy this episode.
- Claire: Ladies and gentlemen please join me in welcoming Dr Jenny Brockis.
- Jenny: Thanks so much Claire and welcome everybody. Thank you so much for attending this concurrent session, which is something just a little bit different from what you would normally expect to be listening to at an accounting conference. If you're thinking, "Why am I listening to a doctor?" It's okay, there's nothing scary going to happen.
- Jenny: Well I'm going to be talking to you about aptitude and attitude and why it matters when it comes to choosing your staff. I firmly believe that the success of any business entirely depends on the success of the people who work there. How do you make the right choice? How do you ensure that you choose the right person who's going to be the right person to fit the particular role and fit into the culture of the environment that you've created?
- Jenny: We're now living at a time of massive change in so many different ways. We have a number of different generations in the workforce. We've never had five generations working together before. I mean everybody was expecting the baby boomers just to sail off quietly into the sunset. Far from it. Many baby boomers are choosing to stay in the workforce, sometimes because they have to, sometimes because they choose to, because they feel still capable and feel that they've got something really useful to contribute to the organisation. We've got the Gen Xs, we've got the Gen Ys, we've got the millennials already in positions of authority and we've got the Gen Zs rapidly entering the workforce as well.
- Jenny: How do you ensure that you understand the agendas of each particular generation, particularly when it comes to who you're going to take on board and who you're going to retain or let go? As you've been told, I'm a doctor. I'm a medical practitioner, a GP. I used to run my own highly successful general practice here in Perth, in the northern

suburbs for many, many years. Absolutely loved it, loved looking after people and I've always been fascinated by people's behaviour. I'm one of those people watchers, you know, if I'm in a cafe I'll sit there for hours, looking at people and just quietly observing what's going on. You can learn so much from seeing what other people are doing and saying.

Jenny: I also was fascinated by the brain science and the more I started to look into the brain science, the more I realised just how much we had started to learn about the brain and how useful that was to us in our everyday lives. My aha, was that we - could by embracing what we know from the new brain science, we can actually help ourselves to bring our best selves to everything we do, whether it's at work or at play.

Jenny: I'm going to be sharing with you some of the thoughts and ideas around the brain science behind the recruiting and the retention side of things. This is all about people. If you're in business, you're in the business of relationships. What strategy do you have when you, entering the interview process, remembering that it's a two-way street?

Jenny: Today, there are two people being interviewed in every interview room. You've got the interviewer, interviewing the potential employee and that potential employee is sussing you out too, to make sure that you stand or share the same values and beliefs that they want to see and emulate and be part of. They want to ensure that you are a company or an organisation worth working for. Many, especially of the younger generation and correct me if I'm wrong, want to see that they're contributing to something bigger than themselves. They want to make sure that this is really going to take them to where they want to be. But is there a good way to choose? What process do you have in place, to make sure that you do get that right person? Should you go just on the resume? Should you be looking at attitude? What about the aptitude side of things too?

Jenny: When Binet first put together the IQ, it was done as a process to help people understand what a child's potential was academically. That was fine in the education system, but how valuable is an IQ level in the workplace? Not always terribly. This is where we have to then look beyond that and say, well, should we just follow the old adage, 'hire for attitude, train for skills'? Well that sounds good, because you do want people with the right attitude, but do you have the time and the energy to train people up if they haven't got that necessary skill set already? Perhaps we actually need to incorporate it all.

Jenny: As Brian Cropp tells us, it's a 50-50 thing. He believes that 50% of an employee's success in the given first 18 months of a new role, is going to be determined by how well they fit in. How they get on with others and then the other 50% is their capability. Then we've got Mark Murphy from Leadership IQ saying that, of the 46% that fail, 89% of the time is because of a poor attitude.

Jenny: Attitude is incredibly important along with making sure they've got the aptitude, the willingness to learn new things. We know too that it's not what we're hiring a person to do just for today. Organisational change is happening so fast, the role somebody fits today, isn't going to be the same role even in six or 12 months.

Jenny: Are you ensuring that as people stay in your organisation that they're being up-skilled, so that when they come to leave, they can actually then go into another job elsewhere with the necessary skill set? Otherwise, they'll be left behind and they'll find it really hard to move into that new role. But sometimes we don't get it right. I'm sure you've seen this all the time and there's number of reasons why we don't get it right. I think the most common reason that I've come across is the fact that sometimes when somebody is left and there's a vacancy to be filled, you've got to fill it fast.

Jenny: You've got somebody behind you saying, "Can you please go through that selection procedure and pick the best of the bunch, because we need to get that person starting tomorrow?" You're under pressure to look at everybody's application and think, "Okay, who's the best person? I'll pick you," but sometimes that pressure means that you're not taking into account all the information that's available to make the best choice.

Jenny: Did you know, that the average length of time that an HR manager looks at a resume, 43% of the time is less than a minute? About, just over 20% of the time is less than 30 seconds. If somebody has put together, they've carefully crafted their resume, trying to fluff themselves up to present their best self, you know, "I've achieved all these things, I've ticked all these boxes," and then somebody only spends between 30 seconds and a minute to look at it all, what does that mean? Does it mean that we've just got too many applicants to sift through and it's the only way we can deal with all that data?

Jenny: The cost of a big of hire of course is incredibly high, not just in terms of time and effort, but in monetary terms as well. More worryingly still, what it does for you and your reputation as a business. I mean this survey here tells you that a bad hire can cost you anything between \$25000 and \$50000 dollars. I mean that's not money you want to be frittering away, it's about making sure that every amount, every interview is set up correctly, so you're putting in the right amount of time, the right amount of effort to get the answer that you seek.

Jenny: Let's have a look at things from the brain's perspective, especially when it comes to the interview. Now, who here has met their brain before, anybody? The human brain is a remarkable organ and even after three decades of new neuroscience, we still know remarkably little about it. In fact, much of what we thought we knew about it, has turned out to be completely wrong, but we're starting to get there.

Jenny: The brain's primary objective is to keep you safe. Safety first in everything, so if you bear that in mind, think about what it's like to be in an interview. Anybody ever been in an interview? Anybody been the interviewer? It's almost as stressful as being the interviewee, because I mean, I've done both, I've been on both sides of the table as well. You've got two people or more in a room talking about, or asking somebody questions about, why they think they would be good to join the company, and there's a lot of tension. There's a lot of emotion in the air, and that's because we're feeling under threat.

Jenny: Now the human brain comprising the two hemispheres in our beautiful neocortex, this undulating landscape that we know as our thinking cap, allows us to have conscious thought, logic, analysis and reasoning. It does the heavy lifting thinking, and if you're

more scientifically oriented, you're going to be driving on the left more predominantly. Now just to debunk, there's no such thing as a left, right brain person, but if you are using certain aspects of your thinking such as attending to numbers, you're going to be more left dominated, but that's okay.

Jenny: We have this unique brain. How many people are there on the planet? More than six billion, we've got closer to seven point three, seven point four billion people on the planet. Now that's quite a lot of people, but the remarkable thing, well I think it's remarkable, is that, no two brains are alike. No two brains share the same neural architecture, because of one really important concept that's come out of the brain side science. Probably the single most important concept have come out of the brain science, does anybody know what that concept might be?

Jenny: Absolutely. It's the fact that your brain, like this one is plastic. Plastic implying mouldable or malleable, implying that you can rewire your brain, you can train your brain to change your mind and use your mind to shape your brain. It's a remarkable system and it all depends on the fact that you've got these 86 billion neurons in your brain, all looking for the opportunity to form connections with each other.

Jenny: Every thought, every idea, every memory, every habit that you embed, is as a consequence of your brain's natural plasticity. You have it available to you 24/7 across the entire life span. You're never too old to learn. When you hear somebody say, "You can't teach an old dog new tricks," of course you can. Old dogs just got to want to learn new tricks, that's all.

Jenny: We have this massive connectivity and we all like to connect. We like to connect with each other. Who here is on social media? Did you know there's now 1.79 billion registered users of Facebook? I can't quite get my head around that. I mean when we, we've just talked about this seven point three, seven point four billion people on the planet, there's an awful lot of people on Facebook. We love connecting with each other, but our brain loves connecting even more. Our brain has the capacity for up to one quadrillion, one quadrillion connections.

Jenny: It's constantly forming new connections and sometimes when we need to forget, we're uncoupling as well, like Chris Martin and Gwyneth Paltrow, but that's normal. We have this unique brain, that's also highly social, but also it's always seeking balance between threat and reward. Now those of you who came to the master class yesterday, will have already been used, introduced to this model.

Jenny: The model is about the idea that, when we are faced with something new or different, the brain has to make a choice. You have your own unique internal radar system, looking for any change or something different in your environment. Every fifth of the second, you're doing that sweep, and if there's anything new that pops up as that little green blip on your screen, your brain saying, "Whoa, alert, alert, alert, what's going on here? Is this okay?" Your brain makes a choice; friend or foe, threat or reward.

- Jenny: And when we experience that threat, let's try the next one, your brain decides, should I be running away fast from this because it's the stress response and I'm in a place of danger, I need to go away fast.
- Jenny: If you're standing on the corner of St George's Terrace about to cross the road and you see a dirty great truck coming towards you, you know it's not the time to be stepping forward. You know it's time to stay firmly on the pavement to keep yourself safe. However, if you see somebody coming towards you, with your favourite cup of coffee and a piece of chocolate cake or you see somebody else who's got Brad Pitt on their arm and you think, "Oh I'd like to go and meet him." You might be thinking, this is potential reward, I'd like to move towards that place.
- Jenny: Your brain is deciding what's going on right now, is this something to be frightened of that I need to get away from? Or is this something I need to move towards? Your brain's doing that and so is everybody else's brain around you. Imagine, in the interview situation, what's going on? It's a completely unnatural situation, and so most people are in a state of threat. I mean we all know that those first dates can be incredibly awkward.
- Jenny: Anybody ever watched that program, First Dates? It's compulsive viewing, you can't stop. I mean it's cringe worthy, but it's just marvellous behavioural science. For those of you that haven't watched it and you don't have to, what they do is they psychologically test people and then match them. Then set them up to go on a first date in a restaurant. I think it's in Melbourne or Sydney, I don't know quite where, and then televise the whole thing, to see whether they get on well enough to go on a second date.
- Jenny: You can see the body language and the awkwardness and the stilted conversations. It's just like being in an interview. How can you be relaxed and be your normal self, when you're in this state of threat thinking, "Should I be going now or is this person a psychopath? Or is it all right to stay and I can relax and just enjoy the evening?"
- Jenny: When you're in the interview situation, just be mindful of, what you could be doing to keep somebody in the 'towards state'. How can you calm them down, so they're not feeling threatened anymore? I sometimes teach people the power pose that was first talked about by Amy Cuddy. Who here is familiar with the power pose? Next time you're up for an interview, if you want to make sure you've got a good chance of getting the job, nip to the loo before you go in, find a quiet place, just wait for everybody else to go and stand in front of a mirror and adopt the power pose. Like that. You've got to clench your fists powerfully and look yourself in the eye and tell yourself, "This is great. I'm going to do so well. I am surely going to get this job." You hold it for about two minutes. If anybody else comes in you just go (coughs) and make it look as if you were trying to wash your hands or something. If you do that for two minutes, it's been shown by the studies you're actually more likely to get the job.
- Jenny: What you're doing is actually elevating your level of testosterone. Ladies we have testosterone too. You're elevating the level of testosterone, so you're more confident, not aggressive, but just more confident and your stress hormones are going down. It's marvellous. Now you don't have to wait for an interview situation, you could do this at

any time when you think, "Oh I really need to make a good impression here." Go and do the power pose first, because it really, really works.

Jenny: It's all about recognising that first impressions count and what you're looking for when that person first walks in the room, and before they've even sat down and shaken hands with you? You've sussed them out already. You know that what somebody is wearing is going to make an impression on you. If somebody rocks up and they're in a grungy t-shirt and frayed jeans, and they've got a five day stubble, unless their name is Todd Sampson and they're interviewing for the Gruen Factor, you might not be so impressed. You might not be so impressed, if they can't articulate properly. If they avoid eye contact, if they really can't sort of sell themselves. All these things are playing in your mind and it's going on in just a few seconds, three seconds to be precise.

Jenny: From the time the door opens and that person's walking in towards you to sit down for that interview, three seconds is all it's taken for your brain to decide, friend or foe. Of course their brains done exactly the same thing. How long does it take your brain to decide whether they're hired or not? 90 seconds. The rest of the interview time is really just sort of you looking for bits of information to confirm your decision.

Jenny: We make our own minds up really, really fast, but sometimes things can get in the way of us making the best decision and often it's ourselves. Sometimes it's our state of mind or our attitude or our mindset. I mean if somebody comes in for an interview and you don't like their attitude, they're not going to get hired, but do you ever check in with your own set of mind? How you show up determines the level of energy in the room, and if the energy is a bit low, everybody feels a bit low, but I'm sure you're all very open minded. Everybody open minded? I like to think of myself as being open minded too, most of the time.

Jenny: Now, this is a picture of me and my husband on holiday on the South Island of New Zealand, beautiful spot. My husband's one of these outdoorsy sort of people. He loves mountains and snow and skiing, all that sort of thing. You can see, he's in his element. He's got this big smile on his face, he's loving it. I have to tell you, I have always been frightened of heights and big wide open spaces. My smile is more of a grimace. I'm holding on to his arm so tightly, I've cut the blood supply off to his arm, because I'm terrified, I'm going to fall off that silly mountain.

Jenny: We know we're on holiday having a lovely time and then he says, "I know, let's go heliskiing." I'm thinking, "What have you not remembered?" Anyway, my husband's quite persuasive. The next thing I know, I find myself on this helicopter thinking, "This is the worst day ever. I'm going to die, what shall we tell the children?" I'm listening to the rotor blades, as they, it's going doof, doof, doof as we lift off. I'm thinking, "No, this isn't happening." It's like that surreal moment where it's happening, but it's not really you and we're diving deep into the Harris mountains. I can see this big snowy ridge coming up towards something. Well we won't be going there because there's nothing flat to land on and then all of a sudden, there's this dook, as the helicopter pilot just jabs into the side of this ridge. I'm thinking, "No, surely not," and then I hear this voice coming from behind, which is the guide saying, "Everybody out, jump." I'm thinking, "What?" Has anybody here ever been in that place of complete and abject terror? Ever been so

frightened out of your wits? I was in that state. I was so frightened I couldn't think for myself any longer.

Jenny: We know that when we are in a state of terror, that our limbic system, our stress response kicks in and sometimes completely overrides our prefrontal cortex. We can no longer think for ourselves at all. It's like it's been completely wiped clean. It was as if I had never been on a mountain before, that I'd never ever worn skis before. I had no idea what to do. All I heard was his voice saying, "Do this, do that. Put your skis on," so I did and then he said, "Follow me," so I did. I'm thinking, "What do I do? Where do I go? Don't look down, don't look down, I'm going to fall off. What do I do?" I adapted to my best crouching dragon ski position and moved very slowly across the ridge thinking, "Don't look down, don't look down, don't look down," because I was thinking, if I don't look down and if I don't turn, I won't fall off. Of course, I ran out of ridge and I had to turn, but my weight was all wrong, so what happened? I fell.

Jenny: Now, I'm sure some of you here have been skiing. You know that if you fall over, you just sort of land and dust yourself off get up and carry on again. Well this time it was a bit different, because I kept falling. I was still falling, I still had my skis on, but I was still falling. I was going faster and I was thinking, "This is a bit odd," and the other thing that was a bit odd, was that I was revolving gently like a slightly demented starfish, because sometimes I was looking down the mountain and sometimes I was looking up the mountain. I was thinking, "What is going on and what lies beneath?" Well I didn't know.

Jenny: My husband and the guide made a split second decision and deliberately skied into me, to break my fall. Well I can tell you the air was a bit blue. Not least of all because of the first question my husband asked me, which wasn't, "Are you all right darling?" It was, "Why didn't you break your fall with the ski poles?" Luckily for him he was just out of reach. I couldn't quite hit him with my ski pole, but we sat there for a minute, well it was more than just a minute. Gradually the realisation was that my state of mind, my attitude, my mindset had put not just myself in potential danger, I'd put my husband and the other people who were there with us, in potential danger as well.

Jenny: I had a choice to make. I could actually just get up, go in the helicopter and go home. Say, "good riddance to bad rubbish, I'm never doing that again," or I could actually reframe what was going on. I could consider, here was, you know what an opportunity out in the middle of this pristine wilderness. How many people get the opportunity to see the world like this, let alone ski a bit of it?

Jenny: Eventually I got up and I got back in the helicopter and I did four more runs that day, but I reckon I still hold the world record for the fastest vertical descent of 300 meters on that particular slope. Attitude counts for everything and attitude isn't something we're born with, it evolves. It's shaped as when we're children by the people that we hang out with, which tend to be our parents, but because it's something that's shaped and because we've got this marvellous plastic brain, it doesn't mean, it means it's not fixed. Except we tend to either be more open or closed minded, but you can shift it through conscious awareness and that determination to do things differently.

Jenny: I'm a great admirer of Professor Dweck, professor from Stanford University, who talks a lot about mindset. She tells us that we tend to be either fixed in our outlook sometimes or closed minded or sometimes we're more open or growth oriented. If we choose to be more growth oriented and become more open minded, we develop the capacity for greater possibility thinking. This allows us to see the variables, the options, the alternative ways of doing. It limits or reduces the prospect of being afraid to take a risk.

Jenny: How often do you come across people in organisations who are, what they call change resistant? It's often they've got a bit of a fixed mindset about things and it's just talk to the hand. They feel too uncomfortable, they're too afraid of looking at what could be done differently, to get a better or a different outcome. We're always a little bit biased too. We've got 175 different cognitive biases to choose from, which apparel do you want to choose on a particular day?

Jenny: Some biases we might be aware of, but how many sub conscious biases are there, that would influence your thoughts and behaviours in any given situation? How can you ensure particularly in the recruitment phase of things, that your bias isn't stopping you from selecting the best candidate?

Jenny: As a doctor, I remember one particular incident where a mum brought a little child in to see me. He was being a little bit resistant to being examined, so I was jollyng him along and checking his glands and checking his throat. At the, after a couple of minutes, he was obviously getting a bit bored with all this and he said, "Mum when are we going to see the doctor?" I thought, oh gender bias starts at an early age, doesn't it? It's having the awareness that bias is everywhere and we can't shift it, because it's part and parcel of us. Not all bias is negative either.

Jenny: Bias has been used by us and the brain for a number of really good positives. It saves us an enormous amount of time and energy. It allows us to filter through all this information that we've got access to, because sometimes you've just got too much going on. If you're a little bit biased, it helps you to just navigate your way down one particular path. It allows us to reduce risk and of course it helps to determine what we really think we're after.

Jenny: But we're very good at filling in the gaps. How often have we made assumptions about things? How often do we just jump to conclusions based on just a snippet of information? Then our narrative just creates the rest of the story. What assumptions do you make, especially when you've got somebody that you just met for the first time and you've just been told a little bit of information about them? Whatever other things are you adding in without checking their validity first?

Jenny: Assuming you've made a great hire, you've got this a wonderful person who's joined your organisation, what makes them stay? Is it the great coffee machine you've got there? Is it the other staff that they love hanging out with? Is it they just think you're the best boss in the world, best thing since sliced bread? Why do people stay? Do you ever ask them? Do you ask them why they don't go? Why do people stay?

Jenny: Deloitte did a survey back in 2012 and they identified five factors on why people stay working in an organisation. Number one, trust, number two, opportunity, number three, autonomy, number four, fair exchange, number five, permission to succeed. I thought, when I read that list, I thought, "Yeah, that makes sense." It makes sense too when you consider that the top three reasons why people leave, number one, lack of opportunity. Number two, relationship issues, usually with the manager and number three, poor pay.

Jenny: From the brain's perspective it also makes perfect sense, because the brain is wired for us to connect with other people. We are, as humans, wired to form relationships with others. In fact, we know that it's really important for us to be part of an in-group. We like hanging out with people who we see as like us, because that makes us feel safe. Remember, if we're in a safe place, we feel calm, more relaxed, more open minded. Being in a work safe environment is all about being with people that you consider like you, who share the same common values and beliefs.

Jenny: How do you build trust? Do you expect trust just to land on your plate? Or do you have to work at it? Trust is something that's built in very small increments. You have to demonstrate your trustworthy finesse first as a boss, in order to receive it back. It is your behaviour that will influence how others respond to you, but how often do you as leaders and managers and business owners, check in with how other people see you? How would you rate yourself?

Jenny: There's another great television program that's been out there for a while called Underground Boss. Anybody seen that, Undercover Boss is it? Yeah, where the boss of a very large organisation literally goes undercover, disguises themselves and goes to work in different departments, just to get a sense of what's going on in their organisation. To get a feel of what the staff actually really think about that organisation. It's really fascinating to watch it. How do you think you measure up as a boss and do you ever ask?

Jenny: Boss-ology did a survey on this and they had some very interesting findings. 50% said they would fire their own boss. What was more alarming that 30% thought they needed to see a workplace psychologist and 23% said they needed management training. Clearly how we think we portray ourselves to others, isn't necessarily how others really see us.

Jenny: I had a conversation with a lady just last week and she said, "Jenny, I've got a bit of a problem." She said, "Look, I love my work, I really enjoy the role that I play, but I know that some of my staff see me as being a little bit aloof and a little bit unapproachable. She said, "I don't know what to do about it." She said, "I'm a very private person and I don't feel comfortable sharing information about myself." We had a bit of a chat about it and we talked about sort of strategies that she could put in place to try and help eliminate some of those negative aspects of how others were perceiving her, while enabling her to feel safe in her own skin as well. I said, "Well, maybe it's just about phrasing the language slightly differently as well. It's not that you're being picky, you're discerning." Just changing the language sometimes and can start to change people's thinking processes.

Jenny: What about opportunity? Do you provide all your staff the opportunity to work to their very best? I think often people get excited you know, "I've got the job, got the job, it's fantastic, I've gone in, it's great." Then they get there and they sometimes find there's a mismatch of expectations. Are you actually allowing them to do the job that they thought they were being hired for? Are you ensuring that they are working towards an outcome, which is going to see their personal and professional growth occur? The main reason people leave, is because they see lack of opportunity in front of them. If you don't check in and ask, you're missing that.

Jenny: It's about really encouraging people to work to their strengths. If people work to their strength, it's so much easier, it takes so less, so much less energy to bring your very best to the work that you're applying yourself to. How do you encourage and make sure people are always working to their strengths? What do you do to check in with that? The results speak for themselves.

Jenny: The highest performing workplaces who enable their staff to work to their very best, with the autonomy that allows them to step up and demonstrate their true capability, enjoy a far lower turnover rate, see increased productivity and there's greater customer satisfaction. What more could you possibly want? It's about picking people up, for doing something right.

Jenny: We were talking about this yesterday too. We're very good at picking people up when they do something wrong. I'm sorry to point this out to you, but you know you made a mistake here and please can you correct that and do something differently. How often do you pick people up for doing something right, something really good and practice your APR, appreciation practice recognition?

Jenny: It's about being grateful, it's about saying thank you to people. When did you last thank your staff for doing a brilliant job? When did you last acknowledge that the time and the effort they put in to stay late and contribute to that next, that other project that took a while to complete? It's the simple things and the little things that often have the biggest impact on how we perceive our workplace and determine whether we want to stay or not.

Jenny: Saying thank you and smiling is a really good place to start, and then having the conversation around, "How is your performance going?" Performance reviews have undergone a little bit of a change recently, probably in response to the fact that we understand that just the mention of the name performance review we'll see productivity drop by up to 30%.

Jenny: Does anybody here do performance reviews on a fortnightly basis? You get constant feedback, because here's the thing, if you mention performance review, everybody goes, but most people actually like feedback, if it's given in the right way. If you deliver it little and often, and the person is asking for feedback, that keeps them in the toward state. They're not feeling threatened by it, because they're seeking out, "How can I get a bit better at this? I'm I on track? Can you just sort give me a hand here?" My making it a conversation, it keeps everybody moving forwards.

Jenny: Ideally, either every week or every fortnight and it doesn't have to be a big long formal conversation, does it? Fairly informal? 15 to 20 minutes, doesn't have to take a lot of time, but it can make such a difference to how well somebody is working in your particular organisation. It's all about belonging, remember we're tribal creatures. We love to connect with each other and be part of the team.

Jenny: How can you push people into that towards state and help them to feel safe and want to stay with you? It's all about getting your daily dose. Do know you can have a daily dose, you don't have to go to the health shop or anything like that? It's a very readily available to you, any time. All you need is this: dopamine, oxytocin, serotonin and endorphins. It's easy, so dopamine, what's dopamine, anybody know? It's the reward hormone.

Jenny: Every time you do something that you find rewarding, or your brain finds rewarding, especially the anticipation of reward, your brain releases more dopamine. That makes you feel so good, so nice, can I do that again please? That's what motivates us to repeat a particular behaviour. Scheduling in something to look forward to, that you can anticipate the reward, get that dopamine surge happening.

Jenny: What about oxytocin, anybody know what oxytocin is used for? If you've given birth, you will have enjoyed a huge surge in oxytocin as part of that process, because when you give birth, your pituitary glands produces a huge amount of oxytocin, which enables you to bond to your child. Of course, we form bonds in relationships with other people, not just when we're giving birth and men have oxytocin too.

Jenny: We as a culture and a society have developed a number of ways to boost our oxytocin levels, that don't necessarily require childbirth. How do you think we can boost oxytocin between ourselves? Now, I'm an English person by birth, what do the Brits do when they meet somebody for the first time? You shake hands, you come up to somebody and say, "Oh good gracious. Delighted to meet you, fantastic." Oxytocin, oxytocin, oxytocin surging, surging, okay. If you're feeling a bit more relaxed and funky, what else might you do? High five, oxytocin, electricity, it's electric and what else can we do? Sometimes you just need that little bit of reassurance and you want to make somebody understand that you're there for them and you come up and you just say, "Hi, everything okay?" The oxytocins just surging between us, but there's one thing that beats all, what do you think that last thing might be to really get your oxytocin up? A hug, who's up for it? That will really boost your oxytocin levels.

Jenny: Paul Zak who's a neuroeconomist reckons we need probably at least eight hugs a day to feel really good. If you're not getting enough, go out and seek more hugs, or hug your dog or hug your children or do something. What about serotonin? Serotonin's our mood hormone. We get serotonin from exercise, we get it from our gut, we also get it from going outside into the sunshine. 10 minutes a day, that's all we need to boost our serotonin levels and make ourselves feel good and happy. Not happy clappy, just content, calm, happy. Endorphins, where do we get our endorphins from? Exercise, the runner's high. You know that Forrest Gump moment when you're just running and running and running and running, and then you get that surge of endorphins and you feel so good.

Jenny: Four really easy ways to help yourself feel good. If you're feeling good, your emotions are higher. You're in a better mood and because emotions are contagious, you're sharing that feel good session with everybody else as well. This is one of my favourite quotes from Maya Angelou, "If you are in business, you are in the business of relationships. Whatever you do, whether you're hiring, retaining or firing, it is all about how we deal with others. What matters most of all, is how we make someone else feel."

Jenny: You are your own neural architect. You can create your own brain through your choice of focus, to up skill your thinking, change your attitude, change your mindset. It was a quote by Santiago Ramon y Cajal, a Spanish neuroscientist from over 100 years ago who said, "Man, if he so chooses, can become the sculptor of his own brain." He's right. It's your brain and your future. Thank you very much.

Ben: We hope you enjoyed this episode of the CPA Australia podcast. We have more episodes like this in our Congress on Demand package that can be found in today's show notes. To find out more about Jenny and to download a free chapter of her book, *Future Brain: The Twelve Keys to Create Your High Performance Brain*, visit www.drjennybrockis.com or visit our show notes at www.cpaaustralia.com.au/podcast/65. Thanks for listening.

Outro: Thanks for listening to the CPA Australia podcast. To download the transcript and to find more information on today's episode, visit www.cpaaustralia.com.au/podcast/65.