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The Challenge: The world changes making the future uncertain. The only constant in life is change. The future is unknown. It always has been and always will be. Whether the source of that uncertainty is technological innovation, wars, climate change, elections... or a pandemic, change happens.

The Problem: The Certainty Trap. The problem is that our brains hate change. Which is why when we face the need to change, we will do almost anything to stand still. We create structures that engineer out as much need for change as possible. I call this the 'Certainty Trap', which is the fundamental barrier to all personal and professional success at the individual and organisational levels.

The Solution: 'Evolve or Die'. In nature the most successful systems are **adaptable**. Things that stand still die. A deer frozen in the headlights gets hit. Brains that respond better and faster do better. Those that don't, are selected out. Think Nokia and Kodak. These were organisations that could not change with change ... even though their own innovations were the source of that change. Which is why adaptability is the "skill" most sought by leaders and organisations.

The How: Leadership. How a leader leads in uncertainty defines their success. It's the leader who creates the context for their organisation to thrive in the unknown. They achieve this, not by following rules, but practicing **a way of being, which is already encoded deeply inside their brain**. It's perception. Perception matters because it underpins everything it is to be human. By becoming Perceptually Intelligent, leaders create cultures that are agile, resilient, creative, and more loyal. How can we Be Better in the face of change?

Being Better: Perceptual Intelligence. Perception Matters! Perception underpins everything it is to be you as an individual, leader and organisation. Behavioural change begins with perceptual change. Only by understanding how and why you see what you do can you adapt to and lead others into uncertainty. Becoming Perceptually Intelligent and practicing the Spiral Process of Discovery enables Leaders and their teams and organisation to succeed when others fail.

The When: Conflict. Adaptability is a practice. The most important time to practice adaptability is in conflict. Conflict is the only place where our brains can evolve. So, it's not conflict that's the problem. It's how we enter conflict that shapes a leader and an organisation.

The Results: (i) Financial success; (ii) Happier, more creative and collaborative teams; (iii) Increased employee and audience loyalty, and (iv) Personal and organisational well-being. Perceptually Intelligent Leaders create contagious cultures of well-being that increase innovation, empower diversity and inclusion, and increase the retention and recruitment of their teams by adding true value to their lives.