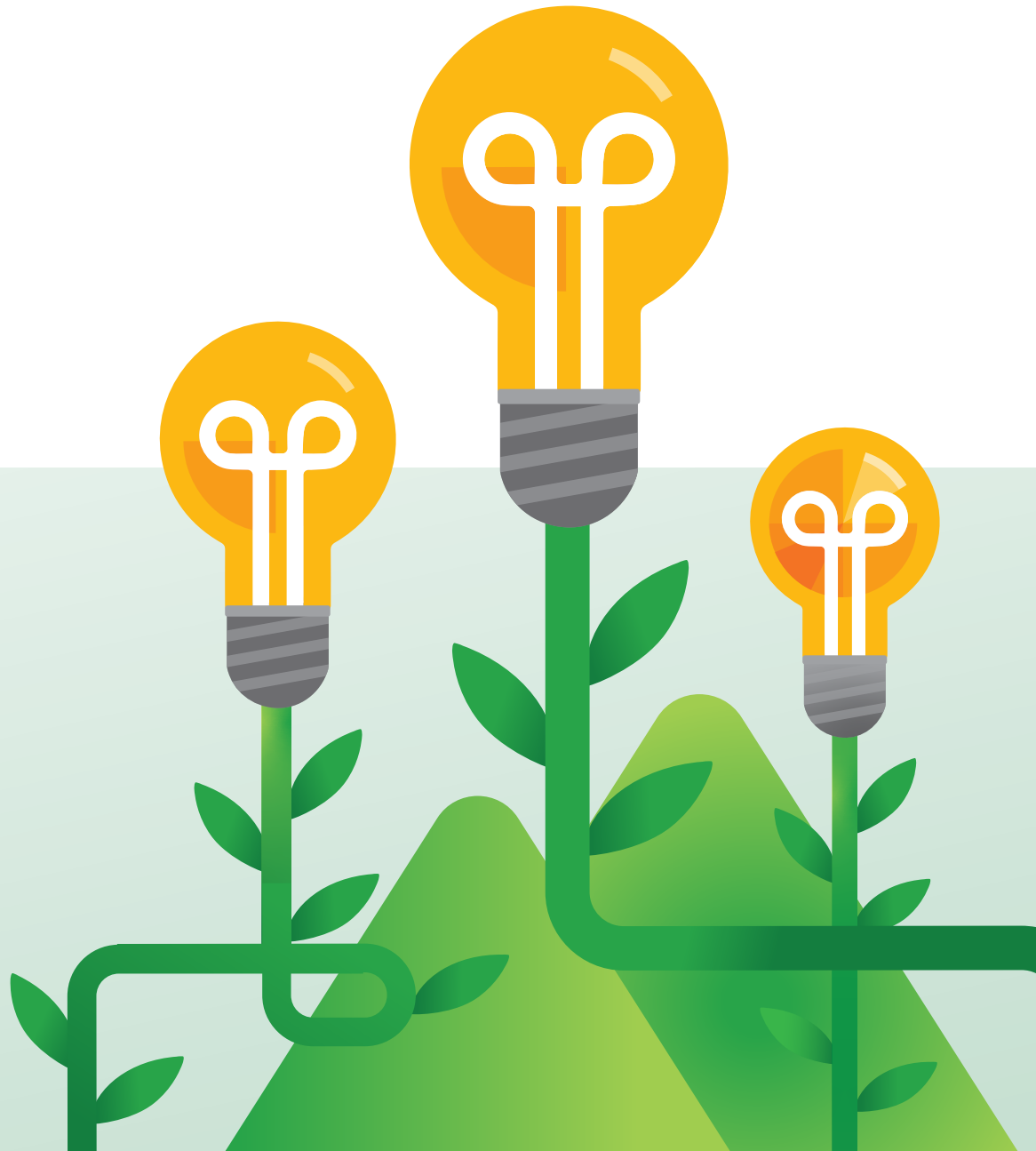




Growth Mindset

Case study collection



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How Four Companies Built a Growth Mindset Culture

A CASE STUDY COLLECTION

ANDREA DERLER
DRAKE BAER



What do a European telecom, a tech giant, a healthcare firm, and a pharma company have in common? They all have decided to support their workforce through building a growth mindset culture. Even though each journey differs from the others, and none of the business contexts, industries, or transformation efforts are the same, each of these organizations is dedicated to enabling their leaders and employees to adopt a mindset that values things such as stretch goals, continuous development, and experimentation.

Scaling growth mindset from the individual to the cultural level is a major undertaking. It requires an organization's shared commitment to the fundamental principles of growth mindset — the idea that *"skills and abilities can be improved, and the development of skills and abilities is the goal of the work you do."*¹ This idea needs to be systematically embedded in the organization, starting with gaining top leadership engagement and aligning it with the business strategy, to teaching the right growth mindset behaviors and embedding them in talent processes, and finally measuring impact. Together, these form the three factors of culture change: priorities, habits, and systems.

To discover how this can be accomplished, the industry research team at NLI studied a wide range of organizations that have shown significant commitment to being "growth mindset companies."² The current case study collection features four examples: Telenor, Microsoft, Cigna and Bristol-Myers Squibb. Each has decided to uphold the collective belief that *all employees are seen as possessing potential, encouraged to develop, and acknowledged and rewarded for improvement*³ as part of their company cultures. We sketch out the "why" and the "how" behind their efforts.

What you will learn in this article:

- Why Telenor, Microsoft, Cigna, and Bristol-Myers Squibb decided to create a culture of growth mindset
- How these companies created strategies for building everyday growth mindset habits for employees
- What the impact of their journeys of building growth mindset cultures has been on the workforce to date

1. Idea Report: Growth Mindset Culture, NeuroLeadership Institute, 2018.

2. *ibid.*

3. *ibid.*



**BECOMING A DIGITAL FRONTRUNNER:
HOW TELENOR USED GROWTH MINDSET TO SPUR INNOVATION**



Telenor aims to be a digital frontrunner, taking a clear lead in developing and adapting new technology.

*Sigve Brekke,
President and CEO, Telenor Group*



Telenor is a Norwegian multinational telecommunications company headquartered near Oslo. As a 160-year-old mobile telecommunications company serving 172 million customers across Scandinavia and Asia,⁴ the company found itself in the midst of technological change.

To stay successful in a highly competitive and fast-changing business landscape, Telenor's Leadership Development team introduced growth mindset culture as a way to help its workforce increase self-awareness and learning, challenge existing work processes, and go beyond comfort zones. For Telenor's employees, growth mindset means perseverance in times of change, being curious and asking lots of questions, and achieving more tomorrow than they did today.⁵

A group of Telenor's senior managers were the first group to go through the growth mindset training program. After positive feedback from the one-day growth mindset workshop (which was part of a four-day executive leadership development program) with the 60 leaders, the rollout for the company's 22,000 employees began. Overall, the initiative introduced growth mindset as a way of working at Telenor by revamping the company's performance management process and by introducing growth-minded language around innovation and performance. Positive reinforcements and role-modeling efforts continue

to help embed growth mindset behaviors so they can become habits. For example, the CEO and CHRO make sure to use growth mindset terminology in monthly town hall meetings, and office workers use growth-mindset-related terms in meetings and conversations. Some leaders sit at different desks every day to interact with new colleagues, and managers have growth-mindset and strength-based conversations with direct reports.

On the Telenor Campus learning platform, employees can earn a growth mindset learning badge⁶ and free access to further learning modules or programs as a reward for completing various levels of online self-study. So far, about 8,500 employees worldwide have taken advantage of the six short learning modules that are also accessible on mobile devices, and earned a growth mindset badge, with the average time spent per learner at 1.2 hours.

In addition to learning and habit-formation efforts, Telenor is also embedding growth mindset into team development initiatives, executive leadership programs,

4. Telenor Group at a Glance (n.d.). In Telenor Group. Retrieved August 28, 2018, from <https://www.telenor.com/about-us/telenor-at-a-glance/8>.

5. These items were collected in a recent internal employee survey by Telenor, 2018.

6. A digital badge is a validated indicator of accomplishment that can be earned in learning environments. Source: Carey, Kevin (April 8, 2012). "A Future Full of Badges". The Chronicle of Higher Education.

talent reviews, and high-potential assessment approaches. For example, team members work to recognize demonstrated fixed or growth mindset behaviors in themselves and others and discuss them with others; they apply growth mindset principles to dilemma and conflict resolution; and they build action plans for how they can better support one another. The executive leadership program includes workshops in which leaders enjoy labeling exercises of fixed and growth mindset behaviors and complete surveys about the topic. Talent reviews for leadership readiness include assessments and questions regarding growth mindset, whereby behavioral questions gauge for demonstrated behaviors of candidates, and evidence for team development and conflict resolution inspired by growth mindset.

Telenor's growth mindset work is most visible in two of the company's work streams: innovation efforts and people dialogue process — the regular and frequent performance management conversations managers have with their employees. First, Telenor's talent team reports that monthly dialogues between managers and employees are perceived as more meaningful by employees and that growth-mindset-related language is being used and practiced regularly. In terms of innovation, the term "working red" was invented, symbolizing the new ways of failing fast and learning from it, rapid prototyping, and focusing on learning rather than just achieving end results.⁷



Priorities



Habits



Systems

PRIORITIES

CEO and CHRO make sure to use growth mindset terminology in monthly town hall meetings

HABITS

Leaders sit at different desks every day to interact with new colleagues, and managers have growth-mindset and strength-based conversations with direct reports

SYSTEMS

Talent reviews for leadership readiness include assessments and questions regarding growth mindset

7. Brekke, S. (n.d.). Changing pace: Gearing up for a digital shift. In Telenor Group. Retrieved October 8, 2018, from <https://www.telenor.com/media/more-than-ceos/sigve-brekke/changing-pace-gearing-up-for-adigital-shift/>



EVOLVING FROM KNOW IT ALLS TO LEARN IT ALLS:
HOW MICROSOFT BASED ITS CULTURE CHANGE ON
GROWTH MINDSET



If we want the growth mindset to happen in real life, we have to create the conditions for it and modify them as we learn what works and what doesn't. We have found that these conditions differ depending on where we are in the evolution, moving from awareness to adoption to advocacy of growth mindset. This work is iterative, data-informed, and ongoing.

*Senior Director,
Organizational Development at Microsoft*

Digital transformation absolutely disrupts the culture in every organization as well as places a greater priority on purpose-driven mission and inclusion.

*Senior Director,
Organizational Development, Microsoft*



As the foundational culture attribute at Microsoft, growth mindset has been a critical focus of the company's culture transformation. CEO Satya Nadella sparked the tech giant's cultural refresh with a new emphasis on continuous learning four years ago.⁸ With his sponsorship, the talent team has since worked meticulously on enabling growth-oriented business priorities, employees' behavioral habits, and organizational systems for its workforce of 131,000 employees worldwide.⁹

Digital transformation made clear that a state of perpetual learning would be necessary for employees at all levels. In Nadella's words, this strategic reorientation would require going from being a group of "know-it-alls" to a group of "learn-it-alls."

Inspired by Professor Carol Dweck, Nadella and Kathleen Hogan, Microsoft CHRO, along with the senior leadership team, determined that growth mindset would become the foundation

of Microsoft's desired-toward culture. A range of approaches have since been taken to initiate and drive efforts for long-term change, starting with engaging senior leaders to talk about and role model growth mindset, employee-awareness campaigns to drive growth mindset adoption, and ongoing measurement of how the employees experience growth mindset in the company.

For example, interactive online modules with rich storytelling and multimedia were created for employees to learn about growth mindset. Conversation guides were built for managers to enable meaningful exchanges about what growth mindset behaviors look like in team settings. Leaders also engage in storytelling to give examples for growth mindset behaviors. Successes with demonstrated growth mindset behaviors are celebrated as reinforcements of growth mindset habits in the workplace. Various employee engagement and training solutions like games, quizzes, lending libraries with curated books, mobile empathy museum, and environmental creative assets were developed to engage employees around growth mindset behaviors.

8. Vander Ark, T. (2018, April 18). Hit Refresh: How A Growth Mindset Culture Tripled Microsoft's Value. In Forbes. Retrieved from <https://www.forbes.com/sites/tomvanderark/2018/04/18/hit-refresh-how-a-growth-mindset-culture-tripled-microsofts-value/>.

9. Facts About Microsoft (n.d.). In Microsoft. Retrieved September 17, 2018, from <https://news.microsoft.com/facts-about-microsoft/>.

One of the most essential efforts was developing Microsoft leadership principles, in partnership with NLI, with the intent of engaging everyone in the company – from senior executives to new hires – in building growth mindset habits, processes, and environment into everyday culture experience at Microsoft.¹⁰

The talent team also operationalized growth mindset in processes and practices. Growth mindset principles have been embedded in learning, team development and performance management processes, and have expanded to talent review and succession planning practices.¹² For example, in addition to creating clarity on meaning of growth mindset, managers also are operationalizing growth mindset during business reviews, as well as through goal setting with their teams. Since Microsoft no longer has a system of ratings and rankings, the current performance and development process focuses on providing clarity around what employees are now being rewarded for: The demonstrated abilities to build on and to contribute to the success of others are now equally essential to attaining performance goals.

Last but certainly not least, Microsoft sees continuous measurement as invaluable to its culture change. Daily pulse surveys constantly collect metrics of employee experiences of growth mindset all together, more detailed items such levels of risk aversion, visibly recognizing and learning from failure, or support in unlocking one's ability. Favorability of growth mindset experience measurement has been trending between 78% and 80%, and it has been proven as the primary driver of the rest of the Microsoft culture attributes of customer-obsessed, diverse and inclusive, one Microsoft, and making a difference.

Is this a...

Fixed mindset meeting

Growth mindset meeting



Source: Microsoft, 2018



Priorities



Habits



Systems

PRIORITIES

CEO Satya Nadella sparked the tech giant's cultural refresh with a new emphasis on continuous learning

HABITS

Conversation guides were built for managers to enable meaningful exchanges about what growth mindset behaviors look like in team settings

SYSTEMS

Daily pulse surveys constantly collect metrics of employee experiences of growth mindset all together, more detailed items such levels of risk aversion, visibly recognizing and learning from failure, or support in unlocking one's ability

10. Rock, D. (2018, February 22). Tell Employees What You Want Them to Strive for (in as Few Words as Possible). In Harvard Business Review. Retrieved September 17, 2018, from <https://hbr.org/2018/02/>

11. Emond, L. (2018, July 16). Microsoft CHRO: A Conversation About Succession Management. In Gallup Workplace. Retrieved September 17, 2018, from https://www.gallup.com/workplace/237113/microsoft-chro-conversation-succession-management.aspx?utm_source=workplace-newsletter&utm_medium=email&utm_campaign=WorkplaceNewsletter_CRM_July_072418&utm_con.



**CREATING THE AGILE ORGANIZATION:
HOW CIGNA USES GROWTH MINDSET FOR
PERFORMANCE IMPROVEMENT**



Collaboration is how we deliver on our everyday priorities. People feel more comfortable working with one another to improve the organization overall.

*Karla Shores,
Performance Management Director, Cigna*



Cigna is a global health services company. Based in the U.S., it has more than 160 million customer relationships and more than 74,000 employees worldwide. In 2018, it earned \$48 billion in revenue.¹²

WHY GROWTH MINDSET?

Cigna became interested in growth mindset culture for two reasons. First, it was as part of developing a more agile approach to work. The healthcare marketplace is constantly evolving. Customers' needs are constantly changing. In this environment, the Cigna team needs to think fast, be flexible, and bring products and services to market rapidly. Improving corporate agility – including through experience-led Agile – represents not just a new way of working across Cigna, but a key to ensuring it remains competitive in the marketplace and an enabler of growth.

Second, the organization was rethinking its approach to performance management, shifting away from ratings while moving toward quality conversations and more frequent discussions. There is a direct link between a growth mindset and the move to continuous performance conversations. In order to enable constant development, people need to be open to learning and willing to ask for feedback, which ultimately allows them to recalibrate their

behaviors based on that feedback.

Growth mindset is a way to help employees become more comfortable with those changes. Furthermore, Cigna believes all employees benefit from continuous development conversations and growth mindset coaching. This approach empowers the entire workforce to become more resilient, engaged, and change-agile.

HOW CIGNA USED PRIORITIES TO ENGAGE GROWTH MINDSET

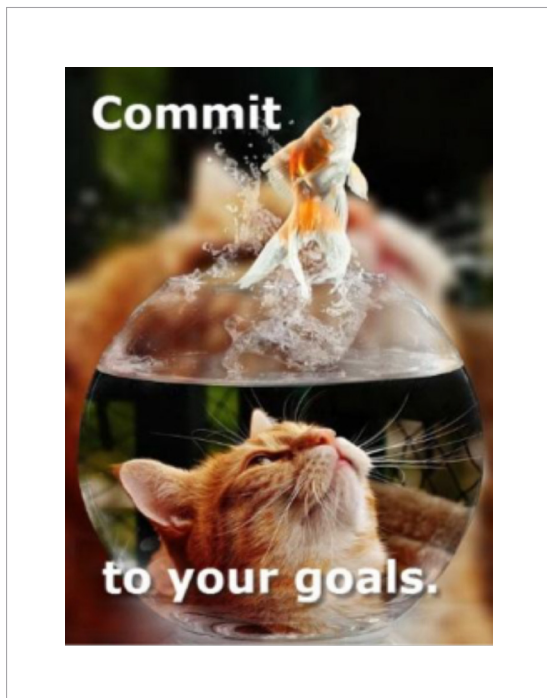
The first step was to start with the science. Cigna brought NLI in to learn about the brain's response to change. NLI Co-Founder and CEO Dr. David Rock spoke with the senior leadership team about why and how quality conversations enable change – namely, how they provide the fuller information people need in order to adapt to new situations. Senior leadership buy-in was followed by the rollout to all managers on having quality coaching

12. <https://www.cigna.com/assets/docs/annual-reports-and-proxy-statements/cigna-2018-annual-report.pdf>

conversations (including SCARF® and growth mindset messaging). A consistent communication strategy using a series of tactics became a priority, and the messaging provided examples of growth mindset, identifying new ways of applying the concept and methods for encouraging the desired behaviors.

Cigna also developed a range of ways to reinforce the growth mindset concept. Leaders made mention of the concept in town halls and other internal speaking opportunities. They engaged in “lunch and learn” sessions allowing for conversations on growth mindset, social motivation, and check-ins. Across the organization, employees were empowered to share thoughts, examples, and strategies. Engaging and humorous memes (Figure A: Cat meme as a friendly reminder of committing to goals with a growth mindset) were also shared across the company as a way to illustrate the value of embracing a growth mindset.

Figure A: Cat meme as a friendly reminder of committing to goals with a growth mindset



everything,” “not being afraid of challenging the status quo,” and “letting go of the old procedures and not being afraid to try,” as foundational elements for embracing a growth mindset.^A

Growth mindset was then rolled into a larger initiative in 2016 and 2017 around collaboration, called “SMART connection.” Here, it was leveraged as a way for employees to access knowledge when they needed it, and allow more ideas to collide, spurring innovation. (Figure B: SMART Connection Through Growth Mindset)

The concept began to take hold. Employees identified “seeing the opportunity in

A. These comments are based on employees’ responses to the Performance Management Director’s post on the community platform for the interview with NLI in 2018

Shifting from a fixed mindset to a growth mindset for connection + collaboration



Fixed Mindset Collaboration	Growth Mindset = SMART Connection + Collaboration
A function of learning & development, not business performance	Collaboration is valued as a catalyst for strong business performance. Work IS learning.
No common set of actions and behaviors	Part of Connect for Growth, Rewards for Contribution, New Competency Framework
Not an organizational priority or leadership imperative	Cigna leaders demonstrate smart collaboration in physical and digital spaces
Collaboration is a point-in-time activity	Collaboration is how we deliver on our everyday priorities
Social/collaborative efforts are not aligned with shared organizational goals	People feel comfortable working with one another to improve the organizations overall value
Collaborative overload/fatigue reflects inefficient approaches leading to burnout or disengagement	Collaboration is deliberate, thoughtful, and effective
No individual/personal accountability	Embedded into every work process
Technology tools introduced before strategy, unaligned to why and how to effective behaviors	Sustainable behaviors and collaboration mindset enabled by technology and analog systems
Relies on technology which is blamed for failure	Relies on people who take calculated risks and fail forward
Engages within personal networks	Participates in multiple communities

Figure B: SMART Connection Through Growth Mindset.
Source: Cigna 2018

HOW CIGNA EMBEDS GROWTH MINDSET INTO ITS TALENT PROCESSES

Cigna’s talent system evolution started through “Connect for Growth,” a performance management approach created with NLI. Growth mindset designs were incorporated into talent initiatives such as manager and talent development, talent acquisition, and coaching. For example, in performance conversations between managers and employees, goals are now set in a way that requires employees to stretch and expand their current abilities; coaching dialogues deliberately include growth mindset language such as “yet” and “what if.” Cigna has begun posting job descriptions that communicate the expectation for growth and progress, stressing a passion for learning, curiosity and collaboration, rather than only innate talent and expertise.

Cigna’s commitment to growth mindset has also reframed how employees manage their careers within the company. For example, lateral movement has been embraced as part of the company culture. Also, the HR team provides tips on how to manage any missing credentials people might have when applying for jobs that are outside of their current responsibilities. Employees can access resources to help them understand the difference between fixed and growth mindset throughout the job search process and beyond. (Figure C: Examples of Growth Mindset in the Workplace)

Examples of Growth Mindset in the Workplace

Activity	Fixed Mindset thinking	Growth Mindset thinking
Networking	"I don't really like networking - I'm not very good at talking to people."	"If I practice talking to one new person every week, I will improve my networking skills."
Interviewing	"I don't enjoy going to interviews. I hate it when I have to talk about myself."	"Even though I'm uncomfortable talking to people about myself, I enjoy sharing my successes with others."
Rejection	"Someone else is always going to get the job I applied for. There's no hope for me."	"If I'm not offered the job, I should follow up with the hiring manager to learn what I could have done better in my interview or application."
Offer Acceptance	"I don't care what the job is about. It pays me what I'm worth and that's all I care about."	"Now that I have the job offer, I need to evaluate all of the benefits and opportunities to ensure this company fits my own career aspirations and future growth."

Figure C: Examples of Growth Mindset in the Workplace

Source: Cigna 2018

OVERALL IMPACT

Cigna's larger strategic objective of becoming a more agile organization was realized as employees began to demonstrate visible growth mindset behaviors, which suggest that real behavior change has taken place. The company continues to embed growth mindset throughout its culture in a multitude of ways.



Priorities

PRIORITIES

Messaging provided examples of growth mindset, identifying new ways of applying the concept and methods for encouraging the desired behaviors.



Habits

HABITS

In performance conversations between managers and employees, goals are now set in a way that requires employees to stretch and expand their current abilities; coaching dialogues deliberately include growth mindset language such as "yet" and "what if."



Systems

SYSTEMS

Cigna has begun posting job descriptions that communicate the expectation for growth and progress, stressing a passion for learning, curiosity and collaboration, rather than only innate talent and expertise.

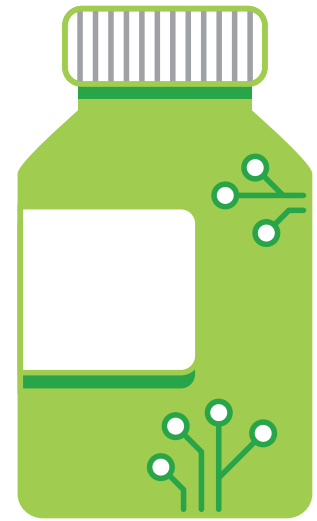


**DESIGNING TALENT PROCESSES FOR GROWTH:
HOW BRISTOL-MYERS SQUIBB TRANSFORMED
PERFORMANCE MANAGEMENT WITH GROWTH MINDSET**



Growth mindset is a key underpinning to the biggest HR initiative that we have. We definitely need to have our top leaders understanding what it means, starting to use the language when they are communicating with their teams, their organizations, and really lead by example when it comes to using a growth mindset.

Bristol-Myer Squibb's Global Performance Lead



Founded in 1887, Bristol-Myers Squibb (BMS) is an American biopharma company whose medicines reach millions of patients worldwide. A recipient of the National Medal of Technology,¹³ the firm has 23,300 employees worldwide.¹⁴ In 2018, it earned \$22.6 billion in global revenue.¹⁵

WHY GROWTH MINDSET?

Over the past decade, BMS transformed its business from a traditional large pharmaceutical company to a more agile and innovative biopharma company. As the industry and market both shift, BMS continues to transform itself to deliver on its mission: to discover, develop and deliver innovative medicines that help patients prevail over serious diseases.

With support from the CEO and the senior executive team, human resources, sought to transform its approach to performance management and was committed to growth mindset as a key underpinning to the new design.

Working with NLI, BMS ran a Performance Innovation Trial with 1,300 employees in 2017, and implemented the new approach to 24,000 employees globally in 2018, delivering ongoing training and workshops to reinforce the change.

PRIORITIES:

HOW BMS GOT PEOPLE TO CARE ABOUT GROWTH MINDSET

BMS' growth mindset journey began with an educational talk delivered to their top 200 leaders by a senior scientist at NLI, thereby allowing the talent team to avoid misunderstandings of what growth mindset really means, and provide clear, consistent, simple and practical definitions that would communicate the value of growth mindset in the everyday workplace.

The idea of growth mindset as a performance enhancer had already been around in pockets of the organization, with leaders embracing it on a small and localized scale. With the CEO championing the initiative, the goal was to have other executives role modeling growth mindset behaviors and using a growth mindset language, as a critical component of a successful implementation.

13. <https://www.nationalmedals.org/laureates/bristol-myers-squibb-company>

14. <https://www.forbes.com/companies/bristol-myers-squibb/#e0b4a2161848>

15. <https://online-annual-report-2018.bms.com/2018-annual-report/default.aspx>

HABITS:


WHAT DO GROWTH MINDSET BEHAVIORS AT BMS LOOK LIKE?

Fitting with its emphasis on performance, BMS helped managers and employees understand the elements of growth mindset, and begin to adopt growth mindset behaviors. At the same time, they emphasized the importance of a feedback-rich culture, and how a growth mindset is foundational to giving and receiving feedback effectively.

Middle managers are key drivers of behavior change through frequent, future-focused coaching conversations, and team discussions about growth mindset. The below figure shows an example for a discussion guide for managers that has been designed to enable meaningful, growth mindset-oriented performance conversations with team members: (Figure D: Growth Mindset Discussion Guide for Managers)

Growth Mindset Discussion Guide for Managers

One of the best ways to instill and reinforce Growth Mindset with your team is to talk about it... a lot... This guide will help you get the conversation started. At your next team meeting, use this approach to engage your team in a dialogue on Growth Mindset.



The Growth Mindset
Leads to a desire to learn and therefore a tendency to...

- CHALLENGES** ...embrace challenges
- OBSTACLES** ...persist in the face of setbacks
- EFFORT** ...see effort as the path to mastery
- CRITICISM** ...learn from criticism
- SUCCESS OF OTHERS** ...find lessons and inspiration in the success of others

Ask each team member to choose one of the Growth Mindset elements. Give them a few minutes to reflect about a time when they applied Growth Mindset to a situation related to that element. Then facilitate a round robin discussion and let team members share their experience.

Follow up Questions

- What can we do together to embed growth mindset into our team?
- In which types of situations are you more likely to use a growth mindset? What about a fixed mindset?
- How can we get better at giving and receiving feedback with one another?
- What can I do differently to promote a Growth Mindset within our team?

Figure D: Growth Mindset Discussion Guide for Managers

Source: BMS, 2018

SYSTEMS:

HOW BMS EMBEDS GROWTH MINDSET IN TALENT PROCESSES

Today, all of BMS' talent processes have to answer a key question: Does this design promote or hinder growth mindset?

Growth and Development designed a learning path for emerging, new, and established managers to enable them to model growth mindset feedback behaviors in coaching and other team situations. As part of the implementation of the new performance approach, managers received robust coaching training throughout the year to encourage them to

coach with a growth mindset, and build a growth mindset within their teams. Monthly manager forums also reinforced the message, both to ensure reception by teams and continuous implementation by individuals. The global team of Performance Champions engaged in local discussions on growth mindset with employees, and provided infographics and learning resources.

In talent management, behavioral interview guides include growth mindset-related questions to guide hiring and promotion decisions. They were organized around the four established BMS behaviors: passion, innovation, accountability, and speed. The global People Business and Resource Groups — established to drive diversity and inclusion — also incorporated growth mindset culture as a key topic for the events they hosted.

BMS has seen many changes through the growth mindset culture work. According to internal surveys, BMS saw positive changes in the following metrics:

- Increased informal, in-the-moment feedback from direct report to manager
- More managers encouraging their employees to see challenges as opportunities
- More managers helping their employees to identify growth opportunities
- Greater empowerment for direct reports to make independent decisions



Priorities



Habits



Systems

PRIORITIES

The talent team made sure to avoid misunderstandings of what growth mindset really means, and provide clear, consistent, simple, and practical definitions that would communicate the value of growth mindset in the everyday workplace.

HABITS

Middle managers are key drivers of behavior change through frequent, future-focused coaching conversations and team discussions about growth mindset.

SYSTEMS

As part of the implementation of the new performance approach, managers received robust coaching training throughout the year to encourage them to coach with a growth mindset, and build a growth mindset within their teams.



Making growth mindset work for your organization

The way we deliver feedback, how we ask questions, and even our interactions with peers can subconsciously nudge a person toward one mindset or another.

This has a fundamental influence on employee engagement and professional performance, and can ultimately shape an organization’s culture and bottom line.

The NeuroLeadership Institute partners with organizations in building a growth mindset culture to enable their transformation efforts.

Our learning solution GROW: The Neuroscience of Growth Mindset is based on 30 years of scientific study on the topic of growth mindset and its impact on how we experience change. It features a suite of brain-friendly tools designed to help managers and employees be more flexible, positive, and engaged.

This program introduces three key habits that encourage resilience in the face of change, and tools to lead others to do the same.

Solution Overview



Research Summaries
for a deeper dive into the brain science



Practice Tools
to support habit formation through practice



Growth Mindset Guides
for guided application to real workplace scenarios



Activities
for long-term sustainment and learning

Distributed Learning Solution (DLS):

Bite-sized video content delivered across four weeks to thousands of managers at a time

Integrated Learning Solution (ILS):

Three 90-minute sessions using NLI’s HIVE (High Impact Virtual Experience) methodology, impacting hundreds to thousands of participants

In-Person Workshop:

Expert-led, generative learning experiences, offered as a full-day session with tailoring options to fit your organization’s need

How NLI Can Help

The NeuroLeadership Institute combines brain science, industry research, and practitioner expertise to develop solutions that employees can apply immediately to their work.

Through consulting and scalable learning, we effect behavior change in a matter of months.

Partnership Options



Corporate Memberships

How can I stay up to date with the latest science and application?



Research Briefings

How can my team and I really understand a key topic?



Thinking Partnerships

How can I leverage science insights to develop our talent strategy?



Scalable Learning Solutions

How do I change my people's behavior in a key area quickly?

Contact Us



The NeuroLeadership Institute is a pioneer in applying brain science to organizations. With operations in 24 countries, we combine global scale with local talent.



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