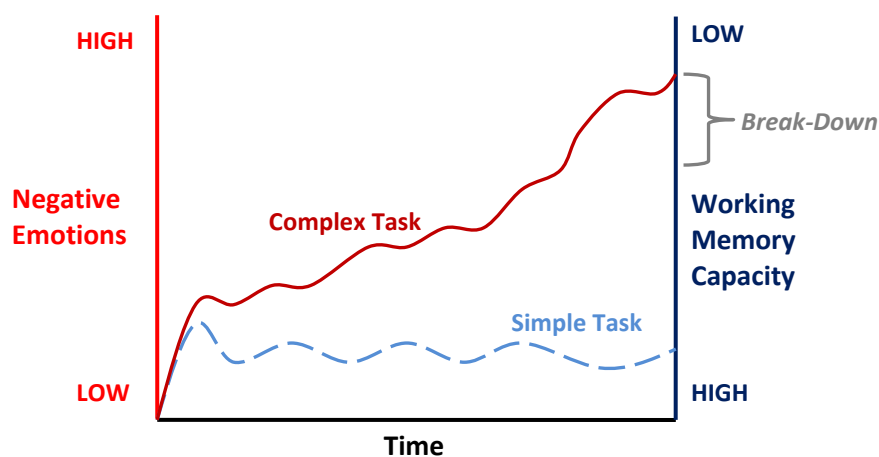


## Research Background

- Based on Doctoral research conducted at the Australian School of Business, UNSW
- Research commenced in 2010 and was completed in 2013
- Included four separate experimental studies involving over 350 leaders and 1,000 raters
- Covered a broad range of industries included mining, resources, government and finance
- Academic papers currently submitted to leading management and psychology journals
- Several organisations from mining, infrastructure, engineering services and Federal Government have been early adopters of this methodology since 2012

## Key Findings

- World first **neurocognitive** leadership theory and assessment method
- Explains the brain-based processes responsible for **self-regulation** of thoughts, emotions and leadership behaviours
- Shows that leadership failure occurs when **low working memory capacity** interacts with **high negative emotions** causing an 'emotion-driven' self-regulation breakdown (see below)
- This is assessed using a time-limited information processing task which accurately predicts the following leadership outcomes:
  - Role proficiency, adaptability and proactivity at an individual, team and organisational level
  - Self-directed, change leadership behaviour
  - Team versus individual performance
  - Key performance requirements of the role
- Personality and cognitive ability measures fail to predict leadership success in difficult, challenging or stressful situations



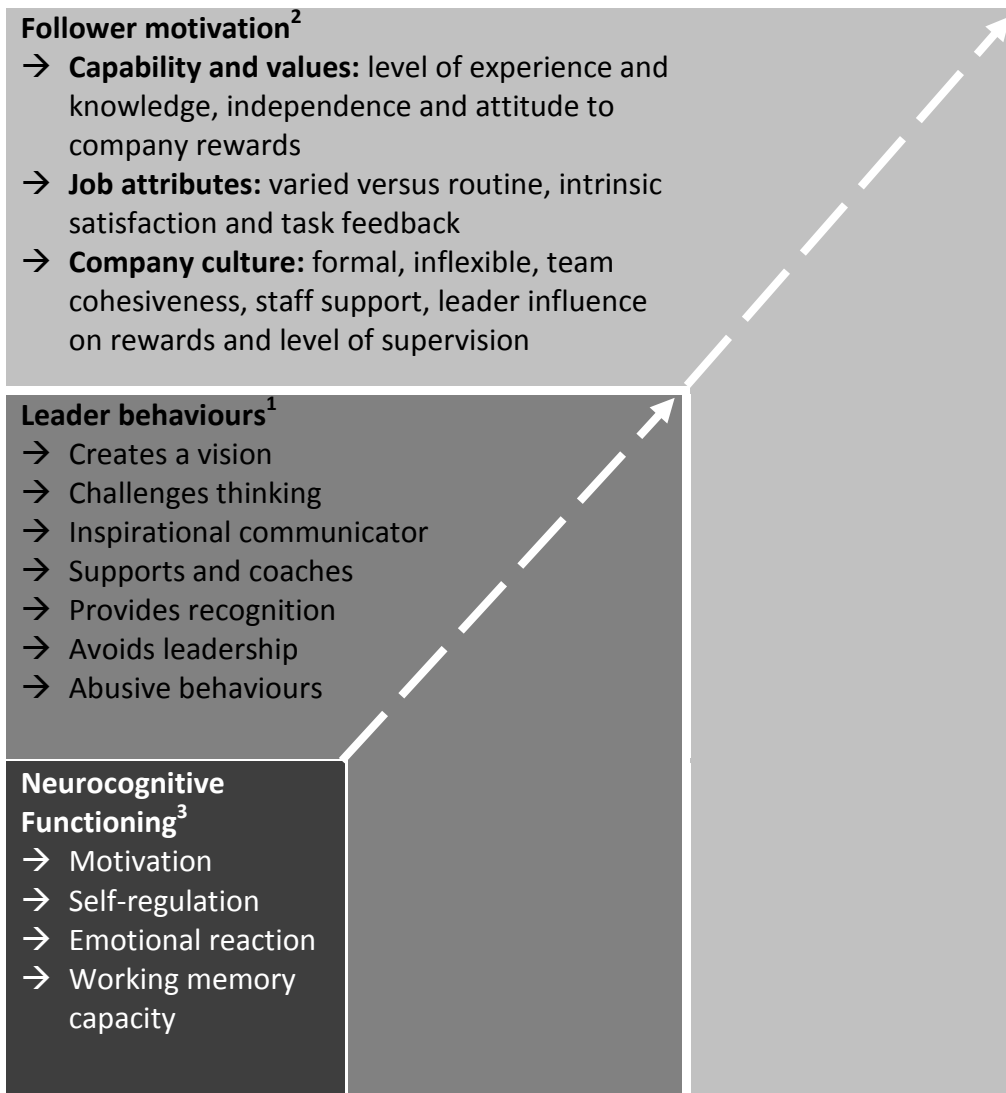
## Michael Collins, Managing Director, Hipotential

- Previous executive level appointments in the Australian Defence Force, Coca Cola Amatil, AMP and various consulting firms over a twenty-five year period
- Broad range of roles in Australia, New Zealand and Asia covering operations management, strategic planning, communications, public relations and management consulting
- Advisor to National Australia Bank, Commonwealth Bank of Australia, Insurance Australia Group, BHP Billiton, Santos, Downer Group, Tenix, KPMG, Telstra, Qantas and the Australian Bureau of Statistics
- Holds a Bachelor of Arts (with Distinction), a Masters of Business Administration and a PhD (2014)

## Neurocognitive leadership framework

**Leader effectiveness<sup>1</sup>**

- Leader proficiency, adaptability and proactivity
- Follower loyalty, trust and emotions
- Follower engagement with company



On-line and/or interview-based responses from:

1. Self and other raters (e.g., immediate manager, peers and followers)
2. Followers only
3. Self only