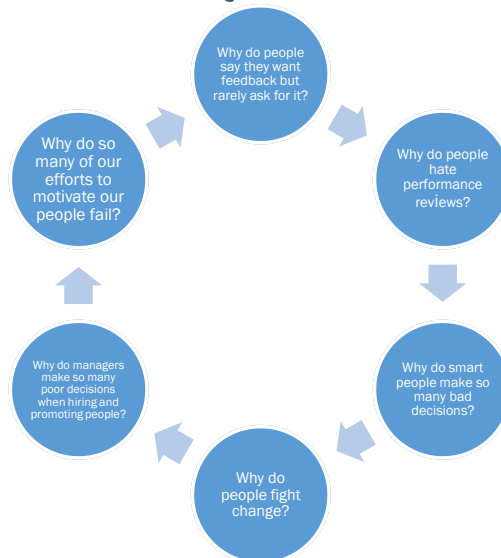


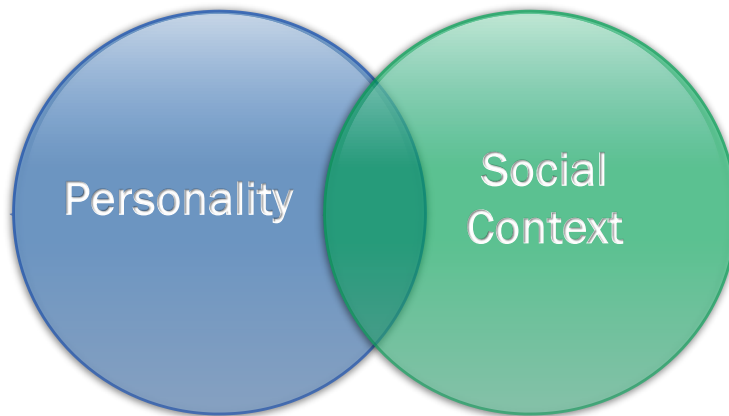
CAN YOU REALLY MANAGE TALENT?

John Daniel, SPHR
Chief Human Resources Officer
First Horizon National Corporation
2019 MIDSOUTH TALENT & TECH CONFERENCE
August 23, 2019

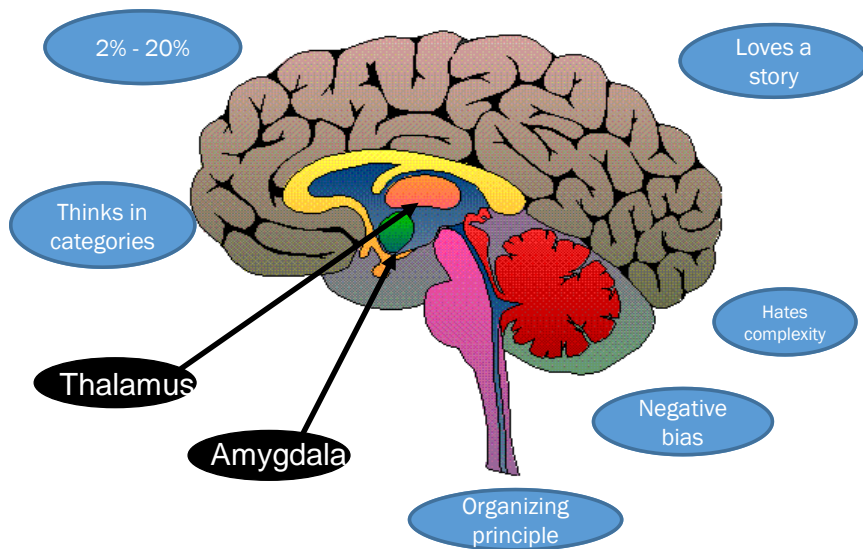
Talent Questions

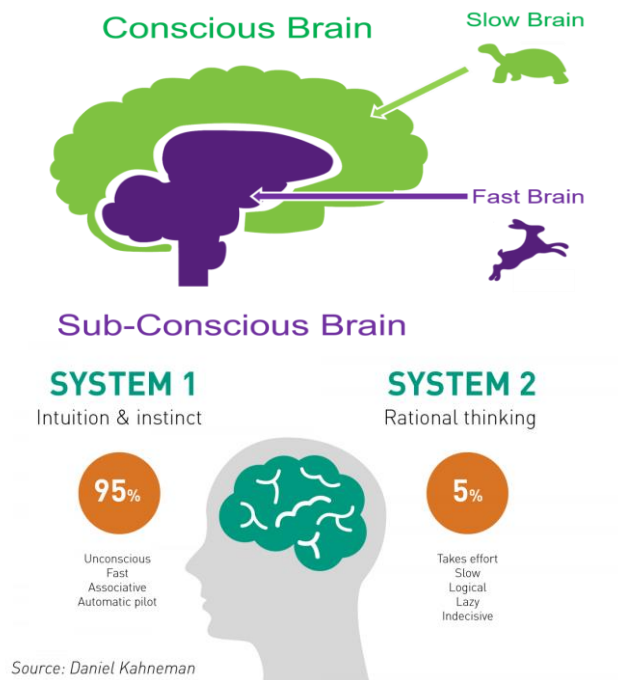


Who Are We and Why Do We Do What We Do?



Fascinating Realities of Our Brain





The SCARF Model

Status

Certainty

Autonomy

Relatedness

Fairness

The SCARF Model

<u>S</u> tatus	I am important. What I do matters.
<u>C</u> ertainty	I have a sense of security.
<u>A</u> utonomy	I have a sense of freedom and empowerment.
<u>R</u> elatedness	I belong.
<u>F</u> airness	I am treated fairly.

*David Rock
NeuroLeadership Institute*

Cognitive Bias

There are over 200 known cognitive biases

Halo effect

Recency illusion

Sunk cost fallacy

Self enhancing bias

Anchoring

The Rider and the Elephant



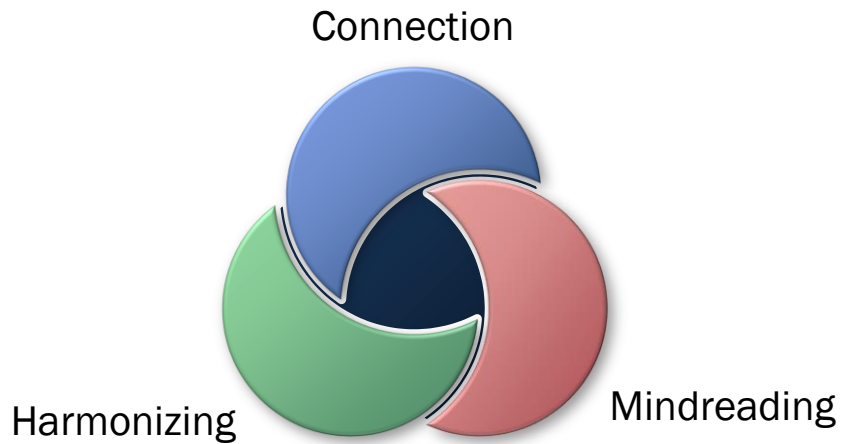
Jonathan Haidt
The Happiness Hypothesis

9

“I’m holding the reins in my hands, and by pulling one way or the other I can tell the elephant to turn, to stop or to go. I can direct things, but only when the elephant doesn’t have desires of his own. When the elephant really wants to do something, I’m no match for him.”

Jonathan Haidt
The Happiness Hypothesis

Our Brains Are Wired to Connect



Connection

“The brain responds to social pain the same way it responds to physical pain.”



Mindreading

“Mentalizing allows us to imagine not only what other people are thinking or feeling right now but also how they would react to nearly any event in the future”



Harmonizing

“Evolution has wired us with panoptic self-control in which the mere possibility of being judged and evaluated by others dramatically increases our tending to behave in line with society’s values and norms.”



Interim Summary

- The Brain is primarily a social organ.
- We are not consciously aware of much of what goes on in our brain.
- Much of human behavior is deeply wired into us.
- Leadership is primarily a social process.
- Are traditional practices of management fighting powerful innate forces?

The Theory of Argumentative Reasoning

“Reason is not geared to solitary use, to arriving at better beliefs and decision in our own. What reason does, rather is help justify ones belief and actions to others, to convince then through augmentation and to evaluate the justifications and arguments that others address to us. In other words, reasoning is a social process.”

Dan Sperber & Hugo Mercer
The Enigma of Reason

The Theory of Argumentative Reasoning

- We are biased to win arguments – arguing is a social process
- When we reason alone there is nothing to hold our bias in check.
- Reasoning will find arguments by design. As a result, it won't look for a better choice. It will look to justify.

Confirmation Bias (My Side Bias)

The tendency to search for, interpret, favor and recall information in a way that confirms one's pre-existing beliefs.

- *We remember selectively.*
- *We interpret in a biased way.*
- *Even more true for emotionally charged issues and deeply entrenched beliefs.*

The Knowledge Illusion

“The knowledge illusion occurs because we live in a community of knowledge and we fail to distinguish the knowledge that is in our heads from the knowledge out it.”

Steven Sloman & Philip Fernbach
The Knowledge Illusion: Why We Never Think Alone

The Knowledge Illusion

- There is too much to know.
- Individually we know very little.
- We think we know more than we do.
- Most knowledge exists in a community.

“Humans aren’t built to become masters of all subjects; humans are built to participate in a community.”

The Knowledge Illusion

We typically don't know enough individually to form knowledgeable, nuanced views about new technologies and scientific developments. We simply have no choice but to adopt the position of those we trust. Our attitudes and those of the people around us become mutually reinforcing. And the fact that we have a strong opinion makes us think that there must be a firm basis for our opinion as we think we know a lot more than, in fact, we do.

Steven Sloman & Philip Fernbach
The Knowledge Illusion: Why We Never Think Alone

“We have to learn how to make use of others knowledge and skills. In fact, that's the key to success because the vast majority of the knowledge and skills that we must have access to reside in other people. In a community of knowledge, an individual is like the single piece in a jigsaw puzzle.”

Steven Sloman & Philip Fernbach
The Knowledge Illusion: Why We Never Think Alone

On People Selection

Our personality, and the corresponding strengths and weaknesses, are deeply wired into us.

- Don't try to change people.
- Don't confuse personality traits for learnable skills.
- In choosing someone to do a job, make the selection on the basis of the person's relevant strengths.
- Build on strengths don't focus on weaknesses.

Source: The Owner's Manual for the Brain
Pierce J. Howard

On Diversity and Decision Making

- Reasoning is a social process. We reason better in groups. Diversity seems to improve reasoning by adding new perspectives.
- When we reason alone, our biases are left unchecked. With groups, our biases are open to challenge.
- Most knowledge exists in a community. The more diverse the community; the more diverse the collective experience and knowledge of the group.
- Group diversity is important because it helps overcome belief polarization and belief perseverance.

On Performance Feedback


Evaluation and feedback triggers a threat state.

The process of rating people is heavily influenced by rater-bias.

Current performance management designs are at out of sync with the brain and do more harm than good.

On Change

- Be aware that people always hear bad news the loudest
- Imposed change creates a threat state
- People don't change based on facts
- Social processes heavily influence beliefs about change
- People tolerate the conclusions of management, they act on their own



In summary,
a leader can manage talent processes but
leadership is a social process. High
performance, both individual and group,
involves understanding our social brain and
creating the right environment for
engagement, learning and creative problem
solving.