

## **HOW MANAGERS CAN PROMOTE NEURO-AGILITY THROUGH BUILDING TRUST**

Agility has become a sought after work place competence for managers, leaders and workers. It requires being able to learn, think and act fast and easy, having the flexibility to adapt and adjust to new systems, technology and disruptive changes instantly. To be agile starts by developing and optimizing the neurophysiological factors and components that impact the ease, speed and flexibility with which people learn, think and perform. Any form of agility, whether we refer to organizational agility, business agility, emotional agility, leadership agility, learning agility or team agility, starts with developing their neuro-agility.

A vital cornerstone of neuro-agility that is required for the brain to process information at optimal speed, is to produce sufficient neurotransmitters that will facilitate electrical transmission between brain cells. Production of neurotransmitters is good fuel for the body and the point of departure for developing, optimizing and maintaining neuro-agility. Neurotransmitters have different functions, but in general make us feel good, strengthens the immune system, facilitates electrical transmission and energizes us.

One such neurotransmitter is called oxytocin. When people experience feelings of love, trust and safety, they release oxytocin. Research conducted by Professor Paul Zak at Claremont Graduate University found that when people experience trust, there is a significant increase in their oxytocin levels. The implication is that when people feel safe, loved and trusted, they produce good fuel chemicals necessary for electrical transmission and their ability to be neuro agile.

Trust is an essential ingredient in high performance teams. It is a managers responsibility to build trust in teams. Managers can build trust by developing the following traits and characteristics in themselves and their teams. Always be direct. Talk straight. Be honest. Maintain transparency at all times. Show loyalty to all team members. Give credit. Demonstrate respect. Say what you do. Do what you say. Keep your commitments. Deliver results. Confront challenging realities. Steer clear of unrealistic expectations. Practice accountability. Listen first. Speak last. Believe in others. Extend trust. Risk trusting others.

By developing these traits and characteristics, managers help individual team members to produce more good fuel chemicals that sets the stage for being more neuro agile and creates high performing teams.