

# RETHINK LEADERSHIP FROM THE INSIDE OUT

Based on “Search Inside Yourself”  
the Leadership Program developed  
and tested at Google.



# Search Inside Yourself

---

## Welcome to the VUCA world.

Volatile. Uncertain. Complex.  
Ambiguous. This is the world we live  
in now where everything is changing.  
Fast.

At Google they talk about us entering  
the age of the acceleration of  
everything.

No wonder that 53% of the Australian  
workforce is feeling overwhelmed  
with stress.

Absenteeism is a \$33b problem in the  
Australian economy.

Presenteeism is costing us \$34b.

Churn. Burnout. Anxiety. Depression.

They're epidemics we need to pay  
attention to, if only we could pay  
attention.

A recent article in Time reported that  
our attention spans had dropped from  
12 seconds in 2000 to 8 seconds in  
2015.

Our best guess is that Goldfish can  
focus for 9 seconds. Hmm.

According to research from Harvard,  
our minds are busy wandering 47% of  
the time.

Over 70% of leaders report being  
unable to be attentive and focus  
during meetings.

And yet less than 2% of us have any  
practices that are helping us manage  
our attention and focus on what's  
actually important.

This is the real challenge for  
leadership development. So, please,  
choose your path wisely.

If all you do is pile content on top of  
this chaos, it will only help to make  
matters worse.

But what if you could help your  
people build the capacity for  
leadership,  
performance and  
wellbeing from the  
inside out?







## Three ways to build better leadership

### 1. Getting off autopilot.

We're all running on autopilot.

You know what I mean. Days, weeks, sometimes even months go by and we haven't been present or paying attention. Have you ever driven somewhere only to arrive and not remember how you actually got there? Or been five pages into a book and not remembered a word?

Running on autopilot has become the new normal for many of us.

This is what it feels like:

- **Your attention is in the past or future.** You're ruminating about things that have already happened, or your worrying about things that might happen. Either way, you're not present.

- **You're distracted.** Easily and all the time. Probably more often than a Goldfish.
- **You're reactive or judgmental.** Instead of accepting situations as they are and working with them, you're getting caught up in your head. You lose connection with who you are, who you're with and what you're doing.

- **You're acting based on habits, patterns and assumptions.** We often default to old ways of thinking and behaviours, and typical ways of reacting. But wouldn't it be better to have an open mind and consider your responses more deeply?.

So the first and most important challenge for leadership development is to help people get off autopilot, and stay off.



# Search Inside Yourself

## 2. Learning to lead in interesting times.

"May you live in interesting times" is known as the "Chinese Curse". It's a curse because "interesting" is a proxy for change, chaos and conflict.

Like it or not, we're all living in interesting times.

Command and control. Carrots and sticks. Not much about "top down" leadership models work now, if they ever did. You need new skills to adapt and thrive.

High-performing companies are flatter, faster, and more agile than their predecessors.

So you'll need a different model for leadership. It's no longer about exercising your authority, it's about developing your influence.

Think about that for a moment.

Your influence is determined by the way you behave.

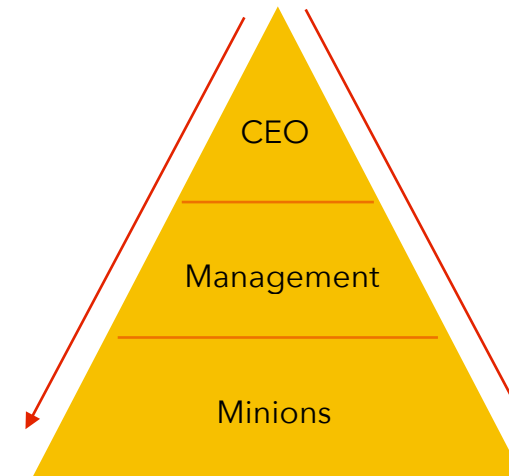
Your behaviour is tied directly to your emotional intelligence.

Which means building new leadership 'muscles' starts with training your peoples' EQ.

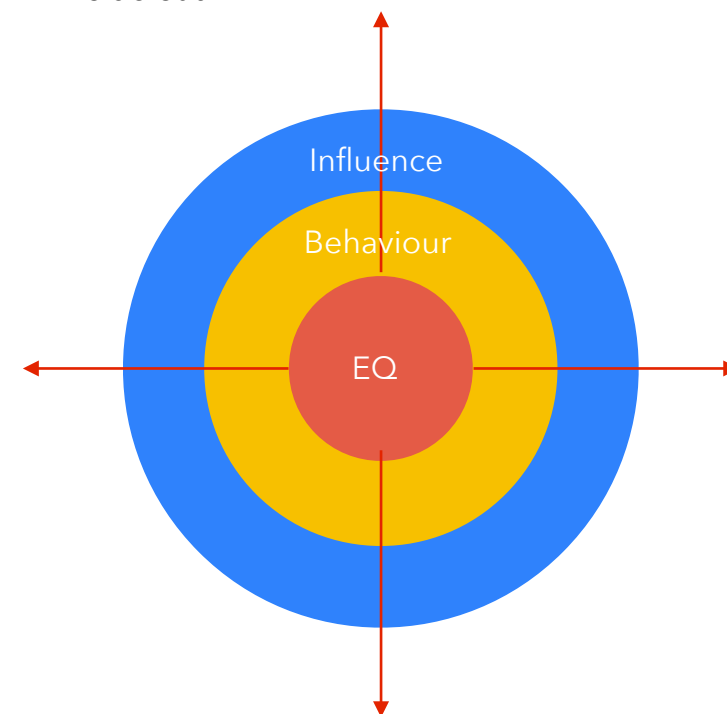
Make sure leadership training provides your people with a leadership model for now, and the skills they need to muscle-up on emotional intelligence.

And now, to number three.

Traditional leadership  
*"Top down"*



Transformational leadership  
*"Inside out"*





# Search Inside Yourself



## 3. Changing your mind to change your brain.

Emotional intelligence is what separates star performers from the also rans. It's also the stuff of outstanding leadership. And wellbeing. Especially now.

But most people think that their EQ is fixed, like those funny toes you got from your parents.

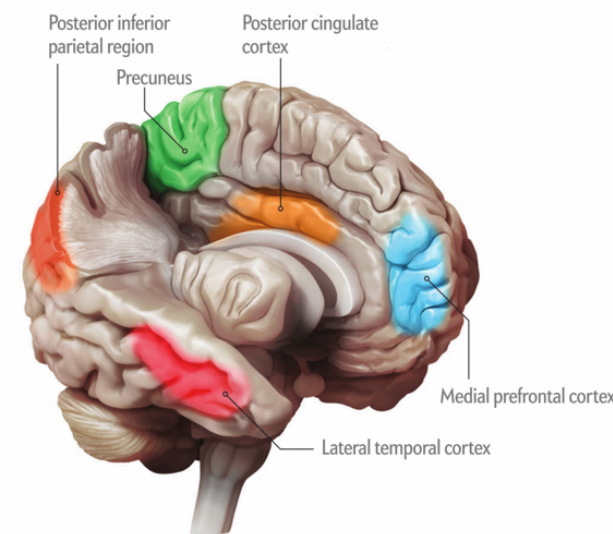
What they don't realise that your brain is 'plastic' and can be rewired and reshaped, until you're at least 90. So you've got time.

Just make sure you're changing your brain in ways that will be helpful for this crazy-busy world of ours.

You'll need to switch off the Default Mode Network of your brain. Not easy when you have so much going on in there.

In default mode our brain is lit up like a Christmas tree.

You don't need any more lights and baubles, you need less.



*Your brain with the Default Mode Network "On". Brewer et al 2011, image from Ricard et al 2014.*

Leadership programs need to be helping you rewire your brain for calm and clarity, and to help make you more agile, more adaptable and more open and available for critical thinking, collaboration, creativity and problem solving.

Because they're the skills you need to lead and contribute at your best.







## What is “Search Inside Yourself”?

Search Inside Yourself is a leadership program developed and tested at Google.

The program combines Neuroscience, Mindfulness and Emotional Intelligence training to help you build the skills for sustained high performance, outstanding leadership and enhanced wellbeing.

Step by step.







## How does the Search Inside Yourself program work?

SIY is an immersive and potentially life-changing experience.

It starts with a Pre-Program benchmark survey.

Then an intensive 2 Day 'live' program.

Followed by a the 28 Day Challenge.

Topped off with a Capstone webinar.

Underlined with a Post-Program survey.

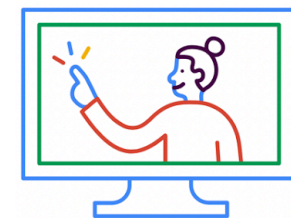


Live Program



28-Day Challenge

- Daily practices
- Personal goals & leadership commitment
- Buddy meetings



Capstone webinar & Post-program survey





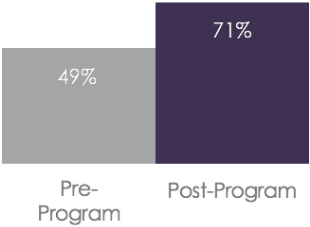
# Search Inside Yourself

The results? Participants improve their ability to focus, perform better, lead more effectively, reduce their stress and improve their sense of wellbeing.

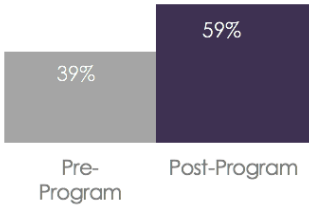


## Focus

Participants reported a **greater** ability to focus and optimize their mental state.



"Most days I make time to prioritize what's most important."



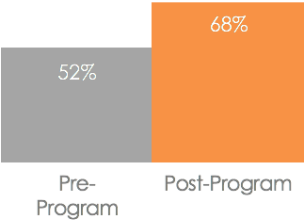
"I am able to notice when my attention has been pulled away and return it to the present moment."

% of "Often" and "Very Often" Responses. Updated Aug, 2017.

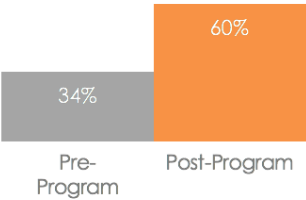


## Performance

Participants reported **greater** resilience and mental readiness to meet daily challenges.



"When faced with a difficult situation, I focus on potential opportunities."



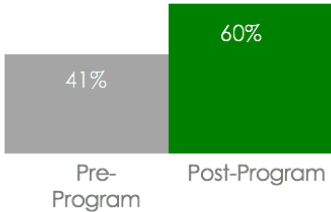
"I feel that I can bounce back quickly after an emotionally challenging situation."

% of "Often" and "Very Often" Responses. Updated Aug, 2017.

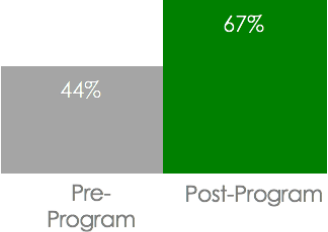


## Leadership

Participants reported **increased** ability to maintain calm and poise in challenging situations.



"When in conflict with someone, I take time to fully understand what is driving their perspective."



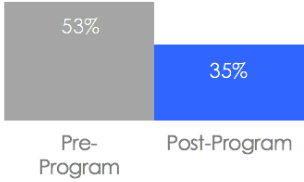
"I am able to pause before reacting."

% of "Often" and "Very Often" Responses. Updated Aug, 2017.

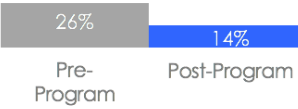


## Stress

Participants reported **reduced** levels of stress after SIY.



"I experience tension in my body due to stress."



"I feel emotionally drained as a result of doing my work."

% of "Often" and "Very Often" Responses. Updated Aug, 2017.



# Search Inside Yourself

---

## Unlock your full potential

Boost performance. Enhance leadership. Elevate wellbeing.

We believe in amplifying human potential with powerful, evidence-based principle and practices.

We've had the privilege to teach SIY to some of Australia's hottest startups, as well as global tech giants and manufacturers.

We've taught international retail and investment banks, multinational media companies and telcos.

And we've taught at hospitals, holding companies, universities and professional services firms.

We'd love to help you too.

Click one of these buttons and tell us more about you, your organisation and your leadership development goals.

SIY for Companies

SIY for Individuals



*SIY has had a tremendous impact on me and my team. We're clear, calmer and sharper for it and we're playing together nicely. Many of the practices are woven into our daily lives. Tea Uglow, Creative Director, Google Creative Lab.*



*SIY has been the training highlight of the year at OMD. All participants have reported significant improvement in their professional and personal lives. Martin Cowie, People and Development Director, OMD.*



*The concepts are simple, accessible and translatable and made a huge impression on our emergency department team. I wholeheartedly recommend this program. Dr Shahina Braganza, Gold Coast Hospital, Emergency Department.*





# Search Inside Yourself

---

## Featured in

The logo for Harvard Business Review, featuring the words "Harvard Business Review" in a bold, white, sans-serif font on a solid red background.

**Harvard  
Business  
Review**

‘You know you could be a much more effective leader if you could approach each meeting with a fresh perspective. But in order to do that, you first need to put down the baggage you carried in from all your previous meetings.

You can do it. And you can do it in just six seconds.’

[Read more](#)

The logo for Fast Company, featuring the words "FAST COMPANY" in a large, white, serif font on a solid black background.

**FAST  
COMPANY**

‘Since the initial curriculum was developed specifically for Google’s engineers, it needed to be taught in a completely straightforward, secular language, explains Lesser, because scientists and engineers are typically skeptics. The course focuses on what’s happening in the brain when you’re having certain thoughts and feelings, and encourages reflection rather than reaction.’

[Read more](#)

The logo for Business Insider, featuring the words "BUSINESS INSIDER" in a white, sans-serif font on a solid blue background.

**BUSINESS  
INSIDER**

‘For me, the class was a much-needed opportunity to stop running, chewing, and cursing, and really notice what was happening – both around and inside me. Below, I’ve rounded up the insights from SIY that most resonated with me.’

[Read more](#)



# Search Inside Yourself

---

## About Craig Davis

Craig is a SIY Certified Teacher, a serial entrepreneur, advisor, Board member and Adjunct Professor at UTS Business School. He is one of the world's most accomplished advertising and marketing experts having lived and worked around the world for 10 years before returning home to Australia.

He's created award-winning campaigns for Procter and Gamble, Coca Cola, Toyota, Sony, HSBC, Nestle, Ford, PayPal, Unilever, Shell, Johnson & Johnson, Diageo, Bank of China, Bayer, China Light and Power, Netease, NRMA, and many others.

Craig has also led business and cultural transformations across international networks of 11,000 people. Twice.

He is Co-Founder of Sendle, a technology company taking on Australia Post in the parcel delivery market. Sendle has been recognised as one of Australia's Top 10 Most Innovative Companies, two years running. The company now has tens of thousands of customers and has grown at an average of 15% per month since launch 4 years ago.

Craig is passionate about helping people build the skills for sustained high-performance and has taught SIY across Australia, NZ and Asia to startups, government organisations and global companies.

He also happens to be the fastest Australian to run a marathon at the North Pole.

SIY for Companies

SIY for Individuals







Search Inside Yourself  
Certified Teacher