

MICROSHIFTS

**FEEL
BETTER
MORE
OFTEN**

How you are affects
everything you do

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THE MICROSHIFT REVOLUTION

Executive function is our ability to plan, monitor and successfully execute our goals and aspirations.

We live in a volatile, uncertain, complex and ambiguous world. We are bombarded with external messages, bad news, mountains of information and data and other stimuli that often conspire to diminish our energy levels and enthusiasm while increasing our level of stress and corrupting our thinking. We are called to make more decisions by breakfast than our ancestors made all week. Even if we start the day feeling upbeat and positive, little interactions and events can easily nudge us off-track and end up de-railing our day. When these derailing moments and negative cognitive nudges accumulate and stack up we erode our executive function. Executive function is our ability to plan, monitor and successfully execute our goals and aspirations. Our ability to pay attention, to concentrate, memory, problem solving and time management are all impacted when our cognitive processes are scrambled by internal and external pressures. Whether running a family, business or both this can massively impact our effectiveness, performance and quality of life.

Microshifts is a practical, user-friendly way to reset ourselves when we meet the inevitable challenges of day-to-day life.

A way to reset in the moment so that these derailing moments are prevented from stacking to form low mood, ongoing elevated stress levels or worse, anxiety and depression

By recalibrating and deliberately neutralising negativity and fostering positivity (or even neutrality) in the moment we can access our reflective, cognitive and emotional intelligence and consistently connect with our best self as we interact with the world.

Aimed at those who want to bring their A-game all day every day, high achievers who need to be at their best more of the time, Microshifts is an interactive, personalised app.

Aimed at those who want to bring their A-game all day every day, high achievers who need to be at their best more of the time, Microshifts is an interactive, personalised app. It encourages us to tune in to the signals and messages we receive from our environment as well as our own body and mind so we can actively control what we think about and how we feel. As such, we can more deliberately and consciously tap into a positive, productive state of being when it matters most.

We believe that if we feel good - empowered, optimistic and solutions-focused - more often, we can learn to 'catch' the beginning of the negative spiral caused by unexpected or unwanted events, stress, anxiety or physical pain that leave us feeling irritated, unproductive and depleted. Microshifts builds the habit and resilience required to reverse the negative trend. And this can be achieved in a matter of minutes just by using the Microshift app regularly.

Microshifts create the connection habit. Connection to yourself so that you are more aware of how you feel, more conscious of your thoughts so that you can better align yourself with who you want to be more of the time.

And more connection with others as a result. When you are less reactive and get into the habit of proactive self-correcting through short interventions you also connect more authentically with others. You are much more aware of how you think and feel and this authentic self-connection facilitates greater connection with others. And, the more you use Microshifts, the more Microshifts learns from you. Using augmented and collaborative intelligence (more on this later), Microshifts continues to learn with every user interaction. Thus accelerating your growth towards a more self-authored and fulfilling life.



MEET STEFAN

Stefan is a business leader and entrepreneur managing a team of 30 people in his tech company. The business is enjoying strong growth. New people need to be recruited and his to-do list is endless. Stefan is a typical entrepreneur.

Each night Stefan goes to bed with good intentions. The plan is to get up at 5.30am and go for a run or maybe start the day with some yoga or meditation. He lies in bed thinking about work, what needs to get done and wondering how to deal with the current big issue in the business. The performance reviews are due and he needs to have some difficult conversations with a few people, including a friend he hired. By the time he eventually falls asleep the idea of an extra hour in bed is far more appealing than pounding the pavements. He gets up at 6.30 and jumps in the shower before the rest of the house wakes up. By the time he's out, his daughter is banging on the door to get in and his partner has already shouted at their son twice to get up

I Bad Start to the Day

Even with the extra hour in bed Stefan's already tired. His cortisol levels from the day before never really leveled off. Cortisol is the body's main stress hormone. The client mishap first thing in the morning has simply topped up the existing levels. Stefan's angry and frustrated. Negative emotions increase the cortisol in his body and put it into a catabolic or breakdown state. There is a proven scientific relationship between cortisol and negative emotion. For example, people with brain tumors that trigger excess cortisol production are often depressed. People suffering from depression also show abnormally high levels of cortisol in their brain fluid as well as impaired executive function. To make matters worse, cortisol creates a negative feedback loop. If we simplify emotions to mad, bad, sad and glad, the first three create more cortisol, which makes us feel worse, which creates more cortisol, which makes us feel even worse. It's a vicious, downward cycle. (1)

People suffering from depression also show abnormally high levels of cortisol in their brain.

(1) Watkins A (2021) Coherence: The Secret Science of Exceptional Leadership 2nd Edition Kogan Page, London

I And We Often Make It Worse...

Stefan goes to find Marcus who is responsible for the customer and tears a few strips off him. It doesn't help the situation and it certainly doesn't make either of them feel any better. Both their cortisol levels are elevated during the exchange. And of course, those negative interactions trickle down to everyone Marcus and Stefan come into contact with during the day. There is so much to do and it irritates Stefan that he even has to get involved with this stuff. What he really needs to get on with is the performance reviews and the one he has put off for two weeks is looming. It's with a university friend that he hired but the hire just hasn't worked out. He's tried moving her around into a different role – twice. It's bad for morale and people she's managing are unhappy that the issue is not being dealt with. Stefan doesn't want to have the conversation. He needs to let her go, but they are friends – what does he say? So, he avoids it for another day and moves on to someone else. Problem is, he's already stressed and irritated, is it wise to conduct any performance reviews when he's still wound up about the missed delivery and anxious about his friend?

We all bring emotion into the workplace. Positive constructive emotion can be an accelerant for business success and problem solving. But negative emotion, left unchecked can easily corrupt our thinking and negatively influence our actions, decisions and behaviour.

Like everyone, when Stefan is upset or angry, he's not bringing his A-game. And as a business leader, he needs access to his A-game all day, every day. Like so many leaders Stefan imagines that he is behaving professionally and has left his emotions at the door but his Executive Assistant and Marcus know that's not true. We all bring emotion into the workplace. Positive constructive emotion can be an accelerant for business success and problem solving. But negative emotion, left unchecked can easily corrupt our thinking and negatively influence our actions, decisions and behaviour.

Stefan muddles through the day, ticking things off his to-do list but his friend's performance review is never far from his thoughts. How is he going to fire her without damaging the friendship? Funny thing about avoidance is that it eats away at our energy levels and productivity. By not dealing with the thing that needs to be dealt with, Stefan trips into procrastination and the energy and thinking time dedicated to that issue mean his focus slips and he takes it out on others. Doing anything when our cortisol levels are high and we are stressed is rarely conducive to smart business. Some stress is necessary for productivity but too much and it's very easy to slip into a negative feedback loop.

In 1908 two scientists, Yerkes and Dodson demonstrated a clear relationship between pressure and performance that has stood the test of time. (2)

(2) Yerkes, R M and Dodson, J D (1908) The relation of strength of stimulus to rapidity of habit-formation, Journal of Comparative Neurology and Psychology, 18, pp 459-82



INDIVIDUAL

PHYSICAL IMPACT

mental health issues, non-specific illness, poor sleep, heart problems, weight gain, low energy and lack of resilience.

PSYCHOLOGICAL IMPACT

depression, anxiety, frustration, pessimism, irritability, lack of motivation.

BEHAVIOURAL IMPACT

Aggressiveness, impatience, indifference, poor relationships, excess alcohol or self-medication, loss of creativity.

ORGANISATIONAL

DIRECT COSTS

Occasional absenteeism, long-term absenteeism (say 2-3 months, 18 months to recover), compensation for burn-out or injury at work.

INDIRECT COSTS

Salary for replacement, training costs for replacement, decreased productivity, increase of staff turnover, presenteeism, bad working atmosphere.

I And Worse Still

By the time Stefan arrives home he's still irritated and frustrated. He's late for dinner – again. His partner is annoyed – again. They pretend to watch some TV but Stefan's not watching; he's still chewing over the issues of the day. He's still wrestling with what to do about his friend and he's itching to get hold of his phone so he can check his emails. At one point he even pretends to go to the bathroom so that he can have a sneaky look at his phone without his family giving him 'the look'! The look that wonders what's so important about his phone that it always seems to take priority over them.

Stefan is stuck. He knows what he should do and he knows that taking care of his mind and body would help his business and his life but how does he do that when the people in his business can't even follow through on basic tasks? A friend suggested a meditation app and he used it for about three days before giving up. He's started and cancelled more gym memberships than he's had hot dinners and he's even tried yoga but that lasted about as long as the meditation.

Stefan knows something has to change but what? He gets lost in the stuff that he doesn't want to do. Getting so focused on the problem that he can't make a good decision.

There are so many priorities that he's never sure what the next right step is. Sure, the meditation did help but he doesn't seem to be able to make that a priority. Besides, even if he does manage to squeeze 15 minutes in the morning, he's still wound up again by lunch time. He's tried coaching too and it was helpful but it took too long and was too expensive. The funny thing is Stefan is doing what he always wanted to do, he has created a successful business but he doesn't feel fulfilled by it anymore.

Something definitely needs to change.



INTRODUCING MICROSHIFTS

Every business leader we've ever met wrestles with the same issues. They usually know what they should do.

Stefan's story is not unusual. Every business leader we've ever met wrestles with the same issues. They usually know what they should do.

They know that they would feel better, have more energy and help to manage stress if they made different lifestyle choices. But they don't do it. Life gets in the way.

They know that it's important to make decisions from a calm, neutral emotional state. But that almost never happens. There are just so many decisions to make.

They know they should take steps to quiet their mind and take care of their mental health. But there is always some new emergency to deal with. Even if they start it never lasts.

There are literally thousands of solutions out there - online courses, gym memberships, personal training, executive coaching, apps on everything from diet to exercise to meditation, yoga, high-intensity interval training (HIIT) and more. But they are all outside-in solutions. Someone has to commit to an outside course for example, find it, buy it or register and then carve out the time to do it, keep the commitment and see it through. Or find a

coach, schedule time and do the work. It's too easy to stop as evidenced by the dismal completion rates of online learning for example (15%). (3)

These solutions require us to seek them out and fit them into our lives. With time commitments and competing priorities especially in business they fail more often than they succeed. Even with the very best of intentions, it's too hard to consistently find the time to slot these solutions into our busy lives. But what if the learning and the resulting change could be inside-out?

Microshifts offer a technology based personalised solution that can easily be baked into anyone's day – even a busy CEO.

I Maintain Executive Function

Under relentless pressure we find it difficult to string the right actions together to meet long-term goals. We have trouble organising materials and setting schedules, trouble controlling our emotions and impulses and difficulty analysing or processing information, critical thinking or problem solving.

Pressure is part and parcel of life, especially for an entrepreneur. Pressure has always been a part of the human experience. In fact, we have evolved a mechanism for dealing with extreme pressure. Unfortunately, if left to our evolutionary devices, these mechanisms shut down all the clever thinking parts of the brain (executive function), mainly the neocortex to leave only two options: fight/flight or play dead. Worse, once our brain has shut down, we often don't even realise it, because we don't have enough remaining perceptual awareness to notice we've lobotomised ourselves. We think we are still functioning well, when in fact we have lost focus, become confused, drifted off the point and become erratic. Our cognitive capability, executive function and performance take a hit and it is very easy to forget things and space out. Under relentless pressure we find it difficult to string the right actions together to meet long-term goals. We have trouble organising materials and setting schedules, trouble controlling our emotions and impulses and difficulty analysing or processing information, critical thinking or problem solving.

EXECUTIVE FUNCTION



Everything we need in the moment to be successful and achieve our goals.

- **Impulse Control:** Ability to think before speaking, resist temptation, think about choices and consequences of behaviour before acting.
- **Flexible Thinking:** Ability to think about different ways to solve problems, adjust to new situations, learn from mistakes, cope with routine changes, try new things, switch from one task to another, and learn new things.
- **Emotional Control:** Ability to regulate emotions, choosing which emotions are appropriate in any given situation and maintaining emotions under pressure.
- **Working Memory:** Ability to follow instructions, pay attention, use relevant information while in the middle of an activity.
- **Self-Monitoring:** Ability to have self-awareness of how one is doing in the moment to make adjustments of actions/behaviours to the current situation.
- **Planning and Prioritising:** Ability to plan daily tasks to meet short- and long-term responsibilities.
- **Task Initiation:** Ability to motivate self to begin tasks by directing behaviours and actions.
- **Organisation:** Gather and keep track of information and belongings.

By purposefully breaking the negative feedback loop we can reverse a negative trend and get back on an even keel. And these Microshifts also trickle down to all the people we influence during the day. And as a result of shifting into a connected, more positive state of being, we can reverse the negative trend and trigger a positive emotional upwards trajectory and have a positive effect on people we interact with in our lives.

Microshifts help to create and maintain a positive mindset through short bursts of activity so we change the internal chemistry of our body. Short sessions of connection, reflection and identifying the next right action help us to regain access to our higher cognitive functions and regulate our instinctive reptilian brain and emotional limbic brain. We have a huge amount of control over how and what we think about as well as how we feel – but we rarely use it because the events of day-to-day hijack that capability. Microshifts help to create what developmental psychologist Robert Kegan calls the ‘self-authored mind’ which, with practice, can create the self-transforming mind. Where we can notice ourselves and our reactions in the moment and adjust them constructively for greater learning and growth.

Kegan believes that we should no more blame adults for their inability to meet the challenges of modern life than we should punish a child for being unable to work out Algebra. Simply adding more skills, knowledge and experience is insufficient. We need transformation and that is only possible when we are able to step back and reflect on something and make decisions about it from a chosen emotional and cognitive state. Kegan says transformative learning happens when someone changes, “not just the way he behaves, not just the way he feels, but the way he knows—not just what he knows but the way he knows”. (5)

Microshifts give us those usable insights and teach us in small bite-size chunks how to tune in to ourselves, listen to the whispers and nudge ourselves back to a better, more positive and constructive state of mind during the day.

Microshifts give us those usable insights and teach us in small bite-size chunks how to tune in to ourselves, listen to the whispers and nudge ourselves back to a better, more positive and constructive state of mind during the day. Not only does that improve our productivity and performance but it also impacts our physical and mental health. Everything is better.

(5) Kegan, R. (1994). In over our heads: The mental demands of modern life. Cambridge, MA: Harvard University Press.

| Creating Virtuous Cycles

Positive emotions put our body in an anabolic state, which is underpinned by a range of anabolic hormones.

Positive emotions put our body in an anabolic state, which is underpinned by a range of anabolic hormones. The most important one is Dehydroepiandrosterone (DHEA). DHEA is the “performance” or “vitality” hormone. It’s the body’s natural antidote to cortisol and is associated with more positive emotions. It’s the molecule that makes testosterone in men and estrogen in women. Everything in life is made easier when we feel positive because DHEA creates a positive feedback loop. When we feel good, our body creates more DHEA, which makes us feel even better, which creates more DHEA. Instead of a vicious cycle, we create a virtuous cycle. The cortisol-to-DHEA ratio is a well-respected and thoroughly proven marker for health. When there is high cortisol and low DHEA, then obesity, diabetes, high blood pressure, heart disease, cancer, depression, and senile dementia may not be too far behind. (6)

Clearly, learning how to master our states so we can deliberately alter our internal chemistry is critical to help us avoid these illnesses or conditions.

(6) Watkins A (2014) Coherence: The Secret Science of Brilliant Leadership Kogan Page, London



Learning how to catch our automatic negative reactions and use Microshifts to nudge us into a neutral or positive alternative not only improves our physical but also our mental health and general well-being



When we don't do this or take conscious control of this process it's very easy for a bad day to become a bad week to mushroom into a bad month, low mood and eventually, into anxiety and depression. Emotions are meant to be fleeting signposts to prompt us to action, not somewhere to pitch a tent! Anxiety or depression (except in the rare clinical cases) should be temporary – a nudge toward different.

■

Mental Health is the new buzzword in business and beyond. Everyone is talking about it. But surely mental health is actually the mental ability to direct our own thoughts, harness our own executive function to facilitate health and optimal performance.

■

Surely, it's about giving us the tools so we recognise that what we think and feel has a profound impact on what we do and what we achieve in life. And if we can learn how to manage how we think and feel, reset after challenging situations then we don't keep compounding a bad day into something much more debilitating.

Microshifts works on three levels. When used frequently it helps users to retrain their bodymind to:

- 1.** Elevate their habitual default state so that they feel better more of the time.
- 2.** Give users more opportunities to feel good so they feel better more often. And,
- 3.** Move purposefully away from bad, negative states so they also feel bad less often and for less time. Learn the lesson, get the insight – move on.

All that's needed is a Microshift that can trigger the production of more DHEA and less cortisol! And that can happen in seconds. Too often, we mask our negative emotions or tone them down. We might utilise apathy or detachment as a way of coping. That might look better on the outside, but those negative emotions are still producing cortisol, and that cortisol is still playing havoc with our body. When left unchecked this can lead to 'compound stress' where we get stuck, unable to take the next right action, which in turn leaves us even more stressed because we know we are avoiding important life responsibilities.

Remember, negative emotion also interferes with cognitive function. It doesn't matter whether we're psyched up or chilled out — what matters is whether our emotional state is largely positive or negative. This is key. And it can happen in a Microshift. As human beings, we have two approaches to state mastery. We can either use our body to change our state or we can use our mind.

■

Being able to change from a negative state to a positive state, or even a neutral one, is critical for maintaining access to our executive function.

■

Several scientific experiments have already proven the power of Microshifts – small regular interventions, either physically, emotionally or mentally can alter the physical chemistry of the body and allow us greater access to our best self in a remarkably short period of time.

For example, the work of social psychologist Amy Cuddy and her colleague Dana Carney discovered just how effective and fast the body can facilitate a state change.

Cuddy and Carney were interested in the idea of whether it was possible to “fake it until you make it”. In other words, can we pretend to be happy, positive, and confident and end up feeling genuinely happy, positive, and confident? It turns out the answer is yes.

Baseline saliva tests were conducted for testosterone (the confidence hormone) and cortisol (the stress hormone) on a group of volunteers. The group was then split in half and each group was asked to choose from a set of physical poses and do that pose for 2 minutes. One group was given high-power poses, and the other group was given low-power poses, although neither group was given that information in case it created bias.

SA high-power pose is any stance that increases or expands the physical space we occupy. One of the most popular is the ‘Superman Pose’ where you stand like a superhero: legs hip-distance apart, hands on hips. Draw up to your full height, back straight, and breathe deeply as though you’ve just arrived to save the world.

The low-power poses shrink the space our body takes up in the environment. They include hunching our shoulders, looking down, and basically anything that makes the physical space we occupy smaller.

After 2 minutes of engaging in either the high-power or low-power pose, everyone’s saliva was tested again. Incredibly, everyone’s internal chemistry or physiology had changed. Those who engaged in the high-power poses experienced a 20% increase in testosterone and a 25% reduction in cortisol, whereas the low-power pose group experienced a 10% reduction in the confidence hormone and a 15% increase in the stress hormone – in just 2 minutes! (7)

(7) Watkins A (2014) Coherence: The Secret Science of Brilliant Leadership Kogan Page, London

Considering that many of us spend a lot longer than 2 minutes in low-power poses commuting to work or hunched over our phones, what might that be doing to our internal physiology and cortisol levels? Perhaps we should all start our day with 2 minutes of the 'Superman Pose' as we stand in the shower!

Microshifts integrate these types of short, sharp but highly effective shifts into your day so that you can reap the benefit without carving out chunks of time to go to the gym or meditate for an hour or spend months with a coach. It's immediate and practical and the interventions suggested work with where you are physically, mentally and emotionally at any given time.

I Pain Points

The business leaders, owners and entrepreneurs we work with can all relate to Stefan. They all struggle with:

1. Avoidance
2. Procrastination
3. Lack of focus
4. Taking action in a stressed state
5. Not knowing how to switch off when at home

In truth everyone struggles with these issues. Employees struggle with these issues too. First there is stuff that needs to get handled, but for whatever reason we don't want to do it. Maybe it's to have a difficult conversation with a staff member, maybe it's sorting something out with our finances. It could be anything but we know we are avoiding it. This avoidance leads to procrastination not only in terms of dealing with the issue we are avoiding but in other areas too. The bizarre thing about avoidance is that even if we think we've put it aside to deal with another day it seeps into everything else. We find our thoughts back at that issue and the resulting lack of focus undermines our effectiveness and negatively impacts

performance. The stuff we have been avoiding and procrastinating about interrupts our thinking and muddles our focus. Eventually, however, especially if others are looking to us to lead or set the tone and pace, we take action but the action we've taken is from a stress state which always pollutes the action. And finally, we fester about all this when we get home so we are not present and engaged with the people we love. Next morning it all begins again.

Microshifts is a micro-learning app that uses our own biometrics to stop it all beginning again. Instead, it uses our innate knowledge, subjective input and uses tools such as sentiment analysis to present a unique set of short physical, mental or emotional interventions that will lead to the Next Right Action (NRA).

Next Right Action is not just the next thing on the 'to- do-list'. Unlike Allen's GTDs (Get Things Done), which definitely has merit, Microshifts is taking this concept one step further to not just getting stuff done but getting the right stuff done in the right way from the right state of mind. The actionable insight needs to come from a rapidly accessed place of deep wisdom and those insights need to occur several times through the day. Negative in, Negative out. Positive in, Positive out. If we try to imagine, strategise or prioritise from a confused, stressed or miserable state of being, we might get things done but our performance or the outcome is unlikely to be optimal. It won't be 'right' action according to our inner whispers and deep knowing. The most courageous, creative and relaxing state comes from acting on an inner wisdom, wish or desire. This is true rebellion, going from the socialised mindset (next action) to the self-authored mindset (Next Right Action).

I Real Time Change

What we found in our own businesses and lives was if we could get ourselves in the right physical, mental or emotional state to deal with the things we were avoiding, we would get a massive injection of energy that would then effectively dissolve or greatly reduce the other four issues (procrastination, lack of focus, taking action in a stressed state, not knowing how to switch off).

When we knew what the NRA was the procrastination disappeared, we gained laser focus, and took action from a calm engaged state which meant that we weren't having to go over the events of the day each night in our heads to work out what we needed to fix tomorrow so we could enjoy our time at home, relax and reboot ready for the next day.

If we take it down to what we call the unit economics, what is the micro unit? It's a tiny shift in our physical, mental or emotional state that leads to the Next Right Action.

If we take it down to what we call the unit economics, what is the micro unit? It's a tiny shift in our physical, mental or emotional state that leads to the Next Right Action. Not, 'Oh great I loved that meditation session' or 'I feel better now I've had my second G&T', that's medication. Instead, use the disturbance as an arrow pointing to a deeper truth and do the

offered Microshift, in the moment, to shift to the right state of being to take the Next Right Action.

Going back to the basic emotions of mad, bad, sad and glad, if we do anything from a mad, bad or sad state, we may get the result we want but it will never have the desired impact. We have to lean into our physical, mental and emotional reality and if necessary, shift into a neutral space or, ideally, a glad state and take action from there instead. As Maya Angelou once said, “At the end of the day people won't remember what you said or did, they will remember how you made them feel.”

If you want to play your A-game every day, you have to shift into a state of being that will have a positive impact on others, both by who you are and how you are. Microshifts is the interaction tool that makes that not only possible, but simple, easy and practical.

I Instant Personalised Self-Regulation

Microshifts offers an in-the-moment real time solution to recalibrate throughout the day. Instead of ending one Zoom call in anger and taking those negative emotions straight into the next meeting to pollute the outcome, we Microshift in as little as five minutes. Reset and move forward from a neutral or positive state and the more we do this, the better we get at managing ourselves physically, mentally and emotionally so we can access our best self, more of the time.

Remember, you don't need to feel jubilant and stress-free all the time to be at your best you just have to not feel mad, bad or sad! These Microshifts therefore offer short bite-size interventions that shift you physically, mentally or emotionally so that you can regulate your breathing (reptilian brain), connect through the heart (limbic brain) and take actions based on intelligent reflection. This in turn allows you to keep your neocortex and executive function turned 'on'.

Microshifts also transform our relationships with others and ourselves. We learn how to re-align to our inner vision for ourselves through micro-doses of wisdom and clarity. We build strong relationships one encounter at a time and we finally put an end to negative self-talk. Microshifts teach our brain and bodies to shift into a positive and productive state of being.

I Instant Personalized Self-Regulation

Remember, negative emotion often triggers the fight/flight or freeze response which is the equivalent of a DIY lobotomy. When we are flooded with negative emotion, even if we manage to hide it, we shut off access to our executive function – the part of the brain we need in the moment to make good decisions! By moving into a neutral or positive state we create that virtuous cycle and upward spiral of hope, fullness, and helpfulness, to deal with the feeling of helplessness and hopelessness, which leads to procrastination and stress.

Science has already proven just how malleable and adaptable the human brain is, even an adult brain. This is known as neuroplasticity. Turns out you can teach an old dog new tricks!

Microshifts tap into the power of neuroplasticity by training the brain to create new neural pathways. Thus not only improving access to executive function but turning those neural pathways into superhighways of mental resilience over time. Microshifts trigger neuroplasticity by training prospective intelligence (imagination) and retrospective intelligence (memory) and reflective intelligence (self-awareness). And this can have a positive impact on mental health.

We know for example that depression and the loss of executive function are linked. When we can't think straight or are unable to make good decisions, solve problems or manage our time effectively over time this can create a sense of helplessness and depression. (8)

Put simply: The more we train our brain function, in real time, the better it gets. We can therefore use the inevitable ups and downs of our life not as something we need to get through but as constructive signposts and opportunities for growth. We don't need to medicate through the downs but instead use the dissatisfaction and disturbance as a guide that we have drifted off track. Use Microshifts to quickly halt the downward spiral and stay in the present to make better, more informed and engaged decisions.

(8) Albert P. R. (2019). Adult neuroplasticity: A new "cure" for major depression? *Journal of psychiatry & neuroscience* : JPN, 44(3), 147-150. <https://doi.org/10.1503/jpn.190072>

I Moment of Inception

In truth, there are many solutions to increased business effectiveness but they are often too big, too time-consuming, too expensive and arrive too late. Prevention is also useful but it's rarely personalised enough. Microshifts catch us at the point of inception – the moment just before we veer off track and allow our new state to negatively impact us, others and our performance. We are already very familiar with the concept of Microshifts, albeit unconsciously. It's just that they happen without our awareness or intention and as such, they almost always lead to a negative downward spiral. Opening the mail at breakfast only to find a larger than expected credit card bill, the bad driver that cut us up in traffic, the email from an irate customer – all these events negatively shift our outlook, how we feel and our state of mind. It's just that they happen unconsciously, elevating our stress levels and nudging us further into a negative mindset. Each nudge cements this new more negative outlook just a little more.

Microshifts catch us at the point of inception – the moment just before we veer off track and allow our new state to negatively impact us, others and our performance.

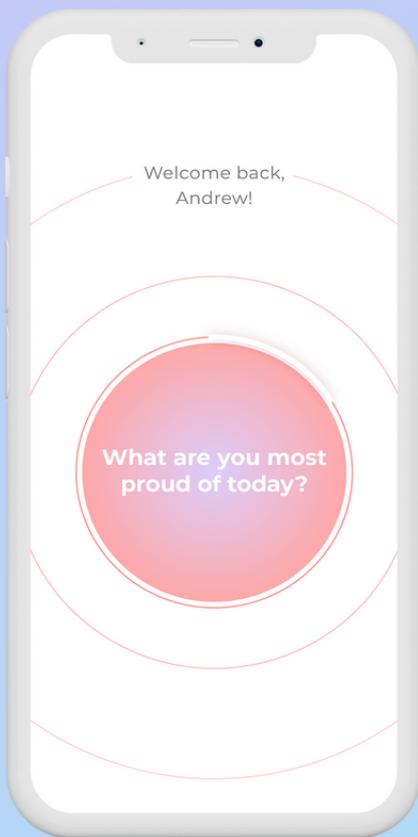
And, of course, all these little negative nudges accumulate and impact not only how we feel but how we behave, the decisions we make and how we interact with others. Our unconscious antidote for these negative nudges is to grab a coffee and get a caffeine hit, go for drinks after work to drown out the day, jump on social media for some instant 'likes' or maybe a visit to our favourite shops will make us feel better (until the credit card lands!).



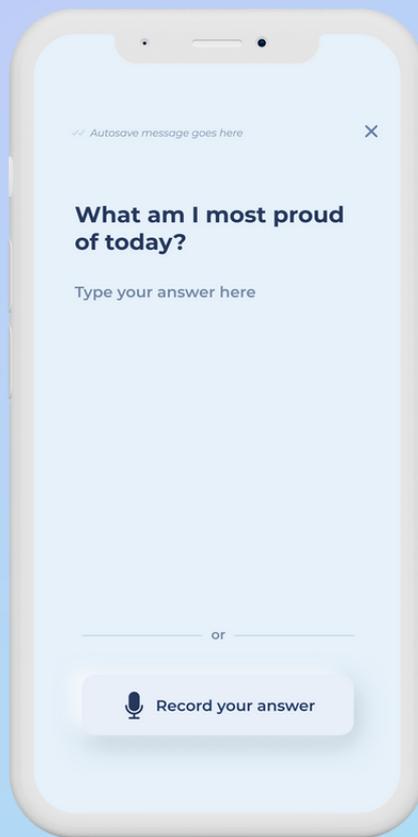
Microshifts are much faster, more accessible and allow us to break the negative cycle in a positive, constructive and sustainable way. Microshifts give us back our power by literally retraining our brain toward self-guidance, self-regulation and self-authoring.



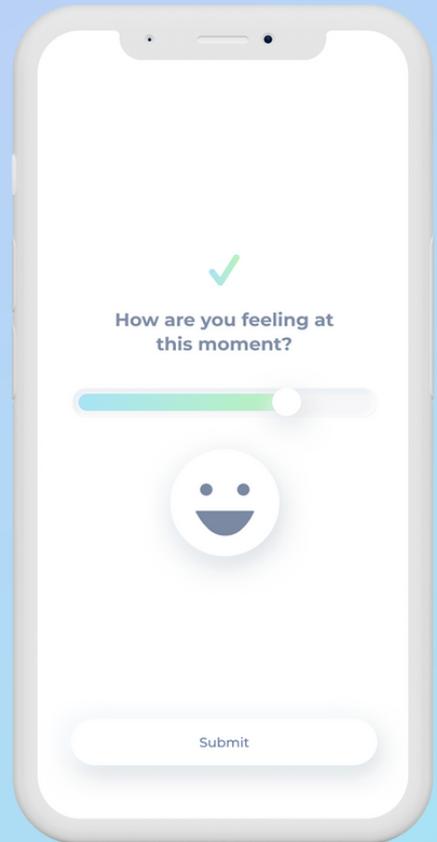
THE PRODUCT



CONNECT



INTERACT



AUGMENT

I The Technology Behind Microshifts

The Microshift Interactive Content is designed around the connect, reflect and augment methodology applied at the moment of inception. Augmenting in this context describes the positive momentum that's created from connecting and reflecting at the moment of inception. This enables us to keep stepping up the positive trend/trajjectory with a compound effect where the total positive impact on our life is greater than the sum of all individual actions.

It's not enough to 'Just get it done'. We first have to connect to what's really going on for us in the moment, reflect on how we feel and why and act deliberately in accordance with our ideal outcome and our values.

I Interactive Engagement

Interactive content engages users to actively participate rather than passively consume content. There is already too much content – even really great content. What we need is access to only what we need, only when we need it.



Through a combination of interactive content and Microshifts AI, our technology can measure, assess, encourage, inspire, schedule and gather insight that defines which Microshifts each user needs to do to get the best result for them. This includes behavioural assessments based on when a user engages and uses Microshifts as well as subjective user input.



Reflection in the journal after the Microshift also helps the user appreciate the shift while also allowing the platform to learn how the user thinks and feels at different key moments in their life. This process actively shifts the user from reflective intelligence to cognitive intelligence.

| From Reflection to Personalisation

The technology uses state-of-the-art sentiment analysis to 'listen' to voice or written journal entries in order to assess the user's energy levels and how they feel so as to present the Microshift they need when they need it.

The technology uses state-of-the-art sentiment analysis to 'listen' to voice or written journal entries in order to assess the user's energy levels and how they feel so as to present the Microshift they need when they need it. Thus we are linking artificial intelligence to reflective intelligence to cognitive intelligence to emotional intelligence and finally augmented intelligence to create a better, more considered, engaged and enlightened Next Right Action.

For example, journaling has proven to improve mental and physical health by helping to organise thoughts, maintain focus on goals, record thoughts and ideas on the go, improve memory, provide time to reflect, inspire

creativity as well as reduce stress, increase immune function, boost mood and improve emotional intelligence. Micro-journaling taps into these benefits. It is a quick way to reflect, increase focus and build a bank of positive thoughts and behaviours through habit-forming daily practice.

The more that the user journals in Microshifts, either voice recordings or text, the more the platform learns what the user needs and the Microshifts become hyper-personalised.

We follow the best security practices; the platform architecture follows secure by design principles which ensures the journal entries are secure and private by separating the journal entries from the user-identifiable information.

| Social Commitment and Impact

Sharing and recommendations are an important part of our interactive programming. Sharing a Microshift with a friend as well as experiencing a shift together with another person.



A shared Microshift creates a platform for human interaction which creates a macro shift – more people feeling better, more often.



The more users interact with Microshifts the better their experience becomes, and the more likely they are to share that experience with others.

| Tech Platform

Microshifts platform provides users with a hyper-personalised list of smart tasks and simple actions

Microshifts platform provides users with a hyper-personalised list of smart tasks and simple actions. In technical terms, each user gets a unique queue of interactive content every day. These tasks are integrated into key moments throughout the day in a way designed to enhance existing work schedules and life commitments.

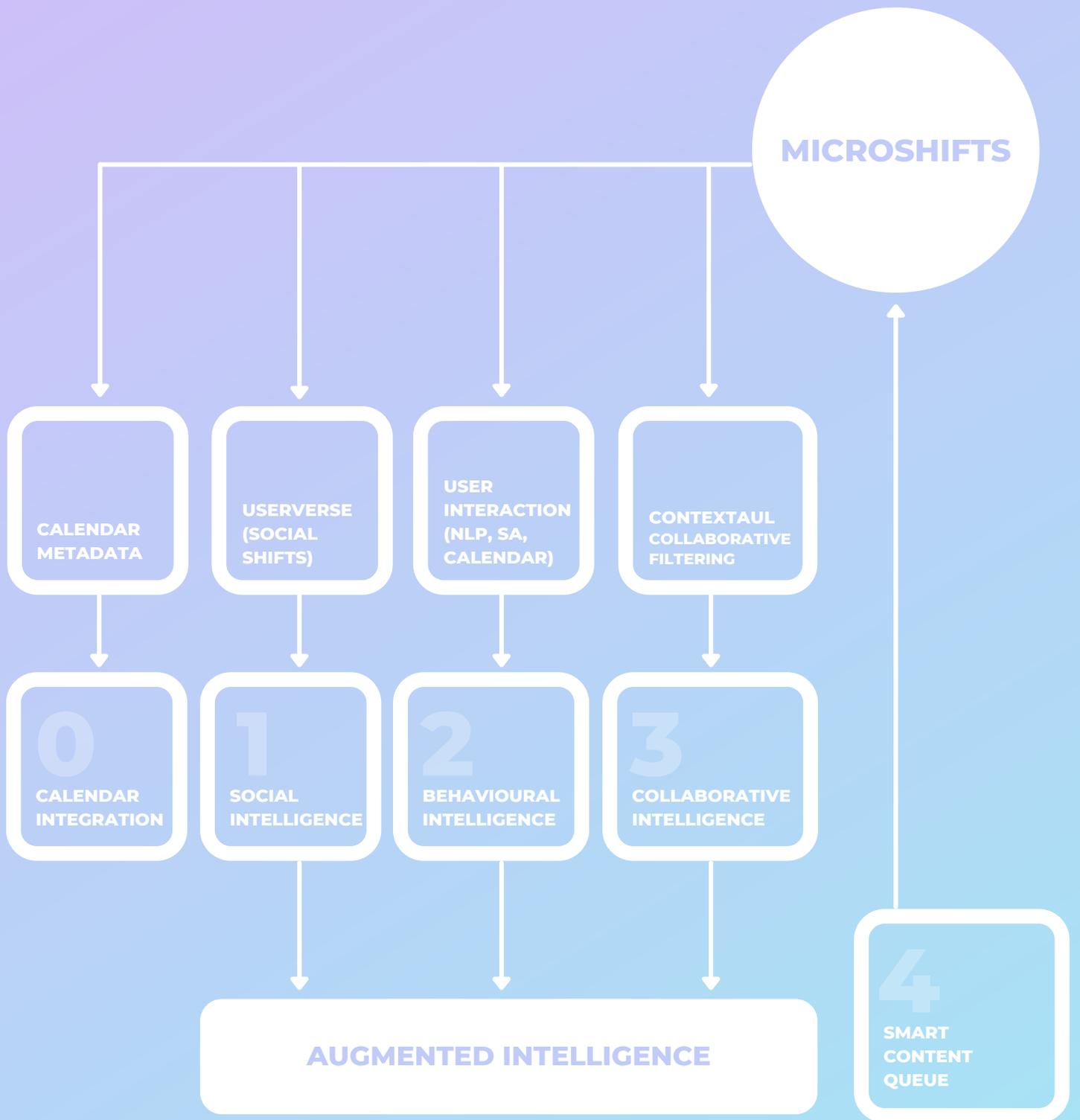
The platform relies on self-reflective feedback, sentiment analysis, behavioural and context-aware collaborative intelligence as inputs for our inception algorithm (IA) to optimise its performance.

In a nutshell, Microshifts uses artificial intelligence (AI) to continuously learn from user responses and reflections to keep personalising and recalibrating interactive content and tasks recommendations for each user and providing them with an ultimate reward – helping them feel and perform better more often.

I Inception Algorithm

The predictive Inception Algorithm is what enables the system to recognise and foresee when we need to shift our state – the key moments of inception.

The predictive Inception Algorithm is what enables the system to recognise and foresee when we need to shift our state – the key moments of inception. Employing sentiment analysis on the self-reflective feedback and combining it with inputs collected from the metadata in the user's schedules, context-aware collaborative and behavioural intelligence, the Microshifts platform can build highly personalised smart queues of Interactive Content for each individual user.



| Interactive Micro-Journaling and Sentiment Analysis

Every time users go through a Microshift, they have an opportunity to create a quick reflective journaling micro-entry that is contextually mapped into Microshift's smart task or action.

Every time users go through a Microshift, they have an opportunity to create a quick reflective journaling micro-entry that is contextually mapped into Microshift's smart task or action. Users simply toggle between reflection on the question that pops up during the Microshift and recording of their answer. This allows immediate access to executive function and seamless capturing of valuable insight without users making an effort and engaging the brain's memory functions.

To better understand users' wants and needs and to gain a deeper insight into their interactions we apply sentiment analysis to language and voice inflexions in micro-journal entries. This is how we can find the best match between interactive content and the user's state.

I Collaborative Intelligence

Combining traditional collaborative filtering techniques with sentiment analysis applied to micro-journaling across the entire Microshifts universe, we are augmenting user preferences with information about user attributes and interactions.

Working in these multiple dimensions we are able to constantly improve the performance of the personalised recommendation system and gain insight into Collaborative Intelligence, as well as addressing the data sparsity (i.e. the cold start) problem for the new users.

I Smart Calendar Integration

To achieve a high level of relevance in the baseline programming for interactive content we are applying metadata analysis to integrate with users' calendars. This way the system can better schedule Microshifts to take place in between key events throughout the day (e.g. important business meetings with multiple attendees).

██████████

The metadata and how users interact with Microshifts is then used in combination with sentiment analysis and self-reflective feedback. These inputs enable the platform to continually improve personalisation and proactively serve relevant content for each user's life and work context.

██████████

I Reflection Amplifiers and Compound Social

By design, Microshifts present the user with multiple micro-learning opportunities every day. Each Microshift, if executed, will help to amplify the positive effect of the user's reflections because they will often reveal aspects that could otherwise be ignored.

We make it easy and encourage users to share Microshifts and their reflections which forms a stronger social commitment and creates a compound (macro) effect of groups shifting together.



REVISITING STEFAN

Imagine if Stefan had downloaded the Microshift app. How might his day have been different?

He was not asked or encouraged to go for a run or hit the gym for an hour. Instead, Stefan's first Microshift was a 5-minute reflection and journaling session in the garden. He was still in the shower by 6.30am.

On the way to work he opened the app and made some micro-journaling observations via voice recording. Sentiment analysis picks up anxiety and procrastination and pings Stefan a few questions for him to reflect upon regarding his mood and energy levels. Those questions reveal to Stefan his Next Right Action. He knows what to do. In truth he's known what he needs to do for weeks. Instead of going to his office Stefan goes to find Carolyn, his uni friend. He asks her if she has time for a coffee and they go next door to the

I Benefits of Microshifts

- Easy and accessible in real time. We don't have to think back or imagine or role play how we might handle a situation differently, we just handle the situation differently.
- Microshifts are on our phone. Everyone always has their phone on them so Microshifts are available whenever we need them.
- Calendar scheduling ensures that we make any necessary shifts before big meetings or key events so we bring our A-game more of the time.
- Sophisticated sentiment analysis alerts us to aspects of ourselves, our mood or energy levels that we may not even be aware of and gives us an immediate solution to improve our performance in the moment.
- Every user experience is unique. Highly personalised to each user's experience and needs in the moment.
- Microshifts taps into the growing trend of micro-learning. Small interventions in real time are used several times throughout the day instead of long, boring interventions that never get finished or applied.

- Taking micro-action OFTEN triggers neuroplasticity to train the brain to live more often with a right action mindset rather than a procrastination avoidance mindset. And trains the brain how to reset quickly when things go wrong.
- Builds resilience through structured practice, reminders, accountability and community.
- Awareness training for mental health, well-being and optimal performance.
- Creates an inner state that leads to a positive upwards spiral and feeling good through connecting more often, at key moments of the day.
- Small interventions throughout the day, of 10 - 15 minutes split in 3 - 5 x 2 - 3 minutes can help us to think clearly and make better decisions.
- Microshifts allow us to shift our state on demand so that we can go into a meeting or major event in the right frame of mind for maximum effectiveness.
- We train our mind and body to feel better more of the time and to recognise when we start to drift off track so we can easily recalibrate to get back on track fast.

- We stop being at the mercy of our emotions or events that happen in our lives and learn how to use those experiences for our greater good.
- We get more access, more often to our essential executive function.

What C-level Professionals Are Saying About Microshifts

“I had too little sleep and woke up on the wrong side of the bed. Felt really off all morning, couldn't shake it off and carried that feeling into a really important management meeting. Others in the meeting felt I was objectionable, negative and unsupportive. I had to apologise to three of the participants after the meeting for my behaviour.”

Micro-shifting would have given me the chance to let go of the morning tensions and reset my mood. I'm responsible for a fast-growing company and there's a lot at stake. During the pandemic I'm often in back-to-back meetings, so I often carry the stress of one meeting into another. I simply can't afford to not play my A-game in my position.”

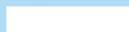
- Entrepreneur & Group CEO

“I've been working non-stop since 7 am. Multiple projects are going on at the same time. I am feeling scattered. Maybe I am 70% present, checking my phone and grabbing things.

Microshifting for 2 mins helps to bring back all my thoughts, find focus and set an intention to be present and engaged in the conversation. Microshifts are perfect before going to your next meeting!

Microshifts bring you that little piece of clarity that enables you to do something about your current state.”

- Tech Entrepreneur



“In the startup world, the future is so uncertain. Early on you have a runway which is months or even weeks. That creates anxiety and a fear of failure. And this adds stress to be effective and efficient with your time. At the same time, family and well-being are important, and we need to keep a balance. I need something that helps me shift into the right state for the moment.

Microshifting gives me a great improvement when going into a meeting I don't have in my schedule.”

- Entrepreneur

“I live in the fast lane - if there is only 1 in 10,000 who can get into a thing, it has to be me =). Microshifts is the format that actually works for me. I love that it's decided what I should do.”

- Entrepreneur

I Imagine a World Where Everyone Is Microshifting

Imagine a world where people didn't instantly 'react' to one another. Where people were able to self-regulate, take a breath and respond from a self-authored or transformative mind. Where people weren't unkind and mean to each other just because they were having a bad day. Where everyone behaved as their best selves ... by Microshifting in the moment to bring their best self to bear just before they said something unnecessary, reacted with anger or hostility or otherwise behaved badly. We could change every aspect of life for the better. We would feel more authentically connected to our best self - the self we know is in here but sometimes struggle to locate. We could take control over the inevitable distresses of modern life and roll with them without

angst or elevated cortisol levels which in turn would improve our performance, our happiness and all of our relationships.

Imagine a world where every meeting started with a 5-minute Microshift so everyone could bring their A-game? What could be possible in such a business or such a world? Each Microshift grows exponentially as we SHARE Microshifts with others. Imagine the positivity ripple that could engulf the planet and bring real change.

The purposeful individual evolution of cognitive, emotional and physical intelligence will make us more centered, better able to make clear and confident decisions, and deliver higher, more consistent performance. And make us happier human beings who feel more in control and free at the same time.

Collectively that would make for happier, balanced and more productive societies. Our interactions with each other would change for the better, we would have greater access to the wisdom of the crowd and creative problem solving. Imagine a world where we really solved some of the planet's most pressing problems which increased our quality of life.

If Elon Musk wants to make us a multi-planetary race, we want humans to evolve to the level where we can be our best self every day. Where we can experience our innate superpowers – these abilities are already within us, they have simply been buried by the stresses of modern life. Microshifts is a 5th Industrial Revolution solution which harnesses the power of technology to help us be better.



Technology that will help us to liberate those capabilities by retraining our brain and body through micro-learning interventions. A techno-human partnership that steers us to our best right path and next right action (NRA). Humans as super heroes.



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