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OF BUSINESS

Stayer Center for Executive Education

Leading with Values

Adkins

STAYER CENTER FOR EXECUTIVE EDUCATION

The Boys in the Boat



MENDOZA COLLEGE OF BUSINESS

Legendary AdvantageSM

Leading with Values: The Science and Skills for Engaging your People and Clients

Christopher P. Adkins, PhD

Associate Teaching Professor | Rex and Alice Martin Executive Director
Notre Dame Deloitte Center for Ethical Leadership



Our time together:

1

the new world may be digital, but we are still deeply social
the social brain mindset

2

deep understanding to create value in a complex, diverse world
empathy as the core skill of leadership

3

how values can engage diverse employees, customers, and clients
what - and who - are you fighting for?

4

crafting inspiring, contagious stories of value for your people & clients
the power of signature stories

1

the new world may be digital,
but we are still deeply social

the social brain

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How To Be More Valuable Than Machines

Developing Our Most Essential Human Abilities to Survive the Rise of Computers

Geoff Colvin

<http://changethis.com/manifesto/132.01.HumansAreUnderrated/pdf/132.01.HumansAreUnderrated.pdf>

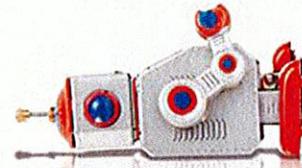
Human Skills still in need with the rise of AI:

“The evidence is clear that the most effective groups are those whose members most strongly possess the most essentially, deeply human abilities—

empathy above all,
social sensitivity,
storytelling,
collaborating,
solving problems together, building relationships.”

HUMANS ARE UNDERRATED

WHAT HIGH ACHIEVERS KNOW
THAT BRILLIANT MACHINES NEVER WILL



GEOFF COLVIN

Bestselling Author of **TALENT IS OVERRATED**

Christopher Adkins | cadkins1@nd.edu

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The New York Times

Opinion | OP-ED COLUMNIST

From Hands to Heads to Hearts



Thomas L. Friedman JAN. 4, 2017

...even jobs that still have a large technical component will benefit from more heart.

I call these **STEMpathy** jobs — jobs that combine STEM (science, technology, engineering, math) skills with human empathy,

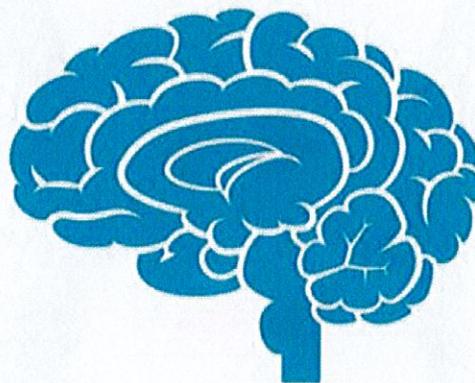
like the doctor who can extract the best diagnosis from IBM’s Watson on cancer and then best relate it to a patient.

leaders
are
designers

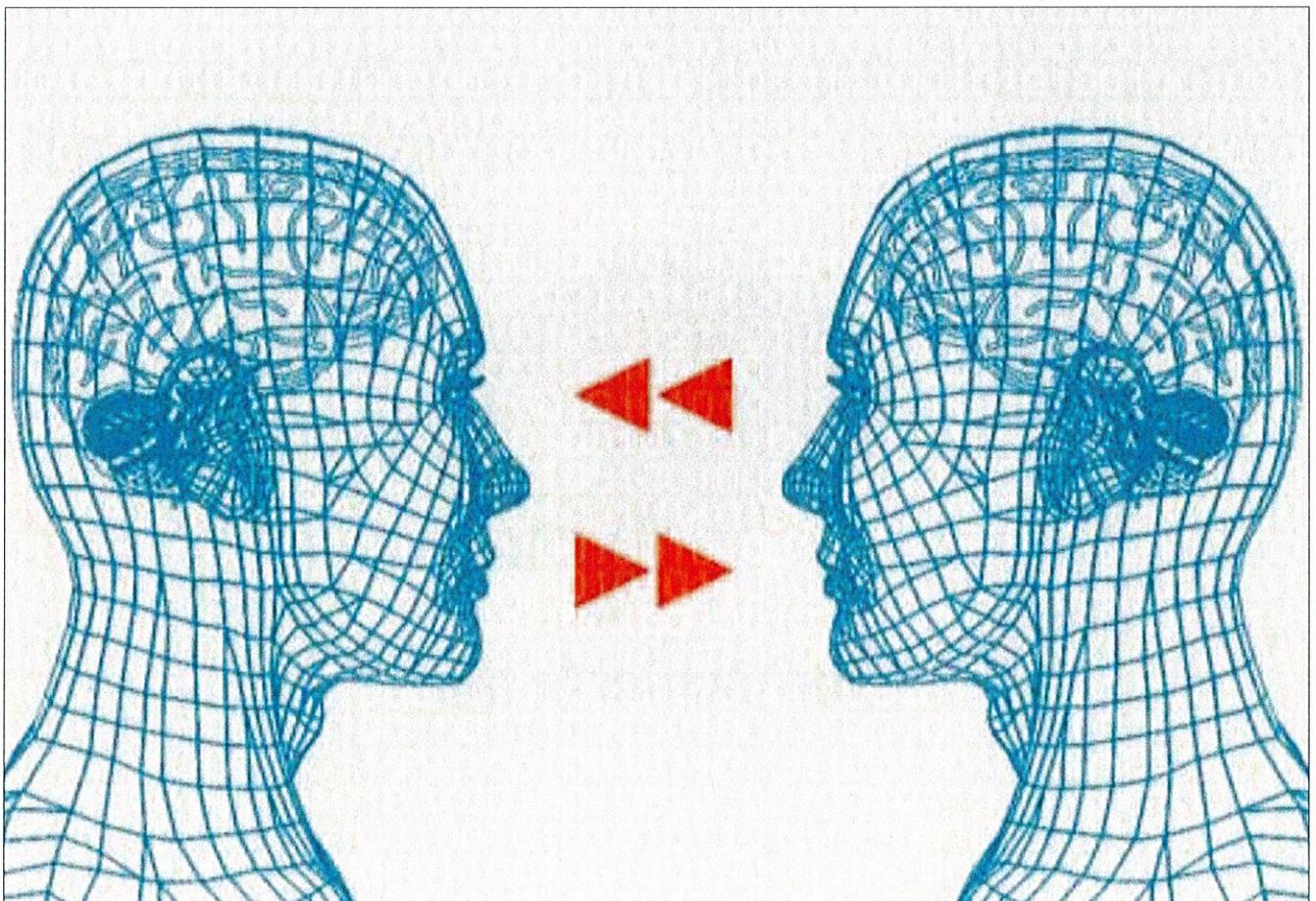
they design environments
- *ideal conditions* -
where individuals can thrive
and create value
for others and themselves

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The Social Brain





Africans have a thing called **ubuntu**...

We believe that a person is a person through other persons.

That my humanity is caught up,
bound up, inextricably, with yours.

When I dehumanize you, I dehumanize myself.

The solitary human being is a contradiction in terms.

Therefore you seek to work for the common good
because your humanity comes into its own
in community, in belonging.

- *Desmond Tutu*

Ubuntu Reflection: Looking back with Gratitude

Each of us has had a leader in our lives
who helped us reach this moment in our careers.

We would not be here,
without the support of this person.

They saw in us
our unique potential
and helped us find our unique voice.

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Looking back with Gratitude

Who is this person for you?

Recall a specific moment when they...

...included you so your voice was heard

...asked for your point of view

...helped you see what you had to offer

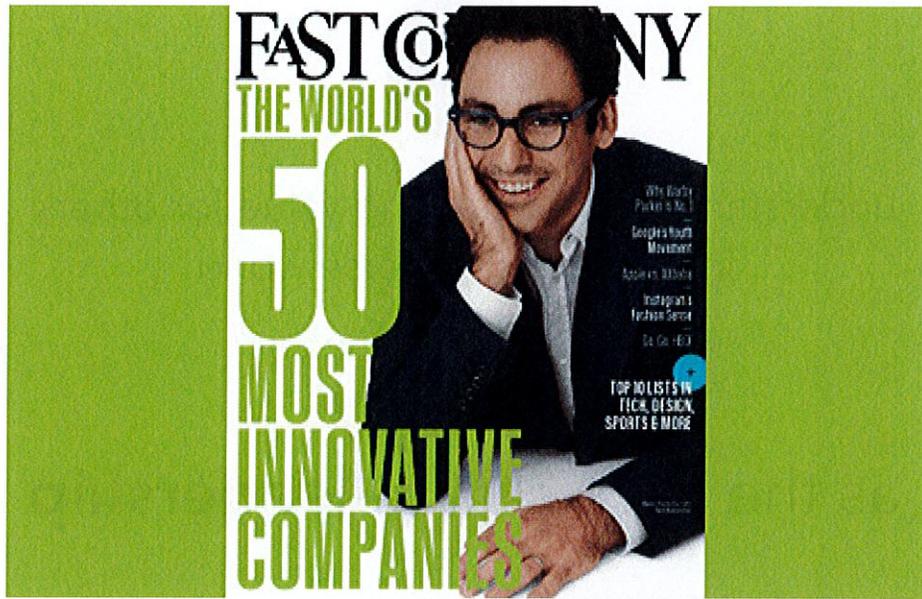
...took a chance on you when others didn't

...coached you to develop your potential

...upped your game - called you
to be better than you thought you could be

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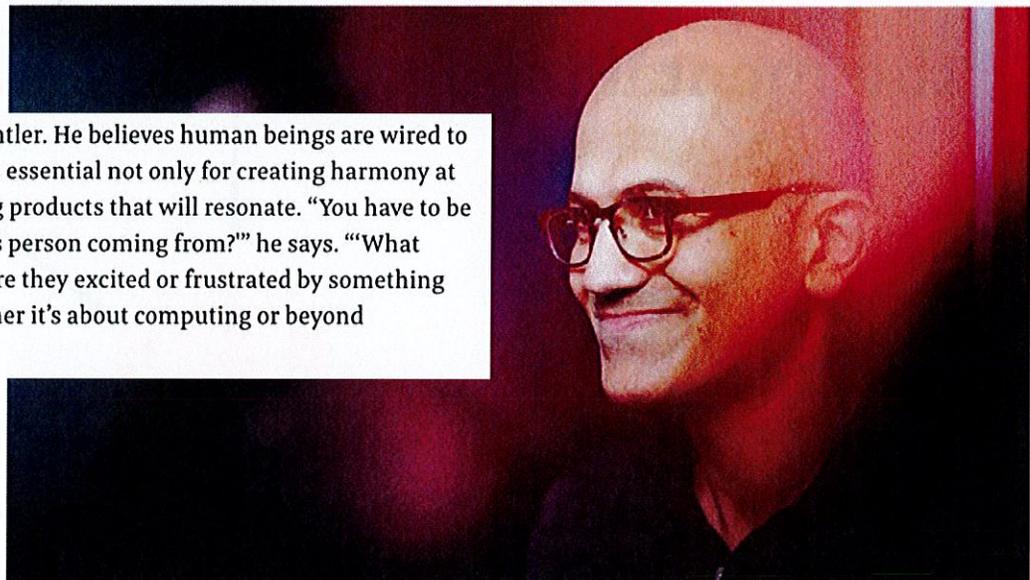
IDEAS

09.18.17

Satya Nadella Rewrites Microsoft's Code

Microsoft's CEO has stopped infighting, restored morale, and created more than \$250 billion in market value. All it took was focusing on what matters most.

Nadella's approach is gentler. He believes human beings are wired to have empathy, and that's essential not only for creating harmony at work but also for making products that will resonate. "You have to be able to say, 'Where is this person coming from?'" he says. "What makes them tick? Why are they excited or frustrated by something that is happening, whether it's about computing or beyond computing?"



Three years after becoming CEO, **Satya Nadella** is as focused on Microsoft's culture as he is its

2

understanding and creating value for others
in a complex, diverse world

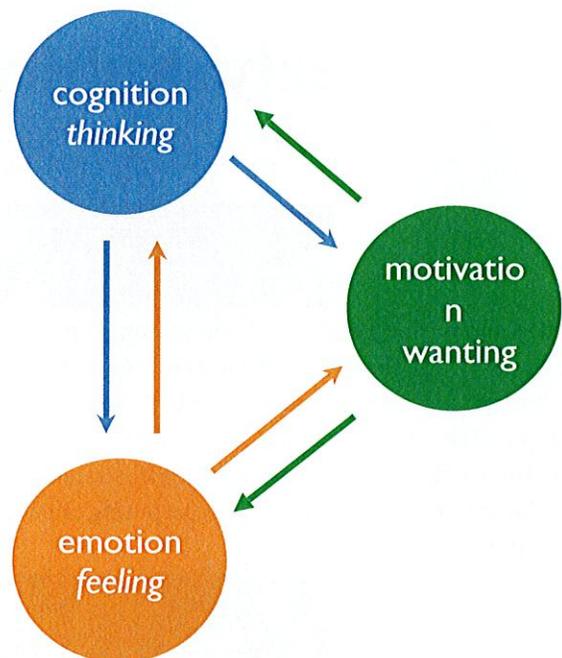
empathy as the **core** skill of leadership

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the mental trilogy

(LeDoux, 2003)



LeDoux, Joseph E. *Synaptic self: How our brains become who we are*. Penguin, 2003.

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Two key questions that empathy addresses:

empathic
motivation

“What leads one person to **respond** with sensitivity and **care** to the suffering of another?”

empathic
understanding

“How can one know what another person is **thinking** and **feeling**?”

Questions from Batson, C.D. (2009).
“These things called empathy.” p. 3.

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empathy as a core muscle:

leaders use it in so many contexts
for so many goals and objectives

building trust
communicating effectively
understanding & solving problems
innovation and creativity
product and service design
diversity and inclusion
ethical leadership
motivating others
leading change

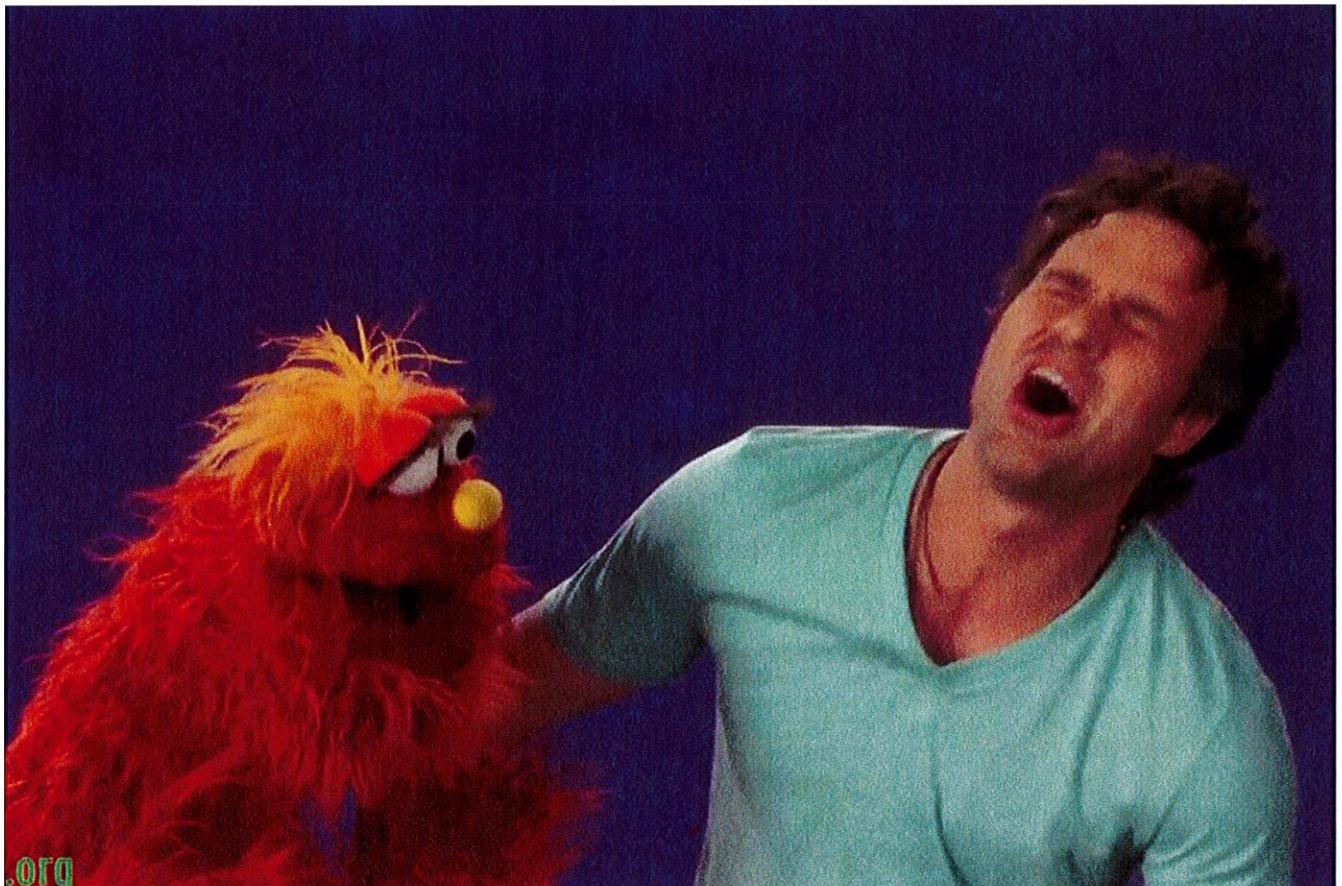
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what is empathy? how does it work?

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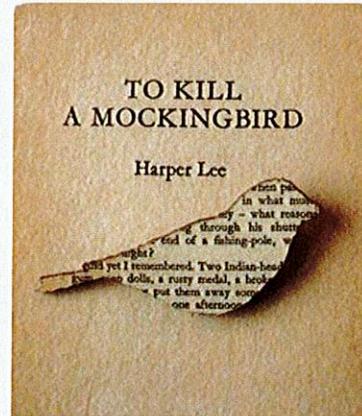
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"First of all," Atticus said,
"if you can learn a simple trick, Scout,
you'll get along a lot better with all kinds of folks.
You never really understand a person
until you consider things
from his point of view..."

"Sir?"

"...until you climb
into his skin and walk around in it."



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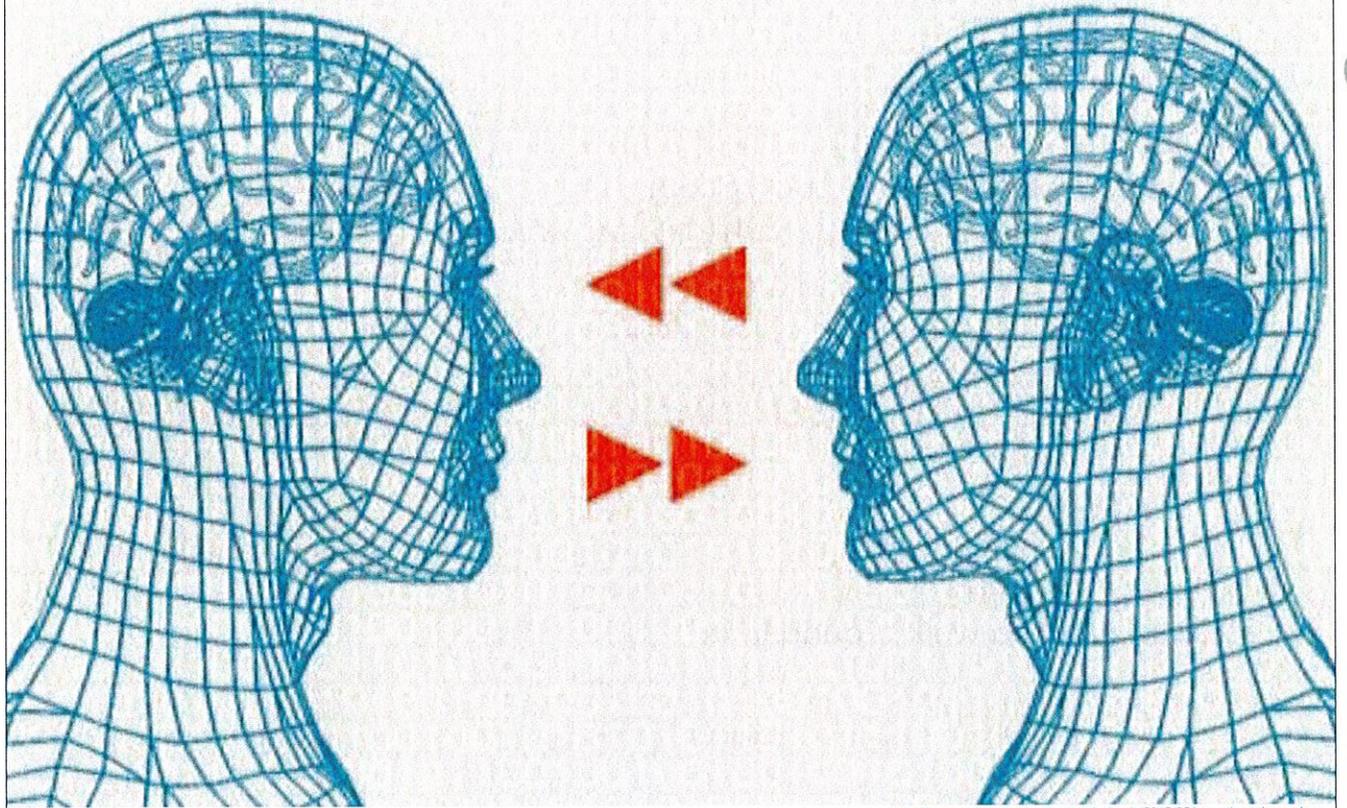
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Empathy: a working definition

seeing *and* **feeling**
as another

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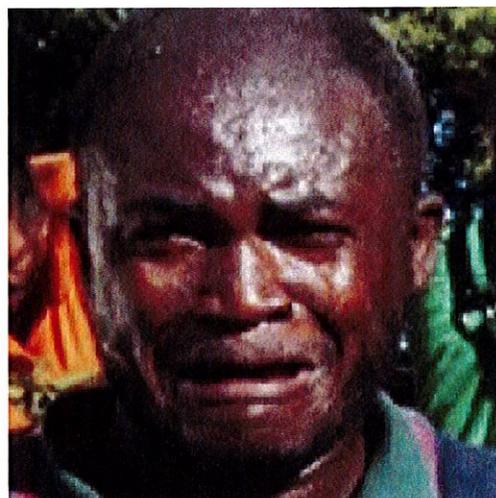
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<http://lauramariety.com/wp-content/uploads/2015/05/empathy-exchange.jpeg>

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Empathy: some automatic triggers *(Hoffman, 2000)*

- Immediate and Involuntary triggers
 - right in front of us
 - family/familiar to us
 - resonates with our own past experiences

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How does empathy work?



• Roots of Empathy Program, created by Ashoka fellow Mary Gordon



Extending our Empathy through Role-Taking (Hoffman, 2000)

- Self-focused role-taking - "How would I feel if I were in Jane's situation?"
- Other-focused role-taking - "How does Jane feel?"



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Some dangers of Empathy

- It is easily aroused - and over-aroused
- Can create false understanding
- **The involuntary triggers can lead to a bias:**
 - right in front of us (proximity bias)
 - family/familiar to us (in-group bias)
 - resonates with our own past experiences (past experience bias)

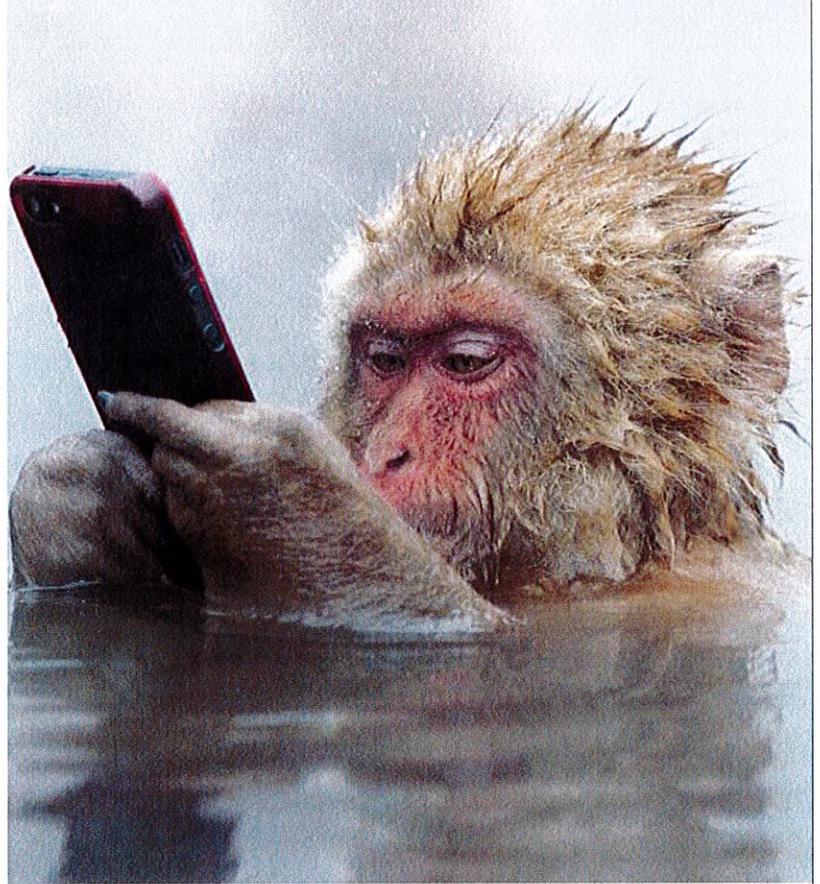


A man, to be greatly good,
 must imagine **intensely**
 and **comprehensively**;
 the pains and pleasure of his species must
 become his own.
 The great instrument of the moral good
 is the imagination....

- *Percy Bysshe Shelley*

shifting your
attention
attendare

literally means
"to stretch toward,
"from ad- "to" (see [ad-](#))
+ tendere "stretch"

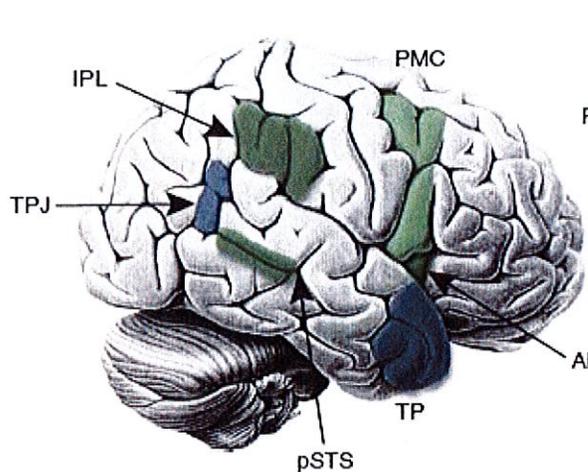


<http://i2.mirror.co.uk/incoming/article4070763.ece/ALTERNATES/s1023/A-cheeky-Japanese-Macaque.jpg>

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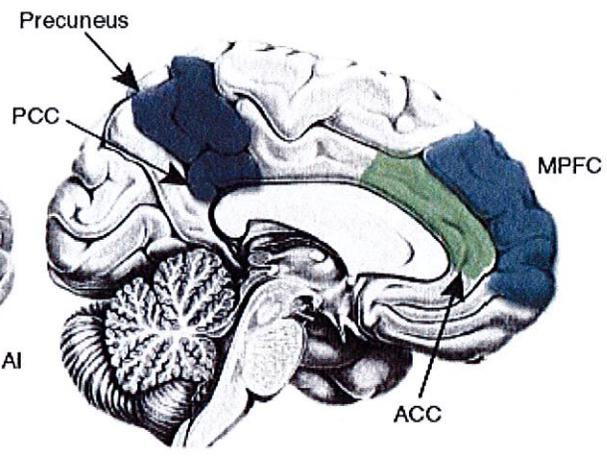
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empathy: a **zoom** lens for understanding others



mirroring
the *emotions* of others
affective

Zoom In
up close and personal
"imagine intensely"



mentalizing
the thoughts of another
cognitive

Zoom Out
system understanding
"imagine comprehensively"

Empathy Strategy for High Performing Leaders: Identify your Empathy Bright Spots and Blind Spots

For your reflection:

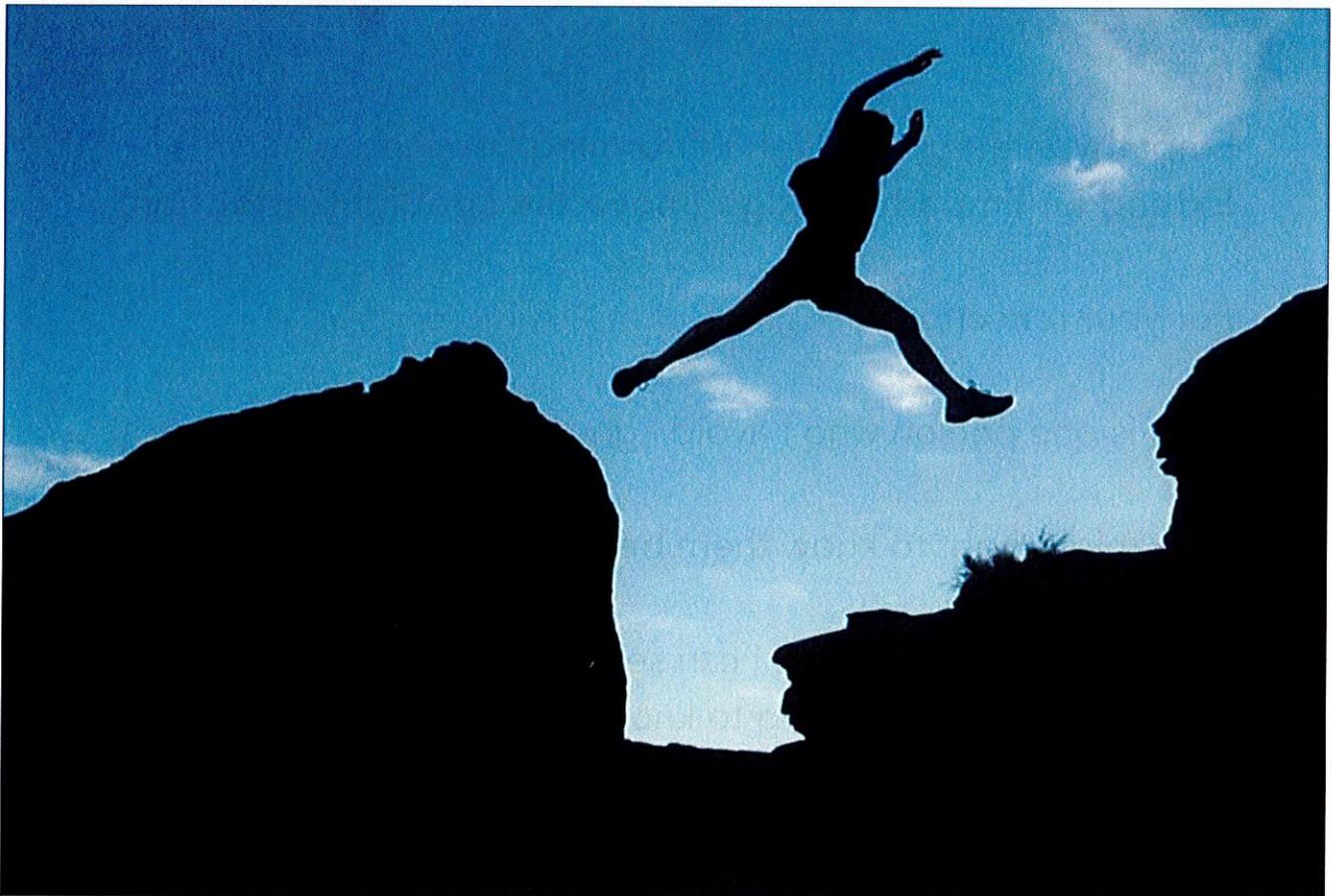
Who easily triggers or evokes your empathy in your work?

Who am I missing?

How might I better see and feel their perspective?

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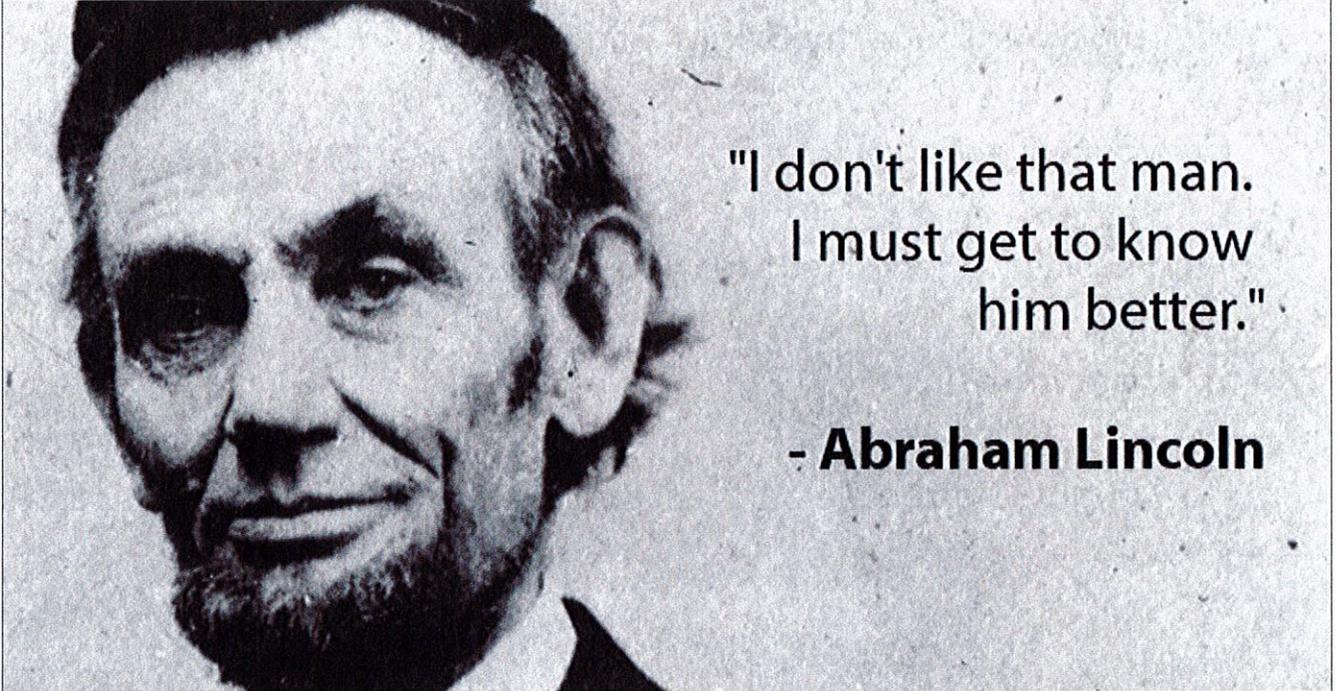
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<https://moditheology.files.wordpress.com/2012/11/jumping.jpg>

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Empathy Strategy for High Performing Leaders:
Extend an Empathy Bridge (move the spotlight/attention)

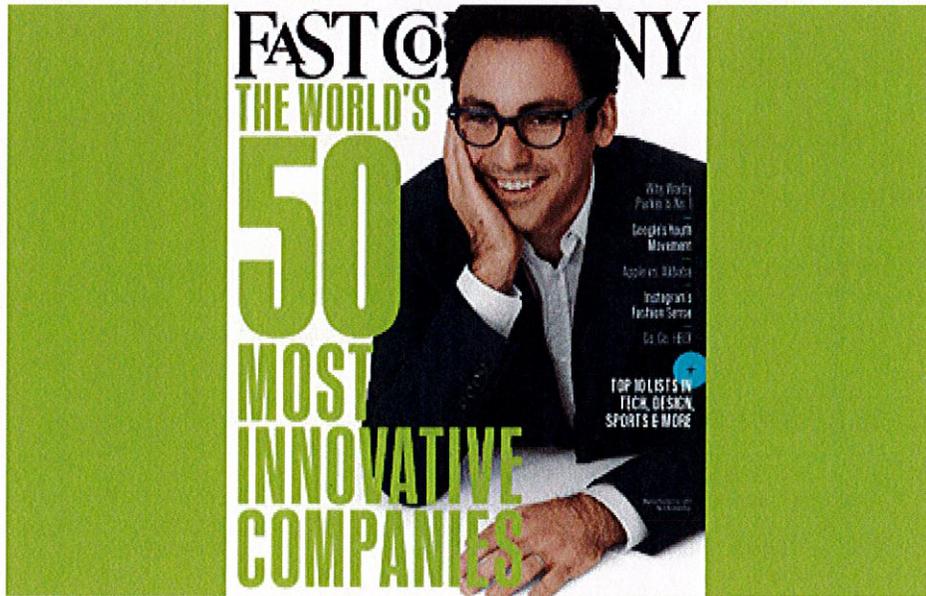
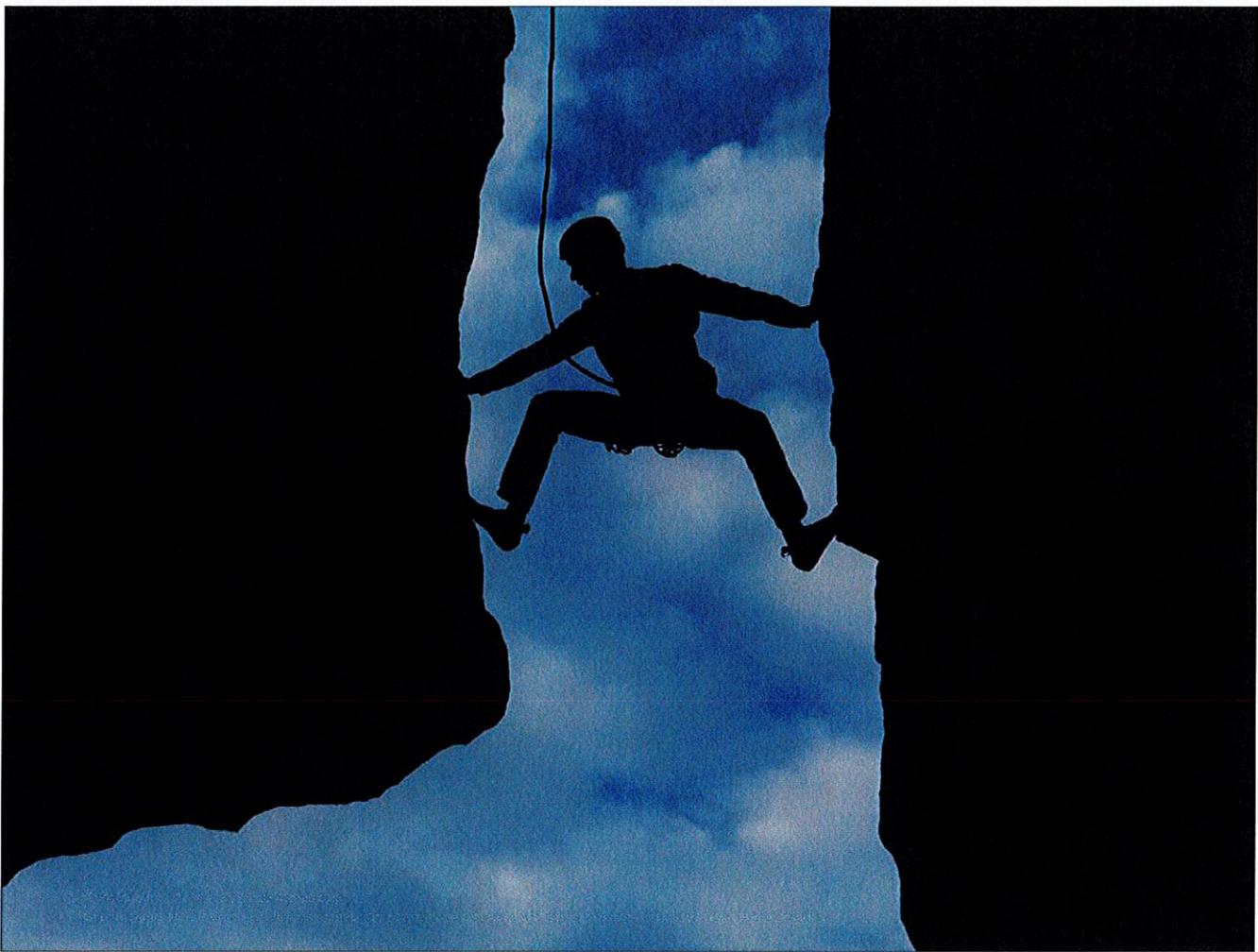
For your reflection:

Who is one person who I avoid, ignore, overlook, underestimate?

How might I get to know them better?

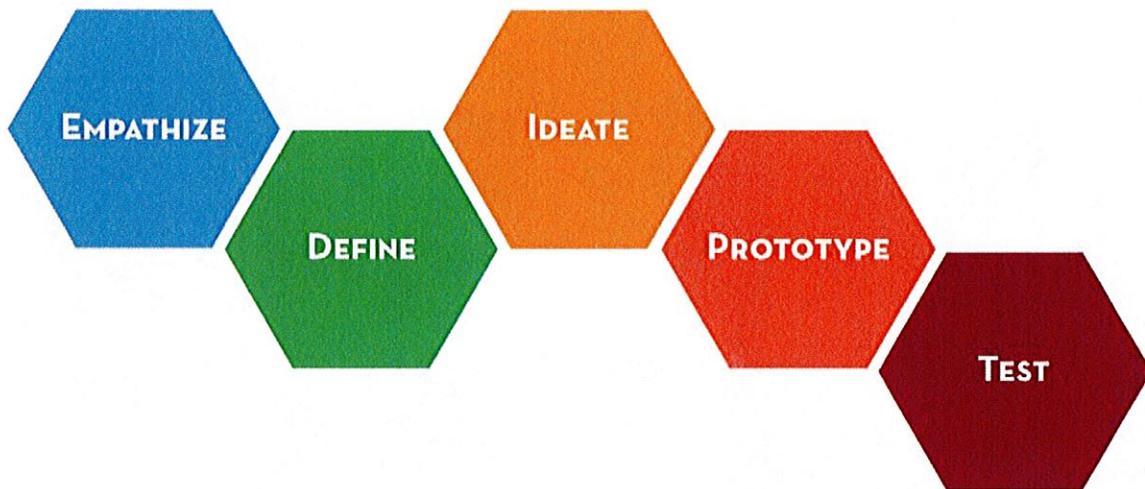
What is one visible signal I can send to:

- show curiosity in getting to know them better
- ask for their perspective
- include them in a social activity



<https://www.youtube.com/watch?v=W2la82niR7A>

Empathy in Innovation: The Design Thinking Process



<http://dschool.stanford.edu/wp-content/uploads/2012/02/steps-730x345.png>

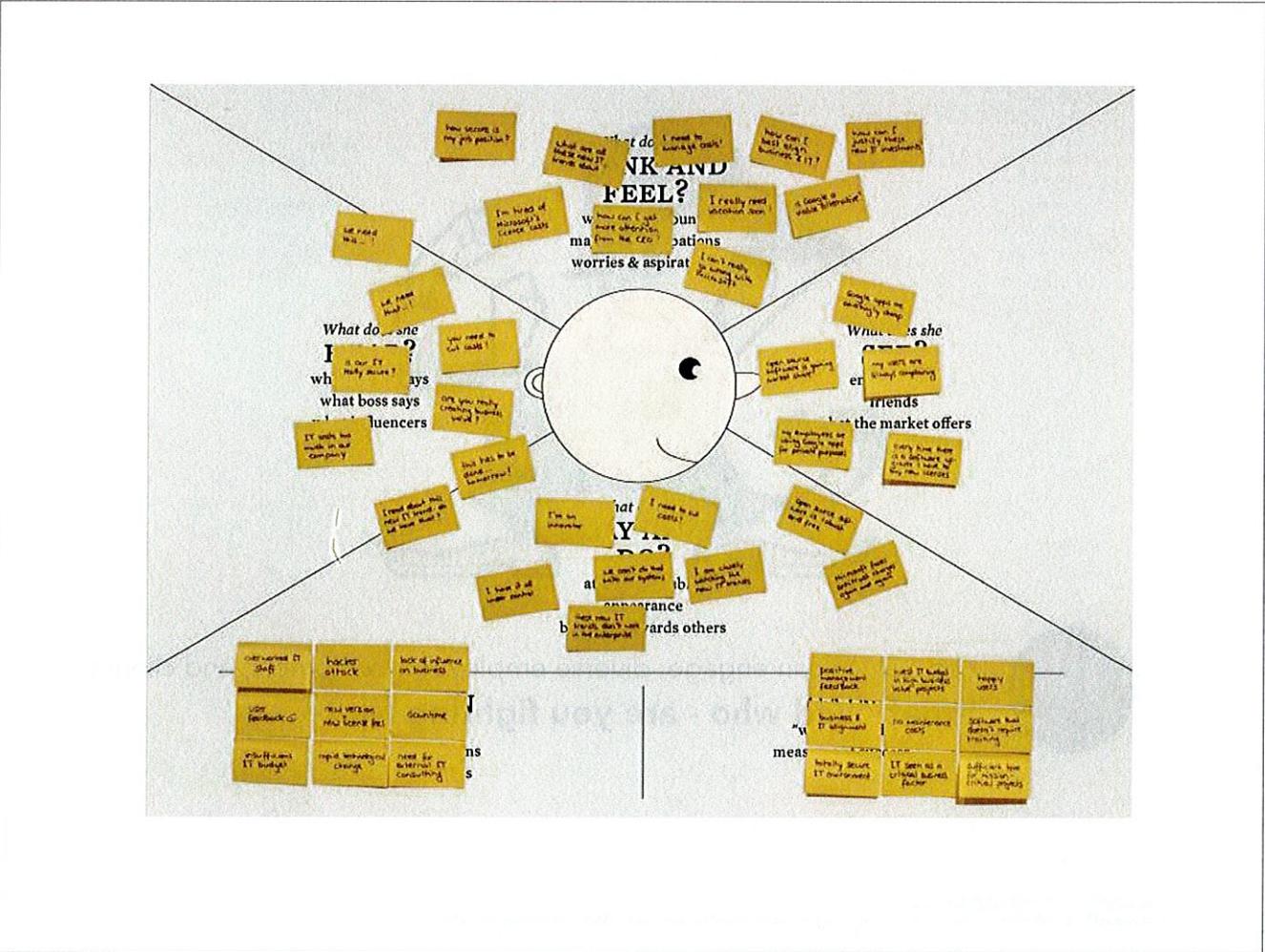
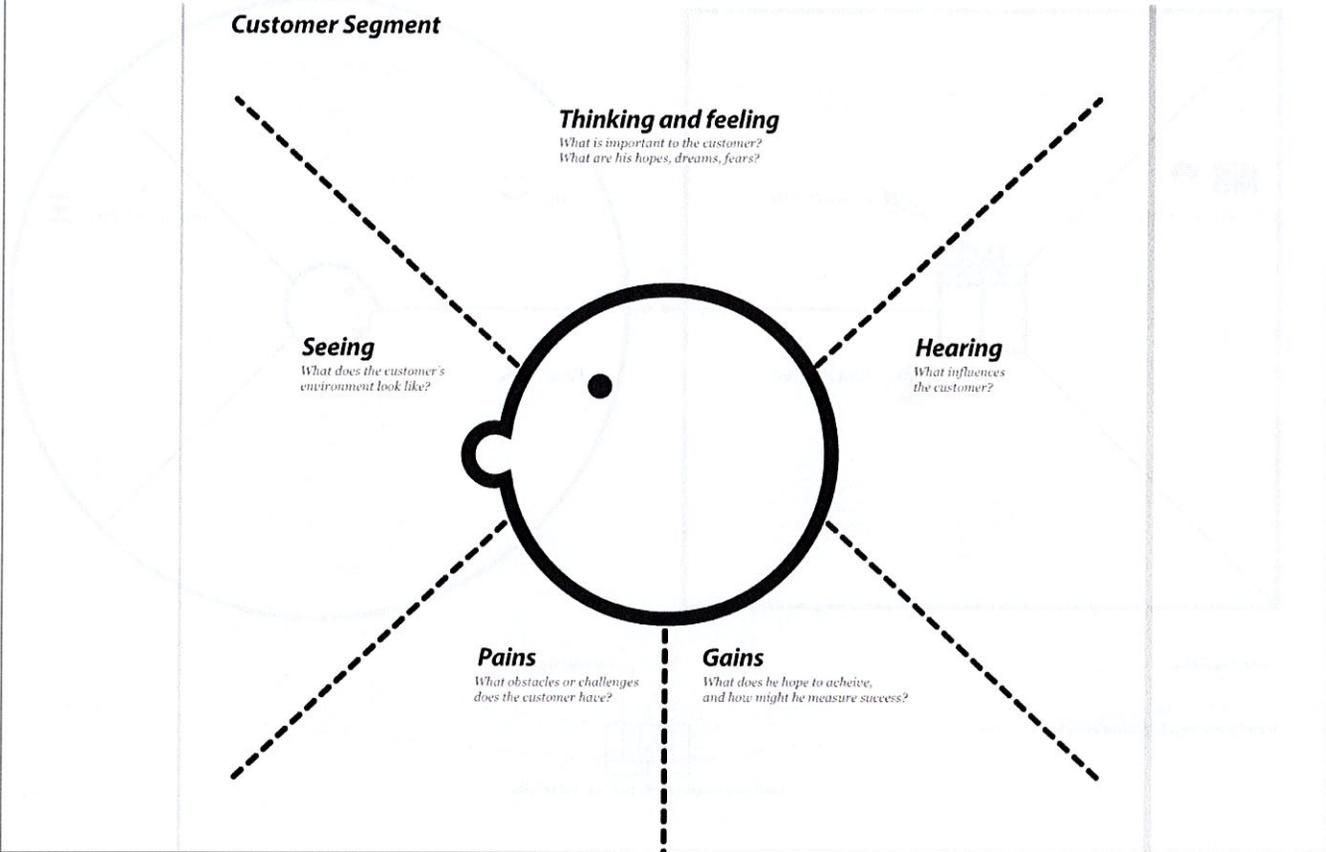
2 ≥

Empathic design

means thinking from the perspective of your users, and doing everything you can to feel and understand what they are experiencing.

- IDEO HCD Toolkit

Empathy Map: Business Generation Model

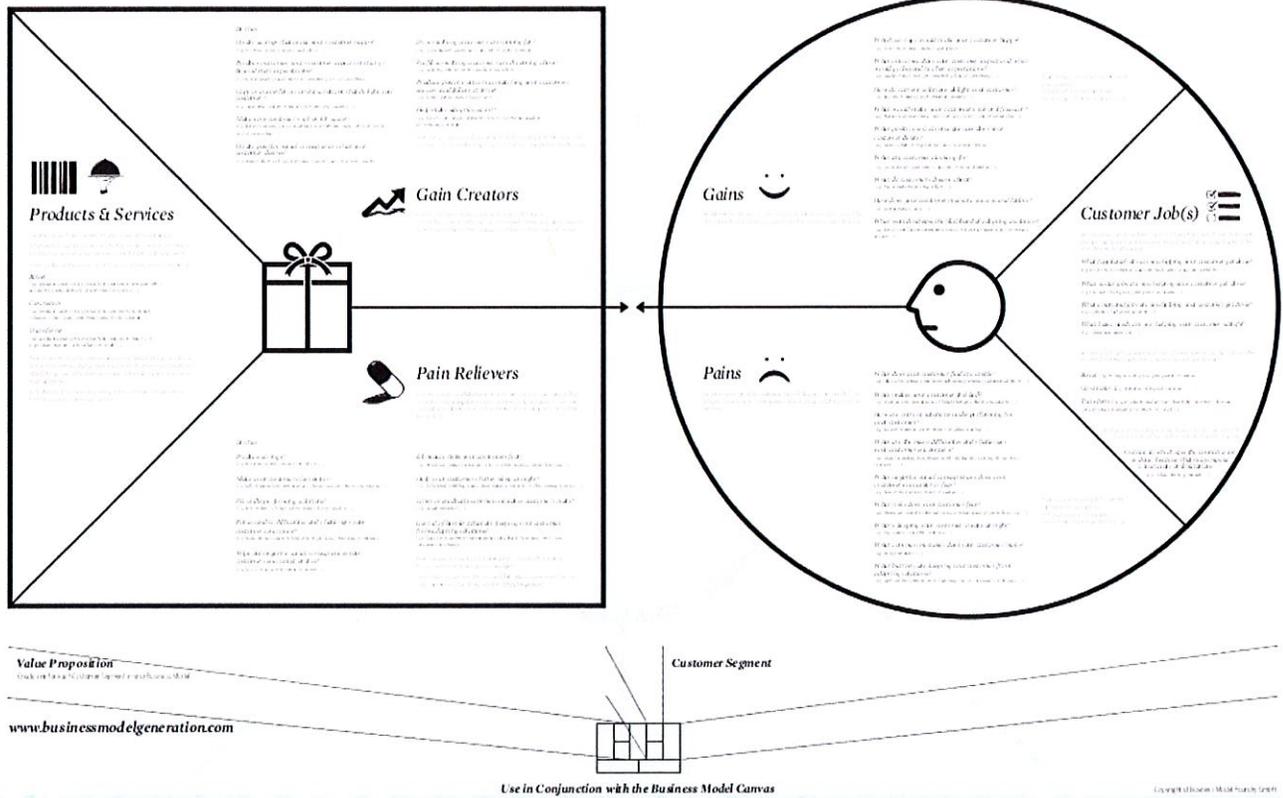


The Value Proposition Canvas

Designed for:

Designed by:

Eric
Reis



3

how values can engage diverse employees, customers, and clients
What - and who - are you fighting for?

Harvard Business Review

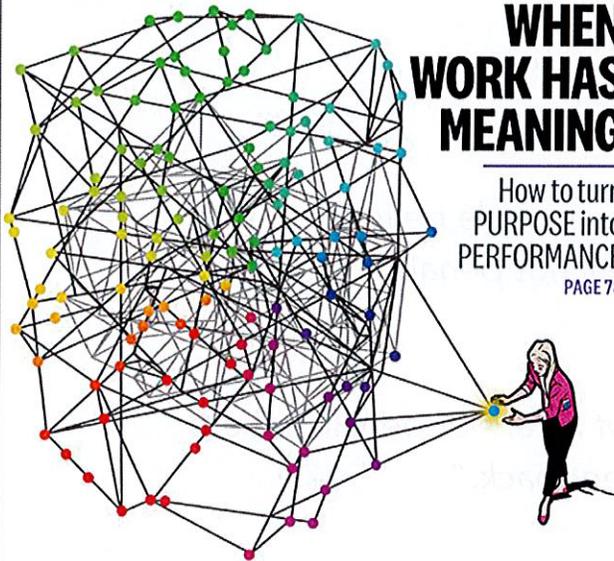
HOW CEOs MANAGE TIME
Michael E. Porter and Nitin Nohria PAGE 42

JAMIE DIMON ON RUNNING
AMERICA'S BIGGEST BANK
THE HBR INTERVIEW by AdIgnatius PAGE 124

ARE YOU TOO COLLABORATIVE?
Rob Cross, Scott Taylor, and Deb Zehner PAGE 134



HBR.ORG
JULY-AUGUST 2014



WHEN WORK HAS MEANING

How to turn
PURPOSE into
PERFORMANCE
PAGE 78

FEATURE CREATING A PURPOSE-DRIVEN ORGANIZATION



CREATING A PURPOSE-DRIVEN ORGANIZATION

HOW TO GET EMPLOYEES TO BRING THEIR
SMARTS AND ENERGY TO WORK
BY ROBERT E. QUINN AND ANJAN V. THAKOR

PAINTINGS BY GEOFF McFETRIDGE

78 HARVARD BUSINESS REVIEW JULY-AUGUST 2014

the exemplar strategy

using a story,
describe an individual
who exemplifies the values
of your organization
in action

Leadership Strategies for Engaging Employees Cultivate Psychological Safety for Voicing Openly and Honestly

Psychological safety:

*“the degree to which people perceive their **work environment as conducive to taking these interpersonal risks.**”*

In psychologically safe environments, people believe that if they make a mistake others will not penalize or think less of them for it.

They also believe that others will not resent or penalize them for asking for help, information or feedback.”

Psychological Safety and Learning Behavior in Work Teams
Author(s) Amy Edmondson
Source: Administrative Science Quarterly, Vol. 44, No. 2 (Jun., 1999), pp. 350-383.

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Harvard
Business
Review

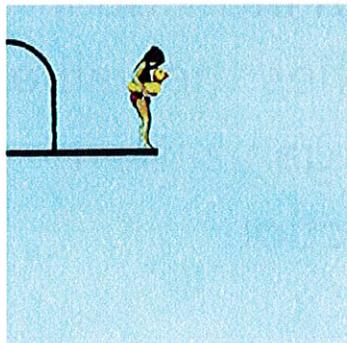
TALENT MANAGEMENT

High-Performing Teams Need Psychological Safety. Here's How to Create It

by **Laura Delizonna**

AUGUST 24, 2017

 SUMMARY  SAVE  SHARE  COMMENT  TEXT SIZE  PRINT **\$8.95** BUY COPIES



“There’s no team without trust,” says Paul Santagata, Head of Industry at Google. He knows the results of the tech giant’s massive two-year study on team performance, which revealed that the highest-performing teams have one thing in common: psychological safety, the belief that you won’t be punished when you make a mistake. Studies show that psychological safety allows for moderate risk-taking, speaking your mind, creativity, and sticking your neck out

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Psychological Safety:

Strategies for meetings and conversations

- Add the "Blind Spot" questions to your agenda:
 - What am I missing?
 - What are we missing?
 - Who have we forgotten who might be impacted?
- Have everyone speak early in the meeting
- Be curious about mistakes - seek to learn - and model through one's own mistakes and risks
- Role-play conflict - and reverse roles
- Share the mic: speak less, go last

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Leadership Strategies for Building Trust with Employees & Clients

4 core ingredients of TRUST

Truth-telling

A commitment to being truthful and transparent

Competent

Skilled in one's work, trustworthy in quality of work

Consistency

Reliable and dependable in terms of quality, promises, expectations

Concern for the Other

Signals consistent concern for another's well-being, not just one's interest

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Leadership Strategy for Inspiring your People and Guiding Change

Elevate your team through everyday RISE behaviors

elevation:

"a positive emotion experienced upon witnessing another person perform a virtuous act, principally one that improves the welfare of other people."

(Haidt, 2003 in Schnall, Roper, & Fessler, 2010, p. 315).

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social learning

(Social Psychologist Albert Bandura)

we learn through
observing others
and modeling their
behavior

changing the
signals we send



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Leaders focus on their behavior first

Work on the surface
- what we see and do everyday

change the **doing** [actions]
***what will you do differently
next week?***

change the **viewing** [perceptions]
***how will others see the change,
by your actions,
next week?***

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RISE Behavior

a behavior you can do everyday,
that is seen by others,
to **elevate** your team as a leader

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RISE behaviors are:

Repeatable - everyday rituals

Inspirational - to you and others

Symbolic - seen by others, and symbolizes core values

Example - elevates others by example

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4

crafting inspiring and contagious stories of value
for your people and your clients

the power of signature stories

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AMERICAN MARKETING
ASSOCIATION

Home Advertising Branding Engagement

Channels: Membership Events/Training Career

How to Create a Signature Brand Story

By: David Aaker

<https://www.ama.org/publications/MarketingNews/Pages/signature-brand-stories.aspx>

Key Takeaways

What? Stories are a vital way to induce emotional investment between a brand and its intended consumers.

So what? Properly crafted and told signature stories are a strategic asset that can be leveraged through time, providing inspiration and direction both internally and externally.

Now what? Dive deep without your brand's history to tease out compelling facets that catch the attention of your targets. Be intriguing, authentic, involving and strategic.

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A signature story needs to:

1. **Be intriguing**—some combination of thought-provoking, novel, provocative, interesting, informative, newsworthy or entertaining to the audience.
2. **Be authentic**—the audience cannot perceive the story to be phony, contrived or a transparent selling effort. Further, there should be substance behind the story and its message in the form of programs, policies or transparency that support it.
3. **Be involving**—the audience member should be drawn into the story, which can precipitate a cognitive, emotional or behavioral response.
4. **Be strategic**—have a message linked to the brand that enables growth by clarifying or enhancing the brand, the customer relationship, the organization or the business strategy.

<https://www.ama.org/publications/MarketingNews/Pages/signature-brand-stories.aspx>

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Our time together:

- 1 the new world may be digital, but we are still deeply social
the social brain mindset
- 2 deep understanding to create value in a complex, diverse world
empathy as the core skill of leadership
- 3 how values can engage diverse employees, customers, and clients
what - and who - are you fighting for?
- 4 crafting inspiring, contagious stories of value for your people & clients
the power of signature stories

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Legendary AdvantageSM

The Art and Science of Values-based Leadership in our Complex World

Christopher P. Adkins, PhD

Associate Teaching Professor

Rex and Alice Martin Executive Director

Notre Dame Deloitte Center for Ethical Leadership



Further reading for business leaders:

Neuroscience of Social Brain

Social, by Matt Lieberman

Empathy

Empathy: What it is and How to get it, by Roman Krznaric

Story-telling and Moments of Impact

The Power of Moments: Why Certain Experiences Have Extraordinary Impact

by Chip Heath and Dan Heath

Leadership

Extreme Teaming: Lessons in Complex, Cross-Sector Leadership

by Amy C. Edmondson & Jean-François Harvey

Give and Take, by Adam Grant

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