Leading others in ambiguity

Which of the six “leading in ambiguity” recommendations seem the most relevant to the situation and context you are leading in?

1. Demonstrate empathy
2. Evaluate the context
3. Create perspective
4. Instil clarity around priorities
5. Foster collaboration and transparency
6. Facilitate continuous improvement
Empathy

Josh Bersin (www.joshbersin.com), surveyed 30 of the Top Global companies and reported...."they are radically rethinking their leadership development programs and now focused on empathy, resilience, caring, and safety."
Empathy is feeling with someone

Ardern’s leadership style is empathetic, informal and informative

People feel that Ardern “doesn’t preach at them; she’s standing with them

There’s a high level of trust and confidence in her because of that empathy.”

Helen Clark - The Atlantic.
Brené Brown on Empathy

https://www.youtube.com/watch?v=1Evwgu369Jw
Phrases to avoid when trying to feel with someone?

- At least...
- Look on the bright side...
- The lesson in all this is...
- What I’m taking away from all this is....

What type of words and phrases transfer your intention of empathy inadvertently into sympathy or pity? Let us know your thoughts in the chat box....
Empathy – we are all biologically equipped for it

- It’s not something we need to develop within ourselves
- We just need to know how to engage our biology to demonstrate it.
- What gets in the way of that engagement can be:
  - A lack of presence & listening
  - Judgement - our own thoughts and perspectives on what’s being said rather than focusing on how people are feeling
  - Context (working under time pressure)
https://www.youtube.com/watch?v=f7XhrXUoD6U
Engaging your biology for empathy.

- Use a Purposeful Pause as you get ready to meet
  - 6 deep breaths, 1 minute of attention to breath

- During this minute, set an intention to be empathetic
  - Ask yourself how you are going to open yourself up to their emotions

- Use mindful listening when others are talking
  - The focus of your attention is listening to the other person, what they are saying and how they are feeling.
The four qualities of empathy (Theresa Wiseman)

1. Perspective taking – being able to connect with the perspective of the other person
2. Staying out of our own judgement
3. Recognising emotions in others
4. Communicating about the situation, feelings and impact with finesse
Empathy

Why is empathy so important now?
What are some good approaches to it?
Instil clarity around priorities
Instil clarity around priorities

- **Evaluate the context and create perspective** - Elevated stress can prompt a tunnel vision phenomenon, in which people focus only on the present and what they know and see in-front of them.

- Senior leaders can draw on a wealth of research, precedent, and broader experience to help people see the bigger picture around them.

- Take a coach, mentor and then if required, a directive approach

- **Create, execute, evaluate, refine, repeat.** Communicate clearly, simply, frequently.
Instil clarity around priorities

What good examples around this come to mind? How can we amplify our approach?
Insights from the Royal Marines
Insights from the Royal Marines

- When it comes to influence, the quality of the relationship is key
- Work on the quality of the relationship, influence will become infinitely easier
- Role model and continually encourage your leaders to work on their relationships
- What sort of things can or have you been doing to enhance relationships in this environment? Let us know in the chat box
We are always influencing

We're always exerting influence simply by being who we are, saying what we say, and doing what we do. The only real choice we have in the matter is whether or not the influence we exert is good or bad.

Alex Lickerman The Power of Influence
UNPRODUCTIVE STATES | CORE EMOTIONAL INTELLIGENCE COMPETENCIES | PRODUCTIVE STATES
---|---|---
Disconnected | Self-Awareness | Present
Insensitive | Awareness of Others | Empathetic
Untrustworthy | Authenticity | Genuine
Limited | Emotional Reasoning | Expansive
Temperamental | Self-Management | Resilient
Indifferent | Positive Influence | Empowering
Leading with influence

SCARF: a brain-based model for collaborating with and influencing others

First published in the NeuroLeadership JOURNAL ISSUE ONE 2008

S = status
C = certainty
A = autonomy
R = relatedness
F = fairness