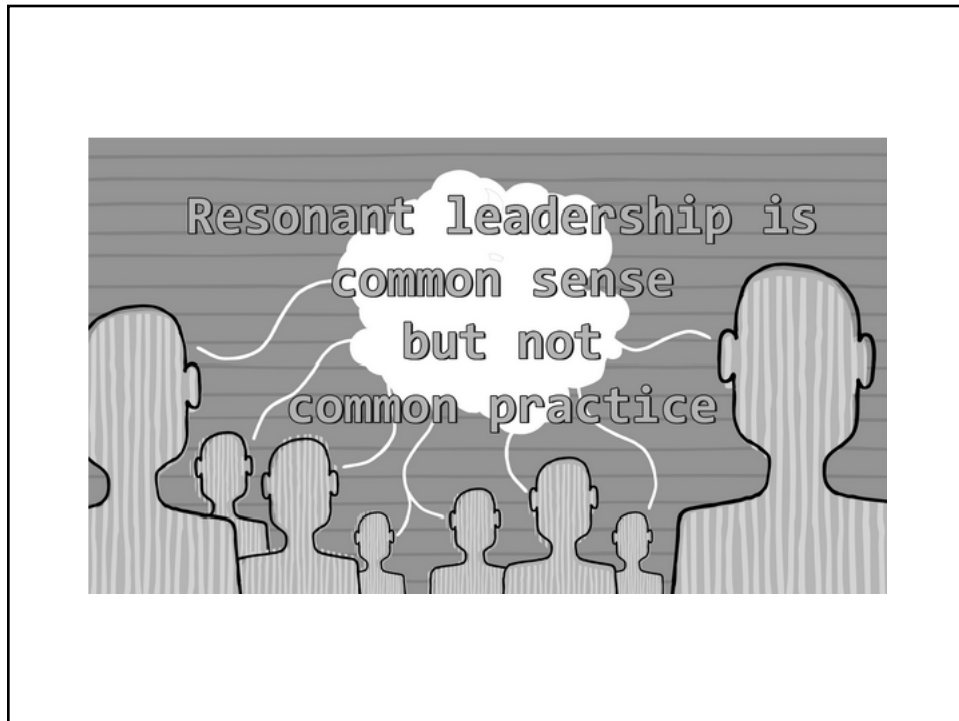




## Leadership Shift

- Away from enforcing compliance and towards shaping what followers actually *want to do*\*

*\*The New Psychology of Leadership (2007), Reicher, Platow, Haslam*



## Resonant Leadership Mindsets

- Ministry
- It is about what you do
- Centeredness
- Humility
- Eliminating Blame & Seeing the System
- Sharing What Inspires You



## Mindset

*Having impact is about what YOU do, not what others fail to do*

*To change your impact on others, you have to change.*

*-Ullmen & Stanley-Which Bird Gets Heard*

## Centeredness

Harvard Business Review, *How To Be an Inspiring Leader*, April, 2017

- Although we found that many different attributes help leaders inspire people, we also found that you need only one of them to double your chances of being an inspirational leader: centeredness. This is a state of mindfulness that enables leaders to **remain calm under stress, empathize, listen deeply, and remain present.**

## Listen Deeply

When someone shares a perspective that is contrary to your values, point of view....our leadership work is first to *understand deeply* what a person is saying and feeling. It requires empathy and curiosity. If we are successful, we restate the person's story and the person responds (metaphorically), "I could not have said it better myself." At which point, we then say, I have a "different perspective"

## Chance Encounters

Are Opportunities to Listen, Acknowledge, and Connect

**"Thanks for letting me know"**

## **Responding To Chance Encounters**

**(including ones that we create)**

- **"Please call or email you set up more time to talk about this."**
- **"I appreciate the conversation, and I'm not going to do anything with this. Is that OK with you?"**
- **"I don't have an answer for you right now. Please email your question so I can give you a thoughtful reply."**
- **"I actually don't see it the way you do, but I appreciate knowing your view." Then if they ask for your view, share it.**

**Paul Axtell, *Meetings Matter***

The most powerful way to make a difference with the people who work for you is to talk with them in a way that leaves them feeling you are interested in who they are and what they do.

Paul Axtell, *Meetings Matter*

# Humility

is not thinking less of yourself  
but thinking of yourself less  
- CS Lewis

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## Humility Is The New Smart\*

1. Being able to acknowledge one's mistakes, imperfections, gaps in knowledge, and limitations
2. Being open to new ideas, contradictory information, and advice.
3. Having a low focus on self or a tendency to "forget the self"
4. Appreciating the value the many different ways other people contribute.

\*Hess, Edward D.; Ludwig, Katherine (2017-01-16). Humility Is the New Smart: Rethinking Human Excellence in the Smart Machine Age

## Eliminate Blame

*When we lack influence, it's easy to blame others and fault conditions. It's easy, but ineffective.*

*The only effect blaming and complaining has on your impact is to reduce it, because you reduce yourself by doing it.*

--Ullmen & Stanley





- **Complaints often feel like personal attacks**
- **Behind every complaint is a request and a set of feelings**

**Paul Axtell, *Meetings Matter***

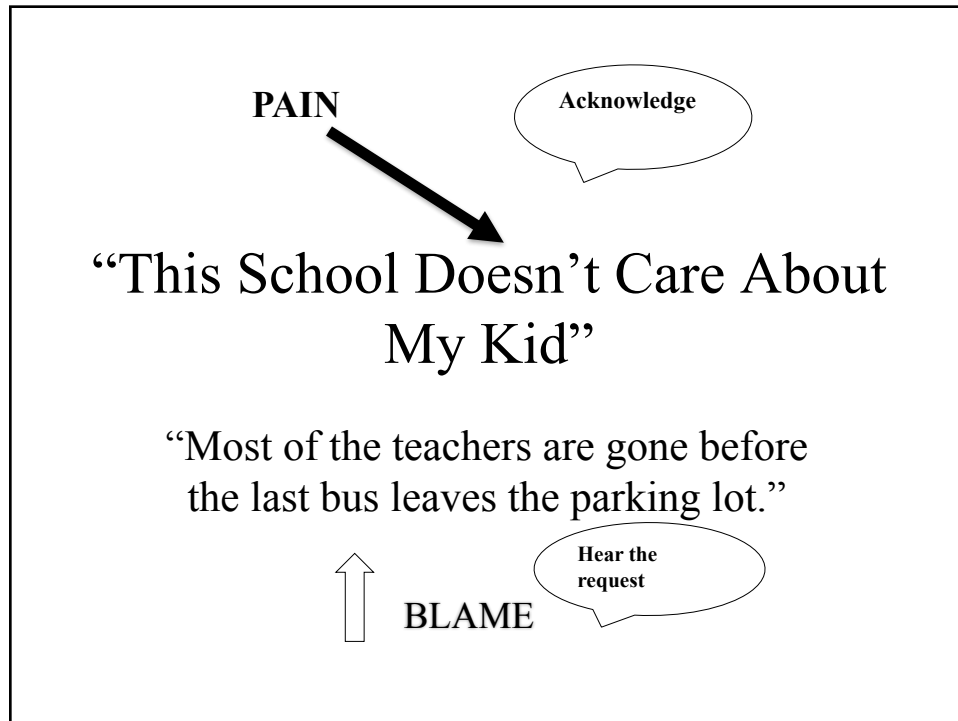
## Another Way of Thinking About Complaints

**“Surfacing and working through complaints is part of having a great organization”**

**“When people realize that they can complain and be heard, they begin to surface issues that need to be addressed.”**

**Paul Axtell, *Meetings Matter***

## Google Ear Buds For Complaints



What about when educators blame?

## Instead of blaming, map the contribution system

- Every system is perfectly designed to achieve exactly the results it gets.

-Paul Batalden, M.D.



## A Common Response to Setbacks

- ...our tendency is to explain it in terms of the character, motivation, and abilities of the individuals involved.
- If our explanations are personal, then our solutions are also personal: fix the players, fire them, rotate them, divorce them.
  - Barry Oshry, *Seeing Systems*

## Another Perspective

- If our explanations are specific to our organization, then we fix the organization: reorganize, reengineer, restructure.

## It is Challenging to *See the System*

We see our part of the system but not the whole; we see what is happening with us but not what is happening elsewhere; we don't see what others' worlds are like, the issues they are dealing with, the stresses they are experiencing; ...we don't see how all the parts influence one another.

B.Oshry

## Impact of System Blindness

- When we don't see systems, we fall out of the possibility of partnership with one another; we misunderstand one another; we make up stories about one another; we have our myths and prejudices about one another; we hurt and destroy one another; ...and our systems—organizations, families, task forces, faith groups—squander much of their potential.

## Community College Challenge

### A Problem

**60-70%**

Entering Community College students need at least 1 developmental math course before enrolling in college-credit courses

**80%**

Percent of students that never get out of the developmental math pathway

**500,000**

**students**  
in every cohort will never complete math requirement

**Are these students doomed to be “bad at math,” or is there a way to support them through remediation?**



## The System Producing The Problem

### Productive Persistence

**Aim:**  
Students continue to put forth effort during challenges and when they do so they use effective strategies.



### Primary Drivers

Students believe they are capable of learning math.

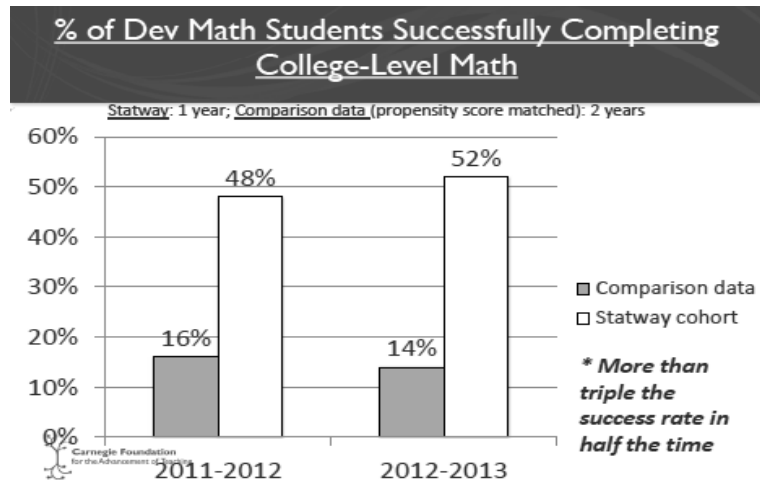
Students feel socially tied to peers, faculty, and the course.

Students believe the course has value.

Students have skills, habits and know-how to succeed in college setting.

Faculty and college support students' skills and mindsets.

## Incredibly Encouraging Data



## How To See The System

### Empathy + Curiosity

- Interviews with people above you, below you, and at your level?
  - I would like to better understand how you view xxxxx
  - This is not a dialogue or a debate but a chance to understand



## A District Leadership Team Trying to See the System

- What do you want your colleagues who are (building based leaders, district leaders) to better understand about your work and the challenges you face that you think they don't see or understand?

## A District Leadership Team Trying to See the System

- In general, everyone wants our meetings to be effective, engaging, and worth our time. What are some of the factors that get in the way of those good intentions?

## Find Out What Inspires You & It Will Inspire Others

*Inspiration energizes.*

*Inspiration is contagious.*

*If you're truly inspired about what you're  
trying to say, you give others a chance to be  
inspired too.*

-Ullmen & Stanley



## INFLUENCE

So what inspires you?

*Think of a story from your work experience  
that inspired you....*

## Resonant Leadership (Let's Review)

- It is about what you do
- Centeredness
- Humility
- Ministry
- Eliminating Blame & See The System
- Sharing What Inspires You