Human-Centered Leadership

A New Set of Behaviors, Mindsets & Attributes for the 21st Century
Who Are We

1. Discover Possibilities through Systems Understanding
2. Clarify Purpose and Strategy
3. Drive People-Focused Culture Transformation
4. Develop Transformative Leadership for the Future
5. Reimagine Employee Empowerment Practices
6. Inspire Productivity through Well-being
Our Clients
Who I Am
Agenda

01 Connecting with Your Experiences
02 Future of Work
03 Human-Centered Leadership (HCL)
04 HCL in Action
Connecting with Your Experiences

Renée Smith
Director of Workplace Transformation
Results Washington
Office of the Governor
What we will do…

Find a partner.

Warm-Up Exercise

Actual Exercise:

• We describe a factor of one at a time.

• You will sit or stand to ID your experience.

• You share about your experience with your partner.

• Repeat for two other factors.
Find a partner.
Warm Ups: Sit or Stand to indicate your preference.
Do you prefer Dogs or Cats?

Stand for DOGS

Sit for CATS
Do you prefer to Call or Text?

Stand for CALL

Sit for TEXT
Do you prefer Mountains or Ocean?

Stand for MOUNTAINS

Sit for OCEAN
Would you prefer
NEW SHOES or NEW PHONE?

Stand for
NEW SHOES

Sit for
NEW PHONE
Do you prefer to be the DRIVER OR PASSENGER?

Stand for DRIVER

Sit for PASSENGER
Would you describe yourself as NEW TO LEAN or EXPERIENCED?

Stand for NEW TO LEAN

Sit for EXPERIENCED
Actual Exercise:

- Explain the key factor.
- Sit or stand for your experience.
- Describe your experience.
Factor 1: Social Support

Connection versus Loneliness
Was the last week at work, characterized by feeling LONELY OR CONNECTED?

Stand for LONELY

Sit for CONNECTED
Now, share with your partner about your experience of CONNECTION or LONELINESS last week.

What impacts did this have?
Factor 2: Well-Being

Calm versus Stressed Out
Was the last week at work characterized by feeling STRESSED OUT or CALM?

Stand for STRESSED OUT

Sit for CALM
Tell your partner about your experience of feeling STRESSED OUT or CALM last week.

What impacts did this have?
Factor 3: Attention

Distracted versus Living in the Moment
Last week at work were you mostly DISTRACTED or LIVING IN THE MOMENT?

Stand for DISTRACTED

Sit for LIVING IN THE MOMENT
Tell your partner about your experience of BEING DISTRACTED or LIVING IN THE MOMENT last week.

What impacts did this have?
What stood out from your sharing?
Future of Work
Business Evolution

- Household economy
- Barter system
- Money economy
- Town economy
- National economy
- World market stage

SESIL PIR CONSULTING
We Live in a Different Era

1970s
Products

1990s
Products and Services

2000s
Customer Centric

Today
Relationship Centric

02  Future of Work
Three Strategies

**Traditional**
- Hierarchical structure
- Talent is limited and discretionary
- Organizational emphasis on traditional employee relationships
- Authoritative leadership

**Strategic**
- Semi-flexible structure
- Talent is core
- Expansive use of agile talent to augment internal strategic work
- Less authoritative leadership

**Transformative**
- Agile structure
- Talent is base
- Organization is assembled from agile talents
- New age leadership and employee empowerment

Note. Agile Talent Collaborative, 2015
Disrupt or Be Disrupted

In the last 15 years, 52% of the Fortune 500 companies have disappeared

1955

1975

2030
Fourth Industrial Revolution

Forces of Change
1. Digitalization
2. Democratization
3. Globalization

Work Experience Redefined
1. Reengineering Work
2. Transforming the Workforce
3. Rethinking Leadership
4. Redesigning Workspace(s)

Implications
1. Digitalization

TECHNOLOGICAL

<table>
<thead>
<tr>
<th>Technology</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobile internet, cloud technology</td>
<td>34%</td>
</tr>
<tr>
<td>Processing power, Big Data</td>
<td>26%</td>
</tr>
<tr>
<td>New energy supplies and technologies</td>
<td>22%</td>
</tr>
<tr>
<td>Internet of Things</td>
<td>14%</td>
</tr>
<tr>
<td>Sharing economy, crowdsourcing</td>
<td>12%</td>
</tr>
<tr>
<td>Robotics, autonomous transport</td>
<td>9%</td>
</tr>
<tr>
<td>Artificial intelligence</td>
<td>7%</td>
</tr>
<tr>
<td>Adv. manufacturing, 3D printing</td>
<td>6%</td>
</tr>
<tr>
<td>Adv. materials, biotechnology</td>
<td>6%</td>
</tr>
</tbody>
</table>
## 2. Democratization

### DEMOGRAPHIC AND SOCIO-ECONOMIC

<table>
<thead>
<tr>
<th>Issue</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changing nature of work, flexible work</td>
<td>44%</td>
</tr>
<tr>
<td>Middle class in emerging markets</td>
<td>23%</td>
</tr>
<tr>
<td>Climate change, natural resources</td>
<td>23%</td>
</tr>
<tr>
<td>Geopolitical volatility</td>
<td>21%</td>
</tr>
<tr>
<td>Consumer ethics, privacy issues</td>
<td>16%</td>
</tr>
<tr>
<td>Longevity, ageing societies</td>
<td>14%</td>
</tr>
<tr>
<td>Young demographics in emerging markets</td>
<td>13%</td>
</tr>
<tr>
<td>Women's economic power, aspirations</td>
<td>12%</td>
</tr>
<tr>
<td>Rapid urbanization</td>
<td>8%</td>
</tr>
</tbody>
</table>
Shifting Demographics

Age  Ethnicity  Gender  Attitude  Contingency
3. Globalization

- Office and Administrative: -4,759
- Manufacturing and Production: -1,609
- Construction and Extraction: -497
- Arts, Design, Entertainment, Sports and Media: -151
- Legal: -109
- Installation and Maintenance: -40

- Business and Financial Operations: +492
- Management: +416
- Computer and Mathematical: +405
- Architecture and Engineering: +339
- Sales and Related: +303
- Education and Training: +66
New Groups of Workers

- Traditional workers
- Temporary workers
- Freelance business owners
- Independent contractors
- Moonlighters
- Diversified workers
Challenges
Decent Jobs: Rise of Automation
Decent Jobs: Scale of Skills

<table>
<thead>
<tr>
<th>Skill Type</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cognitive Abilities</td>
<td>15%</td>
</tr>
<tr>
<td>Systems Skills</td>
<td>17%</td>
</tr>
<tr>
<td>Complex Problem Solving</td>
<td>36%</td>
</tr>
<tr>
<td>Content Skills</td>
<td>10%</td>
</tr>
<tr>
<td>Process Skills</td>
<td>18%</td>
</tr>
<tr>
<td>Social Skills</td>
<td>19%</td>
</tr>
<tr>
<td>Resource Management Skills</td>
<td>13%</td>
</tr>
<tr>
<td>Technical Skills</td>
<td>12%</td>
</tr>
<tr>
<td>Physical Abilities</td>
<td>4%</td>
</tr>
</tbody>
</table>

The chart shows the scale of skills demand in 2020 and the current skill demand. The skills include cognitive abilities, systems skills, complex problem solving, content skills, process skills, social skills, resource management skills, technical skills, and physical abilities. The data indicates that certain skills are in high demand, while others are declining.
Decent Jobs: Talent Sourcing by Industry

![Bar chart showing the average ease of recruitment by industry. The bars are labeled for Basic and Infrastructure, Consumer, Energy, Financial Services and Industries, Healthcare, Information and Communication Technology, Media, Entertainment and Information, Mobility, and Professional Services. The values range from -2.0 to 0.0, with Basic and Infrastructure showing the highest difficulty at -0.55, and Energy showing the second highest at -0.14. The rest show varying levels of difficulty.]
## Decent Jobs: Gender Gap

<table>
<thead>
<tr>
<th>Industry</th>
<th>Women's economic power, aspirations perceived as driver of change in the industry</th>
<th>Targeting female talent perceived as key future workforce strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industries Overall</td>
<td>10%</td>
<td>25%</td>
</tr>
<tr>
<td>Basic and Infrastructure</td>
<td>10%</td>
<td>35%</td>
</tr>
<tr>
<td>Consumer</td>
<td>21%</td>
<td>25%</td>
</tr>
<tr>
<td>Energy</td>
<td>13%</td>
<td>36%</td>
</tr>
<tr>
<td>Financial Services &amp; Investors</td>
<td>9%</td>
<td>30%</td>
</tr>
<tr>
<td>Healthcare</td>
<td>10%</td>
<td>17%</td>
</tr>
<tr>
<td>Information and Communication Technology</td>
<td>3%</td>
<td>16%</td>
</tr>
<tr>
<td>Media, Entertainment and Information</td>
<td>7%</td>
<td>46%</td>
</tr>
<tr>
<td>Mobility</td>
<td>6%</td>
<td>21%</td>
</tr>
<tr>
<td>Professional Services</td>
<td>15%</td>
<td>21%</td>
</tr>
</tbody>
</table>
## Decent Jobs: Leadership & Development

<table>
<thead>
<tr>
<th>Issue</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unconscious bias among managers</td>
<td>44%</td>
</tr>
<tr>
<td>Lack of work-life balance</td>
<td>44%</td>
</tr>
<tr>
<td>Lack of role models</td>
<td>39%</td>
</tr>
<tr>
<td>Lack of qualified incoming talent</td>
<td>36%</td>
</tr>
<tr>
<td>Women's confidence, aspirations</td>
<td>31%</td>
</tr>
<tr>
<td>Societal pressures</td>
<td>23%</td>
</tr>
<tr>
<td>Unclear career paths</td>
<td>17%</td>
</tr>
<tr>
<td>Lack of talent, leadership development for women</td>
<td>15%</td>
</tr>
<tr>
<td>Don't know</td>
<td>12%</td>
</tr>
<tr>
<td>No barriers</td>
<td>10%</td>
</tr>
<tr>
<td>Lack of parental leave</td>
<td>6%</td>
</tr>
</tbody>
</table>
Shift to...

Hierarchy
Competing for share
Function-based work
Org-centric
Command & Control
Work-life balance
Security

Network & Relationship
Creating new market
Project-based work
People-centric
Trust-based
Life balance
Flexibility
Despite Investments

Productivity growth in G7 countries, 1950–2015

Source: Penn World Tables version 9, available at https://www.rug.nl/ggdc/productivity/pwt/ authors’ calculations
## Workplace Statistics

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>~48%</td>
<td></td>
<td>of people feeling ‘unsatisfied’ at work</td>
</tr>
<tr>
<td>~32%</td>
<td></td>
<td>of US workers are engaged vs. ~13% of global workforce</td>
</tr>
<tr>
<td>~10%</td>
<td></td>
<td>are concerned about an individual at work they fear could become violent</td>
</tr>
<tr>
<td>~40%</td>
<td></td>
<td>of workers reported their job was very or extremely stressful</td>
</tr>
<tr>
<td>4x</td>
<td></td>
<td>Young workers job insecurity or unemployment compared to elders</td>
</tr>
<tr>
<td>~10%</td>
<td></td>
<td>of the world’s population lives on less than $2 per day</td>
</tr>
<tr>
<td>~9.5 million</td>
<td></td>
<td>People in the United States work full time and still fall under the poverty line</td>
</tr>
<tr>
<td></td>
<td>Gender pay gap is to close by</td>
<td>2186</td>
</tr>
</tbody>
</table>

*Sources:
- Conference Board
- NIOSH
- Gallup
- American Workplace
- World Bank
- US Bureau of Labor Statistics
- WEF*
What Do New Generations Expect?

What is the most important criterion for a young person entering the labour market?

- 8% Employer is reputable
- 12% Job fits their experience
- 60% Quality of work experience
- 19% Good salary and benefits
A Meaningful Experience

Meaningful work experience

Leadership

Employee Empowerment Practices

Culture

02 Future of Work
In Your Tables

• What changes are you noticing in your work during this time of transition?
• What are some key opportunities jumping at you?
• What are some key challenges?
10 Minute Break
Human Centered Leadership
Critical indicators that make sustainable transformation and growth a possibility!
When Individuals Thrive...

- 50% Higher Productivity
- 40% Less Burnout
- 106% More Energy at Work
- 74% Less Stress
- 29% Higher Life Satisfaction

Mental

Emotional

Spiritual

Physical
When Organizations Thrive...

**Authentic Self**
- I belong
- I can be my authentic self
- I can connect to my purpose

**Uplift Individual AND Collective**
- Collaboration happens naturally
- People connect to their purpose
- Innovation abounds

**Results Follow**
- Results increase
- Organization is more productive
- Business becomes sustainable
How We Choose to Show Up Drives Outcome

**Adaptability + Resilience = Sustainable growth**

**Behaviors**
- Leaders sit in many chairs
- Leaders lead themselves
- Leaders lead for head, heart, hand
- Leaders lead for connection
- Leaders lead with growth

**Mindsets**
Caring, Abundance, Wellbeing... , Growth

**Core human attributes**
Purpose, Courage, ... Mastery
Which behaviors enable growth?
Behaviors

Leaders sit in many chairs.
Leaders lead themselves first.
Leaders lead for head, heart and hands.
Leaders lead for connection.
Leaders lead with growth.
What Causes Behavior Change?

10% Information
Inattentional blindness:
• “I can’t hear you”
• “I hear you but I don’t believe you”

Confirmation bias
• “I believe you but I can’t/ won’t do anything about it”

Overwhelm
Despair
Learned helplessness
Apathy
What Causes Behavior Change?

10% Information

10% Motivation
• Reason or badger
• Convey the urgency
• Elicit compassion

Temporary Paradoxical increase in defense
Superficial changes
What Causes Behavior Change?

80%

Shift in Worldview

10%

Motivation

10%

Information
Main Findings

Behavior  Think  Feel  Raw Emotion  Physiology

Behavior  Perspective  Sense of self

awareness of the energy  energy  streams of data
Which mindsets support these behaviors?
Mindsets

- Caring (over control)
- Abundance (over scarcity)
- Wellbeing or Benefit (over welfare)
- Productive (over defensive)
- Interconnectedness (over self-orientation)
- Collective (over individual)
- On-going learning (over fixed)
- Practice (over action)
Mindsets

- Caring (over control)
- Abundance (over scarcity)
- Wellbeing or Benefit (over welfare)
- Productive (over defensive)
- **Interconnectedness (over self-orientation)**
- Collective (over individual)
- On-going learning (over fixed)
- Practice (over action)
Human Centered Leadership

A  B  C

D

E  F  G
Interconnectedness

- Inter-connected-ness
- Inter
  - Between/inside
- Connected
  - Joined together
- Ness
  - State
In Interaction

http://www.richardwiseman.com/resources/twominds.pdf

Underlying Structure of Meaning-Making

Single Point  Across Categories  System of Systems

Categories  Systemic

Human Centered Leadership
Lack of Connection

- worse for health than smoking, high blood pressure or obesity
- higher inflammation at the cellular level
- slower recovery from disease
- increased antisocial behavior and violence
- higher susceptibility to anxiety and depression
- suicide
In Connection

50% increased chance of longevity

Stronger gene expression for immunity (research by Steve Cole, UCLA)

50% lower rates of anxiety and depression

Higher self-esteem and empathy

Better emotion regulation skills

Social connection creates a positive feedback loop of social, emotional, and physical well being.
Path to Inclusion

- Integration is key
- Pay attention to language
- Provide direct rather than abstract experiences
- Provide interactive rather than passive information
- Provide a community — in person, online
- Allow expression of doubts, fears, uncertainties
- Frequent reminders — of membership, efficacy, and values
Wiring in a 24/7 World
Part 1.
The Impact of my Behavior

- You will find in your worksheet a number of statements describing specific behaviors
- Find at least two that you at times engage in
- Consider the impact of the specific behaviors on:
  - You
  - The other person
  - The team
  - The organization
Part 2. Gaining Awareness

• What does ‘connectedness’ mean for me?

• Taking into the result/ impact of my behaviors at times, how can I better:

  • cultivate it
    • Attitudes – how can I evolve my thinking?
  • communicate it
    • Cognitive – what do I say?
    • Affective – how do I feel?
    • Behavioral – how do I behave?
Part 3. Sharing Reflections

• Find a pair to cross share for 10 minutes
• Any reflections to share with the broader group?
Which attributes support mindset shift?
Core Attributes of Human Centered Leadership

- Purpose
- Courage
- Foresight
- Emotional Insight
- Wonder
- Wisdom
- Compassion
- Mastery
Core Attributes of Human Centered Leadership

The shadow sides

- Purpose
- Courage
- Mastery
- Compassion
- Wisdom
- Wonder
- Foresight
- Emotional Insight
- Negligence
- Insecurity
- Mediocrity
- Indifference
- Disconnect
- Ignorance
- Cynicism

The bright sides

- Meaning
- Safety
- Rejuvenation
- Purpose
- Mastery
- Courage
- Fairness
- Emotional Insight
- Wisdom
- Inclusion
- Innovation
- Engagement
- Wonder
- Agility
10 Minute Break
Example – Compassion

- Mastery
- Purpose
- Courage
- Foresight
- Emotional Insight
- Wonder
- Wisdom
- Indifference
- Mediocrity
- Insecurity
- Disconnect
- Negligence
- Cynicism
- Ignorance
- Inaction
- Rejection
- Empathy
- Incompetence
- Ignorance
Compassion

“Be kind, for everyone you meet is there a fighting battle.”

Plato
Compassion Defined

A View From Science

A compassionate self holds three facets:
- A sensitivity to the pain or suffering of another, coupled with the deep desire to alleviate that suffering
- Beyond motivation, an active pursuit of alleviating distress for others and in systems
- The ability to coordinate and catalyze action across many to respond to suffering

(Goetz et al. 2010, Kanov et al. 2004)

A View From the Art of Leading

A compassionate self holds:
- A willingness to share a possibly painful experience with equanimity or stability
- An ability to tend the other while in pain
- A desire to alleviate the confusion, distress, loss, grief no matter their source, even if that source is oneself or actions that one must take as a leader

Compassion is built on top of many attributes because it requires us to care for not only our own self-interest but also the interest of another despite the circumstances and as a result, it is the only true way to mastery of our deep inner humanity
An Elaborate Process

Source: Figure adapted from Dutton, Workman, & Hardin, Compassion at Work (2014)
Source: Annual Review of Organizational Psychology & Organizational Behavior, 1: 277-304
Stress

“Our goal isn't a life without stress. The idea is to have the right amount of stress.”

Robert M. Sapolsky, Neurobiologist
Stanford University
Difference

Good stress

• Gives us a competitive edge in activities where performance is important
• Creates a state of ‘flow’, the experience of complete absorption in the present moment
• In just the right amount, it enhances our cognitive ability and performance

Bad stress

• Stimulates the “flight or fight” response
• Leads to chronic elevation of stressor hormone which long-term lead to serious health consequences
• Puts us in state of fear and control
• Hurts trust building
In Impact

Performance

• Biases decision-making and affecting ability to respond appropriately
• Weakens cognitive skills and performance
• Impacts negatively disease trajectories
• 51% reports increase in mistakes

Loyalty

• Low levels of job satisfaction leading to low level of organizational commitment
• Employee commitment predicts job performance quality
• 60% believe that decreased job satisfaction leads to unethical decision making
# Right balance

## The Results Continuum

<table>
<thead>
<tr>
<th>Relaxation Response</th>
<th>Normal</th>
<th>Flight / Fight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Super Performance</td>
<td>Normal</td>
<td>Survival Struggle</td>
</tr>
</tbody>
</table>

### Physical Characteristics
- Reduced heart rate
- Lower blood pressure
- Relaxed Muscles
- Increased brain oxygen

<table>
<thead>
<tr>
<th>Effects</th>
</tr>
</thead>
</table>
- Creativity
- Low stress
- Receptivity
- Learning

### Effects
- Increased heart rate
- Increased blood sugar
- Blood to peripherals
- Rapid breathing

- Poor communication
- High stress
- Aggression
- Poor focus / retention
Compassionate Presence

These two forms of presence expressed together predict people’s satisfaction with the interaction, trust, perceived support, and reduced anxiety

- Discussion of issues
- Exploration of possible futures
- Explanation of options
- Questions and answers to build shared understanding

- Listening actively and reflecting what you hear
- Acknowledging the other person’s feelings and experiences
- Expression of concern and care

Source: Pincus et al., 2013
A Culture of Care and Compassionate Love

Teamwork
Job satisfaction
Commitment to the organization & its mission
Personal accountability for work performance
Patient satisfaction
Client satisfaction

Absenteeism
Burnout
Safety issues

Source:
Inside of Us
Fusion Meditative Exercise

You will find a sticky on your table

Think of one statement your inner critique often brings up with you that impacts the way you see yourself in the world

For example:

- “No matter how hard I work, I am unseen”
- “I am alone; therefore, I am unsafe”
- “I am unloved”

Write it on the sticky, then close your eyes....
You Are the Change...
Culture Shift
Pathway to Resilience & Growth

- Rejuvenation
- Mastery
- Compassion
- Fairness
- Wisdom
- Inclusion
- Innovation
- Wonder
- Emotional Insight
- Engagement
- Foresight
- Agility
- Courage
- Safety
- Purpose
- Meaning
- Mediocrity
- Indifference
- Ignorance
- Cynicism
- Disconnect
- Negligence
- Insecurity
- Lacking
- Inequity
- Inequity
It’s a Journey

Knowledge + Application = Personal Power

1. Old and Familiar
2. Increased Knowledge
3. Greater Understanding
4. Application
5. Experience
6. The Power to Choose
7. Greater Personal Growth
8. New and Unchartered
Tool: We, Future Leaders

**BEING**

The way we show up

- Who are we?
- What’s our leadership purpose?
- How do we show up?
- How do we remain connected to our values?

A shared way of being

- What’s our shared vision?
- How clear are employees on their mission and purpose?
- Which stories do we tell?
- How do we continue to grow, even in midst of challenge?

**RELATING**

Trust relationships

- How do we develop trust?
- How do we enable connection?
- How do we support each other?
- Are we actively cultivating a culture of care?

Intentional inclusion

- Do we have a variety of roles?
- Do we offer space for people to remain authentic?
- How do we support learning?
- Are we embracing challenges with zest?

**DOING**

Social architecture

- How are our teams structured?
- How does information flow?
- How do groups come together to solve problems?
- Are we conscious of using our routines wisely?
Belonging At Work

To be seen

To be heard

To be cared for

To be recognized for our contribution
Thank You!

Connect via LinkedIn, Twitter or Forbes
info@sesilpir.com