Deconstructing Leadership
New Skills for Everybody

Next Opportunity at Work 2020

Envision Your Future

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Let’s Play

Video On
Chat for Questions
Chat for Answers
Mentimeter Polls
Participants Panel

Expertise in the Room

Photo Credit: “The Energizer Bunny” by Ben+Sam
Fast & Furious Questions

In chat click on:
https://www.menti.com/f4gdkxzmzod

or open a tab for menti.com and type in
53 53 06
7 Leadership Lessons Men Can Learn from Women

by Tomas Chamorro-Premuzic and Cindy Gallop

April 01, 2020

What Do Countries With The Best Coronavirus Responses Have In Common? Women Leaders

Avivah Wittenberg-Cox Contributor

Careers
I write about creating gender-balanced countries, companies & couples.

8 (More) Women Leaders Facing The Coronavirus Crisis

Avivah Wittenberg-Cox Contributor

Careers
I write about creating gender-balanced countries, companies & couples.

Why Do Women Make Such Good Leaders During COVID-19?

Cami Anderson Contributor

ForbesWomen
Lessons about being "in the room" where change happens.

BERKELEY
UNIVERSITY OF CALIFORNIA
So what do leaders need?

Leaders need to be **other-directed** and **emotionally intelligent**, decisive and make tough calls, **seek input and listen**, build community & teams, negotiate on behalf of general welfare, **unleash collective potential**, manage risk, and provide vision.

“Don’t lean in when you’ve got nothing to lean in about. **Know your own limitations.** Motivate through transformation. Put your people ahead of yourself. **Don’t command**; empathize. Focus on elevating others. **Be humble.**”
A New Normal?

Why we need new leadership skills....

...and you to lead!

Photo Credit: LevBerry.com
5 Fun Facts

86% of Workers with Option to Work Remotely Do So

Sources: “The potential economic impacts of a flexible working culture” Cebr Report for Citrix, August 2019
Berkeley People and Culture: Employee Morale Survey May 2020
5 Fun Facts

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75% ~40% of Global Workforce will be Millennials by 2025.
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62% of Full-time Employees in the U.S. have a Partner Working Full-time

Time spent a day on unpaid care work.
(women 2.3X more than men w/kids)

Working parents struggle with caregiving, dads most of all.
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50% Growth of Digital Workers (robots/AI) by 2022
Purpose & Aligned Practices

**Millennials: The Purpose Generation**

July 22, 2019

For example, a 2016 Cone Communications study reveals:

- 75 percent of millennials would take a pay cut to work for a social company.
- 76 percent of millennials consider a company’s social and environmental commitments before deciding where to work.
- 64 percent of millennials won’t take a job if a potential employer doesn’t have strong corporate responsibility practices.

According to a PwC report titled “Millennials at work – Reshaping the workplace,” corporate social values become more important to millennials when choosing an employer once their basic needs, like adequate pay and working conditions, are met. The report states that “millennials want their work to have a purpose, to contribute something to the world and they want to be proud of their employer.”
Crisis Silver Lining

Don’t waste a crisis...

Photo Credit: Angela Carrs, BBC
A Better Normal!

So, let’s co-create and lead a new and better normal.
P.S. No Title Needed
And a title does not make you a leader

LOLLY DASKAL

1. You keep raising your own standards. If you’re always doing better, doing more, and working with excellence, you are a leader.

2. You offer solutions instead of concentrating on problems. If you’re known as a problem solver or someone who brings ideas to make things better, you are a leader.

5. You are a connector. If you like to connect with other people and connect other people with each other because you understand that leadership is about relationships, you are a leader.

6. You have a voice. If you have a distinct voice, one that defends values and purpose and inspires others to follow, you are a leader.

12. You are trusted. If people trust you, that means you are known for doing the right thing the right way. When you do, you have impact and you are a leader.

14. You harness positivity. If you are the kind of person who sees the bright side of things and finds positivity in what they do, you will have people aligned with you—and you are a leader.

“The secret of leadership is simple: Do what you believe in. Paint a picture of the future. Go there. People will follow.”

Seth Godin
Here’s how this will work...

Three Words

Skills

Actions
How Might We?
Problem Solving

DestinationImagination.org

Next Opportunity at Work 2020
Envision Your Future
Problem Solving

Design thinking
• 6 Whys
• Improv: Yes &…
• Observation
• Extreme users
• Cross sector
• Prototype
• Iterate
Actions

UC Extension:

Design Thinking and UX Strategy
DESIGN X405.3 Sep-Dec 2020

Improvisation and Leadership
BUS ADM X498.3 Sep-Dec 2020

Transferable Skills Library:

Problem-Solving

- What is Problem Solving?
- Problem Solving Techniques
- 7 Step Problem Solving

designkit.org
openideo.com
Collect the Dots
Before you Connect the Dots
Collaboration

1. Psychological Safety
   Team members feel safe to take risks and be vulnerable in front of each other.

2. Dependability
   Team members get things done on time and meet Google’s high bar for excellence.

3. Structure & Clarity
   Team members have clear roles, plans, and goals.

4. Meaning
   Work is personally important to team members.

5. Impact
   Team members think their work matters and creates change.
Collaboration

Team Building
- Psychological Security
- Listen - All Voices are Heard
- Seek Diverse Perspectives
- Create Belonging
- Win Win Win Partnerships
- Trust
Actions

UC Extension: Project Leadership & Building High-Performing Teams
BUS ADM X469.2 Sept-Nov 2020

Transferable Skills Library:
Team Building

- Proven Ways to Earn Your Employees’ Trust
- Why Good Leaders Make you Feel Safe
- Building Trust

Psychological Security | Video:
bit.ly/AmyEdmondsonTedTalk
Guides: bit.ly/ReWorkguide
bit.ly/moreReworkguides
Ask Better Questions
Critical Thinking

Most middle school students can't tell native ads from articles.

Most high school students accept photographs as presented, without verifying them.

Many high school students couldn't tell a real and fake news source apart on Facebook.

Most college students didn't suspect potential bias in a tweet from an activist group.
Critical Thinking

• Goals
• Context
• Expertise
• Stakeholders
• Biases
Actions

UC Extension: Business Negotiating
BUS ADM X451.3 Sep-Nov, 2020

Business Solution Evaluation and Validation
BUS ADM X448.4 Oct-Dec, 2020

Transferable Skills Library:
Critical Thinking

What is Critical Thinking?

Critical Thinking

5 Steps to Improve Your Critical Thinking

“leading with questions took less effort than leading with answers.
I spent less time preparing & more time responding.
...Posing questions helps others collectively solve problems.”

Why Introvert Leaders Excel During a Crisis
It’s no surprise that introverted leaders are more attuned to asking questions, rather than barging in with non-contextualized answers.
Question Gold Standards
University Of California System Will Drop SAT, ACT Requirement For Admissions

- SAT and ACT tests have come under scrutiny in recent years because advocates say they perpetuate inequality: white, wealthier students who can afford test prep tend to score higher than poorer, minority students.

- The move is a major blow to the multimillion dollar test prep industry and the College Board, the nonprofit organization that owns and administers the SAT test.

The Apple Card Didn't 'See' Gender—and That's the Problem

The way its algorithm determines credit lines makes the risk of bias more acute.
Ethics

Be the voice in the room

Consider unintended consequences

• Who is helped?
• Who is harmed?
• How to mitigate?
Question Gold Standards

Actions

UC Extension:
Managing Change and Ambiguity in the Workplace
BUS ADM X411.9  Oct, 2020

Transferable Skills Library:
Decision Making

- 7 Steps to Effective Decision Making
- Executive Decision Making
- Decision Making Strategies
- Improve Your Decision Making
Seek Diverse Perspectives
Inclusive Cultural Intelligence Journey

Stage 1: I feel welcome
Stage 2: I am safe
Stage 3: I am engaged
Stage 4: I commit to being here
Stage 5: I belong here

DRAFT framework developed by Silicon Valley’s Change Catalyst; adapted by Brisbane’s Mitchell Services

Cultural Intelligence Journey
Actions

UC Extension: Talent Management and Workforce Development
BUS ADM X493.9 Sep-Nov, 2020

Transferable Skills Library: Diverse Groups

- Avoiding Unconscious Bias at Work
- Cultivating Cultural Competence and Inclusion
- Creating a Sense of Belonging in the Workplace
Tell Me More
EMPOWERing Engineers for Positive Change

The new EMPOWER program is intended to support faculty, staff and students who want to foster an inclusive climate by actively promoting practices that advance equity for all members of our engineering community. The engaging workshops are designed to equip us with tools to create positive change via:

- an increase in awareness of our own personal biases, and how biases are exerted via personal interactions and institutional practices
- interruption of exclusionary behaviors or actions that perpetuate inequality, and
- adoption of evidence-based practices that advance equity, inclusion and diversity.

Through interactive sessions led by the Berkeley Interactive Theater, participants will be empowered with knowledge, skills and practice to become agents of change.
Communication

6 KEY ACTIVE LISTENING SKILLS

1. Pay Attention.
2. Withhold Judgement.
3. Reflect.
5. Summarize.

- Staff
- Media/PR
- Events
- Recruiting
Actions

UC Extension: Interpersonal Communication Skills for Business, Part I
BUS ADM X497.6 Sep-Oct, 2020

Transferable Skills Library: Active Listening & Presentation

- Active Listening: Hear What People Are Really Saying
- Effective Listening
- Active Listening Techniques

BONUS! Media Training
Assume Positive Intent
Emotional Intelligence
Emotional Intelligence

Self-awareness
Self-regulation
Motivation
Empathy
Social skills

Humility
Generosity
Kindness

Reviews
- Give Feedback
  - Actionable
  - Specific, Role-related
  - Frequency
  - 360
- Growth Mindset
- Stretch Assignments
- Nudge
- Take Feedback
Actions

UC Extension:  
Psychology of Communication  
PSYCH X405 Aug-Nov 2020

Transferable Skills Library:  
Verbal Communications

- The Importance of Emotional Awareness in Communication
- Developing Your Emotional Intelligence
- Emotional Intelligence
Learn from failures
I decided to take a calligraphy class to learn how to [learn calligraphy]. I learned about serif and sans-serif typefaces, about varying the space between different letter combinations, about what makes great typography great. It was beautiful. Historical. Artistically subtle in a way that science can't capture. And I found it fascinating. None of this had any hope of any practical application in my life. But 10 years later, when we were designing the first Macintosh computer, it all came back to me. And we designed it all into the Mac. It was the first computer with beautiful typography. If I had never dropped in on that single course in college, the Mac would never have multiple typefaces or proportionally spaced fonts.
Curious

Debrief
Reflect
Discuss
Improve
Learn
Actions

**UC Extension:**
[Essentials of Management](#)
BUS ADM X475.4 Sep-Nov, 2020

**Transferable Skills Library:**
[Project Management](#) and [Strategic Planning](#)

- How to Make Your Management Meetings More Productive
- Leading Change
- Overview of the Strategic Planning Process
Cue the confetti
Appreciation
Appreciation

Making Progress
Celebrate Small Wins
Gratitude & Recognition
Boost Motivation, Morale
Take a Break
Reward Specifics
Actions

UC Extension:
Effective Leadership and Management: Understanding and Influencing the Dynamics of Organizations
BUS ADM X498.4 Sep-Nov, 2020

Transferable Skills Library:
People Management

- 10 Scientifically Proven Ways to Motivate Employees
- Motivating and Engaging Employees
- How to Keep Your Team Motivated
BHAG

Big Hairy Audacious Goal
A clear, yet ambitious and sometimes impossible mission.

Shared Vision
Vision

Servant Leadership

Mission

Vision

Team

Photo Credit: Cayetana Saiz
Actions

UC Extension: Transformational Leadership
BUS ADM X485.2 Sep-Oct, 2020

Transferable Skills Library: Project Management

- Leading with Vision
- How to Set Team Goals that Get Results
- How Great Leaders Inspire Action
Always Be Mentoring
Unleash Potential
Unleash Potential

Mentor Coach Sponsor

JILL FINLAYSON: 3 REASONS WHY I MENTOR

May 11, 2017 By TechWomen — Leave a Comment

Since 2011, more than 500 women and men from the Bay Area and Silicon Valley have mentored with TechWomen. Mentors have made meaningful connections and impacted the lives of emerging women leaders around the world. At the Silicon Valley Experts Symposium in Bishkek, Kyrgyzstan, in February 2017, TechWomen mentor Jill Finlayson of Singularity University shared the mentor's perspective of TechWomen and why she mentors. Jill has been a TechWomen mentor since 2011. TechWomen will open mentor applications for the 2017 program in June. Stay tuned to our social media, and sign up for our mailing list to receive the announcement.

TechWomen is a U.S. State Department initiative that connects and supports the next generation of women leaders in science, technology, engineering and mathematics. It is a five-week professional mentorship and exchange program that brings talented women from around the globe to Silicon Valley, but it is much more than that.
Actions

UC Extension: Effective Performance Management
BUS ADM X452.3 Sep-Nov, 2020

Transferable Skills Library: People Management and Leadership

- How to Adopt a Coaching Mentality and Practice
- Coaching for Results
- Setting Team and Employee Goals
Know Your Value
Confidence

Make space
Take space

Impostor syndrome
Self-aware of strengths
Growth mindset
Actions

UC Extension: Integrating Mindfulness Into Your Professional Practice
PSYCH 1114 Aug, 2020

Transferable Skills Library: Collaboration

- Building Great Work Relationships
- Connecting with Peers in the Workplace
- Building relationships
Many ways to lead

Start
Agency
Urgency
Obligation
Opportunity
Recap

How might we?

Problem Solving

Collect the dots

Collaboration

Ask better questions

Critical Thinking
Recap

Question gold standards
Ethical

Seek diverse perspectives
Inclusive

Tell me more
Communication

INTENTIONAL INTEGRITY
How Smart Companies Can Lead an Ethical Revolution
Robert Chesnut
Chief Ethics Officer of Airbnb
with Joan O’C. Hamilton

Better Allies
Everyday Actions to Create Inclusive, Engaging Workplaces
Karen Catlin

THE MEMO
What Women of Color Need to Know to Secure a Seat at the Table
Minda Harts
Recap

Assume positive intent

Learn from failure
Curiosity

Cue the confetti
Gratitude

EQ
Recap

BHAG

Vision

Always be mentoring

Unleash Potential

Know your value

Confidence
We need you to lead!
Bonus Resources

Additional People & Culture HR resources:

○ Meet with a [UC Berkeley Career Coach](#)

  1:1 private, confidential support to explore additional resources and actions to support your mentoring and career goals.

○ Book: [tinyurl.com/ ydxjctyl](http://tinyurl.com/ydxjctyl)

○ Call: 510-664-5068
Bonus Resources

Additional People & Culture HR resources:

○ Grow.berkeley.edu
○ Berkeley People Management (BPM) certificate
○ Career development workshops
○ Update your LinkedIn profile & network
○ LinkedIn Learning—any topic, any time
○ Join Berkeley Staff Assembly, other orgs
  ○ BSA Mentoring
  ○ Cal Coaching Network
  ○ Communities of Practice