

# Deconstructing Leadership

## New Skills for Everybody



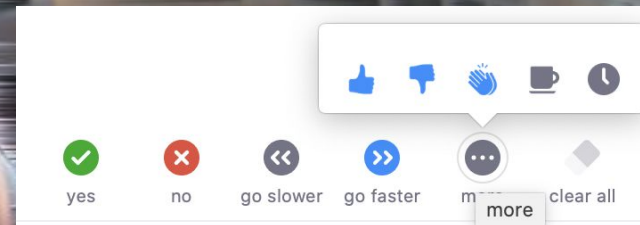
Next  
Opportunity at  
Work **2020**

*Envision Your Future*

# 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/  
f4gdkxmzod](https://www.menti.com/f4gdkxmzod)

or open a tab for  
menti.com  
and type in  
**53 53 06**



GENDER

# 7 Leadership Lessons Men Can Learn from Women

by [Tomas Chamorro-Premuzic](#) and [Cindy Gallop](#)

April 01, 2020

Forbes

EDITORS' PICK | 7,786,325 views | Apr 13, 2020, 08:27am EDT

## 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.*



EDITORS' PICK | 51,590 views | Apr 22, 2020, 11:06am EDT

## 8 (More) Women Leaders Facing The Coronavirus Crisis



[Avivah Wittenberg-Cox](#) Contributor

Careers

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

f  
t  
in



More Women Leaders Facing Coronavirus - 20-FIRST

Forbes

50,421 views | Apr 19, 2020, 10:00am EDT

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



[Cami Anderson](#) Contributor

ForbesWomen

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

f  
t  
in



SAN FRANCISCO, CA - JANUARY 19: San Francisco Mayor London Breed speaks onstage at Civic Center ... [+] GETTY IMAGES

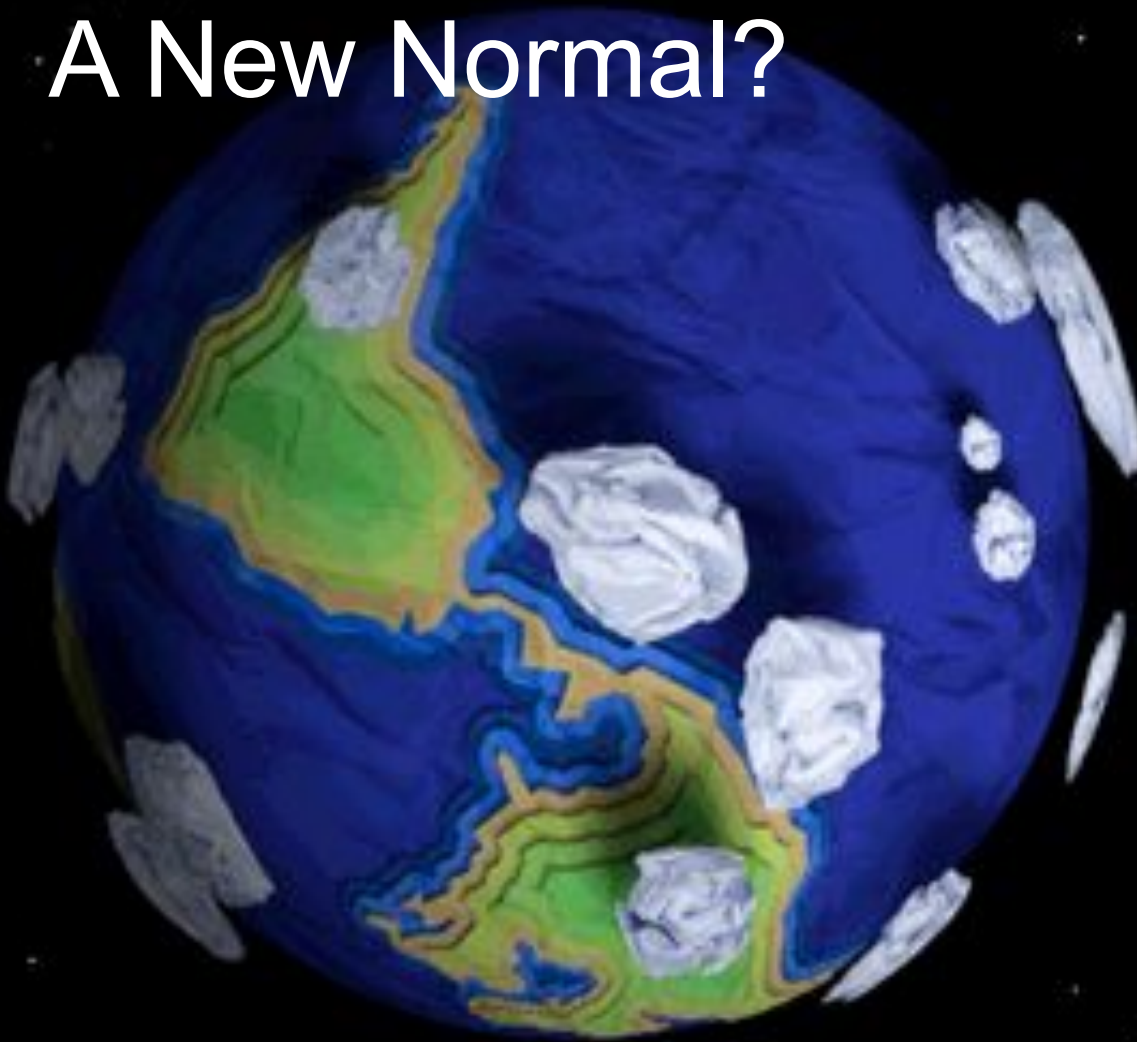


# So what do leaders need?

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....

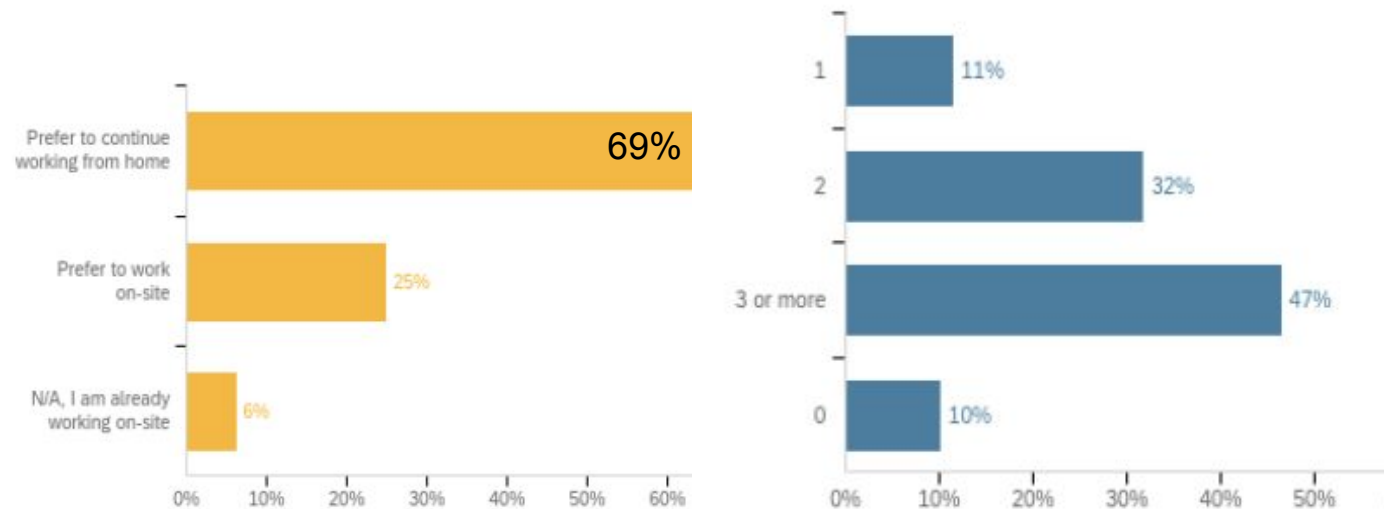
...and **you** to  
lead!

# 5 Fun Facts

How many days per week would you like to work from home as part of your regular ongoing schedule?



## 86% of Workers with Option to Work Remotely Do So

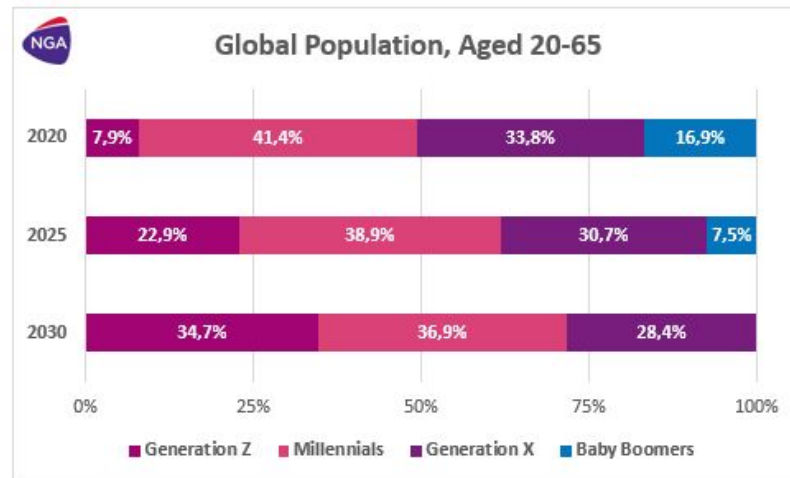




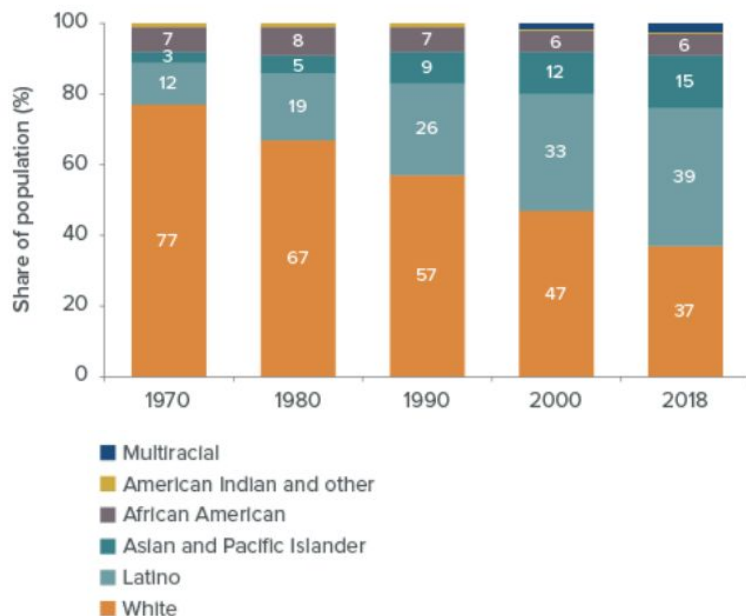
# 5 Fun Facts

86% of Workers with Option to Work Remotely Do So

~~75%~~ ~40% of Global Workforce will be Millennials by 2025.



# 5 Fun Facts



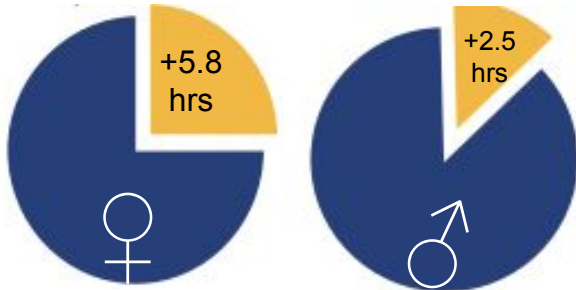
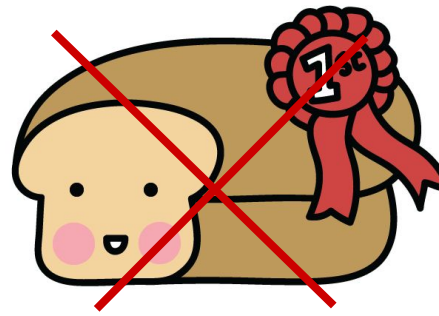
86% of Workers with Option to Work Remotely Do So

75% of Global Workforce will be Millennials by 2025.

63% of US working-age population will be white in 2020

SOURCE: California Department of Finance 1970–2000; American Community Survey 2018.

# 5 Fun Facts



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

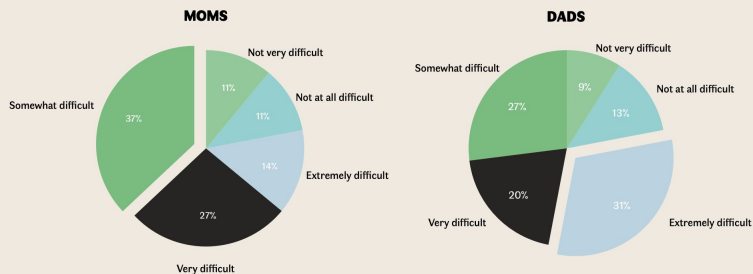
86% of Workers with Option to Work Remotely Do So

75% of Global Workforce will be Millennials by 2025.

63% of US working-age Population will be White in 2020

62% of Full-time Employees in the U.S. have a Partner Working Full-time

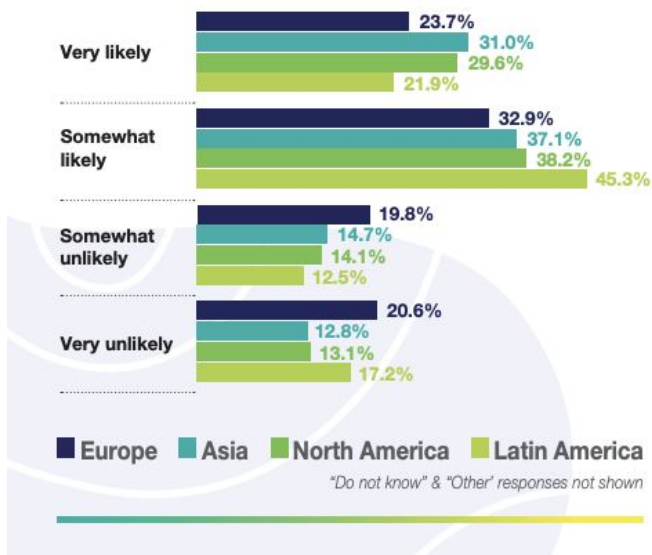
Working parents struggle with caregiving, dads most of all





# 5 Fun Facts

How likely is it that some of the work tasks you do today will be performed by a computer or robot by 2025?



86% of Workers with Option to Work Remotely Do So

75% of Global Workforce will be Millennials by 2025.

63% of US working-age Population will be White in 2020

62% of Full-time Employees in the U.S. have a Partner Working Full-time

50% Growth of Digital Workers (robots/AI) by 2022

# Purpose & Aligned Practices



## Millennials: The Purpose Generation

July 22, 2019

in Share 3159 f Share 366 t Tweet 149 e Email 1251



### Talent Economy

For example, a [2016 Cone Communications study](#) reveals:

- 75 percent of millennials would take a pay cut to work for a socially responsible 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."

BR Business Roundtable

SIGN UP



CORPORATE GOVERNANCE

## Business Roundtable Redefines the Purpose of a Corporation to Promote 'An Economy That Serves All Americans'

AUG 19, 2019

Updated Statement Moves Away from Shareholder Primacy, Includes Commitment to All Stakeholders

# Crisis Silver Lining



Don't waste a  
crisis...





# A Better Normal!



So, let's  
co-create and  
lead a new and  
better normal.

# P.S. No Title Needed

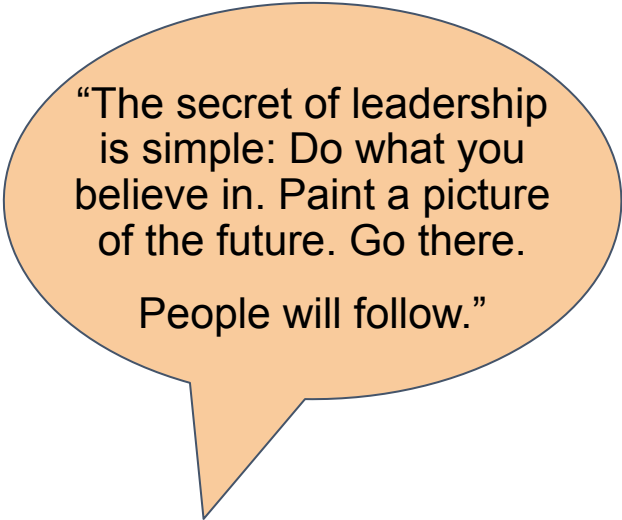
## And a title does not make you a leader

### 17 Ways to Be A Leader Even If You Are Not In Charge

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](http://DestinationImagination.org)



# Problem Solving

## Design thinking

- 6 Whys
- Improv: Yes &...
- Observation
- Extreme users
- Cross sector
- Prototype
- Iterate





# Actions



JACOBS INSTITUTE FOR  
**DESIGN INNOVATION**  
COLLEGE OF ENGINEERING, UC BERKELEY



## UC Extension:

[Design Thinking and UX Strategy](#)

DESIGN X405.3 Sep-Dec 2020

[Improvisation and Leadership](#)

BUS ADM X498.3 Sep-Dec 2020

[designkit.org](http://designkit.org)

[openideo.com](http://openideo.com)

## Transferable Skills Library:

[Problem-Solving](#)



What is Problem Solving?



Problem Solving Techniques



7 Step Problem Solving



# 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.

re:Work

# 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

**Psychological Security | Video:**  
[bit.ly/AmyEdmondsonTedTalk](https://bit.ly/AmyEdmondsonTedTalk)  
Guides: [bit.ly/ReWorkguide](https://bit.ly/ReWorkguide)  
[bit.ly/moreReworkguides](https://bit.ly/moreReworkguides)

## Transferable Skills Library:

### [Team Building](#)



Proven Ways to Earn Your Employees' Trust



Why Good Leaders Make you Feel Safe



Building Trust



# Ask Better Questions



# Critical Thinking

75%

Next  
Opportunity at  
Work **2020**  
*Envision Your Future*

AMERICA

## Students Have 'Dismaying' Inability To Tell Fake News From Real, Study Finds

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.

## Twitter Begins Asking Users To Actually Read Articles Before Sharing Them



**Carlie Porterfield** Forbes Staff  
Business  
*I cover breaking news.*

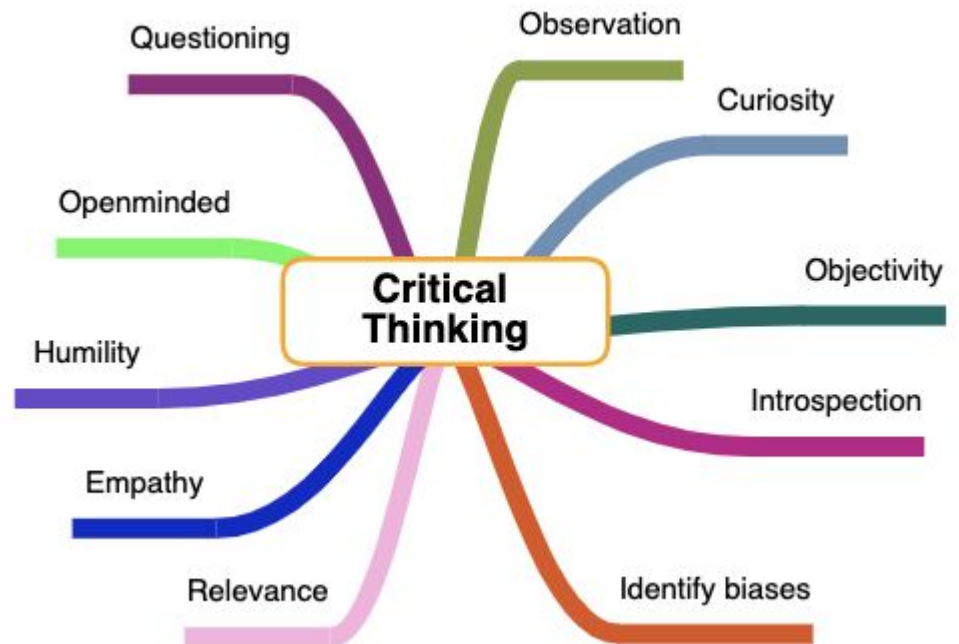
**f** **TOPLINE** Twitter announced Wednesday that it will test a new feature that will prompt users to open up a link to an article before sharing it, which appears to be a move to further combat the spread of misinformation on the platform.

**in**



# 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?



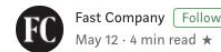
Critical Thinking



5 Steps to Improve Your Critical Thinking

## 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



May 12 · 4 min read ★



“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.”

Photo: sandeep damre

# Question Gold Standards



# Ethics

**Forbes** Billionaires Innovation Leadership Money Business Small Business Lifestyle

## 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 the 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 owns and administers the SAT test.

≡ **WIRED** BUSINESS CULTURE GEAR IDEAS MORE ▾ [SUBSCRIBE](#)

WILL KNIGHT BUSINESS 11.19.2019 09:15 AM

## 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.

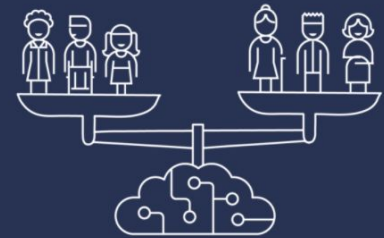
# Ethics

Be the voice  
in the room

Consider  
unintended  
consequences

- Who is helped?
- Who is harmed?
- How to mitigate?

FATE: Fairness, Accountability,  
Transparency, and Ethics in AI



# 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



## TECHWOMEN

TechWomen is an Initiative of the U.S. Department of State's Bureau of Educational and Cultural Affairs

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[GET INVOLVED](#) ▾

[ABOUT US](#) ▾

[FAQ](#) ▾

[BLOG](#)

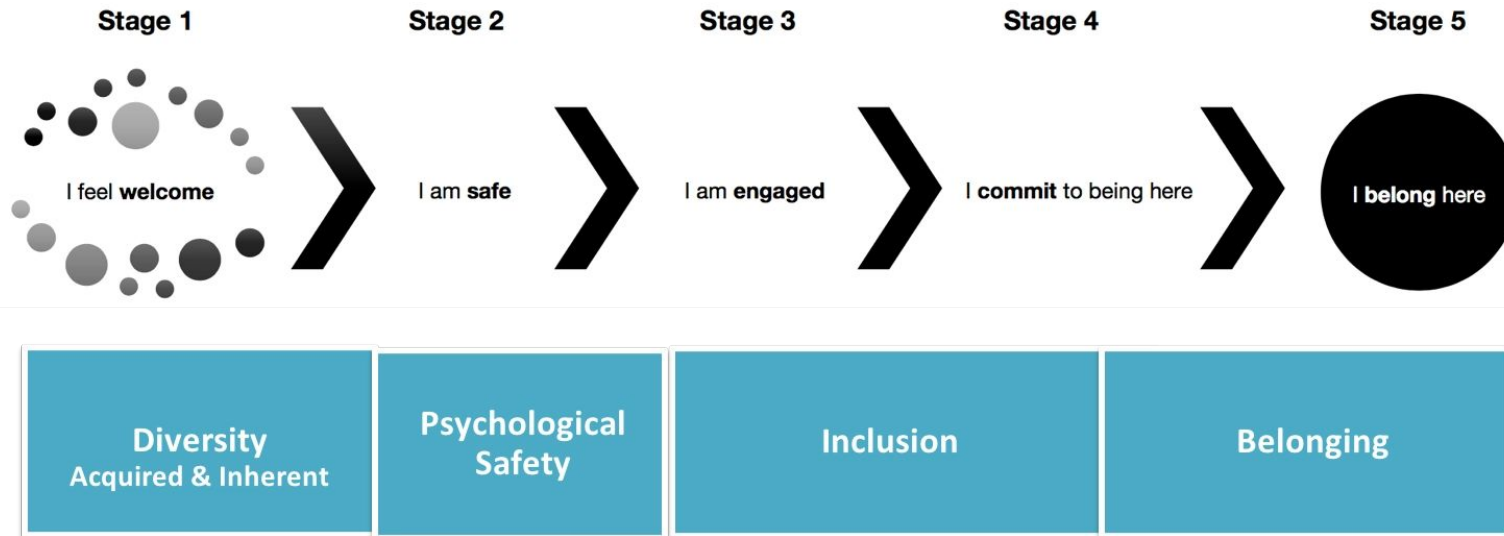
## GET INVOLVED

Read about the 2019 action plans that are... local communities.





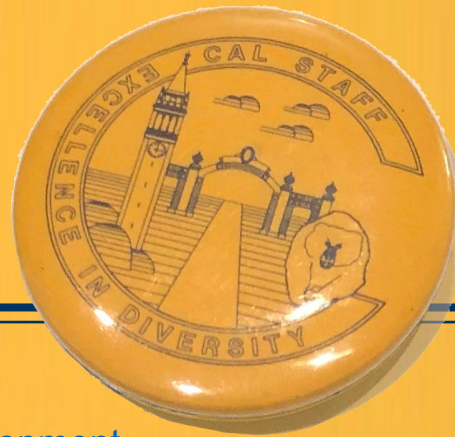
# Inclusive



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

## TECH DIVERSITY

# B I N G O

 <b>CONFERENCER</b> I speak at/attend only conferences that have a Code of Conduct.	 <b>ACCOUNTANT</b> I review salaries by gender and diversity and correct inequities.	 <b>CLEAN CODER</b> I do not tolerate derogatory language in design docs or code.	 <b>GOALSETTER</b> I publish and share company goals for improving diversity.	 <b>CHAMPION</b> I openly recognize & reward employees for diversity activism.
 <b>TEACHER</b> I pay for expert diversity advice and trainings.	 <b>LISTENER</b> I work to understand complaints and respond with support.	 <b>TRACKER</b> My company tracks retention of minorities in engineering roles.	 <b>SPONSOR</b> I provide visibility and growth opportunities to a minority individual.	 <b>PLUMBER</b> I see leaks in the pipeline for both kids and working adults.

Tell Me More

# Communication

## 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.	4. CLARIFY.	5. SUMMARIZE.	6. SHARE.

 Center for Creative Leadership®

- 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](#)

BONUS!  
[Media Training](#)



Active Listening: Hear What People Are Really Saying



Effective Listening

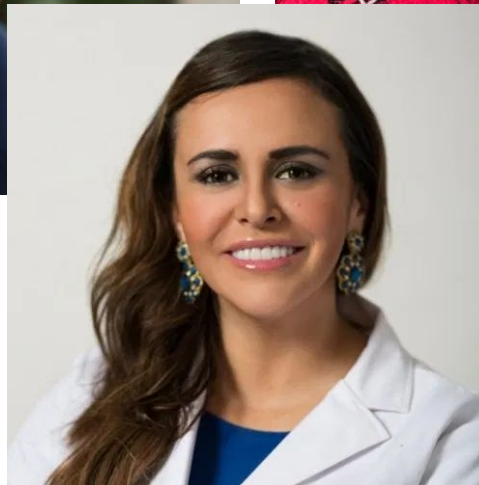


Active Listening Techniques



# 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



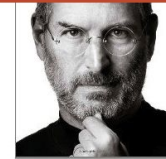
Emotional Intelligence





# Learn from failures

# Curious



Edit: Steve talks about once taking a calligraphy class, which he also talked about in his [Stanford Commencement Address](#):

"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



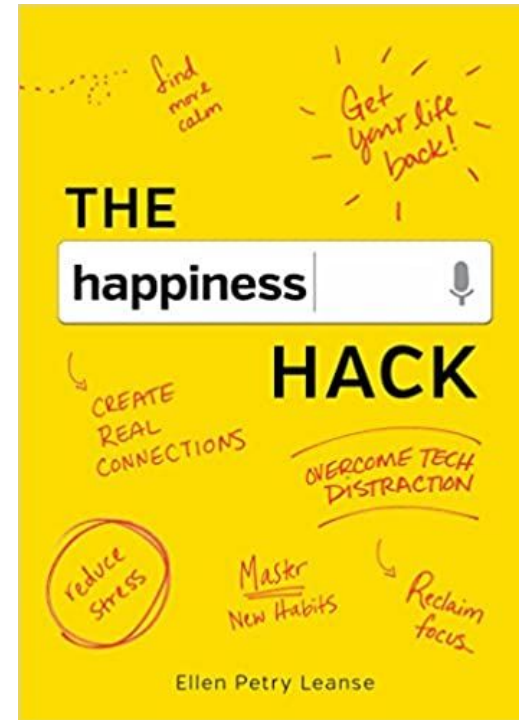
Overview of the Strategic Planning Process



# Cue the confetti



# Appreciation



# Appreciation

Making Progress

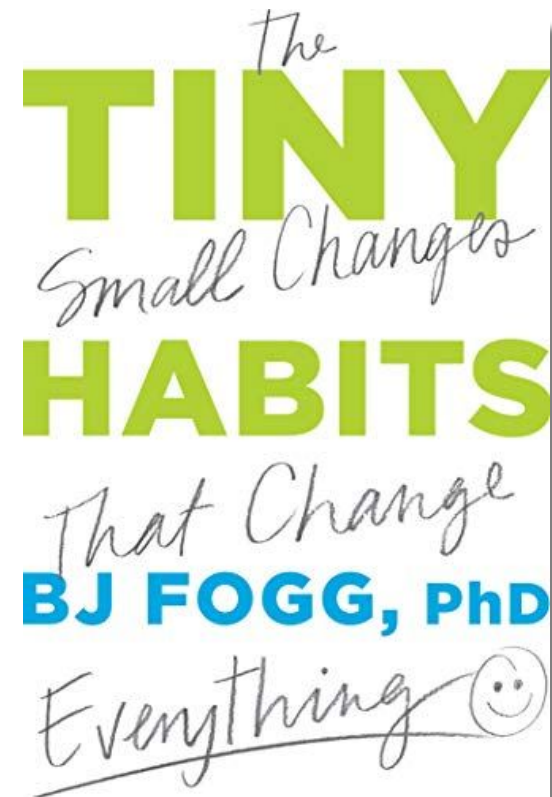
Celebrate Small Wins

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



# Shared Vision

A clear, yet ambitious and sometimes impossible mission.



# 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



**TECHWOMEN**  
TechWomen is an Initiative of the U.S. Department of State's Bureau of Educational and Cultural Affairs

HOME PROGRAM ▾ PARTICIPANTS ▾ MENTORS ▾ GET INVOLVED ▾

### 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



# Success

what lies behind the...

# Mask

BY KATE ATKIN



- Geese & Ducks were my thing not psychology

- Merry a farmer? I don't!



Next Opportunity at Work **2020**  
Envision Your Future

## What is IMPOSTER SYNDROME?

AN INTENSE FEELING OF INTELLECTUAL PHONINESS DESPITE SUCCESSES

Phenomenon DISCOVERED IN 1960s

At first thought to be only in **women** but it's not (ask a guy)

Own your



I DID IT THROUGH HARD WORK!

## Talk about the MASK

REMEMBER TO...

IS YOUR COLLEAGUE SUFFERING FROM IMPOSTER PHENOMENON?

- ✓ GIVE POSITIVE FEEDBACK
- ✓ ASK ABOUT FEELINGS
- ✓ BE SPECIFIC

IT WAS JUST GOOD LUCK!

YOU'RE BEING KIND!

YES... BUT...

"WHETHER YOU THINK YOU CAN OR THINK YOU CAN'T YOU'RE RIGHT!" - HENRY FORD

## PERFECTION? WHO LOVES PERFECT?

- ♥ too much = anxiety
- ♥ send out a draft!
- ♥ think 80%

My Successes

- WALL OF FEEDBACK
- PHOTOS
- SEE THE STRENGTHS YOU HAVE AS THREADS
- TAKE A SURVEY TO PROFILE YOUR STRENGTHS

© WWW.BERKELEY.COM

KEEP A RECORD OF YOUR POSITIVE FEEDBACK

KNOW YOUR STRENGTHS

How do you handle Praise?

HOW DOES IT FEEL TO SPEAK TO OTHERS ABOUT YOUR STRENGTHS?

FIND A SAFE SPACE, ASK THEM WHY

Self doubt is normal

... think "YET" ← I CAN'T DO THIS YET

IT'S GOOD TO HAVE TRUE HUMILITY (A LA LEWIS CAROL)

DUNNING KRUGER

PERCEIVED PERFORMANCE

MY STRENGTHS



# 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



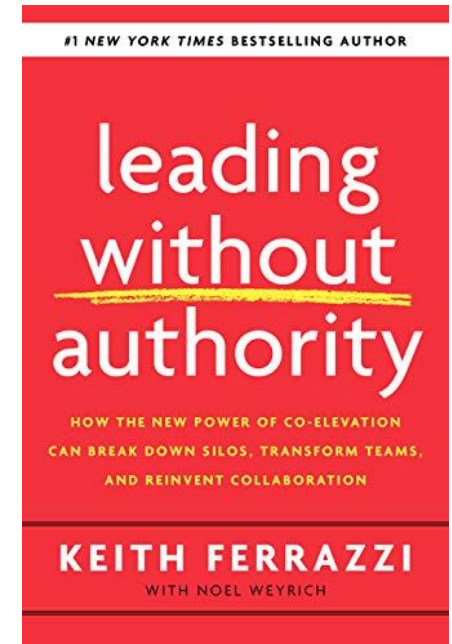


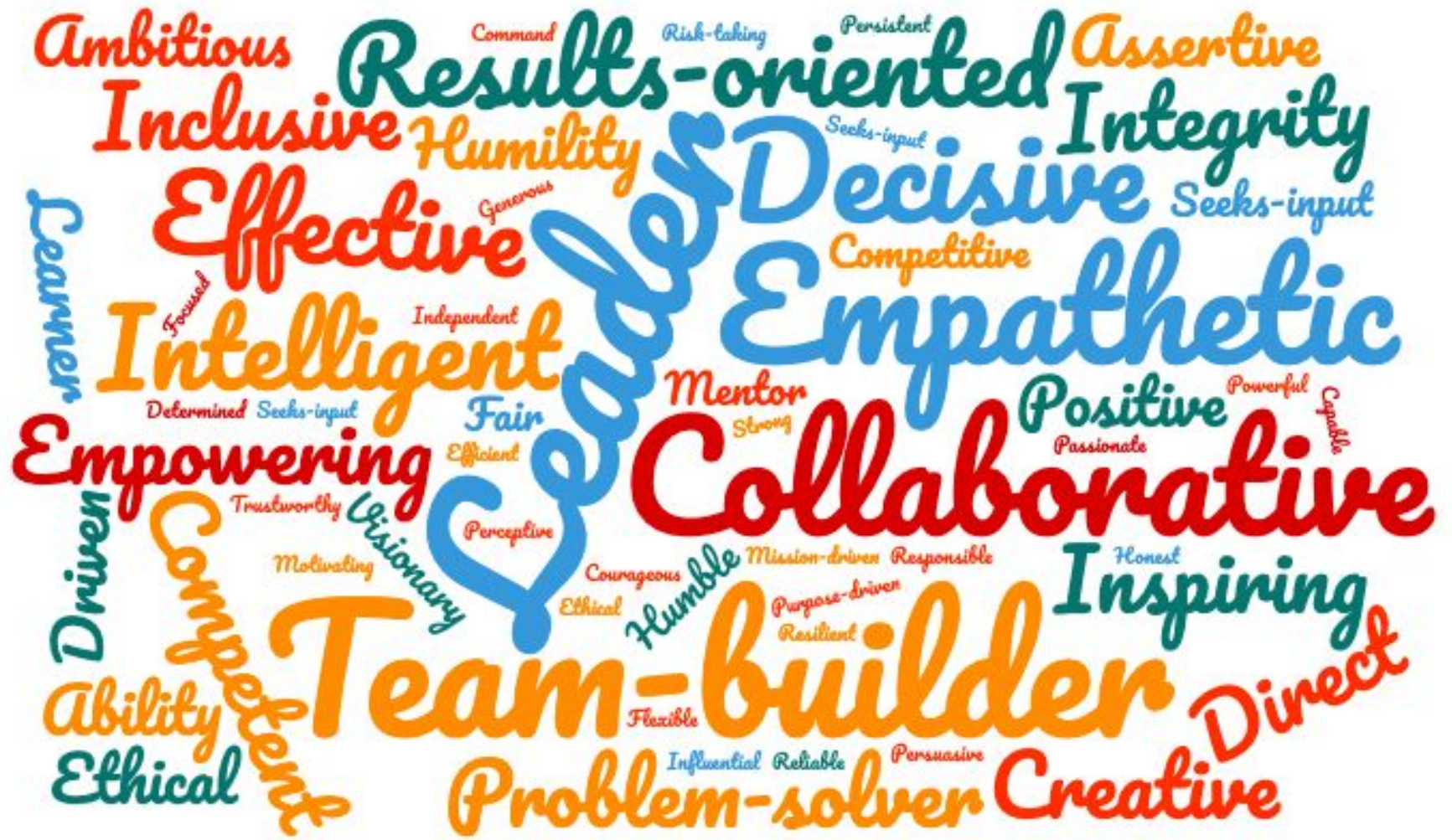
# Many ways to lead

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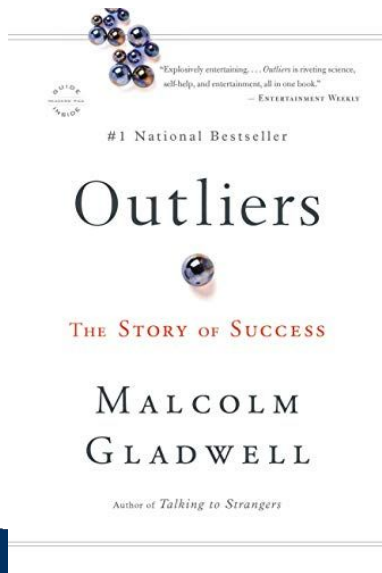
Start  
Agency  
Urgency  
Obligation  
Opportunity



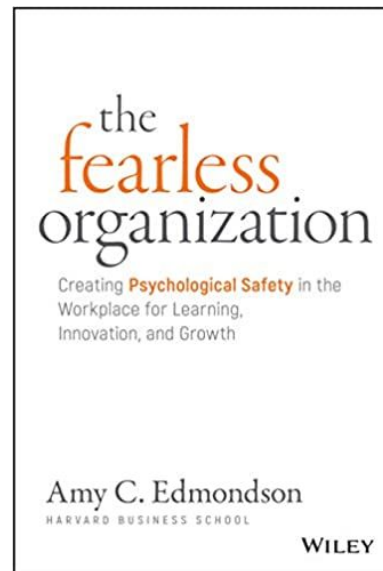


# Recap

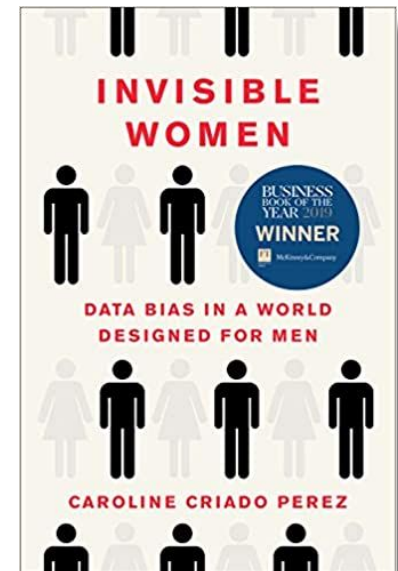
**How might we?**  
*Problem Solving*



**Collect the dots**  
*Collaboration*



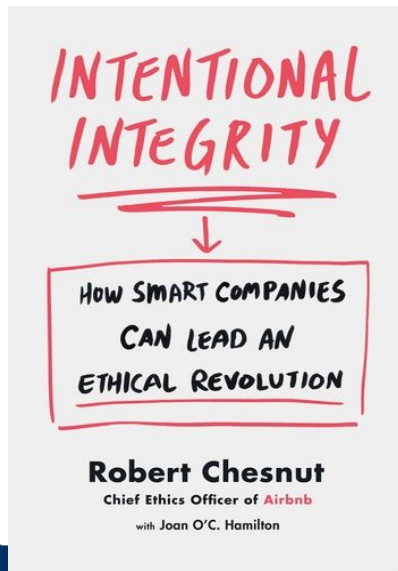
**Ask better questions**  
*Critical Thinking*



# Recap

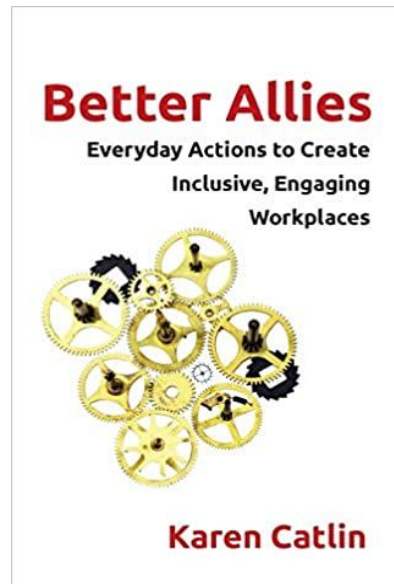
## Question gold standards

*Ethical*

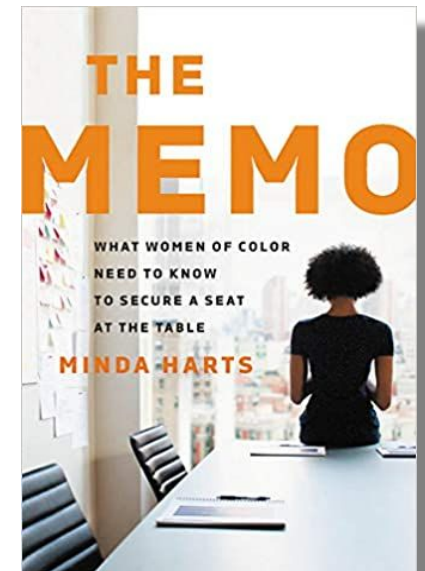


## Seek diverse perspectives

*Inclusive*



## Tell me more *Communication*

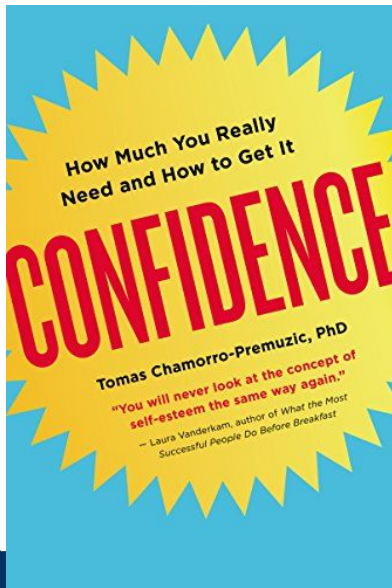




# Recap

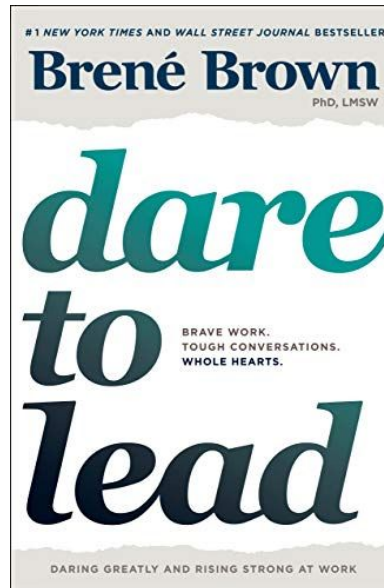
**Assume  
positive intent**

*EQ*



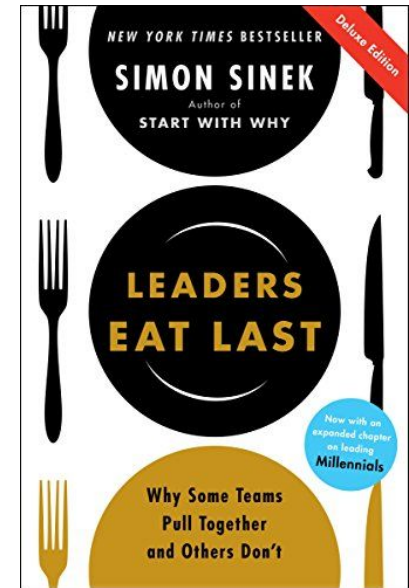
**Learn from failure**

*Curiosity*



**Cue the confetti**

*Gratitude*

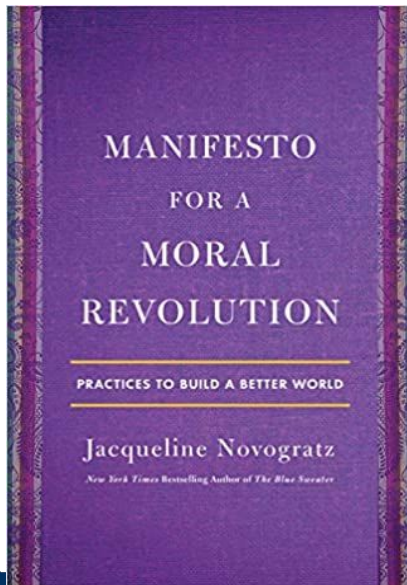




# Recap

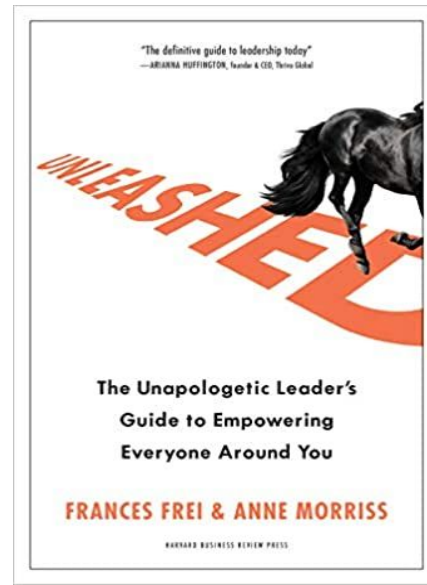
## BHAG

*Vision*



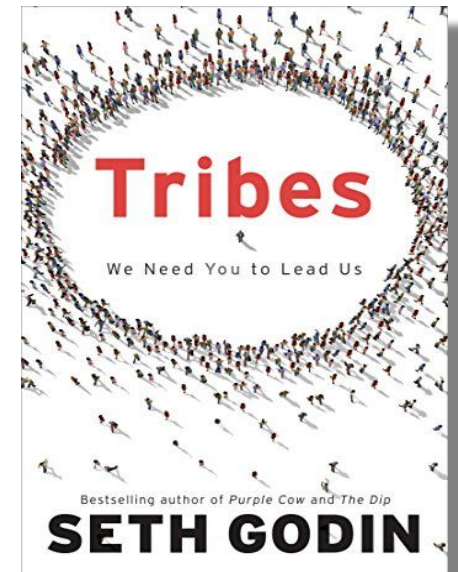
## Always be mentoring

*Unleash Potential*



## Know your value

*Confidence*



# We need you to lead!

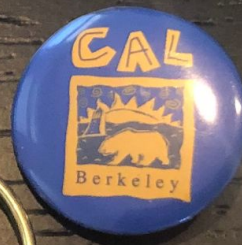


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*Envision Your Future*



# 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](https://tinyurl.com/ydxjctyl)
- Call: 510-664-5068

# Bonus Resources



Additional People & Culture HR resources:

- [Grow.berkeley.edu](https://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](#)