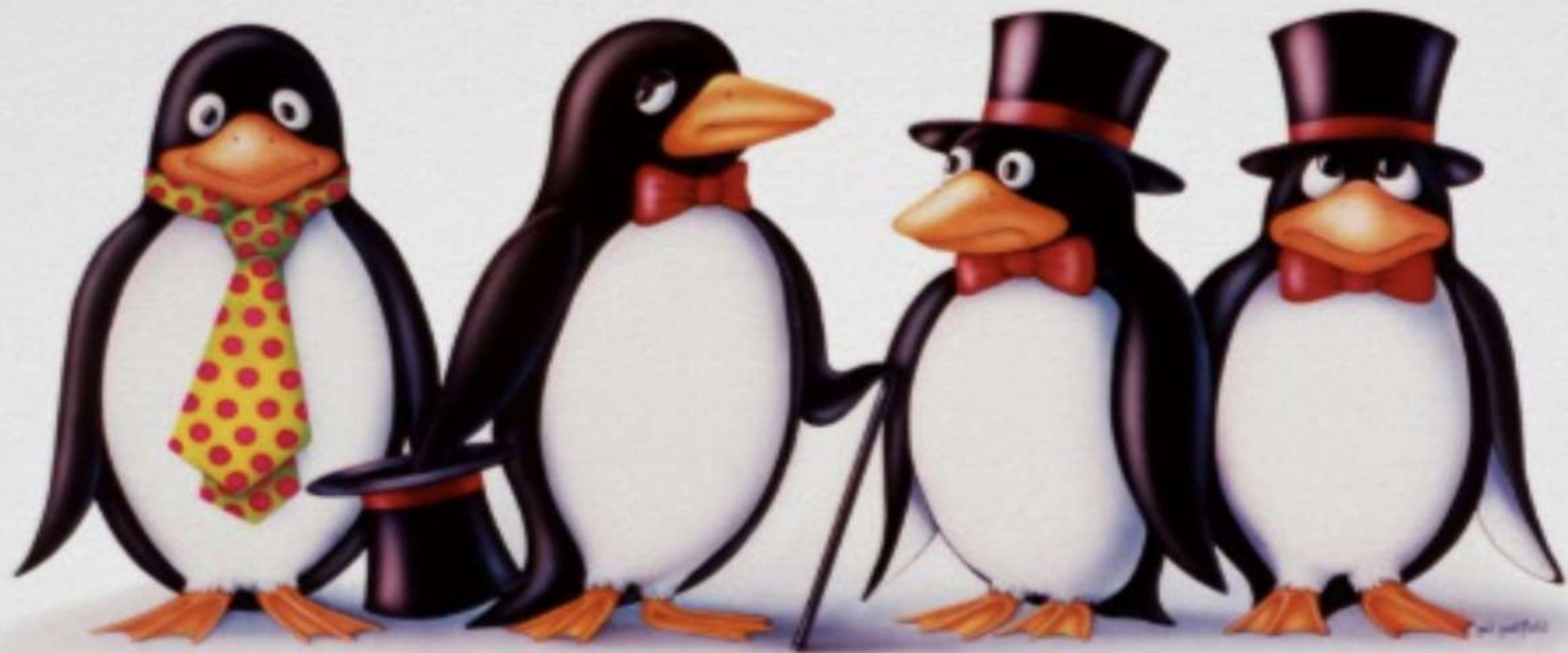


Leading with Vulnerability: Dare to be Yourself”!

Lemuel W. Watson, Provost Professor and Dean
School of Education at Indiana University





I Gotta Be Me

Overview

1. Vulnerability at the heart of your work and life for success
2. Moving from Autopilot to Awareness (Mindfulness)
3. What Emotional Intelligence has to do with it
4. Empathy and Compassion
5. Difficult Conversation and Generosity
6. I will end with Questions for you to ponder?



Our Work as HR Professionals, Educators and Leaders is all about the People – It's a Human Intensive Experience (HIE)



The pace of our work lives is unrelenting. Cognitive, emotional, and social demands are feverishly delivered by devices – ringing, pinging, and chiming at us all day long.

The world changes or shift overnight. Expectations and preferences change with the advent of a new technology. A tweet can instantly precipitate a public relations nightmare.

Volatile

Uncertain

Complex

Ambiguous

47%

Average time spent
Mind-wandering

70%

Leaders report regularly unable
to be attentive in meetings

02%

Regularly make time to enhance
personal productivity

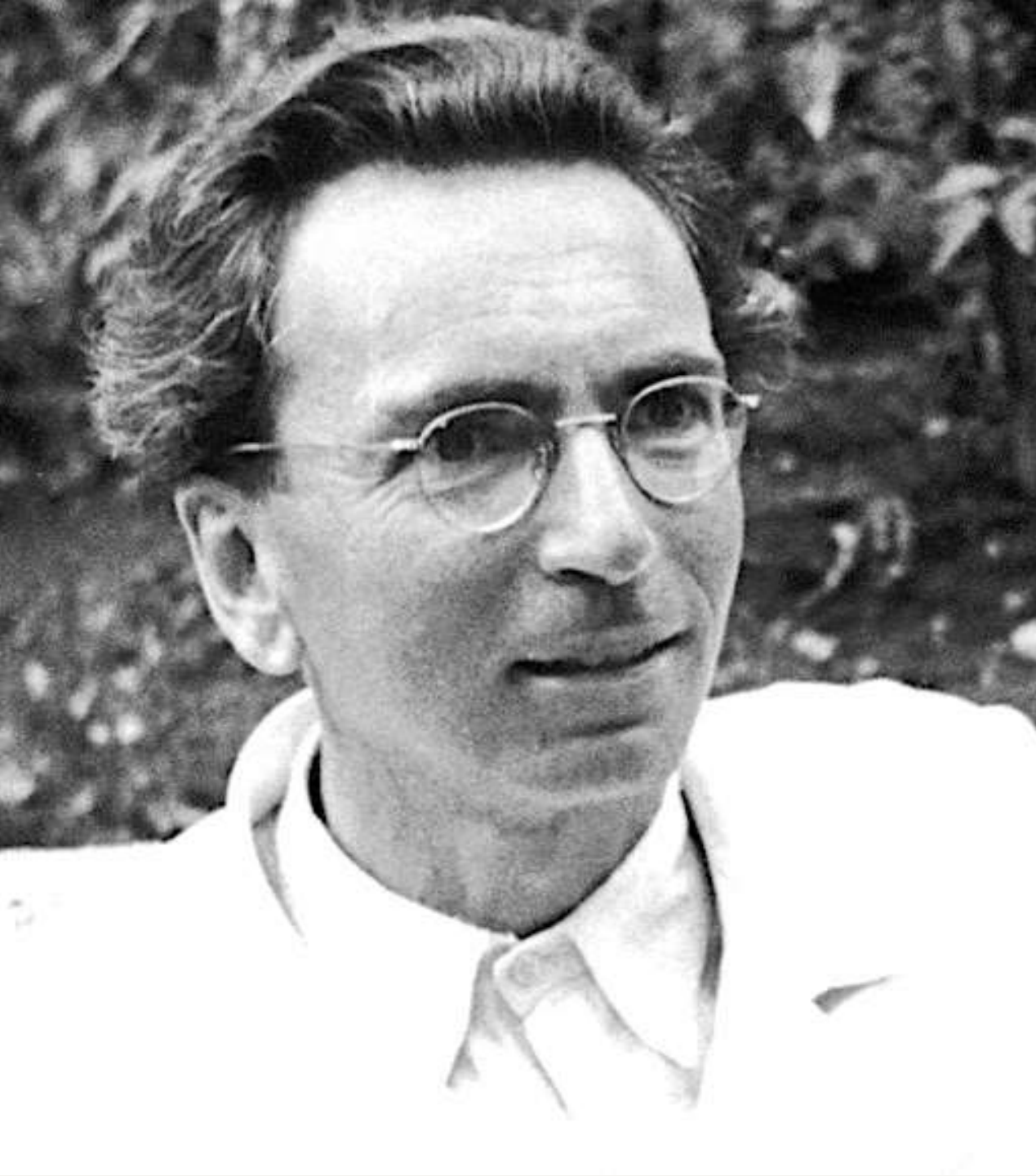
Result =
“Autopilot”

Autopilot Traits

- Attention is in the past or future
- Distracted
- Reactive or judgmental
- Act based on habit patterns and assumptions



How to get off
Autopilot?



“Between stimulus
and response,
there is a space.
In that space is our
power to choose
our response.
In our response
lies our growth and
our freedom.”

Viktor Frankl's teachings,
summarized by Steven Covey.

Mindfulness



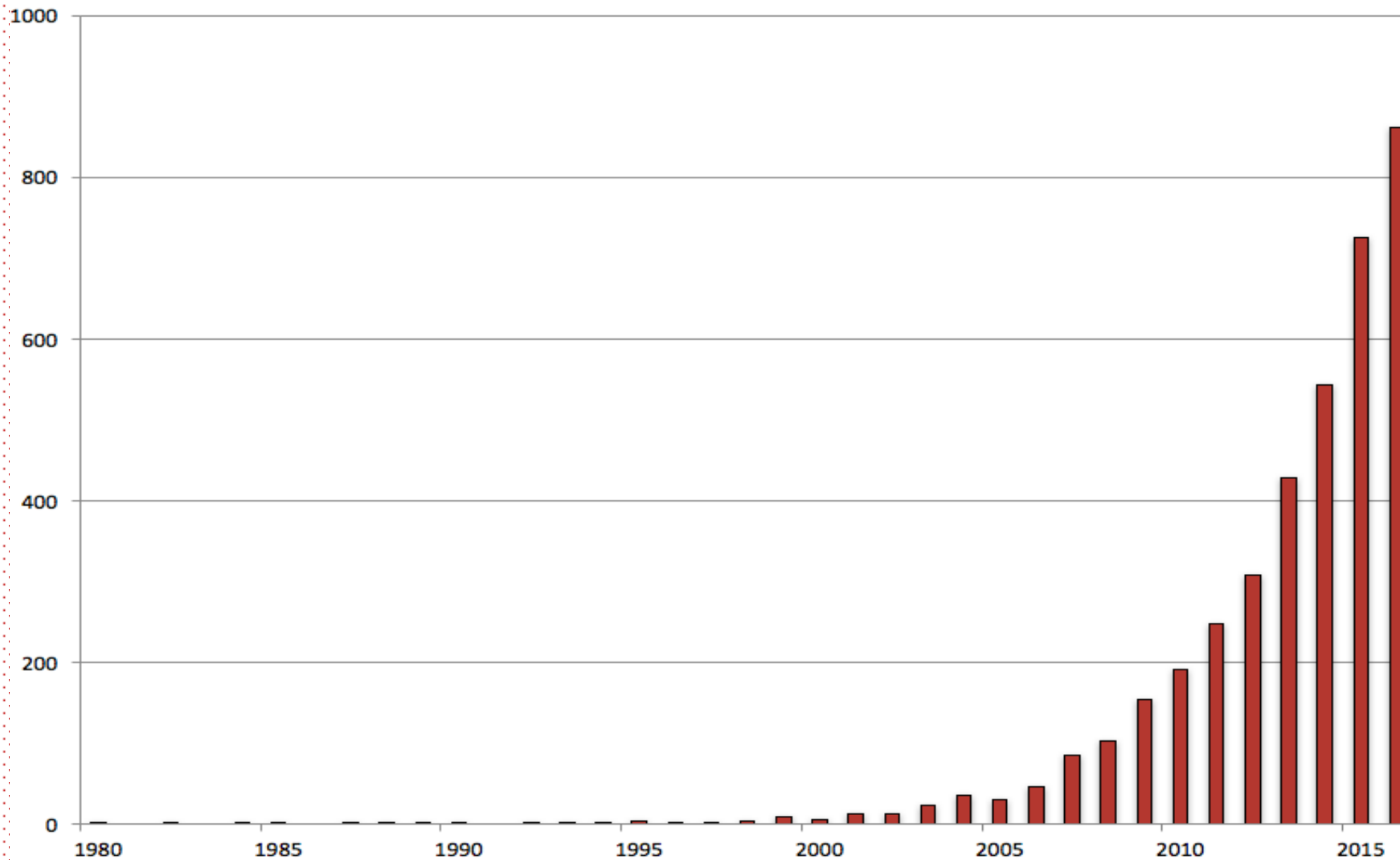
“being present”

“Mindfulness means paying attention to what’s happening in the present moment

in the mind, body and external environment,

with an attitude of curiosity and kindness.”

— Mindfulness Research Publications
(PubMed)





3

Benefits

Outstanding Leadership



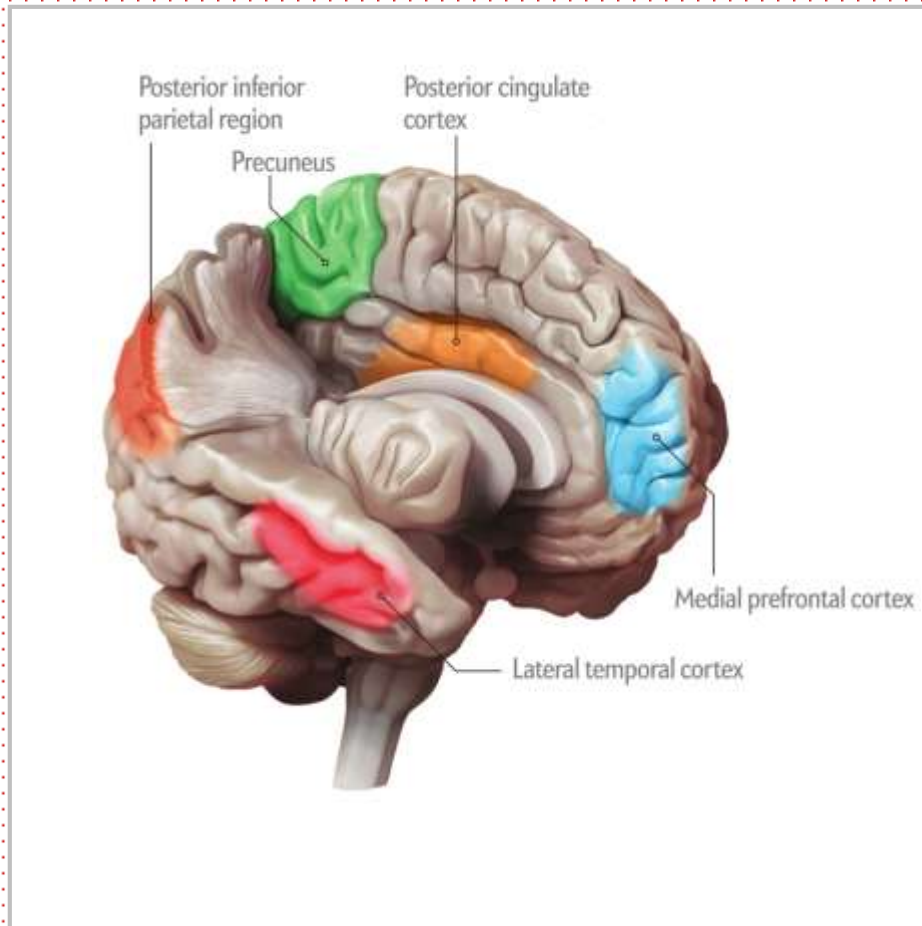
Stellar Performance



Happiness



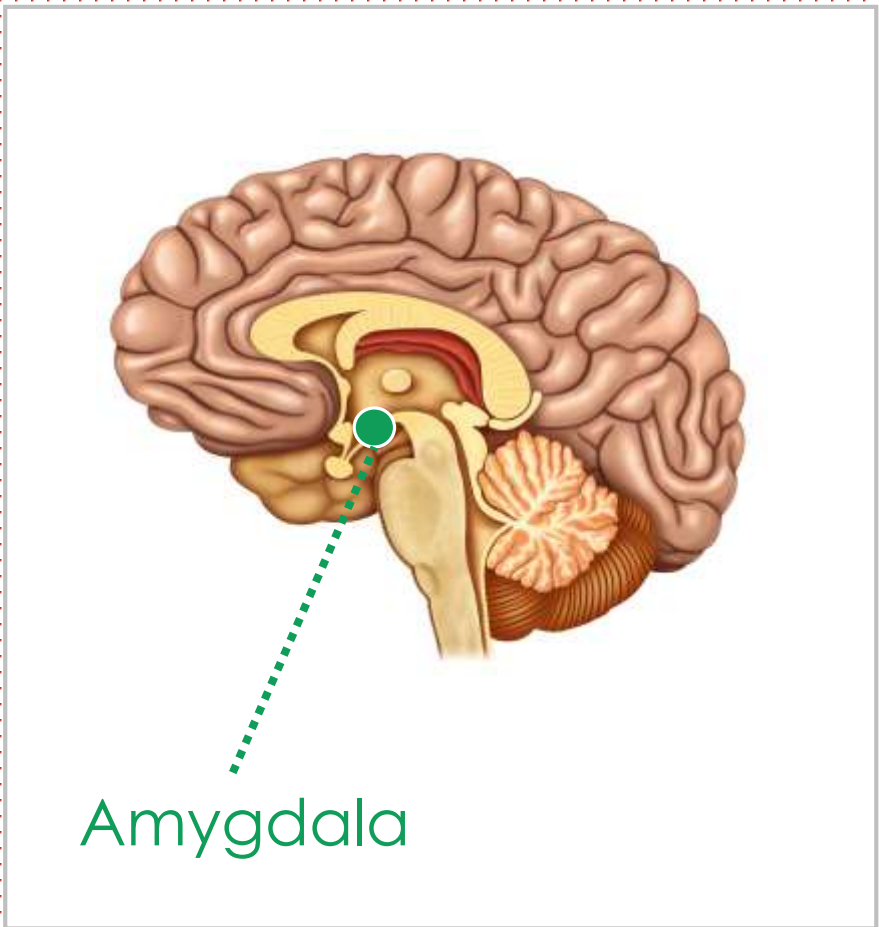
Neuroplasticity: Changes in Attention and Mind-Wandering



Default Mode Network (DMN)

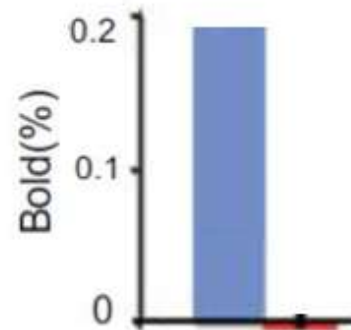
- Related to **mind-wandering** and self-referential thinking.
- **Less active** during meditation.
- Meditation practice → **greater connectivity** with attention management regions, even at when rest.

- Mindfulness Practice:
- Less Anticipatory Stress, Faster Recovery

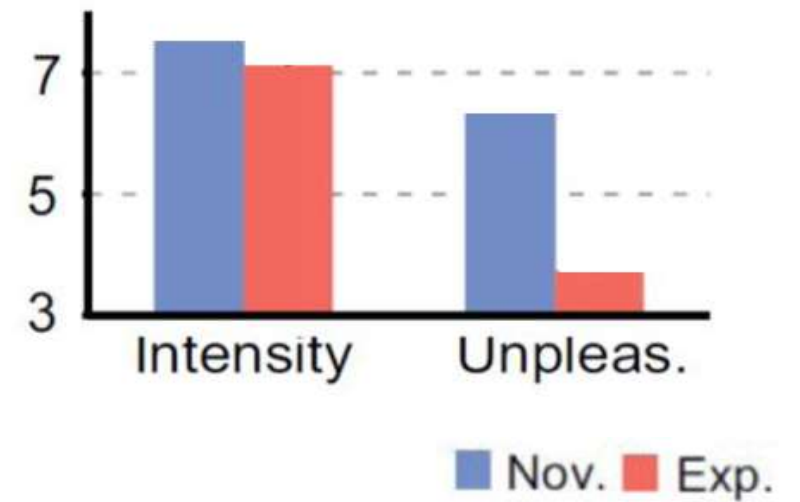


Novice vs Expert meditators responding to pain

Less anticipatory amygdala activation



Less self-reported unpleasantness afterwards





Search Inside Yourself
Leadership Institute



Search Inside Yourself

Mindfulness-Based Emotional Intelligence for Leaders

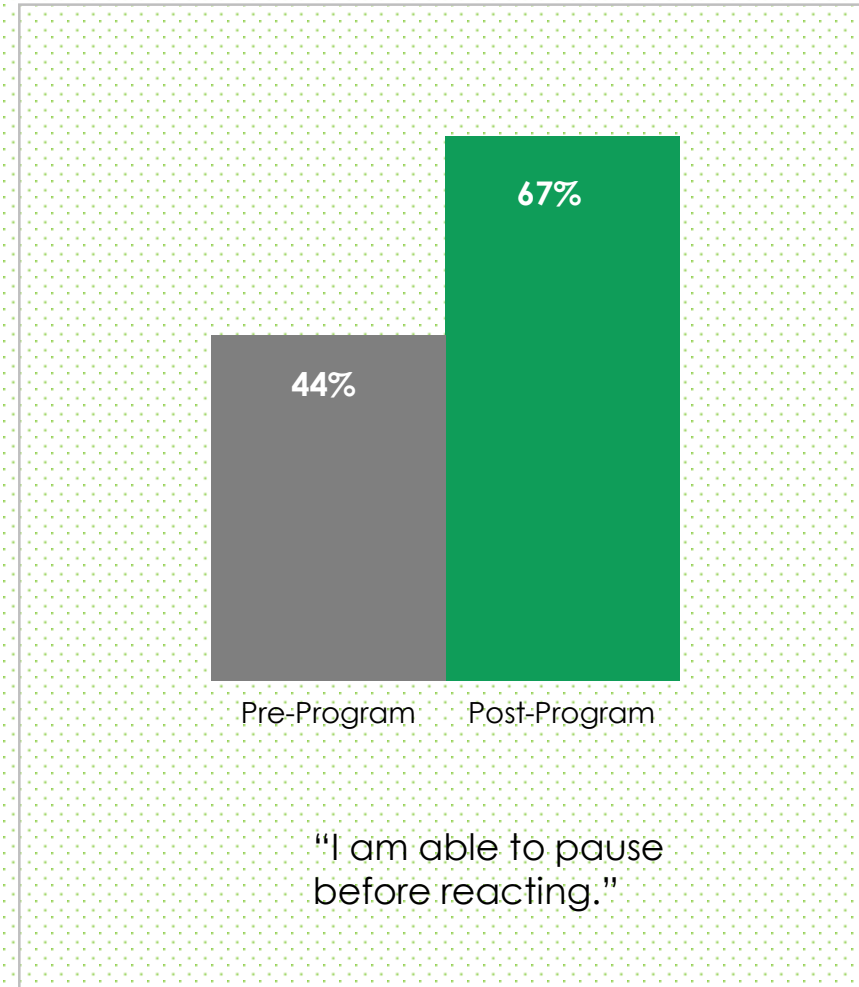
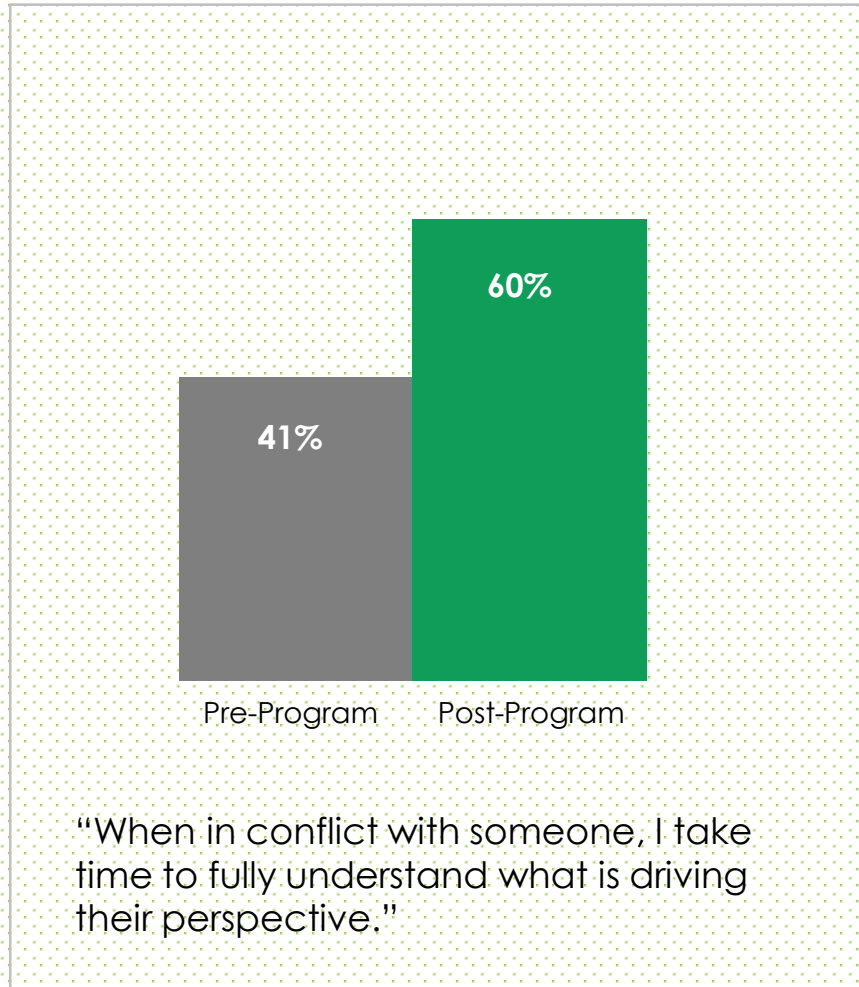
+ Emotional
Intelligence

+ Neuroscience

+ Mindfulness

= Search
Inside
Yourself

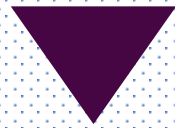
Changes before SIY
(Compared to 4 weeks after)



Summary

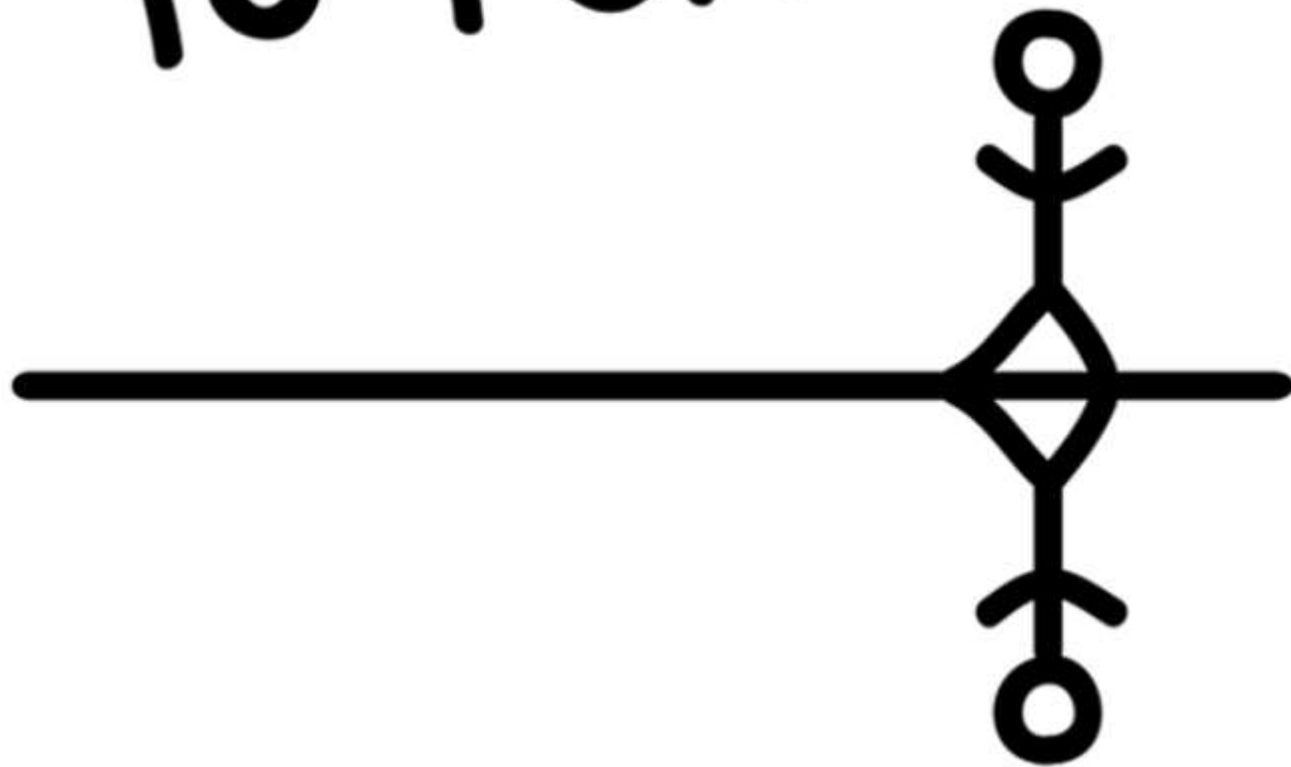
- We need skills for a VUCA world
- Mindfulness is the movement from Autopilot → Aware

Autopilot



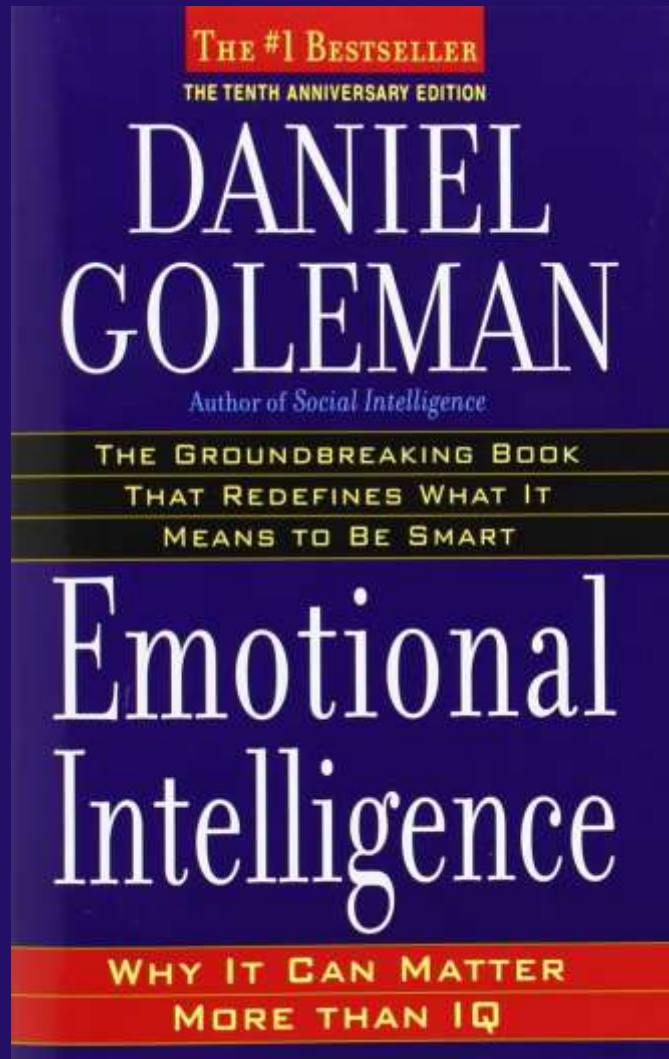
Aware

Take time
to reflect



Emotional Intelligence

“The ability to monitor one’s own and others’ feelings and emotions, to discriminate among them and to use this information to guide one’s thinking and actions.”



- Self-Awareness
- Self-Management
- Motivation
- Empathy
- Social Skills



Self-Awareness



“Knowing one’s
internal states,
preferences,
resources and
intuitions.”

50

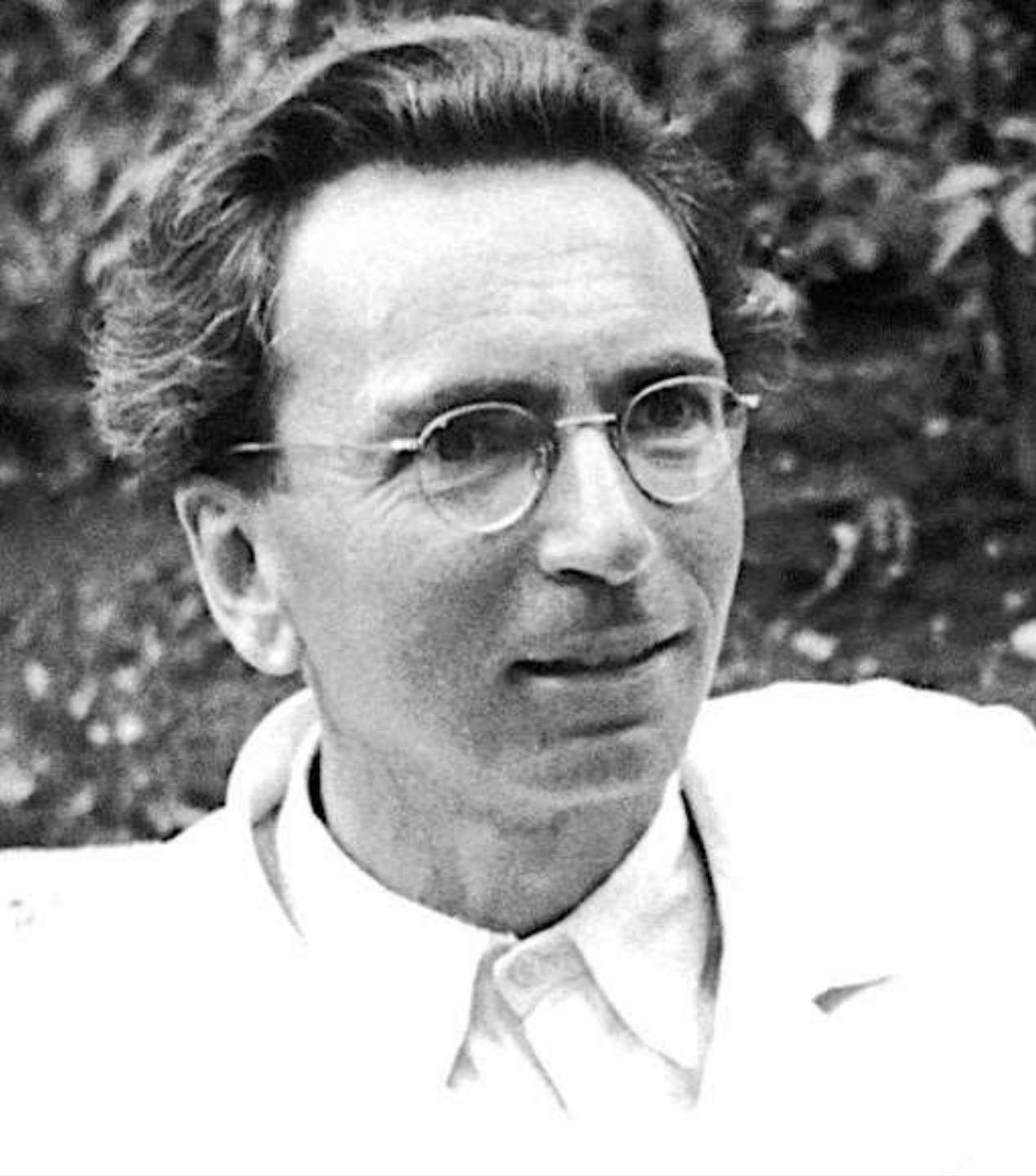
Have a hunch

80

Figured it out

10

Palms sweat &
behavior changes



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Viktor Frankl's teachings,
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EXISTENTIAL

“I am angry”

EXPERIENTIAL

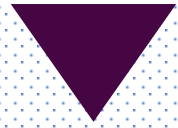
“I experience
anger in my body”



Self-Management



Compulsion



Choice

Self-Management

The process of managing one's internal states, impulses, and resources.

It's NOT

- Avoiding
- Denying
- Suppressing



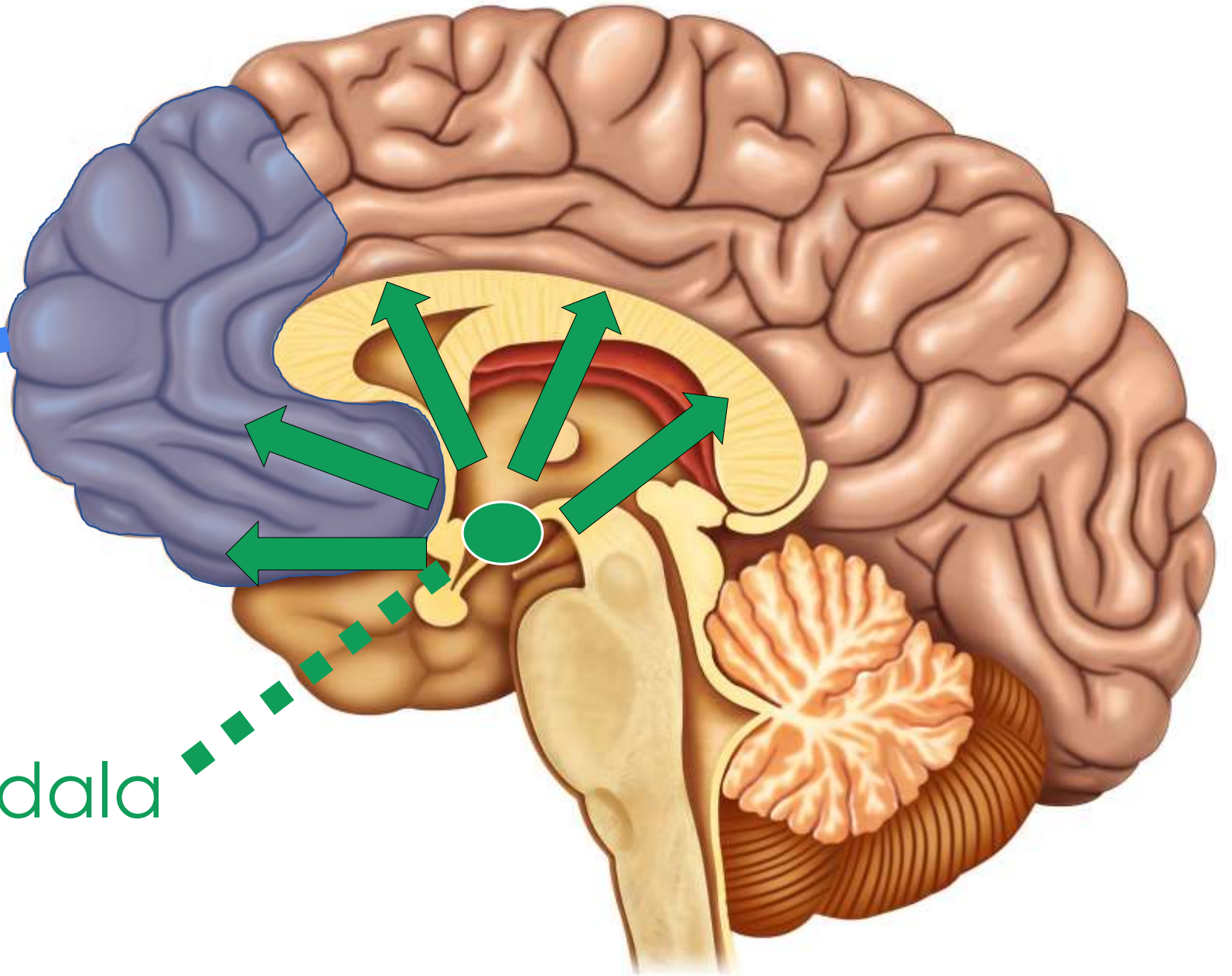
A solid blue circle is centered on a white background. Inside the circle, the text "How to respond to triggers?" is written in a white, sans-serif font, arranged in four lines.

How to
respond to
triggers?

Hijack

Prefrontal
Cortex

Amygdala





- Stop
- Breathe
- Notice
- Reflect
- Respond

Motivation





Discover

Alignment

Envisioning

Resilience

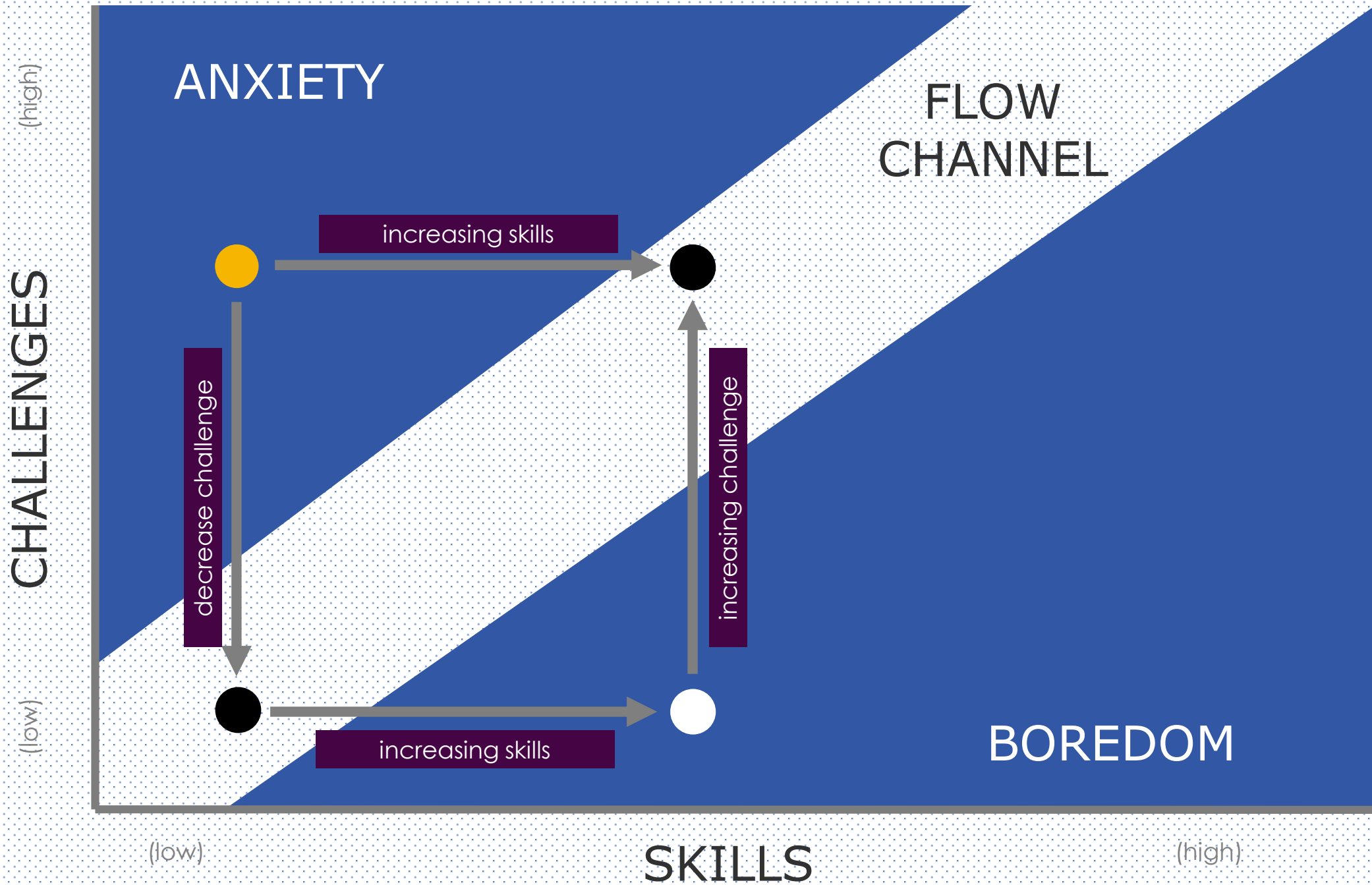
Pleasant life

Life of engagement

Meaningful life

Dr. Martin Seligman





Alignment

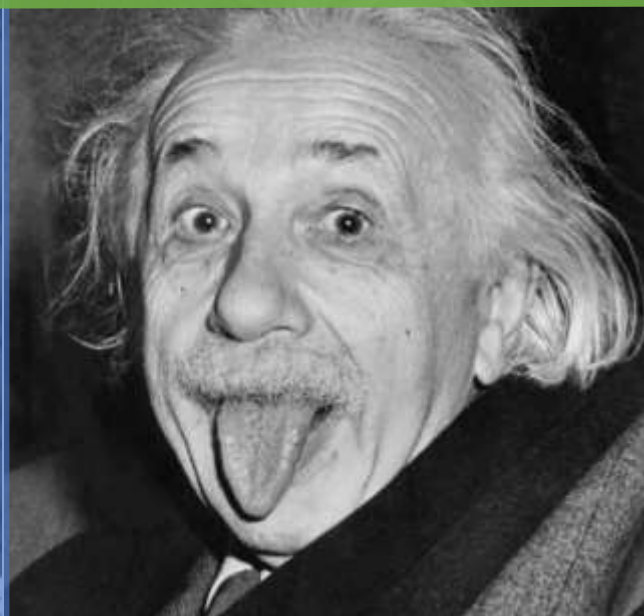
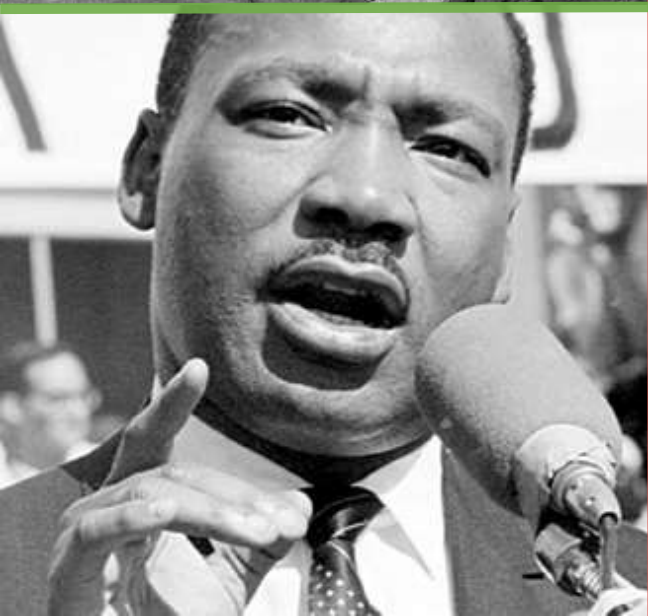
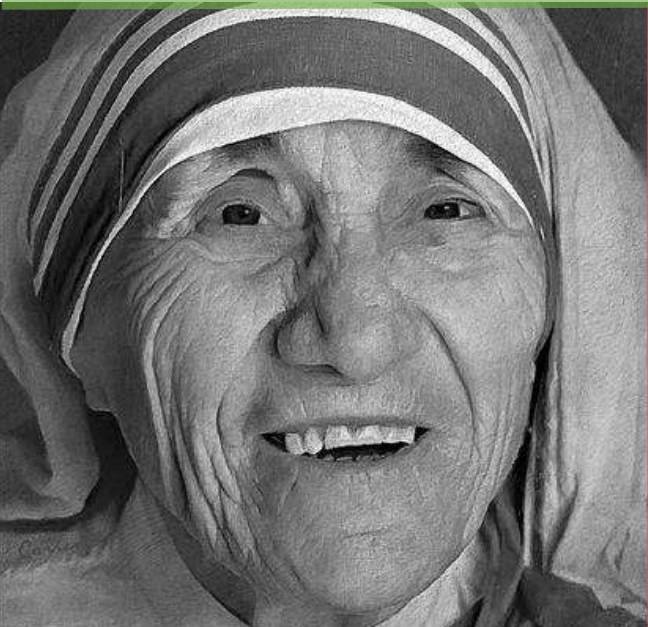


Self-Awareness



Mindfulness

Values



What's your best possible future?



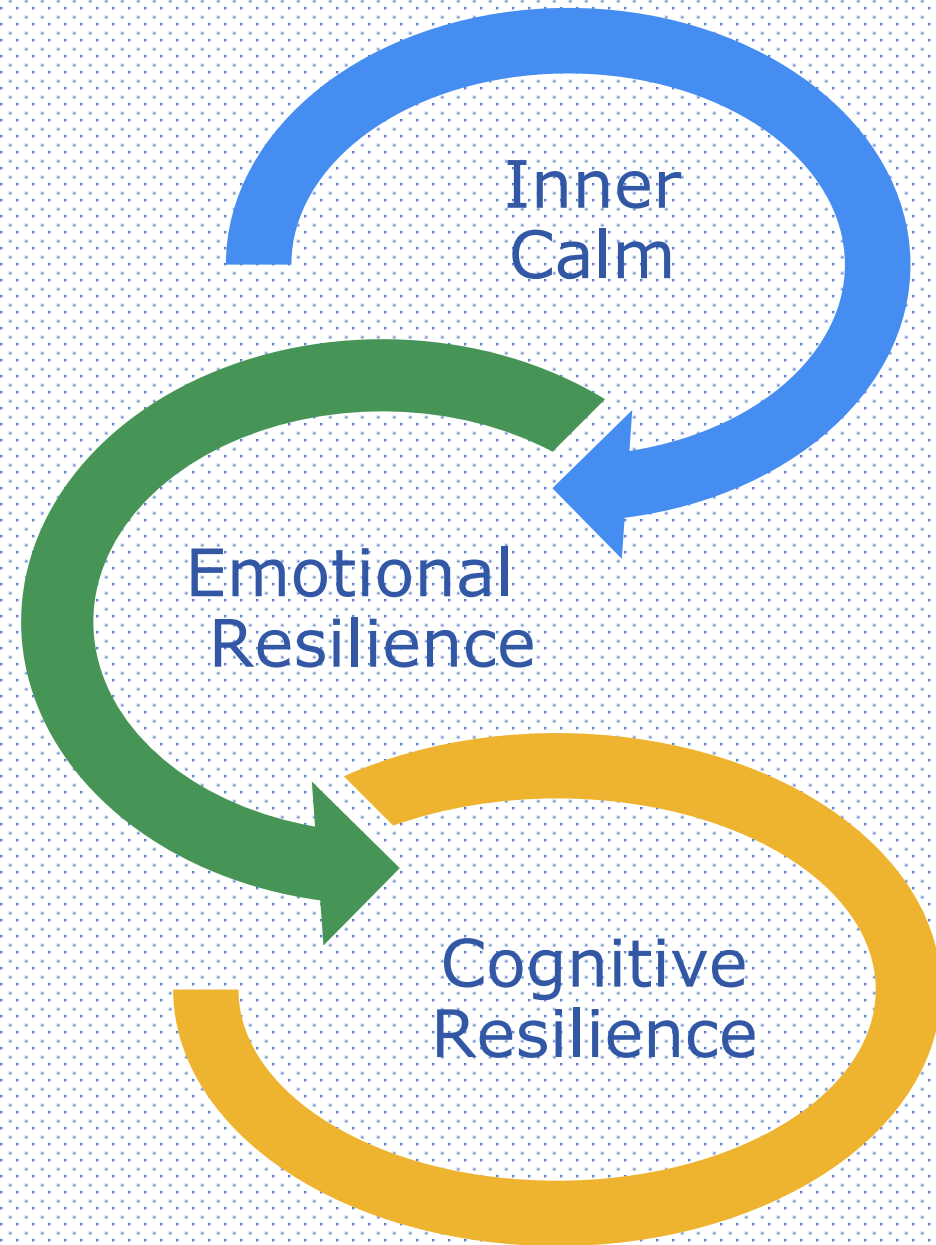
Alignment

Envisioning

Resilience

“An ability to recover from or adjust easily to misfortune or change.”

Resilience in 3 Steps



Explanatory Style

Response to setbacks

Pessimist

- Presumption of personal helplessness
- Setbacks are long lasting
- Are due to their own inadequacies and cannot be overcome

Optimist

- Presumption of personal power
- Setbacks are temporary & are isolated to circumstance
- Can be overcome by effort and abilities

Cultivating Optimism

1. Become aware of negativity bias
2. Mindfulness
3. Transformation

Outcomes

- Leadership Ability
- Performance and Stability
- Happiness

Creating Transformational Leaders

- Must create leaders who are mindful with emotional intelligence because we get our work done through people. Our work is to inspire and to motivate, and to create a vision that individuals will become a part of in helping us achieve our goals.
- Transformational Leaders are: embodied EI skills; empathy, compassion, generosity, and data and use them all to build healthy productive teams for impact.
- Transformational Leaders must Lead with Vulnerability

Understanding Vulnerability

- “Vulnerability is the absolute heartbeat of innovation and creativity,” says Brown. “There can be zero innovation without vulnerability.”
- “Having the courage to face your fears and the wild uncertainty of the future”
- Myths:
 - Is not Weakness – Courage takes vulnerability (you must take risks)
 - You can’t opt out of it – You must deal with uncertainty – if not you do not influence
 - Sharing your challenges with those who can understand and support – Find your group
 - Not going it alone – Building a team where people feel comfortable to ask

• Brene Brown – University of Houston Graduate School – Daring to Be Greatly

Vulnerability is required for authenticity. We know that authenticity helps build trust, which is especially valuable now, when trust in business and leaders in general is sorely lacking. And authenticity means being open and honest about your beliefs and values. Authentic behaviors include admitting mistakes, showing emotion, and not hiding behind a manufactured facade. It's impossible to be authentic without being willing to be vulnerable.

How do leaders do this -



Leadership & Integration

Communicating
with Insight

Leading with
Compassion

What Google Learned From Its Quest to Build The Perfect Team.



Remember how it feels to connect with others



Vulnerability, Empathy and Compassion for Impactful communication



Empathy

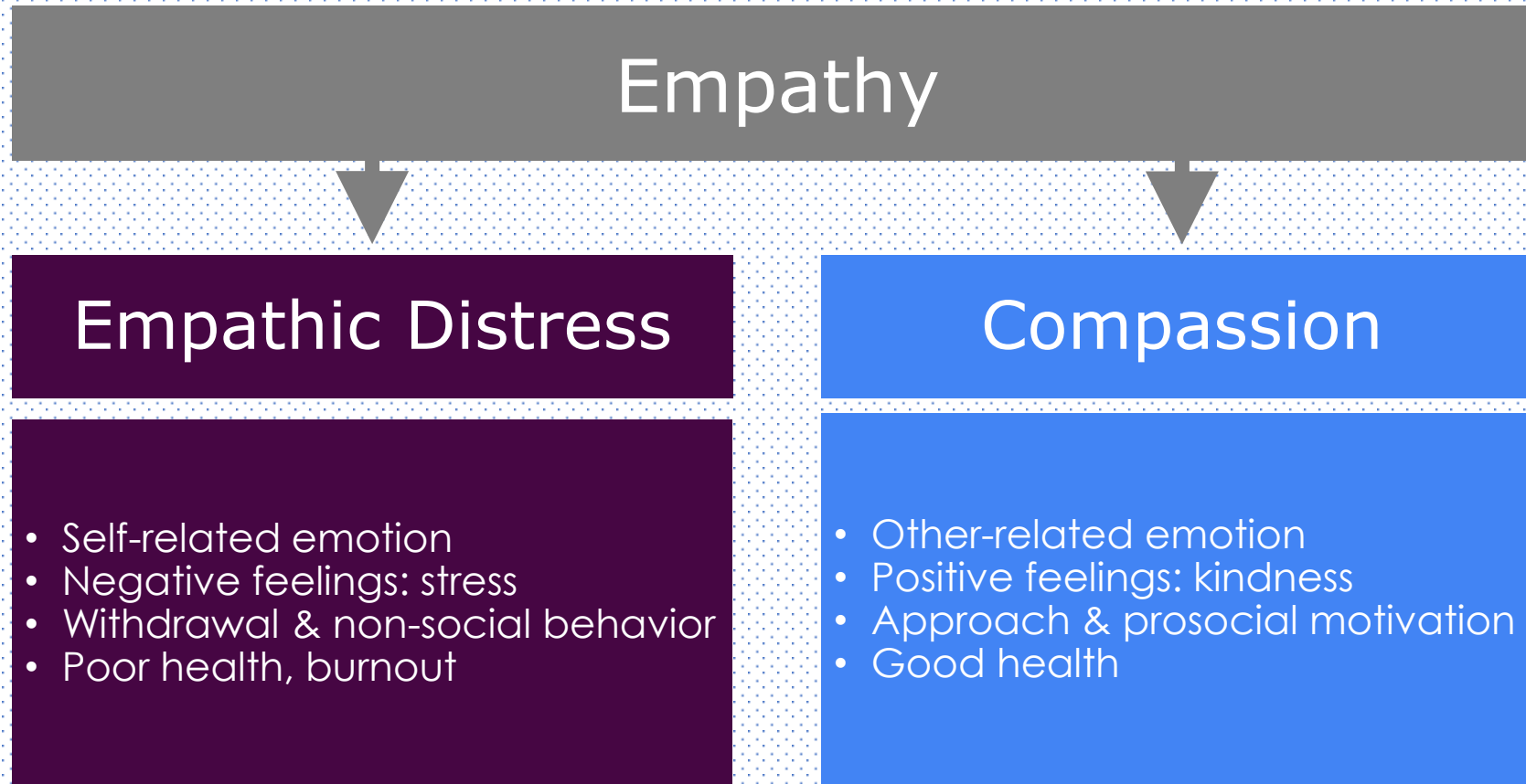
- (a) The ability to experience and understand what others feel

- (b) while maintaining a clear discernment about your own and the other person's feelings and perspectives.

What Empathy is NOT

- Psychologizing
- Agreeing with people

Connecting with others





“Compassion may be defined as the capacity to be attentive to the experience of others, to wish the best for others, and to sense what will truly serve others.”

Compassion Makes Courage

“Having compassion for others frees us from fearing ... it turns our attention outward, expanding our perspective, making our own problems ... part of something bigger than us that we are all in together.”

Jinpa, 2015



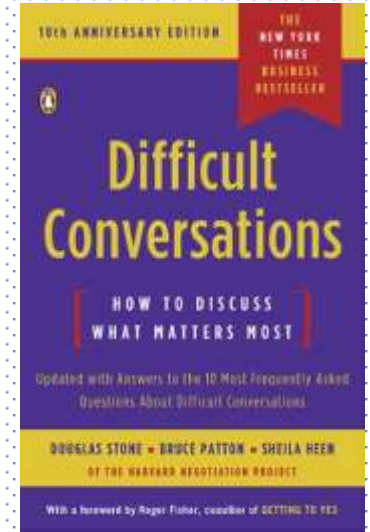
Three Levels

1. CONTENT

2. FEELINGS

3. IDENTITY ►

- Am I competent?
- Am I a good person?
- Am I worthy of love and respect?



Generosity is contagious

- Generosity is such a powerful practice that it simultaneously affects the person extending the generosity, the recipient of the generous act, and anyone who witnesses it. Generosity is an evidence-based way to boost well-being.
- [Richard Davidson](#), founder of the Center for Healthy Minds at University of Wisconsin and member of the American Academy of Medicine.

Generosity continued

- “Attention is the rarest and purest form of generosity” – Simon Weil
 - Action to do immediately:
 - Give someone your undivided attention
 - Give a Compliment – “Thank You” are two powerful words together
 - Throw a life preserver – offer to help someone in need or stressed
 - Make it anonymous – (everyone is inspired – a win/win)
 - Forgive someone –
- Mary Linda McBride (Mindful Leadership Website)

What is Your Work and Vision?

- How will you change the world?
- What will be your unique to contribution?
- From your history or histories, what is uniquely yours to offer the rest of us?
- How can we learn from your ways of collaborating with difficult conversations and histories as an institution of higher education?
- In honoring your uniqueness, how will our work emerge as enhanced?

