

# Learning Labs

VIRTUAL SERIES BY ALLSTEEL

## Featuring expert panelists:



**Deena Chochinov**

Author, OD Consultant,  
Family Business Advisor



**Keith Perske**

Workplace Advisor



**Moderated by**

**Jan Johnson**

Principal at Workplace  
Collective LLC

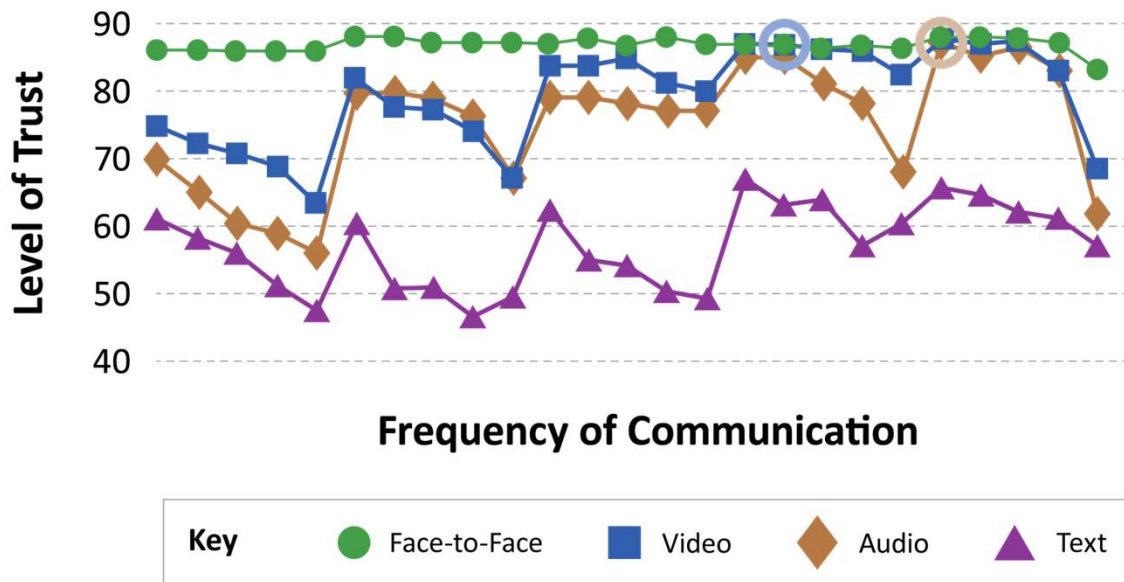
Know all the theories,  
master all the techniques,  
but as you touch a human soul  
be just another human soul.

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Carl Jung

Why we need to be together:

# 1. To build trust and personal networks

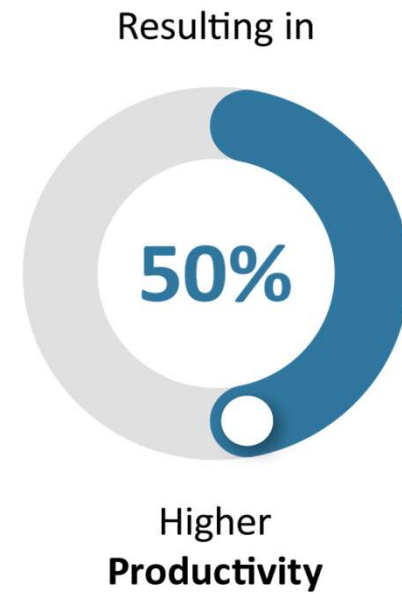
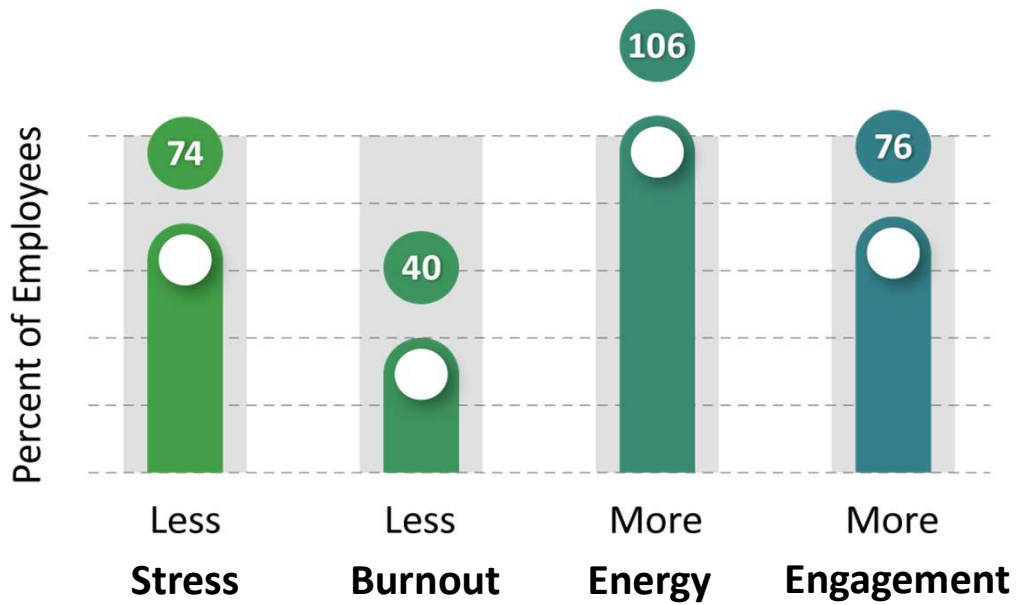


## Being together fosters:

- Proximal learning - in both directions
- Network building
- Building and sharing institutional knowledge
- Helps both introverts and extroverts

Source: Effects of Four Computer-Mediated Communications Channels on Trust Development. Bos, Gergle, Olson, Olson.

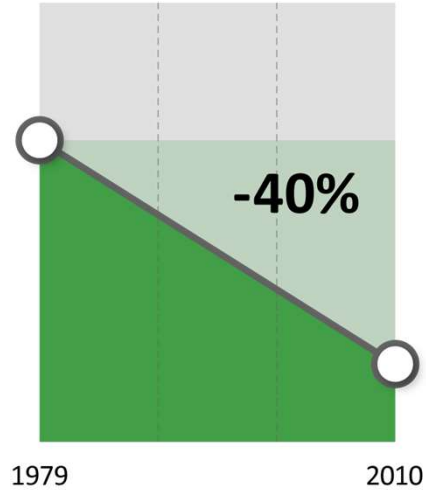
## *Trust is good for business*



"The Neuroscience of Trust", Paul J. Zak, Harvard Business Review, January, 2017. Via EY.

Why we need to be together:

## 2. To build empathy



Between the 1970s and the 2010s empathy among college students fell 40%<sup>1</sup>

Greatest declines after 2000

Social media enables:

- the ability to say anything without consequence
- unfollowing those who do not agree with you
- diminished focus, patience and commitment to genuine interactions

Sixth graders **who spent time together** away from social media for 5 days were able to read facial expression and emotions better<sup>2</sup>

<sup>1</sup> University of Michigan, Sara H. Konrath, 2010. Sample size 13,737 over 20 years.

<sup>2</sup> Children's Digital Media Center, UCLA, 2014. Sample size 50 sixth graders

**Empathy:** the ability to understand and share the feelings of another

- Helps teams work better together and when apart
- It is part of the benefits of diversity
- Deeper listening leads to innovation and learning

Why we need to be together:

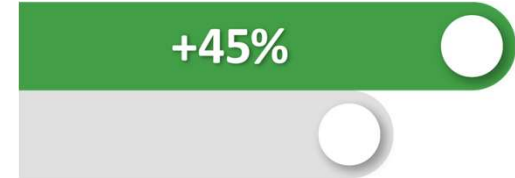
### 3. To experience diversity

1 We're missing valuable interactions with co-workers who have different:

backgrounds	education	genders
ethnicities	nationalities	sexual orientation
working & thinking styles	religious backgrounds	generations
	abilities & technical skills	

2 We're missing **spontaneous, social, casual interactions** with others who are different vs. working from home with people who are like us – and confronting our own biases.

3 We're missing **diverse interactions** that broaden our thinking, break down barriers, create trust and foster empathy.



Companies with **above-average diversity** produced a greater proportion of revenue from innovation (45% of total) than from companies with below average diversity (26%)

Graph source: "Diversity Confirmed to Boost Innovation and Financial Results", Forbes Insights, January 15, 2020.

Why we need to be together:

## 4. To create a sense of belonging

Inclusivity leads to a **sense of belonging**. When people feel like they belong, they act inclusively, creating a virtuous cycle that leads to **better performance**.

**+8 pts.**

Higher Gross Margin<sup>1</sup>

**+8 pts.**

Higher Retention<sup>1</sup>

**+4 pts.**

Higher Revenue<sup>1</sup>

**57% better**

Team Collaboration<sup>2</sup>

**3.5X**

More likely to contribute their full innovative potential<sup>3</sup>

<sup>1</sup> EY Business Linkage Research, 2017.

<sup>2</sup> Driving Retention and Performance Through Employee Engagement, Corporate Leadership Council, 2008.

<sup>3</sup> Innovation, Diversity and Market Growth, S. A. Hewett, M. Marshall, L. Sherbin, T. Gonsalves, 2013.

**Being valued and understood for all you bring to the table. Not just fitting in.**

A sense of belonging leads to feeling:

Psychologically safe

Inspired

Trusted

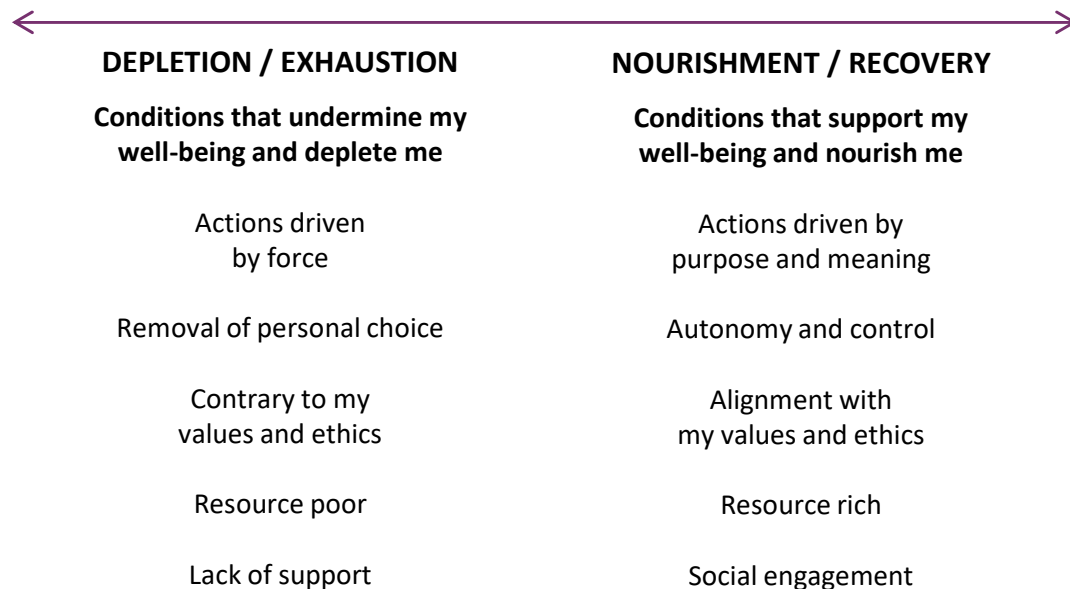
Supported

Connected

Elevated

Whole and Integrated Leadership Qualities:

# 1. Resilience



Source: Deena Chockinov, *Home Work: How To Be a Leader in the Boardroom and the Living Room* 2022

**Resilience is:**  
“The capacity to absorb high levels of continuous change while displaying *minimal* dysfunctional behavior.”

Source: Daryl R. Connor, *Managing at the Speed of Change: How Resilient Managers Succeed and Prosper Where Others Fail* (New York: Random House, 1993)



## Whole and Integrated Leadership Qualities:

# 2. Discernment

Examples of discerning questions adapted from the Global Digital Foundation's Critical Thinking Skills Cheat-sheet:

- Who will be most directly affected by my decision? Who could benefit? Who could be harmed?
- What are the system's strengths and weaknesses to handle the decision—or not? Do the members have the emotional, intellectual, and relational capacity to manage the effects of the decision once it's made?
- What other perspectives or information should I seek before I decide?
- Where will this decision ultimately lead the team?
- Is there a desire or need for the team to actually deal with this situation?
- Will the decision make a real difference for the people involved?
- When is the best time to act?

### Discernment is:

“...the wisdom to understand context, maintain perspective, and appreciate the interrelationships between people and systems.”

## Whole and Integrated Leadership Qualities:

# 3. Presence

### Tools to Cultivate Presence

#### Tool #1 Paying Attention

- **Commit** – pay 100% attention to each other
- **Listen** – make eye contact and give visual/vocal cues that signal attention
- **Pause** – and reflect before responding/asking questions – signaling respect and consideration
- **Ask** – be authentic in your questions by staying curious – “Tell me more about...”

#### Tool #2 Take Mental Health and Wellness Breaks

- **Time-block** 15-20 minute breaks
  - Nourish w/ food/drink
  - Walk/run
  - Express gratitude
  - Sit quietly

### Presence:

Showing up for people: encouraging, enabling, inspiring others to be their best selves; creating intentional connections that make people feel seen and heard and understood for the unique experiences and expertise they bring.

## Whole and Integrated Leadership Qualities:

# 4. Collaboration

### Tools to Cultivate Collaboration

#### Tool #1 Create and Expand Trusted Network Circle

- **Extend appreciation** – to your most trusted current collaborators
- **Invite** – those with whom you'd like to connect for their experience, expertise, reputation and interests

#### Tool #2 Foster Your Own Collaborative Style (ala 3 approaches from “Participative Management”\* model)

- **Independent decision-making** – it's your decision and you have all the info needed
- **Collaborative decision-making** – it's your decision, and you are open to input
- **Empowered decision-making** – you relinquish your power to an individual or group who is ready and able to make the decision; you offer clear guidelines

\*Source: Lorne C. Plunkett and Robert Fournier, *Participative Management: Implementing Empowerment* (New York: Wiley, 1991)

### Collaboration:

“...the best leaders chose collaborators, confidants, and partners from whom to seek support and with whom they can wrestle with challenges and gain perspective...(and) it acts as a form of co-regulation.”

## Whole and Integrated Leadership Qualities:

# 5. Compassion

### Tools to Cultivate Compassion

#### **Tool #1 Develop Compassion and Appreciation for Yourself**

- Instead of dwelling on the negatives, **name the actions** you took and the words you said that were smart, helpful, and had a positive impact on you and those around you
- **Consider a loving-kindness practice** – like “May I be safe, be happy, be healthy and live with grace and ease.”

#### **Tool #2 Develop Compassion and Appreciation for Others**

- **Ask “What can I do?”** – whether it’s undivided attention to brainstorm, or helping them make a plan for a radical life change

### **Compassion is:**

“...empathy in action. Just by asking the simple question “How can I help?” leaders offer a message of active engagement, generosity of spirit, and purposeful connection.”

## Whole and Integrated Leadership Qualities:

# 6. Courage

### Tools to Cultivate Courage

#### The 3 C's of Courageous Conversation

##### Curiosity

- What *really* happened that led to this conflict?
- Which mental modes/assumptions/ stories shaped your conclusions?
- How can you analyze the situation with a curiosity lens?

##### Concern

- What do you think is the real issue for your counterpart?
- How can you express your concern so they can hear and believe you?

##### Care

- In this conversation, what's your most desired outcome for you, your counterpart, your relationship, your work team? How can you effectively convey compassion?

### Courage:

“Effective leaders are determined to keep going when anxious or afraid...(and) can't elude or deny conflict.”

Whole and Integrated Leadership Qualities:

## 7. Knowledge of Self

### Ask for Honest Feedback – and Model it in Return

- How am I being effective in supporting/challenging/attending to you?  
Can you give me some specific examples of what and how I'm showing that?
- What else could I start saying or doing to offer you more support/challenge/attention?
- What would you like me to stop doing?

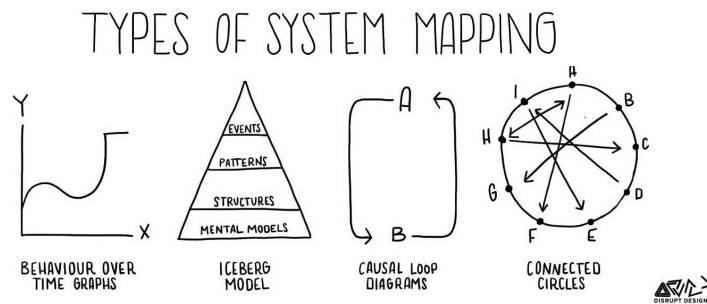
### Self-Knowledge:

“Leaders have...a heightened sense of awareness and understanding of one's own signature of emotions and consequent behaviors – and the ability to appropriately manage it through self-control and discernment.”

## Whole and Integrated Leadership Qualities:

# 8. Knowledge of Systems

The “workplace” is a terrific example of a complex system.



Systems thinking often involves moving from observing events or data, to identifying patterns of behavior overtime, to surfacing the underlying structures that drive those events and patterns.

Definition source: <https://thesystemsthinker.com/the-thinking-in-systems-thinking-how-can-we-make-it-easier-to-master/#:~:text=The%20seven%20unfold%20in%20the,Qualitative%20Thinking%2C%20and%20Scientific%20Thinking.>

Diagram source: <https://medium.com/disruptive-design/tools-for-systems-thinkers-the-6-fundamental-concepts-of-systems-thinking-379cdac3dc6a>

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## Systems Knowledge:

Leaders are always a part of a system—of circumstances, people and the relationships (and priorities and activities) that connect them—and must be expert at maneuvering through its different constellations.