Leadership Lunch and Learn: Ignite Your Inner Leader

Featuring Molly Tschang ’85, moderated by Andrew Berry ‘04
High Performance is About the “How”

• EI/SI best determinant of level of success in most professions & marriage\(^1\) → high-performing team\(^2\)

• www.talentsmart.com - EI: accounts for 58% of job performance; 90% of top performers have high EQ\(^3\)

• Group intelligence correlated to social sensitivities, not IQ\(^4\) MIT

• Teams utilizing conflict consistently out-performed cohesion\(^5\) HBR

• Leaders able to identify/manage patterns of emotions in a collective better able to make ambitious strategies reality\(^6\) INSEAD

• Psychological safety most critical to a team working\(^7\) Google

Sources: \(^1\) Daniel Goleman, ‘06; Shoda, Mishal & Peake ‘90; Duriak & Weissberg ‘07; John Gottman ‘02; \(^2\) Losada & Heaphy ‘04 – Relationship System Intelligence; \(^3\) Mike Schmidt TalentSmart; \(^4\) Thomas Malone, MIT; \(^5\) David Burkus, How Criticism Creates Innovative Teams, HBR Blog Network; \(^6\) What Could Have Saved Nokia, Quy Huy, INSEAD and Timo Vuori, Aalto University; \(^7\) What Google Learned From Its Quest to Build the Perfect Team, NYT Magazine ‘16
“Truth – more precisely, an accurate understanding of reality – is the essential foundation for producing good outcomes.”

Ray Dalio, Founder & Co-chief Investment Officer
Bridgewater Associates – $169B Hedge Fund
Empowering Women & Girls Delegation, Save the Children, Woliso, Ethiopia 2004
Deep Democracy: recognizing that all voices in a relationship system need to be heard – including unpopular ones – to realize the system’s full potential and accurately represent reality

Diversity of opinion and beliefs expand a relationship system – the feel of the “sum being greater than its parts”

CRR Global
MetaSkill:
- Intentional attitude or stance w/ which something is done
- Door to enter that starts an experience w/ chosen emotion

MetaSkills Wheel

- Heart / Intimacy
- Commitment
- Respect
- Curiosity & Understanding
- Deep Democracy
- Partnership / Collaboration
- Playfulness (Humor)
- "?"
How can you lead your group to be more successful & productive?

• Team norms (incl. how to handle tough times)
  – “Wow, No Surprises, Cheer”  
    (The Orange Revolution: How One Great Team Can Transform an Entire Organization, Adrian Gostick & Chester Elton)

• Social sensitivity (listen/sensitive to feelings and needs) and psychological safety  
  – More women → greater social perceptiveness (gender and/or higher empathy at play?)

• Roughly equal “air time”
“People want to be able to speak, without fear, and feel heard... to work with colleagues to make good ideas great, let go of what doesn’t serve us... and ultimately be part of something far bigger than any one person could be. That’s what most want – win as one.”

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Thank you!

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