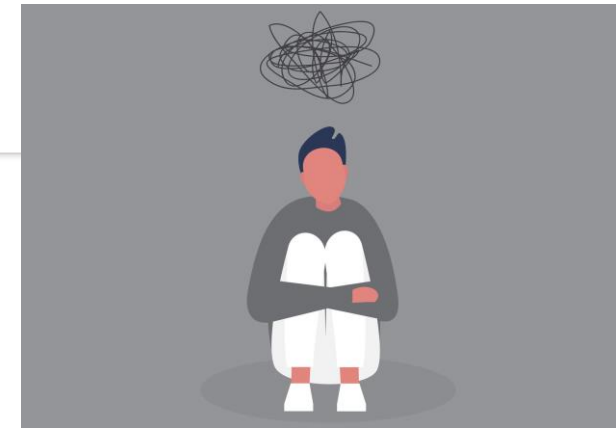




Transformational Leadership In the New Normal

Jennifer Jordan
UEIL Congress
20 October 2021

Transformational Leadership



Inspirational Motivation

Transformational leaders motivate and inspire



Intellectual Stimulation

Transformational leaders stimulate innovation and creativity



Idealised Influence

Transformational leaders behave as role models



Individualised Consideration

Transformational leaders act as coaches and mentors



Four I's
Transformational Leadership



A tough year made work more human

Coworkers leaned on each other in new ways to get through the last year. 1 in 6 (17 percent) has cried with a colleague, especially those in healthcare (23%), travel and tourism (21 percent), and education (20 percent).



1 in 6

17% cried with a coworker



20%

Education



21%

Travel and Tourism



23%

Healthcare

Global prevalence and burden of depressive and anxiety disorders in 204 countries and territories in 2020 due to the COVID-19 pandemic

The Lancet, 8 October 2021  **IMD**
REAL LEARNING. REAL IMPACT



Our Basic Needs to Thrive as Humans

PRIMAL!



Research Article

Alive and creating: the mediating role of vitality and aliveness in the relationship between psychological safety and creative work involvement

Ronit Kark , Abraham Carmeli

Research Article

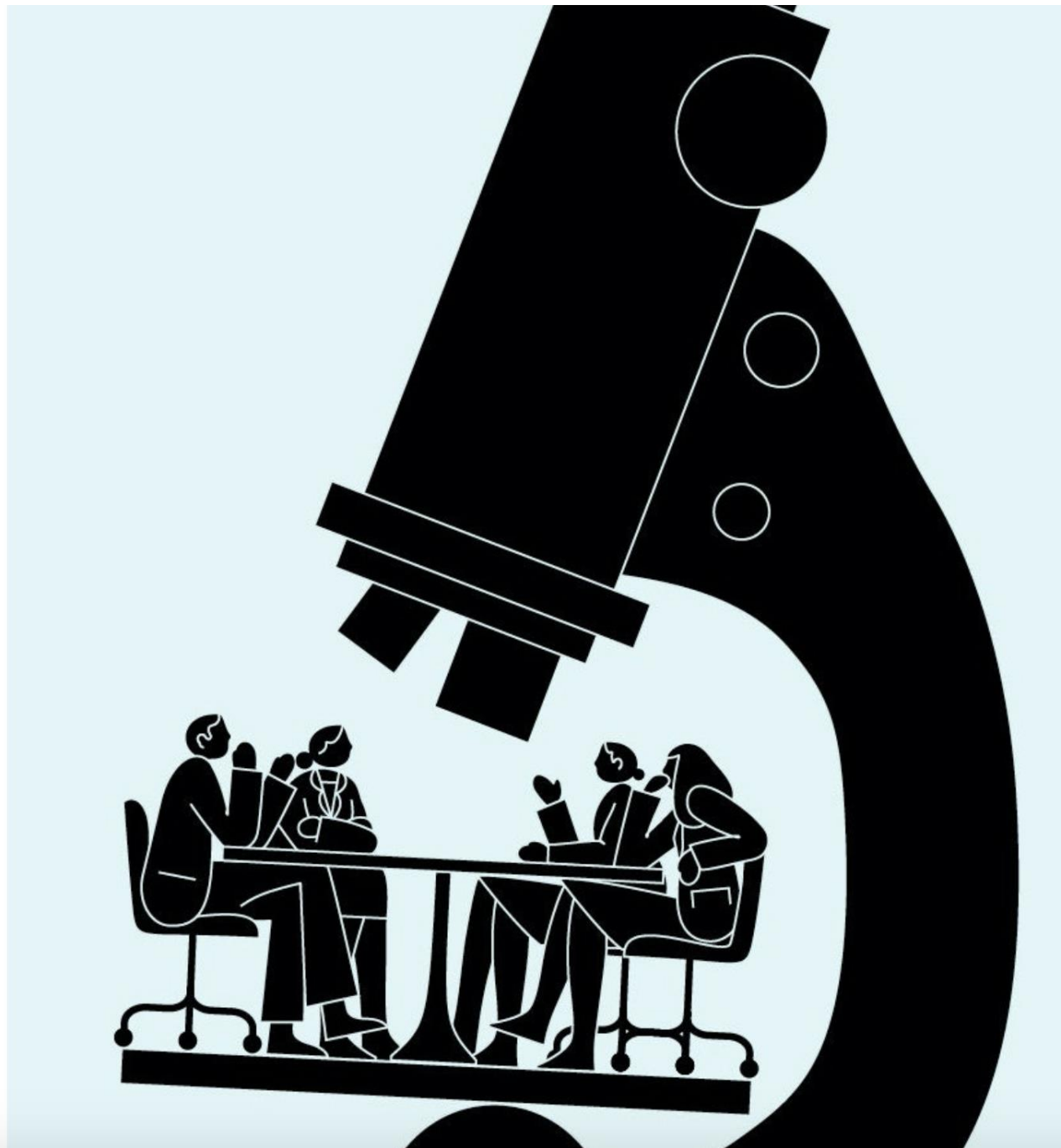
Innovation is not enough: climates for initiative and psychological safety, process innovations, and firm performance

Markus Baer , Michael Frese

THE WORK ISSUE

What Google Learned From Its Quest to Build the Perfect Team

New research reveals surprising truths about why some work groups thrive and others falter.



Psychological Safety is a belief that one will not be punished or humiliated for speaking up with questions, concerns, ideas or mistakes.

If you make a **mistake on this team**, is it held against you?

Can members of this team **bring up problems and tough issues**?

Do people on this team ever **reject others for being different**?

Is it **safe to take a risk** on this team?

Is it difficult to **ask** other members of this team for help?

Would anyone on this team **deliberately act to undermine your efforts**?

Working with members of this team, are your **unique skills and talents valued and utilized**?

Does everyone on the team get **equal time to speak up**?





What kind of team are we?



“Polite teams get polite results.”

-Prof. Bill Fischer 
REAL LEARNING. REAL IMPACT

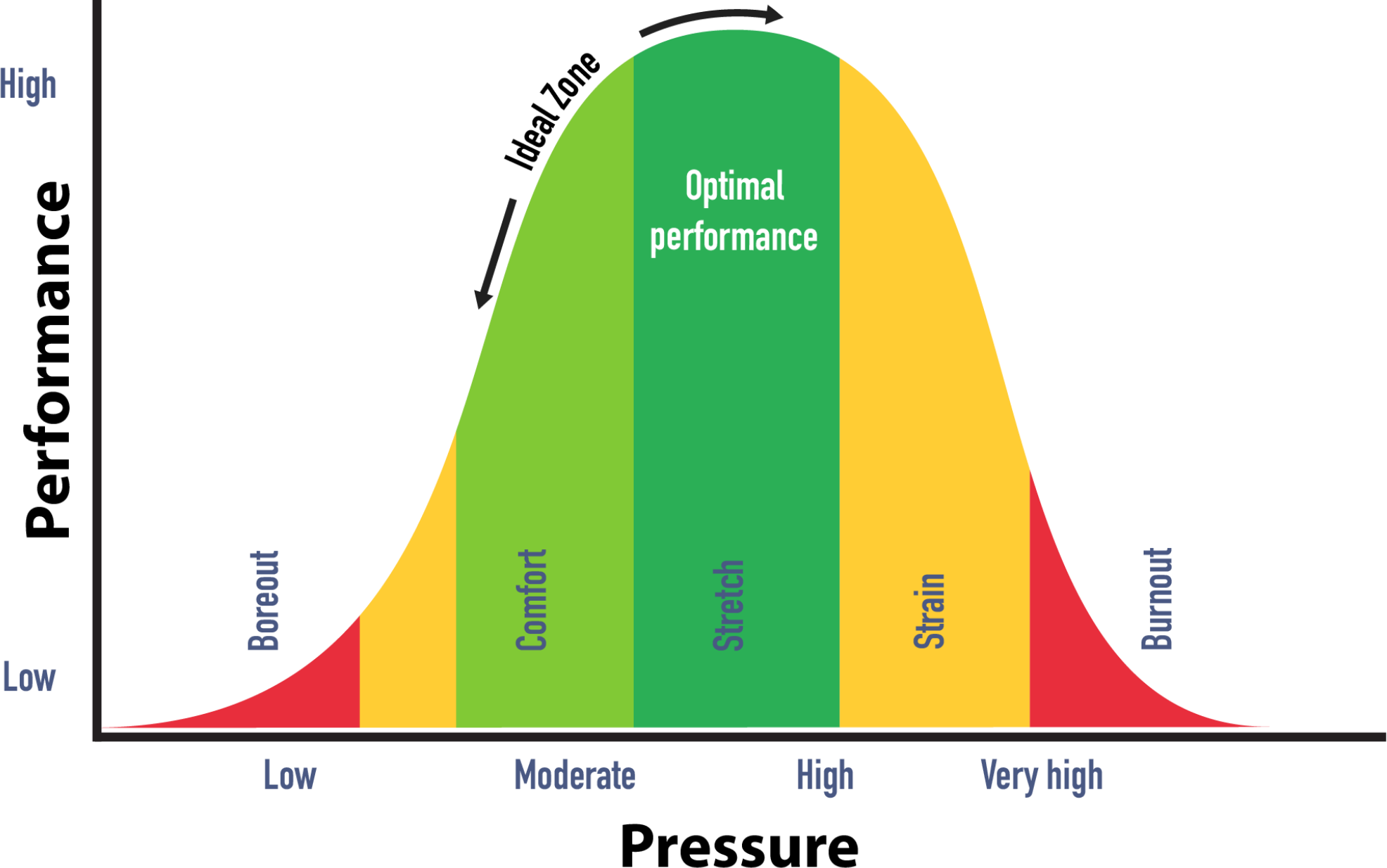
The Hard Truth About Innovative Cultures

Creativity can be messy. It needs discipline and management. by Gary P. Pisano

From the Magazine (January–February 2019)



The Yerkes-Dodson Stress Curve



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- 1. Psychological Safety**
 2. Listen and Be Present
 3. Nurture Trust

-
1. Psychological Safety
 - 2. Listen and Be Present**
 3. Nurture Trust

The Chinese Character For “Listening”





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1. Psychological Safety
 2. Listen and Be Present
 - 3. Nurture Trust**

The Three C's of Trust

Care

- Sharing/keeping secrets
- Empathizing
- **Listening**
- Showing interest in others' well-beings
- Sacrificing one's own well being

Certifiable YOU

- Showing vulnerability
- Taking responsibility
- Being open to criticism
- Consistency in words and actions
- Open communication
- Similarity

Competence

- You know what your doing/talking about
- Expertise
- Track record

The Three C's of Trust in Current Times

Care

- **Sharing/keeping secrets**
- **Empathizing**
- **Listening**
- **Showing interest in others' well-beings**
- Sacrificing one's own well being

Certi fiable YOU

- Showing vulnerability
- Taking responsibility
- **Being open to criticism**
- **Consistency in words and actions**
- **Open communication**
- **Similarity (?)**

Competence

- **You know what your doing/talking about**
- **Expertise**
- **Track record**

More important
More challenging
Easier



Take-aways

- Managers and leaders are operating in a whole “new world”.
- Care is essential for Dare
- But care doesn’t mean “cozy”
 - Psychological safety
 - Meaningful feedback
 - Listen
 - Stimulate trust
- Know your boundaries and hold them



Thank you for your attention and engagement.