



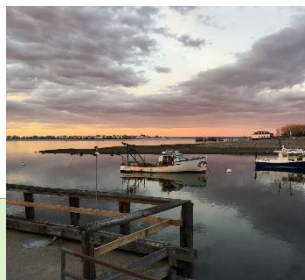
New England Society for  
Healthcare Strategy  
Connecting Experts™



# Focused Leadership (in Complex Times)

Dr. Susan Vroman  
Bentley University

# Dr. Susan Vroman



**SHE/HER/HERS**

RED SOX FAN BY WAY OF NY, NJ, VA, DC, & PARIS

JMU, HARVARD, NORTHEASTERN UNIVERSITY

ACCENTURE, LINKAGE, BENCHMARK SENIOR LIVING, SMARTPAK, &  
CHRYSLIS. NORTHEASTERN U & BABSON COLLEGE

**BENTLEY UNIVERSITY**

ORGANIZATIONAL RE-ENGINEERING, EBS AND -MERGER /ACQUISITION  
ASSIMILATION,

RESEARCH FOCUS: FLEXIBLE WORK ARRANGEMENTS, WOMEN'S  
LEADERSHIP, AND WORKING MOTHERS

**WIFE, MOTHER, DAUGHTER**

# Agenda



- Identify leadership expectations, in complex times
- Define the role trust plays, and how to achieve it
- Understand the Resonant Leadership Model as a framework
- Discuss the role of [active] listening to connect with your team
- Explore the connection between emotional positivity and resilience
- Apply learnings to your current leadership challenges

# Leadership Expectations



- Leader mindset: wear different hats
- Draw linkages
- Development planning

*"New 'human skills' will require a different type of leader"*

*(2017 Deloitte Global Human Capital Trends: Rewriting the Rules for the Digital Age)*

# Self Reflection? Who/What is a leader?



- Who is a leader that you admire?
  - What do they do?
  - What do you believe enables them to influence people?

# Leading in Complex Times



- Uncertainty is high
- Distractions are higher
- Noise to signal ratio goes up
- Optics / eyes on you
- Consequences of decisions go up
- Stress and anxiety go up
- Need to ground yourself goes up

# Question: What else looking for?



- What are you looking for in a leader “every day”?
- **How does this change when times get tougher?**



- A leader is **someone who people will follow due to trust and respect**
  - Confident working with fluidity, complexity, and uncertainty
  - Builds and maintains effective relationships
  - Facilitates creativity, maturity, and growth
  - Team members feel secure in sharing their opinions without the fear of judgment or retribution
    - Openly collaborate on projects
    - “Pushed” with best interests in mind





## Resonant Leadership:

An Emotional Intelligence Framework

# Emotional Intelligence



- The capacity :
  - for recognizing our own emotions and those of others,
  - for motivating ourselves and others,
  - and for managing emotions well in ourselves and in our relationships
- Essentially:
  - Understanding Yourself
  - Managing Yourself
  - Understanding Others
  - Managing Relationships

# Primal / Resonant Leadership



		Emotional Tone	
		Positive	Negative
Synchrony (connection to needs of others)	Yes	<b>Resonant Leader</b>	<b>Demagogue</b>
	No	<b>Clueless Leader</b>	<b>Dissonant Leader</b>

Source: Goleman, Boyatzis & McKee: Primal Leadership (2002)



How do you  
achieve  
Resonance?



Synchrony

Positivity



# Establishing Synchrony

The glue that enables leadership action and results

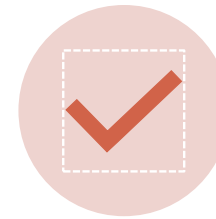
# Understanding EI is the Beginning



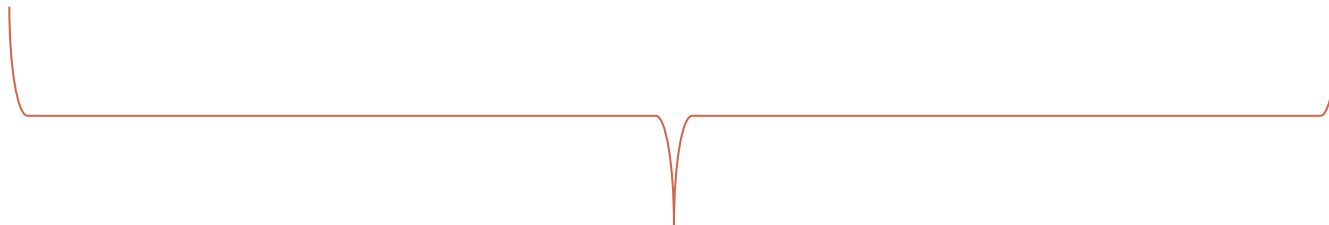
**SENSE OF  
TRUST**



**SENSE OF  
GROUP  
IDENTITY**



**SENSE OF  
GROUP  
EFFICACY**



**LEADER  
SYNCHRONY**



## Establishing Group EQ

- Work with emotions:
  - Calling the Foul / (Mood)
  - Conflicts managed, not avoided or resolved
  - Respect maintained throughout
- Proactive Problem Solving
  - Seek feedback, and listen
  - (Or, respect quiet thoughts)
- Foster affirmative environments
  - Acknowledge (and appreciate) effort
  - “Get back in there”
  - Focus on problem solving, not blaming



## Establishing Synchrony

- The most sought out leaders are those who **give others the space to fully communicate**
- **Leaders who listen spark greater efforts** from the workforce and are trusted when others have ideas
- When active listening is nurtured, **employees emulate the behavior**
- Workers who don't feel listened to are more likely to leave





# In Complex Times: Active Listening Enables Synchrony



- When uncertainty is high, people want answers...
  - It is a **mistake** to presume you know what people are feeling, and why
  - It is a **mistake** to give people answers that are wrong or that you aren't sure of
  - It is a **mistake** to talk at people as if your way is the only way, without empathy or compassion
- You **can** let people know that they have been heard.
  - Active Listening is not about giving the answer – it is showing you understand
  - Empathy signals synchrony (which enables trust)

# Listening is the Beginning of Everything



## William Ury TED talk: listening [enables trust](#)



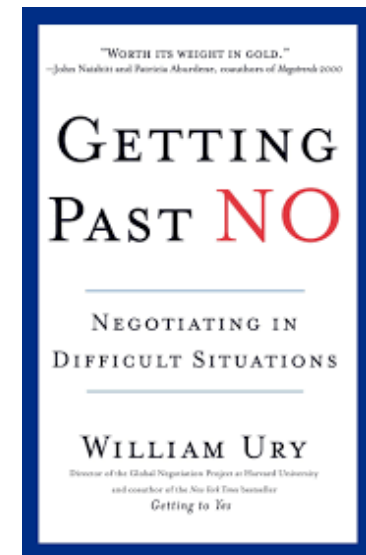
THE INTERNATIONAL BESTSELLER

GETTING  
↓↓↓ TO ↓↓↓  
**YES**

UPDATED  
and  
REVISED

NEGOTIATING AGREEMENT  
WITHOUT GIVING IN

ROGER FISHER AND WILLIAM URY  
AND FOR THE REVISED EDITIONS BRUCE PATTON  
OF THE HARVARD NEGOTIATION PROJECT



## Activity:

# How well have you been listening?



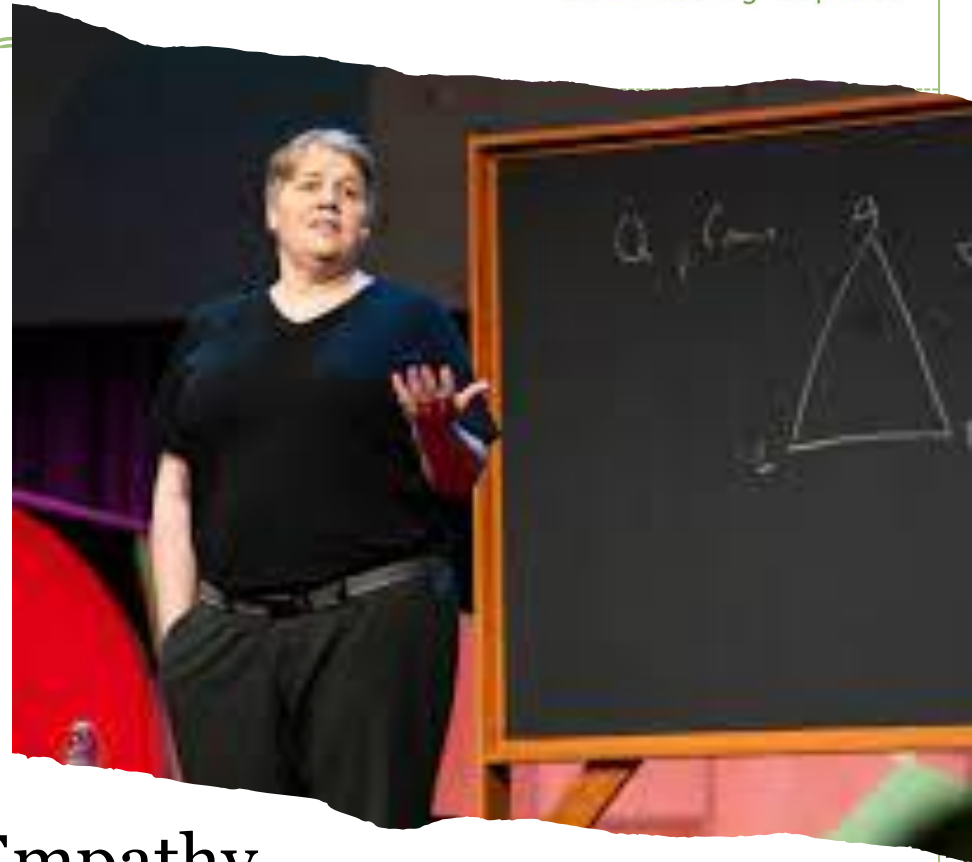
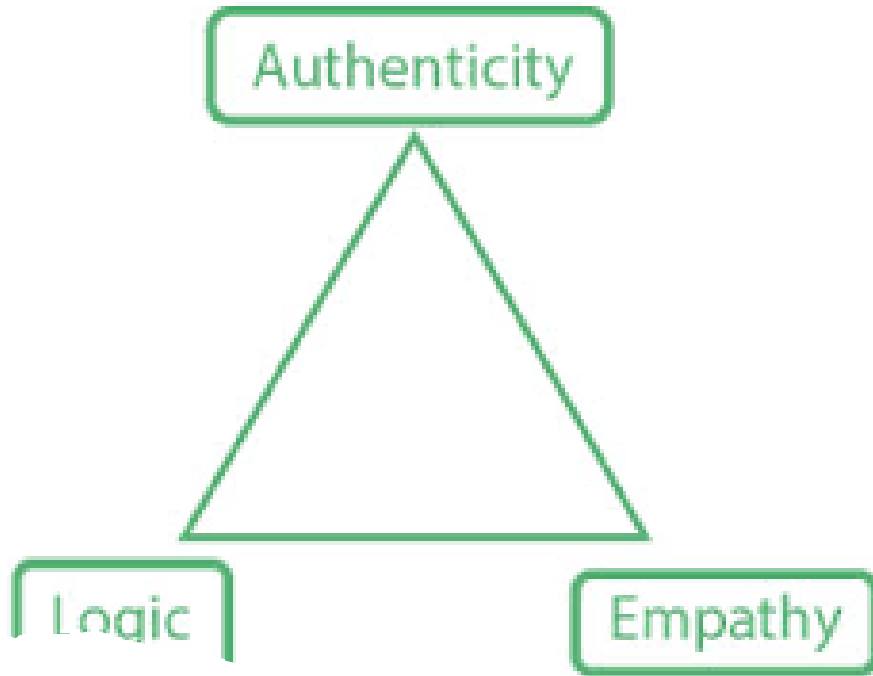
Think about the more valuable players / contributors on the team:

- What is the name of their spouse / partner / or are they currently single?
- What are their children's names / what do they typically do for fun?
- What other current challenges are they dealing with due to COVID?
- What are their professional goals this year / for their career?

# Keys for Active Listening



- Remove distractions: *listen* with your ears and eyes
- Keep an open mind, don't edit, judge, or try to fix or defend along the way
- Repeat / rephrase what you are hearing – *and seeing*
- Ask questions for clarification
- Demonstrate empathy
- Summarize what you heard



## Building Trust Entails Empathy

(Frances Frei)

# Empathy Triangle



- An inquiry progression from what to how to why
- "What" inquiry explores activities or things.
  - *What is your priority for the week?*
- "How" inquiry seeks a story
  - *"How will you go about accomplishing your priorities?"*
- "Why" inquiry seeks meaning.
  - *"Why are these particular things priorities for you right now?"*



- **Know your audience:** Who am I speaking to and what is important to them?
- **Listen** (with ears and eyes)
- Ask and listen to **determine if your stakeholders understand** your expectations and agreements
- Ask and listen to evaluate if [you/they] understand **what is at stake**
- If your gut tells you that you're out of synch, **back up and ask more questions**



# Positivity through Resiliency

Enabling you to be you while you lead



# Reflection: Achieving Positivity



- Who is a “positive” leader whom you admire?
  - What are they doing that puts them in this light?

# When Times are Tough



- Negativity will be high
- People have experienced loss / grieving
- Fear is high
- Mistakes will have happened...and this will have consequences
- Lots of pressure

# We Trust Authenticity

Being True to yourself

Maintaining  
coherence between  
what you feel and  
what you say or do

Making values-  
based choices

## Sometimes, We Employ Emotional Labor

- Controlling our emotions and behaviors to comply with display rules
  - **Deep Acting:** Attempting to feel the emotion displayed (e.g., thinking about a pleasant memory to put self in a better mood)
  - **Surface Acting:** faking an emotion to meet display rules





- **Resilience:** the ability to adapt to complex change
  - Helping yourself /your team bounce back in the face of adversity
  - Leading people through chaos
- **Resilient leaders** sustain their energy level under pressure. They:
  - Recover from setbacks
  - Meet disruptive changes with coping mechanisms
  - Adapt to and overcome major difficulties without engaging in dysfunctional behavior or harming others.

# Pillar of Resilience: “Best friend at work”?



- **Being a leader is sometimes lonely**
- **Personal bonds ground leaders, and their followers**
  - Strong personal bonds give confidence to take risks and aim for stretch goals
  - Friends support recovery from failure and disappointment
- **Caring is frequently underestimated**
  - Top managers fail because they are disconnected
  - Know your boundaries: the job is not to “rescue”

# Emotional Self Regulation & Self Grounding



- The Power of Emotional Labeling
  - Sense your emotional state
  - Label it
  - Decide if or how you want to regulate it
- Reframe your state of mind:
  - Identify what is important to you
  - Determine how will you get to positivity (for yourself and your team)

# Achieving Personal Resiliency Towards Positivity



- **Be empathetic with yourself**
  - Listen to yourself, accept yourself, (as you would hope someone else would do for you)
- **Define your own value set and establish linkages to organizational goals,**
  - Make peace with it
- **Find a network and /or allies who will support you**
  - Mentors / Friends, people who will prop you up or let you cry...and anything in between
- **...Then, act**
  - Speaking from a grounded place, you are more apt to convey the positive tone followers need to feel confident





# Putting it Together

Making This Work for You and Your Organization

# Primal / Resonant Leadership



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Source: Goleman, Boyatzis & McKee: Primal Leadership (2002)

# Working with your breakout groups



- How have recent times affected you and your work?
- What strain are you experiencing as a leader – or – seeing this in the leaders (or followers) you work with?
- How can you apply the Primary / Resonant Leadership model, (or the practical approaches we discussed today), to your leadership challenges including retention and maintaining positive morale?

# Discussion and Questions



- What did your group discuss?
- What questions do you have?

# Thank You!



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