

AMPLIFY:

Lead by Lifting Others

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Icebreaker



What if there was **one tool that simultaneously
helped you build stronger **teams** and feel more
personal **happiness** at work?**

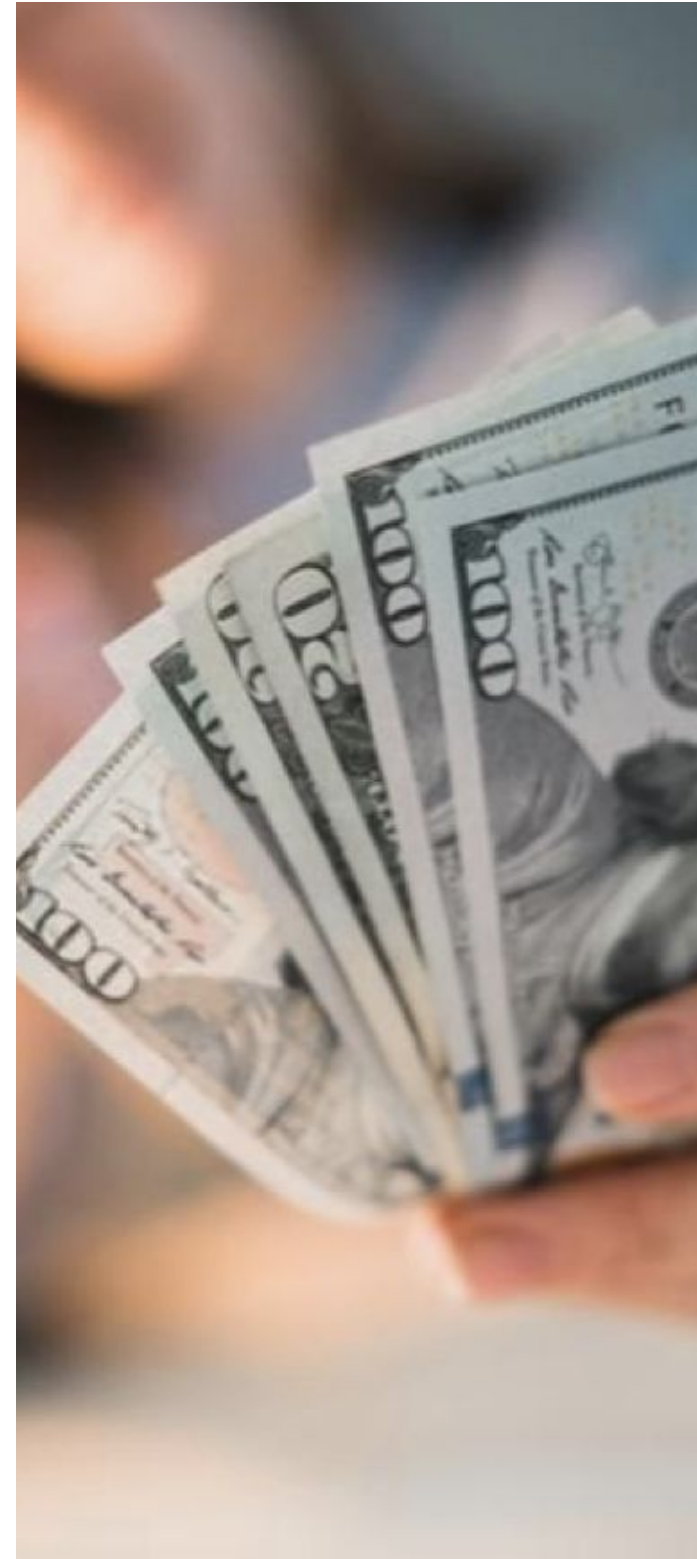




There is. It's called *amplification*.



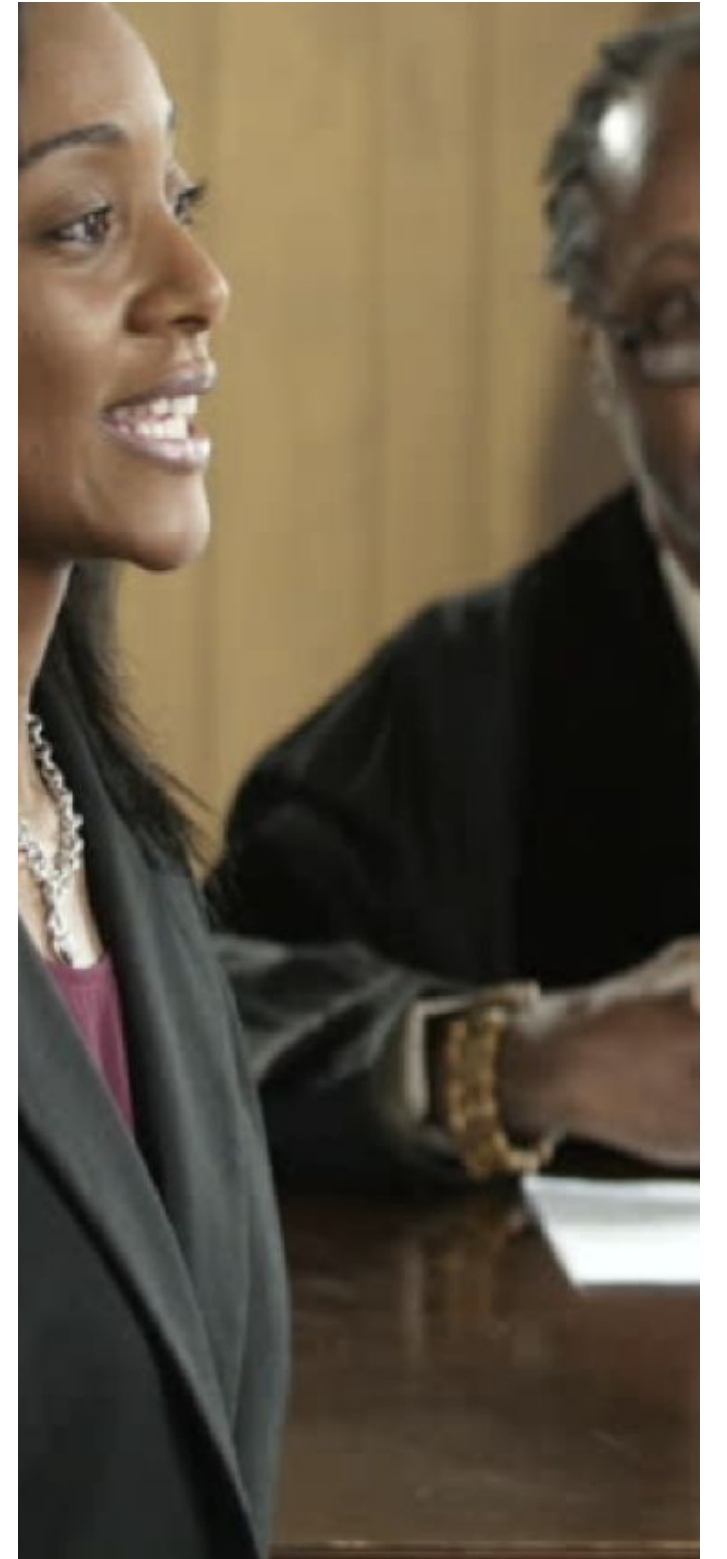
Negotiation: The Old Definition



SALARY



DEALS



CASES

Negotiation: A New Way

- Negotiation is steering. A negotiation is any conversation in which you are steering a relationship.
- When we steer our “inside” (company) relationships, we create strong teams and also chances to learn.
- When we steer our “external” (client) relationships, we create additional opportunities to serve.

What is Amplification?



What is Amplification?

Elevating someone together with their ideas, contributions or experiences by speaking about them to someone else.



$$f(x) = \ln(f(x)) = \frac{1}{2} (\ln(s^2) - \ln(s^2 + (x - \mu_0)^2)) = \frac{1}{2} \ln(s^2) - \frac{1}{2} \ln(s^2 + (x - \mu_0)^2)$$

Give them credit

Relationships and Amplification

- In order to amplify, we need to see, know, and trust our colleagues – to understand who they are and their gifts.
- Relationships are the foundation of amplification.



Amplify: Advocate for Yourself While Lifting Others (forthcoming), Alexandra Carter

Two Types of Amplification

Internal



External



What is Internal Amplification?



**Public recognition of someone on
your team or organization:**

- “Kate’s innovative approach to this relationship helped us develop an additional line of business.”
- “Darren came in with the winning idea that helped us gain this client’s trust.”

Example of Internal Amplification: Vive Organic



Company Practice: Business development teams all share their buyer call strategy and results.

Great moves and great results get called out by “competing” sales teams.

Result: “We’ve all gotten better – and our sales growth is through the roof.”

What happens when you amplify?



- **You profoundly change relationships on your team, and bonds across your organization.**
- **You grow your mindset, calling forth excellence in yourself and others. And...**
- **You improve your results.**

What is External Amplification?



Public recognition of someone to an external partner or entity:

- “I’ve brought my colleague Jennifer, who is one of the top diplomats in the region.”
- “Kwame, you had a great idea that you shared earlier with me – would you share it again now?”
- “You know, you mentioned SDG #16, and I was just talking to my colleague Roxana, who has done a significant amount of work in the areas of peace, justice, and strong institutions. I’d love to connect you.”

Example of External Amplification



You can amplify a team member of yours - or the person or organization your are working or partnering with.

Ad Agency: Showcased work done for Levi's in pitching to other clients. Highlighted client's excellence and contributions as part of presentation.

Result: Client felt honored; deepened agency relationship and financial commitment.

What happens when we amplify?



- We convey leadership, confidence and generosity that recruits people to our cause.
- We increase positive perceptions of us by linking us in people's minds to other successful people.
- We deepen our relationships with clients and create more opportunities to serve them.
- We become the kind of “giver” who research shows occupies the highest rungs of success in organizations.

Three Steps to Amplification

1. Mindset



2. Knowledge

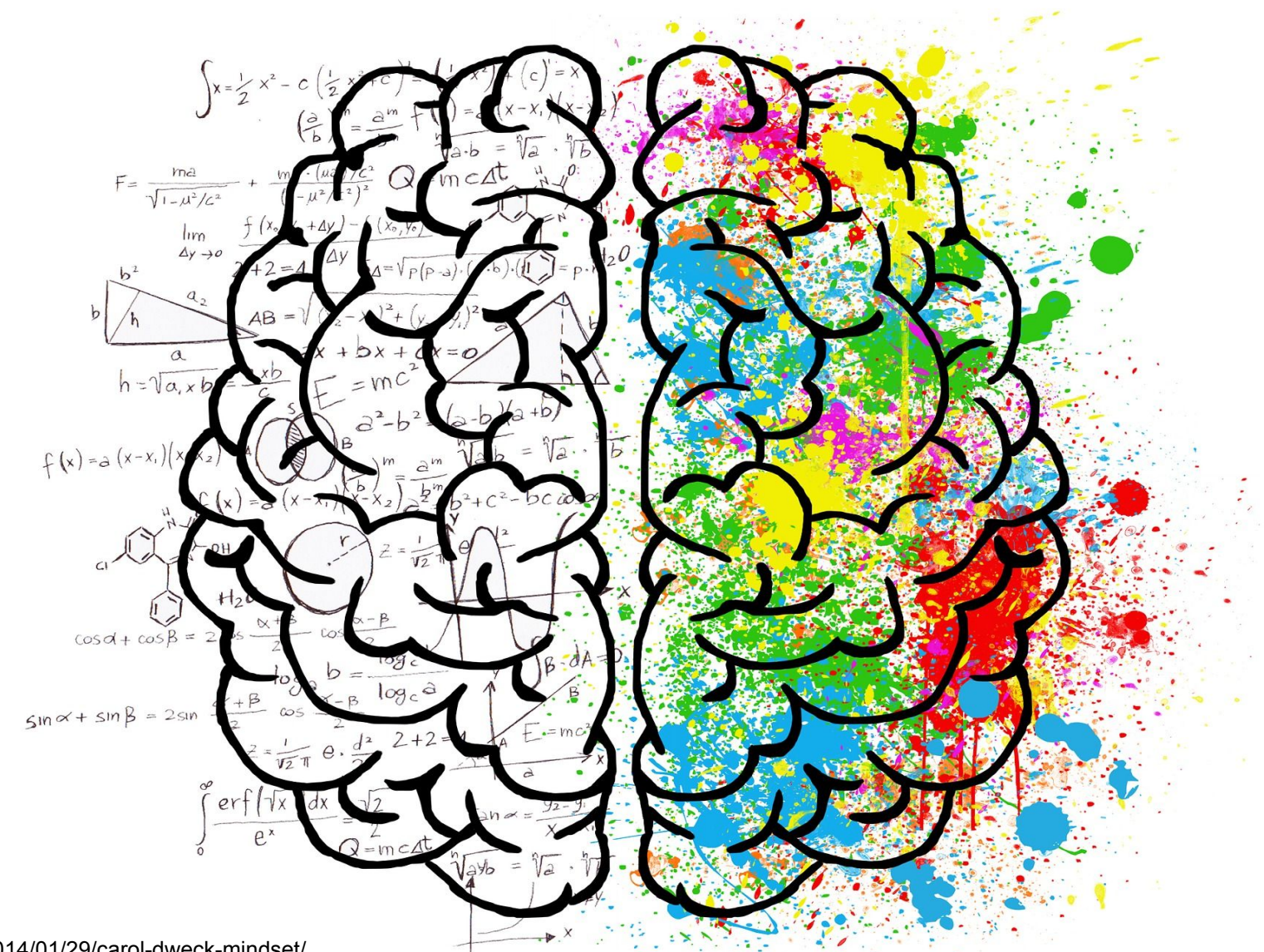


3. Practice



Fixed Mindset VS. **Growth** Mindset

Growth mindset means
expanding our view of
ourselves, our capabilities,
and others.



Fixed Mindset VS. Growth Mindset

Fixed Mindset

Focused on proving ourselves

Shy away from what we don't know + think efforts won't work

Intimidated by others' success

Fixed view of those around us

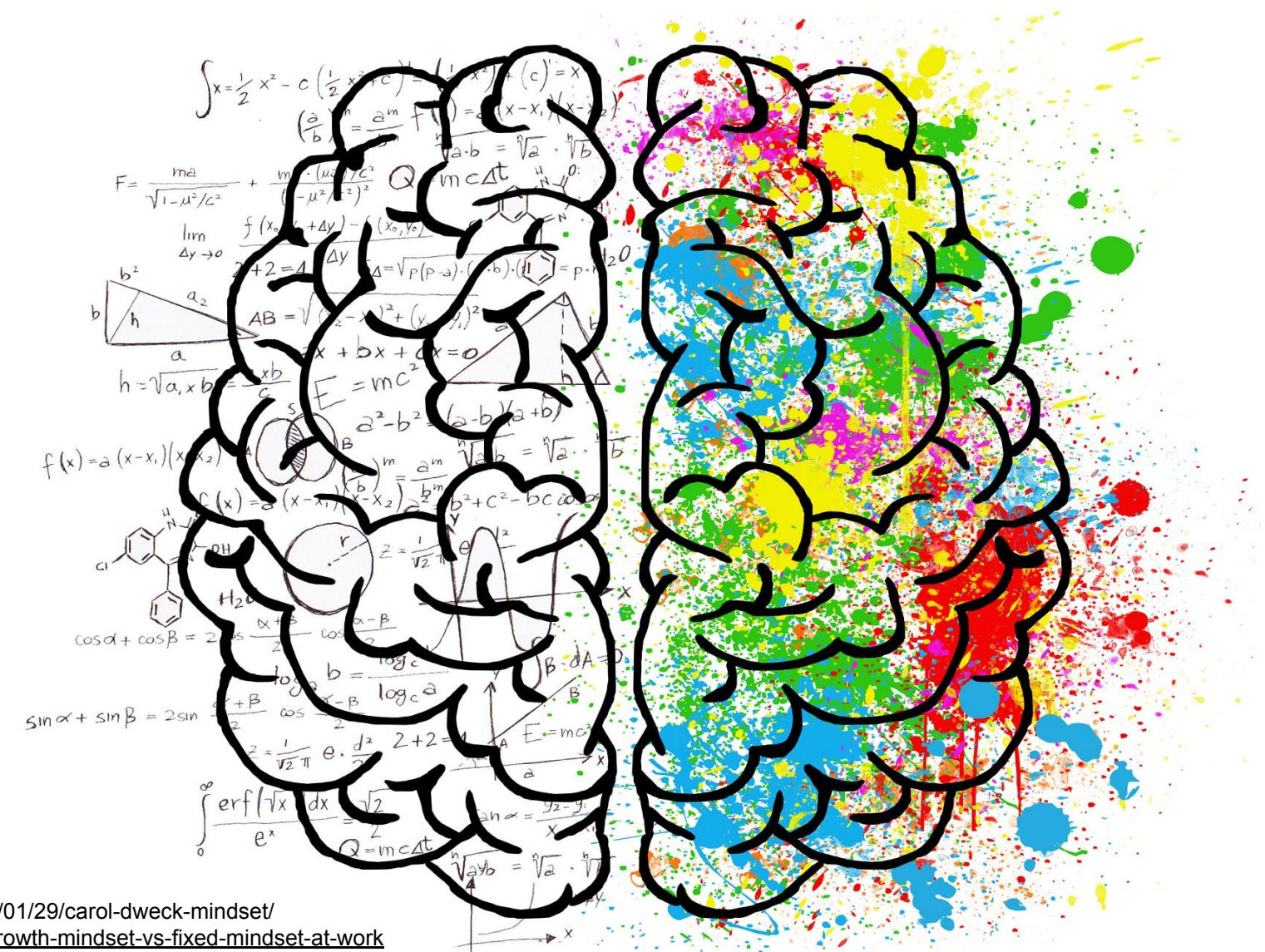
Growth Mindset

Focus on process over end result

Embrace opportunities to learn

Inspired by others' success

Open to seeing growth and development in others



Knowledge: Building Relationships Virtually



- With the pandemic and remote work, research shows that employees and teams are becoming more siloed.
- Connections with people outside our teams have shrunk, leaving fewer places to connect on ideas and fewer chances to build social capital. This trend makes employees feel lonely and isolated.
- Leaders should connect employees across the organization, make space for connections outside official meetings, encourage and reward social support, and improve meeting structure. These supports also help to build trust, which is essential to inter-cultural relationships.

<https://hbr.org/2021/03/what-a-year-of-wfh-has-done-to-our-relationships-at-work>;

<https://hbr.org/2016/06/how-to-build-trust-on-your-cross-cultural-team>

How do we gain knowledge?

We ask great questions.

Q: What does asking questions have to do with leadership success?

A: A lot. 93% of us are not asking the right questions of other people in order to cultivate the relationships we need to amplify successfully. Questions allow us to get curious and learn about one another in ways that help everyone.



Ask open questions in order to create trust, gather information, and design better solutions.

Hearing someone else's goals, needs and concerns generates better deals and more value.

You also generate relationships that create more longer-term, mutual gain.

Tell me...

What are your thoughts?

How would you approach this?



Window Questions



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Exercise:

Meet Jules

Jules recently joined your team. Your team is tracking Country X's progress on SDG 13 (Climate Action). Jules has a background in managing renewable energy projects.

Q: What do you ask to get to know Jules?

Q: How can you amplify Jules?

Practicing Amplification



Q: How do we practice amplification?

A: Make a written commitment, today. We are 42% more likely to achieve goals we write down.

Get to know people and their work. We can't amplify if we aren't learning and paying attention.

If you're a leader, make it your policy. Set the tone and practice for your department. Amplifiers create amplifiers.

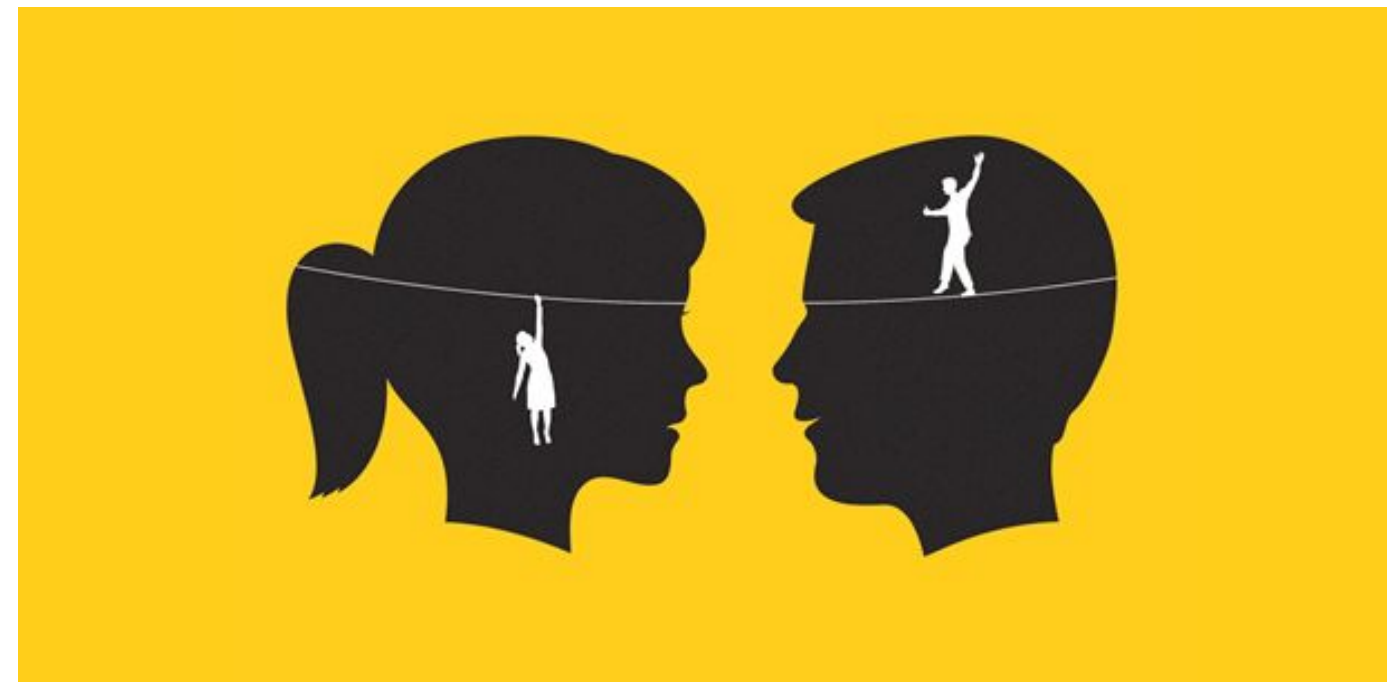
**Amplifying to
Achieve
Equity**

**Uplifting voices that
need to be heard.**



Women and Self-Advocacy: Claiming Credit

- Different communication styles and gender bias
- Women of color are more often characterized and stereotyped – on race/ethnicity as well as sex
 - Isolation Problem



Claiming Expertise



- **Example 1:** A presenter asked a group of men and women whether anyone had expertise in breast-feeding. A man raised his hand. He had watched his wife for three months. The women in the crowd, mothers among them, didn't come forward as experts.
- **Example 2:** Cornell University Research
 - A) Positive correlation between self-perceived knowledge & overclaiming
 - B) Participants who took easier quizzes on a subject matter would claim greater knowledge and consequently overclaim knowledge of fake terms.

<https://www.scientificamerican.com/article/you-don-t-know-as-much-as-you-think-false-expertise/>

When have you experienced someone else
claiming credit or expertise over you? Or
when have you done so?

Share Your Experience!

Case Studies

Obama White House

- When a woman made a key point during meetings, other women repeated it, giving her credit
- **Result:** greater equality in the office & self-advocacy

Academy of Management Journal

Study done by assistant professors and research scholars involving 3,000 participants

- Amplification makes someone else's contribution seem better.
- Amplification makes the amplifier look good as well.
- Amplification helps underrepresented voices be heard.

Source: <https://psyarxiv.com/cz6fk>

Shine Theory: “I don't shine if you don't shine”



**One act of amplification can change
someone's career and life.
You can be that one.**



Debrief



**What is one way that you can
implement amplification going
forward?**



Stay in Touch!

Negotiation Workbook available at:
<https://alexcarterasks.com/7days/>



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