Amplification Strategies for Diplomatic Leadership

Columbia Law School Mediation Clinic
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Welcome and Introductions

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Columbia Law School Mediation Clinic

Goals for the Day

- Understand **shine theory** for diplomatic leadership

- Recognize the importance of **self-awareness**

- Discuss best practices for **amplification** and **effective feedback**

Introduction
- What is Shine Theory?
- Benefits of Shine Theory

Tools

- Self-Awareness
- Amplification
- Effective Feedback

Conclusion

- Questions and Reflection
- Thanks

Agenda

Tell us about the best boss you have ever worked with. What made them so effective?

What is Shine Theory?

- Shine Theory was originated by Aminatou Sow and Ann Friedman.

- "Shine Theory is an investment, over the long term, in helping someone be their best self—and relying on their help in return."

"I don't shine if you don't shine."

Skills for Collaborative Leadership

- Amplification and Feedback
  - Tools:
    - Self-awareness
    - Cultural considerations
  - Practice
    - Putting the tools to use

Benefits of Shine Theory

When you lift one person up, you lift up others.

- **Cooperation** can get more done than competition.
  - Save **Time**
  - Save **Energy**
  - Creates a **network**
- You never know how people can help you.

Toolkit

- Self-Awareness
- Amplification
- Effective Feedback

Self-Awareness

Self-Awareness and Leadership

- **Confidence**

- **Better decision making**

- **Stronger relationships**

- **Effective Communication**

Internal Self-Awareness

- **<u>How clearly we see our own:</u>**
  - Values
  - Passions
  - Aspirations
  - Impact on others

External Self-Awareness

- **<u>Our understanding</u> of how <u>others</u> see our:**
  - Values
  - Passions
 - Aspirations
  - Impact on others

Four Leadership Archetypes

|	Low External Self-Awareness	High External Self-Awareness
High Internal Self-Awareness	**INTROSPECTORS** They're **clear on who they are** but don't challenge their own views or search for blind spots by getting feedback from others. This can harm their relationships and limit their success	**AWARE** They **know who they are**, what they want to accomplish, and seek out and value others' opinions. This is where true leaders begin to fully realize the true benefits of self-awareness.
Low Internal Self-Awareness	**SEEKERS** They **don't yet know who they are**, what they stand for, or how their team see them. As a result, they might feel stuck or frustrated with their performance and relationships.	**PLEASER** They can be **so focused on appearing a certain way to others** that they could be overlooking what matters to them. Over time, they tend to make choices that aren't in service of their

Leadership Styles

Leadership Styles
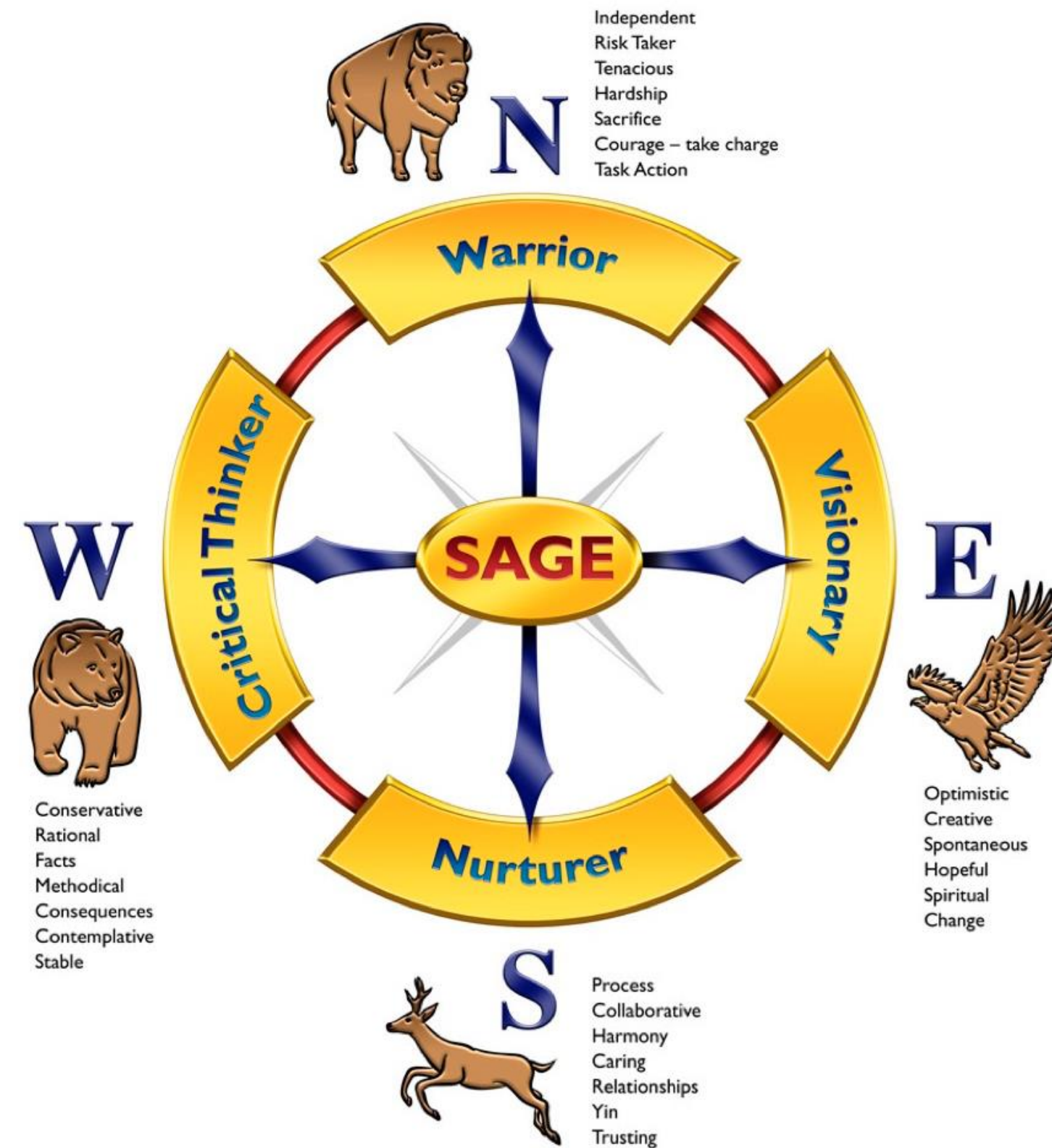
Critical Thinker

- Apply facts and logic
- Considers consequences
- Looks from all sides
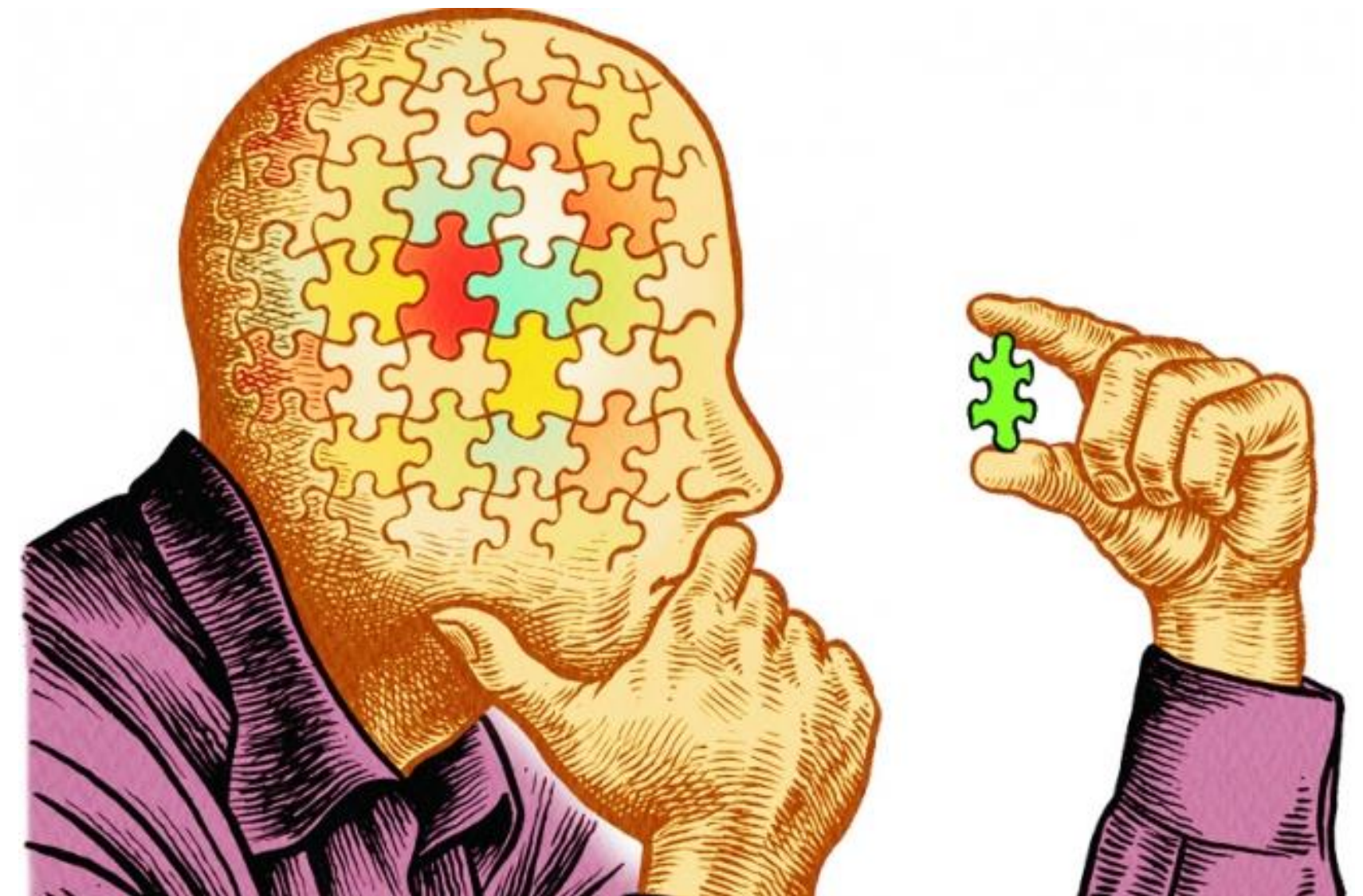
Warrior

- Speaks hard truths
- Holds their ground
- Takes action

Visionary

- Generates their vision

- Pursues their dreams
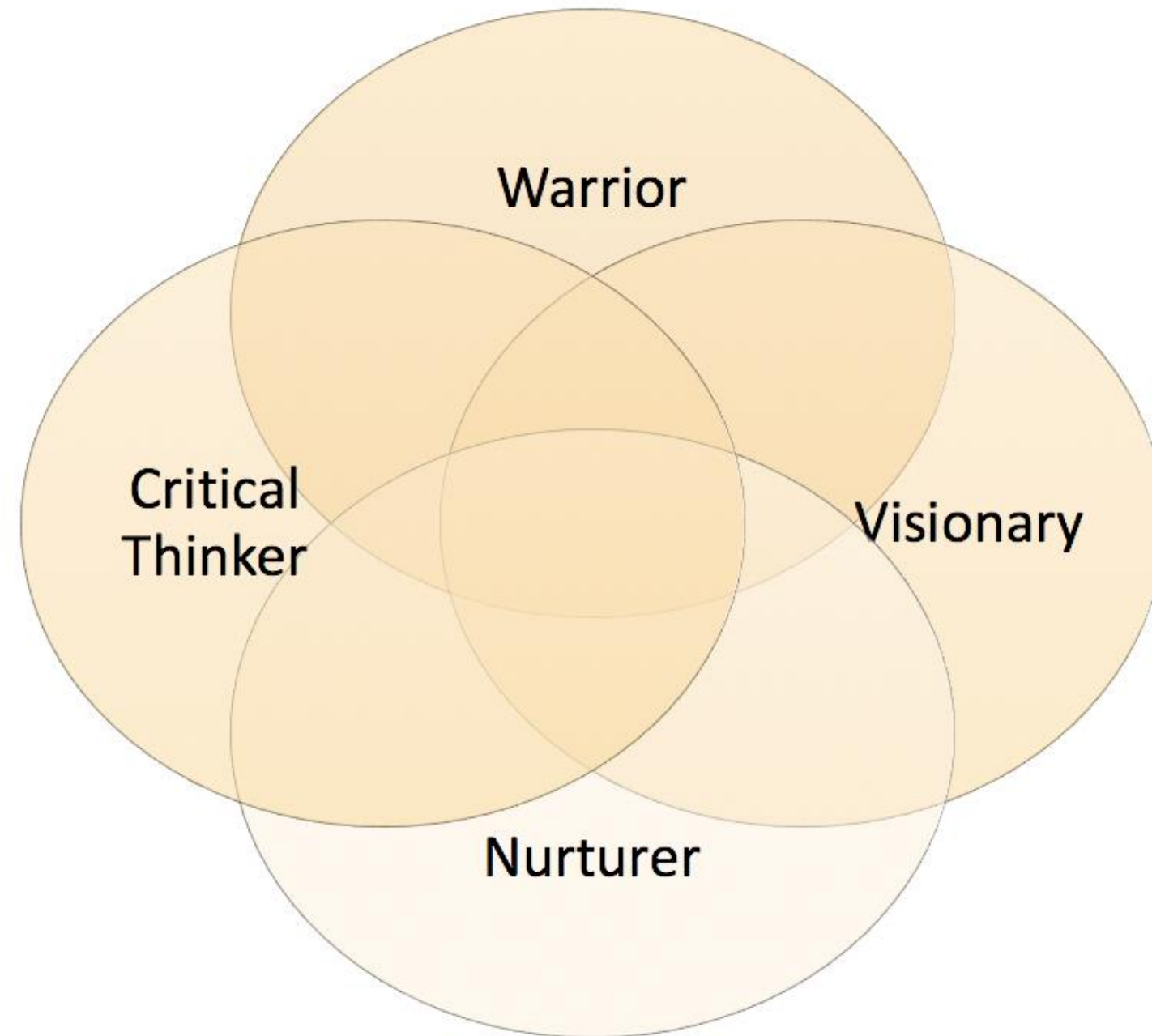
- Senses a path forward

Nurturer

- Connects with emotions
- Builds and maintains trust
- Collaborates with others

Leader

What kind of leader are you?
What kind of leader do you think you
work best with?

Cultural Intelligence

Cultural Intelligence

- Cultural intelligence: The ability to **relate** and **work effectively** with people from different cultural regions

- Requires both <u>internal</u> and <u>external</u> self-awareness.

Why Cultural Intelligence?

- Helps determine which behaviors would be true of *all* people/groups v. specific to *this* person/group
- Avoids **misunderstandings**
- Encourages **cooperation**
- Gains **trust** and **respect**

P. Chrstopher Earley & Elaine Mosakowski, Cultural Intelligence (Oct. 2004), https://hbr.org/2004/10/cultural-intelligence.

3 Components of Cultural Intelligence

1. **Cognitive**: the head
2. **Physical**: the body
3. **Emotional**: the emotions

Cognitive Cultural Intelligence

- Learn the **beliefs, customs, taboos** of other cultures
- Devise **learning strategies** to identify clues and commonalities about other cultures
- Does <u>not</u> prepare a person for every situation that arises or prevent all gaffes

Physical Cultural Intelligence

- When one's actions show active adaptation to another culture
- Adopting other people's habits and mannerisms, and eventually connecting in a very direct and elemental way
  - E.g. how you shake hands

Emotional Cultural Intelligence

- Requires the **resilience** and **perseverance** necessary to overcome obstacles and setbacks that naturally come with adapting to a new culture
- Using ECI helps with staying **motivated** in the long term goal of becoming familiar with a new set of values

Amplification

What is Amplification?

- Elevating another person and their ideas ***together***.
- Simple example of amplification:
    - "In an earlier presentation we conducted, <u>my colleague Meyer</u> taught me about <u>the power of amplification</u>."
- The core of the technique: "Say their name & give them credit."

Case Study: Amplification in the Obama White House

- When President Obama first took office, ⅔ of senior staffers were men
- Female staffers adopted a meeting strategy they called "**amplification**":
  - When a woman made a key point, other women repeated it, giving her credit. This forced the men to recognize the contribution and denied them the chance to claim it as their own
- As a result:
  - President Obama began calling more often on women and junior aides to voice their opinions
  - Women gained parity with men in the President's inner circle during his second term

Why amplify?

The Three Audiences of Amplification

1. The person **being amplified**
   - Feels recognized, valued, and "part of the team"
   - Given a spotlight where they may otherwise have been overlooked
1. The third party **hearing the amplification**
   - Exposed to valuable new perspectives
   - Sees a new opportunity for having their own voice amplified
1. The **amplifier** (you)
   - Increased understanding of colleagues and team members
   - Seen as a beacon of encouragement

How to Amplify

The Three Steps Required to Execute the Amplification Strategy:

1. Identify the Specific Problem

2. Consciously **Decide** to Address this Problem

3. Ensure that the Amplification **Targets** the Problem Identified

How to Identify the Problem?

Self-Awareness is Crucial

- **The Issue of Implicit Bias**
  - "Unconsciously held attitudes and stereotypes can affect our interaction with others and may predict behavior."
- **The Importance of External-Self Awareness**
  - Understanding how others see our values, passions, and aspirations.
  - Understanding how our roles or place within organizational hierarchies impact our interactions with others and put us in a unique position to contribute to the solution.

Carol Izumi, Implicit Bias and the Illusion of Mediator Neutrality, 34 Wash. U. J. L.& POL'y 71 (2010).

Deciding to Address the Problem

- After the first step, identifying the problem, a person can decide to engage in **individual or unilateral** amplifying action.

- Additionally, individuals can choose to engage in **collective** action in order to address the problem being experienced across a specific class or group of individuals.

  - Amplification becomes stronger as the amount of voices that decide to take action increases.

Effectively Targeting the Problem

When engaging in effective amplification:

- Be Specific
- Be Honest
- Be Targeted
- Say Their Name!

Let's Practice

- **You are already master amplifiers.**

- **In your breakout rooms, practice amplifying someone you know**

  - **Tell us their name**

  - **Tell us something they taught you**

Effective Feedback

What is Feedback?

Feedback is used to describe the helpful information or criticism about prior action or behavior that can be used to adjust or improve future actions or behavior. Feedback is also a tool for continued learning that can align goals, improve relationships, give people a sense of purpose, and create value when communicated effectively.

Examples:
- I would love to see you do more outreach in this area"
- "You did well during our client presentation last week. Next time, it would be great if you could include more case studies."

Benefits of Feedback

- **Identify** areas of improvement
- **Promotes** personal and professional growth
- **Motivates** people to perform better
- **Boost** confidence where there is correct performance and behavior
- **Motivates** behavior change
  - Extrinsically
  - Intrinsically

Feedback Techniques

- Ask → Tell → Ask
- Sandwich
- Bridge

Ask Tell Ask

- Ask for **self assessment**
- Tell them
  - Performance/behavior you observed
  - How it differs from what is expected
- Ask **opinion** on how improvement could be made and what action could be taken

Sandwich

- **Bread 1: Positive Feedback**
  - Praise for strengths and areas of good performance
- **"Meat of the Matter": Constructive Criticism**
  - Tell them the performance/behavior you observed and how it differs from what is expected
- **Bread 2:** End on a **Positive Note** on how improvement could be made and what action could be taken
  - Praise their ability to adapt and modify → give examples of where they adapted and modified in the past successfully

Bridge

- Connecting concepts from Past to the Future
- FOCUS ON:
  - **Past** positive behavior/performance
  - **Present** observed behavior/performance
  - **Future** expected behavior/performance

Effective Feedback - Elements (1)
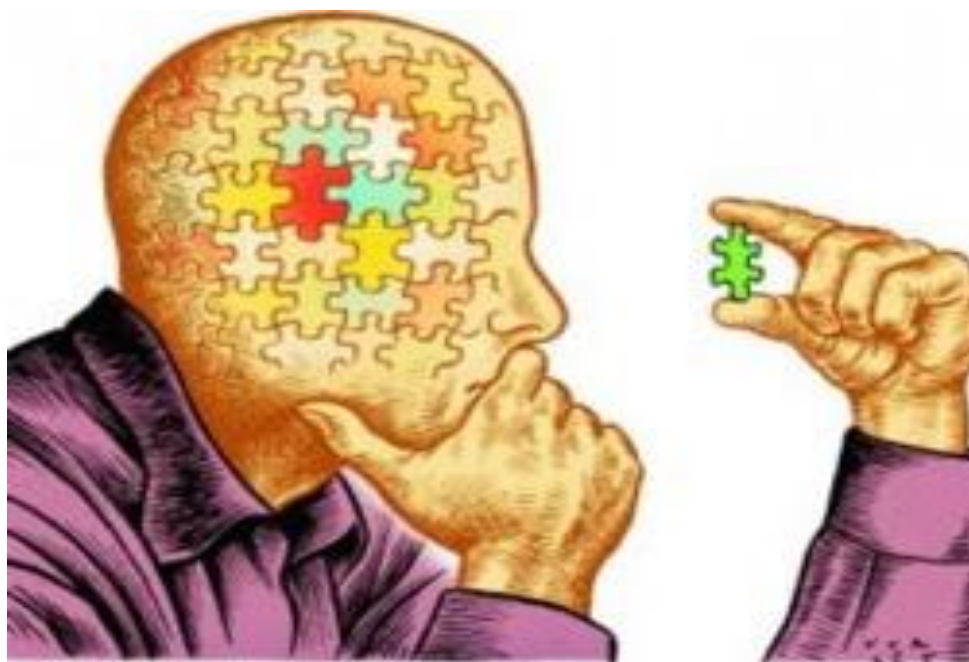
Understanding and Supportive

- Improve performance, *not punish*

- Give recipient opportunity to <u>express their needs and concerns</u>

- Create an environment of **trust**

Effective Feedback - Elements (2)

Encourage Self Assessment → Ask recipient how he feels

- Raises areas that they may <u>not be aware of</u>
- Less *defensive*
- More **open** and **trusting** environment

Effective Feedback - Elements (3)

Focus on behavior

not present

- Focus on <u>modifiable behavior</u>
- Ask recipient **how** they can make <u>changes</u>
- State what you <u>observed</u>
- **Avoid accusatory statements**

Effective Feedback - Elements (4)

Don't personalize

- Be **considerate** and **respectful** of others
- Minimize <u>blame</u>, reduce defensive <u>reactions</u> and encourage <u>cooperation</u>
- "You" statements are received <u>defensively</u>--- they *blame, judge, and assume*
- "I' messages let the employee respond with <u>his or her perspective</u> on the situation

Effective Feedback - Elements (5)

Explain slowly

You were really intimidating in the last meeting.

Did you sense at all that the client may have been at unease? **Sometimes** our industry terminology can be confusing
Maybe you could explain in more details what specific terms mean...

Conclusion and Thanks

We hope that you will leave this workshop with an understanding of the importance of Shine Theory and:

- **Self-awareness**

- **Amplification**

- **Effective Feedback**

QUESTIONS?

STAY IN TOUCH!

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