Amplification Strategies for Diplomatic Leadership

Columbia Law School Mediation Clinic
In partnership with UNITAR

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Welcome and Introductions

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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
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

What is self-awareness, and why is it important to shine theory?
Self-Awareness and Leadership

- Confidence
- Better decision making
- Stronger relationships
- Effective Communication

*What Self-awareness really is – Dr. Tasha Eurich, Harvard Business Review*
Internal Self-Awareness

- **How clearly we see our own:**
  - Values
  - Passions
  - Aspirations
  - Impact on others

*What Self-awareness really is* – Dr. Tasha Eurich, Harvard Business Review
External Self-Awareness

- Our understanding of how others see our:
  - Values
  - Passions
  - Aspirations
  - Impact on others

*What Self-awareness really is – Dr. Tasha Eurich, Harvard Business Review*
### Four Leadership Archetypes

<table>
<thead>
<tr>
<th>Low External Self-Awareness</th>
<th>High External Self-Awareness</th>
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<tbody>
<tr>
<td><strong>INTROSPECTORS</strong></td>
<td><strong>AWARE</strong></td>
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<td>They’re <strong>clear on who they are</strong> 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.</td>
<td>They <strong>know who they are</strong>, 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.</td>
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<tr>
<td><strong>SEEKERS</strong></td>
<td><strong>PLEASER</strong></td>
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<tr>
<td>They <strong>don’t yet know who they are</strong>, what they stand for, or how their team see them. As a result, they might feel stuck or frustrated with their performance and relationships.</td>
<td>They can be <strong>so focused on appearing a certain way to others</strong> that they could be overlooking what matters to them. Over time, they tend to make choices that aren’t in service of their own success and fulfillment.</td>
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Low Internal Self-Awareness

High Internal Self-Awareness
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

Warrior

Critical Thinker

Visionary

Nurturer
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 internal and external 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

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 **not** prepare a person for every situation that arises or prevent all gaffes
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, my colleague Meyer taught me about the power of amplification.”
- 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, \( \frac{2}{3} \) 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.

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
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 *express* their needs and concerns
- Create an environment of *trust*
Effective Feedback - Elements (2)

**Encourage Self Assessment**

Ask recipient how he feels

- Raises areas that they may not be aware of
- Less *defensive*
- More *open* and *trusting* environment
Effective Feedback - Elements (3)

Focus on behavior
not present

- Focus on modifiable behavior
- Ask recipient how they can make changes
- State what you observed
- Avoid accusatory statements
Effective Feedback - Elements (4)

Don’t personalize

- Be considerate and respectful of others
- Minimize blame, reduce defensive reactions and encourage cooperation
- “You” statements are received defensively--- they blame, judge, and assume
- “I’ messages let the employee respond with his or her perspective 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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