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.

Ask for More, Ten Questions to Negotiate Anything, Alexandra Carter
What is Amplification?

Amplify: Advocate for Yourself While Lifting Others (forthcoming), Alexandra Carter
What is Amplification?

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

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The Amplification Formula

Speak their name + Give them credit
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.

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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.”

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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.”

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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.**

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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.”

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Example of External Amplification

You can amplify a team member of yours - or the person or organization you 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.

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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.

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Three Steps to Amplification

1. Mindset
2. Knowledge
3. Practice
Growth mindset means expanding our view of ourselves, our capabilities, and others.
<table>
<thead>
<tr>
<th>Fixed Mindset</th>
<th>Growth Mindset</th>
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<tbody>
<tr>
<td>Focused on proving ourselves</td>
<td>Focus on process over end result</td>
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<tr>
<td>Shy away from what we don’t know + think efforts won’t work</td>
<td>Embrace opportunities to learn</td>
</tr>
<tr>
<td>Intimidated by others’ success</td>
<td>Inspired by others’ success</td>
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<tr>
<td>Fixed view of those around us</td>
<td>Open to seeing growth and development in others</td>
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https://www.brainpickings.org/2014/01/29/carol-dweck-mindset/  
• 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.
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 for More, Ten Questions to Negotiate Anything, Alexandra Carter
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?*
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.

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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?
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](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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