



Empathetic Leadership 101

April 25, 2023 at 1:00 pm CT

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Presented by:

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I'm Dr. Airies Davis

she/her



Practitioner-Scholar, Author, Talent-Strategist,
Coach, Luminary Speaker, and Columnist

Grew up in Greenwood, MS & Chicago, IL

- Women and Minority Owned Entrepreneur and Founder of...
 - **WorkforceEQi LLC**- strategically addressing emotions, mindset shifts, and mental wellbeing in the workplace with Diversity, Equity, Inclusion, Belonging, & Equality (DEIB-E) practices
 - **EtiKID Academy LLC**- character and career etiquette to underserved populations
 - **ListenUp SHEro's**- provides motivational sessions, coaching, and masterclasses to empower, evolve, and excel audiences to harness their superpowers
- **Dominican University**, Brennan School of Business, Executive in Residence/Adjunct Professor
- Commentator and Egretha Honoree for **"The Dr. Airies Report"** AWBC the voice of success and empowerment for African American women magazine
- Worked for **top organizations** including BetterUp, Monster Worldwide, Hudson Inclusion Solutions, Merrill Lynch, and Deloitte
- **W/MBE Business Supplier**, Conscious Business Coach, and Mental Health First Aid Certification
- Keynote **presenter and author** of several workshops/publications including Mission Matters: Women in Business v1 with 18 Women Business leaders-Book Chapter "Emotionally Intelligent Wonder Women: Behold Our SHEro Leadership Powers at Work"

I am a parent care-giver, aunt of nieces and twin nephews, lover of artistic baking tv & archery



"Identify the why behind your work- center and create a career path based on what gives you joy. Give more than you get. Surround yourself with people who will affirm yet give you honest feedback about your passions and business purpose. **Live your truth.**"

~Dr. Airies

The universe always pays off to a joyful risk taker by Dr. Airies

Allie Johnston

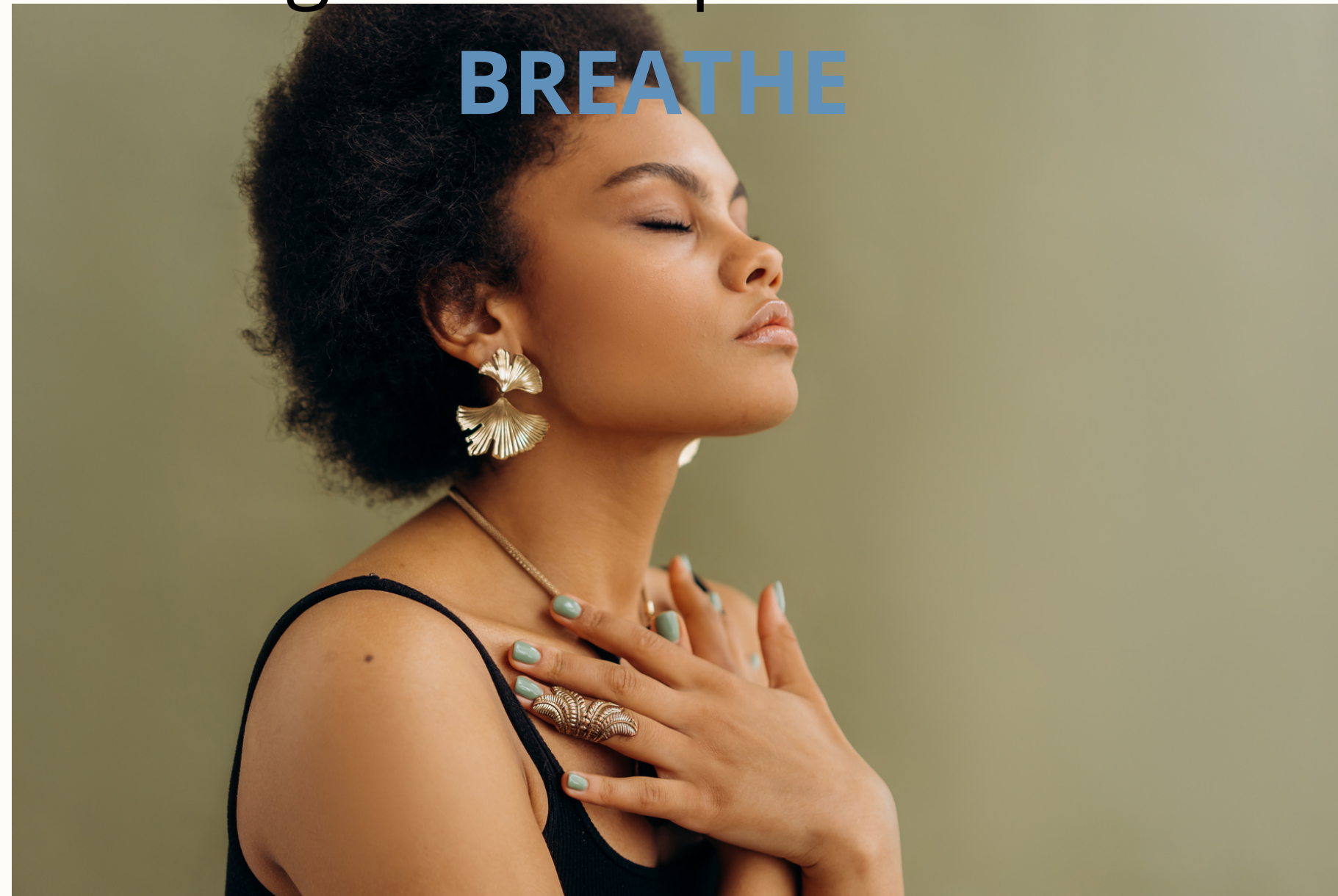
she/her



- Grew up in the DC-Maryland-Virginia (DMV) area
- Graduated from Brown University with a degree in Mental Health and the Arts
- Recently received her Master's from USC in Applied Psychology, with a focus in Organizational Psychology
- Conducted a study on disability inclusion initiatives in the workplace
- Has led inclusion initiatives in event planning

GROUNDING MINUTE

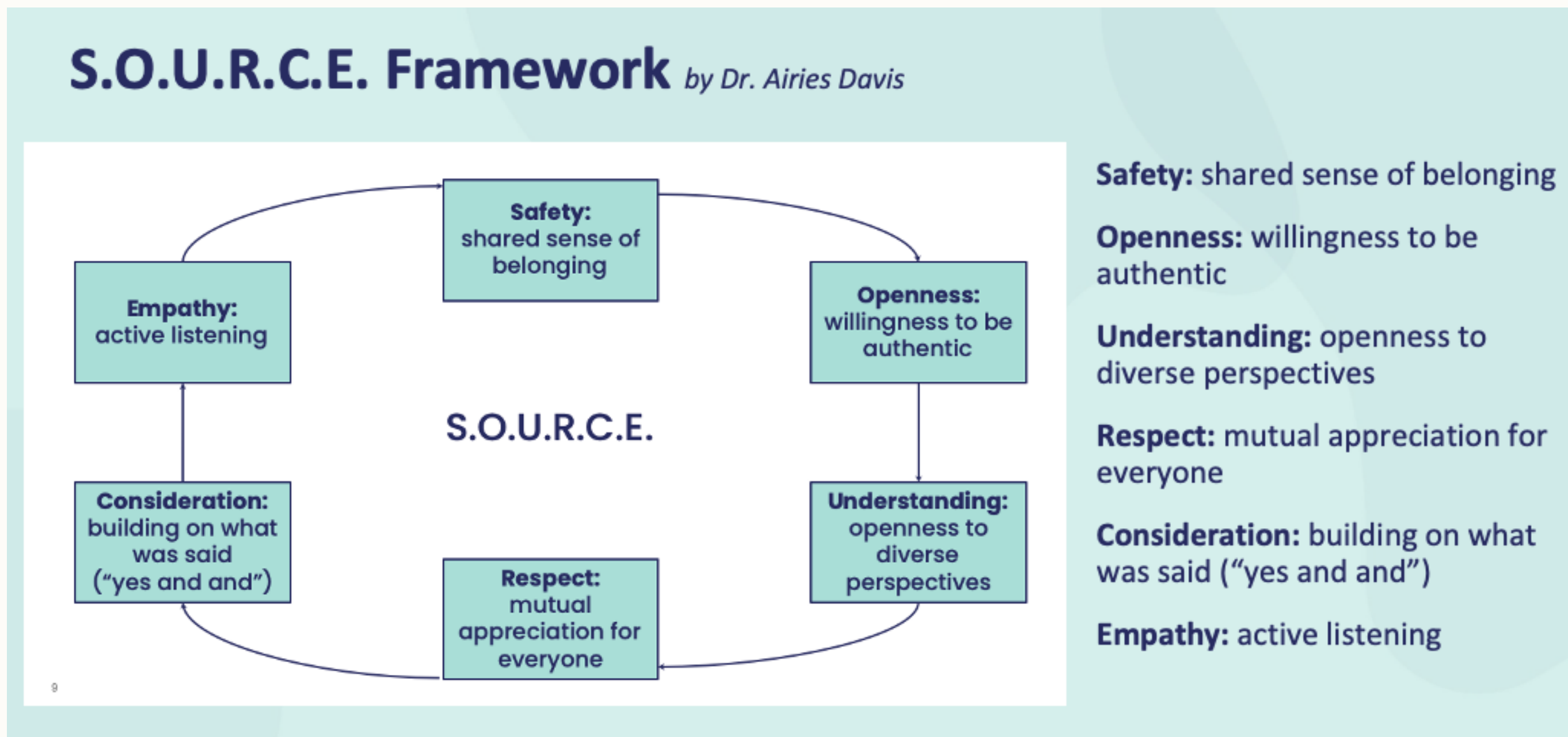
Let's ALL center our thoughts to be present for ourselves and others-



- Ask yourself: What brings you **joy**? (artifact, person, place, etc.)
- **Inhale** Joy, gratitude, peace, authenticity, release, etc.
- **Exhale** Blockage, distractions, negative thoughts, stress, etc.

Start with the S.O.U.R.C.E.

"Take Space and Make Space" exercise to build community norms that help foster a safe space. The goal is for everyone to make space for other voices/opinions to be heard and take opportunities to share their own voices/opinions, even if opposing.



Research says...

An excerpt from the **Time for Learning: Race in the Workplace** series by Dr. Shaun Harper (USC Professor) and Damian Hooper-Campbell (Zoom CDO) suggests leaders tackling race in the workplace cannot continue to choose avoidance as an inclusive hiring strategy.

To drive inclusivity in the workplace, leaders must “move past good intentions and hold managers and executives accountable” in their hiring practices.

Source: USC Race and Equity Center
(link): <https://race.usc.edu>



Giving yourself empathy

Understanding empathy

Demonstrating empathy

Promoting a culture of empathy



Giving Yourself Empathy

Empathy in the Workplace:



- Not just an emotional reaction to someone, ie: "feeling for" or "understanding" their difficulties and obstacles
- A set of behaviors that promote vulnerability and growth mindset
- Response vs. Reaction

Harvard
Business
Review

The Key to Inclusive Leadership

by Juliet Bourke and Andrea Titus

March 06, 2020

6 Traits/Behaviors of Inclusive Leadership

- *Visible commitment* - authentic & holds others accountable
- *Humility* - modest about capabilities & admit mistakes
- *Awareness of bias* - acknowledge blindspots
- *Curiosity about others* - open mindset & curiosity
- *Cultural Intelligence* – attentive to others cultures & adaptive
- *Effective collaboration* - empower others/team cohesion & psychological safety

Understanding Empathy

Korn Ferry 2021 Study: Radically Human

“A **radically human** organization relentlessly pursues purpose by activating the power of people to achieve prosperity for all stakeholders”

Source: <https://www.kornferry.com/insights/featured-topics/future-of-work/transform-into-radically-human-organization>

Imagine an organization united behind a bold purpose. Where everyone feels empowered and supported. Where leaders are inspiring and authentic, and human potential explodes with possibility. An organization that is as strong, creative, and energetic as its people: a radically human organization.



The business impact

Our research shows that organizations that have successfully transformed to become more radically human have seen extraordinary results.


20-600%

They have grown faster than their peers (compound annual EBITDA growth rates of 20% to 600%).



Their innovations create significant new revenue streams.



Their productivity savings have been in the hundreds of millions of dollars.

 90%

Their employee engagement scores often top 90% and above.⁴

Consider: HOW

How can you support people to express their innate ingenuity, generosity, and desire to make a difference?

How can you enable them to speak up, share their point of view, experiment if something could be done better, and communicate with empathy?

How can you create a culture of ownership, and give them the authority to act accordingly?

Korn Ferry 2021 Study: Radically Human



Source: <https://www.kornferry.com/insights/featured-topics/future-of-work/transform-into-radically-human-organization>

Consider: WHO (Teams)_

How can you create extraordinary candour while building psychological safety?

How can you exchange stories within and across teams to build communities that learn and grow together?

How can you build teams to work together towards a shared purpose and outcomes, rather than to divide and conquer with individual tasks?

Korn Ferry 2021 Study: Radically Human



Source: <https://www.kornferry.com/insights/featured-topics/future-of-work/transform-into-radically-human-organization>

Consider: WHEN (Leadership)

How can you develop your leaders to inspire movements and generate momentum behind them?

Are you providing the support needed for creativity and agency to occur at all levels of the organization—to unleash leadership everywhere?

How can you focus less on one leader with all the answers, and more on leadership?

Korn Ferry 2021 Study: Radically Human



Source: <https://www.kornferry.com/insights/featured-topics/future-of-work/transform-into-radically-human-organization>

Demonstrating Empathy

PERSON FIRST LANGUAGE



Assumptive/Stigmatizing

Inspired Language

Wheelchair-bound	→	Wheelchair user
Handicapped parking	→	Accessible parking
Businessmen	→	Business executives
Guys	→	Folks, Y'all, Team
Crazy	→	Chaotic
"Falling on deaf ears"	→	Ignored/Dismissed

EVOLVING FROM VIOLENT LANGUAGE

Anna Taylor

INSTEAD OF

We're going to **pull the trigger**

I'll take a **stab at [it]**

Did we **jump the gun?**

I'll **bite the bullet**

That'll **kill** two birds with one stone

What's the **deadline?**

We have to pick our **battles**

Can you **shoot me** an email?

SAY THIS

We're **going to launch**

I'll take the **first pass at [it]**

Did we **start too soon?**

I won't **avoid it any longer**

That'll **feed** two birds with one scone

What's the **due date?**

We have to choose our **opportunities**

Can you **send me** an email?

Skill Builder: Empathy in Practice

- How to practice this **empathetic trait in a leadership** context
- **Scenario / anecdote** / something that allows for group generation of best practices
- How to hold yourself and your **organization accountable** to practicing this trait

Promoting Culture of Empathy

Did you know?

- Unless it's 75 or more women in the room, **men will exhibit 75% more talk time than women** (www.arentalkingtoomuch.com-Timer)
- The term **misattribution** is when others are given and/or take credit for ideas generated by women or BIPOC groups
- **Mirroring when BIPOC groups self-scrutinize** (and even code-switch) based on metaperceptions or "evaluations of their white manager's perceptions of their values, behaviors, gestures, and appearance" seeking a sense of belonging- HBR How Inclusive is Your Leader article
- **Essentializing** categorizing or attributing stereotypical traits/qualities to specific (often marginalized) groups
- What do you know about **Unconscious Bias quiz?** SHRM [link](#)



Impact vs. Intent



Today's leaders are expected to ...

- Work **under pressure & crisis** and with a traumatized workforce
- Make **informed & rapid** decisions
- Exercise deep **social and emotional awareness** of employees
- Prioritize **inclusive behaviors** & access
- Acknowledge **power & privilege** in the room
- Address **bias** impacting BIPOC, neurodiverse, differently-abled, gender, and sexual orientation
- Promote **resources** for health and wellbeing/fatigue
- Be **empathic/compassionate**

Source: HBR Article How to Be an Inclusive Leader Through a Crisis



Inclusive Leaders or Empathetic Leaders
foster cultures to allow you
to **'bring your weekend/holiday self'** or
authentic-self versus your
representative by Dr. Airies

"Inclusive Leadership is intentional action. 'What can I do to make you feel more included? What has been your experience?'"

Professor Quinetta Roberson

Cultural and Emotional Intelligence

How can cultural and emotional intelligence foster inclusive/empathetic leadership?

According to Daniel Goleman, Positive Outlook is a prerequisite for effective leadership and creating cultures of belonging. Positive Outlook refers to our ability to see the best in people, situations, and events. *Source: Korn Ferry and Daniel Goleman articles*

When people have a “Positive Outlook” they...

- See the “glass half full”-examine the evidence
- Cultivate positive emotions in challenging moments
- Pursue their goals no matter what life throws their way
- Focus on what’s working
- See the best in themselves and others
- Focus on what is in your power to change
- Check in with your tribe (peers, friends, mentors, etc.)
- Leverage strengths in order to solve problems and create productive outcomes
- Improve self-efficacy or belief in oneself

REFLECT, ACKNOWLEDGE & CHRONICAL SMALL VICTORIES



Research says...

Onlyness

“The psychoemotional burden of having to strategically navigate a racially politicized space occupied by few peers, role models, and guardians from one’s same racial or ethnic group” (Harper, et. al. 2011. p. 190)



Exercise: Life-Long Learner



Leading is first to learn and then to lead through the example of one's own conduct and through compelling stories.

Take 2-3 minutes to write your leadership story

COMPONENTS: Elements that should run throughout the entire story

Your core values

Your leadership strengths

Turning points/ah-ha moments

COMMON Universal Characteristics of an Effective "Next Normal" Leader:

Ability to articulate a vision, Passion,
Set standards for performance, Honesty,
Create focus and direction, Empathetic
Ability to inspire, Agile...

"The best leaders use stories to answer three simple questions":

Who am I?

Who are we?

Where are we going?

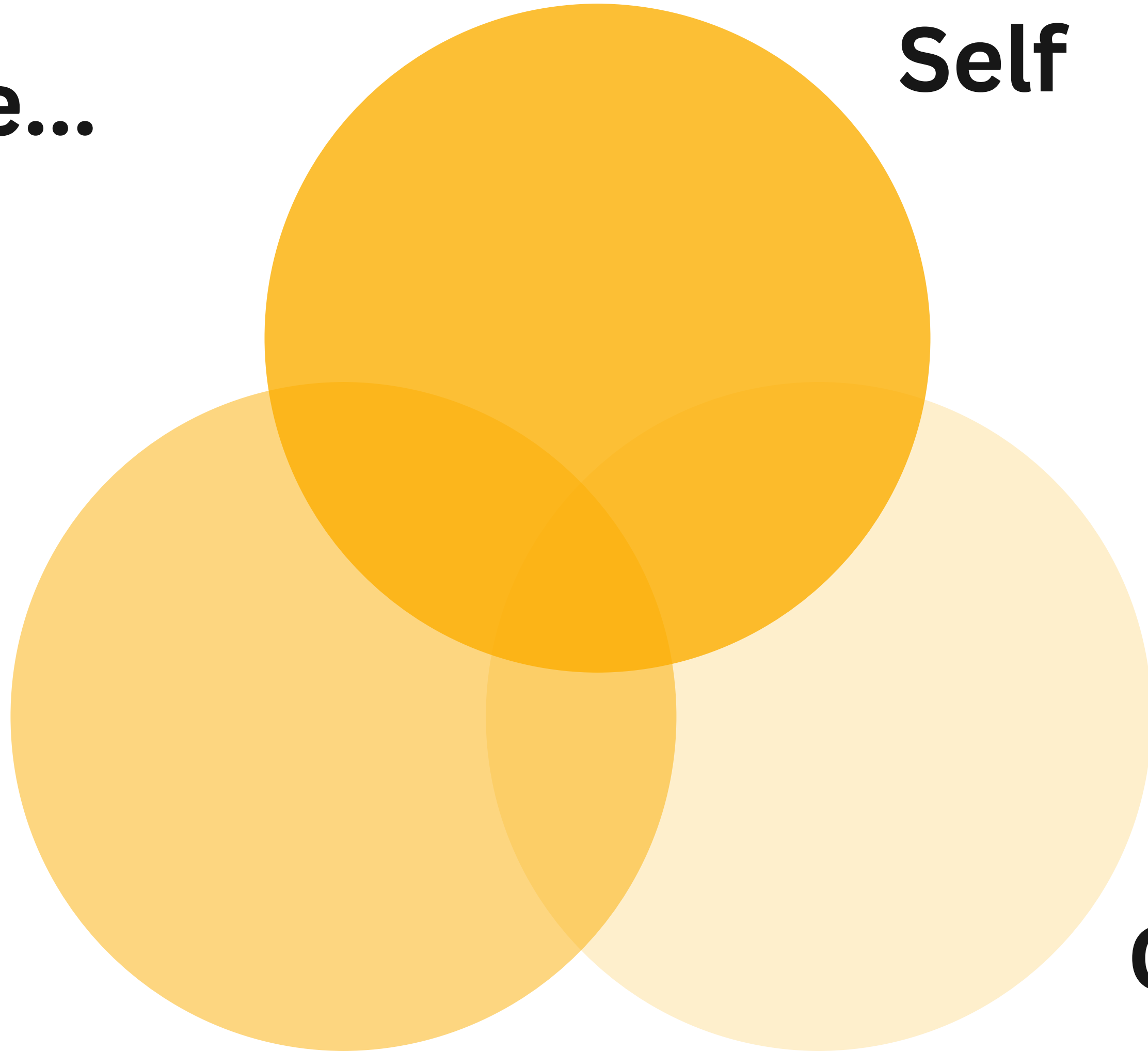
So, what's your story?

How to practice...

Self

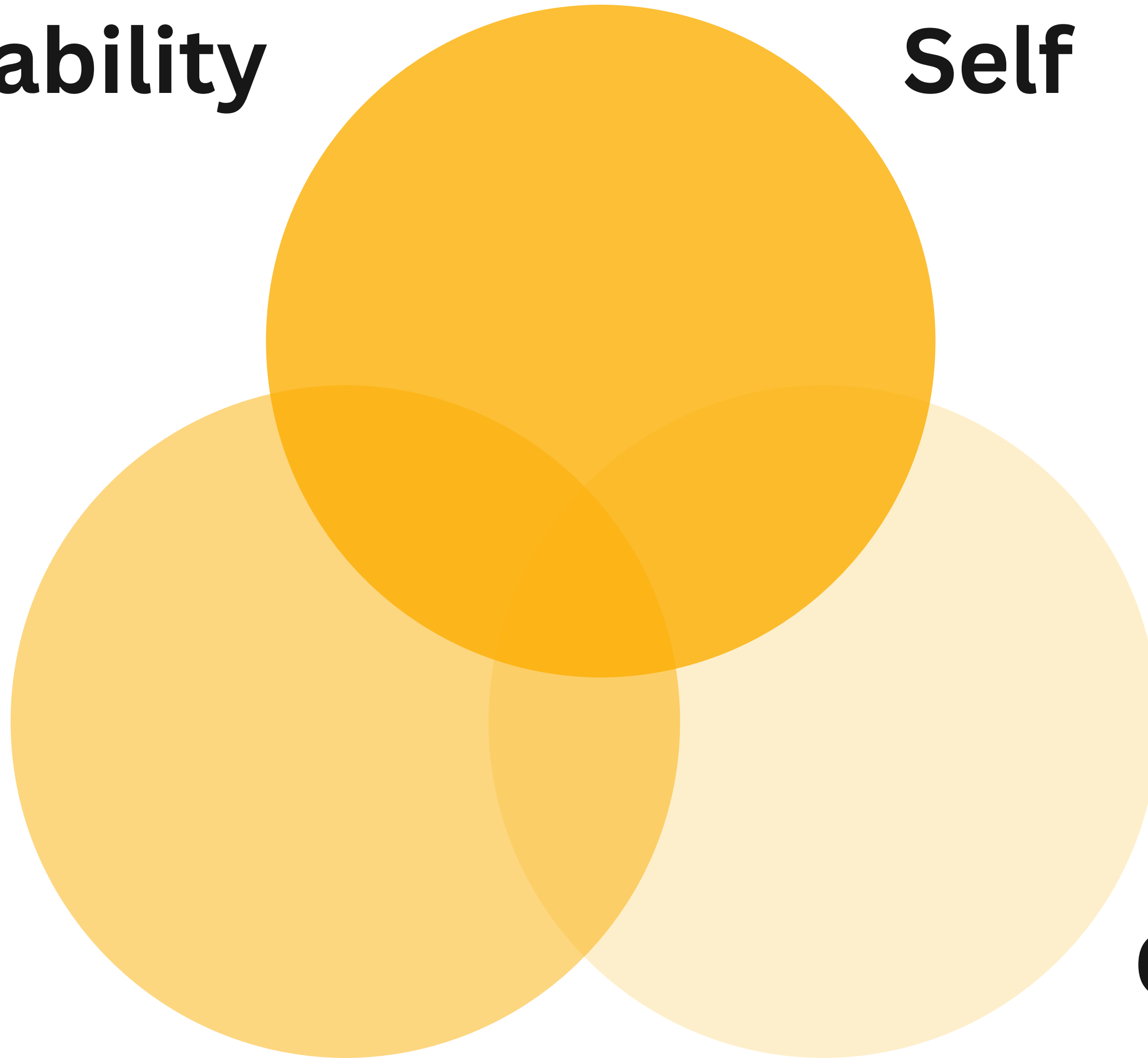
Others

Org



Accountability for...

Self



Others

Org



Current Research/Best practices

Resources for further development

Holding org culture accountable

This short list contains a mix of scholarly, commercial, and professional resources:

- Dr. Airies Davis' book chapter entitled: *Emotionally Intelligent Wonder Women: Behold Our SHEro Leadership Powers at Work*. [Link](#)
- Dr. Airies Davis' research *Preparation for a Global Economy: 21st Century Career Readiness and Academic Citizenship Skills for African American Workforce Entrants* [link](#)
- McKinsey: Understanding organizational barriers to a more inclusive workplace [link](#)
- Primal Leadership: Unleashing the power of emotional intelligence [link](#)
- Positive Psychology 13 Emotional Intelligence Activities & Exercises [link](#)
- HBR: The Ultimate Collection on Emotional Intelligence [link](#)
- 12 Leadership EQ Competencies <https://www.keystepmedia.com/shop/12-leadership-competency-primers/#.YYL27dnMJR1>
- Crucial Competencies <https://www.youtube.com/watch?v=GQhbFkB-oLc>
- Resilience & Emotional Intelligence <https://youtu.be/UqB5OHVwRY8>
- The Art of Managing Emotions <https://youtu.be/FKjj1tNcbtM>
- HBR: How Inclusive is Your Leadership [link](#)
- TedTalk with Dame Vivian Hunt: The path to more inclusive stakeholder capitalism article [link](#) and video [link](#)
- [The Keys to inclusive leadership](#)
- [Why Inclusive Leaders are Good for orgs](#)
- [11 Books to read if you want to be a more inclusive leader](#)
- National Association of Colleges and Employers (NACE) by Dr. Airies RECOGNIZING EMOTIONS AS REAL AT HEART OF DEVELOPING EMOTIONAL INTELLIGENCE
- AWBC Media Magazine: ListenUp SHERo's-Should Black Women Act Like Chad or Chandra at Work?



Let's Stay Connected

Grateful

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