

## **Breakfast Workshop: Spirit in Leadership**

16 March, 2010

From 8 am to 10 am

Topic: Spirit in Leadership: a perspective from an international expert on Resilience.

An interactive breakfast workshop presented by Dr Sven Hansen,  
Founder, The Resilience Institute

### **Join us for a stimulating and challenging dialogue on the role of Spirit in Leadership.**

The critical role of Resilience in the bodies, hearts and minds of Leaders is well understood. In a world where sustainability, trust and conflict resolution have centre stage, many leaders now explore the role of Spirit in their lives and their leadership. Bringing one's Spirit into Action is central to the Resilience Methodology and a source of inspired leadership.



Dr Sven Hansen will show how Spirit is the natural destination of Resilience. Sharing the evidence-based and integral perspective of Resilience, participants will have the opportunity to learn how a global, enlightened leadership can transform our business and our life.

Learn how spirit is connected to wisdom, purpose, energy, creativity, customer service, growth and joy. Test your own spiritual development and discover a roadmap for tackling one of the most demanding challenges of leadership today.

Dr Sven Hansen is a medical practitioner who has pioneered preventative medicine, stress mastery, emotional intelligence and cognitive training. As Founder of The Resilience Institute and a global presenter to leadership audiences around the world, he brings a scientific and practical perspective to leadership development.

With a background in Sports Medicine, Sven has run corporate wellness programmes since 1988. He spends most of his time training executives and professionals in the application of resilience. He works with both groups and individuals, helping people develop and refine the personal disciplines of success. He has a specific interest in developing leadership teams and the application of biological principles to leadership, strategy, influence, creativity and decision-making.

Sven qualified as a doctor in 1986 and went on to complete an MBA in 1993. He is married with two children. He founded the Resilience Institute methodology in 2002, which helps organisations and their leaders across New Zealand, Australia and Asia.

Breakfast will take place at Sofitel-Hyland hotel. Charge will be CNY 600 per person. Each person will receive a copy of Dr. Sven Hansen's book Spirit In Action.

#### Schedule:

- 8 am – 8.30 am: Registration
- 8.30 am – 9:30 am: Workshop
- 9:30 am – 10 am: Q&A & Group Discussion

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## Leadership & Social

### Investment:

#### How are you investing?

By Stuart Taylor

Leadership's purpose is to have a positive impact on others and create positive change for the "greater good". Resilient Leaders do this through compassion – or tough love. Compassion earns the respect and discretionary effort that creates high-performance/ high-trust cultures. Compassion is one of many ways to invoke social intelligence. The purpose of this paper is to explore a model of social investment.

Leaders..." can be more resilient and have more capacity for creating resonance when [they] are optimistic and when [they] experience hope and compassion."  
Boyatzis, McKee "Resonant Leadership"

#### Message received loud & clear!

In Harvard Business Review September 2008, Daniel Goleman and Richard Boyatzis updated their view on social intelligence from a neurological perspective. They explained the biological mechanism of unspoken communication we have with others through the sub-conscious dance our mirror neurons. Like it or not, we are continually broadcasting our own emotional setup, reactions and undisclosed judgements of others. For a leader, this has huge implications. Are my tone of voice,

expressions and presence consistent with my statements and values? If the answer is no, expect to have low resonance and conflict. Resilient leaders integrate and synchronise values, thoughts, emotions, expressions and presence. They are credible!

#### Leadership Styles & Pre-requisite Competencies

Commanding	(-0.26)	• achievement, initiative, self control, influence
Pacesetter	(-0.25)	• self control, conscientiousness, achievement, initiative
Coaching	(+0.42)	• empathy, develop others, self awareness <span style="float: right;"><i>(Goleman, 2000)</i></span>
Democratic	(+0.43)	• empathy, collaboration, team leadership, conflict management, influence
Affiliative	(+0.46)	• empathy, collaboration and teamwork, conflict management
Visionary	(+0.54)	• empathy, self confidence, change catalyst, influence, self awareness

#### The Easy Road Oft Travelled

Based on an ongoing study with thousands of executives, Daniel Goleman (2000) reported six leadership styles and their respective correlations with culture. The "easiest" and, for many, default styles are Commanding and Pacesetter. The total focus of these styles is task outcome – often at the expense of staff wellbeing, retention and long term performance. The number one reason for poor staff engagement and turnover is the quality of one's immediate boss.

#### The Critical Role of Empathy

Sustainable, value-adding leadership requires investment of time and energy. The

four high-performance leadership styles reported by Goleman (coaching, affiliative, democratic and visionary) depend on the skilled demonstration of empathy. For example can we “walk in someone else’s shoes”. Empathy starts with a curiosity about others, active listening, attunement to non-verbal queues, openness to diversity and ultimately requires the ability to see the perspective of others. Empathy is an awareness competence not an action competence.

That said, empathy does require conscious and unconscious effort and motivation to understand the emotional setup of others. According to Paul Ekman (Emotional Awareness, 2008), empathy starts with emotional recognition and may lead to emotional resonance with the other person. Ekman defines emotional resonance as experiencing the emotion of the other person. They’re angry at a situation; I feel angry at that situation. An objective level of empathy (cognitive empathy) can be achieved without this resonance. In the busy world of large organisations, empathy is all too often the casualty of back to back meetings, 60 hour weeks OR a lack of motivation to enquire. Empathy is the key to the door of sustainable leadership.

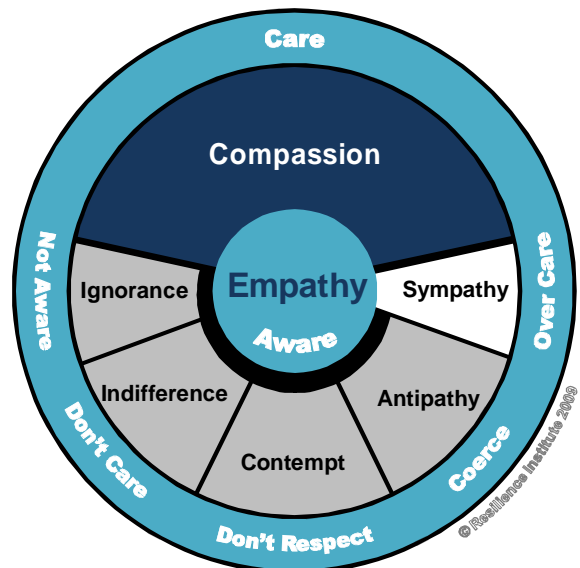
The Resilience Institute’s Social Investment Model (see graphic) provides a framework for surveying a leader’s options in how to invest socially. We see empathy at the centre of this model.

**Leading with Care**

So, what is compassion? Compassion is “empathy in action”. We define compassion as “caring for self and others in pursuit of the greater good”. Compassion is not soft. Compassion takes the bigger picture into account. According to Ekman (2008), compassion is seeking to relieve the suffering of the other person. Compassion does not rely on the leader owning the emotions and issues of the person. Awareness, yes; ownership, no.

The compassionate leader creates a calm culture; not breeding fear through punishment of performance gaps. Performance gaps are viewed as learning and coaching opportunities. The compassionate leader appreciates the talents of their team members and seeks to liberate their potential. Individuals with a poor organisational/ skill fit

Social Investment Model



may be assisted to find their passion in other roles or organisations.

Building on strong empathy for the individual’s situation, a compassionate leader seeks to help the individual to see a more realistic and optimistic future and a path to that future. The individual may not have the awareness to appreciate this picture at the time. A leader’s expression of compassion requires courage, strong self-belief and the absence of an obsessive need for affiliation.

Compassionate Leadership – benefits...		
For the Recipient	For the Leader	For the Organisation
Attends to individual's <u>real</u> needs	Attends to leaders goals	Attends to organisation goals
Provides a mirror test	Build respect and trust	Builds engagement of team
Provides long-term fulfilment	Builds resilience and energy	Increases quality staff retention
Nurtures talents and growth	Allows resonant leadership	Creates a positive, high-performance, high-trust culture
Builds resilience and energy	Reduces experience of anger	

### Leading with Over-Care

For some leaders, compassion is too tough, creates personal anxiety and is actively avoided. The easier option is to put “empathy into action” using sympathy. What is sympathy? Sympathy is “soft” love. Sympathy is feeling sorry for others. Sympathy is leader as friend. Sympathy is leader agreeing with and owning the emotions and situation of the individual. The Sympathetic leader is unable to move beyond emotional resonance (Ekman, 2008) with the other person. A sympathetic leader is of little help to an individual as they are simply agreeing with the enormity of the issue and indulging in the treachery of the individual's situation. Sympathetic resolutions typically result in inequity for other staff and short term benefit for the individual. Unfortunately, there are no winners with a sympathetic leader. The sympathetic leader becomes ineffective AND emotionally drained, the individual's emotional state deepens and the organisational culture comes to expect this leadership approach.

### Leading without Care

For other leaders who adopt a Commanding or Pacesetter style; empathy and compassion (and sympathy) are too soft, complicated, inappropriate and time-

consuming. The approach for these leaders is to socially invest through social ignorance (not aware), indifference (don't care) or contempt (don't respect, aloof). A small subset “stir the emotional pot” through organisational politics and antipathy (coercion, bullying). No surprise that Goleman's research shows that these leadership styles and approaches to social investment are correlated with the destruction of organisational value.

### The Mirror Test!

1. On the model of Social Investment, from which sector do I lead when times are good?
2. On the model of Social Investment, from which sector do I lead when times are tough?
3. Where is the executive team and culture of my organisation?
4. Can I empathize with and have compassion for people who disagree with me or have a different value-set?
5. What could I do each day to build compassion for people at work, home or in my community?

### Ideas for Building Compassion

**Start with Empathy.** Listen deeply to others. Be interested in their emotions and perspectives. During interactions, tune in to their facial expressions and body language. Check your impressions with that person when appropriate to do so.

**Start at Home.** Build emotional self-awareness, compassion and love for self. Practice humility and forgiveness when you make mistakes. Celebrate your successes. As my wise 9y.o. daughter says, “you've got to learn to laugh at yourself”.

**Notice when Anger Arises.** What is the

source of the anger? Can I regulate my anger by building empathy and compassion for the source of the anger (self or others)?

**Consider meditation.** Meditation is one way to build compassion. During your meditation, reflect on compassion and experiencing care for the people around you and the broader community. Perhaps focus on someone for whom you struggle to find compassion.

**Catch your Thoughts.** Actively catch yourself falling into contempt with moral judgements of others. Start with an optimistic assumption that the vast majority of people are coming from a good place; most people are not evil and out to upset your day. Their

motivation and beliefs may simply be different to your own. When appropriate, ask what has motivated them to act in that way.

**Start a compassion project.** Get involved in a community project for those less fortunate.

### References:

- Emotional Awareness, Paul Ekman, 2008
- Social Intelligence and the Biology of Leadership, Daniel Goleman & Richard Boyatzis, Harvard Business Review, Sept 2008
- Primal Leadership, Daniel Goleman, Harvard Business Review, April 2000
- Resonant Leadership, Richard Boyatzis & Annie McKee, 2005

### The Resilience Institute - About Us

Based in Australia, New Zealand and Asia, The Resilience Institute works with senior executives and the entire employee base to build organisational and personal resilience.

Resilience is “...*ultimate competitive advantage in the age of turbulence – when organisations are being challenged to change more profoundly, and more rapidly, than ever before.*”

Leading strategist Gary Hamel (Harvard Business Review-Sept 2003)

The Resilience Institute uses an evidence-based approach to introduce the personal disciplines of sustainable high performance within a meaningful life. The Resilience Institute achieves sustainable and measurable improvements using assessment instruments, consulting reviews, workshop interventions and personal coaching.

For further information about this paper or other offerings from The Resilience Institute...

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