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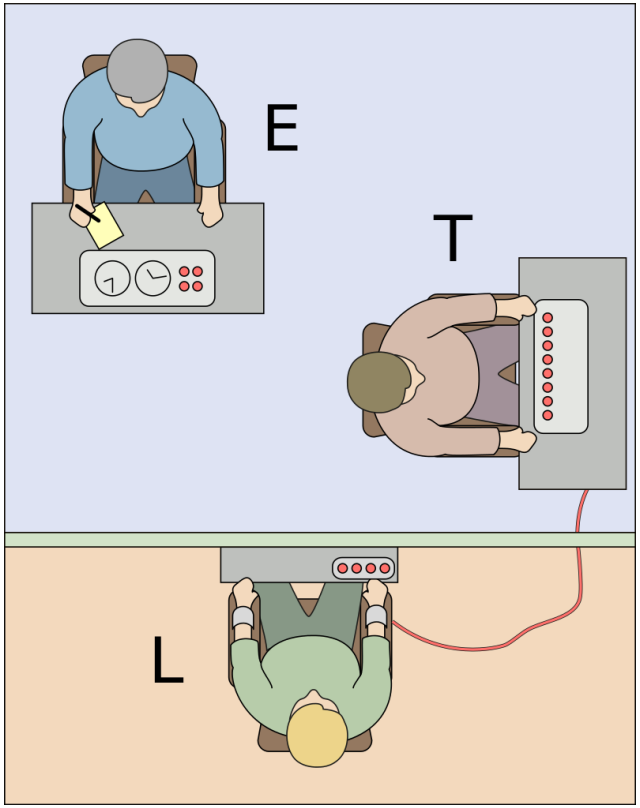


Behavioral Study of Obedience

Stanley Milgram

(1963)

[1]Milgram, S. (1963). Behavioral study of obedience. *Journal of Abnormal and Social Psychology*, 67, 371–378.



Lethal dose

Table 2.
Distribution of Breakoff Points

Verbal Designation and Voltage Indication		*Number of Subjects for whom this was maximum shock*
Slight Shock	15	0
	30	0
	45	0
	60	0
Moderate Shock	75	0
	90	0
	105	0
	120	0
Strong Shock	135	0
	150	0
	165	0
	180	0
Very Strong Shock	195	0
	210	0
	225	0
	240	0
Intense Shock	255	0
	270	0
	285	0
	300	5
Extreme Intensity Shock	315	4
	330	2
	345	1
	360	1
Danger: Severe Shock	375	4
	390	2
	405	1
	420	1
XXX	435	0
	450	26

The Good Samaritan: Luke 10

A man was going down from Jerusalem to Jericho, when he was attacked by robbers. They stripped him of his clothes, beat him and went away, leaving him half dead. **31** A priest happened to be going down the same road, and when he saw the man, he passed by on the other side. **32** So too, a Levite, when he came to the place and saw him, passed by on the other side. **33** But a Samaritan, as he traveled, came where the man was; and when he saw him, he took pity on him. **34** He went to him and bandaged his wounds, pouring on oil and wine. Then he put the man on his own donkey, brought him to an inn and took care of him. **35**





Niccolo Machiavelli, *The Prince*

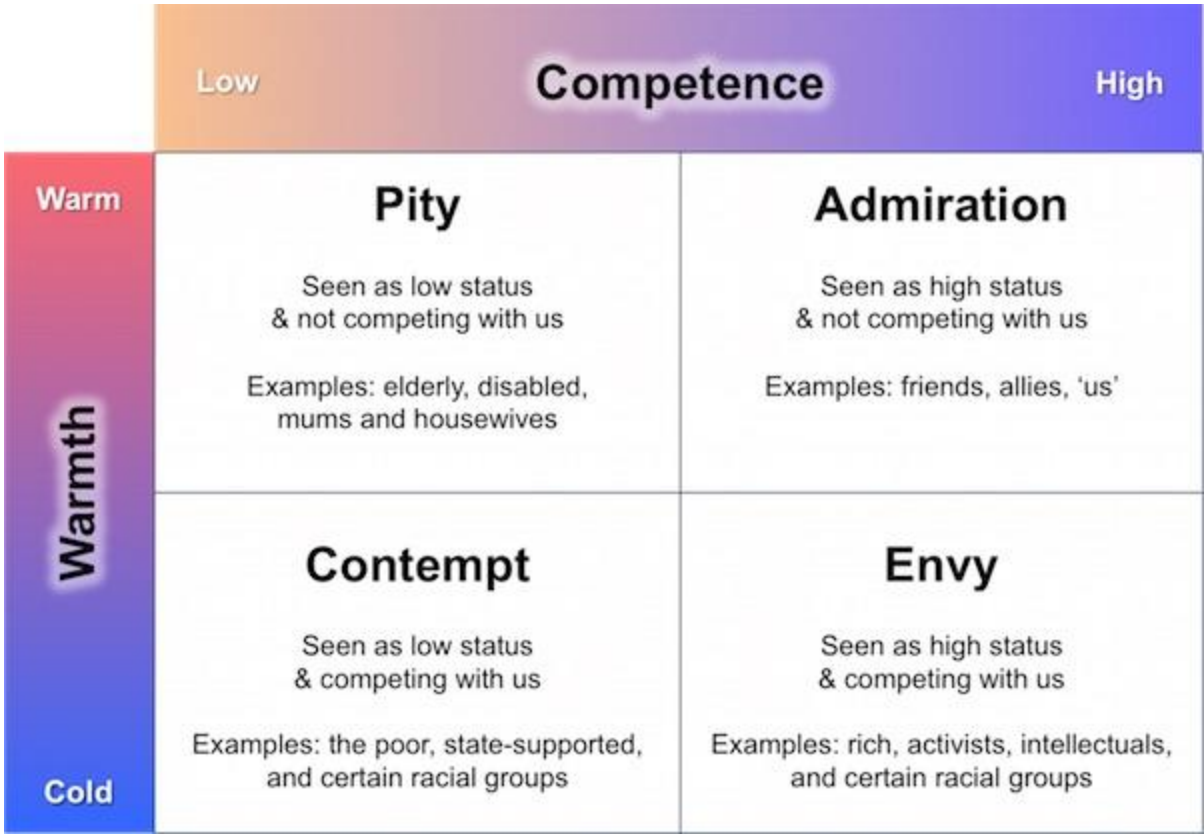
Is it better to be loved or feared?

Connect, Then Lead

To exert influence, you must balance competence with warmth. *by Amy J.C. Cuddy, Matthew Kohut, and John Neffinger*

July–August 2013 Harvard Business Review **3**

- Two important attributes of effective leaders are **warmth <u>and</u> strength**
- These two dimensions drive 90% of our impressions of leaders and those around us



Leadership Development

I'm the Boss! Why Should I Care If You Like Me?

by Jack Zenger and Joseph Folkman

May 02, 2013



- Tracked 51,836 leaders
- 27 rated in bottom quartile likability and top quartile in effectiveness
- It's possible to be disliked and a good leader, but chances are 1/2000 or 0.05%

Leaders who project strength first risk eliciting fear, and that leads to disengagement and disloyalty

Transformative Achievements and Attributes

When describing self

- Objective evidence of achievement, competence or skill acquisition

When describing others

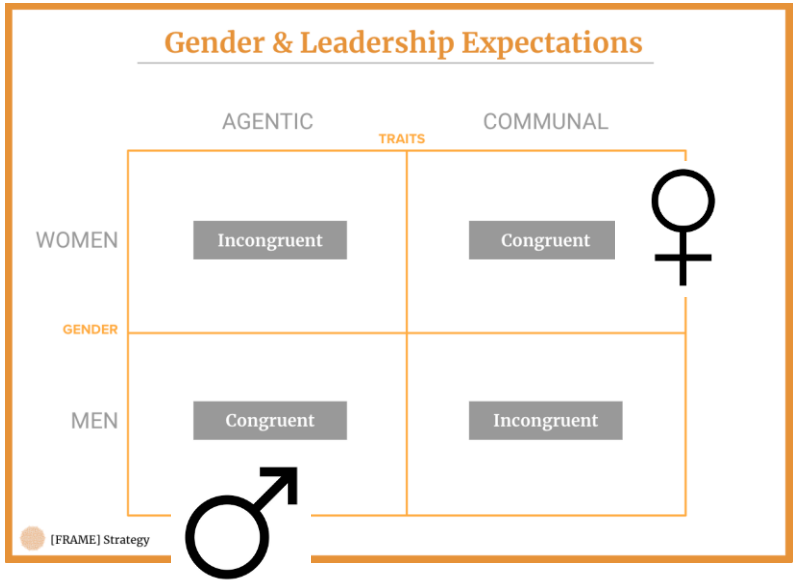
- Soft skills
- Social support
- Warmth
- Generosity

Leadership traits

Leadership Traits

AGENTIC	COMMUNAL
Assertive	Concern with the welfare of others
Controlling	Helpful
Confident	Kind
Aggressive	Communicative
Dominant	Collaborative
Independent	Cooperative
Daring	Diplomatic
Competitive	Relationship oriented
Decision oriented	

[FRAME] Strategy



Transformative Achievements and Attributes




"Culture is the most important thing you do as a leader."
Next Big Idea Club
THE CULTURE CODE
THE SECRETS OF HIGHLY SUCCESSFUL GROUPS
DANIEL COYLE
NEW YORK TIMES BESTSELLING

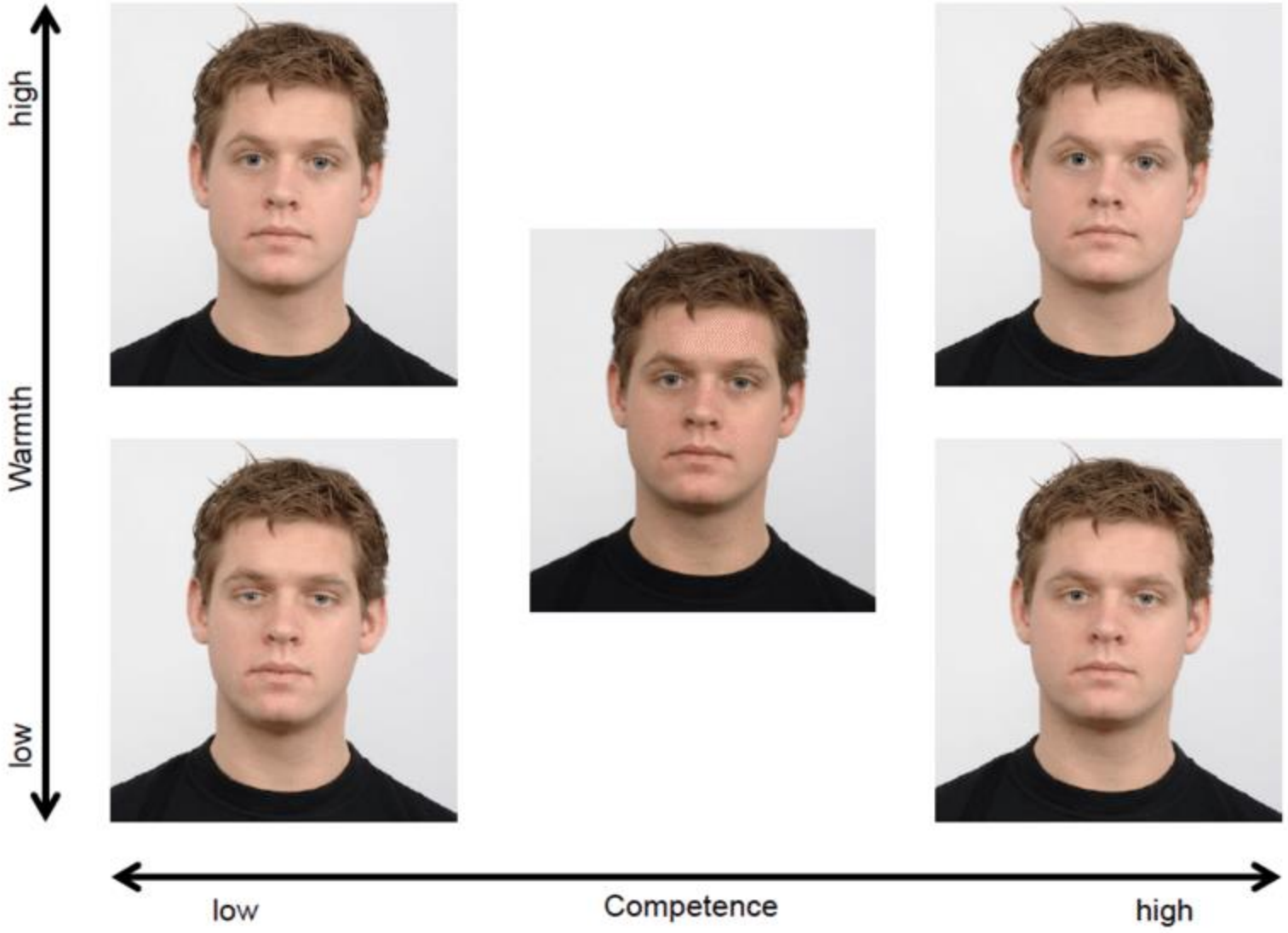
756%



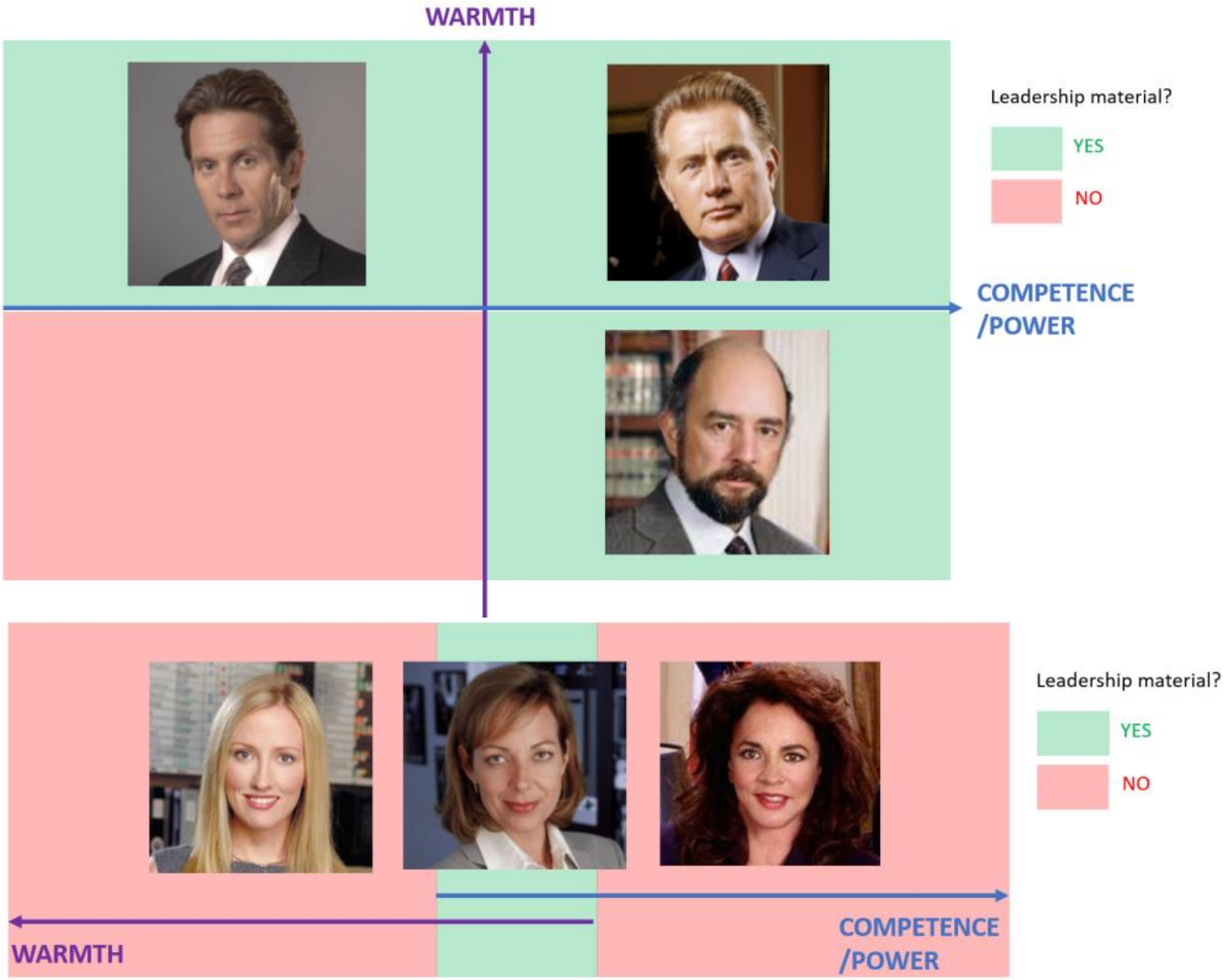
Ingredients to a thriving culture

1) Psychological safety
2) Vulnerability
3) Purpose

The happy warrior



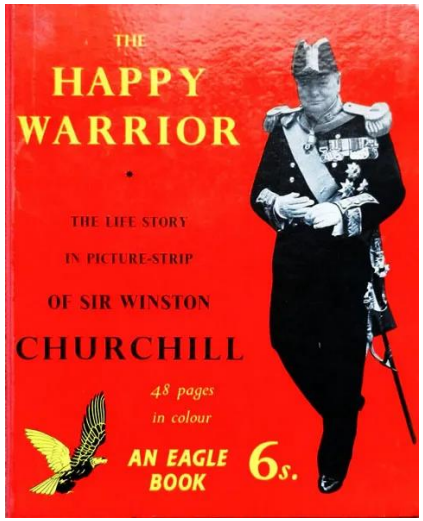
WEST WING CHARACTERS



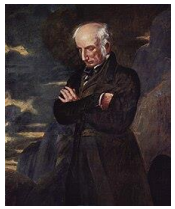
Attributes of Happy Warriors







- Confident and calm: this projects authenticity and warmth
- Leaders who face troubles without being troubled
- Lower levels of cortisol, higher testosterone (even women)
- Clearheaded, courageous



Character of the Happy Warrior

BY WILLIAM WORDSWORTH

Who is the happy Warrior? Who is he
That every man in arms should wish to be?
—It is the generous Spirit, who, when brought
Among the tasks of real life, hath wrought
Upon the plan that pleased his boyish thought:
Whose high endeavours are an inward light
That makes the path before him always bright;
Who, with a natural instinct to discern
What knowledge can perform, is diligent to learn;
Abides by this resolve, and stops not there,
But makes his moral being his prime care;
Who, doomed to go in company with Pain,
And Fear, and Bloodshed, miserable train!
Turns his necessity to glorious gain;
In face of these doth exercise a power
Which is our human nature's highest dower:
Controls them and subdues, transmutes, bereaves
Of their bad influence, and their good receives:
By objects, which might force the soul to abate
Her feeling, rendered more compassionate;
Is placable—because occasions rise
So often that demand such sacrifice;
More skillful in self-knowledge, even more pure,
As tempted more; more able to endure,
As more exposed to suffering and distress;
Thence, also, more alive to tenderness.
—'Tis he whose law is reason; who depends
Upon that law as on the best of friends;
Whence, in a state where men are tempted still
To evil for a guard against worse ill,
And what in quality or act is best
Doth seldom on a right foundation rest,
He labours good on good to fix, and owes
To virtue every triumph that he knows:
—Who, if he rise to station of command,
Rises by open means; and there will stand
On honourable terms, or else retire,
And in himself possess his own desire;
Who comprehends his trust, and to the same
Keeps faithful with a singleness of aim;
And therefore does not stoop, nor lie in wait
For wealth, or honours, or for worldly state;
Whom they must follow; on whose head must fall,
Like showers of manna, if they come at all:
Whose powers shed round him in the common strife,
Or mild concerns of ordinary life,
A constant influence, a peculiar grace;
But who, if he be called upon to face
Some awful moment to which Heaven has joined
Great issues, good or bad for human kind,
Is happy as a Lover; and attired
With sudden brightness, like a Man inspired;
And, through the heat of conflict, keeps the law
In calmness made, and sees what he foresaw;
Or if an unexpected call succeed,
Come when it will, is equal to the need:
—He who, though thus endued as with a sense
And faculty for storm and turbulence,
Is yet a Soul whose master-bias leans
To homefelt pleasures and to gentle scenes;
Sweet images! which, wheresoe'er he be,
Are at his heart; and such fidelity
It is his darling passion to approve;
More brave for this, that he hath much to love:—
'Tis, finally, the Man, who, lifted high,
Conspicuous object in a Nation's eye,
Or left unthought-of in obscurity,—
Who, with a toward or untoward lot,
Prosperous or adverse, to his wish or not—
Plays, in the many games of life, that one
Where what he most doth value must be won:
Whom neither shape or danger can dismay,
Nor thought of tender happiness betray;
Who, not content that former worth stand fast,
Looks forward, persevering to the last,
From well to better, daily self-surpast:
Who, whether praise of him must walk the earth
For ever, and to noble deeds give birth,
Or he must fall, to sleep without his fame,
And leave a dead unprofitable name—
Finds comfort in himself and in his cause;
And, while the mortal mist is gathering, draws
His breath in confidence of Heaven's applause:
This is the happy Warrior; this is he
That every man in arms should wish to be.

Lord Horatio Nelson



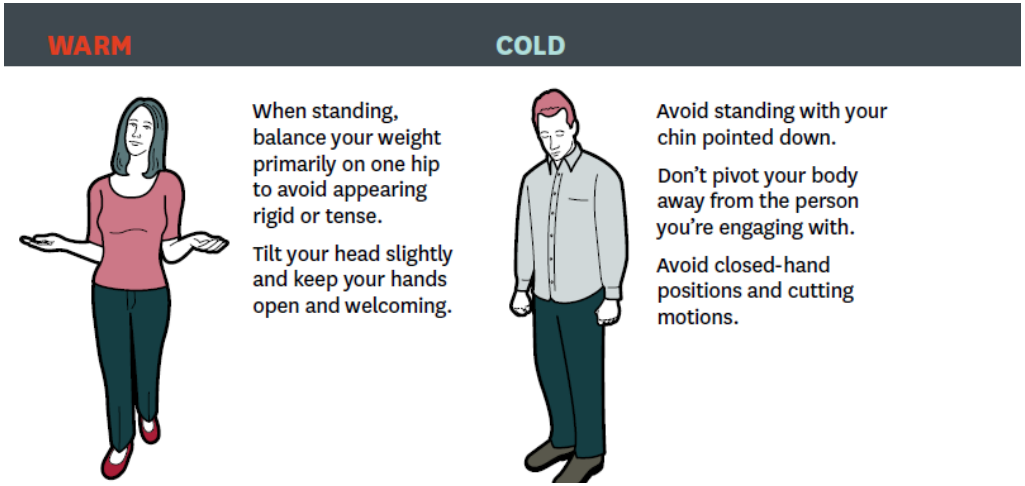
"loving and inspirational leadership"

How to become a happy warrior

Warmth

- Speak with lower pitch and volume (as if you were comforting a friend)
- Share a personal story
- Validate others feelings. Invite personal connection, before you try to influence.
- Smile authentically (crow's feet).





How to become a happy warrior

Strength

- Without appearing to be menacing
- “Stand up straight and realize..that you tower over your circumstances”- Maya Angelou
- Limit twitching, be still.



Lean inward in a nonaggressive manner to signal interest and engagement.

Place your hands comfortably on your knees or rest them on the table.

Aim for body language that feels professional but relaxed.



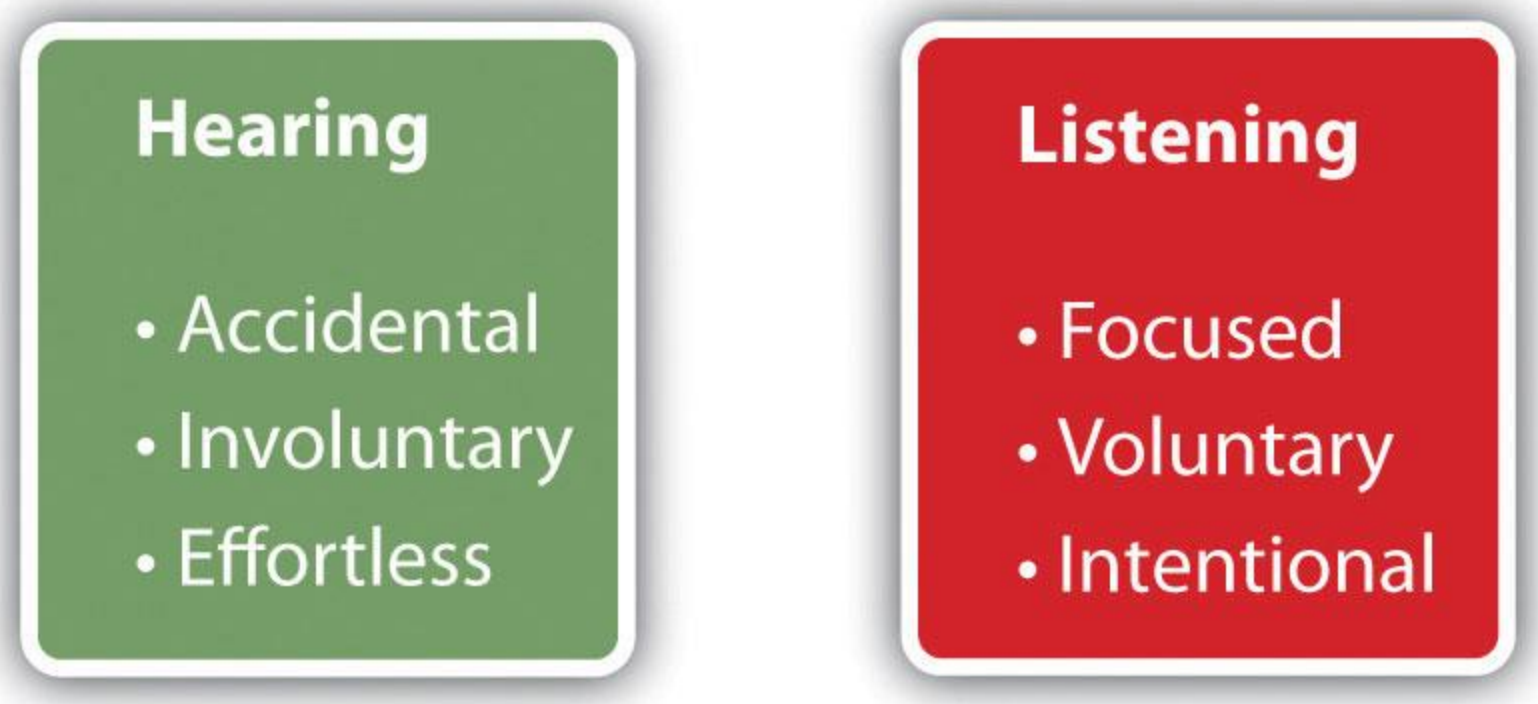
Try not to angle your body away from the person you're engaging.

Crossing your arms indicates coldness and a lack of receptivity.

Avoid sitting “at attention” or in an aggressive posture.



Active Listening



Harvard Business Review

LEADERSHIP

Listening Is an Overlooked Leadership Tool

by Melissa Daimler

MAY 25, 2016



Levels of listening

6

1

360 listening, magical, back and forth, how they are saying it, nuances, what they are not saying. **Emotional energy exchange**.

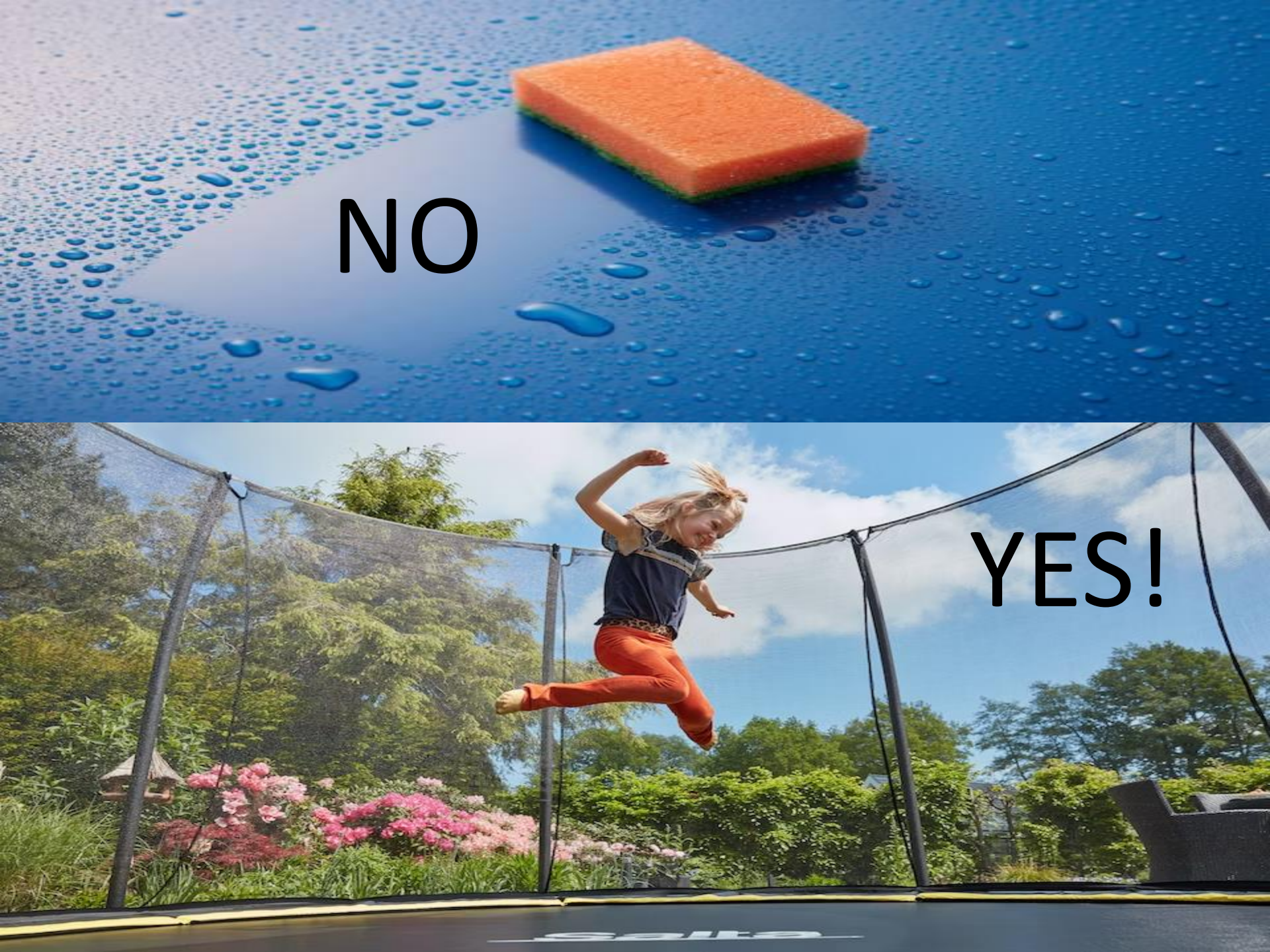


Focused listening, paying attention but only superficial



Internal thoughts prioritized over other person's




NO
YES!

Experience

Advice and Inspiration



MANAGING YOURSELF

COACHING FOR CHANGE

How to help employees reach their potential

by Richard Boyatzis, Melvin Smith, and Ellen Van Oosten

Good Coaches Do

- Help
- Ask questions
- Listens
- Compassion
- Learn other's vision
- Build trust/resonant relationship
- Find coachable moments

Good Coaches Don't

- Guide, instruct, push, lead, pull, offer advice and solutions
- Talk more than listen

Coaching

Coaching for compliance vs. Coaching with compassion



Coaching with compassion

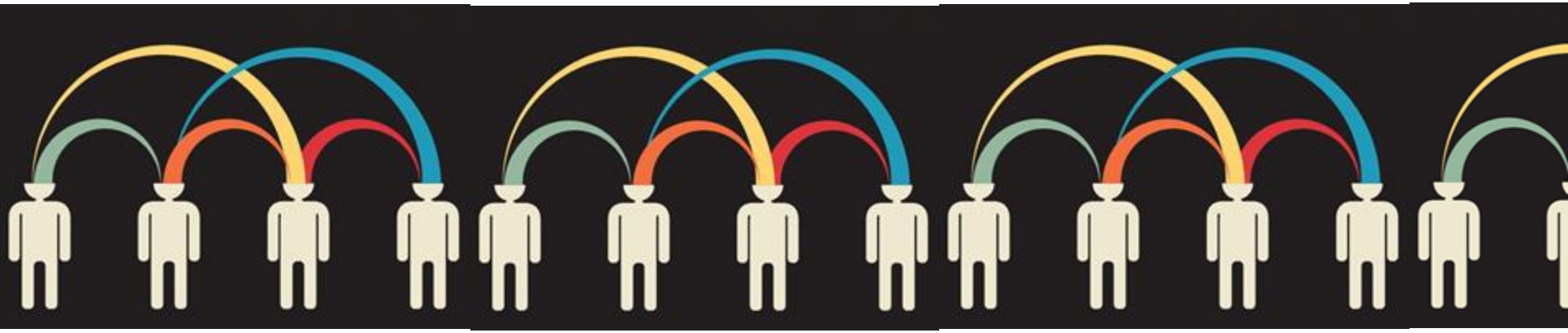


Prompts

- Who are you at your best?
- What does your day look like when firing on all cylinders?
- How do you want others to see you?
- What does success look like?
- What position do you want to attain?
- What kind of work do you feel drawn to?
- What do you want to accomplish?

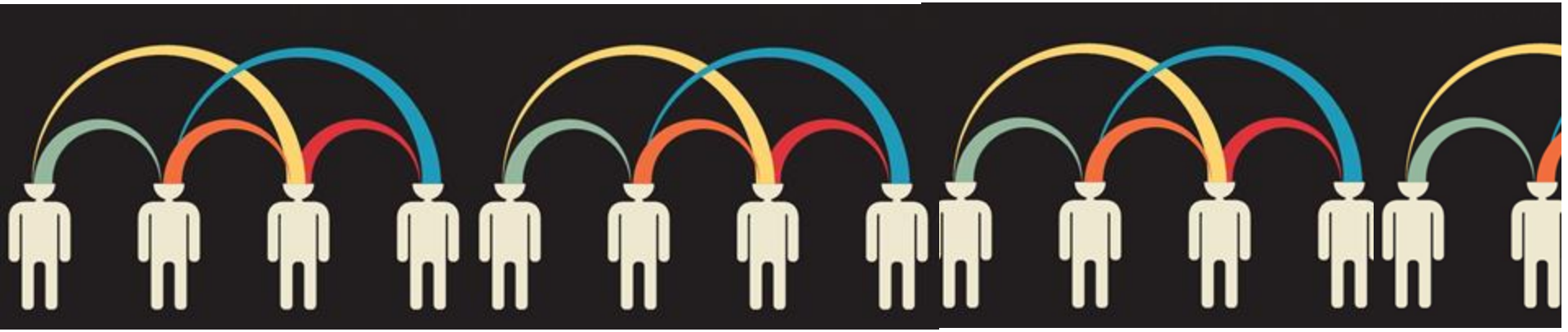
Peer Coaching in UH: Connection with self and others.

By: Maria Volkova



Peer coaching will provide you with

- Techniques to :
  - Connection to others and to your own purpose and vision
  - Enhance treatment adherence in your patients
  - An opportunity to step away from the analytic and focus on getting to know each other.



Effect of a Professional Coaching Intervention on the Well-being and Distress of Physicians: A Pilot Randomized Clinical Trial

Coaching is an intervention that has been proven to increase Well being in Physicians!

It is important for us to find moments for inflection and Self-care.

Abstract

Importance: Burnout symptoms among physicians are common and have potentially serious ramifications for physicians and their patients. Randomized studies testing interventions to address burnout have been uncommon.

Objective: To explore the effect of individualized coaching on the well-being of physicians.

Design, setting, and participants: A pilot randomized clinical trial involving 88 practicing physicians in the departments of medicine, family medicine, and pediatrics who volunteered for coaching was conducted between October 9, 2017, and March 27, 2018, at Mayo Clinic sites in Arizona, Florida, Minnesota, and Wisconsin. Statistical analysis was conducted from August 24, 2018, to March 25, 2019.

Interventions: A total of 6 coaching sessions facilitated by a professional coach.

Main outcomes and measures: Burnout, quality of life, resilience, job satisfaction, engagement, and meaning at work using established metrics. Analysis was performed on an intent-to-treat basis.

Results: Among the 88 physicians in the study (48 women and 40 men), after 6 months of professional coaching, emotional exhaustion decreased by a mean (SD) of 5.2 (8.7) points in the intervention group compared with an increase of 1.5 (7.7) points in the control group by the end of the study ($P < .001$). Absolute rates of high emotional exhaustion at 5 months decreased by 19.5% in the intervention group and increased by 9.8% in the control group (-29.3% [95% CI, -34.0% to -24.6%]) ($P < .001$). Absolute rates of overall burnout at 5 months also decreased by 17.1% in the intervention group and increased by 4.9% in the control group (-22.0% [95% CI, -25.2% to -18.7%]) (P

What is coaching

Coaching is a helping process designed to assist you in:

- clarifying your vision
- understanding your values
- identifying ways to sharpen your leadership skills
- reaching new levels of success

… within the context of a supportive relationship



What is Peer Coaching

Learn an approach to balancing sympathetic and parasympathetic arousal, Analytic and Empathic neural network activation, and Positive and Negative --- learn coaching with compassion.

". . .a type of helping relationship in which two people of equal status actively participate in helping each other on specific task or problems with a mutual desire to be helpful. "

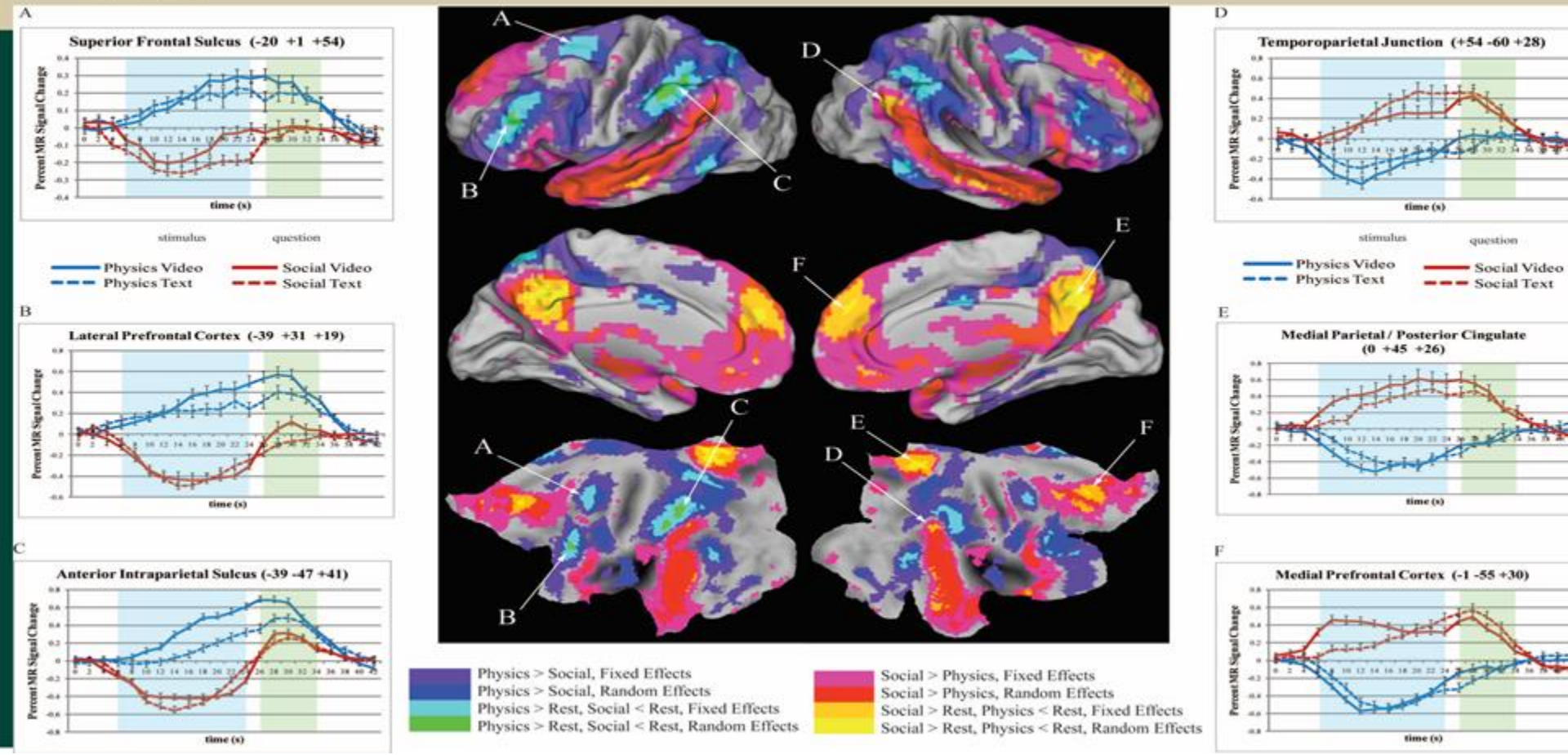
(*Parker, Hall and Kram, 2008, p. 499*)

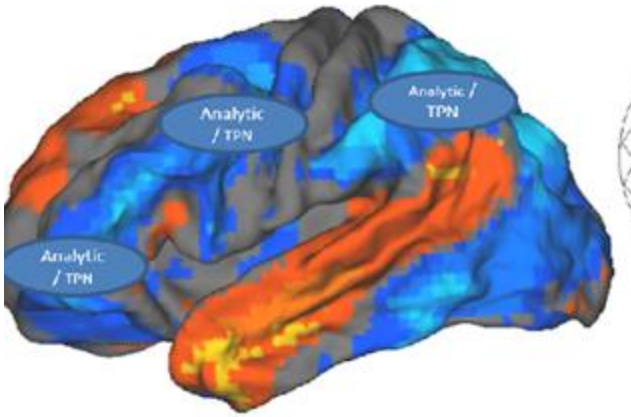


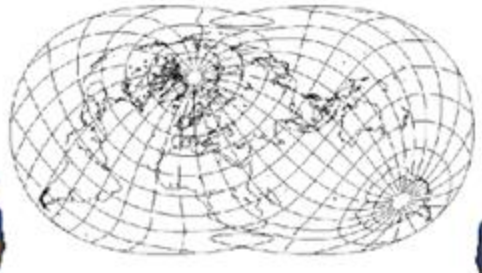
Warm-up Activity

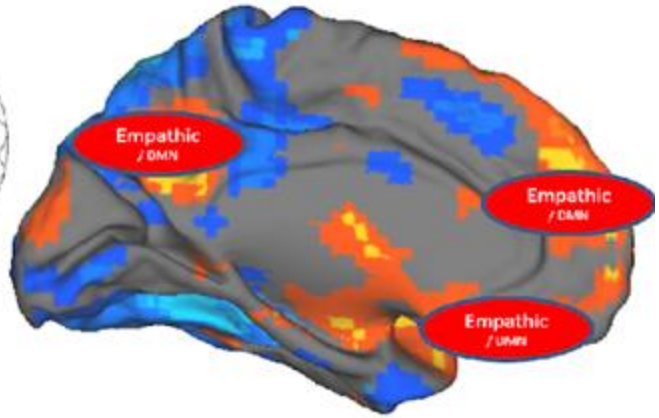
Let's Activate the Default mode Network

Jack, A.I., Dawson, A.J., Begany, K.L., Leckie, R.L., Barry, K.P., Ciccia, A.H., & Snyder, A.Z. (2012). fMRI reveals reciprocal inhibition between social and physical cognitive domains. *Neuroimage, 66C*, 385-401.









NEA- Negative Emotional Attractor

PEA - Positive Emotional Attractor

Analytic

Task Positive Network (TPN)

e.g. science, logic,

"arguments"



Empathic

Default mode network (DMN)

e.g. values, morality,

"stories"

© Anthony I. Jack
brainmindconsciousness.com

Conclusions from Many FMRI studies performed at CWRU on PEA and NEA activation

- NEA (analytic) activation inhibits PEA(empathic) activation
- Overactivation of the NEA over time may make it more difficult to think about “morals” and “emotions” and leaves one stuck in a constant “analytic” cycle.
- Talking to others about a future vision activates the PEA and increases self-awareness and creativity
- **A Study showed that Emotional Intelligence (a PEA competency) and the presence of strong relationships increased performance and retention of engineers (cognitive and personality traits did NOT)**
- **Peer coaching can help develop both (EI and relationsips)!**

Good and Bad peer coaching

Bad

- Complaining
- Giving people advice , telling people what they SHOULD do
- Poor listening
- Thinking of what to reply instead of listening
- Constantly providing personal examples in response to someone's story



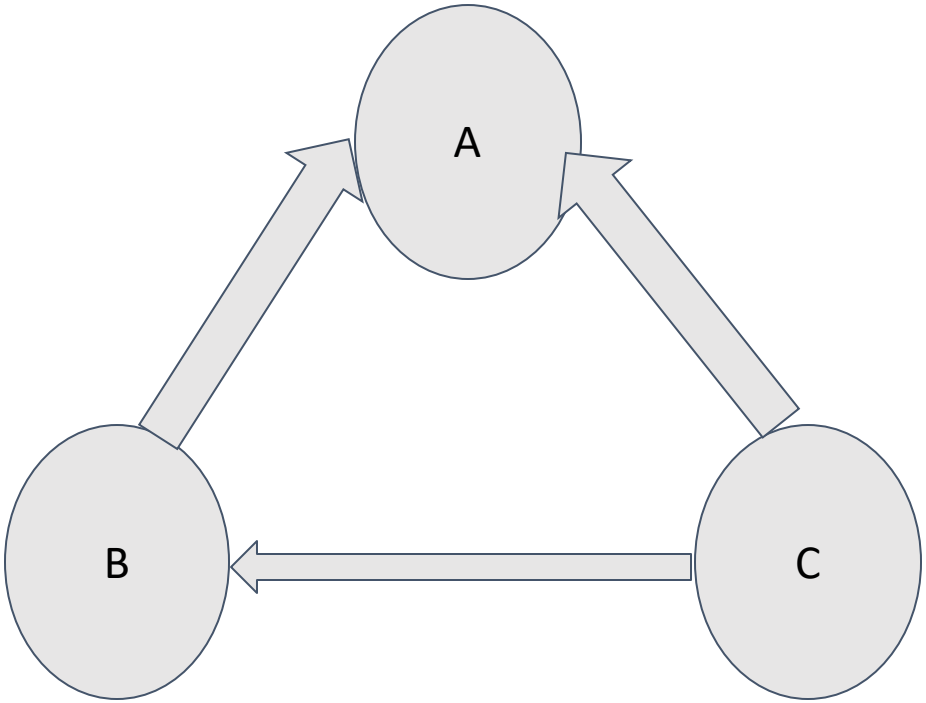
Good

- Have a coaching mindset – Coaching is a process and a conversation over time
- Create a safe, positive learning environment based on trust
- Actively listening
- Creating a shared sense of vision and caring for eachother




MY
BUCKET
LIST
PARASAILING
RIDE A VENETIAN GO
SNOWBOARDING
SEE THE NOTH
LEARN TO PLAY PIANO

How it will work :



A Coaches B and C observes and listens

30 minutes per person:
20 minutes Coaching
10 minutes comments from the observer on how it went how the coach can improve and what they wanted to ask/ add

How to listen more effectively

- Look people in the eye
- Put down phone and close laptop
- Don’t sit behind your desk
- Ask questions before giving answers (Good listening is not just being silent. Active conversations).
- Create a positive experience for the other person. It’s not a debate. Pauses aren’t just to plan your next statement.
- Listen with your eyes (80% of information are visual cues)
- Suggestions are fine, if you exhibit these other behaviors.
- Be open-minded
- Call on those who haven’t spoken. Equalize airtime.