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AW4

Agile Leadership
Wednesday, June 6th, 2018, 1:30 PM

Removing Impediments and Cultivating a Culture of Feedback

Presented by:

Joanna Vahlsing

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Joanna Vahlsing

Removing Impediments and Cultivating a Culture of Feedback

Joanna Vahlsing

@joannavahlsing

“In diversity, there is beauty and there is strength”
– Maya Angelou

What we'll cover today:

- Reactions to Feedback
- Defensive and Accepting Mindsets
- Influences of Age, Gender and Self-Confidence
- Imposter Syndrome, Prove It Again Bias and the Stereotype Threat
- Creating Psychological Safety
- Counteracting negative influences and creating psychologically safe and trust-filled environments

- Have some time at the end for questions.

Without regular feedback, assessment, understanding and a bias for improvement, an agile team cannot operate at optimum health.

YOU ARE FANTASTIC!
BRILLIANT!
YOU'RE AN INSPIRATION.
YOU ARE A GREAT GUY!
YOU ROCK!
YOU CAN BE A JERK SOMETIMES.
YOU'RE A GENIUS, MAN!
SUCH A GOOD FRIEND.
SO HANDSOME.
YOU'RE SO FUNNY!
YOU REALLY BRIGHTEN MY DAY.
TOP EBAYER A+++
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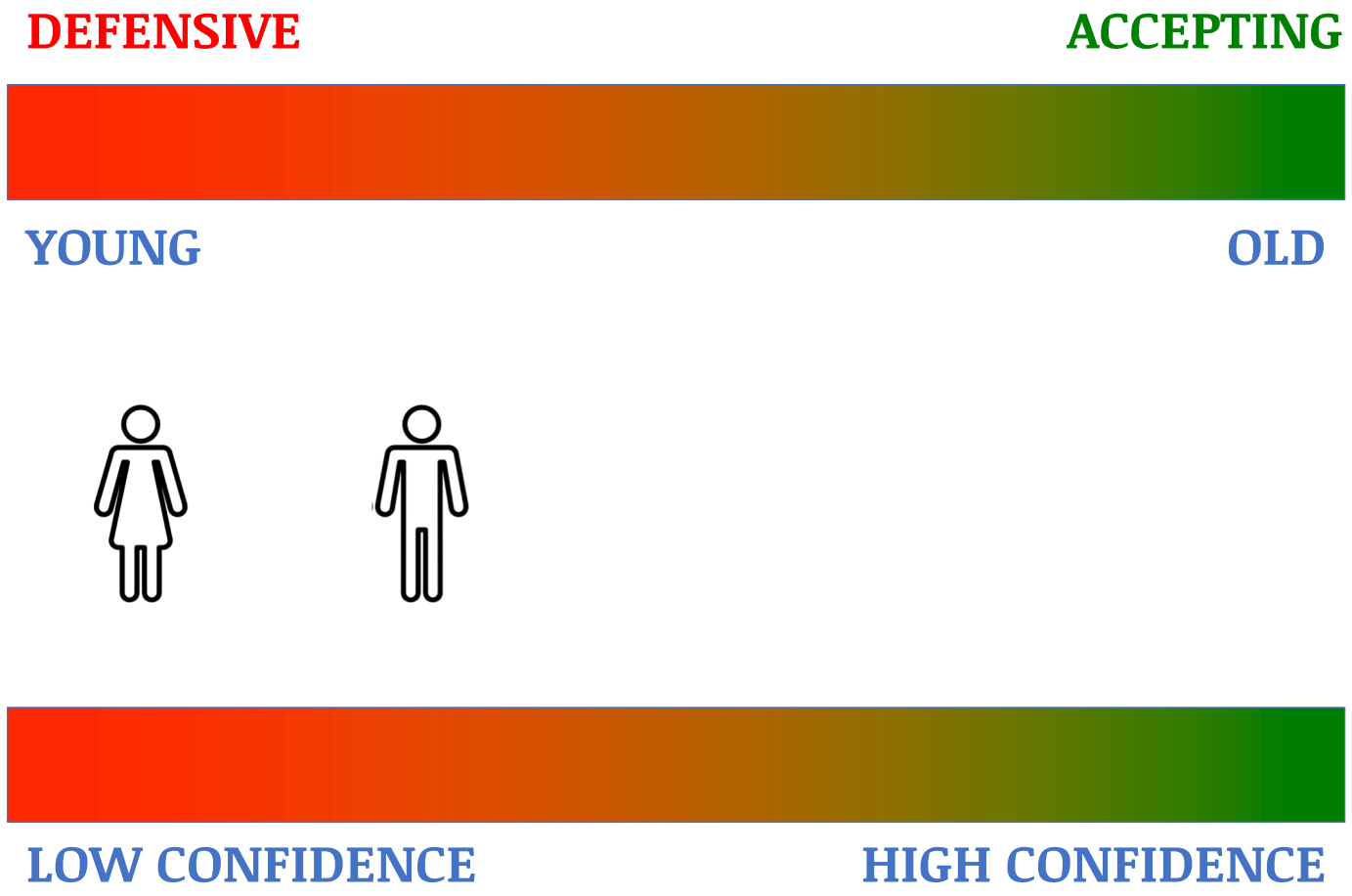
DEFENSIVE **ACCEPTING**

AVOIDS ← **CHALLENGES** → **SEEKS**

DEFINES ← **FEEDBACK** → **IMPROVES**



From: https://hbr.org/2016/01/how-age-and-gender-affect-self-improvement

The best predictor of a defensive mindset was lack of confidence.

Those who scored highest on the confidence scale were found to have an accepting mindset.

From: https://hbr.org/2016/01/how-age-and-gender-affect-self-improvement

IMPOSTER SYNDROME

Secure | https://adcwest.techwell.com/program/concurrent-sessions/impostor-syndrome-innovation-k...

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Thursday, June 7, 2018 - 11:30am to 12:30pm

Agile Leadership

Impostor Syndrome: The Innovation Killer among Us

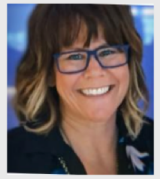
As an agile community, we talk a lot about innovation and failure. But we often forget to talk about the head games that keep us from innovating. Billie Schuttpelz unearths those internal dialogues that prevent us from taking risks that drive innovation. Become a part of breaking open the conversation around impostor syndrome—yes, it exists, and it's stealing far too many of our authentic voices. Join Billie to get insights into how imposter syndrome is holding you back. You'll learn three ways to unleash your creative ideas, break free of the swirling thoughts and inactivity that can be a part of imposter syndrome, and embrace that you are your own "approver." When we come together stronger and bolder, the entire agile community benefits, so learn to become confident and give yourself permission to let loose your most innovative potential.

Adopting Agile Practices, Agile, Agile & Lean Development, Principles, & Practices, Agile Teams & Leadership, Career & Personal Development, Career/ Personal Development, General Management, Leadership, Mature Agile Teams, People and Teams

Consultant

General Management

Test Management



Billie Schuttpelz,

SolutionsIQ an Accenture Company

Billie Schuttpelz is known for shortening feedback loops across silos and redesigning large, complex ecosystems. Her lean-agile perspective gained over a twenty-year career, including engagements in five countries, has enabled Fortune 10 enterprises to deliver to market faster, design connected vehicle systems, enable customer order to deliver cycles, and lean out internal value streams like purchasing. Billie has worked on projects with budgets from $4 million to $40 million, including coaching executives on collaborative decision-making techniques. At one client, she took a 90-day change management cycle and, using lean value stream mapping, reduced the end-to-end cycle down to twelve days, enabling the delivery of the best-selling car in Australia. Her most recent value delivery was helping her client win the CIO100 Award using the Scaled Agile Framework to create a state-of-the-art, flexible platform to support seamless integration with new digital payments partners.

www.tuw.edu/content/psychology/imposter-syndrome/

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Imposter Syndrome: The Silent Career Killer

BY GABE DUVERGE / FRIDAY, 04 SEPTEMBER 2015 / PUBLISHED IN PSYCHOLOGY

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When observing highly successful individuals, it's easy to assume they are confident and comfortable in their jobs. However, some professionals and leaders actually feel inadequate and unsuccessful, despite significant evidence to the contrary. These individuals may feel like a fraud or that they don't deserve the position they hold at work.

Psychologists call this common phenomenon imposter syndrome. It can affect professionals across all industries and have serious effects on a person's daily life, both at work and at home. Some call it the silent career killer. But with the right change of mindset, imposter syndrome can be overcome.

Secure | https://www.bostonglobe.com/magazine/2017/02/02/don-let-imposter-syndrome-derail-yo

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PERSPECTIVE | MAGAZINE

Don't let impostor syndrome derail you at work. You got this.

The feeling that you're a fraud and don't deserve success is common, but it shouldn't stop you from taking on new challenges.

ASSOCIATED PRESS

By Andy Molinsky FEBRUARY 02, 2017

Every New Year, we resolve to improve our lives. We'll eat better, work out more, read a book a month, quit smoking, cut back on drinking. Everything will be different. But it's a somewhat rare New Year's resolution that focuses on career improvement. That's astounding, considering most of us spend the majority of our waking hours working, and most of us are unhappy doing it.

Dunning-Kruger Effect:

The tendency for some people to substantially overestimate their abilities.

The less competent they are, the more they overestimate their abilities.

From: Kay, Katty. The Confidence Code: The Science and Art of Self-Assurance---What Women Should Know. HarperCollins. Kindle Edition.

Imposter Syndrome - What can you do to help?

1. Be a supportive ally
2. Give perspective
3. Highlight past and present achievements
4. Celebrate successes
5. Challenge to strive higher
6. Be mindful of self-perceptions and how they impact confidence

Ensuring All Voices Are Heard

In situations where men outnumber women, women tend to speak

75% less

than their male peers.

From: Kay, Katty. The Confidence Code: The Science and Art of Self-Assurance---What Women Should Know. HarperCollins. Kindle Edition.

Riddle

Paradigms

"A map is simply an explanation of certain aspects of the territory. That's exactly what a paradigm is. It is a theory, an explanation, or model of something else." – Stephen Covey

PROVE IT AGAIN BIAS ::

Where someone's competence is constantly (and unfairly) questioned.

“Men are hired & promoted on potential, women are hired & promoted on proof. ”

@Cindy Gallop

When seeking a promotion, if there are nine things that need to be achieved, women will do ten before asking for the promotion.

Men will ask for it when they have six.

Risk Alertness and Loss Aversion – Another School of Thought

"Risk alertness keeps women grounded in reality. Women are brutally honest about their skills and abilities when putting themselves forward to unfamiliar challenges."

From: https://www.ellevatenetwork.com/articles/6539-debunking-8-myths-surrounding-women-and-work

Prove It Again Bias – What can you do to help?

Amplification

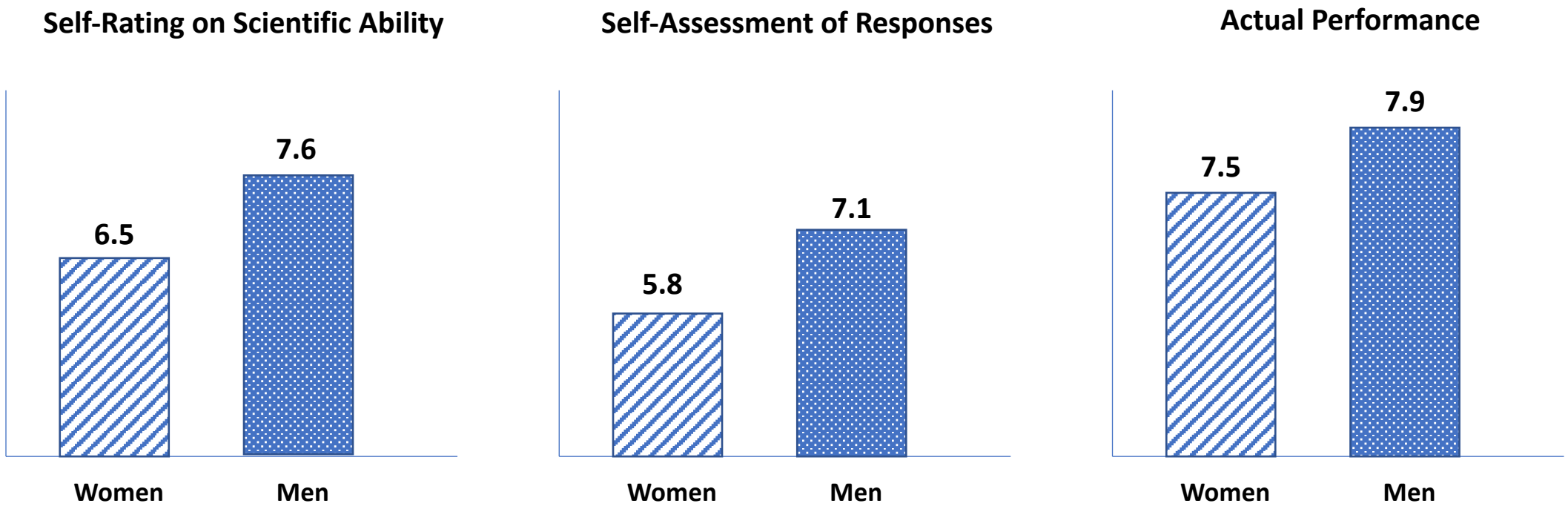
Stereotype Threat:

"When we are part of a minority in an institution, and that minority has a well-known stereotype about performance already associated with it, we feel pressure to conform to that type."

From: Kay, Katty. The Confidence Code: The Science and Art of Self-Assurance---What Women Should Know (p. 97). HarperCollins. Kindle Edition.

Dunning and Ehrlinger's Work

- Gave male and female college students a pop quiz on scientific reasoning
- Before the quiz, students rated themselves on their scientific skills



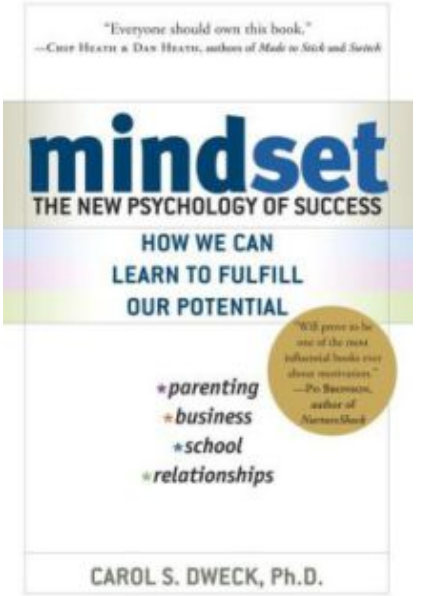
From: Kay, Katty. The Confidence Code: The Science and Art of Self-Assurance---What Women Should Know. HarperCollins. Kindle Edition.

Growth Mindset

Carol Dweck's Growth vs. Fixed Mindset Work

Fixed Mindset :: Belief that traits such as character, intelligence and creative ability are static and innate

Growth Mindset :: Belief that these traits are malleable and can grow and change.



Carol Dweck's Growth vs. Fixed Mindset Work

FIXED		GROWTH
AVOIDS	CHALLENGES	EMBRACES
GIVES UP EASILY	OBSTACLES	PERSISTS
FRUITLESS	EFFORT	PATH TO MASTERY
IGNORES	CRITICISM	LEARNING
THREATENED	SUCCESS OF OTHERS	LESSONS

“Believing that your qualities are carved in stone — the fixed mindset — creates an urgency to prove yourself over and over.”

- Carol Dweck

“The growth mindset is based on the belief that your basic qualities are things you can cultivate through your efforts.

Although people may differ in every which way — in their initial talents and aptitudes, interests, or temperaments — everyone can change and grow through application and experience.”

– Carol Dweck

Carol Dweck's Growth vs. Fixed Mindset Work :: Brainwave Study

- Conducted by Dweck at Columbia's brain wave lab
- Study of brain behavior when answering difficult questions and receiving feedback

- **Fixed Mindset ::** Only interested in hearing feedback that reflected directly to their present ability, but tuned out information that could help them learn and improve. Showed no interest in hearing the right answer.
- **Growth Mindset ::** Keenly attentive to information that could help expand existing knowledge and skill. Priority was learning.

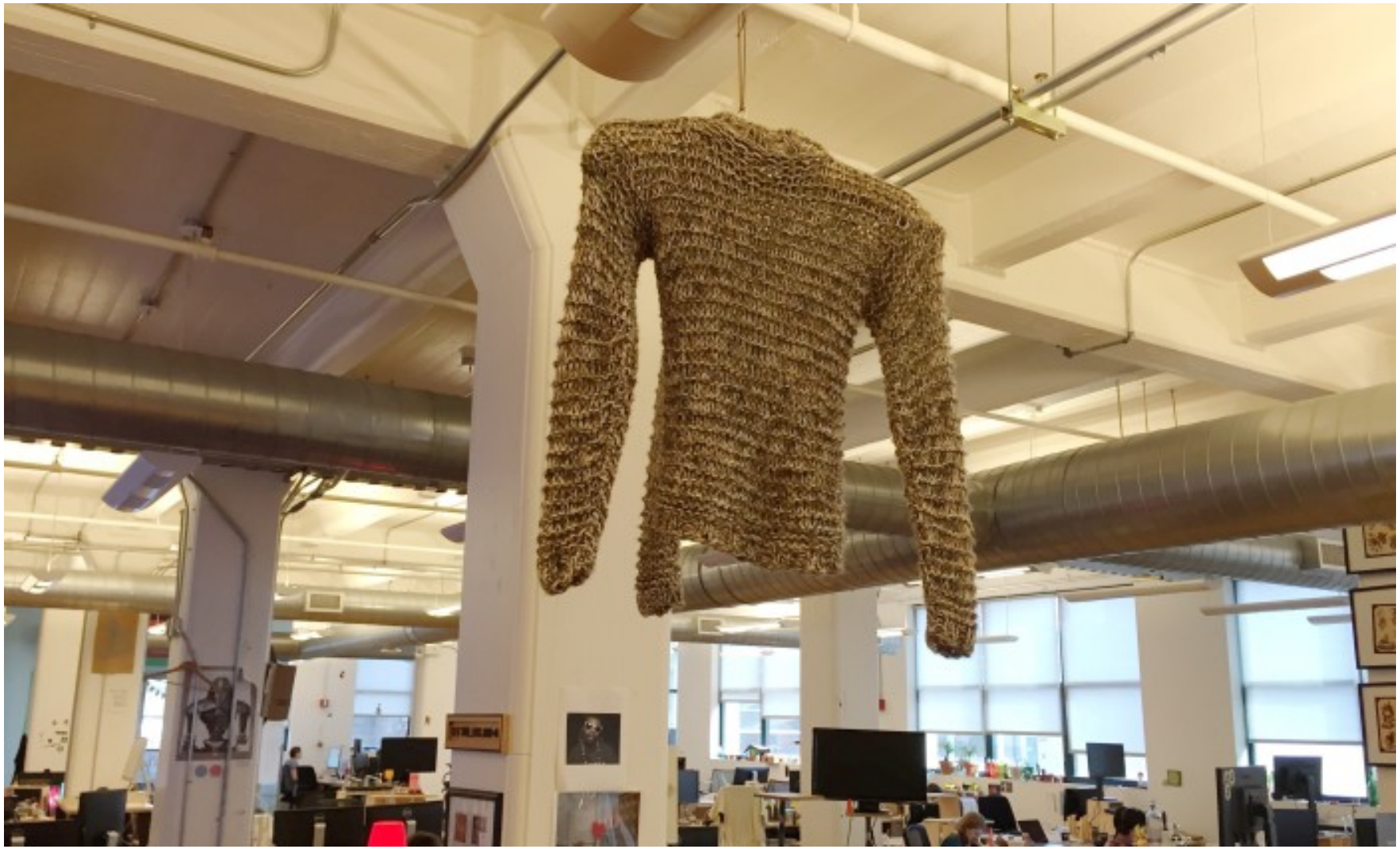
What are ways to foster a Growth Mindset?

1. Presenting skills as learnable
2. Conveying that the organization values learning and perseverance, not just ready-made genius or talent
3. Giving feedback in a way that promotes learning and future success
4. Presenting managers as resources for learning

Psychological Safety

Belief that the environment is safe for interpersonal risk-taking.

Etsy's Three Armed Sweater

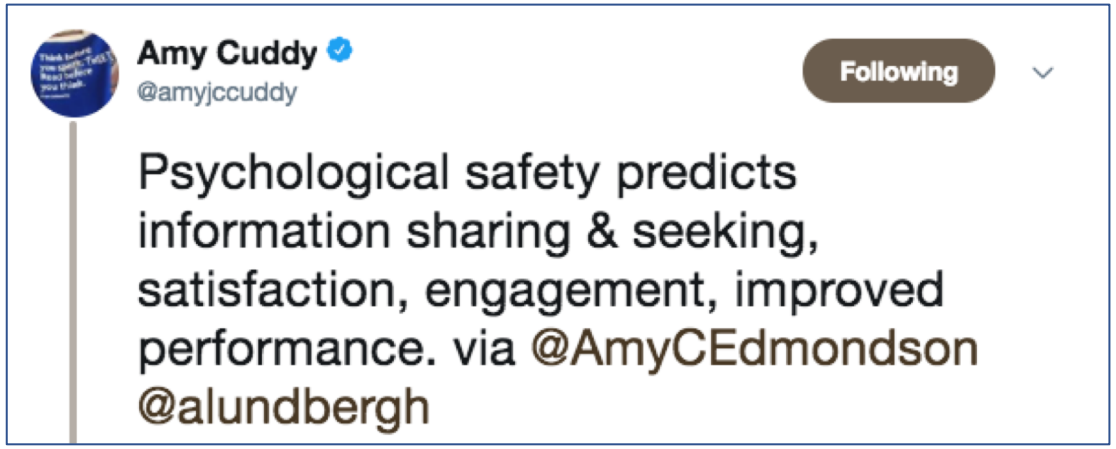


From: http://www.jasonshen.com/2015/first-impressions-at-etsy/

“People are not afraid of failure, they’re afraid of blame. ”

~Seth Godin

Psychological Safety



Enabling Factors

- Orientation to Learning
- Support from Peers
- Positive Leader Relations
- Role Clarity and Interdependence

Outcomes

- Learning and Experimentation Behaviors
- Increased Information Sharing
- Engagement and Improved Performance
- Satisfaction

Source: Frazier, M. L. Fainshmidt. S. Klinger, R. L. Pezeshkan, A. & Vracheva, V. (2017), Psychological safety: A meta-analytic review and extension. Personnel Psychology. 70(1), 113-165

What are ways to foster Psychological Safety?

Lead by Example

- Ask for feedback
- Acknowledge your mistakes
- Make an effort to seek out opinions that differ from your own
- Be approachable and encourage team members to ask questions

Encourage Active Listening

- Leave phones at the door during meetings
- Show understanding by repeating what was just said
- Encourage people to share more by responding and asking questions
- Actively ask for opinions from those who are quiet

Create a Safe Environment

- All ideas should be accepted equally and never judged
- Never place blame
- Minimize interruptions of each other
- Encourage out of the box and off the wall suggestions

Develop an Open Mindset

- Help team members become comfortable receiving feedback from each other
- First listen, analyze and then respond to input from others.
- Encourage team members to see feedback as a way to strengthen their ideas vs. as a criticism.

From: https://blog.impraise.com/360-feedback/what-is-psychological-safety-and-why-is-it-the-key-to-great-teamwork-performance-review

What can I do to increase Psychological Safety?

1. Be a role model of the behavior you'd like to see in others; the dynamic you want to create in the team.
2. Speak in real-time, in-person (or on the phone) when possible. Many emotions, intent and context is lost over digital communications.
3. Be comfortable sharing what's on your mind and listen with curiosity to what's on someone else's.
4. When receiving feedback, maintain a growth and accepting mindset and reduce defensiveness tendencies.
5. Assume positive intent and have compassion.

A psychological safe culture doesn't start and end with leadership, because each person's actions accrue towards creating it.

We must continuously cultivate it moment-to-moment.

From: https://tendirections.com/psychological-safety-culture-design/

Trust

What can I do to increase trust?

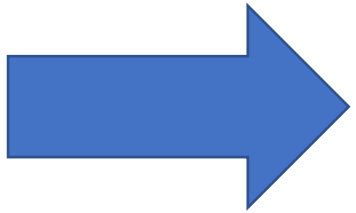
1. Be Real
2. Be Clear
3. Be Accountable
4. Be Respectful
5. Be Humble
6. Listen
7. Be a continuous learner and thoughtful teacher
8. Be a great example

Source: https://www.inc.com/james-kerr/the-be-attitudes-of-building-trust-in-the-workplac.html

Wrap-Up – Creating Cultures of Feedback and Growth

Impediments

- Defensive Tendency
- Imposter Syndrome
- Prove-it-Again Bias
- Stereotype Threat
- Fixed Mindset



Solutions

- Accepting Tendency
- Growth Mindset
- Psychological Safety
- Trust

Questions??

Thank you!

Joanna Vahlsing

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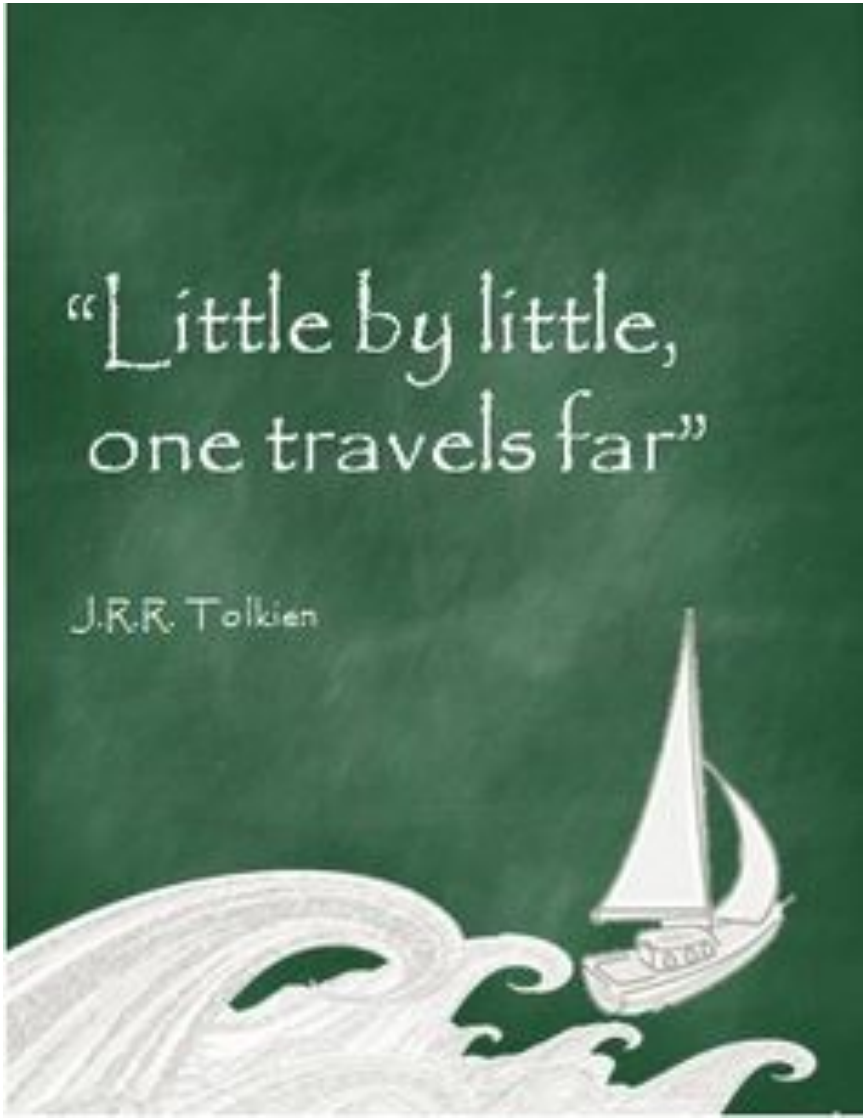
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