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# People Strategies Forum

*Innovative Leadership for our Times*

# Your Hosts



**LISA JACKSON**  
Culture Strategist

Lisa Jackson is a culture and employee experience expert for CompTeam, as well as the founder of Corporate Culture Pros. She has advised organizations such as Merck, Schering Plough, Amgen, J&J, Neogenomics, LiveOnNY, and many others to restore performance and profitable growth during and following major change (merger, fast growth, turnaround). Lisa's speciality is showing you how culture is a performance engine and competitive advantage - to achieve true alignment and passionate commitment, from C-level to the front lines.



**CHAR MILLER**  
Talent Management Consultant

In addition, Char founded HR with a Heart and helps individuals with career transformation. She helps organizations achieve company mission, vision, and goals with the best talent!

In 2013, Char founded RMHA, a fast-growing consulting firm that provides strategic business consulting in talent management, organizational development, performance effectiveness, human capital management, executive leadership training and development.

Char has strong HR experience as an influential, entrepreneurial and strategic thought leader designing organizational structure and framework for creating a culture of excellence, innovation, compassion, and ethics in large-scale highly matrixed healthcare, corporate, hospitality, non-profit and government organizations.



**SAM REEVE**  
Performance Pay Strategist

Sam is the CEO and founder of CompTeam. His core focus is leading companies through transformational change by optimizing talent initiatives with reward programs to achieve long-term strategic objectives.

Sam's diverse experience includes the design and optimization of performance-driven variable compensation plans for executive, sales and core employee populations of growing companies.

Prior to founding CompTeam, Sam has worked in compensation functions of notable firms such as BlackRock, McKesson and Automatic Data Processing (ADP).

Sam is a global certified compensation consultant (CCP, GRP) with over 15 years of experience in Total Reward Strategies.

# Your Panelists

## Linda Rad, MSM, SPHR, SHRM-SCP

### HR & OD Consultant, Leadership Coach & Facilitator

- Linda works with organizations to facilitate positive culture change. She facilitates positive change through leader and team coaching, emotional intelligence workshops, assessments, planning and initiatives.
- Linda provides companies with customized approaches to increasing communication, connection and performance. Her approach is strength-based and empowering, building the leader and team.
- Linda's experience includes leadership in human resources, organizational development, strategic planning, employee engagement, coaching and leadership development.
- Linda's education includes a BS in Human Resource Management, MS in Management & Organizational Leadership, and pursuing a Doctorate in Organizational Development with research in Emotional Intelligence. Her certifications are in HR, OD, EQ and Executive Coaching.



*Envision Leadership Consulting facilitates positive cultural change through HR & OD consulting, coaching and customized leadership workshops.*



# Your Panelists

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## **Dena Samuels, PhD**

### **Author, Speaker, Leadership Trainer & Transformation Coach**

Dena Samuels, PhD, serves as a mindfulness-based diversity, equity, and inclusion author, speaker, leadership trainer, and consultant. As an award-winning tenured professor, Dr. Samuels taught at the University of Colorado – Colorado Springs for 20 years while consulting nationally and internationally. She now consults full-time on mindful, inclusive leadership development, and remains on faculty at the university.

- Her passions include inspiring people to raise their personal and social awareness to live more fulfilling, connected, and meaningful lives; and assisting organizations, campuses, and corporations in building more diverse, equitable, and inclusive cultures.



# People Strategies Forum

*Manage, Evolve and Thrive during the Recovery*



Linda Rad



Lisa Jackson

**01** Transformation Leadership – EQ and Inclusion



Dena Samuels



Char Miller

**02** Diversity Social Cohesion - Psychological Safety!



Sam Reeve

**03** Open Discussion and Questions



Envision Leadership  
Consulting

# Transformational Leadership EQ and Inclusion



# Emotional Intelligence

Transformational Leadership

Self-Awareness

Social-Awareness

Empathy

Inclusion

# Transformational Leadership



**Transformational leadership** is **defined** as a **leadership** approach that results in change in individuals and social systems.

Transformational leadership, In its ideal form, creates positive change in others with the goal of developing followers into **leaders**.



## **Self-Awareness**

**Realistic view of your own emotions, impact, and behaviors.**

# Social-Awareness

Realistic awareness of social cues, emotions, needs, perspectives.

What does psychological safety in a team require?

“What are your challenges?”

“What’s important to you?”



“What’s working well?”

“What are the opportunities?”



# EMPATHY



# Learnings

**Adopt an open mindset of learning**

**Name your emotions**

**Stand in a different perspective**

**Acceptance vs. Agreement**

**Listen, acknowledge, and champion others who are different than you.”**

**Be present**



# Application

Questions

Takeaways

Observations





Envision Leadership  
Consulting

**A Gift for you**

**3 Virtual Complimentary Coaching  
Sessions this summer on EQ**

**[Lrad@EnvisionLeadershipConsulting.Com](mailto:Lrad@EnvisionLeadershipConsulting.Com)**

**(303) 408-3480**





# **Effective Cross-Racial Conversations in the Workplace**

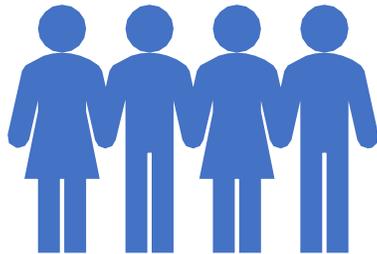
***Dena Samuels, PhD***

***Pronouns: She/Her/Hers***

***[www.DenaSamuels.com](http://www.DenaSamuels.com)***

***Twitter: @denasamuels***

# Need for Inclusion and Belonging



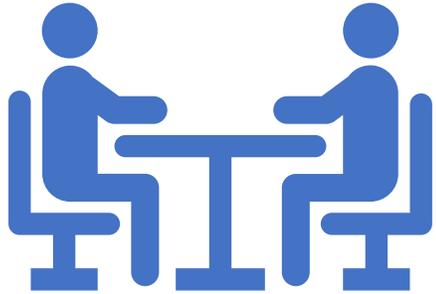
- *Heightened emotional states*
  - *Fear*
  - *Loneliness & Isolation*
  - *Mistrust*

# PERSPECTIVE- TAKING



- *Limited Lens*
  - *Social Identities*
  - *Experiences*
  - *Legacy of systemic discrimination*
  - *Segregation*

# What is needed



- *Learning how to build relationships across social differences*
- *Prepare:*
  - *Do your own work FIRST*

# Know Your Biases



- *Implicit/Unconscious Biases*
- *Stereotypes*
  - *Mental energy savers*
  - *Even when we don't consciously believe the stereotypes!*
    - *NeuroLeadership Institute*

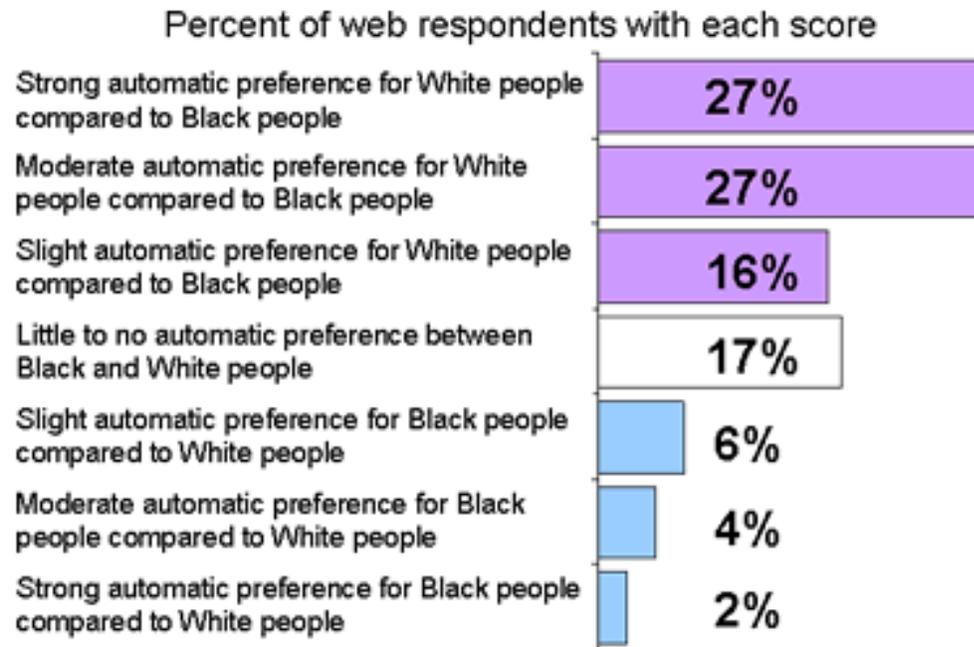
# Know Your Biases



- *Harvard University's Project Implicit*
  - [www.implicit.harvard.edu](http://www.implicit.harvard.edu)

# IMPLICIT ASSOCIATION TEST

- *Harvard University's Project Implicit*



[Click for detailed summary](#)

# Strategies for Minimizing Bias



- *Personal Level*
  - *Mindful Moments*
- *Organizational Level*
  - *Policies, Practices*
  - *Root out Bias-Triggers*

# EFFECTIVE CROSS-RACIAL CONVERSATIONS



- *Continue to do your own work*
- *Learn your biases*
- *Learn how to mitigate biases*
- *Healing is Necessary*

# EFFECTIVE CROSS-RACIAL CONVERSATIONS



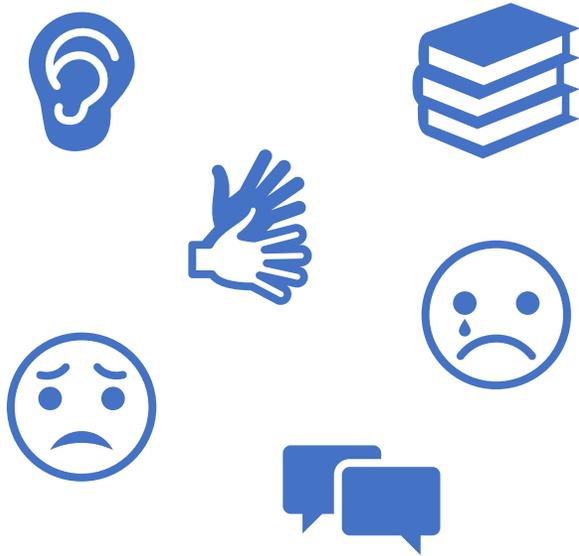
- *Acknowledge:*
  - *Different Experiences, Identities, Lenses*
  - *Breadth, Depth, Challenges of this work*
- *Life-Long Commitment*

# EFFECTIVE CROSS-RACIAL CONVERSATIONS

- *Common Missteps*
  - *Fear of Getting it Wrong*
  - *Microaggressions*
  - *"Colorblindness"*

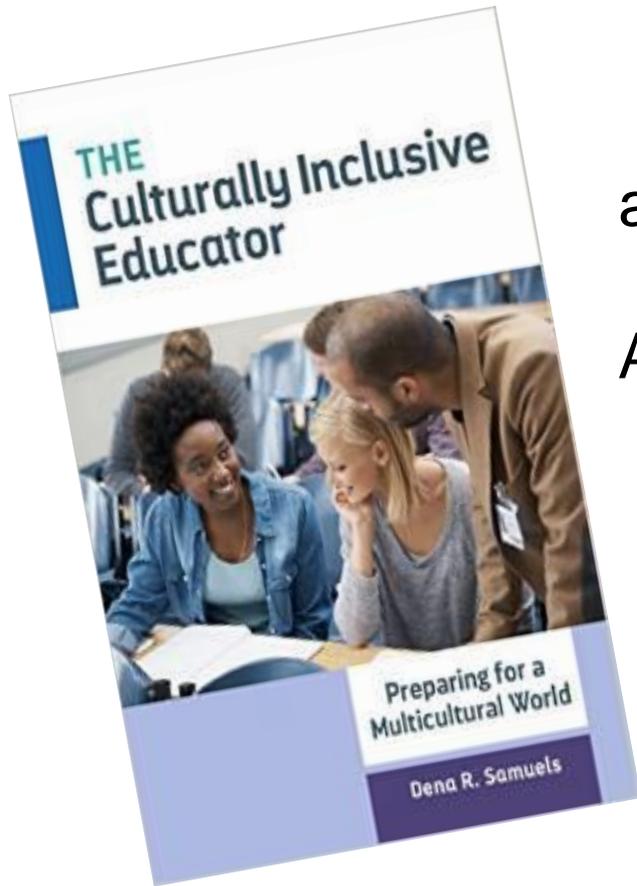


# EFFECTIVE CROSS-RACIAL CONVERSATIONS

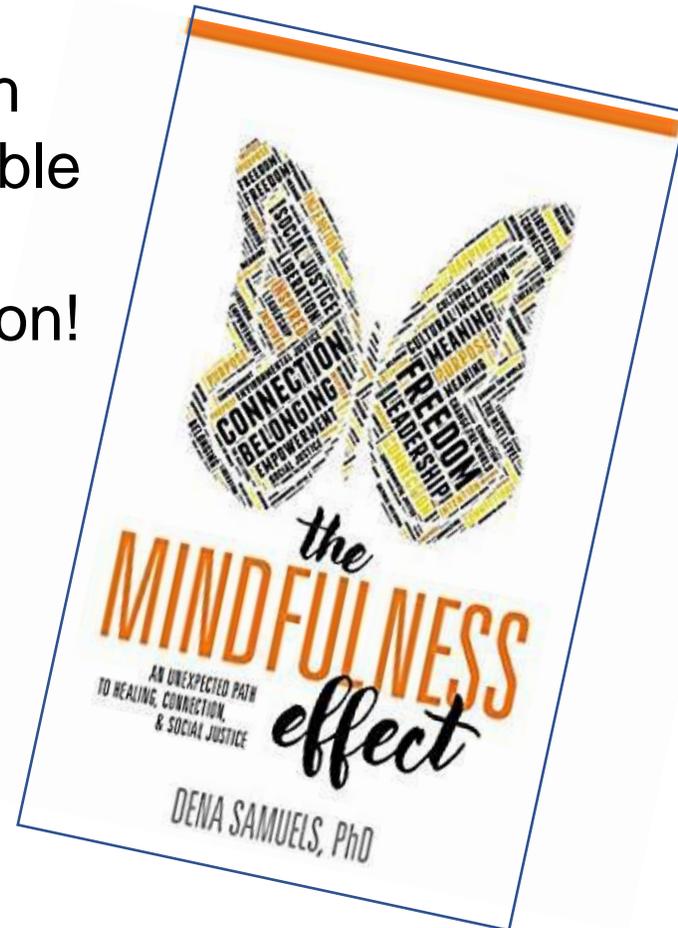


- *Effective Action:*
  - *Mindfully Listen*
  - *Feel*
  - *Learn, Learn, Learn*
  - *Mindfully Engage & Connect*
  - *Show Up Again & Again*

# Resources for Culturally Inclusive Leadership



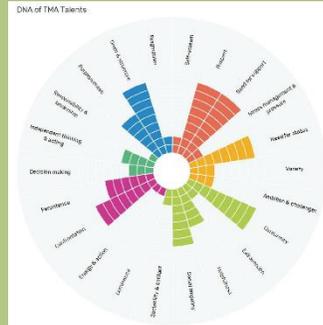
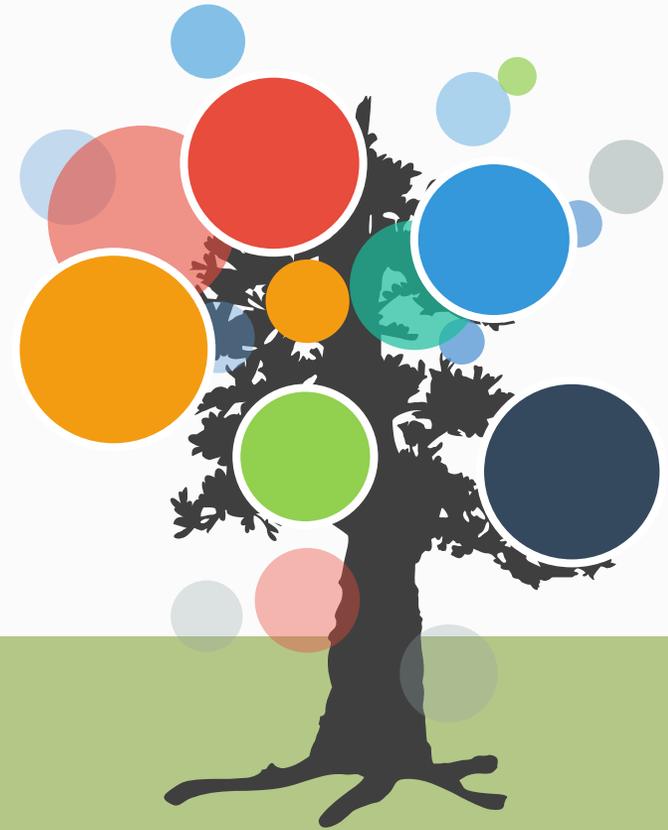
Both  
available  
on  
Amazon!





# Thank You!

- ***Dena Samuels, PhD***
- *Dena Samuels Consulting: [www.denasamuels.com](http://www.denasamuels.com)*
- *Twitter: @denasamuels*



*First Come, First Serve Basis*  
*Sign up [HERE](#):*  
*Email [sam@compteam.net](mailto:sam@compteam.net)*

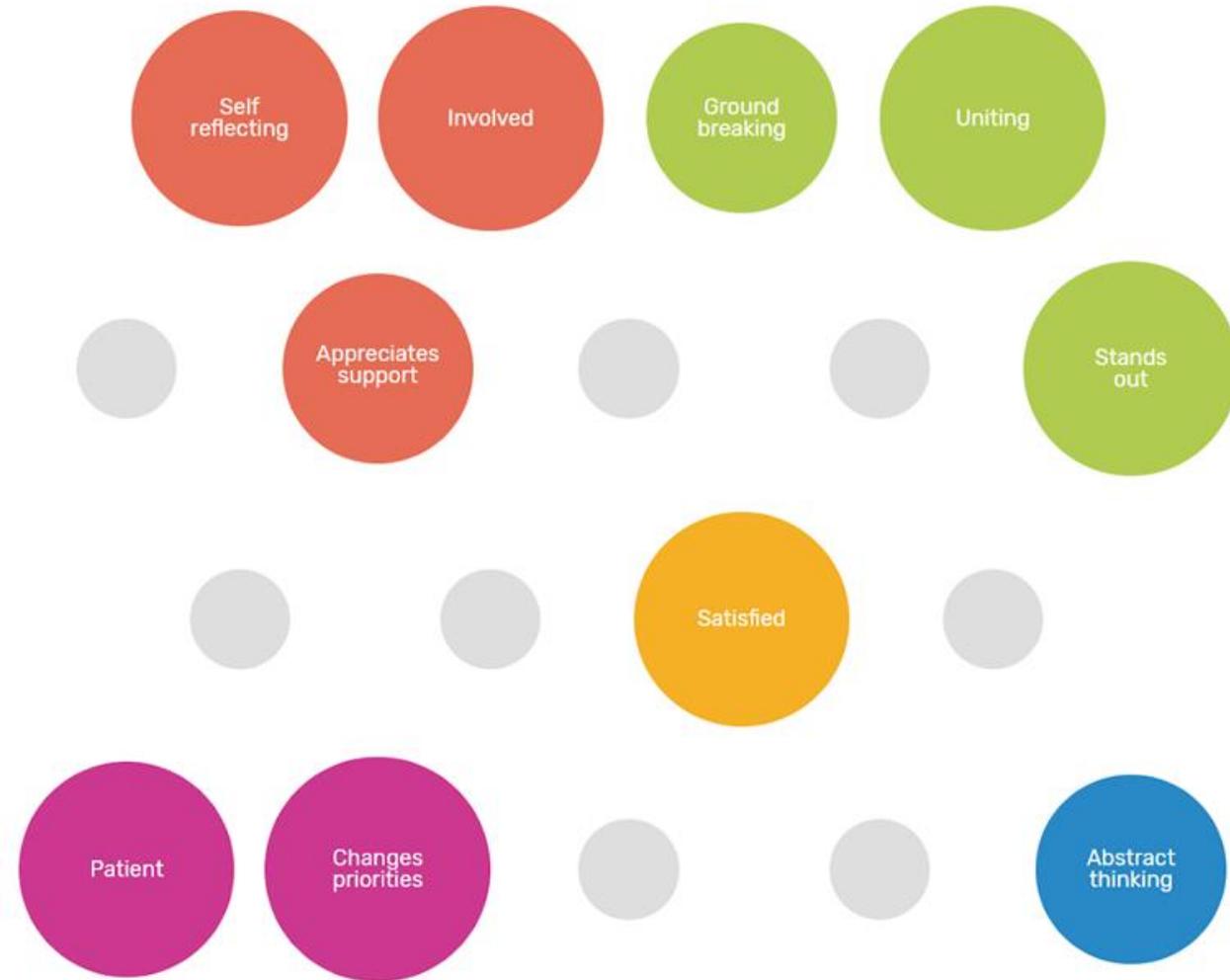
Contact Us

**SAM REEVE, CCP, GRP**  
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**Take Action Now!**



# tma Assessment for John F. Kennedy



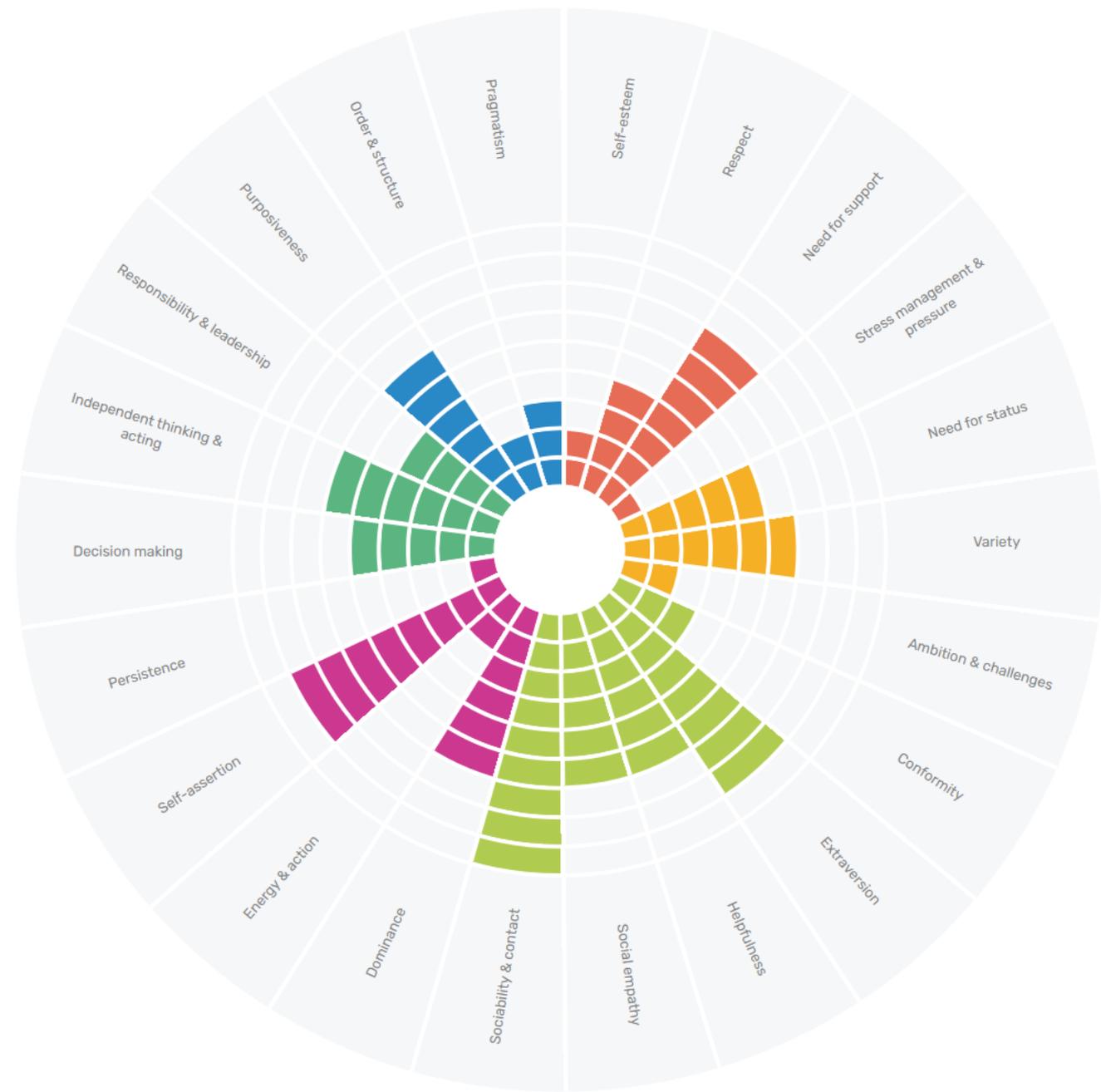
## Description of personality

He has a very strong need for good contact with others and is very focused on human relations. He likes it a lot to step up and enjoys being the center of attention; he sets the atmosphere in any group to a large extent. At group and social events he never keeps a low profile and likes to be seen. He is able to give a quick and witty response and won't avoid getting into an argument. He is assertive and can stand up for himself and regularly looks for an opportunity to demonstrate it. In difficult situations, he will ask others for help and support quite readily. He is independent enough to form judgments and discusses things with others when necessary. He has social empathy and tact and can get an idea of how others really feel to a certain extent. He has a genuine interest in others and demonstrates it all the time, not only when he has to.

In relation to others, he generally has a powerful presence and is direct, which increases his persuasiveness. However, he can also find a more subtle approach. In general, he likes being helpful more than behaving in a cold businesslike manner as far as his attitude to others is concerned. He is serious about other people taking responsibility for themselves but is ready to give a hand. Variety in his tasks and job is pretty important to him. He puts a bit more emphasis on a goal than on the process but doesn't lose sight of the process at the same time. His need for recognition is average. He likes to receive compliments and approval from time to time, as that makes him more motivated. He will usually consider various points of view before making a decision but he can make a decision quickly when needed.

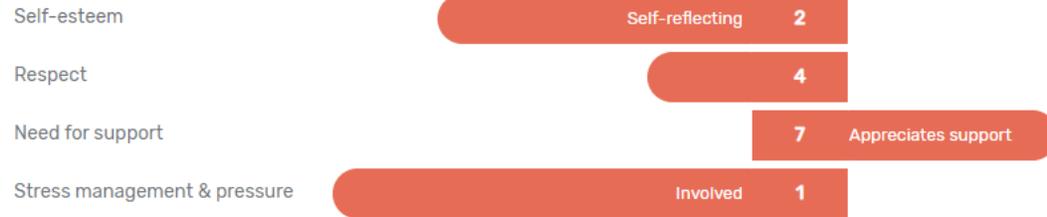
He doesn't look up to people much and usually acts the way he thinks is best but can also show respect. He doesn't have much difficulty talking to people in higher positions. He won't take a managing position unless he has to. He does not conform strongly to existing rules or culture. He is pretty focused on a general picture when performing tasks; that's why his vision is often more theoretical or abstract than practical. The results show that Mr Kennedy can put his work into perspective but is not always inspired by competition and any kind of pressure at work which is reflected in his level of ambition. There are obviously some other factors at work that can be of greater importance for him (e.g. working environment). He has hardly any need for order and structure.

He is very modest. He will probably have serious difficulty putting up with making mistakes and will do his best not to make any. He doesn't always have much energy to get things done. People around might regard him as a very calm person who likes to take a break. Has a strong preference for switching to other tasks and goals as soon as possible when difficulties arise. He quickly tends to attach importance and a sense of urgency to the requests and tasks he experiences some pressure with. Therefore, he has to try not to give too much importance to such things in order to stay calm.



- Emotional balance
- Motivation
- Social talents
- Influential talents
- Leadership talents
- Organizational talents

## Emotional balance



## Motivation



## Social talents



## Influential talents



## Emotional balance

### Balance of Mr Kennedy:

Mr Kennedy looks up less to other people, generally counts on himself but can also show respect. Has less difficulty addressing superiors. He has a big need for support from his colleagues. He appreciates when other people encourage him in difficult situations. His self-image is modest which means that he tends to underestimate himself. He doubts himself sometimes.

He strongly dislikes making mistakes and will try to avoid making them as much as possible. He is able to give a quick and witty response and won't avoid getting into an argument. He is very assertive and can stand up for himself and regularly looks for an opportunity to demonstrate it. He quickly tends to attach importance and a sense of urgency to the requests and tasks as soon as he experiences a certain amount of pressure. He has to be careful not to give too much importance to such things in order to stay calm.

### Summary of emotional balance of Mr Kennedy:

- Shows respect when needed.
- Has a fairly strong need for support and acknowledgement.
- Is a modest person.
- Dislikes making mistakes and does everything to avoid it.
- He won't try to avoid a conflict and will regularly look for a reason to start an argument.
- He tends to attach importance and a sense of urgency to the requests and tasks very quickly when he experiences some pressure.

### Emotional balance scores

Self-esteem

Self-reflecting 2

Respect

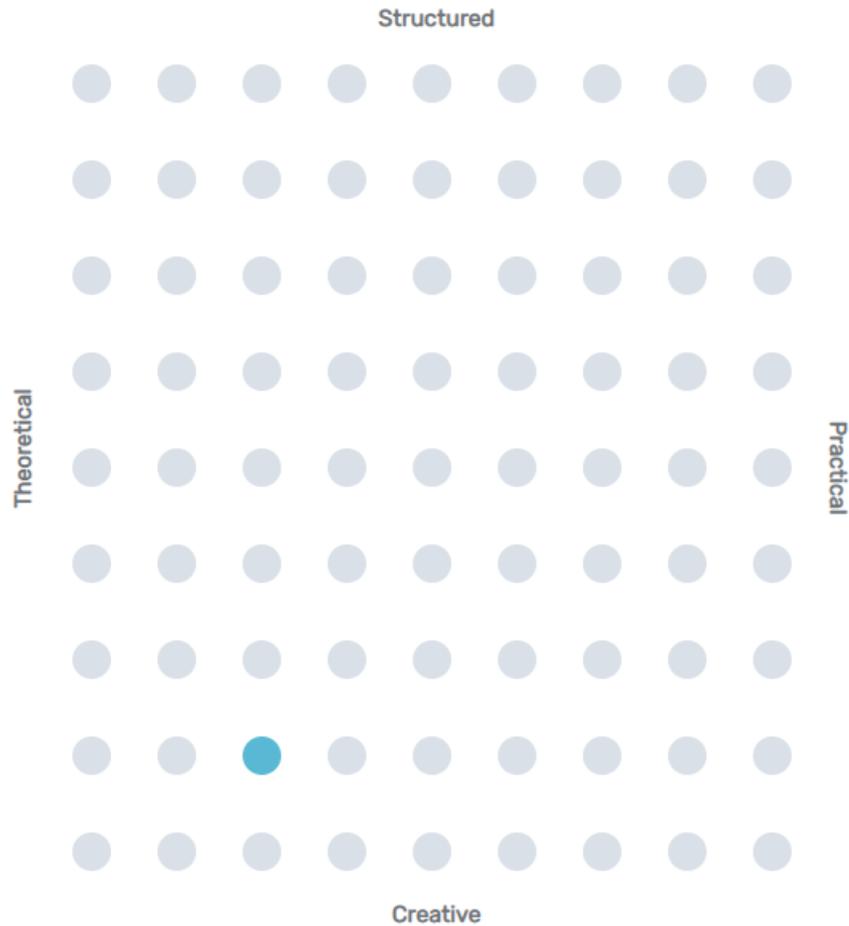
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Need for support

7 Appreciates support

Stress management & pressure

Involved 1



## Learning and development style

- He prefers to learn without too many procedures and rules. Therefore, note that he needs a sufficient amount of freedom to learn things his own way. It will be useful if he sometimes makes a review of his progress in order not to lose sight of the main goals and deadlines
- He is focused on a big picture and is flexible by nature. He prefers to determine himself what and how he should learn something and in what tempo. Therefore, agree with him on the main lines and avoid detailed plans. It will be useful if he occasionally makes a review of his learning process so that he does not lose sight of the agreed main goals.
- It is easier for him to learn from theoretical sources (for example: books, blogs, colleges, videos) and he really likes to grasp what he is learning. Therefore, make sure learning activities provide sufficient theoretical basis. Not to get stuck in theory, it is useful for him to consult with his colleagues about the aspect of practical application of what he has learned.
- His need for big challenges is not so strong and he is quickly satisfied with the current situation. So you should be careful when drawing up a too ambitious learning plan. Moving forward in small steps is good for him and it is quite enough.
- Pay attention to how he distributes his energy during the learning process. Make sure he does not overestimate himself and/or is not overloaded. Let him determine in advance what amount of time and energy he is ready to devote to learning activities and arrange everything accordingly.
- He is self-critical and has the ability to avoid making mistakes. These personal qualities may work against him during the learning process. It will be useful for him to talk about his experiences with a person he trusts and who can help him cope with his self-critical attitude.
- He has a talent to let go of a situation and prefers to work rather smart than hard. These talents can sometimes turn against him during the learning process. It will be therefore useful for him to make a review of his progress regarding his perseverance from time to time. Especially at times when he would rather let go than persist, it will be wise to pick up the threads from a motivational interview.
- He is naturally concerned about things and has the ability to see the urgency of a problem. These personal qualities may cause the situation when learning activities will have an excessive impact on his (work) life. It is therefore convenient if he makes arrangements in advance about the acceptable amount of learning activities and decides what he will do if these activities bring too much stress.
- He dares to stand out and has enough energy to try out everything he has learned from the contact with other people. Let him experiment with learning material in practice as much as he wants to. Thus he will get to a higher level faster and more easily.
- He likes studying in a group of people. Make sure that he has sufficient contact with others during his studies. It is also important for his motivation if he is able to apply the learning material in collaboration with others. In this case he will learn things faster and more effectively.
- He appreciates the interest of others in his learning situation and usually finds help from others nice. During the learning process, it will be wise if he regularly talks about his experiences with someone he trusts. When necessary, it is useful for him to just ask other people for support and help.

## Select competencies

 Accountability Adaptability Ambition Assertiveness Attention To Detail Business Orientation Coaching Commercial Power Conduct Conflict Management Controlling Progress Cooperation Courage Creativity Customer Orientation Decisiveness Delegating Developing Employees Discipline

## Accountability

- Talk with the candidate about responsibility. What does he understand this to be exactly? In what situation does he regard being responsible as appropriate? In which situations does he think that he acted responsibly? Find out what the limits are of what he considers is feasible and what just no longer is acceptable.
- Discuss with the candidate the effects of less responsible behavior in his environment and allows him to reflect on this.
- Practice a situation where his responsibility is put to the test. Do not make it easy for the candidate. Discuss afterwards what he thought, felt and why he acted the way he did.

## Adaptability

- Adjust your style and role during the interviews (friendly, strict, role model) and ask how these changes affect the candidate.
- Engage your candidate in a communicative role play based on the example of the character type he finds difficult to deal with.
- Create certain difficulties for your candidate during a role play ("this cannot happen"; "you cannot do this"; "this does not work this way") and encourage your candidate to deal with these problems strategically.
- Determine what prevents the candidate from adjusting to others. Find out what standards he has set for his own achievements. Are there certain types of work for which he displays more ambition? What kind of work?
- What goes well and what could be improved? Discuss candidate's report with the candidate.

## Ambition

- Figure out what your candidate's standards for his own accomplishments are. Is he more ambitious in certain kinds of work than in others? In what kinds of work? Ask him to find out how he could engage more in that kind of work.
- Ask your candidate to think about opportunities for himself and ask how these could be realized.
- Discuss your candidate's personal future goals. Confront him, when necessary, with a lack of ambition and ask where it comes from.
- Make sure your candidate is engaged in work in which he is successful; this might encourage the person to achieve more.
- Review what kind of work brings out ambition in the candidate most and least. Discuss these differences and try to figure where they come from.