Owning our Brilliance: Intervening courageously with Impact

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<table>
<thead>
<tr>
<th>The Environment my Organization Functions in</th>
<th>Characteristics that describe the current state of any org</th>
<th>In this context what are the critical value-added roles OD can offer?</th>
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<tbody>
<tr>
<td><img src="image" alt="Diagram" /></td>
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<thead>
<tr>
<th>Against those value-added roles, how am I doing?</th>
<th>If I were to up a couple of notches, what would I need to do + be? What do I need to affirm and expand what I have already?</th>
<th>Possible ideas?</th>
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<tbody>
<tr>
<td><img src="image" alt="Scale" /></td>
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Themes:

- Your Brilliance
- You Acting Courageously
- Your Personal Power & Impact
Highly Anxious System
The world is complex

- Growing disparity of World economy
- Environmental change
- Local rules
- Increased competition in downstream business
- Technological change / IT
- Sustainable development
- Social trends in labour
  (life/work/salaries / a dual career)
- Corporate reality - lean and mean way of working
- Scale and size of Globalisation
- The growth of joint venture
- NT – information & knowledge explosion
- Shrinkage in access to talents
- Social trends in labour
- Growing expectation of workforce
- Proliferating health and safety legislation
- Requirements from key Equality & Diversity regulatory bodies
- Changing political landscape
- Growing expectations of workforce
- Growing importance of market economy
- Competition in labour market for highly skilled people
- Environmental concerns / change
- Growing demand for public diplomacy and transparency
- Rising and fall of GDP
- Competing entities
- Shifting emphasis of government policy e.g. towards the Far Right
- Environmental change
- Growing trend in transparency and accountability of org action
- State companies
- Growing trend in transparency and accountability of org action
- Globalisation
- Turbulent global economy – growing scarcity
- Variety of customer tastes
- Increasing demand for public diplomacy and transparency
- Current public perception and awareness of the institution
- Government policy (domestic plus international)
- Growing importance of market economy
- The world is complex
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The “Infinite game”

• Many factors influence events and factors are unknown and unknowable, as well as unpredictable.

• Causes are effects and effects are causes

• Change is nonlinear, no single/identifiable root cause for what happens

• The goal for many organisations is not to win but stay in the game.

• There are rules but they are constantly changing

• It is very hard to predict specific outcomes of a chosen intervention.

(James Carse, 1968)
Behaviour patterns you can see in Highly Anxious Systems

Anxiety is an experience of a threat, real or imagined – which will do harm to you and destabilized your world in such a way that you would not know nor able to manage the consequences.

1. Intense emotional reactivity.
2. Herding instinct/Group Think.
3. Blame displacement
4. Quick-fix mentality
5. Poorly defined boundaries yet without interdependence behavior
Automatic Reactive Responses to Anxiety

1. Comply or keep the peace, go along with what is expected, and don’t rock the boat — freeze.

2. Run away or distance, physically or emotionally, refusing to face the issues — flight.

3. Engage in open conflict and wage war on each other — fight.

4. Develop a physical, emotional, or social “disability” in relationship and become — faint hearted — “whatever & whatever”
Bowen’s Family Systems Theory – Systemic impact

Like a mobile we are connected to one another, sometimes in a delicate balance.

... anything that upsets the balance of the mobile, will create uncertainty and the potential threat in other parts.

Anxiety is contagious – spreading through the organization even when people don’t know what’s going on.

When they do, automatic response is to displace anxiety on one individual or group and see them as problematic.
Range of behaviour that tell me how “I” am dealing with my anxiety

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<th>Overly dependent on seeking approval/feedback from others</th>
<th>“others” do not matter - resist having real connection nor want to hear feedback</th>
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<tr>
<td>Want everyone to be happy, and please them</td>
<td>When people cannot be pleased, become disillusioned.</td>
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<tr>
<td>Make snap and short-term decisions</td>
<td>Procrastinate making decisions</td>
</tr>
<tr>
<td>Exercise excess control</td>
<td>Disappear and fail to be responsibly available</td>
</tr>
<tr>
<td>Stir up conflict</td>
<td>Stifle conflict</td>
</tr>
<tr>
<td>Live in constant emotional zone</td>
<td>Walking dead – no emotional sensor</td>
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When we’re on “high automatic” — Pause and reflect….

“How does my anxious behavior affect others and my practice?”

“How do I act when I’m anxious? What are my normal reactive patterns?” “what impact I may have on the system I am working with?”

“Can I own my own anxiety, and what this could be about? …without passing it onto others”
Life long work I/we need to pay attention to

Internal Enablers

Internal Barriers

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When asked what are the internal barriers that stop me from being the best of self...

“Being judgmental of my own ability and having critical inner voice?”

“Fear of....

“Worry about others’ reaction to me?”

“Self-focus-egotistical, judgmental, bias, and full of assumptions.”

“Lack of confidence and self-doubt, as related to my history”

“Emotionality – my emotions gets in the way.”

“others!!”

“Lack of self awareness”

443/863 items (over 50%)

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Life long work I/we need to pay attention to

Internal Enablers

Internal Barriers

Dr Mee Yan Cheung Judge, Quality-Equality, Ltd.
Oxford UK
One way to feel grounded and have an Non-anxious presence (NAP) is

Develop a strong
Differentiation of Self by
Owning my Brilliance

Skowron, et al, *The Differentiation of Self Inventory.*, 235
## 2 Aspects of Differentiation of self – the degree to which one is able to:

<table>
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<tr>
<th>Differentiated self</th>
<th>Undifferentiated self</th>
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<tbody>
<tr>
<td>Distinguish <strong>thoughts</strong> from <strong>feelings</strong>, and to choose between being guided by one’s intellect combined with one’s emotions.</td>
<td>Experience strong relationship with and simultaneously has independence from others.</td>
</tr>
<tr>
<td>Allowing one to experience strong affect or shift to calm, logical reasoning when circumstances dictate.</td>
<td>Able to take an “I” Position in relationships -- maintaining a clearly defined sense of self and thoughtfully adhering to personal convictions when pressured by others to do otherwise.</td>
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<tr>
<td>Operating equally well on both emotional and rational levels while maintaining a measure of autonomy within relationships.</td>
<td>Staying connected and open with others when relationship gets to a sticky patch.</td>
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Skowron, et al, *The Differentiation of Self Inventory*, 235
Your Brilliance
-Who am I?

- What gifts have been appropriated to me?
- Gifts: energy, intellect, drive, vision, love for people ability to accept our dark core, want to do better
- Gifts.....are there to equip me for the work of service.

When we are comfortable in our own skin, the journey of personal Power will evolve to create Impact.
Is the potential ability:

- To influence behaviour
- To change the course of events
- To manage resistance
- To get people to do things that they would not otherwise do
“The processes, the actions, and the behaviour through which this potential power is utilised and realised.”
STAGES OF PERSONAL POWER

1. Powerlessness
2. Power by Association
3. Power by Achievement
4. Power by Reflection
5. Power by Purpose
6. Power by Wisdom
Power base on external sources

Stage One: Powerlessness
Stage Two: Power by Association
Stage Three: Power by Achievement

THE WALL

External power sources
positional authority, job description, expertise, title, degrees, approval, material goods, responsibility, external recognition the capacity for action.


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Power base on internal power sources

Stage Four:
Power by Reflection
THE WALL

Stage Five:
Power by Purpose

Stage Six:
Power by Wisdom

Internal power sources
- Contemplation,
- Life’s Crucibles,
- Holistic Development,
- Calling, identity, purpose,
- Eagerness to be of use to society
- Integration of personal/professional
- the capacity to go into one’s own interior then to action.


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It is not about skill development, it is about facing fear, letting go of control, gaining self-worth and inner strength, finding inner freedom and moral passion – the things we learn only after we think we know it all.

This journey takes us to our core, including our dark core (shame, fear of abandonment, rage), wherein lies the raw power of transformation.

Leading from our internal sources of power involves meaning, passion, calling, courage, wholeness, vulnerability, spirituality, and community.

Courage vs Epidemic of silence

PSYCHOLOGICAL SAFETY:

People often hold back even when they believe that what they have to say could be important for the organization, for the customer, or for themselves.

New York University study:

- People did not want to be seen in a bad light.
- ... did not want to embarrass or upset someone.
- ... sense of futility, “It won’t matter anyway; why bother?”
- ... fear of retaliation

From a position of personal power, we can intentionally build and offer PSYCHOLOGICAL SAFETY to self and others – to be courageous.

Psychological safety is broadly defined as a climate in which people are comfortable expressing and being themselves. ... they feel comfortable sharing concerns and mistakes without fear of embarrassment or retribution.

A 2017 Gallup poll found that only 3 in 10 employees strongly agree with the statement that their opinions count at work.


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Is **follower** still a good term to use?

Other terms:

collaborators, constituents, associates, participants, stakeholders, partners, members, contributors
“If I had to reduce the responsibilities of a good follower to a single role, it would be to speak truth to power.”

Warren Bennis
1. Think of a time where you had an opportunity to engage in courageous followership but didn’t act.
   • What happened, and why?

2. Think of a time where you did act courageously.
   • What was the difference?
1. Courage to **assume responsibility**
2. Courage to **serve**
3. Courage to **challenge**
4. Courage to **participate in transformation**
5. Courage to **take moral action**
6. Courage to **speak to the hierarchy**

The courage to listen to ourselves as to what type of followers the system needs us to be – happen when we feel grounded and appreciate our brilliance!

“**I am a gift to the organization**”

Earn your rights to be courageous follower – to pursue common purpose in context of values

1. **Effective followers** -- cooperative and collaborative.

2. **Trusted followers** -- integrate ego needs into org responsibilities.

3. **Well-balanced followers** -- may guide “strong ego” leaders around pitfalls.

4. **Caring followers** -- perceive needs of leader and group, and try to form a bridge between them.

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### Which Typology are you operating from?

<table>
<thead>
<tr>
<th>High Support</th>
<th>Low Support</th>
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<tbody>
<tr>
<td>Low Challenge</td>
<td>Low Challenge</td>
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<tr>
<td>Takes responsibility for themselves and leader; supports leader, and willing to challenge when necessary.</td>
<td>Speaks up -- lets leader know where they stand, and often marginalized by others.</td>
</tr>
<tr>
<td>Supportive and get work done, and won’t challenge leader’s goals or actions.</td>
<td>Does just enough to get by.</td>
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- **High Support**
  - **Implementer**
  - **Partner**

- **Low Support**
  - **Resource**
  - **Individualist**

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*Chaleff, The Courageous Follower, 39-41.*
USE YOUR VOICE - AND STRETCH YOUR RANGE

VOICE: The human voice is the ONLY instrument we all play

This comes full circle to the concept of use of self
Why PSYCHOLOGICAL SAFETY? – beyond able to speak, what else?

The Five Factors

**FACTOR 1**
Using Cognitive & Emotional Skills

**FACTOR 2**
Attention to Relationship-centric Values & Behaviors

**FACTOR 3**
Self-management in emerging Situations

**FACTOR 4**
Continuous Development of Self and Others Awareness

**FACTOR 5**
The impact of the best Use of Self
Which factors are more “significant” in the Best Use of Self

<table>
<thead>
<tr>
<th>Factor</th>
<th>Score</th>
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<tbody>
<tr>
<td>Factor 2: Attention to Relationship - Centric Values &amp; Behaviours</td>
<td>4.07</td>
</tr>
<tr>
<td>Factor 4: Continuous Development of Self &amp; Other Awareness</td>
<td>3.85</td>
</tr>
<tr>
<td>Factor 1: Using Cognitive as well as Emotional Skills with Courage to Serve Dynamic Systems</td>
<td>3.80</td>
</tr>
<tr>
<td>Factor 3: Self-Management in Emerging Situations (self discipline)</td>
<td>3.75</td>
</tr>
<tr>
<td>Factor 5: Experiences of Best UoS Impact</td>
<td>3.68</td>
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Themes:

Your Brilliance

You Acting Courageously

Your Personal Power & Impact
Our Calling - To restore humanity back to the work place

Help to promote Psychological Safety for self & others

When I own my personal power, I then will “Speak Truth to Power” as a courageous follower

This will then help me in my personal Power Evolutionary Journey

To be a strong differentiated self I need to own my Brilliance and Believe “I am a gift”

External Power Source

Internal Power Source

Our Work Place Will have High Support, High Challenge, High Performance

Need to learn to work within an environment where people have automatic responses

Need to learn to develop a grounded Non-Anxious Presence

To manage the impact we need to develop a Strong Differentiated SELF - Boost my internal enablers - Work with my internal barriers

Highly Anxious System

In which we deliver our work

Dominating the Environment vs. Environment Dominates
How do I increase my “value-added” role in my organization?

What level of impact do I have within my system NOW? Indicators that show me where I am

How many notches I want to up-in my impact?

By doing more of.....

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Continuous Learning & Self Care matters