The Inner and Outer Work of Leading with Compassion

Laura Berland and Evan Harrel
Center for Compassionate Leadership
Funding for this conference was made possible in part by the Centers for Disease Control and Prevention. The views expressed in written conference materials or publications and by speakers and moderators do not necessarily reflect the official policies of the Department of Health and Human Services, nor does the mention of trade names, commercial practices, or organizations imply endorsement by the U.S. Government.
The Inner and Outer Work of Leading with Compassion
Everyday Practice - Greeting

Discussion Prompt:
How do people where you live and work greet each other? Do you have a normal go-to greeting? If so, what is it, and why?

Go in alphabetical order by first name.
• Spend a moment to greet each other.
• Person A speaks for 2 minutes. Pause, thank each other, and take a group breath.
• Person B speaks for 2 minutes. Pause, thank each other, and take a group breath.
Our survival instincts often compete with our compassion instincts. Compassionate leaders create environments that promote safety, mitigate threats, and promote resilience.
Window of Tolerance
Window of Tolerance

Hyperarousal:
- Hypervigilance
- Panic
- Anxiety
- Anger
- Agitation

Optimal Arousal:
- Appropriately Responsive

Hypoarousal:
- Numbness
- Shutdown
- Poor self-care
- Poor boundaries

Source: Siegel, 1999
Hyperarousal: Hypervigilance, Panic, Anxiety, Anger, or Agitation

Optimal Arousal: Appropriately Responsive

Hypoarousal: Numbness, Shutdown, Poor Self Care, Poor Boundaries

Source: Siegel, 1999
Hyperarousal:
Hypervigilance, Panic, Anxiety, Anger, or Agitation

Optimal Arousal:
 Appropriately Responsive

Hypoarousal:
Numbness, Shutdown, Poor Self Care, Poor Boundaries

Source: Siegel, 1999
Hyperarousal:
Hypervigilance, Panic, Anxiety, Anger, or Agitation

Optimal Arousal:
 Appropriately Responsive

Hypoarousal:
Numbness, Shutdown, Poor Self Care, Poor Boundaries

Source: Siegel, 1999
Resilience
Compassion
Nurturing Compassion
Compassion
Courageous Compassion
Resilience is a Two-Step Process

1. Nurturing Compassion
   Respond to the feelings and emotions that arise.
   Goal: Returning to the window of tolerance.

2. Courageous Compassion
   Respond to the root cause.
   Goal: Create compassionate culture and environments.
Responding to Challenges: Building Inner Resilience
Responding to Stresses and Anxiety

• Embodied Practices: Breathing, Dancing, etc.
• Community of Support
• Connection to Nature
• Reminder of Deeper Purpose
Courageous Compassion: Changing Systems and Building Outer Resilience
Creating Cultures of Compassion and Resilience

- Psychological Safety
- Belonging
- Communications
Google Aristotle Study – Building the Perfect Team

“When people feel their workplace is an environment where they can speak up, offer ideas, and ask questions without fear of being punished or embarrassed.”

Source: Edmondson, 2019
No Tradeoff: Performance & Psychological Safety

- Comfort Zone
- Learning Zone
- Apathy Zone
- Anxiety Zone

PSYCHOLOGICAL SAFETY

High

Low
Small Steps to Enhance Psychological Safety

• Start a meeting with an intentional practice to create safety, belonging, and connection.

• Give explicit permission for reporting all news, including that which will be hard to hear.

• Check on the well-being of someone who shows behavior change.

• Respond decisively to boundary violations.

• Ask, survey, poll, gather information.

• Create conversation sharing rules that promote input from everyone.
Belonging
Making Room for Distinctiveness

Explicit Exclusion
Dominant Culture Rulemaking
Politically Correct Rulemaking
Valuing Distinctiveness
Valuing Distinctiveness
Compassionate Communication
Verbal and Non-Verbal Communication

~ 10%  Language

~ 25%  Tone of Voice

~ 65%  Non-Verbal
Non-Verbal Communication

~ 65% Non-Verbal

- Facial Expressions
- Body Movement and Posture
- Gestures
- Eye Contact
- Touch
- Physical space
- Presence
Creating Culture With Compassionate Communication

• Model desired behaviors
• Meeting protocols and practices
• Explicit permission to speak up and ask questions
• Clearly understood channels of communications
• Train all staff in communication skills
Please use the Conference App to evaluate this session!
https://guidebook.com/g/aim2022/

• 1 – In the App, click the three lines at the top left

• 2 – Select Conference Evaluation from the menu options

• 3 – Select the evaluation for this session