

The Inner and Outer Work of Leading with Compassion

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Association of
Immunization
Managers

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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.
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Our survival instincts
often compete with our
compassion instincts.

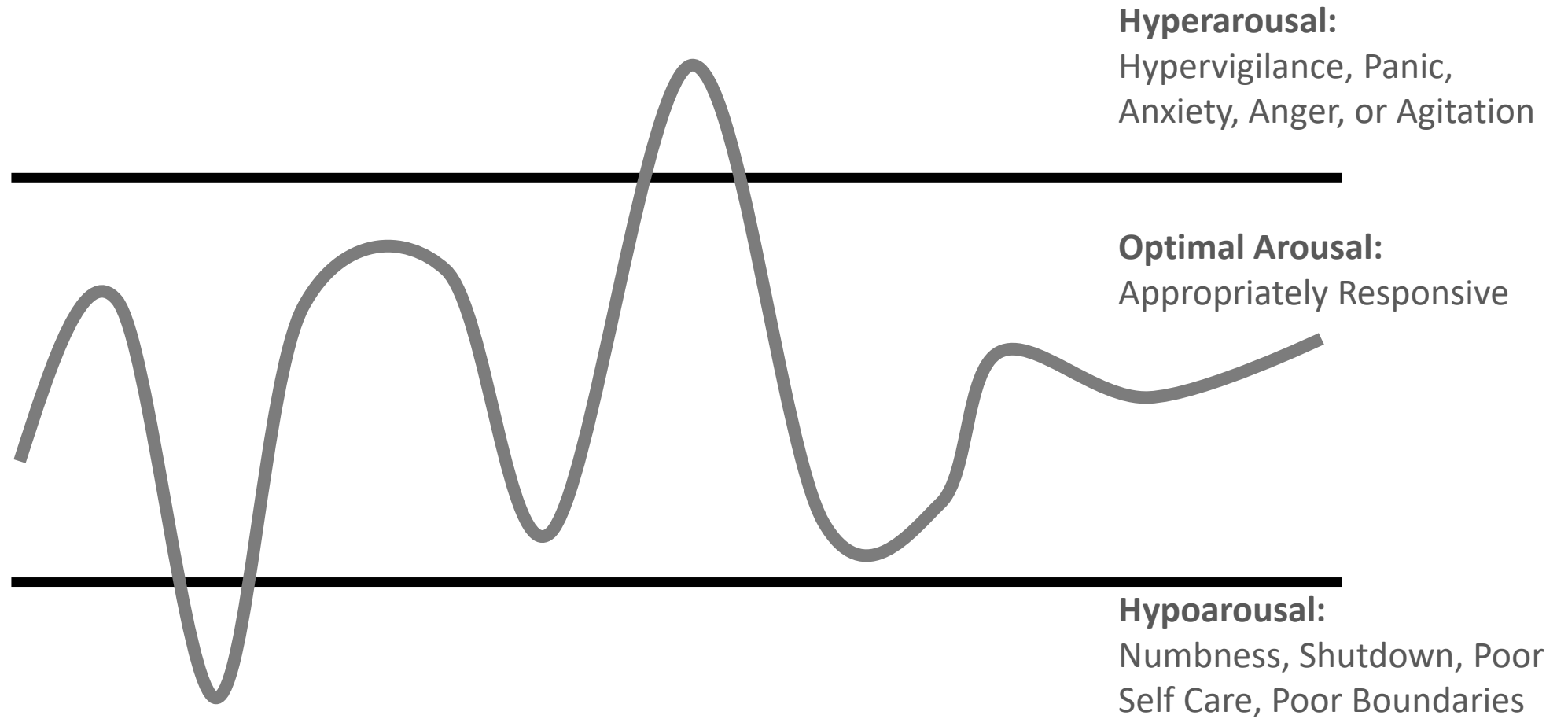
Compassionate leaders
create environments that
promote safety, mitigate
threats, and promote
resilience.

Compassionate Leadership Fundamentals

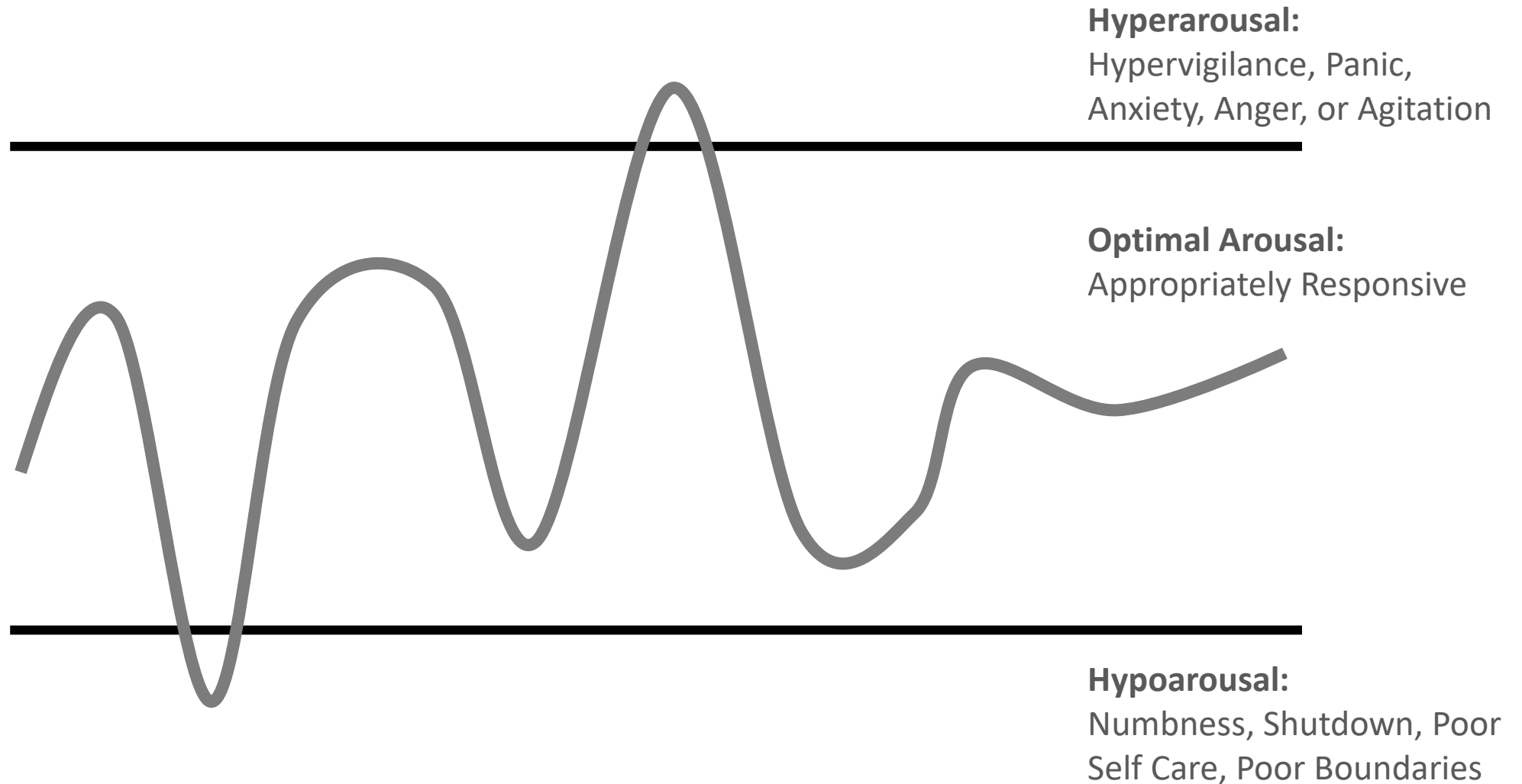
Window of Tolerance



Window of Tolerance

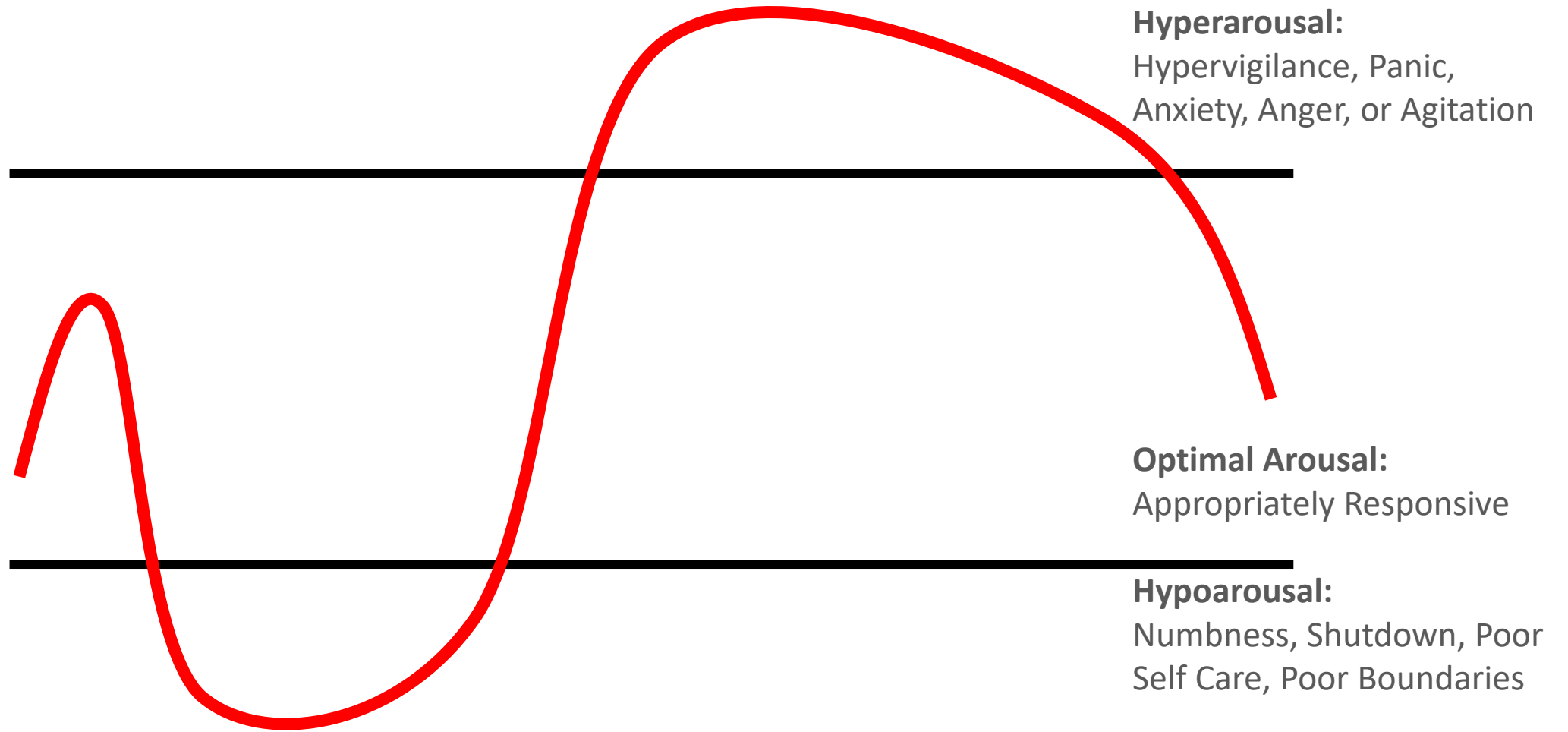


Window of Tolerance - Expanded

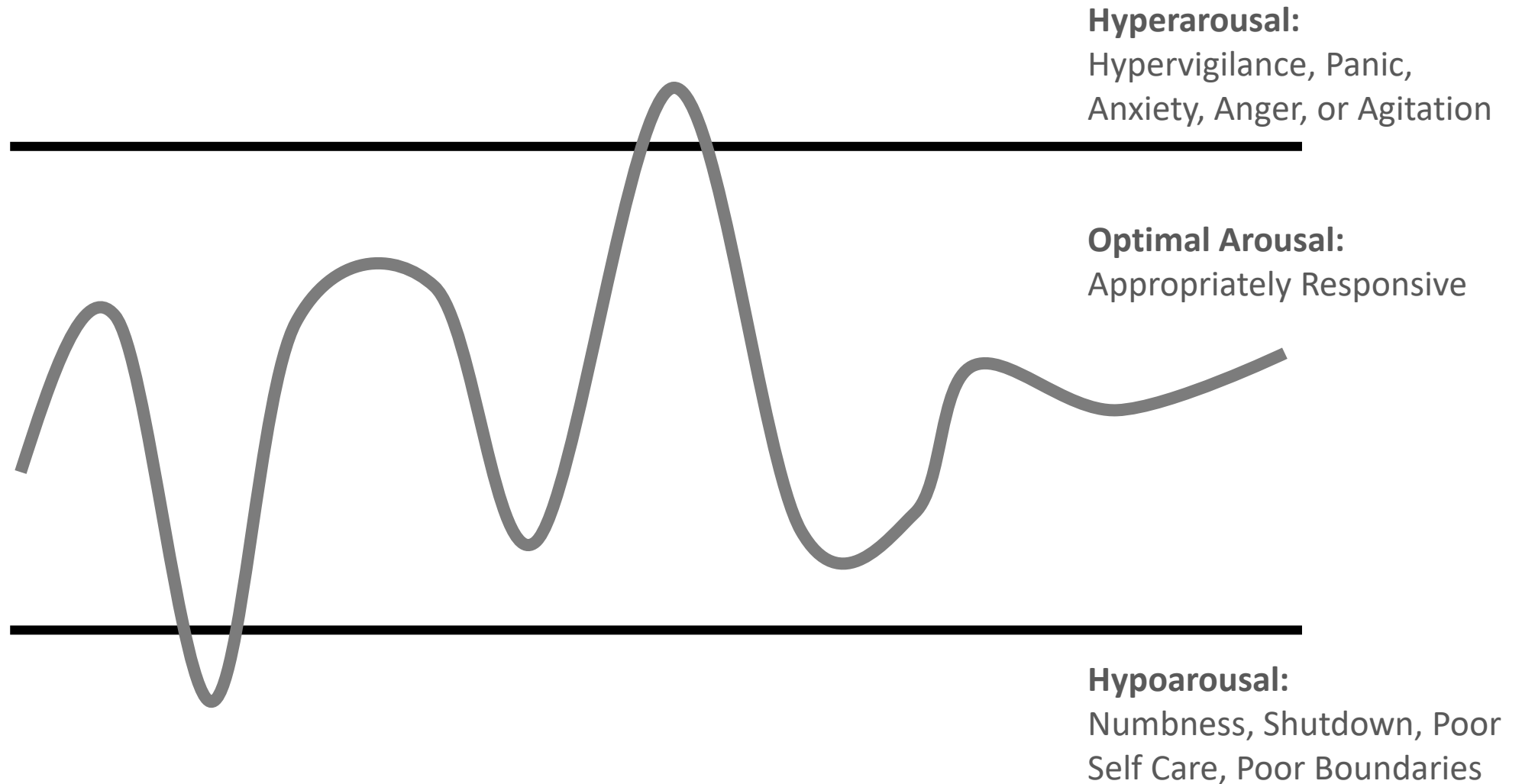


Source: Siegel, 1999

Window of Tolerance – Limited Resilience



Window of Tolerance - Expanded



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

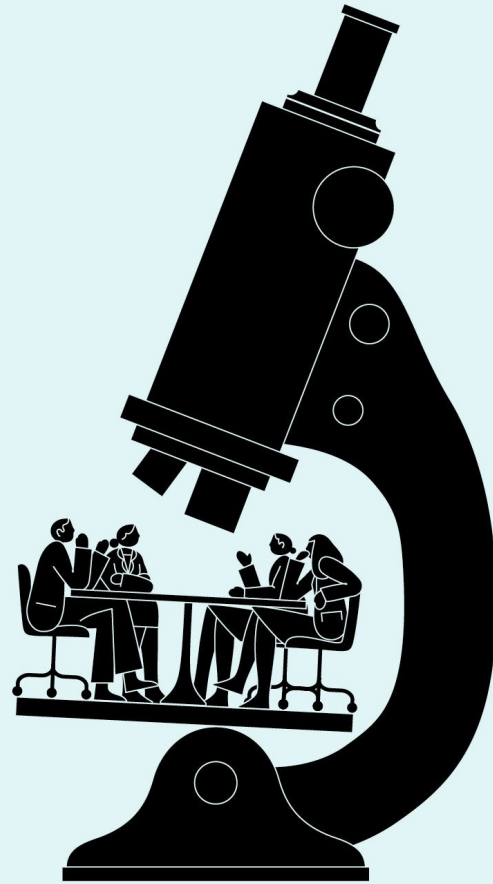


- Psychological Safety
- Belonging
- Communications

Creating
Cultures of
Compassion
and Resilience



Google Aristotle Study – Building the Perfect Team



Source: Duhigg, *New York Times*, 25 Feb 2016

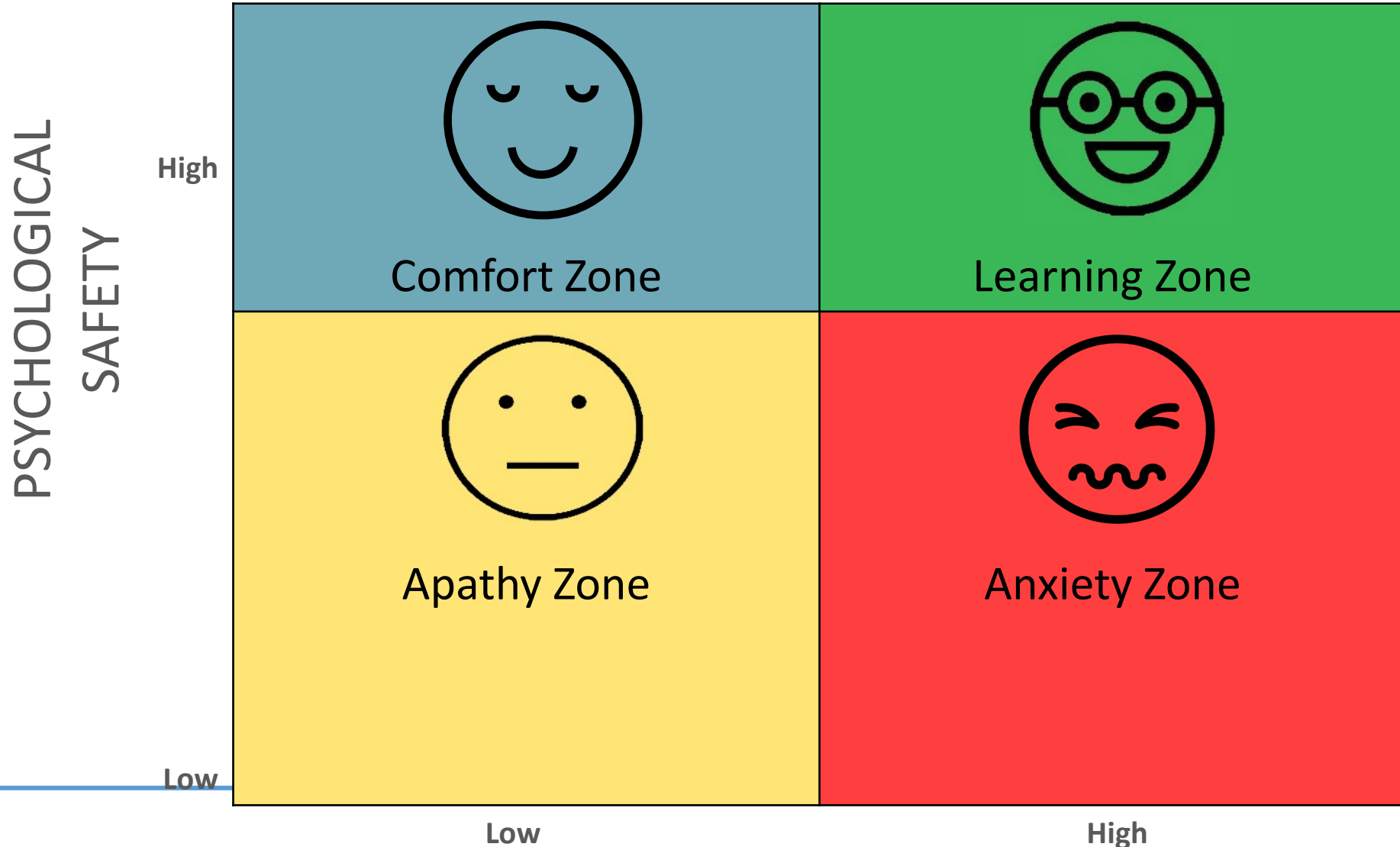
“When people feel their workplace is an environment where they can speak up, offer ideas, and ask questions without fear of being punished or embarrassed.”

Source: Edmondson, 2019

Psychological
Safety



No Tradeoff: Performance & Psychological Safety



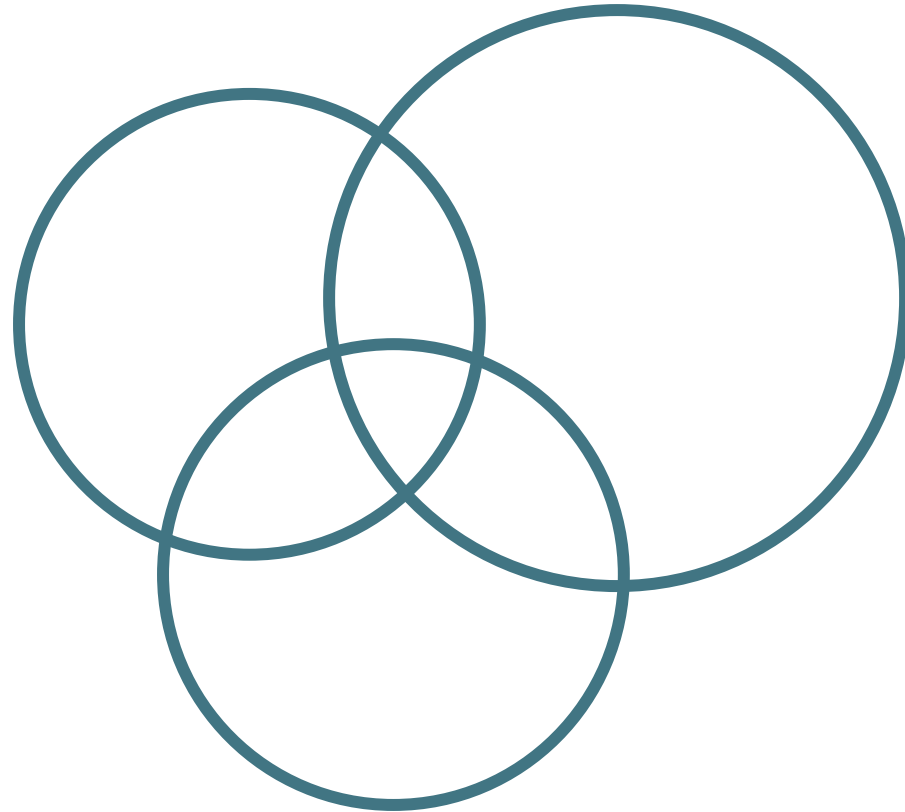
Small Steps to Enhance Psychological Safety

- 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.
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Belonging

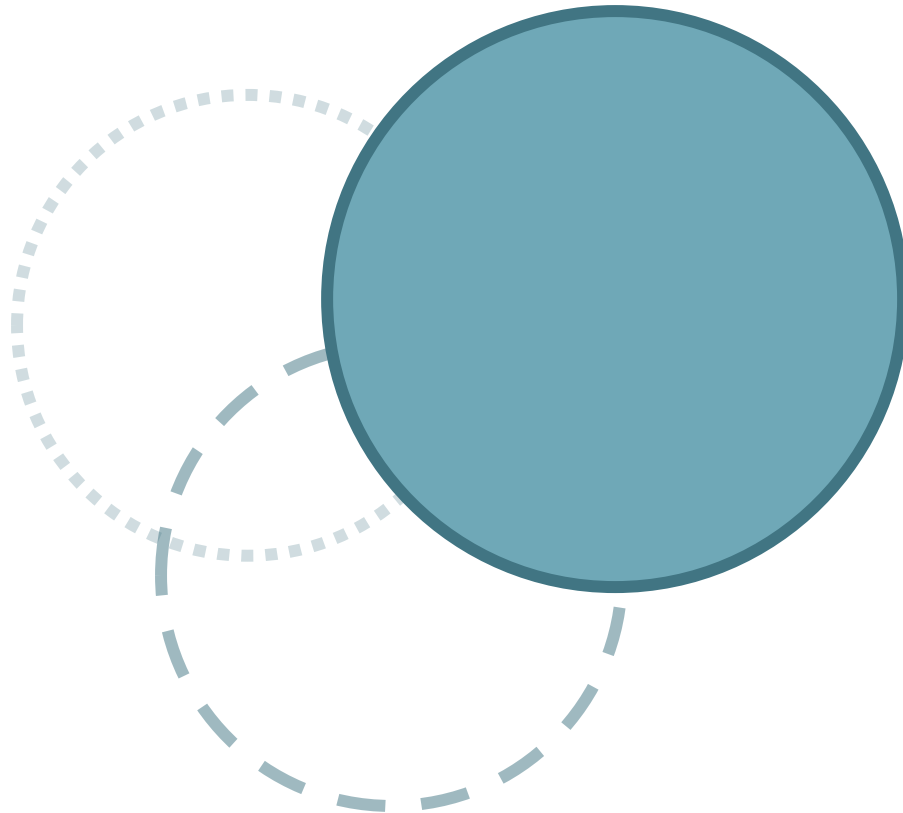


Making Room for Distinctiveness

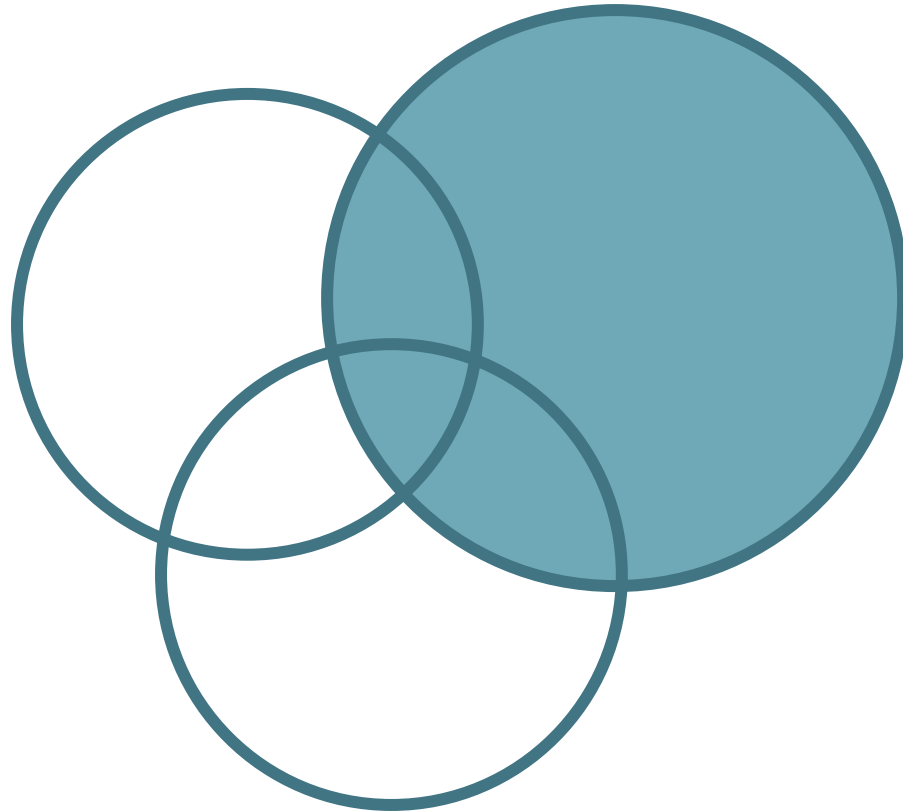


Inspired by Frei, Frances, and Anne Morriss. *Unleashed: The Unapologetic Leader's Guide to Empowering Everyone Around You*. Harvard Business Press, 2020.

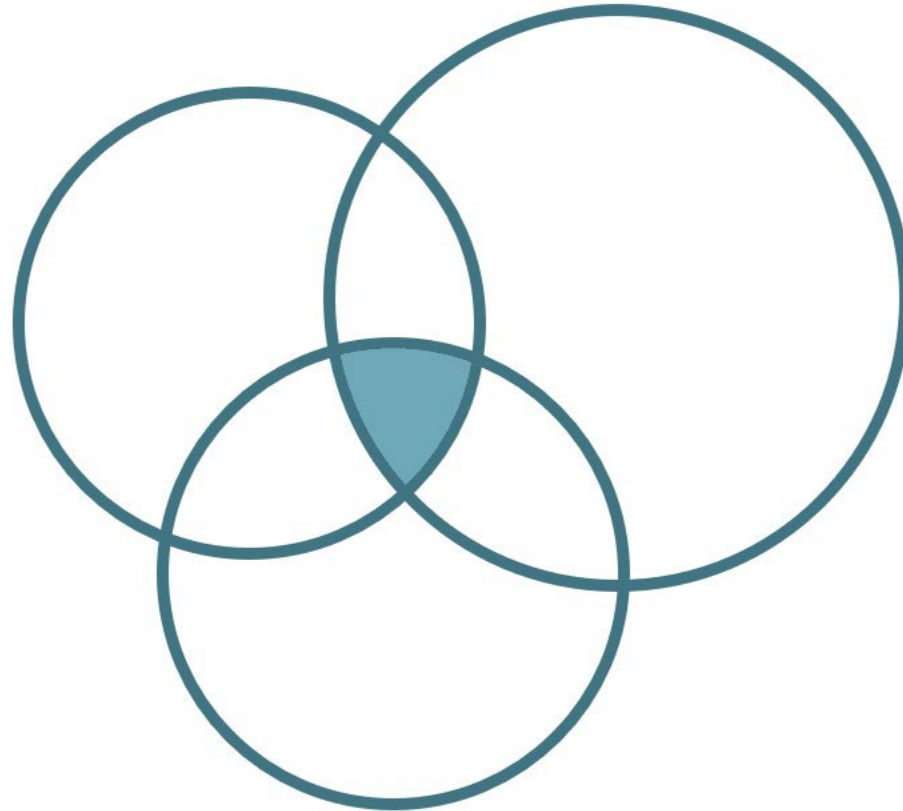
Explicit Exclusion



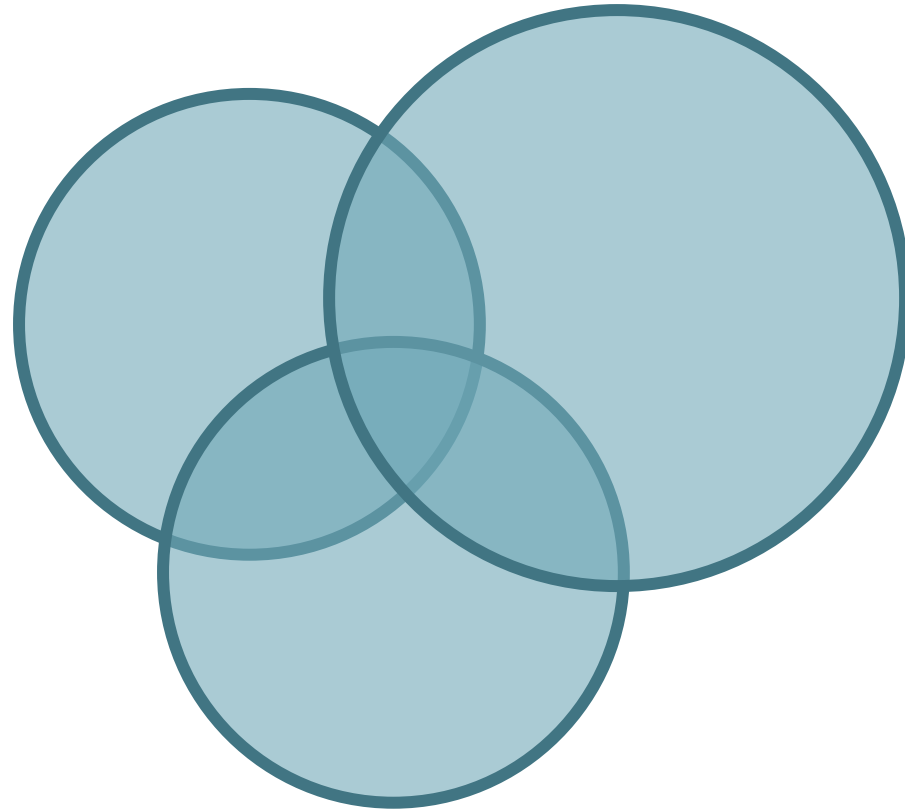
Dominant Culture Rulemaking



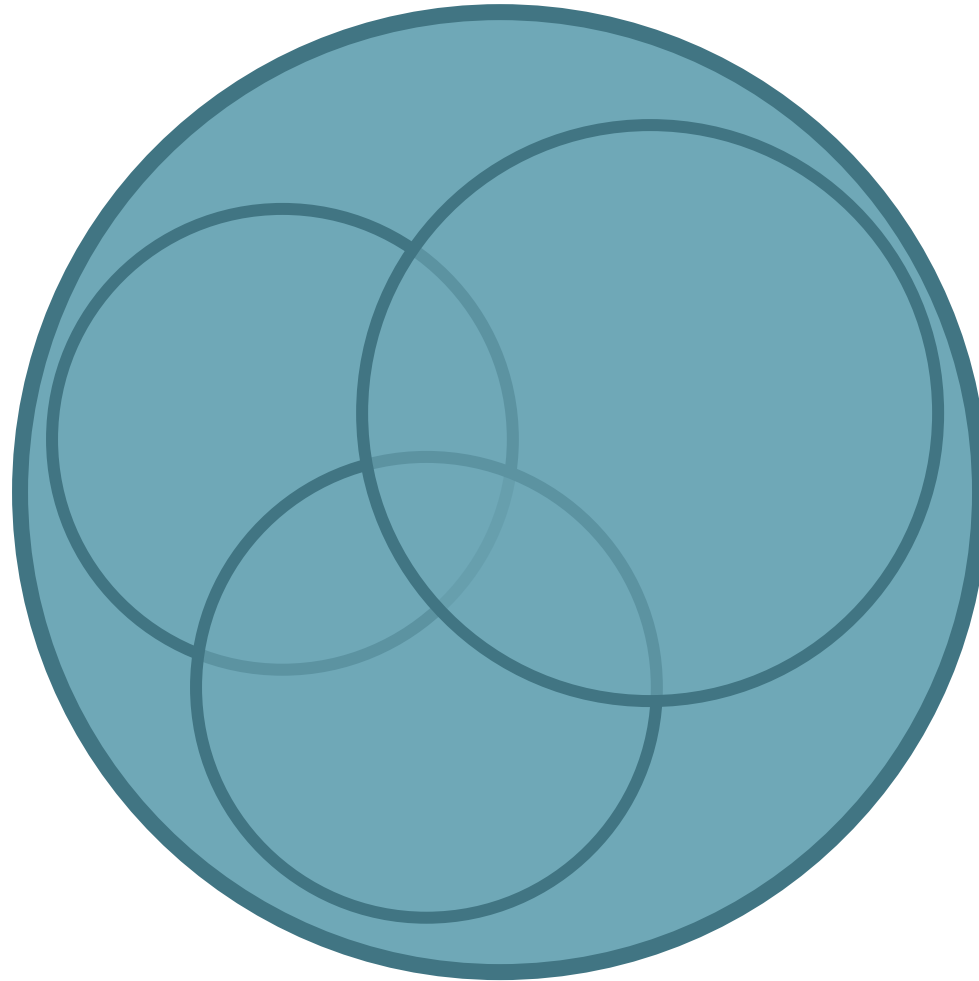
Politically Correct Rulemaking



Valuing Distinctiveness



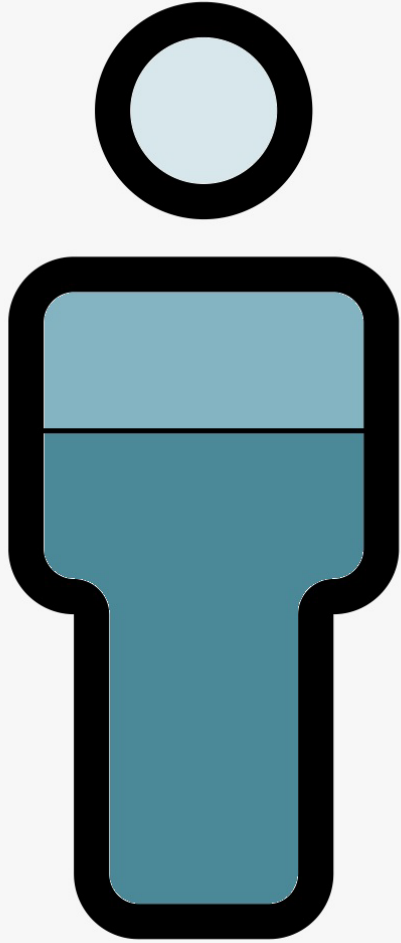
Valuing Distinctiveness



Compassionate Communication



Verbal and Non-Verbal Communication

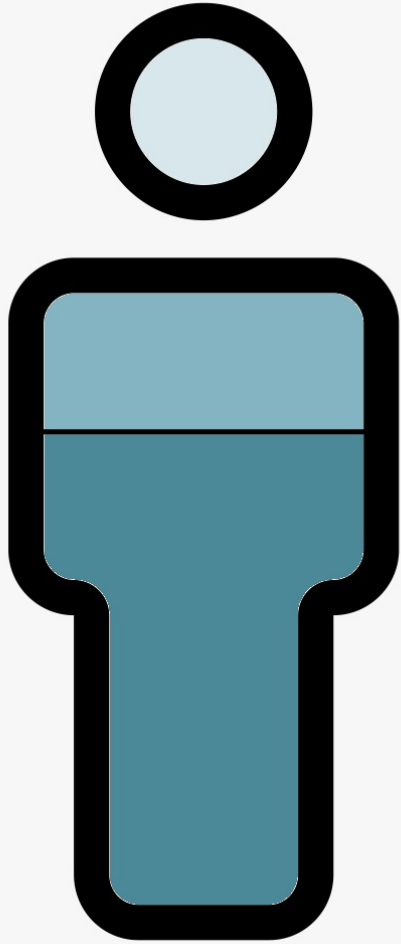


~ 10% Language

~ 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

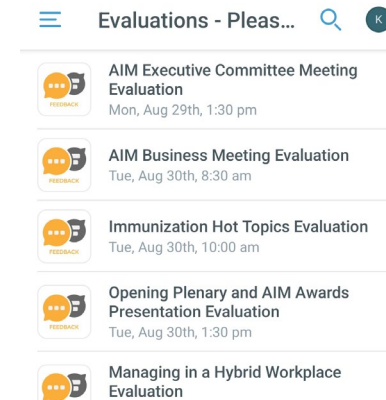
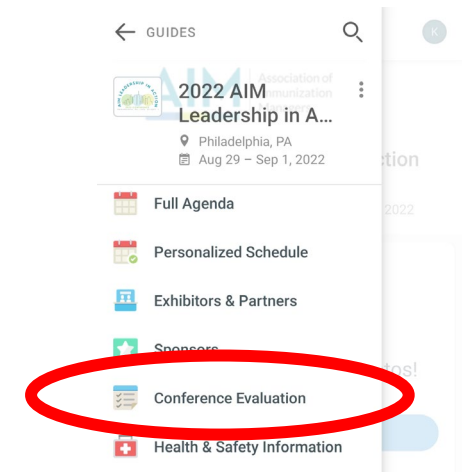
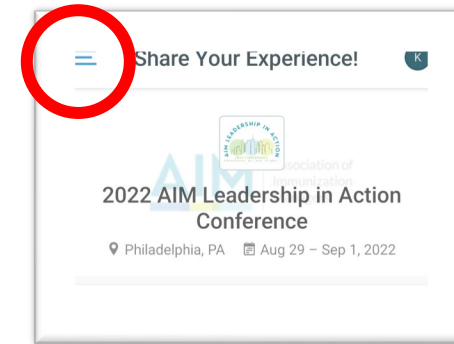
- Model desired behaviors
 - Meeting protocols and practices
 - Explicit permission to speak up and ask questions
 - Clearly understood channels of communications
 - Train all staff in communication skills
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