OVERCOMING OBSTACLE #1
CREATE A COMPELLING VISION
If we cannot envision a better world, we cannot create one.

~ Alex Grey
Suppose that when you’re asleep tonight, a miracle happens: Your organization and all of its members are thriving. How would you notice tomorrow morning that the problem has been solved? What would be different?
POSITIVE DEVIANCE

INDIVIDUAL
Psychological
Physical

ORGANIZATIONAL
Economics
Effectiveness
Efficiency
Quality
Ethics
Relationships
Adaption

NEGATIVE DEVIANCE
Sick
Sick
Unprofitable
Ineffective
Inefficient
Error-Prone
Unethical
Harmful
Rigid

NORMAL
Healthy
Healthy
Profitable
Effective
Efficient
Reliable
Ethical
Helpful
Coping

POSITIVE DEVIANCE
Vitality
Thriving
Generous
Excellent
Extraordinary
Perfect
Benevolent
High Quality
Resilient

(Cameron, 2003)
“On The Folly of Rewarding A, While Hoping For B”

<table>
<thead>
<tr>
<th>We Hope For:</th>
<th>But We Often Reward</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-Term Growth</td>
<td>Short-Term Profitability</td>
</tr>
<tr>
<td>Team Work</td>
<td>Individual Effort</td>
</tr>
<tr>
<td>Commitment to Quality</td>
<td>Billable Hours, Speed, Efficiency</td>
</tr>
<tr>
<td>Candor, Surfacing Bad News</td>
<td>Being Agreeable, Not Rocking Boat</td>
</tr>
<tr>
<td>Lawyer Well-Being</td>
<td>Unhealthy Work Behaviors</td>
</tr>
</tbody>
</table>

(Kerr, 1995)
ALIGNING CULTURE WITH YOUR VISION

- What Are The „Stars”?
- What's Rewarded?
- Who Are The „Stars”?
- What Dominates Attention?
- What Are Be Held Accountable For?
- What's Measured?
THE SKEPTIC
A Pervasive Saboteur

That’s impossible.
That’s dumb.
No.
What if others think my question is dumb?
Our people will never do that.
*Eye-Roll*
No.
No.
You can’t understand.

No.
This is a waste of time.

No.
No.
No.
No.
No.
No.

Here are 13 things wrong with that.

No.
That’ll never work.

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Shirzad Chamine (2012), *Positive Intelligence*
THE MULTIPLIER
A Skillful Optimist

This is worthwhile.
Here’s what I like about that.

That’s possible.
That’s interesting.

I know my contribution is valued.
We could make a good case for that.

Yes.
Yes.

Yes.
Yes.

*Smile*
Help me understand.

How can we make that work?

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Liz Wiseman, Multipliers
## ENTICE OTHERS; COERCION BACKFIRES IN THE LONG-RUN

<table>
<thead>
<tr>
<th>I’m doing this because ...</th>
<th>Controlled Extrinsic Motivation</th>
<th>Autonomous Extrinsic Motivation</th>
<th>Autonomous Intrinsic Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>External I feel coerced</td>
<td>Identified &amp; Integrated I value this (even if I don’t really enjoy it)</td>
<td>Intrinsic I enjoy doing it</td>
</tr>
<tr>
<td></td>
<td>Introjected I feel guilty</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Fear</td>
<td>Personally important</td>
<td>Inspired</td>
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<tr>
<td></td>
<td>Directives</td>
<td>Valued</td>
<td>Joy</td>
</tr>
<tr>
<td></td>
<td>Guilt</td>
<td>Part of who I am</td>
<td>Fun</td>
</tr>
<tr>
<td></td>
<td>Shame</td>
<td></td>
<td>Engaged</td>
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<td></td>
<td>Ego-enhancement</td>
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<td></td>
<td>Self-aggrandizement</td>
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<td></td>
<td>Social pressures</td>
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<td>Approval-seeking</td>
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<td></td>
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<tr>
<td></td>
<td>Protecting self-worth</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Low-Quality Motivation

- Fear
- Directives
- Guilt
- Shame
- Ego-enhancement
- Self-aggrandizement
- Social pressures
- Approval-seeking
- Protecting self-worth

### High-Quality Motivation

- Inspired
- Joy
- Fun
- Engaged

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I’m doing this because ...

Obligation, Commitment, Inspiration

- I feel obligated to be supportive of well-being in the firm.
- I feel a sense of commitment to advocating for well-being in the firm.
- I feel inspired to lead a well-being transformation in the firm.

Low-Quality Motivation  High-Quality Motivation

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What We Want Success To Look Like

What Success Actually Looks Like

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INSPIRATION FROM EXEMPLARS OF RESILIENCE THROUGHOUT HISTORY
“Vision is the art of seeing what is invisible to others.”

— Jonathan Swift, Satirist & Poet
OVERCOMING OBSTACLE #2
POSITIVE LEADERS AS ROLE MODELS
“The most important thing I learned is that soldiers watch what their leaders do. You can give them classes and lecture them forever, but it is your personal example they will follow.”

~ General Colin Powell
Email at all hours of the day and night.
Always tell people how busy you are.
Be late to all meetings.
Don’t thank anyone and hog credit.
Frequently drink irresponsibly at work events.
Have no non-work interests; don’t exercise.
Set crazy deadlines with no input about feasibility.
Don’t mentor anyone but complain about their work and work ethic.
Be unorganized and unresponsive so that people have no predictability in their lives.
Say “sleep is for sissies” or “I’ll sleep when I’m dead.”
Reward people who display all these same behaviors.

F

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THE ROLE OF LEADERS

- Greater scanning & bigger emotional impact for leaders.
- People attribute leaders’ conduct to entire organization.
- Impact of direct supervisor.
- Result: All-level leaders have an enormous impact (and therefore responsibility) in shaping positive work cultures.
Act as if what you do makes a difference.
It does.

-- William James
OVERCOMING OBSTACLE #3
POSITIVE LEADERS AS RELATIONSHIP-BUILDERS
High-quality relationships between leaders and followers contribute to the best individual & organizational outcomes.

- Well-Being
- Performance

(Collins, Burrus, & Meyer, 2014; Gerstner & Day, 1997; Graves & Luciano, 2013)
Continuously Scanning Sociometer:

- “DO I MATTER?”
- “DOES MY WORK MATTER?”
- Bad is stronger than good.
Threats To High-Quality Relationships

- Perspective-Taking
- Cooperation
- Self-Disclosure
- Sense of Connection
- Intrinsically Valued

POW

ER

Power Causes

Brain Damage.

- The Atlantic

EMPAT

HY

(Conlon, 2012; Lammers et al., 2012; Galinsky et al., 2003; Gruenfeld et al., 2008; Earl et al., 1983; Lee & Tiedens, 2001)
What Happens When The Good Samaritan Feels Rushed?

(Darley & Batson, 1973; Grant, 2012)
Threats To High-Quality Relationships

BAD LEADER BEHAVIOR
- Playing Favorites
- Criticizing Unfairly
- Failing to Provide Information
- Not Listening to Problems
- Failing to Explain Goals
- No Praise for Good Work
- Not Assisting with Development
- Not Showing They Cared

CONSEQUENCES FOR FOLLOWERS
- Depression
- Anxiety
- Emotional Exhaustion & Burnout
- Illness, Absenteeism, Lost Productivity
- Kills Job Performance & Satisfaction
- Increases Turnover
- Raises Blood Pressure, Risk of Heart Disease, & Death

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I GOT THE LATEST NUMBERS FROM YVONNE.

HOW'S YVONNE DOING WITH THE SEXTUPLETS NOW THAT HER HOUSE BURNED DOWN AND SHE HAD SHOULDER SURGERY?

IT DIDN'T COME UP.
Think of People Who Make You Feel:

- ✓ Bad About Yourself
- ✓ Invisible
- ✓ Dumb
- ✓ Self-Conscious
- ✓ Unimportant
- ✓ Expendable
- ✓ Defensive

VS.

- ✓ Energized
- ✓ Valued
- ✓ Smart
- ✓ Confident
- ✓ Important
- ✓ Needed
- ✓ Safe, At Ease

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Gregg Popovich's Secret Sauce

Set Goals & High Expectations

Be Absolutely Honest

“Relationships with people are what it’s all about. You have to make players realize you care about them. And they have to care about each other and be interested in each other. Then they start to feel a responsibility toward each other. Then they want to do for each other.”

“Hug ‘Em & Hold ‘Em”

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“Treat people as if they were what they ought to be, and you help them become what they are capable of being.”

--Johann Wolfgang von Goethe
OVERCOMING OBSTACLE #4
POSITIVE LEADERS AS ORGANIZATIONAL CHANGE AGENTS

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In burnout studies, individual characteristics (personality, etc.) have been more predictive of burnout than organizational/context factors.

True

False

6 KEY AREAS OF WORKLIFE “FIT”

1. Workload
2. Control
3. Reward
4. Community
5. Fairness
6. Values

(Brafford, 2017; Brom et al., 2015; Maslach et al., 2001)
A lack of workplace belonging is a significant contributor to depressive symptoms?

True

False

(Cockshaw et al., 2013)
In a 2012 study of lawyers, the biggest predictor of burnout was:

a. Work-Life Conflict
b. Demanding Clients
c. Total Number of Hours Worked
d. Incivility at Work
“If you pit a good performer against a bad system, the system will win almost every time.”

PEOPLE & ORGANIZATIONS THRIVING TOGETHER

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ORGANIZATIONAL
- Individual
- Team
- Organization

INSTITUTIONAL
- Law Firms
- Corporate Counsel/Clients
- Courts

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“Be careful the environment you choose, for it will shape you; be careful the friends you choose, for you will be like them.”

— W. Clement Stone, Entrepreneur & Author
“Work gives you meaning and purpose and life is empty without it.”

--Stephen Hawking
MEANINGFUL WORK

- Helping Others or Greater Good*
- Self-Work Fit
- Personal Growth
ARE YOU STRIKING THE RIGHT BALANCE?

PEOPLE

PROFIT | POWER | PRESTIGE

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Goals & Values Circumplex

(Brafford, 2017; Kasser, 2014, 2016)

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1. Connect with beneficiaries of our work.

2. Increase everyday kindness

3. Leader framing & meaning-making

(Grant, 2007, 2008, 2012; Grant et al., 2007, 2011; Grant & Dutton, 2012)
“The great use of a life is to spend it for something that outlasts it.”

--William James
YOU MUST BE THE CHANGE YOU WANT TO SEE IN THE WORLD

“God help and forgive me, I wanna build something that’s gonna outlive me.”