

Humblebitious

The Power of Low-Ego, High-Drive Leadership

Amer Kaissi, Ph.D.



What you can expect

- Practical, take-home behaviors
- Research & evidence
- Stories & case studies
- Interactive
- Sports examples

2013





2014





8
MILLS

JOSEPH
15

15
BONNER

1
YRES

DUNCAN
21

PARKER
9

GINOBI
20

GREEN
4

Challenges & Stressors

Staffing shortages

High burnout

Low engagement

Stifled innovation

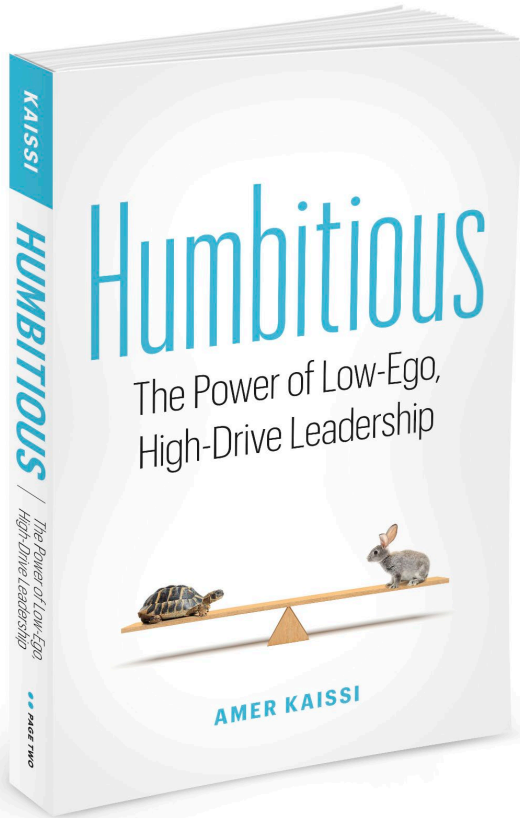
Broken Approach

- Managing by fear
- Reward/penalty system
- Old-fashioned performance indicators
- Top-down bureaucracy

Main Idea

We won't improve engagement & innovation
unless we change our leadership approach

The answer is **Humbitious Leadership**



Humbitious

Humble

Self-Aware

Recognizes others

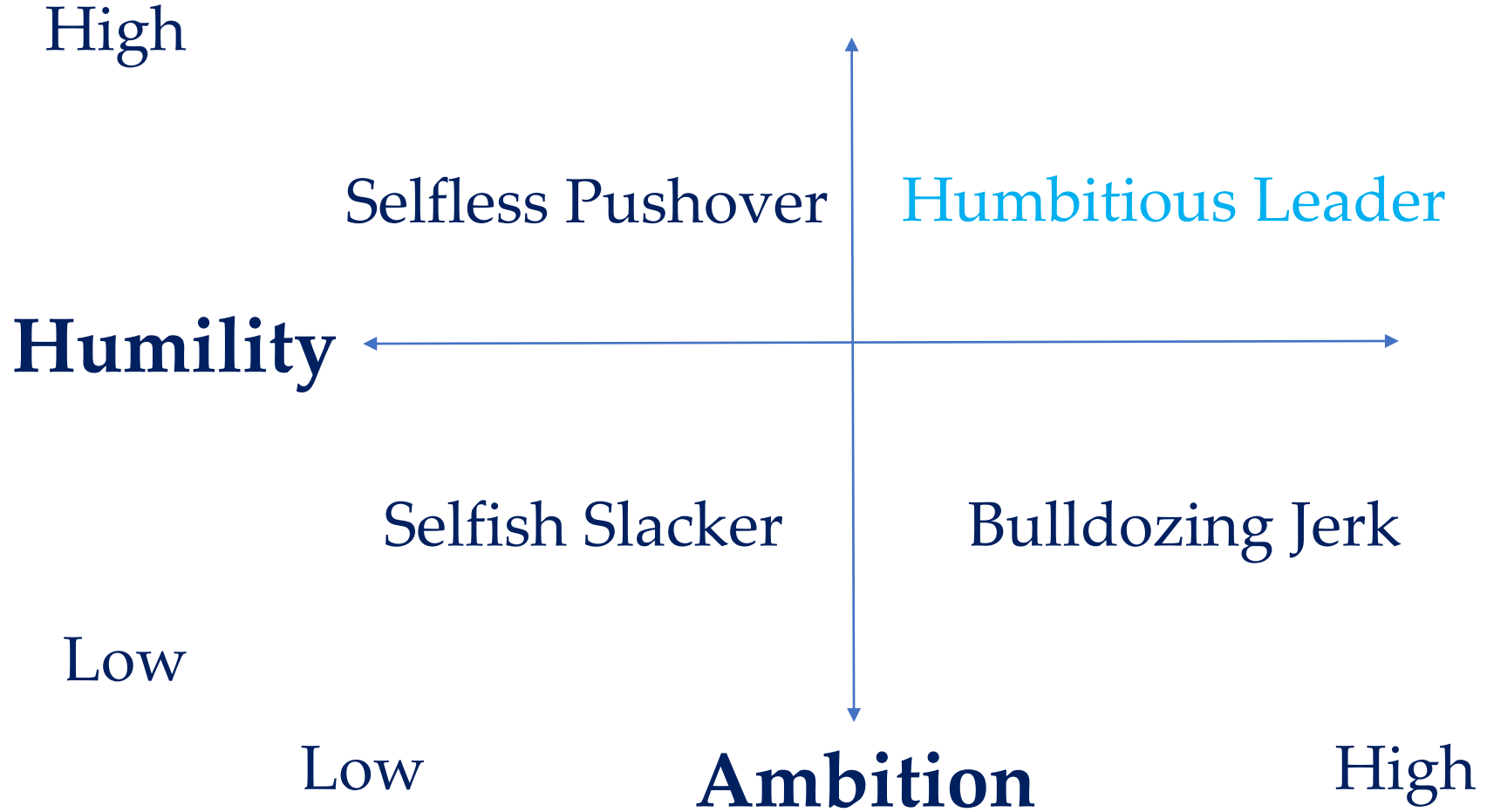
Open-minded

Ambitious

Competent

Confident

Courageous



Questions

Agenda

1 Background

2 Humbitious Leadership

3 Humble Teams

4 Safety & Engagement

5 Innovation

6 Take-home Behaviors

Table Discussion

When you think of humility in leadership, what terms or phrases come to your mind?

What are examples of humble behaviors in leadership?

Humility

Humus



Humus

close to the ground

Humility- Example

Jim Sinegal- Costco



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Humble Leaders build Humble Teams

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HOW DOES LEADER HUMILITY INFLUENCE TEAM PERFORMANCE? EXPLORING THE MECHANISMS OF CONTAGION AND COLLECTIVE PROMOTION FOCUS



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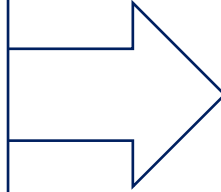
BRADLEY P. OWENS
Brigham Young University

DAVID R. HEKMAN
University of Colorado

- A study of 161 teams (84 laboratory teams, 77 organizational field teams)
- Leader humility was evaluated by team members

My Leader is Humble

- ✓ Perceives him/herself accurately
- ✓ Displays appreciation of others' strengths & contributions
- ✓ Is open-minded



Team Collective Humility

Team members:

- Willingly admit limitations & mistakes
- Acknowledge each others' strengths
- Show receptiveness to new ideas

**When leaders are humble,
team members emulate their leaders' humble behaviors**

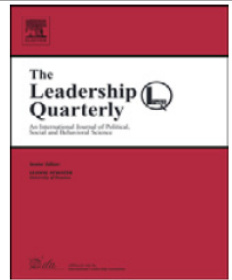


ELSEVIER

Contents lists available at ScienceDirect

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journal homepage: www.elsevier.com/locate/leaqua



How leader humility helps teams to be humbler, psychologically stronger, and more effective: A moderated mediation model☆



Arménio Rego^{a,*}, Bradley Owens^b, Susana Leal^c, Ana I. Melo^d, Miguel Pina e Cunha^e,
Lurdes Gonçalves^f, Paula Ribeiro^f

- A sample of 82 teams (82 leaders; 332 team members) from various industries in Portugal
- Leader humility was evaluated by team members

My Leader is Humble

- ✓ Perceives him/herself accurately
- ✓ Displays appreciation of others' strengths & contributions
- ✓ Is open-minded

Team Psychological Capital

Team members:

- Efficacious
- Optimistic
- Hopeful
- Resilient

When leaders are humble, team members feel hopeful & optimistic to persevere towards goals. They become more resilient & can bounce back from setbacks.

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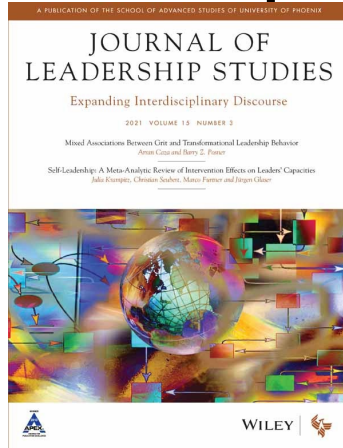
6 Take-home Behaviors

Humble Leaders create Psychological Safety
and help improve Engagement

Dr. Lee



HUMBLE LEADERSHIP: IMPLICATIONS FOR PSYCHOLOGICAL SAFETY AND FOLLOWER ENGAGEMENT



KAYLA N. WALTERS AND DALIA L. DIAB

A Study of 140 employees who evaluated their leader's humility
& their own psychological safety & engagement

My Leader is Humble



Team members feel that:

- Making mistakes is necessary for development
- Feeling unsure about tasks & situations is normal

When leaders are humble, team members feel comfortable voicing doubts, could be themselves without fear, and can fully engage in their work

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2012, Vol. 55, No. 4, 787–818.
<http://dx.doi.org/10.5465/amj.2010.0441>

MODELING HOW TO GROW: AN INDUCTIVE EXAMINATION OF HUMBLE LEADER BEHAVIORS, CONTINGENCIES, AND OUTCOMES



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BRADLEY P. OWENS
State University of New York, Buffalo

DAVID R. HEKMAN
University of Colorado, Boulder

- In-depth interviews with 55 leaders from different industries and levels

Humble Leaders

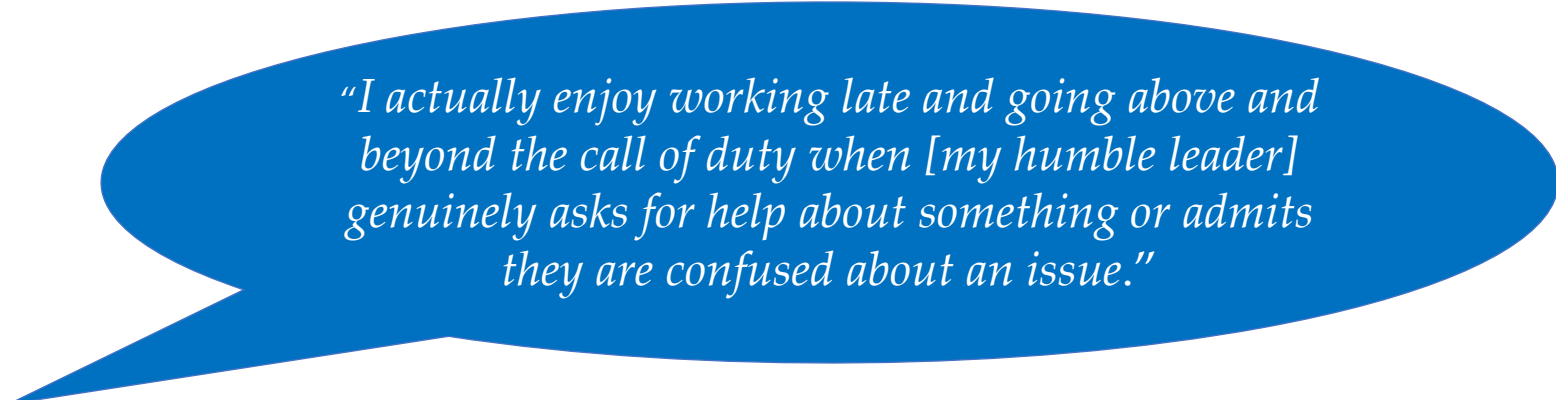


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graph LR; HL[Humble Leaders] --> E[Employees]; E --- E1[➤ Feel validated in their development efforts]; E --- E2[➤ Shift from extrinsic to intrinsic motivation]; E --- E3[➤ Become motivated to double their efforts];
```

Employees

- Feel validated in their development efforts
- Shift from extrinsic to intrinsic motivation
- Become motivated to double their efforts

When leaders are humble, team members feel that their own growth is not only legitimate, but necessary



“I actually enjoy working late and going above and beyond the call of duty when [my humble leader] genuinely asks for help about something or admits they are confused about an issue.”

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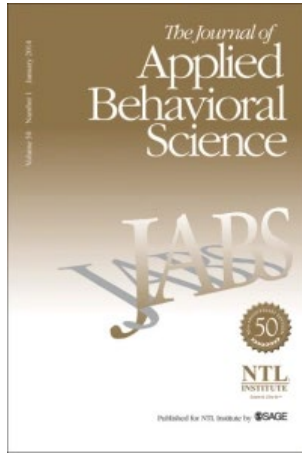
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Humble Leaders empower employees to innovate



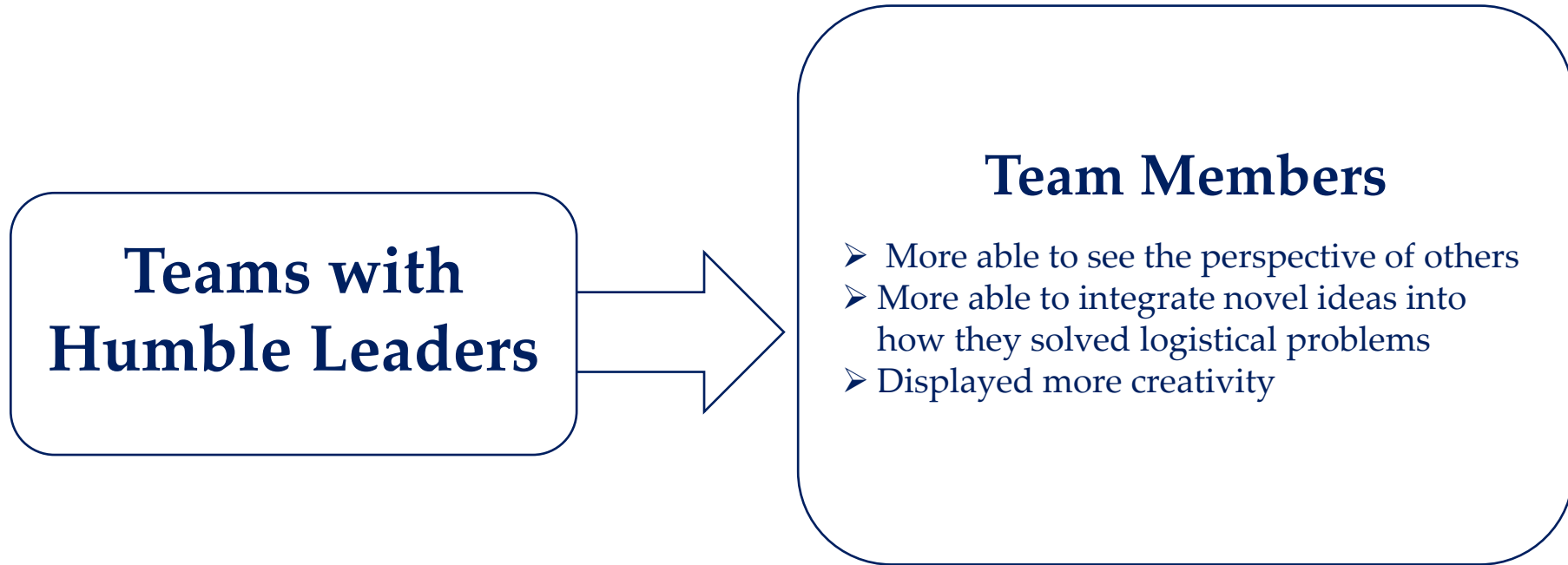


Understanding How Leader Humility Enhances Employee Creativity: The Roles of Perspective Taking and Cognitive Reappraisal

The Journal of Applied Behavioral Science
2017, Vol. 53(1) 5–31

A study of medical taskforce teams after the large 2008 earthquake that hit China's Sichuan province





Leader Humility is crucial for teams to handle crises through creative ideas & solutions

Jacinda Ardern

Prime Minister of
New Zealand









*“I refuse to believe that you cannot be both
compassionate and strong”*

- Jacinda Ardern

Questions

Discussion

Please stand up, find someone you haven't met or talked to yet, and discuss with them:

If we believe humble leaders are the best leaders, why do keep falling for narcissistic jerks?

NARCISSISM

Narcissists are typically

- ✓ Self-promoting
- ✓ Confident
- ✓ Extraverted
- ✓ Entertaining

**Initially, narcissists tend to be
chosen more for leadership positions**

But in the long-term...

Narcissists are viewed as

Cold

Hostile

Arrogant

Poor managers

Lousy team players

Narcissists are ineffective leaders

Leadership Emergence
vs.
Leadership Effectiveness



Narcissism and Leadership: A Meta-Analytic Review of Linear and Nonlinear Relationships

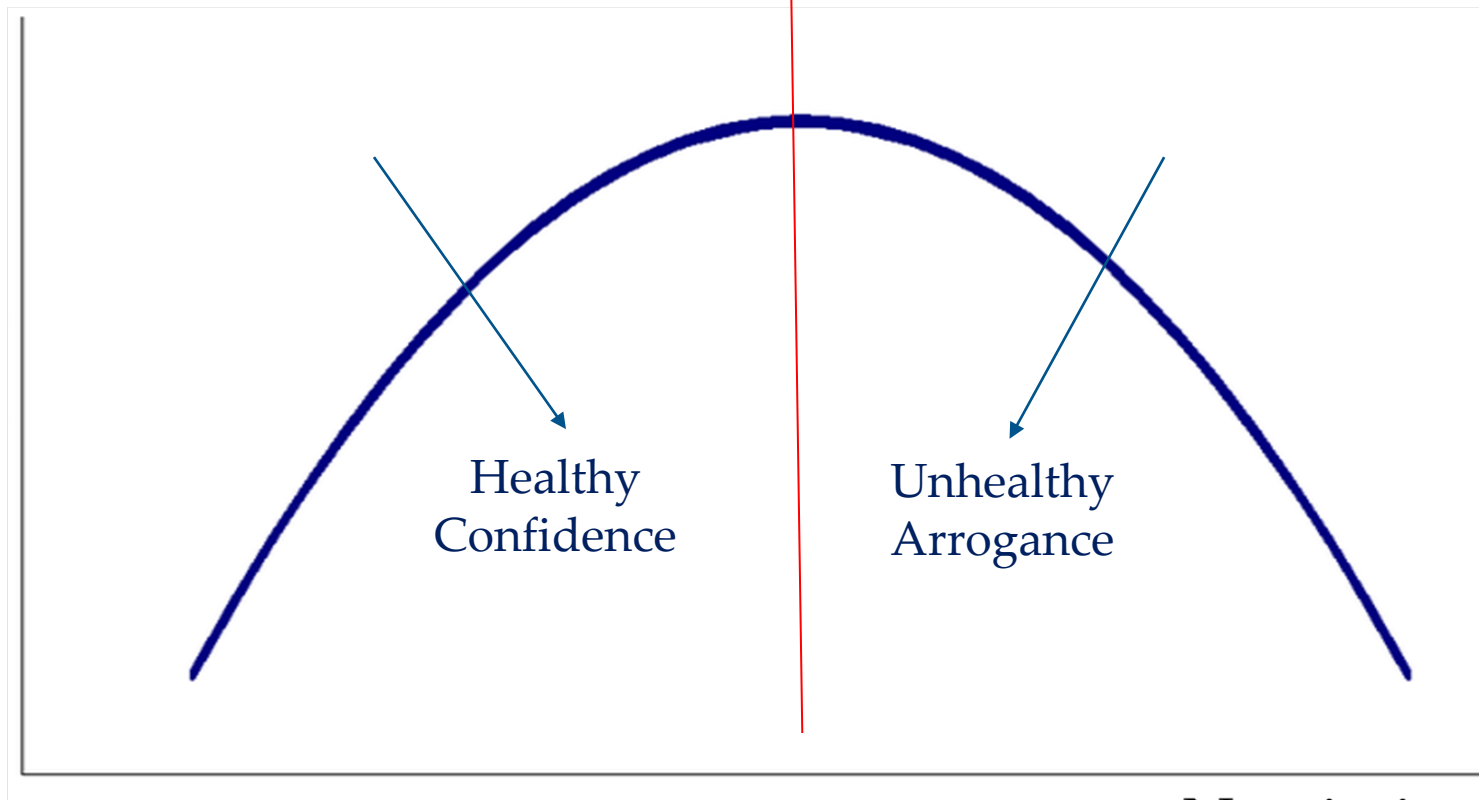
Emily Grijalva,¹ Peter D. Harms,² Daniel A. Newman,¹
Blaine H. Gaddis,³ and R. Chris Fraley¹

1 University of Illinois at Urbana-Champaign

2 University of Nebraska–Lincoln

3 Hogan Assessment Systems

Effectiveness



Narcissism

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Take-Home Behaviors

Humble Leaders

Self-Aware:
Admits limitations & mistakes

Appreciates others:
Praises & recognizes

Open-minded:
Curious & listens to understand

How To Reflect After Success

Don't

*I succeeded
because of my
awesomness*

Do

- *Who mentored me & gave me chances?*
- *How many people on my team are doing a great job?*
- *How did luck contribute to my success?*

How To Seek Feedback

Don't

Rely on sycophants &
yes-people

Do

Find “loving critics”
and ask them for specific and
regular feedback

*“Everybody has a plan until
they get punched in the mouth”*

The Great Philosopher
Mike Tyson

How To Handle Crisis & Mistakes

Don't

Do

It wasn't my fault

I own it

THE #1 NEW YORK TIMES BESTSELLER

 **EXTREME
OWNERSHIP**

HOW

**U.S. NAVY
SEALS**

LEAD AND WIN

JOCKO WILLINK AND LEIF BABIN

*“The leader must own
everything in his or her world.
There is no one else to blame.”*

How To Show Appreciation

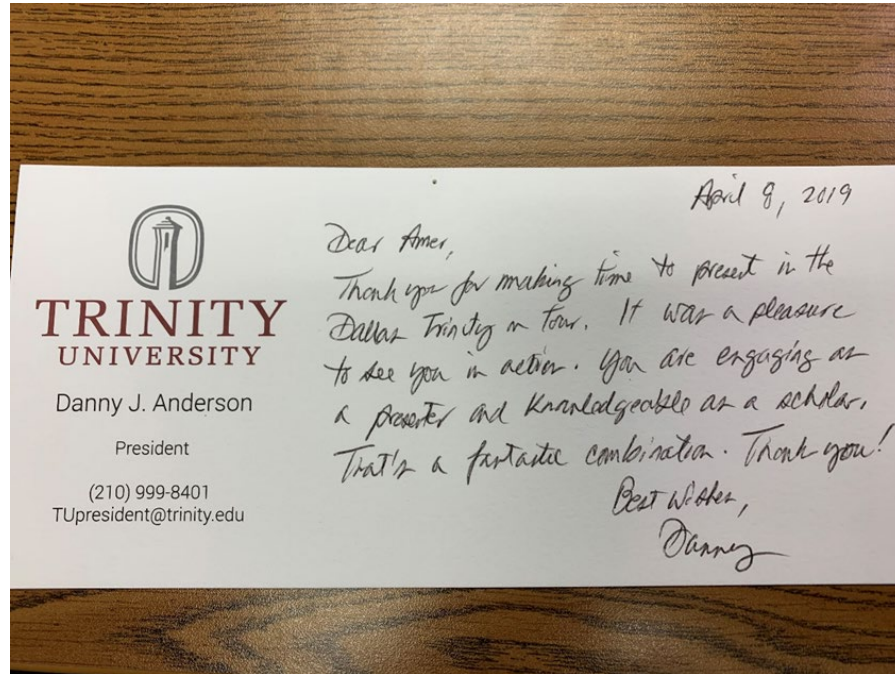
Don't

"It's part of your job"

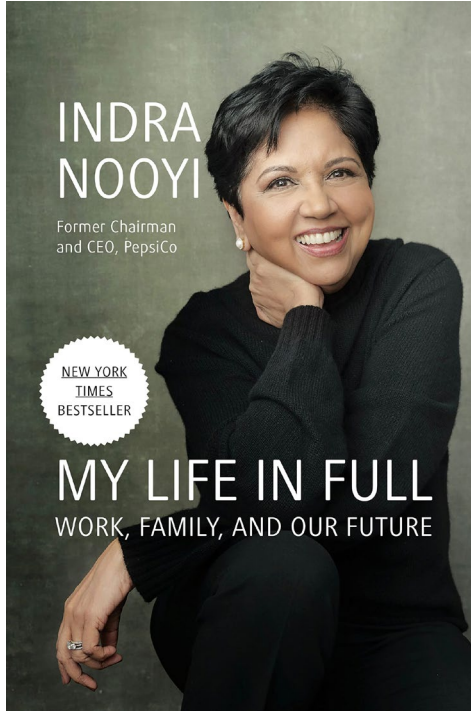
Do

*"You went above and beyond.
Thank you"*

Thank You Notes



Indra Nooyi- CEO, PepsiCo



She regularly wrote thank-you notes to the parents of her senior executives to thank them for the gift of their child to PepsiCo!

his parents were alive so he could share this with them . . . “a letter like
this is more valuable than money.”

How to Listen

Don't

Listen to reply

Do

Listen to understand

How to be Open-Minded

Don't

Make statements

Do

Ask questions

How to be Open-Minded

Don't

Approach conversations
with arrogance &
absolute conviction

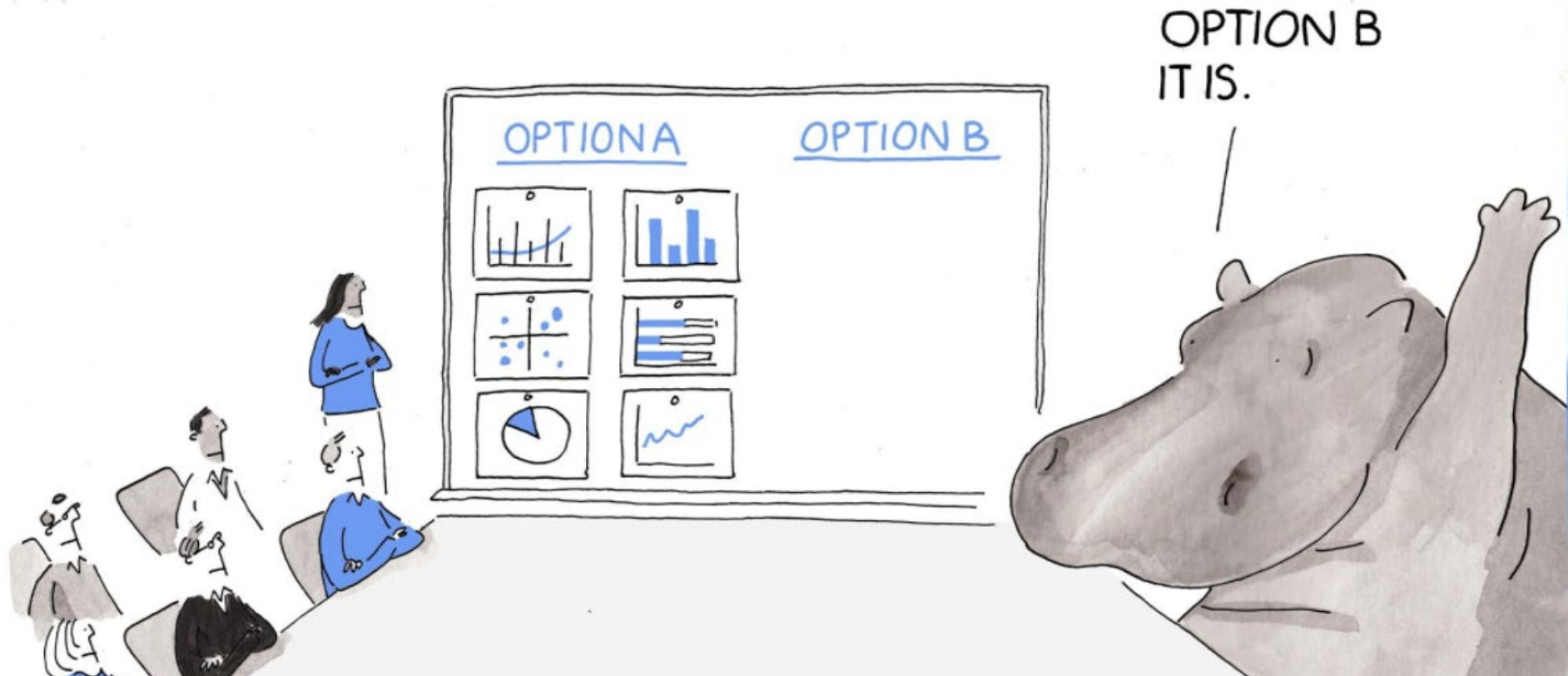
Do

Come to every
conversation with
curiosity and humility

Don't be a HPPO!



HPPO= Highest Paid Person's Opinion




Call to Action


What three things will you do differently that can help you improve your leadership performance and that will positively impact your team, your patients, and the organization?

Thank you & Questions




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HumbitiousBook.com



Amer Kaissi, Ph.D. 

Speaker * Executive Coach * Author * Professor
Talks about #humility, #leadership, ##kindness, #emotionalintelligence, and #leadershipdevelopment
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