

Reawakening Humility: Centering Crisis Leadership in this Virtue

With

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EXPLOELEVATE
INNOVATIVE SCHOOLS COOPERATIVE



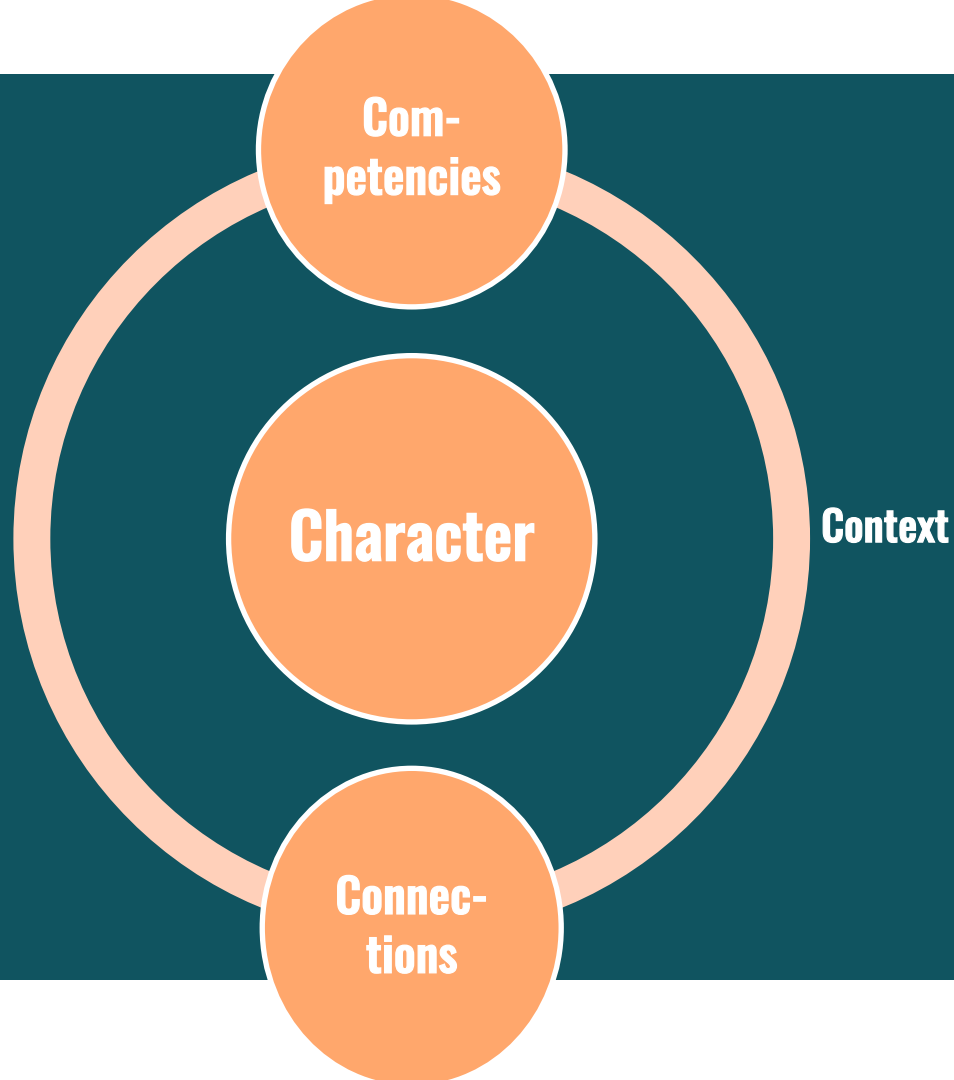
Why Virtue?



“Character has been forming your face, your habits, your friendships, your peculiarities, the level of your ambition with its career and faults. Character influences the way you give and the way you receive; it affects your loves and your children. It walks you home at night and can keep you long awake.”

James Hillman, *The Force of Character and the Lasting Life*
(Random House, 1999)

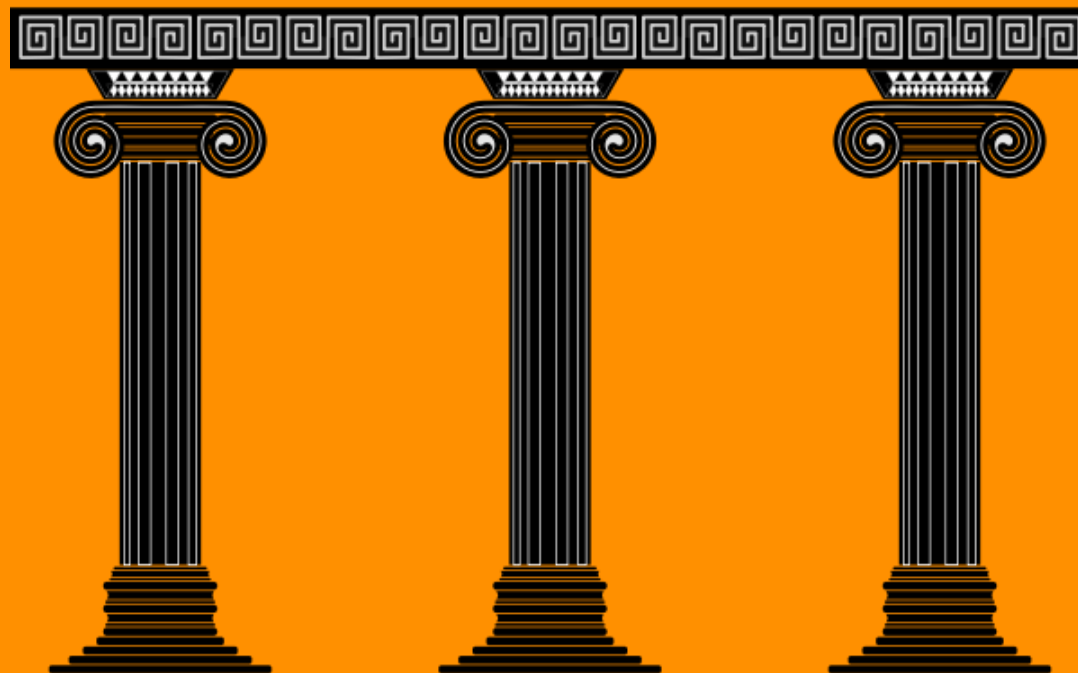
4 C's of Leadership



**“The foundation of life is character. And,
from it, in their order, flow forth our
actions.”**

Zeno of Citium, 334-262 BCE

Human Flourishing



Moral
Responsibility

Character-
building

Role
Modeling



Why Humility?

humility

noun

hu-mil-i-ty | \ hyü- 'mi-lə-tē

Not:

- Arrogance
- Hubris
- Humiliation
- Servility
- Lack of self-confidence
- Lack of self-esteem

Poll:

To what extent is the virtue of humility exhibited in our culture?

How important is humility to effective leadership?

humility

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hu·mil-i-ty | \ hyü-'mi-lə-tē

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**1. How we relate to ourselves
through realistic and
honest self-appraisal.**

**2. How we relate to others
through transparency.**

Why Humility?

- In times of transition and crisis (“Level-5” Leadership)
- As an expression of self-confidence

**"I don't know..., but
let's figure this
out."**

**"Tell me what
you think/feel."**

**"I would like to
learn more"**

**"Help me to
understand"**

**"How can I
help you?"**

**"I was wrong
about that."**

**"Let's work on
this together"**

**"I would like to
give credit
to..."**

The Language of the Humble Leader

Characteristics of Humble Leaders:

1. Self-awareness
2. Acknowledged dependence on others
3. Exhibit other virtues (honesty, courage, perseverance, etc.)
4. “Beginner’s Mind” (*shōshin*)



Listen

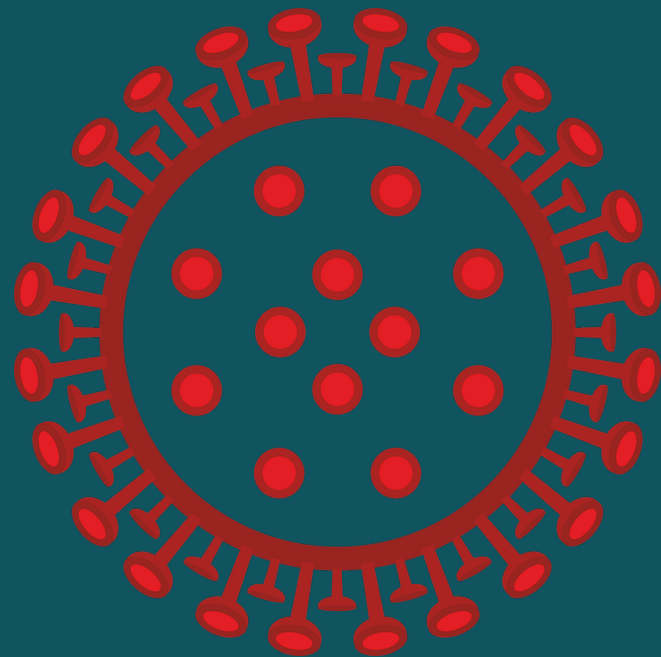
Beginner's Mind

Learn

Love



Why is Humility Important to Crisis Leadership?



How Does One Develop Humility as a Leader?

- 4 Practices -

ONE

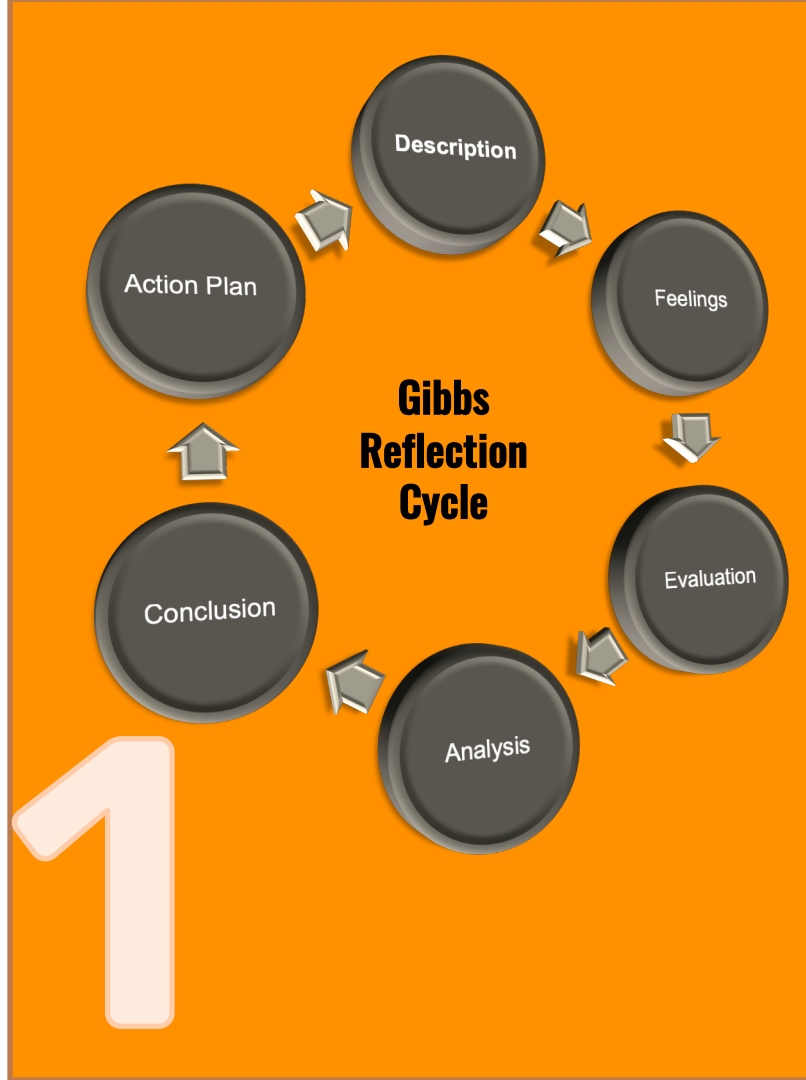
The Practice of Self-Reflection

-Time

-Place

-Process (deliberate learning)

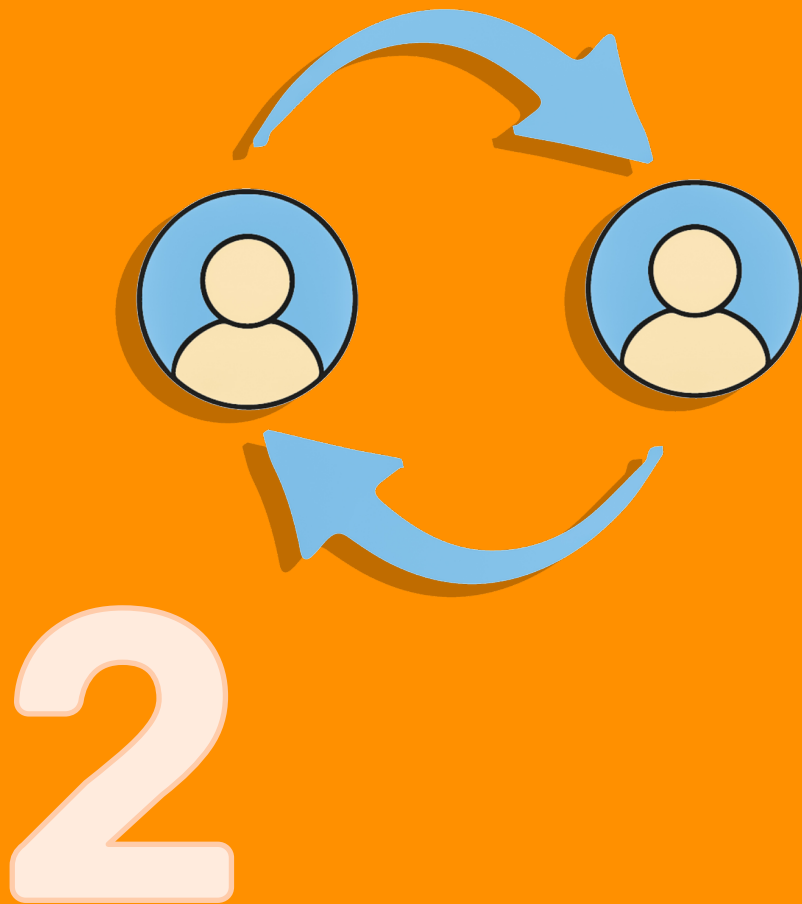
-Resources



TWO

The Practice of Asking for Feedback

- Make it a habit
- Make it specific
- Make it easy to give



THREE

The Practice of Empathy

- Feeling into another's experience
- Listen to understand (active)
- Empathy is about the quality of attention we give to others.



3



FOUR

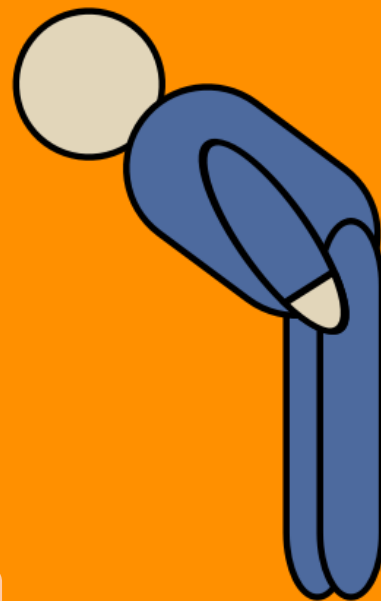
The Practice of Gratitude

-Say “thank you”—privately and publicly

-“Look out the window and not in the mirror”



4



4 Practices

1. The Practice of Self-Reflection
2. The Practice of Asking for Feedback
3. The Practice of Empathy
4. The Practice of Gratitude

Poll:

Which one of these practices will you focus on next week?



Aristotle, *Nichomachean Ethics*, Terrance Irwin, trans. Hackett Publishing Company, Inc. 2019.

Jim Collins, *Good to Great*. HarperCollins, 2001.

Anders Ericsson and Robert Pool. *Peak, Secrets from the New Science of Expertise*. Houghton Mifflin Harcourt Publishing, 2016.

N. Karl Haden and Rob Jenkins, *9 Virtues of Exceptional Leaders*. Deeds, 2015.

N. Karl Haden and Rob Jenkins, *31 Days with the Virtues*. Deeds, 2020.

Daniel H. Pink, *Drive: The Surprising Truth About What Motivates Us*. Penguin Random House, 2009.

Shunryu Suzuki, *Zen Mind, Beginner's Mind*. Shambhala Publications, 2006.

Humility Self-Assessment:

<https://aalgroup.egnyte.com/dl/BimbcizUzH>

A Few Resources



What is Next for EXPLO Elevate and AAL?



Mini-Course on *The 9 Virtues of Exceptional Leaders*

Session 1:
Hope: Exciting Others about the Future
October 6

Session 2:
***Perseverance: Putting Failure
into Perspective***
October 13

Session 3:
Charity: Authentic Leadership
October 20

+ Office Hours





Q&A

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