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| Filippo Cossalter | So good afternoon and welcome everyone. My name is Filippo Cossalter. I’m head of Legal for the Pharmaceutical Group of Johnson & Johnson and in my capacity as President of the Board of ACC Middle East, I’m really delighted to host you today in our workshop. So first of all, I really trust that everybody’s safe. It is not a secret that the last few months have been quite turbulent and under so many different perspectives. Professionally-wise, we have seen our corporate counsels in the front line guiding their respective organization navigate within the new uncertainty and this is why I wish to thank BCLP because this seminar really arrives at the right time. So after the first wave has passed is really the right moment to start reflecting on the legacy that was left and in particularly in understanding which are the new set of skills that we need to develop in order to cope with this new environment. ACC in particular is very much focused in helping our members in the findings how this new normal would look like and particularly today we are here discussing a very critical topic which is how to lead with confidence in the face of uncertainty.  So before leaving the floor to our distinguished panellists, let me outline for you the program for today. So first of all, following a short introduction, our panellists will share their insights for about 45 minutes. This will be followed by a Q&A session, so please do submit questions any time using the chat icon in the webinar and our team will endeavor to address as many questions as possible by the end of the session.  Finally, I would like to acknowledge the moderator for today workshop. She is Hazel Shakur Quinn, a Real Estate Partner with BCLP here in the Middle East. She’s also one of the founding members of BCLP’s Global Inclusion and Diversity Board. I personally would like to thank Hazel because she has really been the engine behind today’s session and Hazel, I would like to now hand over to you to introduce our panellists. |
| Hazel Shakur Quinn | Filippo, thank you so much for that kind introduction. Good morning, good afternoon and good evening to all of our audience, a very warm welcome from BCLP. I have had the privilege of knowing many of the panellists for quite a long time, and when they all agreed to participate in this session today, I was absolutely over the moon and that is the biggest understatement of 2020. So I’m not gonna waste any more time. I’m gonna introduce our panellists and your experts for today.  Kiran Scarr. Kiran is a qualified lawyer, an accredited executive coach. She transformed from a private practice lawyer to multi-award winning C-suite leader. Kiran spent five years as the general counsel of DMCC, a global leading Freezone and during her time at DMCC, she was twice named Middle East General Counsel of the Year.  Joanna Addison. Joanna is currently the head of Legal at Shell in Qatar. She is also a member of the wider Shell Integrated Gas Legal Leadership Team. Joanna champions the Shell Senior Women’s Mentoring Circle, and she participates in Shell’s Diversity and Inclusion Program. During her career – and this is where I can call you Jo – I’ve known you for a long time. Jo was a partner at an international law firm where she headed up Middle East Oil & Gas Practice.  Veta Richardson has been President and CEO of the Association of Corporate Counsel for almost 10 years. She has successfully led the ACC’s growth to 85 nations with a membership of more than 45,000 in-house counsel including many of you participating today. Prior to joining the ACC, Veta was the Executive Director of the Minority Corporate Counsel Association, and Veta started her career as in-house counsel for an energy company.  Last, but by no means least, the Honourable Colleen O’Toole. Colleen was elected to the Eleventh District Court of Appeals in Ohio in 2004 where she served through to 2010. She was again elected in 2012 serving until 2019. In the last 18 months, Colleen was appointed to assist the Abu Dhabi Judicial Department in developing best practice in the legal commercial court by helping the court to modernise and improve their procedures and processes.  In today’s session, we’re really gonna be looking at practical guidance on how to communicate about yourself to others in a virtual setting. We’ll be showing top tips for how you can lead meetings in a collaborative and impactful manner, and I will be asking each of our panellists for their super competencies, competencies that really transformed the way that they lead and communicate with their teams.  But audience let me check in with you. Let me take your temperature on how you’re feeling. How do you feel about participating in virtual meetings? Onscreen, you’ll see a question, and I’d love you to choose just one of the answers. How do you feel about participating in virtual meetings? “Great. I’m awesome at communicating on virtual platforms.” “OK, but I wish I had more competence in how I communicate.” “Or do you feel uncomfortable? You try and avoid virtual meetings at all costs.”  I’ll give you a couple of seconds on that and it gives me a sneaky moment to say thank you so much to Tam Devereux at ACC Middle East for all her hard efforts behind the scenes including this poll. Tam, when you’re ready, would you mind closing the poll and unrevealing how our audience feels? Oh, we’ve got a real mix there. OK, we’ve got 40% of our audience saying they’re awesome at communicating on virtual platforms. I want that segment to be sending me questions that I can put to our panellists. This is gonna be great! Really interesting. So the majority feel OK at handling meetings, but like many of us, want to really improve how to communicate. Thank you, and nobody is uncomfortable. OK. I won’t try and make anyone feel uncomfortable.  Thank you, Tam. Let’s take that, those results down. Thank you very much and let’s have all our panellists onscreen. So, audience, Covid-19 has really accelerated us in a very unplanned way where we are now operating and conducting meetings virtually 100%. Panellists, how can we best communicate about ourselves to others in a virtual setting? I wonder – Colleen, may I come to you first on that question? |
| Honourable Colleen O’Toole | Thank you very much Hazel, and I very much wanted to thank all of my fellow panellists and welcome everybody that’s on the webinar. I hope we meet your expectations in this presentation and some of the things about communicating in webinars is that we’re going – we normally communicate in a three dimensional sphere, now we’re in a two dimensional sphere and most of the studies demonstrate that about 55% of communication is visual, 38% percent is vocal, and only 7% is in word. So, the fact that we’re talking, if we can’t see your or you’re on the call but you’re not on the video, you lose a whole element of necessary communication. The fact of being in the comfort of your nice happy home, and that’s why I was not surprising that people did not feel uncomfortable in their poll, was ‘hey, how hard could it be, I’m sitting, I’m sitting in my living room or my home office and they really kind of thrown the, I guess the rigidity of being in a conference room away, because at any point somebody could walk in or your cat can jump on your screen or a million things can happen; that is opportunity to communicate in more ways than one. How you have your background set up is really important, especially if folks have not met you before or not had the opportunity to work with you before, they’re dying to know who you are and what you are, and I always try to think of it as if I am on a news cast, when I am watching the evening news, the first thing I do is look at what’s behind the person. It was one thing when you saw the same thing, if you’re in a studio many have the same professional background like Hazel has with her Bryan Cave background which is beautiful and blue, I might add; but most of us don’t have that and I’d like to look at what kind of person the newscaster is, what do they have in their background? Do they have pictures of their kids? Do they have a pillow with their office branding on it? It really lets people kind of into your home. So those I think are the real necessary things, that and course the obvious right, make sure you’re on mute, make sure you don’t have technical glitches, and those basic items; but that’s kind of I think what I would pretty much the top of the list, thank you. |
| Hazel Shakur Quinn | Thank you Colleen. So the 3D visual booklets available. Veta you spent an incredible amount of time on virtual meetings and across the globe, and I think you don’t mind jumping on this, give me your insight and how we can communicate a better self to others in virtual settings? |
| Veta Richardson | You know, I found because by large, I am coming into someone else’s home, it tends to make me as a leader focus more on the person than ever before when we were in a more traditional workspace, and I particularly enjoyed a more relaxed environment. There’s a levity to when someone’s cat jumps up unexpectedly, and it causes all of us to pause, and just smile. So I think that it enables as a leader for you to demonstrate more of who you are and also be more accepting of the person or people that are participating on the call. So I tend to be very very permissive in terms of like what I think is my personal range of what’s acceptable because also I am in my home, I also feel a lot more comfort in terms of what might go right or what might go wrong, so I found that I enjoy the meetings when they are a lot less rigid. |
| Hazel Shakur Quinn | [*Laughs*] And Kiran if we focus on the unspoken word, how can we maximise that leverage that in virtual scenario? I know that you’ve done a huge amount of research on that. |
| Kiran Scarr | Yeah, I just want to say welcome everyone, I’m just absolutely delighted to be here and I was fascinated about what Colleen was saying about, is it seriously just about 7% is verbal and the other 93% is nonverbal. I mean that’s a staggering statistic and when you think about that, what are we talking about when we’re talking about nonverbal and we’re talking about body language, we’re talking about facial expressions, we’re talking about if you just speculate, I just speculate a lot. . It has so much meaning, the non-variable signals have so much meaning and if you don’t have your video and your camera on you’re losing so much. So that was a very powerful message Colleen so thank you. When I think about unspoken words, I think about emotional intelligence. I also as a lawyer, I talk a lot about emotional intelligence because I think as lawyers we’ve actually put emotional intelligence on mute, we all have it. Right, we all know how to relate on emotional intelligence, but for some reason as lawyers we ignore, and that’s often because of the environment, the environment tends to equate command of control, quite aggressive, quite authoritative, so that we may have the answers. So when we think about unspoken word, we actually think about, I’ve done a lot of reading and Daniel Goleman is in authority in emotional intelligence and he breaks it into four quadrants. What he talks about is that emotional intelligence starts with self-awareness. So actually being aware of your emotions and how you’re perceived by other people. So when you’re in a virtual meeting think about that. How am I being perceived? How aware am I of my behavior? Am I behaving well? Am I behaving badly? Am I talking too much? Am I not talking enough? And he also talks about self-management, so once you have that self-awareness, what you do about it? It’s one thing having the awareness, but what you actually do and that’s about how you influence, how you overcome your natural reactions and negative impulses. I remember the leader when I was leading a few people at DMCC, it struck me on this that in the context of unspoken words, what my team actually needed was consistency from me. They don’t need answers, they didn’t need solutions, actually we needed my behavior to be consistent and that’s what self-management is. There’s two other quadrants, Daniel Goleman talks about social awareness and social management. In a nutshell, that is actually knowing what your behavior is, actually taking steps to change your behavior and adapt your behavior so it’s actually received in a way, not that you’re controlling meetings, or controlling outcomes; but actually you’re influencing people, you’re coming across trustworthy and creditable. If you take all of those elements together, what you realize is that if you think about yourself in a virtual meeting, particularly if it’s on that you’re leading, you’re like a conductor, you’re conducting an orchestra. A new rule is to actually let everyone else perform and you bring them in and you lead them on. You get them to think, you get them to speak, you encourage them; and essentially you give them the platform to perform. I think that’s the power of the unspoken word. |
| Hazel Shakur Quinn | Kiran just picking up on that. Many of us go into these virtual meetings, we do them, how can we get that feedback? Because, unless you record yourself or you’re rehearsing, what’s the best way to become emotionally aware of that ourselves? Just quickly if you have any tips. |
| Kiran Scarr | Yeah, I think what you’re asking me is how do you respond rather than react. What’s that about is we’ve all got reptilian brain. We’ve all got a part in the back of out brain and I know there’s some Latin term, I can’t remember it. It’s basically, it’s your favorite flight mechanism. So if you’re feeling nervous, or there’s tension , or ­­a discussion that getting heated, or if you , or if it’s someone that you just don’t like and they kind of just gets on your nerves, your reptilian brain kicks in. It’s a natural default reaction come into play, and what this is about, it’s about causing a reptile. It’s just taking that moment to basically observe the situation and almost, initially , you go through the quadrants of self-awareness, self-management and social awareness quite deliberately and consciously; but overtime, you actually its gets into your subconscious it becomes a sub-conscious and non-conscious competence. You find yourself being in a place where you can actually breathe, think, and then just respond, as opposed to just attacking, acquiescing as we tend to do. |
| Hazel Shakur Quinn | Thanks Kiran that makes a lot of sense. So, conducting meetings, how do we prepare for them and lead from those meetings to they are effective and Jo you sit on some of Shells leadership boards and you also manage a legal team. Can you share some of your top tips for preparing for meetings and throw in some key dos and don’ts? |
| Joanna Addison | Thanks so much Hazel, but before I do that, Colleen I completely failed your first test in terms of virtual meetings. Unconscious I have the most boring background behind me, I don’t know if I’d say something about me or not. I’m also coming because I keep touching my face, and in COVID I’m just really aware of that. So, dos and don’ts of running virtual meetings. I think a lot of them are the same as any meeting to be honest. So having a defined agenda circulated in advance really helps everyone focus on particular issues and know what the meeting is about, don’t go off track. I think in particular it’s required for someone during the meeting. I would put that in the agenda; speak to someone about it before hand. I think slides are quite controversial anyway, some people love slides, some people hate them. I think they become a bit more controversial in a virtual meeting because if you don’t get it right, I think it can lead to a lot of people switching off. So if you just got slides with words and words and words, hundreds of bullet points, your virtual meeting is going to be dominated by people just reading the slides or multitasking behind the scenes. So I think it is good to keep people focused, but I think the key messages have to be delivered with energy and enthusiasm. Don’t leave it to the slides. As Kiran was saying, I love that image of the conductor. Someone needs to lead and I think making sure you politely bring people back on to the subject in hand and making sure everyone has a chance to speak. At the very end I would say make sure that the required actions are clearly stated and that there is someone assigned with whatever task is needed and a follow up email often helps with that too. |
| Hazel Shakur Quinn | Colleen, because I know that you’re very organized in how you deal with finishing off meetings and follow ups during your time as a judge, I’m sure that was very important. Do you have any brief insights to share with us that’s really important in the follow up? |
| Honourable Colleen O’Toole | Yeah, in order to run a meeting and to actually get results for your next meeting so you’re not redoing the prior meeting, I always summarise a group of takeaways, and of course specific assignments. I always go into a meeting with an agenda, everybody has the agenda. When I am orchestrating a meeting even if there are a lot of people in the meeting, I make sure that I touch each one of them in some way. When I have my meetings as well, everybody knows that they could get a question, even if it’s a random question. So they’re kind of paying attention hopefully. But yeah the big piece is to [*simultaneous speaking*] [*laughs*] – after you have done that, shame on them, right? [*laughter*] Then you just send out a follow-up agenda, right? So this is what we’re gonna do next time. Here’s the dates, you know. I usually put in “By agreement during the meeting, when can you have that finished for me?” “Is that gonna give you enough time?” because people are real nervous about, you know, saying too short of a time or too long of a time, especially if they are, you know, you’re running the meeting, or if you are, you know, they work for you or you’re the lead team member. So those are just kind of things that I do. |
| Hazel Shakur Quinn | Thank you, Colleen. And I had a quick look just at the composition of our audience, so we’ve got a real mix, we’ve tended to go on the more senior side, we’ve got a lot of team leaders, but we also have junior members participating. One of the things that’s often asked is “How can team leaders actively encourage all members of their team to participate?” For the large amount of people at the beginning who said that they were awesome at meetings, do your juniors think the same? [*quiet laughter*]  Kiran, you have got mountains of research on this. I’d love you to share your insights with the audience. |
| Kiran Scarr | Yeah, it’s such a common problem, isn’t it? Particularly now, you know, we’re in this new generation of millennials who, we’re now seeing trends, we’re seeing trends of shadow boards, and we need to really get that diversity of opinion and thinking in the room and at the right time, and I’ve actually, you know what I’ve really enjoyed about this period has been, you know, an ability to actually create some space and thinking for actually reading, and I’ve been doing a lot of reading on Nancy Kline. I don’t know if anyone’s heard of her. She’s the author of *Time to Think*. And she has created this concept of thinking environments or thinking teams. And what that’s about, it’s about how do you create that equality and diversity of thinking, and I think there’s practical ways you can do that, you can achieve that equality and really involve your junior members just through some simple rules of engagement in your virtual teams.  And I think the first key message I have for my sort of leadership experience is, you make sure you’ve got the right people in the room in the first place, make sure you invite the right people. I mean, how many of us have been time and again invited to strategy meetings, team meetings, you get there, you get online, and the key people are just not there, the people that actually have the information, if you’re actually close to that kind of operational level, they’re not even invited. You now think, so much of that, so many opinions, so much vital information, you’re thinking in that room is going to could be incomplete, if you don’t have those people there. So make sure you invite the right people.  The second thing is when you do invite the right people, make sure they understand how important it is that they speak at those meetings. And I often use this as a tactic and, if I’ve invited somebody who, because of their politics or because of the hierarchy, other people don’t expect them to be there, I have a quiet word with them beforehand, and I actually say to them, “I’ve invited you because your opinion is important; I want to hear you speak today; you are important.” |
| Hazel Shakur Quinn | Kiran, is that important for more junior members of the team to be given permission and encouragement to speak? |
| Kiran Scarr | Yes, Hazel . I think it’s very important because, because of politics, because of the hierarchy that we all, we all condone, and we all know it, right? We’re all familiar with the politics, and we all know how to navigate it, but, when you’re in a situation where you’re given an opportunity to change the dynamics, you need to make sure that people understand that there’s new rules of engagement at play. So you say that to the junior member, but you also say it to the room. You introduce the person and you make it clear to that room that you’ve invited them for a reason, so you’re making a point about the importance of diversity and the quality of thinking.  I’m a huge fan of the rules of engagement, OK, so I do have a reputation for being quite, quite, quite dictatorial when it comes to meeting. I would say there are some simple rules. I would always use a Do Not Interrupt Rule. So that is actually making it clear to the room that I just don’t expect people to interrupt each other. If somebody is speaking, let them speak. Even if they’re not, even if they’re pausing. Pausing doesn’t mean you can rush in with your comment. Wait, wait for the pause to finish. Make sure they’re finished before you speak. And that’s a rule that usually I actually use right at the beginning.  I also use the Ti Amo rule. So what that is, is “Thank you and move on.” And what that’s about is, and there’s five of us on this call, and you do simple math, so that means each of us should be speaking for about roughly 20 minutes, and, no sorry, for 20 percent of the time. And, if one of us, and I am aware that I’m probably getting close to my 20 sorry [*laughs*], but if somebody’s speaking for more than 20 percent of the time they’re probably speaking a bit too much, I probably may be taking that time from someone else. So I also explain to people, Remember, you know, everyone’s here. Create equality junior, mid-level, senior, whatever level, everyone has equal time to share their thinking, and that’s creating that equality and diversity. |
| Hazel Shakur Quinn | Thank you, Ti Amo Kiran [*laughs*]. I want to pause and, when everyone registered to join us on this session, you have the option to submit questions. I’m just linking in with what we’ve just discussed. We have a fantastic question from a male audience member and this question I’ve heard in various different guises, and this gentleman is relatively senior in his career and it’s completely on point, so forgive me audience for looking down but I want to read the question word-for-word as it’s come in. “What is the most important and impactful step that an in-house lawyer can take today to help nurture and grow and grow the careers of women as in-house leaders in law departments?” So “What is the most important and impactful step that an in-house lawyer can take today to help nurture and grow the careers of women as in-house lawyers in law departments?”  Jo, can I come to you on that one? I know you’ve done a lot in this space, I’d love to hear your insights. Thank you for that question. It was fantastic. |
| Joanna Addison | Yeah, it’s really obvious in some ways but I think the key to assisting anyone is to recognise them as individuals and get to know your team on that individual level, but I do think that for junior women there are also certain considerations that we have to be aware of. So when you look at research it shows that young females tend to suffer more from Imposter Syndrome and be less confident in an answer, more often need some reassurance or some certainty, they’re worried about perfection. And I think sometimes that can be mistaken for a lack of talent, or a lack of knowledge or ability. I also think that younger women tend to be more cautious about speaking up, and sometimes take a backseat in discussions if others are speaking over them. And so I think leaders need to really encourage women, make sure they have a voice, give them opportunities to speak in meetings, provide that positive feedback to help nurture that confidence, and then recognise the areas where women are less confident and find ways to boost it.  I had one mentee who never spoke up at meetings. She hated giving presentations. She would spend days and days preparing just on one slide, and that was, not because she couldn’t do it, she was brilliant, but she was nervous about making a mistake, or not being perfect, or not knowing the answer. And for a while she wasn’t in my direct team but I mentored her. For a while she had been sidelined, because her direct supervisor thought that she wasn’t any good. And so, I tried to just take her out of her comfort zone a little bit. And so I met with her one-on-one once a month for about 30 minutes, and at each session I’d give her a topic on which she had to present to me. So I’d give her 15 minutes to prepare, and then I just made her talk. And the first time she did it, she was a mess, she just didn’t know how to start talking, to start speaking. And after a while she just became more and more confident at discussing ideas. She would speak up in meetings, and that small step changed people’s perceptions of her.  The other thing that I think leaders need to be cognizant of is their own unconscious bias, and I think again that’s true of any leader in any situation, whether that is unconsciously giving better work to someone, or less obvious things like topics of conversation in team meetings that could preclude certain people. I think it is more difficult in certain sectors where the majority of leaders remain men, and they may unconsciously favour other men, not in terms of favouring them for particular job opportunities, but I’ve seen this quite a lot that they ask X person rather than Y to fill in for them at a leadership team meeting because they just naturally gravitate towards that person or they ask that that particular person to present to more senior leaders. And every time you’re doing that, you’re actually precluding the other person from having that experience, from growing.  So I think those two things, being aware that there are certain attributes, and being, you know, unconscious of your own unconscious bias. |
| Hazel Shakur Quinn | Thank you, Jo. Thank you very much for that. Colleen? |
| Honorable Colleen O’Toole | Well I really think it’s depending on who you are and how you can assist. I don’t think there’s a one-size-fits-all assistance mechanism. So if you are a, if the organisation especially at the top-level is primarily male, senior males should absolutely almost sponsor, if you will, a younger junior female member. Many times that brings acceptance into the tribe. I mean, to your point, Jo, about unconscious bias, I mean, and in the judiciary we do a lot of work around bias, for obvious reasons, right? We’re judges, we’re trying to balance and be fair. And so, what the studies have shown is there is bias regardless of who you are. So men will, white men will almost always gravitate toward white men; African American women will almost always gravitate toward African American women, because we are tribal, it’s innate in our DNA from days gone by when it was necessary for us to understand what was safe, so it’s like almost a gut-emotional reaction. So if you have a room full of, you know, predominately males and you’re bringing in a female, senior male should probably take it upon him to sponsor that person somewhat, or if they, you know, you get him to say a comment, always follow up with that comment, right? “Great, great answer, Susan, that was fabulous.” So, then once you have enough women in the room to where you actually have, you know, I would say at least 20 or 30 percent, then they actually have a better chance if they almost team together. So similar thing, the senior woman would sponsor the junior woman, or if you can also get a male to sponsor the junior woman within the meeting with the dynamic to elevate their profile. And also, especially with women, if you don’t have that, and it’s, there’s still a majority of, it doesn’t matter if it’s men, all men, all women, you know, a white male would face the same problem in a room full of women, so, because I’m using this dynamic, it’s only because it’s the most frequent dynamic that we experience, I think, when we’re coming up through the ranks. But so if you have another woman there and you see that woman make a question then that, the next thing that a woman in the room needs to do is say, “Hey, Jo, that was a great, great idea, great thought, I love it. How about this?” And you guys, you just tag-team within your group or your dynamic. And you can do that throughout the firm or throughout any organisation for that matter. And what’ll happen is eventually you’ll get parity within your organizational structures. |
| Hazel Shakur Quinn | Thank you, Colleen. So I think it’s fair to say we recognize that men and women communicate differently first up, but also in the work context. Looking at the positives, what can men learn from women and vice-versa, what can women learn from men in terms of communication and collaboration in the workplace? Uh, Kiran, you’re smiling and I know you’re bursting with thoughts to share. |
| Kiran Scarr | I’m smiling, Hazel, because I’ve been married 22 years and I can tell you, you can learn a lot [*laughter*] from men. [*laughter*] It is baffling.  So, and, so what can men learn from women and what can women learn from men about communication and collaboration? So, and there was a really interesting article in, I think it was by McKenzie the end of last year. And it actually, it was an article about the benefit of women leadership programs, not only to the individual women, but also to the organisations who could learn lessons coming out of that program. And what it actually looked at, is it looked at the leadership behaviors highly applicable to global challenges. So what that means is essentially what leadership behaviors are required in order to lead through constant change, which is essentially what we are experiencing now in the 21st century, the pace of change, the type of change, social, political, economic, regulatory, it’s just change, change, change.  And they identify that there are nine key behavioral traits, and what they found was two of those nine, which were command and control, and authoritative decision-making, and mainly apply to men, so what that says is that women can learn from that, that men tend to command and control and use authoritative decision-making as a tool. And then it finds that two elements both men and women use equally and that was actually interestingly enough, communication, and it was also intellectual stimulation. So, men and women just generally both applying that, but was really interesting was that the other five elements, so these are the elements are required to lead through change, so lead future global challenges. Five of them, just women, right? Women mainly have them. I mean, these are things like role modeling, participative decision-making, so that’s your collaborative decision-making, bringing people in, seeking input, even consensus decision-making. People development – vital, people development is a huge one. Role modeling, positive role-modeling. And managing expectations. So having those difficult conversations. So what we’re seeing here is that, it’s not a gender issue, OK. I don’t think this is a gender issue. What this is actually is about skill-sets. What skill-sets are required for us now to meet organisations, their change, ’cause we’re lawyers, but let’s be honest. In organisations, we’re the ones they look to for business strategy, for actually effecting change, for actually solving problems, right? We’re not just lawyers.  And so one of the leadership skills, and it says out of the nine, seven of the women have, 21st century leadership is actually female leadership. And what does that look like? That is, you don’t compete, you collaborate. You don’t criticise, you encourage. You don’t tell, you ask. You listen, you care, you show empathy, you show emotional intelligence, it’s all this good stuff, right? It’s all this good stuff and that stuff is not necessarily just the domain of women, that is great leadership, that is people development, that is people-led leadership. So the [*simultaneous speaking*] … |
| Hazel Shakur Quinn | Thank you, Kiran. |
| Kiran Scarr | Yeah the lessons of [*simultaneous speaking*] …. |
| Hazel Shakur Quinn | Sorry, I’m gonna because I’m using Ti Amo, you, you taught me well in this 40 minutes. The reason I’ve interrupted, I’m gonna explain myself, I’m getting lots of really valuable questions, I’m looking at my screen from the audience, I really wanna give those breathing space, and just identify, somebody has asked about the reference for rules of engagement. Kiran also mentioned a McKenzie report. After this session, in your in-boxes we will be sending a summary of all the tips and the references shared so you do not, you don’t need to take notes. We will send that to you.  Jo, I really did want to come to you because a few weeks ago, we had a really interesting conversation that point, and I loved the story that you told and the take that you had on that, and I’ve used it at home. So I’d love you to share that, what, what we learn from men and women, if you can share that briefly with us. |
| Joanna Addison | Yeah of course. For me, it’s actually just understanding the differences cause I think men and women do communicate in different ways. And I went on this great women’s leadership course to try and understand different ways of communicating, be more effective in the organization. And there was this wonderful 80’s video. Big shoulder pads. And the lady in the video was explaining that men and women, when they’re talking, they stand very differently. They communicate very differently. So for women, we look at each other in the eyes. We tend to face each other, it’s about trust, we need the eye contact. A man wouldn’t do that, that’s an overt form of aggression. You know, standing there, in someone’s face looking. And they tend to stand more side-by-side. And there was this wonderful dance that she did with a man where she positions herself in front of him, he moves to the side, and they around in a circle.  And I remember coming away from, from that thinking, actually that’s at the point of the organisation, but thinking, “God, it’s no wonder that my son never listens to me, because I’m always there asking him, going “Look at me. Why aren’t you looking at me?” And he just sort of goes into himself. And, I don’t get anywhere. And so I’ve now started going for a walk with him, and, or going for a drive so he’s next to me. And the difference that it’s made in terms of our communication and listening has been amazing, so, so thank you to, to for that. [*laughter*] |
| Hazel Shakur Quinn | Thank you, Jo. My 8-year-old son Maximus is just not gonna know what hit him.  Between the four of you, you have got over a 100 years’ worth of experience in the legal field that you have worked through. Jo, you’re sighing is true, I did the numbers. You’ve worked at Global Financial Crisis, Bear Markets, and you’re now transitioning through unplanned and uncertain times. And, I’d love for each of you just to share the super competencies that you’ve really used to transform the way that you communicate and lead and collaborate with your team. When you do share your responses, I would really like it if you could give us the super competencies that all of us should be using, not just now, but three, six, twelve months’ time, where should we be going? Colleen, if I may come to you? |
| Honorable Colleen O’Toole | Yes, I believe this is a good question, Hazel, ’cause you don’t, I don’t really think of myself in terms of having a super competency, and I felt like taking out my robe with a big “S” on it, throwing it on my back, and saying super competency. |
| Hazel Shakur Quinn | The cape [*laughter*]. |
| Honorable Colleen O’Toole | So I think, when I thought about it, I am a big fan of Brené Brown, who deals with, she’s a social worker, she’s an author, and she deals with the issue of resilience, and vulnerability, and change, and these are super emotions. These are, these are our core to where we operate from. And so, by being resilient, it’s not the same as being persistent. Emotional resilience is about looking at yourself, and then going, it like, every meeting I come out of, I go and I think, alright, what happened in that meeting, you know, regardless of the outcome, whether I, you know, I got my point across and I felt victorious, you know, I got my way, or if I was, like, man, I got slaughtered in there, how come? [*laughs*] So, I always, I always go in and I look and I say, what did I do?, what are my strengths?, what are my weaknesses? And being resilient is about understanding where your vulnerabilities are, and showing up and going back at those vulnerabilities and working through the tough stuff both personally and professionally. But if you get the work done personally, then it really doesn’t matter what happens because you can weather almost any storm.  So, that and overcoming the issue of shame. Women, particularly, operate around the issue of shame. And shame, shame is like kryptonite to resilience, to use more Superman or Superwoman analogies, and so those, that is I think is my competency and I work at it, like, every day. Not a day goes by where I’m not doing that self-analysis. |
| Hazel Shakur Quinn | Thank you, Colleen. Jo? |
| Joanna Addison | I mean, I just, Colleen, I’m just totally with you, that vulnerability, I think, is really important. I think also as leaders, in particular if you do have experience, we have a tendency to be quite opinionated sometimes, think we know everything. And I think for me, particularly with change, it’s about stopping that, well if there’s a mistake, for example, this is what you should have done, this is how I would have done it, and actually going to the heart of why that happened, listening, asking questions, how, why, what, and learning, ’cause I think it goes exactly back to what you were saying, Colleen, about resilience, adaptability, you can’t change, you can’t grow, you can’t move forward unless you’re asking those questions. You need to be open-minded. |
| Hazel Shakur Quinn | Thanks Jo. Kiran? |
| Kiran Scarr | Alright, just it’s lovely to hear this actually ’cause it’s, it’s, I think it’s very consistent messages. I mean, I think for me, probably the game-changer was understanding the difference between fixed-mindset and growth-mindset. And mean I throwing myself into this concept of growth-mindset, which is about seeing yourself really embracing uncertainty, so you know, not fearing change, but actually just open your arms and jumping in it, and so, what we’re in midst at the moment, you can have two, you know, you can have two approaches. You can either just fear it, and regress and shrink, or you can just sit in it, just embrace it, and then that’s when the possibilities start, start, you know, coming your way. It just unleashes possibilities and growth-mindset about, John Kotter talks about this, it’s about a lifetime of learning. So saying that’s probably been the common theme in my sort of leadership career has been I continually learn and grow. I seek information and ma open. I don’t have all the answers, none of us as leaders, none of us have all the answers. It’s a lifetime of learning. This one thing I teach my kids, I don’t actually care, I don’t care what they end up doing as a career, but I always say, “Be kind, be curious, and be brave.” Those three things. Be kind, be curious, and be brave. And I think that’s lessons for all of us, really. |
| Hazel Shakur Quinn | Good advice, ladies, good advice. That brings us to the end of our discussion. Before I head to questions from the audience, let me check back in with you audience, let me put up another quick poll to see how you’re feeling. So based on the insight shared by our expert, do you feel more confident participating in virtual meetings in the future? Quick Yes or No. |
| Honorable Colleen O’Toole | Hazel, Colleen here, I want to hear about your super competency? |
| Hazel Shakur Quinn | Oh Colleen, I’d be here all day. I’ve learnt the Ti Amo rule. Tam would you like to reveal how our audience feels so we could press on with questions? |
| Hazel Shakur Quinn | Amazing! Well I’m really glad you took some insights from what was shared. Tam if we could go back to our panelists’. Folks, all I’ve got a lot of questions here, so brilliant, so get ready. Ok thank you for those questions I’m interested to know the panel’s experience of empowering junior team members by asking them to lead meetings as a way of building their experience and their confidence. Who wants to take that one? |
|  | [*simultaneous speaking*] |
| Honorable Colleen O’Toole | Go ahead Jo. |
| Joanna Addison | No. no go on please. |
| Hazel Shakur Quinn | Don’t be nice, just go come on. [*laughing*] |
| Honorable Colleen O’Toole | I think it’s a great idea. I do it routinely but you have to make sure that you set the person up for success if they never lead a meeting before and so I usually start out especially with my juniors I try to give everybody an agenda item. If there is enough agenda items in the room and so everyone one assigned and this is their agenda item and I let them run that segment. Pretty much that’s what I do |
| Hazel Shakur Quinn | That’s a great point Jo? |
| Joanna Addison | And do In our leadership team meetings we have a lead sponsor for more junior meeting in the team to come and present. And just like you said setting them up for success is key because there are certain things that people will look going forward in terms of the content, *e*] the presentation and so helping them to understand what that is whether for example you need a outcome or it’s just for information whatever it might be your setting it. But it really key to our leadership teams to make sure that they sponsor someone to come in and be present rather than leaders doing it. And then giving them feedback as to how they’ve done and how they can improve or work. |
| Hazel Shakur Quinn | Yes that’s a really a good idea. Next one is a really good question and definitely on point As female lawyers how can we ensure not to be seen as subjective when bringing gender diversity issues to the table? |
| Honorable Colleen O’Toole | I got the last one, go head guys |
|  | [*simultaneous speaking*] [*laughs*] |
| Hazel Shakur Quinn | Kiran, you don’t mind me picking on you do you? |
| Kiran Scarr | You’re picking on me. This is just my personal opinion, there is no right answer here right, it’s just my personal opinion. I think in the past where it has been successful when I’ve was been able to coach in terms of what business success actually delivers so let’s think about what we actually care about as business leaders. We care about impact and we care about sustainability and sustainable business growth and profits. So if you’re able to actually position the argument along the lines of what it does for the business I think it speaks for itself and ceases to be an issue we have to do this and then there’s various ways you can achieve that and there’s a lot of data I mean there’s loads of data available just Google I. I have actually done that for an article I actually Googled it and there’s tonnes. I was shocked on many data that said this has been calculated to be an equivalent of X% age increase in profit, Right, so it’s just your thinking the way of business and actually delivering the message in that way. |
| Hazel Shakur Quinn | Thank you. Colleen, Joe would you like to add anything to that? |
| Joanna Addison | Only to regard to subjectivity there is enough data out there to substantiate in any kind of bias you can possibly want to substantiate. I mean its evidence based practice so if your corporation uses evidence based practices which they obviously do right they are all in business. So the fact that your bringing up a particular maybe not even a deficit but a lack of diversity or any of those things the key is just not make it your only idea, go out and find the evidence and substantiate your position so that way you can present it in a way a format which everyone in the room is used to dealing with right like graphs are nice, numbers are nice. Everybody feels those are safe right. Numbers don’t lie and it’s not just you saying, “why don’t we have any men in the room”? or “why don’t we have any women in the room right”? and that helps you because they have a difficulty and same thing when you meet push back I say hey I understand your position and you could be right who can put together junior team members go find me the evidence I believe ya but you know but we have to have an objective way to measure this so we know that were not entering into another form of bias and going from the frying pan and into the fire. |
| Hazel Shakur Quinn | And yes that is a topic we can dedicate a full session to. I mean I sit on the global and inclusivity and diversity board that something we can looked at very closely, it’s a huge topic. Thank you raising that question. Another question, we got time for one more I think. I like this one, thank you. We all have that one colleague that could be really annoying. Where do we draw the line between ignorance and politely telling him/her that it’s ruining things for everyone in the office? More importantly, how do we disguise that it is our place to do so? I think everybody have experienced that at one point or another in their career so how do you address an issue with somebody, for example we’re talking about virtual meetings that person keeps on going and has been completely oblivious to it. How do we deal with that scenario? |
| Joanna Addison | I think it’s about having a bit of courage to grasp the nettle to be honest but I think it’s also about doing it in a constructive way. One on one, I would never criticise someone in front of other people for example that’s stating the obvious but I have seen that done where people say something, it’s not going to help you’re going to get a passive aggressive reaction so for me it’s about having a word, a quiet word with someone later on explaining to the effects of their behavior not just saying that shouldn’t do that, or that or the how, why what explain how that could make other people feel , explaining how that might actually jeopardize the particular person in their career aspiration because they are they may come in a way that is negative. Putting that positive spin on it in addition to trying to be constructive criticism because otherwise your just going to have negativity. |
| Hazel Shakur Quinn | Hhmm, and just to throw in there, sometimes making it obvious giving an example like when you praise someone else in front of an annoying person they get to hear positive things that person is doing it well and if you have siblings and the mother praised you, it goes into the workplace. am conscious that we are close to the end of our time together today. Once again on behalf of ACC and BCLP I really want to thank Jo, Colleen, Kiran and also Veta. The insights that Veta was going to share we will collate those as well. Thank you audience for spending your time, we appreciate you other choices as to how to spend an hour so thank you leaning into session. And thank you all of your valuable questions that you’ve raised with us. And as I mentioned before please keep an eye in your inboxes because we will be sending a follow up with all the link and tips and the insights that we shared today. When you leave the seminar you will be prompted to fill out a survey Please don’t go, Oh God another survey. We would love it if you can spend just two minutes of your time to complete it. All there is to say is thank you so much for joining us have a great evening, great afternoon and stay safe thank you….**END** |