

**AAPA**



**American Association  
of Port Authorities**

Alliance of the Ports of Canada, the Caribbean, Latin America and the United States

# More Effective Board Decision Making



QUIET  
LEADERSHIP  
INSTITUTE



**McGill**  
UNIVERSITY



**GREEN TEMPLETON COLLEGE** | OXFORD

## + 200 CEO Interviews

- CEO MBA class – 23 CEOs a term
- CEO Radio show for 4 years
- Weekly Columnist for the **NATIONAL POST**
- 8 years did a weekly column of CEO and Leading Business Profs for the **THE GLOBE AND MAIL**

## Three Key Tasks of the Board – up one

- It is the role of the board of directors to hire (and occasionally fire) the CEO
- Assess the overall direction and strategy of the business and provide feedback
- Provide a window into VUCA world (Volatile, Uncertain, Complex and Ambiguous)

# Behavioral Biases

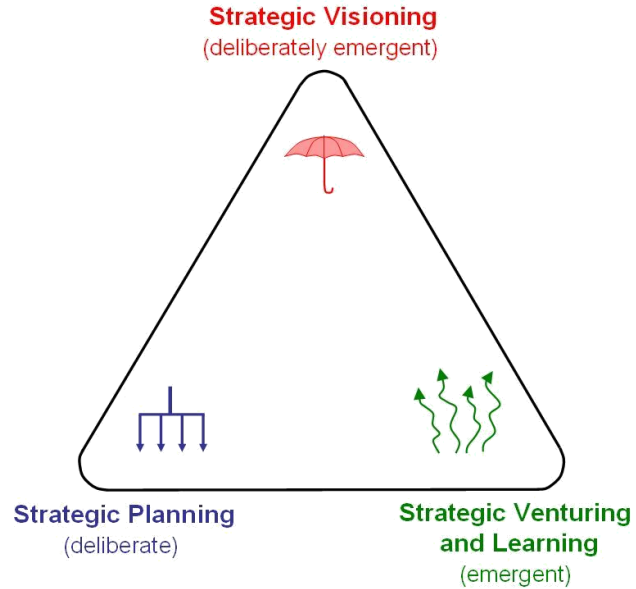
- Confirmation Bias – favoring information that confirms preconceptions rather than the truth.
- Affect Heuristics – placing heavy reliance on intuition or ‘gut feeling’.
- Status Quo Bias – tendency to stick with one’s current situation.
- Anchor Bias – tendency to rely too heavily on a (possibly arbitrary) reference point when estimating a quantity or making a decision.
- Framing Bias – Different ways of presenting the same information evoke different outcomes in people’s decisions (loss vs gain)



# Strategy In Today's World



# Approaches to Strategy Making



Adapted from H. Mintzberg, *Managing*, 2009

# Emerging Models

- Millennial leaders
- Women leaders
- Introverted leaders



Effectively ~~Leading, Managing,~~  
Working  
With Millennials

Karl Moore  
McGill University  
Oxford University



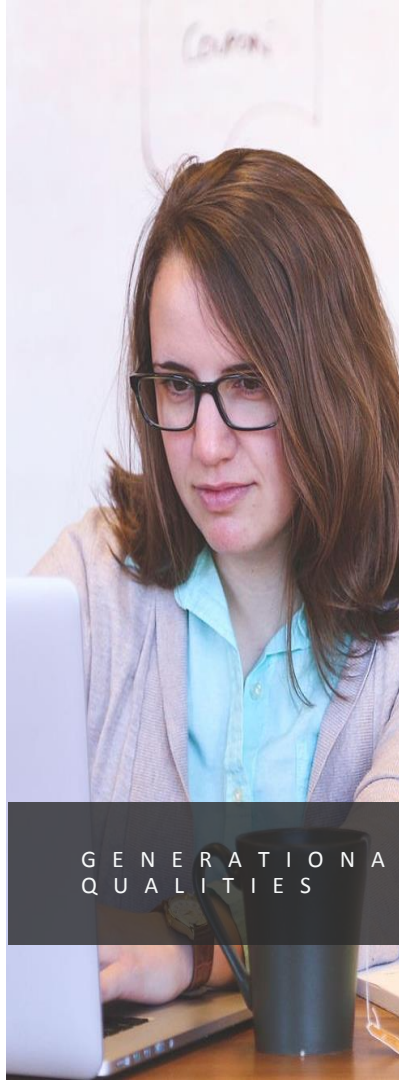
# Research Base

- + 300 interviews with C Suite Executives in North America, Europe and Asia
  
- + 575 interviews with under 35s in the Canada, the U.S., Japan and Europe

Often confused:

Generational  
Qualities  
VS.

Youthfulness



GENERATIONAL  
QUALITIES



YOUTHFULNESS



## The Modern Viewpoint

- People over 45 were taught a Modern Worldview
- Faith in Science to bring us to a bright future
- Relentless Upward Progress
- We can KNOW thanks to the scientific method
- Many modernists believed that by rejecting tradition they could discover radically new ways of making art, architecture, etc..



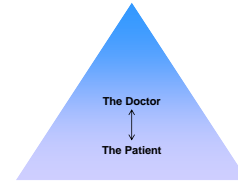
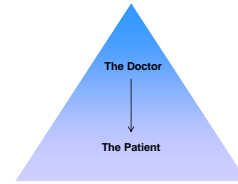
## Some Central Aspects of the Postmodern Worldview

- Less Truth than there use to be, more truth than there use to be – The death of Metanarratives and the rise of micronarratives
- A decline in hierarchy
- From the Individual to Collaboration
- A sense of things beyond science and analysis – Emotions!
- The search for meaning and purpose

All this is amplified by technology, particularly, Social Media

# Postmodern Medicine

- “Doc, I have 3 Theories of what is wrong with me – what do you think?”
- “Have you seen this article?”
- From Quacks to Complimentary Medicine



# Working With Millennials

1. Privileging All Voices - From An Age of Deference to  
An Age of Reference – My story is as good as your story  
*Listen More, Talk Less*

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3. The Importance of Emotions – “Just the Facts”  
*Go With the Flow*





# How to Develop Strategic Advantages in the 21<sup>st</sup> Century

- Innovative strategies and fast adaptation are key
- However, innovative strategies and fast adaptation are unlikely to come from formalized strategic planning processes
- Creative & realizable strategies require;
  - Experimentations and open learning from interim mistakes
  - Energized knowledge workers & middle managers who voluntarily cooperate with one another
  - A favorable climate built through fostering emotional capability

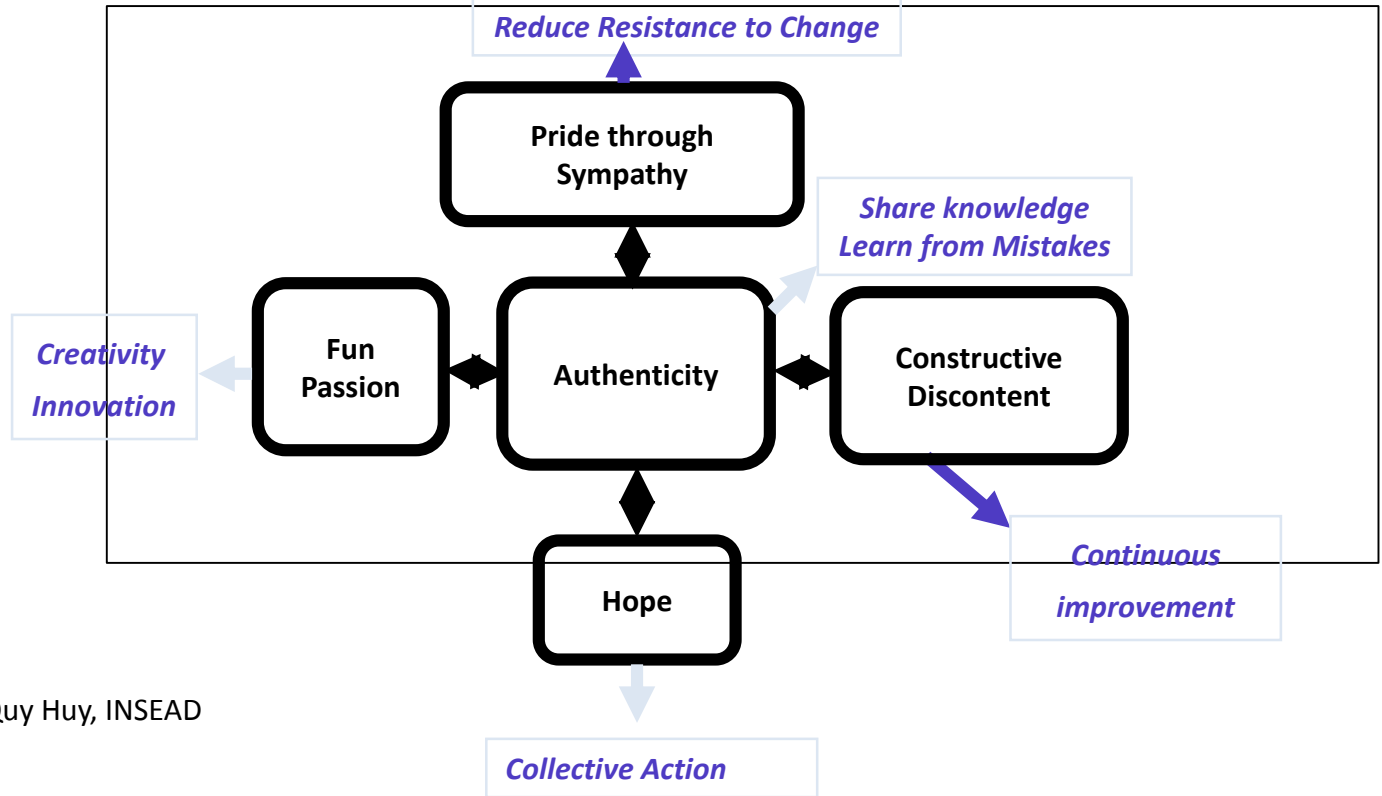
# The Current Situation of Knowledge Workers

	Low ENERGY	High ENERGY
High FOCUS	Disengaged (20%)	Purposeful (10%)
Low FOCUS	Procrastinators (30%)	Distracted (40%)

**How to mobilise *knowledge workers* for creative action?**

Source: Quy Huy, INSEAD

# 5 Emotional Levels of Sustainable Superior Performance – Employees Internal Energy



Source: Quy Huy, INSEAD

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## *6. Mentoring – A Two Way Street*



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# Research Base

- + 300 interviews with C Suite Executives in North America, Europe and Asia

Justin Trudeau, Sir Richard Branson, Alain Bellemare, General Martin Dempsey, Muhammad Yunus, Patrick Pichette, Melanie Joy, Kim St. Pierre, Ken Dryden, Calin Rovinescu, Pierre Beaudoin, Michael Sabia, Moya Greene, Kevin Lynch, Robert Milton, Arthur Porter, Mike Roach, Caryn Lerner, Sheila Fraser, etc..

- + Interviews are about being an introverted leader, strengths and career paths





## The Extrovert Ideal



The omnipresent belief that the ideal self is gregarious, alpha and comfortable in the spotlight



Prefers risk-taking to heed-taking...



...and certainty to doubt



Socializes in groups...



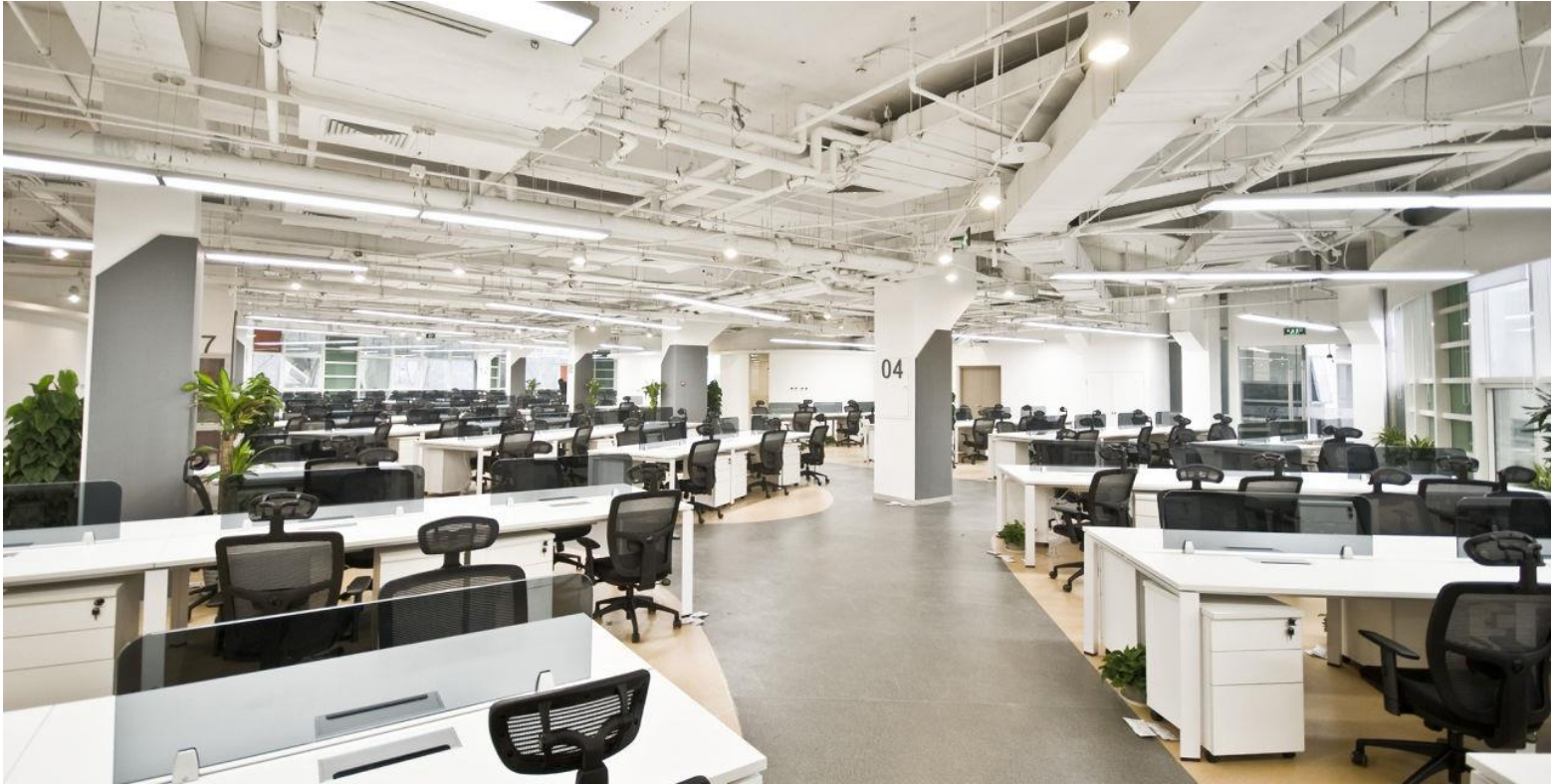
...innovates in teams...

“Design thinkers are, above all, collaborators.”

– Tim Brown, CEO and president of IDEO



...and thrives in the open work space



But it wasn't always like this.





Once we were here...



Culture of Character:  
Citizenship, Honor, Reputation, Morals, Manners, Integrity



...and now this



Culture of Personality:  
Dominant, Forceful, Energetic, Stunning, Attractive, Glowing



# Pre-Industrial Society



# Industrial Revolution



“Shyness could lead to dire outcomes.”



Harvard provost Paul Buck declared in 1940 that Harvard should reject the “sensitive and neurotic” type and the “intellectually overstimulated” in favor of boys of the “healthy extrovert kind.”



Does it matter?



## The numbers say it does



Workers that Self-Identify as Introverts



Talents Not Being fully harvested



Leadership Self-Identify as Extroverts



Not Working at Maximum Potential



## A Short Test

For each of the following dimensions, indicate the extent to which each of the following words describes you, with a 5 indicating “very much so” and a 1 indicating “not at all”:

- assertive,
- talkative,
- bold,
- not reserved,
- energetic.

Now sum up your scores. What’s the total?



# The North and South of Temperament



Introvert/Extrovert tendencies are about 40-50% heritable

The single most important aspect of personality is where we fall on the introvert/extrovert spectrum.

It affects how we work, play, learn, and love.



# Sensitivity to Stimulation



Introverts react more intensely to stimulation than extroverts and are more easily overwhelmed by it. They find high levels of stimulation unrewarding.

# High Reactivity



The footprint of a high or low reactive temperament never disappeared in adulthood

*“Those four-month-old babies grew up into quiet kids”*

- Carl Schwartz



# Common Characteristics

Introverts tend to:

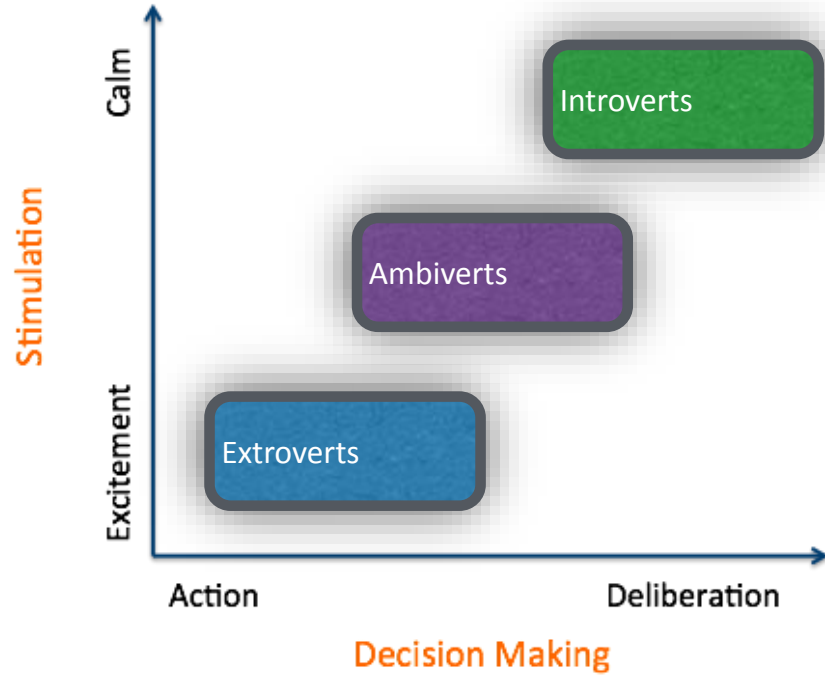
- Like to focus on one project
- Prefer to listen than take stage
- Think before speaking
- Be cautious decision makers
- Recharge in quiet settings
- Prefer to avoid conflict

Extroverts tend to:

- Enjoy multi-tasking
- Seek the spotlight
- Think out loud
- Have a “just do it” approach to risk
- Recharge in social settings
- Be comfortable with conflict

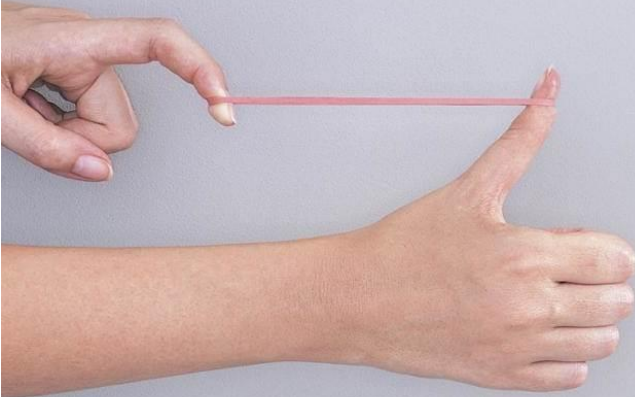


# It's a Spectrum



# Rubber Band Theory

*We are able to stretch ourselves like rubber bands when we want to, acting out of character, but...*



# Snap!



*... if pulled too far, we can snap.*

The trick is to know our limits.



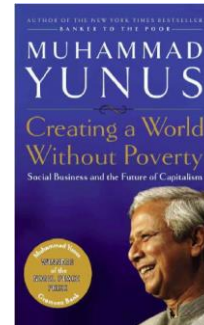
# Lessons From Introverted CEOs

**Q: Are you more of an extrovert or an introvert?**

A: I think I'm an introvert who's learned to be an extrovert. I am so perfectly happy to sit in the corner and read a good book and be on my own, go for a walk in the woods or a long hike, it really deeply satisfies me. Versus the fact that my job is very much being a people-person. And I like people! I like exchanging, but that's when I am "on", I'm doing the work that I need to do. If given the choice, I like a small group of friends around me that I can kick back and relax with.

**Q: But I guess you're an introvert but on the other hand you have such a passion, such an important purpose, you do it because it's the right thing to do.**

A: Yes, I do what I feel strongly about, particularly communicating about what I feel, whenever I'm asked to I do that all the time. I am helping millions of the poorest women and children on earth – how could I not?





# Acting Like an Extrovert

**Lieutenant-General Chris Whitecross, Chief of Military Personnel,  
Canadian Military**

**Q: Do you see yourself as an extrovert?**

A: It depends on what role you're filling at that time. So if I'm at work, whereas if I'm at home or if I'm in my volunteer capacity, what am I? I would put me down as an extrovert but a changed extrovert, because I wasn't like that when I was growing up.

**Q: You were more introverted?**

A: Absolutely. At the beginning, I hated the whole aspect of schmoozing and telling my side and doing that kind of stuff – the social part. But then I realized that's not how it works. So I developed that side of me. But I used to hate it.

**Claude Mongeau, CEO Canadian National Railroad**

A: I have to put on my game face when I leave my floor on de la Gauchetiere. I have to act like an extrovert, because that is the role of the CEO. If you want the job, you got to act the part!



The 5 Click Method



# It Goes Both Ways

**Pino Di Ioia, CEO of BeaverTails**

**Q: What are some of the strengths of introverts as managers and leaders?**

A: As an extrovert, I actually envy the introverts because they would be more expected to reflect on what is being asked of them. Whereas I am pummeled all the time, people expect a fast answer – and that's my style. So I give a fast answer but at the end of the day I wonder about whether I would have said that differently if I had just calmed down.



**Zoe Yujnovich, EVP of Shell**

I have to put on my game face and act like an introvert to be a better leader. As I get more senior I have to listen more and talk less. I know what I know already I want to learn from others. In order to create a better strategy.



# Symbiotic Relationships

We should actively seek out symbiotic introvert/extrovert relationships, in which leadership and other tasks are divided according to people's natural strengths and temperaments.

Prudence  
Perspective  
Humility

“Just do it”  
Optimism  
Enthusiasm

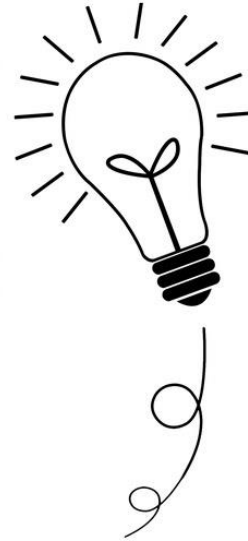


# Team Composition

What is the style composition on your team?

How does that composition impact your dynamics?

What can you do to better leverage everyone's unique strengths?



# How Extroverts Can Work More Effectively with Introverts

- Give introverts time to think – give them silence
- Don't pressure them to be up front. But, if they want to be up front, work with them
- Get their agreement before asking them for ideas in a meeting
- Give them time to commit
- Give them things to read ahead of a meeting
- Meet with introverts one-on-one and in small groups
- And then really listen
- They can be great presenters when they have time
- Don't embarrass them with praise in public
- Give them quiet feedback

# How Introverts Can Work More Effectively with Extroverts

- Given them time and room to “bounce off the wall with ideas”
- Use your strength of listening to listen, but be an active enthusiastic, non-judgmental listener
- Let them be the center of attention in your group from time-to-time (this you don't mind)
- Encourage them to inspire people
- Let them work the room with bigger groups
- Use their excellent networking skills
- Let them take extrovert breaks

Any Questions?

The Decline But Not Death of Hierarchy

<http://www.forbes.com/sites/karlmoore/2011/06/14/the-decline-but-not-fall-of-hierarchy-what-young-people-really-want/#700431e53463>



The Great Power of Connecting Passion With Purpose

<http://www.forbes.com/sites/karlmoore/2015/01/19/the-great-power-of-connecting-passion-with-purpose/#2b3cabe10c8c>

**Karl Moore**  
RETHINKING LEADERSHIP

Five Ways To Give Great Feedback to Millennials

<http://www.forbes.com/sites/karlmoore/2015/08/20/five-ways-to-give-great-feedback-to-millennials/#5803070424b1>

Why Finding Purpose at Work Drives the Economy

<http://www.theglobeandmail.com/report-on-business/careers/leadership-lab/why-finding-purpose-at-work-drives-the-economy/article19693719/>





The  
Economist

My research on Introverted Leaders discussed in *The Economist* in the Schumpeter Column Read it at <http://econ.st/2cuabZd>

<http://www.changeboard.ae/content/5470/putting-on-your-game-face/>



<http://www.theglobeandmail.com/report-on-business/careers/leadership-lab/how-introverts-can-successfully-manage-extroverts/article29070253/>

THE GLOBE AND MAIL

<http://qli.quietrev.com/its-not-about-the-business-cards-karl-moore-interviews-susan-cain/>



# Social Styles

Introverts dislike conversational multitasking and prefer contexts where they can attend to one or two people at a time.



Extroverts are well suited for social multitasking, and hence participation in larger social groups.



# Communication Styles

Introverts tend to think before they speak.



Extroverts tend to process out loud.



# Working Styles

Introverts need quiet, minimally stimulating environments and prefer independent work.



Extroverts can do their best work in more stimulating environments and prefer group work.



# Problem Solving Styles

Introverts excel at insightful problem solving – digesting information thoroughly and staying with problems.

Extroverts are more likely to take a quick

and dirty approach, sometimes trading accuracy for speed but able to handle multitasking and information overload.



# Conflict Management Styles

Introverts tend to be avoid conflict.



Extroverts tend to be “confrontive copers,” at ease with an up-front, even argumentative style of disagreement.



# Recharging Styles

Introverts prefer quiet, alone time or time with close friends/family/intimates.



Extroverts recharge by socializing in larger groups.

