



The Art and Science of Being Human

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This session is eligible for 1 Continuing Education Hour

For these hours to appear on your certificate, you must:

- Scan your badge at the door
- Attend 90% of the session
- Fill out the online evaluation



The Art and Science of Leading Humans

- Humans need and want to be connected and valued
- Everyone has a role to play
- Every encounter matters
- Small things make a big difference
- We're all in this together!



Connecting Performance and Engagement

High performance starts with employee engagement



Organizations with high engagement enjoy:

- ✓ Increased productivity
- ✓ Lower turnover
- ✓ Decreased absenteeism
- ✓ Increased profitability
- ✓ Higher customer satisfaction

Engagement starts with leaders and managers



The State of Engagement Today



36 %

Highly/Actively Engaged

Those who are highly involved in, enthusiastic about and committed to their work and workplace. Emotionally and psychologically connected.



51%

Not Engaged

Those who minimally connected and devote minimal efforts to complete tasks. Psychologically and emotionally unattached to work or company.



13%

Actively Disengaged

Those who have miserable work experiences and spread their unhappiness to their colleagues.

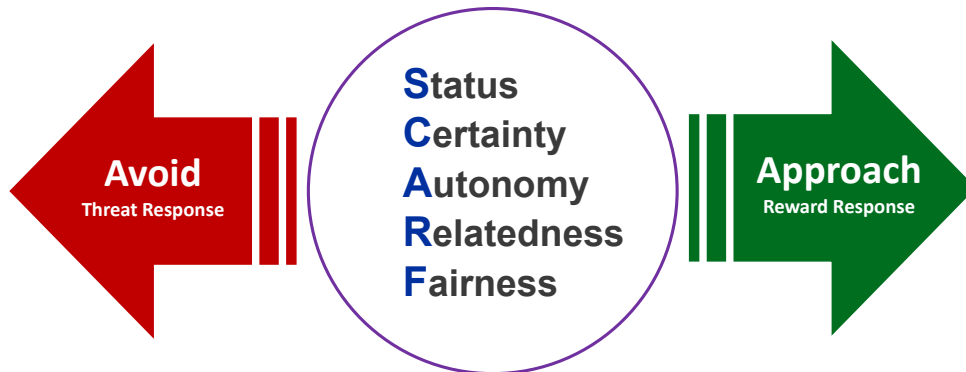


What People Want

Feel heard
Feel seen
Feel valued
Feel understood
Feel connected
Feel successful



The Neuroscience of Human Behavior



Avoid–Approach Response

THREAT (Avoid)

- Perceived **decreases** to **SCARF** cause a **threat** response and we **withdraw** or **disengage** from the situation or person
- **Threats decrease** executive functioning and clear thinking


REWARD (Approach)


- Perceived **increases** to **SCARF** cause a **reward** response and we **move toward** or **engage** with the situation or person
- **Rewards increase** executive functioning and clear thinking



STATUS

All of us need to feel good about where we stand in relation to others

 **Threats/Avoid:** Away response often triggered by feedback, exclusion, lack of empathy, respect, regard.


 **Increasing Status/Reward:**


- Include and solicit input from others
- Acknowledge points made by other person in the conversation
- Remember what they said
- Praise them to others so they can hear



CERTAINTY

All of us need to feel certain about our future

 **Threats/Avoid:** Away response often triggered by ambiguity, organizational change, and lack of information


 **Increasing Certainty/Reward:**


- Clarity of roles and expectations
- Provide clear instructions
- Make clear requests
- Repeat processes and patterns
- Be open to answering questions
- Transparent change management



AUTONOMY

All of us need to feel we have some control and choice

 **Threats/Avoid:** Away response often triggered by micromanagement, overly bureaucratic processes


 **Increasing Autonomy/Reward:**


- Empowered decision-making
- Give employees options
- Self-directed teams
- Self-directed learning



RELATEDNESS

All of us need to have a human connection to others

 **Threats/Avoid:** Sense of being left out or questioning if you fit in, or being "the only one"

 **Increasing Relatedness/Reward:**

- Conversations that create bonding
- Workplace relationship building and communication
- INCLUSION



FAIRNESS

All of us have a need for fair exchanges



Threats/Avoid: Sense of being treated unfairly: “different rules for different people/teams”



Increasing Fairness/Reward:

- Transparency
- Establish clear expectations
- Establish clear ground rules for teams or --have them build their own ground rules
- Be as transparent as possible about the way to get promoted
- Provide the “why”



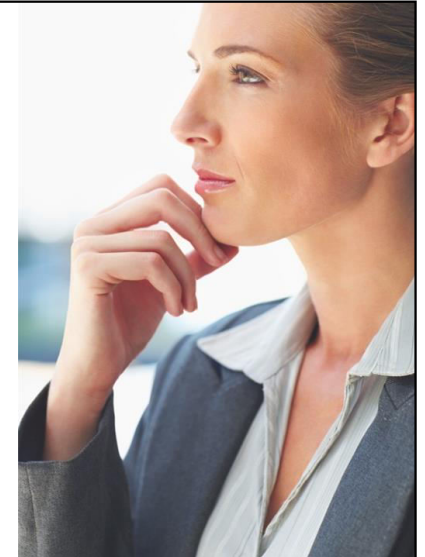
SCARF Reflection

What SCARF Domain is **most** important to you as an individual..

- How does this impact your leadership or collaboration style?

What SCARF Domain is **least** important to you as an individual...

- How does this impact your leadership or collaboration style?
- What can you do more of, less of, differently to enhance this domain?



Create Positive SCARF

- 1 Build psychological safety
- 2 Be a powerful listener
- 3 Cultivate a climate of kindness



Psychological Safety Defined

Psychological safety is a shared belief held by members of a team that it's okay to take risks, to express their ideas and concerns, to speak up with questions, and to admit mistakes — all without fear of negative consequences.



7 Questions to Measure Psychological Safety

- 1) If you make a mistake on this team, it is **not** held against you.
- 2) Members of this team can safely raise problems and tough issues.
- 3) People on this team accept others for being different.
- 4) It is safe to take a risk on this team.
- 5) It is easy to ask other members of this team for help.
- 6) No one on this team would deliberately act in a way that undermines my efforts.
- 7) Working with members of this team, my unique skills and talents are valued and utilized.



Building More Psychological Safety

Model the behavior you want to cultivate

- ✓ Ensure people feel heard
- ✓ Encourage dialogue/invite input
- ✓ Respond productively
- ✓ Embrace diverse perspectives
- ✓ Use the “yes, and”
- ✓ Replace blame with curiosity
- ✓ Admit your own mistakes
- ✓ Seek feedback
- ✓ Speak with goodwill (don't gossip!)



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Be A Powerful Listener

One of the most sincere forms of respect is actually listening to what another has to say.


—Bryant H. McGill



What People Want



Feel heard
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 Feel successful



The Power of Listening

Listening plays an **equal** role in communication—listeners are co-creators


- ✓ Improves relationships
- ✓ Brings clarity and helps avoid conflict
- ✓ People feel heard and respected
- ✓ Develops and demonstrates empathy





Listening Facts

- ✓ 85% of what we learn is through listening.
- ✓ After listening, we immediately recall about 50% of what was said.
- ✓ One hour later, we recall less than 20%.
- ✓ We speak at 125-250 words per minute, but we process at 600-1000 words per minute.
- ✓ 90% of people only listen to respond, not to understand.
- ✓ Listening skills can be learned, but less than 2% of population has had any formal training on listening.



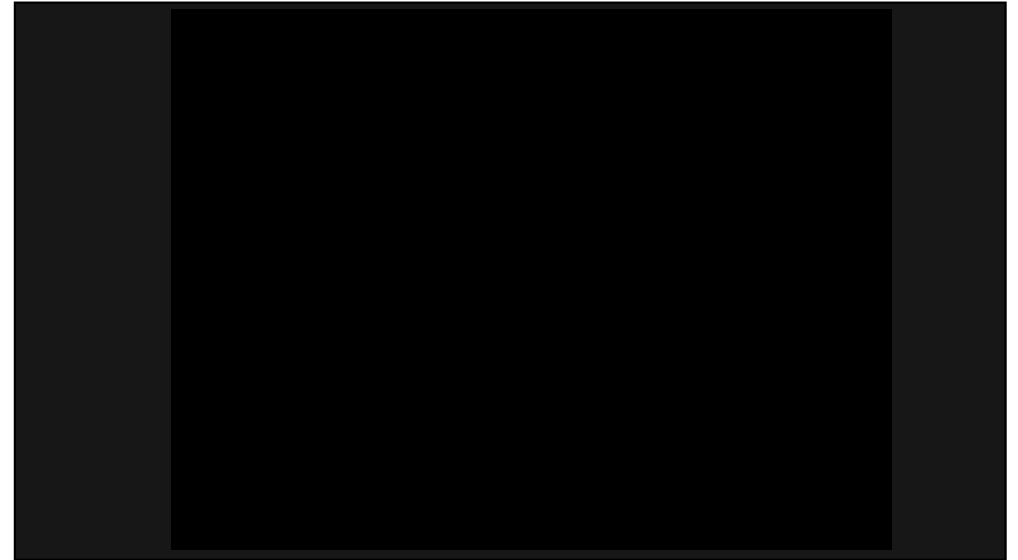
What Powerful Listeners Do...

- More time listening than speaking
- Seeks to understand, not just reply
- Does not dominate or judge
- Asks open-ended questions
- Let others finish their sentences
- Stays present
- Aware of own biases and listening blocks





Does This Seem Familiar?



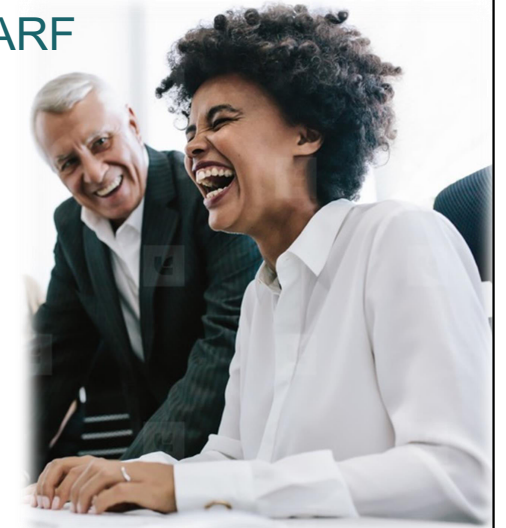
Tips to Stay Present

- Make an active choice to focus
- Remove distractions—close email, etc.
- Breathe
- Look at person, eye contact, body language, etc.
- Take notes
- Ask questions
- Don't interrupt
- Pick up the phone!



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The Case for Kindness

Organizations with robust levels of kindness have **elevated** levels of productivity, efficiency, engagement, collaboration, and retention.



Good for You. Good for Others.

- ✓ Improves well being of colleagues
- ✓ Boosts self esteem and triggers positive emotions and self-value
- ✓ Makes life *feel* more meaningful
- ✓ Improves our own self-view
- ✓ Practicing acts of kindness makes us happier than receiving them
- ✓ Has a multiplying effect

The logo for NECA NOW 2025, featuring the letters 'NN' in a stylized font with 'NECA NOW' and '2025' below it.

Kindness is More Than Just Being Nice

Praise	Courtesy	Civility
Recognition	Gratitude	Friendly
Generous	Considerate	Compassion



Practice Simple Acts of Kindness

- ✓ Smile. Be friendly
- ✓ Say "Please" and "Thank you"
- ✓ Pay a compliment. Give praise.
- ✓ Allow others to speak before you in meetings
- ✓ Help an overwhelmed co-worker with a deadline
- ✓ Invite new co-workers to a virtual lunch or coffee
- ✓ Deliver lunch to someone who is having a busy week
- ✓ Squash a rumor
- ✓ Celebrate birthdays and other important events
- ✓ Be a cheerleader for someone else's ideas
- ✓ Admit when you are wrong
- ✓ Apologize when you offend
- ✓ Be friendly to people at all levels
- ✓ Forgive others



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