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NAIC 4TH ANNUAL DE&I CONFERENCE
JUNE 5, 2024 | KANSAS CITY, MO



The Adaptive Leader

Ajit Dodani



NAIC

The Adaptive Leader
Framework©



standUP
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NAIC 4th Annual DE&I Conference
June 5, 2024 | Kansas City, MO



Ajit (a-gee-th) Dodani

"The CFO who speaks empathy & KPIs in the same sentence."



I am:
An Empathy Strategist©.

I am NOT:
Atheorist.

My Values:
Family, Health, Self Care, Mindfulness, Relationships, Respect, Equity, Service, Laughter, Culture, People.

My Superpowers:
Empathy, Facilitator of Meaningful Conversations

I have been influenced by the works of:
Brene Brown, Simon Sinek, Gary V, Wayne Dyer, James Carse, Dr. Tedeschi, Dr. Yoshino, Stanford D-School...

Now this is the "real" important stuff :)
Music: Anderson Paak, Maggie Rogers, Bruce Springsteen, H.E.R., KOAD, Raveena...

EmpathifyU: Workshops, Keynotes, Strategy Sessions

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Disclaimer



We do not claim to know it all.

Think of this journey as finding pieces of a puzzle.

If something is not clear, please ask questions, or reach out.

The intention here is to get us to become a better version of ourselves- you and us!

So, if we say something that challenges the status quo,

We ask you to give us, and yourself some grace.

Then take a step back, and revisit that thought a few times

before jumping to a conclusion.

And please remember, you will only get from this experience- what you put in.

***"Just like the cocoon that morphs into a butterfly,
transformation is beautifully-difficult."***



The Adaptive Leadership Framework



A set of skills that have been taught to and reserved for some of the highest performing individuals in our communities.

High Stakes Professions
High Pressure
Intense Scrutiny
Physically & Mentally Demanding















**"We want leaders that are tough, resilient,
that can think, and out-fight and out-smart the enemy.
We want them to be **adaptive** and agile and flexible.
And, we want them not only competent, but we want leaders of character."**

General Mark A. Milley, Chief of Staff of the Army



UNITED STATES MILITARY ACADEMY
WEST POINT.



Facets of the West Point Leader Development System

- 1. Moral:** Internalization of the Army Values that results in the **knowledge, integrity, and awareness** to assess the moral-ethical aspects of every situation and the personal **courage** to take appropriate action regardless of consequences.
- 2. Civic:** Demonstrates the **empathy, loyalty, respect, and humility** that enable an individual to treat others with dignity and to display selflessness.
- 3. Social:** Acts with **proper decorum** in all professional, social, and online environments.
- 4. Performance:** Possesses the sense of **duty, resilience, and grit** necessary to accomplish the mission and get results.
- 5. Leadership:** Establishes a **safe, positive** command climate where **everyone thrives while achieving results.**



UNITED STATES MILITARY ACADEMY
WEST POINT.



What did we learn?

NAIC

purpose
presence
vision
SKILLS
listening
empathy
routine
values



What did we learn?





NAI©

Volatility

AI

WAR

Layoffs

Bank
Failures

Safety

HYBRID
RTW
WORK

Leading through Chaos

LGBTQI+



Political Polarization





What did we learn?

NAIC

purpose
presence
vision
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empathy
routine
values



What did we learn?





Three Kinds of Empathy



Emotional (feeling)

Cognitive (understanding)

Compassionate (doing)

Strategic, Tactical, Empowering, Relevant, Transformative



The Business Case For Empathy



"Empathy at Microsoft isn't just talk. It is a way of running and developing the business."

"How Empathy Helped Generate A \$2 Trillion Company" Steve Denning, Forbes



"Empathy is the skill of the future and practicing empathy every day as a business leader...helps you understand what your immediate team actually needs right now."

Mr. Pferdt, Chief Innovation Evangelist



"Empathy Is The Most Important Leadership Skill According To Research."

[Tracy Brower](#), Forbes Contributor September 2021



EY USA
Empathy in Business Survey



“Empathy Increases
Job Satisfaction
by 87%

EY US, Empathy in Business Survey

“Empathy Increases
Company Revenue
by 83%

EY US, Empathy in Business Survey

“Empathy Reduced
Employee Turnover
by 78%

EY US, Empathy in Business Survey

“Empathy Increases
Innovation
by 85%

EY US, Empathy in Business Survey



So, what is the ask?



**"Leader need to be Strategic, Efficient, AND
Adaptive, Empathic and Individualized"**
Gartner



What is an Empathy Strategy?



Self Awareness x Stakeholder Understanding x Strategic Action



What is an Empathy Strategy?



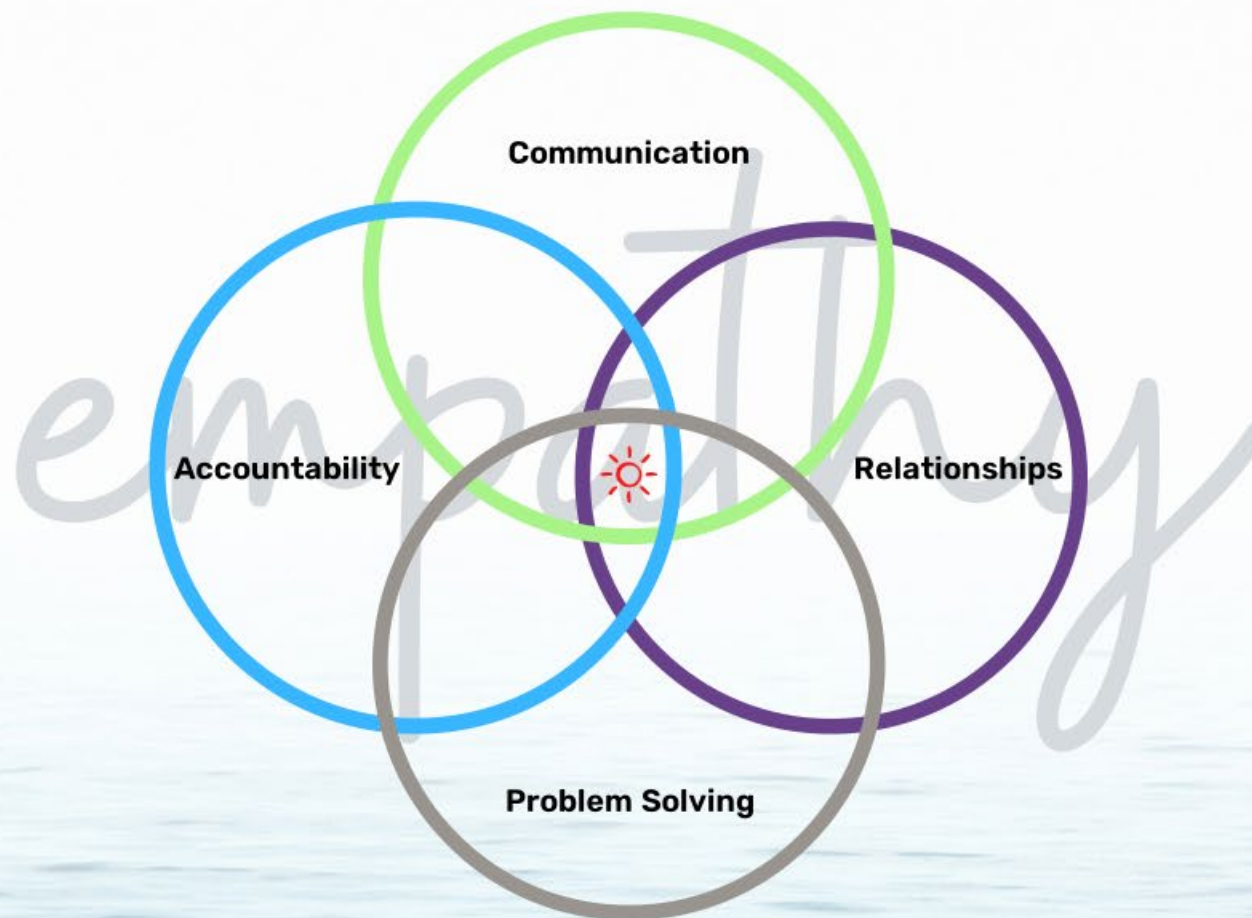
Self Awareness: An honest understanding of ourselves and what drives our decision-making process.

Stakeholder Understanding: Who am I serving and do I really understand all our stakeholders.

Strategic Action: A clearly defined goal and impact you are seeking.



An Empathy Strategy For A High Performing Culture





What is an Empathy Strategy?

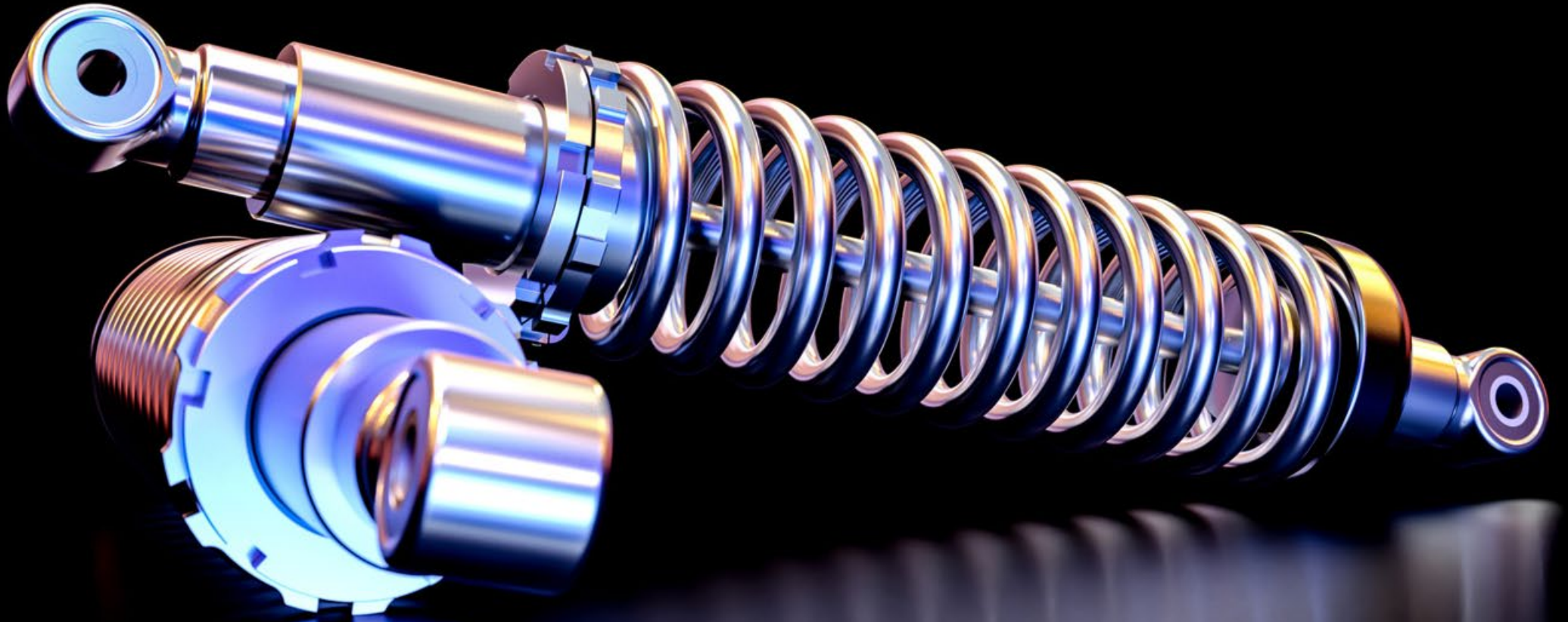


**"Once I know who I am,
and I empathize and learn to respect who you are,
we are able to respectfully sit on the same table,
bringing our whole selves
to solve any problem that comes our way."**





The Adaptive Leader



The Adaptive Leader



Skill #1 Understand Shadow Values



Shadow Values



A set of values that exist within us, and organizations that impacts the decision-making process.

"One would assume that decisions are being made objectively by simply keeping in mind the organization's goals. The reality is that most decisions are made with the individual's emotions and shadow values."



Shadow Values



Attention - being appreciated, fame

Authority - feeling in charge

Belonging - feeling part of something

Control - influence outcomes

Intelligence - recognition for academic knowledge

Rebelliousness - fighting authority

Superiority - better than...

Validation - recognition, importance



Control





Superiority





The Adaptive Leader

Skill #2
Belonging



Belonging



**Belonging is the feeling of being
welcomed, honored and respected for
bringing our best and whole self to any environment.**



Othering



Othering is the feeling that we don't belong.



Belonging & Othering
are
Feelings,
Senses &
Chemical Inducers



How many time have you heard...



- "They're just **lazy** or **unmotivated**."
- "They're being **difficult** or **uncooperative**."
- "They're **too sensitive** or overreacting."
- "They're just **seeking attention** or trying to get special treatment."
- "They're **not capable** or competent enough for this role."
- "They're just **making excuses** for their behavior."
- "They're too **socially awkward** or **weird**."
- "They're just being **overly picky** or nitpicky."
- "They're **not a good fit** for our team or company culture."
- "They're **not trying hard** enough to fit in or conform."
- "They **overreact** when I ask them to change their routine."
- "They are **loners**: always needing so much time alone to recharge."
- "They are always **fidgiting** in meetings."



- 15-20% of the world's population is Medically / Clinically Neurodiverse.
- 35% of entrepreneurs and 25-40% of Fortune 500 CEOs are dyslexic. (EY)
- 50% of entrepreneurs reported having a mental health condition. A full 30% reported a lifetime history of depression. (CNN)
- Up to 96% of disabilities are non-visible meaning that the chance of misunderstanding a coworker's intentions or context is high.** (RespectAbility)
- For centuries a very small percent got diagnosed early, and although there is more awareness today, very few will self-identify.
- Cognitive Profiling Research conducted of over 100K profiles, no one hit “Medically / Clinically Normal”**



The Medical Neurodiversity Umbrella



Autism, Hyperlexia, ADHD/ADD, Dyspraxia, Dyslexia, Dyscalculia, Dysgraphia, Synesthesia, Tourette Syndrome, Tic disorders, Obsessive Compulsive Disorder, Epilepsy, Seizure disorders, Intellectual disabilities, Developmental language disorders, Developmental coordination disorders, Specific learning difficulties, differences, and disabilities, Down Syndrome, Fetal Alcohol Syndrome, Bipolar, Personality disorders, Giftedness, Sensory integration/processing disorder, Depression, Auditory processing disorder, Cerebral Palsy, Apraxia, Mental illnesses, Parkinson's, Multiple Sclerosis, Anxiety, Alcohol & Drug Addiction, Post Traumatic Stress Disorder...



Neurodiversity at Work The Impact of the Last 4 Years...



PTSD is included in the neurodiverse umbrella. (NIH)

Before 2019, 3.5% of the population was diagnosed with PTSD yearly.

After the last 4 years it is estimated

26% of our population is showing symptoms of PTSD. (Yale)

Most of the workforce that been impacted has NOT sought any support.

HR Insight: Manager Effectiveness is the #1 Priority for CHROs (Gartner),
because *Traumatized Managers cannot lead Traumatized Teams.*

"When we solve for the outliers, we solve for all."



May 28, 2013





The Adaptive Leader

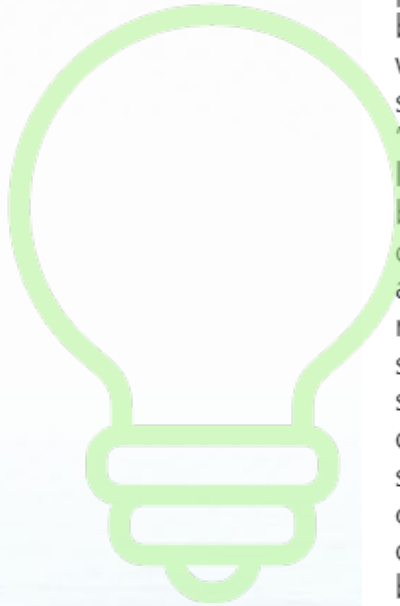
Skill #3

The Power of Presence



Chronobiology: the study of the intricate relationship between our biological rhythms and time itself.

- **Circadian Rhythms:** biological rhythms that play out over about 24 hours and are informed by the Earth's rotation around the Sun.
- **Ultradian rhythms:** Help us optimize our internal body clocks for maximum efficiency and well being.
 - When correctly attuned to our biological rhythms, we experience 90 minutes of activity followed by rest, cycled throughout the day.
 - Problems arise when we ignore these rhythms and try to maintain constant activity throughout the day, failing to heed our regular need for a break.

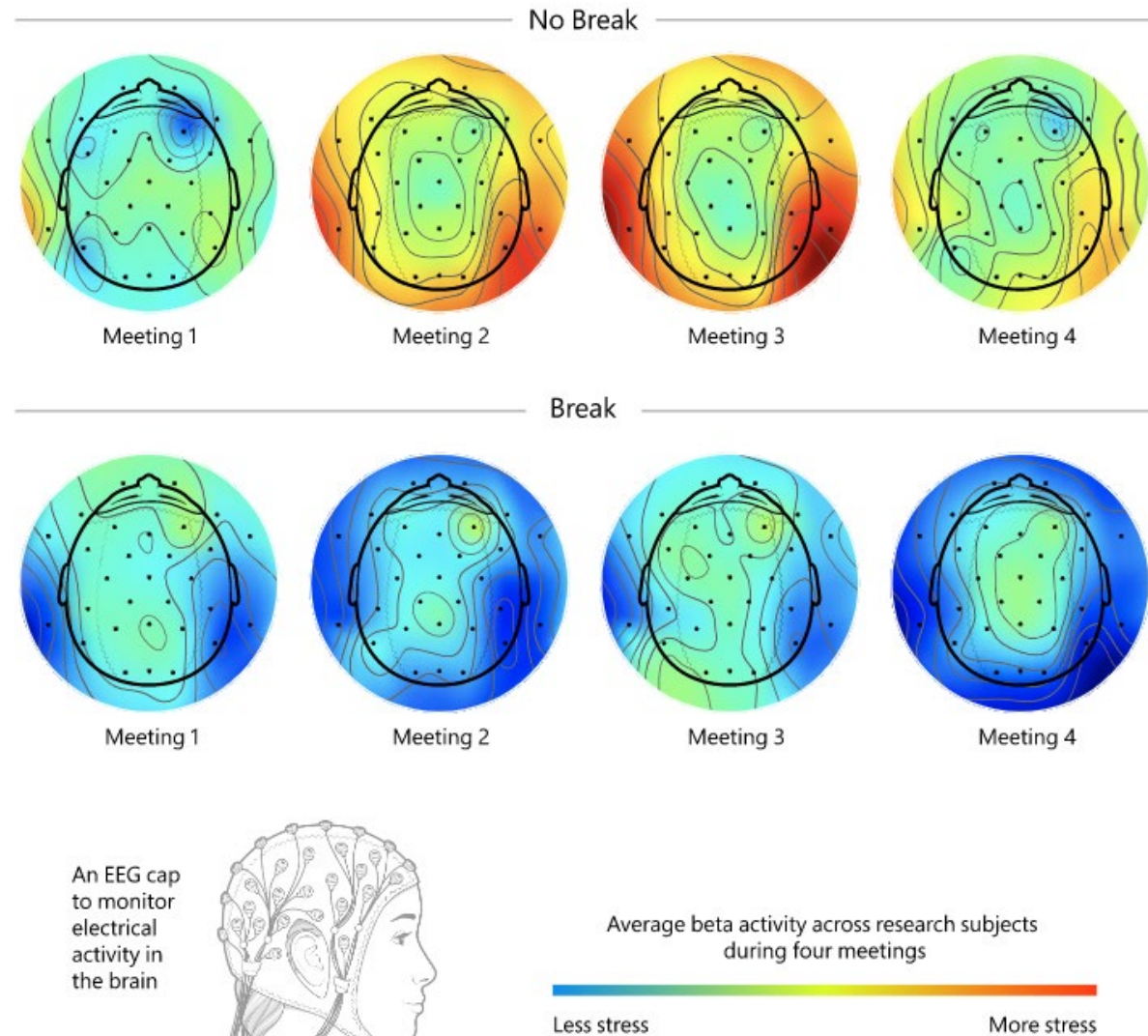


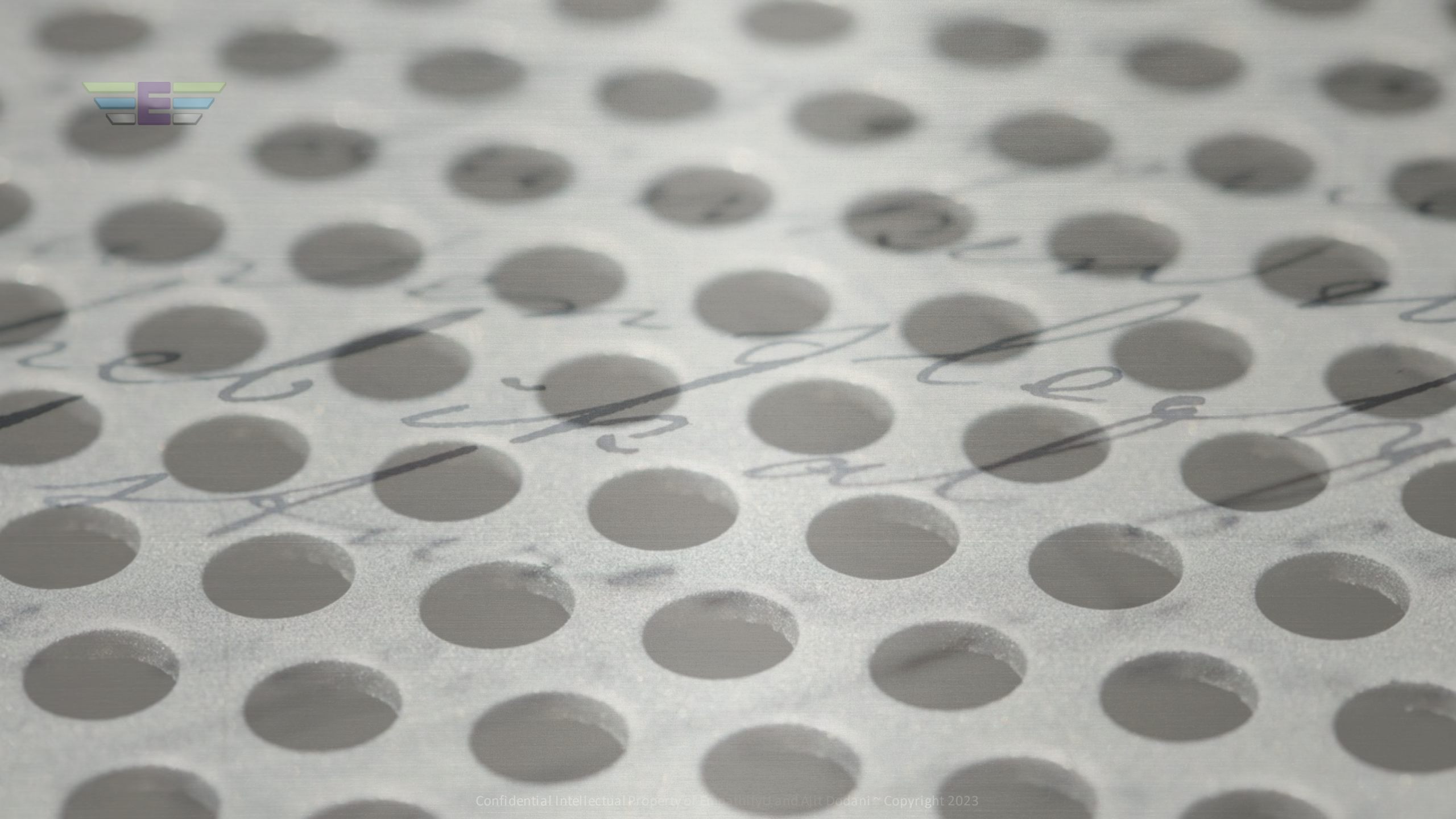
Microsoft's Human Factors Lab used EEG caps to measure beta wave activity—associated with stress—in the brains of meeting participants. For those given breaks, their average beta wave activity remained largely steady over time; the “coolness” of their stress levels is visualized here in blues and greens. For those deprived of breaks, their average beta wave activity rose as time passed, suggesting a buildup of stress; that increase is depicted here with colors shifting from cool to hot. The chart represents the relative difference in beta activity between break and no-break conditions at the top of each meeting (averaged across the 14 research participants).

Illustration by Brown Bird Design

Your brain works differently when you take breaks

Taking time out between video calls prevents stress from building up.







Breathwork

The average American's breath rate:

In 1939 was 4.9 breaths/minute.

In the 1980's it was 7.8 breaths/minute.

In 2021, we were taking an average of 15 breaths/minute- a 3X increase from 1939!

(BTW the average sized person only needs about 5 breaths/minute)

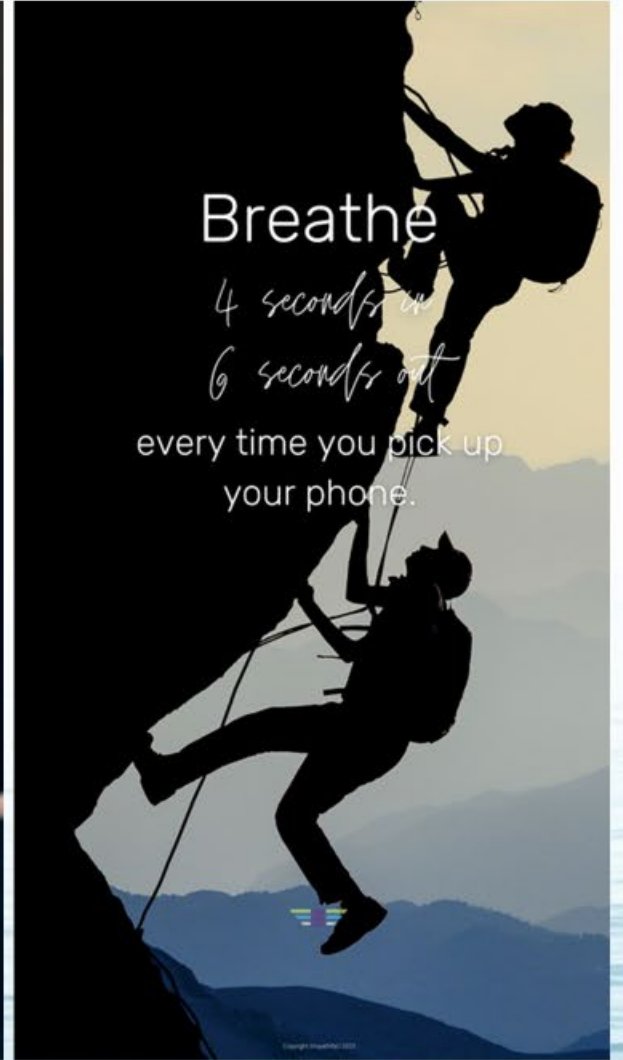
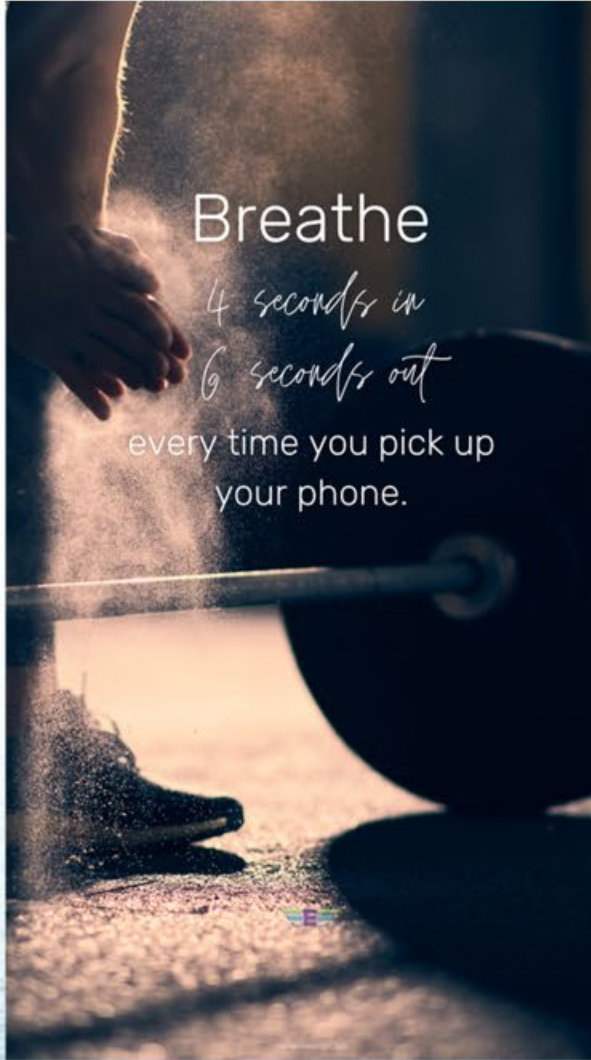
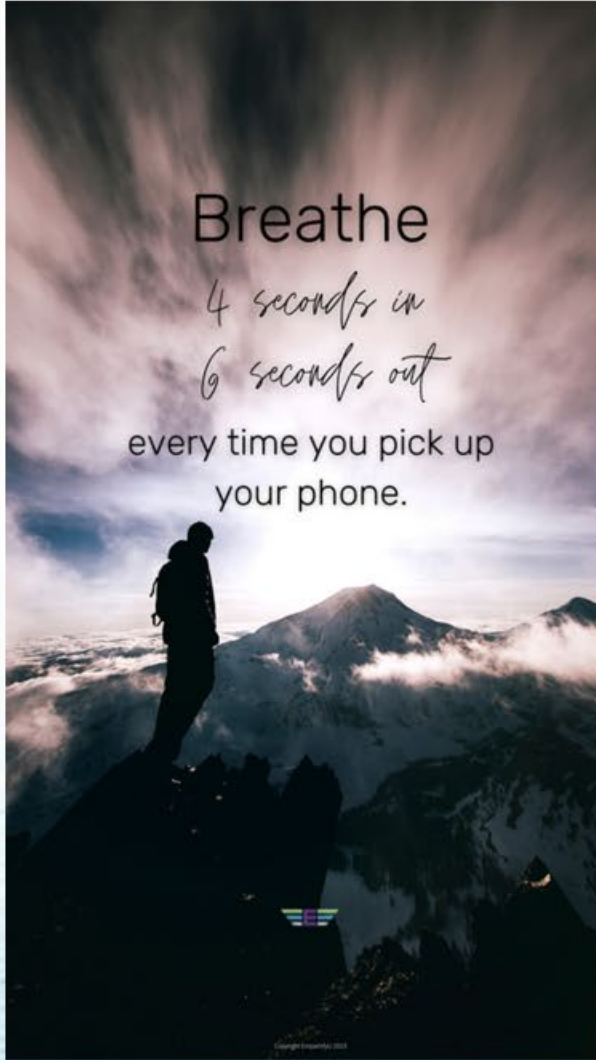
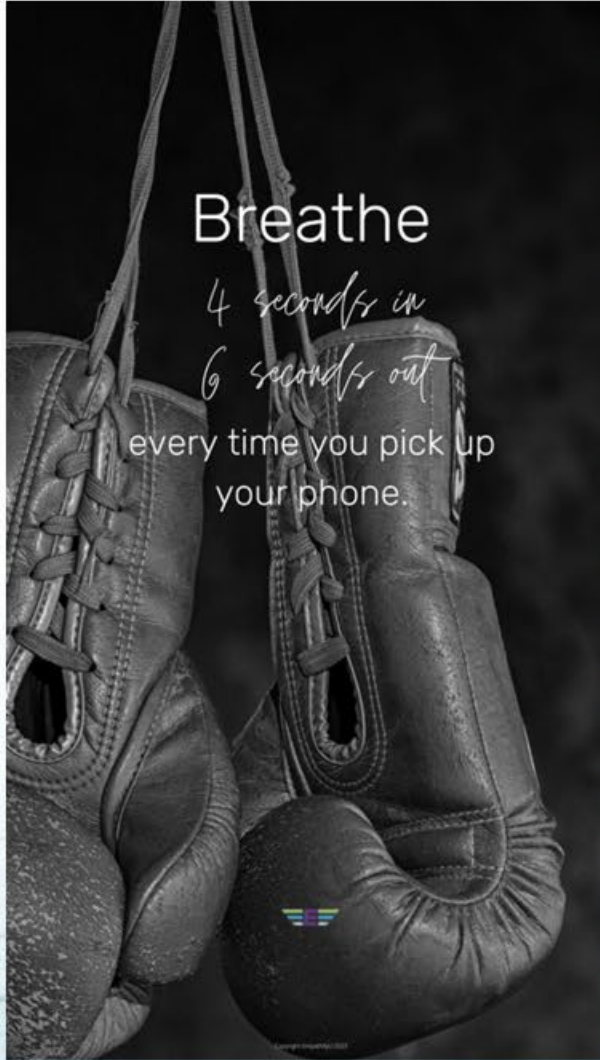
That is one of the reasons why our teams are distracted and not able to pay attention.



Breathe
Aware
Move



Breathe





Aware



5:See ~ 4:Physically Feel ~ 3:Hear ~ 2:Smell ~ 1:Taste



Move





The Vision

**"Imagine a workplace where everyone...
is mentally and physically present in the moment,
actually listens,
is invited to the table to communicate their ideas,
cares enough to put out their best work,
feels like they are appreciated and belong."**



The Challenge



Self Awareness

What shadow values impact your decision-making process?

Stakeholder Understanding

What are you doing to create a neuro-inclusive workplace?

Strategic Action

Are you creating a high performing culture on the foundation of empathy?

Are you present?

No really, are YOU present.

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**Special Handout for the NAIC Community
Additional Resources, Videos & Podcasts**

Self Awareness
Stakeholder Understanding
Empathic Action
Workshops, Keynotes, Coaching.

**With gratitude,
Ajit Dodani
www.EmpathifyU.com
ajit@EmpathifyU.com**





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Kansas City National Security Campus IDEA Sustainable Structure

Dr. Joseph Hamlett



DIVERSITY EQUITY & INCLUSION PROGRAM

INCLUSION, DIVERSITY, EQUITY, AND ACCEPTANCE (IDEA)

U.S. DEPARTMENT OF ENERGY'S KANSAS CITY NATIONAL SECURITY CAMPUS (KCNSC)
MANAGED AND OPERATED BY HONEYWELL FEDERAL MANUFACTURING AND
TECHNOLOGIES, LLC (FM&T)

PRESENTER:
DR. JOSEPH HAMLETT
DIVERSITY & INCLUSION LEAD

IDEA VISION DEFINITIONS

DEFINITIONS

Inclusion: Active engagement with employees to drive authentic and empowered participation aimed at creating a true sense of belonging

Diversity: Celebrating and encouraging the involvement of employees with a wide range of human differences

Equity: Treating all employees fairly and impartially providing equal opportunities to our employees.

Acceptance: Receiving employees as they are, respecting both their differences and commonalities

Customers: All employees on all shifts at all locations.

MISSION

To embed and inspire inclusion,
diversity, equity and acceptance
throughout our business.

KCNASC IDEA STRATEGIC OVERVIEW

-
- **One of our strategic objectives at the KCNASC is to “unlock the value” through our people and processes.**
 - **We believe that championing a diverse and inclusive workplace starts at the top.**
 - **The KCNASC Senior Leadership team sets the pace for the organization’s diversity & inclusion journey to ensure to workplace productivity.**

EMPLOYEE NETWORKS

Asian American Pacific
Islanders Employee
Network

All Abilities Employee
Network

Black
Employee
Network

Experienced
Professionals Employee
Network

Hispanic
Employee
Network

Minority Serving
Institutions Employee
Network

Native American
Employee Network

Pride
Employee
Network

Veterans
Employee
Network

Women's
Employee
Network

Young Professionals
Employee
Network

IDEA



INCLUSION/DIVERSITY/EQUITY/ACCEPTANCE

<p>11 Chartered Employee Networks (ENs)</p>	<p>Employee engagement within ENs rated at 3.4 out of 4.0</p>	<p>A fulltime Diversity & Inclusion Team supports workplace inclusion at KCNSC</p>
<p>48 Senior Leaders, Committee Chairs and Executive Sponsors all help guide ENs</p>	<p>Workplace inclusion is promoted through a range of monthly virtual and in- person meetings</p>	<p>Signature Months highlight national events to recognize and celebrate cultures while educating employees</p>
<p>Employee Networks represent 36% of the population</p>	<p>The EN Ambassador Program invests in external community events to help highlight KCNSC as a diverse employer of choice</p>	<p>KCNSC hosts an annual, five-day Inclusion Week to celebrate employee authenticity</p>

IDEA



Julie Hickman
Senior Diversity & Leader

TEAM



Dr. Joseph Hamlett
Diversity & Inclusion Lead



Nior Gonzales
Senior Diversity & Inclusion Specialist



Lona Davenport Covington
Diversity & Inclusion Specialist

2024 EXECUTIVE STEERING COMMITTEE AND IDEA COMMITTEE CHAIR ROLES AND RESPONSIBILITIES

Executive Steering Committee
12 ESC Members
Chair/President

Ambassador
Committee
Chair

Audit, Compliance &
Governance Committee
Co-Chairs

Finance
Committee
Chair

Activity
Committee
Chair

Communications
Committee
Chair

IDEA Community Partnerships

**American Indian
Chamber of
Commerce
New Mexico**

**Asian American
Chamber of
Commerce
Kansas City**

**Heartland (Black)
Chamber of
Commerce
Kansas City**

**Hispanic Chamber
of Commerce
Kansas City**

**Kansas City, Kansas
Chamber of
Commerce
Kansas City Kansas**

**Center for Disability
Inclusion
Kansas City**

**Central Exchange
Kansas City**

**Mid-America LGBT
Chamber of
Commerce
Kansas City**

**National
Association of Asian
American
Professionals
Kansas City**

- **Extending IDEA Footprint in KC Metro area with IDEA Community Partners Memberships**

Partners: The KCNSC NEXT Team

What is NEXT?

NEXT Partners with Human Resources to onboard and develop new talent. We foster a welcoming environment that supports our new employees by providing opportunities to engage, network, and learn about the KCNSC.

The NEXT / HR Partnership maximizes time the new employee can spend learning their role while engaging deeply with the Honeywell FM&T Culture.



- **New Employee Orientation includes an EN Membership Drive!**

IDEA Mission

To embed and inspire inclusion, diversity, equity and acceptance throughout our business

Mission for Employee Networks (ERGs)

Grow and enhance high performing Employee Networks by focusing on people, community, and enhancing our inclusive culture.



PURPOSE OF ENs

KCNSC recognizes that Employee Networks (ENs) enhance a culture of belonging, inclusion and enhance employee engagement. Other benefits include:

- Attracting, recruiting, and retaining diverse employees
- Promoting diversity, cultural awareness, and an inclusive work environment
- Increasing employee engagement, morale, and productivity
- Fostering a culture of learning by offering professional development, mentoring, and networking opportunities
- Providing a safe and supportive space for employees
- Supporting KCNSC business by reinforcing IDEA's diversity initiatives throughout the various locations

IDEA Employee Network Groups (ERG) Three Areas Of Focus





Build Exceptional Talent

Create a Sustainable & Positive Employee Experience



Drive Intentional Culture

Inclusion Week

Cultural Calendar &
Newsletter

Signature Months

11 Employee Networks

Training

Being Intentional

**Asian American
Pacific Islanders
Employee Network**

**All Abilities
Employee Network**

**Black
Employee
Network**

**Experienced
Professionals
Employee Network**

**Hispanic
Employee
Network**

EMPLOYEE NETWORKS

Sense of Belonging

**Minority Serving
Institutions
Employee Network**

**Native American
Employee Network**

**Pride
Employee
Network**

**Veterans
Employee
Network**

**Women's
Employee
Network**

**Young Professionals
Employee
Network**

EMPLOYEE NETWORKS

Sense of Belonging



- Results of a [2020 Global Human Capital Trends](#) survey:
 - 79% of organizations consider ***belonging important for their success***
- [Research by BetterUp](#) found that when employees feel like they belong:
 - 56% improved ***job performance***
 - 50% lower ***turnover risk***
 - 75% fewer employee ***sick days***
- Results of the [Great Attrition Survey](#), found that:
 - 51% of employees who left their jobs in the past six months lacked a sense of belonging at work
- [According to Gallup](#), employee engagement relates to:
 - **Involvement and enthusiasm**
 - **More productivity**
 - **Focused, and attentive to customer needs**
- Based on [Gallup's analysis](#), businesses with highly engaged employees experience:
 - 41% reduced absenteeism,
 - 17% increased productivity,
 - 10% better customer ratings,
 - 20% increased sales,
 - 21% greater profitability.



COMMUNITY

IDEA Community Partnerships Service Partnerships



2024 IDEA COMMUNITY PARTNERS





Cultural Awareness Programs

Cultural Calendars

Every month, a curated cultural calendar page is released and showcased on the KCNSC Main Portal Page with a banner on this page. Leaders are encouraged to use this tool as an awareness builder and meeting opener for each of their meetings.

Cultural Awareness Lessons

Cultural Calendar Day Lessons are flowed down each week throughout the business, completing a deeper dive into a particular holiday, including history, resources, demographic information and considerations for the business — a section geared to support team discussions — all to raise the cultural competency of the KCNSC workforce.

Newsletters with Education Articles

IDEA publishes a monthly newsletter to the KCNSC workforce that includes highlights of its employee networks and Community Ambassador Programs, IDEA monthly updates, highlights of upcoming events and how employees can get involved, as well as a monthly education article ranging on a wide array of topics including pronouns, holiday, and building workplace belonging.

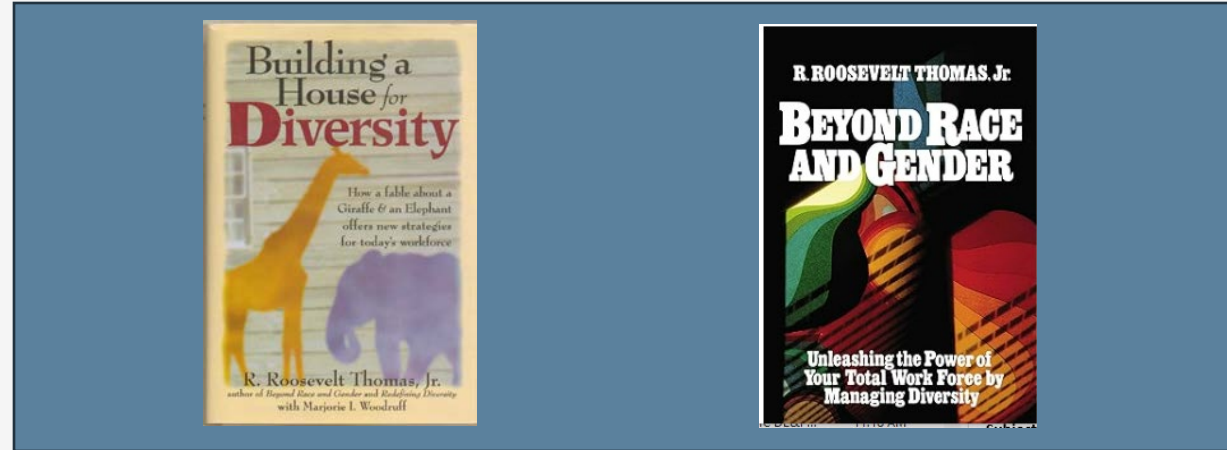
Leading Edge Articles

Each month, IDEA publishes a training article geared specifically to people leaders on a variety of topics including performance reviews, resources available, inclusive leadership and inclusive interviewing techniques.

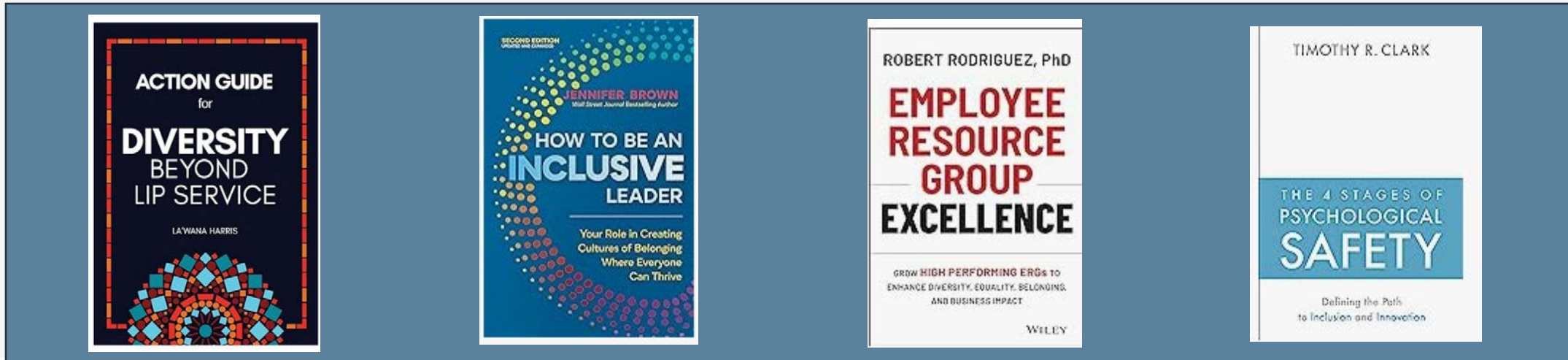


Diversity, Equity & Inclusion Framework

Appendix



Executive Steering Committee Reading List:



QUESTIONS





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Diverse by Design Capturing the Power of Who We Are

Nikki Lewis Simon

**BIGLAW
REFINED.**

‘Diverse by Design’

Capturing the Power of Who We Are

2024 4th Annual NAIC DE&I Conference

Nikki Lewis Simon | Senior Vice President,
Shareholder & Chief DEI Officer

▶ Today's Discussion

Key Topics:

- Understanding Inclusion: Everyone Has a Seat at the Table
- DEI Objectives @ Top, Middle & Bottom
- Integrating DEI into Your Ops
- Championing Your People & Wins
- Serving Clients & Other Stakeholders



Understanding Inclusion: Everyone Has a Seat at the Table

The GT Model

Elements that have helped drive inclusion at GT:

- Committed firm leadership
- Individual commitment/involvement
- Raising awareness/training
- Employing achievable short-term goals to drive long-term change

GT

DRIVES

DIVERSITY | RETENTION | INCLUSION | VALUE | ELEVATION | SUCCESS

GT DRIVES

A valuable resource for:

Searching GT biographies to build teams

Identifying DEI opportunities at GT and in local communities

Locating internal DEI resources, including Affinity Groups

Accessing DEI-centric data, accolades and rankings important to clients

GT's Affinity Group Networks



Greenberg Traurig African American Inclusion Network

Greenberg Traurig Asian American Affinity Group

Greenberg Traurig's Women's Initiative

SomosGT Latino Affinity Group

LGBTQ+ Affinity Group

Veterans@GT Affinity Group

Designed and led by our GT colleagues, and open to all attorneys, the groups support their members, which include allies, in many ways:

- Business Development Networks
- Recruitment Events
- Retention Forums
- Professional Development Opportunities
- Mentoring Circles
- Social Exchanges



DEI Objectives @ Top, Middle & Bottom

Buy-in & Action at All Levels

Senior Leadership

Middle Management

Professional & Support Staff

Internal Communication is Key

New Objectives & Resources

New Policies & Initiatives

Key Wins in DEI

Integrating DEI into Your Ops

The background is an abstract composition of various shades of blue, ranging from deep navy to light sky blue. It features a complex network of thin, dark lines that intersect to form a grid-like pattern. The lines are not perfectly straight, giving the impression of a dynamic, perhaps digital or architectural, space. The overall effect is one of depth and movement, with the lines creating a sense of perspective and depth.

Integrating DEI into Your Ops

Achieving DEI success through a “business as usual” mindset and including all operational departments.



Championing Your People & Wins

▶ Championing Your People & Wins

A few considerations:

- DEI “noise” can hurt the potency of your messages and accomplishments
- Colleagues read your external statements
- Be strategic

▶ **Championing Your People & Wins**

- Involve GC (or outside counsel) & internal subject matter experts
- Have a “people-first” mindset
- What do your images say about your DEI “intelligence” and strategy?
- Vet content & strategies with Affinity Group Leaders
- Align messaging & culture with DEI communications



Serving Clients & Other Stakeholders

Serving Clients & Other Stakeholders

Reasons DEI can deliver quality client service:

- Diverse Perspectives
- Empathy & Understanding
- Inclusive Culture
- Wider Talent Pool
- Problem-Solving Efficiency
- Retention
- Reflecting Customer Base

Serving Clients & Other Stakeholders

Engage clients where your values & goals align.



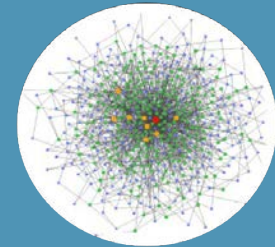
Hosting CLE programs lead by experienced attorneys



Combining networks to expand relationships with external groups focused on DEI



Strengthening mentoring programs

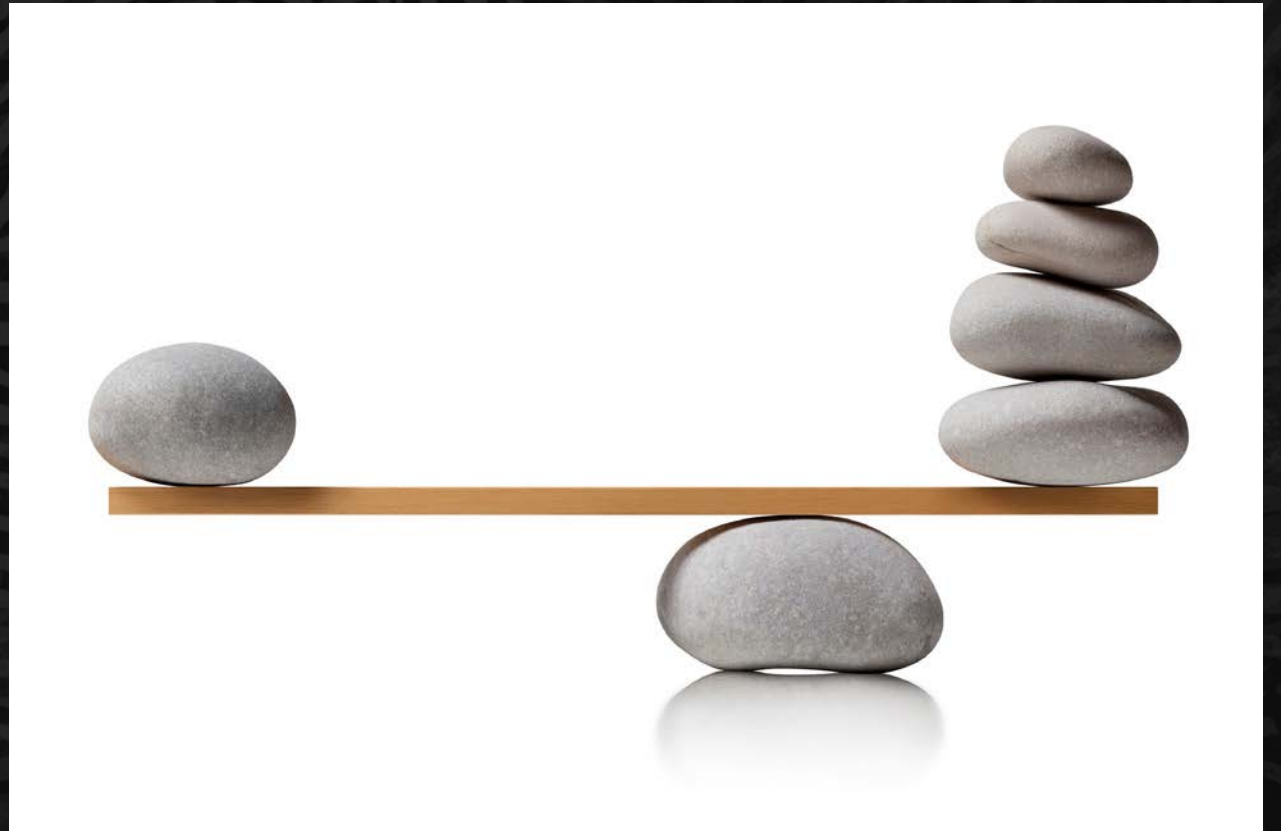


Utilizing the firm's Affinity Groups to make additional connections



Serving Clients & Other Stakeholders

Greenberg Traurig's
Social, Racial
& Economic Justice
Action Plan



The background is an abstract composition of various shades of blue, ranging from deep navy to light sky blue. It features a complex network of thin, dark lines that intersect to form a grid-like pattern of squares and rectangles. The lines are not perfectly straight, giving the impression of a perspective or a dynamic, slightly blurred architectural structure. The overall effect is one of depth and complexity.

Questions?



Contact GT's DEI Team:

DiversityEquity&InclusionTeam@gtlaw.com

The background is an abstract composition of various shades of blue. It features a complex network of thin, dark lines that intersect to form a grid-like pattern. The lines are not perfectly straight, giving the impression of a dynamic, perhaps architectural or digital, space. The colors range from deep, dark blues to lighter, almost white blues, creating a sense of depth and movement. The overall effect is modern and tech-oriented.

THANK YOU



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