

Session 5: Leading with Practical Wisdom

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Objectives

1. Reflect on your *Leading with Integrity* challenge
2. Define *Practical Wisdom*
3. Discuss *Practical Wisdom* behavioural forecasting
4. Launch *Leading with Practical Wisdom* challenge
5. *Student Champions Discussion after session



Challenge Reflection

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Challenge Reflection



Recap: Leading with Integrity



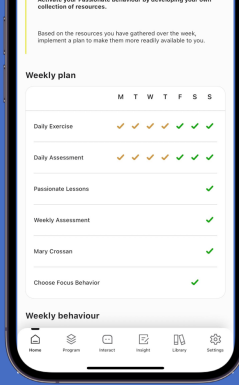
Leading with Integrity

Practice Integrity by sharing your seven types of stories to build trust.

The complete week

Share a photo of your Virtuosity home screen to show 7 days of practice in a row.

Or show us your own tracker and results if you aren't using the Virtuosity app.



The Quest

Share a story where you set out on a mission facing obstacles and temptations along the way.



Overcoming the Monster

Share a story where you overcame a threat.



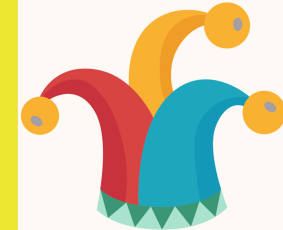
Voyage & Return

Share a story where you returned from a voyage and returned a changed person.



Comedy

Share a light and humorous story with a happy and cheerful ending.



Tragedy

Share a story with a darker side that does not necessarily have a happy ending.



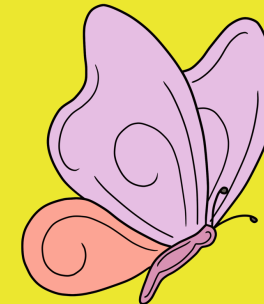
Rags to Riches

Share a story where you achieve your goal, whether it be money, a partner, etc.



Rebirth

Share a story of reinvention and renewal; these often start with tragic tones then blossom into a happy ending.



Submit!

Deadline: Mar 25th @ 5:00 EST

Questions: corey.crossan@politics.ox.ac.uk

Don't forget to submit for a chance to be **featured** under your university name. Let us know how you engaged with the challenge!

Scan or click to submit



Challenge Reflection

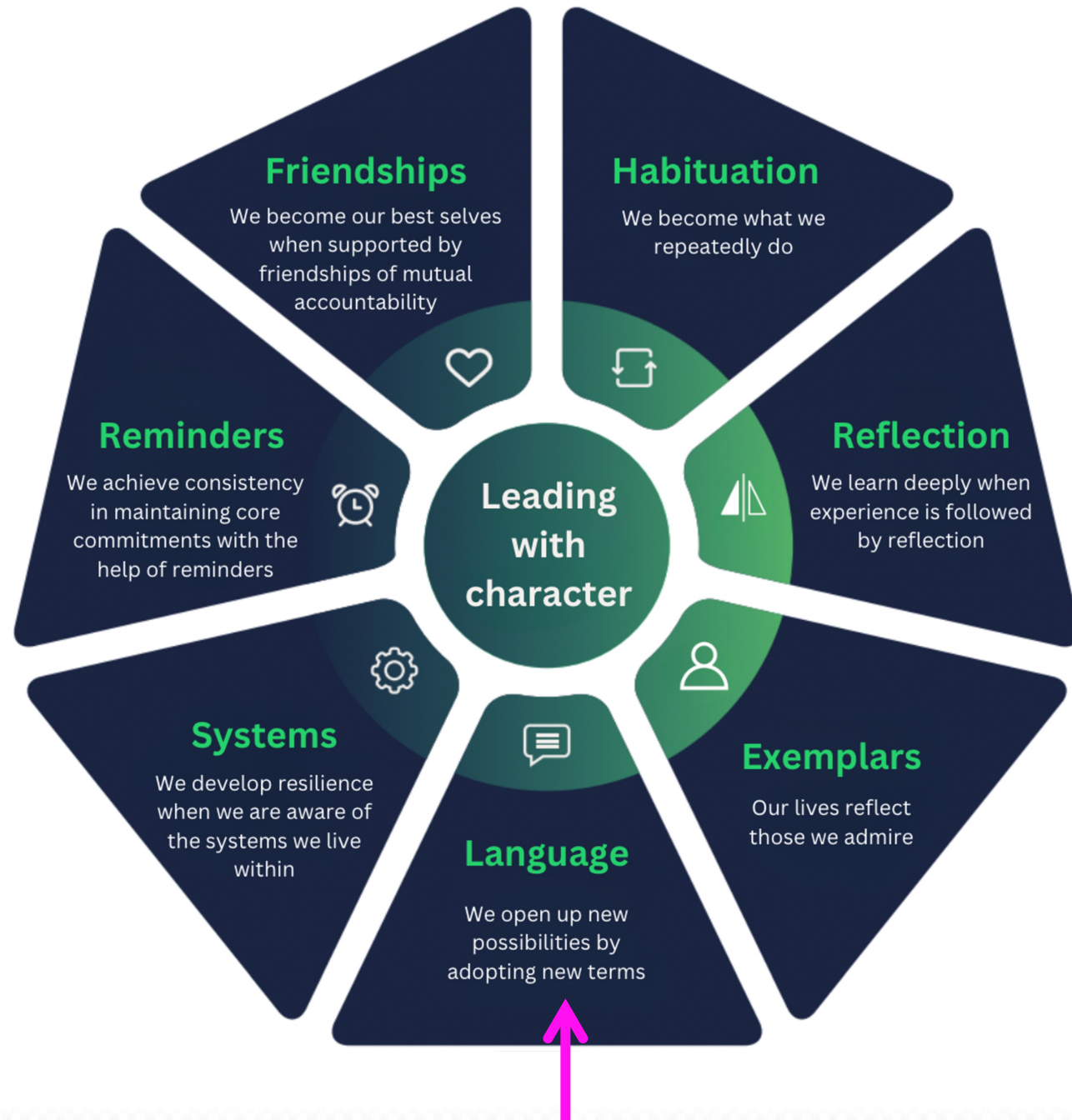


Define Practical Wisdom

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Air Traffic Controller



Crossan et al. (2017)

Virtues & Vices: Judgment

Deficient Vice	Virtue	Excess Vice
Stagnant	Adaptable	Overly malleable
Lacking logic	Analytical	Over-analyzing
Simplistic	Cognitively Complex	Complicating
Lazy thinking	Critical Thinker	Overly critical
Indecisive	Decisive	Impulsive
Lacking instinct	Intuitive	Lacking reason
Ignorant	Insightful	Cunning
Unrealistic	Pragmatic	Overly practical
Oblivious	Situationally Aware	Over valuing each situation



Judgment: What's your miss?

Deficient Vice	Virtue	Excess Vice
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Virtues & Vices: Judgment

Deficient Vice	Virtue	Excess Vice	Support Examples
Stagnant	Adaptable	Overly malleable	Confident
Lacking logic	Analytical	Over-analyzing	Empathetic
Simplistic	Cognitively Complex	Complicating	Results-Oriented
Lazy thinking	Critical Thinker	Overly critical	Inspired
Indecisive	Decisive	Impulsive	Patient
Lacking instinct	Intuitive	Lacking reason	Conscientious
Ignorant	Insightful	Cunning	Socially Responsible
Unrealistic	Pragmatic	Overly practical	Continuous Learner
Oblivious	Situationally Aware	Over valuing each situation	Principled

EMPLOYEE HANDBOOK

Our number one goal is to provide outstanding customer service. Set both your personal and professional goals high. We have great confidence in your ability to achieve them, so our employee handbook is very simple. We have only one rule...

NORDSTROM

OUR ONE RULE
**Use good judgment
in all situations.**

Please feel free to ask your department manager, store manager or Human Resources any questions at any time.

The truly important lesson, one that applies to companies in all sorts of fields, has to do with the grave shortcomings of an approach to business, culture, and customer service that relies on rules, procedures, and guidelines at the expense of common sense, improvisation, and the capacity of flesh-and-blood human beings to solve problems and make sound decisions. **It's time for leaders to toss out their rule books and trust their people.**

- Taylor (2017), Harvard Business Review

But how do you trust your people?

Air Traffic Controller



Crossan et al. (2017)

Son asks: why did you go to jail?



Which dimensions of character were weak for Andy Fastow?



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in all situations.**

***Check your judgment**

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Air Traffic Controller: Difficult Conversations



Air Traffic Controller: Difficult Conversations



Practical Wisdom Behavioural Forecasting

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Alex is taking a course online but has missed an online session so decides to catch-up via the zoom recording. Alex gets to the end of the session and notices the recording continues to extend for another 20 minutes as the two facilitators start getting **into a personal and private conversation about the design of the upcoming exam.**

What does Alex do based on their character profile?





Tool: Behavioural Forecasting

A **tool** that can be used to predict your behaviours and the behaviours of others. In doing so, bring greater awareness to the character behaviours you need to activate in each situation – using your practical wisdom.

Consider, if Andy Fastow had checked his judgment, identifying low justice, integrity, etc. could he have avoided his pitfalls?

Challenge

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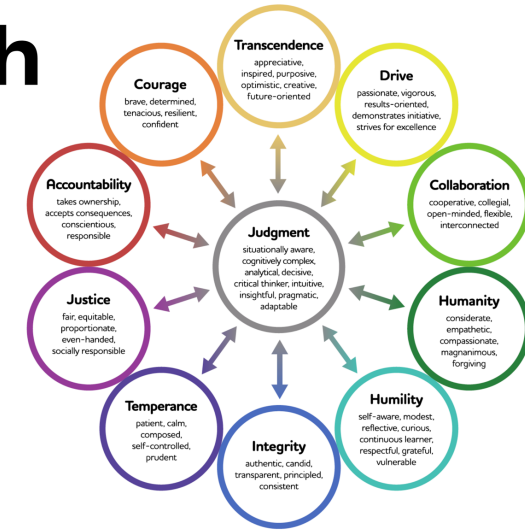
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Challenge 5: Leading with Practical Wisdom

Leading with Practical Wisdom

Complete the Bingo Card by doing one action each day & focus on Judgment in Virtuosity.



Final reflection: as you finish your month, reflect on your ability to exercise the dimensions of character in a variety of contexts.

Elevate one idea in a convo	Try one new thing	Converse to learn rather than argue	Practice breath work for two mins	Mitigate a bias in a decision
Do one thing you love	Make your own exercise	Make your own exercise	Seek feedback from a friend	Share personal a story
Rectify an injustice	Make your own exercise	Prioritize a personal value	Go for a walk outside	Make your own exercise
"Yes-and" an idea	Deliver on a deadline	Make your own exercise	Define success and deliver on it	Spend quality time with a friend
Have a candid convo	Make your own exercise	Share a mistake and your learnings	Overcome a persistant obstacle	Take ownership rather than blaming

Attendance & Student Champions Discussion



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