

# Good Life Engine

Leadership +  
connecting with  
others part II.  
29.11.23

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# 01

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# Cognitive biases

*“The belief that one's own view of reality is the only reality is the most dangerous of all delusions”*

Paul Watzlawick



\* Austrian-American family therapist, psychologist, communication theorist, and philosopher.

# Cognitive biases:

## Naïve realism mistake –

person's “unshakable’ conviction that he or she is somehow privy to an invariant, knowable, objective reality.

## The fundamental attribution error.

From Amy C. Edmondson “Teaming”

– our failure to recognize situational causes of events and our tendency instead to over attribute individual’s personality or ability as likely cause.

We instantly tend to explain others mistakes by their ability, not by circumstances. But our own mistake – by circumstances, not our ability.

We quickly jump into unkind conclusions.

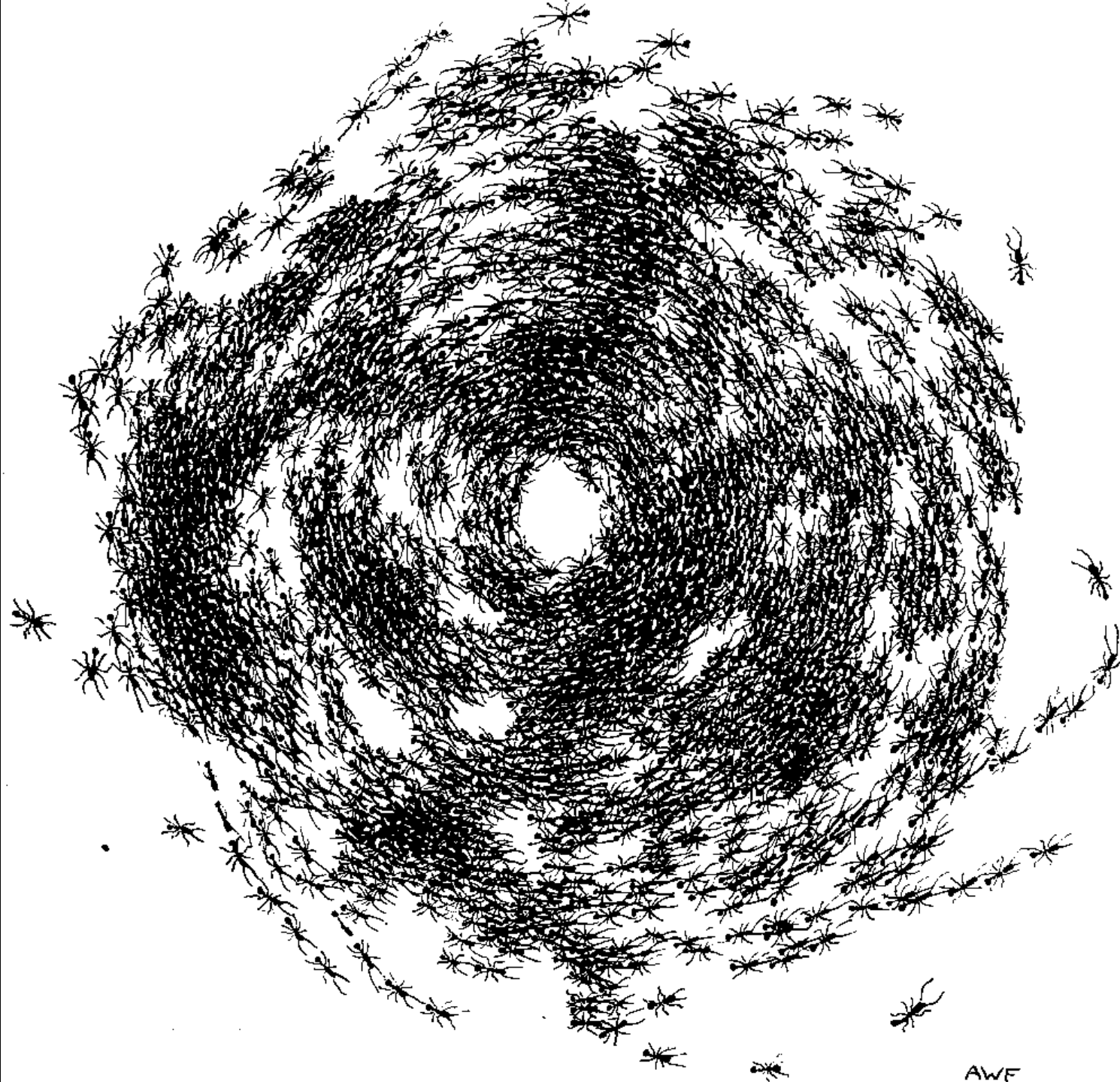
## **Illusory Superiority or the Dunning-Kruger Effect.**

*“Overconfident professionals sincerely believe they have expertise, act as experts and look like experts. You will have to struggle to remind yourself that they may be in the grip of an illusion.”*

Daniel Kahneman

**Confirmation Bias** - the tendency to interpret new evidence as confirmation of one's existing beliefs or theories.

Ant mill – ant death spiral analogy.



**Leadership** is about who we are, how we are, how we learn and what we become and what we do when faced with complex problems. It is a life long journey and the challenges are simply personal, questioning our way of being. It is not based on any position in a system or role, not based on educational qualifications or socio-economic background, invested authority or any birth determined and socially ascribed factors.

(Bhanumathy Vasudevan, Organisation Development and Diversity Consultant)



**Exercise 1.  
Discuss in  
groups how to  
be a very bad  
leader.**

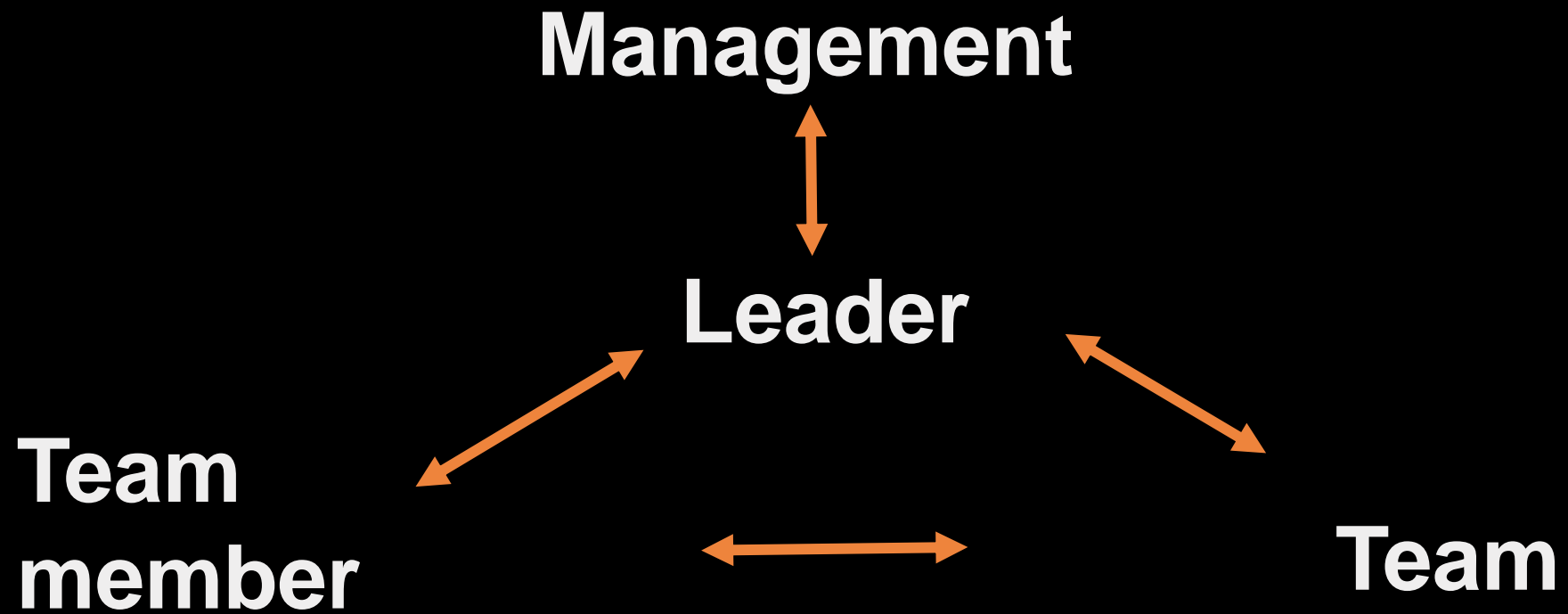


**What does it mean to be a  
leader in XXI?**

Neil deGrasse Tyson\* on Twitter: "In science, when human behavior enters the equation, **things go nonlinear**. That's why Physics is easy and Sociology is hard."



\*American astrophysicist, planetary scientist, author, and science



# What does it mean to be a leader?

- **Set up clear rules how we work as a team (especially in remote setting): psychologically safe environment to share, support, respect etc...**
- **Align tasks with team members' intrinsic motivation (if possible)**
- **Provide a clear vision and point directions where are we moving, create meaning**
- **Monitor team members well-being, support when support is needed**
- **Learn yourself, monitor yourself, constantly work on self-development**

# Project Aristotle, more than 100 teams

## Conclusions:

- As long as everyone got a chance to talk, the team did well;
- teams had clear goals and creating a culture of dependability;
- **However, Google's data indicated that psychological safety, more than anything else, was critical to making a teamwork.**

Psychological safety is “a sense of confidence that the team will not embarrass, reject or punish someone for speaking up.



# Self-determination theory (SDT)

SDT defines three basic psychological needs on which autonomous motivation is dependent: **competence, autonomy or self-determination, and relatedness or belongingness** (Deci et al., 2017).

According to SDT, these basic needs are innate, psychological **requirements for ongoing psychological growth, integrity, and well-being**. Workplaces supporting the satisfaction of these needs do not only facilitate autonomous motivation amongst their employees but also enhance their work performance and well-being (Deci and Ryan, 2000).

# Company culture

## **VALUES**

Fundamental beliefs that allow us to make general judgments about what is good or bad.

## **PRINCIPLES**

Actionable rules of conduct for making both life and business decisions. Principles are derived from our values.



# Why our team is doing this? Why this topic?

This is ....

It exists in aim to ...

It exists in the context of ...

We do this because ....

The ethical basis of our work is ...

Our team associates it with ...

# Meaningful work is connected to

- Positive affective well-being (Arnold et al., 2007)
- Life satisfaction, less depression (Steger et al., 2012; Duffy et al., 2013)
- Less work absenteeism (Steger et al., 2012),
- Deriving benefits from a stressful work-related event (Britt et al., 2001)
- Finding one's life meaningful (Steger and Dik, 2009)

# Chain reaction

**“The leader’s mood and behaviors drive the moods and behaviors of everyone else”**

Primal Leadership, Daniel Goleman, Richard Boyatzis, and Annie McKee

An artistic illustration featuring two stylized human figures in profile, facing each other and holding hands. The figures are rendered in a dark teal color with intricate, white, swirling patterns that resemble a complex network of veins or neural pathways. Their hair is depicted as flowing, with circular motifs. The background consists of a landscape with rolling hills and a horizon line, rendered in shades of teal and grey. The overall style is graphic and modern.

# Exercise 2. Mirror.





**Exercise 3.**  
**“Make  
somebody  
happy”**



## **Fundamental state of leadership.**

It's the way we lead when we encounter a crisis and finally choose to move forward" (Moments of greatness by Robert E. Quinn).  
No one can operate on top of their game 24/7.  
Fatigue can transform us into people making mistakes.

# Homework

Turner's painting Rain, Steam and Speed from 1844





# Homework

**Make yourself happy! Write a short paragraph what exactly you did and why.**



# Wrap-Up Wed 13 December

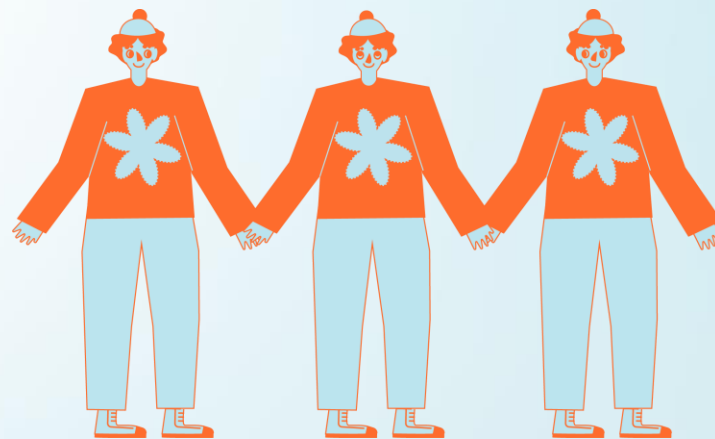
Remote group: **10:00-12:00 Helsinki time zone**

Join online at 10:00 at

<https://aalto.zoom.us/my/impactstudio>

On-site group: **13:15-15:00 at Juniper**

Coffee and snacks provided 😊



# Thank You!

See you at the wrap-up!

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# Fundamental state of leadership

- **Am I result centred?** Have you articulated the result you want to create? Giving an honest answer leads us from problem solving to purpose finding
- **Am I internally directed?** If we move towards internally directed we stop to fulfill others expectations and conforming to the current culture. We instead clarify our core value and increase your integrity, confidence, and authenticity. Some will be offended by it, some will be attracted by it
- **Am I focused?** (for leader it means to have organizational needs above his/her own. For partner, family needs. For member of community, community needs. When we put collective good first, others reward us with their trust and respect. We form tighter, more sensitive bonds. We create an enriched sense of community.
- **Am I externally open?** Do you recognize signals suggesting the need to change? If the stimuli suggests incremental change, usually we respond easy, however, if it a dramatical change