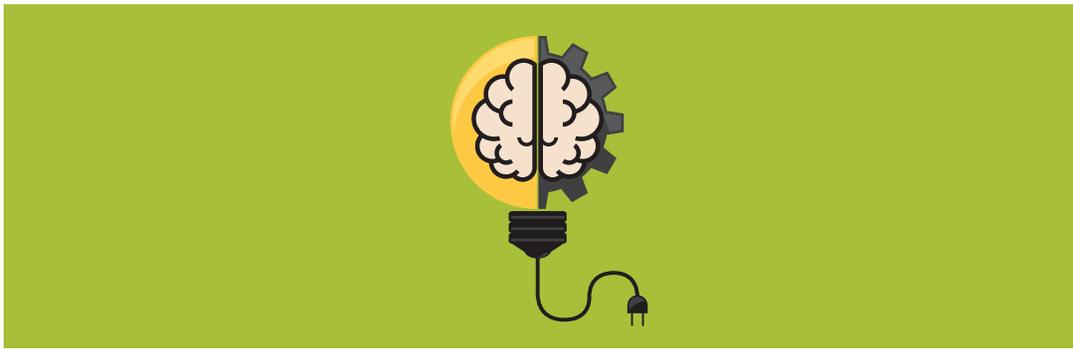


# EXECUTIVE COACHING Connection

“ Leadership and learning are indispensable to each other. ”

— John F. Kennedy

Summer Edition



## What Is Intellectual Humility?

The recent article, “How ‘Intellectual Humility’ Can Make You a Better Person,” from *New York Magazine* defines intellectual humility as understanding the limits of one’s own knowledge — a state of openness to new ideas, and a willingness to be receptive to new sources of evidence (Lamothe, 2017).

A recent Catalyst study included in *Harvard Business Review*’s “The Best Leaders are Humble Leaders” identifies humility as one of four critical leadership factors in creating an environment where employees from different demographic backgrounds

feel included. When employees observed altruistic or selfless behavior, they were more likely to report feeling included in their work teams. Employees who perceived altruistic behavior from their managers also reported being more innovative — suggesting new product ideas and ways to work better. Moreover, they were more likely to report engaging in team citizenship behavior, such as going beyond the call of duty or picking up the slack for an absent colleague — all indirect effects of feeling more included in their workgroups (Prime and Salib, 2014).

## How to Exercise Intellectual Humility as a Leader

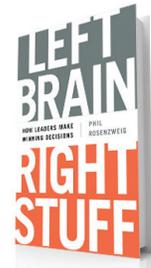
**Share your missteps or oversights as teachable moments.** When leaders showcase their own personal growth, they legitimize the growth and learning of others

**Engage in dialogue, not debates.** Engage with your team in a sincere and open manner that makes space for different points of view.

**Embrace uncertainty.** When leaders humbly admit that they do not have all of the answers, they create space for others to step forward and offer solutions.

**Model being a follower.** Inclusive leaders empower others to lead. By reversing roles, leaders encourage initiative and model the act of taking on a new perspective (Prime and Salib, 2014).

## RECOMMENDED READING



Phil Rosenzweig defines the winning combination for decision making — left brain analytics and right brain intuition. Leaders need to understand the dynamics of competition — to anticipate rival moves, draw on the power of statistical analysis, and be aware of common decision errors — all features of left brain thinking. But to achieve the unprecedented in real-world situations, leaders also need the “right stuff.” In business, leaders must devise plans and inspire followers for successful execution; in politics, they must mobilize popular support for a chosen program; in the military, commanders need to commit to a battle strategy and lead their troops; and in start-ups, entrepreneurs must manage risk when success is uncertain. In every case, success calls for action, analysis, courage, as well as calculation.

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