

The Innovative Leader: Encouraging and Rewarding Risk



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2018 CREW Leadership and Professional Development
Forum Series

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With Our Special Guest - Robyn L. Scott



What Is Risk? Do You Take Risks?

Pre-Work Discussion

- **What is Risk?**
- **Do You Take Risks?**

Five Minutes for Volunteers to Report
on Your Answers

Definitions of Risk

- **“Undertaking a task in which there is a lack of certainty or a fear of failure”**
(Megan Tull, “How Taking Risks Evokes Leaderships Success”)
- **“Venturing, working outside of one’s comfort zone”**
(Rachael Anderson Goldwyn, AHIP, FMLA, retired director of three academic health science libraries)
- **In Finance: “The probability that an actual return on an investment will be lower than the expected return”** (Businessdictionary.com)
- **In the Workplace: “Product of the consequence and probability of a hazardous event or phenomenon”**
(Businessdictionary.com)

Are Women More Risk Averse Than Men?

- **Don't we hear this all the time in the headlines?**
 - Adena Friedman, Nasdaq President: “Why it's okay that women are more risk-averse” Fortune.com (8-21-15)
 - Bryce Covert, “Why Women Workers are Risk-Averse—and That's Okay” The Nation.com (11-26-13)
- **Why Is It?**
 - **Is their risk-taking be invisible and unrecognized?**
 - **Are they enacting role-congruent behaviors that are interpreted, through a male lens, as risk-averse?**

Could It Depend on How We Define Risk?

- **Traditional Definitions/Measurement is Based on Financial or Physical Risk**

(Women Are Rated More Risk Averse)

v.

- **Non-Traditional Definitions/Measurement is Based on Both Financial and Non-Financial Risk**

(Women Do Take Financial and Non-Financial Risks)

Types of Risks Women Do Take That Traditionally Aren't Measured

- **New Jobs**
- **New Assignments**
- **New Programs**
- **Change Management**
- **Standing Up for What is Right When Opposed**
- **Taking the Ethical Path Despite Pressure to Stray**
- **Company Turnarounds**

“Do Women Take As Many Risks as Men?”

“I think they do. The trouble is that historically risk-taking has been framed so narrowly that it skews our perceptions.”

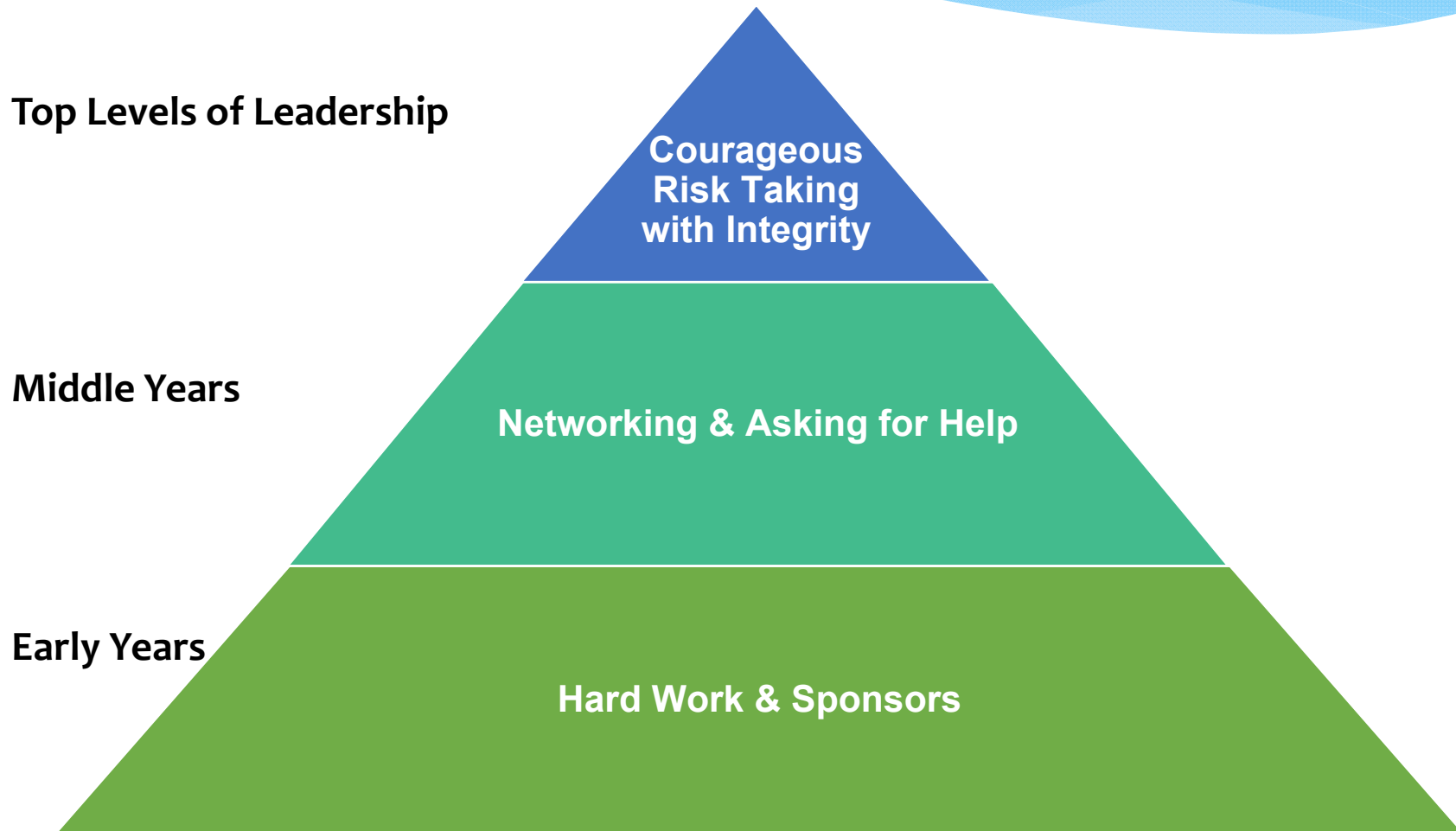
“If these [non-traditionally measured] risks were fully accounted for in our business culture, would it balance the gender perception? I think it would.”

Doug Sundheim, Author of “Taking Smart Risks” from a Harvard Business Review article (February 27, 2013)

Why Is It So Important to Take Risks?

Your career depends on it!

Career Leadership Pyramid



Based on Presentation on “Building Courage, Taking Risks”
by Yvonne Wassenaar, CEO Airware (June 2018)

8 Reasons Why Risk-Taking Leads to Success

- **New Unforeseen Opportunities Emerge**
- **Shows Confidence**
- **Helps You Stand Out**
- **We Learn Lessons that Can Lead Us in New Directions**
- **Success Must Be Pursued**
- **Achieve Your Dreams**
- **Playing It Safe Won't Help**
- **Helps Overcome Fear of Failure**

But Don't Take Risks Haphazardly

Getting Comfortable Taking Risks

How Do You Get More Comfortable Taking Risks?

- **First, why don't we take risk?**
 - BECAUSE WE ARE TOO AFRAID.....
 - ...to spend money
 - ...to quit the job
 - ...to rock the boat
 - ...to put in the time/energy
- **We let our fear of what could go wrong stop us from trying things that could go wonderfully RIGHT!**



Robyn L. Scott

Executive Presence Coach, Character Actor, Keynote Speaker
The Larapyn Group



Rules of the Road

– Robyn's 3 M's

Make it speakable

Manage your filter

Move your inner critic to the backseat

5 Ways to Get More Comfortable Taking Risks:

1. Learn to take calculated risks

- This is the difference between dangerous risks and understood risk
- Calculated risks involves knowing how you'll receive the results

5 Ways to Get More Comfortable Taking Risks:

- Women tend to gather more facts when assessing opportunities and risks.
- Women research more thoroughly, including probing how the business can extricate itself if failure occurs.
- Women have a tendency to:
 - measure risk
 - examine the possibilities and
 - take the time to calculate potential costs and benefits before taking the big plunge of committing shareholder capital

5 Ways to Get More Comfortable Taking Risks:

2. Hang out with people who teach your about risk-taking

- Surround yourself with people that are taking risks all the time
- If they openly share information with you (transparency)
- You will be able to see by example & also where taking the risk did not work

5 Ways to Get More Comfortable Taking Risks:

3. Realize there is a risk in everything

- Why do we fear risk? We are trying to control the outcome. We want the “**safe**” route.
- There is no such thing as “**safe**” route
- Question becomes what “**kind**” of risk do you want to take.

5 Ways to Get More Comfortable Taking Risks:

4. Feel the fear and do it anyway

- The more you take risk in business, the more you feel the fear but do it anyway
- The more you take risks and succeed the more comfortable you'll become
- Once you overcome one failure, it becomes easier to overcome others

5 Ways to Get More Comfortable Taking Risks:

5. Gather enough information before you jump in

- Look before you leap
- Think about what the worst thing that could happen
- Surround yourself with a solid team
- Do what is right not what is easy

Getting Comfortable Taking Risks

– with Robyn Scott

“Release the Illusion of Control”

How Do You Recognize and Encourage Risk Taking?

Encouraging Risk Taking

-Establish the Environment-

- **Set the Table**
 - Be intentional about the desire for Innovation
- **Stand Up for Others**
 - Even when it is Difficult
- **Be Understanding & Empathetic**
 - Openly Accept Mistakes
- **Show Your Own Vulnerability & Cracks**

Encouraging Risk Taking

-Encourage Others-

- **Be Comfortable with the Uncomfortable**
 - Quote from fellow CREW Chicago Member, Emily Portugal:
“It took awhile to get comfortable in my own skin”
- **Do Not Back Away at the First Sign of Resistance or an Obstacle**
 - Even when it is Difficult
- **Welcome Set-backs and Challenges**
 - Use them to Transform
- **Allow for a Second Chance**
- **Resist the Urge to say “NO”**
 - Don’t readily shut down ideas

How Do You Reward Risk Taking?

Reward Risk Takers

- **Give them New Opportunities**
 - ---or Allow Them a Second Chance
- **Openly Acknowledge Even Small Steps Forward**
- **Showcase their Work**
 - Position them to be “Thought Leaders”
- **Welcome Set-backs and Challenges**
 - Use them to Transform

Reward Risk Takers

What are companies doing to Reward Risk Takers?

Xerox

Proctor & Gamble

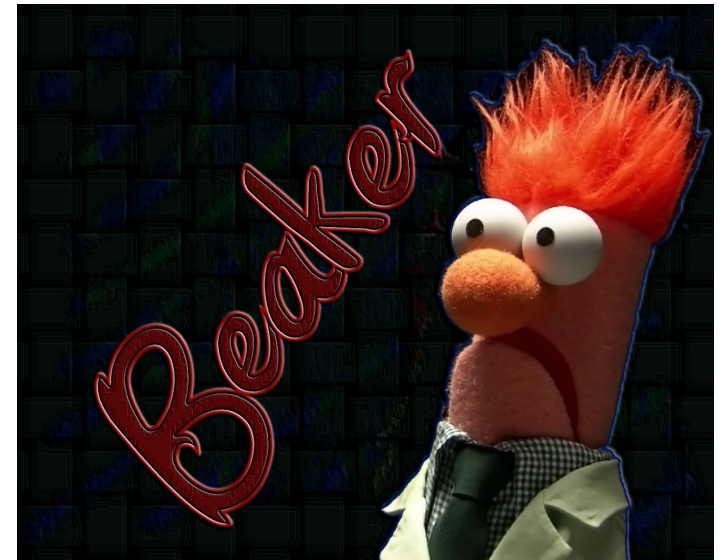
TATA

Beaker Award

Heroic Failure Award

Dare to Try Award

Amazon Creates Friction for Managers Who Say “No” – In order to say “No” Managers must first write a 2-page thesis explaining why they are saying “No”



People Do What They Are Rewarded for Doing

Encouraging Risk Taking – Encouraging and Rewarding Others

– with Robyn Scott

“Building characters builds character”



Robyn's Closing Message

“You can't afford the risk of not rooting for each other”



ROBYN L SCOTT

Wrap Up and Questions

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place, refreshments and staff
support for CREW Chicago's four
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