

Meeting Minutes

Time: Saturday 31.07.21, 11 am ET, ClubHouse

Guest speaker: Prof. [Frances Frei](#), invited by [Lilly H](#)

OPMs: [Volodymyr \(Vol\) Berezniy](#), [Lilly H.](#), [Prahlad Advani](#), [Arshi Tayyab](#), [Steven Musielski](#), [Freddy Sidi](#), [Scott K. Mullen](#), [Rebecca Taylor](#), [Grace Tsao Mase](#), [Dr. Marwa Azab](#), [Gordon Chiu \(趙汝威博士\)](#), [Frank Rohde](#), [Fahad Shah](#), [Vini Kaul](#), [Shayma Amin](#), [Shail Khiyara](#), and more

Secretary (not OPM): [cristina brodu](#)

Topic: HBS OPM ClubHouse 12th Meeting "[HBS Prof. Frances Frei: Empowering Everyone](#)"
(Next meeting: 07.08.21, 11 am ET. "THE FUTURE: Preparing our business for 2040 and beyond")

- To set up a team for success: 1. Trust (towards yourself and with others) 2. Diversity (making everyone feel included) 3. Devotion to people success (lead by example on high standards)
- Effective strategy: actionable down to the decisions to take, well understood by the leadership
- Avoiding self distraction: correct people 3-4 times, then stop, as people will adapt at own time
- Blame: if things go wrong, the leader is blamed as didn't hire the right ones, didn't motivate staff
- Empathy: test if this is sincere, over time, as centering on someone has to be constant, not 1x (in reply to Stephen's Q on empathy and to the saying "The window is where you look out and see others - where to look if things go wrong - the mirror is where you look at yourself - if all goes right")
- Empathizers: Microsoft's Kathleen Hogan; Stripe's Claire Johnson; PillPack pre-Amazon (reply to Sephen's Q about people to expect to have empathy long term, such as Intel's Paul Gelsinger)
- To empower the insecure: quote "coalition of the willing". What you do has to uncover something meaningful, don't have to cover everything. Plus, open door policy (reply to Kinga's Q re insecurity)
- Youth today: more skilled and audacious than previous generation, problem solvers, but soft skills are to refine, to teach (reply to Shayma's Q on leadership soft-skills, L&D, empathy, trust and care effect on productivity; and Q "where we are with the youth and where we should be")
- Bad work: look for its cause in your team capability (eg. not trained); team motivation (eg. perverse incentives, asking authorisation to speak); licences (in reply to Arshi's Q re improving dysfunctional diverse teams, as her team based in 3 different countries if doesn't reply to all countries or clients)
- Communication: a great idea that is presented in unpleasant style might signal a need of attention, something not said; in front to who thinks differently, leaders need to be up to speed to digest it (in reply to Joe's Q re leadership's ego - eg. if imposes how things must be done - and re righteousness and sensitivity in how things are said to the leadership: e.g. an abrasive style can kill great ideas)
- Loneliness for leaders: in the OPM "you'll never be lonely again", but you need to team up and ready to be comfortable with insecurity, audacity emerging from all (in reply to Kiran's Q on loneliness)
- Trust and empathy measure: they are qualitative drivers of performance, and effect is seen in a good work as a result, not in surveys (in reply to Shane's Q on measurability of trust and empathy)
- Inclusive leadership: new mandatory course on it, in 1st year curriculum, as making the world more diverse is not enough for inclusion to follow, the other way round works better. "Queer, gender, races, economic [status], disability" are 5 dimensions on which HBS wants to create more inclusion. It won't make go away soon what's lived now on campus: alumni must return to improve it (in reply to my Q on HBS initiatives to empower people who are socio-economically diverse from the most, eg. inspire to treat equally people from all backgrounds beyond protected characteristics)