

## Chat Transcript: The Crucial Link Between EQ and CQ Webinar

09:09:36 From Annette Karseras to Hosts and panelists:

are slides available?

09:09:37 From Judy Foley to Everyone:

Excited about the discussion with the amazing experts. Judy Foley here from Austin, Texas. <https://www.linkedin.com/in/judyfoley/>

09:09:53 From Jacynth Ivey to Hosts and panelists:

Daniel who??

09:10:26 From Viviane Vicente to Everyone:

Daniel Kahneman

09:10:57 From Jacynth Ivey to Hosts and panelists:

thank you

09:11:01 From Andre Darmanin to Everyone:

Ritika, loved that reference to level 1 and level 2 emotions

09:13:19 From Willette Neal to Hosts and panelists:

I love the phrase "how your culture shows up"

09:13:45 From Sherina Morgan to Everyone:

Level 1 and Level 2 is something I can use in the classroom with my students. Thank you!

09:15:37 From Andre Darmanin to Everyone:

That example is perfect, especially for DEI/EDI work.

09:15:56 From Mandice McAllister to Everyone:

What an awesome example!

09:16:09 From Tina Olson to Everyone:

Great examples

09:16:23 From Gina Alexandris to Hosts and panelists:

As a Greek Canadian...love the example Ritika!

09:16:38 From Fatma AbdelSalam to Everyone:



Great example, Ritika!

09:17:12 From Carre Walker to Everyone:

Ritika's example makes me realize that EQ without CQ can take you too far, or in the wrong direction, because you misread emotions in others, and end up reactive (System 1.)

09:17:28 From Mary Monica Jiony to Everyone:

Love your example Ritika!

09:17:45 From Nancy Overholt to Everyone:

Any studies on EQ/CQ we can read?

09:17:56 From Tiffany Young to Everyone:

Can anyone post references to read more about EQ System 1 and System 2 thinking?

09:18:01 From Gabriela Alcantara-Diaz to Hosts and panelists:

Cultural cues include mannerism as well.

09:18:06 From Ginny M to Hosts and panelists:

yes, please!

09:18:09 From Mary Monica Jiony to Everyone:

I echo Nancy's question :)

09:18:11 From Kelly Goodwin to Everyone:

Love this question--thanks for inviting stories as examples!

09:18:21 From Summer Eglinski to Everyone:

Yes, Nancy and Tiffany ^ ^ ^

09:18:37 From Gina Alexandris to Hosts and panelists:

Planning a course for law students on EQ/CQ this fall and would welcome resources.

09:18:52 From Marsha Ramroop to Everyone:

The panel has been referencing Daniel Kahneman: "Thinking, Fast and Slow" (2011), System 1 operates automatically and quickly, with little or no effort and no sense of voluntary control. System 2 allocates attention to the effortful mental activities that



demand it, including complex computations. The operations of System 2 are often associated with the subjective experience of agency, choice, and concentration.

09:18:52 From Kelly Goodwin to Everyone:

@Tiffany: Thinking Fast and Slow by Daniel Kahnemann

09:18:54 From Sarah Ramsay to Everyone:

Tiffany, what about this article - <https://www.scientificamerican.com/article/kahneman-excerpt-thinking-fast-and-slow/>

09:18:55 From Andre Darmanin to Everyone:

<https://www.scientificamerican.com/article/kahneman-excerpt-thinking-fast-and-slow/...>  
From his book Thinking Fast and Slow

09:19:15 From Andre Darmanin to Everyone:

@Sarah. You beat me to it. :)

09:19:18 From Tiffany Young to Everyone:

Thank you all so much!

09:19:51 From Nancy Overholt to Everyone:

Reference to article? Thanks

09:19:57 From Karin Goettsch to Everyone:

Thanks. Agree with Nancy, Mary and Summer on request for EQ/CQ research

09:20:02 From Gabriela Alcantara-Diaz to Hosts and panelists:

Very true.

09:20:29 From Marcela Popowich to Everyone:

This is all so great! I'm joining in from Winnipeg, Canada

09:20:59 From Mary Monica Jiony to Everyone:

EQ/CQ research in various cultures/cultures would be great!

09:21:26 From Mary Monica Jiony to Everyone:

\*cultures/countries

09:21:33 From Sarah Ramsay to Everyone:



<https://www.paulekman.com/>

09:21:54 From Summer Eglinski to Everyone:

thanks Sarah!

09:22:01 From Andre Darmanin to Everyone:

To the panel, how does cultural humility come to play with respect to CQ? Is it another level or element of CQ?

09:22:06 From Nancy Overholt to Everyone:

Thanks Sarah!

09:22:12 From Oana Hanganu to Hosts and panelists:

Great reference

09:22:17 From Oana Hanganu to Hosts and panelists:

<https://www.amazon.com/Emotions-Revealed-Second-Recognizing-Communication/dp/0805083391>

09:22:33 From Loren Rosario-Maldonado to Everyone:

Thank you, Rikita! I was just writing about that this weekend!

09:23:21 From Bill Henrichs to Hosts and panelists:

Curious, are any of the panelists certified in EQ facilitation?

09:23:53 From Karin Goettsch to Everyone:

As someone certified in EQ and CQ and trying to bring more CQ in particular to my clients who are always asking questions about these (and often defaulting to EQ) -- it would be great to have some 'marketing' talking points at our fingertips. Then we could position this for more growth :) Thanks for considering

09:24:17 From Nancy Overholt to Everyone:

Great point, Karin!

09:24:59 From Viviane Vicente to Everyone:

Beyond General Intelligence (IQ) and Emotional Intelligence (EQ): The Role of Cultural Intelligence (CQ) on Cross-Border Leadership Effectiveness in a Globalized World

09:25:54 From kathleen curran to Hosts and panelists:



EQ without CQ = following golden rule not platinum rule

09:25:58 From Nancy Overholt to Everyone:

Viviane, please help me understand where this reference can be found

09:26:16 From Alison Alexander to Everyone:

That makes sense Quinton

09:26:24 From Andre Darmanin to Everyone:

Viviane... was your reference as part of the blog that Ritika mentioned?

09:26:28 From Sarah Ramsay to Everyone:

<https://culturalq.com/blog/eq-does-not-equal-cq/>

09:26:49 From Nancy Overholt to Everyone:

Thanks, I am familiar with this reference.

09:26:57 From Viviane Vicente to Everyone:

[https://www.researchgate.net/publication/264663676\\_Beyond\\_General\\_Intelligence\\_IQ\\_and\\_Emotional\\_Intelligence\\_EQ\\_The\\_Role\\_of\\_Cultural\\_Intelligence\\_CQ\\_on\\_Cross-Border\\_Leadership\\_Effectiveness\\_in\\_a\\_Globalized\\_World](https://www.researchgate.net/publication/264663676_Beyond_General_Intelligence_IQ_and_Emotional_Intelligence_EQ_The_Role_of_Cultural_Intelligence_CQ_on_Cross-Border_Leadership_Effectiveness_in_a_Globalized_World)

09:27:19 From Nancy Overholt to Everyone:

Excellent!

09:27:21 From Summer Eglinski to Everyone:

Thank you all for these references. I'm so excited!

09:27:53 From Gabriela Alcantara-Diaz to Hosts and panelists:

Appreciation for someone's (group's) cultural perspective is a result of EQ.

09:27:55 From Jude Mukoro to Everyone:

Subcultures, thanks Ritika

09:28:06 From Mandice McAllister to Everyone:

Without stereotyping is an important distinction.

09:28:26 From Sarah Ramsay to Everyone:

Beyond General Intelligence (IQ) and Emotional Intelligence (EQ): The Role of Cultural Intelligence (CQ) on Cross-Border Leadership Effectiveness in a Globalized World - <https://spssi.onlinelibrary.wiley.com/doi/10.1111/j.1540-4560.2011.01730.x>

09:29:55 From Bill Henrichs to Hosts and panelists:

I would think that knowledge of EQ and CQ, does not mean one is healthy EQ and CQ

09:30:31 From Nancy Overholt to Everyone:

Anything more recent?

09:30:45 From Nancy Overholt to Everyone:

Any EQ=

09:30:53 From Marsha Ramroop to Everyone:

GREAT question about EQ/CQ manipulation.

09:30:54 From Nancy Overholt to Everyone:

CQ article that is more recent

09:31:29 From Richard Lombard to Everyone:

How about advertising and clickbait as examples of the dark side of the use of EQ?

09:31:33 From Chris Frederick to Everyone:

Darth Vader had zero EQ:))

09:31:52 From Tiffany Young to Everyone:

ha! @ Chris Frederick!

09:32:16 From Andre D to Everyone:

That's good

09:32:22 From Alison Alexander to Everyone:

agree

09:32:40 From Tiffany Young to Everyone:

love that. a 90 second pause is the difference between a reaction and a response. I am going to use that with my teenage children!

09:32:59 From Andre Darmanin to Everyone:



A coach mentioned pausing before responding. Something I continue to improve on.

09:33:05 From Chris Frederick to Everyone:

<https://www.linkedin.com/pulse/leadership-lessons-from-star-wars-chris-frederick-jedi-knight->

09:33:07 From Rob Heijermans to Everyone:

Evan a pause can be misunderstood.

09:33:22 From kathleen curran to Hosts and panelists:

the interpretation of a 90 second pause is culturally influenced 😊 (Is something wrong vs space to reflect.)

09:33:28 From Sherina Morgan to Everyone:

I will definitely use that with my students!

09:33:33 From Karin Goettsch to Everyone:

Love the 90 second response vs. reaction. Wish this silence and deeper thinking was more valued in "U.S. corporate business" culture I work with. ;-)

09:33:57 From Dougg Custer to Everyone:

A 90 second pause could indicate you have no idea what to say and you're hoping the discussion will proceed without your insight.

09:34:07 From Marsha Ramroop to Everyone:

@Rob, that's true. I think Ritika's point is not how the pause is understood, but how the responder is using it

09:34:09 From Andre D to Everyone:

it is the difference between listening to react and listening to learn

09:34:13 From Oana Hanganu to Hosts and panelists:

I think it depends on your intentions, if you want to manipulate, your response in 90 seconds will be crafted accordingly.

09:34:39 From kathleen curran to Hosts and panelists:

research shows that US culture can handle 7 seconds of silence. Estimates are that this tolerance online is 3 seconds!

09:34:52 From Sarah Ramsay to Everyone:

True Rob, a pause during spoken communication can be misunderstood or the other person will just fill it in with more comments so you have no time to respond to their first comment

09:35:07 From Vincent MERK to Everyone:

And listening to answer vs listening to understand

09:35:14 From Gabriela Alcantara-Diaz to Hosts and panelists:

“The greatest freedom lies in how we react.” Thank you for sharing.

09:35:30 From Kathy Thomson to Everyone:

mindfulness based communication

09:35:33 From Lama Jaafari to Everyone:

Mindfulness+EQ+CQ: Best Self

09:35:34 From Loren Rosario-Maldonado to Everyone:

very true!!

09:35:43 From An Normand to Hosts and panelists:

Pause that would allow inclusiveness to internal processerw

09:35:50 From Sarah Ramsay to Everyone:

or worse, listening only enough to formulate a response (and so missing quite a lot of important info)

09:35:50 From Ginny M to Everyone:

I guess, we can also let people know that you need to think for a moment. (specially in those very expressive cultures)

09:35:50 From Sherina Morgan to Everyone:

Lama: Yes!

09:35:51 From Darryl Washington to Everyone:

The 90 second pause seems as though it might make the difference between being emotionally intelligent or culturally intelligent.

09:36:00 From Mary Monica Jiony to Everyone:

symbols, signs, language can be misunderstood, definitely:



09:36:19 From Tina Olson to Everyone:

I taught myself pausing/silence teaching college students and am now comfortable with this.

09:36:35 From Andre Darmanin to Everyone:

because of the expansion of my global network, I'm beginning to learn this. As a Canadian, we have some similar responses to Americans.

09:36:53 From Ann Little to Everyone:

Yes!!! Viviane this is so true! As an American who has done Education Reform work in Malaysia this is something I had to learn.

09:36:55 From Mary Monica Jiony to Everyone:

Totally agree with Viviene, to adjust...

09:37:12 From Mary Monica Jiony to Everyone:

In words, being situational :)

09:37:27 From Karin Goettsch to Everyone:

As an introverted (preference) facilitator, I make a point of calling this out during my pauses (not nearly 90 sec though ;-)) So also personality influence.

09:37:40 From Judy Foley to Everyone:

When negotiating people use silence to their advantage. Many people are uncomfortable and offer things in the silence.

09:38:57 From Gabriela Alcantara-Diaz to Hosts and panelists:

How do we use CQ strategies to impact social issues harming girls and women?

09:39:28 From Lama Jaafari to Everyone:

EQ+CQ is a gift for a life of self-awareness with intention and purpose.

09:40:34 From Andre Darmanin to Everyone:

That's me when I facilitate, in person and online.

09:40:39 From Summer Eglinski to Everyone:

@Quinton yes, so true

09:40:39 From Tiffany Young to Everyone:



me too, Quinton!

09:40:56 From wes wong to Everyone:

Online also adds further delay (i.e., extends the pause)

09:41:11 From Tiffany Young to Everyone:

Massive struggle

09:41:13 From Loren Rosario-Maldonado to Everyone:

@quinton yesss! especially in collectivist cultures

09:41:21 From Gina Alexandris to Hosts and panelists:



09:41:44 From wes wong to Everyone:

@quinton... what do you mean "neutral" culture?

09:41:57 From Loren Rosario-Maldonado to Everyone:

Latin America has especially seen a great deal of difficulty in that area

09:42:05 From Sarah Ramsay to Everyone:

Yes, I have experienced difference between domestic student groups and international student groups online

09:42:05 From Yesenia Murillo to Everyone:

@Wes and although there is more silence, I feel there isn't the same accountability

09:42:35 From kathleen curran to Hosts and panelists:

There is an interesting connection to Kegan's constructive developmental model of adult development. Self authoring is a stage when we can detach ourself from blame in an interaction. Instead we can observe our role within an interaction, so personal responsibility becomes an important element in our capability to nonjudgmentally further a relationship

09:42:47 From Ginny M to Everyone:

that is why providing some guidelines for (Online) interaction at the beginning is important.

09:42:56 From Yesenia Murillo to Everyone:

^ in virtual settings, I'm a facilitator too

09:43:03 From Andre D to Everyone:

other good point Ritika

09:43:06 From Tiffany Young to Everyone:

@ritika can you repeat what you said about the person with the higher EQ being responsible...

09:43:06 From shannon gaston to Everyone:

i appreciate the AIM of that quote but it statements totally disregards power dynamics

09:43:07 From John Lee to Hosts and panelists:

I do find engaging tools such as Mentimeter are great for getting a sense of the room and how they're feeling and engaging with the topic

09:43:08 From Megan Larson to Everyone:

If the responsibility lies with the person with the highest EQ/CQ, what does that mean if it puts an inequitable burden on BIPOC?

09:43:13 From Marsha Ramroop to Everyone:

And further to your point Quinton, I'd consider that the Albert Mehrabian's 7-38-55 Communication model, that says that 7% of the meaning of feelings and attitudes takes place through the words we use in spoken communications, while 38% takes place through tone and voice and the remaining 55% of communication of these factors take place through the body language we use (specifically our facial expressions), needs to be further subdivided to take into account in-person body language.

09:43:17 From Faye Waidley to Hosts and panelists:

As an Asian, being on zoom has allowed me to engage and speak up.

09:43:30 From Carre Walker to Everyone:

are there any resources for how to engage different cultures/preferences in an online meeting setting? different questions to ask or how to establish a safe space for various preferences?

09:43:37 From John Lee to Hosts and panelists:

Any other good tools to recommend to get a sense of the mood of the room?

09:43:44 From Alison Alexander to Everyone:

I think that is helpful Ritika. I think there is something about developers of the metaverse have to ensure tools are present to allow people to show their emotions.

09:43:55 From Chris Frederick to Everyone:

Japanese

09:44:18 From Andre Darmanin to Everyone:

Megan, that's a great question, especially with global majority populations. As someone is who is involved with DEI work, and increasingly with global populations, I'm interested to learning more about this.

09:44:30 From Shannon Simmons to Hosts and panelists:

How does a facilitator establish and elevate 'safety' in a cross-cultural group versus creating 'comfort' for all? For example, I can be safe to ask questions in cross cultural contexts, but I may not always 'feel comfortable.'

09:45:29 From Alison Alexander to Everyone:

I have to jump off - but really enjoyed the session that I've been able to participate in. Look forward to listening to the recording.

09:45:30 From Sarah Ramsay to Everyone:

setting the chat to host only can encourage questions (not seen by the others); use anonymous online noticeboards (e.g., Padlet)

09:46:20 From Andre D to Everyone:

The best advice I have heard on this is not to try to replicate in person in virtual but instead focus on the best way to accomplish the goal of the facilitation in virtual

09:46:42 From Guillermo Rogel to Everyone:

I can see the usefulness of distinctions of neutral and expressive cultures yet at the same time, there is so much in between those possibilities, that is, there are many more cultural possibilities than those two

09:46:52 From Tiffany Young to Everyone:

when you send resources, can you please share the chat conversation? So many good thing in here that I'd love to go back and read.

09:47:10 From Fatima Miller to Everyone:

What sort of activities would you suggest at the start of academic year for member of staff to understand each other better? My school has 40 + nationalities!

From Tiffany Young to Everyone 09:46 AM

when you send resources, can you please share the chat conversation? So many good thing in here that I'd love to go back and read.

From Fatima Miller to Everyone 09:47 AM

What sort of activities would you suggest at the start of academic year for member of staff to understand each other better? My school has 40 + nationalities!

09:47:42 From Lama Jaafari to Everyone:

Do our homework first to understand the demographic present.

09:47:54 From Chris Frederick to Everyone:

Cross Cultural Training is essential when relocating around the world for example

09:47:55 From Mary Monica Jiony to Everyone:

Yess, agree with Tiffany's request! many useful feedback and resources

09:48:23 From Andre D to Everyone:

Facial expressions even vary by regions of a particular country or state/province/parish

09:48:25 From Gabriela Alcantara-Diaz to Hosts and panelists:

How does the panel feel about global marketing campaigns?

09:49:06 From Andre D to Everyone:

In western part of my start people smile at you even when they are very unhappy or mad

09:49:12 From Ritika Wadhwa to Hosts and panelists:

Keyla I am happy to skip and move on to next question. think its been covered. tahnks

09:50:33 From Lama Jaafari to Everyone:

It is not possible to read everyone's emotions/expressions, even if we understand the culture, as each individual is different within the same culture. The intention behind our actions and keeping open respectful communication is what will make the difference, I believe.

09:52:04 From Marisa Avramovich to Hosts and panelists:

I appreciate your honesty, Ritika! This is not easy to navigate. Thank you.

09:52:05 From kathleen curran to Hosts and panelists:

the ability to say I don't know is the most powerful capacity and capability for global effectiveness

09:52:17 From shannon gaston to Everyone:

I can speak for myself as a person of color its EXHAUSTING, esp when you know the power will be trump the EQ/CQ knowledge

09:52:17 From Megan Larson to Everyone:

YES! Well said, Quinton

09:52:21 From kathleen curran to Hosts and panelists:

Congrats for saying I don't know, Ritika

09:52:39 From shannon gaston to Everyone:

there's acknowledgment, then NOTHING. so nothing changes

09:52:50 From Tiffany Young to Everyone:

Shannon....I am with you! Absolutely exhausting.

09:52:52 From Rob Heijermans to Everyone:

Can breaking down a system be a violation of CQ?

09:52:56 From Loren Rosario-Maldonado to Everyone:

it is more about balancing the approach depending on the audience. Adjusting to the specific audience helps a facilitator make that determination at the moment. It is not something that can be spontaneously decided. There are other marginalized intersections that are not being considered such as neurodiversity

09:53:13 From Sarah Ramsay to Everyone:

@Fatima, we have a similar situation. We have focused on establishing a common educational culture which everyone has to adapt to. This has been established over a number of years during programme/course/subject meetings and is continuously amended to reflect new challenges (eg teaching online)

09:53:15 From Loren Rosario-Maldonado to Everyone:

Thank you, Ritika!!! Brilliant!



09:53:36 From Andre D to Everyone:

Great conversations and perspectives very thought provoking

09:54:20 From Patricia Jameson to Everyone:

I generally ask people for their preferences to help all understand the different preferences and then establish common ground. Platinum rule versus golden rule.

09:54:58 From Loren Rosario-Maldonado to Everyone:

very true!

09:55:31 From Gabriela Alcantara-Diaz to Hosts and panelists:

Use our platform for a better understanding of CQ. Agree.

09:55:39 From Lauren Turner to Everyone:

Some leadership theories are helpful here - transformational leadership, LMX - call upon leaders to get to know their team members - investing in building these relationships can help leaders support environments that are inclusive for everyone

09:55:51 From Allison Coventry to Hosts and panelists:

One would have to be in a position of power to utilize their EQ/CQ in this way. What do you do from a different chair?

09:56:06 From Andre Darmanin to Everyone:

@Lauren Great point, especially being inclusive of neurodivergent populations.

09:56:13 From Edward David to Everyone:

Great webinar. Thank you.

09:56:14 From Andre Darmanin to Everyone:

Loren\*

09:56:43 From Yesenia Murillo to Everyone:

I love that Quinton, I have said that many times between English and Spanish

09:56:43 From Loren Rosario-Maldonado to Everyone:

great way to ensure inclusivity!

09:56:49 From Patricia Jameson to Everyone:

Inclusive leadership and behaviors. The inclusive leadership framework is becoming more popular in our diverse environment.

09:56:53 From Loren Rosario-Maldonado to Everyone:

@yesenia so true!

09:56:54 From Allison Coventry to Everyone:

One would have to be in a position of power to utilize their EQ/CQ in this way. What do you do from a different chair?

09:56:57 From Gabriela Alcantara-Diaz to Hosts and panelists:

Such a great point, Quinton!

09:57:18 From Gina Alexandris to Hosts and panelists:

@Viviane that reflection on effective leadership with diverse groups is powerful

09:57:19 From Irina Sikorskaya to Hosts and panelists:

Thank you much for insightful conversation! Have to leave, hope to listen to the recording. Thank you in advance!

09:57:31 From Loren Rosario-Maldonado to Everyone:

@Rikita brilliant. We do evolve as part of this journey

09:57:35 From Yesenia Murillo to Everyone:

@Loren :)

09:57:58 From Fatima Miller to Everyone:

Thank you @sarah. I think the educational culture is nurtured, but some members of staff being the minority, feel left out. I'd like to bring some common understanding of each other references, like survey done to measure EQ but for CQ

09:58:09 From Tiffany Young to Everyone:

@Ritika, you mentioned you've been on the journey for a year or so now. Where did you begin your CQ journey? What was your first step?

09:58:16 From Lauren Turner to Everyone:

Inclusive leadership is now essential with increasing diversity of our workforces - fostering a climate of belonging for everyone. I read a linked in post recently that said



we should go beyond creating an environment where everyone feels that they "belong" and move to creating environments where everyone feels that they are wanted!

09:58:18 From Rob Heijermans to Everyone:

This has been thought-provoking and helpful. Thanks so much!

09:58:33 From Viviane Vicente to Everyone:

thank you, @Gina

09:59:02 From Rikky Minyuku to Everyone:

One of the challenges I face is that leaders want to start using formulaic approaches and are surprised that they do not work. All of this must be founded on relationship building and trust.

09:59:04 From An Normand to Hosts and panelists:

"Leading from behind"

09:59:18 From Tina Olson to Everyone:

How do you honor cultural differences when your customers won't understand? For example, I'm working with an employee from Jamaica and I'm in Missouri. Her communication is very direct. We want to preserve her culture yet our predominantly white, Midwest patients will not welcome this.

09:59:21 From Loren Rosario-Maldonado to Everyone:

@Keyla, would you have been as curious if you had not been exposed to CQ as part of your job?

09:59:30 From Lauren Turner to Everyone:

This was a great webinar. Thank you!

09:59:46 From Andre Darmanin to Everyone:

This was an amazing webinar. Thanks everyone.

09:59:50 From Loren Rosario-Maldonado to Everyone:

Thank you everyone!! great conversation. This is certainly a mission

09:59:55 From Emily Smith to Everyone:

Wonderful conversation today, thank you all!

10:00:07 From Patricia Jameson to Everyone:



Morely (2018) identified six inclusive behaviors that highly correlated with a "speak-up" culture or an organizational environment where everyone feels free to volunteer opinions, suggest unorthodox approaches, or propose solutions that fly in the face of established practice. These behaviors include:

- Ensure everyone gets heard;
- Give actionable feedback;
- Make it safe to risk proposing novel ideas;
- Take advice and implement feedback;
- Empower team members to make decisions; and
- Share credit for team success.

10:00:10 From Tiffany Young to Everyone:

Thank you for this thought-provoking conversation

10:00:12 From Carre Walker to Everyone:

this has been wonderfully insightful! thank you!

10:00:16 From Oana Hanganu to Hosts and panelists:

Thank you all! Great webinar!

10:00:19 From Andre Darmanin to Everyone:

If anyone wants to connect further, you can reach me on LinkedIn

<http://ca.linkedin.com/in/andredarmanin>

10:00:22 From Eric Mercer to Everyone:

I've often said, individuals are infinitely complex. Adding in other people creates greater levels of complexity, leading to the need for genuine openness to new experiences and true curiosity.

10:00:45 From Andre Darmanin to Everyone:

I look forward to learning more from the panel, especially @Ritika.

10:00:48 From ROBIN LAUERMANN to Everyone:

Thank you for thr ma great insights!

10:00:49 From Dougg Custer to Everyone:



Shared leadership is essential to team effectiveness, but most cultures will not tolerate the leadership moving from one team member to another depending on the needs of the situation. So the person of power/privilege needs to demonstrate the humility necessary for this to work.