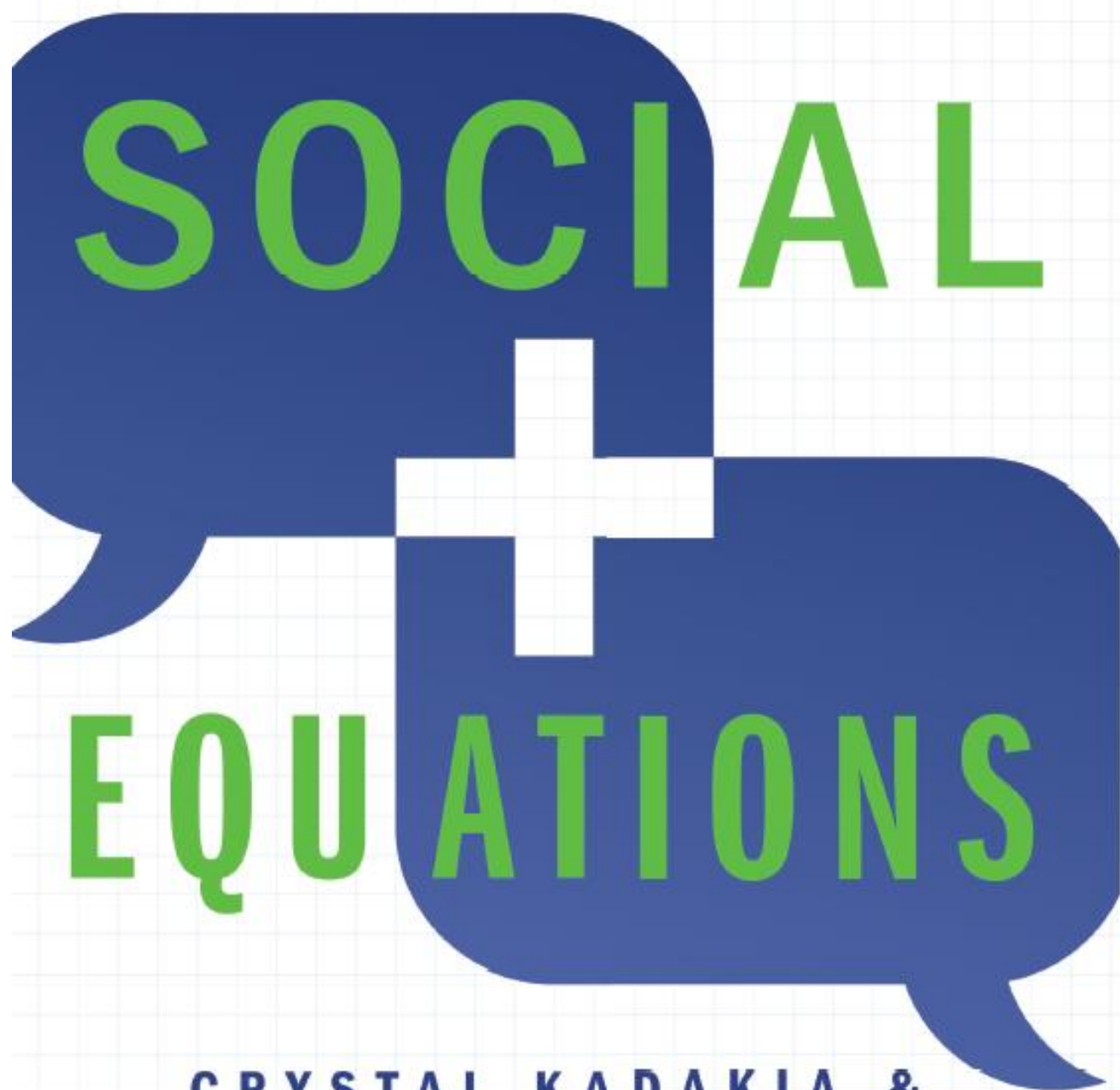


THE STEM PROFESSIONAL'S USER GUIDE  
TO BUILDING POSITIVE RELATIONSHIPS



**SOCIAL**  
**EQUATIONS**

**CRYSTAL KADAKIA &  
JANETTE WILLIAMS**

## LEADERSHIP

"*Social Equations* will quickly become a critical read for STEM leaders. Having been through many years of technical training and education, leaders and team members in STEM fields often feel unprepared for the soft skills that corporate settings require. Well-researched and expertly written, this book is the ultimate tool kit for improving your relationships and collaboration!"

—DR. MARSHALL GOLDSMITH, *Thinkers50* #1 Executive Coach and a *New York Times* best-selling author.

# MASTERING EVERYDAY SOCIAL DYNAMICS FOR TECHNICAL PROFESSIONALS

**T**hose in STEM fields are charged with driving innovation. In the workplace, whether you are a young professional or an experienced leader, you face the challenge of navigating complex social dynamics, not only of applying your technical expertise. *Social Equations* uniquely positions you to understand these social challenges through a technical lens. When you focus only on the technical side, you operate in a silo that has limited impact and encounter many roadblocks, seemingly from others. However, sometimes you're the roadblock! To make a difference on a large scale, you must be able to understand, work with, and influence others.

Use this essential guide to grow your capability over time. When you run into a problem, simply turn to the topic you need to better understand the social dynamics at play—from intrapersonal challenges to working in and leading teams.

Drawing on concepts from business, organizational development, and social psychology, authors Kadakia and Williams explain these social dynamics using scientific analogies, fictional anecdotes, and reflection exercises. *Social Equations* empowers you to thrive as a social innovator and a collaborative leader driving impactful change.

**CRYSTAL KADAKIA** is an organization development consultant, two-time TEDx speaker, and former chemical engineer. She is also the author of *The Millennial Myth* and *Designing for Modern Learning*. Beginning her career at Procter & Gamble, she now leads a learning design firm and independently consults with leadership teams on workplace transformations. Her goal is to further the work of sustainability-oriented organizations.



**JANETTE WILLIAMS, IMBA, PhD**, is an organizational psychologist and business consultant. With more than thirty years of experience, she uses a systems approach to integrate the wholeness of individuals, teams, and organizations to achieve optimal performance. Committed to staying intellectually curious, she challenges herself and others to reach their full potential.

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## 1.1

# GROWING YOUR SELF-AWARENESS | THE JOHARI WINDOW



Our personal myths blind us to knowing what we can and can't do. Seeing who we are in this moment—our health, our motivation, the messages coming from our world—gives us the information we need to continue on.

[Yet], the maps we need are in us, but not in only one of us. If we read the currents and signs together, we'll find our way through.

—MARGARET WHEATLEY, *Perseverance*

<p><b>THE PROBLEM</b></p> <p>These are just <i>some</i> of the problems you might encounter that growing your self-awareness helps solve.</p>	<ul style="list-style-type: none"> <li>• Do you feel like you're often running on autopilot, choosing the same reactions, and not adjusting in the moment to the situation?</li> <li>• Do you clash with others easily?</li> <li>• Have you received feedback that you're not coachable?</li> <li>• Do you struggle with imposter syndrome or self-esteem?</li> <li>• Do you feel progress isn't happening as often as usual in certain situations or with certain people?</li> </ul>
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No one knows you better than you know yourself. But, ironically, you don't know your whole self effortlessly—it requires intention and work. It's a natural outcome of living as a complex being, taking in and interpreting many types and quantities of data every second. That's why the depth at which we *consciously* know our character, feelings, and motives widely varies among individuals. And, just like any good system, we can act our best in present moments when we are thoughtfully acting based on our complete data set, rather than reacting based on past data or other preprogramming residing in our brains. As Margaret Wheatley says, "When we are overwhelmed and confused, our brains barely function. We reach for the old maps, the routine responses, what worked in the past."<sup>2</sup>

The level that we know ourselves comes from calling attention to the different aspects that make us who we are. Calling attention to these various aspects is called building self-awareness. There are two aspects of self-awareness, internal and external.

- **INTERNAL SELF-AWARENESS:** Focuses on consciously understanding and surfacing our individual core beliefs, values, and attitudes.
- **EXTERNAL SELF-AWARENESS:** Helps us understand how these core beliefs, values, and attributes impact others.

## PRAISE FOR *SOCIAL EQUATIONS*

“*Social Equations* will quickly become a critical read for STEM leaders. Having been through many years of technical training and education, leaders and team members in STEM fields often feel unprepared for the soft skills that corporate settings require. Well-researched and expertly written, this book is the ultimate tool kit for improving your relationships and collaboration!”

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*New York Times* best-selling author of *The Earned Life*,  
*Triggers*, and *What Got You Here Won't Get You There*

“Crystal Kadakia and Janette Williams have created a timely, practical, and masterful resource to navigate social dynamics in the workplace. This extraordinarily useful book is a must-read for STEM professionals who want to grow their leadership skills to the next level. Packed with practical tools and relatable examples, this is a resource you will refer to often as you work.”

—**DARLENE CHRISTOPHER**, Senior Learning Officer, World Bank

“Network intelligence, relationship management and navigating team dynamics are modern day skills that even the most technically proficient experts need to sustain lasting, impactful careers. This modular self-paced guidebook helps you curate the most critical attributes you need in the moment, wherever you are in your professional journey. So grab a notebook and your favorite pen and get down to work with arguably the most important client of your career: yourself.”

—**AUSTIN LIN**, Former President & Chair of the Board of  
Directors, American Society for Quality (ASQ)