

# VIRGINIA BANKERS ASSOCIATION EXECUTIVE LEADERSHIP INSTITUTE

---

## SESSION 2: INNOVATION, STRATEGY AND SUCCESS IN TIMES OF CHANGE

February 17 – 19, 2021

# EXPECTATIONS

- Level of listening - Olympic listening
- You may have had some of this...timing, repetition, and experience change the learning
- Adults learn by participating

# EXPECTATIONS

- Discussion of change for yourself, not others
- No one is broken... this is about taking a step that other successful people take

# EXPECTATIONS

- “I am a Beginner.” Be curious - don’t critique/judge/assess what is happening – that is how smart people fail to succeed at continuous improvement or new ways of thinking. (It’s not wrong, it’s just not useful.)

# EXPECTATIONS

- Confidentiality
- Respect
- Be present
  - All Sessions
  - Video turned on all the time
  - Cell-phone/e-mail silenced
  - Fully engaged

# EXPECTATIONS

- We are a laboratory for the work we are talking about it. For example, you are our partners for meeting the objectives.
- *Others?*

# AGENDA

# OBJECTIVES

1. To understand the value of a well-designed set of core values, people strategies, and planned initiatives.



# OBJECTIVES

2. To begin the practices that build a highly-differentiated strategy for your organization, team, or self

# OBJECTIVES

3. To explore the impacts of change and how we can cause and lead it more successfully

# STRATEGY

# WHY DOES STRATEGY/INTENTION MATTER?

- 212 degrees video

# LEADERSHIP DECLARATIONS

- Setting a Purpose or “why we exist”

# WHAT IS STRATEGY?

- Who has it? Examples...
- How do you know they have it?
- Why is it a good thing? Or is it?

# WHAT IS STRATEGY?

- Static or Dynamic?
- When does it alter, if at all?

“Strategy is not a lengthy action plan. It is the evolution of a central idea through continually changing circumstances.”

- Jack Welch



# ONE PAGE PERSONAL PLAN

- Verne's Video
- OPPP Completion

# WHY STRATEGY NOW?

- Most difficult business challenge today?
- For community banks?

# CORE VALUES

- How you do everything
- Regardless of the business or opportunity
- Emanates from your personal core values

Source: Gazelles International

# PEOPLE

- Talent that Transforms

# PEOPLE

- *Topgrading and Who  
A Players?*

*I can train you, move you or fire you, but  
you will not get in the way of the mission.*

*- Colin Powell, in Richmond, Va.*

# TALENT ASSESSMENT CHART

# SWT ANALYSIS

- Strengths
- Weaknesses
- Trends

# WHAT IS YOUR SANDBOX?

- Focus for resources
- Eliminate distractions
- What to say “no” to



# WHO IS YOUR CORE CUSTOMER?

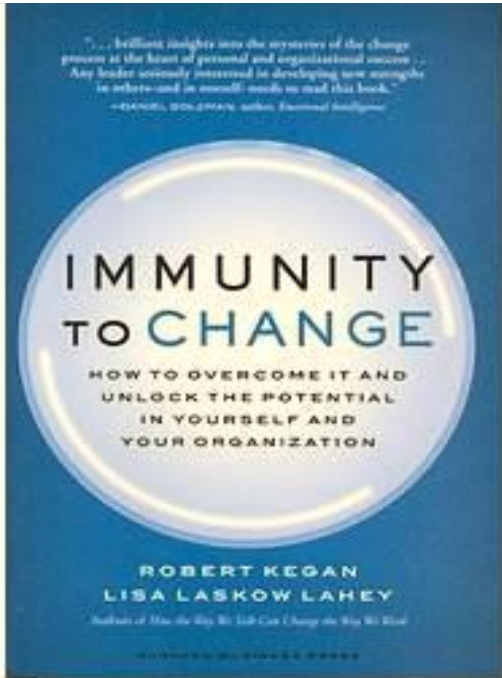
- Who is the best ROI for you?
- Who would you want more of?
- Why?

# EXECUTION

- Priorities
- Metrics/Milestones:
  - Leading and Lagging
- Meeting Rhythms

# CHANGE

# Organizational Change Begins With Personal Change



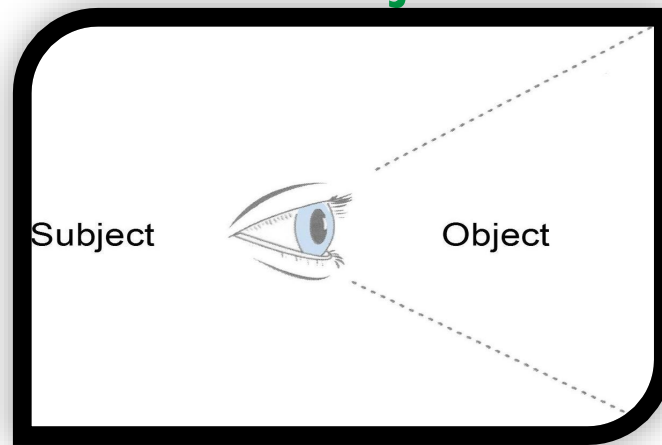
*It may be nearly impossible for us to bring about any important change in a system or organization without changing ourselves (at least somewhat).*

Robert Kegan & Lisa Lahey, 2001

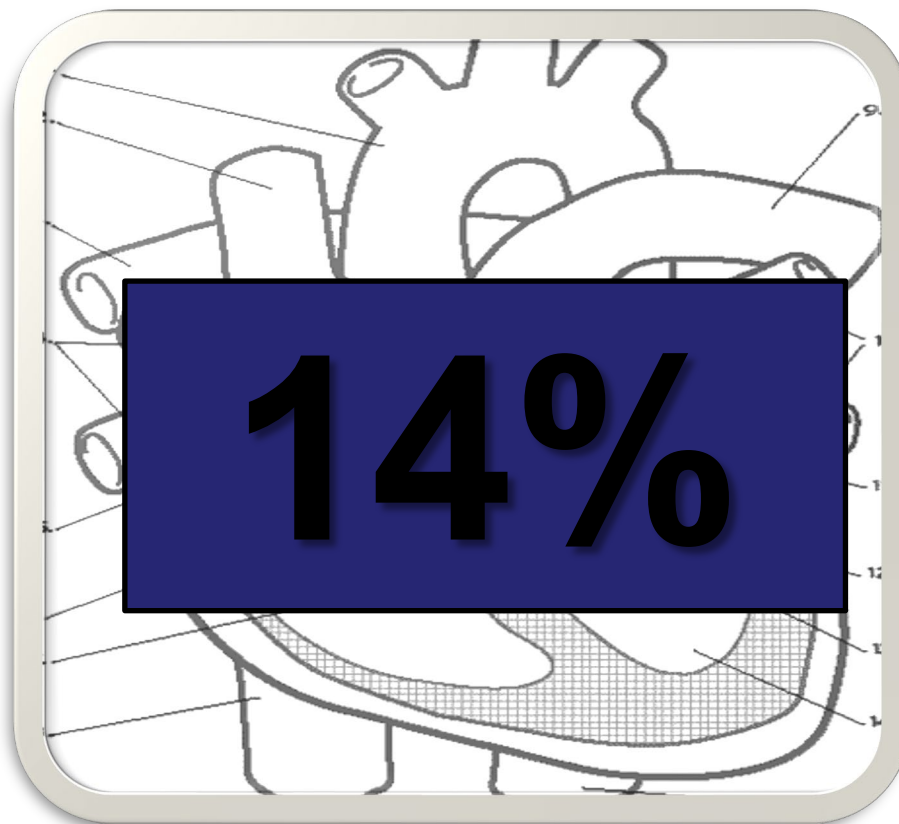
# Session Objective

Create insight into why change is so difficult –  
bringing to light hidden barriers.

Move improvement goal from “subject” to  
“object”.



# Life-or-Death Change



# A Few Thoughts

- We will be “constructing a map”
- You may not come away with all the answers – in fact, will likely have more questions.
- The basic rhythm of the work:
  - Ask you a question
  - Give you time to reflect
  - Check-in with your partner (2 min. ea.)
  - Repeat...

David's initial immunity map

Commitment	Doing/not doing instead	Hidden competing commitments	Big assumptions
To better focus on a few critical things: <ul style="list-style-type: none"><li>• Delegate</li><li>• Clarify outcomes desired</li><li>• Accept different approaches</li><li>• Support small failures as learning</li><li>• Challenge the thought process and logic</li></ul>	<p>I let new opportunities distract me, adding to my list.</p> <p>I accept more tasks and sacrifice non-work-related things.</p> <p>I don't consistently balance time commitment to urgent and important rankings.</p> <p>I don't ask people to help me.</p>	<p>(I fear missing a good opportunity. Falling behind.) I'm committed to being independent and capable of anything.</p> <p>(I fear letting my team down. If I put myself first I feel guilty and selfish.) I'm committed to being selfless.</p> <p>(I dislike leaving boxes unchecked—it's harder to drop something than just to do it.) I'm committed to always finding a way to get it done.</p>	<p>If I am dependent on others and unable to do many things well, I lose my self-respect.</p> <p>If I put myself first I'll become what I dislike in others—superficial and trivial.</p> <p>If I don't find a way to get things done, I'll stop being valuable.</p>

# Conversation Partner Ground Rules

- Your role as a partner
  - Most importantly, listen
  - Meet your partner where they are & follow their pace
  - Do not to push, pull, or challenge
- Your role as a speaker:
  - You decide how much to share
- **Important!** Ask me questions if I am unclear with directions
- 2 minute rule





# Your Commitment



# Improvement Goal Examples

- I want to be more transparent with my boss/colleagues
- I want to have a more participative decision-making process
- I want to stop working so many nights & weekends
- I want to be a better listener
- I want to support my staff to take individual initiative
- I want to have better health

# Your Improvement Goal

- *Is it important or very important for you to get better at this?*
- *Is it significantly related to your work (or life)?*
- *Does it have a high sense of urgency?*
- *Is it important or very important to supervisors, peers, or others in your life?*
- *Does it involve you & how you work with others?*
- *Do you have room for improvement on this issue?*

# Brainstorm Improvement Goals

Warm-Up					
<p>Use this column to brainstorm.</p> <p>Write down 3-6 ideas that you are considering for personal improvement over the next 6 months</p>					

© Minds at Work

# Sample Map “Pat”

Warm-Up	Improvement Goal				
	<p>I want to be more present with others (in meetings, etc.)</p> <p>-----</p> <p>-----</p> <p>Better develop my “being a leader” (v. doing/manage)</p>				

© Minds at Work

# Column One – Improvement Goal

Warm-Up	Improvement Goal				
	<p>Use this column to write down your commitment</p>				

© Minds at Work

# Criteria for Column #1 High Quality Entry

- It's true for you
- It implicates you
- There's room for improvement
- It's significantly related to your work or personal life
- It's important to you (4 or 5 scale -1 low to 5 high)

# Reflection Time

- Share with your partner: **remember your responsibility as a listener!**
- Questions for listener to ask:
  - *Why is this important to you?*
  - *Why does it need to be changed now?*
  - *Why will this change make your life and the lives of others better?*
  - *Tell me more about...*



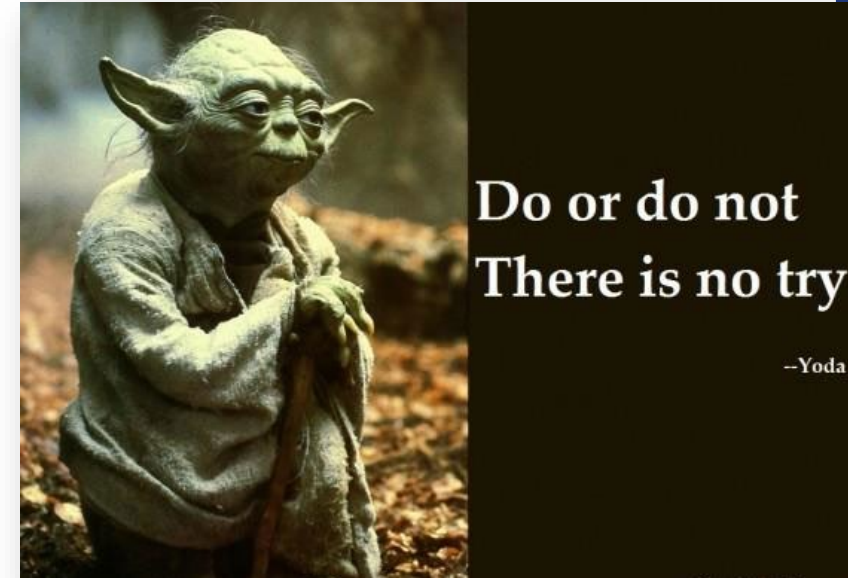
# Column Two

Write “Doing/Not Doing” in Column Two

## Column Two Criteria for High Quality Entries

- Name behaviors, not just disposition.  
(e.g., *I fly off the handle & get mad*  
or *I avoid the conversation.*)
- These behaviors work against achieving our column one commitment or goal.
- Not why or what you are going to do about it

Listen closely to your partner's answers & benchmark them with these criteria.



# Column Two – Doing / Not Doing

Warm-Up	Improvement Goal	Doing / Not Doing			
	Use this column to write down your “One Big Thing”				

© Minds at Work

# Sample Map “Pat”

Warm-Up	Improvement Goal	Doing / Not Doing			
	<p>I want to be more present with others (in meetings, etc.)</p> <p>-----</p> <p>----</p> <p>Better develop my “being a leader” (v. doing/manager)</p>	<p>Let my digital devices distract me when in person, in a meeting, conversation, etc.</p> <p>Believe I need to be contacted all the time, others can’t do things without me.</p> <p>-----</p> <p>Tendency to drive toward a solution, jump in with the answer to “save the day.”</p> <p>Don’t listen well once I have made up my mind.</p>			

# Pair & Share

- Check-in with your partner
- 2 minutes each
- Any questions?
- Remember the ground rules about partnering!

# Column One Commitments



These commitments are...  
sincere, but rarely successful

Because...  
they do not take into account  
the complexity & larger  
powers behind what is  
happening

# Push/Pull Commitments

We hold competing commitments which prompt the behaviors listed in Column Two...  
& that's our next step.



# New Year's Resolutions





# Column Three – Part One

Warm-Up	Improvement Goal	Doing / Not Doing			

© Minds at Work



# Column Three

- Write in the box in the next column
- Look at the behaviors in column 2
  - If you **did the exact opposite** of these behaviors, what worries you about that?
  - Identify your feelings of fear, discomfort or sense of loss? What would you be giving up?
- List 4-5 concerns in the Worry Box in column 3

# Dive Deep!



## Surface Concerns:

- Boredom
- Impatience
- People won't like me
- I don't have any worries



## Deeper Worries:

- I might be out of my comfort zone/look stupid
- I might make a big mistake
- I might be alone or lonely
- I might be a vulnerable leader



Warm-Up	Improvement Goal	Doing / Not Doing	Hidden Competing Commitments		
	<p>I want to be more present with others (in meetings, etc.)</p> <p>-----</p> <p>-----</p> <p>Better develop my "being a leader" (v. doing/manag e)</p>	<p>Let my digital devices distract me when in person, in a meeting, conversation, etc.</p> <p>Believe I need to be contacted all the time, others can't do things without me.</p> <p>-----</p> <p>Tendency to drive toward a solution, jump in with the answer to "save the day."</p> <p>Don't listen well once I have made up my mind.</p>	<div> <p>-Not respond right away</p> <p>-Not being indispensable</p> <p>-Miss an opportunity</p> <p>-----</p> <p>-Appear to not have answers</p> <p>-Not losing high regard of those who evaluate me</p> <p>-How will I be satisfied not doing projects, etc.?</p> </div>		

# Column Three – Worry Box

- Write “The Worry Box” in the box in the next column
- Look at the behaviors in column 2
  - If you **did the exact opposite** of these behaviors, what worries you about that?
  - Identify your feelings of fear, discomfort or sense of loss? What would you be giving up?
- List 4-5 concerns in the Worry Box in column 3

# Column Three – Part Two

- Based on your entries in the worry box, identify potential “hidden or competing commitments” that you hold
- Commitments that may prevent your column 1 commitment from occurring
- Tips:
  - Looking for those things that keep you “stuck” in place
  - These commitments are caused by your worries
  - Dig deep here - try to scare or shock yourself a bit!

# Column Three

1. Write “Hidden Competing Commitments” at the top of column 3
2. These should be commitment to **self**-protection  
& not commitments that are noble or frivolous
  - Noble = I am committed to family...to my studies...  
to being all I can be... or ... to doing my job
3. The commitments show why the column 2 behaviors  
make all the sense in the world
4. May flow from a fear of \_\_\_\_\_
5. These should feel icky

# Column Three – Hidden Competing Commitments

Warm-Up	Improvement Goal	Doing / Not Doing	Hidden Competing Commitment		
			Worry Box		

Warm-Up	Improvement Goal	Doing / Not Doing	Hidden Competing Commitment		
	<p>I want to be more present with others (in meetings, etc.)</p> <p>-----</p> <p>--</p> <p>Better develop my “being a leader” (v. doing/manage)</p>	<p>Let my digital devices distract me when in person, in a meeting, conversation, etc.</p> <p>Believe I need to be contacted all the time, others can't do things without me.</p> <p>-----</p> <p>Tendency to drive toward a solution, jump in with the answer to “save the day.”</p> <p>Don't listen well once I have made up my mind.</p>	<div></div> <p>-I am committed to not let down anyone who emails or calls as the priority, even when in person w/ someone, in a meeting, in a learning situation.</p> <p>-I am committed to not losing an opportunity.</p> <p>-I am committed to not lose feeling indispensable.</p> <p>-I am committed to not looking like I don't have the right answers.</p>		
THE ASSOCIATION OF EXECUTIVE LEADERSHIP TRAINING © 2021 PARTNERS FOR PARTNERS: ALL RIGHTS RESERVED					



# Pair & Share

- Check in with your partner 2 minutes each
- Any questions?
- Remember the ground rules about partnering

# A Few Thoughts

- Column One is felt & “real”
  - Column Three makes it difficult for Column One commitment to “live”
- For example...
  - We are all committed to some kind of self-protection – but it can reduce effectiveness with other goals we want to accomplish.
  - PIP for employees
- Column Three is the source behind Column Two behaviors.
  - Subject to **Object** movement

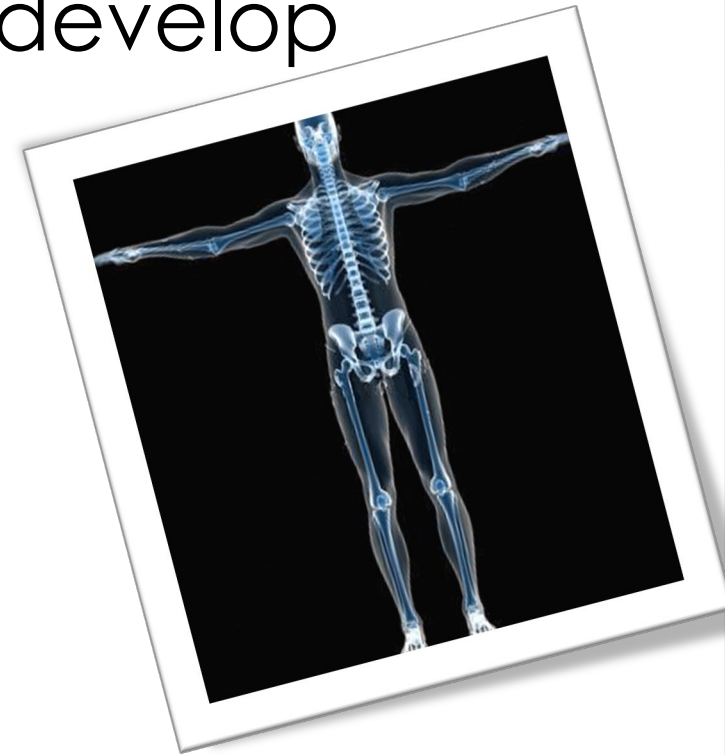
# Spinning Our Wheels

You may have one foot on the gas  
& one foot on the brake...



# The Immune System

- Holding our competing commitments as a system helps us understand what we are up against
- Immune systems protect us – but we can develop immunities to things that will help us
- The immune system can reject new material that could help us or even help us thrive, thus creating an immunity to change



# Look Again at Your Competing Commitments



- Are these commitments noble or frivolous?
  - Noble = I am committed to family...to my studies...  
to being all I can be... or ...to doing my job

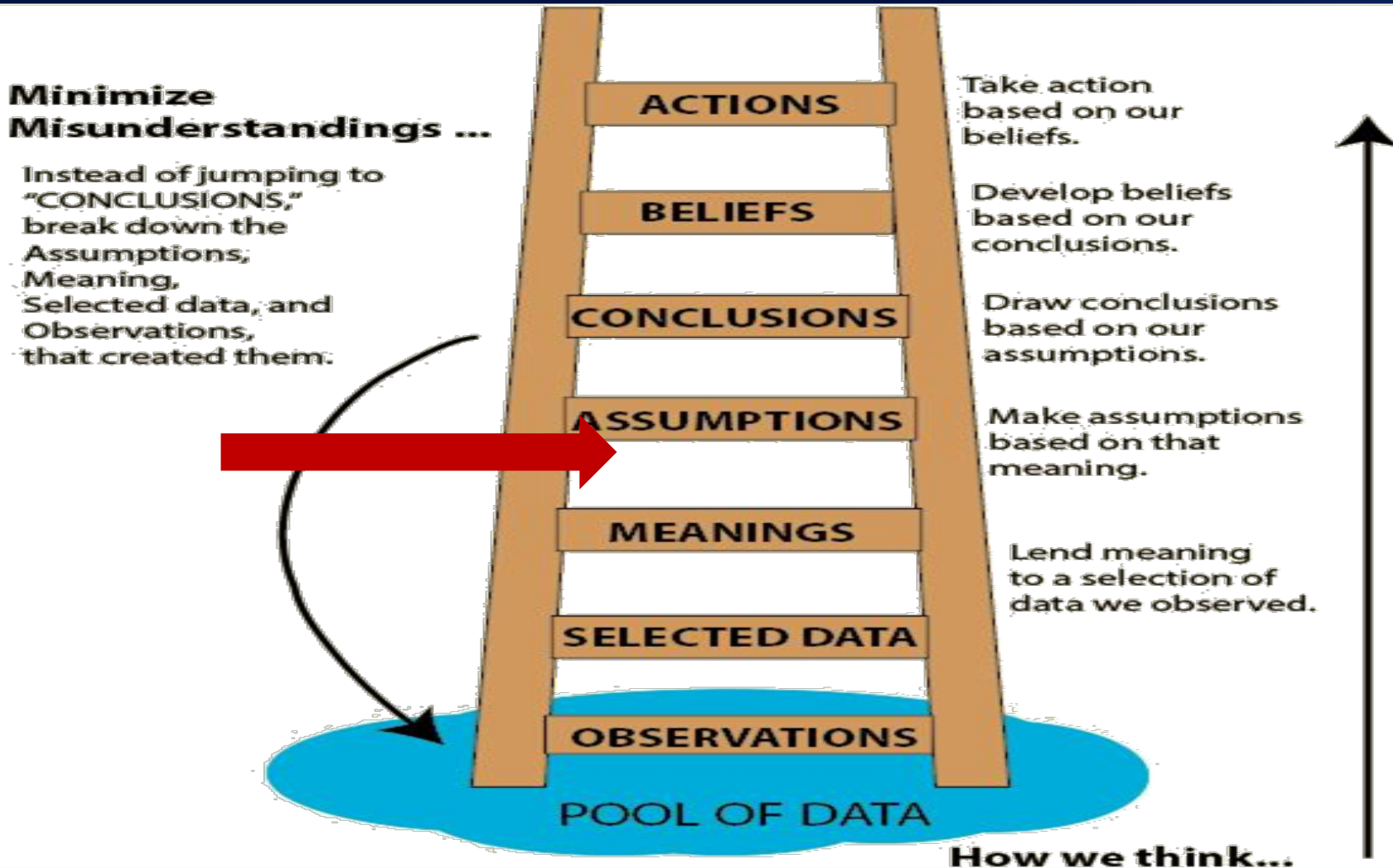
- Are these commitments based on the fears in your worry box?
- Do these commitments make you feel icky or uncomfortable?
- Take time to rewrite your commitments if needed

# Big Assumptions (BAs)





# Ladder of Inference



# Big Assumptions (BAs)

- BAs construct our reality
- We are subject to our BAs - they have us!
- BAs are seldom discussable, because they are rarely “see-able”
- Surfacing BAs & inner contradictions help us develop deeper capacity & complexity



# Finding the Big A's

- Construct a 4-part sentence
  - Part 1: *I assume that if I*
  - Part 2: *do not, am not, cannot, have to*
  - Part 3: insert commitment from Column Three
  - Part 4: big time bad conclusion
- Here is a potential example for “Pat”
  - *I assume that if I am not responding immediately to my phone texts, calls, emails (even though not urgent), that I may fail my those who evaluate my performance, & then could lose my job.*


**Big Time Bad Conclusion**



# Column Four – Big Assumptions

Warm-Up	Improvement Goal	Doing / Not Doing	Hidden Competing Commitments	Big Assumptions	
			<div data-bbox="1314 576 1727 905">Worry Box</div>		

© Minds at Work

Warm-Up	Improvement Goal	Doing / Not Doing	Competing Commitments	Big Assumptions	
	<p>I want to be more present with others (in meetings, etc.)</p> <p>-----</p> <p>---</p> <p>Better develop my “being a leader” (v. doing/manage)</p>	<p>Let my digital devices distract me when in person, in a meeting, conversation, etc.</p> <p>Believe I need to be contacted all the time, others can't do things without me.</p> <p>-----</p> <p>Tendency to drive toward a solution, jump in with the answer to “save the day.”</p> <p>Don't listen well once I have made up my mind.</p>	 <p>-I am committed to not let down anyone who emails or calls as the priority, even when in person w/ someone, in a meeting, in a learning situation.</p> <p>-I am committed to not losing an opportunity.</p> <p>-I am committed to not lose feeling indispensable.</p> <p>-I am committed to not looking like I don't have the right answers.</p>	<p>-I assume that I will not feel deeply satisfied unless I am the one answering the situations, because if the boss contacts me and I don't answer....</p> <p>-I assume that to be present with others may distract me from an opportunity to perform well that arrives via digital media and I will appear unresponsive which might result in....</p> <p>-I assume that if I am leading and not doing, that I will not appear to be committed to the work or able to demonstrate my competence and that may show up on my evaluations and I might be regarded as not performing /failing.</p>	

# Criteria for High-Quality Column Four Entries

1. Column Four assumptions underpin our Column Three commitments, provoke worries, determine behaviors, & drive or restrain progress toward goals.  
(makes column 3 commitment absolutely necessary!)
2. Produce “big-time-bad” conclusion for **you**
3. Truncate your world (make it smaller)
4. Feels real to you (a 4 or 5 of 5 as high importance)

# Pair & Share

- Check-in with your partner 2 minutes each
- Any questions?
- Remember the ground rules about partnering!

# Finding the Big A's

- Construct a 4-part sentence
  - Part 1: *I assume that if I*
  - Part 2: *do not, am not, cannot, have to*
  - Part 3: insert commitment from Column Three
  - Part 4: big time bad conclusion
- Here is a potential example for “Pat”
  - *I assume that if I am not maintaining control in front of others I may fail publically in front of my peers, supervisors, & then could lose my job*

# Your System

- (4) I assume if I don't meet the benchmarks, I will be fired; therefore,*
- (3) I am committed to NOT getting fired which causes me to*
- (2) hide the true results of the project even though*
- (1) I care about & am committed to open & direct communication.*

Whether the assumption is true or not, we think & behave as if it were true.

So the issue is not true or false, but rather unexamined;  
blind assumption vs. conscious assumption

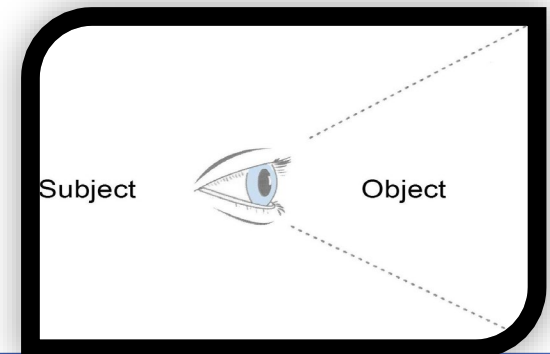
# Testing Your Big Assumptions





# Remember the Objective

- Create insight into why change is so difficult – bringing to light hidden (subject) barriers
  - Hidden barriers = worries, competing commitments & big assumptions
- These should now be **object** so you can analyze, test & determine the accuracy, validity & applicability



# Big Assumption Tests

Starting point: Try to imagine a realistic situation that would yield disconfirming data

**SAFE**: lower risk at first, increase as you go

**MODEST**: taking a step – not BIG bold conclusive test

**ACTIONABLE**: concrete behavior

**RESEARCH**: collect data; not solve problem

**TEST**: your big assumption

# Testing Assumptions

- Can you imagine a realistic situation that would yield disconfirming data?
- Is it possible to test or are the outcomes too dangerous?
- Is it possible to create a small, actionable test?
- Is it possible to generate data?



# Column Five – Test

Warm-Up	Improvement Goal	Doing / Not Doing	Hidden Competing Commitments	Big Assumptions	Tests
			Worry Box		

© Minds at Work

# Check-In

- *How are you feeling?*
- *What insights have you gained?*
- *How can you use the Immunity to Change Map*
- *to overcome resistance?*
  - *Individual*
  - *Collective*



# Next Steps

- Observe your immunity to change system
- Don't do anything about it right away
- Share with someone how your commitments & assumptions impact your choices & behavior
- Make changes to your life slowly
  - test your assumptions after you fully understand your system
- Work with a partner, coach or mentor

# Action Planning

- Consider these questions:
  - *Why make this personal behavioral change?*
  - *Why is this change important to you?*
  - *What is the first step you will take?*
  - *What will you accomplish in the next 60 days? 5+ months?*
  - *Who will support you?*
  - *Who will keep you accountable?*







# Be The Change You Want To See

*If we could change ourselves, the tendencies in the world would also change. As a man changes his own nature, so does the attitude of the world change towards him.*

Mahatma Gandhi



# DEFINITION OF CHANGE

- Change - (verb) to cause to be different
- Change - (noun) alteration or modification, act processor, result of changing

“No man ever steps in the same river twice, for it's not the same river and he's not the same man.”

- Heraclitus

# TRANSITION MAP



# DEFINITION OF TRANSITION

- Transition - (noun) passage from one state, stage, subject or place to another



# CHANGE...

- Change is *external* – the event, policy, process, structure that the leader/organization is trying to bring about

# TRANSITION...

- Transition is *internal* – the state change puts people into, a psychological reorientation that people have to go through before the change can work.

# STAGE: ENDING

- People resist losing their old way and old identity. It involves letting go of the old way; saying goodbye.

“What we call the beginning is often the end.  
And to make our end is to make a beginning.  
The end is where we start from.” ~ T.S. Eliot



# LEADERS SHOULD:

- Have realistic expectations of people
- Acknowledge losses
- Be specific about what is over and what is not
- Communicate frequently and openly
- Respect the past and connect it to the future

# STAGE: NEUTRAL ZONE

- People resist the confusion and ambiguity of being in limbo. What causes them?

# LEADERS SHOULD:

- Provide meaning and context to what is happening
- Create temporary structures and systems to help people regain balance
- Strengthen connections between people and groups
- Think of ways to use this time creatively

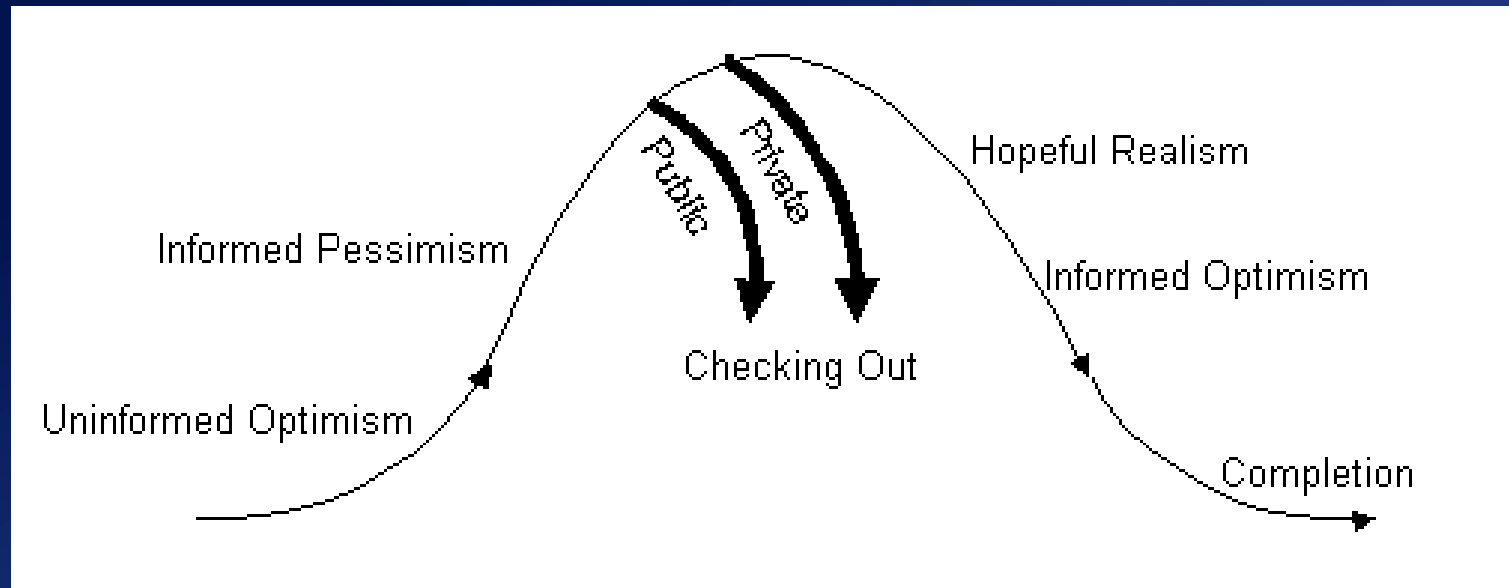
# STAGE: NEW BEGINNINGS

- Acceptance of the change; moving forward

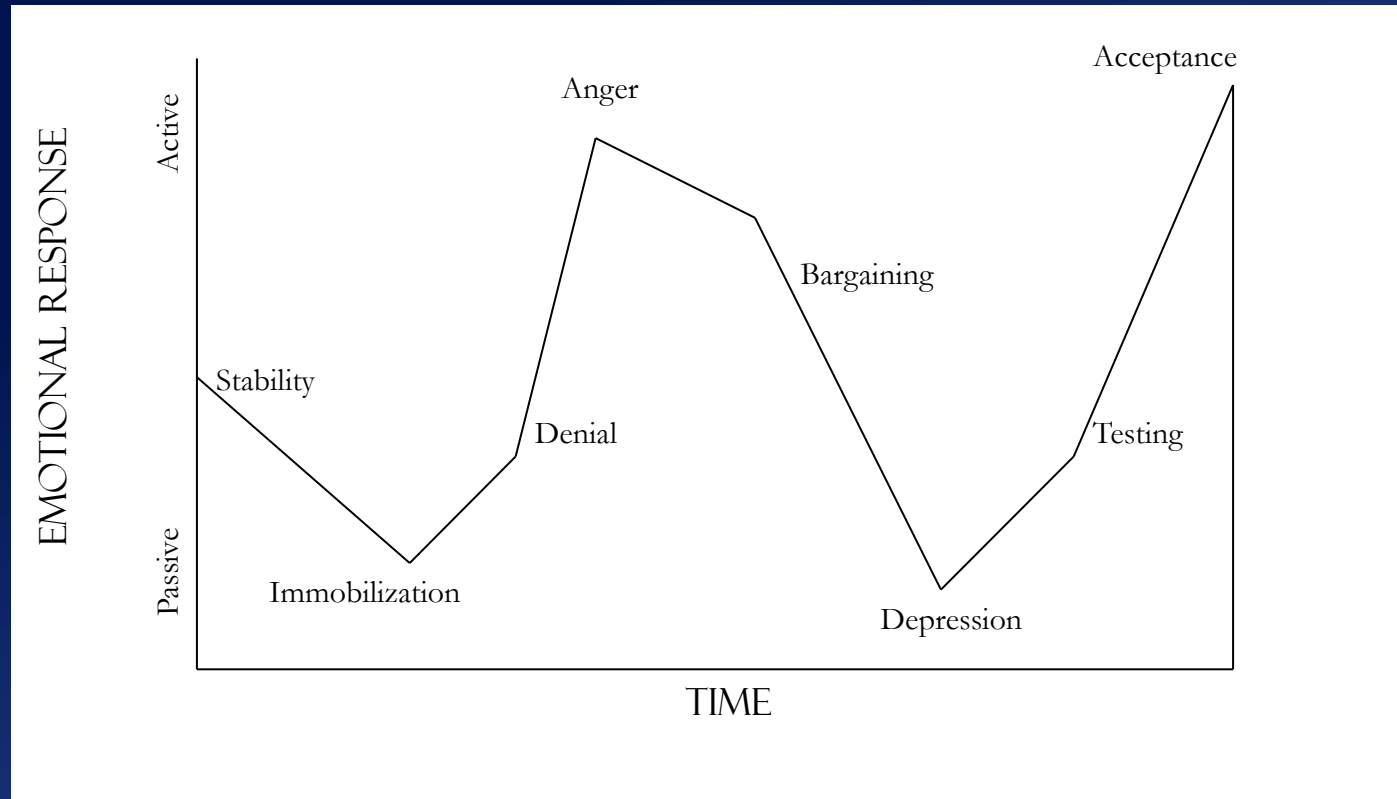
# LEADERS SHOULD:

- Clearly define new roles
- Develop a compelling picture of the future for people to work toward
- Develop a transition plan with events and activities to mark milestones of the transition
- Create opportunities for people to play a part in the transition and the new organization
- Reinforce the new beginning

# POSITIVE RESPONSE TO CHANGE



# NEGATIVE RESPONSE TO CHANGE



# THE 5 “P”S

- Purpose
- Picture
- Plan
- Part
- Past



# PURPOSE

- What is the reason for the change?
- Why are we doing this?
- What is the rational, logical purpose of the business model?
- How do the numbers make sense?

# PICTURE

- What will things look like after the change?
- What will it look like and feel like when we reach our goal?
- What is the emotional picture of the business model?
- How will employees and/or customers behave differently?

# PLAN

- What is the timeline?
- What should we expect?
- Step by step, how will we get there?
- What is the clear and measurable plan to accomplish this change?

# PART

- What is each person's part during the change, transition, now and later?
- What do I need to do to help move us forward?
- What part does each employee and customer play in the plan?

# PAST

- What have I been doing that I no longer will need to do as a result of the change?
- What things am I leaving behind as a result of this transition?
- What work does not have to be done at this time?
- Is there some work that should be eliminated?

# Your Role as a Change Manager

- Communicator
- Advocate
- Coach
- Resistance Manager
- Liaison

# FIVE ATTRIBUTES OF CHANGE-ADEPT PEOPLE

- Confidence – they focus on their strengths, develop their talents, are willing to take risks, and know their value to the organization and in the marketplace

# FIVE ATTRIBUTES OF CHANGE-ADEPT PEOPLE

- Challenge – they emphasize the benefits of change and search out opportunities



# FIVE ATTRIBUTES OF CHANGE-ADEPT PEOPLE

- Coping – they are adaptive, flexible and know intuitively how to “go with the flow”

# FIVE ATTRIBUTES OF CHANGE-ADEPT PEOPLE

- Counterbalance – they compensate for the demands and pressures of business-related stress by developing other areas of their lives

# FIVE ATTRIBUTES OF CHANGE-ADEPT PEOPLE

- Creativity – they are curious and innovative, contributing beyond the limits of their job descriptions

# CAPSTONE

- Project description
- Teams

# FOR MARCH SESSION

- Capstone project team meeting
- 30-minute coaching
- Read in *Multipliers*: Chapter Summaries, pg 95-96, 126-127, 155-156, 189-190 and Chapter 7.
- Multipliers “Accidental Diminisher” free quiz:  
<https://thewisemangroup.com/quiz/take-the-quiz/>

# EVALUATION