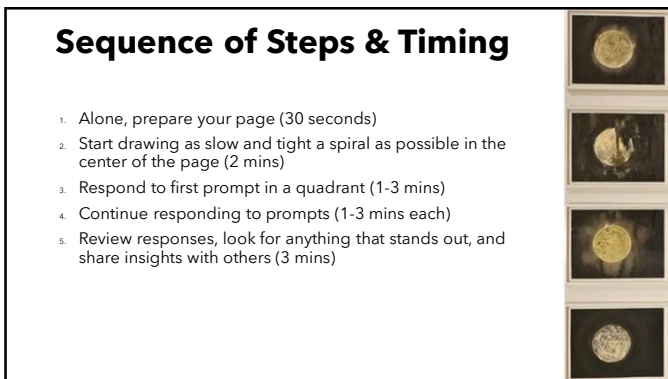




1



2



3

Fold your sheet of paper
in half and half again.

4

Draw a continuous
spiral as slowly &
tightly as possible



5

Top left

What stood out about our
last session was ...

6

Bottom left

Something I noticed
about myself ...

7

Top right

My relationship to my
leadership declaration is ...

8

Bottom right

A question that is
emerging for me is ...

9

Review your writing responses.

Circle anything that piques your curiosity.

10

In pairs:

What stands out about what you wrote?

11

THE 4 DISCIPLINES OF ORGANIZATIONAL HEALTH



1. Build a Cohesive Leadership Team
Build a small leadership team with the 5 essential components.



2. Create Clarity
Define your playbook using the 6 key questions.



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Institutionalize the playbook answers by integrating them into every human system.



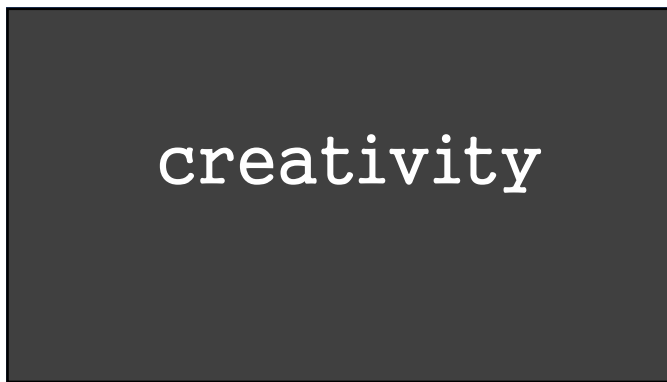
3. Overcommunicate Clarity
Communicate the playbook answers repeatedly until they stick.



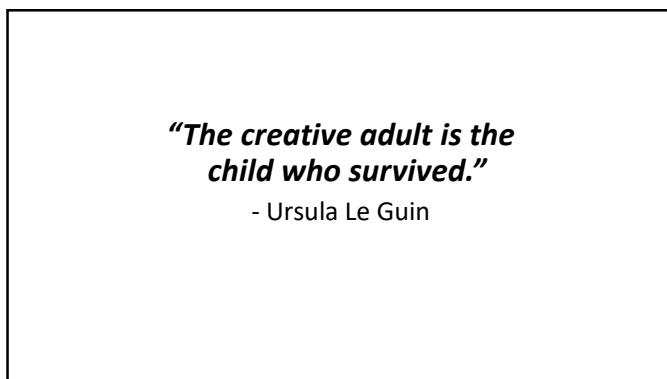
12



13



14



15

***“Bringing into being
something that was
not there before.”***

16

Innovation

*“It takes thousands of ideas (creativity) to
find one that you can take to market and
make stick (innovation).”*

17

**When were you the most
creative you’ve ever
been?**

Close your eyes, think back ... no peeking!

18

Meet my
role models for
creativity!



19

What are you drawing?



20

Fast forward ...

What's wrong with
this picture?!



21

**Our college students ...
first day!**

- Great students
- Above the radar
- Under the radar
- Taught what
to think not
how to think



22

**Our students ...
last day!**



23

**Think how you thought
when you were a kid!**

24

collaboration

25

C+C mindset:

Get all heads in the game.

26

C+C mindset:

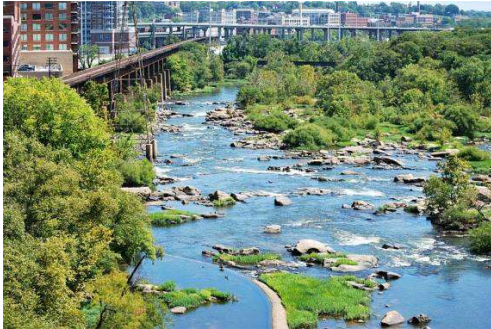
Diversity creates tension & challenges as well as better ideas.

27

C+C mindset:

Create great environments.

28



29

C+C mindset:

Loosen up.

Get ready to rock and roll
those brains of yours!

30



31

C+C mindset:

Great leaders encourage you
to be fearless and to
"fail, fast, forward."

32



*"I have not failed.
I've just found 10,000 ways
that won't work."
- Thomas Edison*

33

C+C mindset:

Brainstorm:

The more ideas the better.

34

C+C mindset:

Six sense everything.

1. Touch 2. Sight 3. Hearing 4. Smell 5. Taste

+

6?

35

C+C mindset:

Six sense everything.

1. Touch 2. Sight 3. Hearing 4. Smell 5. Taste

+

6. Nonsense!

36

C+C mindset:

Don't let "it has never worked before" stop you.

37

C+C mindset:

Exercise your brain(s).
Never stop learning.
Never stop asking.

38

C+C mindset:

No matter how messy ...
great teams embrace disruption
and change.

39



"Creativity ... it's like washing a pig. It's messy, it has no rules, no clear beginning, middle or end: it's kind of a pain in the @#!, and when you're done, you're not sure if the pig is clean or why you were washing a pig."

Luke Sullivan

40

C+C mindset:

Go for BIG IDEAS!

Surprise yourself, your team, your organization ... your world!

41

"If we all did the things we are capable of, we would astound ourselves." - **Thomas Edison**

42

C+C mindset:

There's nothing
more fragile
than a new idea.



43

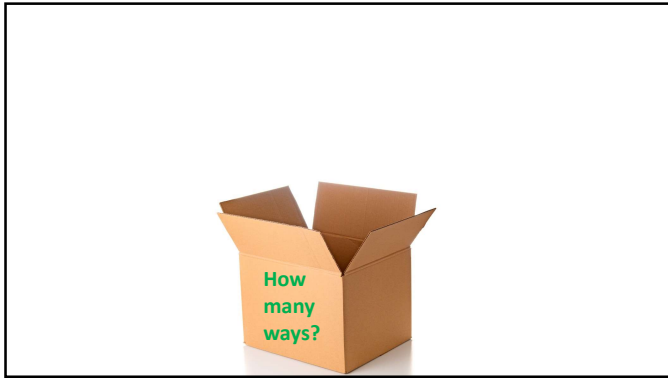
C+C mindset:

Find the time

44



45



46



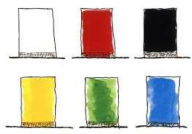
47



48

Facilitation Hack:

Parallel Thinking vs. Argumentation

SIX THINKING HATS
EDWARD DE BONO

49

Facilitation Hack:

Think Time vs. Free for All

3 Way Think Time:

- Individual Think Time
- Small Group Share/Think
- Large Group Share/Think



50

Also, be sure to:

- Allot the right amount of time (not too much/not too little)
- Lower the stakes (discussion before decision)
- Create the right environment
- Pay attention to creature comforts
- Read the room

51

strategy

52

strategic mindset:

Free your mind from execution

- delegate more
- empower your team to take on tasks that would offer them a learning opportunity
- audit your schedule and look for meetings that you can eliminate or outsource
- take back control of your calendar, blocking off time, and creating better boundaries

Resource: Forbes

53

strategic mindset:

Look further ahead

Resource: Pinwheel Strategies

54

strategic mindset:

Be curious

Learn and constantly revise your understanding of what it would mean to be winning

Resource: Pinwheel Strategies

55

strategic mindset:

Ruthlessly prioritize

- "Urgent" is the enemy of "important"
- ask "What's the most important thing I need to accomplish in this role?"
- keep your goals front and center and get comfortable saying no and pushing back on competing demands (tough for those who are conflict-averse)

Resource: Forbes

56

strategic mindset:

Look for solutions, not problems

- talk in terms of what's going well, what could be better, and what's possible – not what's wrong or deficient
- get comfortable with uncertainty and ambiguity
- lower the defenses of your inner perfectionist who desperately wants to avoid mistakes and failure

Resource: Forbes

57

strategic mindset:

Ask bigger, better questions

- challenge your own assumptions
- look at challenges from a number of different perspectives before deciding on the best path forward
- Why? What are my assumptions? What if I am wrong? If it fails, what will we learn? If it exceeds expectations, what will we need next? What makes it the wrong/right time to take action? What if we did nothing?

Resource: Forbes/Pinwheel Strategies

58

strategic mindset:

Don't go it alone

- cultivate diversity of thought
- ask questions like:
 - *What possibilities have you considered?*
 - *If you were me, how would you approach this problem?*
 - *Based on your experience, what do you propose as a next step?*
- engage people who are not like you

Resource: Forbes

59

strategic mindset:

Listen

"Deep listening is spacious, empathetic, ravenously curious, and never involves you thinking about what you are going to say next. Learning to really listen better is really hard work."

Resource: Pinwheel Strategies

60

strategic mindset:

Engage in positive conflict

More to come in ELI Session 3

61

strategic mindset:

Be willing to take risks

Resource: Forbes

62

strategic mindset:

Don't underestimate implementation

Project management is your friend

63

strategic mindset:

When you are at your best in terms of tapping into your creative and strategic potential, **what works for you?**

64

The single most untapped competitive advantage is teamwork.



To gain this advantage, teams must:

- ▲ **Trust One Another**
When team members are genuinely transparent and honest with one another, they are able to build vulnerability-based trust.
- ▲ **Engage in Conflict Around Ideas**
When there is trust, team members are able to engage in unfiltered, constructive debate of ideas.
- ▲ **Commit to Decisions**
When team members are able to offer opinions and defend ideas, they will be more likely to commit to decisions.
- ▲ **Hold One Another Accountable**
When everyone is committed to a clear plan of action, they will be more willing to hold one another accountable.
- ▲ **Focus on Achieving Collective Results**
The ultimate goal of building greater trust, conflict, commitment, and accountability is one thing: the achievement of results.

65

THE 4 DISCIPLINES OF ORGANIZATIONAL HEALTH



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Build a small leadership team with the 5 essential components.



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3. Overcommunicate Clarity
Communicate the playbook answers repeatedly until they stick.



66

Six Clarity Questions – See Worksheet

1. Why do we exist?
2. How do we behave?
3. What do we do?
4. How will we succeed?
5. What is most important, right now?
6. Who must do what?

67

Strategic Time Management

- Personal time management
- Managing up
- Team/vendor time management
- Improved facilitation skills
- Effective meetings

68



Photo source: bigstock

69

Urgence vs. Importance

STEP 1:

Using the cards provided, write down one thing you should do, want to do, hope to do, plan to do, or dream of doing – one idea per card.

Include everything, no matter how large or small.

Keep this up until your brain runs dry.

70

Urgence vs. Importance

STEP 2:

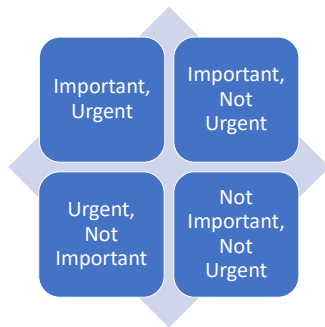
Separate the cards into two piles: things that have to be done right this minute (or feel like it) and those that don't.

71

Urgence vs. Importance

STEP 3:

Now go through both of these piles, separating each into "important" and "not important" stacks – you'll have 4 piles.



72

Urgence vs. Importance

STEP 4:

Commit to eliminating from your schedule all the activities that didn't make it into the "important" stacks.

If you have time after doing your important and urgent things, use it on important but not urgent activities.

No matter how pressing something may seem to be, if it's not important, just don't do it.

73

Urgence vs. Importance

Folder System:

Action

1. Important, urgent [Manage]
→ Waiting on response [Manage]
2. Important, not urgent [Focus]
3. Urgent, not important [Avoid]
4. Not important, not urgent [Limit]

Reading

74

Get Away From It

Dedicated times to check/respond.

Dedicated times to not check/not respond.

75

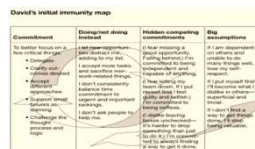
change

76

+/- Response to Change

77

- 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...



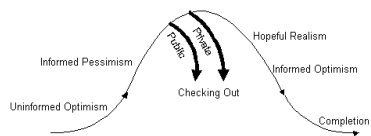
78

TRANSITION MAP



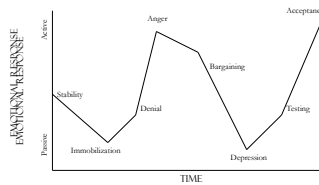
79

POSITIVE RESPONSE TO CHANGE



80

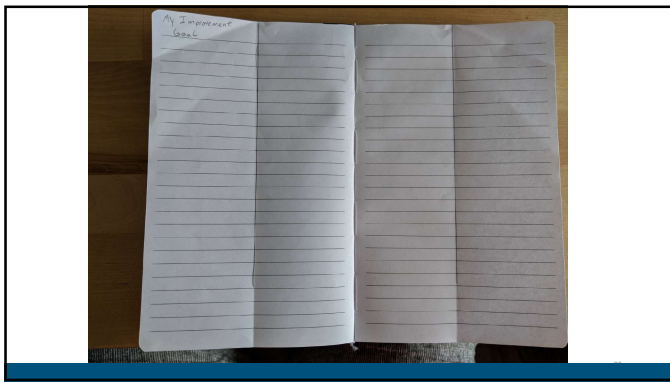
NEGATIVE RESPONSE TO CHANGE



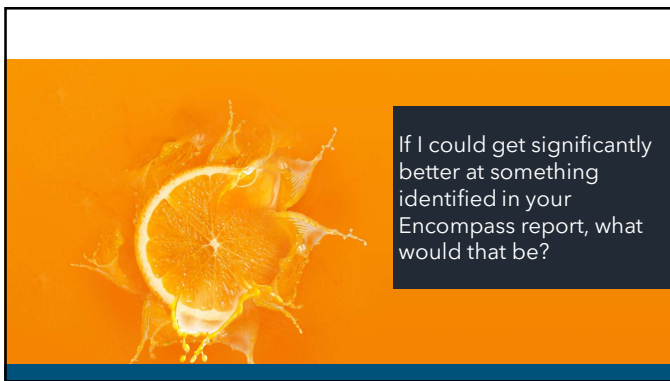
81




82



83



84




Guidelines

My goal is...

- True for me
- Implicates me and only me
- Something I can improve
- Important to me
- Stated in the affirmative

85



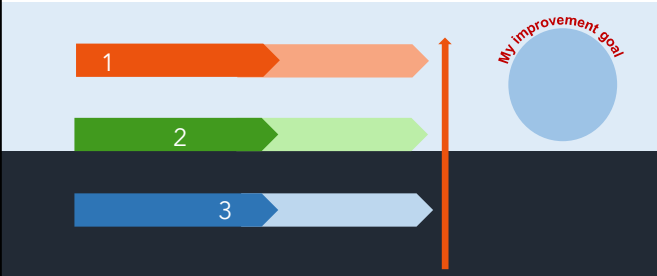
Stated in the affirmative

Goal: ~~I want to stop avoiding conflict~~

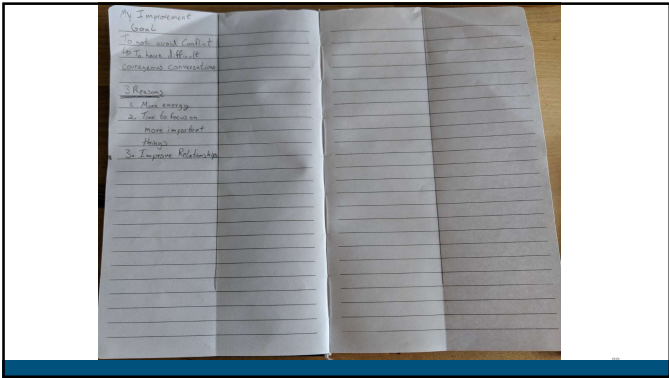
Goal: I want to get better at having difficult conversations

86

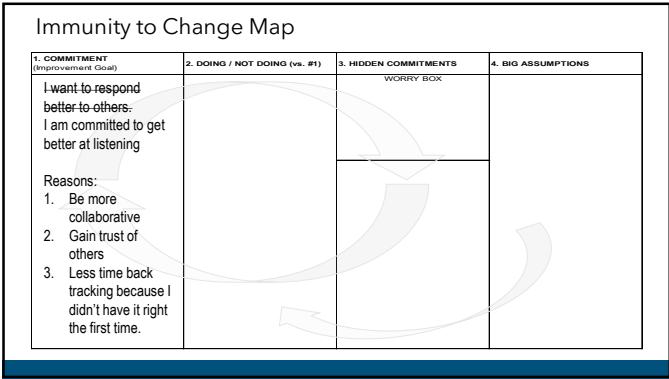
Why is it important to you?



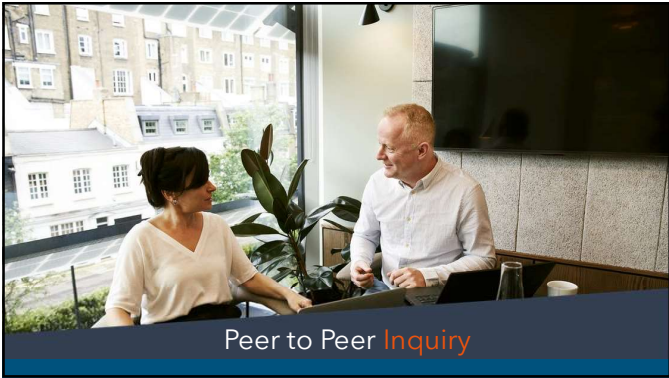
87




88



89



90



Breakouts

SPEAKER

- You decide how much or how little to share
- Up to you to say "No Thanks"
- Reject feeling "pulled upon"

LISTENER


Should Not:

- Push, pull, challenge, or otherwise get the person to feel or think any differently than they do
- Solve their problem

Should:

- Be an active listener
- Meet your partners where they are
- Follow their pace
- Ask questions to support them

91



Breakout

- Each person shares their personal change goal and reasons it's important
- 3-4 minutes per person
- Listener, help speaker check what they've written against the goal guidelines

ROUND 1

GUIDELINES

My goal is...

- True for me
- Implicates me and only me
- Something I can improve
- Important to me
- Stated in the affirmative

92

WANTED

2 Public Players



93

Public Players			
1. COMMITMENT (Improvement Goal)	2. DOING / NOT DOING (vs. #1)	3. HIDDEN COMMITMENTS	4. BIG ASSUMPTIONS
		WORRY BOX	

94

Doing/Not Doing


- **What are you doing, or not doing, that works against your Goal?**
- Guidelines:
 - Behaviors (not emotions)
 - These behaviors get in the way or work against your goal
 - NOT "why" or what you are going to do about it

95

96



97



Breakout Groups

- Each person shares their "Column 2" - the things you're DOING or NOT DOING
- 3-4 minutes each
- Sharing is to the extent you're comfortable doing so
- Listener, help speaker check against the guidelines while remembering it's THEIR map and experience

ROUND 2

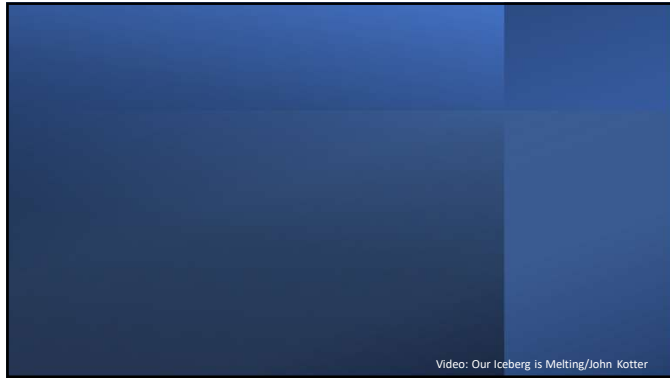
GUIDELINES

- Behaviors (not emotions)
- These behaviors get in the way or work against your goal
- NOT "why" or what you are going to do about it

98

Immunity to Change

99



100

Kotter's 8 Steps of Change

- 1. Increase urgency**
Raising a feeling of urgency so people start telling each other, "Let's go, we need to change things."
Reducing the complacency, fear and anger that prevent change from starting.
- 2. Build the guiding team**
Forming a group that knows how to work well together and is powerful enough to guide change.
- 3. Get the vision right**
The guiding team develops the right vision and strategy for the change effort.
- 4. Communicate for buy-in**
Sending clear, credible and heartfelt messages about the direction of change.

101

Kotter's 8 Steps of Change

- 5. Empower action**
Removing barriers that block those who have embraced the vision and strategies.
- 6. Create short-term wins**
Generating sufficient wins fast enough to diffuse cynicism, pessimism and skepticism. Momentum builds as people try to fulfill the vision, while fewer and fewer resist change.
- 7. Don't let up**
Helping people create wave after wave of changes until the vision is a reality. Not allowing urgency to sag. Not ducking the more difficult parts of the transformation, especially the bigger emotional barriers.
- 8. Make change stick**
New and winning behavior continues despite the pull of tradition, turnover of change leaders, etc.

102

energy

103

In this segment ...

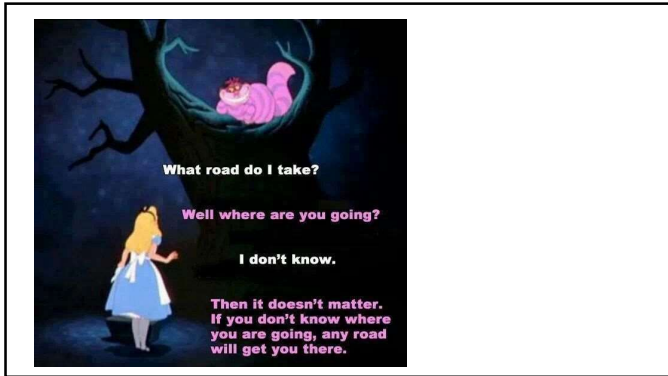
- Explore your energy and how you are showing up for yourself and others
- Make the time to reflect on your expectations re: "balancing" your personal life, professional role, your life stage & your personal aspirations.

104

Where are you going?

What's your path to get there?

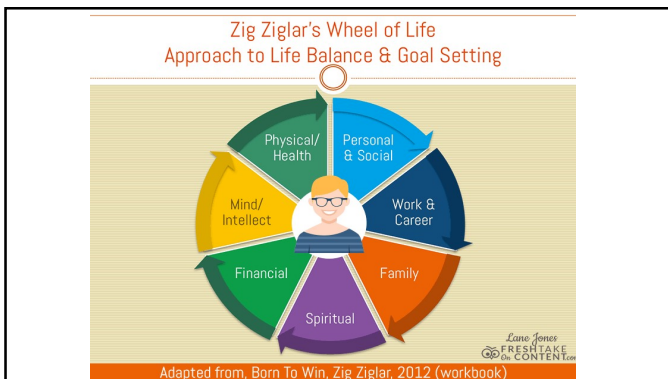
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106

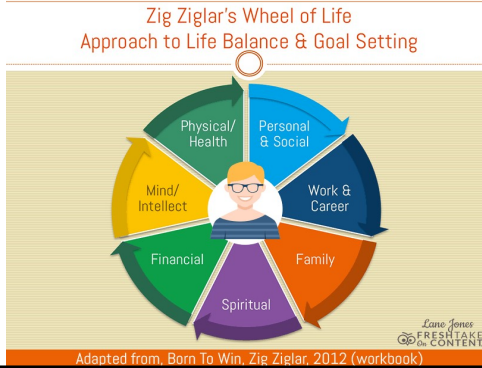
Balance is achievable and goals are good ... right?

107



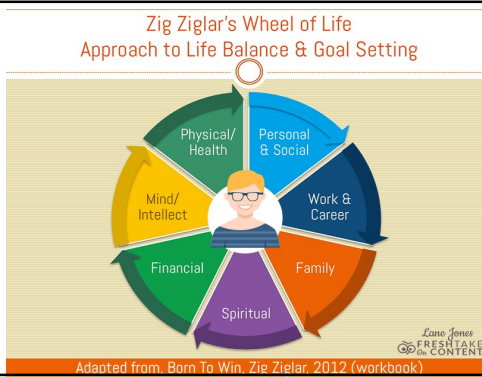
108

Energy Quiz



109

Leadership Declaration



110

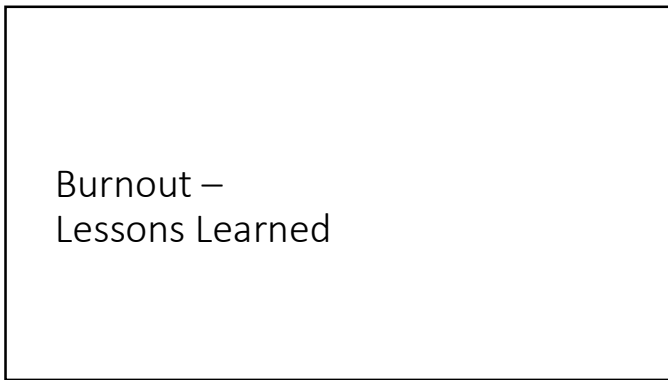
My story – (hopefully not yours).

As you're listening to my story, start thinking about your relationship with goal setting and seeking balance.

111



112



113



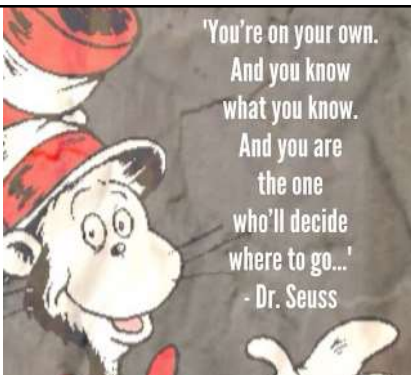
114

1. My life = my responsibility.

115

"You must untangle yourself, still all other voices, and go to the deepest place within to know what's important and urgent in your unique and singular life." Martha Beck

116



'You're on your own.
And you know
what you know.
And you are
the one
who'll decide
where to go...'
- Dr. Seuss

117

If you don't like the
situation you are in,
change it. You are in
control of your own life.

PictureQuotes.com

118

2. Work life balance is a
fantasy.

119

Work Life Balance

A comfortable state of equilibrium achieved between
an employee's primary priorities of their employment position and their
private lifestyle.

Most psychologists would agree that the demands of an
employee's career should not overwhelm the individual's ability to enjoy a
satisfying personal life outside of the business environment.

120

How do we measure balance?

Moments?
Hours?
Days?
Weeks?
Years?

121

How do we define our worth?

Productivity?
Hours worked in a day?
How connected we are to our emails, phones,
people we care about?
Quality of work we produce?
Quality of life we live?

122

There's no such thing
as having it all.

And, our "hustle" culture may get you far
away from where you really want to be.

123



124

Darn Difficult Decisions Daily.

Examples?

125

We make choices and we should own those choices, be proud of those choices and if we ever feel differently, make a change.

Self acceptance and compassion are key.

126

Technology ... helps and hurts.

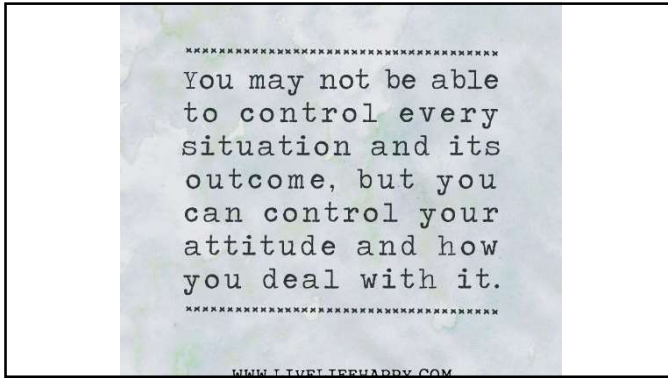
127

"If your success is not on your own terms, if it looks good to the world but does not feel good in your heart, it is not success at all."
Anna Quindlen

128

3. I can only control me and that's tough enough.

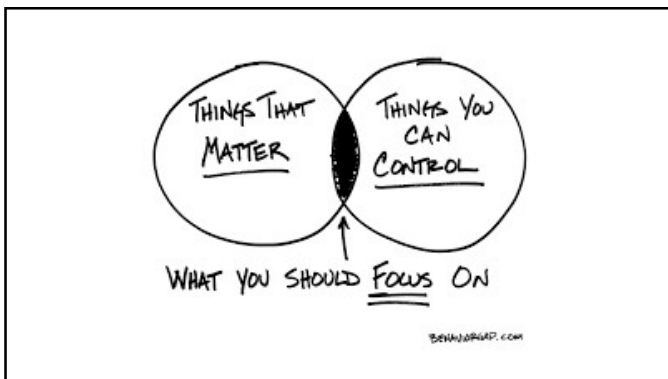
129



130



131



132

*A
lack of
boundaries
invites
a lack of
respect.*

133

4. Moments matter.

134

Moments with ourselves for ourselves.

135

I actually had to set a goal to do something
NOT goal oriented at least once a week.

136



"Working in the garden
gives me a profound
feeling of inner peace.
Nothing here is in a hurry.
There is no rush towards
accomplishment, no
blowing of trumpets. Here
is the great mystery of life
and growth. Everything is
changing, growing, aiming
at something, but silently,
unboastfully, taking its
time." Ruth Stout

137

**ALMOST EVERYTHING
WILL WORK AGAIN IF
YOU UNPLUG IT FOR A
FEW MINUTES...
INCLUDING YOU.**

ANNE LAMOTT

138

Moments with others for others.

(FYI -- it's good for us, too.)

139

"You can discover more about a person in an hour of play than in a year of conversation."

Plato



140

**Sometimes
you just have to
let go and see
what happens.**

"Family is more important than work. No worries. I will help Tom in any way that he needs."

Chris Holley, Florida Association of Counties



141

5. Self care requires discipline & reasonable expectations.

142

Our jobs can't fulfill all of us.

143

Think small ...
Little things mean the most.

144

"The uncomfortableness that goes along with knowing things are not in harmony is a wonderful incentive to find out what I need to change and set goals towards making those changes – it's a constant tuning process." Me

145

6. This stuff is BIG ... bigger than any one of us.

146

Americans are terrible at using vacation time.

<https://hbr.org/video/4687746360001/americans-are-terrible-at-using-vacation-time>

147

7. What habits/skills are we modeling?

148

8. Are we [really] good stewards of our resources?

149

Your Story.

150

Your Tips.

151

HBR 2020: What Will Work-Life Balance Look Like After the Pandemic?

Summary. For decades, scholars have described how organizations were built upon the implicit model of an “ideal worker”: one who is wholly devoted to their job and is available 24 hours a day, 365 days a year, every year of their career. This was an always unrealistic archetype, and the Covid-19 crisis has shown just how unrealistic it is. The authors explain how shifting away from this harmful model will benefit not only working parents but all employees — and lead to better performing organizations.

152

Discussion:

“Post-pandemic, can we create a system that fits real workers, not just idealized ones? If so, we have the opportunity to emerge from this crisis with both healthier employees *and* better performing organizations.” HBR

What ideas need to be considered by leadership?

153

Takeaways and Assignments