

Executive Leadership Institute



VIRGINIA BANKERS ASSOCIATION

Session 2: Collaboration, Strategy & Change
February 21-22, 2023

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Spiral Journal

Calmly prepare for the work ahead while sharpening observational precision.
Inspired by Lynda Barry



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2

Sequence of Steps & Timing

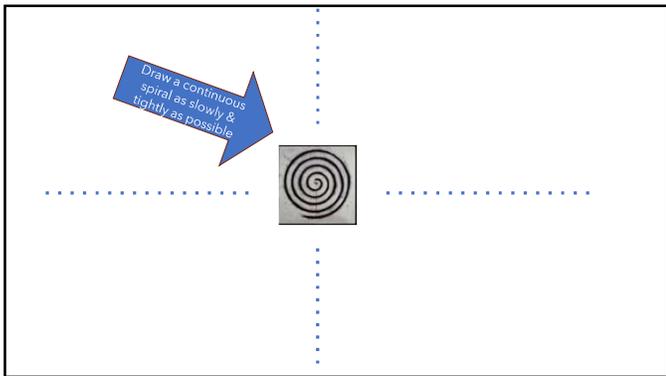
1. Alone, prepare your page (30 seconds)
2. Start drawing as slow and tight a spiral as possible in the center of the page (2 mins)
3. Respond to first prompt in a quadrant (1-3 mins)
4. Continue responding to prompts (1-3 mins each)
5. Review responses, look for anything that stands out, and share insights with others (3 mins)



3

Fold your sheet of paper in half and half again.

4



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.



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NADL Leadership Development Series

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 debate 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.

13

creativity

14

“The creative adult is the child who survived.”
- Ursula Le Guin

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

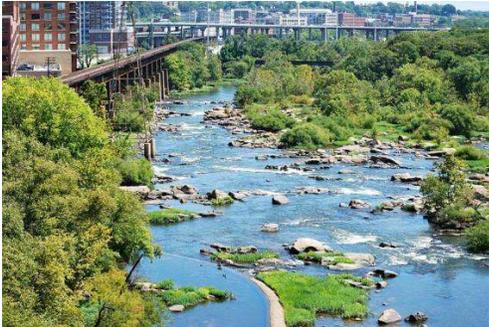
C+C mindset:
Diversity creates tension & challenges as well as better ideas.

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.

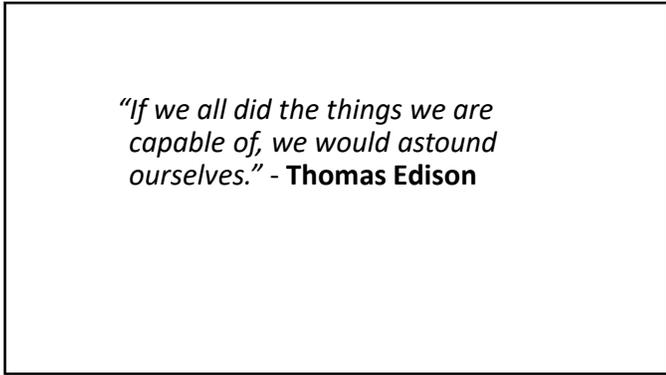
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42

C+C mindset:

There's nothing more fragile than a new idea.



43

C+C mindset:

Find the time

44



45



46



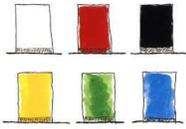
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Facilitation Hack:

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



52



53



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

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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

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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:

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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?

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Strategic Time Management

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

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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.



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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.

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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

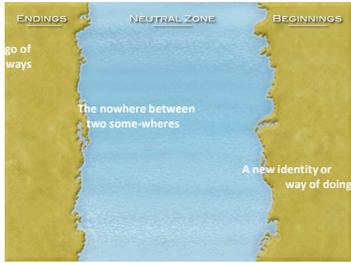
Get Away From It

Dedicated times to check/respond.

Dedicated times to not check/not respond.

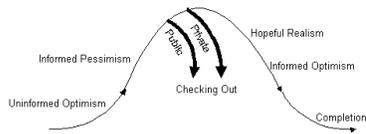
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TRANSITION MAP



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POSITIVE RESPONSE TO CHANGE



80

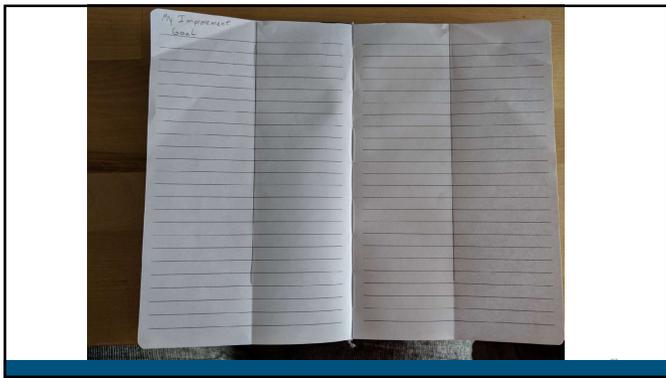
NEGATIVE RESPONSE TO CHANGE



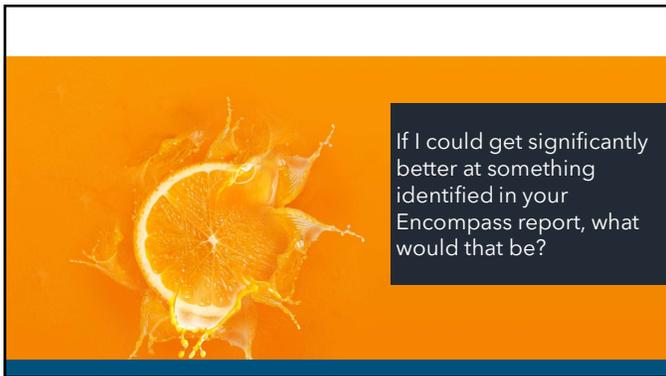
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82



83



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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

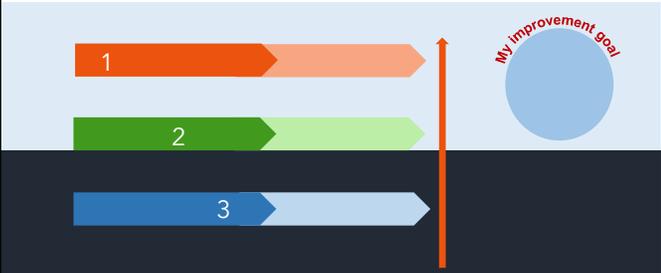


Goal: ~~I want to stop avoiding conflict~~

Goal: I want to get better at having difficult conversations

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Why is it important to you?



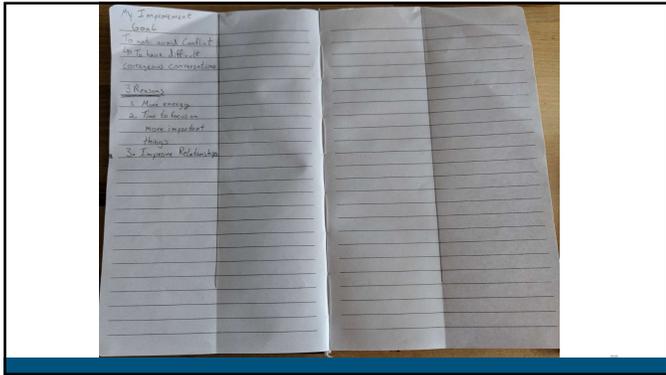
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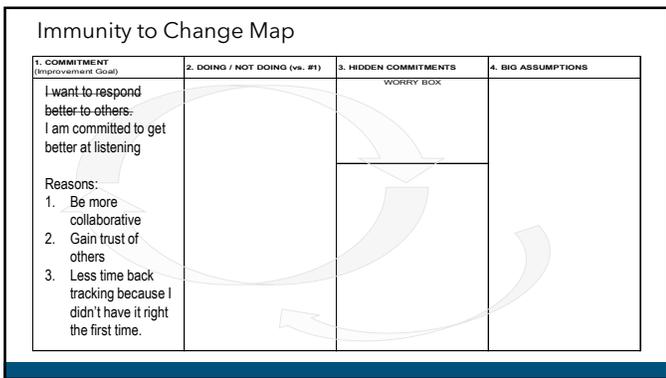
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My improvement goal

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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

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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

GUIDELINES

My goal is...

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

ROUND 1

92

WANTED

2 Public Players



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

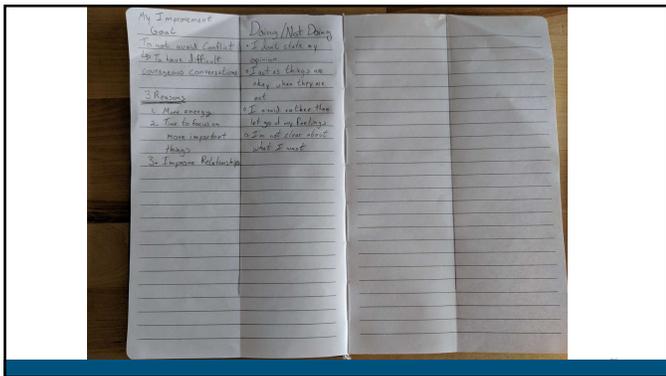
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Doing/Not Doing

- **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



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Breakout Groups

ROUND 2

- 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

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

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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.

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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.

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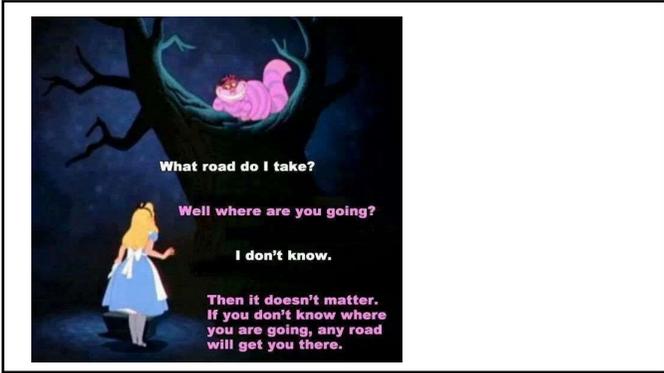
In this segment ...

- 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.

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Where are you going?
What's your path to get there?

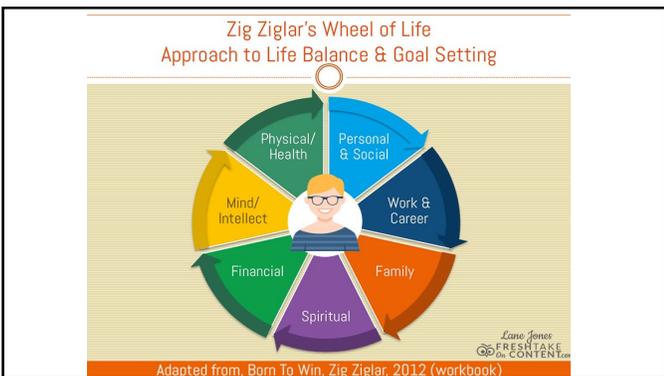
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Balance is achievable and goals are good ... right?

107



108

Energy Quiz

Adapted from, Born To Win, Zig Ziglar, 2012 (workbook)

109

Leadership Declaration

Adapted from, Born To Win, Zig Ziglar, 2012 (workbook)

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



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Burnout –
Lessons Learned

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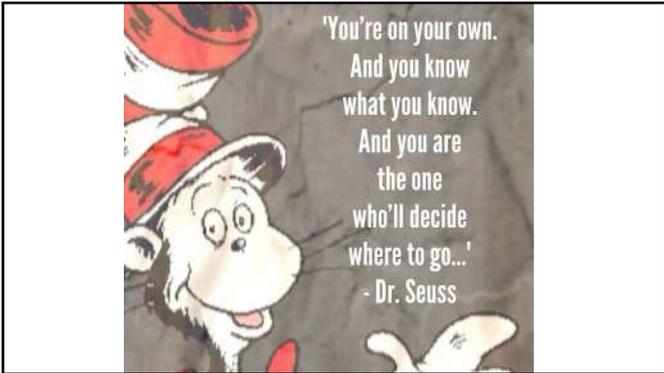
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1. My life = my responsibility.

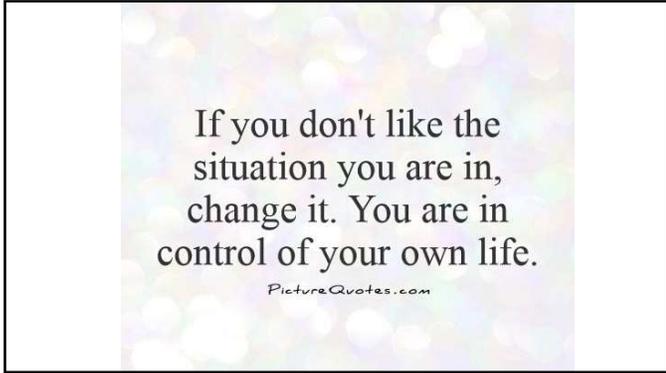
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“You must untangle yourself, still all other voices, and go to the deepest place within to know what's important and urgent in your unique and singular life.” Martha Beck

116



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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.

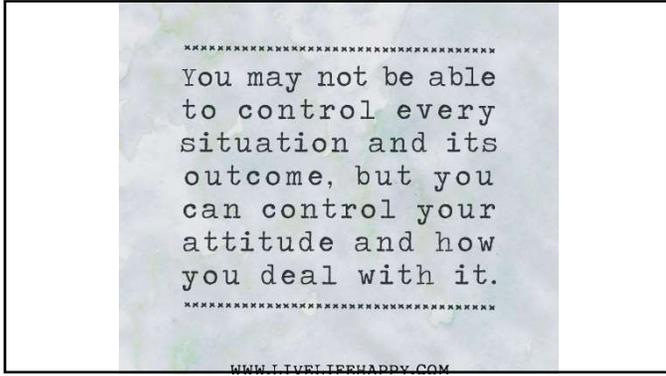
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“If your success is not on your own terms, if it looks good to the world but does not feel good in your heart, it is not success at all.”
Anna Quindlen

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

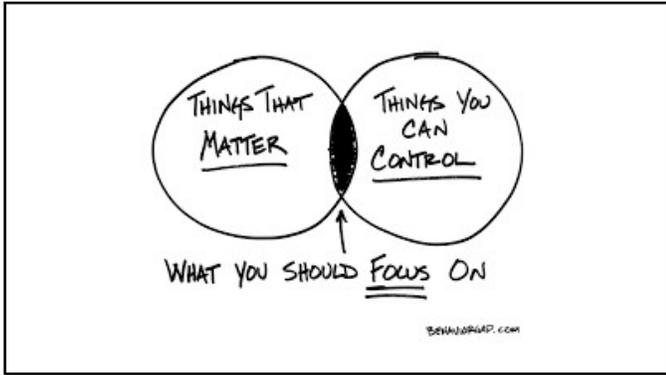
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131



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.

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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?

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Takeaways and Assignments
