

A long, straight road stretches from the foreground towards the horizon, flanked by green grass and some dry vegetation. The sky is a vibrant mix of blue, white, and orange, suggesting a sunrise or sunset. The overall mood is one of hope and forward movement.

# **Transformation- Designing the Way to Growth and Opportunity**

# In this moment in time...

We are eagerly launching ourselves into what comes next and taking the next steps in a world that is forever changed by the pandemic.

It is a moment:

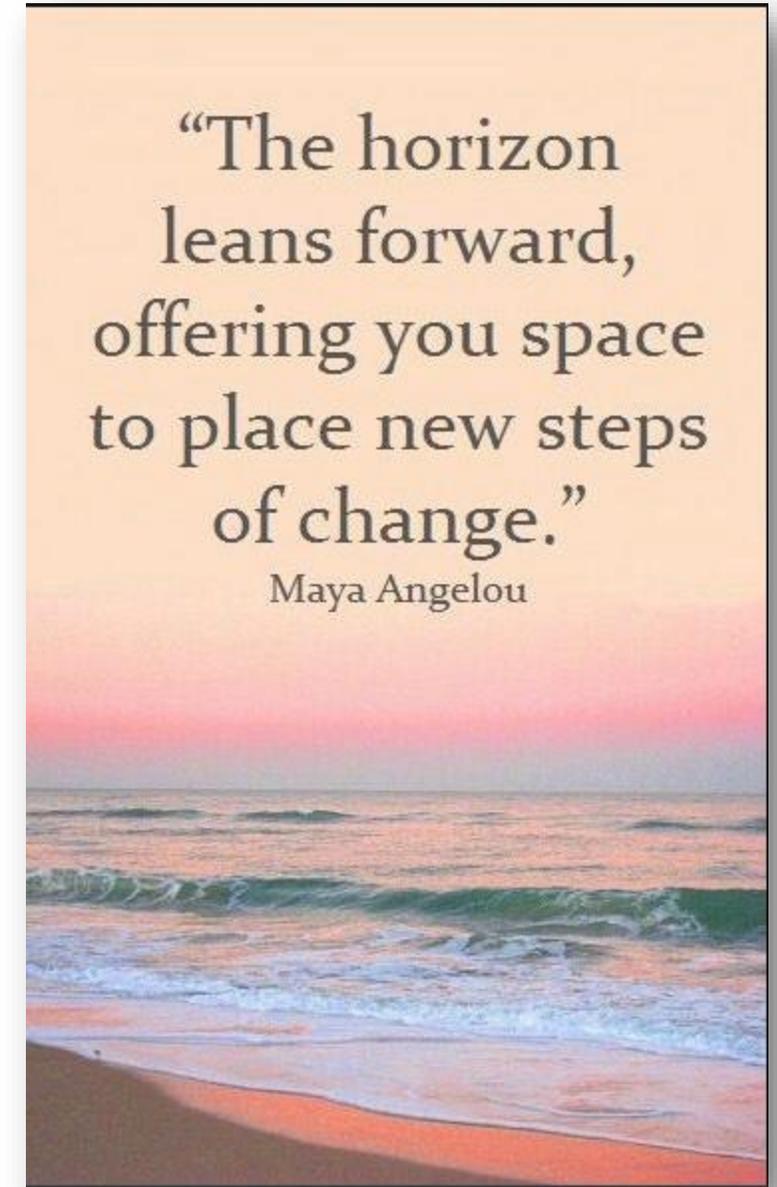
- Where the past meets the present meets the future.
- That is a milestone for us.
- In which we are not simply transitioning out of the isolation of the pandemic, we are taking with us valuable experience and lessons learned.
- That will forever shape us, our perspective, our leadership, and how we work and interact with others.

# What Have We Learned?

This has been the biggest collective learning moment in decades – perhaps in our lifetimes. Learning is crucial all the time but has been essential in this time.

When we look back on the past 16 months and look toward the horizon, more than ever, we know that:

- We are better together if all of our voices are heard.
- We can't just talk about it; we must be about it – by first being the change we want to see in others.
- In order to achieve, we must believe – not just in ourselves, but in others.
- We each must rise up, not give up.
- We must have hope.



“The horizon  
leans forward,  
offering you space  
to place new steps  
of change.”

Maya Angelou

# How Do We Pave the Way Forward?

Given all we've experienced, we are transforming lessons from the past into opportunities for the future. We are developing new strengths as we respond to circumstances, opportunities, and socioeconomic conditions that influence changes in how we design and pave the way forward.

## What will it take to pave the way forward?

- Readiness to release the past, challenge old ways of thinking; and focus on the future.
- A strong sense of purpose.
- Awareness of how one thing impacts the next
- Courage to go beyond our comfort zones
- An inclusive mindset
- Willingness to motivate, guide and encourage others to exceed their potential through inspiring and coaching.



**Focussed, principled, visionary leaders! THAT IS WHERE YOU COME IN!**

# Becoming Unstuck

While feeling stuck is usually perceived as something bad, the feelings that come with it can act as a catalyst for change. This can ultimately result in something positive.

- Becoming “unstuck” is not a matter of will or skill.
- It’s a decision and a discipline to reframe reality, elevate the horizon, and visualize our future.
- The solution is to focus on the bigger picture. When we take ourselves out of the moment and focus on the broader view, everything changes – our outlook, our energy, even our emotions.
- We go from hopeless to hopeful, exhausted to exhilarated.



**We can make it happen if we adopt the mindset to move past how things used to be to how they need to be.**

# Activity

Take 5 minutes to think about something you have learned about yourself or your current position that you did not realize before?

What do you miss?

What did you learn?

What did you gain?

How are you better now than you were back then?

# De Anza Examples

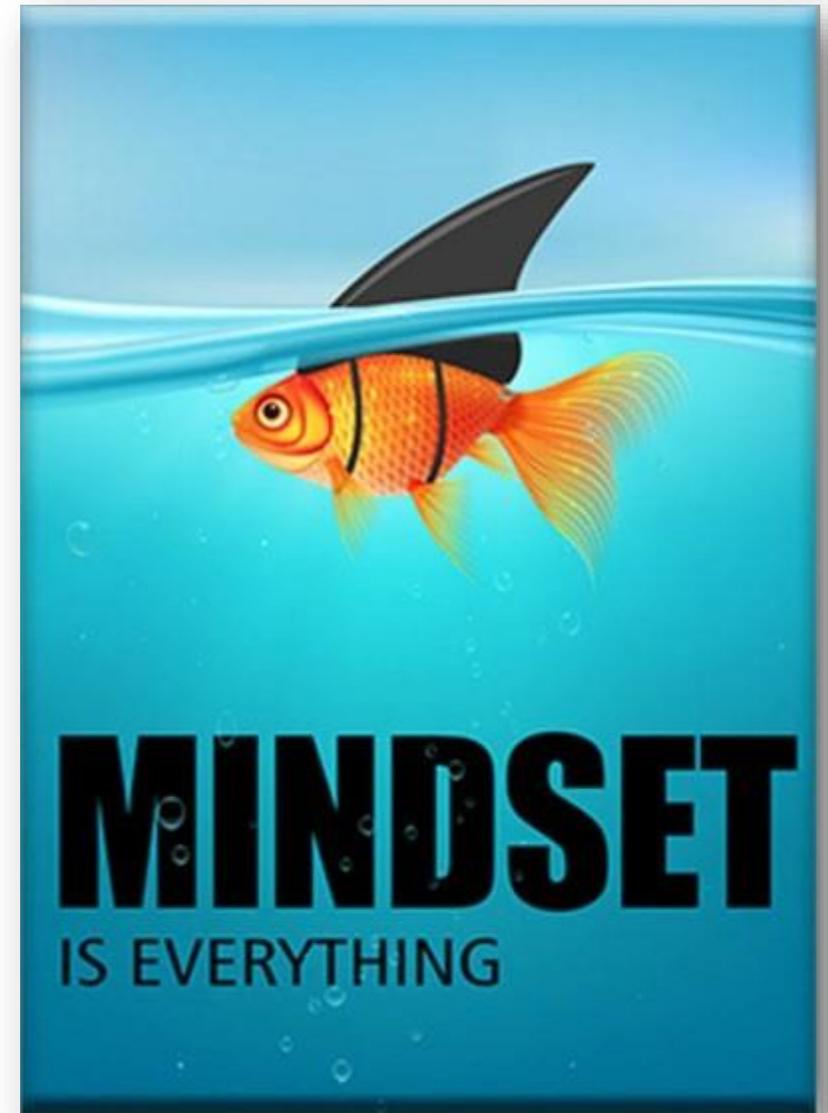
As we continue to respond to the rapidly changing environments emerging from the pandemic, we have become marvels at adapting to change – we have learned to pivot, flex, and evolve – all at warp speed!

We need to give ourselves credit. We have adapted more in the past 17 months and at a faster pace, than we have in years.

# Mindset is a Conscious Choice

You have proven how agile, adaptable, and resilient you are, you know that you will thrive – which is a good thing – because **in the next two years, you will see more change than we have in the past ten years.**

- **You cannot control change, but you can control how you react to change.** The more you focus on positively adapting to change, the more resilient you will be to deal with the impact of change.
- **Mindset is a conscious choice – one you make every minute of every day.** Will you choose to embrace change as a chance to expand your perspective and seek out opportunities to meet new people, learn new things, and have new experiences?



**The new world belongs to the most agile – and, as we move forward, a new way of leading is required.**

**It takes a strong sense of purpose, awareness of how we impact others, courage to go beyond our comfort zones and challenge old ways of thinking, an inclusive mindset, and the willingness to embrace ambiguity and paradox.**  
~Gary Burnison

**So, what is your strong sense of purpose?**



# Focus on Moving Forward with Meaning and Purpose

During the pandemic, we were all feeling our way through the dark.

- Everything happening around us was beyond our control.
- We had no choice but to rise above, to be resilient, to drive change, to look forward.
- We had to make decisions while uncertain of the outcomes – making our paths as we walked them – and course-correcting our way to safety. We stayed focused and moved forward.
- We were forced to take a step back and to recognize our priorities and what really matters – **finding meaning and purpose.**

**You don't have  
to see the whole  
staircase, just  
take the first  
step.**

***Martin Luther  
King, Jr.***

# What Happens When We are Driven by Purpose?

## *What is a sense of purpose?*

An overarching “why” that will focus us out of the wilderness and into a new light AND a new beginning!

A sense of purpose always precedes the first step in moving forward. It may take a long time – but if we create solutions and overcome challenges – we can achieve transformative change.

When we are driven by hope and purpose, we are able to develop a realistic optimistic perspective and to leverage our strengths and talents in order to help **create solutions and overcome challenges.**



“We cannot change what we are not aware of, and once we are aware, we cannot help but change.”

~Sheryl Sandberg

# *What it Takes to Pave the Way Forward*

**Awareness of How We Impact Others**  
Awareness is knowing about what makes you tick and it is critical to your ability to lead.

# Why Does Self-Awareness Matter?

To be self-aware is to know ourselves - our values, passions, aspirations, and reactions.

Your level of self-awareness has a huge impact on others.

Self-awareness helps us:

- Become mindful of how our actions affect others
- Develop confidence and creativity
- Make sounder decisions
- Build stronger relationships
- Communicate effectively
- Understand what we bring to our role
- Inspire others towards growth and positive change
- See other people's perspectives and show empathy
- Create an environment where respect for everyone becomes the standard

# Self-Awareness is a Process

Self-awareness can be developed, it is a process. Steps for increasing your self-awareness include:

- Asking yourself
  - ✓ What matters to you?
  - ✓ What do you want to accomplish
  - ✓ What do you need to do to move forward?
- Seeking out mentorship and support from different people, relating to areas where you want to grow
- Reflecting on your own thoughts, words and actions as you communicate with others
- Becoming aware of your strengths and weaknesses – leveraging your strengths to achieve positive results and working to correct any shortcomings

# Self-Awareness is a Long Process

More steps for increasing your self-awareness include:

- Observing and reflecting on how others react to you
- Asking for feedback from someone you trust
- Considering the feelings of others as you communicate and make decisions
- Finding out what makes you the best you can be and striving toward those outcomes
- Being polite, considerate, honest, culturally sensitive and respectful of differences



IT'S ALL  
ABOUT  
THE  
PROCESS

# Self-Aware People Create Lasting Change

A study conducted by Korn Ferry Institute found that “leaders who are self-aware are more likely to be high-performing and to meet their business goals.”

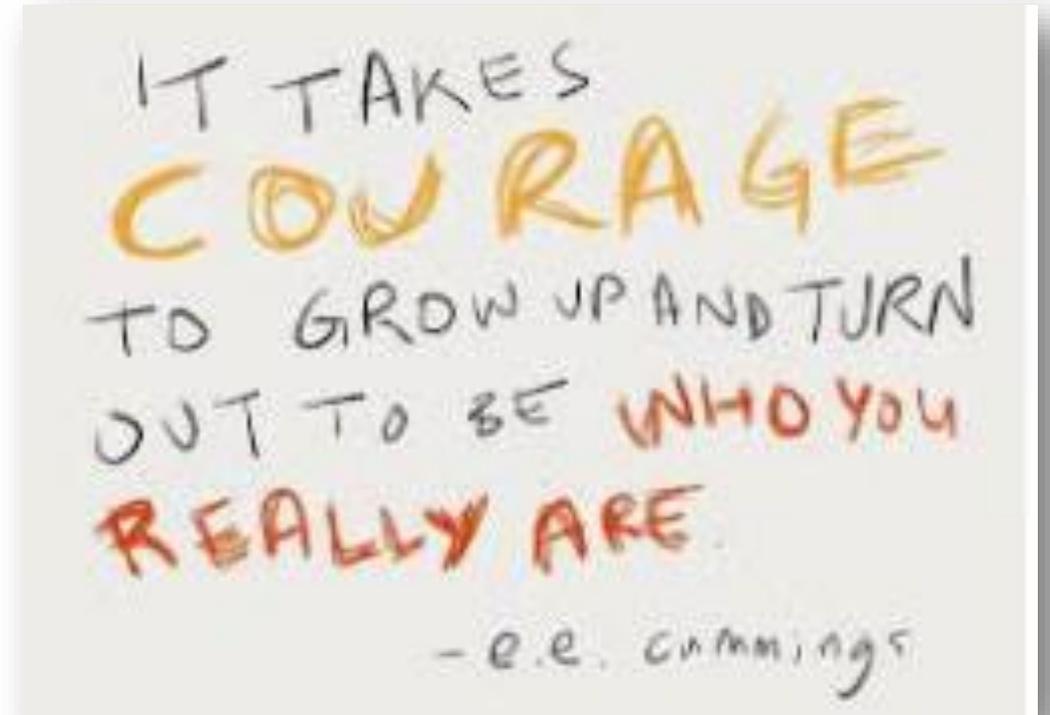
Self-aware leaders use their expertise and passion to create lasting change by using their sense of self-awareness to develop clarity about what is happening around them; identifying areas of improvement; and using these as opportunities to make things better.

*“One of the most courageous things you can do is identify yourself, know who you are, what you believe in, and where you want to go.”*

— SHEILA MURRAY BETHEL

# Awareness of How We Impact Others

Those who have the courage to look within themselves – to disrupt previous patterns and confront fears – will lead themselves and others to new and higher ground, seizing the opportunities that will abound in the emerging future.



# *What Will it Take to Pave the Way Forward?*

Courage to Go Beyond our Comfort Zones  
and Challenge Old Ways of Thinking

“We can choose courage or we can choose  
comfort, but we can’t have both. Not at the same  
time.” ~Brene Brown

# Courage

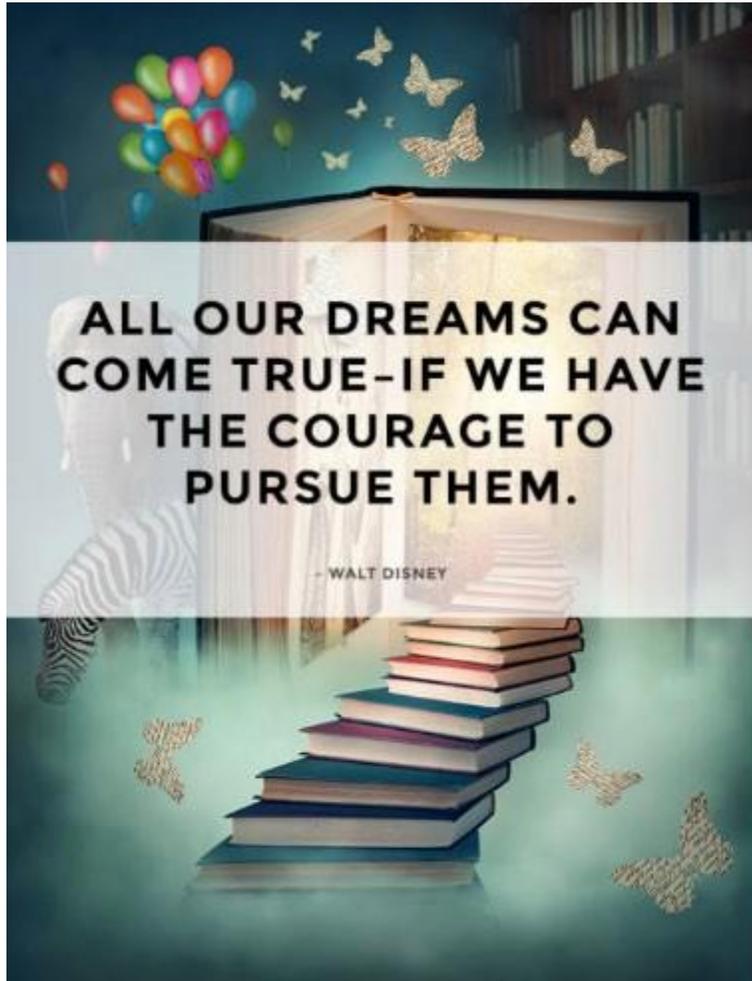
Courage, optimism, and an unstoppable belief in yourself, will serve you especially well – not just during uncertain times – but everyday

- Courage is the ability to face difficulty despite fear. It doesn't mean never feeling frightened – it's your ability to do things despite being frightened.
- Courage is about being willing to try something for the first time (perhaps running a marathon or learning a new skill), knowing that you may fail, and being okay with that.



**Consider what greater accomplishment or goal could be achieved if we did not give in to our fears.**

# How to Show Up with Greater Courage



Here are some ways to show up with greater courage:

## Get “on purpose”

- Get clear on who we are supposed to serve.

## Dare to pursue a bold “invented future”

- Pursue “what could be” an “invented future” that is not limited by the past.
- Lead from a place of possibilities.
- Now is a time to be purposeful, reshape the future, and expand the vision of what others see as possible.

*What would you do if you could not fail?*

*What will you regret not doing if you don't try?*

# How to Show Up with Greater Courage

## Embrace vulnerability

- Only when you are willing to lower the “I’m in charge and know everything” mask, can you show up with the authenticity needed to inspire those around you.
- People are hungry for leaders who are unafraid to step out from behind scripted speeches and be real.

## Encourage

- A recent survey found 40% of employees lack the confidence to share their ideas for fear of being disregarded if they do.
- When people know their contribution and input is valued they are more willing to share their suggestions (even if it’s a wild and crazy idea).
- Invite everyone to participate and call on those who don’t
- Never respond in ways that make people regret sharing

You change  
the world  
by being  
yourself.

# Leaders Inspire Courage

Good leaders never kill courage. They inspire it. Here's how:

## Embolden Others to Think Bigger and Be Braver

- Catch people doing things right and acknowledge the potential you see in them.
- Entrust them to make good decisions and solve tough problems.
- Encourage them to step out of their comfort zone.
- Act with the courage you want to inspire in others!

Leadership simply begins with the courage to be yourself. So everyone else can be, too.

— Umair Haque —

# We Need Courageous Leadership Now More Than Ever

Regardless of our roles, we are all leaders. Whether it be as a teacher, boss, parent, family member, care giver, project manager, colleague, team mate, pet owner, etc. – most of us are responsible for leading someone or something.

- As leaders, people need you to tell them (and believe) that you can lead them through whatever will come their way between now and when life gets back to normal, whatever and whenever that normal will be.
- They need you to have the courage to steer the ship, to say *“Here’s the direction in which we should go; I know we can get there and I need you with me to do so.”*



**“You can conquer almost any fear if you will only make up your mind to do so. Remember, fear doesn’t exist anywhere except in the mind.”**

~Unknown

# “Courage is Being Scared to Death and Saddling Up Anyway.”

~John Wayne

Courage is the willingness to risk hurt or failure. Learn to push through the discomfort. It's never easy, but we're always grateful and stronger when we're done.



**So, how are you creating a courageous culture?**

# Learn to Push Through the Discomfort of Fear

- The fear will never go away as long as you continue to grow – it is part of taking a risk (which you do to grow!)
- The only way to get rid of the fear of doing something is to go out...**and do it!**
- The only way to feel better about yourself is to do something.
- Not only are you going to experience fear whenever you are on unfamiliar territory, but so will everyone else.
- Pushing through fear is less frightening than living with the underlying fear that comes from helplessness.



**Can anyone offer an example of when you experienced fear and pushed through it?**

# *What Will it Take to Pave the Way Forward?*

## **An Inclusive Mindset**

Inclusion matters more than ever as we commit to moving forward. When an organization is truly inclusive, everyone's perspective and input matters. People know it's safe to speak "their truth". People are empowered to ask not just why, but also why not.

# The Path Ahead...

**“The time is always right to do what is right.” ~Martin Luther King**

As we turn the page on what has been a difficult chapter, we’re leaving the past behind us and looking forward to the path ahead. Now is the time to take our culture to a more inspirational level.

To ensure that a healthy, inclusive culture takes root and grows, we must commit to ensuring that everyone has a seat at the table, that they feel empowered and free to express themselves.

# *What Will it Take to Pave the Way Forward?*

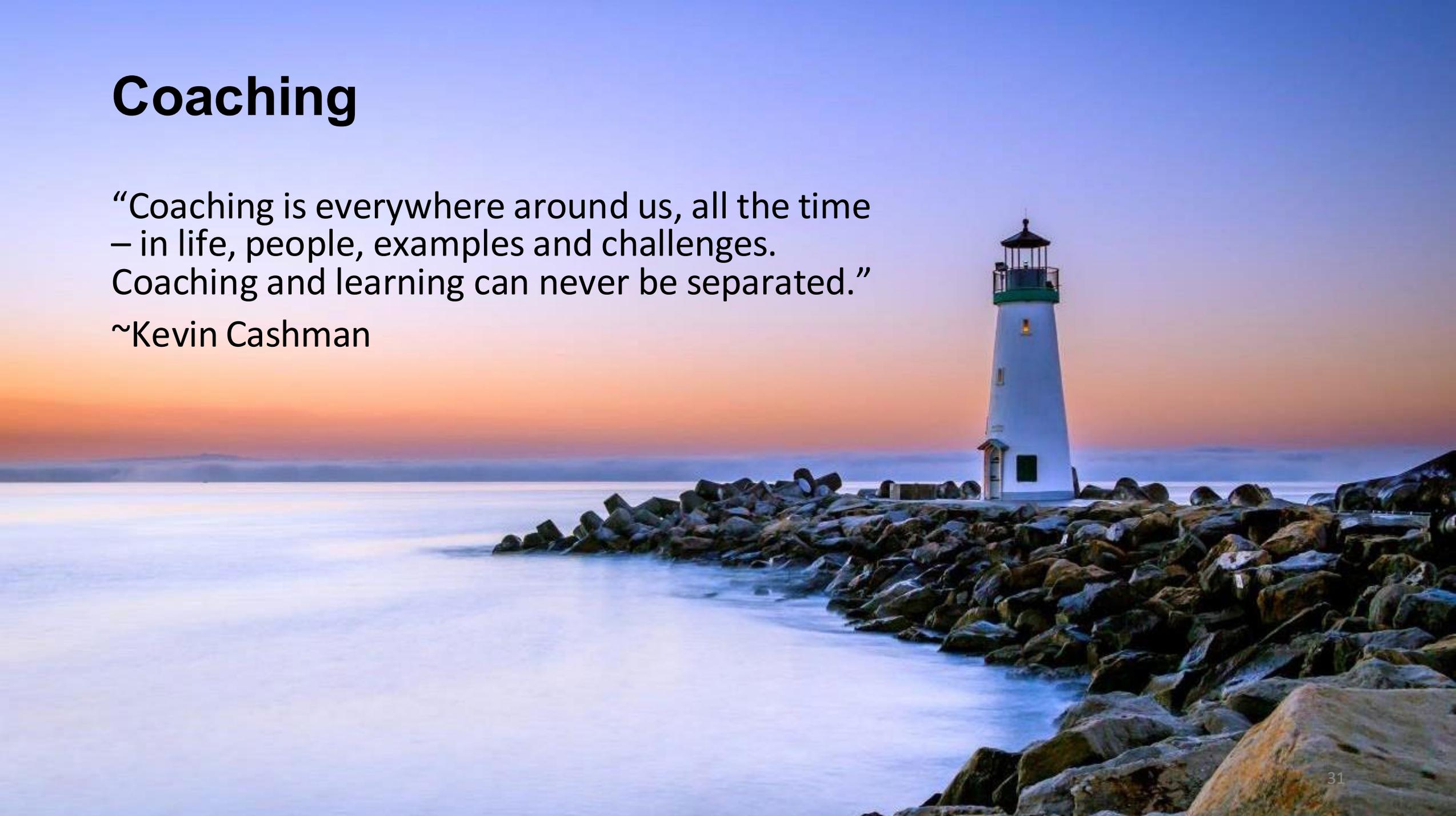
Willingness to guide and encourage others to exceed their potential through coaching and inspiring.

Our students need this more than anything right now – they need you.

# Coaching

“Coaching is everywhere around us, all the time – in life, people, examples and challenges. Coaching and learning can never be separated.”

~Kevin Cashman



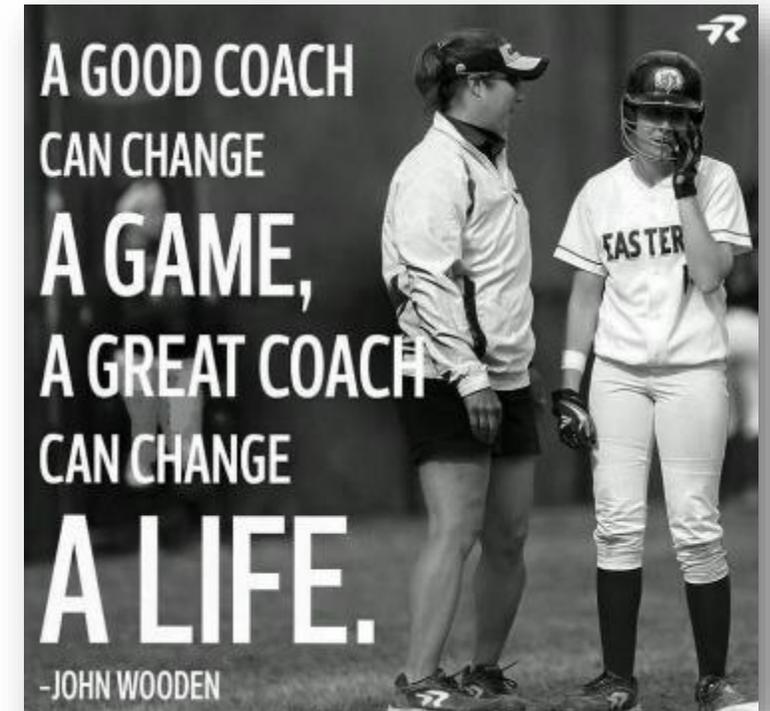
# Coaches Make a Lasting Impact

Without support and help from others, it's nearly impossible take a leap of faith on our own.

A great coach:

- Listens, encourages, inspires, motivates, guides, teaches and supports others.
- Gives us wider perspectives – not telling us what to think, but rather what to think about.
- Offers a guiding hand, a gentle nudge, and a voice of assurance and of reasons that say “don't give up”...stick with it...don't get discouraged...you have the energy to see this through.”
- Energizes them to take the hill, calm the crisis, transform the old way, and achieve their calling.
- Helps us gain clarity about how we see our future and how we can get there.

Coaches believe in us, even before we believe in ourselves. But more than what they say, it's how they make us feel. Their words and actions last a lifetime.



# How Do We Inspire Others?



# Making Inspiration our Aspiration

Aspiration comes from within – and it's usually focused on ourselves.

Inspiration is the other side of it – and it's all about others.

We all have aspirations – the next job, the next role, the title, the promotion, the money. That is how some people measure success.

Ultimately, leadership is about inspiring others to believe. Our aspiration should truly be the inspiration of others.

How often do we hear these words when others feel stuck and unmotivated? *I'm just not inspired.*

**"WITHIN OUR DREAMS  
AND ASPIRATIONS WE  
FIND OUR  
OPPORTUNITIES." -  
SUGAR RAY LEONARD**

# Encourage Others to Face Challenges

In times of uncertainty, leaders:

- Encourage others to step out of their comfort zones to take risks.
- Coach them and help them to create visions for their futures.
- Guide them through what success will look like and how it will feel once they have achieved their goals.



**Leaders know that the more people see, the more they can be.**

# Enable Others to Exceed their Potential

Leaders enable people and organizations to exceed their potential – to be more than they thought possible.

It takes opportunities for people to exceed their potential. As a leader, it's your job to cultivate and provide those opportunities.

As we accelerate through the crisis curve, there will most likely be abundant opportunities. Most likely, they will involve change.

We can get the barriers out of the way!



# Stay Focused and Balanced

As the leader, you cannot afford to all of your “gray days” to show.

If you do, others’ perceptions of what you’re thinking or feeling will become their reality. However, do allow yourself to be a little vulnerable.

In a world in which so much has to be reimagined, nobody has all the answers. This is not the time for individual heroism. It’s all about the team – and you need to surround yourself with talented people.

Stay focused on those who matter most: students, faculty and staff.



# Acknowledge Fear – Ours and Others

When people face fear, the natural inclination is to be paralyzed. They “turtle up”, unable to move.

In the face of crisis, people are frightened and in those moments, their fear is all they can understand.

Leadership, particularly in times of crisis, means meeting people where they are. Acknowledging their fears must come first, before collective genius can “bubble up”.

At the same time, people truly need hope, the assurance that “everything will be okay”.

**How do we do that? We reach out and connect!**



# Make a Connection

How to reach out and connect:

- Always be approachable and keep your focus on others
- Demonstrate purpose, meeting everyone where they are
- Be willing to let down your guard and show your vulnerability

**Ask and listen.** Every person is unique. We cannot assume we know what each person wants or what their goals are. What motivates one person is not the same for another. Some are motivated by achievement – the mastery of something challenging. Others are driven by affiliation – building relationships and a sense of belonging. Or power – having influence over others.



We each yearn to be part of something bigger than ourselves – we want to be valued, appreciated, to be recognized. When people are recognized, they're happy; and when they're happy, they're inspired and motivated.

# What Can YOU Do?

Anticipate

Navigate

Communicate

Listen

Learn

Lead



# SKILL #1: ANTICIPATE

Foreseeing what lies ahead, amid ambiguity and uncertainty that are throttled up like never before.

# Anticipation Begins with You

- **Accept vulnerability as a strength.** Admit that tomorrow's answers won't be found right away.
  - The world has been disrupted
  - Collateral damage is all around us.
  - We have all had to make rapid decisions simply to survive
  - It is now time for the big reset.
  - To thrive, we will need to reimagine our future.



# Remember the Four Qualifiers – You Can't Anticipate Without Them

There are three things you must be able to do before you **anticipate**:

- **Embrace humility.** Without humility, you risk being arrogant –thinking your way is right while dismissing others' input and ideas – that creates inflexibility and hurts others.
- **Be self-aware.** Measure yourself – not overestimating your strengths and not underestimating your weaknesses.
- **Avoid complacency.** When things are going well, it's so easy to get comfortable. That's when complacency can set you back - lack of direction, growth, productivity, motivation, and opportunity.



*To Anticipate...*

## **Start with the Reality of Today**

We don't need a crystal ball to anticipate.

Start by:

- Being tuned into what's happening around us and in the world
- Paying attention to the present; then
- Defining reality – as we know it at the moment



***What do you know at the moment?***

***As you start this semester, where are you starting from?***

***What do you want to do next?***

# Then, Observe and Learn

Anticipation is about moving toward a future that is not yet able to be seen. To do so, observe and gather input and information broadly.

- Pay attention to students' needs
- See what is happening around us.
- Actively look at the world through the lens of students.
- Seek out information and insights – find connections:
  - ✓ Those who are closest to the front lines have the most valuable insights
  - ✓ Pay close attention to feedback
  - ✓ Encourage all views
  - ✓ Pick up the phone and call to check in with people to find out how they are doing

**Everything  
in life can  
teach you a  
lesson, you  
just have  
to be willing  
to observe  
and learn.**

## Understand...

# The Meaning of What You See

Once you define reality, you can move from

***“this is what is happening now”*** to the lens of ***“what this means for the future”***.

- Anticipation helps you grasp all of the risks involved in a particular strategy. As you visualize all possible outcomes, you can make better decisions.
- Strategizing is like making a bet. The skill of anticipating improves your odds and gets amazing results.



# Mission “Possible”

We face unprecedented levels of uncertainty, ambiguity, and constant change that make each day a “mission impossible”.

Throughout history, we have faced upheavals, from world wars to technological advancements to a pandemic, that have changed how we live and work.

**How can we thrive in today’s reality?** The answer is rooted in a key leadership skill: **anticipation**.

Anticipation starts with the reality of today and using what we know to forecast the unknown of what’s likely to be beyond the horizon.



# SKILL #2: NAVIGATE

Course-correcting in real time  
to keep us on an even keel.



# In Real Time, Correct Your Course

Navigation is companion to anticipation.

Navigation focuses on what happens in the present, with real-time adjustments:

- Making proactive, purposeful decisions
- Being agile in the moment
- Never losing sight of the ultimate goal



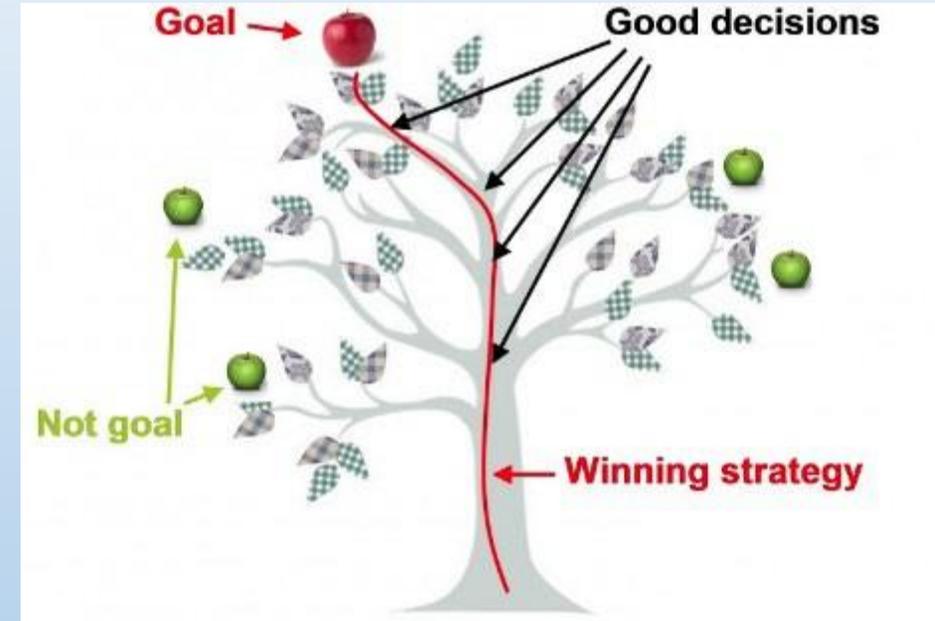
This is equivalent to surfing: paddling out and choosing the right wave. While riding that wave, you decide whether to take it to shore or bail out and find a better one. **It happens in the moment!**

# Plan a Little, Think a Lot, Decide Always

Navigating is determining our current position, planning and following a route.

It takes navigation and strategy to maintain the right trajectory over time.

- We can't ignore reality. If we try, what becomes truly avoidable is the consequence of having avoided reality.
- "Let me think about that" can be just as toxic as "that's the way we've always done it."
- No decision is still a decision – and probably a bad one.
- A lack of decision-making fosters uncertainty and creates organizational paralysis.



# Respond in a Crisis

Command-and-control is not the answer.

Decisions and actions must be made by others who are on the “front lines”.

Empowerment happens when leaders are:

- Willing to relinquish control;
- Give direction;
- Set the boundaries;
- Offer support; then
- Get out of the way.



**Tents serve as temporary classrooms following the 1994 Northridge Earthquake.**

*Yet...*

## Know When to Take the Wheel

When leaders are responsible for an organization, they oversee the entire airspace – from the ground level up and beyond. Nothing can be “beneath” them.

- How and when they need to take the wheel depends on the organization and the circumstances.
- When facing critical issues in moment, be at “ground level”.
- But decide.



# Don't Fear Failure

Failure is usually temporary; it passes like a storm.

So, why let the fear paralyze you?

The questions you need to ask yourselves are:

- If you do not give into your fears, what would you be able to accomplish?
- What would happen if you inspire courage among your colleagues and across our campus community?

Courage doesn't  
mean you don't  
get afraid.  
Courage means  
you don't let fear  
stop you.

# SKILL #3: COMMUNICATE

Constantly connecting with others.



# Tell the Truth

When communicating in a crisis, others would rather know the truth than dwell in the worst-case scenarios residing in their imaginations.

- A lack of information fosters uncertainty and leads to speculation – empower others with information.
- Uncertainty breeds fear which causes chaos.
- No matter how serious the news, people prefer certainty.
- So, counter fear with facts and hope.

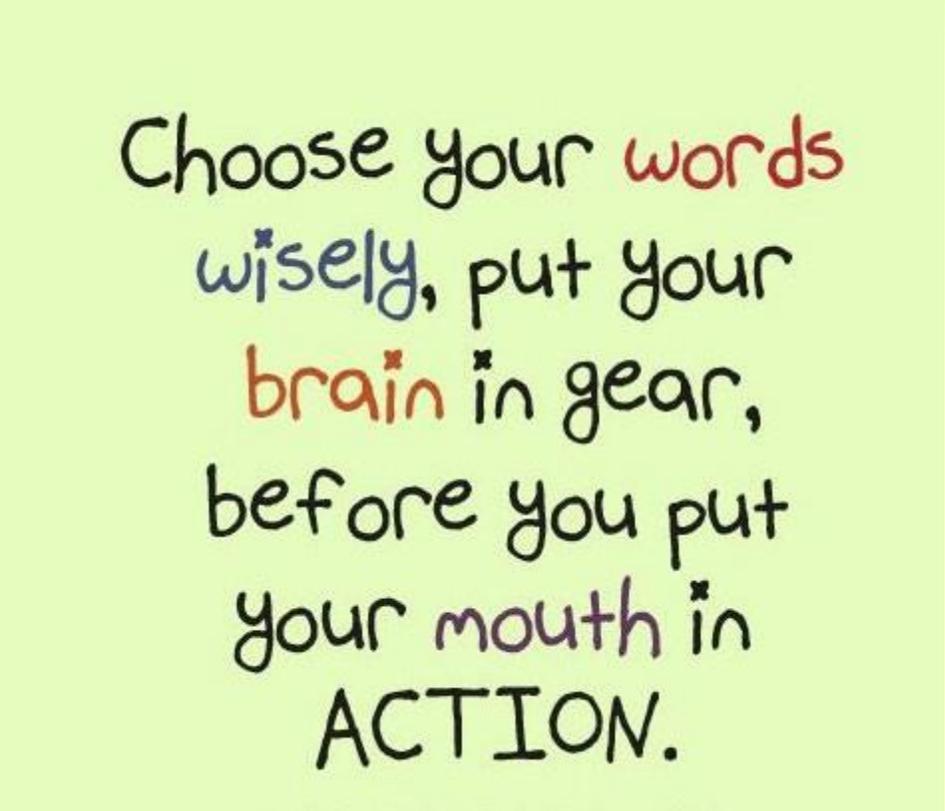


# Avoid Shortcuts

Communication takes time and lots of it.

- It's easy to give into the temptation to take shortcuts such as assuming that people already know certain information.
- It takes work to deliver messages frequently and consistently, with candor and honesty.
- So, speak more with assurance than authority.
- And, pay attention to tone and content.

It is not possible to take a text, an email nor nonverbal communication back. Think about funny experiences on Zoom!



Choose your words  
wisely, put your  
brain in gear,  
before you put  
your mouth in  
ACTION.

# Lose the “I”

None of us accomplish anything all by ourselves.

The time for “I” is in making tough decisions and being willing to accept the consequences of them – even if others don’t understand.

- Focus on a common purpose and shared goals. It really is about “we”.
- When **we** are looking to move people to action, communication that is interactive, creates true connection, and stirs emotional responses - matters.



# Involve and Bring Others In

As you start a new semester, with students who are afraid, uncertain and vulnerable, break the ice by engaging them in conversation – by inviting them in and get them to talk about themselves.

Asking others to share something interesting about themselves helps them feel personally and genuinely connected.

For me, a silver lining to the pandemic has been greater emotional intelligence as I have seen people reach out personally, authentically, and frequently. It matters more than you know.

How did you do that?

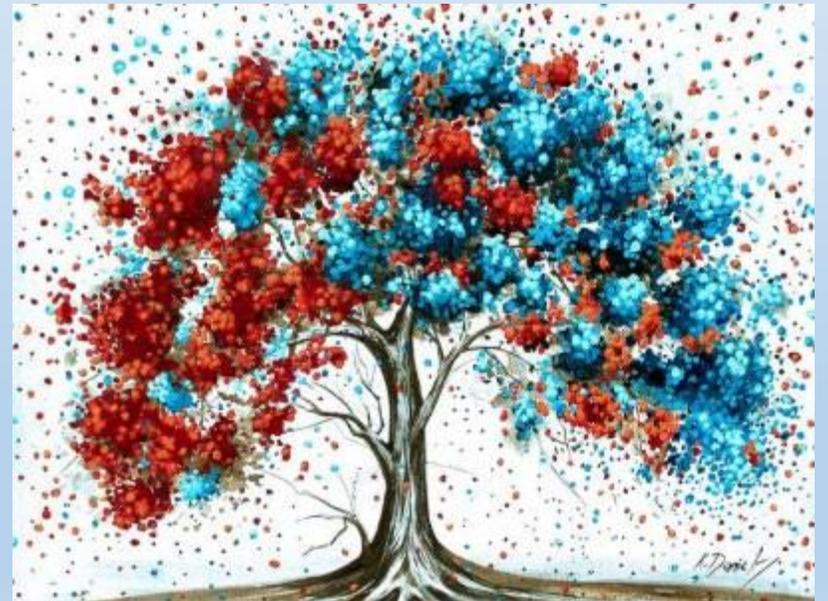


# Feel and Speak “Right Brain”

Communication, like leadership itself, is all about meeting people where they are. Forge an emotional connection on a very real and human level.

To communicate more effectively, develop “right brain” emotional skills:

- Empathy – concern for others’ feelings, problems, and motivations.
- Sociability – interacting with others
- Influence – motivating and persuading others
- Assertiveness – taking charge and directing others; being decisive



*Left Brain, Right Brain. Painting by Karen Danielz*

## *Praise Others...*

# Motivate Exponentially

Comment when your students and colleagues do good work - encourage them.

Motivation is important, now more than ever.

Students want to belong – they want to know they are not in this alone.

- A sincere congratulatory email, recognition on the Zoom session, or even a simple “thank you” are powerful motivators.
- Showing respect and appreciation to others can be transformational.
- Noticing students’ efforts and communicating accordingly, builds a culture of recognition.
- Celebrating incremental achievements – not just the final results, is the encouragement people need.



# SKILL #4: LISTEN

Gather insights at all levels.



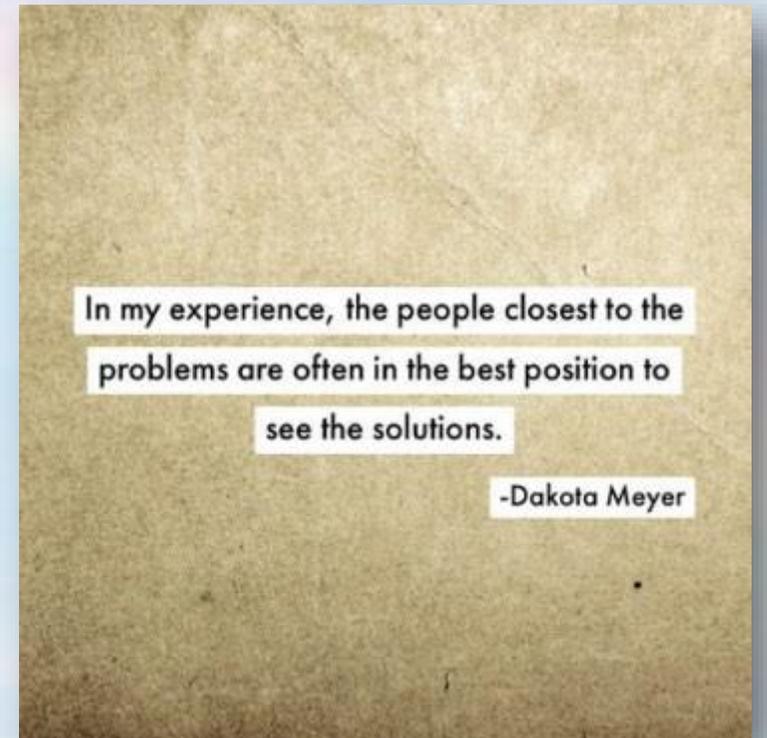
“

Listen  
to the sound of your feet —  
the sound of all of us  
and the sound of me.

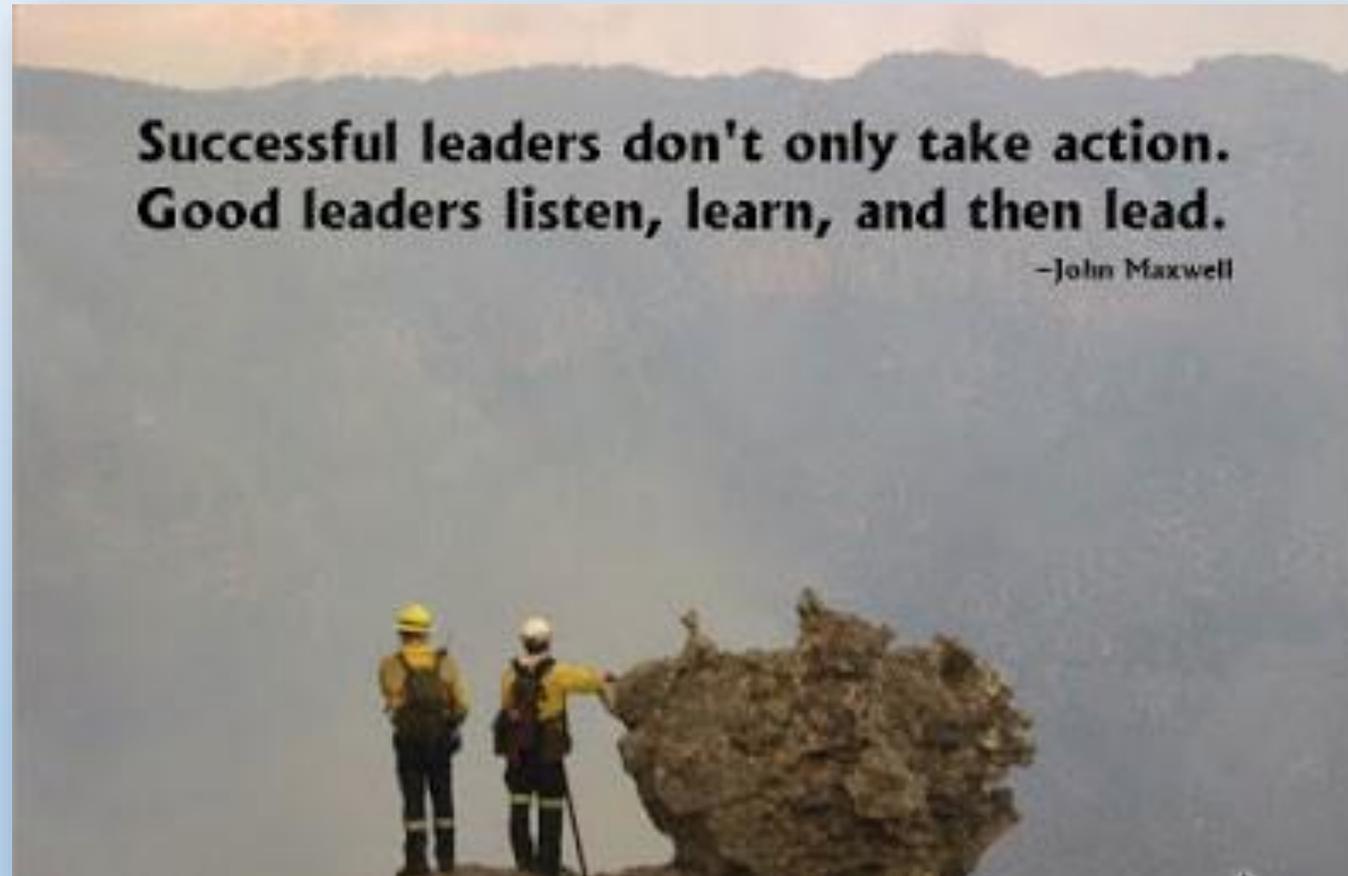
# Listen to What You Don't Want to Hear

As leaders and educators, we need to listen - especially to what we do not want to hear. We need to reach out to people in our campus community (community members, business partners, peers, colleagues, direct reports, and students) who are closest to the problems and solutions.

With deep and discerning listening, we can *get better*.



**Listen, Learn, and then Lead – in that order.**

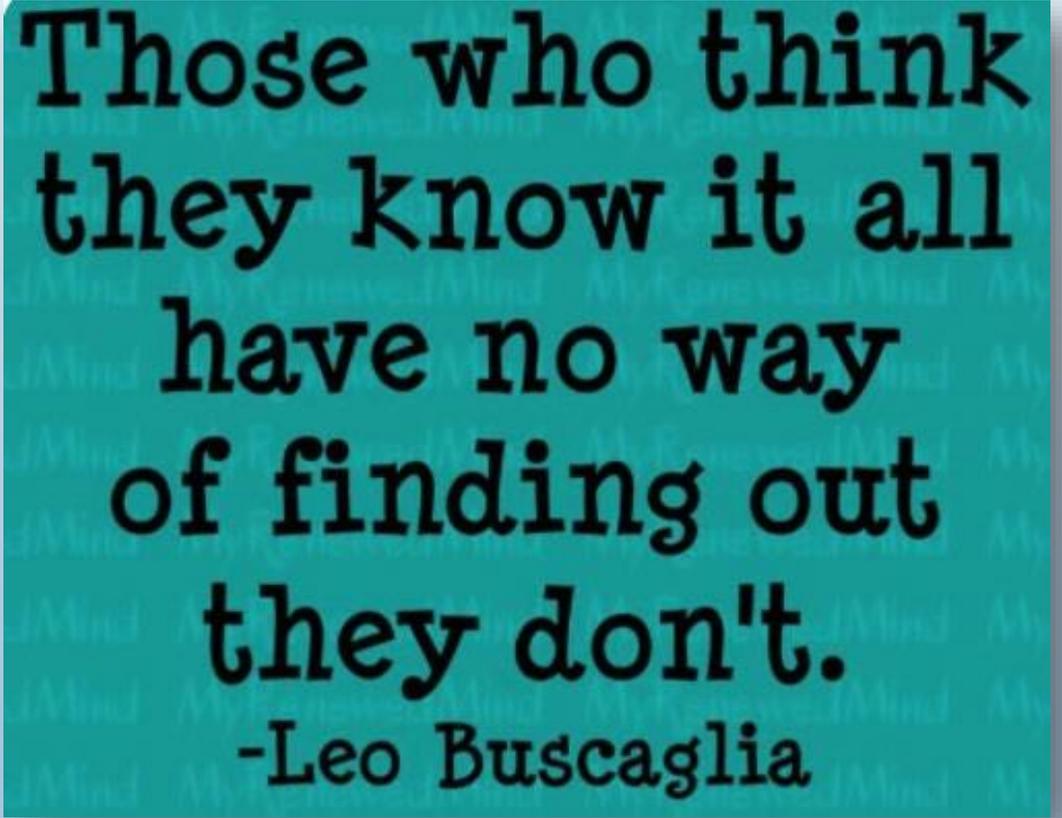


# The Listening Mindset

To listen to others, we must connect with them first. That means being a model of authenticity and humility to level the field between you.

Humility elevates listening. If you believe that you already know what's best, then you're just pretending to listen – and that wastes everyone's time.

The difference between hearing and listening is **understanding**.



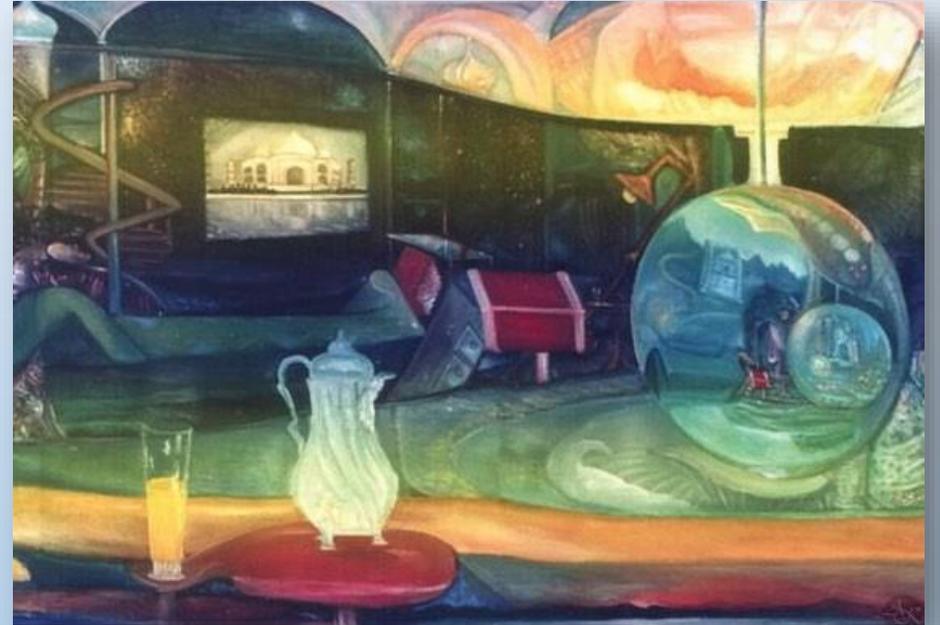
Those who think  
they know it all  
have no way  
of finding out  
they don't.  
-Leo Buscaglia

# Listen Outside-In

Educators need to be clued into their most important constituents – students.

Outside-in means looking at mega-trends (e.g., virtual engagement, online learning) as well as their students' perspective:

- What are they hearing and experiencing?
- How do they view our college?
- How is their college experience expected to be disrupted?
- What are their needs, current and projected?



# Listen Inside-Out

Listening “inside-out” means putting yourself in the shoes of students.

- How are they feeling?
- What is on their minds?
- What problems do they see and what ideas do they have for solving them?

Marry these two perspectives to anticipate, navigate, and communicate.



# The Self-reflective Listener

Rely on self-reflection and self-awareness to establish a feedback loop with yourself.

At the end of the day, ask yourself, “Did I listen more or talk more?”

- Listen and show interest.
- Avoid jumping to conclusions and letting anger get the best of you.
- Apologize when you are responsible for bad behavior.



# SKILL #5: LEARN

Apply learning to “know what to do when you don’t know what to do.”

# Learn Always

There's nothing like a crisis or a complex problem to accelerate learning.

These are the times in which we need to be hyper-focused on past experiences and integrate them to real-time conditions as a starting point for tomorrow.

It's hard to find clarity when we're knee deep in crisis. The best source of clarity is finding a close comparison. How does the pandemic compare with historic events such as the Great Depression, the financial crisis, the 1994 Northridge earthquake, or the recent wildfires?

We can gain perspective when we compare the "unknown" of what we're currently facing against the "known" of previous crises. We can identify patterns to connect the dots.



# Learn Daily

People who will be far more likely to accelerate through the crisis curve are the ones who:

- Deal well with ambiguity and complexity
- Move beyond the status quo and focus on reimagining
- Reflect and are insightful
- Embrace new things and different approaches
- Assume accountability an ultimate responsibility when thing do not turn out as planned.



# Be Wildly Curious

Learning-agile people are engaged with the world around them. Insatiably curious, they:

- Don't just default to the "same old" in experiences or in problem solving.
- Go beyond the status quo of tactics that worked in the past.
- Are willing to go against the grain of what they know how to do and prefer to do.
- Constantly seek to get better and to learn new skills and ways of behaving.
- Eagerly apply fresh approaches, ideas, and solutions.

Write down three things you learned that have impacted you in your life.



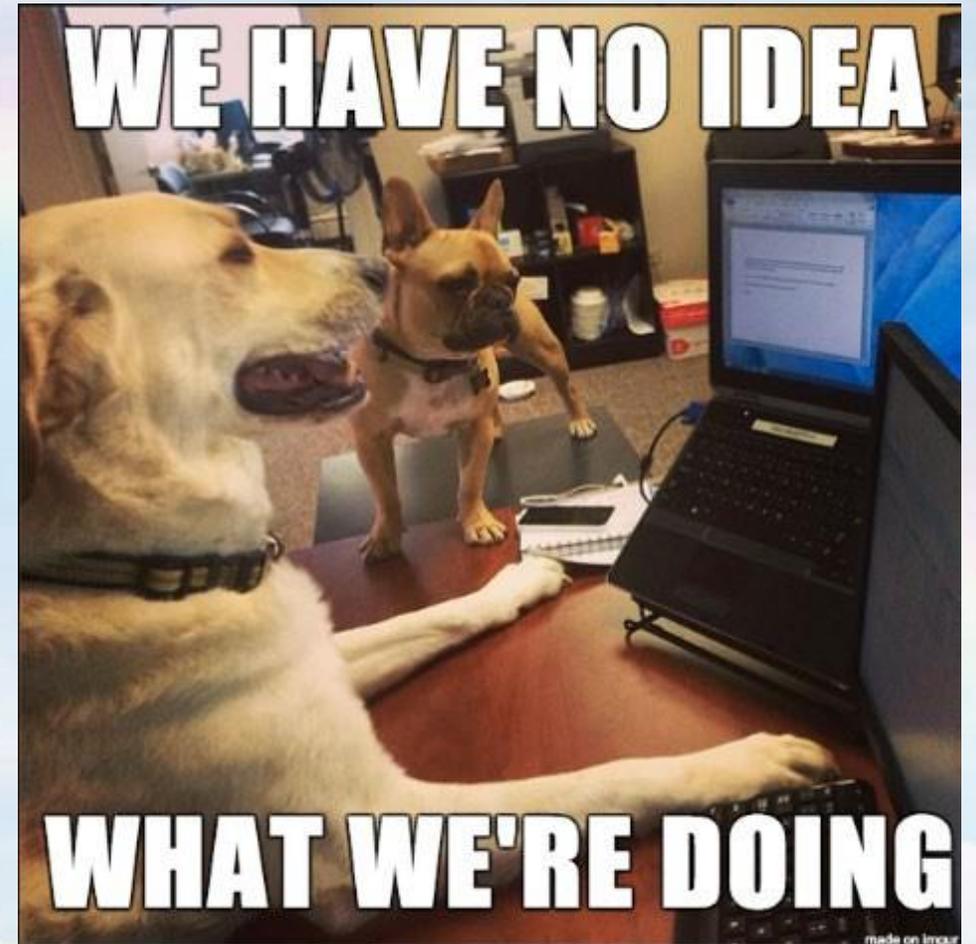
# Accept the Imperfect

It's tempting to pursue perfection. In crisis, there's not time to wait for all the information to make a decision or to take action.

The best any of us can hope for is a decision that's a good decision until it isn't anymore.

It's far better to have a strategy that is 75% perfect but 100% executable than a strategy that is 100% perfect by only 75% executable.

Practice being imperfect and see how much you learn outside your comfort zone.



# It's Not Failure, It's Learning

As Thomas Edison famously said, “I have not failed 10,000 times. I have successfully found 10,000 ways that will not work.”

This quote is the mantra for the new normal – uncovering what doesn't work and discovering what will.

Many creative ideas never make it to market. Nonetheless, the experience of trying them out yields invaluable lessons and helps reinforce a learning culture.

Learning comes from failures and wins.



# Learning Helps to Avoid the Inevitable

The more we experiment, the more we learn.

We discover what did not work, what did work, and what could have worked better.

The data and feedback we receive will only be as useful as our ability to measure.

Measuring helps us avoid the inevitable while simply allowing the future to determine itself. That is far too risky in this time of crisis.

Measuring ensures that you are continuously learning and consciously shaping tomorrow.



**“When you can’t  
change the  
direction of the  
wind, adjust  
your sails.”**  
~H. Jackson  
Brown, Jr.



# SKILL #6: LEAD



Empowering others in a culture that is more agile and innovative than ever before.

# Encourage Others to Face Challenges

In times of uncertainty, leaders:

- Encourage others to face challenges; step out of their comfort zones; and to take risks.
- Coach them and help them to create visions for their futures.
- Guide them through what success will look like and how it will feel once they have achieved their goals.



**Leaders know that the more people see, the more they can be.**

# Enable Others to Exceed their Potential

Leaders enable people and organizations to exceed their potential – to be more than they thought possible.

It takes opportunities for people to exceed their potential. As a leader, it's your job to cultivate and provide those opportunities.

As we accelerate through the crisis curve, there will most likely be abundant opportunities. Most likely, they will involve change.



# Inspire Others to Believe

“First, Last, and Always – Leadership is inspiring others to believe, then enabling that belief to become a reality.” ~Gary Burnison

In challenging times, it's the leaders job to see what others cannot. By their words and actions, leaders paint a picture of what others cannot yet envision.

These message give hope and instill courage.

Indeed, everything will be OK.



# There's No Such Thing as a Gray Day

As the leader, you cannot afford to all of your “gray days” to show.

If you do, others’ perceptions of what you’re thinking or feeling will become their reality. However, do allow yourself to be a little vulnerable.

In a world in which so much has to be reimagined, nobody has all the answers. This is not the time for individual heroism. It’s all about the team – and you need to surround yourself with talented people.

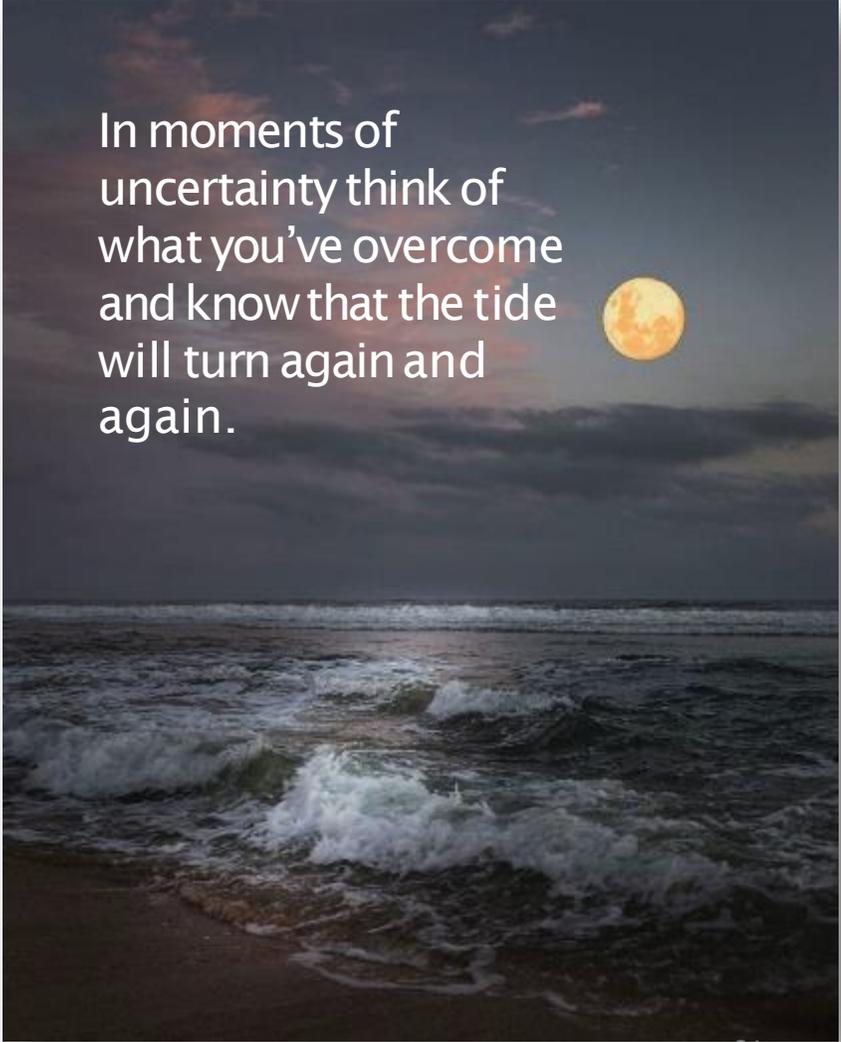
Stay focused on those who matter most: students, faculty and staff.



# Turning the Tide from Uncertainty to Recovery

In times of uncertainty, we don't have all the answers. Yet, there are key principles that can help us as we turn the tide from uncertainty to recovery – they are:

- Get grounded in the reality of today because that is the starting point for tomorrow.
- Seize the opportunity of change – some organizations make their best moves in uncertain times.
- Communicate continually
- Listen twice as much as you speak; not just to hear, but to comprehend.
- Never stop learning
- Be all in, all the time.
- Don't just talk about hope – deliver it!



In moments of uncertainty think of what you've overcome and know that the tide will turn again and again.

# In Closing

We are turning the page on what has been a chapter so etching that will go down in the history books, for sure. We have come so far together We're leaving the past behind us and looking forward to the path ahead.

Look forward to the days ahead with great hope and excitement. I know we will we will continue to inspire and empower each other; we will accomplish more great things; and we will realize an even better tomorrow.

Thank you for joining today!