

Module 2 – Part 1

Advanced & Adaptive Leadership Skills

LA County Board Leadership Training



CREATE THE SPACE

**What's one word for how
you're coming in today?**

Chat in!

thoughtium

Meet your facilitators!



Adam Boggs

CEO of Meahana.io

*Author, **The Business Artist***

13+ years of experience as a consultant, facilitator, and leader

Has focused on leadership development and sales enablement on the people side of strategy execution, particularly during business change or transformations.



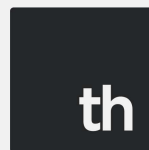
Aishani Gupta

Director, Thoughtium

7+ years of experience in strategy and innovation

Deep experience with scaling startups with a focus on user research, market strategy, execution and culture building

**We design and deliver
human-centered experiences
that inspire growth.**



**CREATE
THE SPACE**
thoughtium®

Our Journey Together

Purpose: Learn and practice applying key advanced and adaptive leadership tools and frameworks.



Virtual

Tuesday, Aug 20th
8:30am - 12:30pm

Today, we'll spend time **introducing and practicing** key tools and frameworks for becoming a more effective and adaptive leader.

In Person

Thursday, Aug 22nd
8:30am - 12:30pm

Thursday, we'll spend time **personalizing and applying** these concepts to real-life leadership scenarios.

Our Time Today

These 6 topics are foundational to great leadership – we will explore each in depth throughout our time together.

- 1 Adaptive Leadership Introduction**
- 2 Effective Decision Making**
- 3 Leadership through Change Strategies**
- 4 Strategic Thinking and Planning**
- 5 Building Strategic Partnerships**
- 6 Cross-Functional Collaboration**

**You'll walk
away from
today with...**

Greater confidence in your ability to adapt your leadership style

Tools and frameworks that you can apply back on the job

Greater preparedness to navigate the changing political, social, and economic landscape.

Getting the most out of today

- Have your student packet handy!
- Stay open and curious
- “Vegas Rules”
- **Have fun!**

Our Process



**Self
Reflection**



**Group
Discussion**



Group Discussion

Let's discuss the following...

- What are your greatest strengths and challenges as a leader?
- How would you describe your leadership style?
- What does it mean to you to be an ***adaptive leader?***

Be prepared to share!

Why adaptive leadership?

1

Intro to Adaptive Leadership

2

3

4

5

6



"Management is doing things right; **leadership is doing the right things.**"

Peter Drucker

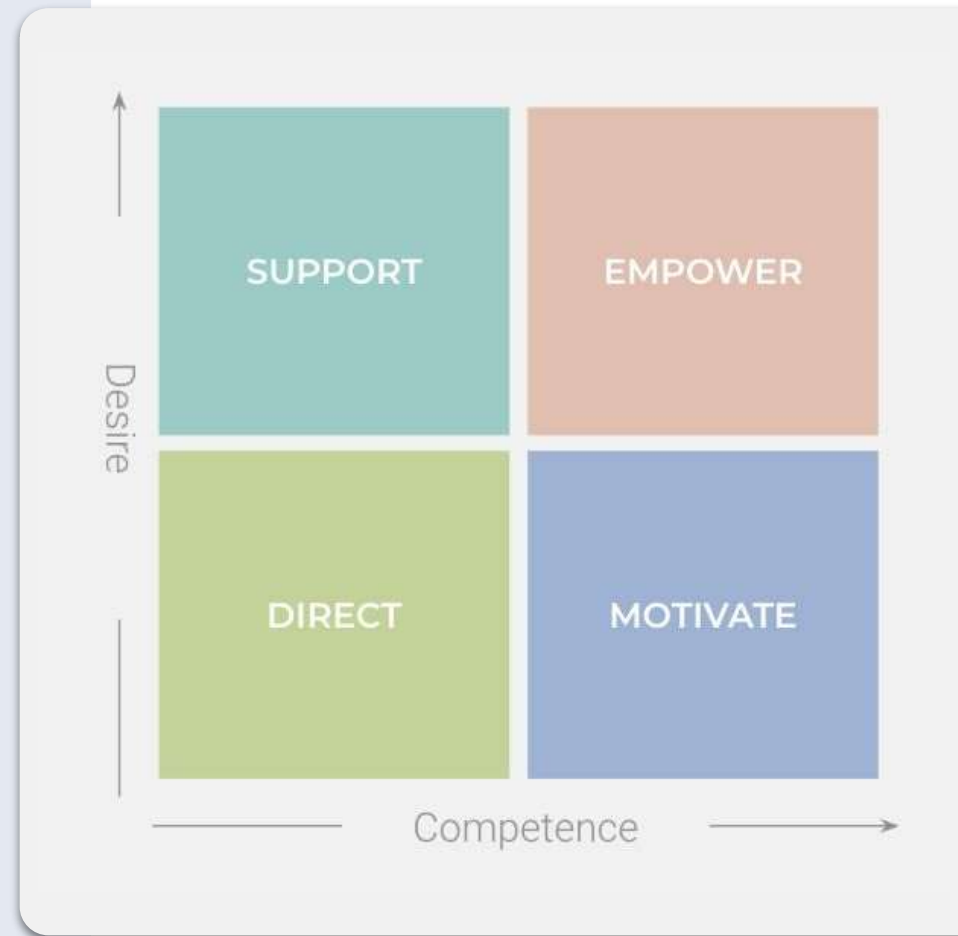
Tool for Adapting Your Style

Desire/Competence Framework

By understanding where someone falls on this matrix, we can better adapt our own style to meet them where they are.

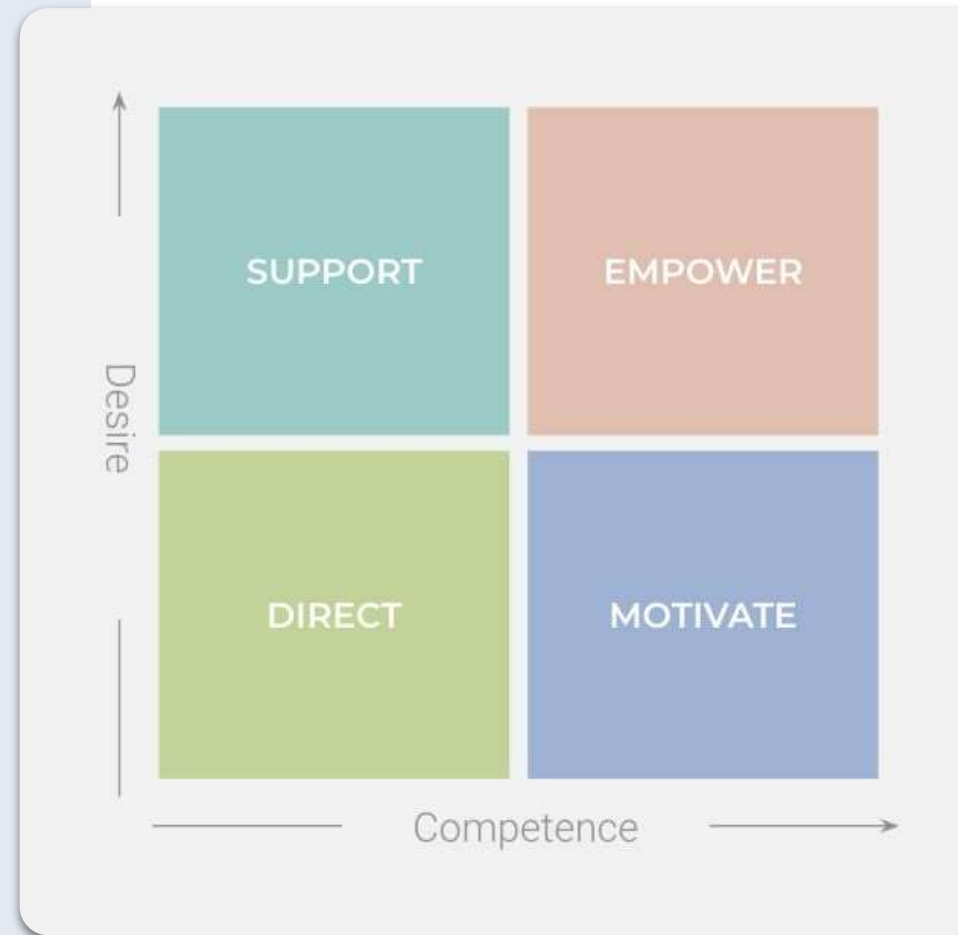


Adapting Your Style



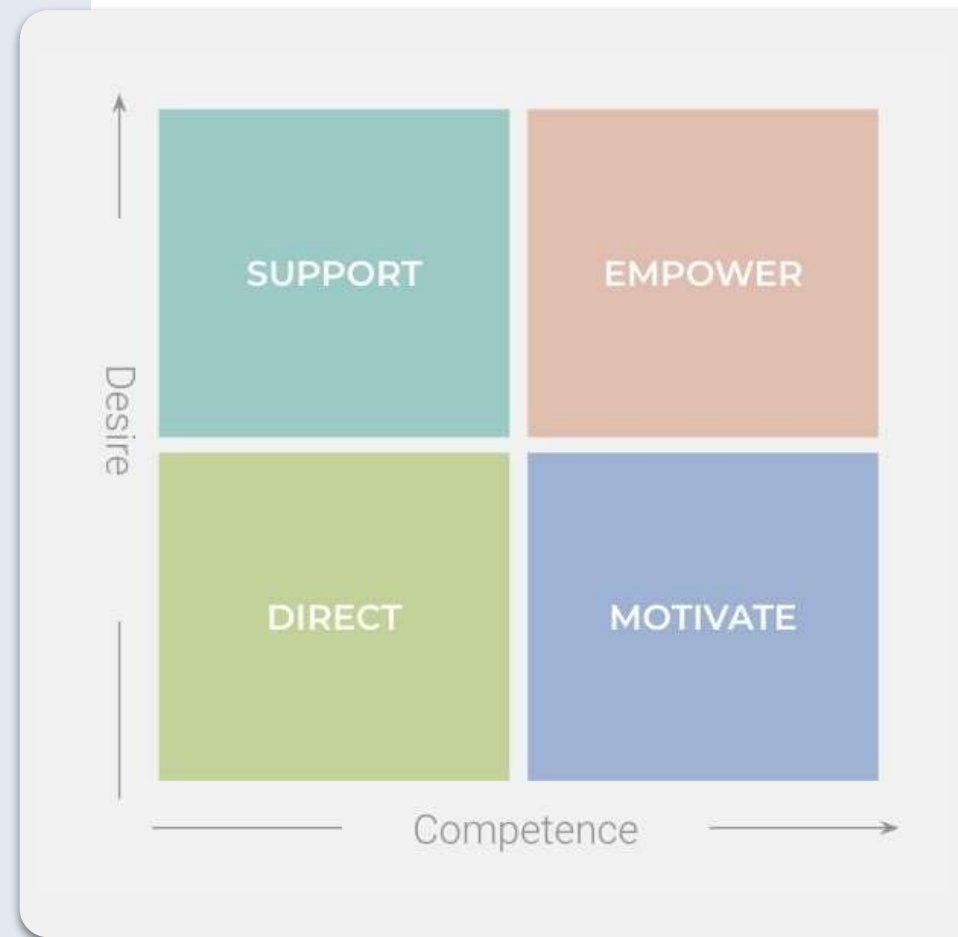
Adapting Your Style

- _____ includes removing barriers, providing tools / training and guiding



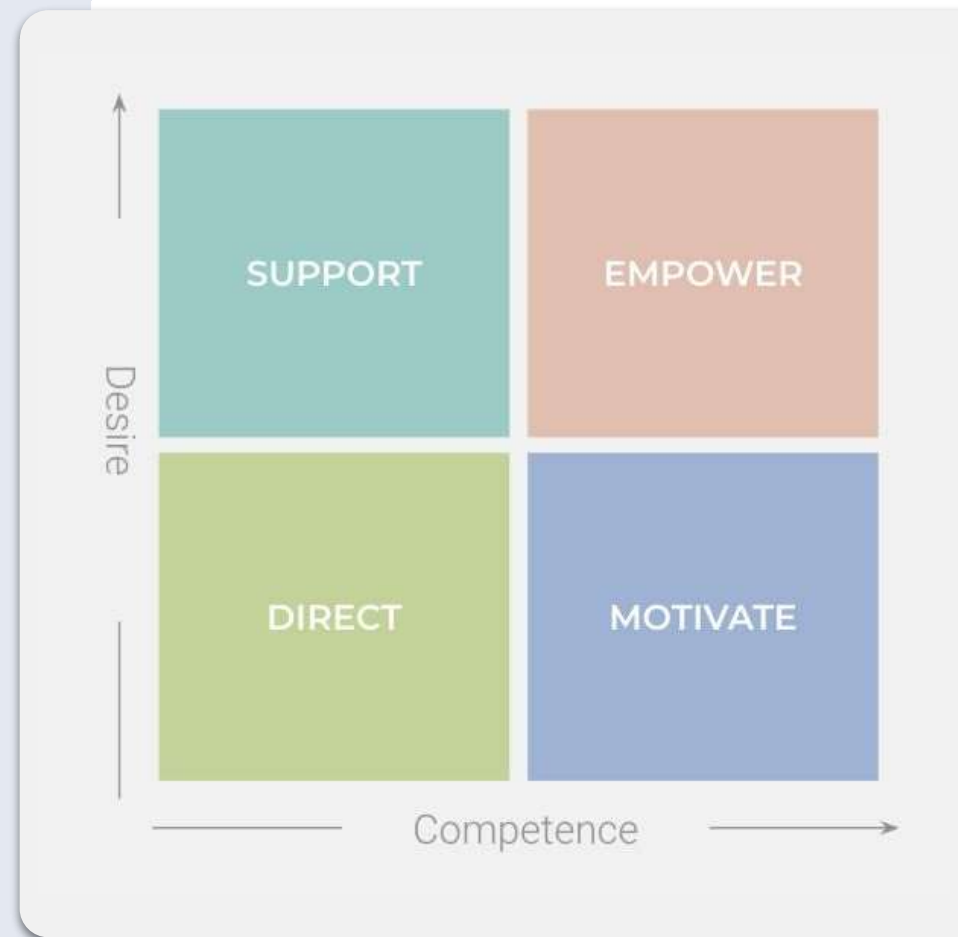
Adapting Your Style

- **Support** includes removing barriers, providing tools / training and guiding



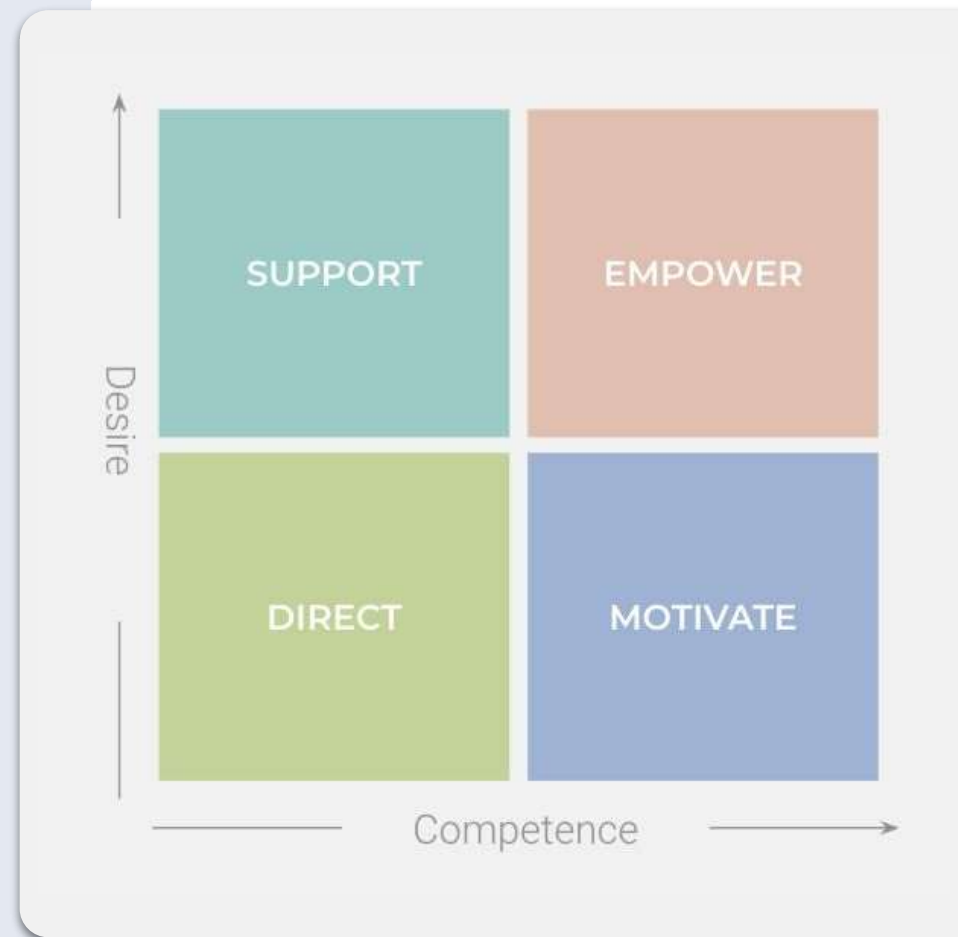
Adapting Your Style

- **Support** includes removing barriers, providing tools / training and guiding
- _____ includes supervising with frequent feedback, performance planning



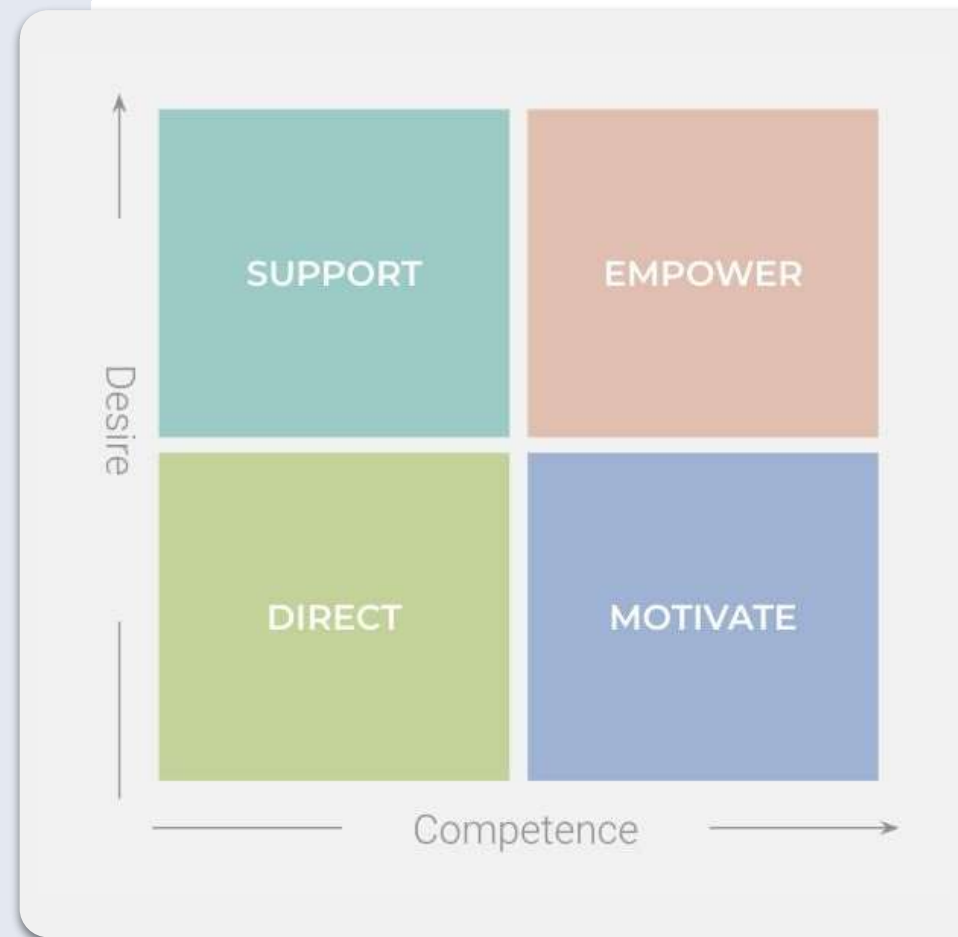
Adapting Your Style

- **Support** includes removing barriers, providing tools / training and guiding
- **Direct** includes supervising with frequent feedback, performance planning



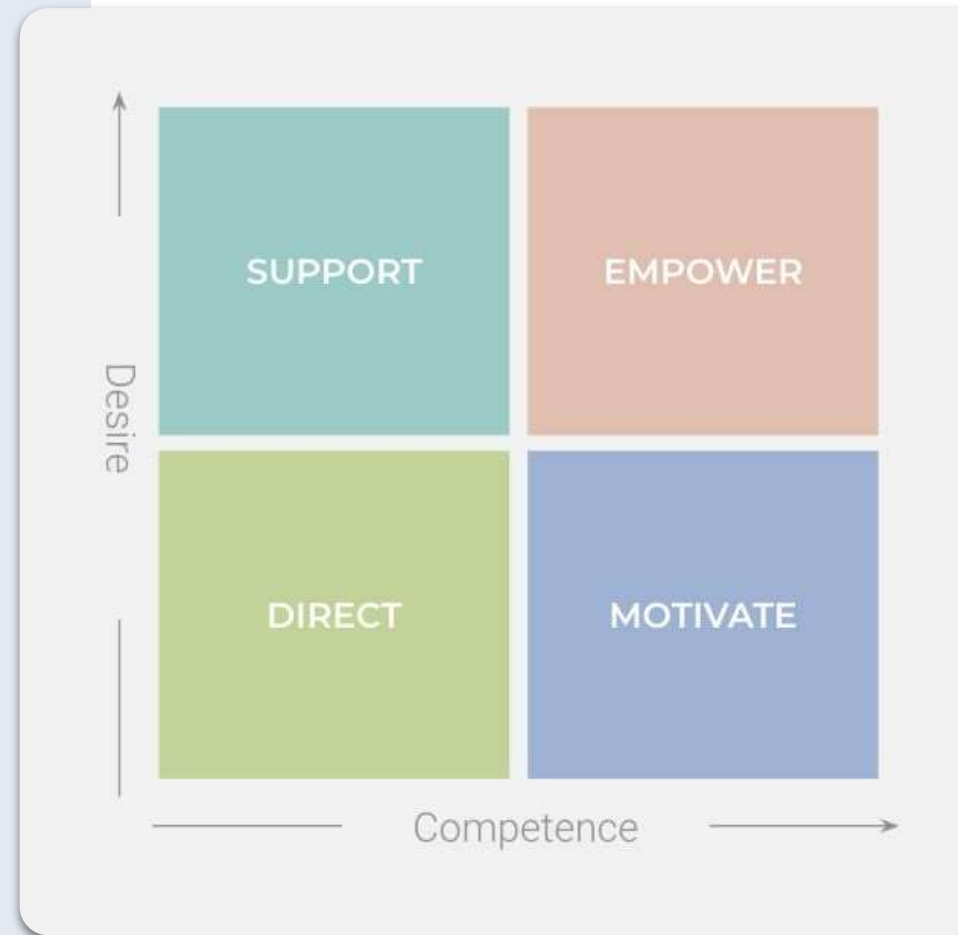
Adapting Your Style

- **Support** includes removing barriers, providing tools / training and guiding
- **Direct** includes supervising with frequent feedback, performance planning
- _____ includes holding hard conversations & exploring incentives



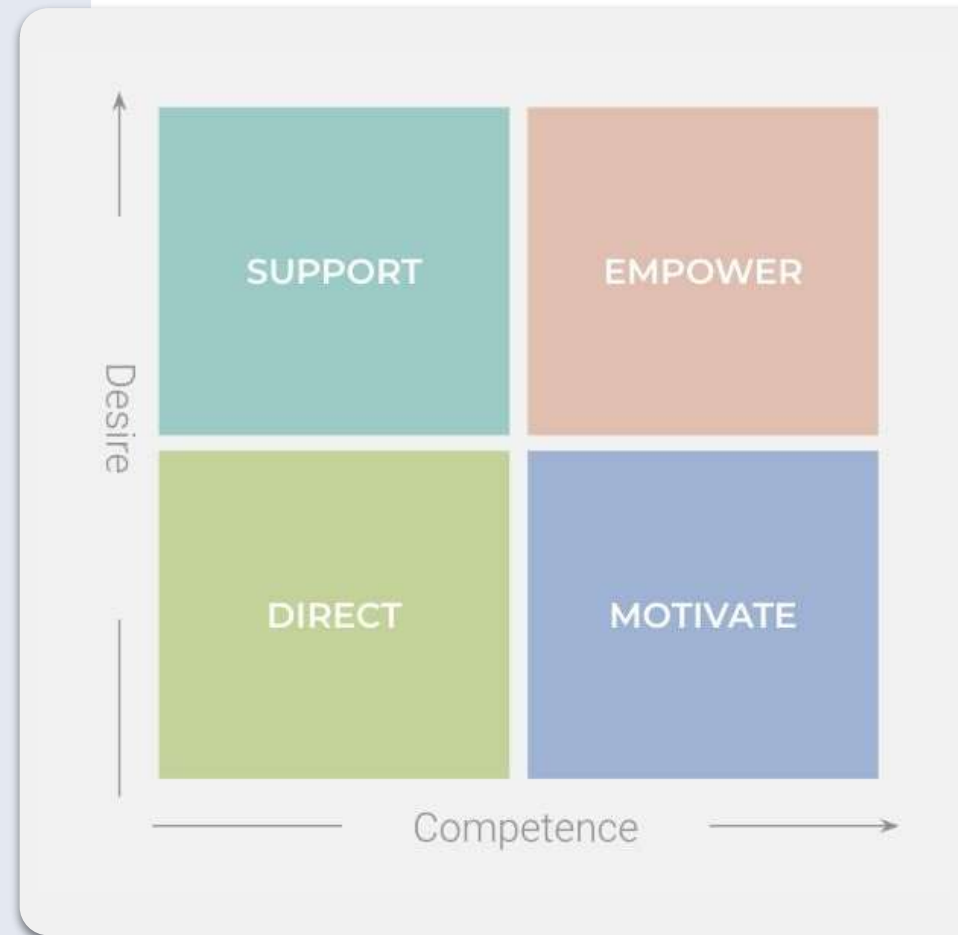
Adapting Your Style

- **Support** includes removing barriers, providing tools / training and guiding
- **Direct** includes supervising with frequent feedback, performance planning
- **Motivate** includes holding hard conversations & exploring incentives



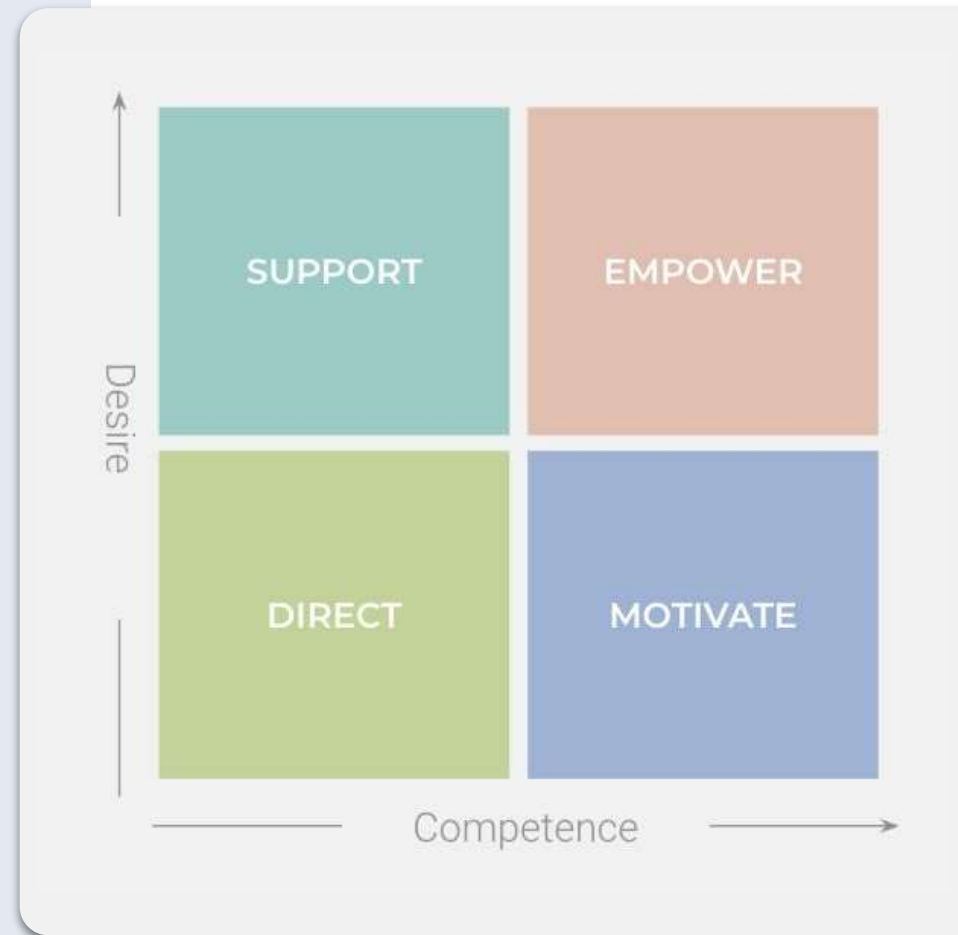
Adapting Your Style

- **Support** includes removing barriers, providing tools / training and guiding
- **Direct** includes supervising with frequent feedback, performance planning
- **Motivate** includes holding hard conversations & exploring incentives
- _____ includes providing freedom in job, empowering and developing stretch goals



Adapting Your Style

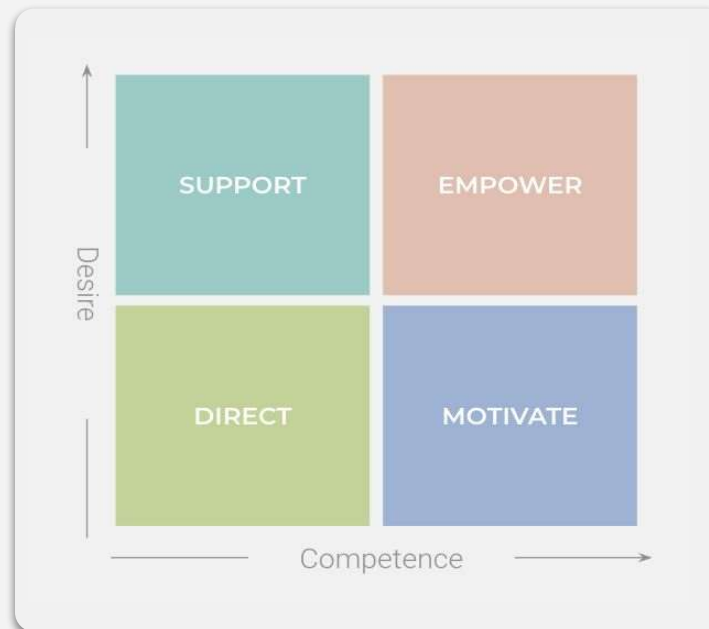
- **Support** includes removing barriers, providing tools / training and guiding
- **Direct** includes supervising with frequent feedback, performance planning
- **Motivate** includes holding hard conversations & exploring incentives
- **Empower** includes providing freedom in job, empowering and developing stretch goals





Chat in!

What is your dominant leadership style?



What percent of leaders use only one leadership style regardless of the situation?

- a. 10%**
- b. 89%**
- c. 25%**
- d. 54%**

54%

**What percent of leaders use
the wrong style?**

- a. 0%**
- b. 99%**
- c. 50%**
- d. 15%**

50%

Aleksa

Support

Early Career, New to your Team

- Recently hired
- **Ambitious** and **eager** to make a big impact in her role, career, and the world at large
- **Wants to grow within the company but still learning the mindsets, skill sets, and impact required** in her role



Arya

Empower

Mid Career, Motivated by Change

- Talented, **6-year employee** who is **energized by all the change** happening your company
- **Excelling** at his role and is **constantly looking for his next challenge**
- Wants to **continue to grow** at the company and carve a career path for himself during this transformative time



Bo

Direct

Tenured Career, Uncertain with Change

- Been with the company for **20 years** and **just moved to a new department**
- A strong performer in his previous role, he values the **stability and security** afforded by his tenure, and is **worried he won't be able to keep up in his new role**
- Having seen major evolutions already, he is **skeptical of all the recent "changes"** talked about by leadership and is feeling **uncertain on the commitments required in his new role**



Izz

Motivate

Mid Career, Challenged by Change

- With **12-years under her belt**, she is recognized as a subject matter expert in her role
- **Still performing** but starting to **become disengaged** and **less motivated** by the work amidst the change in day-to-day
- Feeling **uncertain** about her **future**, she isn't sure who to turn to to voice her concerns



02:00



Group Discussion

Let's discuss the following...

- For each of the four personas, think of one action you can take to better collaborate with this person.
- How might you flex from your natural “default” style?

Be prepared to share!

1

2

Leadership Through Change Strategies

3

4

5

6



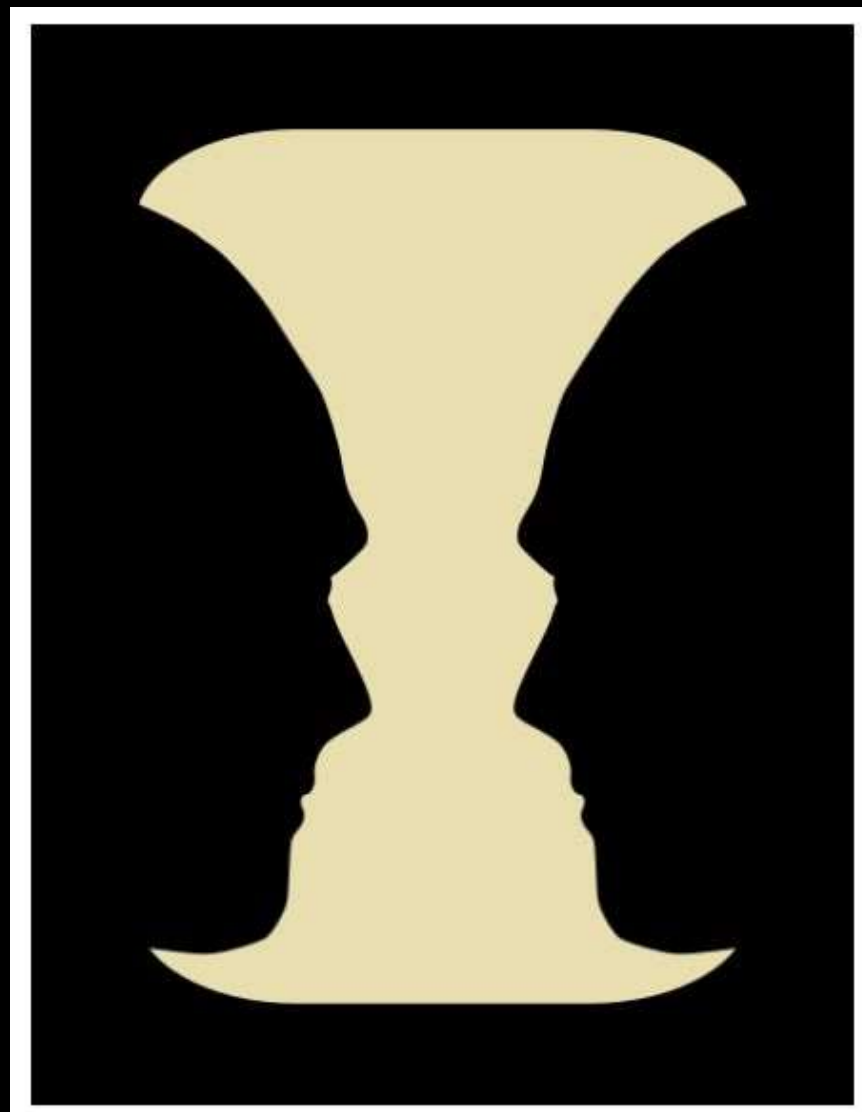
Chat in!

**What comes to mind
when you hear the word
“change”?**



A line drawing of a human brain in a sagittal cross-section. The brain is shown with its characteristic folds and grooves. A small, red, almond-shaped structure is highlighted in the center of the brain, representing the amygdala. A dashed line connects this red structure to the label 'Amygdala'.

Amygdala





If you change the way
you look at things, the
things you look at
change.

Wayne Dyer

Tool for Leading through Change



Perspective Shifting

Consciously changing one's mindset to understand a situation, issue, or person from different angles or viewpoints

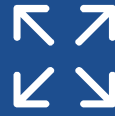
Tool: Perspective Shifting

- 01 Identify**
- 02 Challenge**
- 03 Reframe**
- 04 Practice**

We can use perspective shifting to...



**Explore context to
discover new
opportunities**



**Shift the focus
to create new
momentum**



**Direct energy
towards more
productive areas**

When & how to use...

When?

- Problem solving and addressing setbacks
- Brainstorming and cross-functional collaboration
- Stuck on a particular area or problem
- Addressing conflict or heightened emotions

Consider...

- How else might we view this situation?
- What can we learn from this?
- What will most help this person in this moment?
- What topics have more common ground?

A typical response...

“I am overwhelmed by all of the tasks I have to get done today!”

“Yeah, being busy isn’t always great, but here we are.”

A typical response...

“I think the solution we just discussed seems right, can we all just agree and move on?”

“Well, I’m not sure. I want to hear other ideas.”

A typical response...

“I just said that a second ago, I feel like you aren’t listening to me.”

“I am listening, but can you just repeat that again?”



Peer Breakout

🕒 12 min

In pairs, discuss how you might reframe the following...

- “I am overwhelmed by all of the tasks I have to get done today!”
- “I think the solution we just discussed seems right, can we all just agree and move on?”
- “I just said that a second ago, I feel like you aren’t listening to me.”

Be prepared to share!



10:00

1

2

3

4

5

6

Effective Decision Making

35,000

**What stops us from
consistently prioritizing
effectively?**

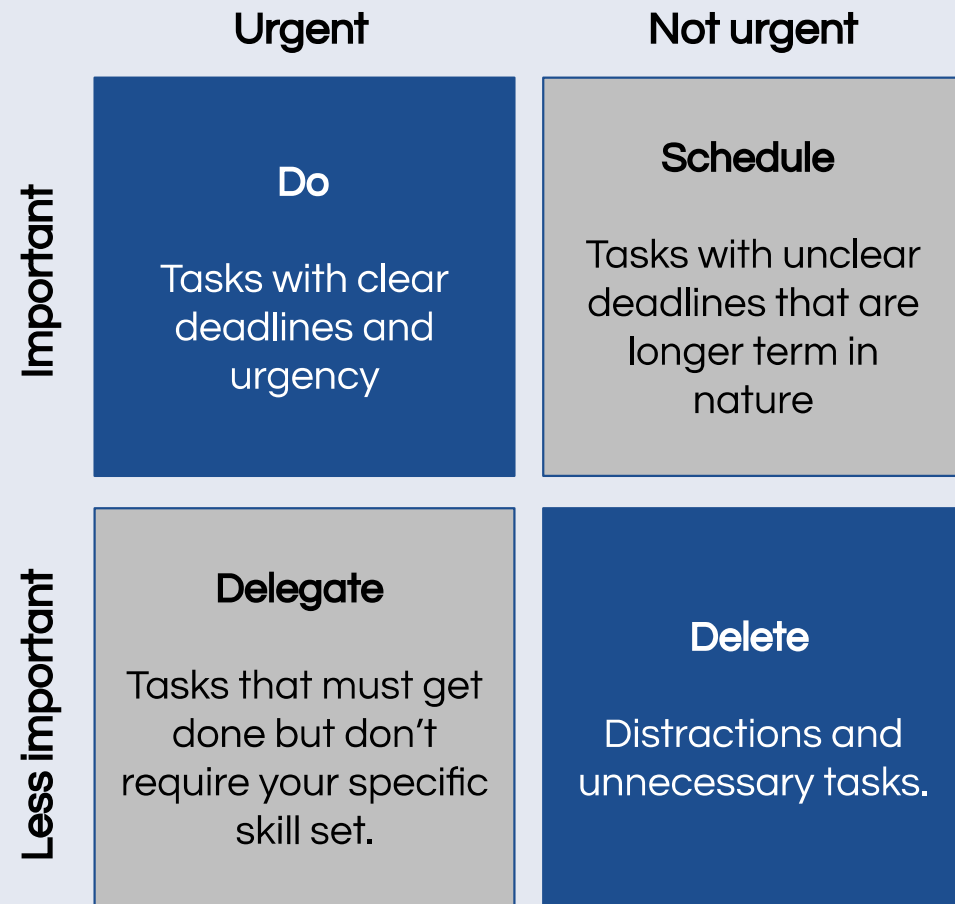
Tool for Effective Decision Making



The Eisenhower Matrix

A helpful prioritization tool to help make decisions and prioritize amidst ambiguity.

The Eisenhower Matrix



**How can we keep
everything from ending
up in the “Do” box?**

02:00



Group Discussion

Let's discuss the following...

- For each box of the Eisenhower Matrix, think of one of the week's tasks that might fit in each box.
- Can any be moved or re-prioritized?

Be prepared to share!

1

2

3

4

5

6

Strategic Thinking and Planning



**Let's
Discuss!**

What does “Strategy” mean to you?

How would you describe the different “altitudes” of strategy?

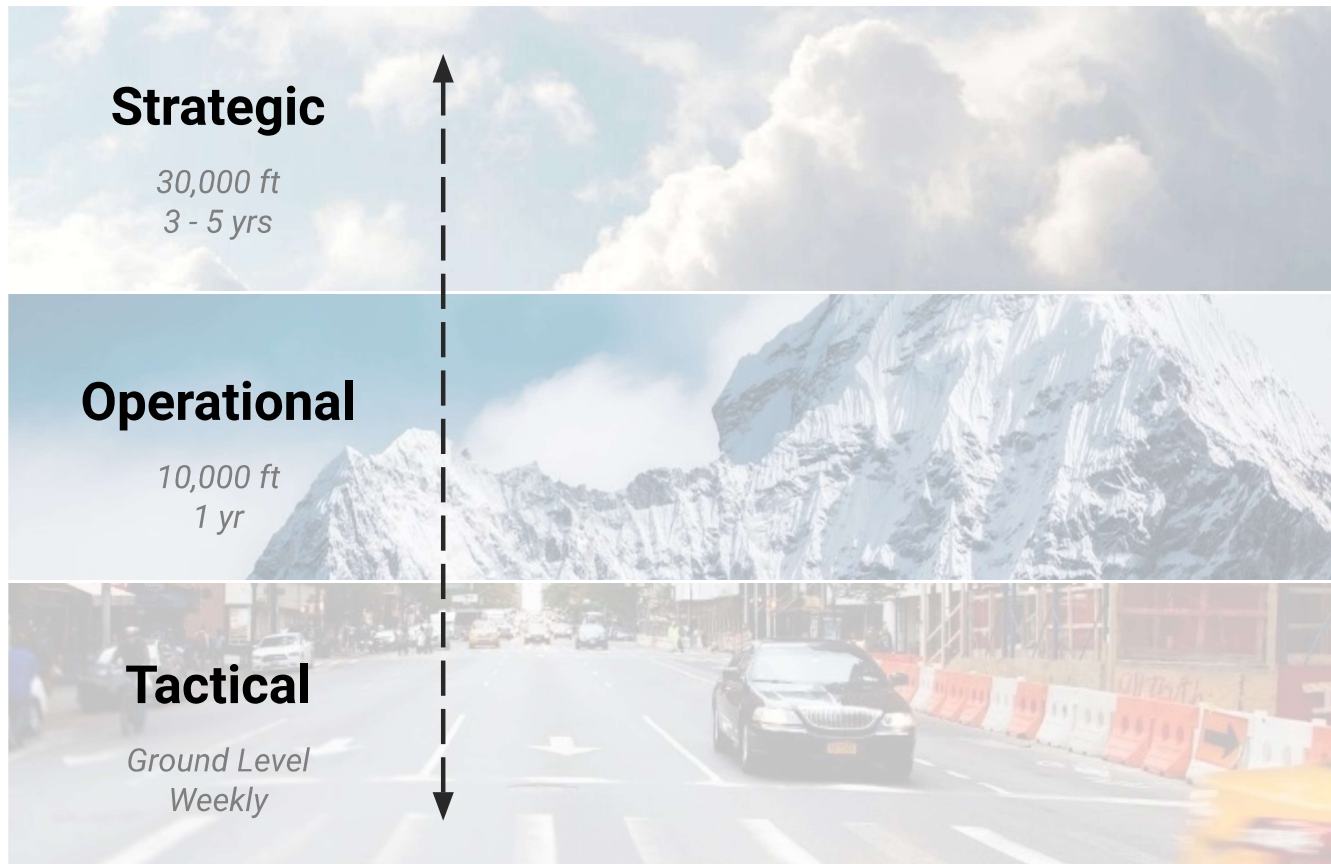
Tool for Strategic Thinking and Planning



Strategic Altitudes

A framework for thinking and planning at three levels: strategic, operational, and tactical.

Altitudes of Strategic Planning



Altitudes of Strategic Planning





Chat in!

Which altitude do you spend the most time in...

Strategic, Operational, or Tactical?

Great strategic leaders....

Operate at every altitude of strategic planning
at different points in time

Make connections across altitudes to provide
context for decisions / direction

Iterate plans based on observations,
feedback & results

Be a champion of your strategic plans!

02:00



Group Discussion

Let's discuss the following...

- What is one area of your work that could benefit from a strategic focus?
- How would this impact your work outcomes?



10:00

1

2

3

4

5

6

Building Strategic Partnerships



Chat in!

Think of a current partnership...

Chat in 3 words that describe that partnership.

Tool for Building Strategic Partnerships

Partnership Continuum

A tool for identifying and evaluating potential strategic partnerships.



Partnership Continuum

Reactive

Receiving
direction and
getting
things done

Proactive

Building trust
& delivering
beyond the ask

Strategic

Collaborating to
achieve mutually
beneficial growth
& success

Partnership Continuum Actions

Reactive

Receiving direction and getting things done

Serve partners based on their initial requests with little independent discovery

Focus more on getting tasks done & less on achieving mutual benefits

Work independently from your partner with limited interactions

Stop communication after the project closes

Proactive

Building trust & delivering beyond the ask

Host discovery conversations, interviews and working sessions to understand your partner's needs

Communicate about the project status, milestones & roles and responsibilities frequently

Engage and collaborate with partners in scheduled conversations

Have a few interactions with the key stakeholder

Strategic

Collaborating to achieve mutually beneficial growth & success

Host working sessions with your partner and their team at critical milestones to collaborate & review deliverables

Track project success metrics during and after the project to measure the benefit to your partner & the business

Create materials for you & your partner to tell others about the project

Lead long-term strategy sessions; setting goals for the partnership beyond current projects

Great strategic partners....

Identify opportunities to move partnerships along the continuum

Advocate for success for both sides of a partnership

Lead by demonstrating strategic partnership actions, no matter where a partnership is on the continuum

Identify the potential in your partnerships!

02:00



Group Discussion

Let's discuss the following...

- Where do you find yourself most often on the continuum? Why do you think that is?
- What common barriers do we face in moving our partnerships up the continuum?
- Describe the ideal partnership in **one word!**

Be prepared to share!

1

2

3

4

5

6

Cross-Functional Collaboration



Chat in!

What words come to mind
when you think of
**cross-functional
collaboration?**



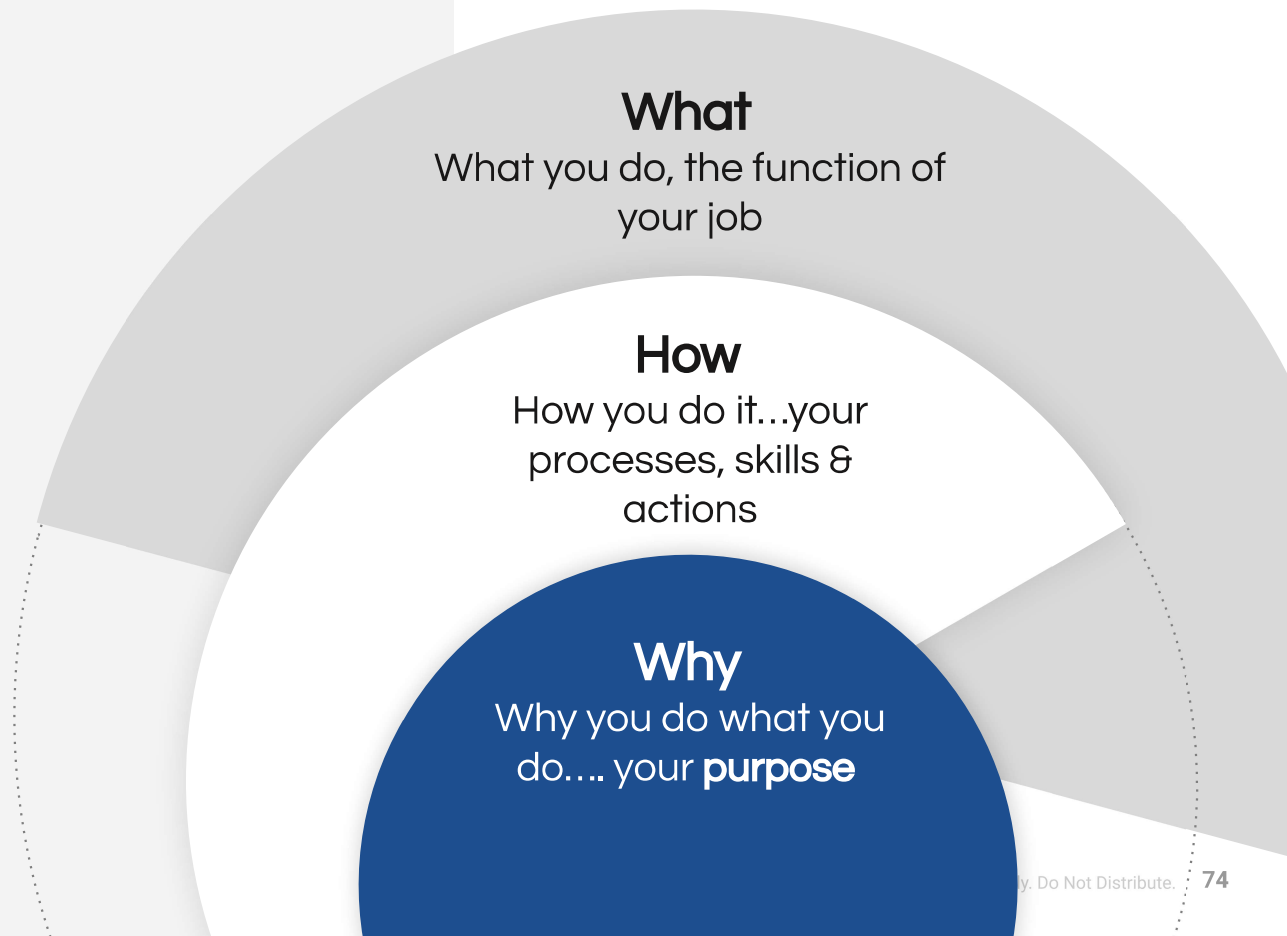
Tool for Cross-Functional Collaboration

The Golden Circle

A tool that emphasizes the importance of anchoring to your “why” in order to foster cross-functional teamwork.



The Golden Circle



Great cross functional collaborators....

Anchor to your 'why': think, act & communicate from your purpose.

Connect **what** you're doing & **how** you're doing it to your **'why'**

Seek to understand the 'why' of your strategic partners.

Identify the potential in your partnerships!

02:00



Group Discussion

Let's discuss the following...

- Why is it challenging to get past the “what” and the “how” when working with cross-functional teams?
- Describe a challenge you faced when working cross functionally – how could better understanding of the “why” have helped the situation?

Be prepared to share!



**Let's
Discuss!**

Why is it challenging to get past the “what” and the “how” when working with cross-functional teams?



Next Steps & Close

02:00



Self Reflection

n

⌚ 2 min

Take a few moments to reflect on the following...

- What are you taking away from today?
- What is one thing you can commit to post-session to be a more adaptive leader?

Be prepared to share!

Our Journey Together

Purpose: Learn and practice applying key advanced and adaptive leadership tools and frameworks.

Virtual

Tuesday, Aug 20th
8:30am - 12:30pm

Today, we'll spend time **introducing and practicing** key tools and frameworks for becoming a more effective and adaptive leader.

In Person

Thursday, Aug 22nd
8:30am - 12:30pm

Thursday, we'll spend time **personalizing and applying** these concepts to real-life leadership scenarios.

Next Steps

- ✓ Put individual commitments into action
- ✓ Attend our live workshop on Thursday!