

Module 2 Part 2

# Advanced & Adaptive Leadership Skills

LA County Board Leadership Training



CREATE THE SPACE

**What's something new  
you've learned in the  
past 6 months?**

thoughtium

# Our Journey Together

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

Virtual

**Tuesday, August 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, August 22nd**  
**8:30am - 12:30pm**

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

# Our Time Today

Today we'll be taking the tools and frameworks we learned on Tuesday and applying them to our own roles.

- 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...**

Specific actions you can take to show up as  
a more adaptive leader

Peer feedback around application of concepts

Greater confidence in utilizing adaptive  
leadership tools and frameworks

# Getting the most out of today

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

# Our Process



**Self  
Reflection**



**Peer  
Breakout**



**Group  
Discussion**



## Peer Breakout

**10:00**

### **In pairs, discuss the following...**

- What was your biggest takeaway from Tuesday's session?
- What are you most looking forward to practicing today?

Be prepared to share!





**Let's  
Discuss!**

Think of someone you know who you believe is an adaptive leader...

**What does this person say/do that makes them effective?**

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# Adaptive Leadership Application

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# Tool for Adapting your style

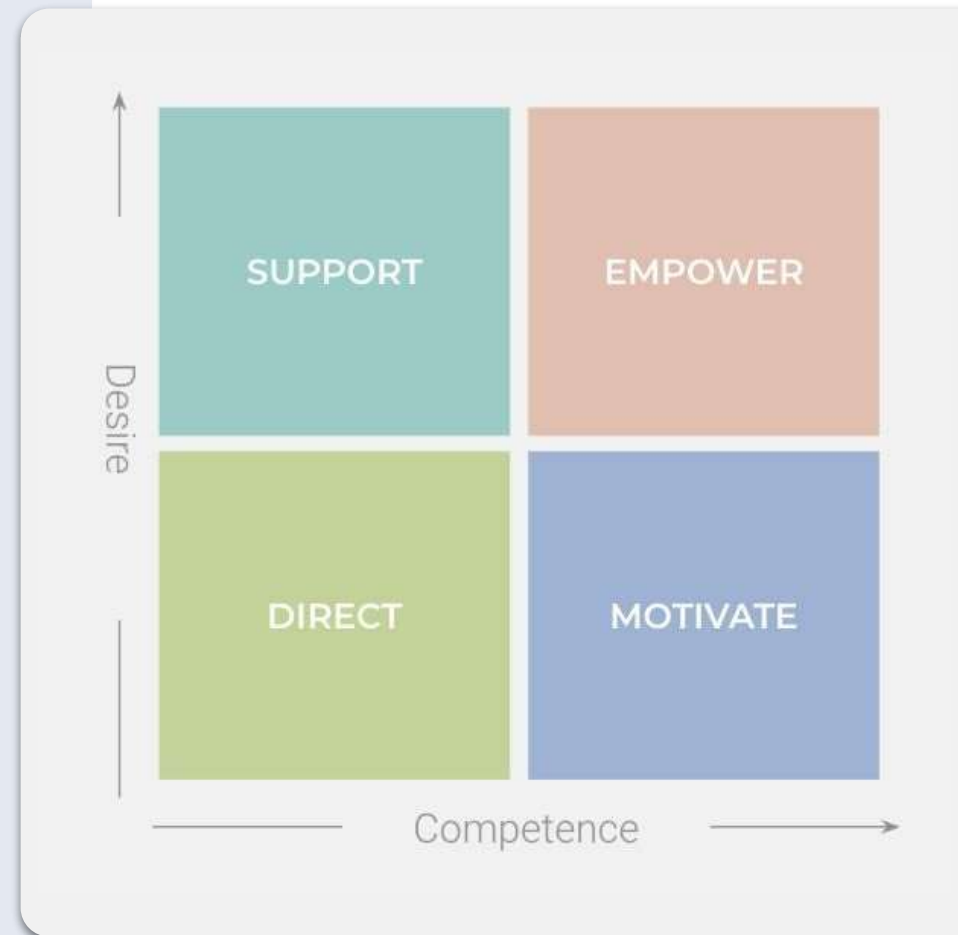
## Desire/Competence Framework



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

# Adapting Your Style

- **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



# 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





## Paired Breakout

**15:00**

**Think of someone on your team you work with often.**

- Reflect on a recent interaction with this person where they were experiencing stress. What was the situation?
- Based on your insights, which leadership style would best serve this individual?
- How can you adapt your style to better support this person?

Be prepared to share!



**Let's  
Discuss!**

**What insights did you uncover in  
your discussion?**

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# Leadership Through Change Strategies

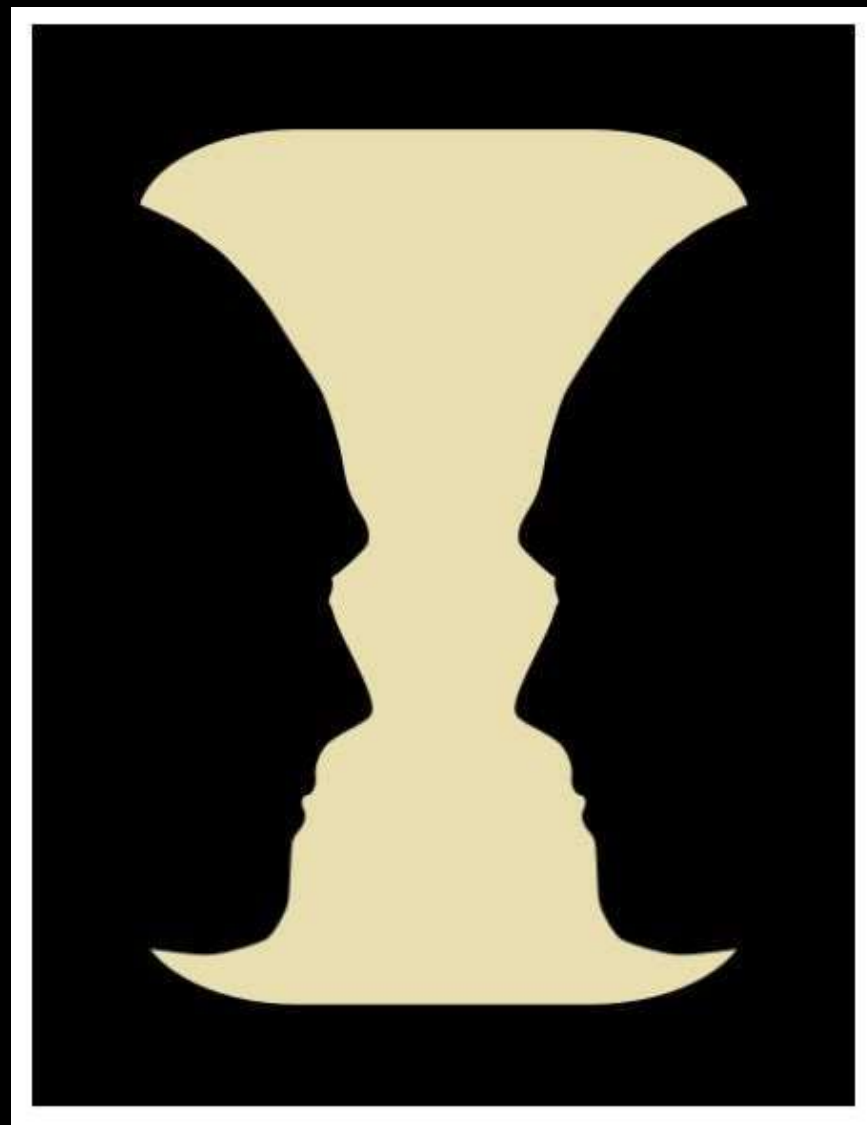
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# Tool for Leading through Change

## Perspective Shifting



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

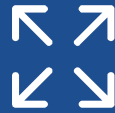
# Tool: Perspective Shifting

- 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**



# Self Reflection

n

**03:00**

## Think of an upcoming stakeholder conversation around a recent change...

- What is your current mindset around the situation?
- What might be the mindset of the stakeholder coming into the discussion?
- What other relevant details would be helpful to share with your breakout group?



## Peer Breakout

**15:00**

**In pairs, work together through each person's upcoming situation. Discuss:**

- What would an ideal outcome look like?
- How might you use perspective shifting to help achieve this outcome?
- How can you best prepare for the conversation?

Switch after a few minutes and be prepared to share!



**Let's  
Discuss!**

**How could perspective shifting  
improve the outcome of your  
discussion?**



**10:00**



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# Effective Decision Making

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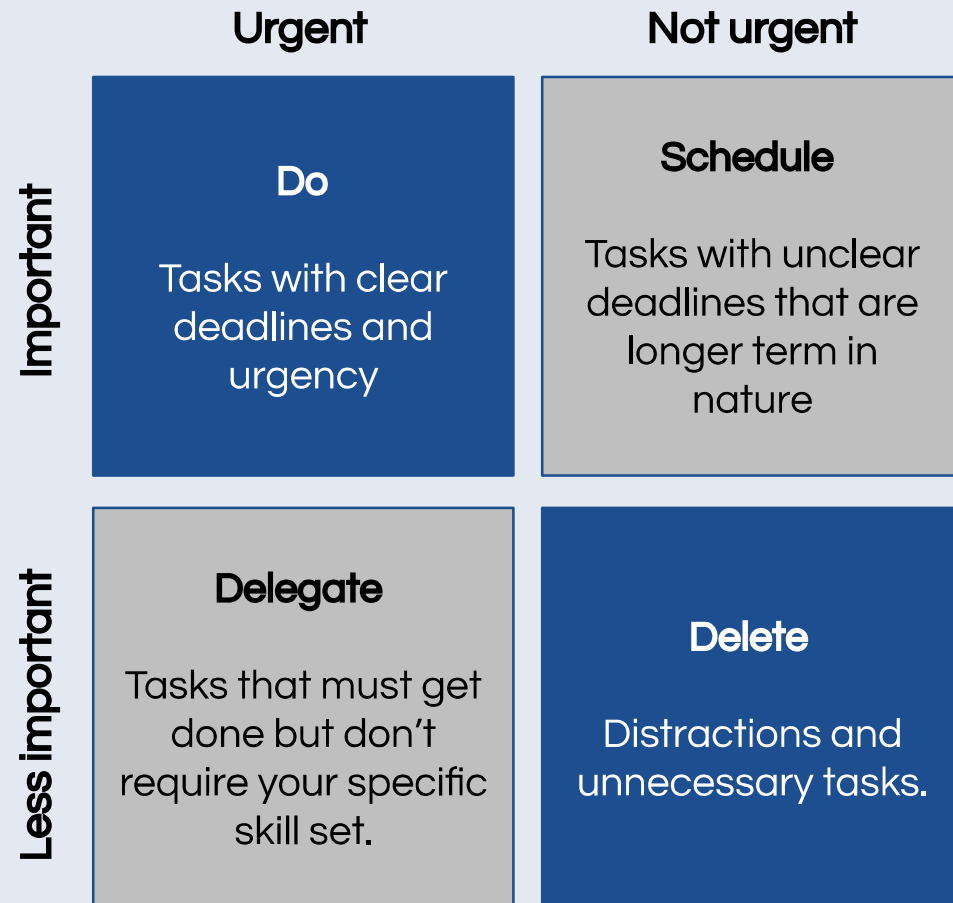
# Tool for Effective Decision Making

## The Eisenhower Matrix



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

# The Eisenhower Matrix





# Self Reflection

10:00

## In your packet...

- Draft a list of your current tasks and priorities for the next few days
- Organize your tasks and priorities on the Eisenhower Matrix



## Peer Breakout

**10:00**

### **In pairs, discuss the following...**

- What are some observations about your priority distribution?
- What happens when our priorities don't align with our stakeholders' priorities? How can we get ahead of this?

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# Strategic Thinking and Planning

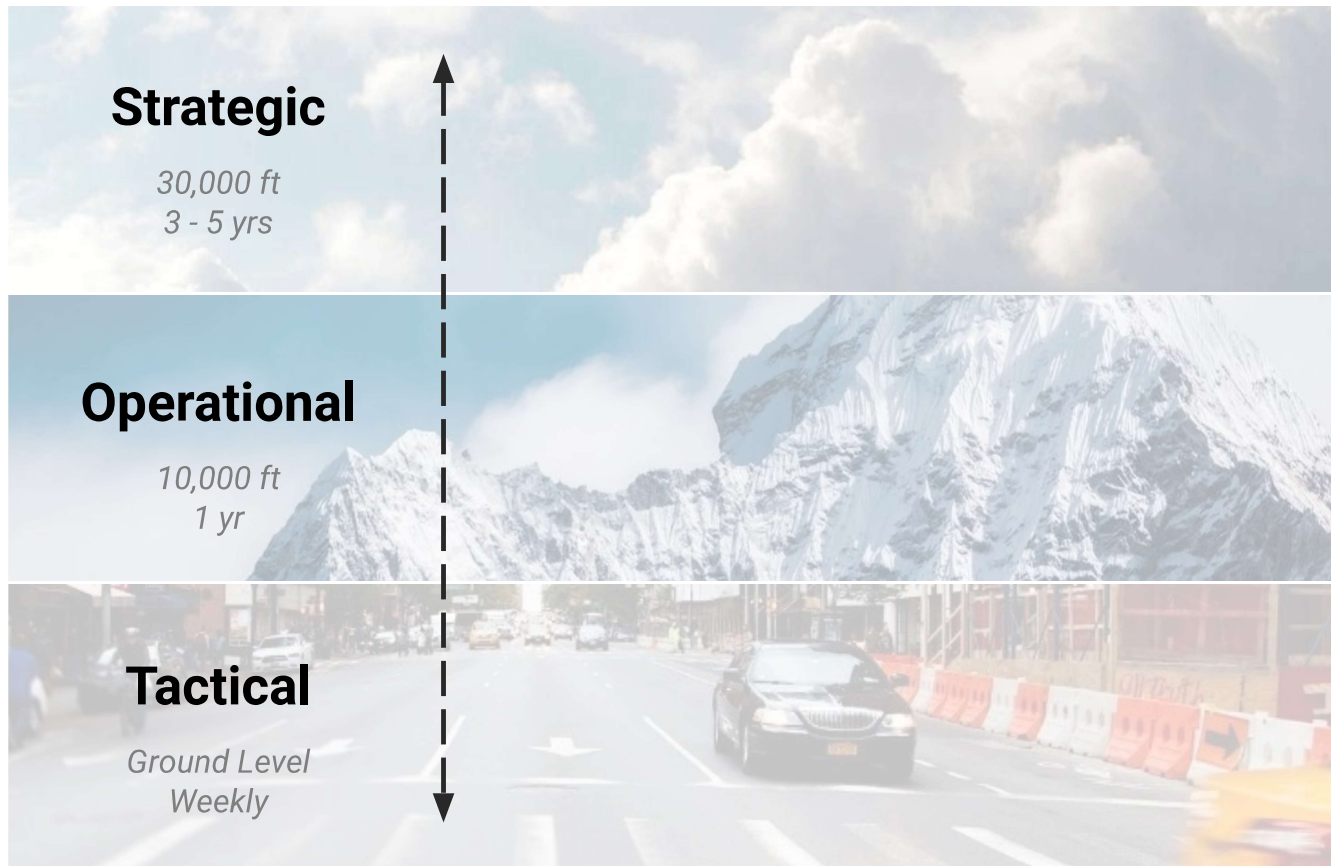
# Tool for Strategic Thinking and Planning

## Strategic Altitudes



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

# Altitudes of Strategic Planning





# Altitudes of Strategic Planning





# Self Reflection

10:00

## In your packet...

- Think of a current initiative
- What are the key activities, intended outcomes, and cadence at each altitude for this initiative?

Be prepared to share!



## Peer Breakout

**10:00**

### **In pairs, discuss the following...**

- Share your initiative and strategic plans
- How can you put one of these actions into motion this week?



**Let's  
Discuss!**

**How did it feel to spend time  
planning at the different strategic  
altitudes?**



**10:00**

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# Building Strategic Partnerships

# 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



# Self Reflection n

**08:00**

## In your packet...

- Identify a current partnership that has an impact on the success of your role or a major project
- Where is your partnership along the continuum? Why?
- What actions might you take to move this partnership up the continuum?



## Peer Breakout

**10:00**

### **In small groups, discuss the following...**

- Share your partnership situation
- What are some concrete actions you can take to improve your partnership?
- What is the intended outcome of this strengthened partnership?



**Let's  
Discuss!**

**What are some actions we can  
commit to to strengthen our  
partnerships?**

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# Cross-Functional Collaboration

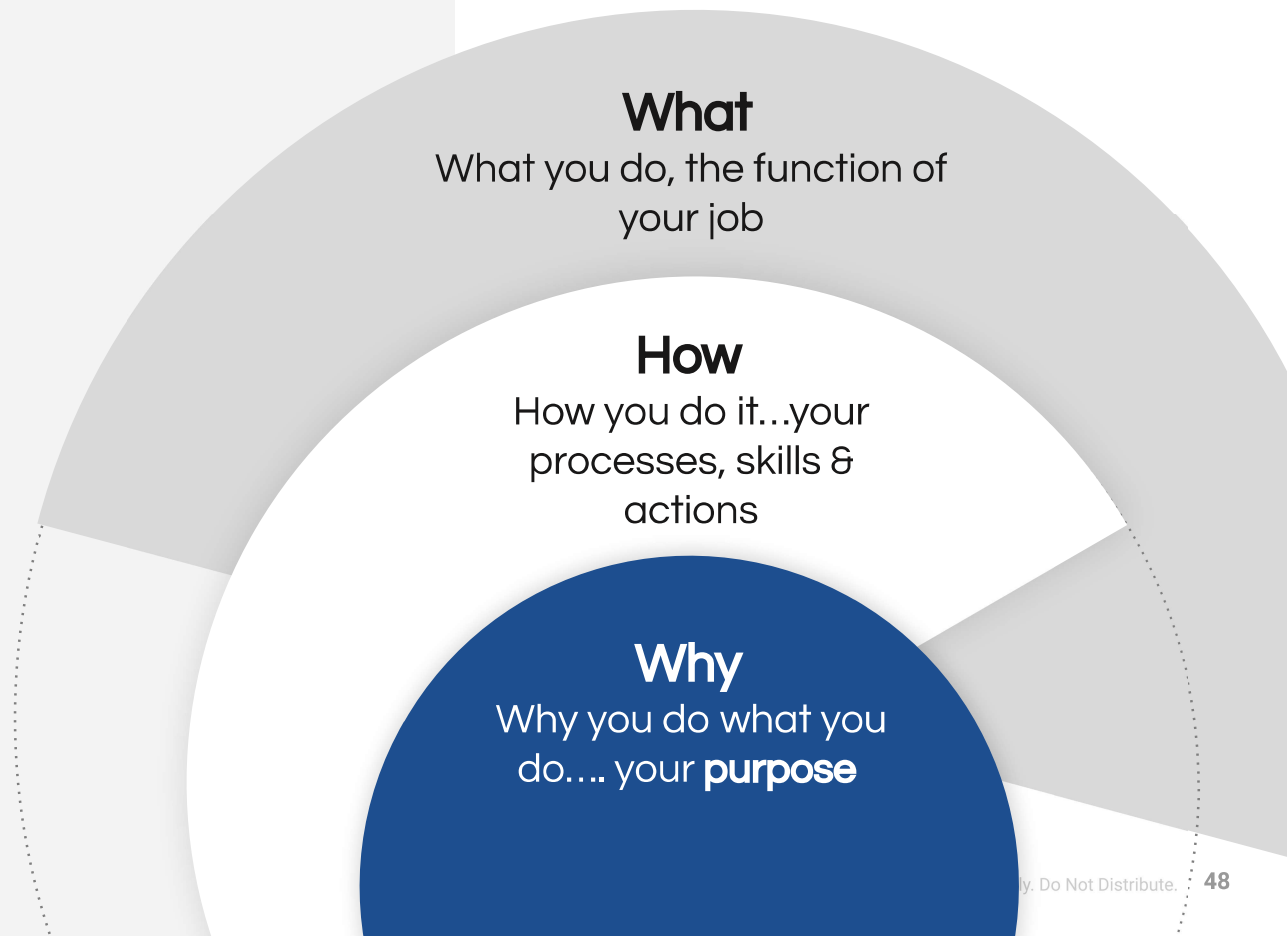
# Tool for Cross-Functional Collaboration

## The Golden Circle



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

# The Golden Circle





# Self Reflection n

**08:00**

## In your packet...

- Describe the what, how, and why of your role.
- Think about what would be most important for a cross functional team to understand about your role and team.





## Peer Breakout

**10:00**

### **In pairs, discuss the following...**

- Describe the what, how, and why of your role to your partner.
- Ask your partner any questions you may have to better understand their what, how, and why.



**Let's  
Discuss!**

**Share your partner's "why" and  
how it relates to their function!**



# Next Steps & Close

# Self Reflection n

**08:00**



**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!



**We want to  
hear from you!**

## Next Steps



Put individual commitments into action



We will see you again for Module 4!



# Thank you!