

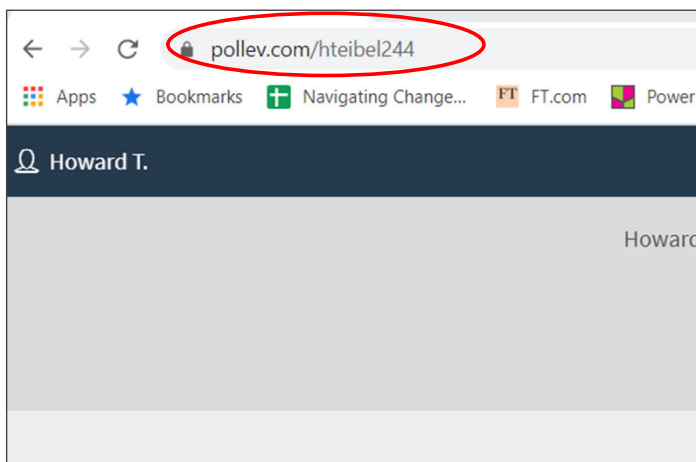
## *A Conversation about Leadership Agility During Ambiguity*

Howard Teibel  
May 29, 2020

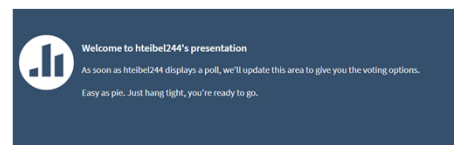
**TEIBEL**  
Education Consulting

1

Step 1 – Open new browser window  
PC, Phone or IPad **pollev.com/hteibel244**



Step 2 – Wait for this  
screen to appear



**TEIBEL**  
Education Consulting

2

# MOOD OF THE CAMPUS

*Social phenomenon*

**TEIBEL**  
Education Consulting

3

**Ambition**

**Impatience**

**Serenity**

**Frustration**

**Confidence**

**Confusion**

**Patience**

**Overwhelm**

**Curiosity**

**Skepticism**

**Resolution**

**Resignation**

**TEIBEL**  
Education Consulting

4

**T E I B E L**  
Education Consulting

6

[illegible]

A word cloud of adjectives describing anxiety. The words are arranged in a circular pattern, with 'anxious' and 'uncertain' being the largest and most central. Other prominent words include 'worried', 'stressed', 'tired', 'cautious', 'hopeful', 'concerned', 'agitated', 'hyper', 'grumpy', 'resilient', 'questioning', 'determined', 'acceptance', 'energized', 'collaborative', 'optimistic', 'upbeat', 'focused', 'busy', 'strategic', 'anticipatory', 'humility', and 'staying'. The colors of the words vary, including shades of purple, green, blue, and brown.

**T E I B E L**  
Education Consulting

6

## Explore

***Navigating change*** with greater ease

Building a foundation for ***accountability***

***Cultivate trust*** across the organization

**TEIBEL**  
Education Consulting

7



### Teibel Education's Fall 2020 Cohort

The *Leadership Development Program* is an immersive training focused program on developing practical skills to accelerate your emerging professional identities (*especially in a time of crisis*).

#### You will learn how to:

- Build authentic trust and orchestrate productive moods on your teams
- Make offers that address the core concerns of your leaders
- Transform your capacity to give and receive assessments with others
- Create a culture of commitment across your organization

#### LEADERSHIP DEVELOPMENT INSIGHTS:

##### 1. Decision Making

Group decision making is one of the great leadership challenges. Learn how to help navigate these high-level conversations that produces a rapid decision.

##### 2. Moods

Moods of an institution and its leaders are contagious. Checking in with your people is critical to the success of any organization.

##### 3. Strengthen Trust

Did you know that trust has 4 areas of focus? Often, people find themselves unable to work with someone after trust has been broken. Learn how to address the area of concern and why it is important to move forward in a productive way.

**Contact Elise Kietzmann to learn about the program for yourself or a colleague:**

Phone (605) 530-0921

Email [ekietzmann@teibelinc.com](mailto:ekietzmann@teibelinc.com)

**TEIBEL**  
Education Consulting

8

**TEIBEL**  
Education Consulting



**Accelerating Culture  
Change**



**Resiliency and  
Team-Building**



**Online Trainings  
Mgmt. & Leadership Programs**



9

**TEIBEL**  
Education Consulting

[HOME](#) [SERVICES](#) [TESTIMONIALS](#) [PODCAST](#) [EVENTS](#) [PARTNERS](#)

[CONTACT](#)



10

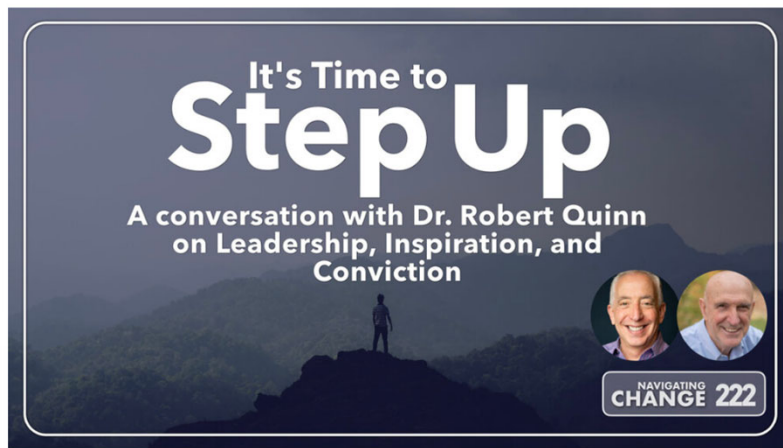


## **Navigating Change** Podcast from Teibel Education

Leadership

222: It's Time to Step Up: A Conversation with Dr. Robert Quinn

May 28, 2020



<https://teibelinc.com/subscribe>

**TEIBEL**  
Education Consulting

11

## *The Beginner's Creed*

I am a beginner.

I am entering a new game about which I know nothing.

I do not yet know how to move in this game.

I see many other people playing in this game now.

This game has gone on for many years prior to my arrival.

I am a new recruit arriving here for the first time.

I see value to me in learning to navigate in this domain.

There is much for me to learn:

The basic terminology

The basic rules

The basic moves of action

The basic strategies

While I am learning these things I may feel various negative reactions:

Overwhelmed at how much there is to learn

Insecure that I do not know what to do

Inadequate that I lack the capacity to do this

Frustrated and discouraged that my progress is so slow

Angry that I have been given insufficient guidance

Anxious that I will never perform up to expectations on which my career depends

Embarrassed that everyone can see my mistakes

But these moods are part of being a beginner. It does not serve my goal and ambition to dwell in them. Instead,

If I make a mistake, I will ask what lesson does this teach.

If I make a discovery, I will celebrate my aha! moment.

If I feel alone, I will remember that I have many friends ready to help.

If I am stuck, I will ask for help from my teachers.

Over time, I will make fewer mistakes.

I will gain confidence in my abilities.

I will need less guidance from my teachers and friends.

I will gain familiarity with the game.

I will be able to have intelligent conversations with others in the game.

I will not cause breakdowns for promises that I lack the competence to keep.

I have an ambition to become competent, perhaps even proficient or expert in this game. But for now,

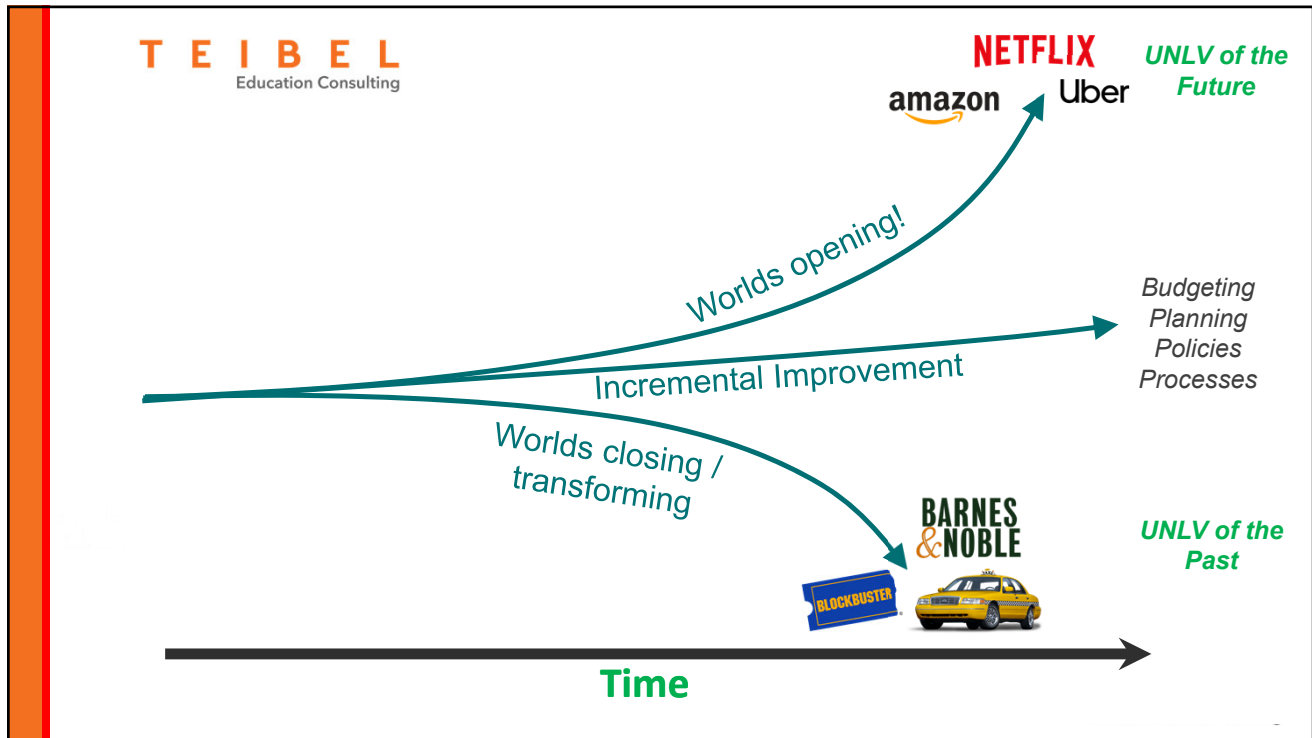
I am a beginner.

—By Peter J. Denning

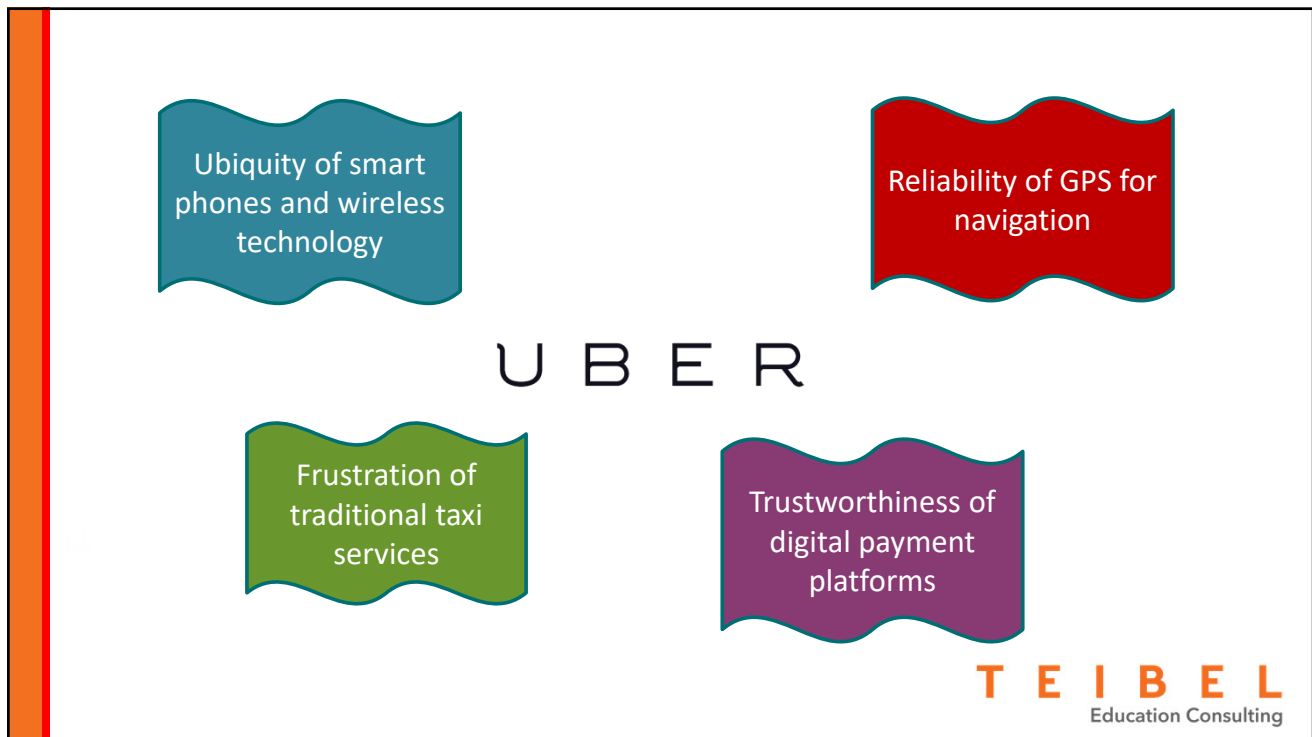


**TEIBEL**  
Education Consulting

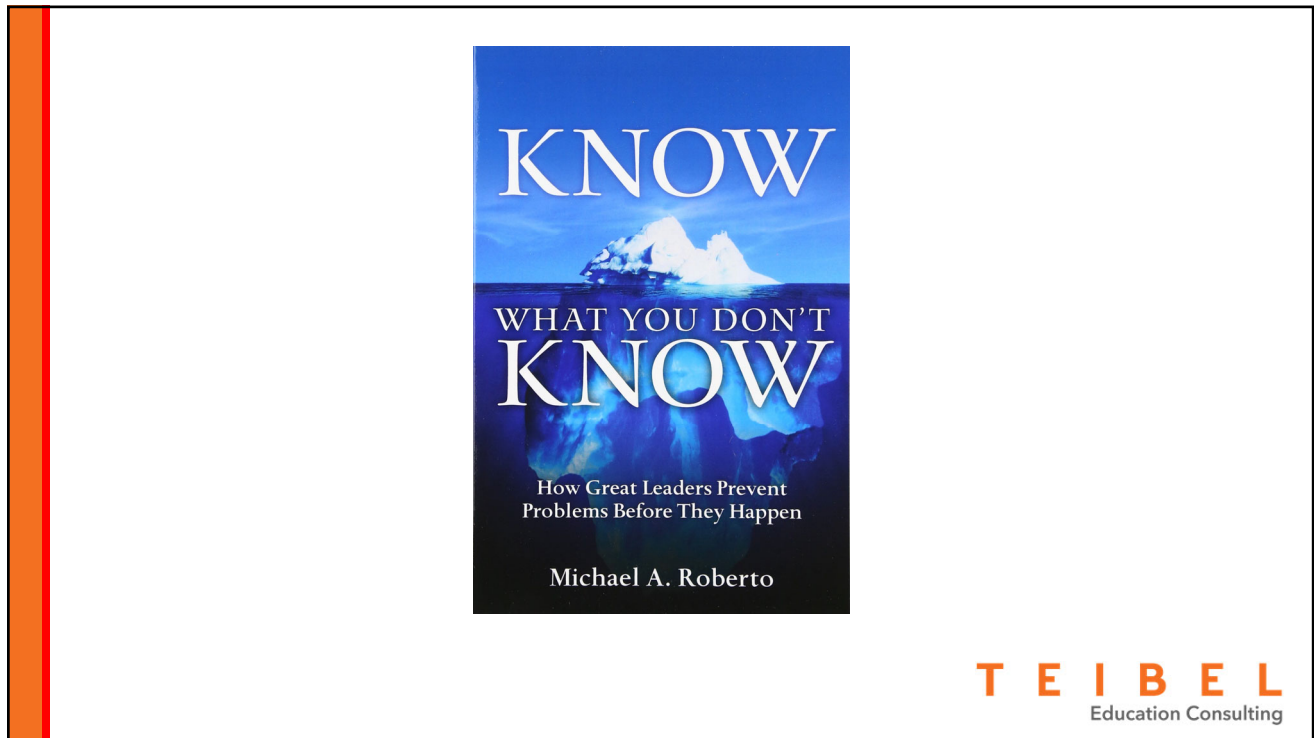
12



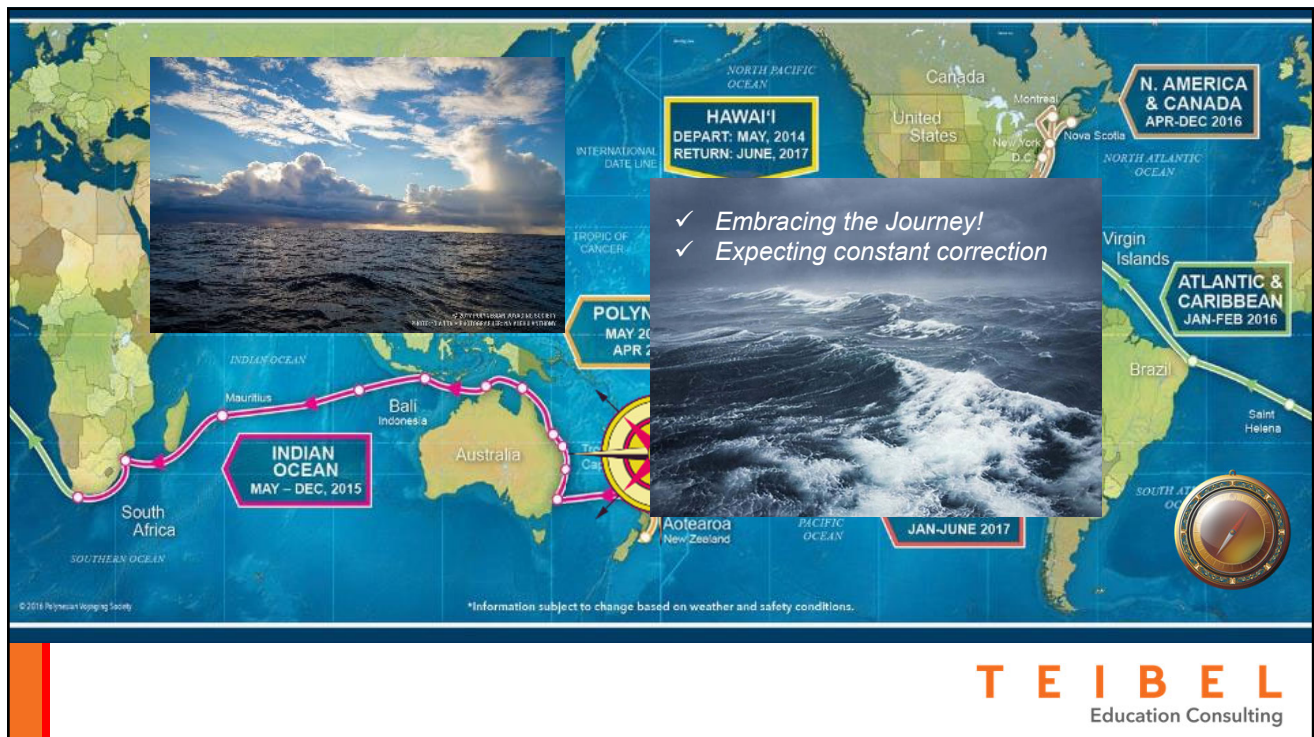
13



14



15



16



## Conversation



### Problem-Solving



### Navigation

#### Style

Action Oriented  
Outcome *prescribed*

Exploratory  
Value *emerges* in the conversation

#### Mood

Focused and Resolute

Relaxed, Curious, Patient  
Open to possibilities

#### Benefit

Effective coordination  
Clarity in HOW!

Building trust  
Source of creativity and  
invention

**TEIBEL**  
Education Consulting

17



18

## Consequences of Weak Communication Practices

**Mistrust and lack of listening**



People work in isolation, poor coordination, extra work, rework and blame, rumors persist

**People don't make offers**



Innovation only possible from the top; people are passive; waiting to be told or asked

**People focus on building consensus over commitment**



Inability to "disagree and commit"

**Negative assessments remain in the dark**



People interact with (polite) dishonesty, triangulate and suffering persists

**People don't say "NO", when they should**



Creates mood of overwhelm, people say "yes" but promises are weak

© Copyright 2019 Teibel Education The Taligens Group All Rights Reserved

**TEIBEL**  
Education Consulting

19

## Cultivating Skills in Resiliency

**Bring ease** around giving and receive feedback directly to each other

**Bring curiosity** to other's assessments about you or your team

**Bring awareness** to your mood and moods of your teams and if unproductive, be able to shift

**TEIBEL**  
Education Consulting

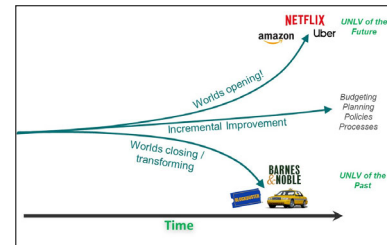
20

## Breakout

What's one area you can improve on in your own resiliency?

**TEIBEL**  
Education Consulting

21



What did you get from this session that was of value to you?

	Problem-Solving	Navigation
<b>Style</b>	Action Oriented Outcome <i>prescribed</i>	Exploratory Value <i>emerges</i> in the conversation
<b>Mood</b>	Focused and Resolute	Relaxed, Curious, Patient Open to possibilities
<b>Benefit</b>	Effective coordination Clarity in HOW!	Building trust Source of creativity and invention



**TEIBEL**  
Education Consulting

22

We can assess trust through the following lens:

1. Do I trust your *COMPETENCY*?
  - Ability to get things done in a particular area (Domain Expertise)
2. Do I trust *RELIABILITY*?
  - Consistent follow-through on your promises
3. Do I trust your *SINCERITY*?
  - You mean it when you say it
4. Do you bring *CARE*?
  - Create a memorable experience for those you're serving

**TEIBEL**  
Education Consulting<sub>23</sub>

23



#### Teibel Education's Fall 2020 Cohort

The *Leadership Development Program* is an immersive training focused program on developing practical skills to accelerate your emerging professional identities (*especially in a time of crisis*).

##### You will learn how to:

- Build authentic trust and orchestrate productive moods on your teams
- Make offers that address the core concerns of your leaders
- Transform your capacity to give and receive assessments with others
- Create a culture of commitment across your organization

#### LEADERSHIP DEVELOPMENT INSIGHTS:

##### 1. Decision Making

Group decision making is one of the great leadership challenges. Learn how to help navigate these high-level conversations that produces a rapid decision.

##### 2. Moods

Moods of an institution and its leaders are contagious. Checking in with your people is critical to the success of any organization.

##### 3. Strengthen Trust

Did you know that trust has 4 areas of focus? Often, people find themselves unable to work with someone after trust has been broken. Learn how to address the area of concern and why it is important to move forward in a productive way.

**Contact Elise Kietzmann to learn about the program for yourself or a colleague:**

Phone (605) 530-0921

Email [ekietzmann@teibelinc.com](mailto:ekietzmann@teibelinc.com)

**TEIBEL**  
Education Consulting

24