A Conversation about Leadership Agility During Ambiguity

Howard Teibel
May 29, 2020

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

Step 2 – Wait for this screen to appear
MOOD OF THE CAMPUS

Social phenomenon

Ambition  Impatience
Serenity  Frustration
Confidence  Confusion
Patience  Overwhelm
Curiosity  Skepticism
Resolution  Resignation
POLL
Mood

Our Moods and Moods of our Teams

2017- 2019

Current

energized  anxious  manageable  determined  collaborator
optimistic  upeaat  cautious  questioning  grumpy
focused  busy  strategic  resilient  worried

Explore

*Navigating change* with greater ease

Building a foundation for **accountability**

*Cultivate trust* across the organization

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**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 produce 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.

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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

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

Phone (605) 530-0921
Email ekietzmann@teibelinc.com
Navigating Change Podcast from Teibel Education

Leadership

222: It's Time to Step Up: A Conversation with Dr. Robert Quinn
May 28, 2020

It's Time to Step Up
A conversation with Dr. Robert Quinn on Leadership, Inspiration, and Conviction

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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 in 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

The Profession of IT
The Beginner's Creed

Peter Denning, July 2017

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Ubiquity of smart phones and wireless technology

Reliability of GPS for navigation

Frustration of traditional taxi services

Trustworthiness of digital payment platforms

Time

Worlds opening!

Incremental Improvement

Worlds closing / transforming

Budgeting
Planning
Policies
Processes

UNLV of the Future

UNLV of the Past
Embracing the Journey!

Expecting constant correction
Conversation

**Problem-Solving**

**Style**
- Action Oriented
- Outcome *prescribed*

**Mood**
- Focused and Resolute

**Benefit**
- Effective coordination
- Clarity in HOW!

**Navigation**

- Exploratory
- Value *emerges* in the conversation

- Relaxed, Curious, Patient
- Open to possibilities

- Building trust
- Source of creativity and invention

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**Cultivating Emotional Resiliency**

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### Consequences of Weak Communication Practices

<table>
<thead>
<tr>
<th>Issue</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mistrust and lack of listening</td>
<td>People work in isolation, poor coordination, extra work, rework and blame, rumors persist</td>
</tr>
<tr>
<td>People don’t make offers</td>
<td>Innovation only possible from the top; people are passive; waiting to be told or asked</td>
</tr>
<tr>
<td>People focus on building consensus over commitment</td>
<td>Inability to “disagree and commit”</td>
</tr>
<tr>
<td>Negative assessments remain in the dark</td>
<td>People interact with (polite) dishonesty, triangulate and suffering persists</td>
</tr>
<tr>
<td>People don’t say “NO”, when they should</td>
<td>Creates mood of overwhelm, people say “yes” but promises are weak</td>
</tr>
</tbody>
</table>

### 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
Breakout
What’s one area you can improve on in your own resiliency?

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

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