TURNING CHALLENGES INTO OPPORTUNITIES:
Reinventing Your Organization After COVID

Today’s Presenters

Alice Cahill
Director, Organizational Leadership Practice
Center for Creative Leadership
cahill@ccl.org

Bill Pasmore
Senior Vice President - Advisor to CEOs, Boards, and Senior Teams
Center for Creative Leadership
pasmoreb@ccl.org

Mike Smith
Business Development Lead, Organizational Leadership Practice
Center for Creative Leadership
smithmi@ccl.org

HOW TO TURN CRISIS INTO OPPORTUNITY

1. ARTICULATE a bold & flexible vision.
2. CULTIVATE a culture of innovation.
3. LEAD CHANGE with empathy & integrity.
Technology advances, a global pandemic, societal shifts and more to come. Which we can't accomplish without new thinking and an aligned, agile and collaborative leadership culture.

Reinvention of our world and our organizations:
- New vision, new strategies
- More tech-enabled
- More inclusive & just

Even before the pandemic and the killing of George Floyd, this was happening...

A future where economic model, industry, healthcare, and many other industries are transformed.
Zoom is now worth more than the world’s 7 biggest airlines.

The Impact of the Novel Corona Pandemic has not been Evenly Felt:

**Beneficiaries**
- Amazon
- Zoom
- Walmart
- Netflix

** Likely Survivors**
- Manufacturing
- Fast food
- Construction
- Chemicals
- Wind/solar
- Pharmaceuticals
- Health Care
- Government
- Others?

**Likely Reinventors or Casuialties**
- Travel
- Education
- Sports
- Oil & Gas
- Traditional retail
- China-dependent
- Chaos
- Department
- Others?

For every organization, there will be an after.
Three Streams of Post-Covid Reinvention

<table>
<thead>
<tr>
<th>Pre-Covid</th>
<th>Covid</th>
<th>Immediate Response</th>
<th>Reinventing Period</th>
<th>Future State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Status quo</td>
<td>- Cost reductions</td>
<td>- Vision articulation</td>
<td>- Reinvent purpose, values, and strategy</td>
<td>- Communicate and collaborate, focus on longer-term growth</td>
</tr>
<tr>
<td>- Traditional</td>
<td>- Change resistant</td>
<td>- Leadership</td>
<td>- Define attributes of the new culture and values</td>
<td>- Develop new leadership skills and capacity</td>
</tr>
<tr>
<td>- Formal</td>
<td>- Top down</td>
<td>- Focus</td>
<td>- Experiment, fail fast, learn as you go</td>
<td>- Foster a growth mindset, focus on learning and development</td>
</tr>
</tbody>
</table>

Culture
- Traditional
- Change resistant
- Not inclusive enough
- Top down, formal

Leadership
- Formulate
- Cheif executive

How do we make the most of this moment in time?

The single biggest strategic mistake that companies made before the crisis was failure to change when change was needed.

If the past is any indication, this opportunity will be missed by many senior leaders.

What do Senior Leaders Need to Do?

<table>
<thead>
<tr>
<th>BUILD DIRECTION</th>
<th>STRENGTHEN ALIGNMENT</th>
<th>INSPIRE COMMITMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Articulate a bold but flexible vision</td>
<td>- Tighten coordination of cross-team initiatives</td>
<td>- Don’t be a change manager; be a change leader</td>
</tr>
<tr>
<td>- Demonstrate singular focus</td>
<td>- Raise the bar for senior team collaboration</td>
<td>- Take the right actions, the right way</td>
</tr>
<tr>
<td>- Embrace the challenge</td>
<td>- Ensure more frequent all-way communications</td>
<td>- Respond with empathy</td>
</tr>
<tr>
<td>- Set aside the organization chart</td>
<td>- Set the climate for creativity</td>
<td>- Show you are human</td>
</tr>
<tr>
<td>- Take bold action</td>
<td>- Model the behavior you want to see from others</td>
<td>- Help people learn the skills they will need</td>
</tr>
<tr>
<td>- Be transparent</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Implications for Leadership

Leadership
Change the nature of leadership

Senior Team
Shift the emphasis from operational concerns toward people and the future

Culture
Create a culture that thrives on innovation, change, and inclusion

Implications for Leadership

Leaders Together (Collectives)
Have

Direction:
Agreement on what the collective is trying to achieve together

Shared Beliefs & Practices
Produce

Alignment:
Effective coordination and integration of work so that it fits together

Organizational Results
Impact

Everyone can and should lead

Vertical Development
Bigger minds

Interdependent
More focus across than up and down

Leadership: A Social Process - Whole Systems View

Direction:
Agreement on what the collective is trying to achieve together

Commitment:
Willingness to make the success and well-being of the collective a personal priority

Alignment:
Effective coordination and integration of work so that it fits together

DAC Leadership Framework

Direction:
Agreement on what the collective is trying to achieve together

Commitment:
Willingness to make the success and well-being of the collective a personal priority

Alignment:
Effective coordination and integration of work so that it fits together
Leadership Culture:

the set of shared beliefs, behaviors and practices that shape how individuals work together and collaborate in order to create Direction, Alignment and Commitment, and drive organizational performance.

Leadership is a collective activity

Leadership emerges out of individual expertise

People in authority are responsible for leadership

Interdependent Indicators:
- Collaboration mindset
- Shared knowledge
- Both/And thinking to navigate complexity

Independent Indicators:
- Individual expert mindset
- Knowledge is personal power
- Problem-solving approach to thinking

Dependent Indicators:
- Hierarchy mindset
- Risk & conflict averse
- Knowledge is protected
- Either/Or thinking

Leadership Culture Framework
How do you create an interdependent leadership culture?

It's about the interactions and exchanges that occur across the organization.
Practices that Foster an Interdependent Culture

HOW WE CONNECT WITH EACH OTHER
- Boundary Spanning
- Teaming
- Networks

HOW WE EXPLORE THINGS TOGETHER
- Innovation and Design Thinking
- Polarity Thinking

HOW WE GROW & TRANSFORM
- Feedback
- Resilience
- Vertical Development

Psychological Safety and Inclusion
Dialogue
Better Conversations

REFLECTION & SENSE-MAKING

DARE TO TRANSFORM:
Advancing Toward an Interdependent Leadership Culture

(A Client Story)

Leadership Culture: Client Journey

Executive Team
Top 80 Leaders
Culture Champions Team
Everyone across the Organization

Who

3 Months
6 Months
Work in Progress
Leaders Together (Collectives) → Shared Beliefs & Practices → Direction Alignment Commitment → Organizational Results

Leadership: A Social Process - Whole Systems View

Creating DAC through Leadership Culture: Moving from Crisis to Opportunity

<table>
<thead>
<tr>
<th>Authoritative</th>
<th>Collaborative</th>
<th>Outcome of Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Singular focus on effectively navigating the crisis</td>
<td>Ongoing adjustment of strategies for navigating the crisis via shared sensemaking</td>
<td><strong>Direction</strong>: Do we have agreement on overall goals?</td>
</tr>
<tr>
<td>Use of authority to tightly coordinate independent actions on key initiatives</td>
<td>Bottom-up self-organizing of motivated individuals</td>
<td><strong>Alignment</strong>: How well do we coordinate work?</td>
</tr>
<tr>
<td>People in power demonstrating commitment to the collective</td>
<td>Collective responsibility for each other and broader society</td>
<td><strong>Commitment</strong>: Do we take mutual responsibility?</td>
</tr>
</tbody>
</table>
### Ways to Build Direction

<table>
<thead>
<tr>
<th>With Your Team</th>
<th>In Your Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Take intentional action:</em> Support your team to own and execute challenging tasks that can alter the overall situation.</td>
<td>Regularly communicate the shared goals and the rationale behind them. Evaluate the organization's progress or over one (or several) challenges. Set task-orientedl in terms of that goal, communicating the rationale and decision-making processes.</td>
</tr>
<tr>
<td><em>Identify resources:</em> Rely on the assets each person brings to the situation and how they can be used.</td>
<td>Keep everyone informed about current directives so they can adjust their priorities, support the shared goal, and bring needed resources to bear.</td>
</tr>
<tr>
<td><em>Generate new ideas:</em> Draw on past experiences with similar situations for lessons to apply now. Consider how the team's skills and perspectives can be applied in new ways.</td>
<td>Engage employees to tap into their technical knowledge and make emerging insights easily available to others. Establish processes for widespread sharing of collective intelligence and use it to generate new ideas that can effectively tackle direction.</td>
</tr>
<tr>
<td><em>Delegate:</em> Give each other permission to act.</td>
<td>Create an environment of trust experiences.</td>
</tr>
</tbody>
</table>

### Ways to Strengthen Alignment

<table>
<thead>
<tr>
<th>With Your Team</th>
<th>In Your Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Create feedback &amp; feed-forward mechanisms:</em> Talk regularly, seek feedback, and continuously drive to better understand the current situation and of what needs to be done.</td>
<td>Create a recovery team that's made up of the best and brightest who are pivotal to the team’s success. Focus on feedback and creative ideas that make a difference.</td>
</tr>
<tr>
<td><em>Meaningful Relo &amp; Work:</em> Join with others across the organization who are looking for meaningful involvement in the direction of the situation.</td>
<td>Live clear instructions and goals that are aligned with the company's overall direction. Engage employees to make more contact and communicate progress to everyone.</td>
</tr>
<tr>
<td><em>Experiment &amp; Fail Fast:</em> Bring a creative mindset to the work and encourage creative thinking with innovative solutions.</td>
<td>Develop a culture that embraces innovation and encourages creativity, balancing agility, showing persistence, and staying in a constant learning mode.</td>
</tr>
<tr>
<td><em>Recognize Needed Dedication:</em> Be supportive of others’ ideas and perspectives and seeking to value others' contributions.</td>
<td>Invest in new initiatives that support vital contributions and rapid execution.</td>
</tr>
</tbody>
</table>

### Ways to Inspire Commitment

<table>
<thead>
<tr>
<th>With Your Team</th>
<th>In Your Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Grow Fulfillment:</em> Increase personal and team progress. Express gratitude.</td>
<td>Express support and encouragement. Express appreciation (use reference to express what will contribute to the greater good).</td>
</tr>
<tr>
<td><em>Acknowledge Difficulty:</em> Actively share perspectives and concerns with people at all levels.</td>
<td>Express authentic concern for others’ experience and perspective. Express support and encouragement for individuals.</td>
</tr>
<tr>
<td><em>Encourage Growth:</em> Create space for collective learning. Reflect on learning through talking with your team members and partners.</td>
<td>Share ideas for how employees’ collective impact and individual contributions; help people whose roles have been given away or charged with specific roles to broaden in new capacities; give people the opportunity to help you make difficult decisions.</td>
</tr>
<tr>
<td><em>Set Boundaries:</em> Recognize limits and guard the team’s well-being.</td>
<td>Acknowledge uncertainty and lack of control on the part of the leader and emphasize that the way forward will involve a lot of making up.</td>
</tr>
</tbody>
</table>
Senior leaders do the culture change work first. Align collective beliefs, behaviors, and practices with vision and strategy.

Culture change occurs by intentionally demonstrating new ways of interacting.

Organizations navigate change & complexity by developing a collaborative capability.

CCL’s Principles Of Culture Change and Transformation

Sustainable culture change becomes a continuous learning process.

Summary

Technology advances, a global pandemic, societal shifts and more to come demand a reinvention of our world and our organizations.

• New vision, new strategies
• More tech-enabled
• More inclusive & just

Which we can’t accomplish without new thinking and an aligned, agile and collaborative leadership culture.

Leadership Never Stops.

At CCL, we believe leaders have the power to navigate the crisis of the moment while preparing their organizations and communities for the transformed world that comes next.

See why at www.leadershipneverstop.org