

# 'Discovering Opportunities in Crisis: Implications for individuals, leaders, and organizations:

## *Leading in Challenging Times*

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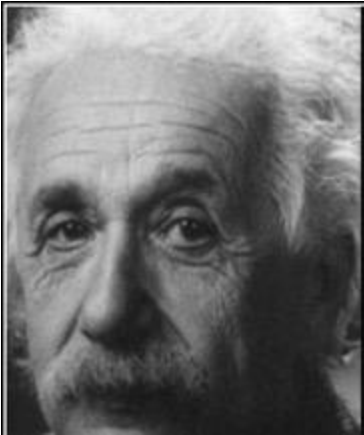
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Please follow Dave Ulrich on **LinkedIn** to view my regular posts with insights and tips  
And Michigan Ross for powerful ideas to help purpose-driven leaders create positive impact

# A crisis is a terrible thing to waste

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In the midst of every crisis, lies great opportunity.

— Albert Einstein —



Every crisis has both its dangers and its opportunities. Each can spell either salvation or doom.

— Martin Luther King —



CRISIS CAN BE A UNIQUE OPPORTUNITY TO CHANGE YOUR PATH. TO EXPLORE NEW OPPORTUNITIES, THE HELP YOU BECOME THE PERSON YOU WERE MEANT TO BE.

f/b women's tea time

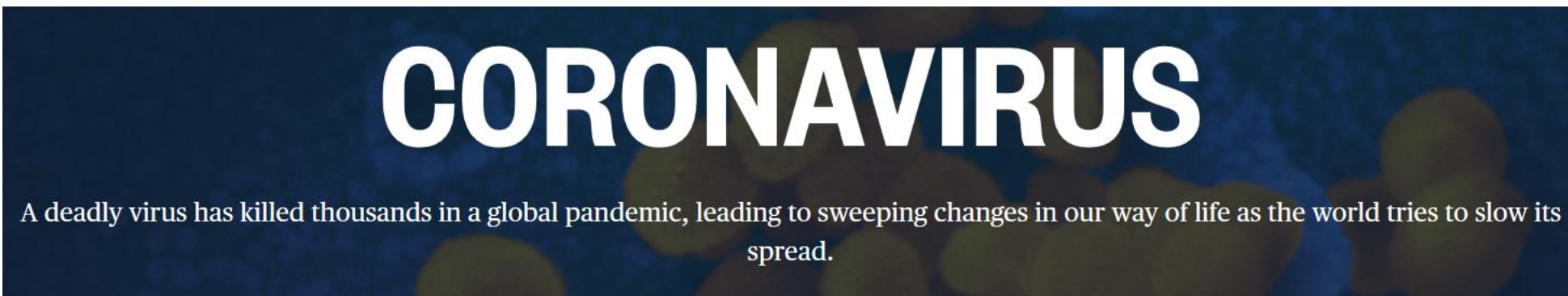
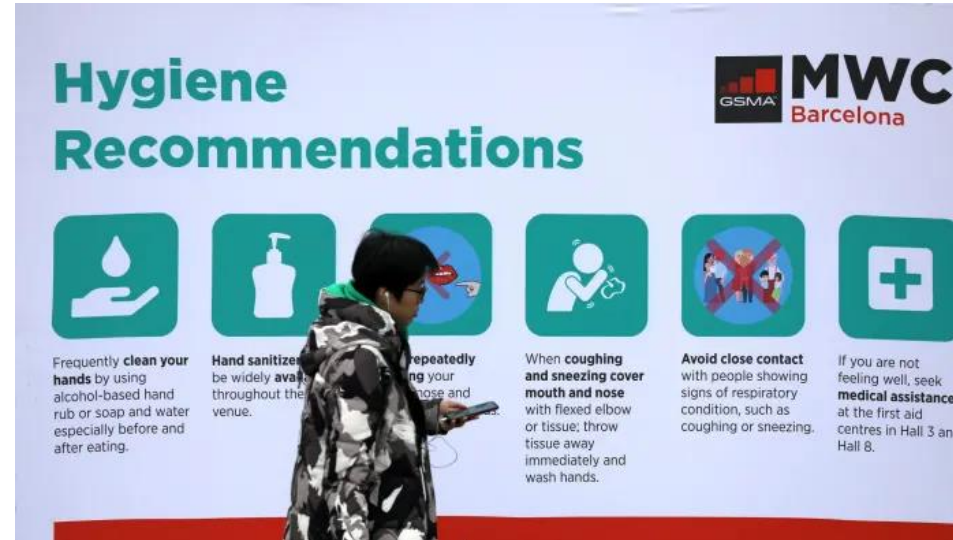


"Never let a good crisis go to waste."



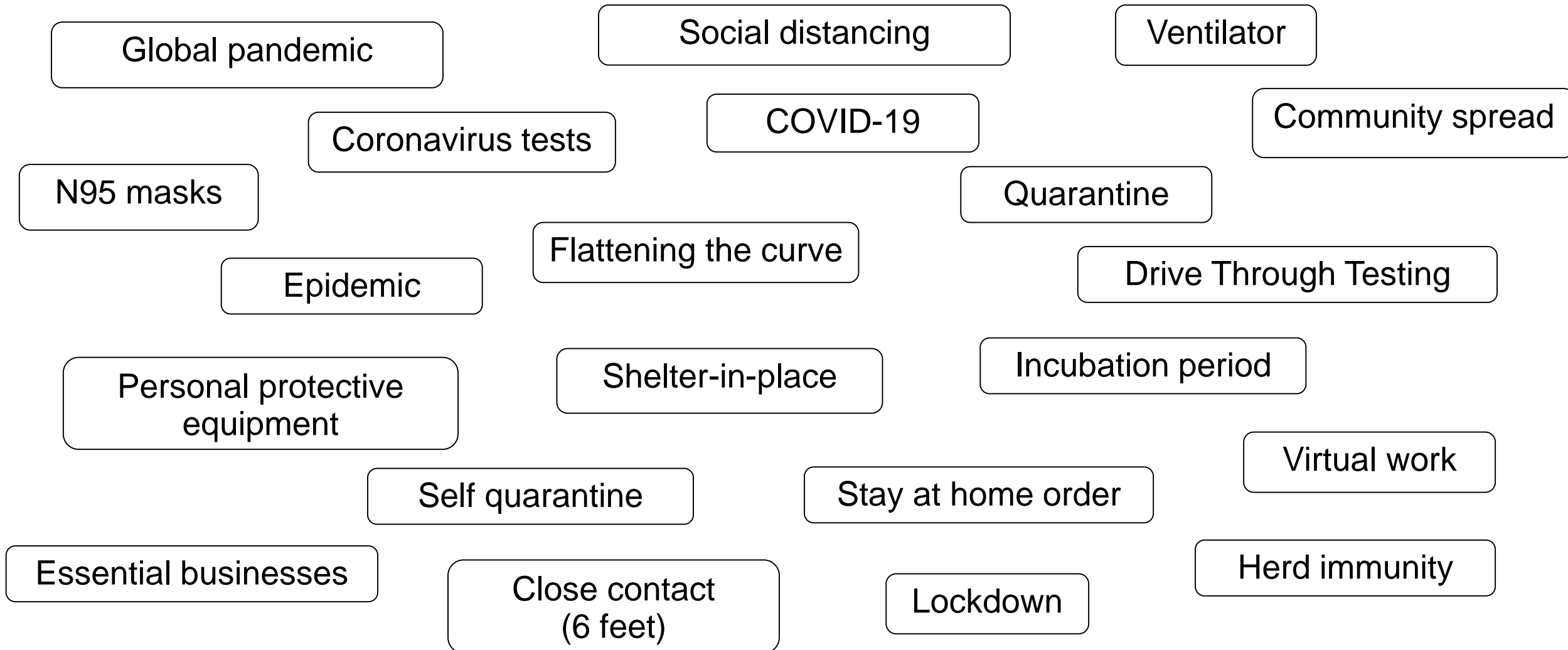
# Corona Virus headlines

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# Coronavirus: New terms and ideas

5



# Response to the Context

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## Context:

Content is king; Context is kingdom

How do we respond to the Corona (or other) crisis, as individuals, leaders, and organizations?



### THREAT

Focus on weakness and what's wrong

- **Individual emotions** of fear, anxiety, hopelessness, despair, cynicism, loss
- **Organizational conditions** of psychological risk/low morale, strategic haze, cultural malaise, brand ambiguity, financial freefall
- **Leadership actions** of disorientation, agitation, desperation, frustration

DISCOVER



### OPPORTUNITY

Focus on strengths and what's right

- **Individual emotions** of hope, control, anticipation, optimism, resilience,
- **Organizational conditions** of emotional well being, strategic focus, "right" culture/brand, financial discipline
- **Leadership actions** of empowering others, offering guidance, getting things done, instilling confidence

# Overall Goals and Agenda

**IDEAS****A Crisis Is a Terrible Thing to Waste****IMPACT**

## 10 Opportunities for Discovery

### Four Assumptions: How we think

- 1 Learn always;  
Create learning agility
- 2 Look back for resilience;  
Move forward towards success
- 3 Redefine work boundaries;  
Move from place to values
- 4 Navigate paradox;  
Handle tension and duality

### Six Actions: What we do

- 5 Tailor offerings;  
Customize/personalize work
- 6 Distance socially, but don't isolate;  
Build relationships
- 7 Live the right values/culture;  
Model the right behaviors
- 8 Tolerate uncertainty;  
Focus on what can be done
- 9 Seek guidance on talent, leadership,  
organization, and HR
- 10 Take care of yourself  
so you can take care of others



# Discovering Opportunity in a Crisis

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AGENCY  
Act rather than be acted upon

TODAY'S  
MENU  
CHOICES





# Menu of Insights

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## MENU

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# 10 Insights to Discover Opportunity in a Crisis

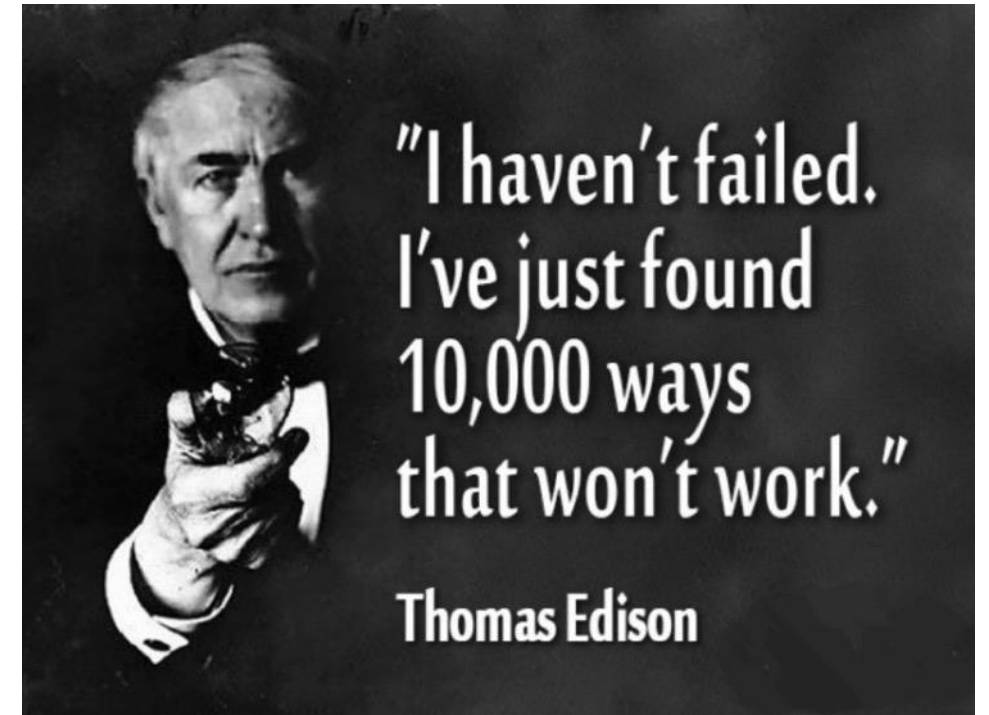
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10 Insights	Opportunities for Impact		
	Individual Implications	Leadership Implications	Organization Implications
1. Learn always; Create learning agility			
2. Look back for resilience; Move forward towards success			
3. Redefine work boundaries; Move from place to values			
4. Navigate paradox; Handle tension and duality			
5. Tailor offerings; Customize/personalize work			
6. Distance socially, but don't isolate; Build relationships			
7. Live the right values/culture; Model the right behaviors			
8. Harness uncertainty; Focus on what can be done			
9. Seek guidance on talent, leadership, organization, and HR			
10. Take care of yourself so you can take care of others			

# Opportunity 1: Learn always; Create learning agility

“We’re not failing. We’re learning.”

Carole Dweck



# Opportunity 1:

## Learn always; Create learning agility

- What has been your biggest failure or trial?
- What did you learn from it?
- How have those learnings shaped your life since then?



## Opportunity 2:

# Look back for resilience: Move forward towards success

### Look Back: Resilience

- What did I try?
- What worked? What did not work? Why?

### Look forward: Success

- What do I want?
- Who do I serve?
- How do I build?
- Where am I?









Fire and Rain  
Alpine



# Opportunity 3:

## Redefine work boundaries; Move from place to values

Can I connect my work to a vision and values I care about?



*Laying bricks*



*Putting up a wall*

*Building a cathedral*

# Opportunity 4:

## Navigate paradox: Handle tension and duality

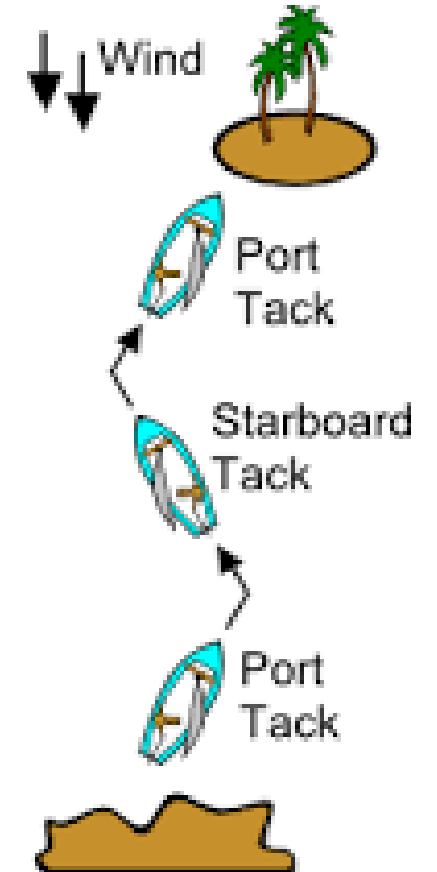
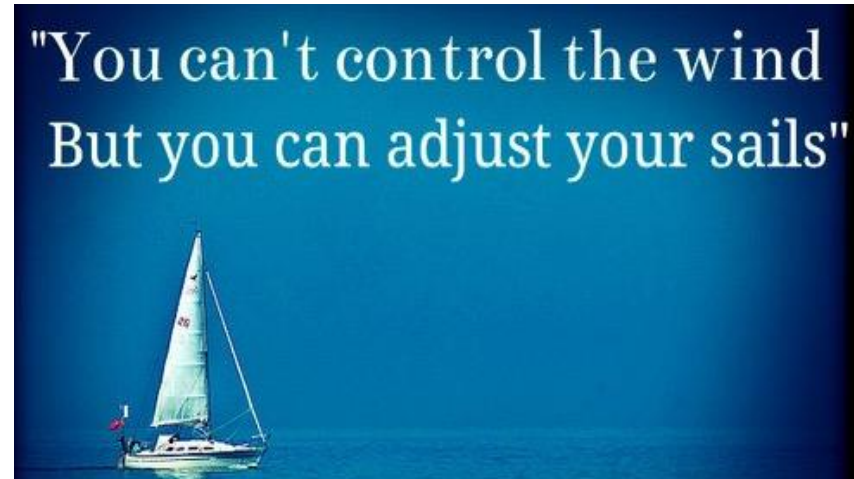
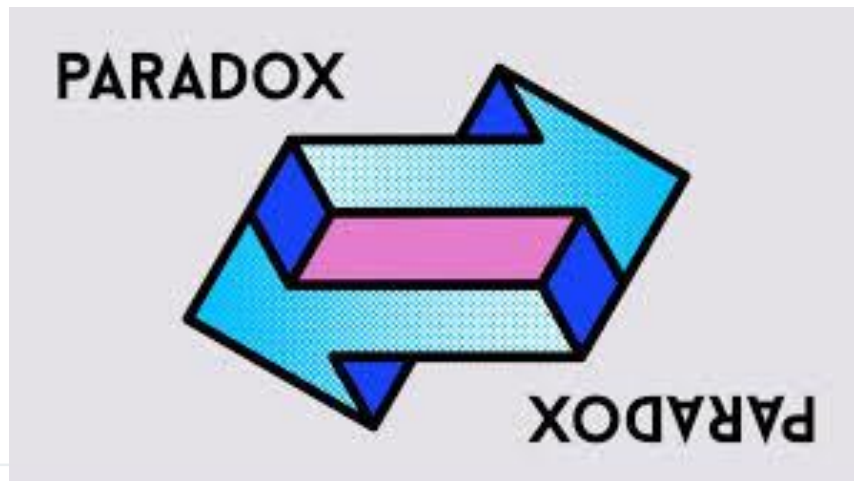
Paradox can be seen as oxymorons (big baby, bittersweet, deafening silence, jumbo shrimp, open secret, passively aggressive, sweet sorry, tough love) or things that seem to oppose to each other. In life, we live with paradoxes.

Some paradoxical statements:

1. Modern dancing is so old fashioned. - Samuel Goldwyn
2. No one goes to that restaurant anymore - It's always too crowded." - Yogi Berra
3. A joke is actually an extremely really serious issue." - Winston Churchill
4. You'd be surprised how much it costs to look this cheap. - Dolly Parton
5. It usually takes more than three weeks to prepare a good impromptu speech. - Mark Twain

# Opportunity 4:

## Navigate paradox: Handle tension and duality





# Paradoxes in The Coronavirus Crisis

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Care for the Individual

vs

Attend to the Organization

Bold, short term actions

vs

Enduring long term values

Convergence for Focus

vs

Divergence for Variety

Resilience: Learn from the  
Past

vs

Aspiration: Celebrate the  
Future

Others?

# Polling Question

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Which of the paradoxes is most relevant for your organization?

Please select one:

1. Employee care AND organization competitiveness
2. Bold, short term actions AND enduring long term values
3. Convergence for focus AND divergence for variety
4. Resilience (learn from the past) AND Aspiration (celebrate the future)
5. Other

# Personal Skills of Paradox Navigator

	<b>Definition/behavior</b> <b>What are specific behaviors associated with skill...</b>	<b>Rate</b> <b>(1 to 10)</b>
<b>1</b> <b>Deal with cognitive complexity</b>	<ul style="list-style-type: none"> <li>• See different sides of an issue</li> <li>• Respect someone else's point of view</li> <li>• Learn new ideas (20 to 25% every 2 years)</li> <li>• See patterns in events</li> </ul>	
<b>2</b> <b>Be socially endearing</b>	<ul style="list-style-type: none"> <li>• Disagree without being disagreeable</li> <li>• Allow for tension without having contention</li> <li>• Listen to understand</li> <li>• Help others feel better about themselves after meeting with me</li> </ul>	
<b>3</b> <b>Be socially connected</b>	<ul style="list-style-type: none"> <li>• Spend time with people who are not like me (e.g., visit shop floor)</li> <li>• Observe and learn from those not in your zone of influence (competitors, customers, leading players)</li> </ul>	
<b>4</b> <b>Be personally aware</b>	<ul style="list-style-type: none"> <li>• Know my predispositions (e.g., introvert vs. extrovert; judging vs. perceiving) or style</li> <li>• Not be bound by my predispositions and see beyond my biases</li> <li>• Judge myself less by intent and more by my behavior</li> </ul>	
<b>5</b> <b>Be grounded in a strong set of values</b>	<ul style="list-style-type: none"> <li>• Know my core values and act consistently with them even if behaviors vary</li> <li>• Avoid pandering to different groups, while respecting their requirements</li> </ul>	

# Menu of Insights

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so you can take care of others

## Opportunity 5: Tailor offerings: Customize/personalize work





# Opportunity 6:

## Distance socially, but don't isolate: Build relationships

### Polling Question

**Which of the following is the leading cause of mortality?**

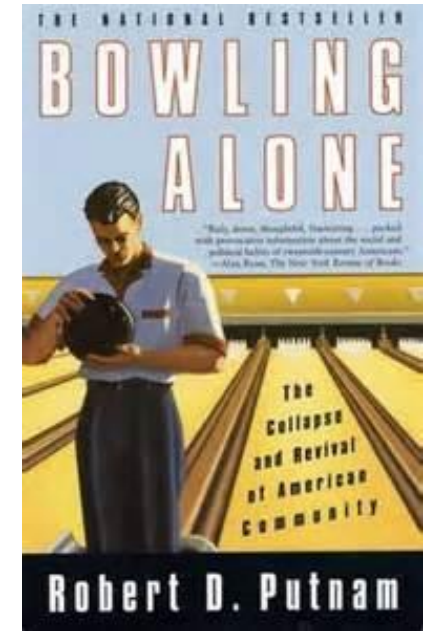
1. High blood pressure (stress)
2. High cholesterol (fatty food)
3. Social isolation (loneliness)
4. Obesity (eating too much)
5. Drinking and smoking



Reference: Tim Smith and Devin Peterson, Social Isolation, Physical health, and Well-being, BYU

# Long Spoons Metaphor

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## Befriend:

### Relationship skills to model, support, and teach

- Make / respond to “bids”
- Be curious about others
- Share yourself
- Celebrate good news
- Serve someone every day

# Opportunity 7:

## Live the right values/culture: Model the right behaviors





# What is culture?

## What is the “right” culture?

When you think of a company “culture”, what comes to mind?





# What is the “right” culture?

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*Culture pivots from an event to a pattern and ultimately, to an identity*

## Event



- Symbols
- Rituals
- Stories
- Physical setting

## Pattern



- Values (what we believe)
- Norms (our expected behaviors; unwritten rules; rituals)
- Ways we make decisions, manage information, treat people, handle conflict/differences

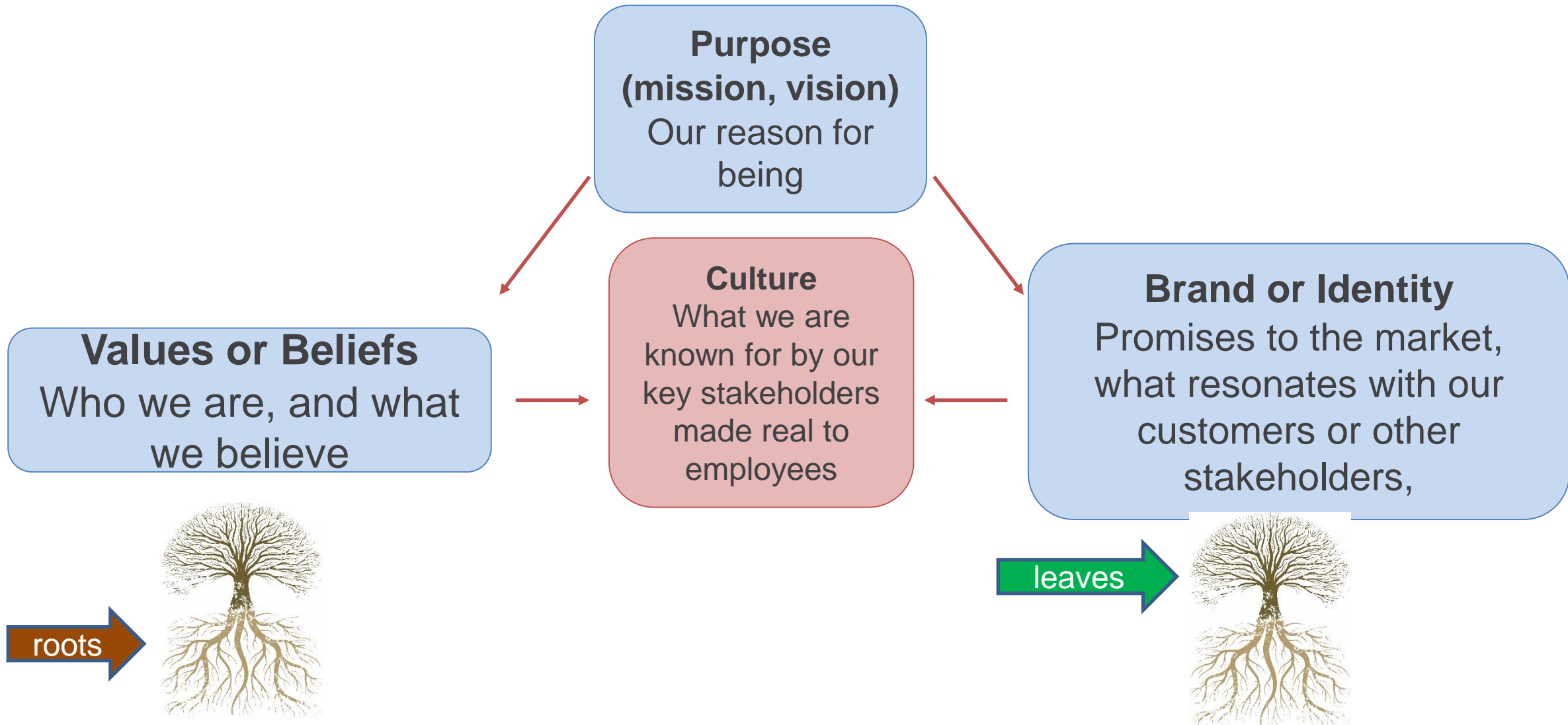
## Identity



- Customer: What are our customer buying criteria/value proposition?
- Brand: What is our desired brand?
- Identity: what are we known for?
- Reputation: what is our community image?

# Key concepts related to right culture

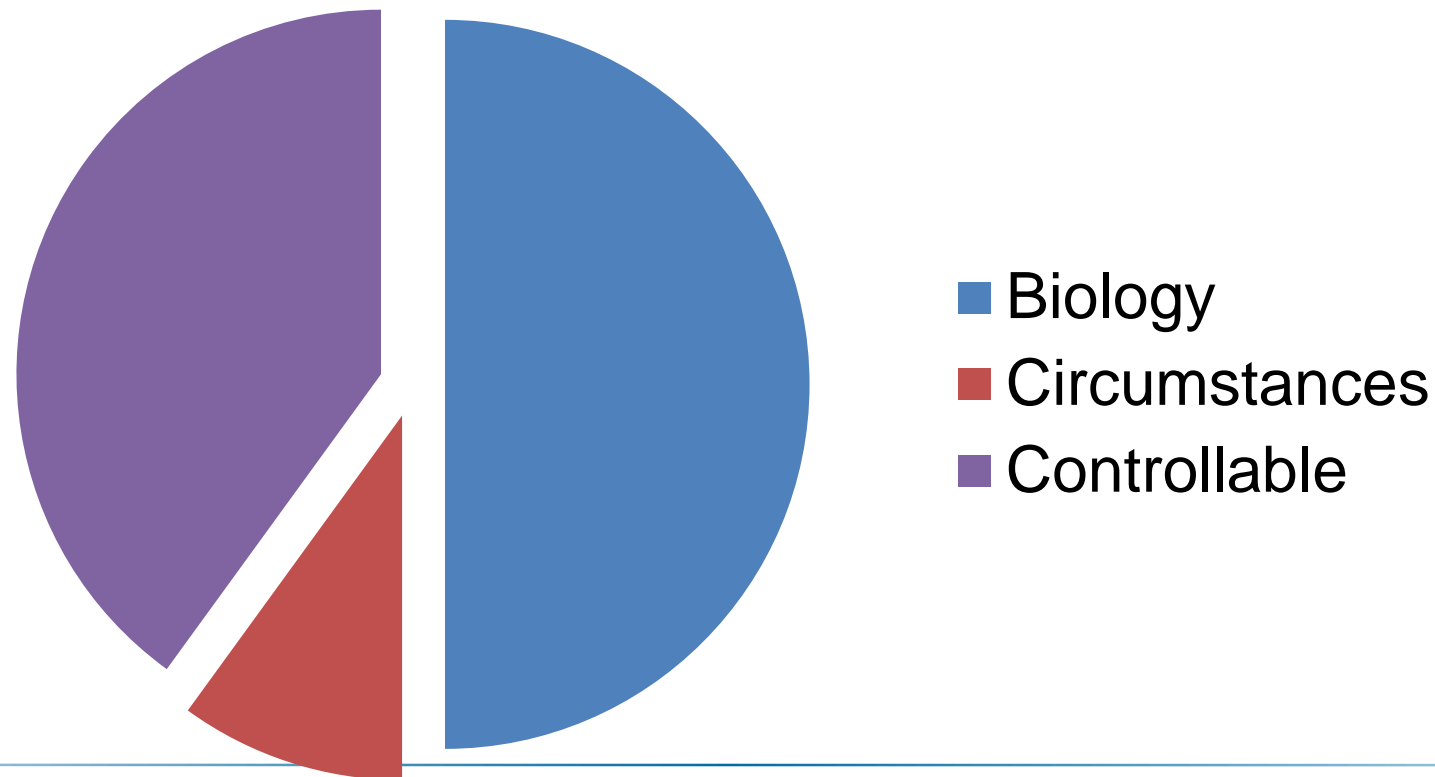
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# Opportunity 8: Tolerate (Harness) uncertainty; Focus on what can be done

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## How much can you control?



# Opportunity 8: Harness uncertainty; Focus on what can be done

## Harnessing uncertainty

- Turn threat into opportunity by running into and facing fears, vulnerabilities, and doubts and by acknowledging risk, seeing opportunity, and having confidence
- Take simple steps/experiments on what you can control; fail forward; learn fast; use humor; celebrate what is right
- Be mindful and hopeful by being calm, curious, and courageous
- Define success from within not through others

# Opportunity 9:

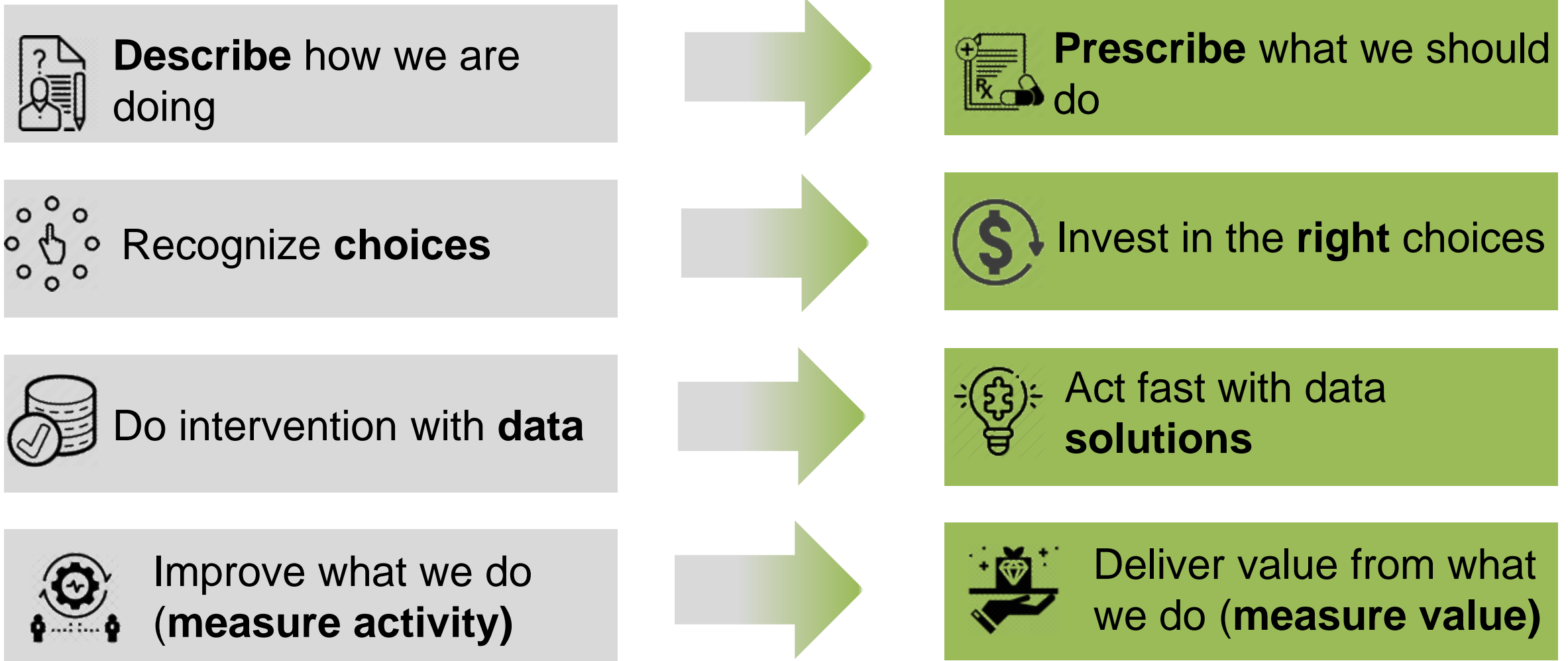
## Seek guidance on talent, leadership, organization, and HR





# Value of the guidance system for you

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**OTHERS?**

# Where organization guidance occurs? Four pathways

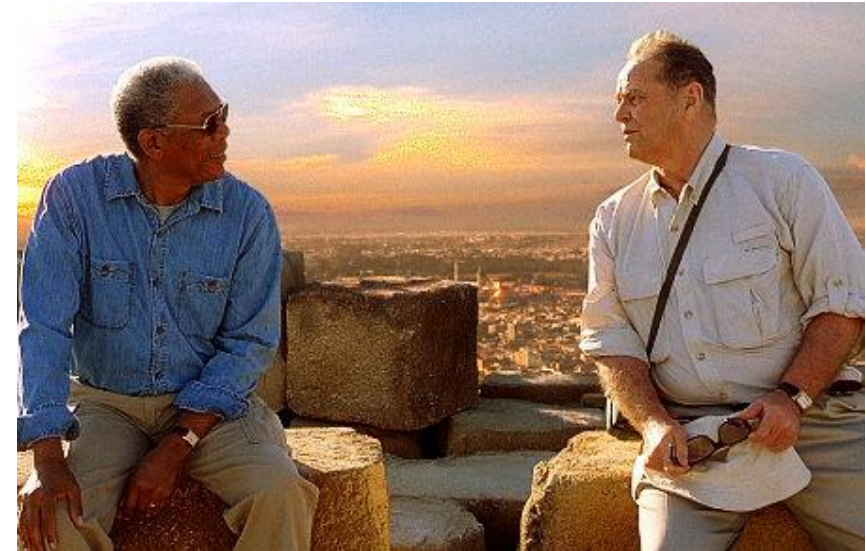
In any business, what do we have to do to be competitive?



**RBL.ai**

# Opportunity 10:

## Take care of yourself so that you can take care of others



- Do you find meaning in life?
- Do you bring meaning to others?

# Take care of yourself

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**Ask yourself** and others *nightly* one of these:

1. What was a happy surprise today?

Who helped it happen?

2. What are three things you were grateful for today?

How did you savor them?

3. What problem came up? How did you solve it?

4. What did you experiment with or risk today? What did you learn?

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# Final Polling Question

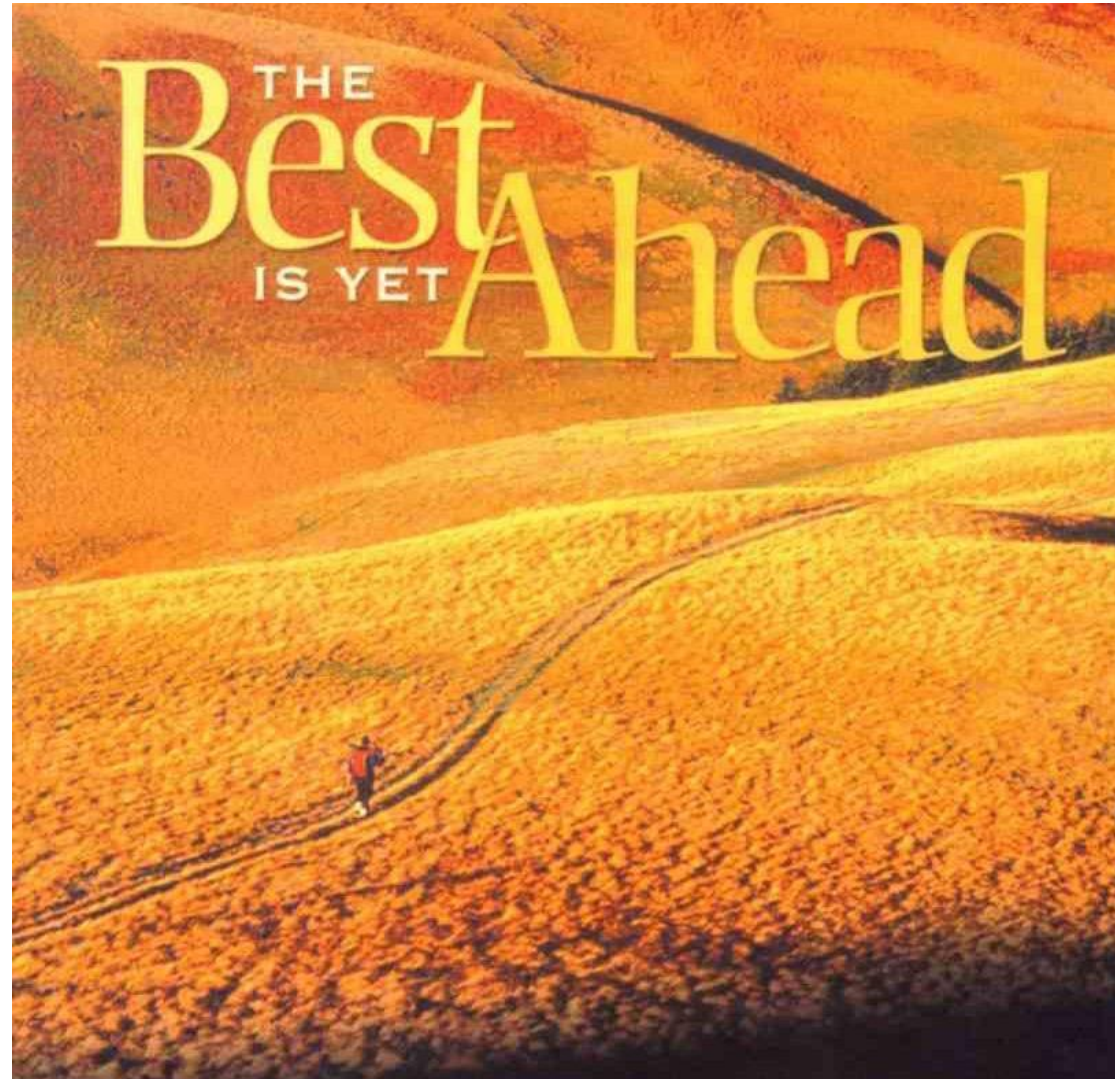
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**Which of these 10 Insights will have the most impact going forward?  
(pick 2)**

1. Learn always; Create learning agility
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# Final Message

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# For more information ...

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## **HR is not about HR. It's about the business.**

Establish HR as a true partner in advancing and driving business goals, and enhance your value as both a member of your senior management team and a leader of the human resource function.

# Let's stay connected!!!

For more information about...

“AHREP”: [Advanced HR Executive Program](#)

RBL: [www.rbl.net](http://www.rbl.net)



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