2021 Fall FLEX session
Thursday, August 19, 2021
Facilitator: Dr. Dianne Van Hook

# Transformation-
# Designing the Way to Growth and Opportunity

# Amid the biggest reset of our lifetimes

So many things were stripped from us – but our power to change the world will forever be in our hands.

~ Pilar Diaz Bombino

# In this moment in time…

We are eagerly launching ourselves into what comes next and taking the next steps in a world that is forever changed by the pandemic.

It is a moment in which:

- The past meets the present meets the future.
- We have reached a milestone in the recovery from the pandemic.
- At the same time, we are not simply transitioning out of the isolation of the pandemic, we are taking with us valuable experience and lessons learned.

These moments will forever shape us, our perspective, our relationships, confidence, our hope, and how we work and interact with others to design the way to growth and opportunity!

# Here is what we will cover today!

- How has our thinking has changed since March of 2020 and what have we learned?
- How Do We Pave the Way Forward?
- What Strategies Will Help Us Transform Ourselves and Our Possibilities in the Future?

# How has our thinking been impacted as a result of the pandemic?

Research shows that we are changing as a result of the pandemic, but how?

- Fewer social obligations – no calendar commitments to worry about.
- Increased interest in the welfare of our neighbors and helping each other out, sharing food, going shopping for older people.
- Time for slowing down and reflecting on what's truly important – asking ourselves what do we want out of life now?
- Less stress, a slower pace of life, new hobbies, more time to get things done around the house or the freedom to simply relax in ways that were not possible in the pre-pandemic era.
- A renewed appreciation for the things that matter.
- Thoughtfulness surrounding what we can do as individuals to make post-pandemic life better for everyone
- Ability to be more flexible, adaptable, and creative as conditions on the outside change.
- Less driving and running around.

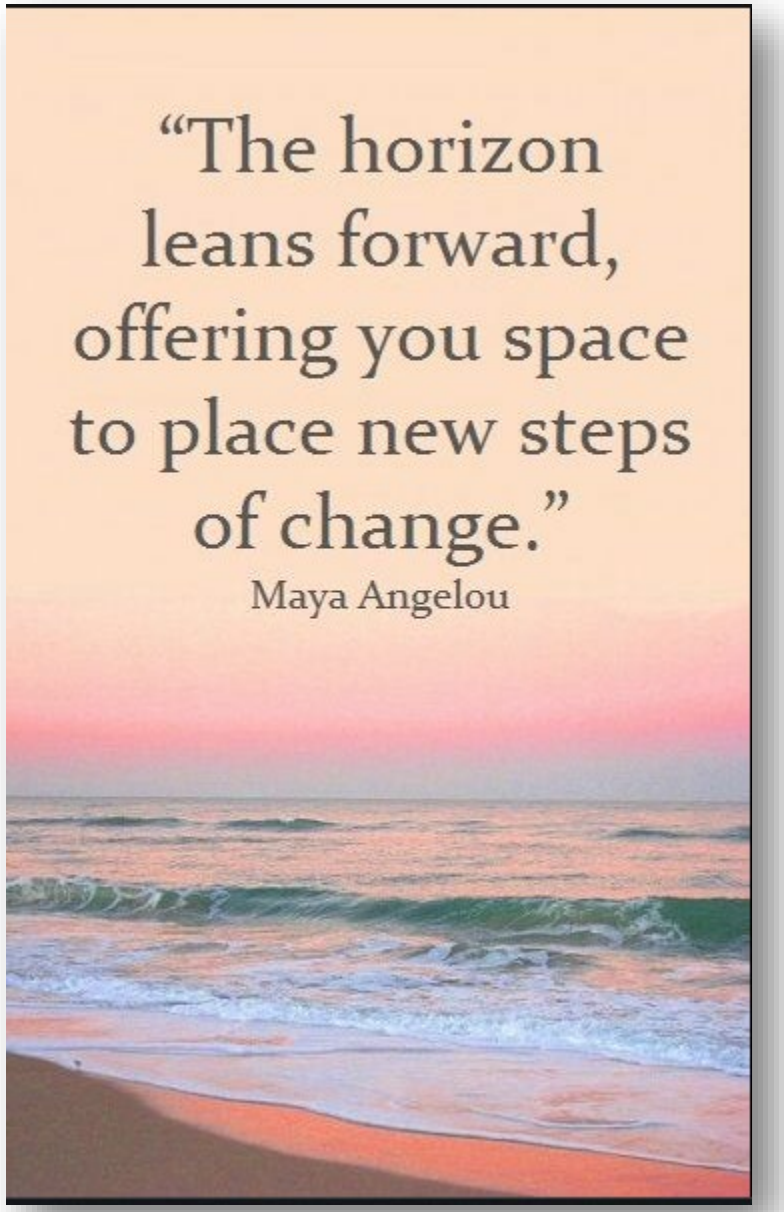
# What Have We Learned?

This has been the biggest collective learning moment in decades – perhaps in our lifetimes.

Learning is crucial all the time but has been essential in this time.

When we look back on the past 16 months and look toward the horizon, more than ever, we know that:

- We are better together when we are heard.
- We can't just talk about it; **we must be about it** – by first being the change we want to see in others.
- In order to achieve, we must believe – not just in ourselves, but in others.
- We each must rise up, not give up.
- We must have hope.



# How Do We Pave the Way Forward?

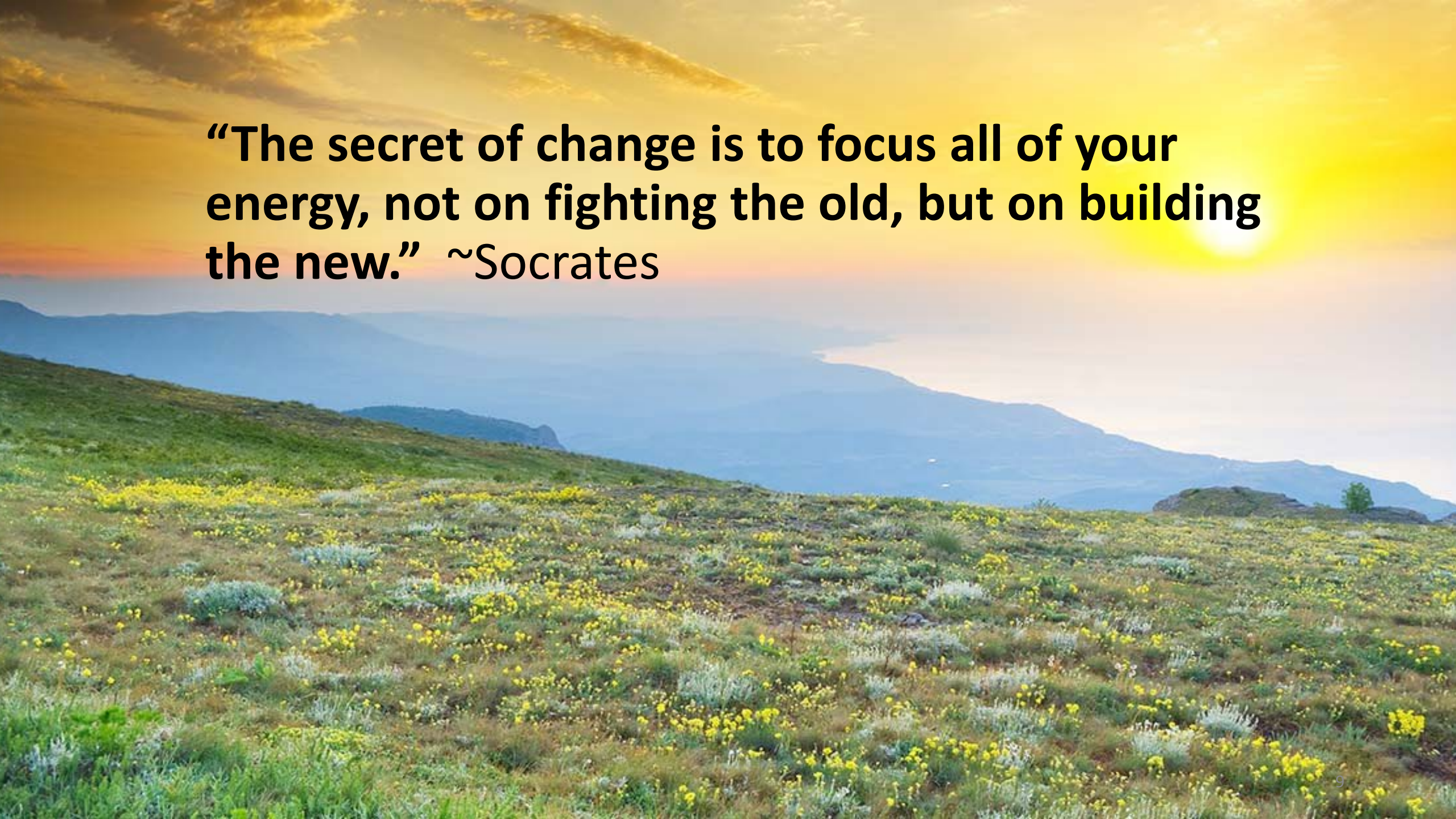
Given all we've experienced, we are transforming loss into learning. We are developing new strengths as we respond to circumstances, opportunities, and socioeconomic conditions that influence changes in how we design and pave the way forward.

**What will it take to pave the way forward?**

- Readiness to release the past, challenge old ways of thinking; and focus on the future.
- A strong sense of purpose.
- Awareness of how we impact others
- Courage to go beyond our comfort zones
- An inclusive mindset
- Willingness to motivate, guide and encourage others to exceed their potential through inspiring and coaching.

# *What Will it Take to Pave the Way Forward?*

**A readiness to release the past, challenge old ways of thinking; and focus on the future.**


“The secret of change is to focus all of your energy, not on fighting the old, but on building the new.” ~Socrates

# Becoming Unstuck

While feeling stuck is usually perceived as something bad, the feelings that come with it can act as a catalyst for change.  This can ultimately result in something positive.

- Becoming “unstuck” is not a matter of will or skill.
- It’s a decision and a discipline to reframe reality, elevate the horizon, and visualize our future.
- The solution is to focus on the bigger picture by taking ourselves out of the moment and focusing on the broader view; everything changes – our outlook, our energy, even our emotions.
- We go from hopeless to hopeful, exhausted to exhilarated.

**We can make it happen if we adopt the mindset to move past how things used to be to how they need to be. And BTW – were all of the things we miss really that great anyway – or were they more comfortable and predictable than great?**

“Clinging to the past is the problem.  Embracing change is the answer.” ~Gloria Steinem

# Activity

Break into groups.

Take 12 minutes to think about what you have learned about yourself during the pandemic.  Write your answers down on paper or in the chat box.

- What did you willingly give up- or put another way, what did you move beyond?
- What did you miss?
- What did you learn?
- What did you gain?

# The Change Mindset

As we continue to respond to the rapidly changing environments emerging from the pandemic, we have become marvels at adapting to change – we have learned to pivot, flex, and evolve – all at warp speed!

We need to give ourselves credit.  We have adapted more in the past 17 months and at a faster pace, than we have in years. ***How did we do so?***

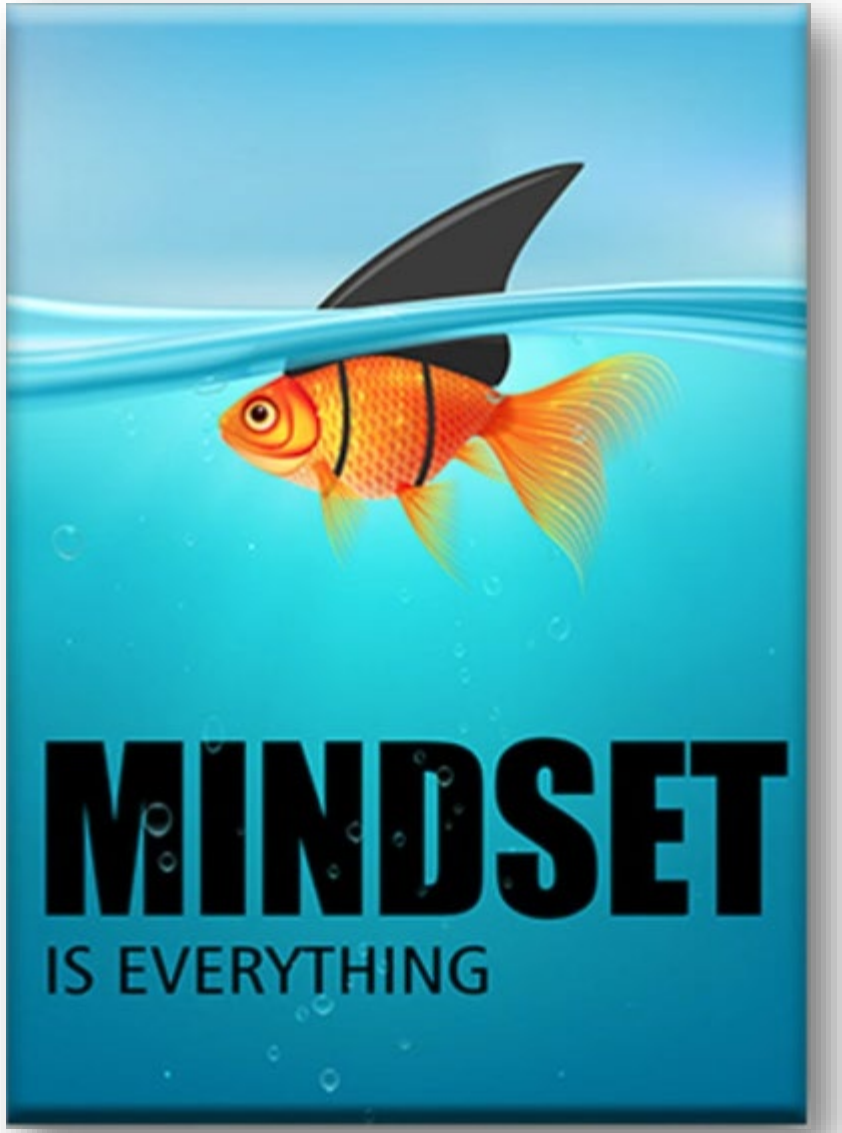
- Transitioned to remote learning and services
- Coordinated laptop distribution to assist students in need of technology
- Distributed PPE to employees
- Disbursed CARES Act Emergency Grant funds to students
- Awarded nearly $300,000 to expand support to small businesses impacted by COVID-19
- Hosted virtual theatre performances; album release parties, and art gallery exhibitions
- Responded to CCCCO Call to Action with COC's Call to Action to Enhance Equity and Pursue Anti-Racism
- Hosted virtual: Opening Day, Welcome Weeks, Star Parties, Garden Walks, UCEN Open Houses, International Forum on Youth, Holiday Parties, Job Fairs, Commencement ceremonies and celebrations, Anti-racism town halls and podcasts, Multicultural events
- Hosted drive-thru events to collect food and distribute boxed lunches/grocery gift cards for students
- Assisted students with CalFresh application completion via Zoom
- Opened up "quiet space" for students to study and use computers in TLC
- Partnered with LA County to provide COVID testing and vaccination sites at COC
- Improved Campus M app

# Mindset is a Conscious Choice

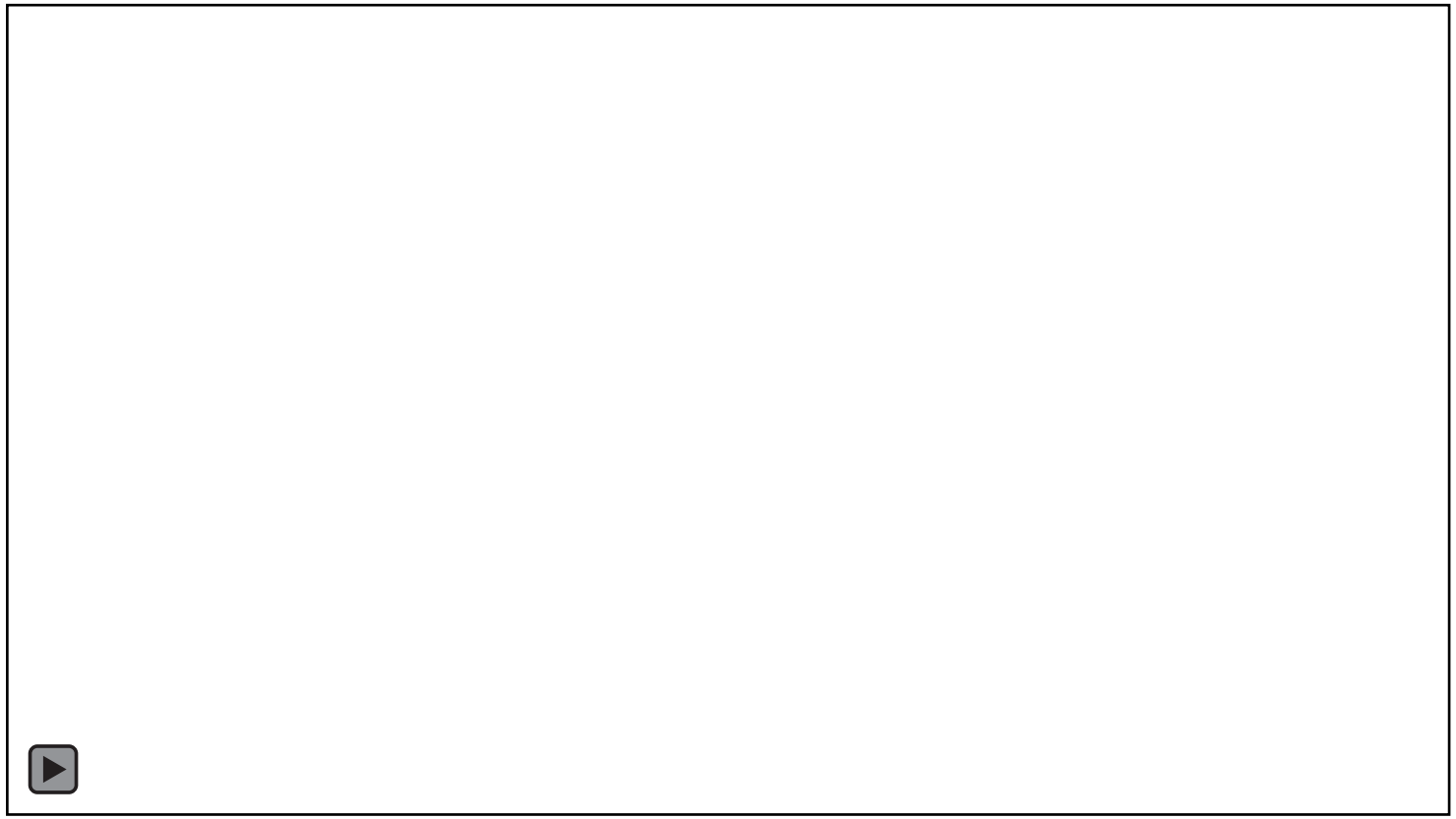
We have proven how agile, adaptable, and resilient we are, we know that we will thrive – which is a good thing – because **in the next two years, we will see more change than we have in the past ten years.**

- **We cannot control change, but we can control how we react to change.** The more we focus on positively adapting to change, the more resilient we will be to deal with the impact of change.
- **Mindset is a conscious choice – one we make every minute of every day.** Will we choose to embrace change as a chance to expand our perspective and seek out opportunities to meet new people, learn new things, and have new experiences?

***Every day – what we tell ourselves is what we become…***



# VIDEO “AGT CONTESTANT, NIGHTBIRDE”



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*What Will it Take to Pave the Way Forward?*

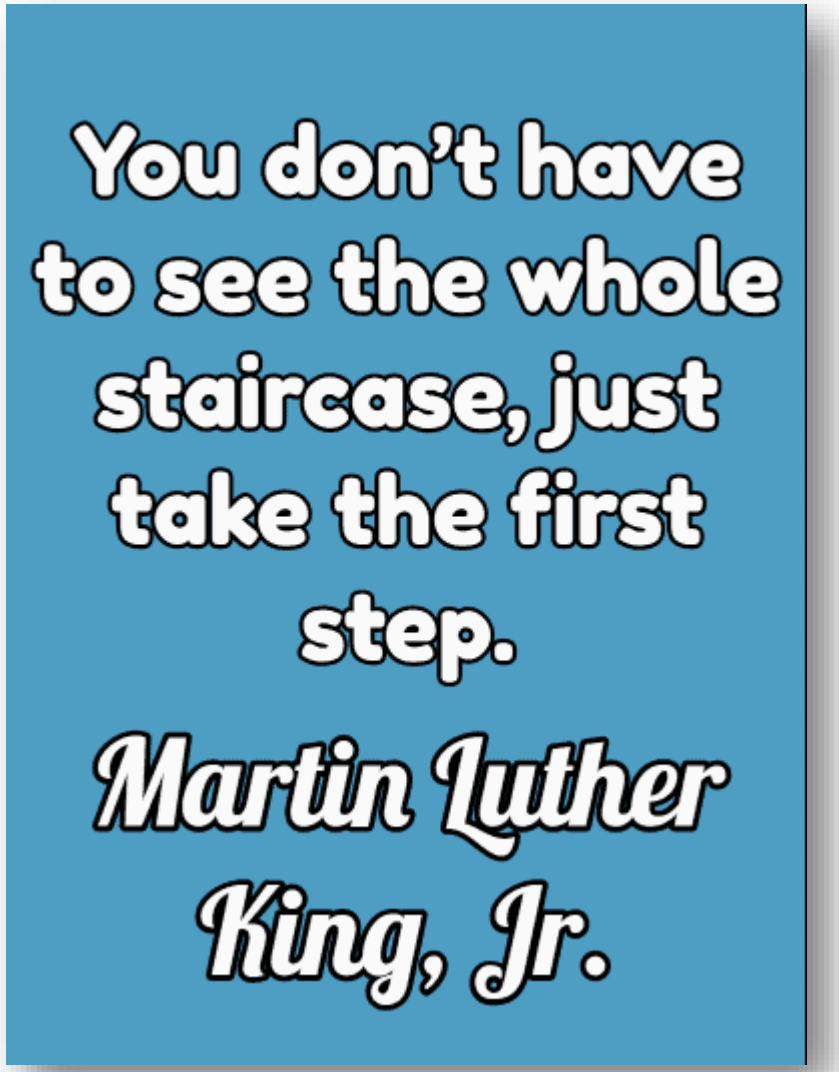
# A Strong Sense of Purpose

# Focus on Moving Forward with Meaning and Purpose

Where there is purpose, there is hope – even exceeding what anyone thought possible.  Purpose can lead others from “what we’ve been” to “what we will be”.

During the pandemic, we were all feeling our way through the dark.

- Everything happening around us was beyond our control.
- We had no choice but to rise above, to be resilient, to drive change, to look forward.
- We had to make decisions while uncertain of the outcomes – making our paths as we walked them – and course-correcting our way to safety.
- We stayed focused on moving forward.
- We were forced to take a step back and to recognize our priorities and what really matters – **finding meaning and purpose.**



# What Happens When We are Driven by Purpose?

***What is a sense of purpose?***

An overarching "why" that will focus us out of the wilderness and into a new light AND a new beginning!

A sense of purpose always precedes the first step in moving forward. It may take a long time – but if we create solutions and overcome challenges – we can achieve transformative change.

When we are driven by hope and purpose, we are able to develop a realistic optimistic perspective and to leverage our strengths and talents in order to help **create solutions and overcome challenges.**

**We are bursting out of our cocoons of the pandemic and spreading our wings.  The new world belongs to the most agile – and, as we move forward, a new way of leading is required.**

**It takes a strong sense of purpose, awareness of how we impact others, courage to go beyond our comfort zones and challenge old ways of thinking, an inclusive mindset, and the willingness to embrace ambiguity and paradox.**
~Gary Burnison

# Activity

**What is your strong sense of purpose?**

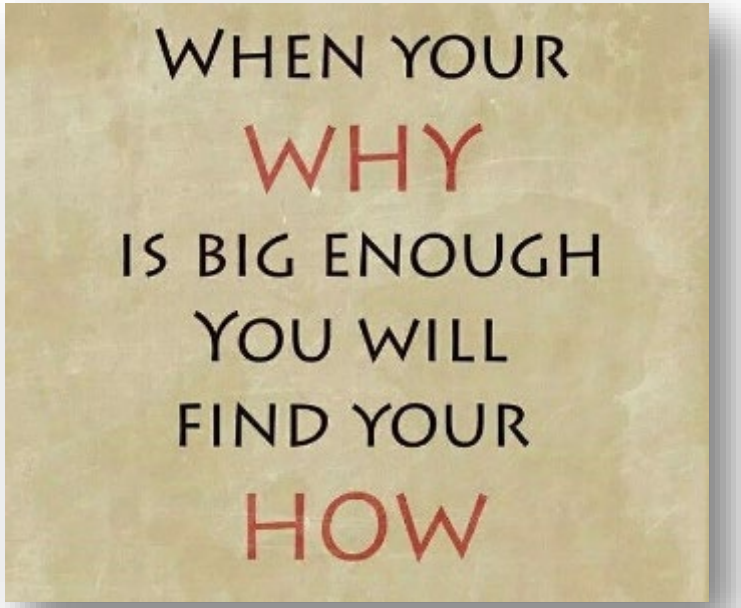
- *Write in chat box or raise hands in room.*

# How Do We Lead with Purpose?

In the post-pandemic future, we all will need to lead differently with greater self-awareness and genuine connection with others – **everyone united behind a bold purpose.**

*How do we lead with purpose?*

- Become clear on the vision and purpose
- Articulate this vision to others to inspire them to set aside their own egos and move forward together.
- Ensure everyone understands how their contributions align with a purpose bigger than themselves.




It is each of our responsibilities to help support others and to remain motivated and aligned as they journey into unchartered territory. They need to see the “True North” of an embodying purpose – the “why” of the journey. What is universal to all is the importance that everyone understands that specific “why”.

# Getting Clear About Our "Why"

In a world that is evolving faster than ever before, one question is asked repeatedly…"Why?"

The desire to make meaning of the world – and to find our purpose within it – is a basic part of our human nature.

Our purpose is the reason why we exist.

**At COC, our purpose is to serve our students.** We view every decision and take every action through the lens of that purpose.

Our Mission Statement reads:

As an innovative institution of excellence, College of the Canyons offers an accessible, enriching education that provides students with essential academic skills and prepares students for transfer education, workforce-skills development, and the attainment of learning outcomes corresponding to their educational goals. To fulfill its mission, College of the Canyons embraces diversity, fosters technical competencies, supports the development of global responsibility, and engages students and the community in scholarly inquiry, creative partnerships, and the application of knowledge.

**We are driven by purpose!**

# At COC, our purpose is to serve our students!

# In the Spotlight

JUSTIN HUNT

*What Will it Take to Pave the Way Forward?*

# Awareness of How We Impact Others

“We cannot change what we are not aware of, and once we are aware, we cannot help but change.”
~Sheryl Sandberg

# Why Does Self-Awareness Matter?

Awareness is knowing about what makes you tick and how you can use that to help others.
To be self-aware is to know ourselves - our values, passions, aspirations, and reactions.
Your level of self-awareness has a huge impact on others.
Self-awareness helps us:

- Become mindful of how our actions affect others
- Develop confidence and creativity
- Make sounder decisions
- Build stronger relationships
- Communicate effectively
- Understand what we bring to our role
- Inspire others towards growth and positive change
- See other people’s perspectives and show empathy
- Create an environment where respect for everyone becomes the standard

# Self-Awareness is a Process

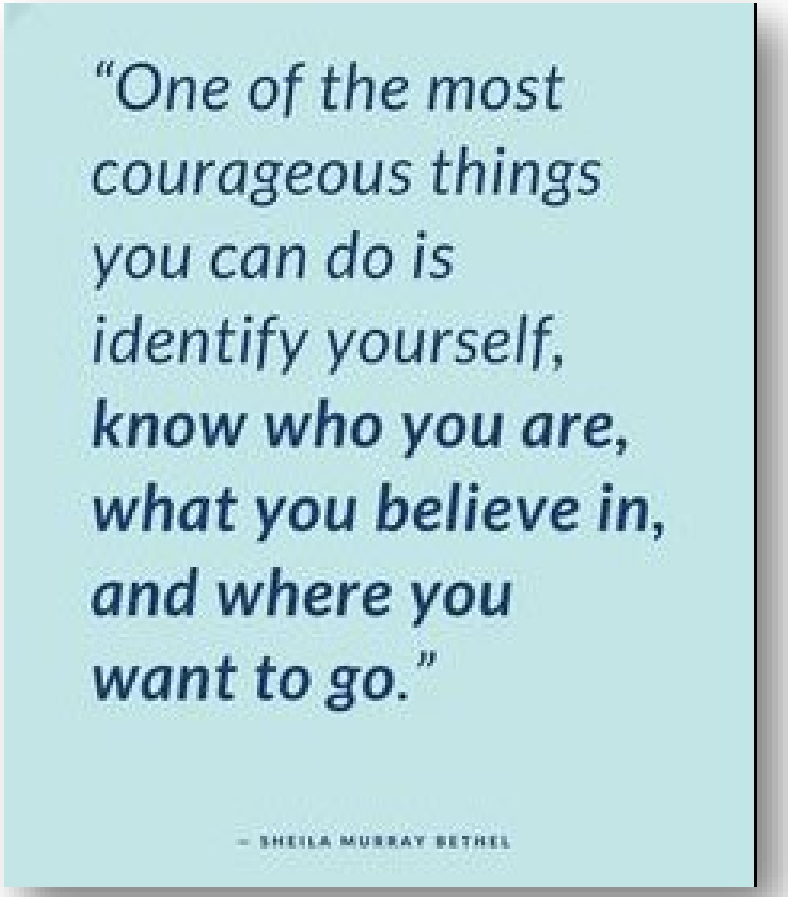
Self-awareness can be developed, it is a process.  Steps for increasing your self-awareness include:

- Asking yourself
  - ✓What matters to you?
  - ✓What do you want to accomplish
  - ✓What do you need to do to move forward?
- Seeking out mentorship and support from different people, relating to areas where you want to grow
- Reflecting on your own thoughts, words and actions as you communicate with others
- Becoming aware of your strengths and weaknesses – leveraging your strengths to achieve positive results and working to correct any shortcomings

# Self-Aware People Create Lasting Change

A study conducted by Korn Ferry Institute found that **"leaders who are self-aware are more likely to be high-performing and to meet their business goals."**

Self-aware leaders use their expertise and passion to create lasting change by using their sense of self-awareness to develop clarity about what is happening around them; identifying areas of improvement; and using these as opportunities to make things better.

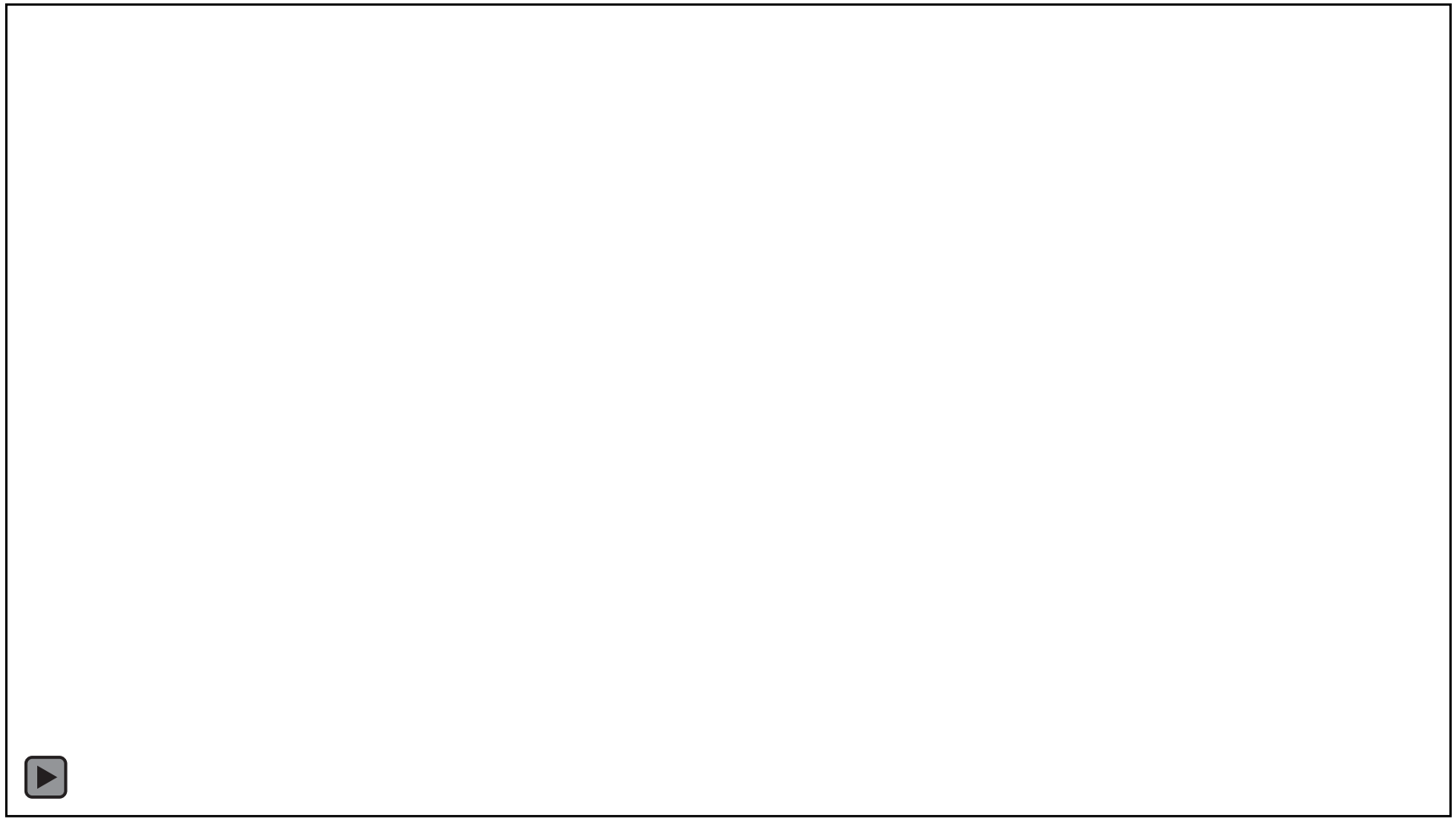


# More Steps for Increasing Your Self Awareness

More steps for increasing your self-awareness include:

- Observing and reflecting on how others react to you
- Asking for feedback from someone you trust
- Considering the feelings of others as you communicate and make decisions
- Finding out what makes you the best you can be and striving toward those outcomes
- Kindness matters as does beingculturally sensitive and respectful of differences

# VIDEO “START YOUR IMPOSSIBLE”



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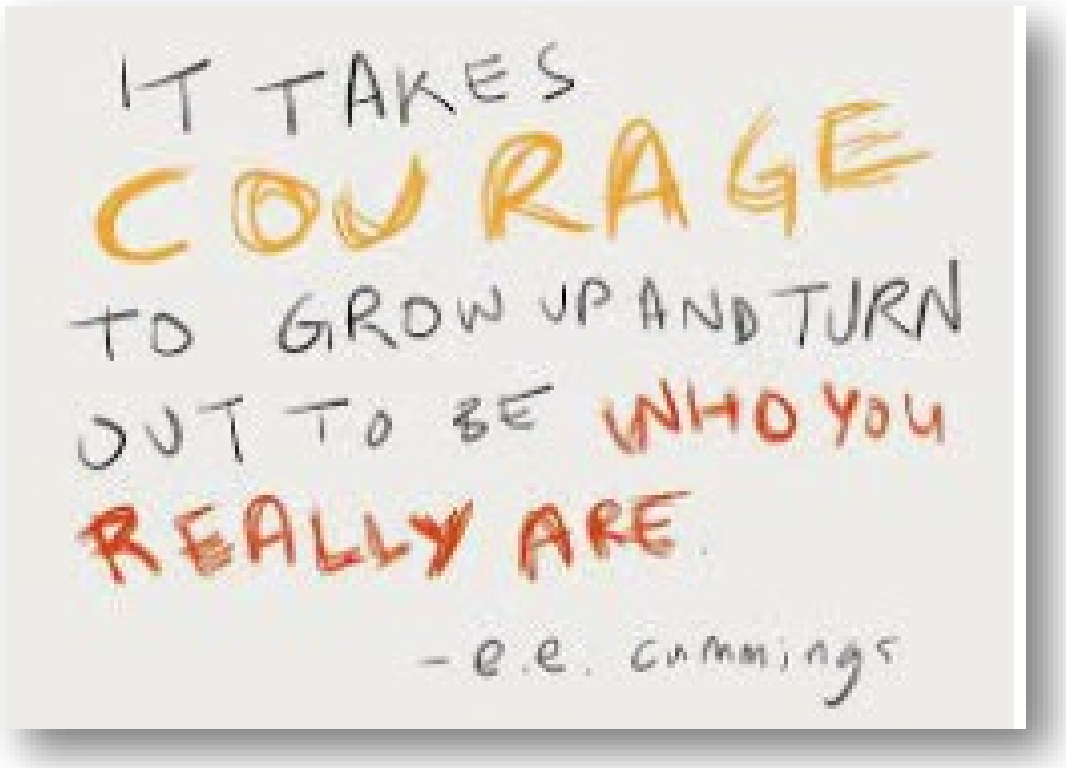
# Awareness of How We Impact Others

Those who have the courage to look within themselves – to disrupt previous patterns and confront fears – will lead themselves and others to new and higher ground, seizing the opportunities that will abound in the post-pandemic world.



# In the Spotlight

JASON MUNOZ
& JIM SCHRAGE
– BIODIVERSITY
INITIATIVE

# *What Will it Take to Pave the Way Forward?*

**Courage to Go Beyond our Comfort Zones and Challenge Old Ways of Thinking**

# Courage

Courage, optimism, and an unstoppable belief in yourself, will serve you especially well – not just during uncertain times – but everyday

- Courage is the ability to face difficulty despite fear.  It doesn't mean never feeling frightened – it's your ability to do things despite being frightened.
- Courage is about being willing to try something for the first time (perhaps running a marathon or learning a new skill), knowing that you may fail, and being okay with that.

**Consider what greater accomplishment or goal could be achieved if we did not give in to our fears.**

# How to Show Up with Greater Courage

Here are some ways to show up with greater courage:

**Get "on purpose"**

- Get clear on who we are supposed to serve.

**Dare to pursue a bold "invented future"**

- Pursue "what could be" an "invented future" that is not limited by the past.
- Lead from a place of possibilities.
- Now is a time to be purposeful, reshape the future, and expand the vision of what others see as possible.

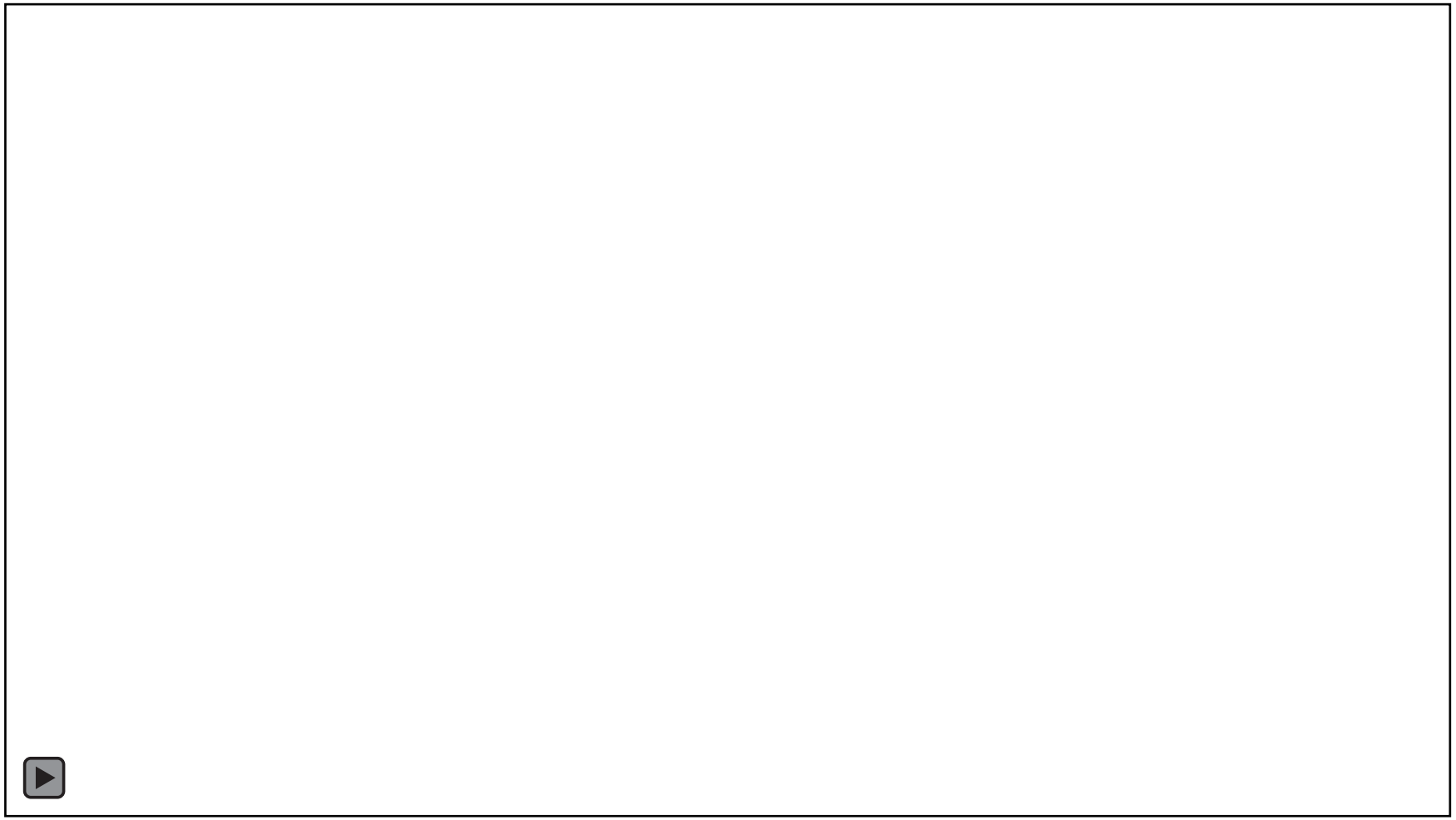
# Activity

Take 15 minutes to think about:

- What would you do if you could not fail?
- What will you regret not doing if you don’t try?

Write your answers down on paper or in the chat box.

# So, just what are you going to do?
# VIDEO “YOU GOTTA JUMP TO BE SUCCESSFUL”



https://www.youtube.com/watch?v=-PdjNJz7B1Q

# How to Show Up with Greater Courage

**Embrace vulnerability**

- Only when you are willing to lower the “I’m in charge and know everything” mask, can you show up with the authenticity needed to inspire those around you.
- People are hungry for leaders who are unafraid to step out from behind scripted speeches and be real.

**Encourage**

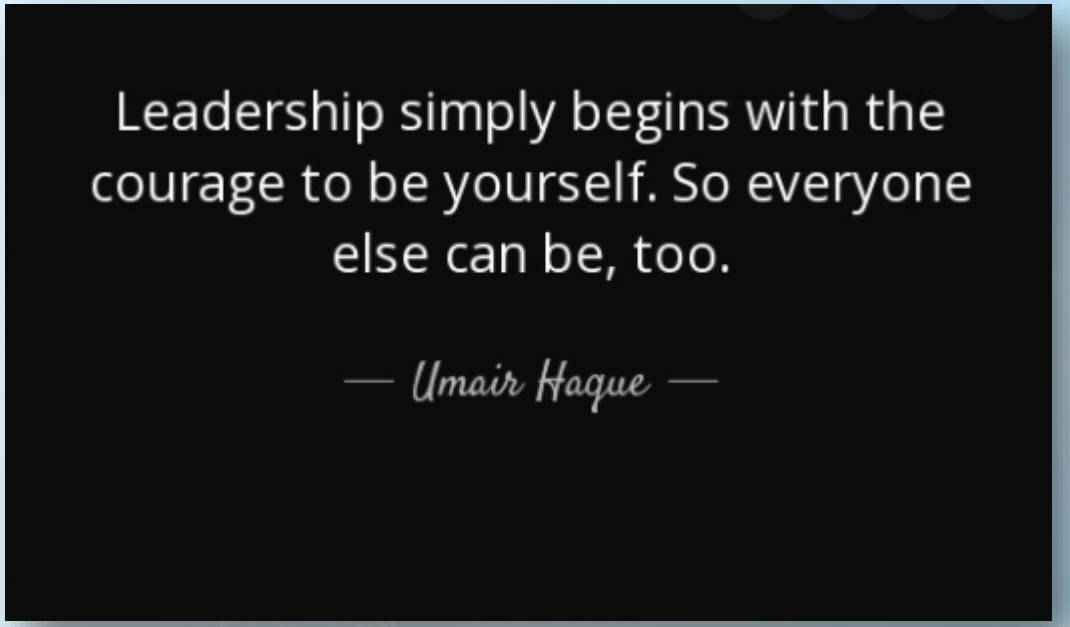
- A recent survey found 40% of employees lack the confidence to share their ideas for fear of being disregarded if they do.
- When people know their contribution and input is valued they are more willing to share their suggestions (even if it’s a wild and crazy idea).
- Invite everyone to participate and call on those who don’t
- Never respond in ways that make people regret sharing

# Leaders Inspire Courage

Good leaders never kill courage.  They inspire it.  Here's how:

**Embolden Others to Think Bigger and Be Braver**

- Catch people doing things right and acknowledge the potential you see in them.
- Entrust them to make good decisions and solve tough problems.
- Encourage them to step out of their comfort zone.
- Act with the courage you want to inspire in others!

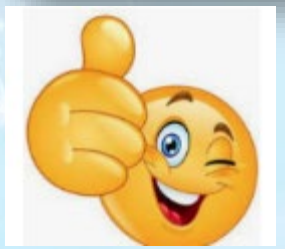


# We Need Courageous Leadership Now More Than Ever

Regardless of our roles, we are all leaders. Whether it be as a teacher, boss, parent, family member, care giver, project manager, colleague, team mate, pet owner, etc. – most of us are responsible for leading someone or something.

- As leaders, people need you to tell them (and believe) that you can lead them through whatever will come their way between now and when life gets back to normal, whatever and whenever that normal will be.
- They need you to have the courage to steer the ship, to say *"Here's the direction in which we should go, I know we can get there and I need you with me to do so."*

**We have seen courageous leadership day in and day out!**



Extra credit if you can remember these characters!

**“You can conquer almost any fear if you will only make up your mind to do so. Remember, fear doesn’t exist anywhere except in the mind.”**

~Unknown

# “Courage is Being Scared to Death and Saddling Up Anyway.”

~John Wayne

Courage is the willingness to risk hurt or failure.
Learn to push through the discomfort.  It’s never easy, but we’re always grateful and stronger when we’re done.

**So, how are you creating a courageous culture?**

# Learn to Push Through the Discomfort of Fear

- The fear will never go away as long as you continue to grow – it is part of taking a risk (which you do to grow!)
- The only way to get rid of the fear of doing something is to go out…**and do it!**
- The only way to feel better about yourself is to do something.
- Not only are you going to experience fear whenever you are on unfamiliar territory, but so will everyone else.
- Pushing through fear is less frightening than living with the underlying fear that comes from helplessness.

**Can anyone offer an example of when you experienced fear and pushed through it during the last 17 months?**

# Don’t Fear Failure

Failure is usually temporary; it passes like a storm.  So, why let fear paralyze you?

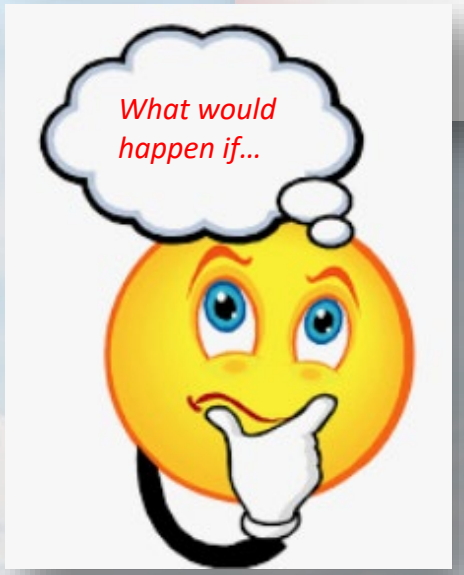
Remember:

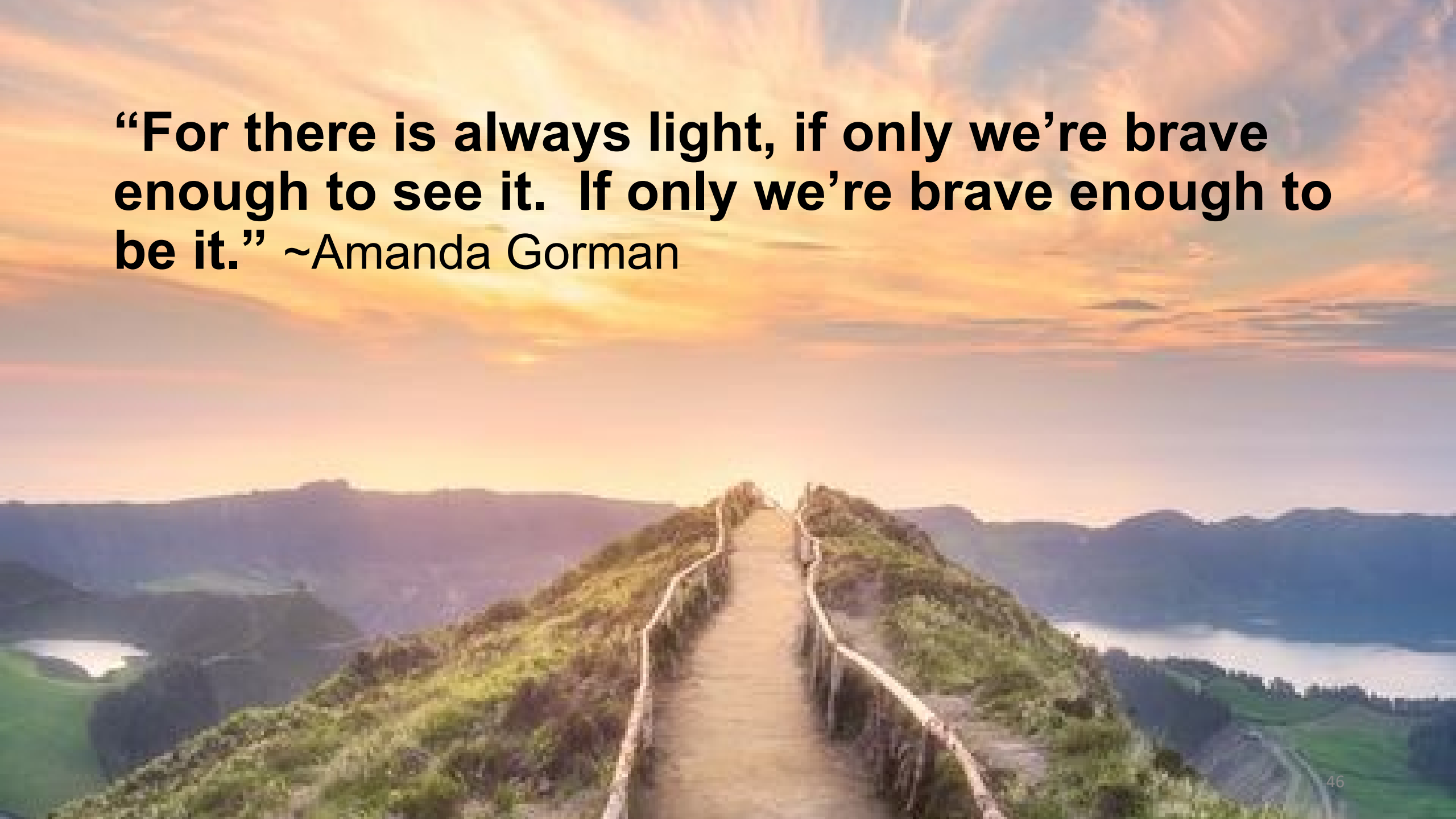
- Our mistakes don’t define us – only our fears do.
- We create our own fate – one decision at a time.
- Every day we wake up and have a chance to do what we want and to be who we want.  The only thing stopping each of us – is each of us!

The questions you need to ask yourselves are:

- If you do not give into your fears, what would you be able to accomplish?
- What would happen if you inspire courage among your colleagues and across our campus community?

***Submit your thoughts***




“For there is always light, if only we’re brave enough to see it.  If only we’re brave enough to be it.” ~Amanda Gorman

*What Will it Take to Pave the Way Forward?*

# An Inclusive Mindset

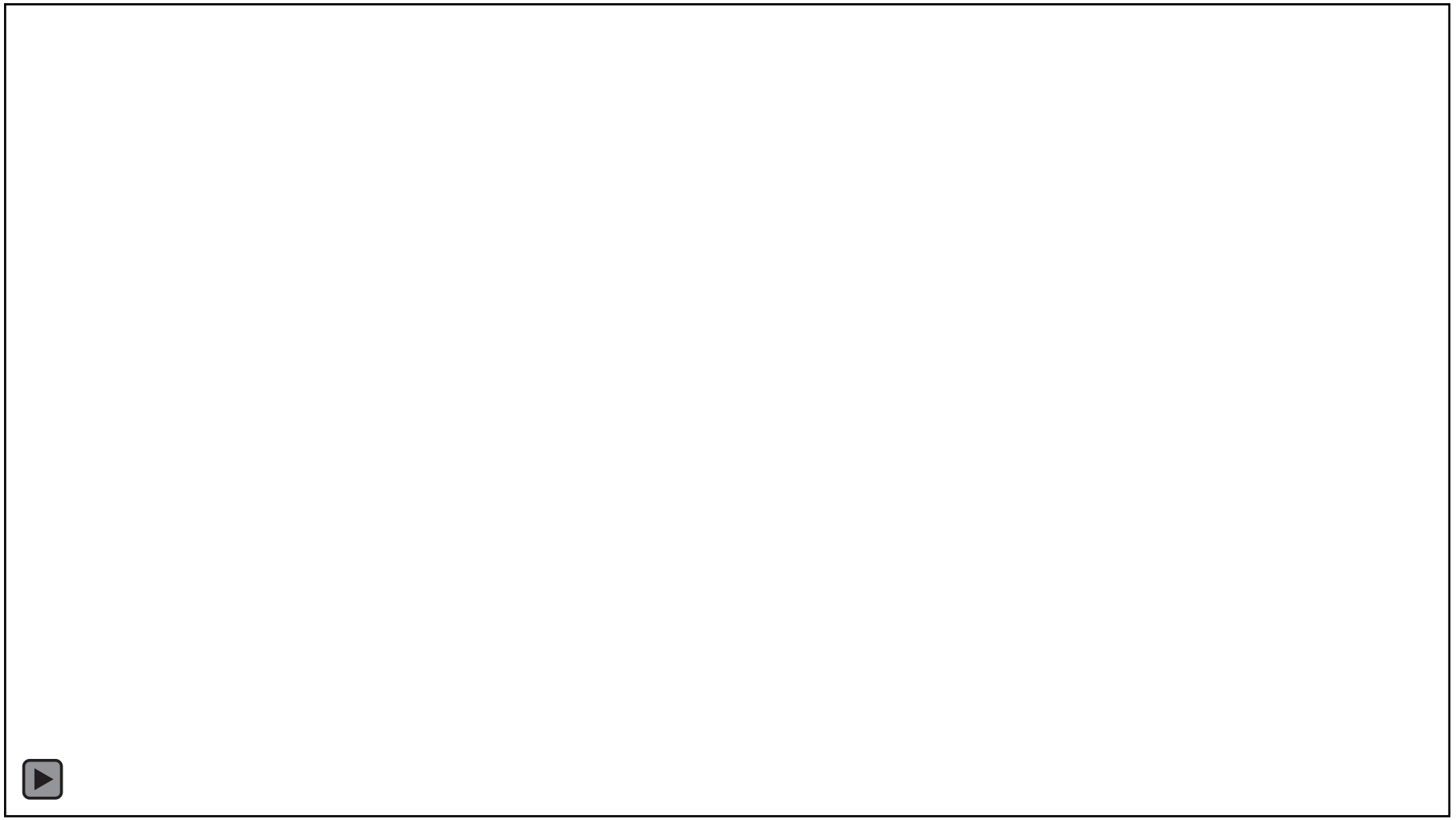
# The Path Ahead…

**“The time is always right to do what is right.”** ~Martin Luther King

As we turn the page on what has been a difficult chapter, we’re leaving the past behind us and looking forward to the path ahead.  Now is the time to take our culture to a more inspirational level.

To ensure that a healthy, inclusive culture takes root and grows, we must commit to ensuring that everyone has a seat at the table, that they feel empowered and free to express themselves.

# VIDEO “WHAT AGNES SAW”



https://www.youtube.com/watch?v=ArIftpnnR0c

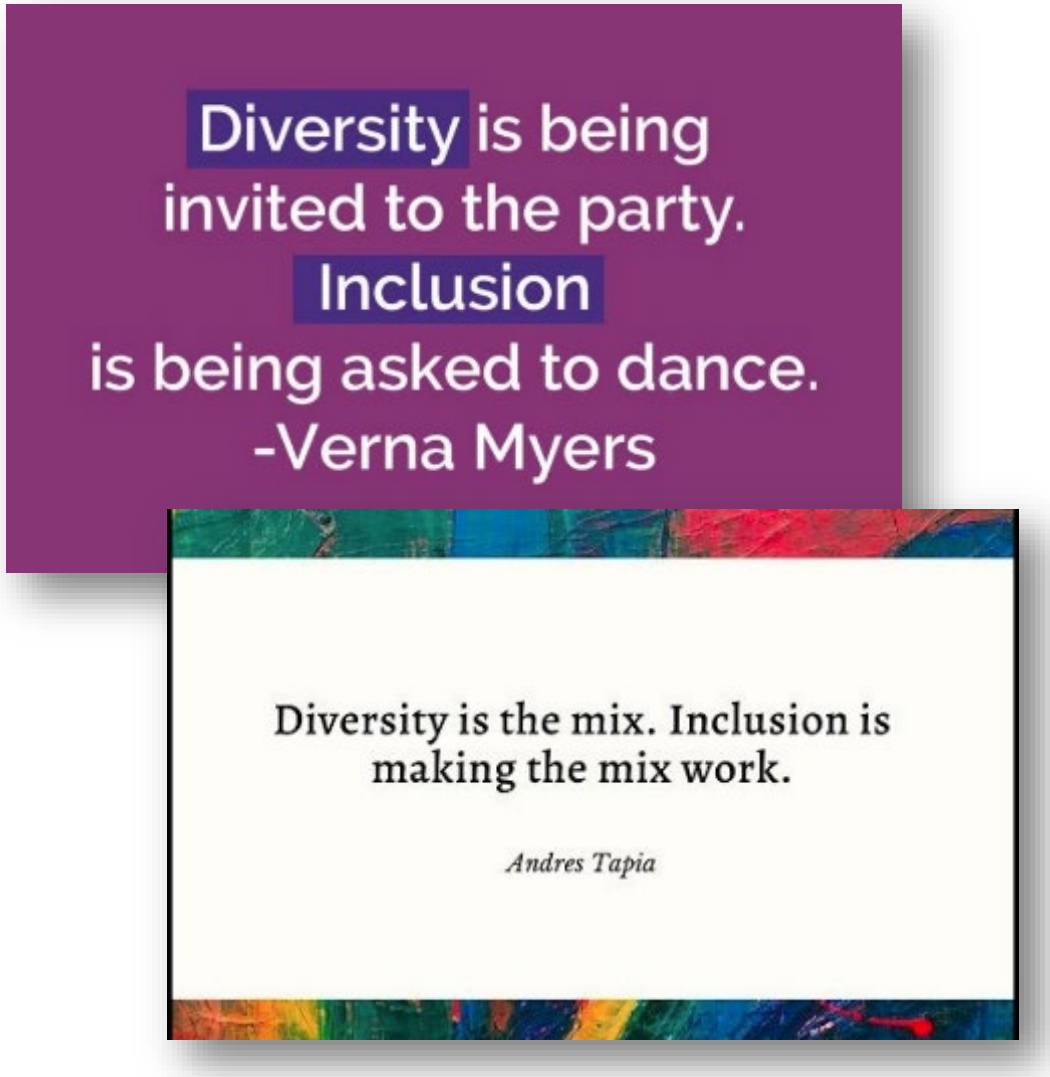
# The Connection between Diversity & Inclusion

Diversity and inclusion matter more than ever now as we commit to moving forward.

It is important to note that although diversity is not the same as inclusion, they do go hand-in-hand.

Diversity is the actual makeup of the organization (different races, genders, nationalities, religions, etc).

Inclusion is how diversity is integrated. An inclusive workplace is one where every person is heard, valued and respected.



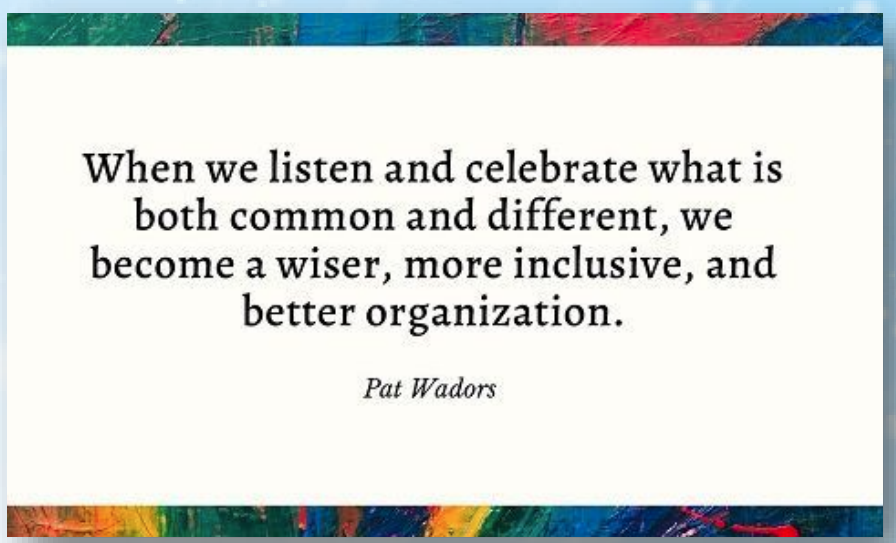

**The goal is to ensure that everyone feels that they belong.**

# Embracing Diversity Gives Us Fresh Perspectives

Prioritizing innovation and embracing diversity are essential right now as we come out of this crisis and focus on new and better ways to stay relevant and thrive in an ever-changing world.

Diversity is one of the best ways to boost innovation!

- Innovation stems from the ability to approach an issue and find solutions from different perspectives.
- Diversity brings together unique perspectives, various cultural backgrounds, different skills and life experiences.
- A diverse workforce can bring fresh, new ideas to the table; come up with creative solutions, and encourage innovative thinking. When multiple voices and personalities come together you get a fresh perspective on the task at hand are more likely to introduce radical new innovations.

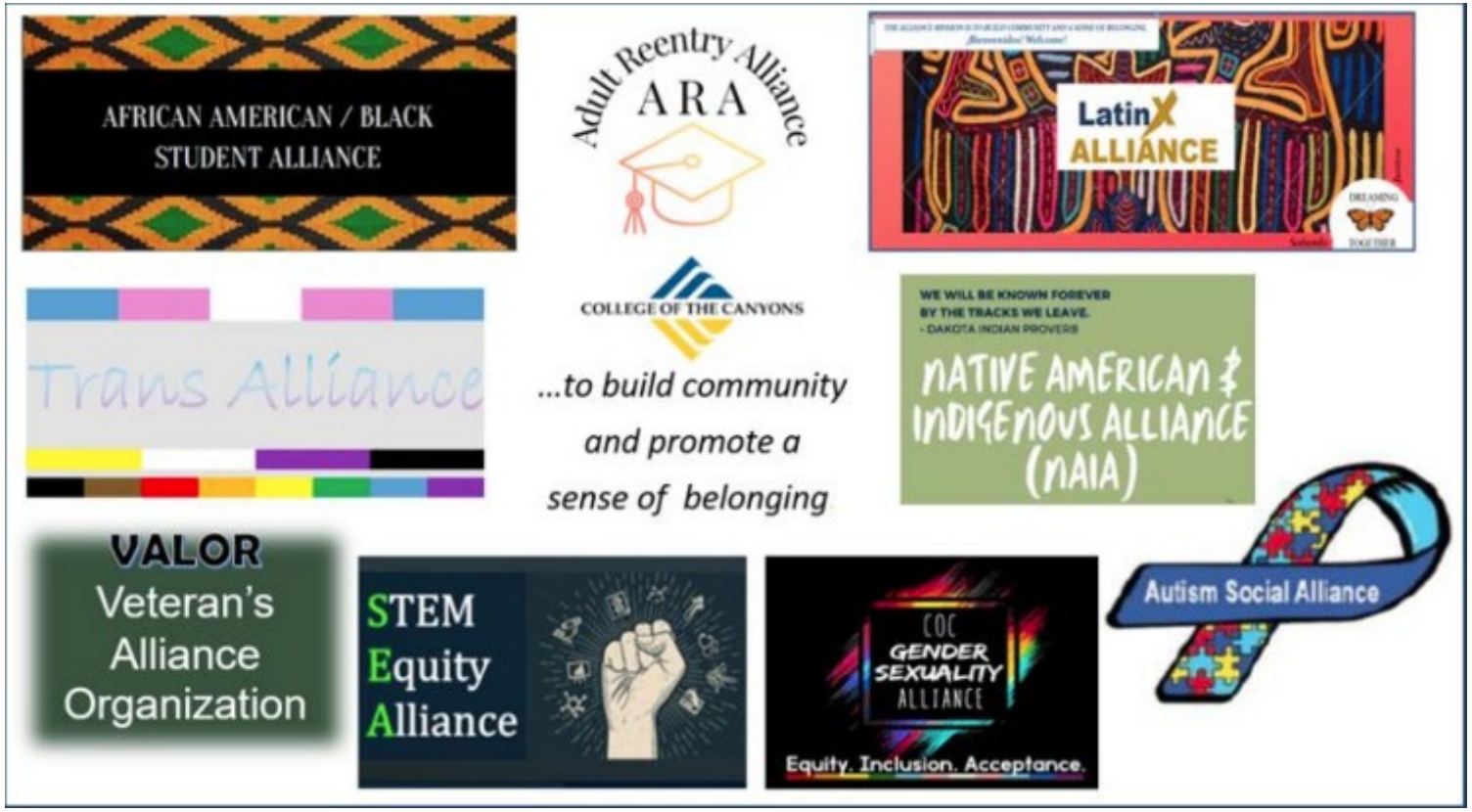



**Organizations who welcome diverse talents and include multiple perspectives are like to emerge from this crisis stronger. We must do this – each and every day, at every turn!**

# At COC, we are committed to diversity, equity and inclusion!

In keeping with the *CCCCO 2020 Call to Action*, COC is committed to cultivating and maintaining a climate where equity and mutual respect are both intrinsic and explicit by valuing individual and groups from all backgrounds, demographics, and experiences."

We have made progress in moving forward the priorities as called out in Chancellor Oakley's Call to Action.



# How to Create an Inclusive Environment

**What does it take to create an inclusive environment where all students are equitably served?**

Embracing diversity means that we must intentionally practice acceptance and respect towards one another.

Our commitment to diversity requires that we strive to eliminate barriers to equity and that we act deliberately to create a safe and inclusive environment where differences are valued.

We must honor that each individual is unique and that our individual differences contribute to the ability of the college to prepare students on their educational journeys.

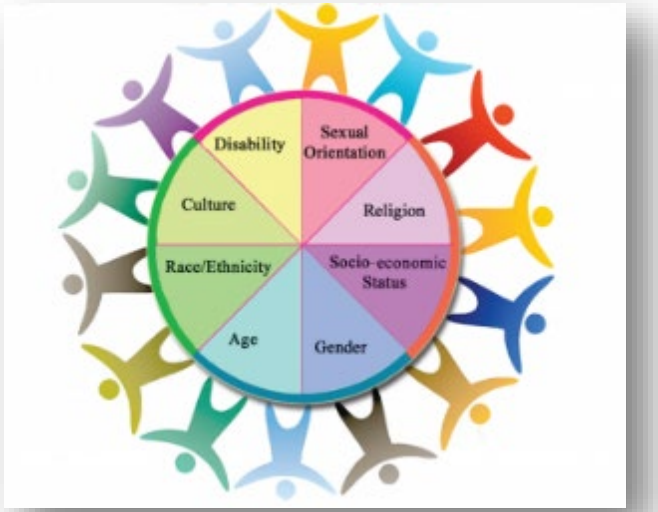
***How have we done so at COC?***

# To date, we have -

- Opened our virtual Multicultural Center.
- Hosted town halls about anti-racism for students and employees coordinated by our IE$^2$ and Equity Minded Practitioners groups.
- Offered more than 175 campus-wide professional development opportunities related to anti-racism and DEI.
- Held a Board of Trustees study session on Diversity, Equity and Inclusion that featured a panel of statewide experts.
- Honored Diversity Awareness Month (April) by having numerous events to celebrate the cultures of our campus community.
- Adopted resolutions supporting anti-racism and DEI by the Board of Trustees, Academic Senate, Classified Senate and ASG.
- Developed a cultural competency checklist for faculty that was approved by the Academic Senate.
- Distributed messages from campus leadership regarding support for our diverse communities of students and employees.
- Presented an updated Student Equity and Achievement (SEA) plan to the Board of Trustees.
- Offered sessions on Culturally Responsible Pedagogy through the Center for Excellence in Teaching and Learning.
- Revised AP 7120A - Full-time Faculty Recruitment and Selection Procedures, including a revision of our full-time faculty job announcement template.
- Updated several board policies and administrative procedures in relation to DEI.
- Launched a Call to Action Coalition.
- Advertised opportunities to join and engage in the Vision Resource Center “Community Colleges for Change.”
- Offered our District leadership program both addressing DEI; LEAP 2020: Leadership During a Crisis and LEAP 2021: Connecting Communities: Engaging, Partnering, Designing and Doing!

# BREAKOUT ACTIVITY
## How inclusive are you?

- How does your unconscious bias influence your behavior?
- Do you catch yourself in moments when you make assumptions about others?
- Do you actively listen in all conversations, no matter who is speaking?  If not, why not?
- When you put together teams, do you purposefully include members with a broad range of perspectives and backgrounds?
- What would you like to do better?



# *What Will it Take to Pave the Way Forward?*

**Willingness to guide and encourage others to exceed their potential through coaching and inspiring.**

Our students need this more than anything right now – they need all of us.

# In the Spotlight

## ASG STUDENT PANEL – LED BY ABIGAIL ROYSTER

# How Do We Inspire Others?

# Making Inspiration our Aspiration

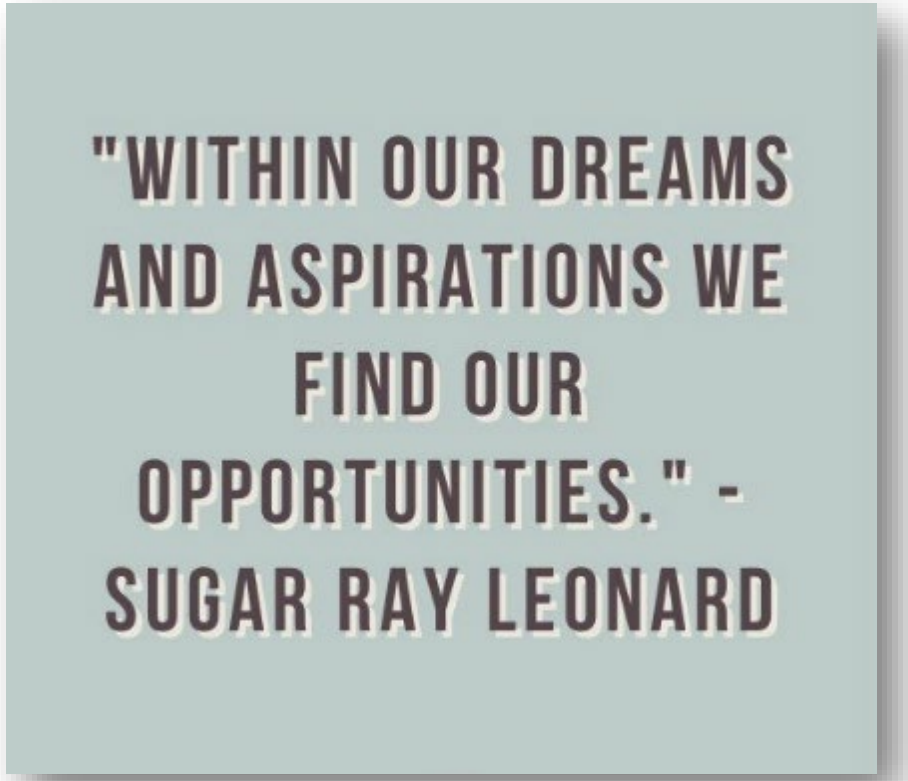
Aspiration comes from within – and it's usually focused on ourselves.

Inspiration is the other side of it – and it's all about others.

We all have aspirations – the next job, the next role, the title, the promotion, the money.  That is how some people measure success.

Ultimately, leadership is about inspiring others to believe.  Our aspiration should truly be the inspiration of others.

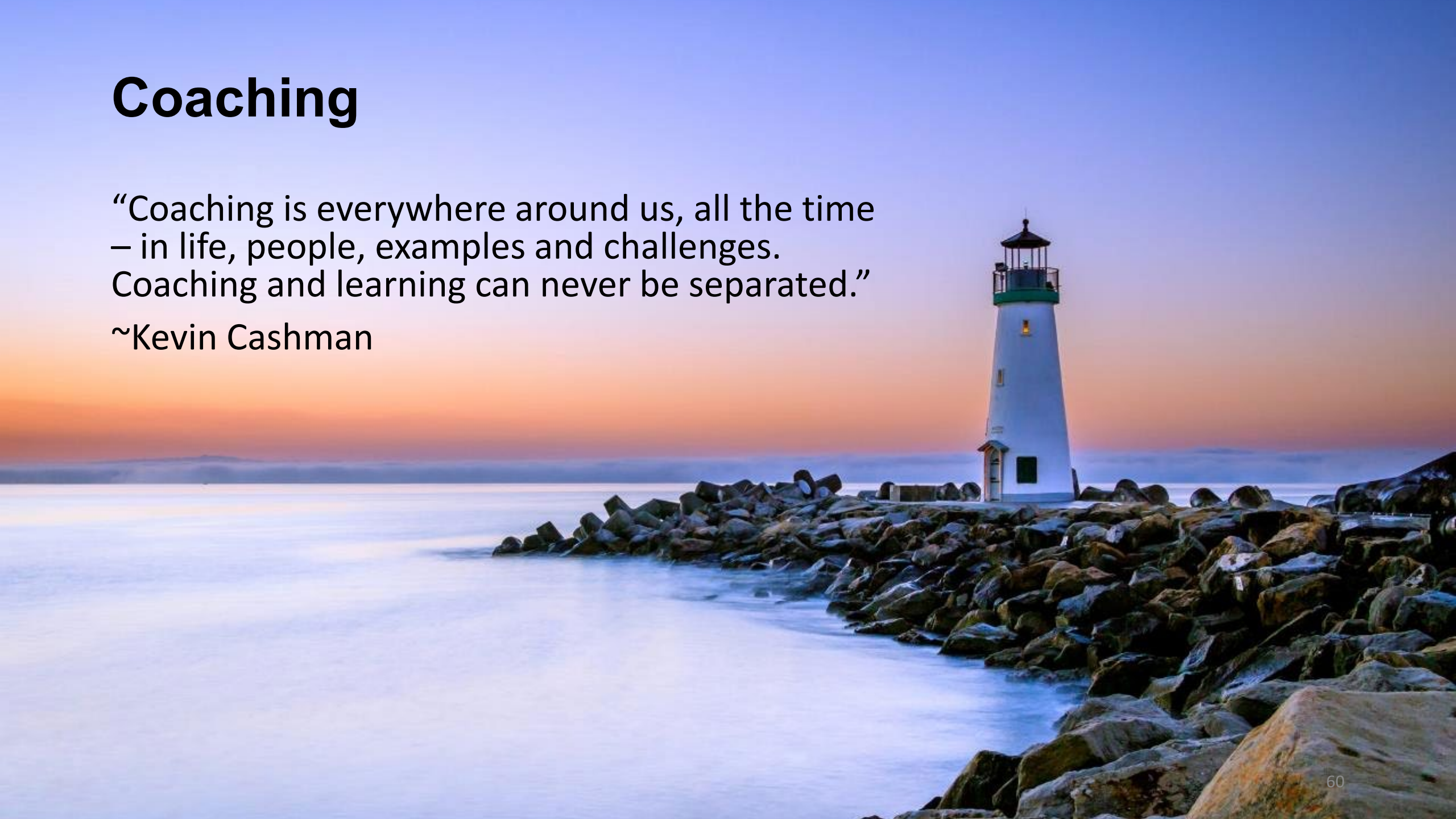
How often do we hear these words when others feel stuck and unmotivated?  *I'm just not inspired.*



# Coaching

“Coaching is everywhere around us, all the time – in life, people, examples and challenges. Coaching and learning can never be separated.”

~Kevin Cashman

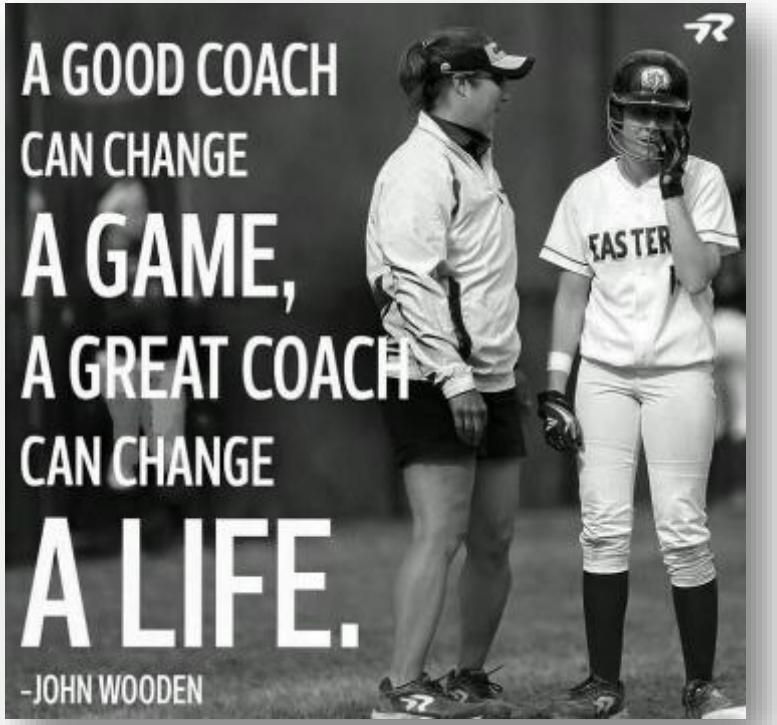


# Coaches Make a Lasting Impact – We Can All Be A Coach To Someone

Without support and help from others, it's nearly impossible take a leap of faith on our own.

A great coach:

- Listens, encourages, inspires, motivates, guides, teaches and supports others.
- Gives us wider perspectives – not telling us what to think, but rather what to think about.
- Offers a guiding hand, a gentle nudge, and a voice of assurance and of reasons that say "don't give up"…stick with it…don't get discouraged…you have the energy to see this through."
- Energizes them to take the hill, calm the crisis, transform the old way, and achieve their calling.
- Helps us gain clarity about how we see our future and how we can get there.




Coaches believe in us, even before we believe in ourselves. But more than what they say, it's how they make us feel. Their words and actions last a lifetime. We coach every day!

# Encourage Others to Face Challenges

In times of uncertainty, coaches:

- Encourage others to step out of their comfort zones to take risks.
- Coach them and help them to create visions for their futures.
- Guide them through what success will look like and how it will feel once they have achieved their goals.

**Coaches know that the more people see, the more they can be.**

# In the Spotlight

JAMES GLAPA-GROSSKLAG &
JOY SHOEMATE

# Acknowledge Fear – Ours and Others

When people face fear, the natural inclination is to be paralyzed. They “turtle up”, unable to move.

In the face of crisis, people are frightened and in those moments, their fear is all they can understand.

Leadership, particularly in times of crisis, means meeting people where they are. Acknowledging their fears must come first, before collective genius can “bubble up”.

At the same time, people truly need hope, the assurance that “everything will be okay”.

**How do we do that? We reach out and connect!**

# Make a Connection

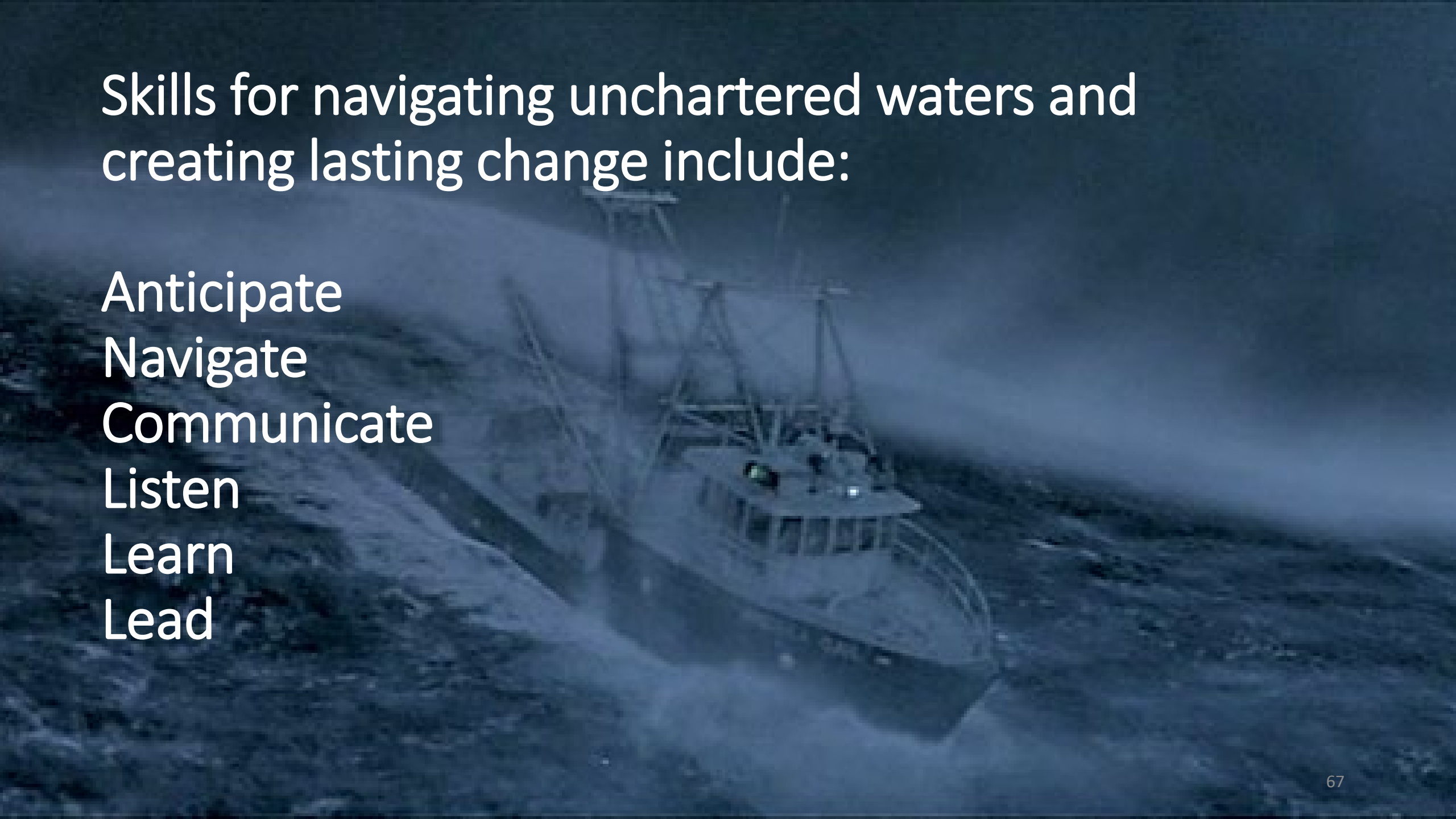
How to reach out and connect:

- Always be approachable and keep your focus on others
- Demonstrate purpose, meeting everyone where they are
- Be willing to let down your guard and show your vulnerability

**Ask and listen**. Every person is unique. We cannot assume we know what each person wants or what their goals are. What motivates one person is not the same for another. Some are motivated by achievement – the mastery of something challenging. Others are driven by affiliation – building relationships and a sense of belonging. Or power – having influence over others.

We each yearn to be part of something bigger than ourselves – we want to be valued, appreciated, to be recognized. When people are recognized, they're happy; and when they're happy, they're inspired and motivated.

*What Strategies Will Help Us Transform Ourselves and Our Possibilities in the Future?*



# Skills for navigating unchartered waters and creating lasting change include:

Anticipate
Navigate
Communicate
Listen
Learn
Lead

# SKILL #1: ANTICIPATE

Foreseeing what lies ahead, amid ambiguity and uncertainty that are throttled up like never before.

# Anticipation Begins with You

**Accept vulnerability as a strength.** Admit that tomorrow's answers won't be found right away.

- The world has been disrupted
- Collateral damage is all around us.
- We have all had to make rapid decisions simply to survive
- It is now time for the big reset.
- To thrive, we will need to reimagine our future.

# Remember the Three Qualifiers – You Can't Anticipate Without Them

There are three things you must be able to do before you **anticipate**:

- **Embrace humility.** Without humility, you risk being arrogant –thinking your way is right while dismissing others' input and ideas – that creates inflexibility and hurts others.
- **Be self-aware.** Measure yourself – not overestimating your strengths and not underestimating your weaknesses.
- **Avoid complacency.** When things are going well, it's so easy to get comfortable. That's when complacency can set you back - lack of direction, growth, productivity, motivation, and opportunity.

*To Anticipate…*

# Start with the Reality of Today

We don’t need a crystal ball to anticipate.

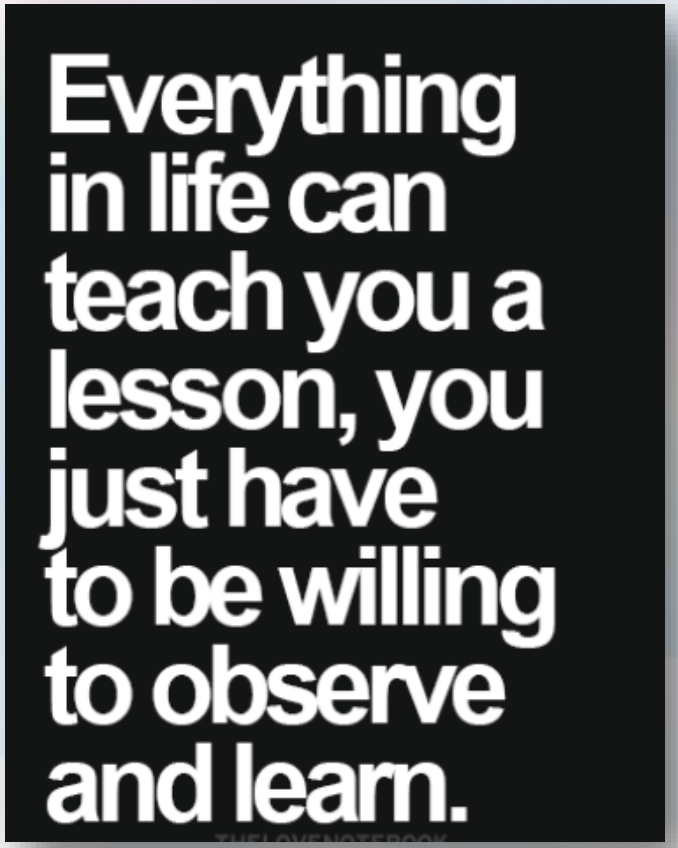
Start by:

- Being tuned into what’s happening around us and in the world
- Paying attention to the present; then
- Defining reality – as we know it at the moment

# Observe and Learn

Anticipation is about moving toward a future that is not yet able to be seen.  To do so, observe and gather input and information broadly.

- Pay attention to students' needs
- See what is happening around us.
- Actively look at the world through the lens of students.
- Seek out information and insights – find connections:
  - ✓Those who are closest to the front lines have the most valuable insights
  - ✓Pay close attention to feedback
  - ✓Encourage all views
  - ✓Pick up the phone and call to check in with people to find out how they are doing



# *Understand…*
# The Meaning of What You See

Once you define reality, you can move from
***"this is what is happening now"*** to the lens of ***"what this means for the future".***

- Anticipation helps you grasp all of the risks involved in a particular strategy. As you visualize all possible outcomes, you can make better decisions.

- Strategizing is like making a bet. The skill of anticipating improves your odds and gets amazing results.

# Mission “Possible”

We face unprecedented levels of uncertainty, ambiguity, and constant change that make each day a “mission impossible”.

Throughout history, we have faced upheavals, from world wars to technological advancements to a pandemic, that have changed how we live and work.

**How can we thrive in today’s reality?** The answer is rooted in a key leadership skill: **anticipation**.

Anticipation starts with the reality of today and using what we know to forecast the unknown of what’s likely to be beyond the horizon.

# Activity

Take 5 minutes to think about:

- What do you know at the moment?
- As you start this semester, where are you starting from?
- What do you want to do next?

Write your answers down on paper or in the chat box.

“You don’t make progress by standing on the sidelines, whimpering and complaining.  You make progress by implementing ideas.” ~Shirley Chisholm

# SKILL #2: NAVIGATE

Course-correcting in real time
to keep us on an even keel.

# In Real Time, Correct Your Course

Navigation is companion to anticipation.

Navigation focuses on what happens in the present, with real-time adjustments:

- Making proactive, purposeful decisions
- Being agile in the moment
- Never losing sight of the ultimate goal

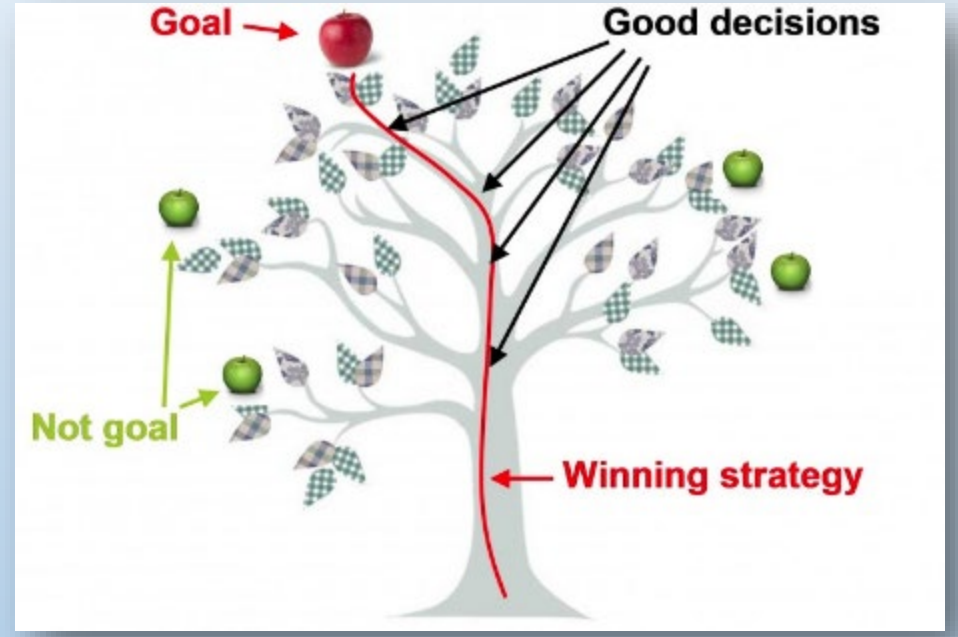
This is equivalent to surfing: paddling out and choosing the right wave. While riding that wave, you decide whether to take it to shore or bail out and find a better one. **It happens in the moment!**

# Plan a Little, Think a Lot, Decide Always

Navigating is determining our current position, planning and following a route.

It takes navigation and strategy to maintain the right trajectory over time.

- We can't ignore reality.  If we try, what becomes truly avoidable is the consequence of having avoided reality.
- "Let me think about that" can be just as toxic as "that's the way we've always done it."
- No decision is still a decision – and probably a bad one.
- A lack of decision-making fosters uncertainty and creates organizational paralysis.



# Respond in a Crisis

Command-and-control is not the answer.

Decisions and actions must be made by others who are on the “front lines”.

Empowerment happens when leaders are:

- Willing to relinquish control;
- Give direction;
- Set the boundaries;
- Offer support; then
- Get out of the way.

COC nursing students joined the pandemic battle by putting their skills to work at the COVID-19 testing site at the Valencia campus.

Tents serve as temporary classrooms following the 1994 Northridge Earthquake.

# *Yet…*
# Know When to Take the Wheel

When leaders are responsible for an organization, they oversee the entire airspace – from the ground level up and beyond.  Nothing can be “beneath” them.

- How and when they need to take the wheel depends on the organization and the circumstances.
- When facing critical issues in moment, be at “ground level”.
- But decide.

**No circumstances will ever be perfect.**

# In the Spotlight

JIA-YI CHENG-LEVINE, TIM HONADEL, BRENT RIFFEL, SAB MATSUMOTO

# SKILL #3:  COMMUNICATE

Constantly connecting with others.

# Tell the Truth

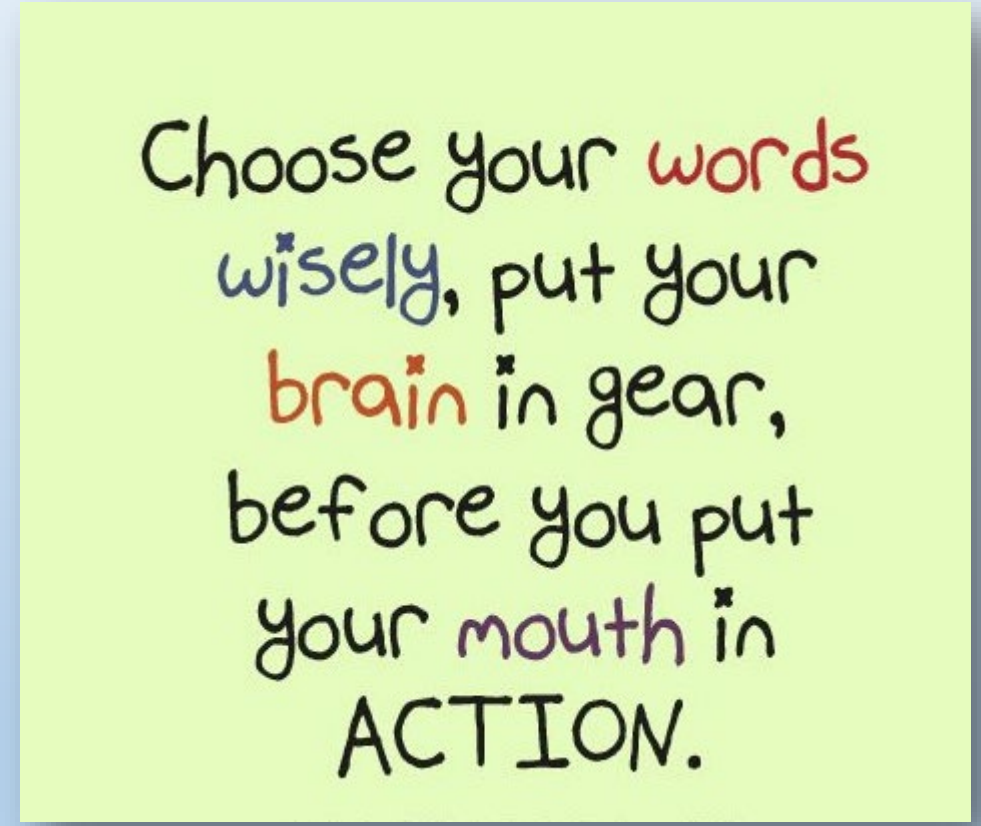
When communicating in a crisis, others would rather know the truth than dwell in the worst-case scenarios residing in their imaginations.

- A lack of information fosters uncertainty and leads to speculation – empower others with information.
- Uncertainty breeds fear which causes chaos.
- No matter how serious the news, people prefer certainty.
- So, counter fear with facts and hope.

# Avoid Shortcuts

Communication takes time and lots of it.

- It's easy to give into the temptation to take shortcuts such as assuming that people already know certain information.
- It takes work to deliver messages frequently and consistently, with candor and honesty.
- So, speak more with assurance than authority.
- And, pay attention to tone and content.




It is not possible to back a text, an email, or a nonverbal communication.
Examples that stand out – funny/critical experiences from Zoom.

# Lose the “I”

None of us accomplish anything all by ourselves.

The time for “I” is in making tough decisions and being willing to accept the consequences of them – even if others don’t understand.

- Focus on a common purpose and shared goals.  It really is about “we”.
- When **we** are looking to move people to action, communication that is interactive, creates true connection, and stirs emotional responses - matters.

# Involve and Bring Others In

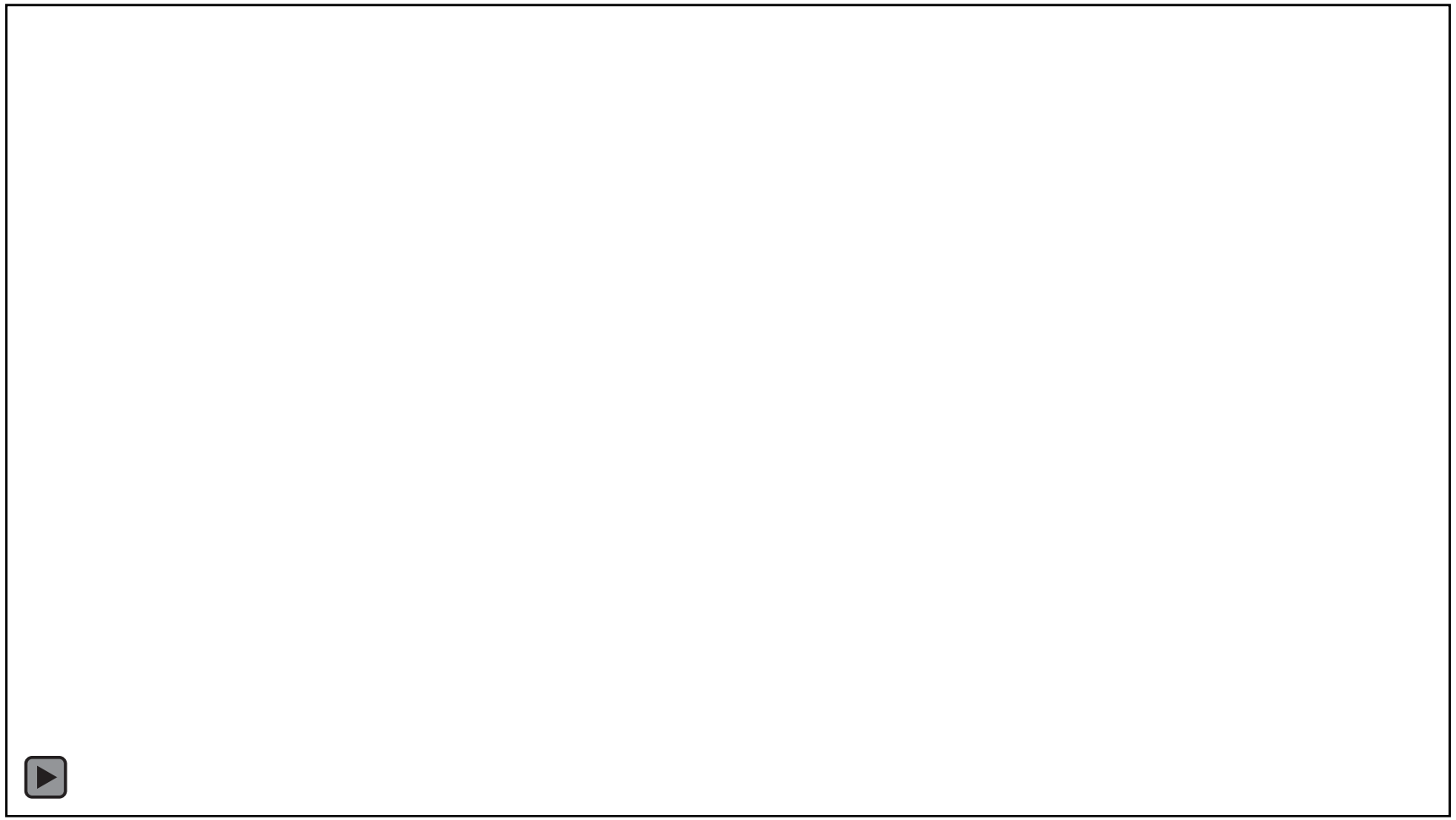
As you start a new semester, with students who are afraid, uncertain and vulnerable, break the ice by engaging them in conversation – by inviting them in and get them to talk about themselves.

Asking others to share something interesting about themselves helps them feel personally and genuinely connected.

For me, a silver lining to the pandemic has been greater emotional intelligence as I have seen people reach out personally, authentically, and frequently.  It matters more than you know.

**How did you reach out and bring others in?**

# VIDEO “THE WORLD ONLY MOVES FORWARD WHEN WE MOVE TOGETHER”



https://www.youtube.com/watch?v=sHXcWvZr-9c

# Feel and Speak “Right Brain”

Communication, like leadership itself, is all about meeting people where they are.  Forge an emotional connection on a very real and human level.

To communicate more effectively, develop “right brain” emotional skills:

- Empathy – concern for others’ feelings, problems, and motivations.
- Sociability – interacting with others
- Influence – motivating and persuading others
- Assertiveness – taking charge and directing others; being decisive

*Left Brain, Right Brain. Painting by Karen Danielz*

# *Praise Others…*
# Motivate Exponentially

Comment when your students and colleagues do good work - encourage them.

Motivation is important, now more than ever.  Students want to belong – they want to know they are not in this alone.

- A sincere congratulatory email, recognition on the Zoom session, or even a simple “thank you” are powerful motivators.
- Showing respect and appreciation to others can be transformational.
- Noticing students’ efforts and communicating accordingly, builds a culture of recognition.
- Celebrating incremental achievements – not just the final results, is the encouragement people need.

**What is something that someone did for you during the pandemic that stands out?**

# SKILL #4: LISTEN

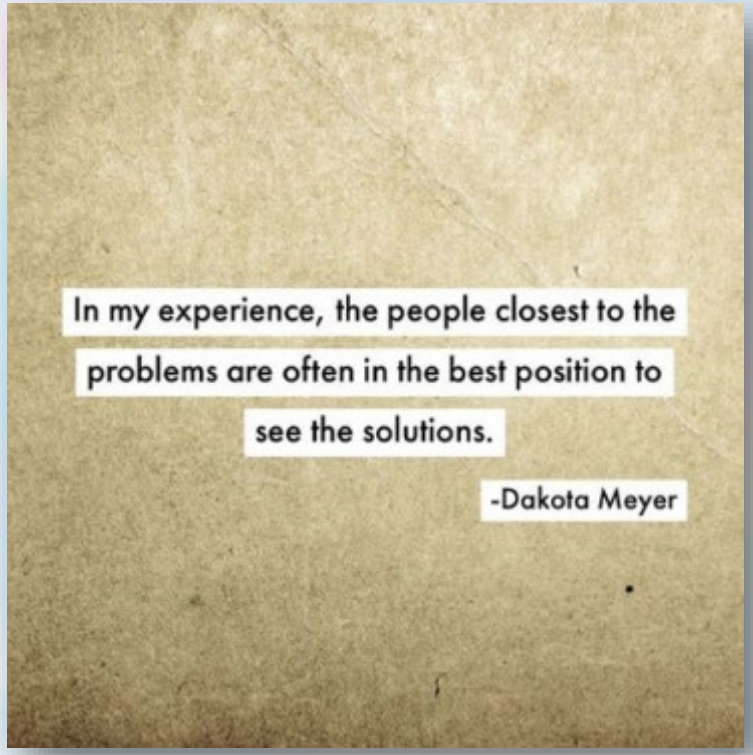
Gather insights at all levels.

> Listen
> to the sound of your feet —
> the sound of all of us
> and the sound of me.

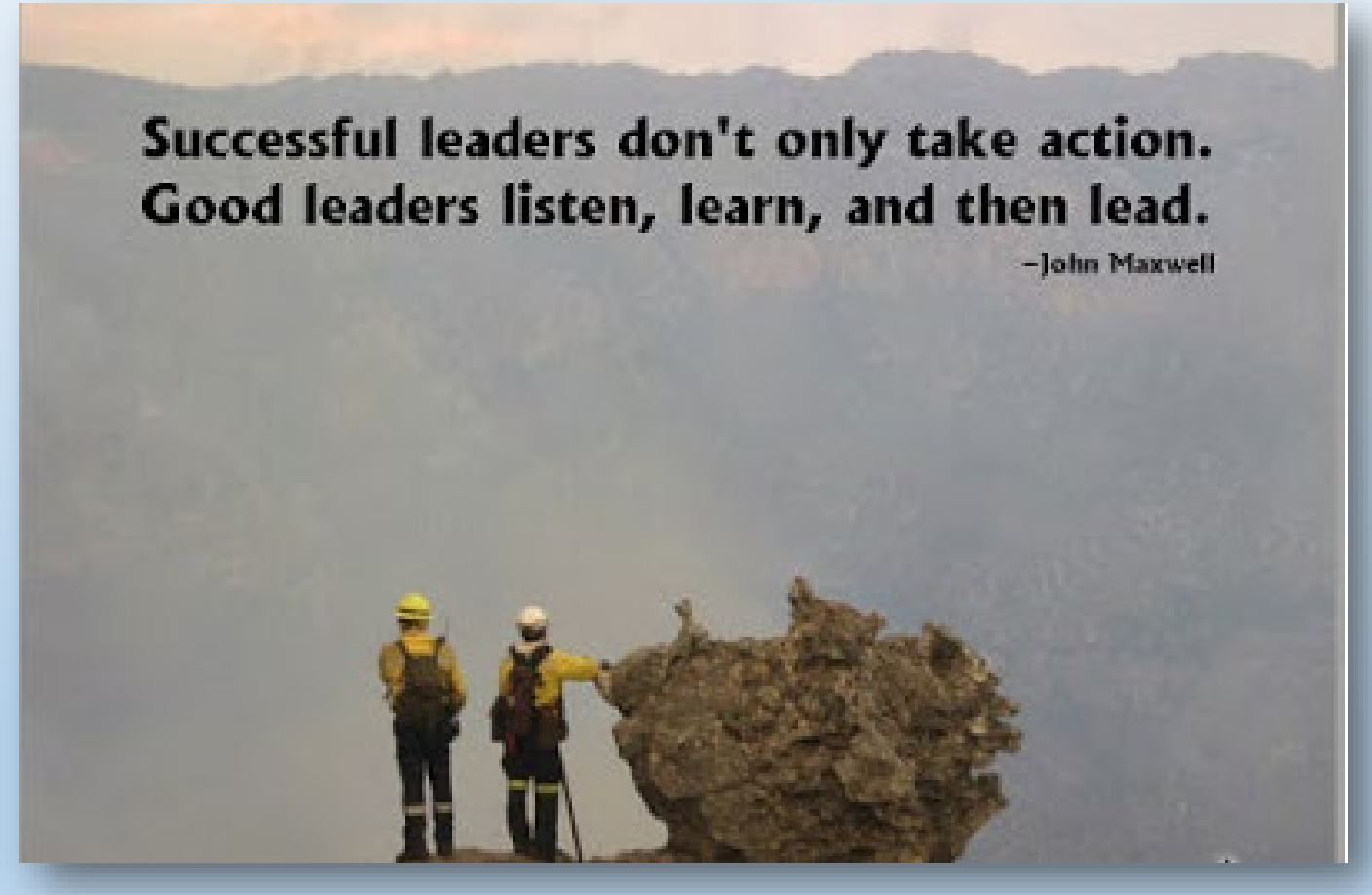
# Listen to What You Don't Want to Hear

As leaders and educators, we need to listen - especially to what we do not want to hear. We need to reach out to people in our campus community (community members, business partners, peers, colleagues, direct reports, and students) who are closest to the problems and solutions.

With deep and discerning listening, we can *get better*.



# Listen, Learn, and then Lead – in that order.



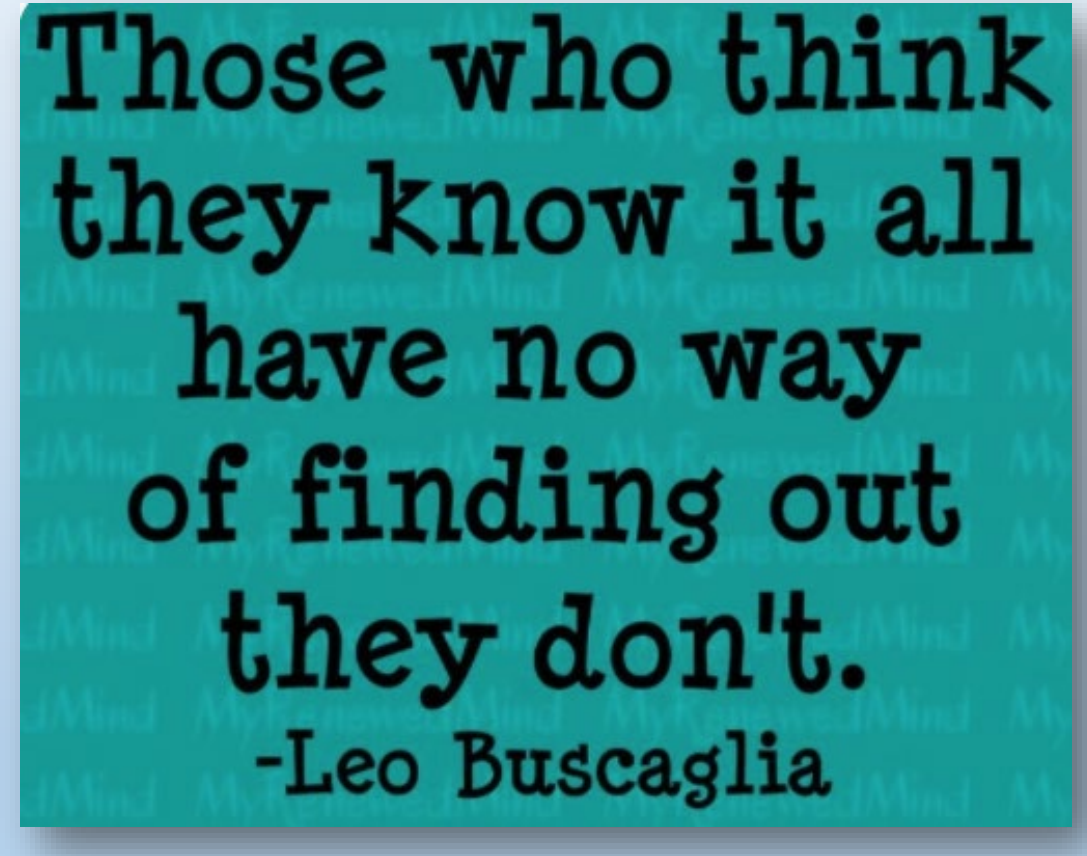
“Listening takes time – that most precious of commodities.  If you don’t invest the time, others won’t tell you what needs to be said.”
~Gary Burnison

# The Listening Mindset

To listen to others, we must connect with them first.  That means being a model of authenticity and humility to level the field between you.

Humility elevates listening.  If you believe that you already know what's best, then you're just pretending to listen – and that wastes everyone's time.

The difference between hearing and listening is **understanding**.



# Listen Outside-In

Educators need to be clued into their most important constituents – students.

Outside-in means looking at mega-trends (e.g., virtual engagement, online learning) as well as their students' perspective:

- What are they hearing and experiencing?
- How do they view our college?
- How is their college experience expected to be disrupted?
- What are their needs, current and projected?

# Listen Inside-Out

Listening “inside-out” means putting yourself in the shoes of students.

- How are they feeling?
- What is on their minds?
- What problems do they see and what ideas do they have for solving them?

Marry these two perspectives to anticipate, navigate, and communicate.

# The Self-reflective Listener

Rely on self-reflection and self-awareness to establish a feedback loop with yourself.

At the end of the day, ask yourself, “Did I listen more or talk more?”

- Listen and show interest.
- Avoid jumping to conclusions and letting anger get the best of you.
- Apologize when you are responsible for bad behavior.

# In the Spotlight

## PATTY ROBINSON & JESSICA EDMONDS – THE PLACE PROJECT

# SKILL #5: LEARN

Apply learning to “know what to do when you don’t know what to do.”

# Learn Always

There’s nothing like a crisis or a complex problem to accelerate learning.

These are the times in which we need to be hyper-focused on past experiences and integrate them to real-time conditions as a starting point for tomorrow.

- It’s hard to find clarity when we’re knee deep in crisis. The best source of clarity is finding a close comparison.  How does the pandemic compare with historic events such as the Great Depression, the financial crisis, the 1994 Northridge earthquake, or the recent wildfires?
- We can gain perspective when we compare the “unknown” of what we’re currently facing against the “known” of previous crises.  We can identify patters to connect the dots.

# Learn Daily

People who will be far more likely to accelerate through the crisis curve are the ones who:

- Deal well with ambiguity and complexity
- Move beyond the status quo and focus on reimagining
- Reflect and are insightful
- Embrace new things and different approaches
- Assume accountability an ultimate responsibility when thing do not turn out as planned.

# Be Wildly Curious

Learning-agile people are engaged with the world around them.  Insatiably curious, they:

- Don't just default to the "same old" in experiences or in problem solving.
- Go beyond the status quo of tactics that worked in the past.
- Are willing to go against the grain of what they know how to do and prefer to do.
- Constantly seek to get better and to learn new skills and ways of behaving.
- Eagerly apply fresh approaches, ideas, and solutions.

**Write down three things that you learned that have impacted you in your life!**

# Accept the Imperfect

It's tempting to pursue perfection.  In crisis, there's not time to wait for all the information to make a decision or to take action.

- The best any of us can hope for is a decision that's a good decision until it isn't anymore.
- It's far better to have a strategy that is 75% perfect but 100% executable than a strategy that is 100% perfect by only 75% executable.
- Practice being imperfect and see how much you learn outside your comfort zone.

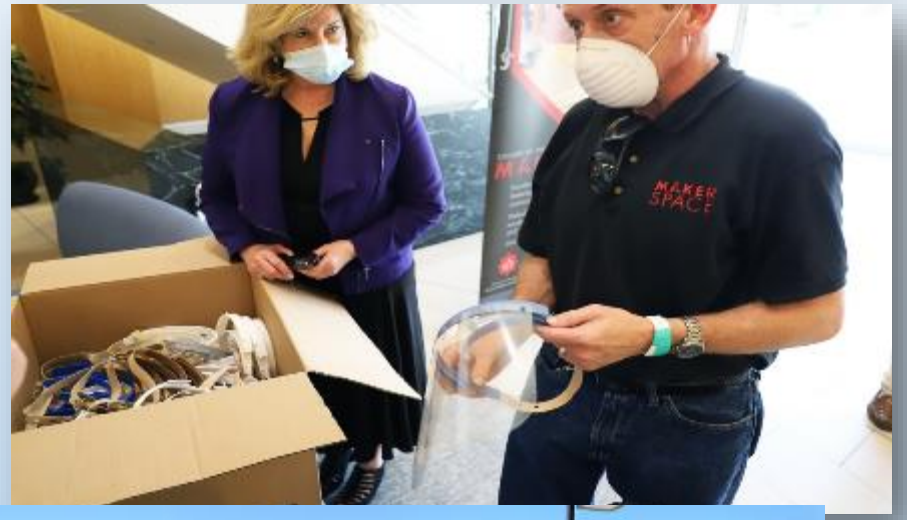
# It’s Not Failure, It’s Learning

As Thomas Edison famously said, **“I have not failed 10,000 times. I have successfully found 10,000 ways that will not work.”**

This quote is the mantra for the new normal – uncovering what doesn’t work and discovering what will.

Many creative ideas never make it to market. Nonetheless, the experience of trying them out yields invaluable lessons and helps reinforce a learning culture.

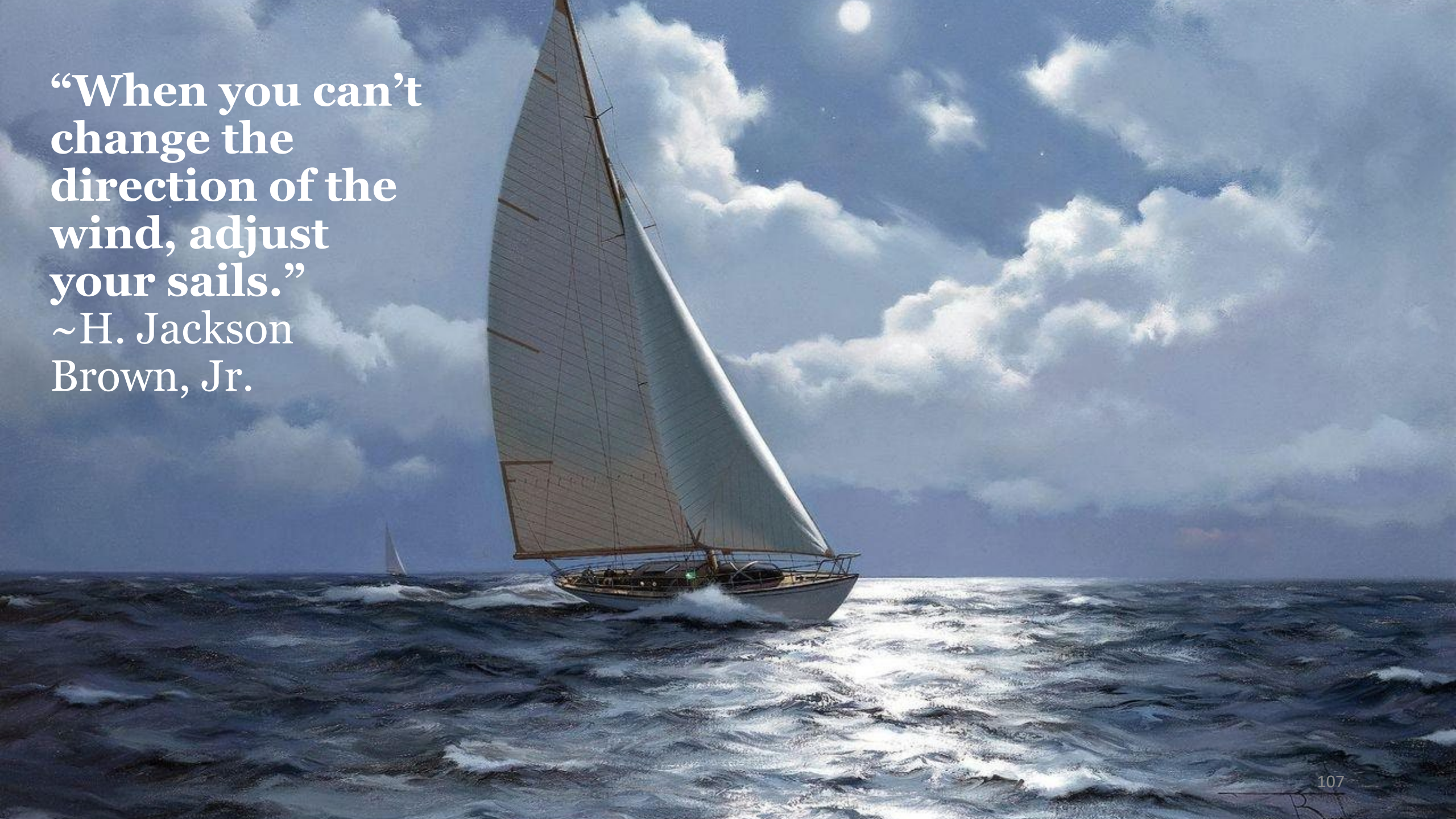
Learning comes from failures and wins.



# Learning Helps to Avoid the Inevitable

The more we experiment, the more we learn.

- We discover what did not work, what did work, and what could have worked better.
- The data and feedback we receive will only be as useful as our ability to measure.
- Measuring helps us avoid the inevitable while simply allowing the future to determine itself. That is far too risky in this time of crisis.
- Measuring ensures that you are continuously learning and consciously shaping tomorrow.


**“When you can’t change the direction of the wind, adjust your sails.”**
~H. Jackson Brown, Jr.

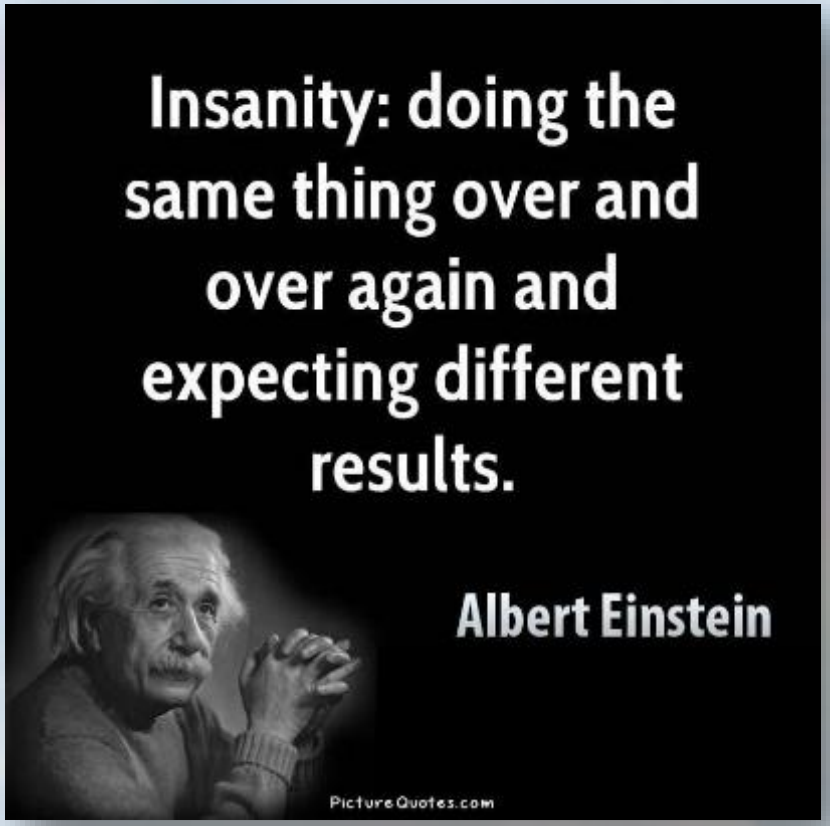
# SKILL #6: LEAD

Empowering others in a culture that is more agile and innovative than ever before.

# Lead the Way for Others to Shift Their Perspective

As a leader, when you change your perspective and begin to view risk as a springboard to success, you open yourself up to new learning opportunities and lead the way for others to do the same.

- In order to discover a solution to a problem or to adapt to a tough situation, you cannot always rely on tried-and-true methods. That's the comfort zone kicking in. Rather than giving into the temptation to lean back on a comfortable workaround, you may need to try a riskier maneuver.
- Becoming comfortable with taking risks, takes a shift in perspective.
- Avoid becoming repetitive because it's easy – or you'll find yourself dealing with the same inefficiencies over and over again.




**Ask yourself: Why are you doing things the way you've always done them – could they be done better?**

# Enable Others to Exceed Their Potential by Giving Them Opportunities

Leaders enable people to exceed their potential – to become more than they thought possible.

**How can people exceed potential?** It takes opportunity. As a leader, it's your job to cultivate and provide those opportunities.

As we accelerate through the crisis curve, there will be abundant opportunities. As these opportunities are created, this is the time to strengthen the present and elevate the future by empowering others to exceed their potential.

# Inspiring Others to Believe

**"First, Last, and Always – Leadership is inspiring others to believe, then enabling that belief to become a reality."** ~Gary Burnison

In challenging times, it's the leaders job to see what others cannot. By their words and actions, leaders paint a picture of what others cannot yet envision.

These message give hope and instill courage.

Indeed, everything will be OK.

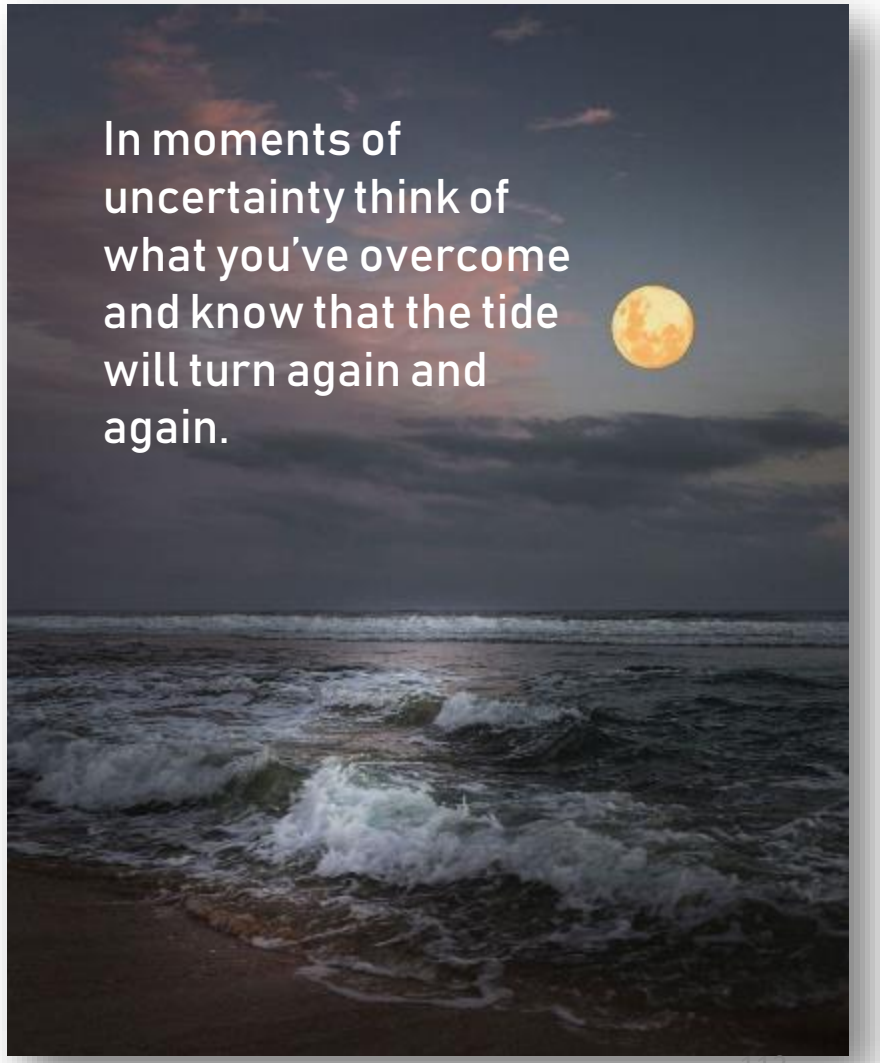
# In the Spotlight

CHRIS BOLTZ

# Turning the Tide from Uncertainty to Recovery

In times of uncertainty, we don't have all the answers.  Yet, there are key principles that can help us as we turn the tide from uncertainty to recovery – they are:

- Get grounded in the reality of today because that is the starting point for tomorrow.
- Seize the opportunity of change – some organizations make their best moves in uncertain times.
- Communicate continually
- Listen twice as much as you speak; not just to hear, but to comprehend.
- Never stop learning
- Be all in, all the time.
- Don't just talk about hope – deliver it!



**“Let us make our future now, and let us make our dreams tomorrow’s reality.”**

~Malala Youafzai

# In Closing

We are turning the page on what has been a chapter that will go down in the history books, for sure!  We have come so far together.  We're leaving the past behind us and looking forward to the path ahead.

I look forward to the days ahead with great hope and excitement.  I know we will continue to inspire and empower each other; we will accomplish more great things; and we will realize an even better tomorrow.

Thank you for joining today!