

Capturing Momentum: The Challenge of the "Next Normal"

MSQC/ASPIRE Collaborative Meeting

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Leadership Coaches



jcdadvisors

OUR PASSION is partnering to intentionally harness the power of change and direct it toward learning, innovation and growth

OUR MISSION is to be Trusted Advisors, supporting individual leaders and their organizations in aligning strategy, structure and culture for optimal performance



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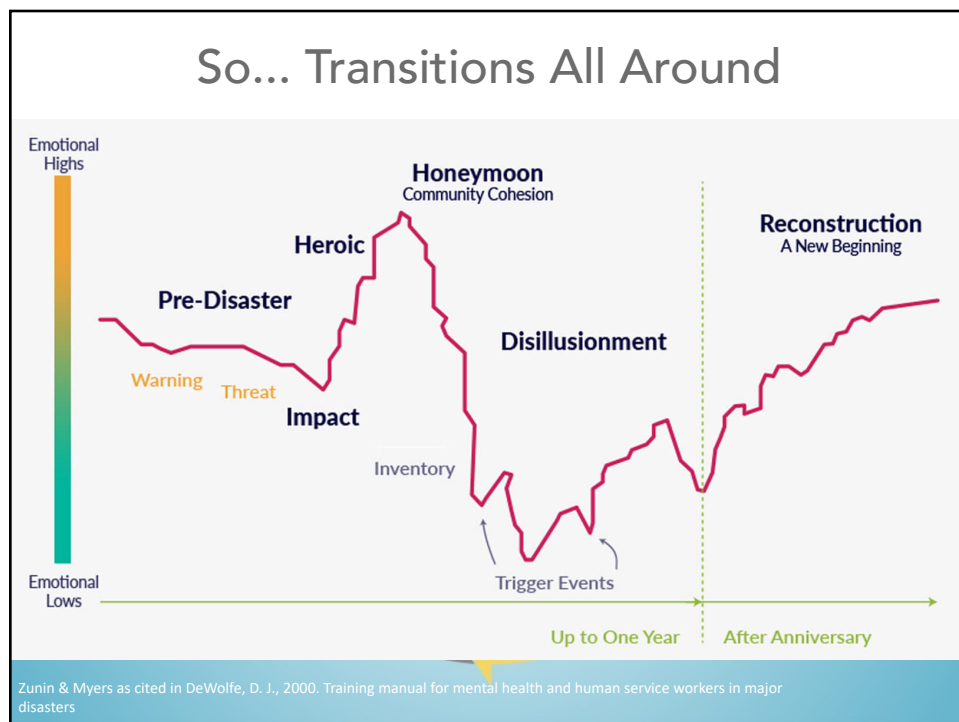
There is No “New” Normal



Managing change/transitions must be a
KEY LEADERSHIP COMPETENCY
in times of complexity


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Under Threat (Change, Conflict, Transition)...

Self Protection



- "I'll do it myself"
- Hyper-responsibility
- Perfectionism
- Intellectualization
- Busy-ness
- Coalition building
- Withdraw/disengage
- Passive resistance
- Self-sabotage/beating self up
- Compartmentalization



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REFLECTION

How have you found yourself/others reacting to various threats during this time?

(use chat button at bottom of screen)

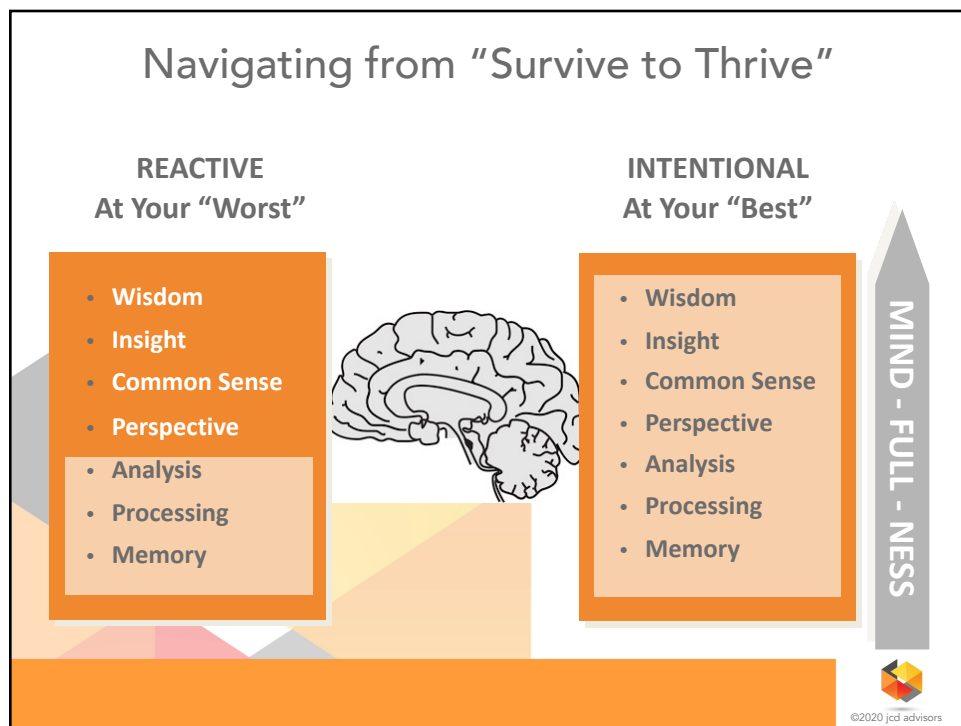


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Capturing Momentum: Moving Towards "Thrive"



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REFLECTION

Have you/how have you captured or maintained momentum thus far?

(use chat button at bottom of screen)



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Momentum Increases with Increases in Mass and Velocity

$$p = m \times v$$

p – momentum

m – mass

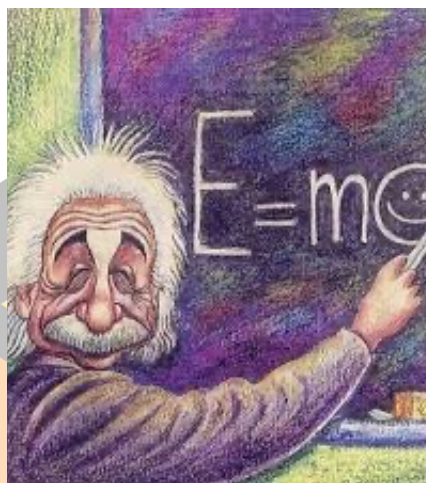
v – velocity (speed and direction)



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Increasing Mass (m)



1. Amass more people
2. Get the best out of the everyone
3. Improve bonds
4. Amass learning
5. Maintain movement



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1. Amass "More" People

- Not just numbers
- All groups/levels
- DEI at it's "best"
- Seats at the tables
- Focused on fostering engagement
- Committed to deep listening



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2. Mass is "Locked Up Energy" – Get the Best from Everyone

- Organizations are intensely human
- Humans have **NEEDS**
- When needs are met, engagement deepens

Certainty **Variety** **Significance**

Growth

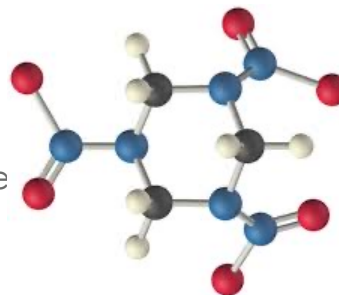
Contribution **Connection**



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3. Improve the Bonds- Create More Connection and Belonging

- Continue to forge psychological safety
 - Risk taking/learn from failure
 - Vulnerability/ ask for help
 - Curiosity and transparency
- Model appreciation & gratitude
 - Say it (don't just think it)
 - Even if you don't need it
 - Make it meaningful
 - Increases performance (can't "over-appreciate")

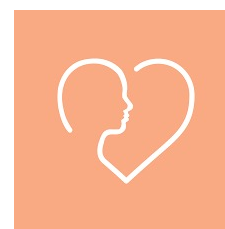


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4. Amass Learnings – Don't Waste a Good Crisis

- Don't slide back into "normal"
- Create time/space for collective reflection
- Ensure diverse voices are heard
- Ask the hard questions
 - What means more to us today? What means less?
 - What were we doing "before" that no longer meets a need?
 - What new needs have we uncovered over the last year and how best can we meet them?
- Prioritize and experiment



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5. Mass Increases with Movement



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REFLECTION

Which of these approaches to managing "mass" can you commit to most naturally as a leader?

(use chat button at bottom of screen)

1. Amass more people
2. Get the best from everyone
3. Improve bonds
4. Amass learning
5. Maintain movement



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Understanding and Managing Momentum

$$p = m \times v$$

p – momentum

m – mass

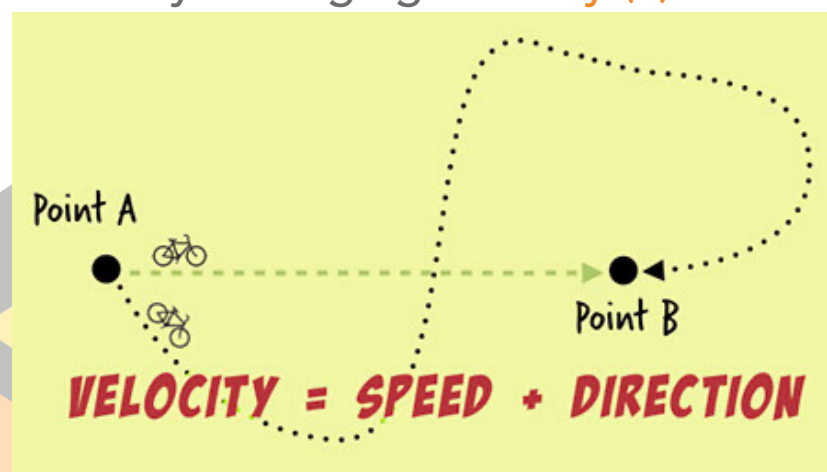
v – velocity (speed and direction)



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Maximizing Momentum by Managing Velocity (v)



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Velocity = "Displacement over Time"

- Change in position
- Presumes "initial placement"
 - In relation to what?
 - Did we already have a good understanding of where we were BEFORE this?
- Challenges the concept of time
 - How has it changed?
 - Do you value it differently?

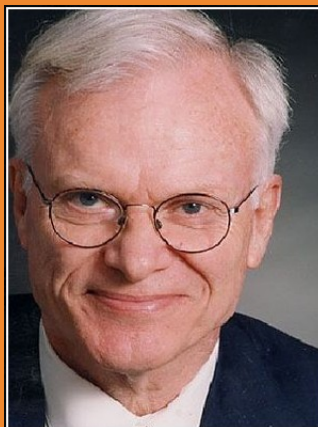


ORIENTATION - DISORIENTATION - REORIENTATION



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Transition is the natural process of disorientation and reorientation that marks the turning points in the path of growth...transitions are key times in the natural process of self-renewal

— William Bridges —

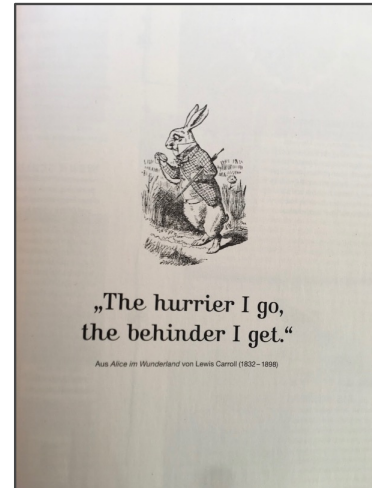
AZ QUOTES

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Challenging our Concepts of Speed

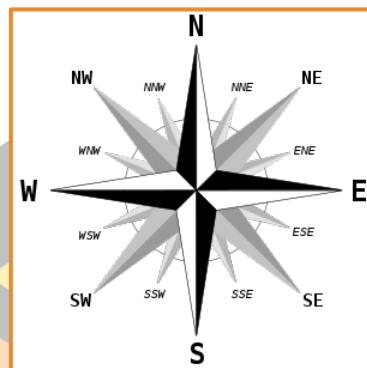
- Slowing down
- Less reactivity, more choice
- "Go Slow to Go Fast"
- Let go of "endurance", value purposeful recovery



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Defining New Directions - Not Destinations



- Destination=deterministic, end-product, outcome
- Direction= active, practice, process
- Presumes/demands adaptability
- Challenge at individual and organizational levels



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Challenge our **Internal Direction**: Letting Go of Common "Mindtraps"

- **Letting Go of the Need to be "Right"**
 - Shift from expert/knower mode to learner/leader mode
 - Deepen listening – beyond winning or application to possibility
- **Challenging our "Simple Stories"**
 - Ask "what might I be missing or making up?"
 - "What if they are the hero in their own story"?
- **Letting Go of "Control"**
 - Experiment and be prepared for and OK with failures/starting over
 - Ask "What is the worst that could happen?"
- **Giving up the Addiction to "Agreement"**
 - Get ok with discomfort, "people are not their perspectives"
 - Gather outliers & break up packs of agreement - "re-sort" groups

"Unlocking Leadership Mindtraps: How to Thrive in Complexity" by Jennifer Garvey Berger (2019)



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Challenge **Organizational Direction**: The Future is Complex

COMPLICATED

- Mechanistic/hierarchical
- Optimized for efficiency and productivity
- Stability, predictability and minimizing risk
- Surprises are bad
- Behavior should be controlled
- Labor is a factor of production

COMPLEX

- Organic/systemic
- Building adaptability
- Experimentation
- Positive surprises
- Inspiration instead of control
- Human-centric

<https://www.mckinsey.com/business-functions/organization/our-insights/the-organization-blog/tag/organizing-for-the-future>



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“

We will not go back to normal. **Normal** never was. Our pre-corona existence was not normal other than we normalized greed, inequity, exhaustion, depletion, extraction, disconnection, confusion, rage, hoarding, hate and lack. We should not long to return, my friends. We are being given the opportunity to stitch a new garment. One that fits all of humanity and nature.

SONYA RENEE TAYLOR

“Back to Normal” is a **OLD Destination**

We Need **NEW Direction**

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Summary:
“Momentum” as Metaphor

$p = m \times v$ (speed/direction)

<u>Mass</u>	<u>Speed</u>	<u>Direction</u>
<ul style="list-style-type: none"> • Amass more people • Get the best from the everyone • Improve bonds • Amass learning • Maintain movement 	<ul style="list-style-type: none"> • Dis-orientation leads to growth • Slowing down • Go slow to go fast • Mindfulness/intentionality matter • Let go of endurance 	<ul style="list-style-type: none"> • Not destination • Takes practice • Adaptability is key • Complexity demands different: individually & organizationally

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REFLECTION

Which of these themes to capturing momentum ring most true to you as a leader? What can you act on?

(use chat button at bottom of screen)

- Amass more people
- Get the best from the everyone
- Improve bonds
- Amass learning
- Maintain movement
- Dis-orientation leads to growth
- Slowing down
- Go slow to go fast
- Mindfulness/ intentionality matter
- Let go of endurance
- Not destination
- Takes practice
- Adaptability is key
- Complexity demands different: individually & organizationally



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METAPHORS = STORYTELLING SHORTHAND



- In times of complexity – describe difficult things in an easier way
- To awaken other senses (beyond cognitive to make emotional and physical connections)
- Expose “rich textures” of commonality between things

USE MORE METAPHORS - TELL MORE STORIES!

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