Leading in times of rapid and constant change:
The problems and the solutions

Laree Kiely, Ph.D

The Kiely Group

info@kielygroup.com

Contempl8

Communic8

Investig8

Evalu8

Innov8

Activ8

Co-cre8

Affli8

Tom Peters: "If you're a leader, your whole reason for living is to **help human beings develop – to really develop people and make work a place that's energetic and exciting and a growth opportunity,** whether you're running a Housekeeping Department or Google. I mean, this is not rocket science.

It's not even a shadow of rocket science. You're in the **people development business**. If you take a leadership job, you do people. Period. It's what you do. It's what you're paid to do. People, period. Should you have a great strategy? Yes, you should. How do you get a great strategy? By finding the world's greatest strategist, not by being the world's greatest strategist. **You do people**. Not my fault. You chose it. And if you don't get off on it, do the world a favor and get the hell out before dawn, preferably without a gilded parachute. But if you want the gilded parachute, *it's worth it to get rid of you.*"

EMERGENT-CIES DEFINED

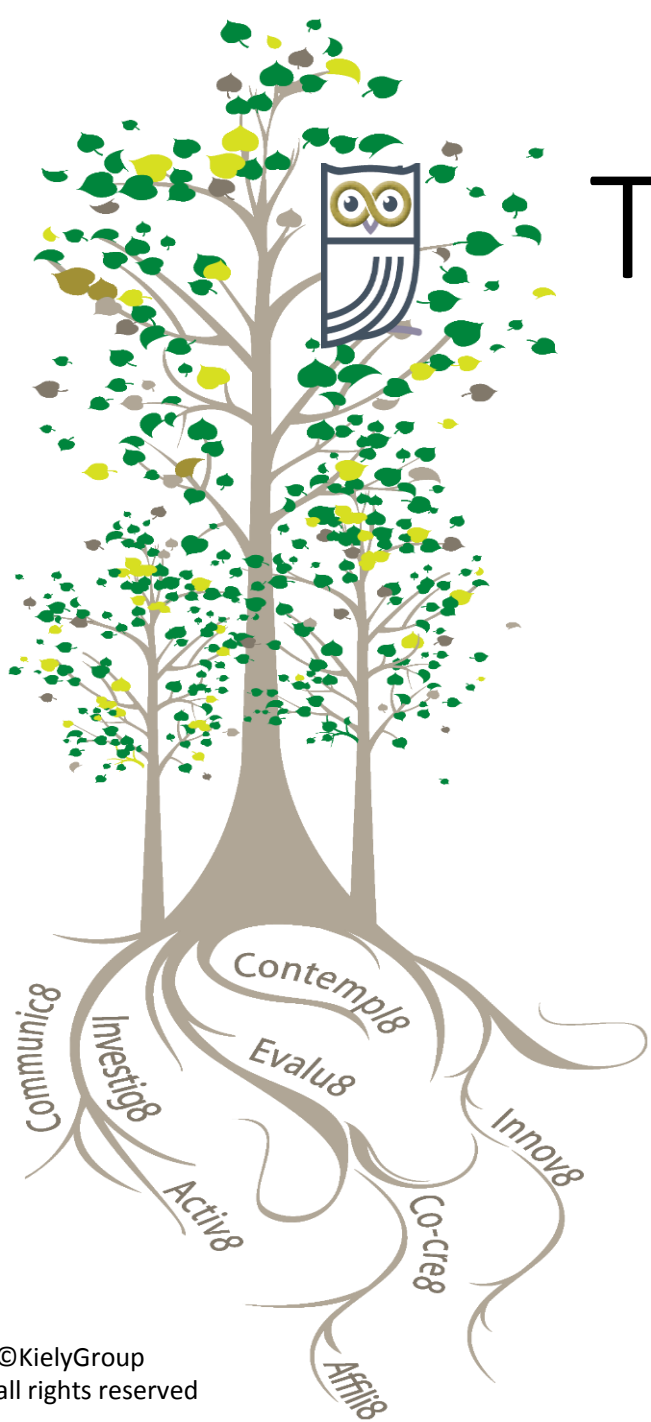Emergent-cies have certain characteristics:

- We have never been in exactly this situation before

- There are elements of uniqueness

- We are not sure what the problem or issue really is

- We don't know what all of the possible solutions might be

- We have never worked with this exact configuration of people before

- We don't really know each other and how each person thinks or what they have experienced or what they think the rules are

Communic8

Investig8

Contempl8
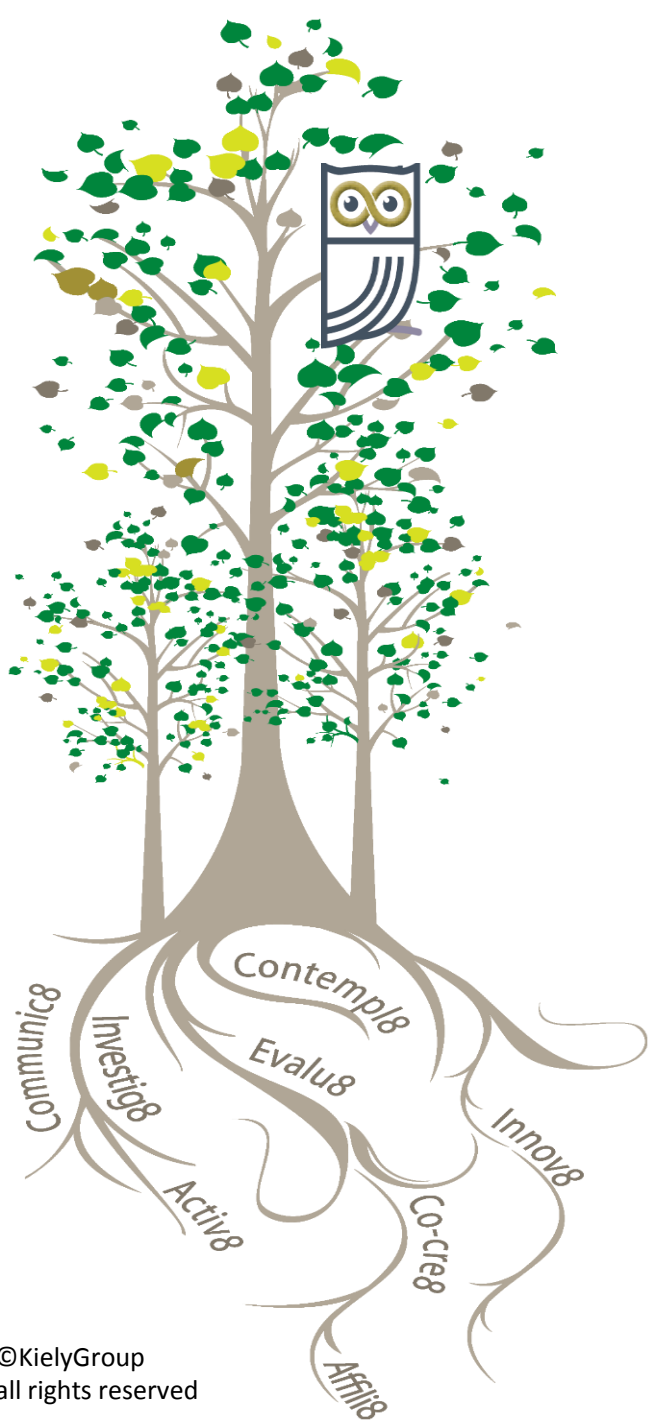
Evalu8

Activ8

Innov8

Co-cre8

Affili8
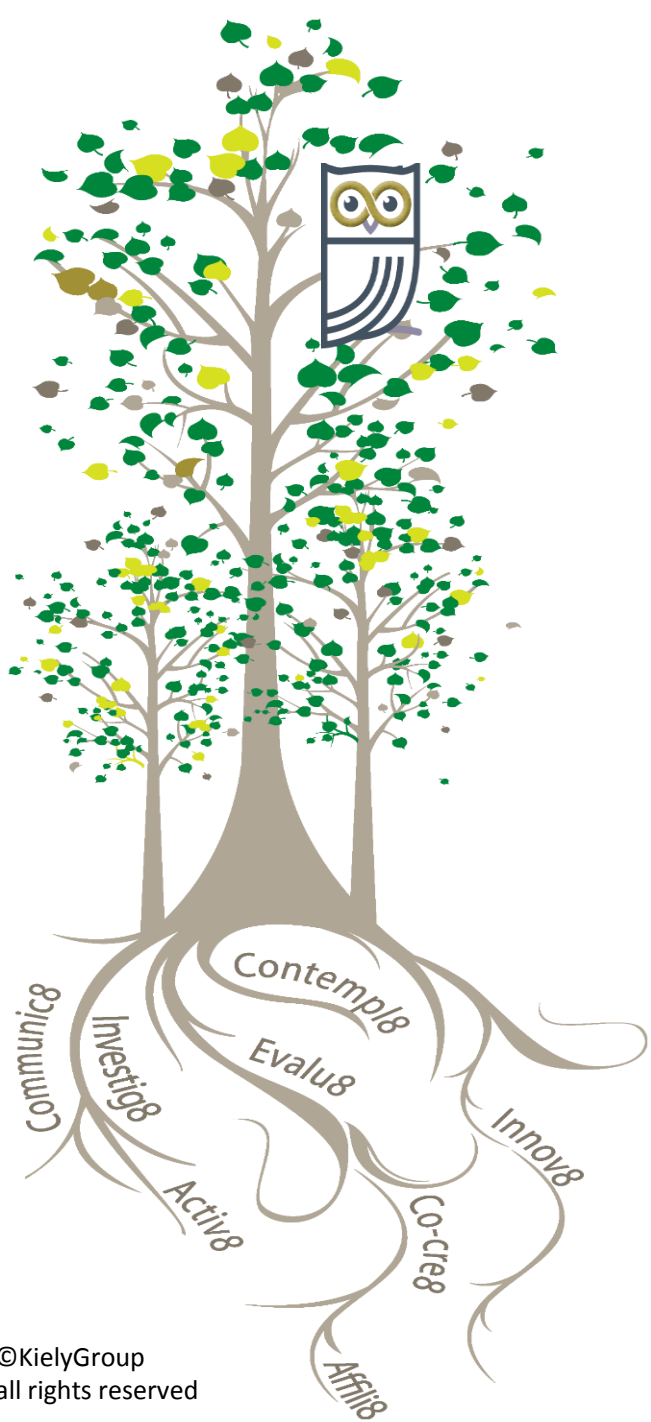
The future is not some place we are going to, but one we are creating. The paths are not to be found, but made, and the activity of making them, changes both the maker and the destination.

--John Schaar--

The pull not the push

Contempl8

Communic8
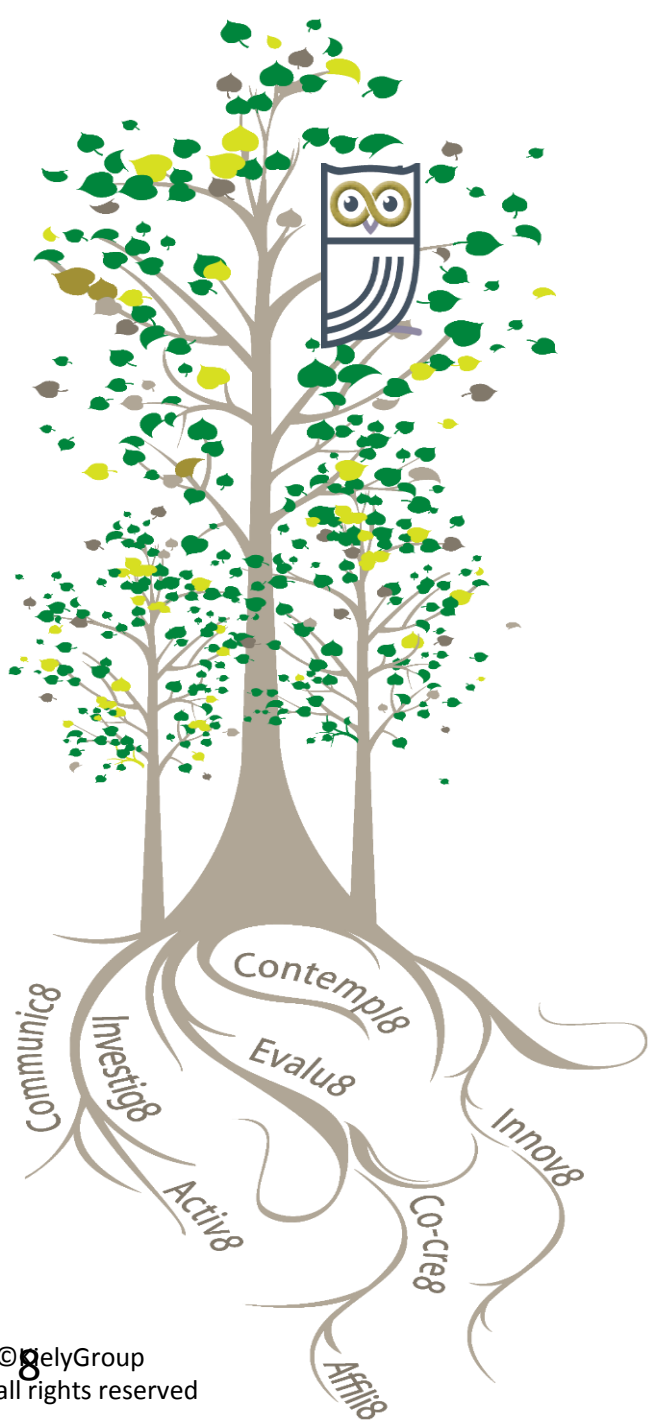
Investig8

Evalu8

Innov8

Activ8

Co-cre8

Affili8

CO-CREATE:
The ability of groups of people to optimally structure reality
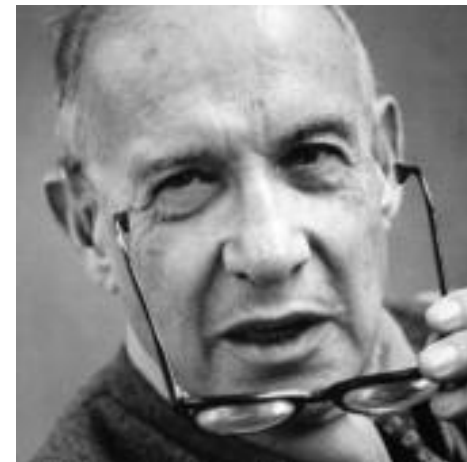
CO-CREATE DEFINITION:

- Beyond cooperation and collaboration
- Group sensemaking
  - How people interact with information
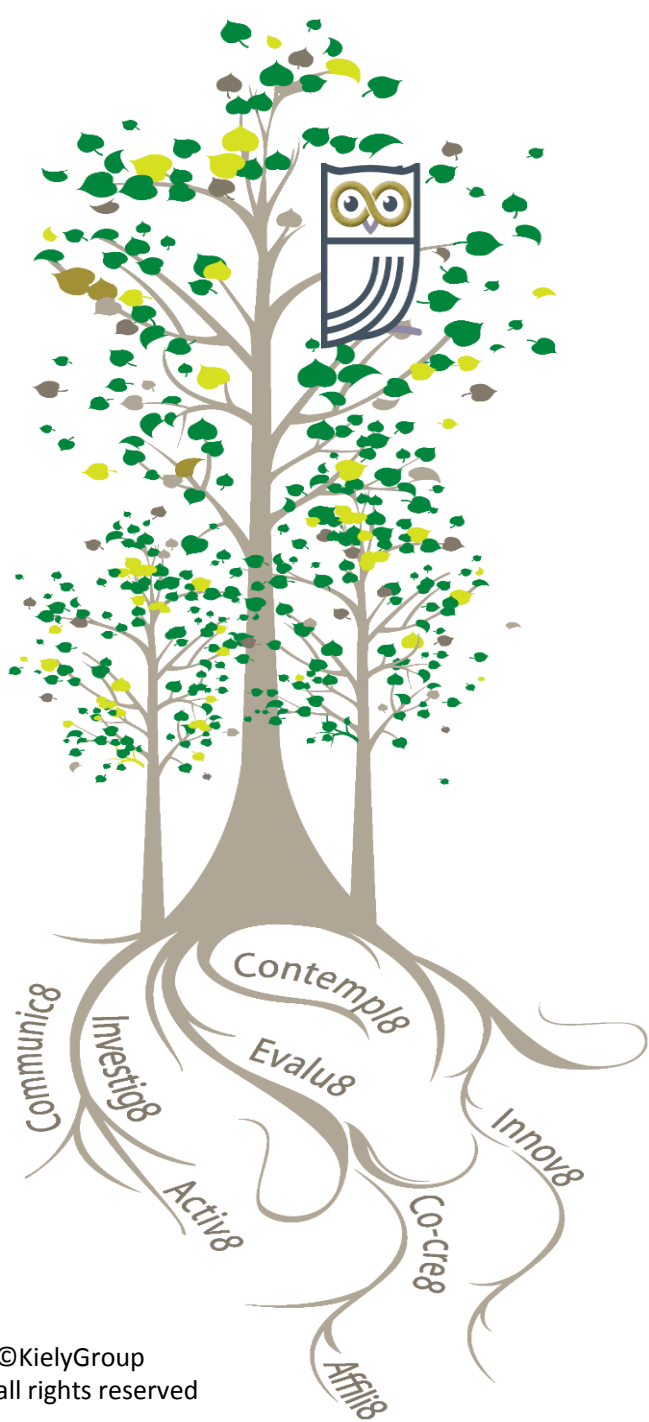 - How we interact with each other

The greatest danger in times of turbulence is not the turbulence;
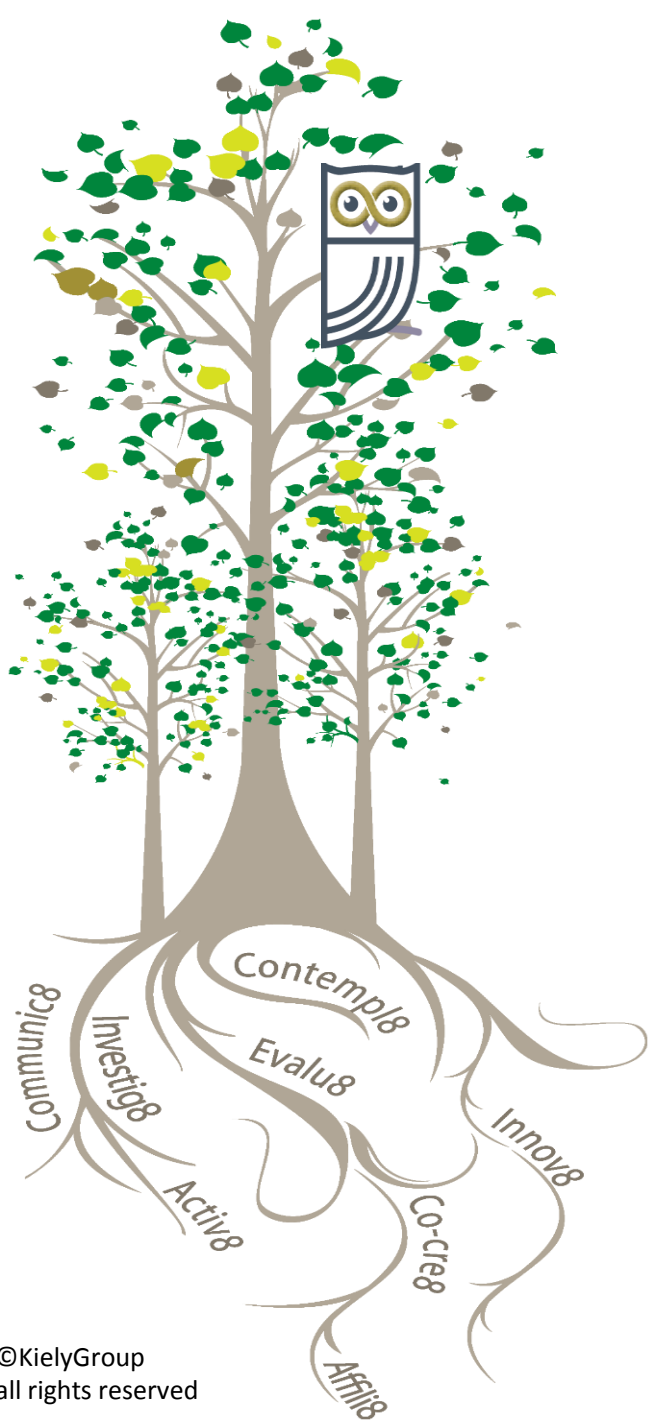it is to act with yesterday's logic.

--Peter Drucker--

8

"It has been estimated that most human beings make as many as 50,000 decisions in the course of an average day."

Nadler and Hibino

Avoiding Abilene

- Sunk costs
- Ask the right question
- Have more than one possible answer
- Authority should take a back seat unless there is no choice

Avoiding COYOTE LOGIC:
Always Remember to Ask

What should we be solving for
and
for whom?

Then pay VERY close attention to where your energy is going. Have you lost sight of your intention?

AVOIDING TYPE- THREE ERRORS

Howard Raiffa labeled the error of "solving the wrong problem precisely" the error of the Third Kind or the Type-Three Error. ...trying to solve old and new problems with the assumptions, mindsets, and institutions of the past.

- Mitroff 2010

Communic8
Investig8
Contempl8
Evalu8
Innov8
Activ8
Co-cre8
Affili8

AVOIDING TYPE 3 ERRORS
# (SOLVING THE WRONG PROBLEM CORRECTLY)

- Never ever trust a single definition or a single formulation of an important problem

- A single person or organization by itself cannot determine whether it is committing a type three error

- Never, ever trust only one solution to a problem

- Always remember what you are solving for and for whom
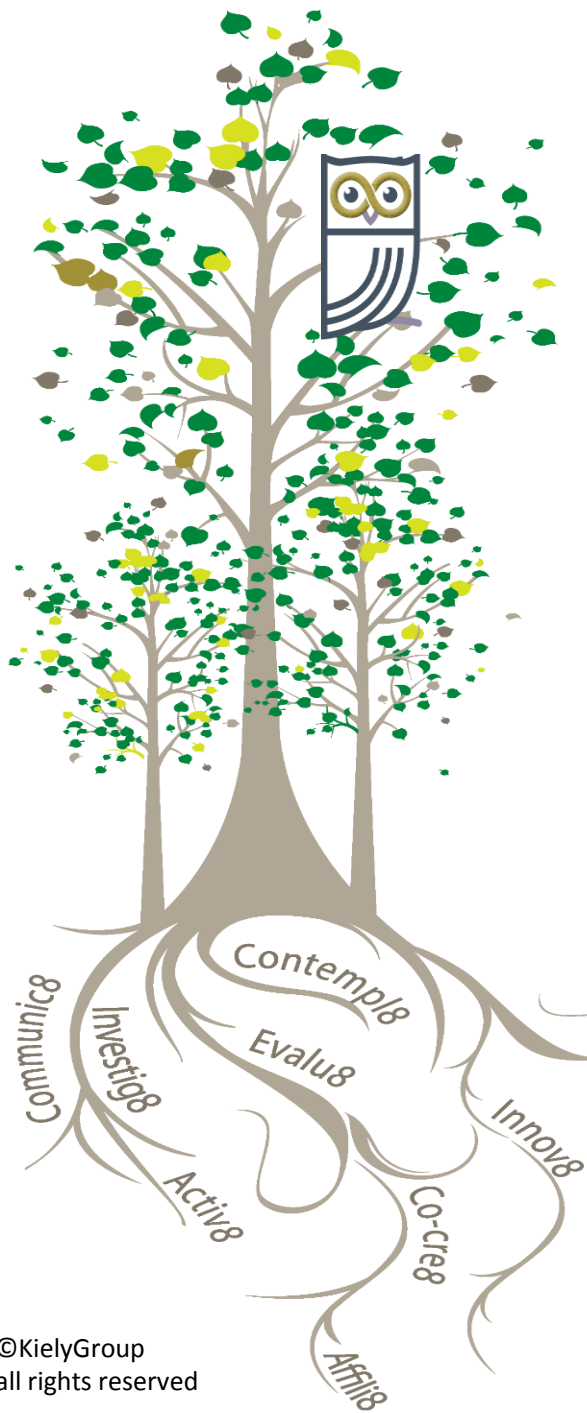
"WHAT IF" SCENARIOS

Always choose three options.
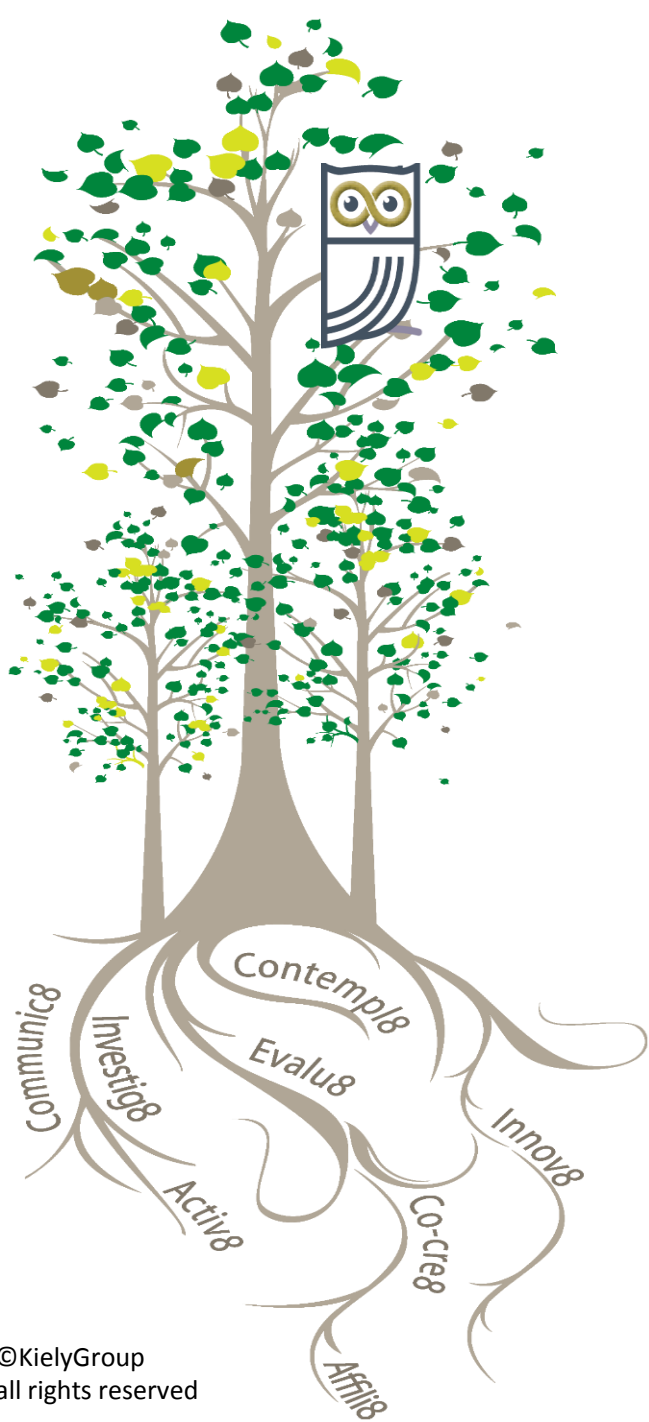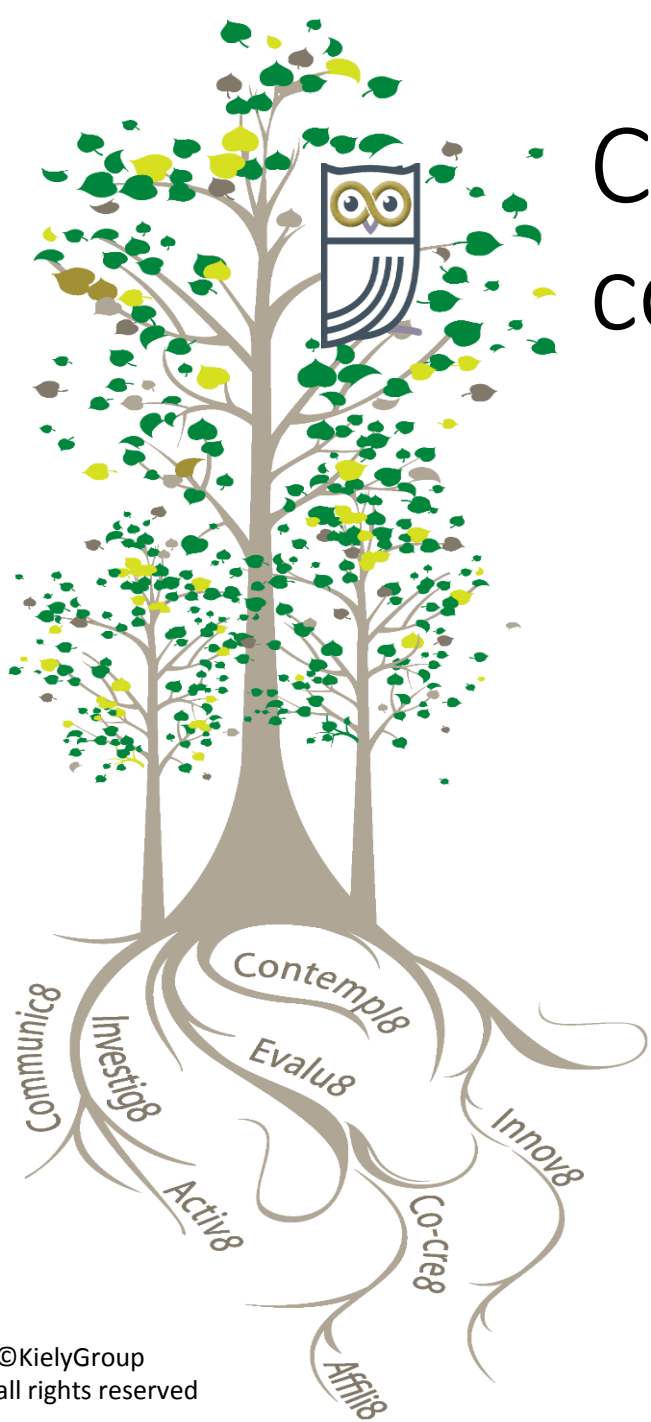
TIMID	MID-RANGE	BOLD
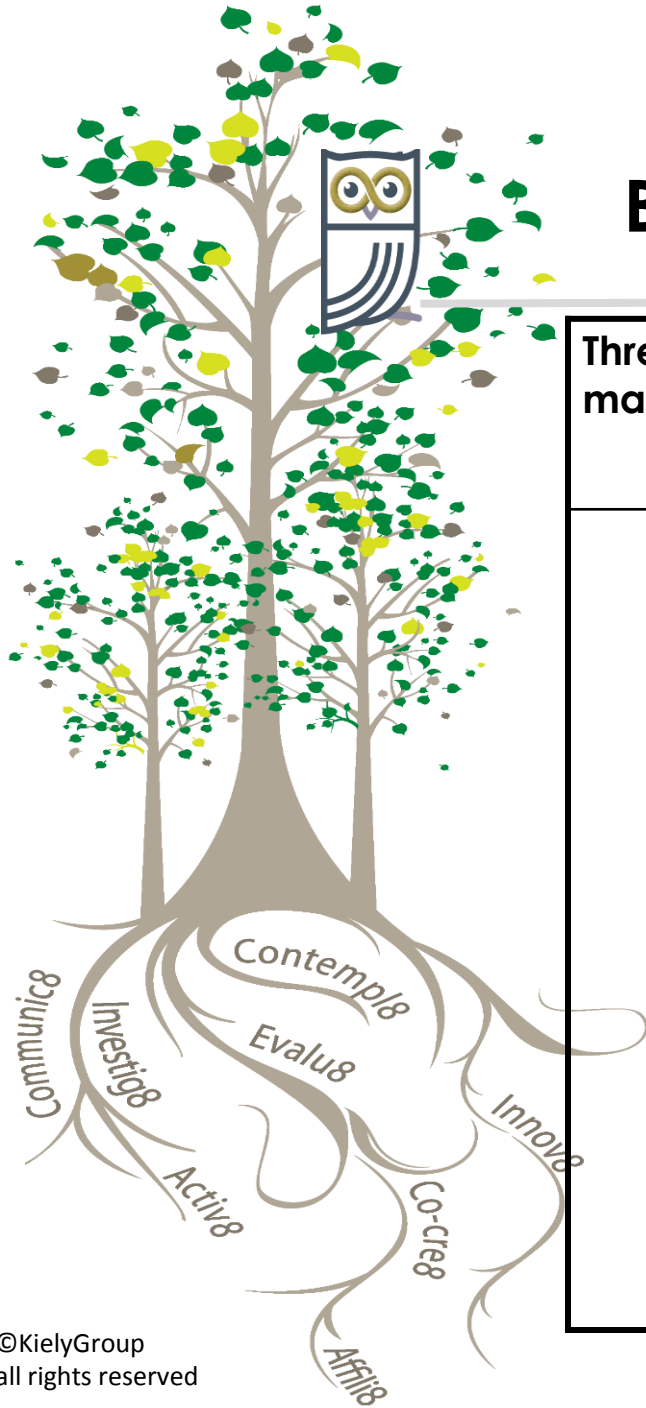
BUSINESS CASE

| Threats if we don't make the change	Opportunities if we do make the change	Evidence	Implications

Focus on building trust through transparency and participation

Communicate, communicate, communicate

- Now 7X before people hear it
- Broken record
- The order of the info matters
- Keep it to observable messaging
- Use "why"
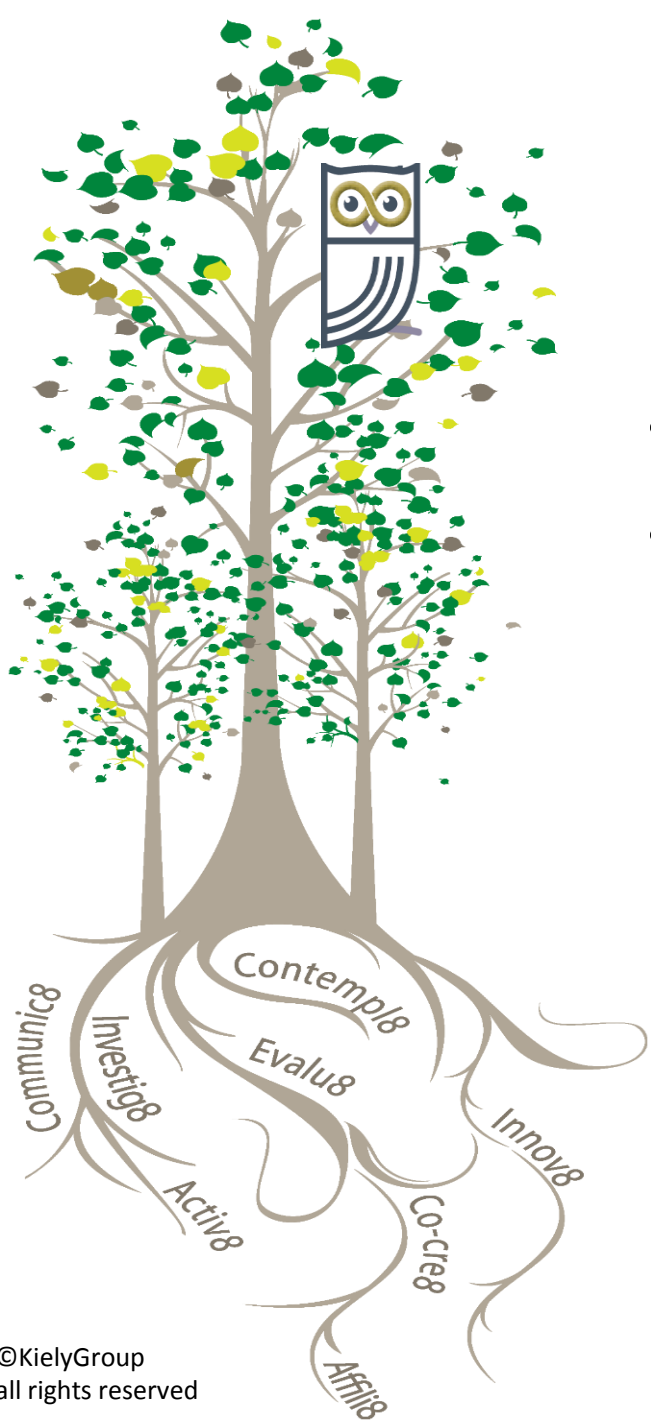
Communic8
Investig8
Contempl8
Evalu8
Innov8
Activ8
Co-cre8
Affili8
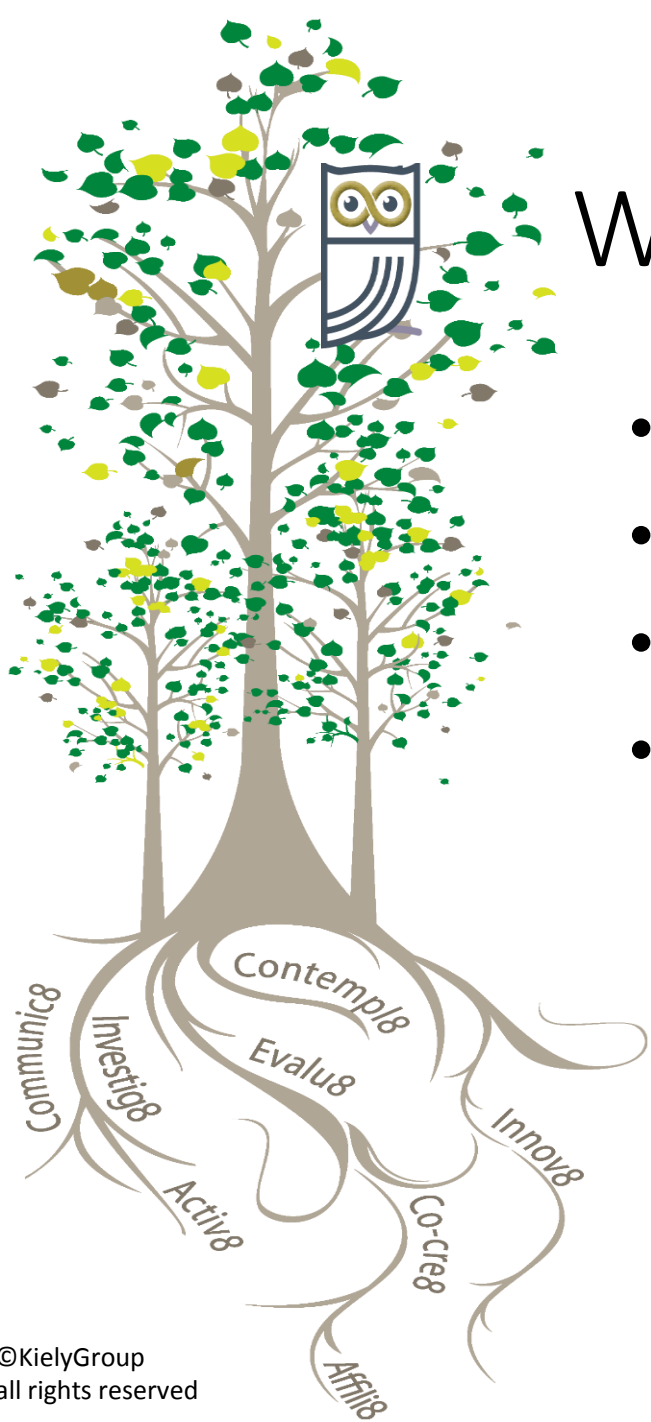
What people want to know

- What am I supposed to do?

- Am I doing it well?

- Does anybody care?

- How are we doing?

Contempl8
Communic8
Investig8
Evalu8
Innov8
Activ8
Co-cre8
Affili8

Listen, listen, listen
Engagement: staff and clients

First and always

- Why do we exist?

- For whom do we exist?