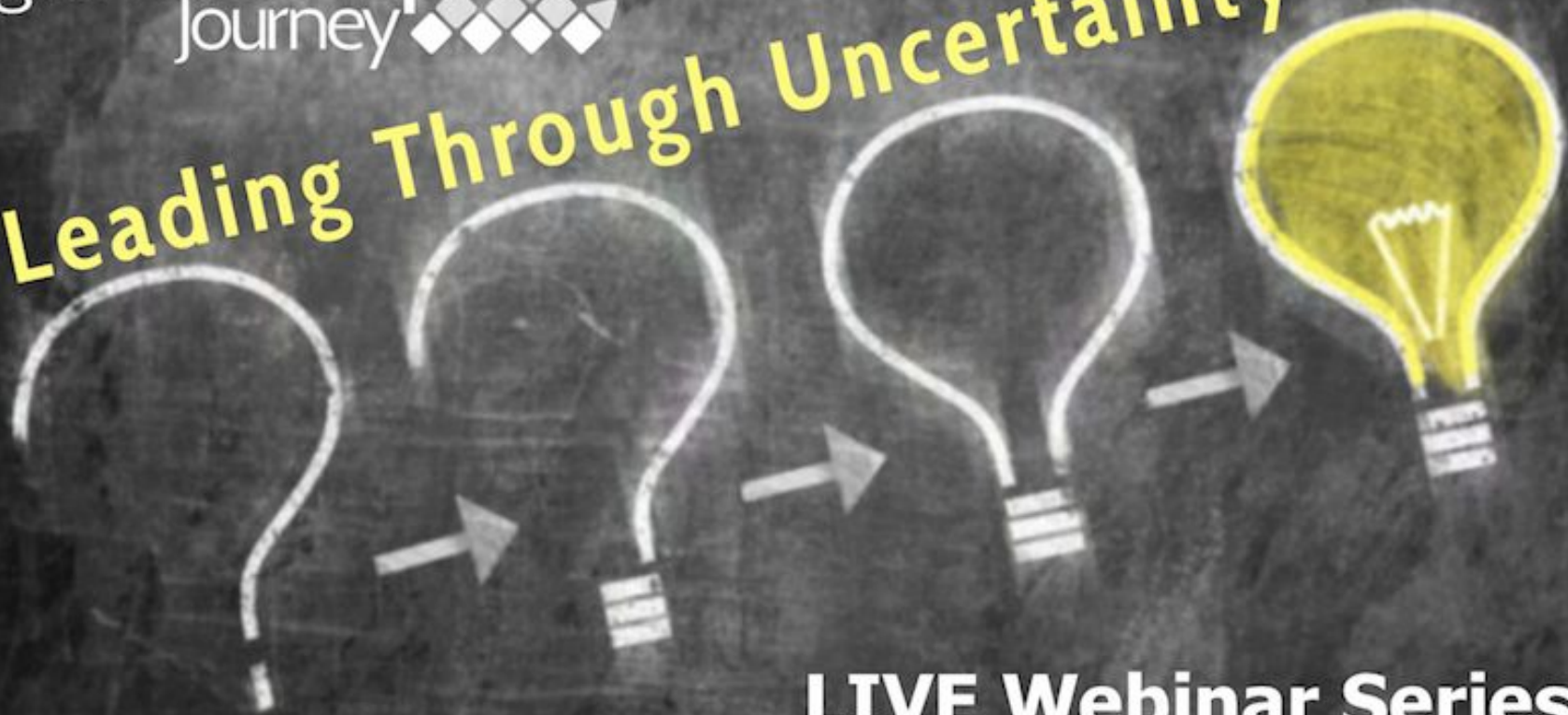


Leading Through Uncertainty



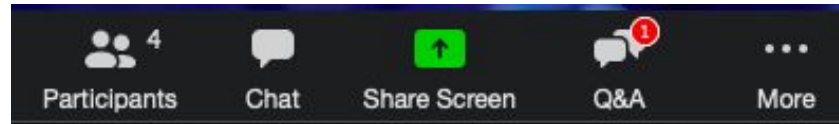
LIVE Webinar Series
For Leaders, By Leaders

Webinar Recording

- This webinar is being recorded
- The recording link will be available following the session

Webinar Format

- You are muted due to the number of attendees
- Post questions in Q&A
- We will share a recording after the webinar as well as answers to the questions



ALJ - Background

The Agile Leadership Journey (ALJ) is a **cooperative** of global **education** and **coaching guides** working together to improve **leadership awareness** and **execution** in highly **complex, uncertain** and rapidly **changing environments**.

- Currently, 26 global coaches and growing
- Visit agileleadershipjourney.com to learn more

Karen Kemerling



 Karen Kemerling

- Golden, CO
- COO & Agile Leadership Coach
- 30+ yrs. Corporate Leadership
President, COO, CIO, VP Roles
- PhD - Org. Development & Management
Focus - Productivity of Remote Teams
- Love outdoor sports and making acoustic guitars

Has COVID-19 Changed your Leadership ?

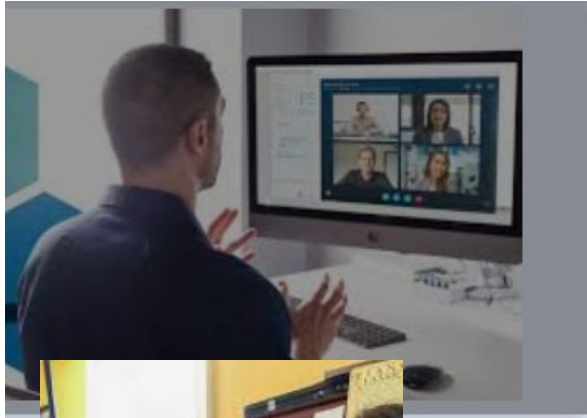


Unprecedented Level of Uncertainty?

- Health conditions, testing variability
- Working at home (remote teams, isolation)
- Government direction is unclear (Federal, State, Local)
- Employment - do I have a job, furloughs, pay cuts ...
- Connections with family, friends, community
- Business economic impact
- More...

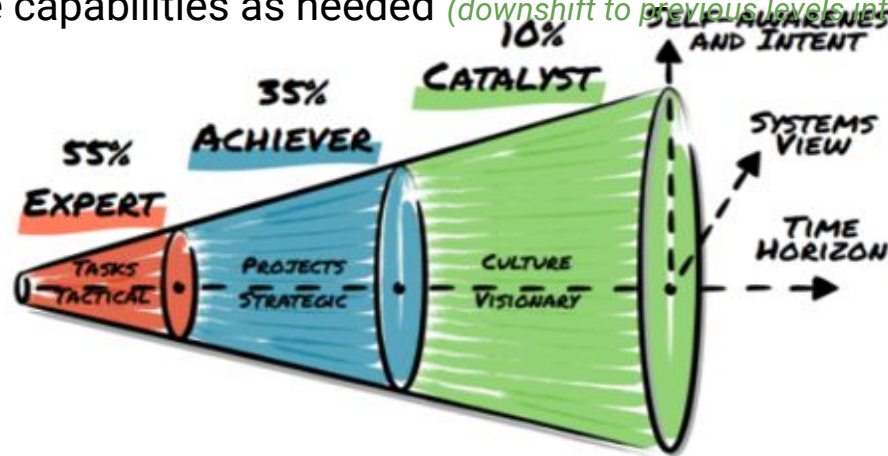


If you wonder what VUCA looks like – this is it !



Agile Leadership Development Model

- Leaders typically develop agility by growing through a predictable sequences of agility levels: **Expert**, **Achiever**, & **Catalyst**
- At each level, you retain the capabilities you developed at the previous levels, and you can still use these capabilities as needed *(downshift to previous levels intentionally or unintentionally)*



Expert Leadership

□ Mindset:

- Smart and experienced
- Believe their approach is best

□ Focus:

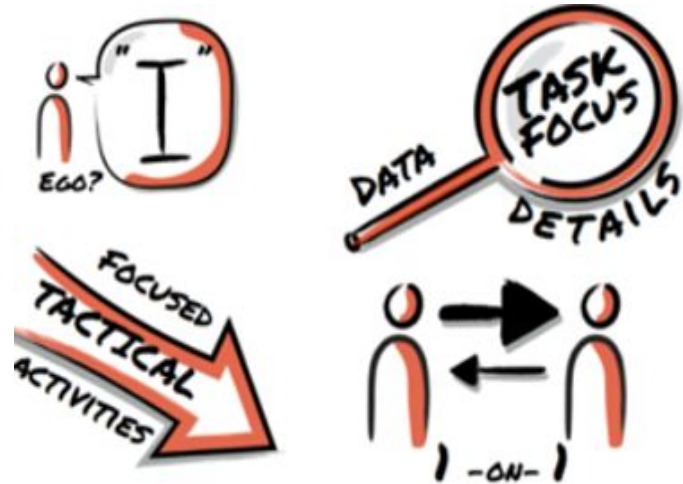
- Tactical, problem solver, data driven

□ Behaviors:

- **Do** the work themselves
- Avoid giving or receiving feedback

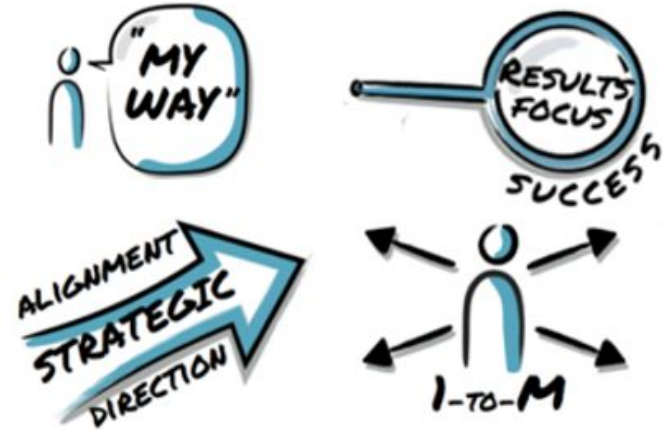
□ People:

- Work 1-on-1
- Directive



Achiever Leadership

- Mindset:
 - Align and influence others through clear strategy
 - Those who buy-in are rewarded
- Focus:
 - Push for results
 - Do what it takes to accomplish goals
- Behaviors:
 - Competitive
 - Influence/ **lead** people
- People:
 - In the middle of 1-to-Many relationships
 - Work across functional boundaries



Catalyst Leadership

□ Mindset:

- Self-aware of their own thinking (intent)
- Don't assume they know better
- Look for win/win solutions

□ Focus:

- Long-term vision and organizational purpose
- Balance short-term and long-term goals

□ Behaviors:

- Co-create a way forward (empowered teams)
- Transparent and engaged
- **Coach** others

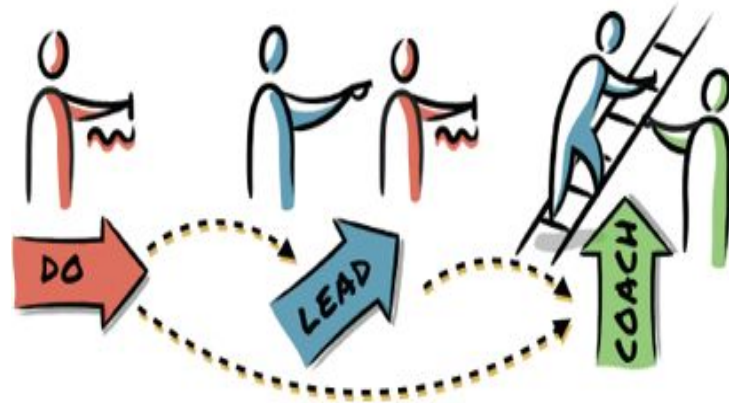
□ People:

- Respect and trust
- Use failure as learning – safe environment



Has COVID-19 Changed your Leadership ?

- Leaders develop the skills to **recognize** what **leadership mode** is the best for a given situation
 - **Expert (Do)**
 - **Achiever (Lead)**
 - **Catalyst (Coach)**



Catalyst Habits: Pre/Post COVID-19

List work projects, tasks, responsibilities, to-do items (focus):	Before COVID (Do, Lead, or Coach)	After COVID (Do, Lead, or Coach)	How I might practice this new Leadership (mindset):
Have daily check-in <i>(Intent – my boss cares about me as a human)</i>	X	DO (Expert)	<ul style="list-style-type: none"> • Mgr. schedule 1:1s (vs employee) • Listen, seek feedback, create connection, trust, understand work environment at home, fears • Transparent, over communicate • No promises you can't keep
Take care of yourself <i>(model the way)</i>	X	DO (Expert)	<ul style="list-style-type: none"> • Recognize your own needs, sleep, exercise, alone time etc. • Family time • Reflect on priorities (what is important)
Create a clear plan (co-create) how to go back to work...	X	Coach (Catalyst)	<ul style="list-style-type: none"> • Small iterations given the rapid changes • Work together/leverage your team to collect perspectives (no one has experienced COVID before) • Redefine a productive day

Note: Free [Catalyst Habits Worksheet Download on AgileLeadershipJourney.com Website](https://www.agileleadershipjourney.com)

Q&A

AgileLeadershipJourney.com



What's next? Trail Ridge

- Webinar recording, download and answers to Q&A will be posted to website
- Come to the rest of the webinar series! Same day/time
 - **May 21** Reinterpreting Uncertainty From Liability to Opportunity - Ross Hughes
 - **May 28** Balancing People Needs and Business Realities - Jayaprakash Puttaswamy
 - **Women in Agile Leadership Webinar coming soon...**
- Learn more about Agile Leadership
 - **Online Agile Leadership Awareness Workshops in June & July**

AgileLeadership™
Journey  **June 2020**
Online Awareness Workshop Schedule 

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Agile Leader	1 Agile Business Context	2	3 Agile Leadership	4	5 Catalyst Leadership	6
7	8 Catalyst Conversations	9	10 Catalyst Feedback	11	12 Catalyst Habits	13
14	Agile Organization	15 Organization Culture	16	17 Agile Organizations	18	19 Shaping Culture
21	22 Aligning & Co-Creating	23	24 Leading Change	25	26 Action Planning	27
Cohort sessions run 90 minutes each day. Multiple time slots per day are available.						

AgileLeadership™
Journey  **July 2020**
Online Awareness Workshop Schedule 

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Cohort sessions run 90 minutes each day. Multiple time slots per day are available.						
5	6 Agile Business Context	7	8 Agile Leadership	9	10 Catalyst Leadership	11
12	Agile Leader	13 Catalyst Conversations	14	15 Catalyst Feedback	16	17 Catalyst Habits
19	Agile Organization	20 Organization Culture	21	22 Agile Organizations	23	24 Shaping Culture
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