



# Stabilizing the Ship

*Resilient Leadership Program 2020*  
*Leadership Victoria*

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## What you will get from today:

- stabilizing tips for your 'NEW' ship
- tools to deepen your leadership relationship to yourself and others
- tips to maximize your leadership impact on your team
- how to bend the change curve to your will
- better understanding of the strengths you currently have on your team



**“ You don’t just bounce back, you build something NEW. That’s resiliency. ”**

*- Patrick O’Neill*



What's NEW?

# Stabilizing the **NEW** Ship

<https://www.mckinsey.com/business-functions/organization/our-insights/read-y-set-go-reinventing-the-organization-for-speed-in-the-post-covid-19-era#>

## Team/HR Resiliency **Tip #1:**

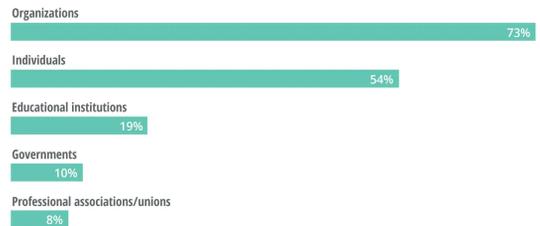
### Reskill the team

- *Org. MUST keep up with the rate of change in innovation and technology*

FIGURE 1

#### More respondents identified organizations as the entity responsible for workforce development than identified any other stakeholder

Which entities in society do you think are primarily responsible for workforce development? Select up to two.



Source: Deloitte Global Human Capital Trends survey, 2020.

Deloitte Insights | [deloitte.com/insights](https://deloitte.com/insights)

Adapt and reskill EVERYONE who is staying. . .if they won't reskill, they need to move on!

<https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2020/reskilling-the-workforce-to-be-resilient.html>

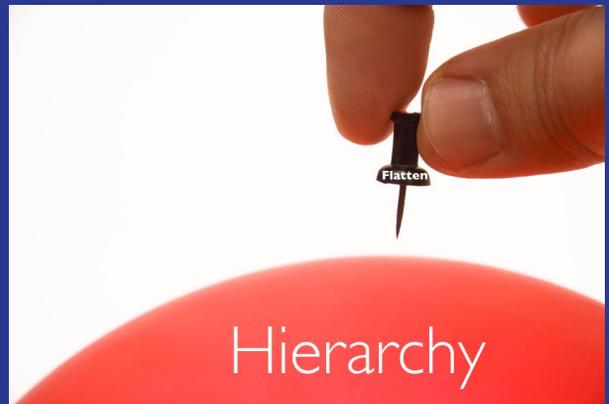


*Rapid Reskilling  
The Future of work is PEOPLE!*

## Team/HR Resiliency **Tip #2:**

### Flatten the structure

- Hierarchies *MUST* give way to flatter (not flat) structures that allow challenges to be responded to more quickly



Leaders put people first!

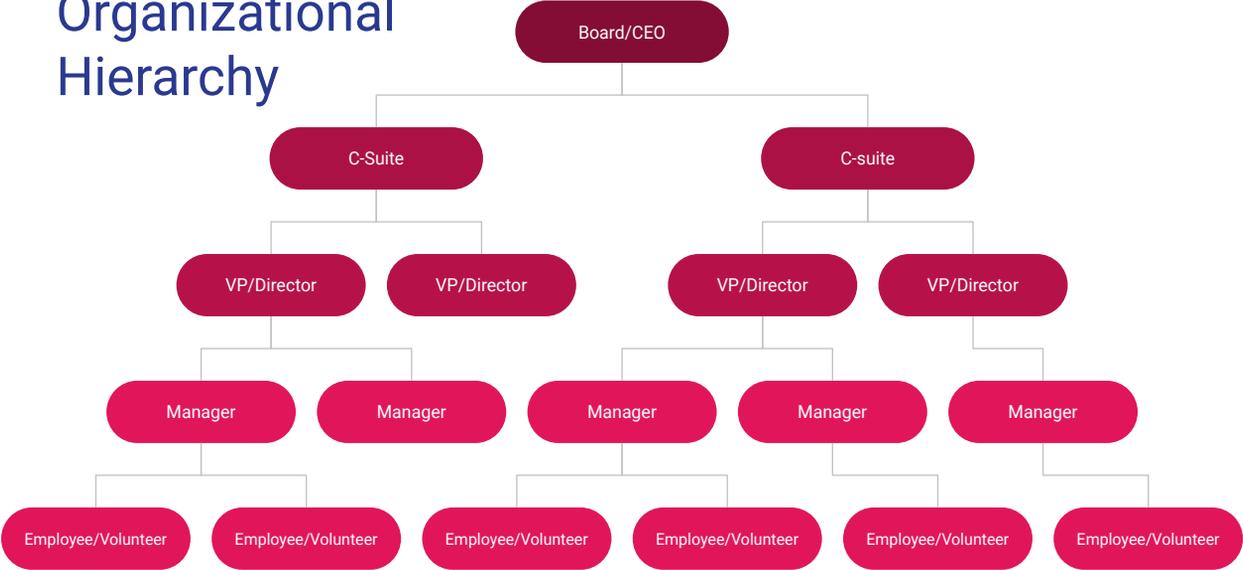
- Rigid hierarchies must give way to leaner, flatter structures that *allow the system to respond* quickly to emerging challenges and opportunities
- This “flattened” hierarchy promotes employee involvement through a decentralized decision-making process. The idea is that well-trained workers will be more productive when they are directly involved in the decision-making process rather than closely supervised by many layers of management.

<https://courses.lumenlearning.com/boundless-management/chapter/trends-in-organization/#:~:text=This%20%E2%80%9Cflattened%E2%80%9D%20hierarchy%20promotes%20employee,by%20many%20layers%20of%20management.>

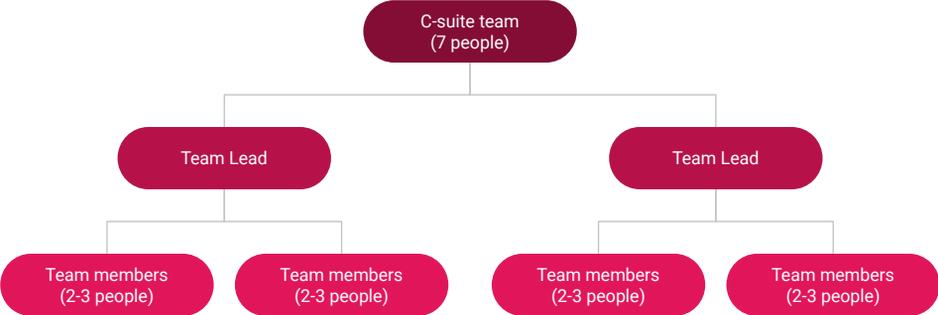
- It's all about communication
  - Interdependencies
  - Share ideas

<https://core.ac.uk/download/pdf/54187702.pdf>

# Organizational Hierarchy



# Flattened Hierarchy



# What motivates you?

## 15 - 20

You are walking the talk and can rightly use your skills to help manage team members and stakeholders.

## 10 - 14

You have the essentials to build on. Pick 3 you can work on and begin to practice them.

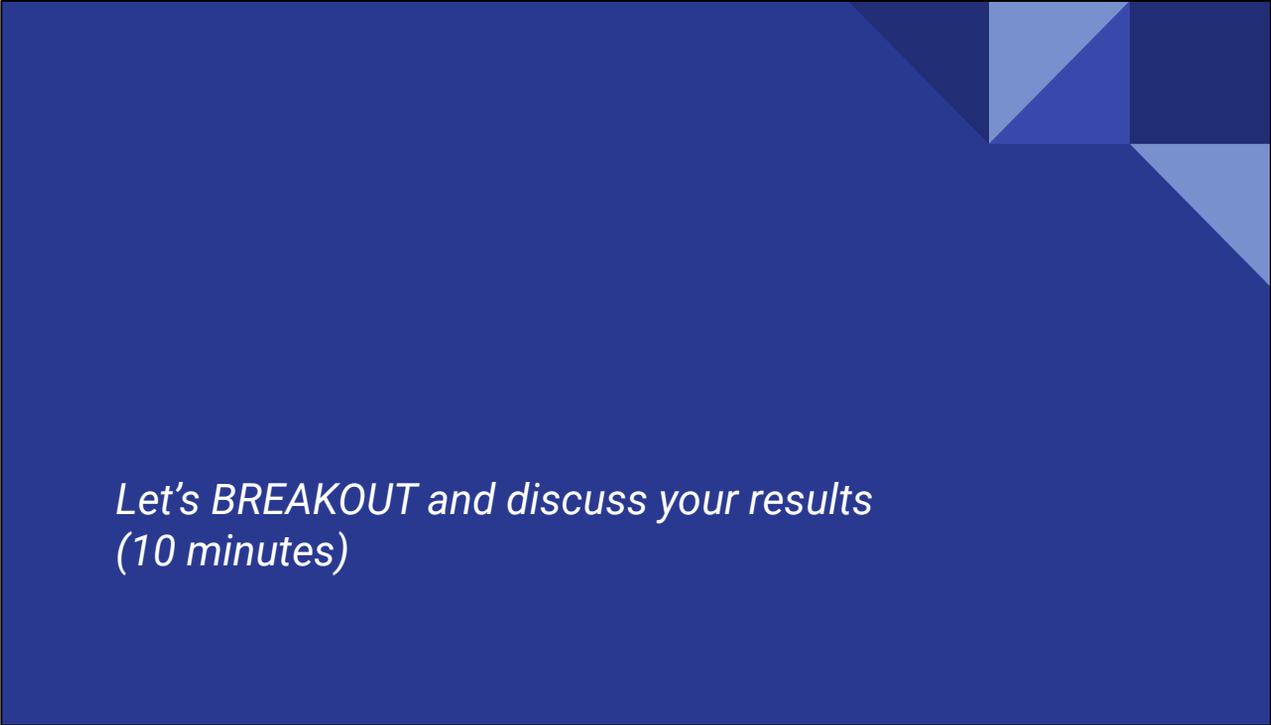
## 5 - 9

You need to closely examine how your leadership makes others feel about you. If you regularly choose de-motivating leadership traits, you cannot move your team/project/organization to the next level. I'd suggest getting a coach or mentor, if you don't already have one, and ask them to help you build capacity in 5 areas.

## 0 - 4

You are struggling immensely with your team/project/organization. Your team members do not trust you and stakeholders may be questioning your ability to manage. You need to *immediately* take stock and get help. (Take a leave of absence. Go back to school and level-up. Do something before you become bitter to the point of not being useful.)

Key motivations. . .if you are in it for yourself. . .you HATE a flattened hierarchy. .  
.which leads us to my next question



*Let's BREAKOUT and discuss your results  
(10 minutes)*

# Mazlow's Hierarchy of Needs



- 1. Physiological** – biological requirements for human survival. If these needs are not satisfied the human cannot function or survive.
- 2. Safety** – individual's security and safety which can be experienced by order, predictability and control. If these needs are not satisfied the human will suffer from all or some of the following:
  - emotional insecurity
  - financial insecurity (e.g. employment, social welfare)
  - fear
  - social instability
  - general lack of health and well-being
- 3. Love and belonging** – social feelings of belonging and the need for interpersonal relationships to motivate behavior. If these needs are not satisfied the human will experience disconnection, loneliness and depression.
- 4. Esteem** – for oneself through achievement, mastery and independence and from others through respect, status and reputation. If these needs are not satisfied the human will struggle with self-esteem and seek to please others before themselves.
- 5. Self-actualization** – the realization of a person's potential, self-fulfillment, seeking personal growth and peak experiences. If these needs are not satisfied the human will struggle to realize their full potential.

## Team/HR Resiliency **Tip #3:**

### Be agile to change

- Teams *MUST* be able to move quickly and easily while collaborating in small, iterative ways

ag·ile

*ˈ*ajəl*l*

Learn to pronounce

adjective

1. 1.

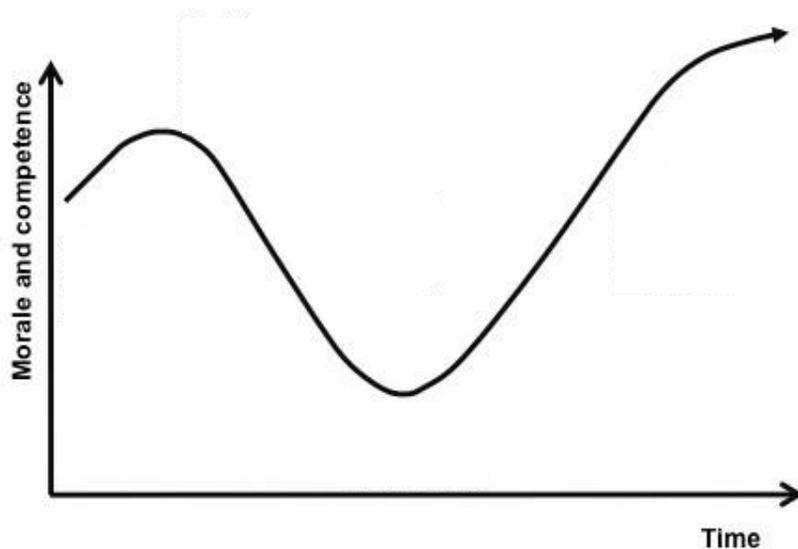
able to move quickly and easily.

"Ruth was as agile as a monkey"

- AGILE is when you favour incremental changes, collaboration and iterative work (sometimes known as sprints)
- fast, agile teams—*small, focused cross-functional teams* working together toward a common set of objectives that are tracked and measured

<https://www.andchange.com/themes/change-management-meets-agile/>

## Bending the change curve to your will



- Bending the change curve to your will means leveraging your EQ as a leader to support your human capital through change
- All change is a loss experience; it's a grieving process that all humans have to go through

Shock - ENSURE SAFETY (Emotional intelligence for helping to offer/create safety)

Denial - REINFORCE THE CHANGE MESSAGE (clear, concise message describing the change and shared with everyone)

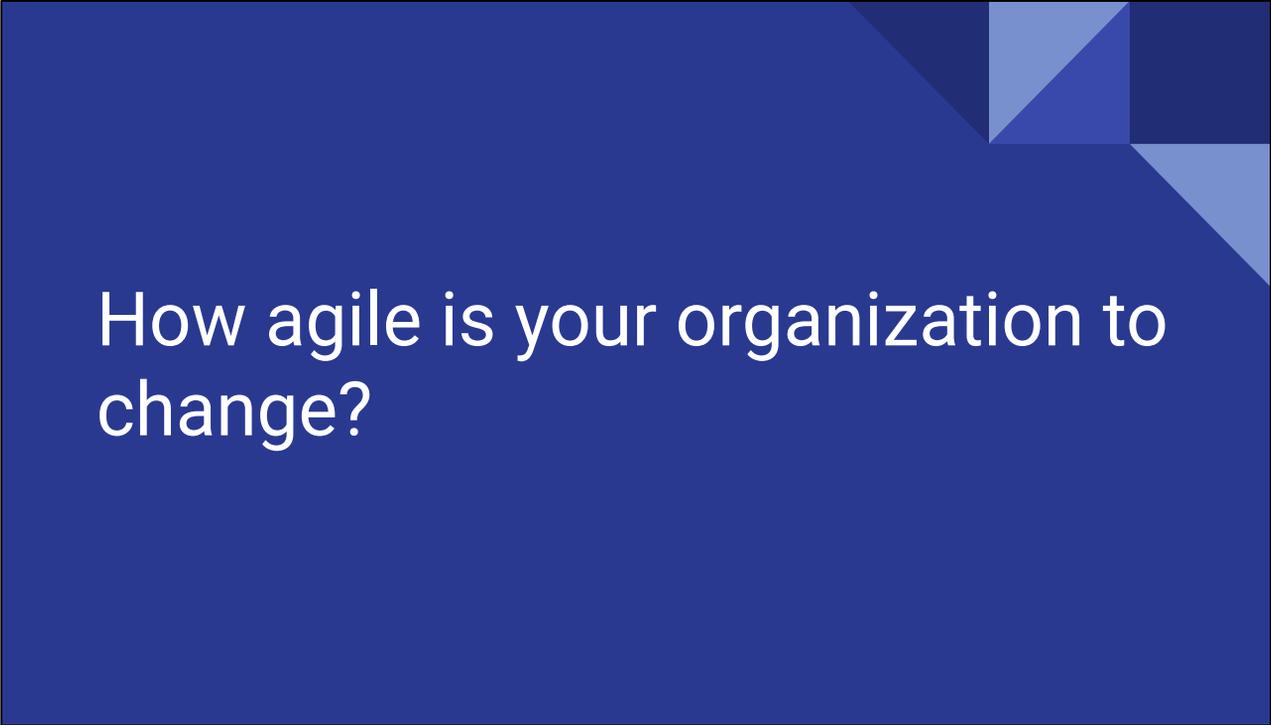
Frustration - FOCUS ON THE FACTS (logic and reason aren't always accessible; risk behaviours can kick in)

Depression - LISTEN (don't alienate or exacerbate by talking; let them emote and reflect back to them what you're hearing)

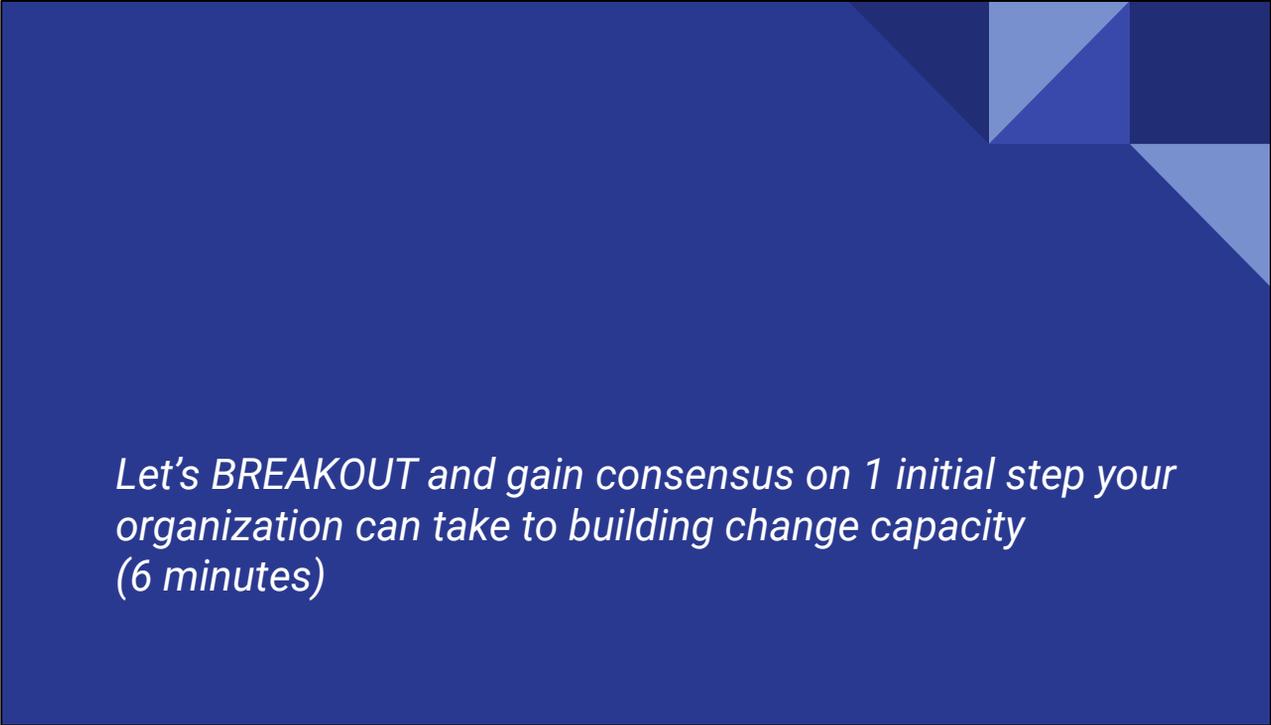
Experiment - ENCOURAGE CREATIVITY AND INNOVATION

Decision - ADOPT AND ACCEPT THE CHANGE (focus on wins instead of the losses)

Integration - REINFORCE THE CHANGE (don't let them go back to old ways)



How agile is your organization to change?



*Let's BREAKOUT and gain consensus on 1 initial step your organization can take to building change capacity (6 minutes)*

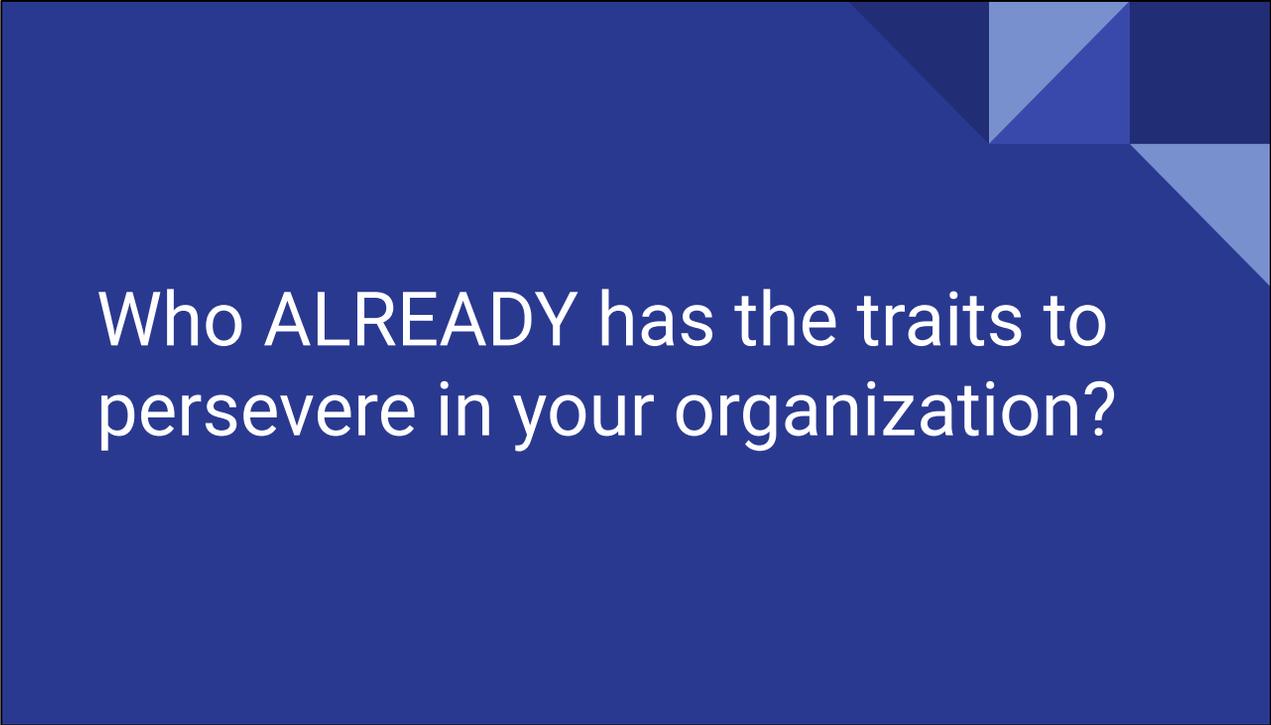
## Team/HR Resiliency **Tip #4:**

### Look for leaders

- *Team members who can ride out the change MUST be given way to innovate and lead*



- *who can make decisions and execute rapidly; who is able to take on new challenges and **lead in the face of uncertainty**; and who has the grit to persevere*



Who **ALREADY** has the traits to  
persevere in your organization?

# A tool for assessing your team:

## Skills Inventory Assessment

- Finding Human Capital to better meet the current and future needs
- Assigning the right team members to the right roles
- Building teams with the best talent to ensure success
- Targeting training and development to fill skill gaps
- Developing an internal talent channel to better succession plan



## Team/HR Resiliency

**Tip #1:**

**RESKILL** the team

**Tip #2:**

**FLATTEN** the structure

**Tip #3:**

Be **AGILE** to change

**Tip #4:**

**LOOK** for leaders

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- *Adapt and reskill everyone who remains. . .and if they won't reskill, they shouldn't stay*
- *Rigid hierarchies must give way to leaner, flatter structures that **allow the system to respond** quickly to emerging challenges and opportunities*
- *fast, agile teams—**small, focused cross-functional teams** working together toward a common set of objectives that are tracked and measured*
- *who can make decisions and execute rapidly; who is able to take on new challenges and **lead in the face of uncertainty**; and who has the grit to persevere*