



RESILIENT TEAMS IN UNCERTAIN TIMES

10 Lessons For Leaders



AGENDA

- ① Introduction
- ① Change
- ① The Brain And Change
- ① Leadership, Innovation, Creativity and Change
- ① Q&A



WHO AM I?

- ① 22 Years in Development and Support
- ① Manage Supportability for Microsoft's Online Consumer Services (500 m customers)
- ① GPGP Award Winner
- ① 3-Time Quality of Service Award Winner
- ① Top 4%
- ① Certified Giant Impact Facilitator (Maxwell)



WHY ARE WE HERE AND WHAT ARE THE RULES?

- ⊙ Why are you here?
- ⊙ Why am I here?
 - ⊙ Meet My Friends: Uncertainty and Complexity
 - ⊙ Multiplication Is Magic
 - ⊙ Challenge Yourself
- ⊙ What are the rules?



EXERCISE I

It's the summer of 2010 – ONE YEAR FROM NOW. A reporter from the Olympian has called to tell you that you and your team have been chosen for the Sunday cover story on the State's Great Heroes.

What is the headline for the story?

What major milestone, metric or goal would you include in the first paragraph?

What hurdles did you have to overcome in order to achieve this success?

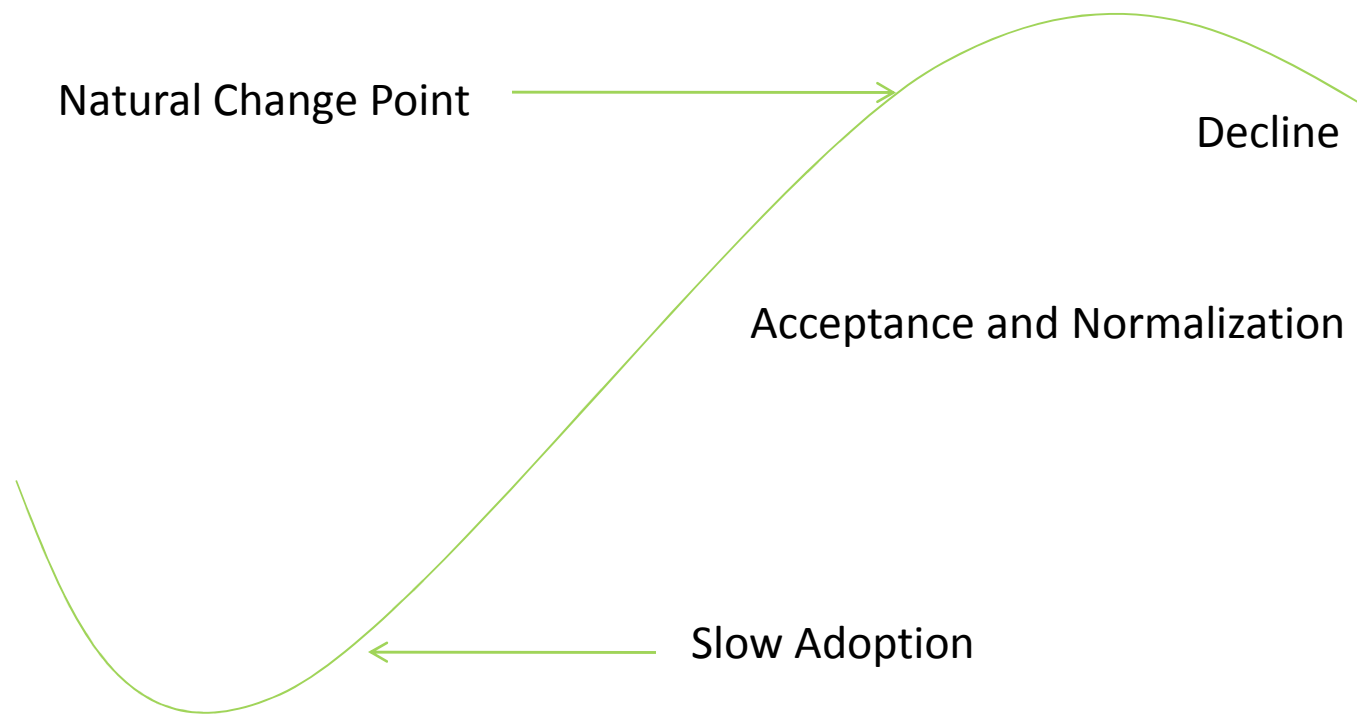
What thinking or behaviors did you have to change in order to be successful?

How did you go about creating this change?

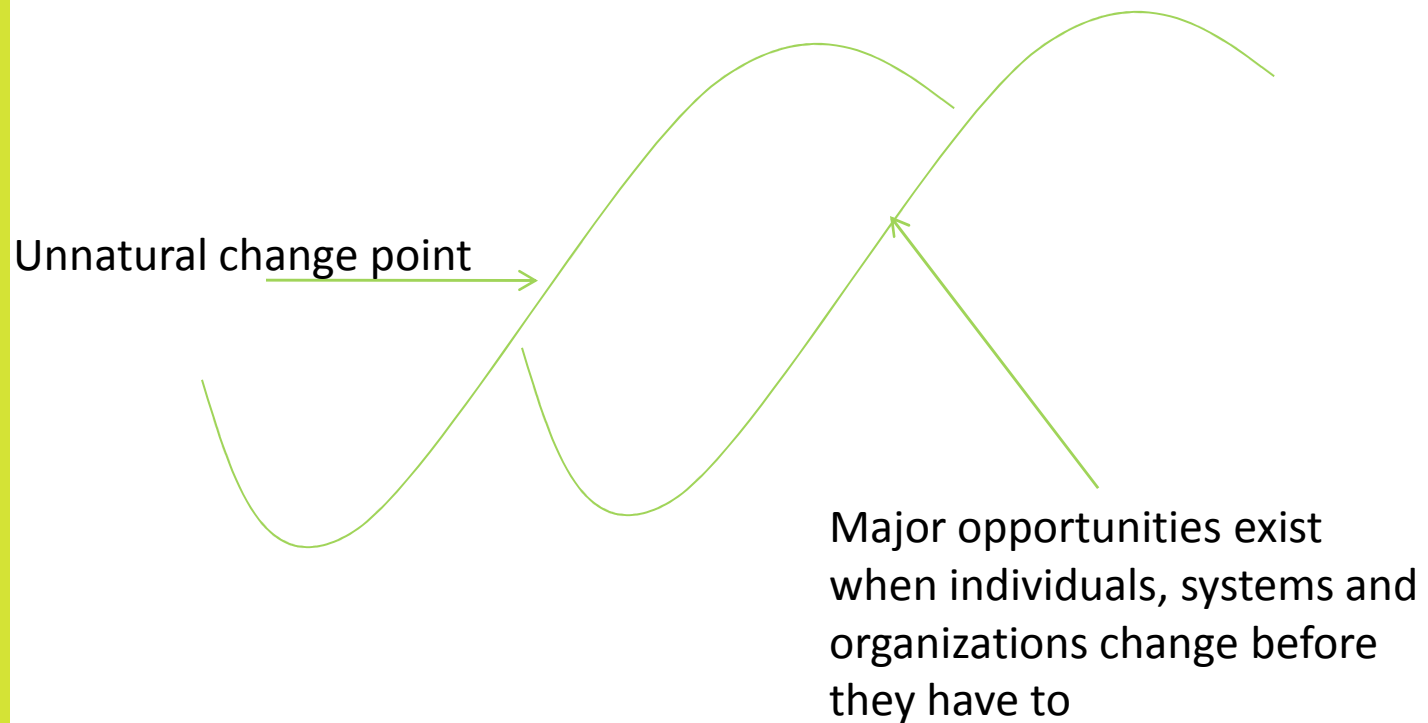


LET'S TALK ABOUT CHANGE

THE SIGMOID CURVE



MANAGING THE S CURVE





CHANGE AND RESISTANCE

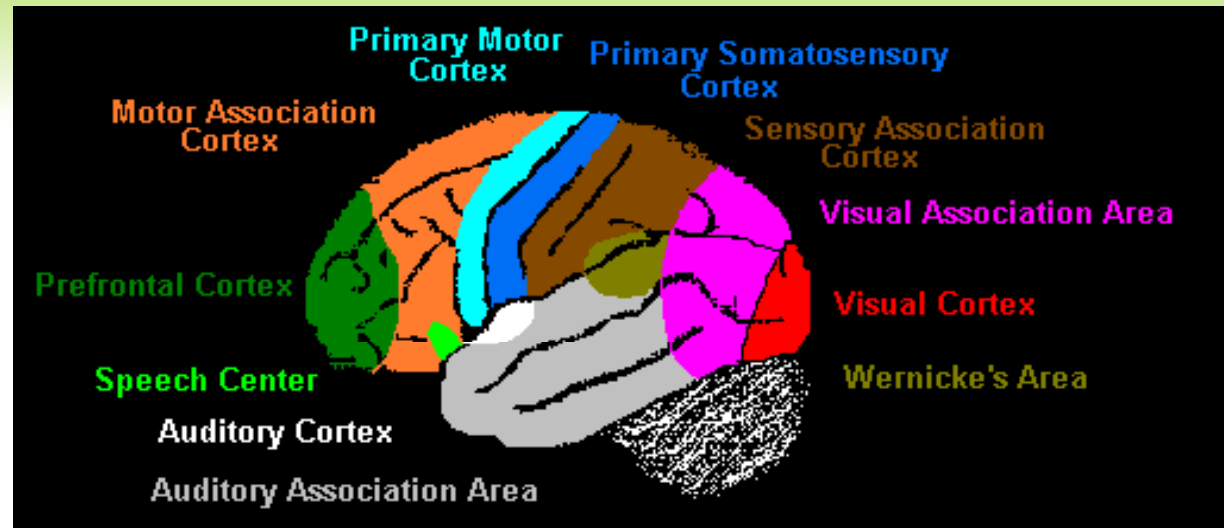
Suspicion

Denial

Identity
Crisis

Solution
Seeking

THE BRAIN: A QUICK PRIMER



- ⊙ Pre-Frontal Cortex/Active Memory
- ⊙ Lymbic System
- ⊙ Basal Ganglia



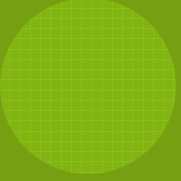
STEP 1. THE BRAIN AND CHANGE

- ⊙ When approaching change, the brain needs a SCARF:
 - ⊙ Sympathy
 - ⊙ Certainty
 - ⊙ Autonomy/Choice
 - ⊙ Relatedness
 - ⊙ Fairness



FOUR PHASES OF ENCOUNTERING CHANGE

- ⊙ Attention (even if it's fearful, you need to get their attention)
- ⊙ Reaction (you need to make the case strong enough that it provokes some kind of motor response)
- ⊙ Insight (they need to demonstrate that they can apply thought/modeling to the change)
- ⊙ Action (they should conclude with clear next steps to take, no matter how simple)



RECOGNIZING AND OVERCOMING LEARNED HELPLESSNESS

- ① You need to recognize that many people have gotten them into a state of learned helplessness
- ① Learned Helplessness can be identified when individuals begin to express

EXERCISE II

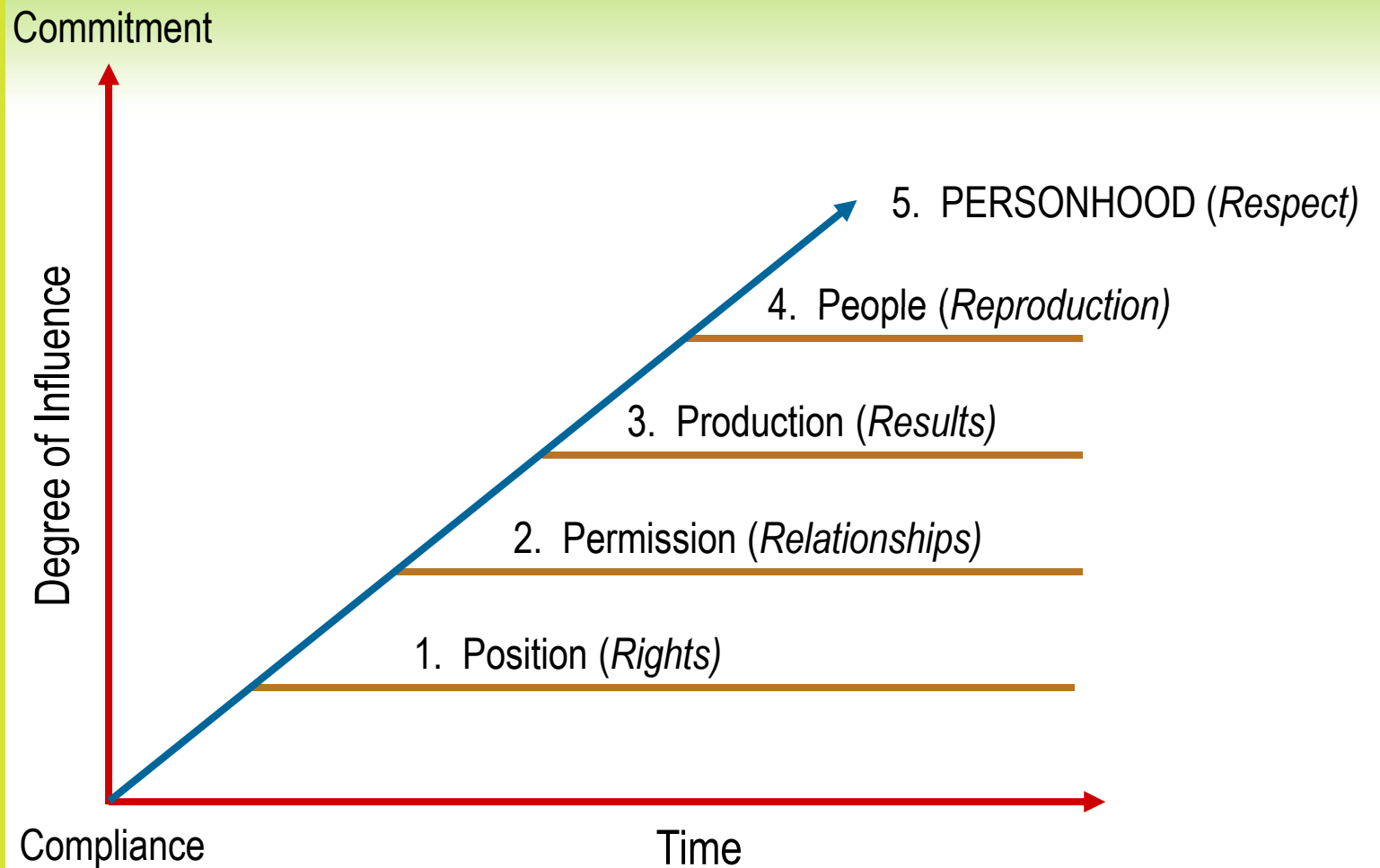
Exercise I.

Describe a challenge or change you need to lead your team through in the next 6 – 18 months.

List the names of three people you'll need to work closely with in order for this challenge or change to be successful.

For each person above, answer the following questions:		
This person knows and appreciates my communication style and approach to work (Yes or No)		
This person and I have a shared set of goals or commitments (Yes, No, Don't Know)		
I've spent non-work/social time getting to know this person (Yes, No)		
This person values <?> above everything else (ie, honesty, hard work, having fun, family, etc.)		
If this person had the power to create a state holiday for a specific event it would be (ie, kid's birthday, anniversary, etc.)		

LEADERSHIP, INNOVATION, CREATIVITY AND CHANGE





LEADERSHIP IS CHARACTER

- Positional Authority will barely get you through the good times successfully
- Permission-Based Leadership is based on mutual trust and a relationship that transcends title
- When catastrophe strikes, titles are the first thing to be discarded
- Let's talk about some leadership examples in times of great crisis...
 - Tylenol
 - Exxon Valdez



LISTEN TO UNDERSTAND

- ◎ Most people listen in order to prepare their response
- ◎ Practice actively listening, take notes, and seek to understand what the person is saying
- ◎ People want to be understood first



FAILING BACKWARD V FAILING FORWARD

Failing Backward

Blaming Others

Repeating Mistakes

Expecting never to fail again

Expecting to continually fail

Accepting tradition blindly

Being limited by the past

Quitting

Failing Forward

Taking Responsibility

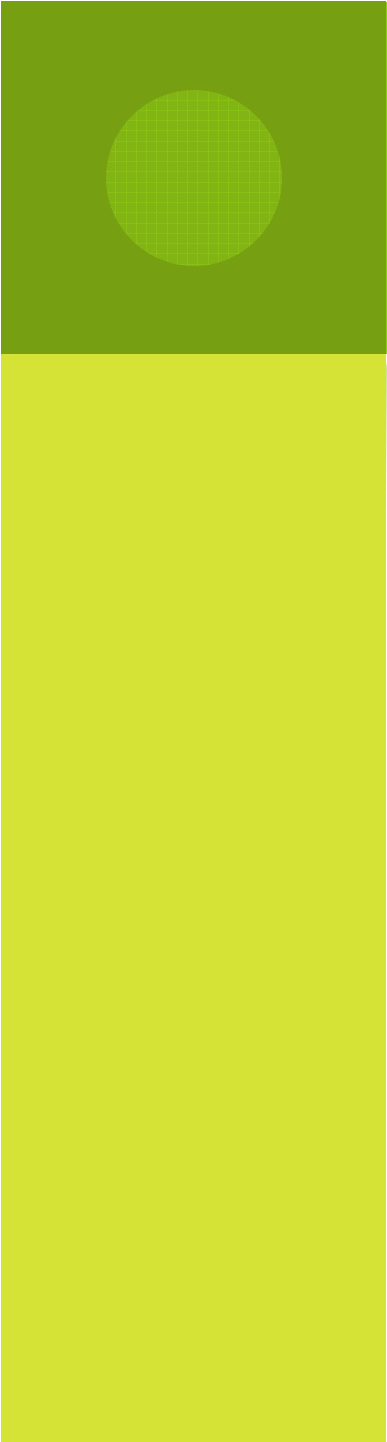
Learning from each mistake

Knowing failure is part of progress

Maintaining a positive attitude

Challenging outdated assumptions

Taking new risks



MAKE ROOM FOR NEW HABITS TO DRIVE TOWARD A VISION

- ① You can't stuff a new habit into an already full day
- ① Achieving a vision requires knowing what steps you have to take to get there
- ① I lost 150 lbs by making room for a 15-minute elliptical ride each morning. I didn't lose all 150 lbs that day, and that first ride *sucked*. But it was worth the journey
- ① If you need to make room for something new, ask yourself: "what breaks?"



CREATE A CULTURE OF CREATIVITY AND INNOVATION

- ◎ Creativity is personal. Innovation is cultural
- ◎ Managers focus on efficiency, consistency and goal-setting (Six Sigma = black belt = karate)
- ◎ Innovation is about DISRUPTION! (innovation = green thumb = garden)
- ◎ We don't know who discovered water, but we know it wasn't fish.



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