

Adaptability

Creating opportunities
from chaos



Level 10 Leaders

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Becoming Adaptable



Let's Level Set
(aka – Opening Remarks)

Two Essential Qualities

Resilience – Bounce Back

- Recover after setbacks
- Undefeated
- Resume your position
- Built through experiences and a growth mindset.

Adaptability - Bounce Forward

- Take advantage of changing environments
- Use adaptive mindset
- Entrepreneur: Change = opportunity

The Surfing Analogy

Resilience – staying on the board when the wave crashes

Adaptability: read the water and adjust your stance

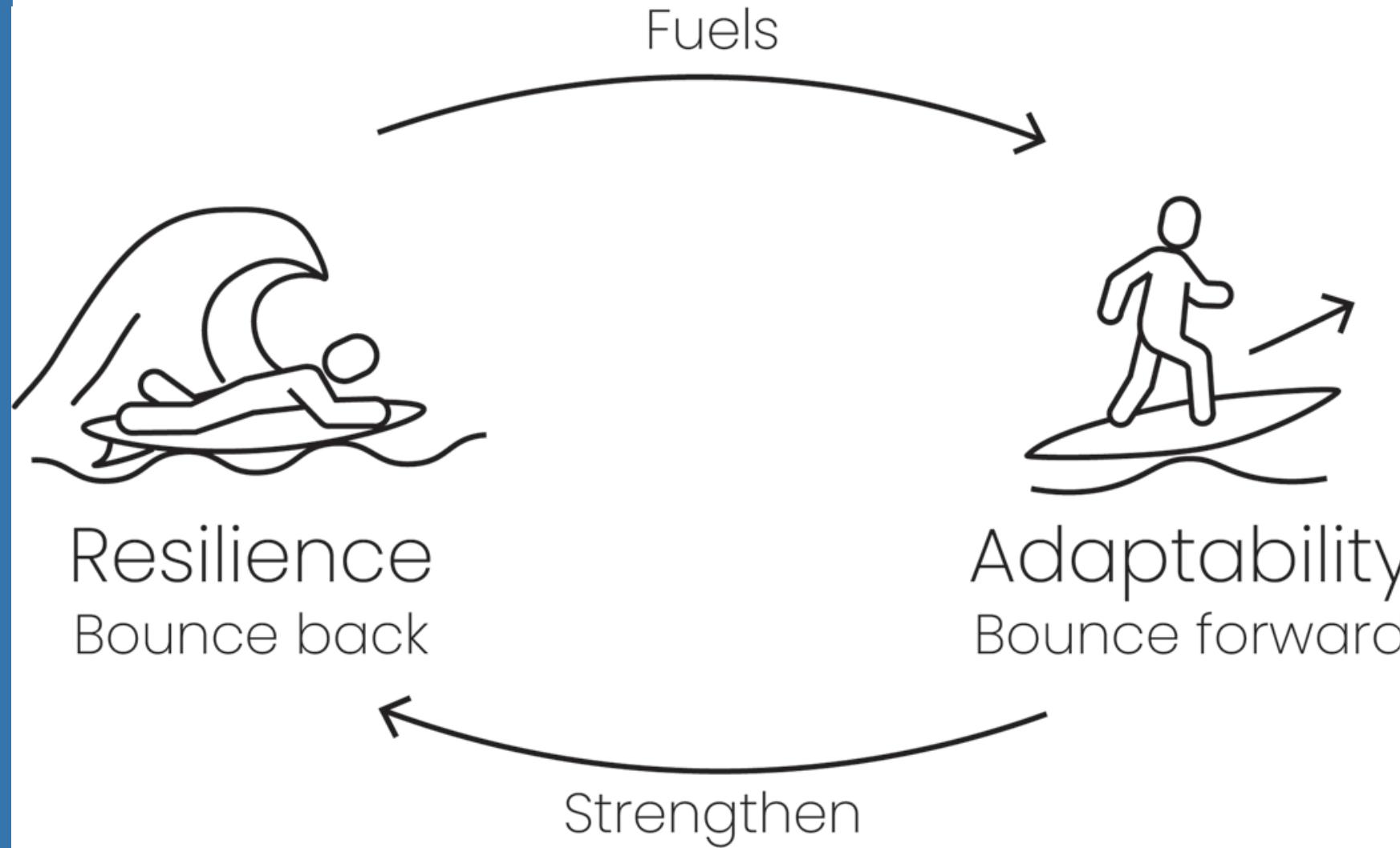


Upping the Delta

Paddling faster and positioning yourself to catch the wave before it catches you

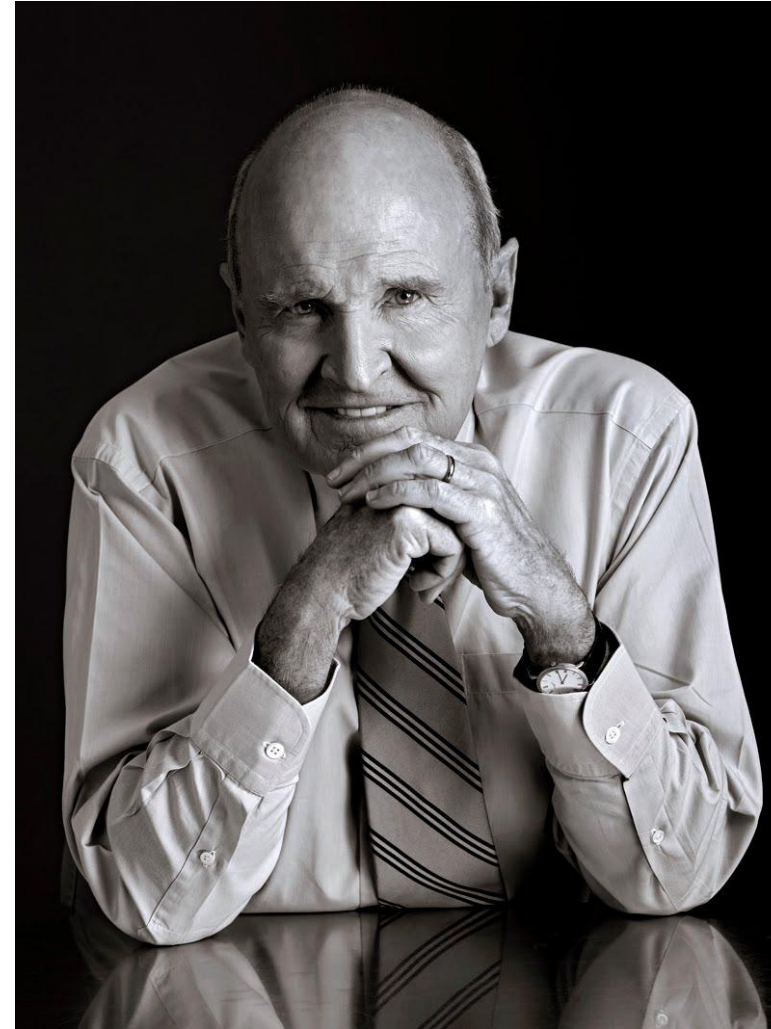


Resilience & Adaptability Feedback Loop



The Delta Concept

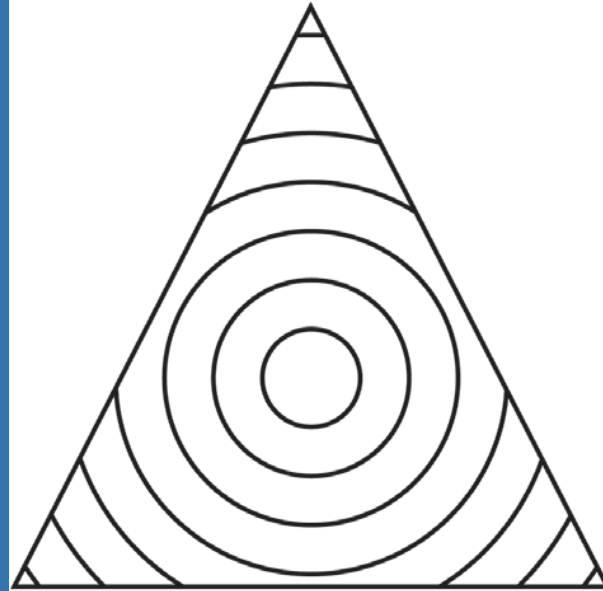
"When the rate of change on the outside exceeds the rate of change on the inside, the end is nigh."



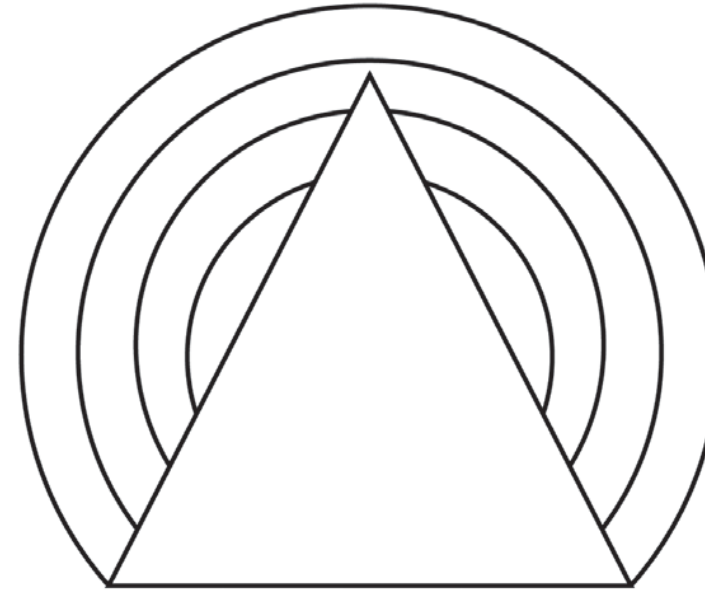
— Jack Welch



Upping Your Inside Delta

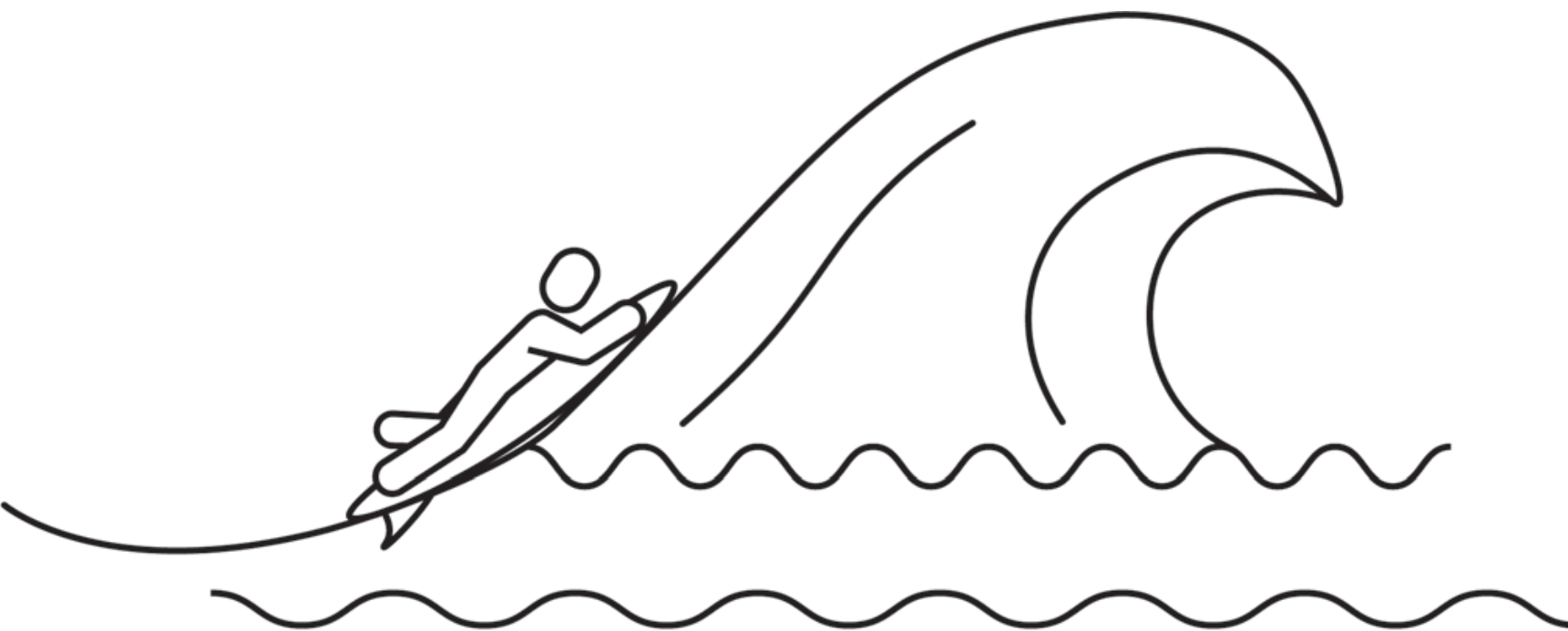


Inside delta



Outside delta

Core of Adaptability



Upping the delta
Shaping change

Steps for Upping the Delta

1

Awareness

What's really going on here?

2

Clarity

What do we want it to look like?

3

Commitment

Make it work

Awareness: See What's Really Going On

Start with the Active Mindset question:

"What's really going on here?"

- Pattern, not events
- Trends, not anecdotes
- Culture, not individual behavior

Clarity: Get Clear About Change

- Are the changes significant or just noise?
- What has to be held constant?
- What are we trying to achieve as a business?
- What does our implementation track record look like?

The Goal:

Get a picture of what you want to look like when the adaptation is done, so you can integrate change into Business As Usual.

Embedding Change: Make It Happen

Great ideas don't up the delta.

Great changes do.

Great change is a good idea well implemented.

Inventors are seldom implementers.

Your Role as Leader: Lead a team that can do it ten times better than you

EXERCISE

Think about changes over the last three years in:

- Your market: customer preferences, trends in data?
- Your industry: new entrants, competitors, suppliers?

Identify three changes where your delta is slower than the external delta.

Simple yes or no: Are you spending enough time thinking about the delta?



- ✓ Awareness – what’s really going on here?
- ✓ Clarity – what do we want it to look like?
- ✓ Embedding change – how do we do it?

Upping the Delta

Attitudes for Adaptability

**Growth
Mindset**

Resilience

Enthusiasm

Growth Mindset

From "I can't" to "These are skills that can be learned"

- Mistakes are valuable opportunities to learn
- Challenges are chances to push yourself
- Focus on "how can I make this work?"

Resilience

"I didn't make any mistakes. Nothing was a dead end or a waste of time. All the things that didn't work took me closer to the answer."



— Rod Drury, Founder of Xero

Remember:

Failure is an event, not a person. Your experiment failed, you didn't.

Enthusiasm

You've got to enjoy the pace and pressure of rapid adaptation.

- Are you energized by the possibilities in a new idea?
- Can you handle lack of clarity about the near term?
- Does "this might not work" daunt you or excite you?

EXERCISE

Time for an honest self-assessment:

- Did you see a recent challenge as an opportunity to learn, or were you more conscious of the prospect of failure?
- When faced with a setback, do you focus on what went wrong or on what can be learned?
 - Do you like change or does it stress you?

Now ask your manager for their view.

Behaviors for Adaptability

**Make Time to
Think**

**Bring the
Outside In**

**Maintain
Structure**

Make Time to Think

How can you call the wind or design an experiment or test your growth mindset if you don't have time to think?

If you want to up the delta:

Dedicate One hour a week to deep thinking.

Bring the Outside In

You can't see the system from within the system because you're part of it.

How do you find out about changes in your environment?

- What are you reading or listening to?
- What feeds have you set up?
- What have you asked AI lately?
- Who are you talking with?

Maintain Structure

There's only freedom in structure, my man. There's no freedom in freedom. – Branford Marsalis



Good experiments are highly structured.



They are Specific, Measurable, Actionable, Relevant and Time Bound.



And if you can't make your experiment SMART, chunk it down until you can.



Experimentation

- ✓ Get curious – Ask questions like 'how could we?'
- ✓ Create a hypothesis – If we do x, then it will result in y
- ✓ Test your hypothesis – Run it and if it fails, try something new
- ✓ Analyse the data – What does it mean?
- ✓ Review your results – Kill, Keep, Change (KKC)?
- ✓ Review your experiment – What could you have done better?

Summary: Leading Yourself

Upping the Delta

Inside Δ > Outside Δ

Three Steps

Awareness • Clarity • Embedding

Attitudes

Growth • Resilience • Enthusiasm

Behaviors

Think • Bring Outside In • Structure

Experimentation*

Curious • Hypothesis • Test • Analyze • Review