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WI SHRM State Conference 2016



HR LEADERSHIP IN AN AGE OF PERMANENT WHITEWATER

Strategies for Guiding Yourself and Others
During Times of Turbulence and
Uncertainty

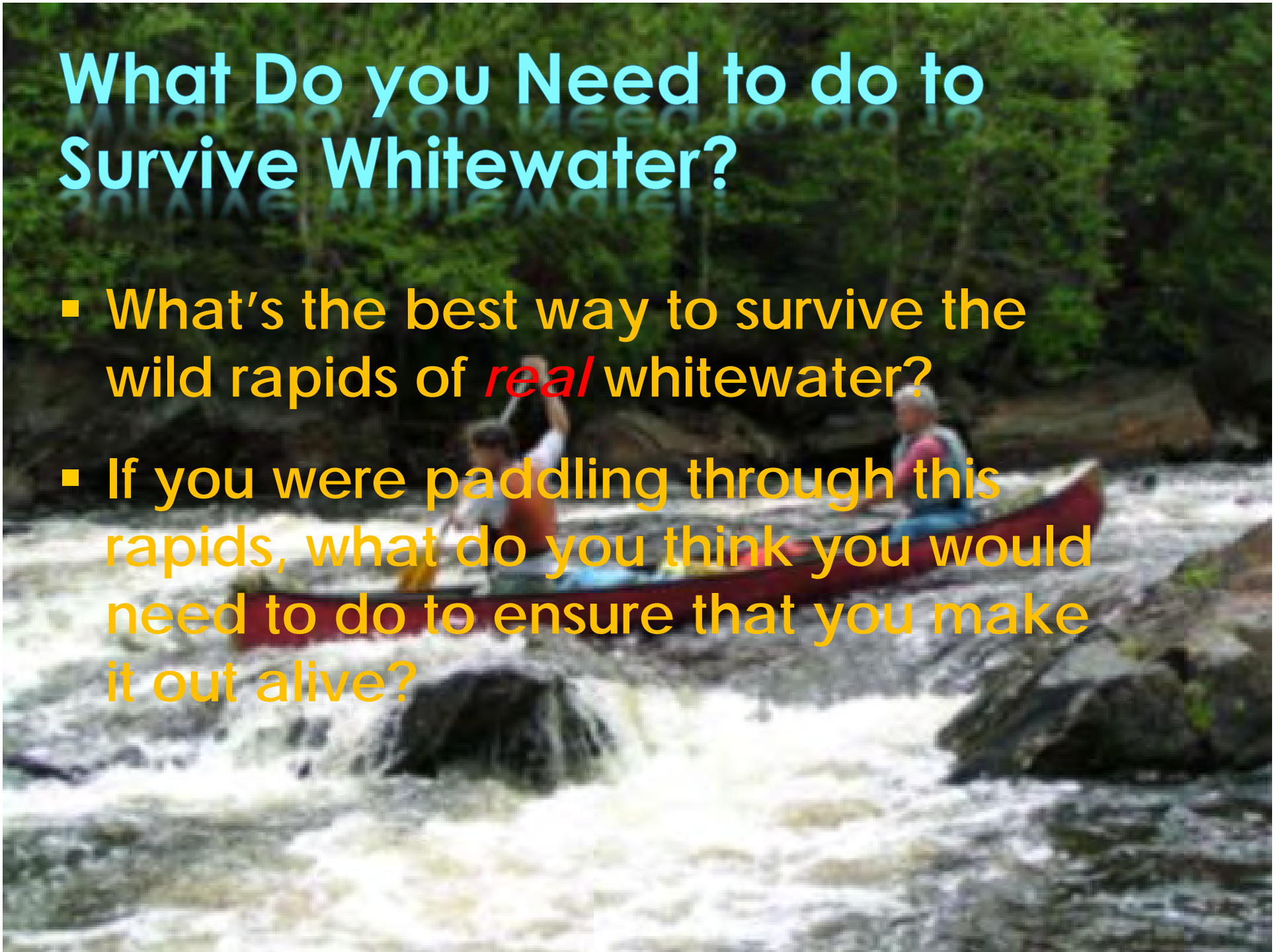


With Jeff Russell
Co-Director

© 2010, Photograph by Jeff Russell

What Do you Need to do to Survive Whitewater?

- What's the best way to survive the wild rapids of *real* whitewater?
- If you were paddling through this rapids, what do you think you would need to do to ensure that you make it out alive?



A Short Course on Surviving the Rapids

1. Know where you're going – and ensure that you're all paddling in the same direction! (Vision)
2. Know the river – find a map or scout it out before running the rapids. (Knowledge/Learning)
3. Have the right people in the boat! (Hire Right)
4. Leverage each person's strengths. (Talent)
5. Seek out an "eddy" for rest and reflection. (Reflection)
6. Ensure that everyone gets along. (Community)
7. Go *slower* (not faster) than the water! (Wisdom)
8. Go with the flow . . . Be ready for anything . . . and be prepared to suddenly get creative (and wet)! (Adaptability)

Leadership Means . . .

“to go before or with to show the way; to influence or induce” and
“an act or instance of leading;
guidance; direction.”

Lake Minocqua Sunset

The first responsibility of a leader is to define reality. The last is to say "Thank you!" In between, the leader is a servant.

— Max DePree, Author
Leadership is an Art

Great Leaders . . .




1. Have a vision of an ideal future.
2. Exhibit a passion for achieving that vision.
3. Inspire others in pursuit of the *shared vision*.
4. Are willing to challenge the status quo.
5. Have an enduring hunger for learning.

Great Leaders . . .



6. Display emotional intelligence in relationships with others. (includes integrity, trust, empathy, etc.)
7. Enable others' success.
8. Engage in critical reflection and demonstrate a high level of self-awareness.
9. Demonstrate technical proficiency – including systems thinking/pattern recognition.
10. Communicate effectively.



Success is not final. Failure is not fatal.
It is the courage to continue that makes the
difference.

— Winston Churchill
former British Prime Minister
b. 1874, d. 1965

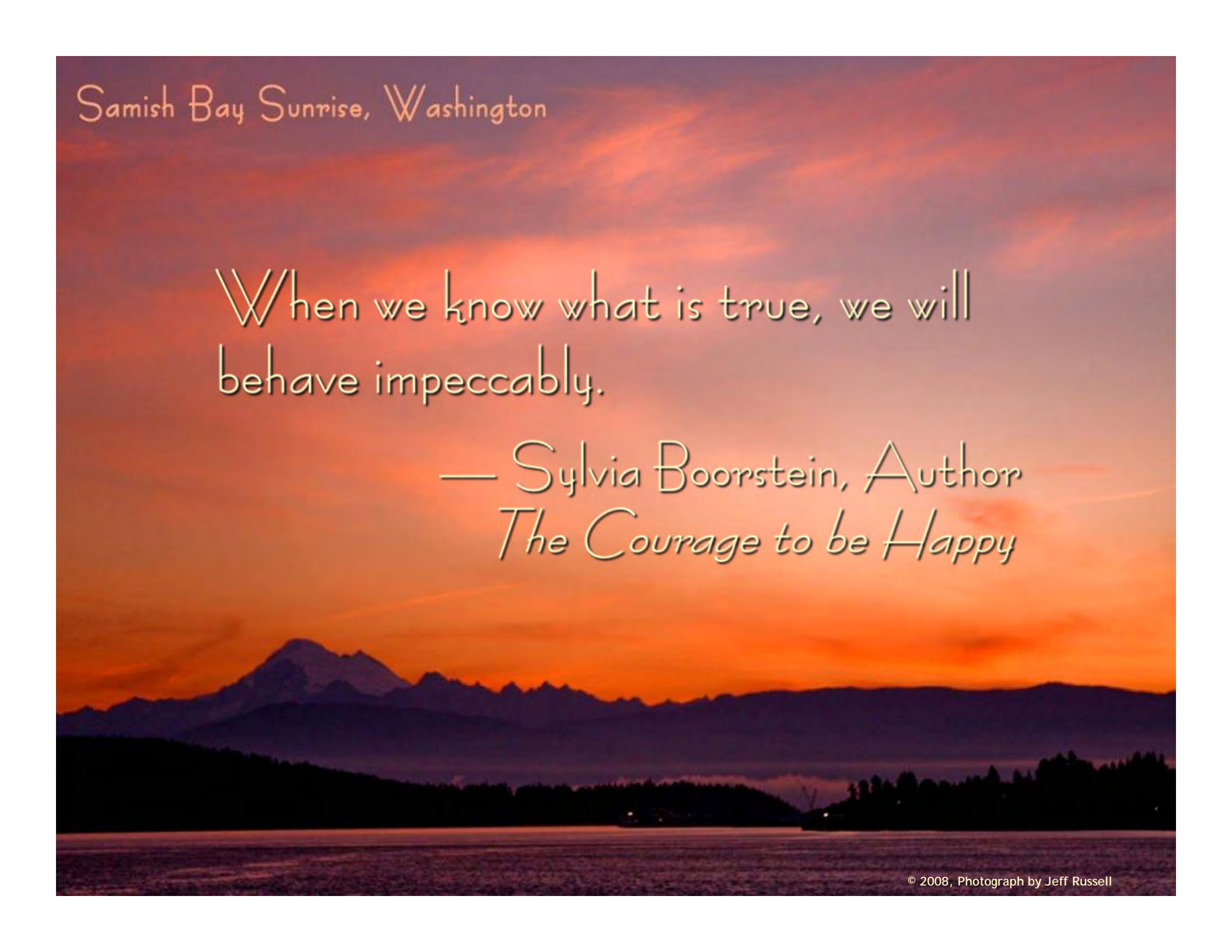
Lustrafjord
Norway

Leading in Permanent Whitewater

- ◆ HR leadership in an age of permanent whitewater enables you and others to walk steady on uneven ground.
- ◆ Effective leaders approach uncertainty by first leading themselves . . . pursuing their passion . . . and then guiding others through the wild rapids!

In Whitewater, a Leader is a . . .

- ♦ Sense-Maker — Helping others find meaning . . . when everything else seems to be falling apart!
 - ♦ Involving others in **creating shared meaning**
 - ♦ Helping to sort out an **holistic truth** from the “noise”
 - ♦ **Telling stories** that represent healthy responses to our challenges
 - ♦ **Leveraging insight and intuition** to enable others to see more clearly
 - ♦ **Valuing paradox** in discovering meaning
 - ♦ Actively seeking out information from **diverse sources**
 - ♦ Having awareness of and helping self and others **move beyond current mental models** and stereotypes.



Samish Bay Sunrise, Washington

When we know what is true, we will
behave impeccably.

— Sylvia Boorstein, Author
The Courage to be Happy

In Whitewater, a Leader is a . . .

- ♦ Visionary — Mapping what's possible; offering people a sense of direction and a deeper purpose and meaning.
 - ♦ Establishing a **shared vision**
 - ♦ **Inspiring others** to excellence
 - ♦ Demonstrating **passion** for a higher purpose
 - ♦ Finding **common ground**
 - ♦ **Imagining** what seems impossible (but worth pursuing!)
 - ♦ Helping others see the **big picture** and rise above the daily challenges/setbacks
 - ♦ Thinking for the **long term**
 - ♦ Using **stories** to paint a vivid picture of the future state
 - ♦ **Embodying the vision** in one's thoughts, words, and actions.

Salt Pond Bay, St. John
U.S. Virgin Islands

If you don't know where you're going . . .

Any road will get you there.

In Whitewater, a Leader is a . . .

- ♦ Convener — Bringing people together; building community.
 - ♦ Focusing people's energy on challenges and opportunities
 - ♦ Actively listening
 - ♦ Creating an environment of inclusion and openness that honors all voices
 - ♦ Exploring differences with curiosity
 - ♦ Discovering intersecting interests and finding common ground
 - ♦ Building consensus
 - ♦ Facilitating free and informed choices by others
 - ♦ Helping to create structures that build and sustain community
 - ♦ Celebrating successes (no matter how small).



Sunrise over the Santa Lucia Range

Alone we can do so little; together
we can do so much.

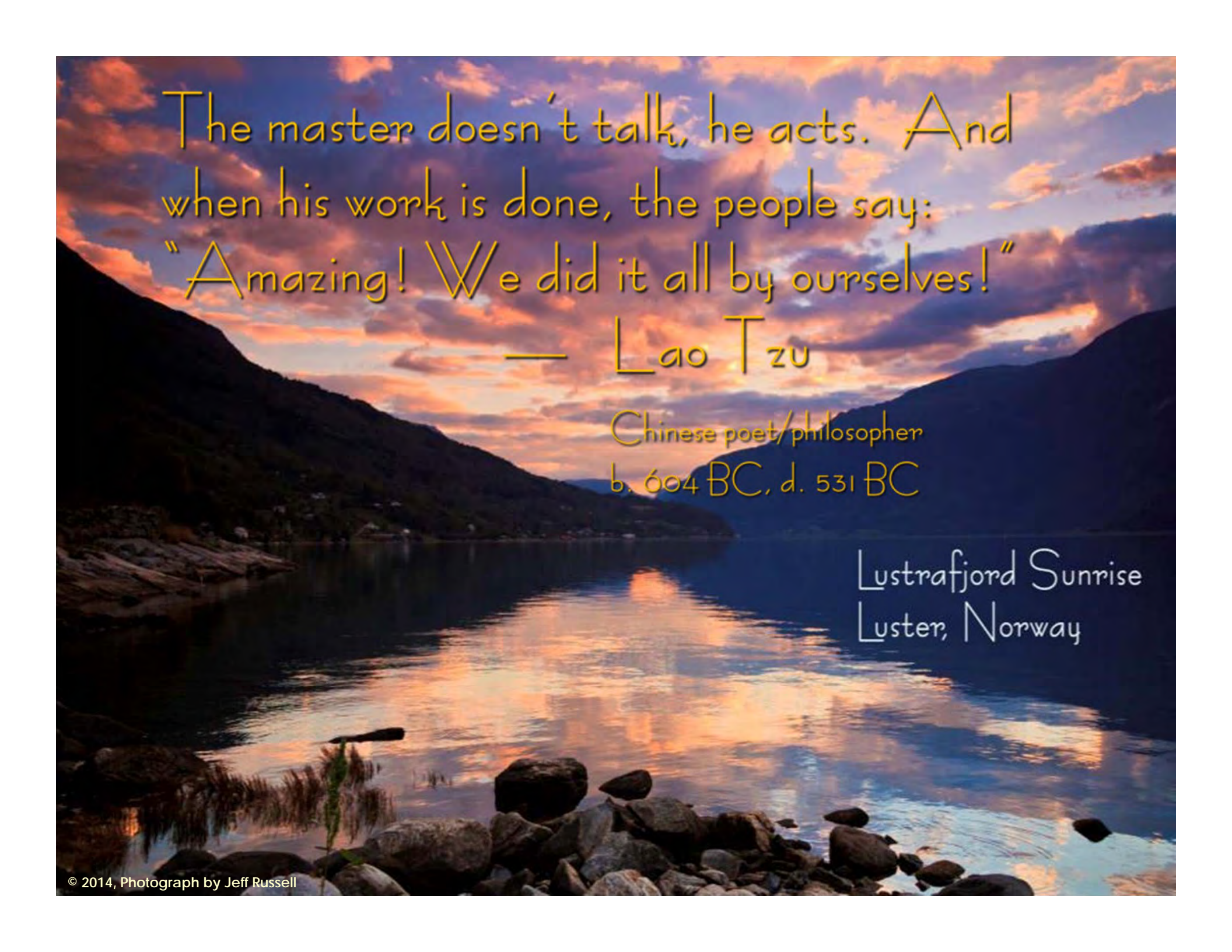
— Helen Keller

American author/activist

b. 1880, d. 1968

In Whitewater, a Leader is a . . .

- ♦ **Capacity Builder** — Strengthening others; creating ownership; empowering others.
 - ♦ Enabling people to find their **purpose**
 - ♦ Developing others' **resilience**
 - ♦ Enabling others to realize and **leverage their strengths** to achieve their purpose/goals
 - ♦ Assisting others in **learning from their past**
 - ♦ Guiding people in linking their personal purpose to **meaningful work**
 - ♦ Facilitating a sense of personal responsibility and ownership ("**I am responsible for my own success!**")
 - ♦ Investing in others' **learning/growth**
 - ♦ Helping people tell their **success stories**
 - ♦ Facilitating personal insight in others through **skillful questions**.



The master doesn't talk, he acts. And
when his work is done, the people say:
"Amazing! We did it all by ourselves!"


— Lao Tzu

Chinese poet/philosopher
b. 604 BC, d. 531 BC

Lustrafjord Sunrise
Luster, Norway

In Whitewater, a Leader is a . . .

- ♦ A Change Catalyst and Creator — Driving change; creating new structures.
 - ♦ Being an **agent of change** and builder of new possibilities
 - ♦ Challenging the status quo; **slaying the sacred cows**
 - ♦ Provoking people to **action**
 - ♦ Reducing others' **learning anxieties**
 - ♦ Identifying the **possibilities**
 - ♦ Inviting people to creatively **explore the future** together
 - ♦ Being open to **alternative futures**
 - ♦ Willing to hear **dissident voices**
 - ♦ Creating **clear pathways** toward the future state
 - ♦ Exploring new and innovative ways of **working together**
 - ♦ Helping people **learn from setbacks** as they construct the new.



If the rate of change inside the organization is *less* than the rate of change *outside* the organization, the end is in sight.

- ♦ Jack Welch, former CEO
General Electric

Wisconsin Northwood's colors

In Whitewater, a Leader is a . . .


- ♦ Relationship Builder — Forging meaningful, trusting, and enduring relationships.
 - ♦ Being **authentic**
 - ♦ Bringing **emotional intelligence** into every relationship
 - ♦ Speaking and acting with **integrity**
 - ♦ Being **situationally aware**
 - ♦ **Suspending judgment** and testing assumptions
 - ♦ Displaying **empathy and compassion**
 - ♦ Enabling others' **self-healing** through active listening
 - ♦ Being aware of and taking responsibility for one's own **biases**
 - ♦ Inquiring into **others' reasoning and intentions**.

Follow the three "R's"

- Respect for self
 - Respect for others
 - Responsibility for all your actions
- Dalai Lama

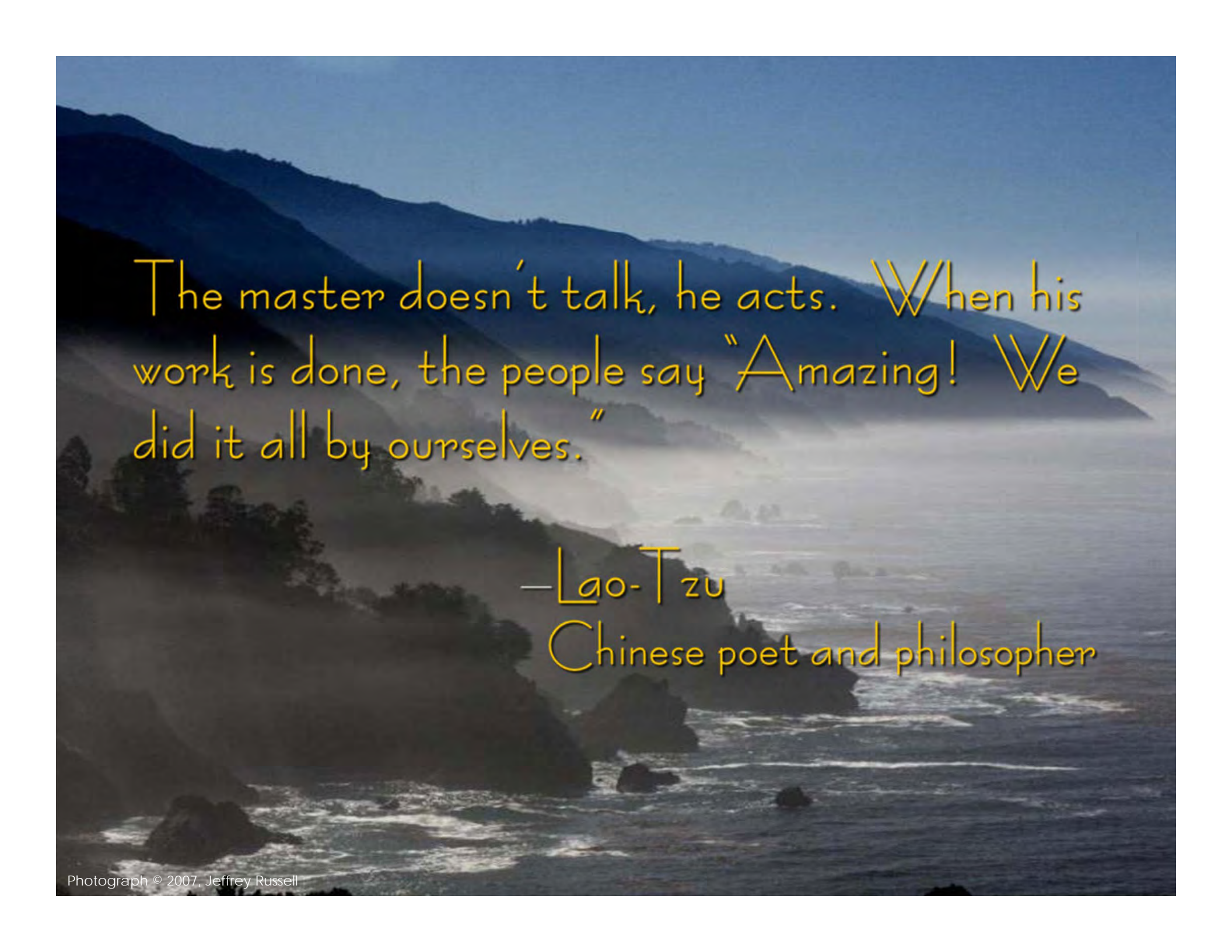
Integrating Principles of Whitewater Leadership . . .

1. Be authentic.
2. Listen without judgment.
3. Appreciate/celebrate difference and diversity.
4. Focus on creating meaning and clarity of purpose
5. Build community.
6. Dream big.
7. Share power (focus on influence, not control)
8. Develop people.

A photograph of a sunset or sunrise with tall grass in the foreground and a bright sun in the sky. The sun is a large, bright yellow-orange circle in the upper right. The sky is a pale, hazy orange. In the foreground, several tall, thin stalks of grass with dark, feathery seed heads are silhouetted against the sky. The grass is slightly out of focus, creating a sense of depth.

Be who you are and say what you feel,
because those who mind don't matter and
those who matter don't mind.

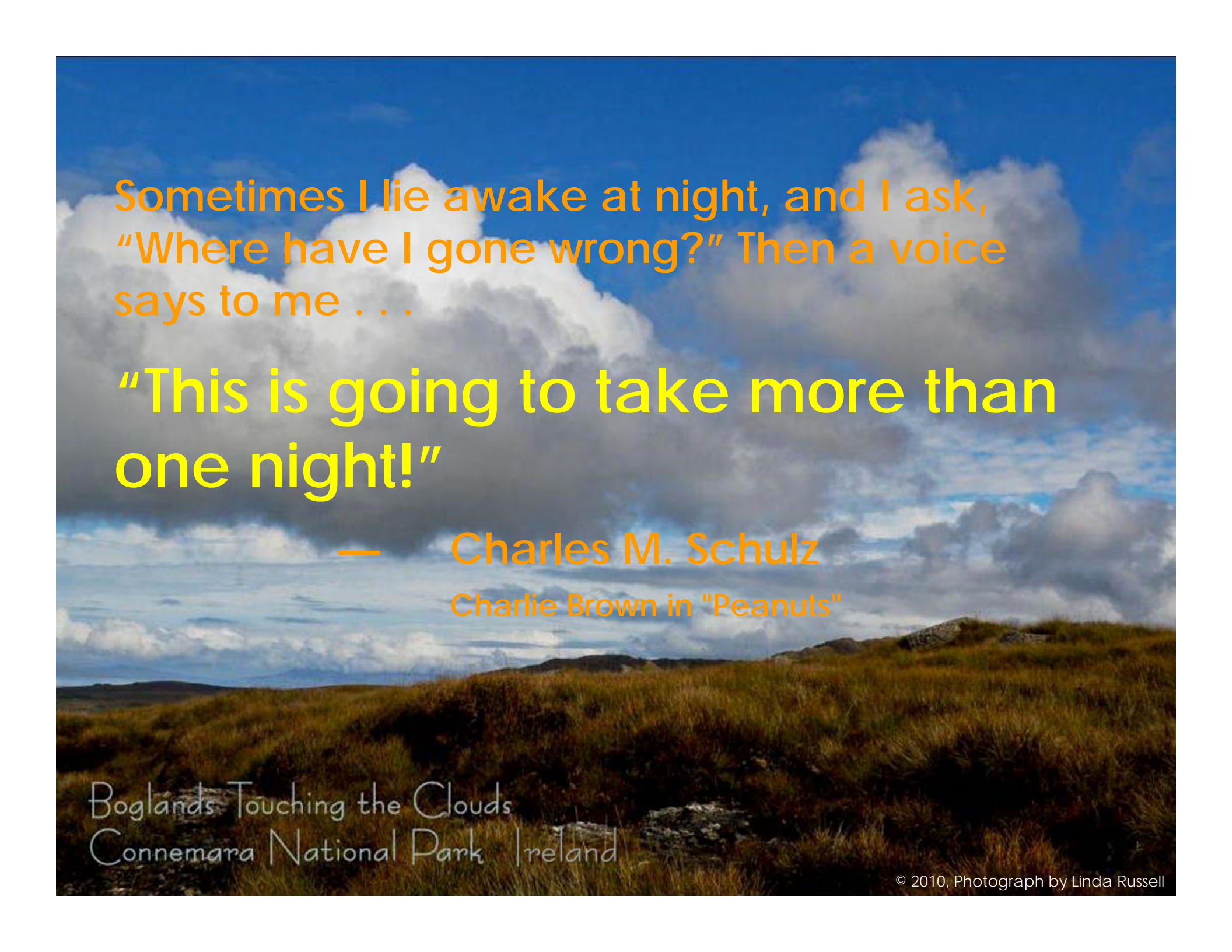
— Dr. Seuss



The master doesn't talk, he acts. When his work is done, the people say "Amazing! We did it all by ourselves."

—Lao-Tzu

Chinese poet and philosopher



Sometimes I lie awake at night, and I ask,
“Where have I gone wrong?” Then a voice
says to me . . .

“This is going to take more than
one night!”

— Charles M. Schulz
Charlie Brown in “Peanuts”

Boglands Touching the Clouds
Connemara National Park Ireland

Thank you!

Soca River
Slovenia

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