When The World Tilts:
Adaptive Leadership During VUCA Times

with
Erika Carlsen & Rachel Humphrey
Welcome!

Please keep yourself muted to limit background noise. Consider having your video switched on, to foster a sense of community.

RENAME Yourself to indicate:
• The name you like to be called
• Your gender pronouns
• Your organization

WELCOME, Erika & Rachel!
At NCG, we bring philanthropy together to tackle our region’s most pressing issues. In these learning spaces, we welcome curiosity & candid discussion that lead us to new solutions and ways of being in relation with each other.

- Please use Chat or Raise Hand function to ask questions. We’ll collect them and take questions at the end.

- Indicate technical issues in the Chat and we’ll try to resolve them.

- Take care of yourselves. Consider being PRESENT - silencing Notifications, setting aside phone, moving your body if you need to. [We’ll go 75 min with no break.]

- We’ll be RECORDING this call so it’s available for those unable to attend.
Agenda

1. Welcome & Introductions
2. Meeting Objectives
3. Context
4. Erika Carlsen - WIGO & Sanctuaries
5. Rachel Humphrey - From Habits to Practice
6. Questions
7. Close
Session Objectives

- Source wisdom, strategies & tools for dealing with complexity & multiple stressors to work more effectively during crisis
- Explore the significance of leading with self-awareness, equity, and belief in a bigger “we”
- Cultivate practices for building internal & ecosystem equilibrium, clarity, and resiliency

• WHAT?
  • Dynamic, grief-laden, uncertain, complex time
  • Inequities laid bare - tremendous suffering
  • Unclear when context will dramatically shift
  • Looming: decision regarding DACA, wildfire season, elections, pandemic of mental health issues, etc.
  • Tremendous pressure on social care/change ecosystem & professionals

• SO WHAT?
  • Crisis/Opportunity Nexus
  • Appetite for tremendous innovation
  • Demonstration of what is possible & what is to be feared

• NOW WHAT? HOW DO WE NAVIGATE & LEAD?
Our Speakers

ERIKA O. CARLSEN, MDiv - Coro Faculty, Coro Northern California
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RACHEL HUMPRHEY, MNA - Senior Program Director, Justice Funders
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Adaptive Leadership Process

1. Observation
2. Interpretation
3. Intervention

Tools for Observation

● Learn how to consciously move between the dance floor & the balcony

● Consider using the Coro Tool WIGO “What is Going On?”
Technical vs. Adaptive Challenges

**Technical**
- Problem is clear and we possess the technical skills to fix the problem.

  “We have the current tools we need to fix the problem.”

**Adaptive**
- Problem is unclear and cannot be solved by current know-how behavior

  Requires a shift in values, learning, and behavior to diminish the gap between the values people stand for and the reality they face

  Involves an element of loss in the form of time, security, identity, competence, resources, etc.

  “We are operating at the edge of our current competency”
Leadership: Moving people a rate they can tolerate
Adaptive Work is Hard: We Need Sanctuaries

- Sanctuaries: places (mental or physical) where you can recover, take perspective, and reconnect with your spirit.

Examples of Sanctuaries:
- Prayer
- Meditation
- Nature
- Journaling
- Music, Art, and Poetry

- As you reflect on the past two months, where/what have been sanctuaries for you? Paste your responses in the Chat box.
Want to Go Deeper?

- Consider applying to join one of our Coro Programs (part-time, full-time, and youth programs offered)

- Apply for one of our 90-minute Coro Virtual Leadership Labs
  - Leading and Engaging Virtual Effective Meetings
  - Introduction to Adaptive Leadership Skills for Unprecedented Times
  - Making Your Value Visible While Working Remotely
  - Creative Problem Solving and Everyday Negotiations
From Habits to Practice

▸ Impact of Stress and Trauma from a Systems Perspective
▸ The role of interrupting habitual patterns to respond effectively to stress and uncertainty
▸ Personal reflection on practices to support your effective leadership
Stress and the Brain

Think Brain
(Neocortex, New Brain)

Emotional Brain
(Limbic System, Mammalian Brain)

Instinctive Brain
(Reptilian Brain, Old Brain)
The Impact of Stress and Trauma: a Systems Perspective
Distinguish

**Habit** – Tendency; an acquired behavior pattern regularly followed until it has become almost involuntary

**Practice** – The regular application or use of an idea, belief, or method as opposed to theories about such application or use.
Ideas that we have, that we don’t know we have, have us.

- James Hillman
Exercise

With your non-dominant writing hand, write in cursive:

“Equity is a conscious choice that requires constant practice.”
So, what is a leader to do?

- Know your “triggers” and what your triggered response looks like so you can interrupt it sooner
- PRACTICE the ways you want to be, again and again, to increase the likelihood that you can embody the way you want to be when you need to most
- Orient to discovery and failure as key to effective navigation of uncertain times
Personal Reflection

▸ What is one habit you have (personal or organizational) that isn’t helping you lead well in this time?

▸ What is one practice you can build to help interrupt or replace that habit?
Key Take Aways

› Attending to your own emotional, physical, and spiritual health is not a luxury in VUCA times - it is ESSENTIAL.

› Go easy on yourself when you (inevitably) slip into habits – then RECOMMIT.

› Moments of disruption are ripe for change – the direction of that change depends on us.
Want to go deeper?

▸ Justice Funders’ flagship leadership program, The Harmony Initiative is going online for 2020-2021.

▸ Coaching and consulting can help align *values to practice* within the context of your real-time challenges.

▸ See our website for many more opportunities: [www.justicefunders.org](http://www.justicefunders.org)
Questions?

● Use Chat function or Raise Hand to ask a question
What’s Next?

What we have before us are some breathtaking opportunities disguised as insoluble problems.

~ John Gardner

The most common way people give up their power is by thinking they don’t have any.

~ Alice Walker
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With so much suffering all around us, coupled with our own and others’ overwhelm, grief, and anger, how do we maintain an open heart and open mind? What practices can support us to lead with care, clear intention, and compassion? Join Leah Weiss & Caitlin for the next in this series of conversations.