McChrystal Group

FIELD MANUAL

TEAM RESILIENCE

Individual resilience is important - team resilience is essential.

Get in touch.

Visit us at *mcchrystalgroup.com* for more information, or reach out to one of our team members below if you have any questions.

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SECTION 1

The Need for Resilience

> ***"The test of success is not what you do when you are on top. Success is how high you bounce when you hit the bottom."***
> *General George S. Patton Jr.*

FOREWORD

After a catastrophic disaster on March 23, 1994, I faced the daunting decision of whether my battalion of 600 young paratroopers could be ready to become Division Ready Force 1 - the highest priority battalion that's first deployed whenever anything happens around the world. You can read a more detailed account in the *Inc. Magazine* article *here*.

It was a day of absolute devastation and horror: over 20 of my paratroopers were killed, and many more were badly injured – including horrific burns. Our battalion's natural response was to honor our dead, care for our wounded and embrace our families – but we also had to face forward and embrace our mission. Instead of harping on loss and tragedy, the battalion had to focus on what they had to do: be ready as Division Force 1.

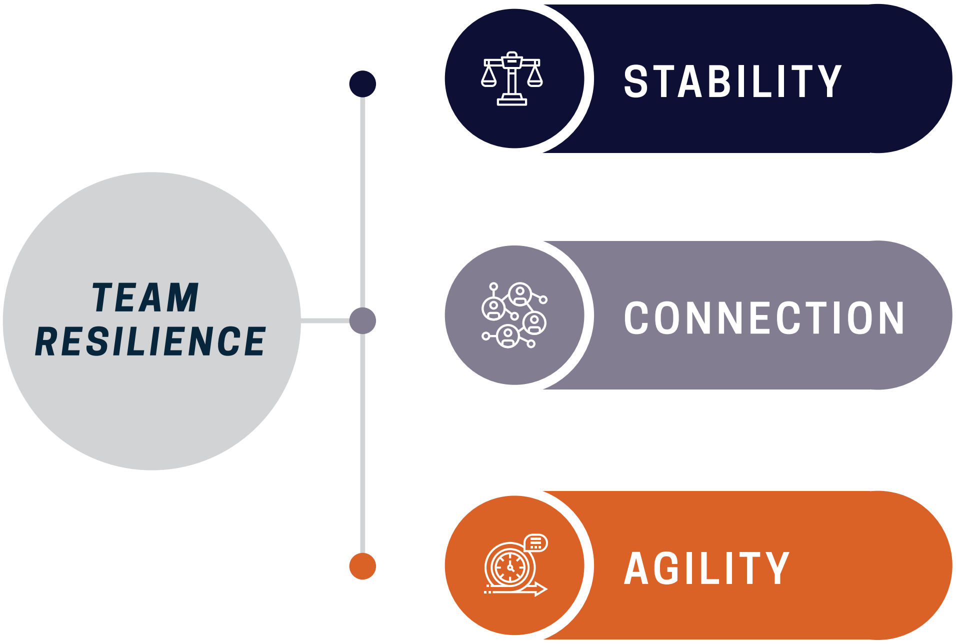
This tragic day lends us an important lesson about resilience: it's not a question if an individual or an organization will ever get punched or hit with the unexpected – that's a given. The real question is how teams respond to the challenge and how they pick themselves up when the crisis ends, the smoke clears, and, in our case, we no longer need to stand six feet apart.

As we enter 2021, we need resilience more than ever. With so much on your mind, so many tasks on your plate, we want to put responses to crises within your control. Our team of practitioners and experts share a variety of practical recommendations, tactics, and tools for you to develop team resilience within your organization, so you can bounce higher when you fall and be ready to respond to whatever threats inevitably come your way.

- Gen. (Ret.) Stan McChrystal

FRAMEWORK

There is no perfect formula that produces resilience, but there are basic building blocks that every resilient system shares. Here are some to consider.



- **STABILITY –** Resilient systems are always anchored by a stable foundation. A team's foundation is their rooted in their common purpose – their collective vision, culture, and identity. Teams must have a clear common purpose to weather times of disruption, scarcity, and conflict while remaining focused on their true north: their larger mission.
- **CONNECTION –** Resilient systems have strong, but flexible, connections. Team members must be connected functionally and emotionally, maintaining open conduits of communication that allow information and resources to flow to the point of need. Bonds of trust work to strengthen these channels and enable the team to work as a cohesive unit.
- **AGILITY –** Resilient systems proactively engage with their environment, learn from their actions, and quickly adapt. Teams must adopt a bias for action. They must take calculated risks, learn from their mistakes, openly share information, and then quickly adjust and reprioritize based on that intel.

SECTION 2

Stability

> ***"A leader must have a vision and principles that will endure for all time and must always be true to these principles, applying them to changing circumstances."***
>
> *Margaret Thatcher*

REINFORCE THE COMMON PURPOSE

It's a familiar story: in times of strain and uncertainty, teams are quickly distracted by immediate threats – and their efforts become disjointed. Fear and exhaustion quickly set in, and individuals (who can blame them?) begin focusing on their own survival. The collective power of the team soon evaporates.

Resilient teams are different. They have a clear north star – a common purpose – that binds teammates together. It's much easier to do a night march when your teams stand shoulder-to-shoulder and move as a single unit during the night.

Developing a common purpose has multiple benefits – both on and off the battlefield. It:

- Guides decision-making, enabling leaders to make hard choices in line with the bigger picture.
- Focuses action, allowing teams to prioritize tactical actions – to ultimately support the strategic vision.
- Mitigates risk, providing useful guardrails to avoid catastrophic failure.
- Aligns stakeholders and encourages the sharing of information and resources.
- Inspires and energizes, motivating individuals to be a part of something valuable.

Unfortunately, most leaders miss out on all of these benefits. Why? They either fail to establish a compelling common purpose, or they neglect it entirely – particularly in times of stress.

GET THE TEAM ALIGNED

How does your team find value? Too often, leaders draft vision or mission statements that are unrealistic, unmotivating, or irrelevant. These statements sound nice on an inspirational poster, but they are meaningless to people on the frontlines who are facing real challenges day after day. They lack practical value and so they are quickly forgotten (or ignored).

A compelling common purpose does the hard work for teams. It allows frontline personnel to *directly* connect the tasks they do each day with the organization's strategy, and ultimately, the organization's future. Resilient teams know *why* their work matters and *how* that work fits within the bigger picture. With this understanding, teammates are more focused, more engaged, and able to withstand an onslaught of inevitable stresses.

To put it simply: common purpose offers a clear signpost that says, "I am a part of something bigger than myself."

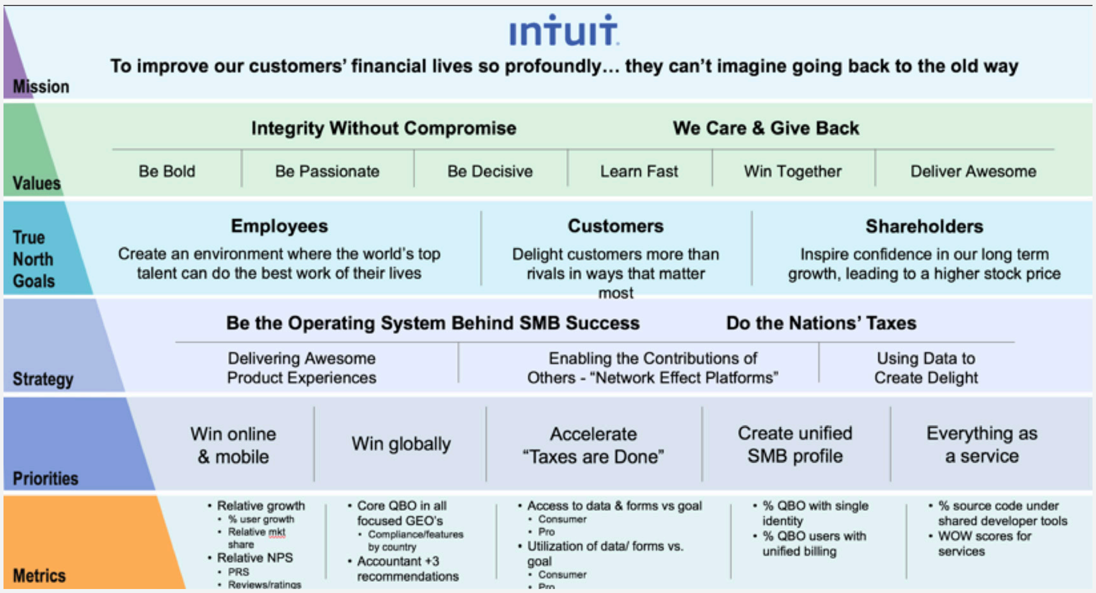
See *Appendix A* for a format that we've used with clients across industries to help their teams establish and align around their common purpose. The beauty of the document is in its simplicity: it forces you to succinctly capture your key initiatives and demonstrate, on one page, how they connect to the bigger picture. And we've found this format useful whether you lead a small team of frontline workers or a large Fortune 100 company.

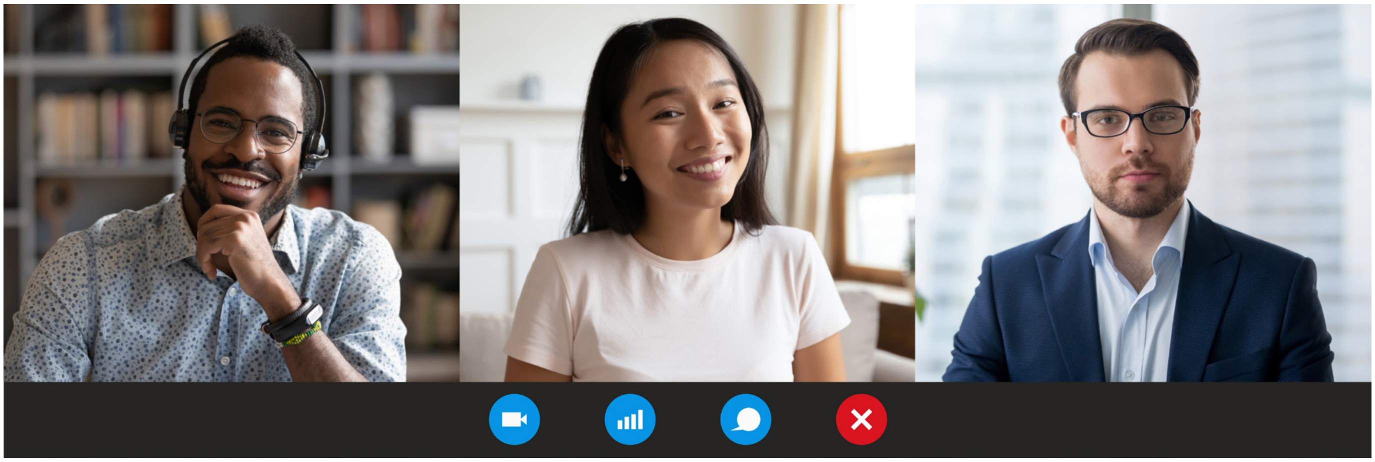
DO THIS WITH YOUR TEAM

Complete the form in *Appendix A* with your team. I expect you will be shocked by the illuminating discussions that take place that enable you to identify redundancies, disconnected initiatives, and conflicting priorities.

Once you've drafted the document, it is time to pressure test the strategy. Pressure testing will allow you to identify weak spots that could cause the strategy to fail. One useful pressure testing technique is the Pre-mortem Analysis. You can run this activity with your team in less than 30 minutes to uncover, and then mitigate, risks. For instructions and a template to run this activity, see *Appendix B*.

Once the document is pressure tested and finalized, begin every one of your meetings by showing the document and identifying what objective, strategy, or initiative will be addressed. Brad Smith used this same technique when he was CEO at Intuit to keep his people focused and reinforce their common purpose.





COMMUNICATE A COMPELLING MESSAGE

Next, leaders need to effectively communicate the common purpose, so it cuts through the noise and spurs people to act. Wise leaders consider what content will resonate, what channels will best spread the information, and what cadence will deeply embed the message.

CONTENT: Compose a set of messages that clearly articulate the most important aspects of your common purpose. Keep them short, memorable, and with no room for misinterpretation. Utilize a combination of stories, symbols, metaphors, and specific language/phrases that bind your people together. Use them repeatedly so that they become part of your team culture.

"Just Do It," for example, is synonymous with Nike. This memorable phrase does not fully encompass Nike's common purpose, but it captures its essence. Nike's leadership uses a variety of content – catchy slogans, compelling consumer stories, brand representatives, the "swoosh" symbol – to routinely reinforce Nike's common purpose for customers and employees, alike.

CHANNEL: Rather than blasting every channel at your disposal (email, social media, print materials, video conference, phone calls, text messages, videos, etc.), identify the preferred channels for your target audience and then direct your communication efforts in a strategic way.

Historically, public health initiatives around women's care and contraceptives have struggled in South Africa. Traditional forms of intervention, such as pamphlets or education programs, rarely worked, particularly with young women. Health officials began exploring other channels of communication and found that hair salons were amongst the few places where women gathered and openly discussed sensitive topics (one study showed that 95% of young women reported feeling comfortable discussing health topics when at the salon). Armed with this knowledge, officials in South Africa changed their tactics and equipped hairdressers with materials and training to share critical information with the target audience.

CADENCE: The frequency at which a message is repeated is just as critical as the message itself. If the cadence is too fast, the message will be ignored or even become an annoyance. If the cadence is too slow, the message will be forgotten as people are inundated by competing information.

In 2016, PetFoodCo, a Fortune 100 consumer goods company, was undergoing significant senior leadership changes, and these changes were disrupting the leaders' strategic and cultural alignment. PetFoodCo identified that they had an opportunity to address the alignment challenges by modifying the company's cadence of communication. Using a regular rhythm of open forums, the organization increased team connections, aligned on business objectives, and communicated progress towards their shared goals. These changes, along with other key initiatives, enabled PetFoodCo to close revenue gaps of over $25 million and enhance organizational agility.

REINFORCE THE COMMON PURPOSE

To create the stability resilient teams require, it's necessary to develop and communicate a common purpose. These actions are, however, insufficient on their own.

You, as the leader, must be that stabilizing force – reinforcing the common purpose with your words and actions. This is no easy feat, requiring a high degree of intentionality, transparency, and accountability.

- **Intentionality –** We are all tempted to prioritize the urgent distractions over the important objectives. I've long believed that your team is watching – to see how you spend your limited resources of time, money, etc. If your teams do not see you prioritizing the common purpose in your daily actions, they will naturally come to the conclusion that it doesn't matter to you, and therefore, should not matter to them. Establish some sort of routine in which you display the common purpose – team syncs, leadership meetings, one-on-one meetings, etc. Make these meetings an intentional habit – they will naturally begin to influence your discussions and your actions.
- **Transparency –** Even when you prioritize the common purpose, the aligning north star may not be intuitively obvious to your team. As the leader, you need to pull back the curtain. Explicitly connecting the dots for your team and sharing the "why" behind your rationale will reveal how the common purpose influences your decisions. The benefits are enormous: it will reinforce the importance of the common purpose and provide your team with a template for their own decision-making.
- **Accountability –** Even the best leaders have bad days. On those days you need someone who can pull you aside and give you support (or a swift kick) to get you back on track. The Navy SEAL Teams embed this accountability at the very beginning of their training, assigning everyone a "swim buddy." Leaders need a swim buddy who can credibly provide guidance, insight, and correction.

SECTION 3

Connection

> ***"The strength of the pack is the wolf, and the strength of the wolf is the pack."***
>
> *Rudyard Kipling, The Second Jungle Book*

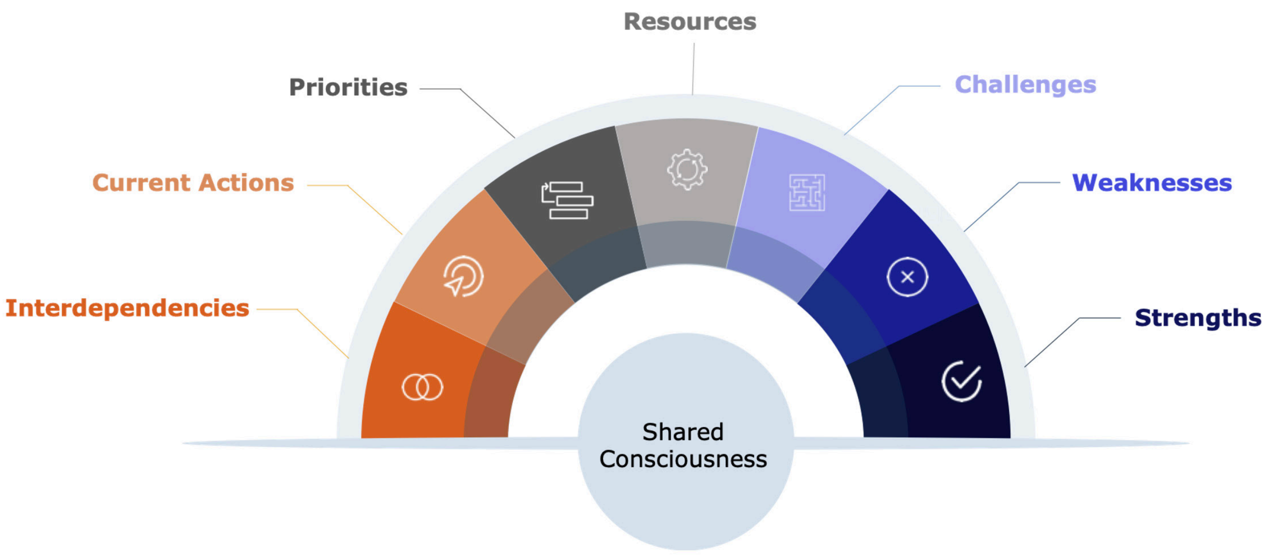
STRENGTHEN THE BONDS

Even the most resilient individuals have moments of frailty and despair – it's only human. Resilient teams overcome those moments through the strength of the group, by leaning and relying upon their teammates. To harness that strength, our teams must be tightly connected both functionally and emotionally. On the one hand, teams must implement systems and processes that enable information and resources to rapidly flow to the point of need. Simultaneously, these organizations need to build the foundation of trust, the hallmark of high performance.

SHARE CRITICAL INFORMATION

There exists a paradox at the heart of decision-making: our calendars are inundated by meetings and our email inboxes fill up daily, yet most teams lack the necessary information to make good decisions in a timely manner. Resilient teams navigate this reality, recognizing what information is truly important (and what is not), establishing systems and processes that convey that information to those who need it, when they need it. These teams also establish norms to provide that information with relevant context – to then transform that information into useful, actionable knowledge.

Certain types of knowledge are particularly important for teams to create shared consciousness:

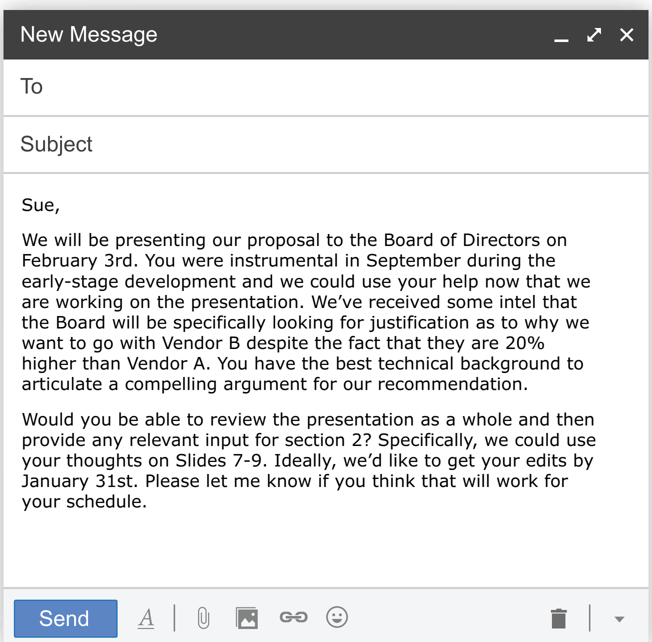


- **Strengths:** what relevant capabilities can we bring to bear for a competitive advantage?
- **Weaknesses:** what poses a risk that must addressed or mitigated?
- **Challenges:** what barriers or hurdles are impeding progress?
- **Resources:** what people, bandwidth, expertise, relationships, money, equipment, technology are available or needed?
- **Priorities:** what are the order of the near-term and long-term priorities?
- **Current Actions:** what are people working on?
- **Interdependencies:** who else will be impacted and who else needs to know?

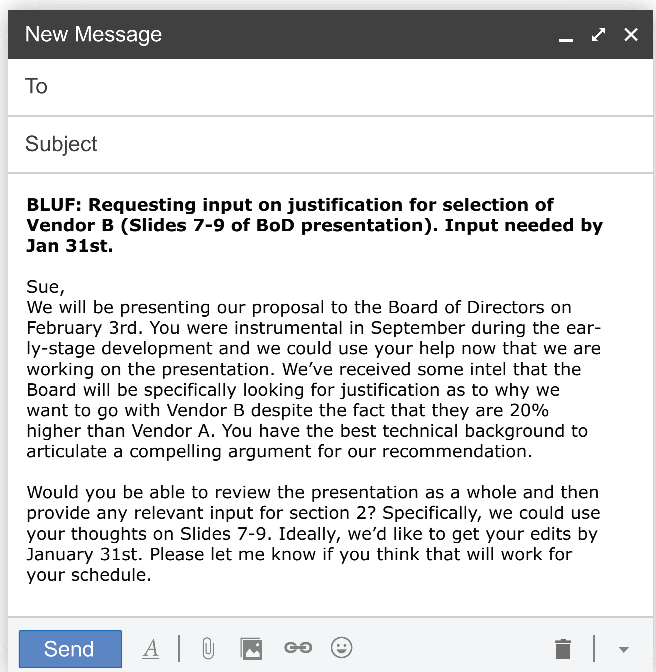
Even when teams are disciplined at sharing the right type of information, the sheer volume of messages sent and received can become overwhelming. One simple, but highly effective way to focus attention on what matters most is by using BLUF (Bottom Line Up Front). The method is straightforward: start an email by writing "BLUF" in bold and include a 1-2 sentence summary statement, including any pertinent actions that are needed.

Below are two example emails. See how long it takes you to extract the relevant information in Sample 1 compared to Sample 2.

SAMPLE 1
TRADITIONAL FORMAT



SAMPLE 2
BLUF FORMAT



Both e-mails have the same text, but the message and request is far clearer in Sample 2 than Sample 1. Save your teams the time, and confusion, of digging through longwinded texts by offering a "BLUF" at the start of your messages.

SHAPE THE OPERATING RHYTHM

While sharing the right information is vital to connect with your teams, it's just as important to focus on the frequency of your messages. Every team has an operating rhythm – the habitual cadence in which the team meets, shares information, and disperses to get work done – but most of these rhythms happen by accident. Resilient teams actively fight this pull toward passive adherence. They keep a pulse on their operating rhythm and routinely finetune the cadence to match the speed of the environment.

Are we meeting at the right cadence?

TOO FREQUENT

We meet so often that we have difficulty finding time to execute our critical tasks.

ON TARGET

TOO INFREQUENT

We feel disconnected and the information we receive is outdated.

Are we sharing the right amount of information?

TOO MUCH

We are inundated with so much information that it is difficult to separate the signal from the noise.

ON TARGET

TOO LITTLE

We don't receive enough information to understand the context or develop situational awareness.

Are we retaining the right amount of flexibility in our schedule?

1 2 3 4 5 6 7

TOO RIGID

Our schedules are so packed that there is no room to adjust to changes or no time to reflect.

ON TARGET

TOO UNDEFINED

Our schedules are so open that we are becoming inefficient and uncoordinated.

Are we maintaining the right balance between short-term and long-term priorities?

1 2 3 4 5 6 7

TOO FOCUSED ON SHORT-TERM

We focus so heavily on tactical or urgent topics that we stray from our long-term goals.

ON TARGET

TOO FOCUSED ON LONG-TERM

We focus so heavily on strategic topics that we do not address the tasks that require our attention.

Are we maintaining the right balance between top-down and bottom-up communication?

1 2 3 4 5 6 7

TOO MUCH TOP-DOWN

Our leaders monopolize the conversation and frontline intel is never shared.

ON TARGET

TOO MUCH BOTTOM-UP

Our team members monopolize the conversation and leaders never provide direction.

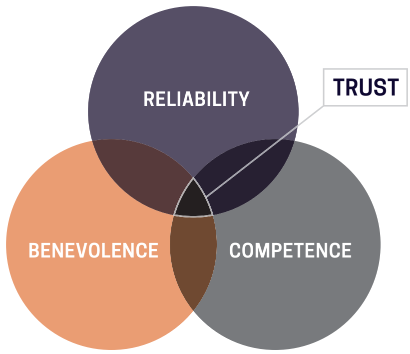
DO THIS WITH YOUR TEAM

Your operating rhythm should adapt to the environment. That will require periodic assessments to determine if the right information is being shared at the right cadence. The best people to make that determination are those on your team. Use the Shared Consciousness Team Activity (see Appendix C) once a quarter to evaluate your operating rhythm and make subsequent adjustments. This routine evaluation and the conversations that follow will have the added benefit of promoting trust in the team – as teammates will see that their input is valued.

BUILD A FOUNDATION OF TRUST

Trust is the cornerstone of every resilient team. You already knew that – it feels intuitive and obvious. The real challenge is building that trust in an expedited way, particularly in a stressful environment.

The first step is to understand the essential ingredients of trust – to then diagnose weak spots in critical relationships. Once you know where there are chinks in the armor, you can begin taking intentional steps to strengthen those relationships. Teams can leverage different interventions depending on what ingredient(s) is missing.



Source: Mayer, Davis & Schoorman, 1995

BENEVOLENCE: Do I trust that the person is thinking of others and has the team's best interest in mind?

- If YOU are perceived as lacking benevolence:
  - Actively listen to the needs of others, and then proactively share your resources, time, and information to help them solve their challenges. These actions will demonstrate your empathy and willingness to sacrifice for the betterment of others and the team.
- If a TEAM MEMBER appears to lack benevolence:
  - Don't rush to judgement. Seek to understand why they took particular actions that appeared self-serving. Do not be naïve, but fight the urge to ascribe intent to their actions. Encourage your teammate to share their logic with the rest of the team to quash concerns and conjectures.

COMPETENCE: Do I trust that the person has the knowledge and capability to get the job done?

- If YOU are perceived as lacking competence:
  - Acknowledge your strengths and weaknesses and openly share that information with others. This self-awareness will give others confidence that you understand your limitations, as well as the value that you can add to the team. Then proactively take steps to mitigate those limitations, either through personal development (training, mentoring, practice) or procuring the support of others who can compensate.
- If a TEAM MEMBER appears to lack competence:
  - Have the tough conversation. In private, discuss the problematic areas with the teammate directly and use specific examples where their lack of competence has hurt the team. Once you agree on the issue, identify tangible ways you will help them develop the capability.

RELIABILITY: Do I trust that the person will do the right thing consistently?

- If YOU are perceived as lacking reliability:
  - Fight the urge to overpromise and set clear expectations of what you will deliver and when you will deliver it. Work to build a track record of integrity, and when you drop the ball occasionally, make apologies, not excuses.
- If a TEAM MEMBER appears to lack reliability:
  - To avoid miscommunication, provide your expectations and timelines for assigned tasks in writing. Ask your team member to schedule regular status updates with you leading up to the due date – this will allow you to monitor progress and course correct along the way. If the team member fails to meet the prescribed expectations, hold them accountable and help them see how their failure negatively impacted the team.

DO THIS WITH YOUR TEAM

Trust cannot be manufactured overnight, but it can be accelerated by vulnerability and transparency. You can catalyze this acceleration through meaningful conversations with team members. Share the Trust Model with your team (see *Appendix D*) and then have a conversation around personal development.

Start by sharing what component of trust you personally need to work on, and how you intend to address it in tangible ways. Then ask your team members to share their reflections on their own trustworthiness. If your team is dealing with trust issues, these conversations might be best in a one-on-one setting with you and a team member. If you have a healthy team dynamic where everyone values each other's opinions, try this activity altogether. The open and honest discussion that follows will form powerful bonds that will strengthen the team to deal with future challenges.

SECTION 4

Agility

> ***"If you can't fly then run, if you can't run then walk, if you can't walk then crawl, but whatever you do, you have to keep moving forward."***
> *Dr. Martin Luther King Jr.*

PROMOTE A BIAS FOR ACTION

From experience, I've learned that in times of uncertainty, questioning, and concern, teams may second-guess decisions and be slow to act. Resilient teams work to do the opposite. They promote a bias for action, proactively shaping the environment and positioning themselves to effectively respond. These teams are realistic: they know that they will inevitably make mistakes, but these mistakes can produce powerful insights if they are leveraged effectively. The key is to mitigate the negative impact of the mistakes, share vital lessons learned, and then pivot the team appropriately to stay ahead of the competition.

ESTABLISH GUARDRAILS AND SIMPLE RULES

Resilient teams can function as a cohesive unit because, even in the most chaotic situations, they have clear expectations and a shared understanding of what needs to be done. I like to think of this in terms of football: by operating off the same playbook, the team can act in a coordinated fashion even in dynamic situations. Resilient teams operate by a set of simple rules (a playbook) that make decision-making quicker, easier, and more consistent. Simple rules are powerful weapons to combat the complexity that threatens to overwhelm individuals and teams.

The benefits of establishing simple rules for your team include:

- Simplifying choices when time is limited, and risk is high
- Improving judgement when emotions are heightened
- Enabling coordination between disconnected teams
- Allowing leaders to direct action indirectly

Two particularly important types of simple rules that are regularly employed by resilient teams are **boundary rules** and **prioritizing rules**.

Boundary rules limit the number of options someone has based on pre-determined criteria. I've found, for the most part, that it's much easier to make a decision when you have fewer choices. Boundary rules simplify choices and increase the likelihood of a good outcome.

One such boundary rule is employed by climbers on Mount Everest. The rule is clear – if you aren't at the summit by 2:00 p.m., you must return to camp. This is not an official rule or law, but it serves as a useful guideline to stop overly ambitious climbers from getting caught out and exposed on the mountain after the sun goes down.

Prioritizing rules, on the other hand, clearly convey the order of importance when there is a time or resource constraint. They ensure the most important actions are taken in priority order. During the hellacious fire that consumed the Notre Dame cathedral in 2019, the local fire chief quickly employed a prioritizing rule to coordinate and align his firefighters. He simply said, "People first. Art second. Furniture third. Structure last." This simple guideline enabled his team to make quick decisions in the midst of the fiery chaos.

See *Appendix E* for a guide to develop useful simple rules for your own team.

ENCOURAGE VOICING UP

Setting expectations and guardrails is vital, but agility also requires rapid, candid, two-way communication. Unfortunately, in most organizations, this candor is unintentionally discouraged; leaders lash out at messengers who deliver bad news, team members speak in generalizations to avoid conflict, and direct reports are rewarded for agreeing with their manager. Creating and maintaining an open environment where people are willing and able to voice their concerns, their suggestions, and their critiques requires effort from both the leader and the team.

If you are in a leadership role, you must set the conditions for others to voice up:

- **Acknowledge and encourage unorthodox ideas.** If the idea is infeasible, explain why it won't work in this situation, but acknowledge the effort and courage that was required to share the idea in the first place.
- **Be accessible and transparent.** Model the transparency that you expect from your team. Explain your logic, divulge the extent of your knowledge, and own your mistakes.
- **Be authentically curious and ask questions.** Ask genuine questions and have the patience to wait for answers from the team rather than offering your thoughts first.

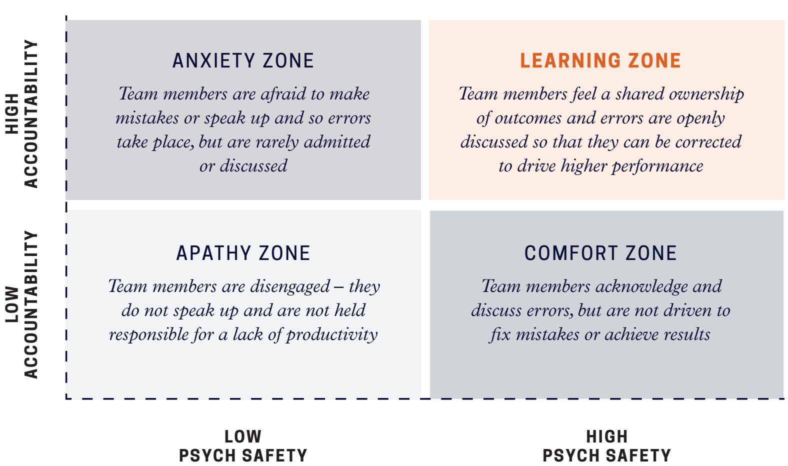
If you need to voice up to your leadership, you must leverage appropriate techniques:

- **Explain the reasoning behind the ideas/issues you are raising.** Make sure you explain the "why." People will be far more open to hearing a difficult message if they understand your logic.
- **Come with potential solutions or next steps.** You may not have a suggested solution for every issue you raise, but when possible, come with some ideas in your back pocket. Proactive problem-solving is always appreciated.
- **Pick your battles.** No one likes a whiner. Not every issue needs to be voiced up and shared. Save your gunpowder for those times when voicing up will benefit the team, and not just you personally.

CULTIVATE A LEARNING CULTURE

Amy Edmondson was fascinated by the nursing field. How did they manage such successful performance at such a rapid pace and under such high stress? Edmonson famously examined high-performing teams in the nursing field to identify the keys to their success. She found that these teams, on the one hand, openly discussed mistakes and regularly voiced up. Importantly, their psychological safety was combined with a feeling of shared ownership of outcomes.

In the end, it was the unique, almost paradoxical, combination of psychological safety and accountability that drove these teams to consistently perform at their best. When teams regularly functioned with high levels of psychological safety and high levels of accountability, Edmondson said that they were operating in the "Learning Zone."



The first step is to identify where your team (or individual team members) currently reside on the quadrant. Once you know what zone they are in, you can begin taking strategic steps to move them toward the Learning Zone.

- **If they are in the Comfort Zone, encourage greater accountability.**
    - Establish defined expectations and key performance indicators (KPIs) for the team.
    - Create dashboards that track progress against critical team objectives.
    - Set clear timelines and assign owners for tasks.
    - Remind the team of the tangible ramifications for the organization if the team goals are not achieved.
    - Model excellence and hold yourself to high standards of performance.
- **If they are in the Anxiety Zone, cultivate greater psychological safety.**
    - Implement processes (After-Action Reviews, Lessons Learned cards, Feedback Sessions, etc.) to establish routines where the team has candid conversations.
    - Model transparency and vulnerability, openly discussing your own errors.
    - Provide "top cover" for your team, shielding them from blame when they fail to meet their objectives despite their best intentions.
    - Articulate your specific risk tolerance early on in projects so that the team has defined guardrails when it comes to decision-making.

Resilient teams are realistic. They recognize that failure is inevitable when people must address complex problems with novel solutions. Failure is a very necessary by-product of innovation and experimentation.

But not all failure is created equal. Leaders must recognize when a failure is "acceptable" and when a failure is "unacceptable" because their response to those failures must be wholly different.

SOMEONE FAILS ON A TASK DUE TO	SOMEONE FAILS ON A TASK DESPITE
• Unjustified level of risk • Lack of preparation or negligence • Lack of communication • Violation of prescribed process	• Reasonable risk assessment • Adequate preparation • Proactive communication • Logical plan and decisions

DO THIS WITH YOUR TEAM

Even well-intentioned, self-aware leaders have a difficult time maintaining this tension. We are all tempted to over-emphasize either psychological safety or accountability, depending on our own proclivity. Either of these cases can lead to destructive behaviors that inhibit the team's resilience. To check yourself and spur an important discussion, share the Learning Organization model with your team (see *Appendix F*). Instruct teammates to place a mark on the quadrant representing where they think the team currently functions. Survey the results, and then facilitate a conversation on what you could do as a leader to help the team move further into the Learning Zone.

LEAD LIKE A GARDENER

The agility of a resilient team hinges upon its empowerment. Team members need to be freed up to take decisive action, but that can only happen if you adopt a new style: leading like a gardener.

Break up hard soil: Proactively change the systems, processes, relationships and entrenched behaviors that are inhibiting team success.

Plant seeds in the right place: Explore the unique value of your team members and, whenever possible, assign them work that maximizes their strengths to support the mission.

Ensure essential nutrients are available: Ensure your team has the needed drive, capabilities, context, and authority to successfully execute. (see *Appendix G*)

Remove barriers that block sunlight: Give the team clear line of sight to the strategy and push critical intel to the team on a regular basis for situational awareness.

Water and fertilize on a regular cadence: Routinely invest in your team's growth by creating opportunities for team building, training, coaching, and mentoring.

Give the plant time and space to grow: Adopt an "eyes on, hands off" approach in which you maintain situational awareness to provide guidance and mitigate unacceptable risk, but give them the autonomy to solve their challenges on the frontline.

APPENDIX A: STRATEGY ALIGNMENT TEAM ACTIVITY

Capture the critical parts of your strategy in the table below. When it comes to your objectives, strategies, and initiatives, make sure that you identify critical metrics that determine progress. To ensure the team is aligned on the most important tasks, be sure to prioritize initiatives.

Vision	*Vision*			
Mission	*Mission*			
Guiding Principles	*Guiding Principle 1*	*Guiding Principle 2*	*Guiding Principle 3*	
Objectives	*Objective 1*	*Objective 2*	*Objective 3*	*Objective 4*
Strategies	• *Strategy 1* • *Strategy 2*	• *Strategy 3* • *Strategy 4*	• *Strategy 5* • *Strategy 6*	• *Strategy 7* • *Strategy 8*
Initiatives	• *Initiative 1* • *Initiative 2* • *Initiative 3*	• *Initiative 4* • *Initiative 5* • *Initiative 6*	• *Initiative 7* • *Initiative 8* • *Initiative 9*	• *Initiative 10* • *Initiative 11* • *Initiative 12*

APPENDIX B: PRE-MORTEM ANALYSIS TEMPLATE

EXERCISE DESCRIPTION

A Pre-Mortem Analysis is an exercise that assists an organization or leader to identify the causes that might lead an upcoming project, program, or event to fail. This exercise will help to identify the causes, weigh the criticality of those causes, and determine early warning indicators which, in turn, will better prepare you and your team to develop mitigation plans.

EXERCISE OBJECTIVES

- Identify likely causes for failure for an upcoming project, program, or event.
- Evaluate which of those causes must be modified and stopped far in advance.
- Ensure that you and your team (if appropriate) see the risks to success the same.

EXERCISE PREPARATION

- Before you can carry out a Pre-Mortem exercise, you must first identify what is being analyzed. Rather than trying to analyze the entire design blueprint for your leader development program, you will want to identify specific aspects, components or events to analyze in turn. Questions that can be asked to help identify the issue that should be subjected to the Pre-Mortem Analysis include:
    - Have you pressure tested the plan?
    - Do you believe the team understands and agrees with all aspects of your training plan?
- The topic for analysis should be written down and should not exceed one page.
- Share the one-pager with your team and others in advance so that they come into the exercise with a shared understanding of the specific issue being examined. The participants should ideally consist of a mix of people both inside and outside of the training program development process.

STEP-BY-STEP INSTRUCTIONS

STEP 1

- Begin the meeting or team video chat.
- Summarize the project, plan or event that will be subjected to the Pre-Mortem Analysis and ask if it is clear to everyone. (Align with one-pager or memo described above in Preparation).
- Ask if anyone has questions or needs clarification before moving to Step 2.

STEP 2

- Ask participants to imagine some point in the future—one week, three months, a few years, or the day after an event—where the initiative has failed and type up as many causes or reasons for this failure as they can in three minutes.

STEP 3

- After participants finish their list, ask them to provide a criticality score next to each cause/reason they've identified (see Pre-Mortem Worksheet).
- Note the score is on a scale of 1-5 (1=unimportant to 5=extremely important).
- Next, ask them to provide a probability estimate next to each cause/reason they've identified (See Pre-Mortem Worksheet).
- Note the score is on a scale of 0%-100% (0%=impossible to 100%=certain to occur).

STEP 4

- Ask participants to share their name, function, and the causes/reasons they scored as a 4 or 5 or a 50% or more (one at a time). If the group is large, ask participants to post their responses in a group chat channel. Depending on the size of the group, think through what reporting approach best respects time.

STEP 5

- Once everyone speaks or posts in the channel, ask the group to take five minutes to read what everyone has written or reflect on what was said.

STEP 6

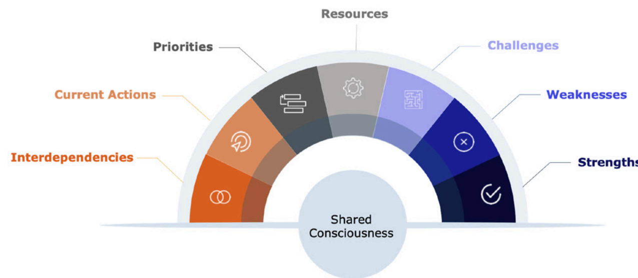
- Open the floor for a discussion:
    - Are the causes or reasons for failure currently present? Why? What are the behaviors and actions?
    - What would be required to stop or modify these causes or reasons for failure? Why aren't those behaviors and actions being stopped or modified?
    - If not currently present, are there early warning indicators that could hint at the causes or reasons for failure? Are you tracking them? Could you?
    - Can you do anything to alter the causes or reasons for failure that are external?
- Identify themes that emerge: internal (leadership, culture, behavioral, ethical, moral implausible goals) and external (economic downturn, customer rejection, regulatory response, malicious activity).
- Using Slido or another platform where anonymity can be maintained, the group votes on the top five causes/reasons for failure they have identified, which must be stopped or substantially modified.
- Capture the five causes/reasons and send a brief summary to all who participated along with next steps, if any, for what you plan to do to address these risks.

PRE-MORTEM WORKSHEET

CAUSES AND REASONS FOR FAILURE:	CRITICALITY:	PROBABILITY:

APPENDIX C: SHARED CONSCIOUSNESS TEAM ACTIVITY

Resilient teams recognize what information is truly important (and what is not). Periodic assessments determine if the right information is being shared at the right cadence. To determine if teammates are receiving the right amount of intel required to act, ask each team member to score (on a scale from 1-7) the types of information they receive below.



INTERDEPENDENCIES: who else will be impacted and who else needs to know?

1 2 3 4 5 6 7

TOO LITTLE INFO — TOO MUCH INFO

CURRENT ACTIONS: what are people working on?

1 2 3 4 5 6 7

TOO LITTLE INFO — TOO MUCH INFO

PRIORITIES: what are the order of the near-term and long-term priorities?

1 2 3 4 5 6 7

TOO LITTLE INFO — TOO MUCH INFO

RESOURCES: what people, expertise, funds, technology are available or needed?

1 2 3 4 5 6 7

TOO LITTLE INFO — TOO MUCH INFO

CHALLENGES: what barriers or hurdles are impeding progress?

1 2 3 4 5 6 7

TOO LITTLE INFO — TOO MUCH INFO

WEAKNESSES: what poses a risk that must addressed or mitigated?

1 2 3 4 5 6 7

TOO LITTLE INFO — TOO MUCH INFO

STRENGTHS: what relevant capabilities can we bring to bear for an advantage?

1 2 3 4 5 6 7

TOO LITTLE INFO — TOO MUCH INFO

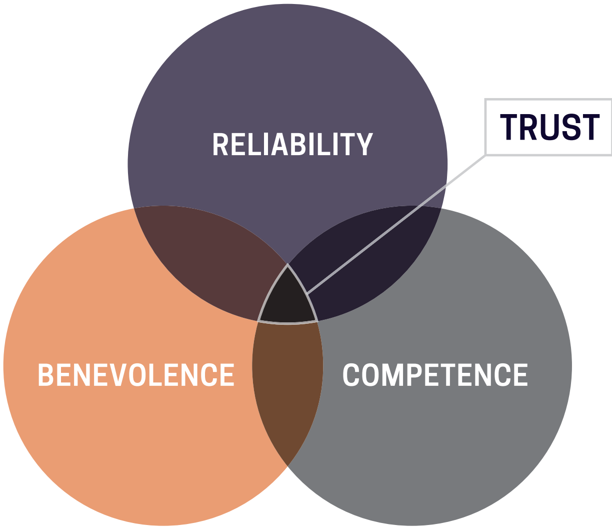
APPENDIX D: TRUST TEAM ACTIVITY

Trust is the cornerstone of team performance: enabling teams to work together, take risks, and function productively. However, we could all work on becoming a more trustworthy teammate. Use the model below to reflect which component of trust you can improve to forge more trusting relationships.

BENEVOLENCE:
Do others believe I have their best interest in mind?

COMPETENCE:
Do others believe I have the ability to get the job done?

RELIABILITY:
Do others believe that I will do the right thing consistently?



Source: Mayer, Davis & Schoorman, 1995

Which one of the three components of trust may others *perceive* that I lack?

What specific action(s) could I take to be perceived as being more trustworthy?

APPENDIX E: SIMPLE RULES GUIDE

Simple Rules: Benefits and Characteristics

In crisis, people need specific rules that enable them to make timely decisions, take appropriate actions, and communicate effectively in a rapidly changing situation. Below is a description of the benefits and the common characteristics found across nearly all simple rules. To illustrate these concepts, we offer an effective simple rule used by mountain climbers on Mount Everest is used below. As we first discussed on page 15, this simple rule states that if a mountain climber has not reached the summit by 2:00 p.m. on any given day, they must turn back. This simple rule has saved countless lives; the many climbers who chose to ignore the rule have paid the ultimate price.

BENEFITS OF SIMPLE RULES

- Simplify choices when time runs short and risks run high
  - To overcome external noise and "paralysis by analysis," simple rules will hone focus in on making quick, reasonably accurate decisions.
    - *The two o'clock cutoff can separate life and death. The simple rule thus makes the choice into a stark binary and simplifies the decision for the climbers.*
- Guard against emotionally-charged decision-making
  - Under crisis, emotions cloud judgement. Simple rules strip emotions from the process. Simple rules should be: Understandable, Memorable, and Actionable.
    - *Climbing Everest involves enthusiasm, effort and passion– all of which can influence climbers' commitment to ascent. The two o'clock rule is meant to limit one's ego and increase one's objectivity.*
- Enable coordination between disconnected teams
  - Crisis increases the importance of coordinated action between people to achieve shared goal. If everyone operates from the same simple rules, then even if they're dispersed, they will still be coordinated toward their collective goal.
    - *Everest climbers frequently lose communication with one another. Regardless of connectivity, simple rules ensure they all turn around if they have yet to reach the marked point.*
- Allow leaders to direct action indirectly
  - Crises don't occur just when convenient. As such, leaders should provide simple rules that their teams can lean on in the leader's absence. In the event the crisis occurs and the leader is not present, the team can still function.
    - *Climbers can act on the two o'clock rule whether a leader or guide is present.*

CHARACTERISTICS OF EFFECTIVE SIMPLE RULES

- Limited application
  - Applying a specific rule too broadly decreases its insight and frustrates those who attempt to interpret its intent.
    - The two o'clock rule is applied to a single, specific activity, i.e., climbing Everest.
- Context dependent
  - Simple rules are not one-size-fit-all guidelines, but rather customized to the people using them and the contexts in which they're employed.
    - The two o'clock rule applies specifically to Everest mountaineers and would make little sense in other contexts.
- Guidance, not a prescription
  - Simple rules provide concrete guidance while conferring the latitude to exercise creativity.
    - The two o'clock rule provides guidelines on when to abandon the ascent, but afford climbers the freedom to determine their own route and when to start.
- Limited number
  - Organizations should only have a handful of simple rules. Too many simple rules defeat themselves by overprescribing guidance, which limits instead of empowering teams.
    - "If you are not on top by two o'clock, it's time to turn around." Full stop. Further prefaces and specifications of this Mount Everest simple rule run the risk of erasing its simplicity and confusing the climbers.

Simple Rules, Donald Sull and Kathleen Eisenhardt, 2015

Simple Rules: Types

Despite their variety, simple rules fall into two broad categories:

1. **Decision Rules:** improve decision-making by "structuring choices and centering on what to do and what not to do."
2. **Action Rules:** focus on "how to improve and get the job done."

DIFFERENT TYPES OF SIMPLE RULES

- Decision Rules
    - Boundary rules
        - *What to do:* These rules frame decisions as mutually exclusive alternatives, like a judge determining whether the accused is guilty or not. They limit the number of choices and enable people to pursue the most promising course of action, especially with scarce resources (time, money, staffing, etc.)
    - Prioritization rules
        - *What is most important to do:* These rules rank alternatives. For instance, medical triage simple rules tell emergency workers, when faced with a resource-scarce situation, who goes to the hospital and who is left behind. These rules ensure resources are deployed where they have the highest impact.
    - Stopping rules
        - *What to stop doing:* These rules establish stopping points to prevent people from the pit of the "sunken cost fallacy," which is the general tendency for people to continue a course of action they've invested their resources in out of a desire to see it to completion – Mount Everest two o'clock rule is a case in point.
- Action Rules
    - How-to rules
        - *What are the basics:* These rules guide the basics of executing tasks without being overly prescriptive, particularly when there is extreme pressure and severe time constraints. For example, fire departments use step-by-step rules for how to deal with out-of-control fires.
    - Coordination rules
        - *How to do it collectively:* These rules provide guidelines on how players should interact in a complex system to enable collective behavior. The success of the mining rescue in Chile in 2010 showcases a successful coordinated action that overcame an almost impossible challenge.
    - Timing rules
        - *When to do:* These rules guide when to take actions. Pixar's rules regarding releasing one new movie every year following its first full-length movie *Toy Story* in order to secure a mass audience as well as slotting the prime Thanksgiving release date for its future films were crucial in setting the rhythm of key strategies and ultimately establishing a viable business.

Craft Simple Rules

Crafting simple rules can be difficult because they need to be general enough to apply to a wide range of contexts, but specific enough to provide tactical instructions and insights. The following questions will help you to systematically craft better simple rules for your team or organization.

STEP 1

- What is the critical thing that MUST happen? (or MUST NOT happen)
  - ***Example:*** *COVID-19 is incredibly infectious. We must flatten the curve to reduce the burden on healthcare facilities so that they can provide the needed level of care with the appropriate equipment.*
- Write your response here:

STEP 2

- What is the specific barrier that might hold us back?
  - ***Example:*** *People can spread the virus long before they know they are even sick.*
- Write your response here:

STEP 3

- What specific action should we do to address that barrier?
  - ***Example:*** *We need to get the public to engage in social distancing even if they don't feel sick.*
- Write your response here:

STEP 4

- How can I craft the rule so that it is understandable, actionable, and memorable for everyone?
  - ***Example:*** *Reinforce the simple rule, "Stay home or stay six feet away."*
- Write your response here:

APPENDIX F: LEARNING ORGANIZATION TEAM ACTIVITY

In her book, *Teaming: How Organizations Learn, Innovate, and Compete in the Knowledge Economy*, Amy Edmondson writes about a leadership mindset that cultivates an environment conducive to learning. To build this kind of organization, she argues that teams should simultaneously foster "high accountability" and "high psychological safety." In other words, psychological safety doesn't operate at the expense of employee accountability. Rather, most effective organizations are capable of both.

Below is Edmondson's schematic for the relationship between psychological safety and accountability.

Place a mark on the matrix that represents where you think the team routinely operates.

	LOW PSYCH SAFETY	HIGH PSYCH SAFETY
HIGH ACCOUNTABILITY	**ANXIETY ZONE** *Team members are afraid to make mistakes or speak up and so errors take place, but are rarely admitted or discussed*	**LEARNING ZONE** *Team members feel a shared ownership of outcomes and errors are openly discussed so that they can be corrected to drive higher performance*
LOW ACCOUNTABILITY	**APATHY ZONE** *Team members are disengaged – they do not speak up and are not held responsible for a lack of productivity*	**COMFORT ZONE** *Team members acknowledge and discuss errors, but are not driven to fix mistakes or achieve results*

What 2-3 actions could be taken to move the team further into the Learning Zone?

-
-
-

APPENDIX G: DELEGATION DIAGNOSTIC

Think about a significant task that needs to be accomplished in the next month. Write down potential candidates(s) you can empower to do this and then answer the questions in each quadrant below.

DESCRIPTION OF TASK: ______________________________

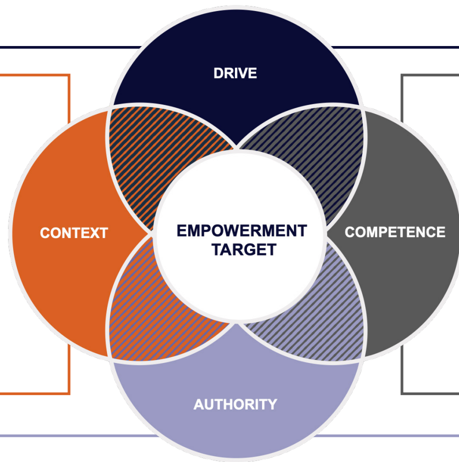
POTENTIAL CANDIDATE: ______________________________

Does he/she have the desire?
Does he/she have the bandwidth?

Should you consider someone else or what can you do to mitigate the risk?

Does he/she understand the details?
Does he/she understand the big picture?

Should you consider someone else or what can you do to mitigate the risk?



Does he/she have the skill?
Does he/she have the knowledge?

Should you consider someone else or what can you do to mitigate the risk?

Does he/she have needed agency?
Does he/she have needed support?

Should you consider someone else or what can you do to mitigate the risk?

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