

DEVELOPMENTAL OPPORTUNITIES WORKSHEET

To be successful, limit yourself to a total of 3 to 5 learning activities at any one time. Setting fewer goals and doing the work is usually more effective than creating a long list of potential learning activities.

SECTION 1: BELIEVING THAT IT IS POSSIBLE TO EMERGE SIGNIFICANTLY BETTER OFF AFTER THE CRISIS.

CAPACITY CLUSTER	MY CHOSEN LEARNING TACTICS
<p>Influence & Inspiration</p> <p>Is inspiring to the degree that others do things that are not part of the usual routine; leverages new insights not only to respond to changing conditions, but to evolve systems and processes to better deal with future crises; sets an expectation that goals can and will be achieved.</p>	
<p>Optimism & Resilience</p> <p>Moves through feelings of anger, anxiety, guilt and depression to reflection and analysis, to seeing possibilities, to optimism that opportunities can be attained; easily embraces challenges; sees opportunities as attainable and in the best interest of stakeholders.</p>	
<p>Threat and Opportunity Lenses</p> <p>Actively sees and talks about opportunities in crisis situations; believes that balance among stakeholders' conflicting interests can be attained; is reassuring and calming and easily explains opportunities.</p>	

SECTION 2: EXPECTING MUTUAL TRUST AND RESPECT

CAPACITY CLUSTER	MY CHOSEN LEARNING TACTICS
<p>View of Failure/Bad News</p> <p>Assumes there will be “intelligent failures” and creates well-communicated opportunities to use them for individual, team, and organizational learning; actively promotes learning from failure as a means of preventing crises.</p>	
<p>Relationships and Communications</p> <p>Engages in active listening; articulates the ideological purpose of organizational goals while exhibiting competence in crisis management nuts and bolts; is appropriately candid about all aspects of the business; maintains a norm of open and honest communications.</p>	
<p>Reputation</p> <p>Understands the factors responsible for the organization’s success and reputation; pursues creative means of attaining future success and enhanced reputation; manifests opportunities from crisis; understands the added complications of reputation management when the stakes are high and the crisis is being managed publicly.</p>	

SECTION 3: COMMITMENT TO LEARN, REFLECT AND ADAPT

CAPACITY CLUSTER	MY CHOSEN LEARNING TACTICS
<p>Learning Mindset</p> <p>When confronted by a crisis, recognizes that times of crises motivate leaders and organizations to learn, change, adapt and innovate more than any other time.</p>	
<p>Openness to Diverse Learning Sources</p> <p>Pro-actively tests ideas, logic, and strategy with a variety of sources.</p>	
<p>Root Causes</p> <p>Willingness to see the underlying organizational factors that contribute to the crisis as a strategically important opportunity to learn and adapt; refrains from public blame.</p>	
<p>Adapting</p> <p>Continuously and pro-actively adapts to an ever-changing environment by drawing from a rich pool of robust organizational knowledge fed by new skills, systems and networks; includes an understanding of short- and long-term needs.</p>	

SECTION 4: OPENNESS TO SCANNING AND SEEKING POSSIBILITIES, NEW EXPERIENCES AND ACCEPTABLE RISKS

CAPACITY CLUSTER	MY CHOSEN LEARNING TACTICS
<p>Using a Scan of the Environment as a Basis for Action Actively acquires, interprets, disseminates, and acts on information during all phases of a crisis.</p>	
<p>Perspective-Taking Encourages discussion of alternative theories, opinions, and viewpoints; seeks a devils' advocate; includes multiple stakeholders in scanning and sense-making activities, including those who cross internal and external boundaries; considers cross-cultural implications.</p>	
<p>Sense-Making Effectively interprets scanning information; includes multiple perspectives in connecting the dots; makes sense at both the tactical and strategic level; accurately assesses organizational responsibility during all phases of a crisis.</p>	
<p>Technology Values technology's role in managing all phases of a crisis; sees the usefulness of technology in a global environment; sees technology as aiding existing and innovative solutions; invests in adapting technology to prepare for future crisis events.</p>	

SECTION 5: ASSUMPTION THAT HIGH-PAYOFF OUTCOMES ARE POSSIBLE AND CAN BE ATTAINED.

CAPACITY CLUSTER	MY CHOSEN LEARNING TACTICS
<p>Short- and Long-Term Perspective Is intentional about decision-making being above reproach; makes morally acceptable decisions; aspires to inflict the least harm possible on stakeholders; effectively manages the unexpected thinking strategically about short- and long-term implications.</p>	
<p>Collaboration Collaborates with a diversity of stakeholders (across public and private sectors) to increase resources, expedite resolution and mount a swift response.</p>	
<p>Confidence Highlights already achieved successful outcomes and builds on them; uses networks and mega-communities to enhance skills and build confidence in the ability to attain goals.</p>	

SECTION 6: WILLINGNESS TO MAKE QUICK AND ETHICAL DECISION-MAKING UNDER PRESSURE

CAPACITY CLUSTER	MY CHOSEN LEARNING TACTICS
<p>Acceptance of Data</p> <p>Cultivates organizational knowledge and data memory; values short- and long-term data.</p>	
<p>Complex information</p> <p>Takes the independent and objective expertise of many and puts it into the broader context of the whole; connects the dots; simultaneously sees the forest and the trees.</p>	
<p>Problem-Solving</p> <p>Creates an atmosphere and culture of creative problem-solving and innovation during a crisis.</p>	
<p>Ethical Decision-Making</p> <p>Highly attuned to the framing of crisis situations and able to quickly and ethically make effective decisions that both manage the crisis and leverage the opportunities implicit in the crisis.</p>	