

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 Cultivates organizational knowledge and data memory; values short- and long-term data.</p>	
<p>Complex information 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 Creates an atmosphere and culture of creative problem-solving and innovation during a crisis.</p>	
<p>Ethical Decision-Making 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>	