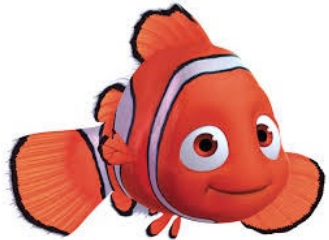
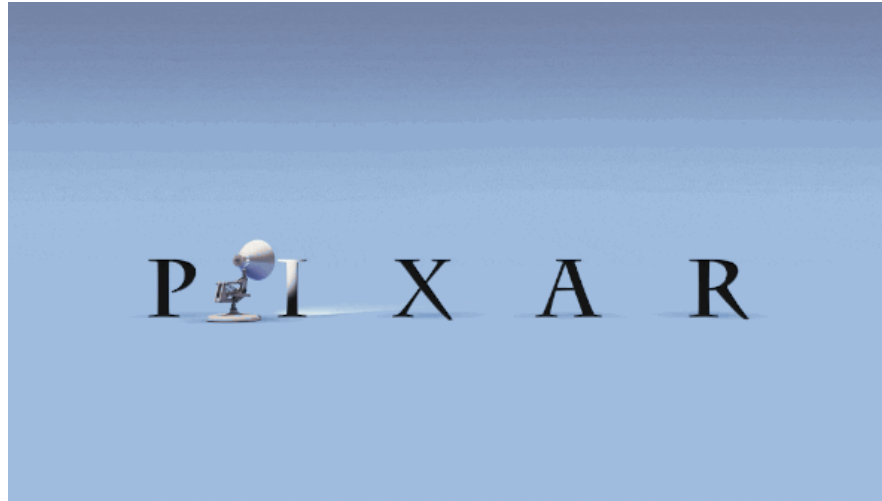


Unlocking the Power of Experiences





Ed Catmull



“Good directors not only possess strong analytical skills themselves but also can harness the analytical power and life experiences of their staff members.”

Leading effectively requires
bigger mindsets.

Not new skills.





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FOUNDATION



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KELLOGG
FOUNDATION™



The Colorado
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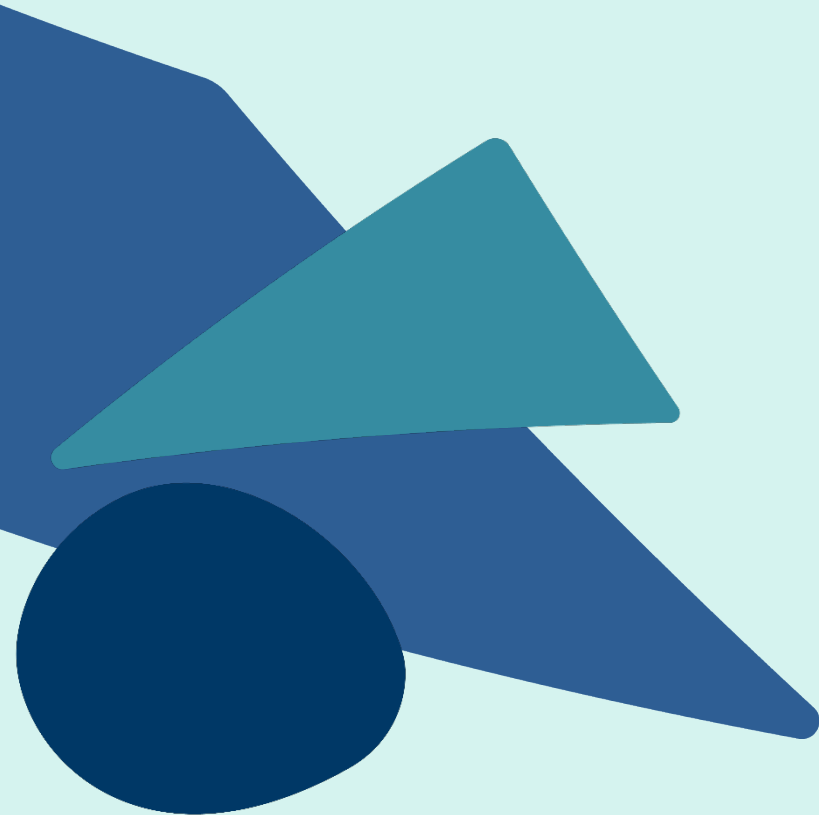


Key Question:

How can you learn from your experiences to better prepare for new challenges?

Answering Our Key Question

- Recognize the role that experience plays in becoming a better leader
- Identify strengths and opportunities for your current proficiency in learning agility
- Apply a learning agile mindset to new experiences
- Building collective capacity on our teams



THE FUNDAMENTAL 4

Core Leadership Skills

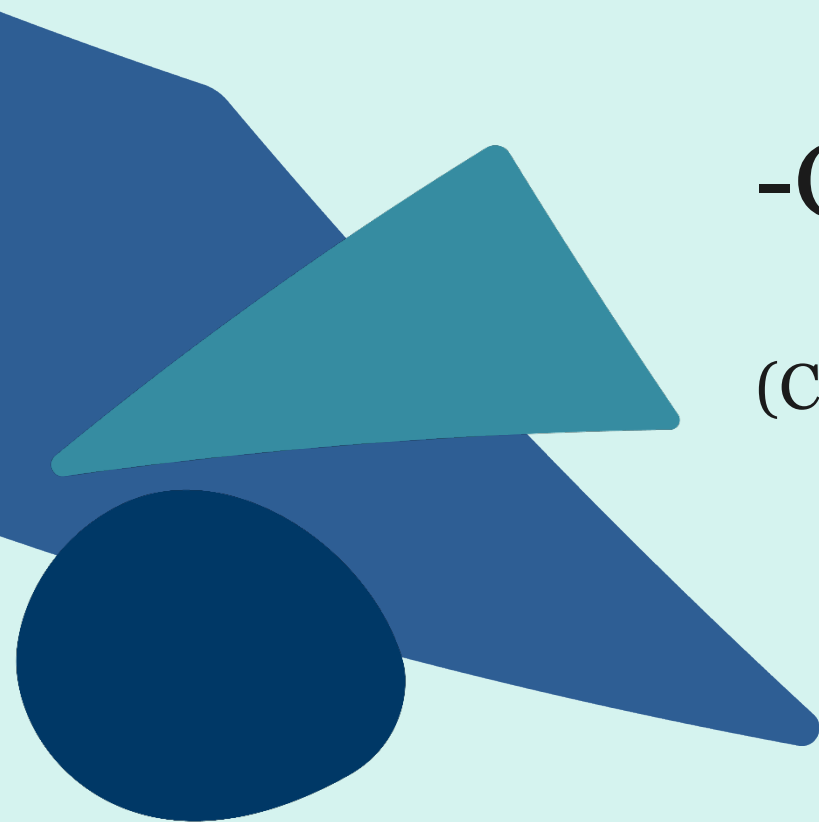
FOR EVERY CAREER

- 1. Self-Awareness**
- 2. Communication**
- 3. Influence**
- 4. Learning Agility**

What Is Learning Agility?

Seeking out diverse experiences and applying lessons learned to new challenges.

- Center for Creative Leadership



“Knowing what to do,
when you don’t know what to do.”

-George Hallenbeck

(CCL) Unlocking the Power of Experiences

Learning Agility as a Lever

3 TYPES OF EXPERIENCES THAT

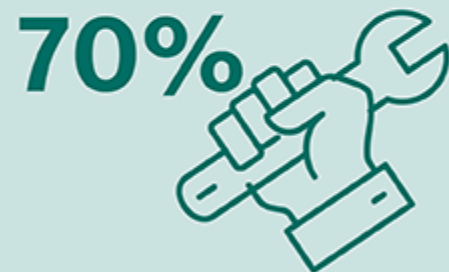
IMPACT EXECUTIVE DEVELOPMENT



from
COURSES



from
OTHER PEOPLE



from **ON-THE-JOB**
EXPERIENCES & CHALLENGES

Using the findings from CCL's original Lessons of Experience (LOE) research,
Bob Eichinger and Mike Lombardo coined this formula.



Center for Creative Leadership®

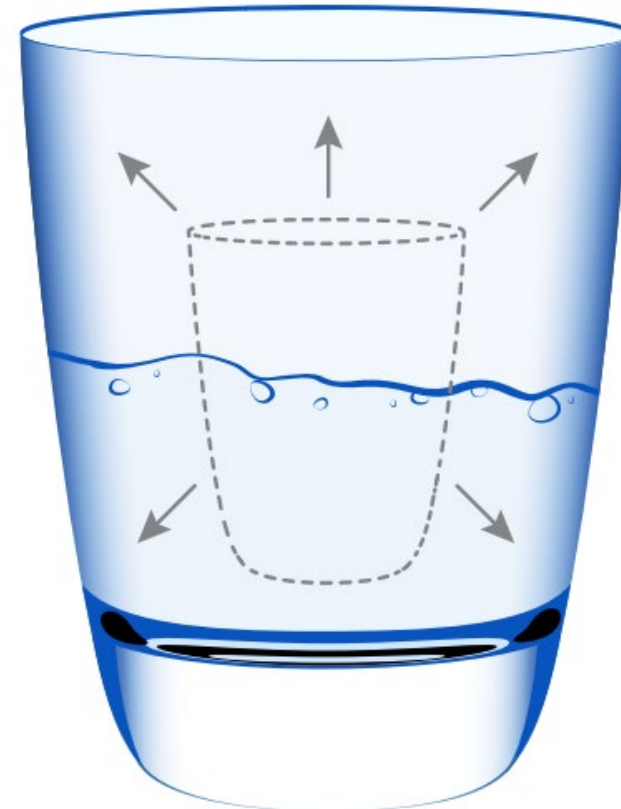




Fill the CUP (with knowledge and Skills)



EXPAND THE CUP (WITH CAPACITY)





Recalling Past Situations: Individual Exercise

Think about a time in your career when 1 of the following was especially true:

1

Challenged the status quo and/or long-held assumptions to discover new ways of doing things.

2

Asked for feedback and spent time processing it to better understand your assumptions and behavior.

3

Handled the stress of an ambiguous situation and adapted quickly to perform.

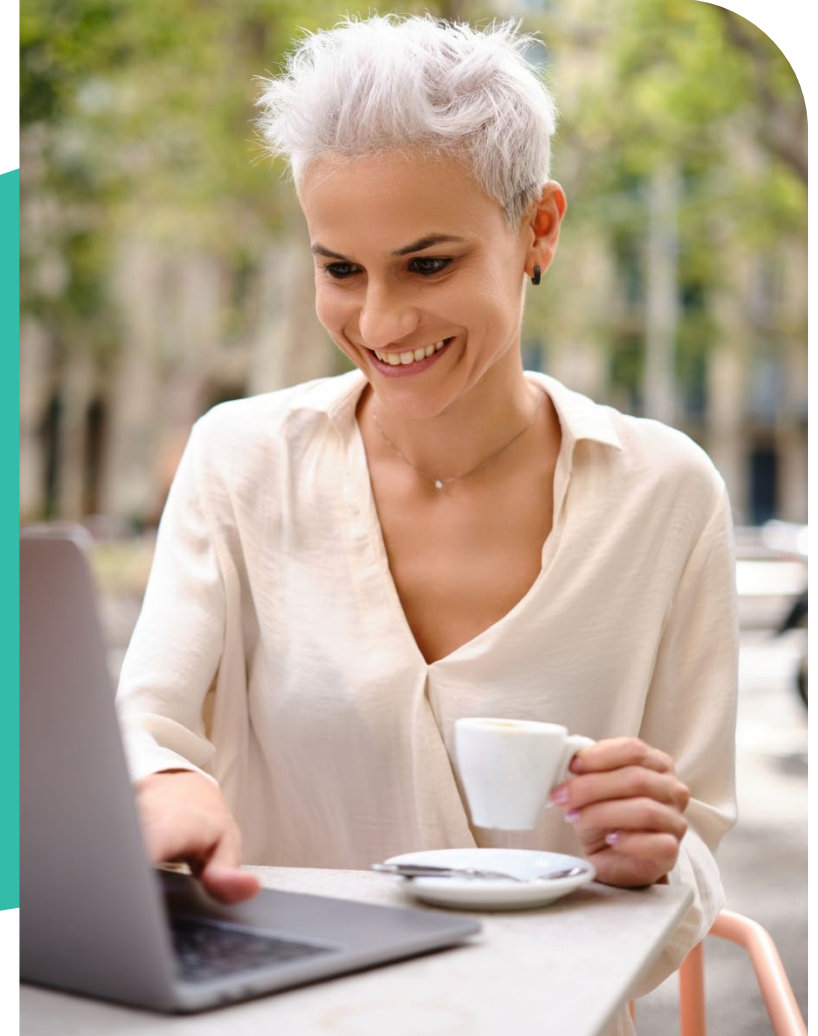
4

Took a risk to try new things—a risk that could, or did, lead to new opportunities.



Situational Stories: Individual Exercise

- What was the **situation**?
- What were you **working on**?
- When demonstrating this behavior, how were you **feeling**?
- What was the **outcome**?
- What did you **learn**?





Share Your Stories: Partner Exercise

Share Your Own Experience:

- You will work with a partner
- One of you will be Person A and the other will be Person B
- Take turns sharing your response to the “Situational Stories” questions
- **5 minutes/person – 10 minutes total**





Team Effectiveness Research

*Unlocking the Power of
Lessons*

Three Domains of Lessons



W

WORLD OF WORK

skills & perspectives
to get work done



P

WORLD OF PEOPLE

interpersonal & social
savvy to connect
with people



S

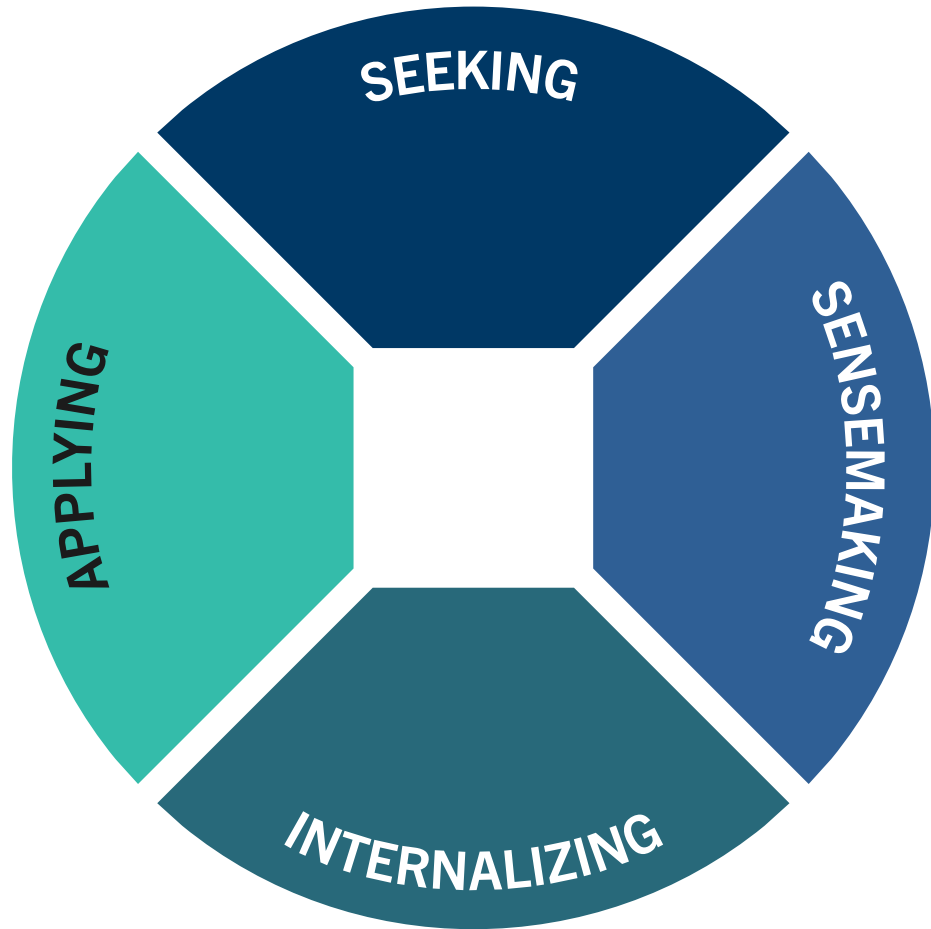
WORLD OF SELF

managing oneself:
thoughts, emotions,
actions & attitudes

Building Your Bank of Experiences



Four Core Components



Seeking Mindset

“If somebody offers you an amazing opportunity, but you are not sure you can do it, say yes – then learn how to do it later!”

Richard Branson

- **Every new experience should be embraced as an opportunity for learning and growth, so...**
- Venture outside your comfort zone
- Immerse yourself in the new experience
- Value experience over outcomes



Sensemaking Mindset

“Everything that happens, even if it is not what you hoped would happen, is a valuable, life-learning tool and you will only achieve success if you know how to learn from your failures and mistakes.”

Christiane Amanpour

- **Encountering new situations is like traveling to a new destination, so...**
- Stay open to learning new things
- Be adventurous
- Prepare to get a little lost



Internalizing Mindset

“Follow effective action with quiet reflection. From the quiet reflection will come even more effective action.”

Peter Drucker

- **Learning is an ongoing process, not a discrete event, so...**
- Adopt a “never done” approach to learning from experiences
- Continually refresh your understanding of your strengths and weaknesses
- Strive to make many mistakes, but to not make the same mistake twice



Applying Mindset

“The past is where you learned the lesson.
The future is where you apply the lesson.
Don’t get lost in the middle.”

Unknown

- **Boundaries are fluid and flexible instead of finite and categorical, so...**
- Continually search for possibilities (“What if...?”; “How might we...?”; “Yes, and...”)
- Look at things in relative terms
- Focus on continual progress vs. meeting goals









Key Question:

How can you learn from your experiences to better prepare for new challenges?

Do I?

Innovate

Challenge the “status quo” in an attempt to make improvements?

Perform

Stay calm when faced with a challenge or stressful situation?

Reflect

Make time to critically reflect on my experiences?

Take Risks

Volunteer for roles that are ambiguous, new, or challenging?

Defend

Seek feedback because I need it?

Do I?

Choose the most readily available solution and move on to the next challenge?

Use stress as energy to get things done more quickly?

Put failure quickly behind me in order to focus on the next challenge?

Take enjoyment from managing a well-oiled machine?

Listen to feedback because others want to give it?

Develop & Maintain Learning Agility

- Learning agility is a life skill
 - It can benefit us in all aspects of our life
 - It can benefit us over the course of our life
 - It is, in part, a product of our experiences in life
- Learning agility can be learned
- Anybody can learn it
- Think of learning agility as a muscle

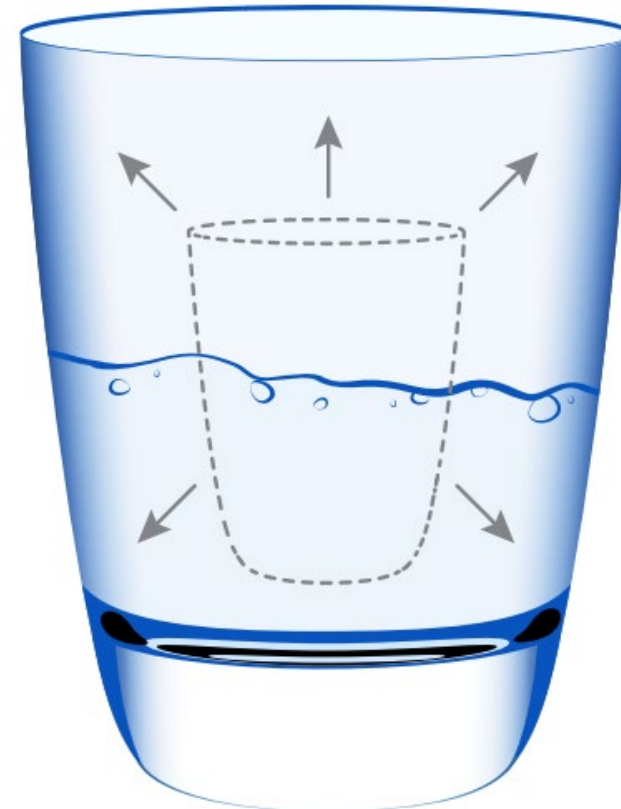




Fill the CUP (with knowledge and Skills)



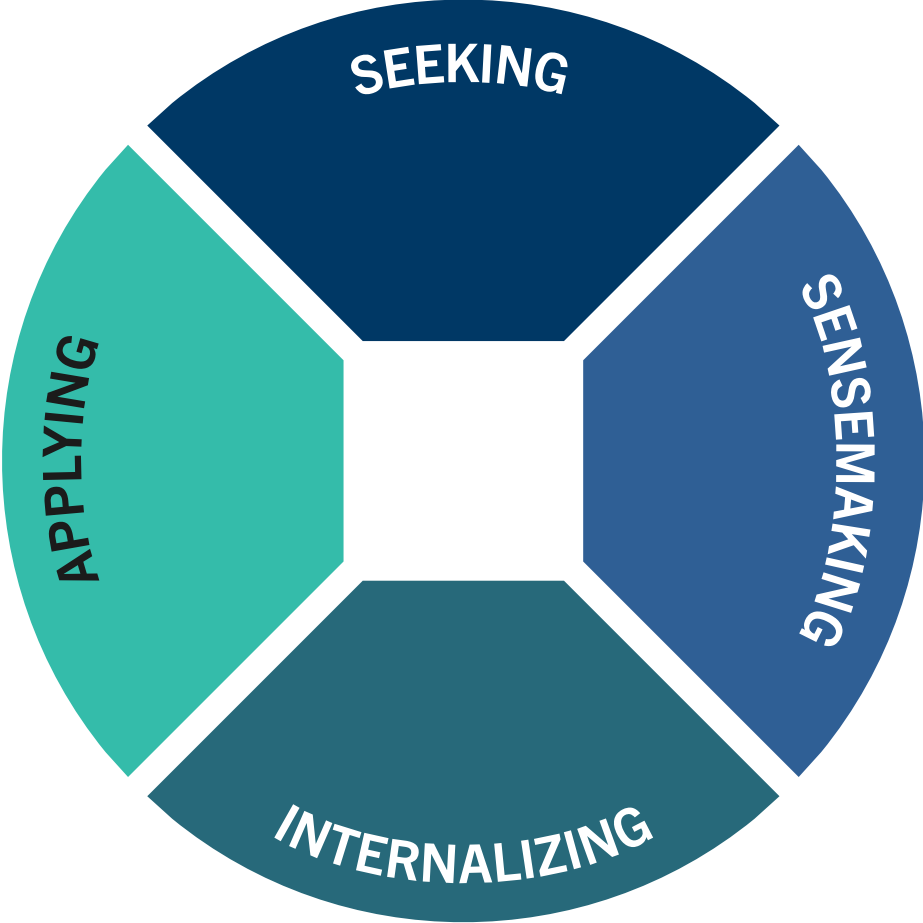
EXPAND THE CUP (WITH CAPACITY)



Leading effectively requires more
capacity.

Not new skills.

Your Personal Challenge



Unlocking the Power of Experiences

