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Hyper-adaptive leadership development

Building L&D when everything is in flux

Laura Fisher
Organizational Effectiveness

The only constant is change.

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Leading through change

- Think about a significant change you've experienced in the workplace
- Think of a leader who led through this change.
- What specifically did they do (or not do) that was effective or ineffective in leading through change?

Leadership is a relationship.

Let’s talk design.

A classic story

Skill or knowledge

Define it.

Familiarize with a model.

Practice using the model.

Summarize.

Role of facilitator is to teach information.

JetBlue Manager Experience

2018

Needs assessment & design

Used existing data and senior leader perspectives.
Defined “objectives”

2019

Initial cohorts

Complex and overengineered.
Mixed virtual sync and async, + ILT.

2020

Redesigned.

In-person conference style.
Less complexity, easier execution.

2020

Redesigned

Fully virtual.
Practical application simulation.
Complex to run.

2021

Redesigned

Fully virtual.
Simple to deliver.

What went wrong?

- **Objectives were topics versus outcomes.**
  - Attention was on what we aimed to deliver, not on the impact to participants
- **Focused on topic areas and delivery methods.**
- **Lacks contextual connection.**

An adaptive story.

DO THE RIGHT THING
THE PRINCIPLES OF LEADERSHIP
TREAT YOUR PEOPLE RIGHT
INSPIRE GREATNESS IN OTHERS
ENCOURAGE INITIATIVE & INNOVATION
COMMUNICATE WITH YOUR TEAM
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Focused on two ideas.

Leadership is about choices.

How do I want to show up as a leader?

5 Questions we ask ourselves

- **Why we're here**
- **How we behave**
- **Where we're going**
- **What we're fighting for**
- **What we're doing**

JetBlue's Strategy

Our 2024 evolution

Current strategic priorities:

1 2 3 4

- What does this look like in my day to day?
- In my role how can I make an impact?
- What is in my scope of control?
- How can I measure success?

Let’s talk design.

Skill or knowledge

Role of facilitator is to teach information.

Define it.

Familiarize with a model.

Practice using the model.

Summarize.

Mindset

Role of facilitator is to create a space for participants to explore and grapple.

Emphasize context and why it matters.

Repeatedly revisit intended impact.

Focus on factors that impact decisions.

Provoke personal experience.

Connect at every opportunity to the environment in which participants work everyday.

Designing for adaptability.

Practical approach

1. Describe what success looks like if this program is successful, from the perspective of what participants are doing **on the job**.
   - ✓ This becomes your **objectives**.
2. Make **“What is the impact?”** a mantra.
3. Identify the common **decision points**. What gets in the way?
4. Focus on **principles** that should guide decisions.
5. Create **space to grapple** with likely difficulties and barriers.
   - ✓ Use **ambiguous scenarios** that don’t have straightforward or obvious “right” answers.

Key takeaways.

- Get the objectives right.
- Role of facilitator is to hold space and challenge.
- Focus on relationship building and decision principles.
- Keep application environment front and center.

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