

Navigating Uncertainty with Certainty

Going From a Passenger to Navigator in the Workplace



5-10 Years Experience

Skeptical about authority?

Tend to see the glass half empty?

Go at it[everything] alone?

10+ Years of Experience

Are you a rule follower?

Never heard of Ticktock?

Are you loyal and self-sacrificing?



Less than 5 Years of Experience

Consider yourself, entitled, lazy and love technology?

Current Climate = Breaking Down the Problem

- Multiple Stakeholders
- Conflicting demands
- Finite Resources
- Possible to Make Everyone Happy?



Importance of Leadership



“The ability to have vision and act on that vision”

Top Leadership Myths

- Tallest?
- Most Extroverted?
- Smartest?
- Most Experienced?



Key To Making Personal Change

Be
(Psychology)



Do
(Actions)



Have
(Results)



Poor Leadership



“People don’t leave jobs, they leave managers [manage relationships]” - Forbes

Benefits of Strong Leaders

- Recruitment
- Retention
- Organization Optimization
- Productivity



Driver

Navigator

Passengers

Quiz

Employees leave bosses not jobs?

True



Quiz

Do -> Be -> Have?

False, Be->Do->Have



Quiz

Millennials can't afford to buy houses because they spend too much on avocado toast?

True, Washington Post



Culture Driven Leadership



Passengers

Defining a Passenger Leader



- Low Ownership (Experience Doesn't Matter)
- Requires high supervision
- Just along for the ride





ex·pec·ta·tion

/ˌɛkspekˈtɑːʃ(ə)n/

noun

plural noun: **expectations**

a strong belief that something will happen or be the case in the future.
"reality had not lived up to expectations"

Similar:

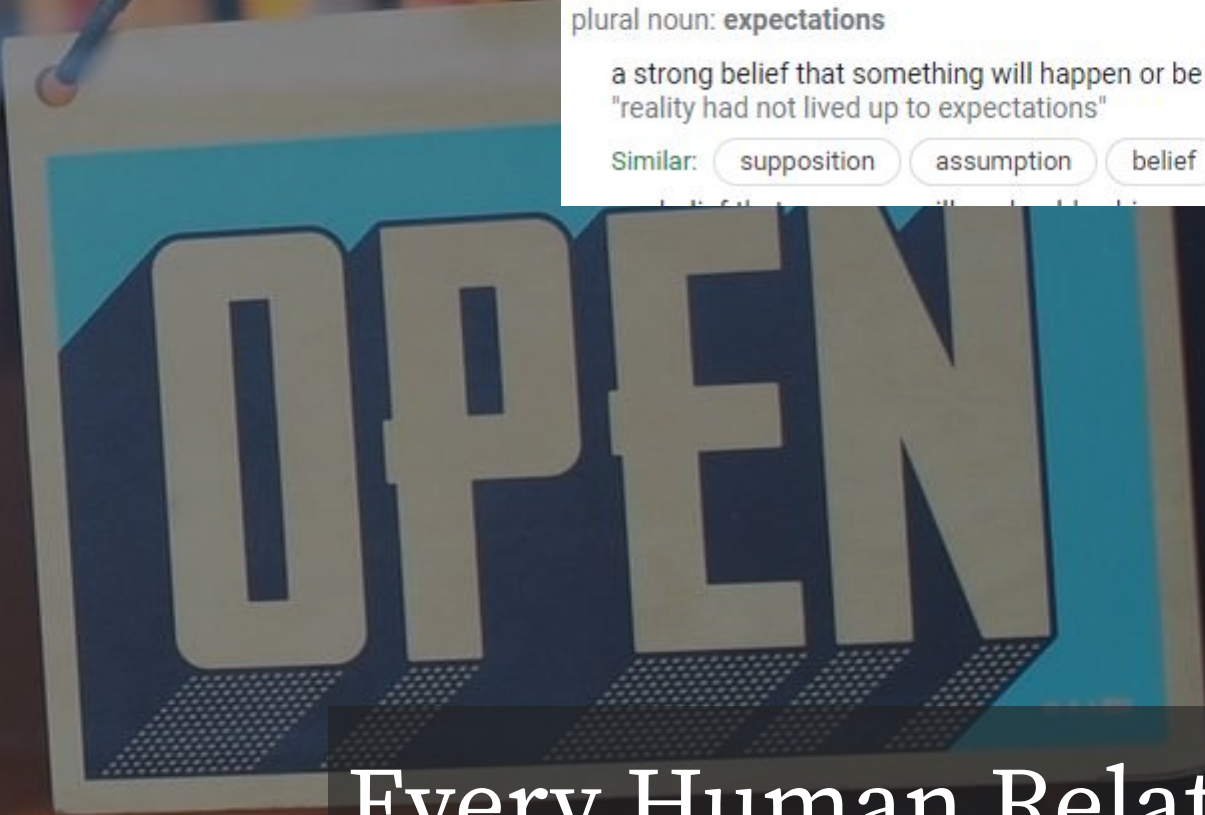
supposition

assumption

belief

presupposition

presumption



Every Human Relationship has
Expectations Explicit or Implicit



Adam's Equity Theory

Balancing Fairness in the Workplace





ADAM'S EQUITY THEORY

Consequences

- Decrease Output
- Push for More Authority
- Go into survival (9-5) mode
- Become Resistant







Expectations are the Great Equalizer



Expectations Drive Culture

Friction
Disappointment

Time

Setting
Expectations



2 BIG Setting Expectations Questions

- Boundaries of Control? (Implicit | Explicit)
- Their Motivating Factors? (How can I help you?)



Expectation Feedback Consistency

Feedback Sandwich



Consistent + Interest = Trust



A long pipeline of large orange pipes being transported by a crane. The pipes are stacked and supported by a metal structure, with a crane hook and cables visible at the top. The background is a bright, overcast sky.

Acting on New Ideas - *Pipelines of Innovation*

*Turning Generational Differences
into Advantages*



Handling Different Expectations



Finding Common Ground In the World of Difference

Quiz

Expectations drive culture?

True



Quiz

Feedback sandwiches deliver positive and negative feedback equally?

False



Quiz



Not the brightest blub <- 😊





Driver

Culture Driven Leadership

Reaching the Driver Leader

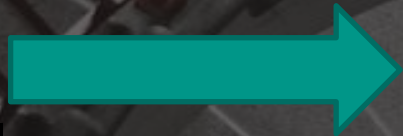
- Consistent performer
- Strong grasp of stakeholder expectations
- Requires medium supervision



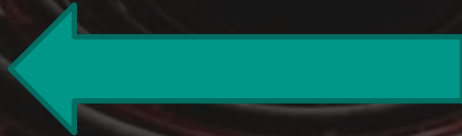
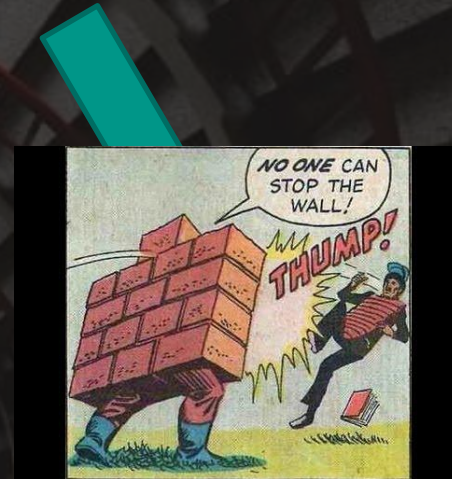
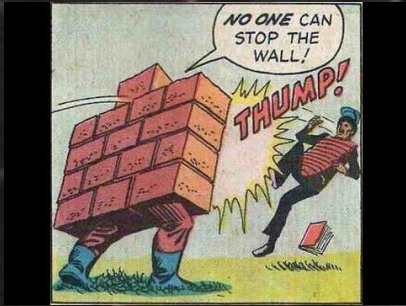
Handling the Inevitable Expectation Conflict



Understanding the Power of Action Loops



Preliminary Action



Action Phase

Reinforcement Action



Confidence

References of a particular type of experience

Quantity of Experiences
<
Emotional Experience Weight



Experts in Overcoming the Wall (Building Confidence)

Lanny Bassham
Olympic World
Record Holder

Top 3 Confidence Builders (Before Experience)



Mental Dry Runs



Literature
References



Peer References

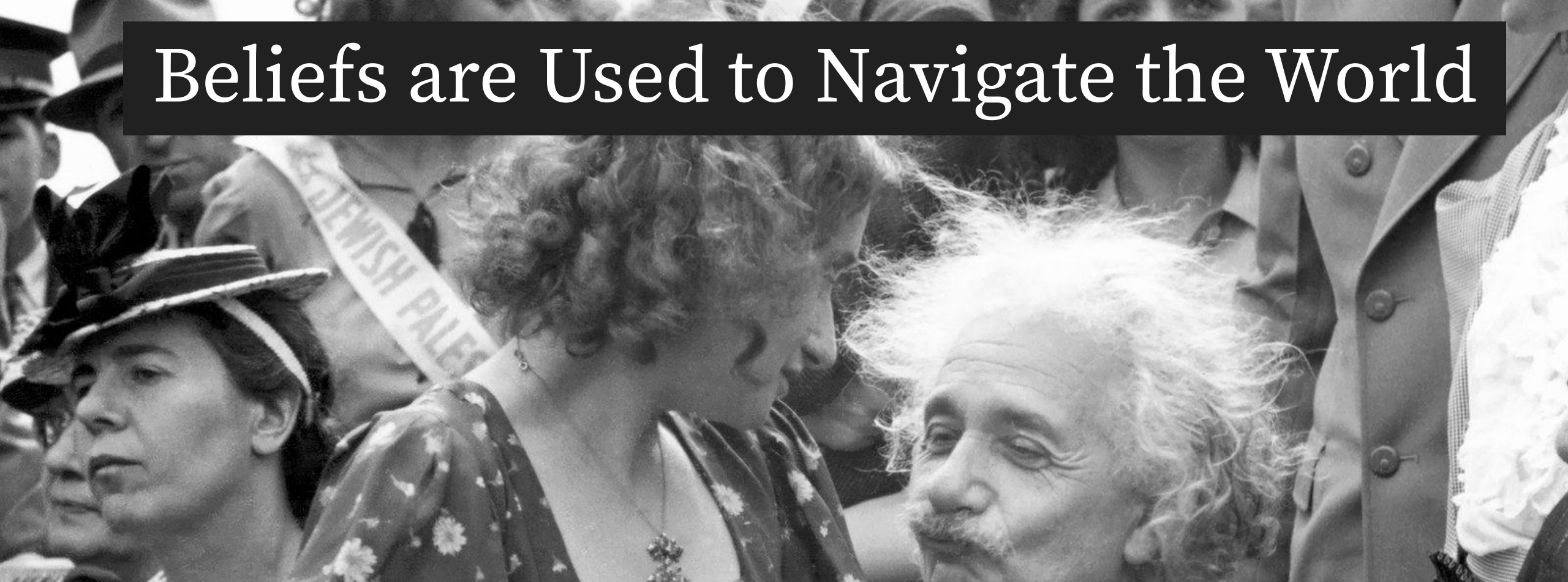




Self Image (Collection of Beliefs) Conflict



Beliefs are Used to Navigate the World



“When you sit with a pretty girl for two hours you think it’s only a minute, but when you sit on a hot stove for a minute you think it’s two hours. That’s relativity.” – Albert Einstein

Spotting Your Navigator Potential

- Goals extend past position?
- Express curiosity outside of role functions?
- Start to become a peer resource?





Navigator

Culture Driven Leadership

Reaching the Navigator Level

- Excellent performance
- Resource for peers
- Requires low supervision
- Seen by stakeholders positively



Leadership In Small Steps

- Buddy partner
- Designated go to resource
- Preps new materials for teammates
- Assign as team lead



- 
- Addressing the elephant
 - Turn the tables
 - Create expectations

Addressing Age Differences in Leadership





Keep Developing the Navigator - Watch Out For 'What' Question

Benefits of Becoming a Navigator

- Retention Skyrockets
- Team Performance Becomes Consistent
- Stakeholders Way More Understanding

Navigator Leads to Expansion of Purpose



Number

- 1) Every person has an implicit value of purpose
- 2) Every Lower Number Points Follows a higher one



An Organization Without A Navigator





An Organization With A Navigator



Quiz

When building navigator's watch out for 'why' questions?

True, and What



Quiz



Don't Cry it's the End





Driver

Navigator

Passengers



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