COMMUNICATION /LEADERSHIP PLANNING LLs

Ops & Intel (O&I) VTC Global Event
- Developed trust, transparency, accountability, clarity, awareness across the global network
- Discipline in chaos= Speed of execution= Fast feedback loops necessary for accelerated learning!
- Intent: To enable a global team operating at a 24/7 pace, constantly managing dynamic time-sensitive, life and death decisions, while maintaining a strong, trust filled, relationship-based culture.
- Enabling a drive to autonomous action, spreading strategic and tactical context across the community

Goal: Breakdown barriers and develop that spirit of shared mission
- Enables everyone to understand context of decisions and learning
- Create that "shared consciousness" …" Ok, got it" Not a lot of questions as this process matures
- Watch and learn leadership in action...every day.
- Made failures visible. Accepting failure, to learn and catalyze "creative' thinking
- Encouraged accountability and greater initiative/risk
- Transformed separate tribes to a close-knit culture
- Understood other's needs, organically shared resources
- Share info so others can act quickly
- Constant Common purpose and set of goals for the network
- Information is democratized - focused on the "so what"

Leadership traits:
- Focus - enabling the right conversations
- Minimize your decisions until you feel uncomfortable
  - Push delegation down to the lowest level...and closest to the problem, as appropriate. Articulates/communicates action and confidence to the team remotely!
- Expect clarity, comms both ways
- "Push against the edges" force creative solutions, innovation in problem solving, challenge the norm or expected. Don't be mis-aligned around risk appetites across the network... and from the leader to frontline
- Biggest challenge for a leader is to do less rather than more! To get out of the way, allow those closest to the problem to solve and do their work...BUT communicate awareness of

learning...then pivot from the actions/learnings to continue to improve/ become effective or adapt to the "adjusted" problem.

- Become expert learners vs be the" expert" in the room. That is the constant drive or momentum for developing the MINDSET for leaders and their teams.
- Leaders should not be "smartest in the room" but generate the most POWERFUL questions! Create dialogue, ask the "why", what they think, anything that forces more long form feedback vs a "yes or no" answer.
- Leader has to be in the center/middle of the comms architecture...not on top.   Greatest awareness. Constant focus and intent in democratizing information and 360 learning in/out.
    - Feedback loop is much quicker and with greater clarity in the middle vs "on top"
- Coaching, not managing, will begin to instill openness, trust and confidence in decision making at the closest level to the problem (frontline)
    - In a remote setting - Do NOT second guess or "this is how I would have done it.." this negates gains in confidence to act. Encourage group reflection on other possible solutions or experiences.
    - IMPACT is amplified considerably in remote environments. Your language, body/visual actions and approach in engagement will be seen by all, not just the person you are talking to on the screen. This is CRITICAL...self-awareness and look for feedback/reflections to improve.
- In a remote environment, leaders need to emphasize "not to hesitate to reach out and connect" Make sure folks don't feel like or assume they are being disruptive or intruding. Use all available and creative means of tech to communicate quickly!
- Clearly define the decisions that are expected at all levels. Start with yourself.
    - In very dynamic environments, you have to critically review what decisions you can push a level down.
    - This will help you determine your engagement/meeting cadence and allow all to know what information is needed for that level of decision authority. This will start "shining light" on the importance of clarity and openness of information flow.
    - Each level below you needs to do this process… and soon you should see how much delegation/empowerment goes right to the frontline to decide and act quickly in these environments.
    - Again, critical to all this is the feedback loop up and out for awareness...which may enable/affect other decisions being made throughout the system.
- Catalyze and enable TRUST= accelerated, effective communications
    - Increasing regularity in communication, appropriately i.e. cadence is defined by how fast your environment is changing! *Alignment*
    - Increase the breadth of audience and engagement

- - Authentic, honest views and concerns...given and expected.
    - Demonstration of empathy over frustrations, conflict and dire dynamics in engagements.
    - Intentional positivity for the challenges faced by teammates and organizations.
  - Great leaders in these environments move *before* they are forced to! Constantly thinking upstream. Your leadership may be defined by how fast you stepped into the arena and took action.

Overall Traits:
- Constantly communicating that common purpose and shared goals for the MSN and supporting community
- "Shared Consciousness" - Dealing with rationale, smart people...and given the right information, they will always get close to the right answer...IF they have all the right information and their interests are aligned. Alignment is critical...and hard.   Communication architecture and discipline is very hard but required.
- Key attribute was Information Sharing. Someone is going to do something with it...it became a responsibility of clarity and accountability.
- Requirements: for constant connectivity amongst many distributed nodes
  - Best practices (BPs) and Lessons learned (LLs)
    - Map an Operating Rhythm
      - Will lead to next layer down of teams to establish their required event to prep for this larger one…accountability /preparation
    - Structured agendas -
      - Same scripted opening/intro phase every time. The "Why" and Intent. Probably every mtg will have additional folks adding on...and hearing the same intro all the time sets the foundation/connection for all.
      - Articulate clearly expected Norms and Etiquette for the process i.e. mute/chat usage/ video/ introduce yourself before you talk, etc.
      - Have a scripted closing and make it personal...even with hundreds of folks on the net. "The North Star" and why we are here, in a genuine tone, is always appreciated to hear from leaders in dynamic, crisis environments to ground all... for even just a moment...before everyone moves out!
    - Controller (Ops/ CoS/ Dep/Asst/ etc.)// Scribe(s)...agenda, recording, portal, chat rooms, etc.   Wrap up notes and actionable due outs….accountability.
      - Supports leadership in execution so they can focus and be in the moment and actively listen.

- Devote a team to do all this. There are always folks available...redefining positions and responsibilities, *IF* this is going to be one of the most important events to keep moving forward, a priority.
  - Architecture and tools
    - What will be the IT backbone to structure the architecture? In the beginning, it is whatever works best for the small group i.e. Zoom+ call in etc. but always need to push this to consistently improve so you are thinking ahead of the demand for effectiveness and capability. Bandwidth as it expands (pull in Zoom company for support) Possible disruption i.e. Hospital comms architecture is notorious for inefficient communication. Right security protocols to protect information shared, as needed.
    - Portal - established or developed...need a place to record and capture docs...and share 24/7.
    - Side chat rooms - needed to minimize disruption of agenda, rabbit holes...but critical to capture "a ha" ideas.
      - Person to person connectivity real time
      - Clarify context, deeper understanding
      - Share prep or reference docs real time
    - Use Video. Allows that human connection and emotions to be seen. As leaders, seeing that calm, collected and focused intent visually is important, even if most are on just voice. Leader should always be up on video, if at all possible.
  - Decision making in remote, decentralized but an interconnected environment
    - *See Leadership traits*
  - Mindset change and culture shift to develop and align, to become agile and adapting to a changing "norm" of communication…as fast as possible.
    - Need to just start "practicing" to learn what works! If something doesn't, throw it out...can always come back to it. Don't worry if it is not perfect or turns out to be wrong...gives clarity on what does work and allows relaxed comms so folks aren't risk averse.
    - Quick AAR= effectiveness (Agenda, process, infrastructure)...constant improvement
    - Move *before* you are forced to! Thinking constantly upstream. Just start creating and learn!

Reference Articles/ Videos
- https://www.nytimes.com/2020/03/23/opinion/coronavirus-mcchrystal-leadership.html

- https://csreports.aspeninstitute.org/Roundtable-on-Institutional-Innovation/2016/report/details/0237/Innovation-16