

WIFI ACCESS

Network:
Seattle

Password:
Washington



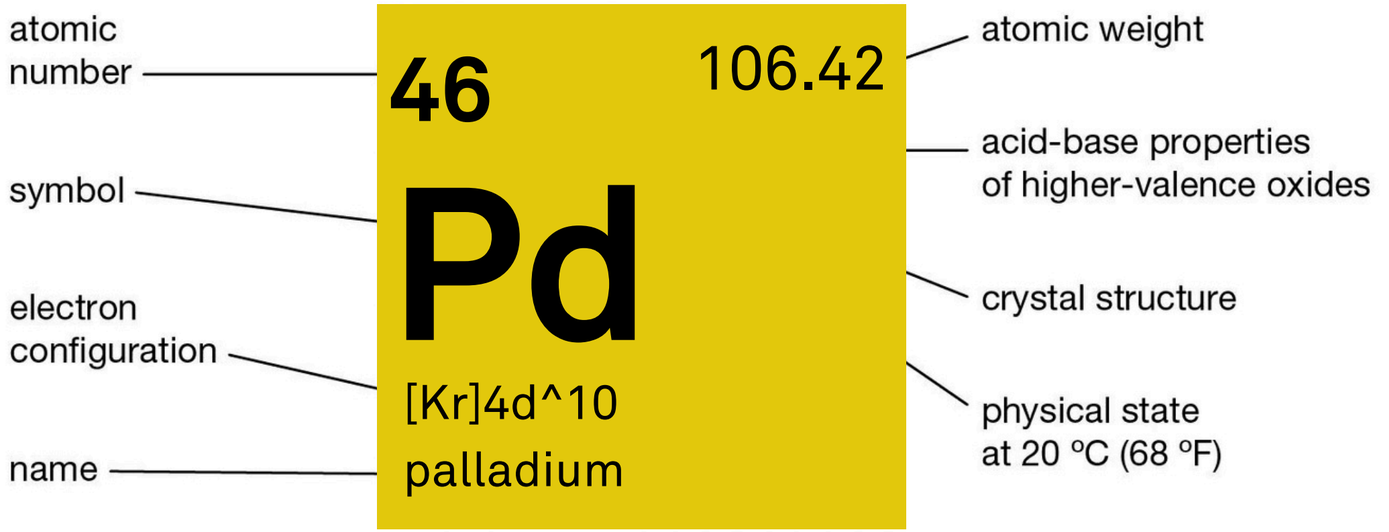
PALLADIUM

WELCOME

FINAL GATHERING | SEATTLE
MONDAY, JUNE 3



Palladium



PROPERTIES:

- Rare + Valuable
- Strong + Resistant to Corrosive Elements
- Highly Conductive
- Catalytic Conversion

EXPECTATIONS

1 | Participation and Presence

- 100% participation in programming and events
- Non-distracted attention to the work at hand
- Group communication about unavoidable conflicts

2 | Leadership

- Take initiative
- Foster and cultivate group accountability

3 | Respect and Support

- Confidentiality
- Honoring different viewpoints
- Maintaining a positive posture "for" each other



OUR CORE VALUES

These 4 principles guide all aspects of The Palladium program design and engagement

CARE

Palladium is committed to helping leaders keep thoughtful, human-centered care at the core of their practice within healthcare.

IMAGINATION

We equip leaders to flex and expand their imaginations to meet new and dynamic challenges with confidence and vision.

CURIOSITY

We foster a culture of listening and growth that nurtures leaders who are open to learn from mistakes and try new approaches.

COLLABORATION

Establishing trust and building community fuels collaborative engagement and effectiveness at every level of leadership.

TRAILMAP: SUMMARY

Nashville

Intro to Adaptive Leadership

The Commons
5 Tensions
The Imaginative “U” Process
Moving the Work
Regulating the Heat
Intro to Pizzamapping

Atlanta

Reverencing the Risk of Change

Recognizing Patterns
Regulating the Heat
Loss and Grief
Holding Environment
Intervening Constructively
Images and Metaphors
Pizzamapping 1.0

Virtual

Paying Exquisite Attention

Dance Floor & Balcony
What’s Really Going On Here
Self Vs Role
Comfortable with Conflict
Linking Arms
Partners and Allies

Atlanta

Growth Through Challenge

Learning From Failure
The Art of Good Consultation
4 Faces of Danger
Communication as Attention

- Empathy and Gratitue
- Thrulines
- Repetition

Today

Anchoring Your Leadership

Useful Interventions
Practicing Presence
Improvisation
Puzzle Recaps

GOALS

SOLIDIFY YOUR LEARNING

- We hope you come away with a full picture and appreciation of the qualities you've honed
- We hope you have a clear road map for your future development and deep purpose.

STRENGTHEN TIES

- We hope you feel connected to one another and us as advocates and friends in your journey
- We hope you leave committed to be a resource and support to each other as you move through your career

SUSTAIN YOUR SENSE OF PRESENCE

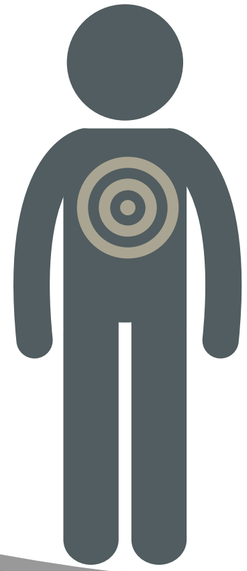
- We hope you find you are a new kind of keeper of the work - holding it more freely, more naturally
- We hope you feel more rooted and grounded in your own purpose and vision for your leadership

LEAD·ER·SHIP

/ˈlēdərˌship/ noun

The practice of mobilizing people (groups, organizations, societies) to address their toughest problems.

“Leading on the Edge”

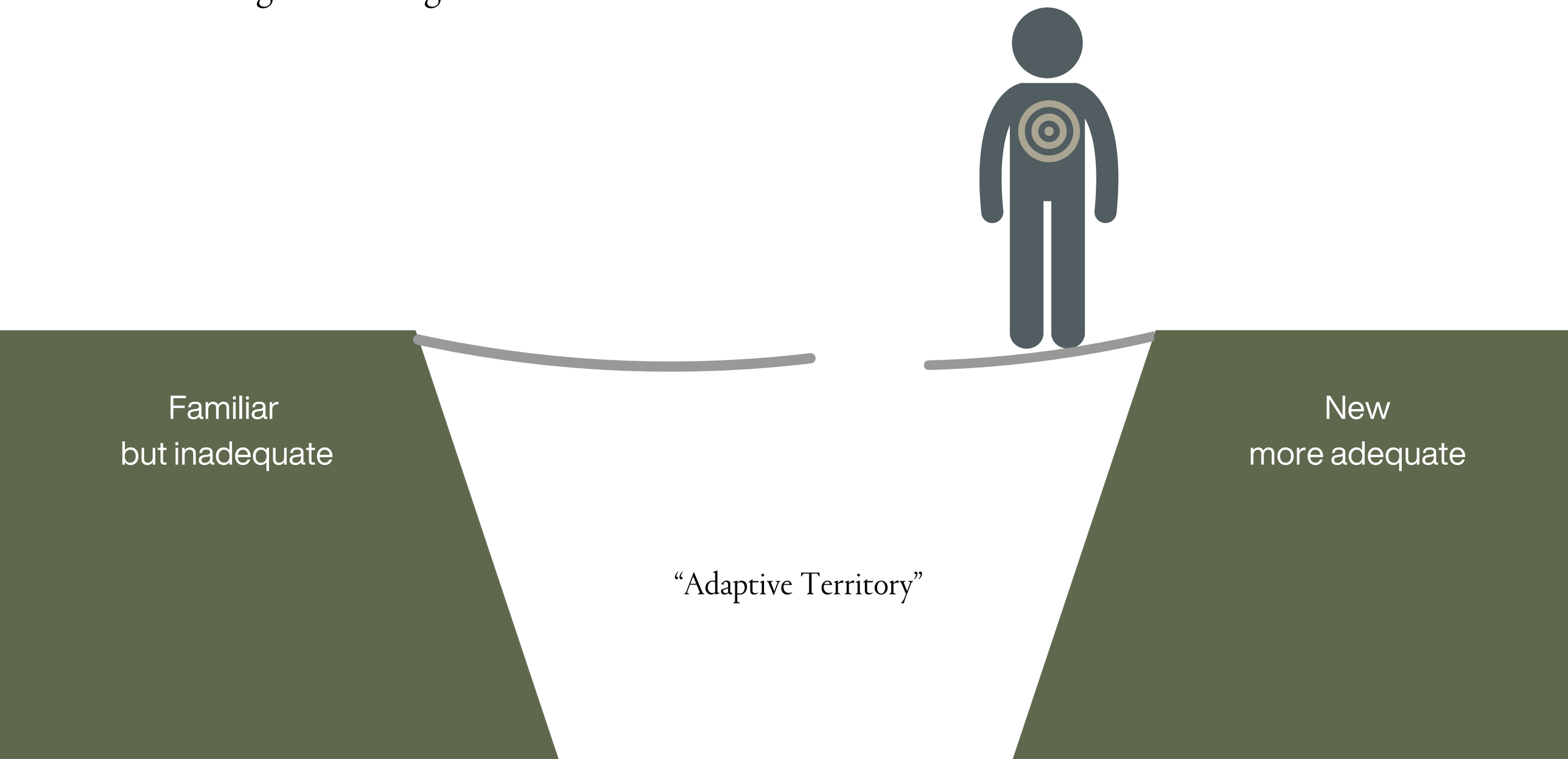


Familiar
but inadequate

New
more adequate

“Adaptive Territory”

“Leading on the Edge”



TRAILHEAD: TODAY

12:30 PM	Welcome and Recap with Goals
12:40 PM	Trailhead
12:43 PM	Round Table Discussion
1:05 PM	Threshold Practice
1:35 PM	Session 1: Holding the Work Where It Belongs
2:00 PM	Break
2:10 PM	Small Groups
2:50 PM	Parnassus Insights
3:00 PM	Guest: Jill Angelo
3:30 PM	Break
3:35 PM	Puzzle Presentations
4:40 PM	Concept Cards
5:00 PM	Personal Commitment Reflection
5:15 PM	Group Share
5:30 PM	Wrap up and Logistcs
5:30 PM	Dinner

ROUNDTABLE WARM-UP

- What is something (a concept, question, practice, idea, etc.) that has stayed with you since we were last together?

- What are you bringing with you into the room today?

SEATTLE

THRESHOLD EXERCISE

Leading in Color



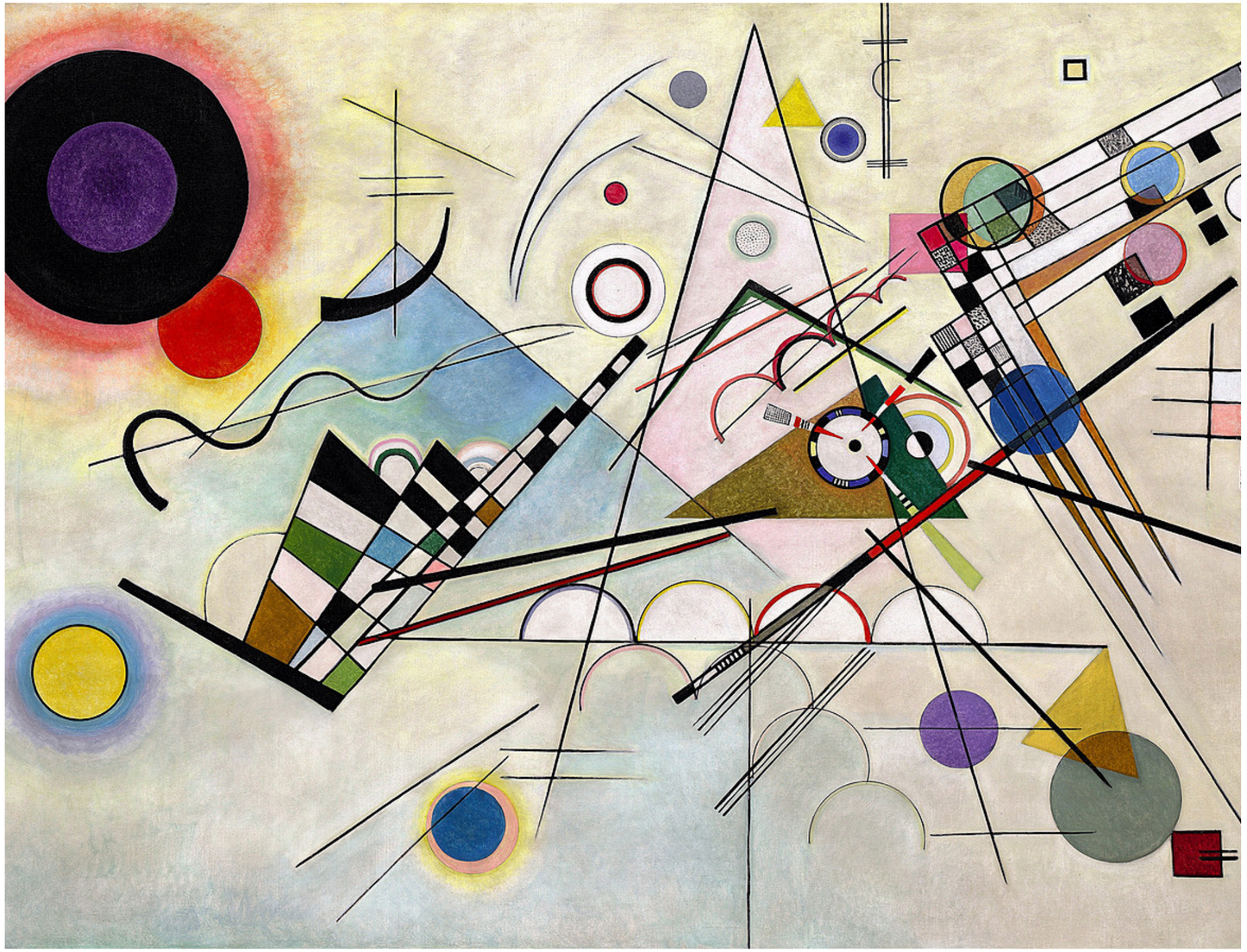
Color is the place where our brain and the universe meet.

Paul Klee



Color is a power which directly influences the soul.

Wassily Kandinsky



FARROW & BALL

- UK-based paint manufacturer
- Leading, upscale color brand beloved by artists, deisgners, creatives as best-in-class for original formulations
- Started in Dorset in 1946, by John Farrow, a chemist, and Richard Ball, an engineer who survived capture as a prisoner of war in WWII.

NEW FARROW & BALL (UK) PODCAST

FORMAT:

- 30 minute interview
- Guests are artists, designers, color theorists, creatives, etc.
- Each guest is asked to review the entire Farrow & Ball color archive to select four colors:
    - The color of your childhood;
    - The color of your youth;
    - The color of your defining decade;
    - Your color of now.







Hound Lemon
No. 2



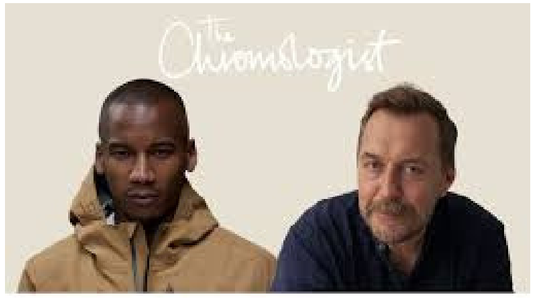
Romesco
No. CB4



Charlotte's Locks
No. 268



Cardamom
No. CB5





Borrowed Light
No. 235



Off-Black
No. 57



Pointing
No. 2003



Yellowcake
No. 279





Studio Green
No. 93



Rectory Red
No. 217



Pitch Black
No. 256



Pantalon
No. 221





Charlotte's Locks
No. 268



Bancha
No. 298



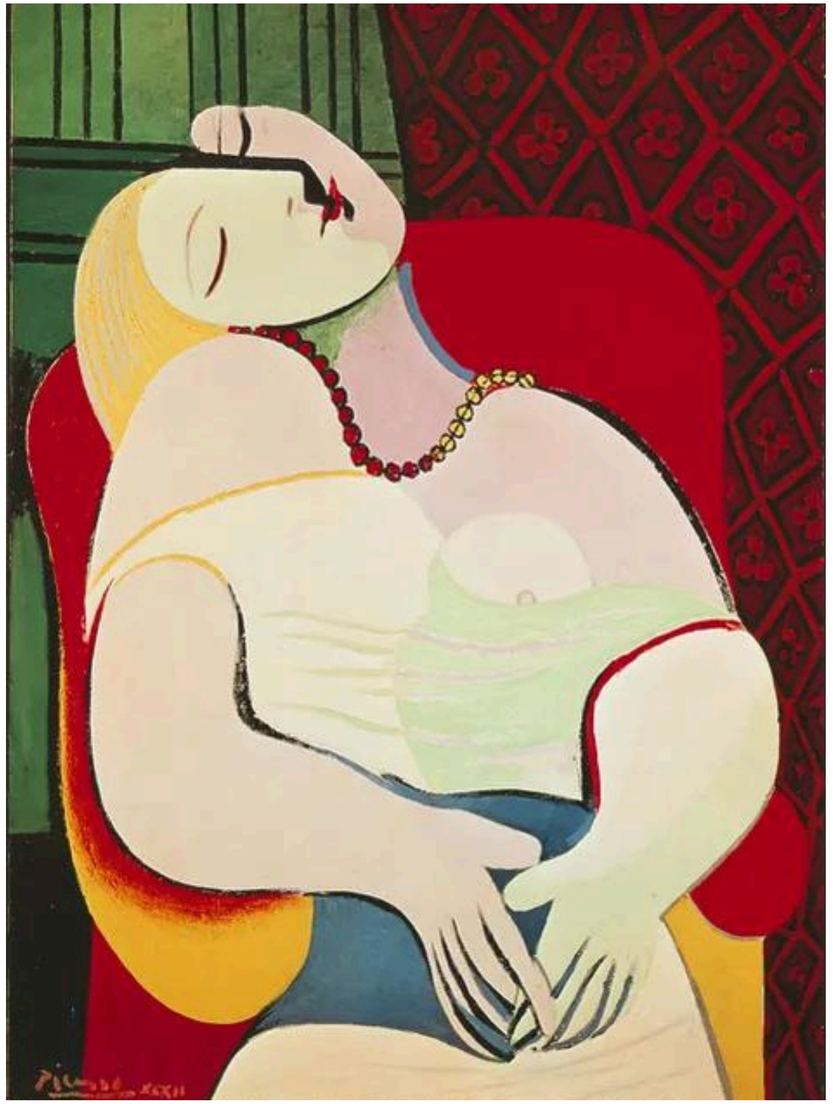
Pelt
No. 254



Pitch Blue
No. 220

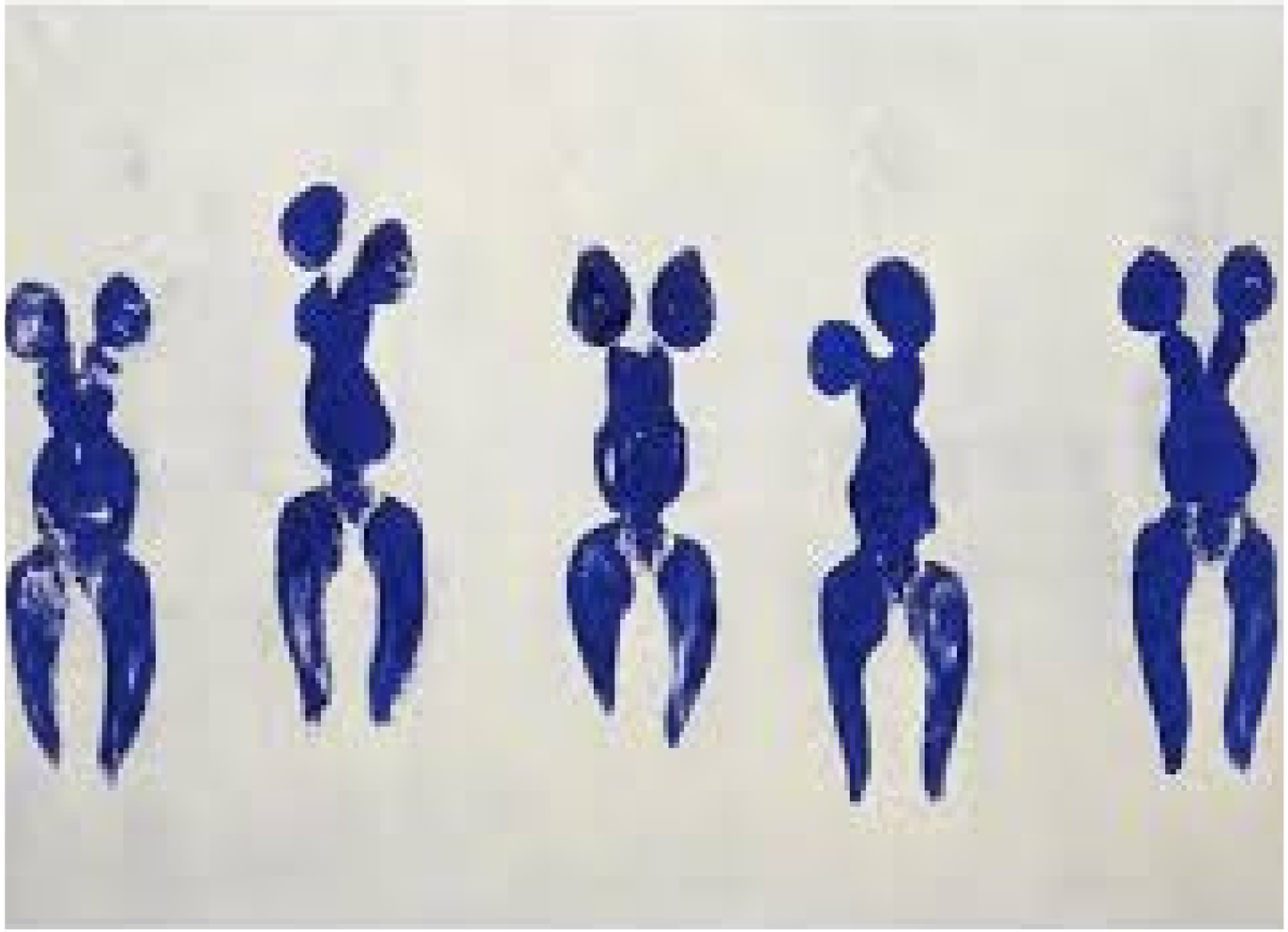
Colors, like features, follow the changes of the emotions.

Pablo Picasso



All colors arouse specific associative ideas...

Yves Klein



Yves Klein, Anthropometry of the Blue Period (ANT 82) (1960)

The chief function of color should be to serve expression.

Henri Matisse





STEP 1: Notice

Sit with the page of colors in front of you, and notice if there are any in particular that evoke a strong response.

- Are there any shades you especially like?
- Any shades you especially do not like?
- Any that carry a strong sense of memory or association?



STEP 2: Reflect

Consider the various phases of your leadership formation and practice as noted below and select a color from the chart (or elsewhere if none of those are quite right) that best captures that season for you:

- The color of your early leadership (interpret “early” however seems appropriate - could draw from experiences in childhood/youth or early career, time with a formative mentor, etc);
- The color of your most defining leadership role (this can be any role from any part of your life);
- The color of your leadership today/now ;
- The color of your leadership legacy.



STEP 3: Share & Ongoing Reflections

Share one part of your color story with the group, noting any particular emotions or memories that color surfaced in relation to that prompt.



SESSION I

HOLDING THE WORK WHERE IT BELONGS

Chapter 6

GIVE THE WORK BACK

- Take the work off your shoulders
- Place the work where it belongs
- Intervene effectively

Chapter 7

HOLD STEADY

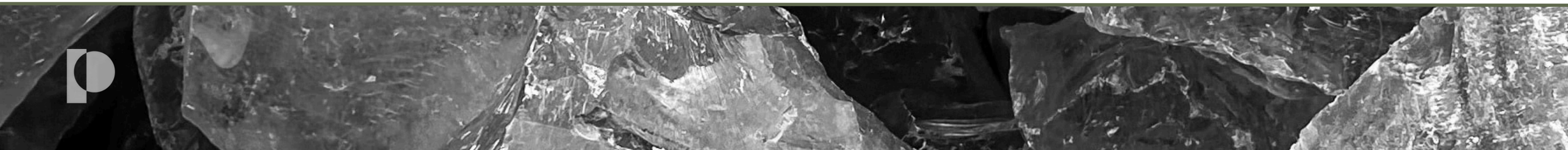
- Take the Heat
- Let Issues Ripen
- Focus Attention on the Issue

GIVING THE WORK BACK

Don’t Solve What Others Need to Own

“Solutions are achieved when ‘the people with the problem’ go through a process together to become ‘the people with the solution’”

Heifetz p. 127



PUT THE WORK WHERE IT BELONGS

STORIES & EXAMPLES

- Scottie Pippen & Phil Jackson
- Kelly from the Denver City Council Special Commission
- Marty's first boss, Gov. Richardson
- ***Cautionary Tale***Mark Willes at The Times Mirror

What did you make of these stories?

Were you reminded of any themes or concepts we've talked about previously?

USEFUL INTERVENTIONS

When choosing an intervention consider (p. 135):

- Your own skills
- Your particular purpose
  - Do you want to calm things down or disrupt them?
  - Do you want to attract or dispel attention from a given issue?
- Your assessment of which will be most likely to move the work forward and leave you unscarred.

MAKE AN OBSERVATION

Snapshots from the balcony

Observations

- Can pair with a question or an interpretation for more
- Ask: What do I notice? What is going on right now that is affecting our ability to stay focused on the adaptive work?

Examples:

- *“I notice that when we talk about the new app development our clinical teams tend to get pretty quiet.”*
- *“When Jane raised her concern about funding just now we all changed the subject to timing.”*

ASK A QUESTION

Opening up to their perspective

Questions

Most effective when:

- Finding an answer helps the group
- Provoking them address challenge as a group is key
- You want to stay out of line of fire
- You want to raise the heat - Warning: Can be risky
- BEWARE OF THE LOADED QUESTION - they will compromise you

Examples:

- *What's going on here?*
- *Is there something we haven't addressed that needs attention?*

OFFER AN INTERPRETATION

Share your “take” on what is happening

Interpretations

Articulate what you think is going on and listen closely to the response.

- Less risky way to raise the heat
- Useful for surfacing hidden issues
- Gives you clues as to where group really is on a particular challenge

Examples:

- *"I don't think we have sufficient agreement to move forward."*
- *“I don’t think this is actually about X, I think it’s actually about Y.”*

TAKE ACTION

Allow your behaviors to speak for you

Actions

Communicate with actions instead of words

- Raises the heat significantly - be careful it doesnt blow up
- Useful for drawing attention to the issue
- High risk, but potentially high reward
- The message and context must be crystal clear

Examples:

- Walking out of a meeting, f*reezing a budget, reassigning leadership etc.*

KEEP IN MIND

When choosing an intervention consider (p. 135):

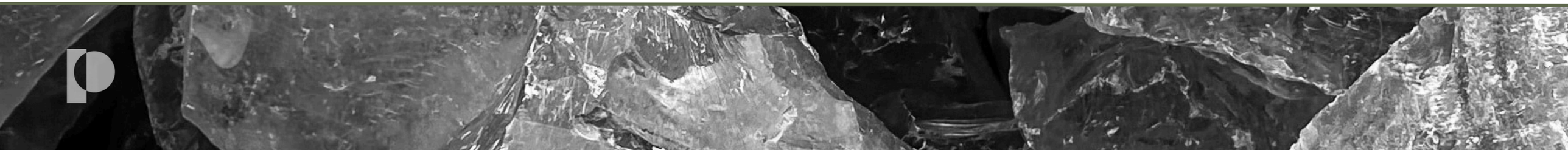
- Place the work within and between factions that are facing/feeling the challenge
- Tailor interventions so they are unambiguous and in context
- Pay close attention to your interventions and listen over time to gain valuable insight into where the work is moving (or stuck)

HOLDING STEADY

Practice Taking the Heat

“Increasing your capacity for taking the heat takes practice.”

Heifetz p. 142



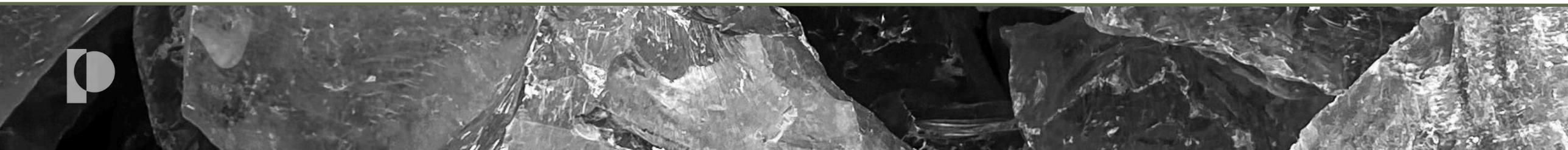
NATURAL RESPONSES TO HEAT

Avoid	Assuage	Humor
Retreat	Distract	Apologize
Defend	Accommodate	Attack
Blame	...	...

”

“Of course you can’t expect the group to tolerate more stress than you can stand yourself. When you develop your own capacity for taking heat, you raise the tolerance level of the organization or community.”

Heifetz p. 108

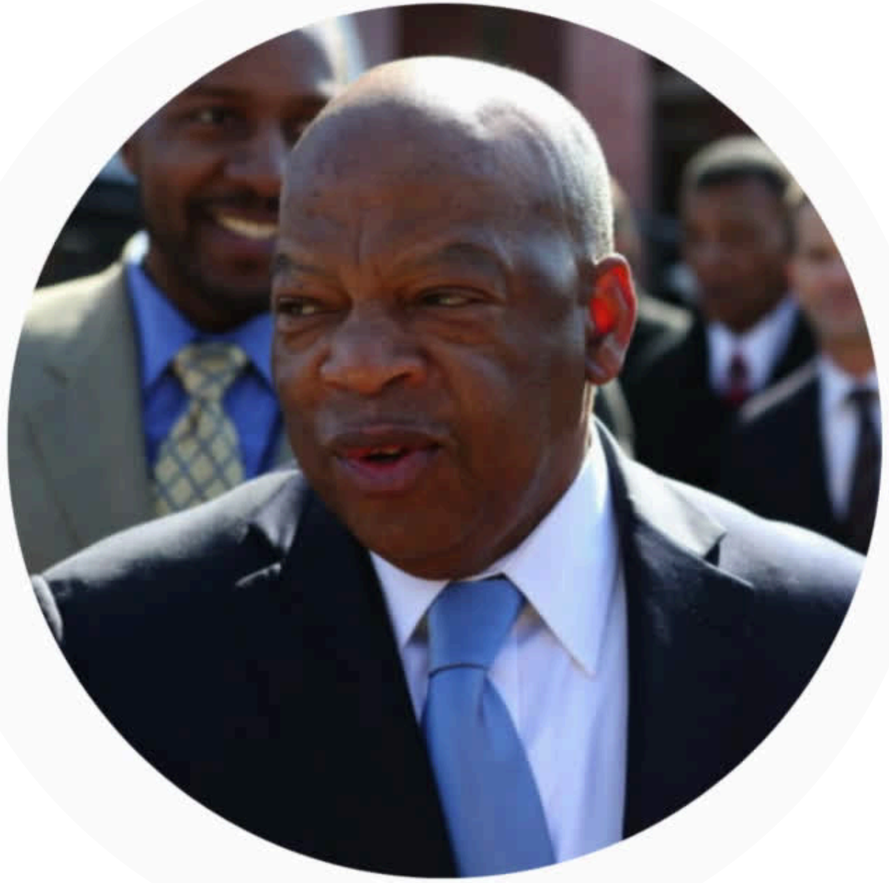


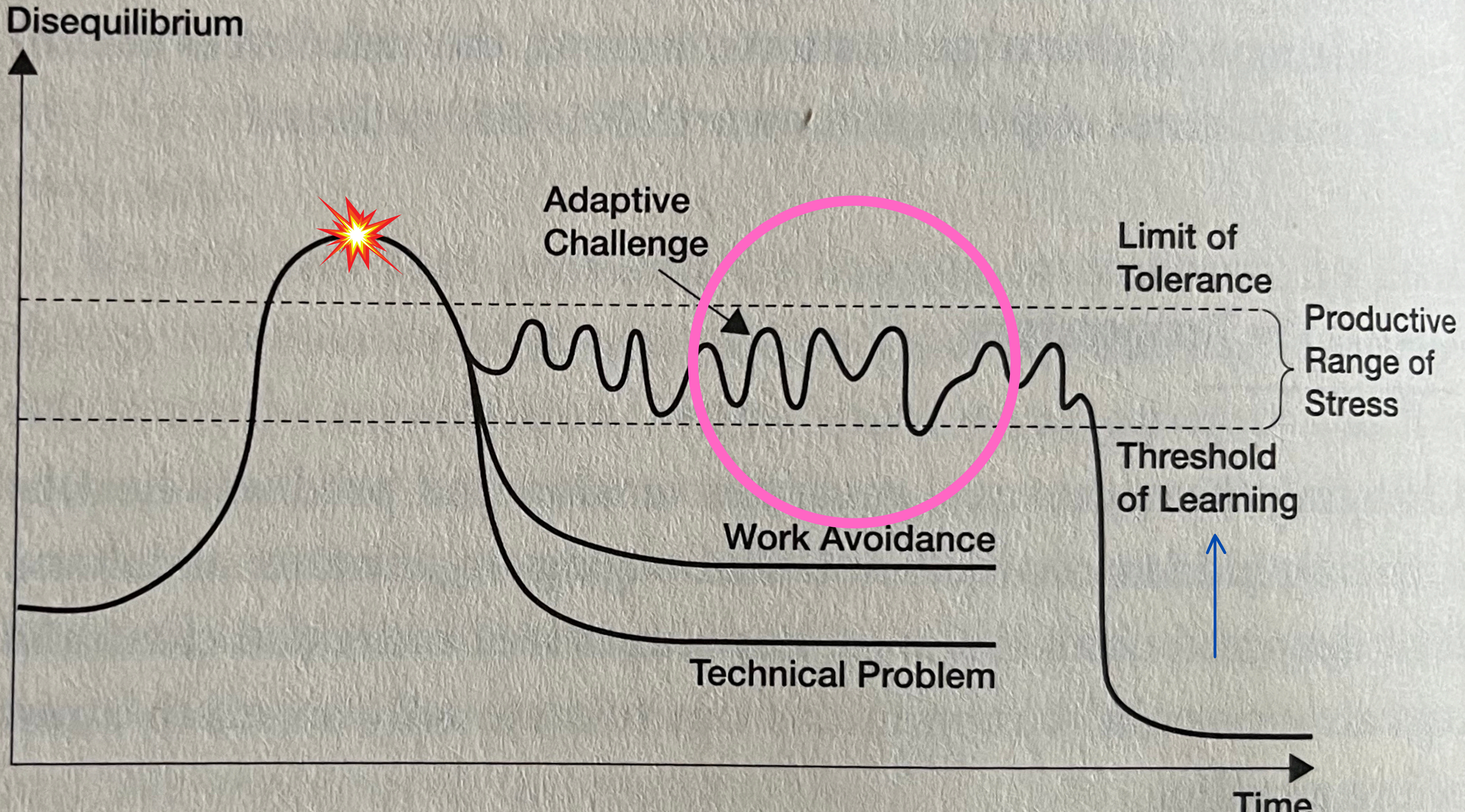
BEING

On Being with Krista Tippett

John Lewis

Love in Action

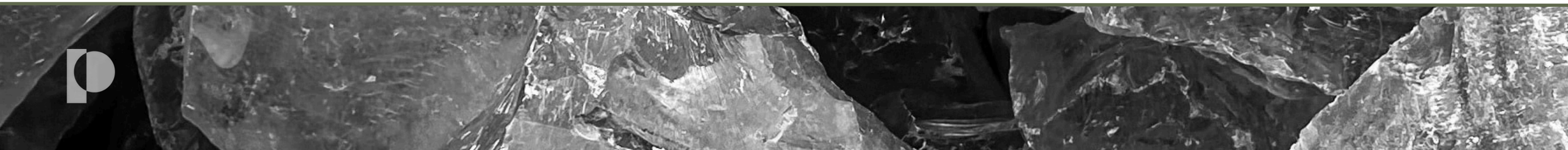



Disequilibrium
Adaptive Challenge
Limit of Tolerance
Productive Range of Stress
Threshold of Learning
Work Avoidance
Technical Problem
Time

”

“Exercising leadership might be understood as disappointing people at a rate they can absorb.”

Heifetz, p. 127



RIPENING THE ISSUE

Four questions to keep in mind:

1. What are the other concerns that are occupying people?
2. How deeply are people affected (or not) by the change I want to advance?
3. How much do they need to learn to get on board with this change I know is needed?
4. What are the senior authority figures saying about the issue?

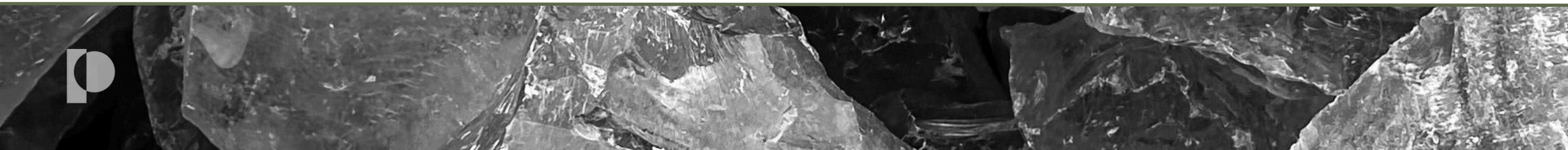
If there is not yet adequate interest, alignment,and support on an issue proceed with caution.

FOCUSING ATTENTION ON THE ISSUE is a key way to ripen it.

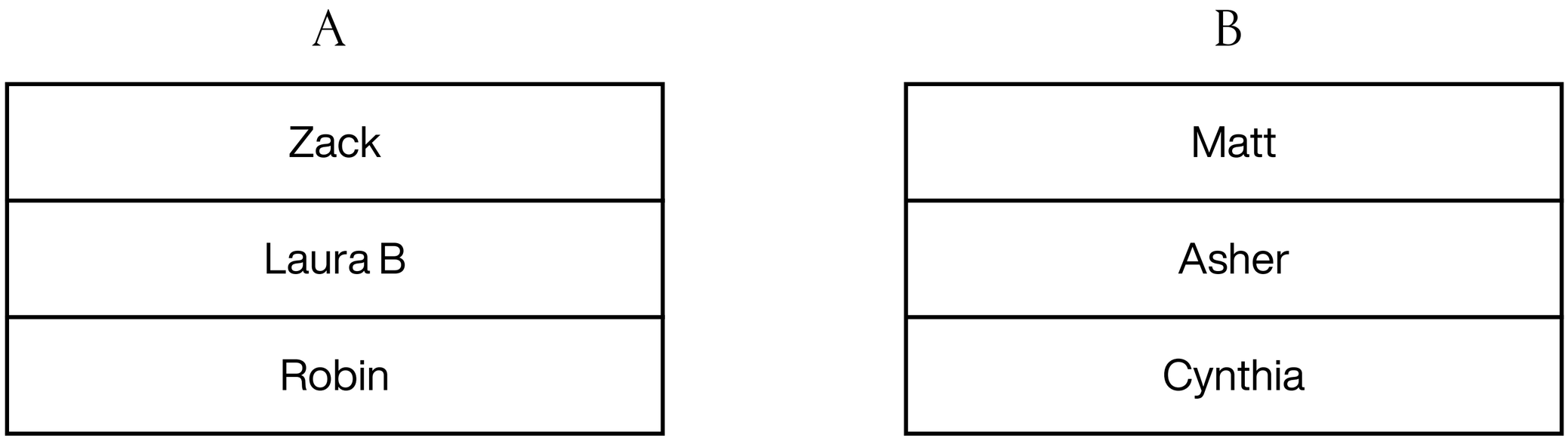
”

“Receiving anger is a sacred task because it tests us in our most sensitive places. It demands that we remain true to a purpose beyond ourselves and stand by people compassionately, even when they unleash demons. Taking the heat with grace communicates respect for the pains of change.”

Heifetz, p. 146



GROUPWORK





PROMPT

In the last session we talked about:

- Useful interventions as a way to give the work back to the team,
- Taking the heat, and
- Ripening the issue.

Which is of these feels most relevant to apply to your current circumstances? Discuss with your group.


PALLADIUM

DEBRIEF



PARNASSUS LEADERSHIP INSIGHTS

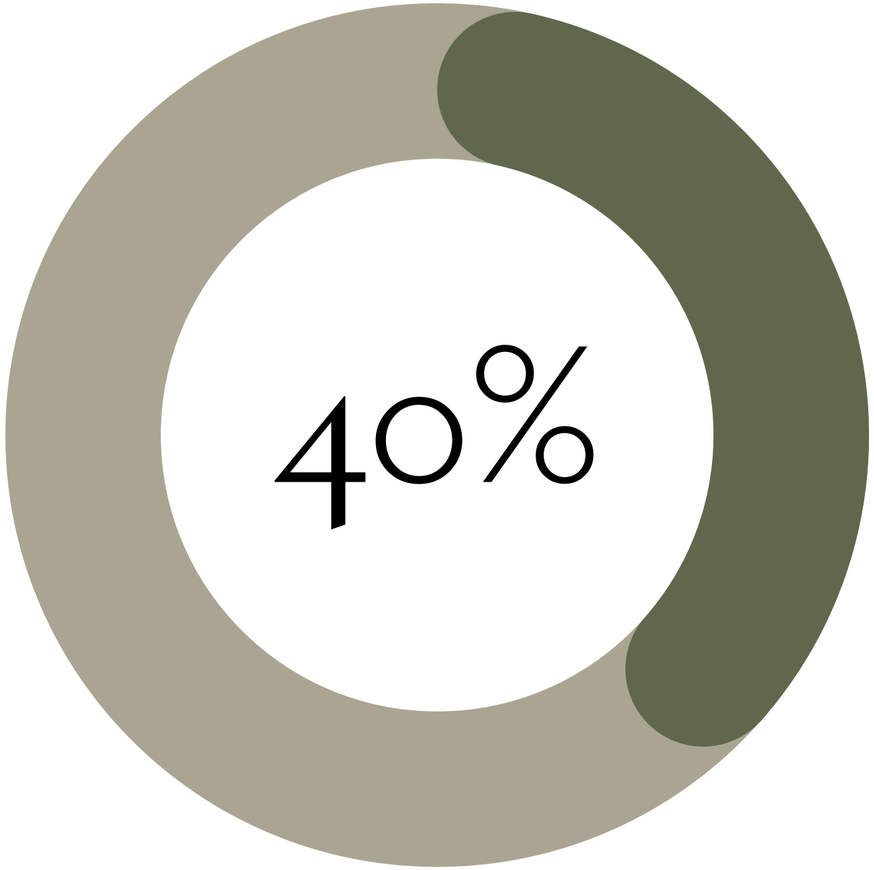
SAFEGUARDING LONGEVITY IN THE FIRST 90 DAYS



WHY DOES GOOD TALENT LEAVE?

- Lack of adequate vision
- Culture of mistrust or otherwise unhealthy environments
- Opportunity for more money
- Opportunity for more responsibility
- Mismanagement in moments of crisis

WHY DOES GOOD TALENT LEAVE?



- ~40% of top talent ultimately chooses to leave because of wholly preventable issues not addressed in the first 90 days of onboarding.
  - According to an HBS study, 65% of what determines a new hires momentum and performance in the first two years happens during the first 90-120 days.

4 CRITICAL TASKS FOR THE FIRST 90 DAYS

1 | Place Them Into the Story of Growth and Opportunity

Immerse them into the active history of the organization to root and inspire them.

2| Name Their Unique Value and Contribution to the Team

Articulate specific skills or qualities that stood out to you in the intervew process and areas you are excited to bring their abilities to bear.

3| Equip Them with Tools for Transition

Engage them personally with simple readings, paradigms or resources that encourage them to lean in to the learning and opportunity of this new environment.

4| Communicate You are Invested in Their Development

Convey that you care about their growth and success as a person and as a leader, not just as a contributor to the team.

90-DAY ONBOARDING PLAN

First 30 Days	Within 60 Days	Within 90 Days
ENVISION AND ENGAGE	**ELEVATE**	**EQUIP**
• Tell them the organization's growth story; • Name the unique qualities they possess that can help advance that story; • Solicit a conversation about their personal motivations and desires and connect those to the work at hand.	• Overlay their plans and methods with strat objectives: • Advocate for them to build momentum with early wins • Facilitate introductions to other key leaders in the org to help them build their network; • Share "The First 90 Days" as a paradign for healthy transition	• Share articles and other resources that buld their skills • Meet for a coffee or drink to talk through a chapter, article, or other key resource; • Ask about specific desires they have to grow and discss how you can best support those efforts.



JILL ANGELO

Founder & President, Gennev


PALLADIUM

[Title your Puzzle]

[First Last]

THE PUZZLE WHEN YOU STARTED

TIME HORIZON:

Summary	

THE PUZZLE TODAY

What contextual factors have changed? How has your perspective or role shifted? What remains true? What has evolved or changed?

Summary	

LESSONS LEARNED

As your puzzle has changed what have you seen change in yourself and/or your leadership practice?

What would you say has been your most valuable takeaway overall?

WHAT'S NEXT?

As you look ahead, describe the adaptive challenge that is most strategic to tackle (or continue) next and where you plan to begin:

QUESTIONS + DISCUSSION

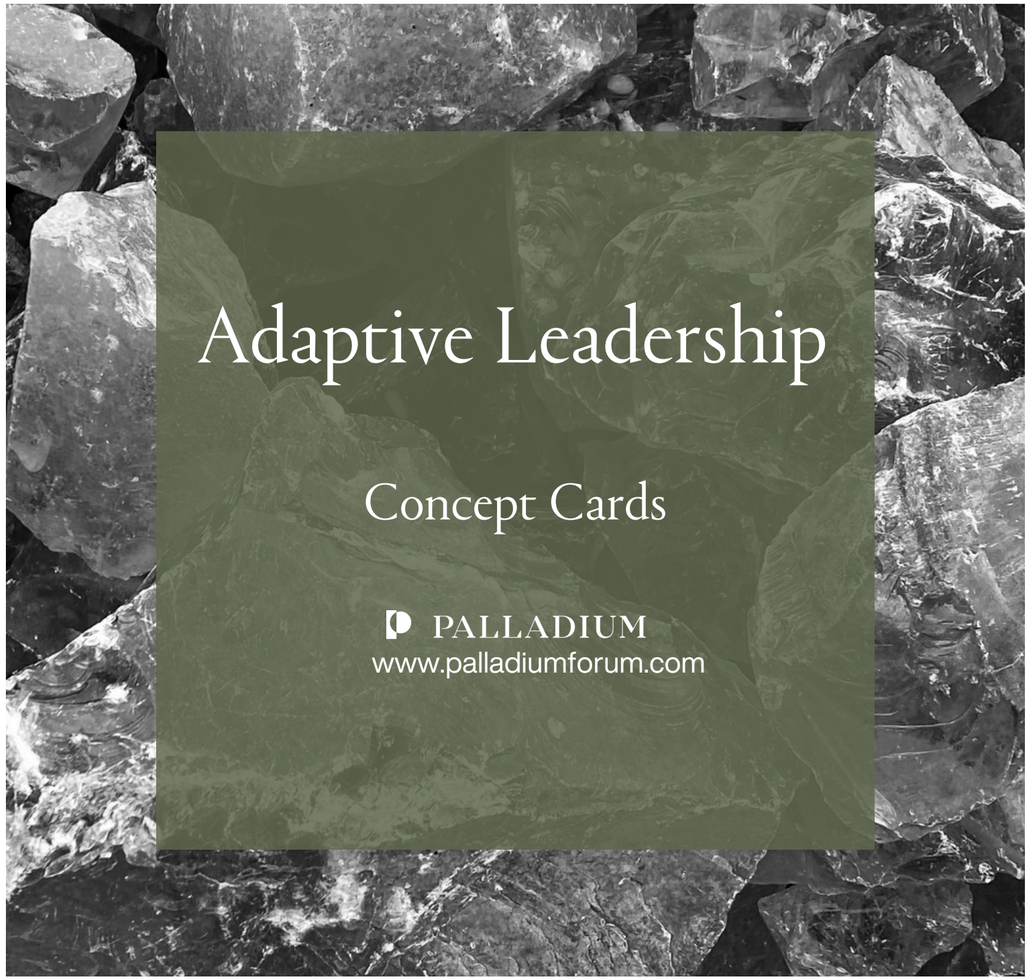

PALLADIUM

QUESTIONS + DISCUSSION



WORKSHOP

CONCEPT CARDS



CONCEPT CARDS

Adaptive Challenges

An adaptive challenge:

- Requires people to learn new ways of doing things
- Requires the group to generate their own solution (not rely on authority)
- Can only be addressed with good questions in hand (there are no experts)
- Requires a change of heart and mind
- Does not resolve with technical fixes
- Is often present when there is persistent conflict or a crisis.


PALLADIUM

COMMITMENT TO ACTION

in light of your updated puzzle

What is one practice/question/approach that you commit to implementing over the next year ?

- What is it?
- Why is it?
- How will you stay focused on it?

Write it down on he postcard provided. We will mail this to you in 6 months as a reminder of where you wanted to go from here.

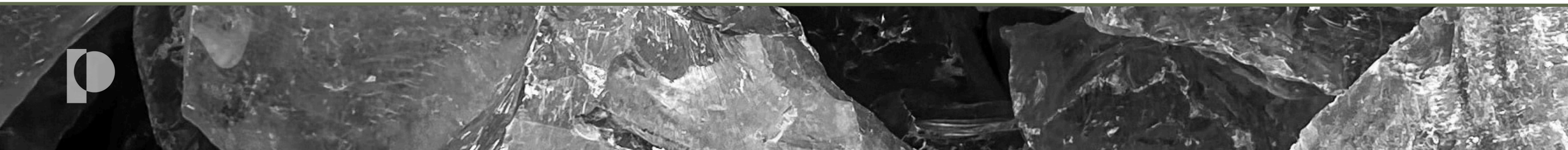


PALLADIUM

”

“Silence is a form of action .”

Parks p. 104





PALLADIUM

DINNER

- Get your aprons out
- Have your artifact with you.



TOMORROW

- 9am start
- Breakfast will be provided here
- Bring your notes for fellow cohort members

