



**Delivery
Associates**

**Seizing the Moment:
Leadership & Opportunity in Uncertain Times**
Career Technical Education (CTE) Retreat
May 12, 2022

**What is one thing that would make
this retreat a success for you?**

There are five potential lessons to consider from leaders managing through times of crisis



Stay laser-focused on your goals



Think long-term (and stand out for doing it)



Be clear about your own non-negotiables



Leverage your allies and plan for critics



Communicate clearly, and validate emotions



Stay laser-focused on your goals



A good goal, taken seriously, makes everything else possible

Consider these five questions:

- 1 What are we trying to do?
- 2 How are we going to do it?
- 3 At any given moment, how will we know whether we are on track?
- 4 If we are not on track, what are we going to do about it?
- 5 How can we help?

While plans and routines are key to keep delivery on track

Assessment framework is a tool to judge likelihood of delivery

Quality of planning

- Who is **accountable**?
- Is there a **clear plan** in place?
- Is the plan **used in decision making**?
- Does the plan **reflect the day to day** ?

Capacity to drive progress

- Do we know **who is critical** for success?
- Have we **engaged well** across the delivery chain?
- Do critical actors **have the right resources**?

Evidence of implementation

- Is **relevant, up to date data** available to measure progress?
- Is evidence used to **correct course** when needed?
- Can we see clear **progress against outcomes**?



Likelihood of delivery

Red

Highly problematic - requires urgent and decisive action

Amber-red

Problematic - requires substantial attention, some aspects need urgent action

Amber-green

Mixed - aspect(s) require substantial attention, some good

Green

Good - requires refinement and systematic implementation

Good metrics are meaningful, moveable and measurable – and assessed regularly through delivery routines

Meaningful

Will improving this metric deliver a **real benefit** to the lives of our people?

Moveable

Can we realistically **move the numbers** on this metric with the **tools at our disposal** and in the **time available**?

Measurable

Do we already collect **useful data** on this metric OR are we willing to invest immediately to get that data within the next 3 months or less?

Regular routines use data to assess if delivery is on track
– and hold us accountable for progress made (or not made)

**What is one goal that was true before the pandemic,
but became even more important after?**

**Are you clear on how you will reach this goal, and how you
will know if you are on or off track?**



Think long-term (and stand out for doing it)





**What is one long-term outcome or change
on your mind lately?**



Be clear about your own non-negotiables



Reflect individually: What is one non-negotiable for you?



Leverage your allies and plan for critics



Peter

Wells

Blair

Evans

Chase

Lincoln

Beck

Smith

Cameron

PRESIDENT LINCOLN AND HIS CABINET, WITH LT GENL BOYD,
IN THE COUNCIL CHAMBER AT THE WHITE HOUSE.

Let's hear from the audience: What is one success you've had with leveraging an ally or working with a critic?



Communicate clearly, and validate emotions

Advice from crisis communications experts

**Tell people what to do – as often and emphatically as you can.
And tell us what you will probably want us to do next.**

Source: “Strange COVID-19 Bedfellows: Gnawing Anxiety and Under-Reaction.” Peter M. Sandman and Jody Lanard. <https://www.psandman.com/col/Corona12.htm>

Advice from crisis communications experts

**Tell people what to do – as often and emphatically as you can.
And tell us what you will probably want us to do next.**

Acknowledge, validate, and share emotions.

Source: “Strange COVID-19 Bedfellows: Gnawing Anxiety and Under-Reaction.” Peter M. Sandman and Jody Lanard. <https://www.psandman.com/col/Corona12.htm>



What is one thing you've learned about communicating during crisis in the past two years?

There are five potential lessons to consider from leaders managing through times of crisis



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Leverage your allies and plan for critics



Communicate clearly, and validate emotions

Over the next two days, consider these five questions:

- 1 What are we trying to do?
- 2 How are we going to do it?
- 3 At any given moment, how will we know whether we are on track?
- 4 If we are not on track, what are we going to do about it?
- 5 How can we help?



**Delivery
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Thank you!

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