

# Navigating Uncertainty Through Mindset & Grit

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PROFESSIONAL  
DEVELOPMENT  
ACADEMY



# Navigating Uncertainty Through Mindset & Grit

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**V**

**U**

**C**

**A**

# Navigating Uncertainty Through Mindset & Grit

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**V**

Volatile

**U**

Uncertain

**C**

Complex

**A**

Ambiguous

“The role of a leader is  
to **affect change.**”

“The role of a leader is  
to **affect change.**”

“Affecting change is the **greatest  
test** of leadership.”

HELP WANTED

# HELP WANTED

A self-starter, focused on delivering excellence in an environment of constant change and the occasional crisis (which, to be honest is becoming more regular than occasional). Speaking of the environment, you will answer to several stakeholders, all of whom have critical projects for you to complete and all of whom have critical commentary about your predecessor and about your probability for success. As you may imagine, the environment has competing priorities, along with constrained resources, and limited funding. There are mandates. Oh, yes, there are mandates setting expectations of what should be done, when, and how. Most people will not want this job because of the need to navigate the complexity of our business, the challenges of our business, and the high demand for results. Speaking of results, regardless of how successful you are, you will not often be thanked. So, only apply for this position if you are tough enough – tough with thick skin, resilience, and grit.

## HELP WANTED

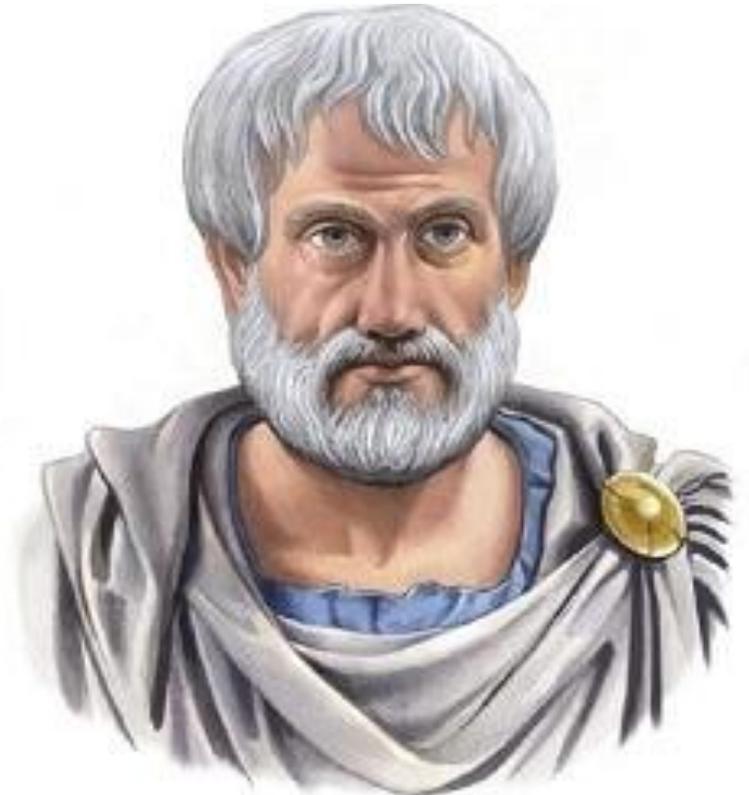
A self-starter, focused on delivering excellence in an environment of constant change and the occasional crisis (which, to be honest, is becoming more regular than occasional). Speaking of the environment, you will have to work with several stakeholders, all of whom have critical projects for you to complete and all of whom have critical commentary about your predecessor and about your ability to lead. As you may imagine, the environment is competitive, with competing priorities and limited resources and limited funding. There are updates on, you know, there are updates on everything that should be done, when, and how. Most people will want to avoid the need to navigate the challenges of our business, and the high pressure of making results, regardless of how successful you are. You will often be thanked. So, only apply for this position if you are tough enough – tough with thick skin, resilience, and grit.

**CONGRATULATIONS, YOU'RE HIRRED!**

**“Change in all  
things is sweet.”**

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**-Aristotle**



# NAVIGATING UNCERTAINTY

AND LEADING IN TIMES OF GREAT CHANGE

**1**

**How to lead  
change when  
everything is  
changing**

**2**

**Two questions  
remind great  
leaders how to  
always be great**

**3**

**When it comes  
to change, some  
things never  
change**

**ENGINEER**

# ENGINEER



Russ Martinelli

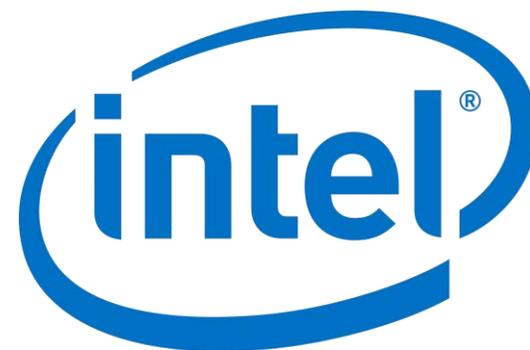
# ENGINEER

*LOCKHEED MARTIN*



Russ Martinelli

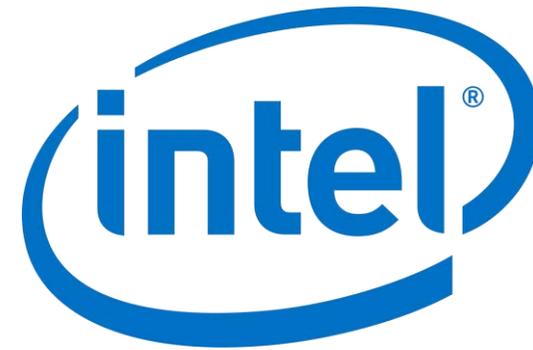
# ENGINEER



Russ Martinelli

# ENGINEER

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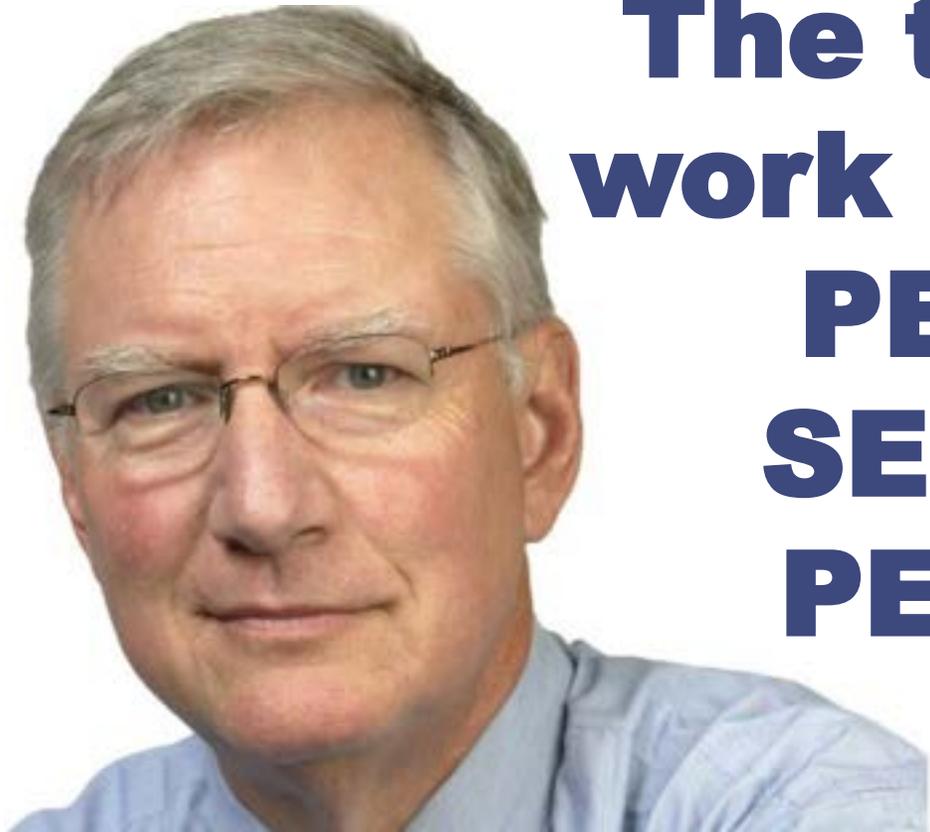
**Who's going to  
take care of  
the PEOPLE?**

Russ Martinelli

**We live in a highly  
specialized world where it's  
easy to overlook the  
FUNDAMENTALS.**

# The Fundamentals

**The theory of  
work is simple:  
PEOPLE  
SERVING  
PEOPLE.**



Tom Peters



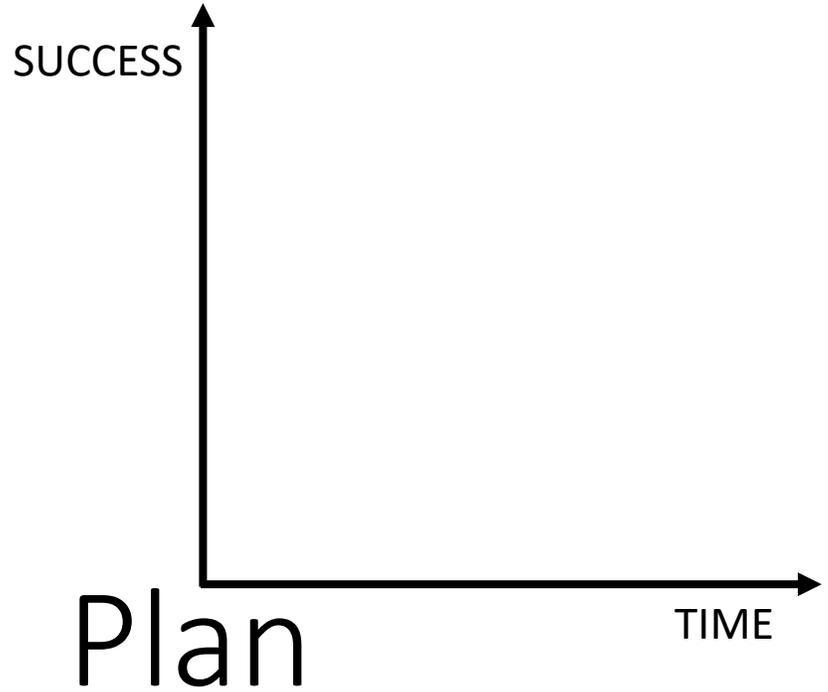
Rosabeth Moss Kanter

# LEADING IN TIMES OF GREAT CHANGE

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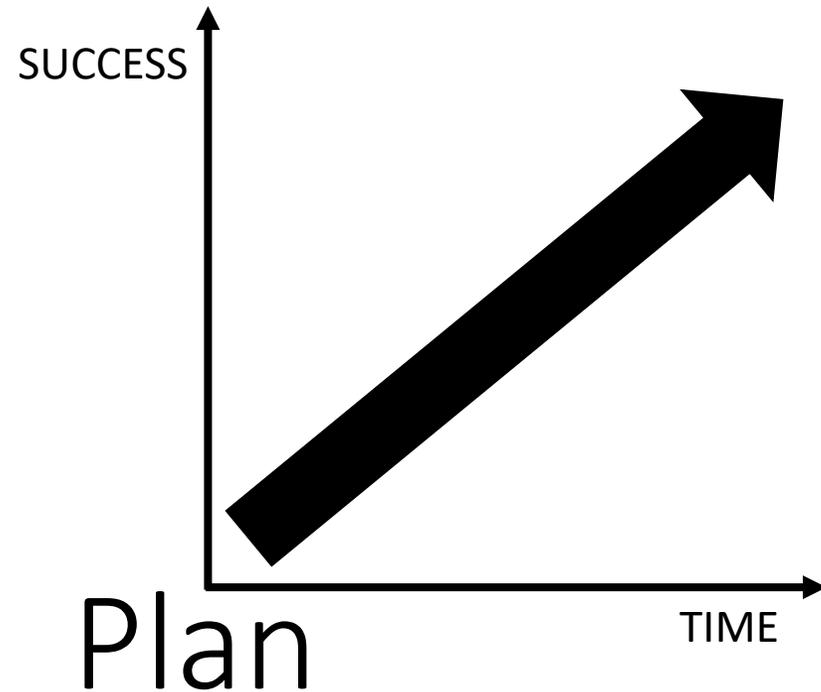
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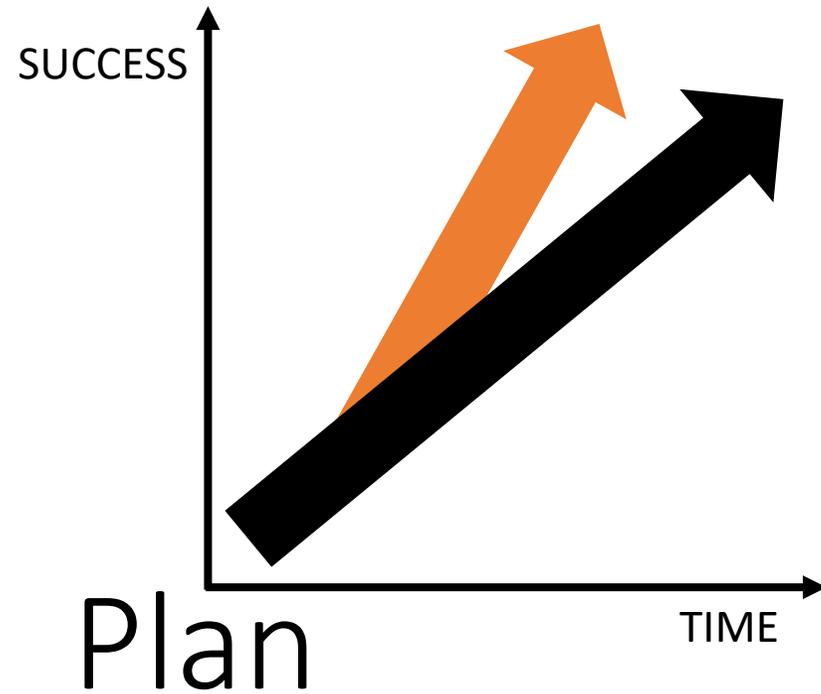
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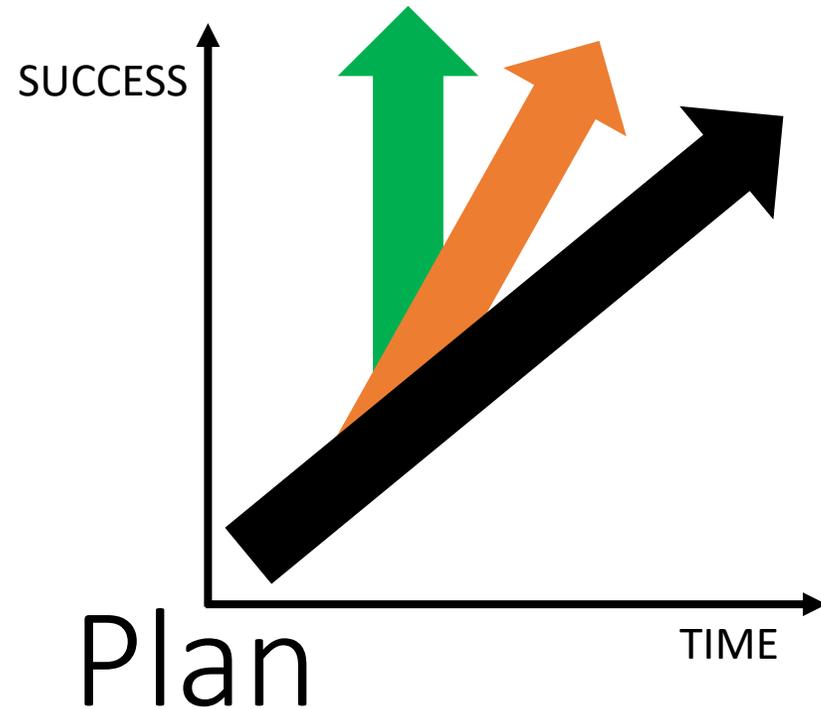
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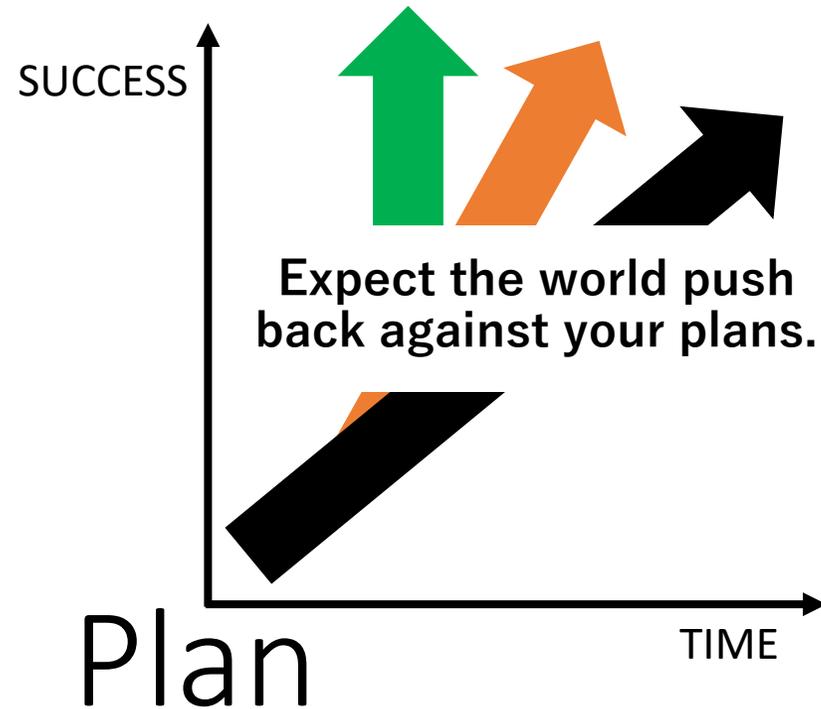
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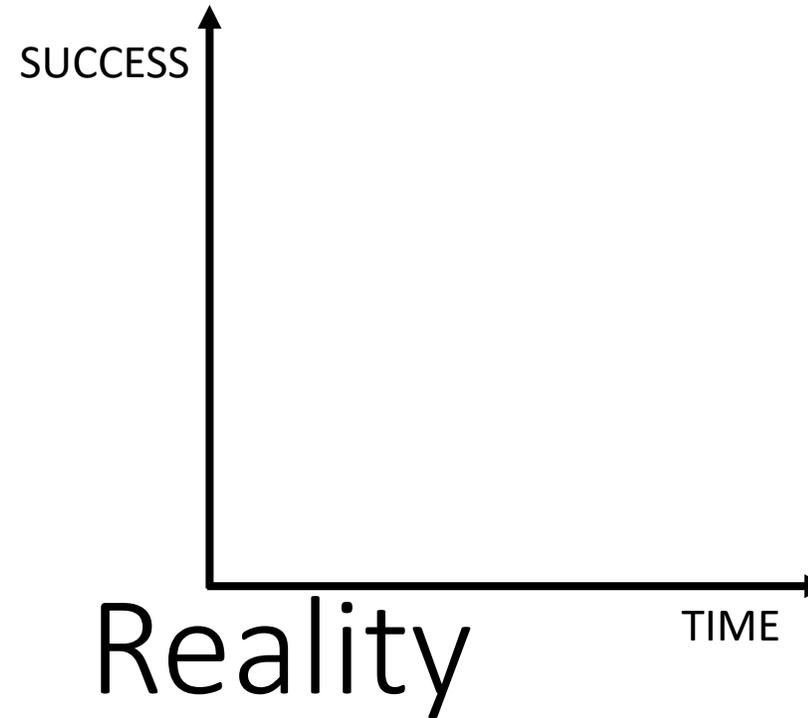
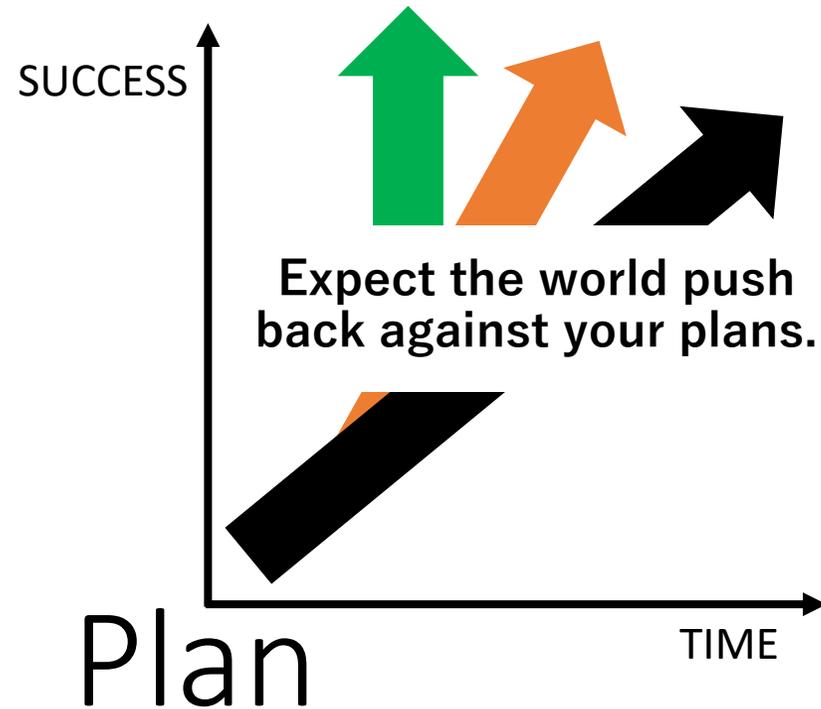
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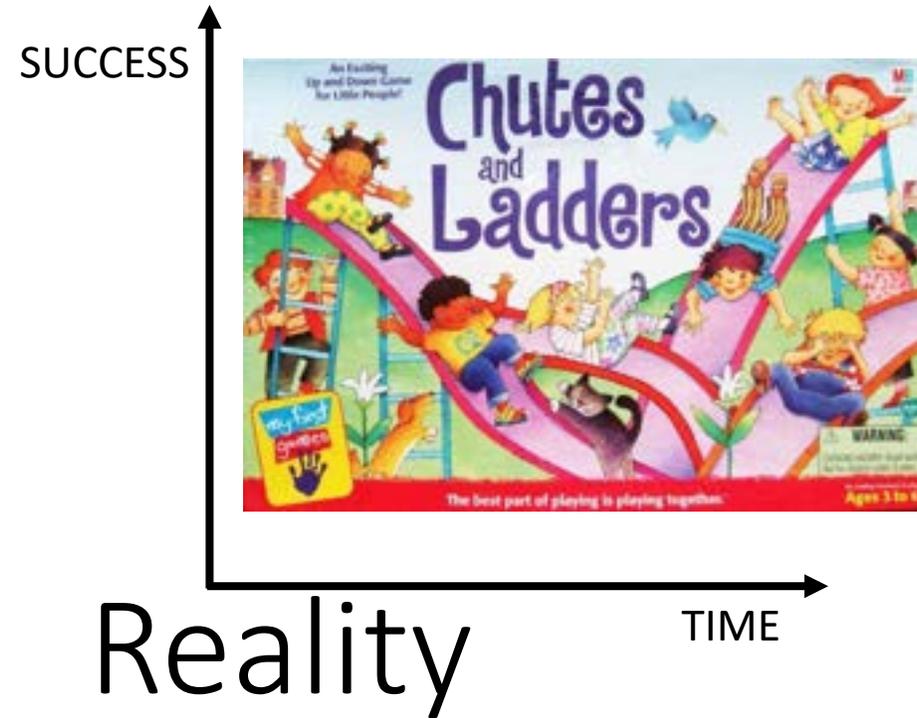
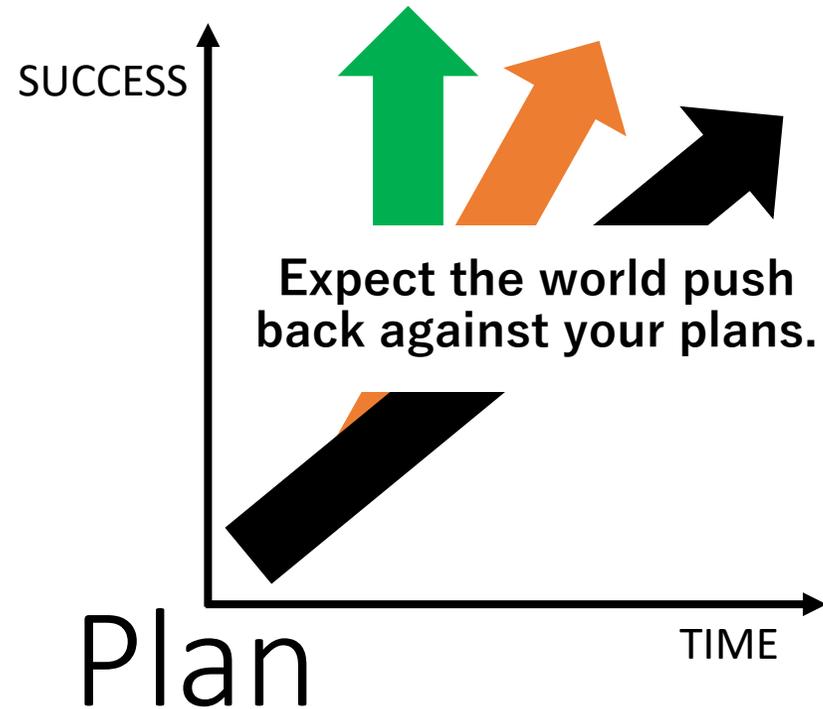
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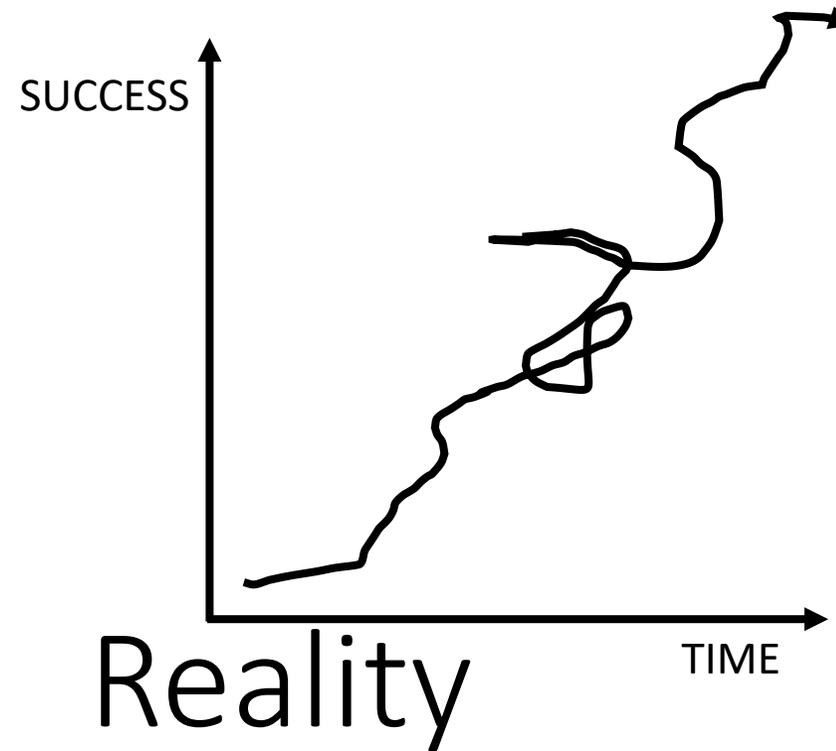
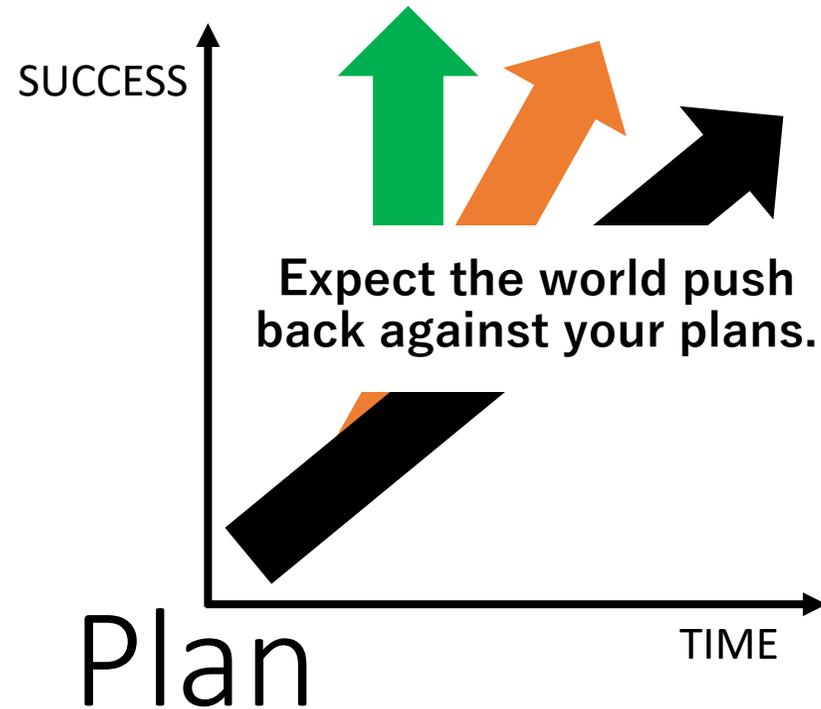
# LEADING IN TIMES OF GREAT CHANGE

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# LEADING IN TIMES OF GREAT CHANGE

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What will you do  
with the world  
as you find it?

What shows up  
when you do?

**You bring your  
weather.**

What will you do  
with the world  
as you find it?

What shows up  
when you do?



HELP WANTED

# HELP WANTED

A change agent who cares deeply for the human condition. A person who understands that such care and concern starts inside the organization and radiates outward to every person in the community. Metrics of efficiency and effectiveness are important, but we seek a leader who knows the measure of what matters most. We need someone who faces the reality of our challenges with hope, optimism, and a spirit of possibility. Our leader is a bridge-builder, a dream-catcher. Our leader knows that the flip side of the effective leadership coin is effective followership, that a standard-issue uniform does not make a team, and that excellence is a mindset, not a policy. Our leader does not demand better outcomes, rather our leader works to improve the culture of work in ways that enable the highest possible value for those we serve. Our leader believes that leadership is a contact sport and shows the importance of that every day. Our leader believes the philosophy of our work is people serving people, period. Our leader is you!

# Some things will never, ever change

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It's all about people. Period.

People are the lifeblood of any team, organization, community.

Effectiveness is grounded in our connections with one another – the touchpoints we have with one another – in our work throughout our workplace, and for the customers we serve.

“Leadership is the art of accomplishing more with a group of people than the science of management says is possible.”

- General Colin Powell



“Leadership is the art of accomplishing more with a group of people than the science of management says is possible.”

- General Colin Powell



Leadership is art - your art. As the artist, you sign your name to your work every day.

signature

*today*

life and leadership

**D x V x F > R**

**D**

DISSATISFACTION

**x**

**V**

VISION

**x**

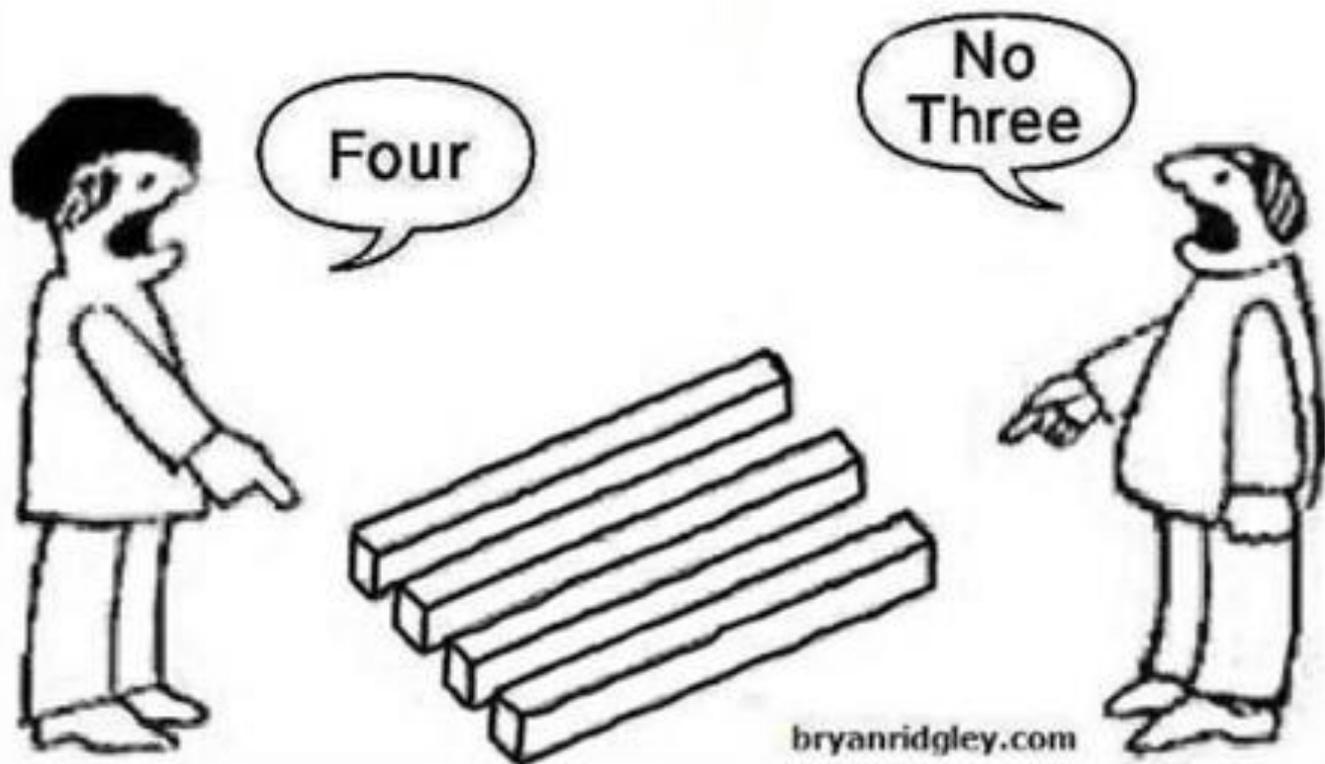
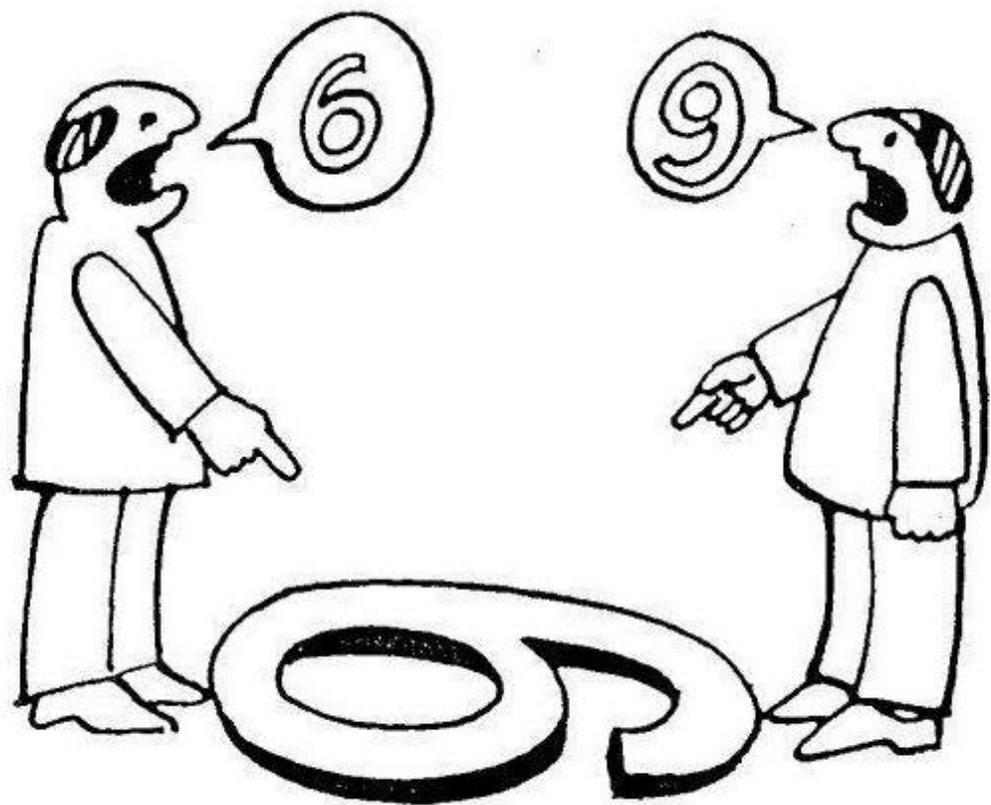
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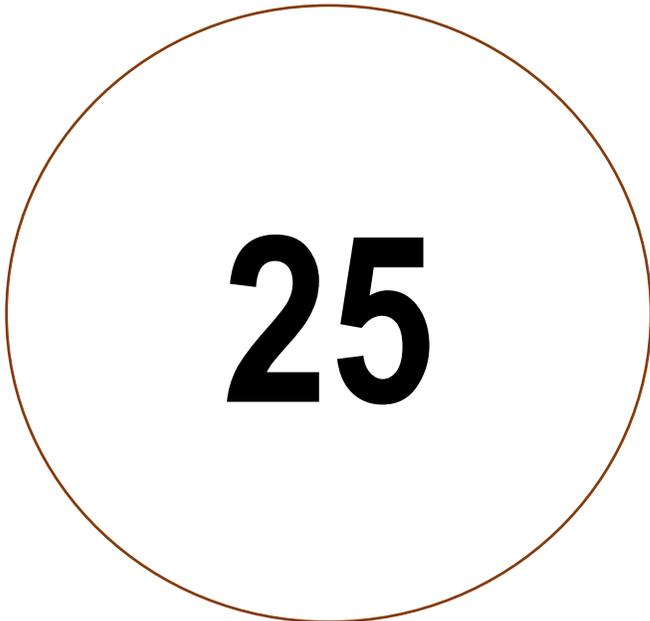
FIRST STEPS

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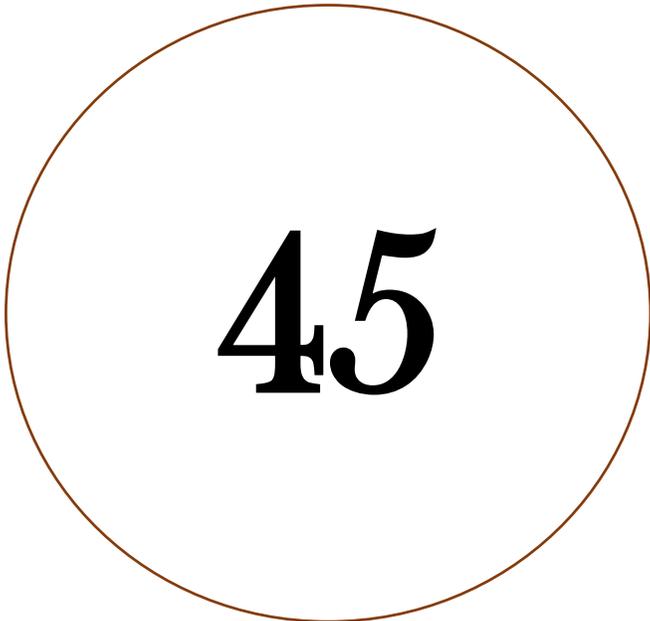
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RESISTANCE

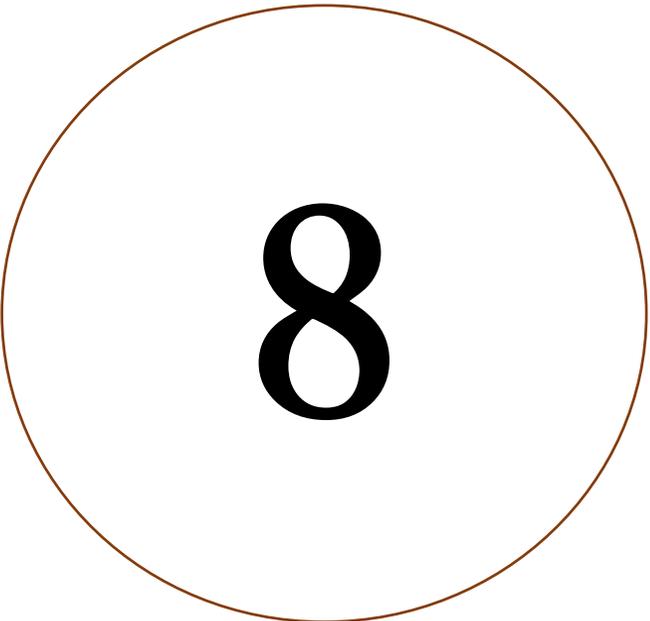




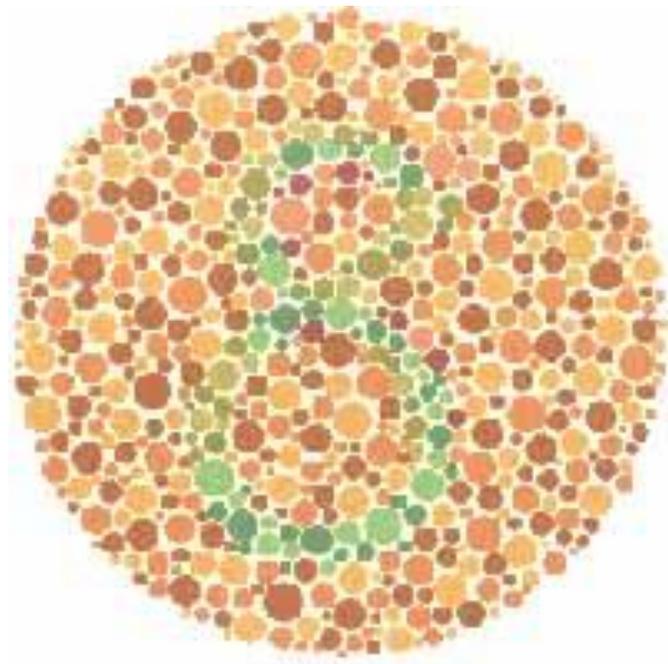
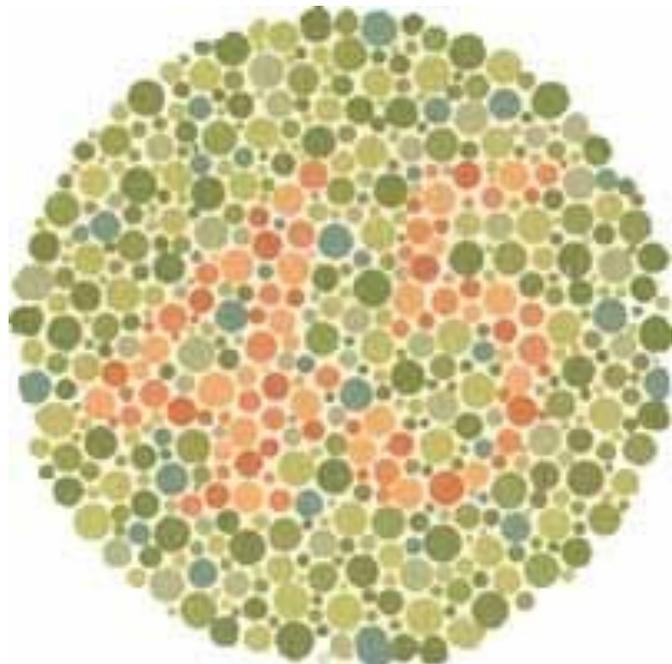
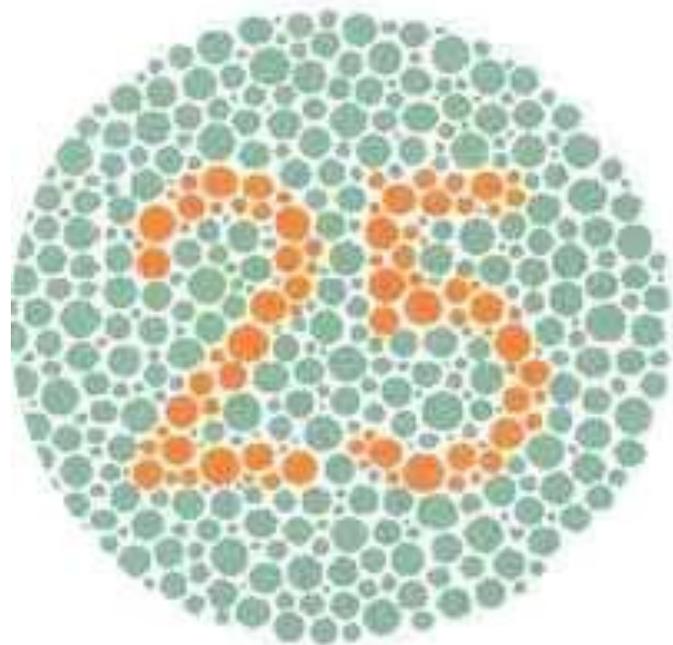
**25**



**4.5**



**8**



# Key Take Away

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**Focus on getting  
it right, not on  
being right**

**Meet people where  
they are, not where  
you think they  
should be or may  
want them to be.**



Amber Case

**Be the heliotropic effect.**

**Be the heliotropic effect.**



**Be the heliotropic effect.**



# Be the heliotropic effect.

**Three things  
characterize the people  
who are energizers.**

- 1. A relentless focus on the bright side.**
- 2. Redefining negatives as positives.**
- 3. Fast response time. Energizers don't dawdle.**



“Leadership is the art of accomplishing more with a group of people than the science of management says is possible.”

- General Colin Powell



**The foundation of success  
is a positive mindset.**



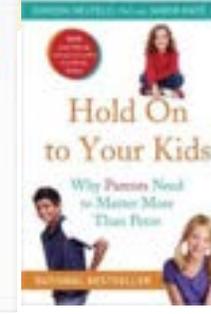
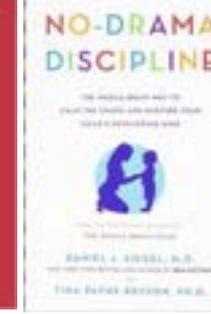
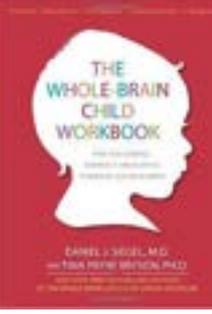
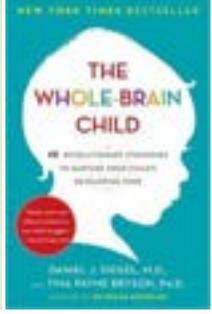
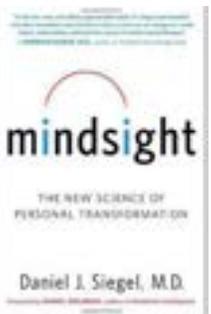
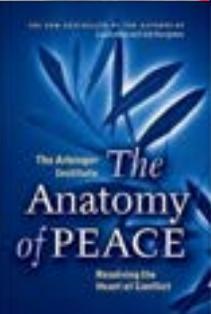
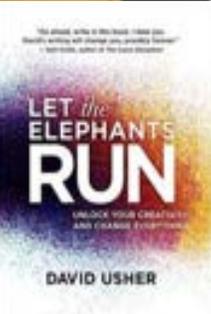
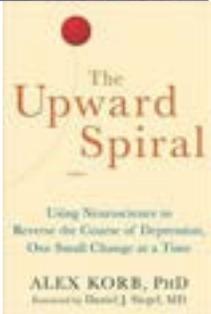
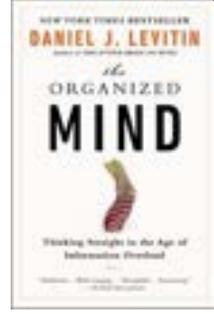
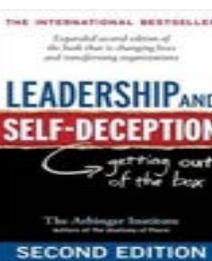
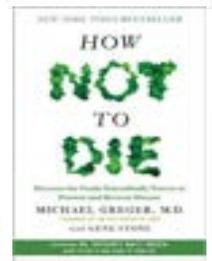
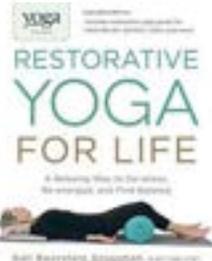
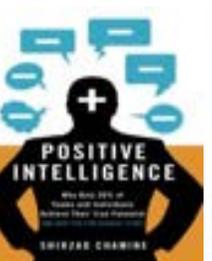
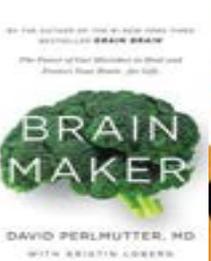
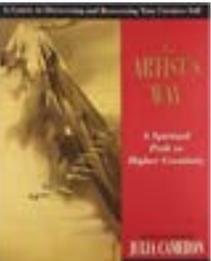
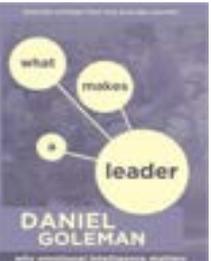
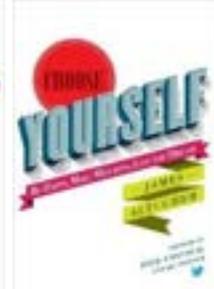
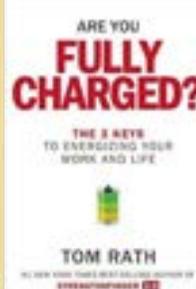
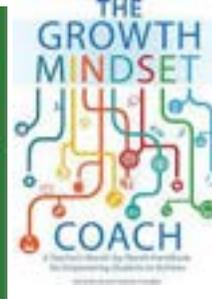
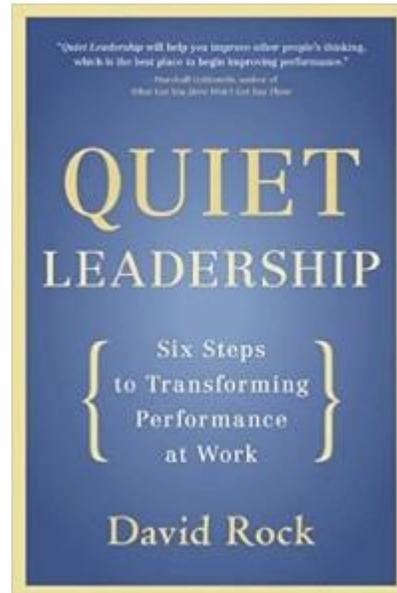
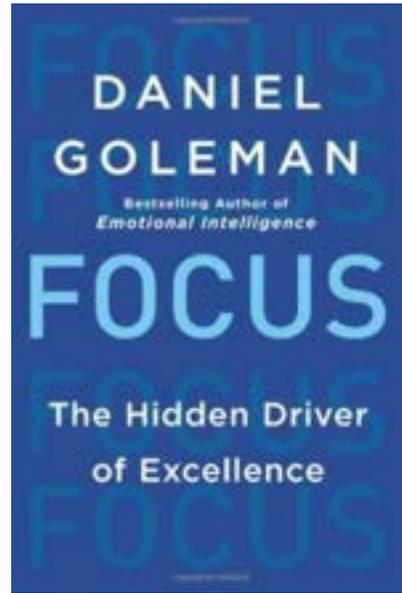
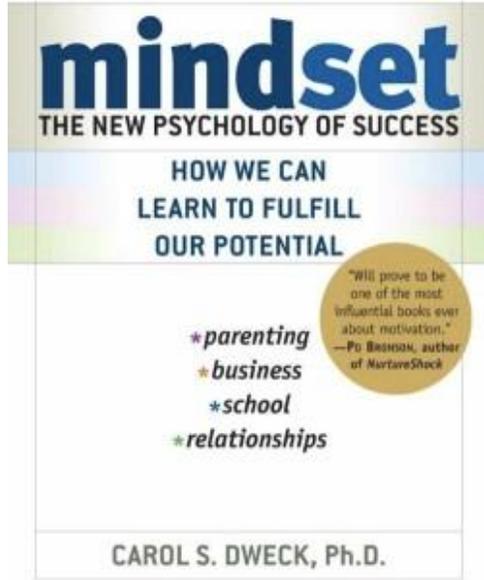
**“Perpetual  
optimism is  
a force  
multiplier.”**

**You bring your weather.**

# Understanding Mindset

Self-Development  
Neurosciences

Management  
Psychology  
Leadership  
Parenting  
Creativity  
Space  
Body



# Navigating Uncertainty Through Mindset & Grit

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## **The meaning of mindset**

**Mindsets are the assumptions and expectations we have for ourselves and others. These attitudes guide our behavior and influence our responses to daily events.**

# Navigating Uncertainty Through

## Mindset & Grit

**assumptions and  
expectations we  
have for ourselves  
and others**

**guide our  
behavior and  
influence our  
responses**



# Navigating Uncertainty Through Positive Leadership

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The positive deviance continuum





-10

0

10



**NEGATIVE**

We won't succeed, in fact,  
we don't have a chance

**POSITIVE**

We will succeed and be  
recognized as best in class



-10

0

10



**NEGATIVE**

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# Navigating Uncertainty Through Positive Leadership

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-10



**NEGATIVE**

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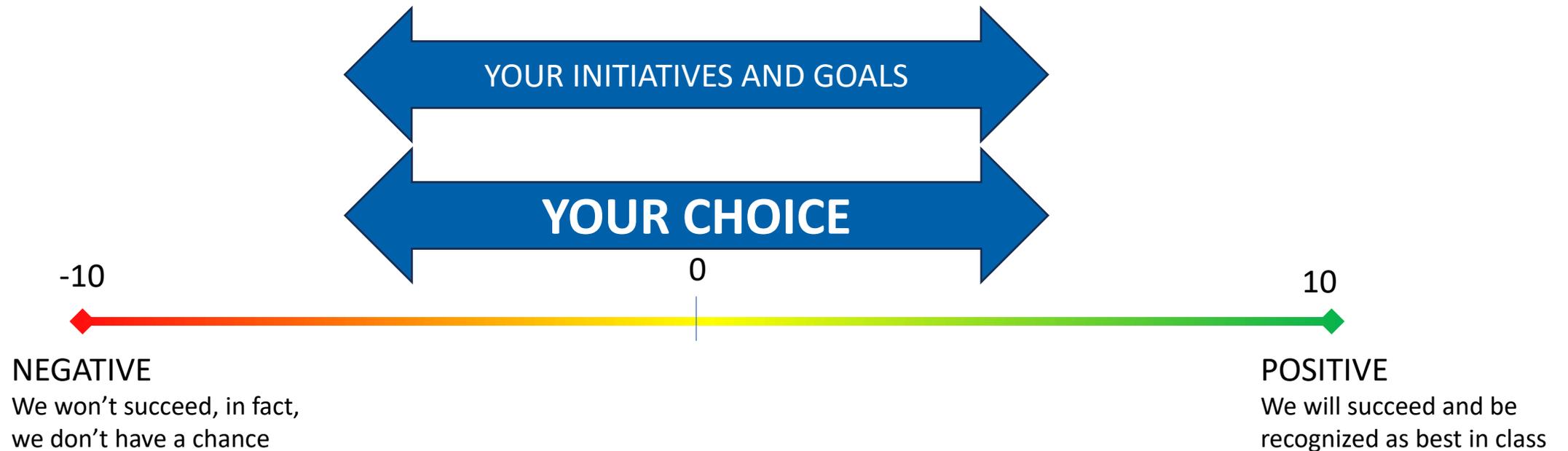


**POSITIVE**

We will succeed and be  
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# Navigating Uncertainty Through Positive Leadership

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# Navigating Uncertainty Through Positive Leadership

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**What will you do with  
the world as you find it?**

**What shows up  
when you do?**

-10



NEGATIVE

We won't succeed, in fact,  
we don't have a chance

0



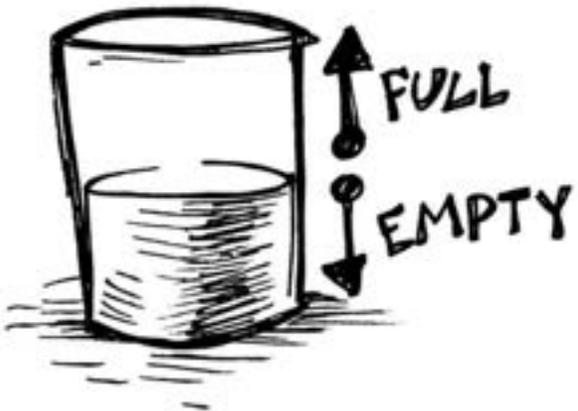
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POSITIVE

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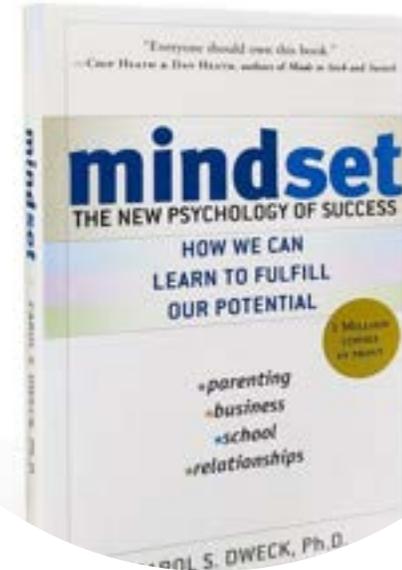
# Mindset



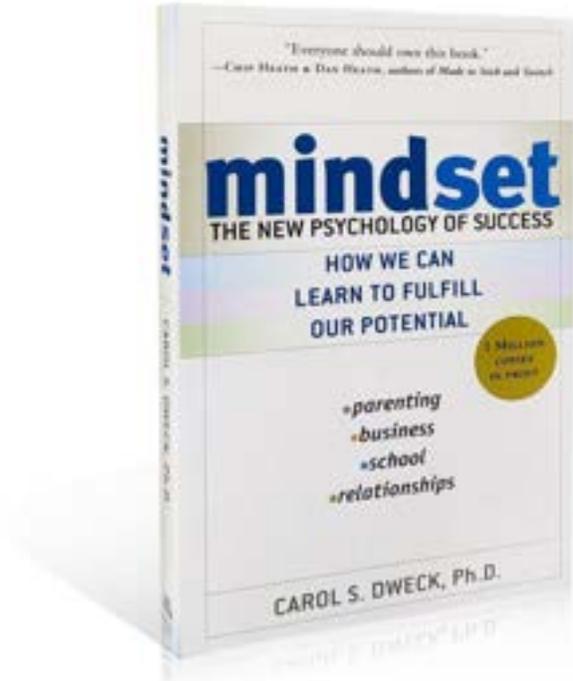
# MINDSET QUESTIONNAIRE

(agree or disagree)

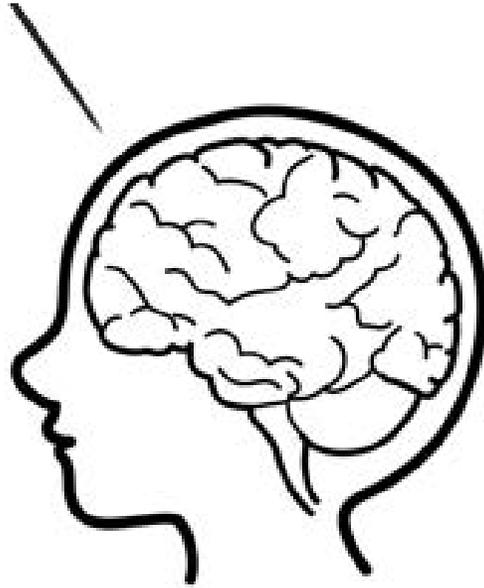
- Your intelligence is something very basic about you that you can't change very much.
- No matter how much intelligence you have, you can always change it quite a bit.
- Only a few people will be truly good at sports, you have to be born with the ability.
- The harder you work at something, the better you will be.
- I often get angry when I get feedback about my performance.
- I appreciate when people, parents, coaches or teachers give me feedback about my performance.
- Truly smart people do not need to try hard.
- You can always change how intelligent you are.
- You are a certain kind of person and there is not much that can be done to really change that.
- An important reason why I do my "home" work is that I enjoy learning new things.



# Two Mindsets



Fixed Mindset



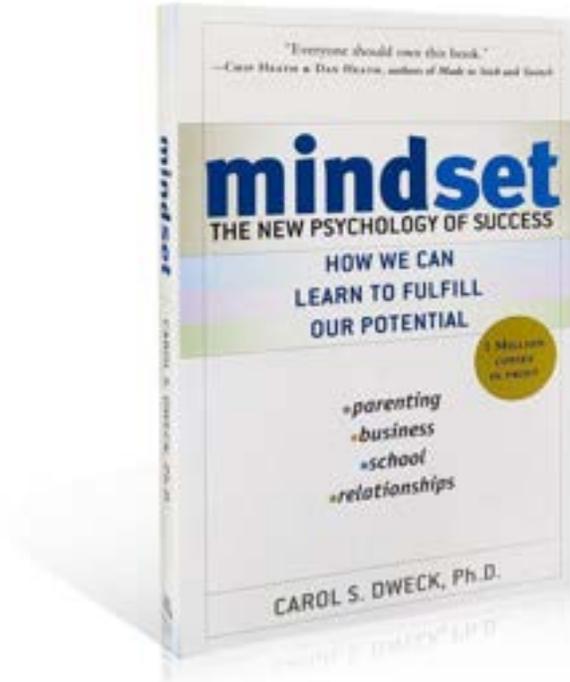
Belief that abilities, intelligence, and talents are **fixed** traits.

Growth Mindset

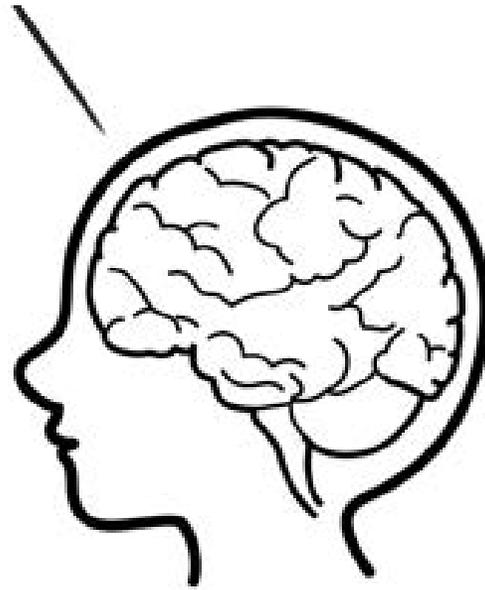


Belief that abilities, intelligence, and talents can be **developed**.

# Two Mindsets



Fixed Mindset



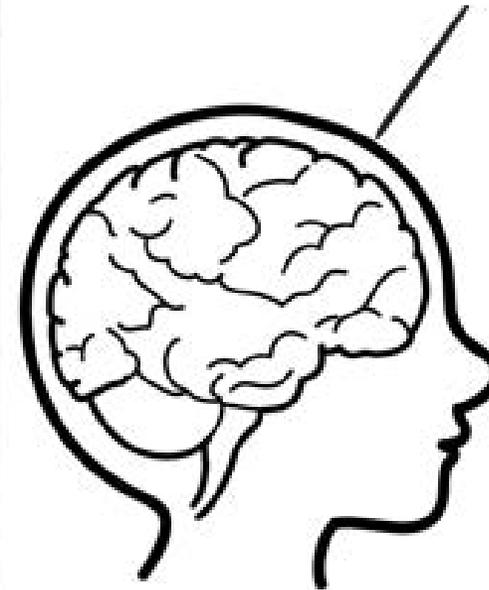
Belief that abilities, intelligence, and talents are **fixed** traits.

-10

NEGATIVE

We won't succeed, in fact, we don't have a chance

Growth Mindset



Belief that abilities, intelligence, and talents can be **developed**.

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POSITIVE

We will succeed and be recognized as the best in class

## EXERCISE:

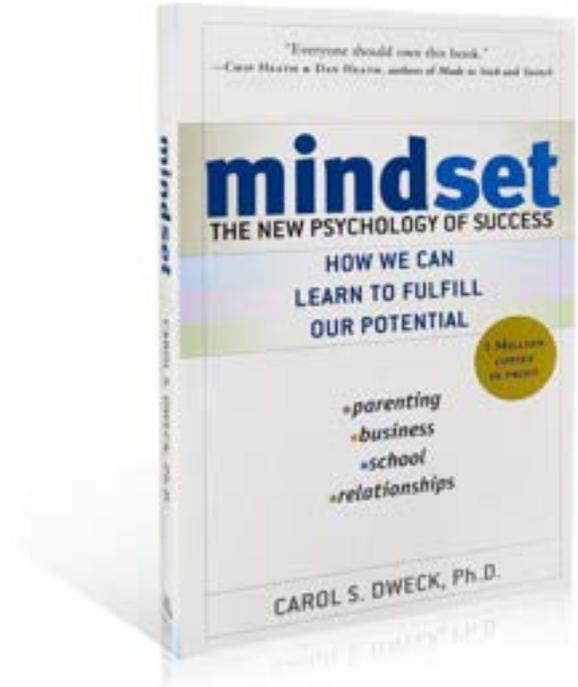
1. Document one thing that you've always been good at

## EXERCISE:

1. Document one thing that you've always been good at
2. Document one thing that you think you'll never be good at

## EXERCISE:

1. Document one thing that you've always been good at
2. Document one thing that you think you'll never be good at
3. Document one thing you weren't good at but became good at over time

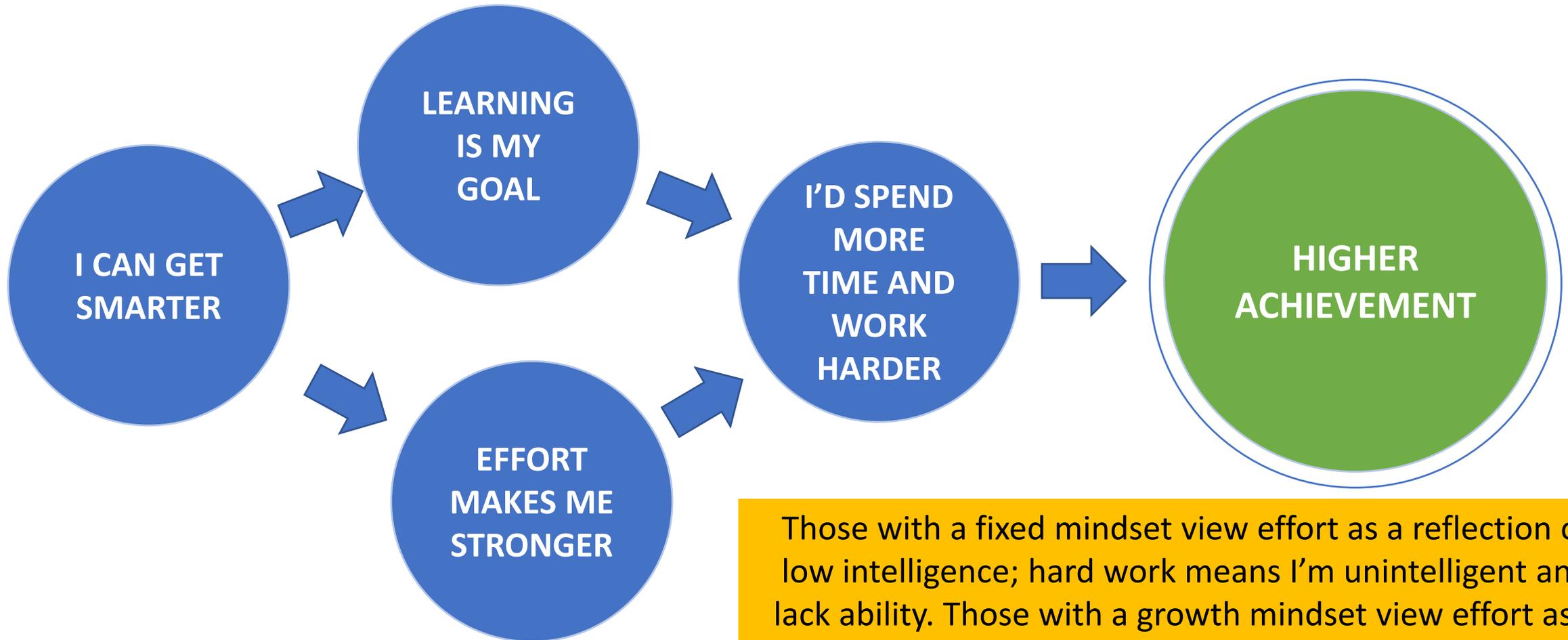


Mindsets are the assumptions and expectations we have for ourselves and others. These attitudes guide our behavior and influence our responses to daily events.

People are made, not born.

**Growth Mindset**

# A Growth Mindset Drives Motivation and Achievement



Those with a fixed mindset view effort as a reflection of low intelligence; hard work means I'm unintelligent and lack ability. Those with a growth mindset view effort as a necessary part of success; they try harder when faced with a set back, they use effort to overcome difficulty.

# 10 Tips for Practicing a **Growth Mindset**

1. Model a growth mindset.
2. Emphasize the value of learning.
3. Set high expectations.
4. Support your team.
5. Praise learning, not just outcomes.
6. Use failures for reflection, growth.
7. Provide constructive criticism.
8. Make concrete plans for growth.
9. Take reasonable risks.
10. Follow through, follow up, plan for what's next.

# Some things will never, ever change

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It's all about people. Period.

People are the lifeblood of any team, organization, community.

Effectiveness is grounded in our connections with one another – the touchpoints we have with one another – in our work throughout our workplace, and for the customers we serve.

“I’ve come to the frightening conclusion that  
**I am the decisive element.**

It is my personal approach that creates the climate. It is my daily mood that makes the weather. I possess tremendous power to make life miserable or joyous. I can be a tool of torture or an instrument of inspiration, I can humiliate or humor, hurt or heal. In all situations, it is my response that decides whether a crisis is escalated or de-escalated, and a person is humanized or de-humanized. If we treat people as they are, we make them worse. If we treat people as they ought to be, we help them become what they are capable of becoming.”



Johann Wolfgang von Goethe

# Navigating Uncertainty Through Mindset & Grit

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Email [timr@pdaleadership.com](mailto:timr@pdaleadership.com) with the session you attended to receive your PD Credit Certificate.

Wednesday, September 10

9:35 – 10:15

**Navigating Uncertainty through Mindset and Grit**