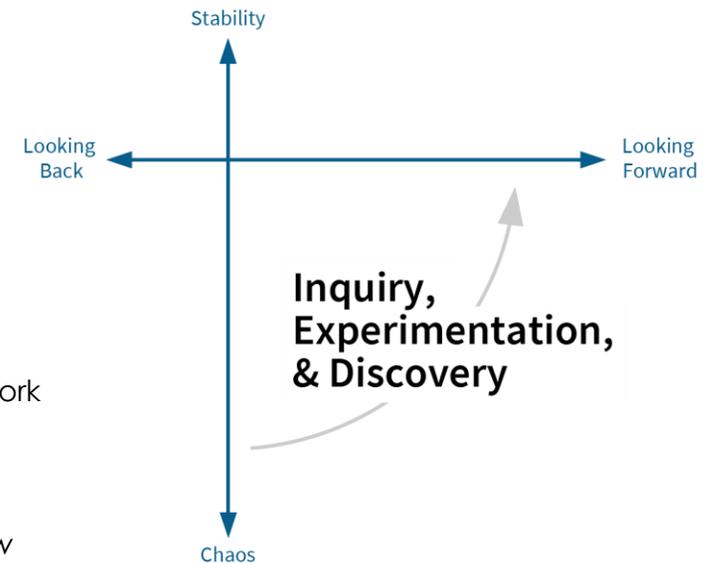


Leader Actions for the *Inquiry, Experimentation, & Discovery* Quadrant

Ways to Guide Others through the Challenges and Opportunities

- Help others:
 - Identify and explore the hidden opportunities embedded in the change. *What becomes possible for us because of this change?*
 - Define the future of the change on their own terms – and those of their agency or the City. *What is your vision of an ideal future enabled by this change?*
 - Invent creative solutions to the challenges facing them, their team, their work area. *What creative ideas do you have for solving this challenge?*
- Continue surfacing obstacles to change acceptance and invite others to explore ways to proactively address each obstacle.
- For each setback ask: *What have we learned from this setback or failure? How might the lessons from this setback inform what we do next?*
- Encourage people to find creative answers to their questions about the change and their future role after the change is complete.
- Adjust the change vision, strategy, and plan in response to their insights, ideas, and proposed solutions.



Ways to Deal with the Emotions of Those Who are in *Inquiry, Experimentation, & Discovery*

- Listen to other's frustrations – and aspirations. Reinforce positive steps they can take to address their setbacks and frustrations and move toward their aspirations.
- Encourage personal reflection, insight, and learning from both setbacks and successes.
- Give people as much freedom and direction as you can.
- Support others in finding their own solutions.
- Encourage risk taking and trying out new ideas.
- Affirm and refine the change vision. Integrate others' ideas and suggestions. Keep the vision responsive/organic.
- Tell people as much as you know about what's happening, what's emerging, what's expected – and also what you don't know, what isn't clear yet, what we're still learning/discovering.
- Encourage teamwork/collaboration as a pathway to exploring possible solutions and finding the way forward.
- Identify and provide training, tools, and resources to help people feel successful and supported.
- Set short-term goals and celebrate the little victories!