



THE AQ
ACADEMY



Fundamentals of Cultivating Adaptability Workbook

The contents of this workbook, and the accompanying presentation are copyright protected. The copyright owner is, and remains, EQ Development Group Ltd. unless otherwise stated in the workbook. Reproduction of these materials by other organizations, or distribution of these materials is forbidden without express written permission of EQ Development Group Ltd.

TABLE OF CONTENTS

LESSON 1: Course Overview	3
LESSON 2: The Adaptiotic Table	5
LESSON 3: The Ability Domain	10
LESSON 4: The Character Domain	13
LESSON 5: The Environment Domain	17
LESSON 6: Developing Your Own Adaptability	21
LESSON 7: Supporting Adaptability in Your Workplace	24
LESSON 8: Summing Up and Close	28

LESSON 1: Course Overview

For this reflective activity, you'll explore your own adaptability by thinking about your personal experiences with change and how you have navigated them. Use the following prompts to help guide your reflection and journaling. Take your time to thoughtfully answer each prompt. Reflecting on your own experiences and adaptability can help you better understand your strengths and areas for growth, preparing you to face future changes with increased confidence and resilience.



How do you think your adaptability skills will be important in the face of future changes, whether they are driven by technology, societal shifts, or other factors?

Consider your role as a leader, team member, or individual. How can you support others in their journey towards adaptability and help create a more adaptive environment?

Based on your reflection, identify at least three actions or strategies you can implement to improve your adaptability and better navigate change in the future.

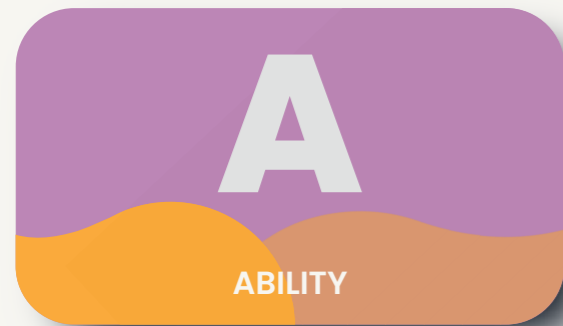
LESSON 2: The Adaptiotic Table

Review the Adaptiotic Table on the next pages.

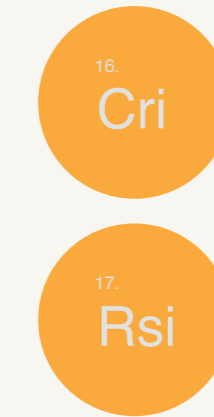
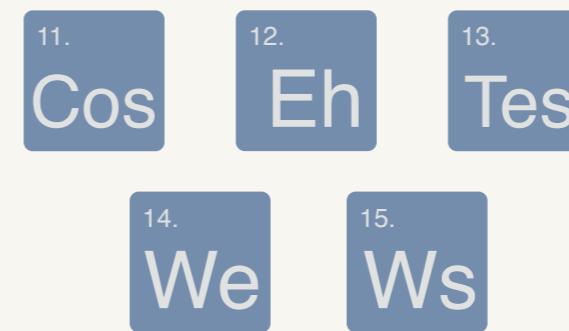
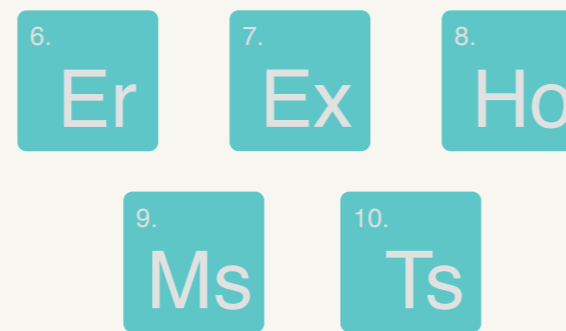
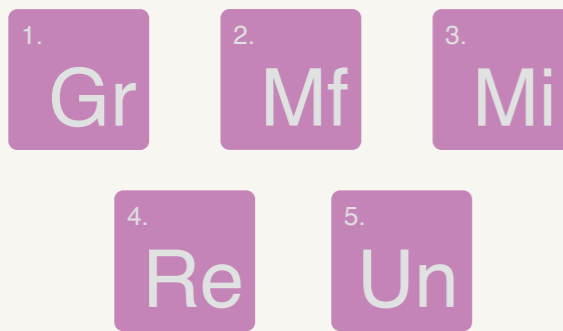
Think about the statement: “We are going to see more change in the next 10 years than we have seen in the last 100.” How does this idea make you feel, and how might it impact your personal and professional life?

The Adaptiotic Table*

Our model of AQ - Transforming the way people and organisation adapt to change.
Remember, it's as easy as A.C.E.



*Ai Predictive
Optimisation.*



How and to what degree do I adapt?

- 1. Grit

- 2. Mental Flexibility

- 3. Mindset

- 4. Resilience

- 5. Unlearn

Who adapts and why?

- 6. Emotional Range

- 7. Extraversion

- 8. Hope

- 9. Motivation Style

- 10. Thinking Style

When does someone adapt and to what degree?

- 11. Company Support

- 12. Emotional Health

- 13. Team Support

- 14. Work Environment

- 15. Work Stress

- 16. Change Readiness Index

- 17. Reskill Index



AQme REPORT FUNDAMENTALS™

Your quick reference cheat sheet to help bring meaning to the metrics

“How and what degree do I adapt?”



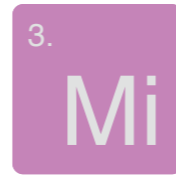
Grit

Grit is the ability to ‘stay the course’, to follow through when approaching important goals.



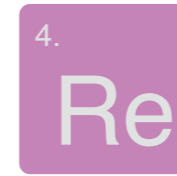
Mental Flexibility

The ability to accept, appreciate, and embrace competing demands or problems.



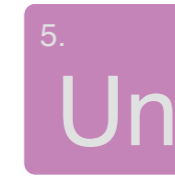
Mindset

The general outlook that change and adaptation will result in positive outcomes rather than negative ones.



Resilience

The capacity to recover quickly from difficulties & set-backs, or, in other words, the ability to ‘bounce back’.



Unlearn

The skill to unlearn and intentionality ‘let go of’ previous knowledge. To reassess based on new and old data.

LOW ADAPTABILITY

“I want to do something else, I quit”

- Unable to stick to long term goals
- Have projects often left unfinished
- Switch tasks often
- Give up difficult tasks quickly
- Be easily discouraged
- Find it difficult to stay on course

MEDIUM ADAPTABILITY

“I will keep going, but I need help”

- Be able to reach long term goals
- Look for multiple ways to achieve a task
- Show commitment and ‘keep working at it’
- Benefit from support to finish tasks
- Put off or delay tasks
- Can avoid tasks when lacking passion

HIGH ADAPTABILITY

“I’ve got this and will do whatever it takes”

- Confident in achieving long term goals
- Described as ‘determined’ and ‘hard working’
- Have a high capacity to persevere
- Known to finish what you start
- Often stick to a plan
- Not easily be discouraged

LOW ADAPTABILITY

“It worked before, so it will work again”

- Prefer to stick with known solutions
- Protects current processes and solutions
- Exhausted when problems seem unsolvable
- Gains confidence from held knowledge
- Described as ‘stubborn’ in your point of view
- More prone to ‘expert bias’

MEDIUM ADAPTABILITY

“Let’s discuss what might work now”

- Able to explore new solutions to problems
- Able to discuss a variety of perspectives
- Able to let go of past patterns or behaviour
- Feelings of uncertainty when ‘letting go’
- Need more time and evidence to stop
- Comfortable in changing course

HIGH ADAPTABILITY

“We must change the way we do it, right now”

- Find it easy to absorb new information
- Can delete redundant data from brain
- Able to let go of past patterns or behaviour
- Embraces/champions multiple perspectives
- Knows past wins do not guarantee future ones
- Able to ‘let-go’ of existing processes easily
- Break habits easily, champions change



AQme REPORT FUNDAMENTALS™

Your quick reference cheat sheet to help bring meaning to the metrics

“Who adapts and why”



6. Er Emotional Range

The extent to which people experience emotions because of situations in their environment.

7. Ex Extraversion

How much a person seeks the company of others when experiencing change.

8. Ho Hope

The mindset to pursue goals and the ability to see or create alternative ways to reach them if challenged.

9. Ms Motivation Style

How employees motivate themselves and work towards important goals, when navigating change.

10. Ts Thinking Style

How we make sense of the world, how we view, categorize & process information in our work environment.

REACTIVE

“What you see is what you get”

- Have higher stress responses
- Suffer from more anxiety and worry
- Have strong reactions to uncertainty
- Overwhelmed at the unexpected
- Lose your temper under high pressure
- More sensitive when others are struggling

“I feel many emotions during change, but I am mostly in control”

- Experience both reactive and collective emotions as a result of different situations
- Have moments of worry and moments of calm and confidence. Context matters.
- Be described as emotionally ‘balanced’
- Less likely to ‘lose your temper’ - Less triggered from extreme emotions result of different situations.
- Act as an emotional facilitator, able to connect well with people experiencing change

“I’m always calm under pressure, whatever life throws at me, I’m not worried”

- Feel self-assured about the future
- Calm when unexpected events happen
- Control your emotions under pressure
- Less worried and in control of reactions
- Less sensitive with other peoples struggles
- Hardly ever dwells on negative events

COLLECTED

INTROVERTED

“I’ve got stuff to do. I’m not ‘mad’ I’m just thinking”

- Needs change via a new process or system
- Prefer stillness and time alone
- Avoid loud, social work situations
- Find intrusions distracting and disturbing
- Like to keep your head down
- Value 1-2-1 conversations about change

“I enjoy the variety; I like being around others, but I also need time to myself”

- Gain energy and enthusiasm from different social situations
- Enjoy change whether alone or in a team
- Ambidextrous when dealing with change
- Able to adapt to different social interactions, without negatively affecting your mood
- Value a mix of 1-1 time alongside wider social group activities

“My talking, is me processing and thinking out loud”

- Need change via a new behaviour or activity
- Like to talk through change in groups
- Gain energy from the company of others
- Excited by attention and chatty environment
- Suffers ‘cabin fever’ if isolated from others
- Able to shift to new environments easily

EXTROVERTED

FEARFUL

“I’ll most likely fail. I don’t know how. I’m not good enough”

- Low confidence in achieving goals
- Fearful of new ways to achieve goals
- Limited strategies to overcome challenges
- Hard to identify ways to move forward
- Lack of energy/emotion towards change
- Resigned to disappointing outcomes

“I’ll get there with the right help”

- Have mixed feelings about the future
- Be less confident which path to take
- Need support when facing transformational change to overcome moments of fear and doubt
- Unlock your potential through positive stories of transformational change to enhance mindset

“There’s light at the end of the tunnel. Things always work out for the best”

- Believe in ability to achieve your goals
- Confident in overcoming challenges
- High energy and like to move forward
- Feel capable to overcome obstacles
- Embrace uncertainty as opportunity
- Value abstract thought and imagination

HOPEFUL

PLAY TO PROTECT

“We can’t lose what we have, it is too important”

- Need a fear of failure in order to adapt
- Ensure duties are fulfilled
- Work carefully to assess the right solutions
- Cautious and reliable in approach
- Focus on avoiding negative outcomes
- Adapt in an organized, tentative and sometimes slower way

“It’s all about ‘balance’ we need to find a way to win, without risking losing”

- Can feel conflicted about which course to take
- Seek to strike a balance between ‘core’ and ‘new’
- Feel like driving with one foot on the accelerator and one on the break at the same time
- Can take longer to make decisions when the reason to change is unclear
- When communication and plans are clear you can leap into action

“The biggest risk is not going big enough”

- Need a burning ambition to adapt
- Want to maximise gains
- Take bigger chances to accomplish your aims
- Energized by inspirational stories
- Focus on achieving positive outcomes
- Drive bold and higher risk actions

PLAY TO WIN

DETAILS

“We must have a plan for this to be successful”

- See hidden details
- Be very specific and concrete in process
- Like to separate roles and responsibilities
- Establish steps required for achieving goals
- Can be perceived as micromanaging
- Can get lost in the minutiae

“People know I get things done around here”

- Make great project facilitators
- One eye on the prize the other on planning the steps and process to achieve it
- Less likely to initiate and push the boundaries of thinking at macro (very large) and micro (minuscule) levels
- Connect with others at both ends of this range
- Rarely the ones who envisage a transformative future or solution

“You’re missing the point... this is WHY we are doing it”

- Be all about the primary outcome
- Joins dots between roles and responsibility
- Keep people on track
- Give ambiguous instructions
- Push boundaries in pursuit of objectives
- See the forest, but overlook the trees

BIG PICTURE



AQme REPORT FUNDAMENTALS™

Your quick reference cheat sheet to help bring meaning to the metrics

“When does someone adapt, and to what degree”



11. Cos Company Support

The general perception employees have around the extent to which their organization values their contributions and cares about their wellbeing.

12. Eh Emotional Health

The degree in which individuals are thriving at work, by experiencing positive moments while limiting the negative ones.

13. Tes Team Support

The extent to which employees feel they can share knowledge, are supported through challenges, and feel they can openly discuss their opinion.

14. We Work Environment

Does your organization facilitate and encourage self disruption, rapid experimentation, and regular adaptation, or does it hamper them?

15. Ws Work Stress

The sense of general overwork and overwhelm within your organization.

LOW ENVIRONMENT

“I’m just a number, maybe I don’t belong here”

- See employer as distant and uncaring
- Feel isolated, and question belonging
- Believe employer lacks interest in you
- Concerned about lack of support
- Feel employer doesn’t value wellbeing
- Become disengaged, and less committed

“Change is more often bad, and I don’t like it”

- Regularly experience negative emotions
- Have a low adaption capacity and feel unable to adapt to current changes
- ‘Bogged down’ and nervous about change
- Felt sadness/anxiety in the workplace
- Find your workplace a stressful place to be
- Benefit from support + environmental change

“Best keep your head down around here”

- Feel team is competitive with one way of doing things
- See sharing new ideas as risky
- Be less likely to ask peers for help
- Believe past mistakes are held against you
- Avoid raising up problems and challenges
- Feel individual ideas are rejected

“The way we do things tend to stay the same around here”

- Believe colleagues regularly hide mistakes
- Feel afraid, and avoid company wide sharing of new ideas
- See counterintuitive thinking as too risky
- Fear negative outcomes
- Keep failures quiet, breakthroughs are rare
- Experience slow adaption, often in silos

“I have space for new things”

- Can handle your daily workload
- Experience low levels of work stress
- Have the capacity for new work and tasks
- Feel workload expectations is manageable
- Be able to finish tasks you start
- Have less risk of stress-related absenteeism

LOW ENVIRONMENT

MEDIUM ENVIRONMENT

“I don’t feel a real connection or spark here”

- Believe employer shows some interest
- Perceive support sometimes as ‘box-ticking’
- Unsure if contributions matter to employer
- Apathetic towards new employer initiatives
- Have varying levels of engagement
- Question if employer cares about wellbeing

“I’m not bothered either way”

- Feel stuck, unsure coming or going
- Signs of calmness, can be seen as apathy
- Be less likely to drive change
- Negative emotions overshadow positive ones
- Experience moments of anxiety and sadness
- Sense short-lived flashes of positivity

“I enjoy sharing with a few close-knit colleagues”

- Share challenges with close colleagues
- Avoid showing / expressing true self
- Be open, but with some caution
- Promote lower risk options
- At times, feel safe to experiment
- Be okay with asking for help

“We could do so much more if we shared”

- Share with team, but not organization
- Feel frustrated
- Struggle with ineffective processes
- Feel ideas are stifled by bureaucracy
- Experience blockages to progress
- See breakthroughs as happenstance

“I’m okay, at the moment”

- Drive change and innovation
- Hit deadlines, most of the time
- Have a healthy level of workplace stress
- Moments of overload, but soon passes
- Have time to experiment with new tasks
- Feel you have space to think

MEDIUM ENVIRONMENT

HIGH ENVIRONMENT

“I know my company cares about me, and has my back”

- Have high loyalty and engagement
- Experience employer caring about you
- Feel highly valued and in greater alignment
- Go further, even if it might be hard
- Feel very supported and take on more proactive responsibility
- Be less likely to leave

“I can’t wait for the next project and experience”

- Sense of thriving, workplace champion
- High tolerance and capacity for adaption
- Experience joy, excitement & contentness
- Can sustain positivity during change
- Rarely experience negativity at work
- Reassured that the environment supports your mental health

“I can be my whole self without fear”

- Highly experimental, mistakes are not held against you
- Very comfortable in asking for help
- Take greater risks
- Share openly different views and ideas
- Bring up tough issues without judgement
- Experience radical team transparency

“I’m always learning from others”

- Be rewarded for sharing new ideas
- Feel actively encouraged to pursue out of the box thinking
- Openly discuss mistakes across the whole organization
- Have confidence in your organizations experimentation processes
- Emboldened to disrupt existing processes
- Feel empowered and experience more innovation breakthroughs

“I simply have too much for one person to do”

- Feel there’s too many tasks to do
- Unable to finish your daily tasks
- ‘Sinking’ feeling, and missed deadlines
- Feel expectations are too high
- Feel stressed and lack time for new things
- Be at risk of burnout

HIGH ENVIRONMENT

LESSON 3: The Ability Domain



Ability Domain Self-Assessment

Assess yourself on each of the five elements in the Ability domain. Rate yourself on a scale of 1-10 for each element, with 1 being the lowest and 10 being the highest.

	①	②	③	④	⑤	⑥	⑦	⑧	⑨	⑩
a. Grit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Mental Flexibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Mindset	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Resilience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Unlearn	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Are there any elements where you rated yourself particularly high or low?

Consider the potential reasons behind your ratings. What experiences, beliefs, or preferences might have influenced your self-assessment?

How might your current levels of adaptability in these elements impact your personal or professional life?

Identify one or two elements you would like to develop further. Consider setting personal goals or action steps to help you improve in these areas.

Share your self-assessment and goals with a trusted friend, family member, or colleague to gather additional perspectives and support. Encourage them to complete the exercise as well and engage in a discussion about your experiences and findings.

Remember, the goal of this exercise is to gain a deeper understanding of your current adaptability skills within the Ability domain and to identify areas for growth and development.

Keep an open mind and be willing to explore new perspectives and strategies as you work towards becoming more adaptable.

Additional Reading Recommendations for the Ability domain:

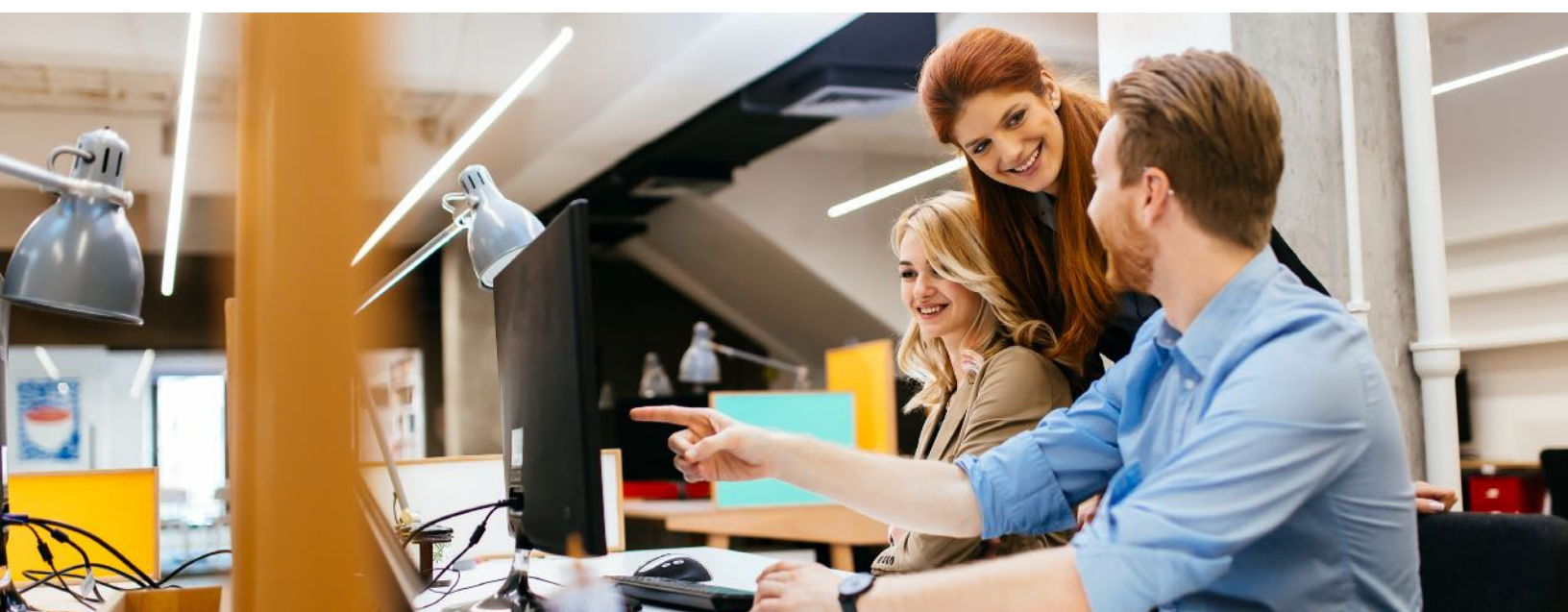
Grit: “Grit: The Power of Passion and Perseverance” by Angela Duckworth. This book delves into the concept of grit, exploring how passion and perseverance play a significant role in achieving success in various aspects of life.

Flexibility: “Adapt: Why Success Always Starts with Failure” by Tim Harford. This book explores the power of adaptability, emphasizing the importance of embracing change, learning from failures, and developing the ability to pivot when faced with challenges.

Mindset: “Mindset: The New Psychology of Success” by Carol S. Dweck. This book examines the concept of growth mindset and its importance in developing flexibility, adaptability, and overall success in various areas of life.

Resilience: “Option B: Facing Adversity, Building Resilience, and Finding Joy” by Sheryl Sandberg and Adam Grant. This book offers insights into building resilience in the face of adversity, providing valuable strategies for personal growth and thriving after setbacks.

Unlearn: “The First 20 Hours: How to Learn Anything...Fast!” by Josh Kaufman. This book provides insights and strategies for accelerating learning, emphasizing the importance of learning agility in adapting to new situations and acquiring new skills effectively.



LESSON 4: The Character Domain



Character Domain Self-Assessment

Assess yourself on each of the five elements in the character domain. Rate yourself on the scale below for each element.

Emotional Range

5	4	3	2	1	2	3	4	5
Reactive						Collected		

Extraversion

5	4	3	2	1	2	3	4	5
Introverted						Extroverted		

Hope

5	4	3	2	1	2	3	4	5
Fearful						Hopeful		

Motivation Style

5	4	3	2	1	2	3	4	5
Play to protect						Play to win		

Thinking Style

5	4	3	2	1	2	3	4	5
Details						Big Picture		

Emotional Range Reflection

Reflect on your score for Emotional Range. Identify a recent situation in which your emotional range played a role in how you adapted to change. How did your emotional range affect the outcome? Were there any benefits or drawbacks to your emotional response?

Extraversion and Processing Information

Think about your preference for introversion or extraversion. In a recent change or adaptation, how did your preference influence the way you processed information? Did it help or hinder your adaptability? Explain.

Hope and Motivation

Reflect on your scores for Hope and Motivational Style. How do these preferences impact your willingness to embrace change and your approach to overcoming challenges? Identify a situation where your levels of hope and motivation influenced your adaptability.

Thinking Style and Adaptation

Consider your preference for Details or Big Picture thinking. Write about a time when your thinking style affected how you adapted to change. Did your focus on details or the big picture help or hinder the process? What could you do differently in the future to improve your adaptability?

Additional Reading Recommendations For The Character Domain:

Character: “Quiet: The Power of Introverts in a World That Can’t Stop Talking” by Susan Cain. This book explores the strengths and challenges of both introverts and extroverts, providing valuable insights into the Character domain and how it relates to our personalities.

Emotional Range: “Emotional Agility: Get Unstuck, Embrace Change, and Thrive in Work and Life” by Susan David. This book offers practical strategies for navigating life’s challenges with emotional balance and resilience, making it a great resource for exploring your emotional range.

Extraversion: “The Introvert Advantage: How Quiet People Can Thrive in an Extrovert World” by Marti Olsen Laney. This book provides valuable insights into the differences between introverts and extroverts and offers strategies for introverts to thrive in various situations, including adapting to change.

Hope and Motivation: “Learned Optimism: How to Change Your Mind and Your Life” by Martin E.P. Seligman. In this book, the author explains how optimism and pessimism can impact our lives and teaches techniques to cultivate a more hopeful and motivated mindset.

Thinking Style: “The One Thing: The Surprisingly Simple Truth Behind Extraordinary Results” by Gary Keller and Jay Papasan. This book emphasizes the importance of focusing on what truly matters and offers insights into how to balance big-picture thinking with attention to detail for successful adaptation.

LESSON 5: The Environment Domain

Environment Domain Self-Assessment

Assess your work environment on each of the five elements in the Environment domain. Rate each element on a scale of 1-10, with 1 being the lowest and 10 being the highest.

	①	②	③	④	⑤	⑥	⑦	⑧	⑨	⑩
a. Company Support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Emotional Health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Team Support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Work Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Work Stress	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Analyzing Your Leadership Role in the Adaptiotic Environment

Assessing Company Support

Reflect on the support you provide as a leader in your organization. What actions do you take to demonstrate care and make your team members feel valued? List 3-5 actions and consider if there's room for improvement.

Evaluating Emotional Health

Think about the overall emotional health within your team. Are there any factors negatively impacting the team's emotional health? Identify those factors and consider possible solutions to improve the emotional well-being of your team members.

Examining Team Support

Reflect on the level of psychological safety within your team. What steps have you taken to create a supportive environment where team members feel comfortable sharing ideas, asking for help, and making mistakes? List 3-5 actions and assess their effectiveness.

Analyzing Work Environment

Consider the adaptability of your organization and how it embraces change. What is your leadership role in fostering a culture of adaptability and experimentation? List 3-5 strategies you have implemented or would like to implement to encourage a more adaptable work environment.

Addressing Workplace Stress

Reflect on the level of stress within your team. Identify any major sources of stress and consider potential solutions to mitigate them. As a leader, think about how you can create a low-stress environment that encourages adaptability and openness to new ideas.

After completing this reflective activity, consider discussing your findings with a trusted colleague or mentor to gain additional insights and perspective on your leadership role in creating an adaptable environment.

Additional Reading Recommendations for the Environment Domain

Company Support: “The 5 Languages of Appreciation in the Workplace” by Gary Chapman and Paul White. This book will help you understand different ways to express appreciation and support to your employees, leading to a more positive and productive work environment.

Emotional Health: “Emotional Intelligence 2.0” by Travis Bradberry and Jean Greaves. This book offers insights into emotional intelligence and provides strategies for leaders to improve their own emotional intelligence and foster a healthier emotional environment in their teams.

Team Support: “The Five Dysfunctions of a Team” by Patrick Lencioni. This book explores common team dysfunctions and provides practical strategies for building a cohesive, supportive, and high-performing team.

Work Environment: “The Lean Startup” by Eric Ries. This book focuses on creating an innovative and adaptable work environment by embracing experimentation and learning from failures. It’s a great resource for leaders looking to foster a culture of adaptability.

Workplace Stress: “The Healthy Workplace” by Leigh Stringer. This book offers practical solutions for leaders to create healthier, less stressful work environments that support employee well-being and productivity.



LESSON 6: Developing Your Own Adaptability

Adaptability Challenge

Think of one activity you can do for each of the four strategies mentioned in the lesson.

1. Go to work on yourself
2. Take some risks
3. Tackle your fears head on
4. Get out of your comfort zone

Complete these activities over the next four weeks, dedicating one week to each principle. Document your experiences, thoughts, and feelings in a journal throughout the process.

Example Activities for Each Principle:

1. **Go to work on yourself:** Spend 15 minutes daily journaling about your thoughts, feelings, and experiences. Reflect on your personal growth, areas for improvement, and any insights gained.
2. **Take some risks:** Reach out to a professional you admire but don't know personally. Request a meeting or call to discuss their experience and seek guidance on a specific challenge you're facing.
3. **Tackle Your Fears Head-On:** Identify a change in your work or personal life that you're hesitant about. Research the benefits, challenges, and experiences of others who have undergone similar changes. Document your findings and reflect on how you can apply this knowledge to your situation.

4. **Get out of your comfort zone:** Try a new hobby or learn a new skill that is outside of your typical interests or expertise. Dedicate at least 30 minutes per day to this activity for a week.

Write down your activities here.

1. Go to work on yourself

2. Take some risks

3. Tackle your fears head on

4. Get out of your comfort zone

At the end of the four weeks, review your journal and reflect on the following questions:

- How did each activity challenge you or push you out of your comfort zone?
- What insights did you gain about yourself and your adaptability during this process?
- What did you learn from the experiences or the people you engaged with during the activities?
- How can you apply these insights to your leadership role to support adaptability in your work environment?



LESSON 7: Supporting Adaptability in Your Workplace

Creating A Culture of Adaptability

Conduct a workshop with your team to assess the current adaptability of the work environment, identify areas for improvement, and create an action plan to foster adaptability.

Materials: Whiteboard, markers, sticky notes, and printed copies of the Adaptiotic Table for each team member.

Duration: 2-3 hours

- Start by discussing the importance of adaptability in the workplace and the three domains of the Adaptiotic Table: Ability, Character, and Environment. Share your own journey in developing adaptability and encourage team members to reflect on their own adaptability.
- Break your team into smaller groups of 3-4 people. Ask each group to identify and discuss strengths and areas for improvement within the team and work environment concerning adaptability. Encourage them to consider the elements in the Environment domain of the Adaptiotic Table.
- After the discussion, have each group write their identified strengths and areas for improvement on sticky notes and place them on a whiteboard, creating two columns: “Strengths” and “Areas for Improvement.”
- As a team, review the identified strengths and areas for improvement. Discuss the reasons behind each observation and create a third column on the whiteboard labeled “Action Items.”

Brainstorm practical solutions or activities to address the areas for improvement and write them on sticky notes to add to the “Action Items” column.

- Assign team members to take ownership of specific action items and set deadlines for implementing these changes. Encourage team members to be proactive in addressing these items and emphasize the importance of creating a safe-to-fail environment where learning from failures is encouraged.
- Schedule follow-up meetings to review progress on action items and discuss any new adaptability challenges or successes.

This workshop will help leaders better understand the work environment, engage their team in the adaptability development process, and create an action plan to foster adaptability within the team and organization.

Workplace Stressors

Here is a list of common workplace stressors and suggestions to eliminate or minimize them. While it may not be possible to eliminate these entirely in your work environment due to a variety of factors, look for ways to address these stressors whenever and however possible.

1. Excessive workload and long hours: Delegate tasks fairly and ensure an even distribution of work among team members.
2. Tight deadlines and high-performance expectations: Prioritize tasks and set realistic, achievable goals for team members.
3. Poor work-life balance: Encourage flexible working hours or remote work options when possible.
4. Lack of job security and fear of job loss: Communicate openly and honestly about the company’s stability and future plans.

5. Low pay or lack of financial incentives: Regularly review salaries and provide opportunities for performance-based bonuses.
6. Insufficient resources or outdated tools and technology: Invest in up-to-date tools and resources to improve efficiency and productivity.
7. Poor communication and lack of transparency: Implement regular team meetings and open channels of communication.
8. Unclear expectations and undefined roles and responsibilities: Clearly define job roles and responsibilities for each team member.
9. Office politics and conflicts with coworkers: Foster a positive work culture and address conflicts promptly and fairly.
10. Lack of career growth and development opportunities: Offer training, mentorship, and development programs to support career growth.
11. Inadequate or ineffective management and leadership: Provide leadership training and solicit feedback from team members.
12. Unhealthy or unsafe work environment: Ensure a safe and healthy workspace by adhering to safety regulations and promoting well-being.
13. Discrimination or harassment in the workplace: Establish and enforce a zero-tolerance policy for discrimination and harassment.
14. Inflexible or rigid work schedules: Consider offering flexible work schedules and accommodate individual needs.
15. High emotional demands (e.g., dealing with difficult clients or customers): Provide emotional support resources, such as access to counselors or mental health services.
16. Lack of autonomy or control over one's work: Empower team members by involving them in decision-making processes.

17. Frequent organizational changes or restructuring: Communicate changes transparently and provide support during transitions.
18. Unreasonable or unrealistic performance metrics: Review and adjust performance metrics to ensure they are fair and attainable.
19. Inadequate recognition or appreciation for accomplishments: Regularly recognize and celebrate team members' achievements.
20. Commuting and transportation-related stressors: Encourage remote work, carpooling, or public transportation benefits to alleviate commuting stress.



LESSON 8: Summing Up and Close



Reflecting on Your Adaptability Journey

Take some time to synthesize the key concepts learned throughout this course and reflect on your personal growth, experiences, and future goals related to adaptability. Set aside 30-45 minutes of uninterrupted time to complete this reflective journaling activity.

Find a quiet, comfortable space where you can focus on your thoughts. Use a notebook, digital journal, or the space below to record your responses to the following prompts:

Key Concepts and Personal Growth

- List the most important concepts, ideas, or strategies you have learned throughout the adaptability course.
- Describe how your understanding of adaptability has changed or evolved since beginning the course.
- Reflect on any personal growth you have experienced in terms of adaptability. What specific skills, attitudes, or behaviors have you developed or improved upon?

Experiences and Challenges

- Recall any experiences or situations during the course where you faced challenges related to adaptability. How did you handle those challenges? What did you learn from those experiences?
- Identify any obstacles or barriers you encountered in your efforts to improve your adaptability. How have you worked to overcome these obstacles, and what strategies have been most effective?

Future Goals and Action Steps

- Set at least three specific, measurable, achievable, relevant, and time-bound (SMART) goals related to further developing your adaptability.
- For each goal, list at least two actionable steps you can take to work towards achieving it.
- Reflect on how achieving these goals will impact your personal and professional life, as well as your ability to contribute to a more adaptable work environment.
- Review your responses and consider sharing your insights and action steps with a trusted friend, colleague, or mentor who can support and hold you accountable in your adaptability journey.
- Commit to revisiting your journal entry in three to six months to assess your progress, reflect on your experiences, and adjust your goals and action steps as needed.

Book Recommendations – General Reading on Adaptability

- “Decoding AQ: Your Greatest Superpower” by Ross Thornley. Thornley, along with his collaborator Mike Raven is one of the minds behind the Adaptiotic Table, and the AQMe and AQTeam assessments. Thornley has spent the last 5 years working with organizations across the globe to support a better understanding of Adaptability, and the need for organizations to embrace an adaptable mindset in order to ensure their continued survival.
- “Antifragile: Things That Gain from Disorder” by Nassim Nicholas Taleb. This book explores the concept of antifragility, which goes beyond merely being resilient or robust. Antifragile systems actually improve and thrive in the face of volatility, shocks, and stressors. By understanding this concept, readers can learn how to become more adaptable by embracing uncertainty and change, both in their personal lives and in the workplace.
- “The Lean Startup: How Today’s Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses” by Eric Ries. This book presents the Lean Startup methodology, which emphasizes rapid experimentation, validated learning, and iterative development. By applying these principles, individuals and organizations can become more adaptable in the face of an ever-changing business environment. The book provides practical advice and real-world examples to help readers embrace adaptability and drive innovation in their ventures.

- “Who Moved My Cheese? An Amazing Way to Deal with Change in Your Work and in Your Life” by Spencer Johnson. This short, simple parable tells the story of two mice and two small humans who live in a maze and must adapt when their source of cheese suddenly disappears. The story illustrates the different ways people react to change and emphasizes the importance of being adaptable and open to new opportunities. This easy-to-read book offers valuable lessons on coping with change and embracing adaptability in various aspects of life.