

The New Economy in Flux: Leadership Lessons for In-House Counsel

Guest Speaker

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Program Materials

Program Handout

Session materials are available for download on www.dorsey.com.
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Dorsey & Whitney Corporate Counsel Symposium
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November 2022 / CLE credit

What is Flux? Flux is both a noun and a verb. As a noun, it means “continuous change.” As a verb, it means “to learn to become fluid.” Today’s world and the future are in flux, and it’s time to learn how to flux.

What is a Flux Mindset? The state of mind that sees all change – big or small, expected or unexpected, and especially the difficult or unwelcome stuff – as an opportunity to learn, grow, and improve. A Flux Mindset is essential for responsible leadership, decision-making, and well-being.

Context: Why does this matter?

- A Flux Mindset is for everyone. Both individuals and organizations can develop one.
 - Think about how this session can help your colleagues, partners, associates, neighbors, family, friends, kids... everyone.
- Mindset drives strategy, not the other way around.
- Creating an organizational culture of “fluxiness.”
- There is far more in flux than not, so this isn’t just about the economy or workplace. It’s about how we show up for life!

4 Skills for Seeing Change

1) Your orientation towards change

- This goes beyond what we “do” about change or how we “react” to uncertainty. In today’s world, it’s time to rethink how we *see* and *relate to* these things, full stop.
- This also goes beyond “change management.” Change management is a useful tool, but it is woefully incomplete for today’s reality. We need an upgrade.
- This affects *everything*: Personal, professional, organizational, and societal implications.

2) Your speed relative to change

- How do we pace ourselves for a future of more uncertainty, change, and flux?
- Running-ever-faster isn’t only related to burnout and exhaustion. It also compromises leadership, innovation, inclusion, clarity, creativity, and human connection.
- To thrive in a fast-paced world, slow your own pace. True optimization requires being rested and replenished.

3) **Your levers for change**

- When change or uncertainty really hits, nothing matters more than trust.
- Trust: Cognitive vs. Emotional. Operational vs. Cultural.
- Default setting: Trust or mistrust? Seeds of today's trust crisis.
- What does it mean to "design from trust" – especially in the law, which has been designed from mistrust?
- How trust factors into hybrid work, teamwork, the Great Resignation, career development, and more.

4) **Your openness to make change**

- The #1 leadership skill needed today is comfort with ambiguity. Yet this is not what most people have been taught about leadership. How do we reconcile this disconnect?
- How to let go of outdated beliefs, assumptions, practices, and models.
- How to let go of the illusion that we can predict or control "the" future, and rather lean into many different possible futures (future scenario planning).
- Letting go actually empowers yourself and others. It allows you to create space for new ideas, new solutions, and new possibilities.

4 Foundational Questions for Navigating Change & Uncertainty

1. Am I seeing (this change) from a place of hope or fear?
2. Am I running too fast to see what's happening... or what really matters?
3. Am I starting with trust?
4. What am I willing to let go of to get us to a better place?

Additional Questions for Hybrid Work / Return to the Office

- 1) What and who are we optimizing for? Focus on the team, not the entire company.
- 2) How do we track, improve, and iterate as a team? This is a process of continual experimentation and evolution. We are still in early innings (+ flux is here to stay).
- 3) Are we turning these skills into practices for life?

Additional Resources

- [A Futurist's Guide to Preparing Your Company for Constant Change](#) (HBR)
- [Niksen, the Dutch concept of 'doing nothing'](#)
- [The Real Meaning of Freedom at Work](#)
- [Back to Office? Stay Remote? Go Hybrid? Bosses shouldn't just go with their guts, and consensus may not work.](#)
- [Stop Offering Career Ladders. Start Offering Career Portfolios.](#)

Where can I learn more? <https://fluxmindset.com>