

Zooming Through 2020

Learning to Thrive in Times of Uncertainty: Leading Through Crisis and Unmasking Opportunities

Life is filled with uncertainty, especially as we grapple with a global pandemic, economic volatility, and systemic racial injustice.

In March, our fear was the unknown. Today, our fear is the known!

Here's a sample of what we've heard over the past few months:

- *"I thought things were getting better, but now this. Open? Closed? I don't even know any more..."*
- *"Everything is upside down. Whatever our normal was feels like a fantasy. There's the anxiety. The stress. The depression. The not knowing. We're being careful but the same routine just isn't the same anymore."*
- *"I'm a parent with two kids. We just learned our school will be closed for the fall. We are two working parents, living week-to-week. What are we supposed to do...?"*

Moving Forward

The world around us has drastically changed. As we are slowly adjusting to the new normal, many of us feel overwhelmed. We hear stories of people who:

- Are unable to engage in social distancing:
 - Healthcare workers and first responders;
 - Workers and family members who care for those with disabilities;
 - Displaced persons living around the world, many of who are sheltering in densely populated camps;
 - Multigenerational families who live in cramped, crowded, low-quality and even dangerous conditions.
- Are without access to adequate health care:
 - Fear becoming exposed to or infected with the COVID-19 virus
 - Are forced to make the difficult decision to not be tested and treated due to fears about the cost of care.
- Fear that remote learning will put their children behind amidst the challenges of:
 - Lack of access to laptops, software and internet;
 - Being forced to leave their children home alone without a physical presence to support their learning;
 - Absence of social communication and interaction with peers

As much as we might like to wish all of this away, we really have no other choice than to make a path forward.

That's what we need to do right now – slowly and steadily move forward. But how?

Here is what we will cover today:

Learning to Thrive in Times of Uncertainty

- Focus on things we can control
- Accept Uncertainty
- Keep a positive mindset
- Expand your vision
- Question your thinking
- Change your perspective
- Support each other
- Adopt an agile approach

Leading Through Crisis by

- Anticipating
- Navigating
- Communicating
- Listening
- Learning
- Leading

Unmasking Opportunities

- Opportunity Comes in the Midst of Adversity
- Opportunity Comes When We Prepare
- Opportunity Comes When We Work as a Team
- Opportunity Comes When We Believe We Have a Better Tomorrow

Learning to Thrive in Times of Uncertainty


How do we deal with rapid change and uncertainty?



Learning to Thrive in Times of Uncertainty

When the future is uncertain and unpredictable, we tend to react to change in negative ways – we panic! Some of the instinctive and unconscious ways that most respond to change include:

- **Denial** – blocks us from experiencing the actuality of what is presently happening.
- **Panic** – assumes that if we do something (anything), with enough force and determination, we can overcome the new situation and return things to normal.
- **Information Guzzling** – leads us to believe that, with enough information, we'll know exactly how to navigate in times of change and uncertainty.
- **Depression** – shuts us down to avoid experiencing or feeling reality.
- **Entitlement** – buffers us so it is easy to believe that the situation doesn't really affect us personally as it is outside of our experience (we're young and healthy; we have a healthy immune system; the virus is a hoax, isn't that serious, etc.)



Have you
responded like this?

**The good news is that
there are healthier ways
to cope with and even
thrive in times of
uncertainty!**



**“Instead of worrying about what you cannot control,
shift your energy to what you can create.”**

~Roy T. Bennett



How can we respond?

We Can Focus on Things that we can Control

Right now, many things remain outside our control. Yet, we are not totally powerless. Our **mindset** is key to dealing with difficult circumstances and facing the unknown.

- When we dwell on or overthink things that are out of our control, we get ourselves into a downward spiral where we think about the worst-case scenarios and jump to conclusions.
- Chronic worrying doesn't give us more control over uncontrollable events; it just robs us of enjoyment in the present, saps our energy, and keeps us up at night.
- Instead of worrying about the uncontrollable, try to focus on the moment and what we can control. Switch from worrying into active problem solving.
- All circumstances are different but **we can**, in some situations, **control our mindset, attitude, and focus**.

We can...

Accept Uncertainty as a Fact of Life

The first step in framing mindset is acceptance:

- Accept what lies ahead – a prolonged period of uncertainty.
- Get comfortable being uncomfortable, for the time being.
- Realize that it's okay not to have all the answers.
- Trust and believe that better days are ahead.
- Educate ourselves so that we're well informed with facts rather than arbitrary information.
- Acknowledge that you are not a fortune teller; you don't know what will happen. All you can do is let go and accept the uncertainty as part of life.
- Focus on the present. Instead of trying to predict what might happen, switch your attention to what's happening right now.



We can...

Keep a positive mindset

Reading stories that focus on worst-case scenarios, spending time on social media perpetuating rumors and half truths, or communicating with anxious friends can fuel fears and uncertainties.

- Instead, seek out “solution-based” reporting.
- Stay informed without alarming yourself.
- Focus on uplifting news stories – limit exposure to “doom and gloom” news
- Take in the news intermittently – watching all day adds to anxiety and hysteria.
- Become inspired when you see what’s working, that the news isn’t all bad; and there are a lot of things that the world is doing well right now.

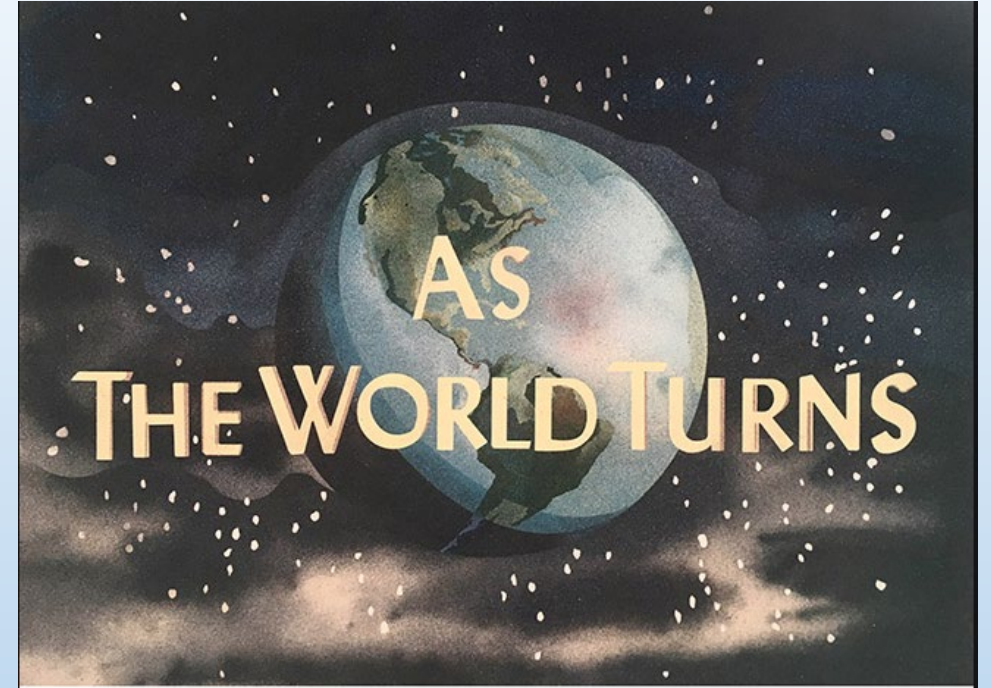


We Can... Expand Our Vision

People who think “big picture” and who see challenges as opportunities thrive amidst rapid change and uncertainty.

Instead of getting lost in the static, expand your vision. Think beyond your own needs to see how you can contribute in ways that benefit someone else for the right reasons.

What have you designed, created or done at COC as a result of expanding your vision during the last five months?



EXAMPLE: During the Great Depression, Procter & Gamble was in the business of manufacturing fine soaps. There was no reason to believe their business would survive hard times. Instead of getting lost in the static, they expanded their vision by creating an ongoing series of short, simple theatrical pieces – the birth of the original “Soap Opera,” which in turn created loyalty to their brand.



“Behind every dark cloud,
there is a silver lining.”
~John Milton

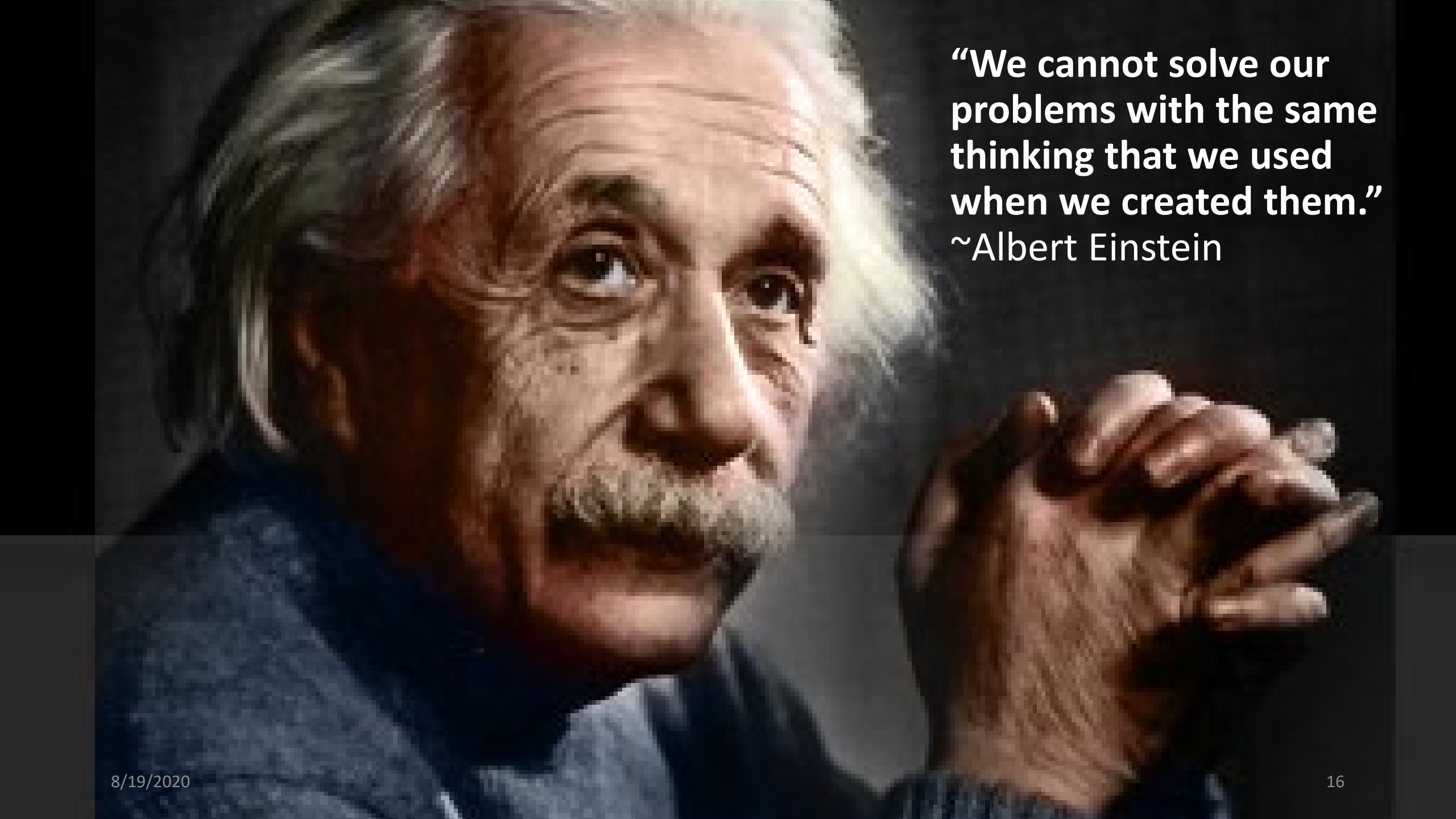


Silver Linings

THE HUMAN RACE



**FOR EVERYTHING
THAT DIVIDES,
THE HUMAN SPIRIT
UNITES.**

A close-up portrait of Albert Einstein, showing his characteristic wild white hair and mustache. He is looking slightly to the right with a thoughtful expression. His hands are clasped together in front of him. The background is dark and out of focus.

**“We cannot solve our
problems with the same
thinking that we used
when we created them.”**
~Albert Einstein

So, Question Your Thinking

Everything we believe and every “wise action” we have learned to take is conditioned by what has come before.

- In times of rapid change and uncertainty, the more rigidly we hold on to opinions and beliefs, the less equipped we will be to deal with the changing environment.
- If you are willing to let go of everything that your mind already knows, then apply a curious mind to gather new information, you will move forward – give yourself permission to do so!
- Take time to create thoughts about what’s coming next – not only the way it used to be.

Remember: All of your thinking is merely a focus of what worked before.



Then...

Change Your Perspective

To thrive during times of rapid change and uncertainty, commit to finding opportunities. Sift through what no longer works to discover the raw materials for what we can now create.

Great innovation happens in times of change, as we realize we have a chance to reshape reality.

- Rather than looking at challenging situations as a time to collapse and go crazy, remember they can be the best environments to evolve and grow.
- We can then envision a compelling picture of the future that inspires others to persevere.
- If we stay focused on the horizon, we can anticipate new opportunities that are likely to emerge and spark innovation.



Change Your Perspective Exercise

Here is a very simple practice which you can activate right now.

Take a paper, and a pen, and complete this sentence:

“What I don’t miss about the way it used to be is...”

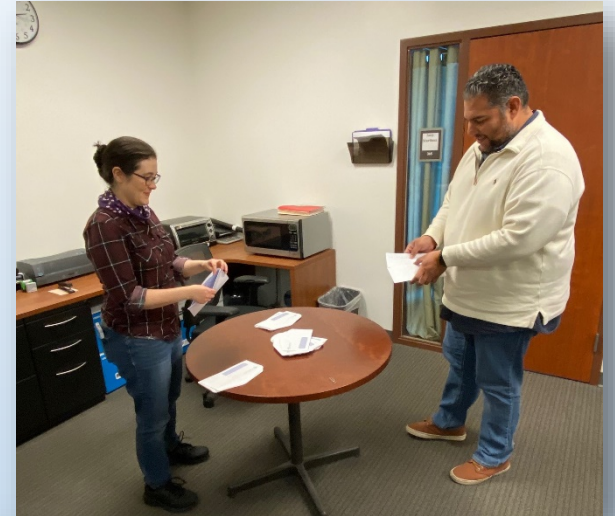
Keep writing more and more completions to that sentence, and as you do, you will reveal opportunities that were hidden – diamonds in the dirt!



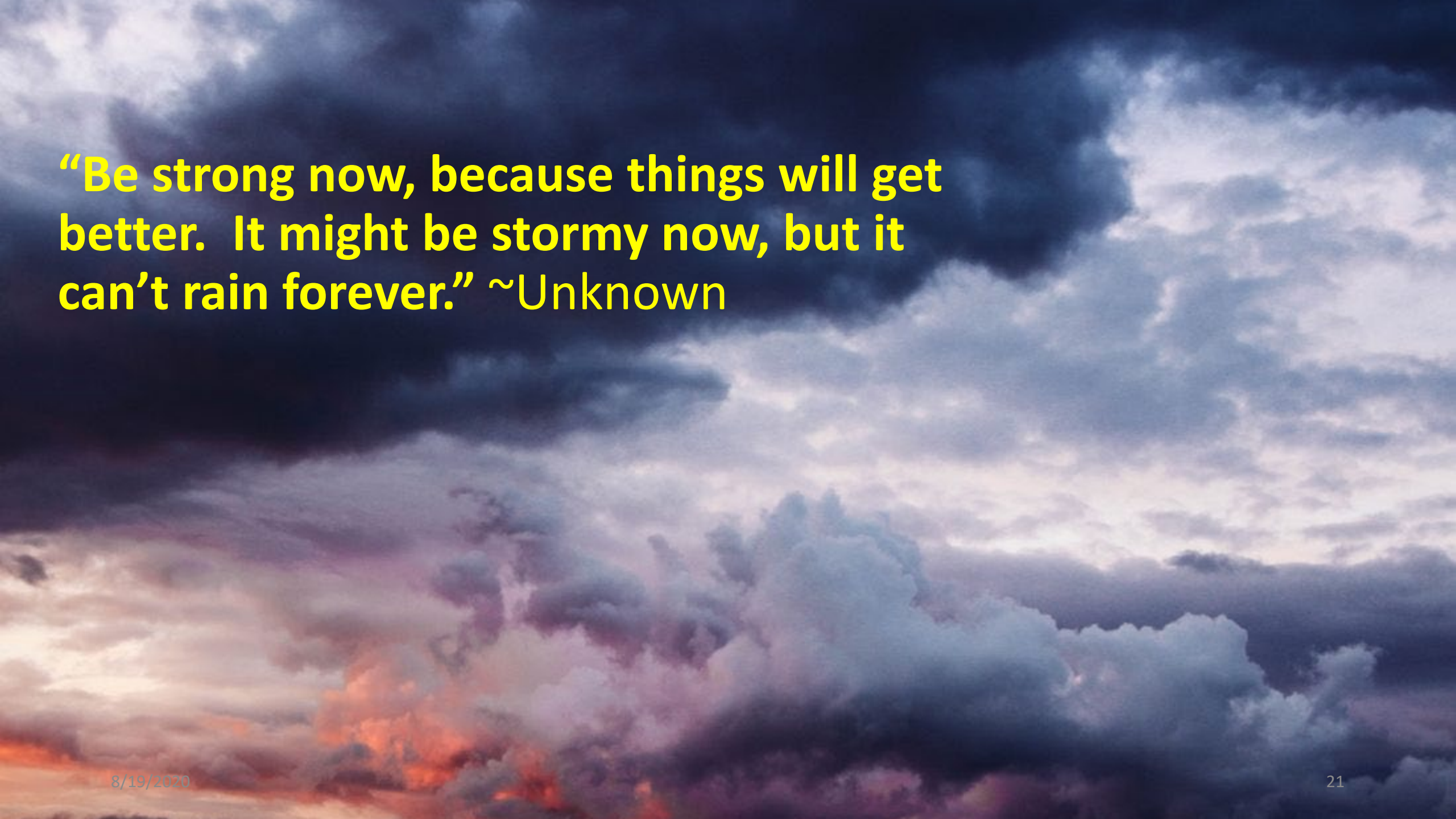
As you discover, design and do- ***Support Each Other***

We can control our mindset, our attitude, and our focus. But, there is one other thing we can control...**how we choose to treat one another.** Be more empathetic, supportive, kind and non-judgmental. Reach out and bring others together – don't divide.

- When we feel the presence of others moving alongside of us, even if we aren't face-to-face, what we accomplish is amazing.
- We can cover more ground together in a “community” than as individuals - we feel empowered to take on daring challenges as we chart adventurous courses.



Remember, you are not alone. We are in this together.



“Be strong now, because things will get better. It might be stormy now, but it can’t rain forever.” ~Unknown

Adopt an Agility Mindset

In uncertain times when things are not going as planned, what does it take to quickly adapt and respond to unexpected changes? The answer is **Agility**.

Born out of a software development in 2001 with the *Agile Manifesto*, **Agile** has become super popular now.

The **Agile** approach is no longer limited to software development. The reason why Agile has rapidly spread across all other business sectors is that the agile approach benefits all organizations.



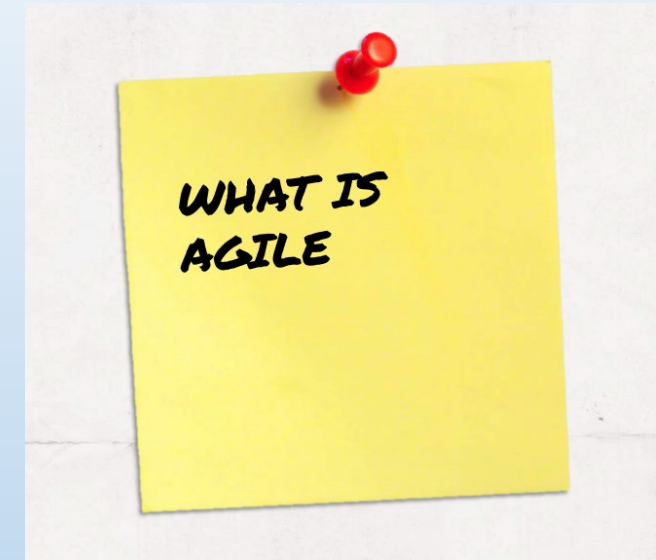
How to Define Agile

Software developers and technical project managers refer to the word **agile** as a set of principles and values that encourage breaking portions of a project into smaller functional portions that can be developed quickly.

Agile is the ability to move quickly and easily.

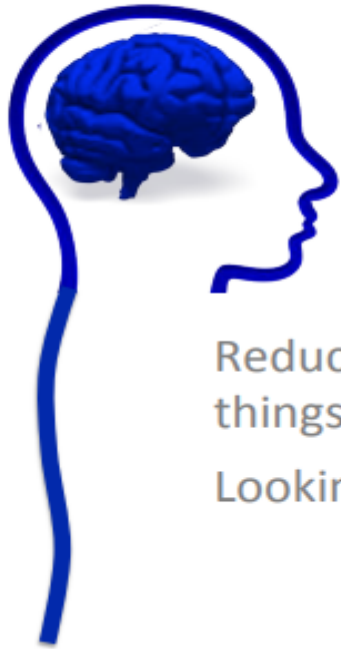
An **agile environment** is highly collaborative; values individuals and interactions more than tools and processes; creates and supports a culture that encourages teams to work toward a common goal; and works to achieve quality and acceptance of frequent change.

In times of crisis, becoming more agile is the best way to keep pace with rapid change; to navigate with resilience; and to set the stage for recovery, transformation and growth. We are being agile right now, today, and everyday – with every move we make!



Our Agile mindset

Focuses on people, communication, and empowering others to design solutions to help us pivot and navigate in extraordinary times.



Fixed Mindset
approach to
managing
uncertainty

Reducing uncertainty by “nailing
things down.”
Looking to fix and confirm things.



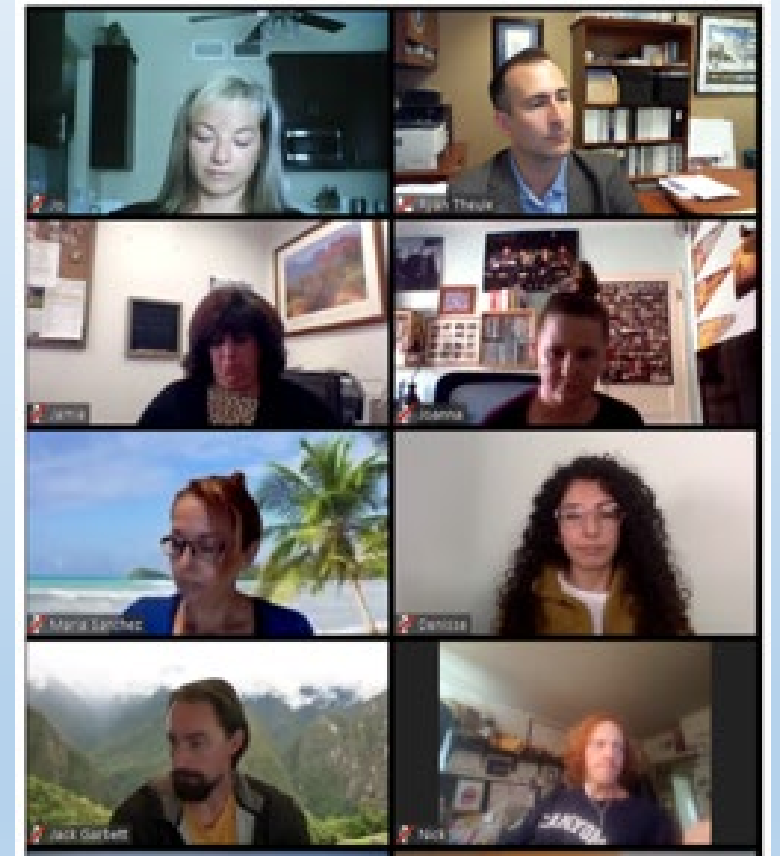
Agile Mindset
approach to
managing
uncertainty

Reducing uncertainty by
discovering and learning.
Looking to learn and discover in
the most efficient way possible.

How Does Agility Work?

Agile organizations are better equipped to handle volatility and survive constantly changing environments. There are logical steps you can take:

- **Provide clear direction.** Ensure everyone knows what we are doing and why we are doing it. Engage everyone – students, faculty, staff, and community members in order to identify the best solutions.
- **Establish priorities.** Set goals, deadlines, and achievable steps to ensure critical needs are being met.
- **Communicate your plans.** Stay focused on obstacles and challenges. Be specific about what needs to be done and ***tell others.***
- **Continuously check progress.** Check for outcomes. Stop, reflect, and look for opportunities to overcome barriers. Ask: what can be done to achieve better results?
- **Alter your approach as circumstances change.**





**Student
Services**

*Silver
Linings*

Leading Through Crisis



Sounds crazy? Nope – it's real!
It sure feels like that doesn't it? But – the saving grace is...

WE ARE IN THIS TOGETHER!

NBC News & MSNBC

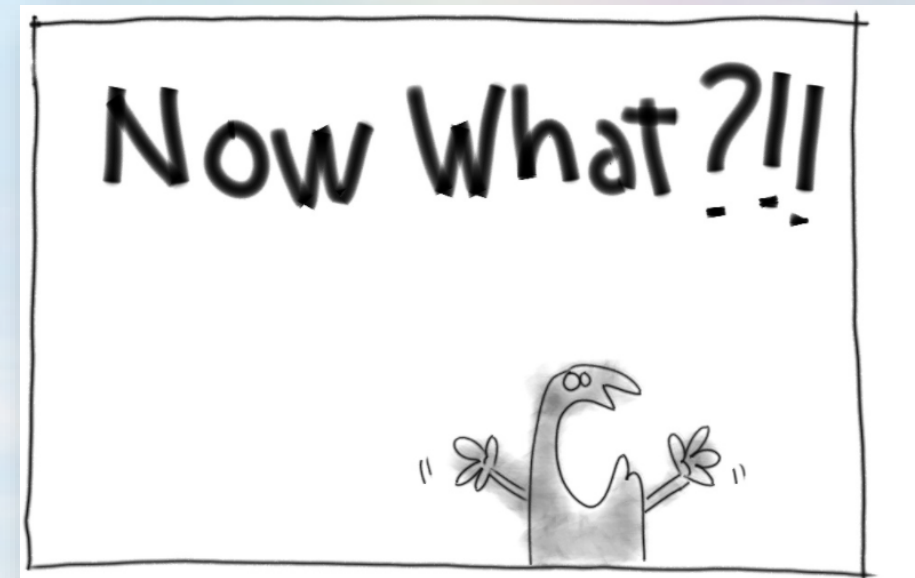
[We Are in This Together](#)

Leadership in Times of Uncertainty

In his book *Leadership: Accelerating Through the Crisis Curve*, author Gary Burnison says, **“There will likely be more change in the NEXT TWO YEARS than we have seen in the last twenty”.**

In extraordinary times, people turn to others for guidance and reassurance more than ever before. While no one can predict with confidence what will happen next, as leaders and educators, we can help others:

- See the path forward as they make sense of new situations
- Stay on course
- Focus on what need to be accomplished



What it Takes to Lead Through Crisis

Leadership is **always** about others – inspiring them to believe, then enabling that belief to become reality – but **how do we do that?**

To make that happen during challenges, massive disruption, and rapid change, it takes a framework of six skills.

Let's unpack these skills...



SKILL #1: ANTICIPATE

Foreseeing what lies ahead, amid ambiguity and uncertainty that are throttled up like never before.

Mission “Possible”

We face unprecedented levels of uncertainty, ambiguity, and constant change that make each day a “mission impossible”.

Throughout history, we have faced upheavals, from world wars to technological advancements to a pandemic, that have changed how we live and work.

How can we thrive in today’s reality? The answer is rooted in a key leadership skill: **anticipation**.

Anticipation starts with the reality of today and using what we know to forecast the unknown of what’s likely to be beyond the horizon.



Anticipation Begins with You

There are four things you must be able to do before you **anticipate**:

- **Embrace humility.** Without humility, you risk being arrogant –thinking your way is right while dismissing others' input and ideas – that creates inflexibility and hurts others.
- **Be self-aware.** Measure yourself – not overestimating your strengths and not underestimating your weaknesses.
- **Avoid complacency.** When things are going well, it's so easy to get comfortable. That's when complacency can set you back - lack of direction, growth, productivity, motivation, and opportunity. AND...



Anticipation Begins with You

- **Accept vulnerability as a strength.** Admit that tomorrow's answers won't be found right away.
- The world has been disrupted
 - Collateral damage is all around us.
 - We have all had to make rapid decisions simply to survive
 - It is now time for the big reset.
 - To thrive, we will need to reimagine our future.



To Anticipate...

Start with the Reality of Today

We don't need a crystal ball to anticipate.

Start by:

- Being tuned into what's happening around us and in the world
- Paying attention to the present; then
- Defining reality – as we know it at the moment

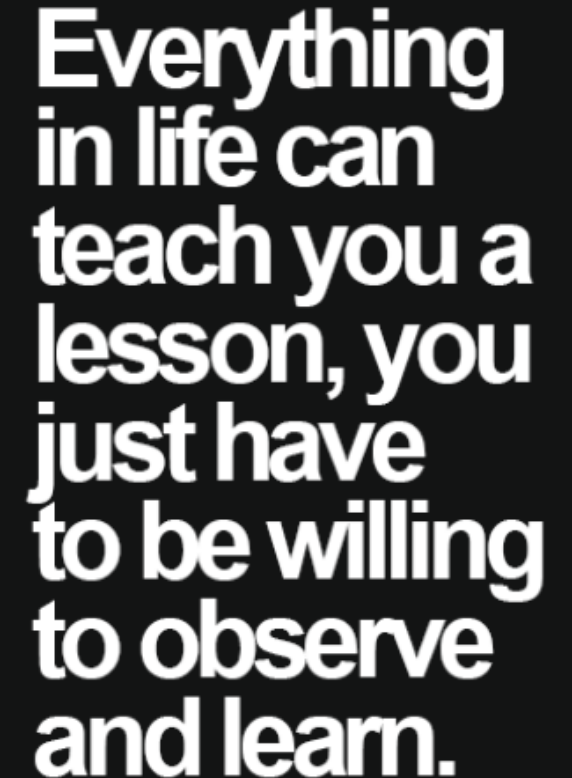
What do you know at the moment?



Then, Observe and Learn

Anticipation is about moving toward a future that is not yet able to be seen. To do so, observe and gather input and information broadly.

- Pay attention to students' needs
- See what is happening around us.
- Actively look at the world through the lens of students.
- Seek out information and insights – find connections:
 - ✓ Those who are closest to the front lines have the most valuable insights
 - ✓ Pay close attention to feedback
 - ✓ Encourage all views
 - ✓ Pick up the phone and call to check in with people to find out how they are doing



**Everything
in life can
teach you a
lesson, you
just have
to be willing
to observe
and learn.**

THE LOVE NOTEBOOK

Understand...

The Meaning of What You See

Once you define reality, you can move from ***“this is what is happening now”*** to the lens of ***“what this means for the future”***.

- Anticipation helps you grasp all of the risks involved in a particular strategy. As you visualize all possible outcomes, you can make better decisions.
- Strategizing is like making a bet. The skill of anticipating improves your odds and gets amazing results.





Silver Linings

SKILL #2: NAVIGATE

Course-correcting in real time
to keep us on an even keel.



In Real Time, Correct Your Course

Navigation is companion to anticipation.

Navigation focuses on what happens in the present, with real-time adjustments:

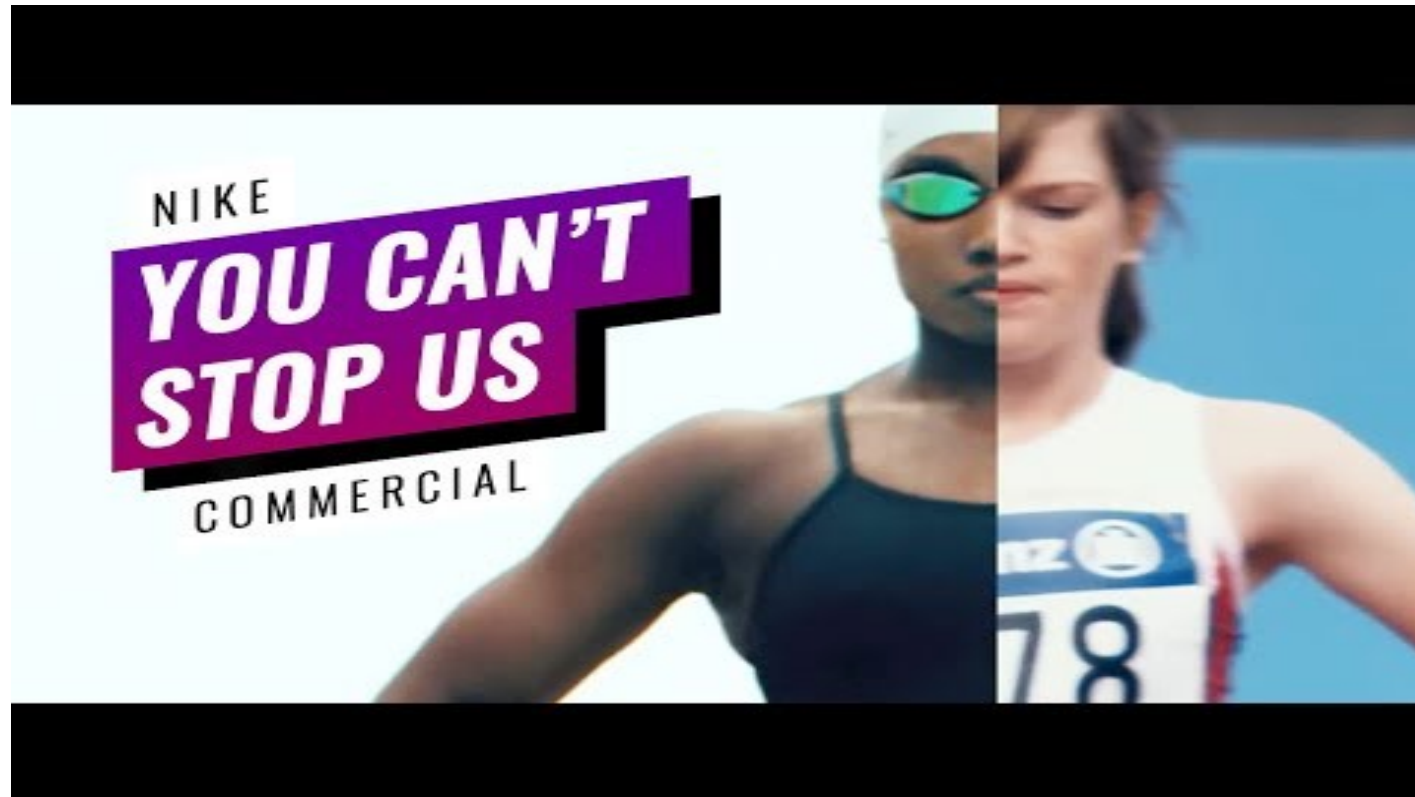
- Making proactive, purposeful decisions
- Being agile in the moment
- Never losing sight of the ultimate goal



This is equivalent to surfing: paddling out and choosing the right wave. While riding that wave, you decide whether to take it to shore or bail out and find a better one. **It happens in the moment!**

INSERT VIDEO: “YOU CAN’T STOP US - NIKE”

<https://youtu.be/WA4dDs0T7sM>

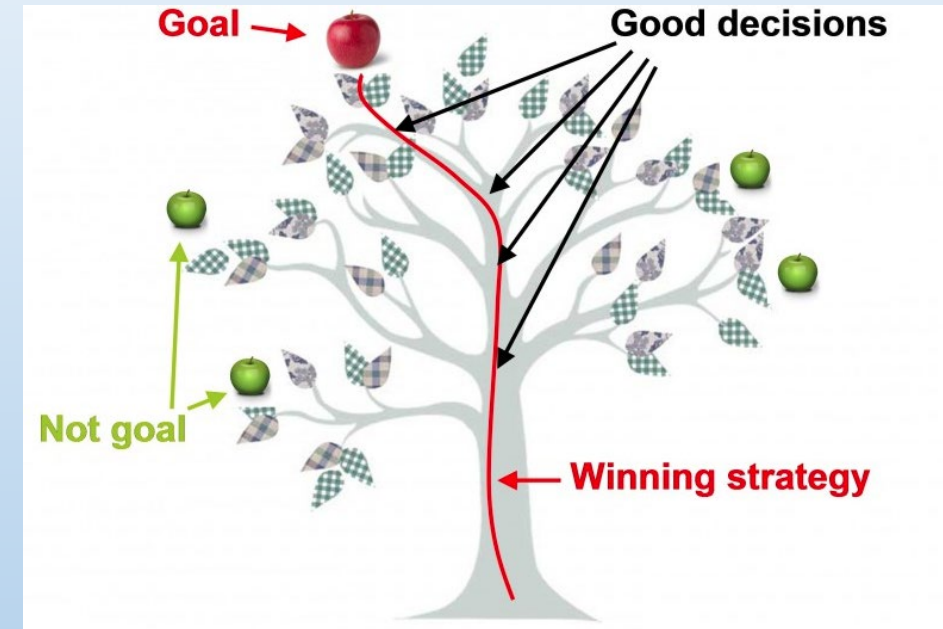


Plan a Little, Think a Lot, Decide Always

Navigating is determining our current position, planning and following a route.

It takes navigation and strategy to maintain the right trajectory over time.

- We can't ignore reality. If we try, what becomes truly avoidable is the consequence of having avoided reality.
- “Let me think about that” can be just as toxic as “that’s the way we’ve always done it.”
- No decision is still a decision – and probably a bad one.
- A lack of decision-making fosters uncertainty and creates organizational paralysis.



Respond in a Crisis

Command-and-control is not the answer.

Decisions and actions must be made by others who are on the “front lines”.

Empowerment happens when leaders are:

- Willing to relinquish control;
- Give direction;
- Set the boundaries;
- Offer support; then
- Get out of the way.



COC nursing students joined the pandemic battle by putting their skills to work at the COVID-19 testing site at the Valencia campus.



Tents serve as temporary classrooms following the 1994 Northridge Earthquake.

Yet...

Know When to Take the Wheel

When leaders are responsible for an organization, they oversee the entire airspace – from the ground level up and beyond. Nothing can be “beneath” them.

- How and when they need to take the wheel depends on the organization and the circumstances.
- When facing critical issues in moment, be at “ground level”.
- But decide.



Don't Fear Failure

Failure is usually temporary; it passes like a storm.

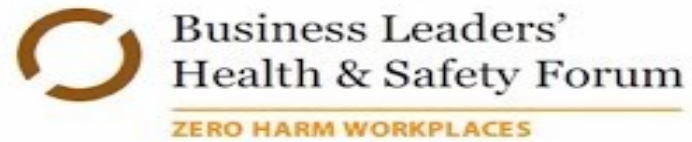
So, why let the fear paralyze you?

The questions you need to ask yourselves are:

- If you do not give into your fears, what would you be able to accomplish?
- What would happen if you inspire courage among your colleagues and across our campus community?

Courage doesn't
mean you don't
get afraid.
Courage means
you don't let fear
stop you.

INSERT VIDEO: “COVID-19 – LESSONS FROM OUR LEADERS”



Lessons from our leaders during Covid-19



SKILL #3: COMMUNICATE

Constantly connecting with others.



OVERCOMING FEAR OF THE UNKNOWN

- <https://youtu.be/5hpnHiwqS7M>

Tell the Truth

When communicating in a crisis, others would rather know the truth than dwell in the worst-case scenarios residing in their imaginations.

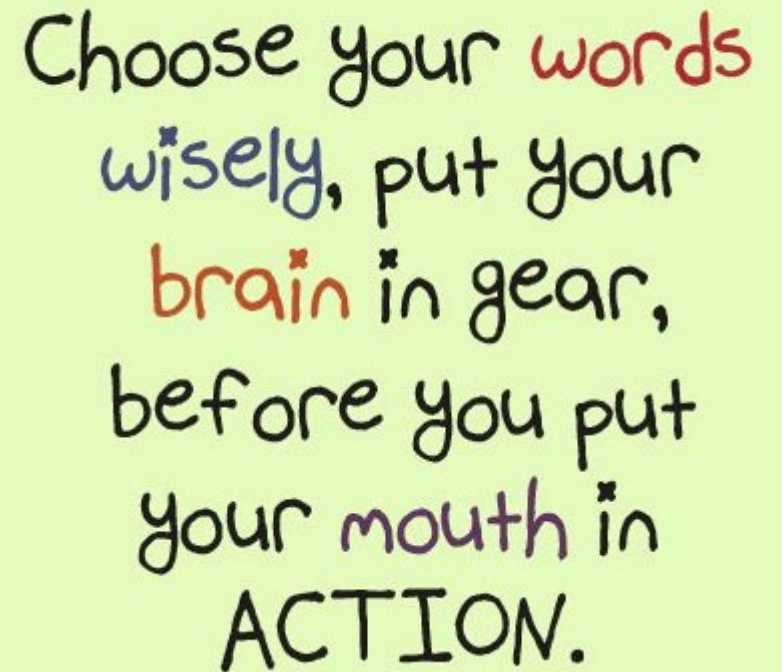
- A lack of information fosters uncertainty and leads to speculation – empower others with information.
- Uncertainty breeds fear which causes chaos.
- No matter how serious the news, people prefer certainty.
- So, counter fear with facts and hope.



Avoid Shortcuts

Communication takes time and lots of it.

- It's easy to give into the temptation to take shortcuts such as assuming that people already know certain information.
- It takes work to deliver messages frequently and consistently, with candor and honesty.
- So, speak more with assurance than authority.
- And, pay attention to tone and content.



Choose your words
wisely, put your
brain in gear,
before you put
your mouth in
ACTION.

Lose the “I”

None of us accomplish anything all by ourselves.

The time for “I” is in making tough decisions and being willing to accept the consequences of them – even if others don’t understand.

- Focus on a common purpose and shared goals. It really is about “we”.
- When **we** are looking to move people to action, communication that is interactive, creates true connection, and stirs emotional responses - matters.



Involve and Bring Others In

As you start a new semester, with students who are afraid, uncertain and vulnerable, break the ice by engaging them in conversation – by inviting them in and get them to talk about themselves.

Asking others to share something interesting about themselves helps them feel personally and genuinely connected.

For me, a silver lining to the pandemic has been greater emotional intelligence as I have seen people reach out personally, authentically, and frequently. It matters more than you know.



Feel and Speak “Right Brain”

Communication, like leadership itself, is all about meeting people where they are. Forge an emotional connection on a very real and human level.

To communicate more effectively, develop “right brain” emotional skills:

- Empathy – concern for others’ feelings, problems, and motivations.
- Sociability – interacting with others
- Influence – motivating and persuading others
- Assertiveness – taking charge and directing others; being decisive



Left Brain, Right Brain. Painting by Karen Danielz

Praise Others...

Motivate Exponentially

Comment when your students and colleagues do good work - encourage them.

Motivation is important, now more than ever. Students want to belong – they want to know they are not in this alone.

- A sincere congratulatory email, recognition on the Zoom session, or even a simple “thank you” are powerful motivators.
- Showing respect and appreciation to others can be transformational.
- Noticing students’ efforts and communicating accordingly, builds a culture of recognition.
- Celebrating incremental achievements – not just the final results, is the encouragement people need.



SKILL #4: LISTEN

Gather insights at all levels.



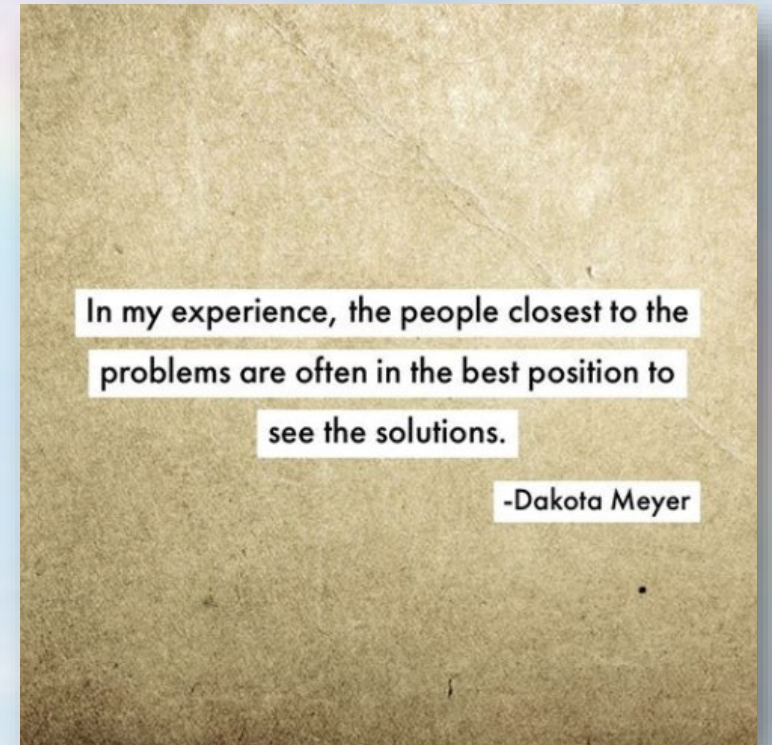
“

Listen
to the sound of your feet —
the sound of all of us
and the sound of me.

Listen to What You Don't Want to Hear

As leaders and educators, we need to listen - especially to what we do not want to hear. We need to reach out to people at all levels of our campus community (community members, business partners, peers, colleagues, direct reports, and students) who are closest to the problems and solutions.

With deep and discerning listening, we can *get better*.




Listen, Learn, and then Lead – in that order.





**Humanities/
Social
Sciences**

*Silver
Linings*



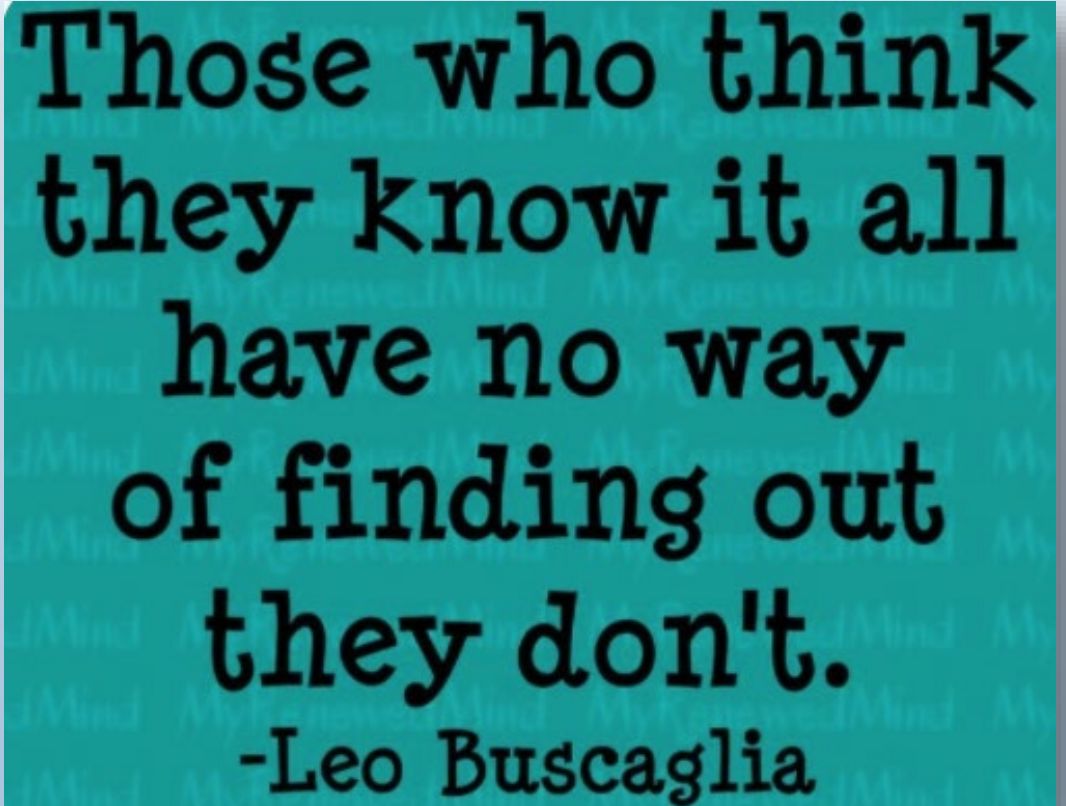
“Listening takes time – that most precious of commodities. If you don’t invest the time, others won’t tell you what needs to be said.”
~Gary Burnison

The Listening Mindset

To listen to others, we must connect with them first. That means being a model of authenticity and humility to level the field between you.

Humility elevates listening. If you believe that you already know what's best, then you're just pretending to listen – and that wastes everyone's time.

The difference between hearing and listening is **understanding**.



Those who think
they know it all
have no way
of finding out
they don't.
-Leo Buscaglia

Listen Outside-In

Educators need to be clued into their most important constituents – students.

Outside-in means looking at mega-trends (e.g., virtual engagement, online learning) as well as their students' perspective:

- What are they hearing and experiencing?
- How do they view our college?
- How is their college experience expected to be disrupted?
- What are their needs, current and projected?



Listen Inside-Out

Listening “inside-out” means putting yourself in the shoes of students.

- How are they feeling?
- What is on their minds?
- What problems do they see and what ideas do they have for solving them?

Marry these two perspectives to anticipate, navigate, and communicate.



The Self-reflective Listener

Rely on self-reflection and self-awareness to establish a feedback loop with yourself.

At the end of the day, ask yourself, “Did I listen more or talk more?”

- Listen and show interest.
- Avoid jumping to conclusions and letting anger get the best of you.
- Apologize when you are responsible for bad behavior.



Student Survey Results

Student Survey



- The general student survey was designed to help determine how students are doing during this time and to continue to identify opportunities to support them while remote.
- 3,739 students responded. More than 150 students also requested additional assistance from the College which has been offered.



Silver Linings

SKILL #5: LEARN

Apply learning to “know what to do when don’t know what to do.”

Learn Always

There's nothing like a crisis or a complex problem to accelerate learning.

These are the times in which we need to be hyper-focused on past experiences and integrate them to real-time conditions as a starting point for tomorrow.

It's hard to find clarity when we're knee deep in crisis. The best source of clarity is finding a close comparison. How does the pandemic compare with historic events such as the Great Depression, the financial crisis, the 1994 Northridge earthquake, or the recent wildfires?

We can gain perspective when we compare the “unknown” of what we're currently facing against the “known” of previous crises. We can identify patterns to connect the dots.



Learn Daily

People who will be far more likely to accelerate through the crisis curve are the ones who:

- Deal well with ambiguity and complexity
- Move beyond the status quo and focus on reimagining
- Reflect and are insightful
- Embrace new things and different approaches
- Assume accountability an ultimate responsibility when thing do not turn out as planned.



Be Wildly Curious

Learning-agile people are engaged with the world around them. Insatiably curious, they:

- Don't just default to the “same old” in experiences or in problem solving.
- Go beyond the status quo of tactics that worked in the past.
- Are willing to go against the grain of what they know how to do and prefer to do.
- Constantly seek to get better and to learn new skills and ways of behaving.
- Eagerly apply fresh approaches, ideas, and solutions.



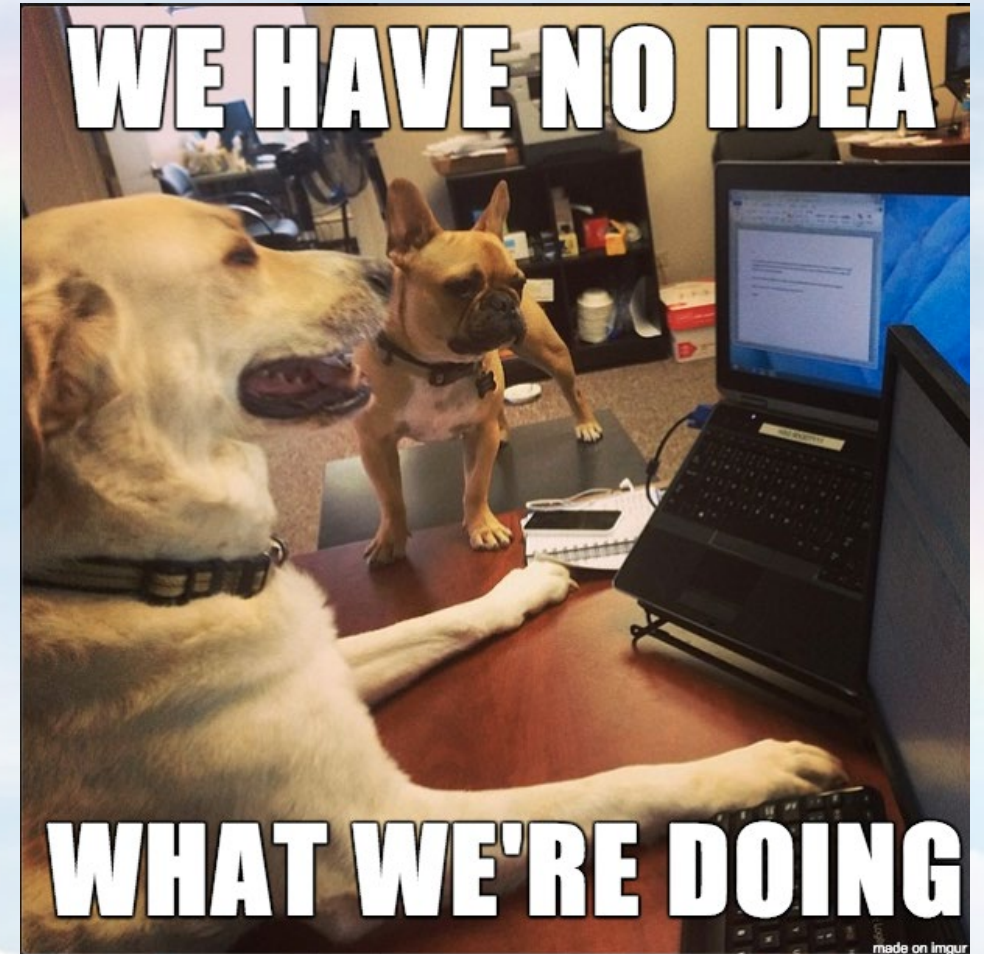
Accept the Imperfect

It's tempting to pursue perfection. In crisis, there's not time to wait for all the information to make a decision or to take action.

The best any of us can hope for is a decision that's a good decision until it isn't anymore.

It's far better to have a strategy that is 75% perfect but 100% executable than a strategy that is 100% perfect by only 75% executable.

Practice being imperfect and see how much you learn outside your comfort zone.



It's Not Failure, It's Learning

As Thomas Edison famously said, “I have not failed 10,000 times. I have successfully found 10,000 ways that will not work.”

This quote is the mantra for the new normal – uncovering what doesn't work and discovering what will.

Many creative ideas never make it to market. Nonetheless, the experience of trying them out yields invaluable lessons and helps reinforce a learning culture.

Learning comes from failures and wins.



Learning Helps to Avoid the Inevitable

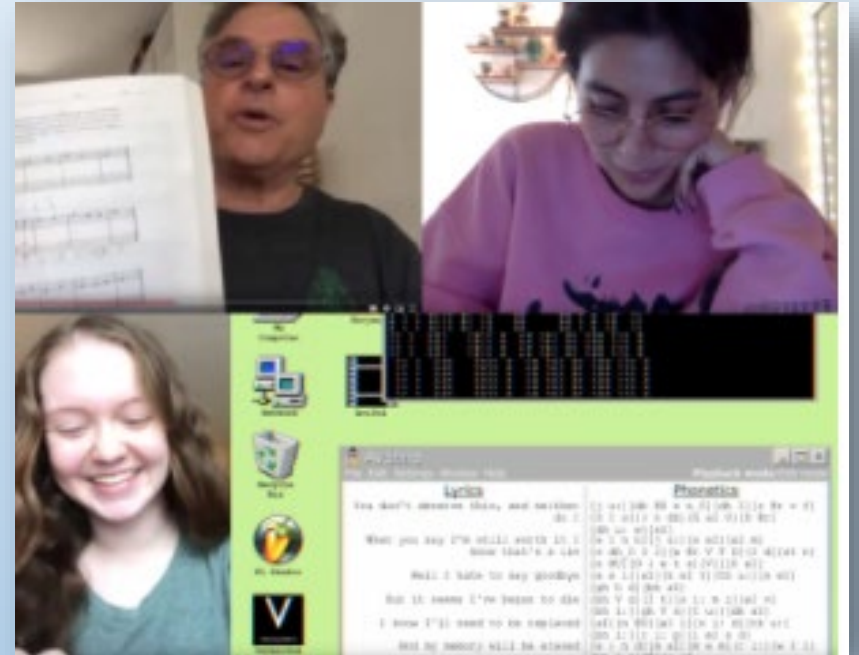
The more we experiment, the more we learn.

We discover what did not work, what did work, and what could have worked better.

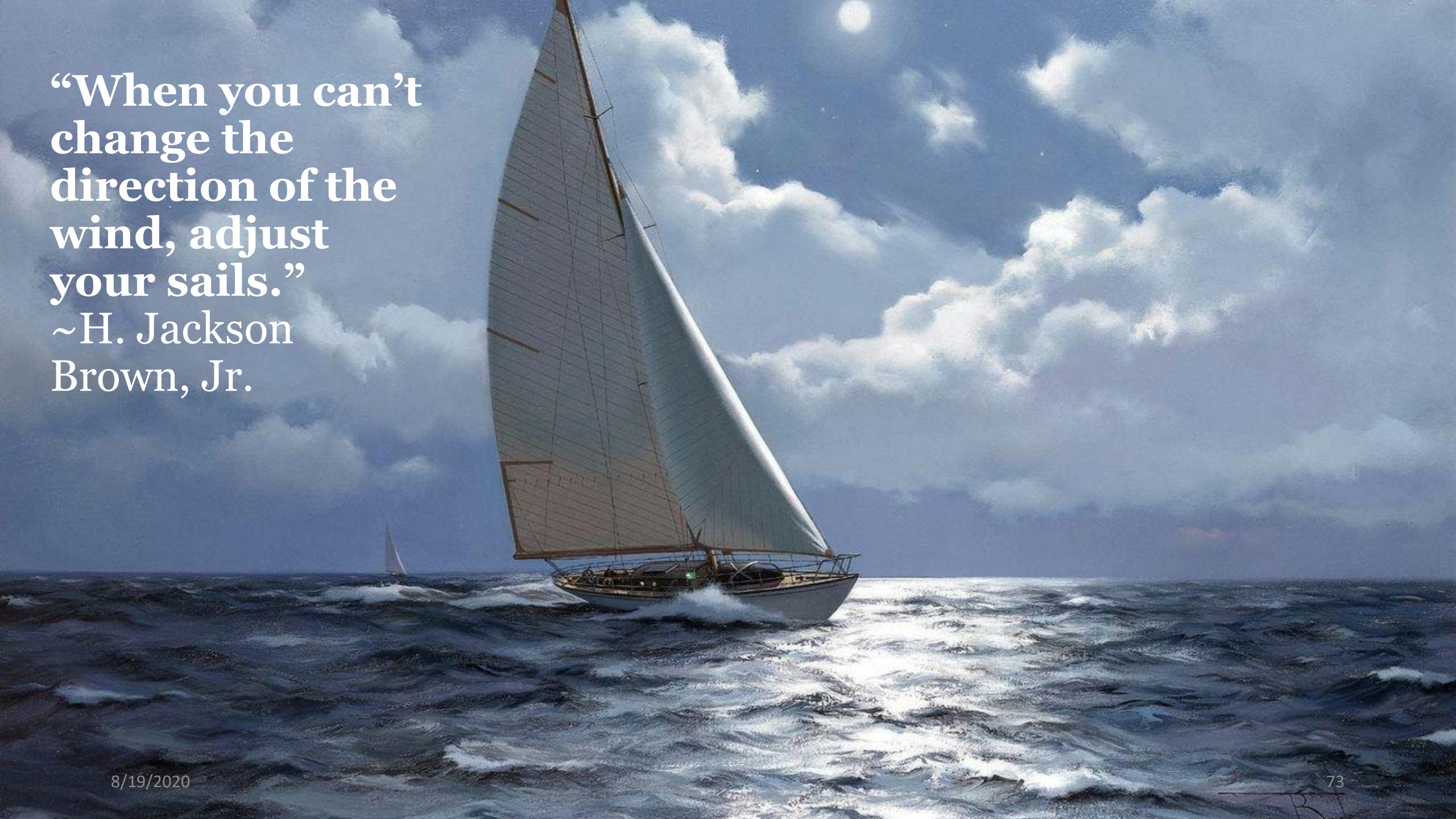
The data and feedback we receive will only be as useful as our ability to measure.

Measuring helps us avoid the inevitable while simply allowing the future to determine itself. That is far too risky in this time of crisis.

Measuring ensures that you are continuously learning and consciously shaping tomorrow.



**“When you can’t
change the
direction of the
wind, adjust
your sails.”**
~H. Jackson
Brown, Jr.



SKILL #6: LEAD



Empowering others in a culture that is more agile and innovative than ever before.

Acknowledging Fear

When people face fear, the natural inclination is to be paralyzed. They “turtle up”, unable to move.

In the face of crisis, people are frightened and in those moments, their fear is all they can understand.

Leadership, particularly in times of crisis, means meeting people where they are. Acknowledging their fears must come first, before collective genius can “bubble up”.

At the same time, people truly need hope, the assurance that **“everything will be okay”**



Encouraging Others to Face Challenges

In times of uncertainty, leaders:

- Encourage others to face challenges; step out of their comfort zones; and to take risks.
- Coach them and help them to create visions for their futures.
- Guide them through what success will look like and how it will feel once they have achieved their goals.



Leaders know that the more people see, the more they can be.

Enabling Others to Exceed their Potential

Leaders enable people and organizations to exceed their potential – to be more than they thought possible.

It takes opportunities for people to exceed their potential. As a leader, it's your job to cultivate and provide those opportunities.

As we accelerate through the crisis curve, there will most likely be abundant opportunities. Most likely, they will involve change.



Inspiring Others to Believe

“First, Last, and Always – Leadership is inspiring others to believe, then enabling that belief to become a reality.” ~Gary Burnison

In challenging times, it's the leaders job to see what others cannot. By their words and actions, leaders paint a picture of what others cannot yet envision. These message give hope and instill courage. Indeed, everything will be OK.



There's No Such Thing as a Gray Day


As the leader, you cannot afford to all of your “gray days” to show.

If you do, others’ perceptions of what you’re thinking or feeling will become their reality. However, do allow yourself to be a little vulnerable.

In a world in which so much has to be reimagined, nobody has all the answers. This is not the time for individual heroism. It’s all about the team – and you need to surround yourself with talented people.

Stay focused on those who matter most: students, faculty and staff.



A man in a blue suit is walking a tightrope that extends from a large, dense, black scribble on the left side of the image. The man is seen from behind, with his arms outstretched for balance. The background is a plain, light gray.

**In the midst
of chaos,
there is also
opportunity.**

- Sun-Tzu -

Unmasking Opportunities



Opportunity Comes in the Midst of Adversity

“Great opportunity is where you are.” ~ John Mason

Many times during times of crisis, we just want to get out of the current situation and don't take the time to recognize and take advantage of opportunities that may present themselves.

- Opportunity often comes as problem. If you are focused on problems, then you will not recognize opportunity.
- Could it be that the problem you're complaining about is an opportunity in disguise?
- Opportunities come when we see ourselves as problem solvers.



Unmasking Opportunities

In crisis, there is often opportunity, and the trifecta of a global pandemic, economic volatility, and systemic racial injustice has forced us to quickly and creatively find opportunities for positive impact:

- Transitioned from classroom instruction to remote/online learning
- Converted in-person student services to remote delivery
- Launched a laptop lending program for students
- Modified the PAC and West PE Gym to meet specific needs of training Sheriff's Academy cadets
- Worked directly with CCCCO and BRN to push for emergency condition exemptions to enable our nursing students to graduate
- Hosted virtual commencement and related events to celebrate our students' success
- Launched Zoom Chancellor's Circle events for business partners
- Set up a Student Emergency Assistance Fund to support students in need
- Made COVID-19 drive-through testing available to the public in the Valencia campus parking structure.
- Held Employee Town Hall on Anti-Racism
- Prepared spaces for in-person training and instruction for essential workforce for required activities that cannot be accomplished through virtual learning.

Opportunity Comes When We Prepare

“Doing the best at this moment puts you in the best place for the next moment.” ~Oprah Winfrey

Preparation is vital to being able to take advantage of opportunity. If we are not prepared, we will not be able to recognize opportunity.

Though optimism is a tall order in difficult times, we can become more resilient if we take advantage of the learning opportunities presented by our current challenges.

We aren't going to press a button after we are on the other side of the pandemic, whenever it is, and just pop back to normal. Right now, we need to look ahead to the future and think about how we can prepare to reopen. We have to learn from the virus, the economic crisis, and systemic racial inequalities.

Start preparing today for tomorrow's opportunities.

Opportunity Comes When We Work as a Team

Certain unique opportunities can be achieved only when you work as a team.

Working as a team means being able to recognize differences, and appreciate diversity, strengths, and unique talents – which end up bringing much better results.

Each of us have different skills, levels of experience, knowledge, and perspectives. When we work as a team, we learn from each other and discover new ways of doing things.

None of us is as smart as all of us. But, collectively we can share knowledge, ideas, information, and suggestions that lead us to solutions.



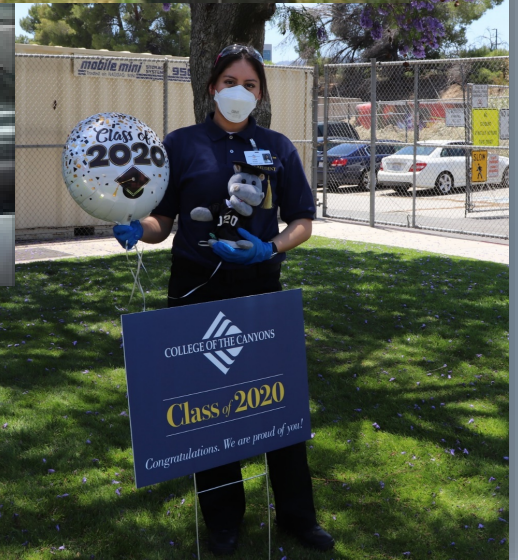
Opportunity Comes by Believing We Have a Better Tomorrow

To take advantage of opportunities, we have to believe in a better tomorrow. We need to envision a better tomorrow.

Our world has been turned upside down and we are challenged in ways we never imagined.

In times of crisis, people may lose hope for a better tomorrow. due to loss, repeated disappointments, and unmet expectations.

We must try to let go so we can press forward.



Unmasking Opportunities

<https://youtu.be/tVG6TY2hkog>

