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- Listen to feedback towards yourself, and how others are feeling about themselves.
- Focus on specific situations and circumstances.
- Listen with humility, not needing to or pretending to have all the answers.

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CEO/COO
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- Don't celebrate victories too hard, or it is very challenging not to mourn defeats.
- Take both success and failure in stride and focus on what is next!

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Director of Operations
Natural History Museum of Utah



- Do your homework: get as much info as possible (web site, strategic plan, etc) and prepare LOTS of questions (even during the interview).
- Block time at the end of the day / end of the week to process the notes you have taken, reflect, list questions.
- Find quick and easy wins. There are a lot of small things people have been waiting for for a long time.
 - Use the "Getting Things Done" framework: if it takes less than 2 minutes, do it now. Reserve time at the end of the each week for the "Next Actions"
- Say "I don't know yet, but I'll find out" early and often.
- Have regular check-ins with team and other leaders (ask questions; "how can I support you?") for routine, accountability, visibility.
- Normalize learning. Have everyone, including you, share something they learned in the past week.

Rayanne Darensbourg rdarensbourg@cmhouston.org

Chief Executive Officer

Children's Museum Houston



- Activate a professional development program that offers accessible, meaningful opportunities for growth and learning that directly support staff needs, aspirations, and our organization's broader mission.
- Determine early on what benefits would be most meaningful to the team and make them happen. Your earliest days are the best time to implement these type of win-wins.
- Spend time in the shoes of various museum roles, build the culture you desire by being accessible.
- Activate a Distributive Model that allows everyone to contribute and be heard to determine pathways for success
- Use frameworks that are familiar to build on the successes of the organization.
- Humble yourself. The team knows more than you – believe it and proceed that way.
- Put your listening tour together & be introduced by people of trust.
- Intentionally seek experts who have different skill sets from you.

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- A leader should strive to make their team members feel welcome and valued by practicing genuine kindness, empathy, and gratitude in every interaction. This might look like asking how their team members are doing in their personal life. It means being there to support them with the work they are doing. It's setting a standard and being an example for your team. It's often listening more than speaking.

Community poll: How do YOU cope with discomfort?

- 3 toxicities: blame, credit, and fear
- “Work is love made visible.” -Khalil Gibran
- Just embrace it! Overcoming discomfort is strength. Know that with overcoming discomfort will persevere strength on the other side!
- “It doesn’t matter how ambitious you are, it’s the excellence with which you execute.”
- “Humility is the new smart” 🏆
- Ask myself...Will this matter in two weeks?
- Lean into it. The bigger the discomfort the bigger the growth. You don’t have to move the entire length of discomfort. Go halfway through collaboration and honesty. Still huge growth.
- Remembering that this discomfort is temporary, it will pass
- How do deal with divisiveness within your own organization?
- I try to embrace it but also consider what it causing it. Typically, it is brought on by change so I remind myself that change brings on new challenges. Change keeps work interesting.
- Talk about it with my supervisor who I feel comfortable being vulnerable with and asking for support, feedback, solutions, different perspectives
- Tequila!
- Reflect and talk it out with mentors or leaders around me
- I try to find a solution. Often times I marinate in the discomfort before the resolve... or I step away to clear my head.
- Deep breaths. Ask for advice and support. Thank those who provide support.
- Stress eating - trying to exercise and get out in nature
- I try to think about why I'm feeling this way and give myself some grace. Sometimes acknowledging it is all that's needed. Talking to myself in the third person ("It's objectively understandable that you feel uncomfortable.").
- Hype myself up. Remind myself i am smart and capable. Also asking for help!
- Take time to sit with it and reflect. Then keep moving forward and embrace some of that discomfort and transform it into growth and change.
- I keep trying to learn more about the source of the discomfort to overcome it. A defense mechanism of humor helps too
- Remember that YOU ARE NOT ALONE in navigating your work...use the support structure of your organization to help set you up for success!
- Venting to my boss, 15 minute power walks, and Nicorette
- Reflection is important. I have found journaling and embracing some ideas of Stoicism have grounded me a lot recently.
- Be vulnerable and ask for help
- Sit with it, and eat snacks.
- I try to sit with it and determine why before reacting. Then talk with a mentor or someone I trust.

- Share your discomfort as it happens, rather than trying to figure it out yourself.
- I treat it like the drop in a roller coaster ride - terrifying and exhilarating, but time-bound. I try to see it coming and then visualize when it will end.
- Try to understand what part of it bothers me. Is it personal or something that affects me and my team. Think on it and try to act
- I try to avoid it so it doesn't feel like a setback.
- Make a lot of jokes and ask people for help
- I TRY to embrace it and see it as a learning opportunity
- Journaling, yoga, and water
- Honestly, right now, finding someone I could speak to about it at the non-profit I work at - journaling usually helps too
- I try to lean into it. Usually when I do that, I come out feeling stronger on the other end.
- Sit in it, let myself understand what's really happening and try not to rush to fix it. Try to understand the opportunity.
- I pretend like the discomfort doesn't exist. Fake it until you make it.