



RESILIENT LEADERSHIP: LEADING WITH CALM, CLARITY AND CONVICTION IN ANXIOUS TIMES

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OVERVIEW OF TODAY'S CONVERSATION

- Resilience – What is it? Why does it matter?
- Core Practices – How can I become a more resilient leader?
- What next? Field work in resilience

RESILIENCE

A psychological term referring to the ability of an individual to cope successfully with adversity – to survive and thrive.

Research connects resilience to a portfolio of behaviors

- Self-regulation, perseverance, “grit”
- Interpersonal relationships
- Meaning making

RESILIENT LEADERSHIP – WHAT IS IT?

Resilient leadership is a new way of SEEING, THINKING, and LEADING that helps leaders navigate the hidden dynamics of organizations more effectively

Resilient Leaders are able to:

- Lead with calm, clarity, and conviction in the midst of anxiety provoked by increasing complexity and accelerating change.
- Lead from Strength. They know how to care for themselves emotionally, spiritually, and physically and can sustain their leadership efforts over time.

FOR DISCUSSION:

- Think about an example of a resilient leader in your experience or in the public eye.
- What were the circumstances?
- How did the leader impact others?
- What did you notice about the leader?

SYSTEMS THINKER: COACHING QUESTIONS

1. In what areas or situations are you most able to “be on the balcony”? How does it influence your leadership? What impact does it have on the team?
2. In what areas do you struggle to “be on the balcony”? How does it influence your leadership? What impact does it have on the team?
3. What are 1-2 areas do you want to focus on to improve your ability to be a “systems thinker”?

STEP DOWN PERFORMER: COACHING QUESTIONS

1. In what areas or situations do you find it easiest to be a “step down performer” for your team? What situations are most challenging for you?
2. What words would you use to describe the quality of your presence in the last couple of weeks, as felt by your employees or other key stakeholders? Distracted? Energized? Anxious? Enthused?
3. What words describe the quality of your presence at home, as felt by your family and friends?

HOW DOES A STEP DOWN PERFORMER COMMUNICATE?

- Quick to observe, listen and be curious rather than react
- Uses playfulness to lessen tension in self and others, don't take self too seriously
- Asks questions, reframes issues
- Invites the group to step back and see the bigger picture
- Focus on facts rather than assumptions, judgments, gossip
- Brings focus by communicating and regularly clarifying roles, goals and priorities

“UNLESS WE ARE REMINDED REGULARLY TO BE DELIBERATE ABOUT OUR PRACTICE OF RESILIENT LEADERSHIP, WE ALL TOO EASILY REVERT TO INHERITED PATTERNS THAT MAY OR MAY NOT SERVE OUR GROWTH AND HEALTHY FUNCTIONING OF THE SYSTEMS WE LEAD”

- BOB DUGGAN