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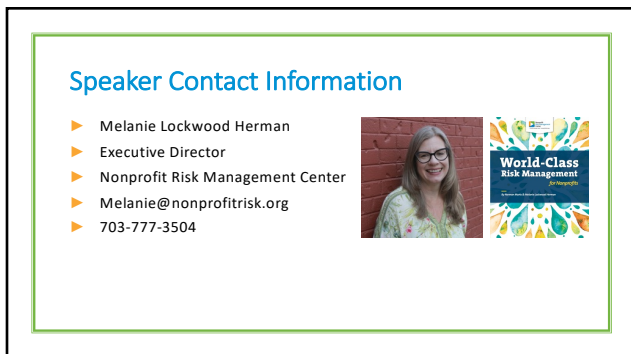
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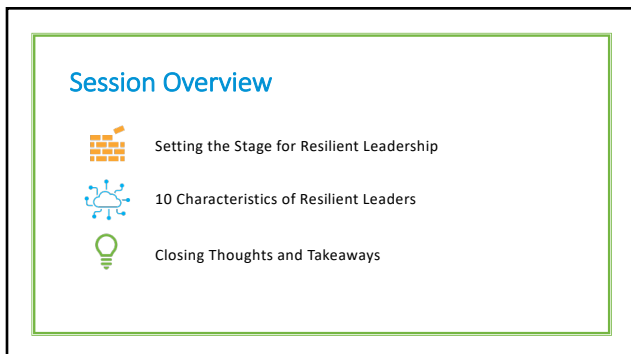
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### Setting the Stage for Resilient Leadership

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### Unpacking the Resilient Leader's Role

Resilient leaders:

- Envision
- Guide
- Motivate
- Engage
- Re-think

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### It's a Balancing Act!

Being a resilient leader means learning to walk a delicate tightrope between:

- Bold action and daring decisions to advance your mission
- Having the discipline to pause before acting or making decisions



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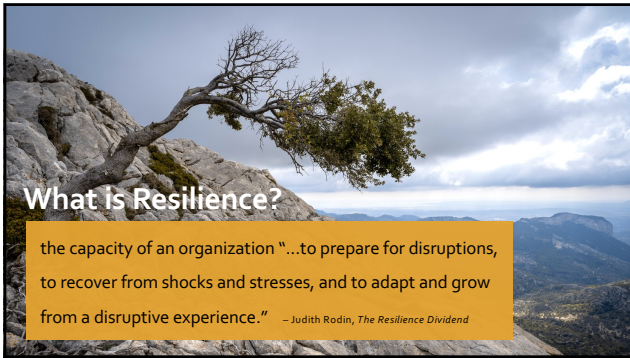
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**What is Resilience?**

the capacity of an organization "...to prepare for disruptions, to recover from shocks and stresses, and to adapt and grow from a disruptive experience." — Judith Rodin, *The Resilience Dividend*

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### Risk + Resilience: Strange Bedfellows



**Risk management:** traditionally viewed as a discipline that helps us avoid or minimize downside risks



**Resilience:** the capacity of an organization "...to prepare for disruptions, to recover from shocks and stresses, and to adapt and grow from a disruptive experience."

— Judith Rodin

**Avoid harm vs. Grow and thrive**

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**10 Characteristics of Resilient Leaders**

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### 1. Curious learner

- What are you doing this week to grow what you know?
- What are you doing to cultivate curiosity and support the learning of others?

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**We have so much to learn!**

“You can’t show what you don’t know.”

- Jason Reynolds, “How Can We Connect With Kids Through the Written Word?” TED Radio Hour, NPR, September 17, 2021, [www.npr.org/transcripts/1037940032](http://www.npr.org/transcripts/1037940032)

Embrace the learn, teach, and grow cycle!

- “Everything I know about risk management I learned by teaching risk management,” RISK eNews, <https://nonprofitrisk.org/resources/e-news/everything-i-know-about-risk-management-i-learned-by-teaching-risk-management/>



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### 2. Chooses doubt over convictions

“We favor the comfort of conviction over the discomfort of doubt, and we let our beliefs get brittle long before our bones.”

—Adam Grant, *Think Again*

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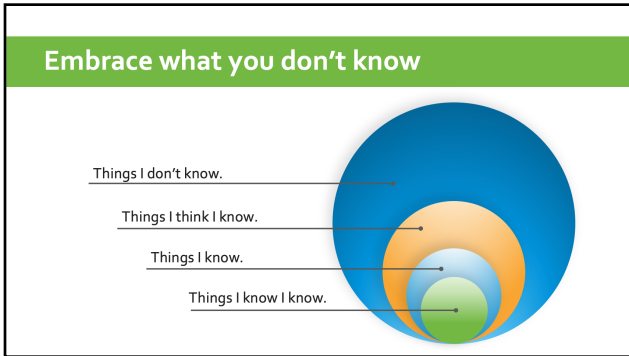
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### Questions to inspire your future focus

- Two years from now, where do we want to be?
- What 5 factors will shape this future?
- What bold risks must we embrace today to get there?



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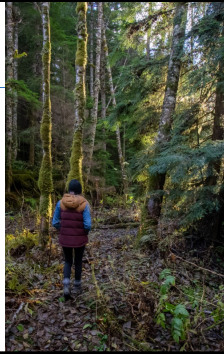
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#### 4. Celebrates progress

"Research has shown that of all forms of human motivation the most effective one is progress. Why? Because a small, concrete win creates momentum and affirms our faith in our further success."

— Greg McKeown, *Essentialism*



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#### 5. Prioritizes community benefit

"Underneath these changes, coming of age in a worldwide crisis has the potential to mature a generation with a renewed appreciation for community, cooperation, and sacrifice—a generation that believes empathy is not weakness, and wealth isn't virtue."

— Scott Galloway, *Post Corona: From Crisis to Opportunity*



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#### 6. Rational optimist

"Rational optimism means taking a realistic assessment of the present moment. It means maintaining the belief that you can put one foot in front of the other, take action, and overcome a challenge or reach a goal."

"This is what optimists can teach you about dealing with stress," by Michelle Gielan, *Fast Company*



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### Questions to inspire an optimistic frame

- What is the development, new program, or 'big idea' you're MOST excited about this year?
- How will that work? How might that turn out even better than your wildest dreams? What can we do now to create a runway for a smooth takeoff and big success?
- What were some of the biggest "ah-ha" moments from the work we did last year? How can we leverage those learnings this year?
- What's something you used to worry about here but no longer do. Why?

"How to Adopt an Optimistic Risk Frame," [www.nonprofitrisk.org](http://www.nonprofitrisk.org)

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### 7. Obsessively transparent

- Transparency tops the list of things employees care deeply about
  - Being opaque leads to misunderstandings, unmet expectations and may hasten the departure of top performers!
- Yet only 52% of workers\* believe that their boss/employer is "open and upfront with them"

SOURCE: "Employee Distrust is Pervasive in U.S. Workforce," American Psychological Association, 2014




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### Transparency: HOW and WHY

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| <p><b>HOW:</b></p> <ul style="list-style-type: none"> <li>▪ Keep your team in the loop</li> <li>▪ Share the good and the bad</li> <li>▪ Welcome honest feedback</li> </ul> | <p><b>WHY:</b></p> <ul style="list-style-type: none"> <li>▪ Trust begets trust</li> <li>▪ Hearing that you need helps inspires me to ask for help</li> </ul> |
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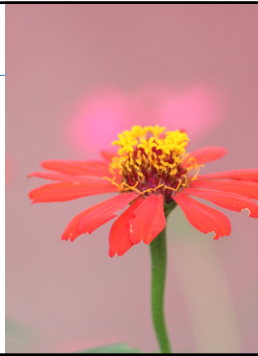
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## 8. Vulnerable

- The courage to be yourself
- "It is the ability to express and expose, in words and behavior, who we really are and what we genuinely think and feel."
  - <https://worldofwork.io/2020/01/vulnerability-in-the-workplace/>

**What "Not" to Do:**

"To carelessly offer one's unfiltered thoughts and views is not vulnerability, it is reckless and potentially offensive. Again, leaders who believe being vulnerable is about letting it all hang out and oversharing as a tactic to build team cohesion may instead create a climate of malaise. As in all things, moderation and good judgment are key."



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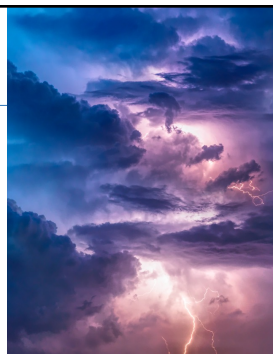
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## 9. Silver Cloud Seeking

"The pandemic has a silver lining that could rival the size of the cloud."

• Scott Galloway, *Post Corona: From Crisis to Opportunity*



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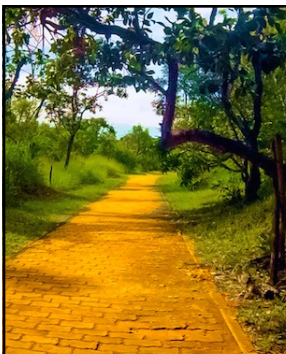
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## 10. Grateful guide

"The essence of any leadership journey is connecting with others and transporting them from one place to another—inspiring them to believe in what they can achieve."

- Gary Burnison, *Korn Ferry*



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### Maximizing these Characteristics

- Choose humility over hubris
- Mix in vulnerability
- Respond to off the wall ideas with, "Tell me more!"
- Resolve to find lessons in inevitable experience



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### Closing Thoughts and Takeaways

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### NRMC Resources



Resource	Link
Business Continuity Planning	<a href="#">Business Continuity Planning</a>
Risk Management ESSENTIAL	<a href="#">Risk Management ESSENTIAL</a>
The Future is Now: Preparing for the Unknown Crisis	<a href="#">The Future is Now: Preparing for the Unknown Crisis</a>

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**RISK eNews**

- RISK eNews – published weekly
- *Risk Management Essentials*
- Infographics
- Books
- Webinars
- Web applications
- Simple, powerful tools

[www.nonprofitrisk.org/Resources](http://www.nonprofitrisk.org/Resources)

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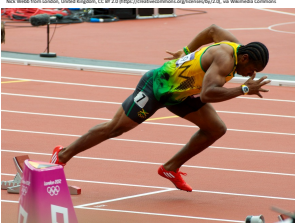
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### Teach your team to sprint

- To create a more resilient organization, lead your team through a series of sprints, rather than a marathon.
- Each sprint is “a laboratory where the team learns about the changes that are actually needed, and the new skills requirements that change brings.”



© 2011 World Athletics, London, England. CC BY 3.0 https://creativecommons.org/licenses/by/3.0/. via Wikimedia Commons

“How to Improve Resilience and Adaptability Post-Covid,” GARP, March 26, 2021, by Haydn Shaughnessy and Fin Goulding

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### Focus on solving, versus managing, problems

- Do you ‘put up with’ problems—big and small—for much longer than you need to?
- Do you know why we all do that?



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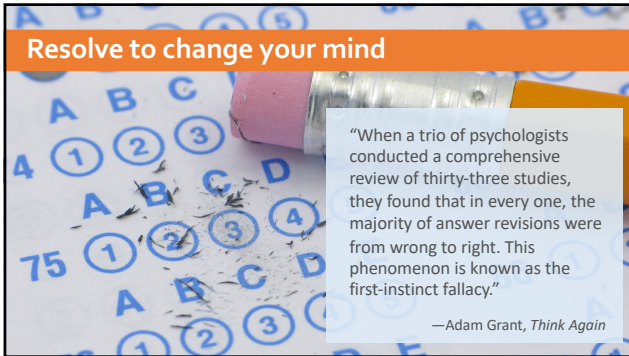
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**Resolve to change your mind**



“When a trio of psychologists conducted a comprehensive review of thirty-three studies, they found that in every one, the majority of answer revisions were from wrong to right. This phenomenon is known as the first-instinct fallacy.”

—Adam Grant, *Think Again*

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Connectivity may, indeed, be a conundrum, but it's also a collage—of purpose, shared interest, and fitting in. It requires awareness on the part of the person offering the connection—and courage for the person willing to forget it. The result is lasting, meaningful relationships, connecting us all.”

—Gary Burnison, *Korn Ferry*

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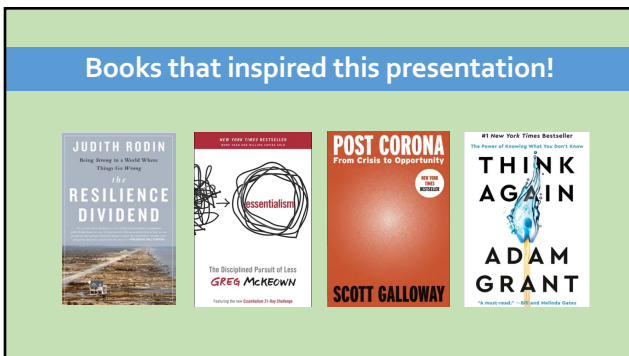
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**Books that inspired this presentation!**



JUDITH RODIN  
Being Strong in a World Where Things Go Wrong  
**RESILIENCE DIVIDEND**

NEW YORK TIMES BESTSELLER  
HOW TO LIVE BETTER  
WITH FEWER THINGS  
**essentialism**  
The Disciplined Pursuit of Less  
**GREG MCKEOWN**  
Inspiring the one Question: Is My Challenge?

**POST CORONA**  
From Crisis to Opportunity  
THE ONE BOOK YOU NEED  
**SCOTT GALLOWAY**

#1 New York Times Bestseller  
The Power of Creating What You Don't Know  
**THINK AGAIN**  
ADAM GRANT  
“A must-read.” —*Bill and Melinda Gates*

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Thank you!



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Find the answer here | nonprofitrisk.org

**Melanie Lockwood Herman**  
703.777.3504 | [Melanie@nonprofitrisk.org](mailto:Melanie@nonprofitrisk.org)

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