

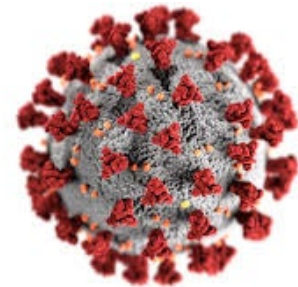
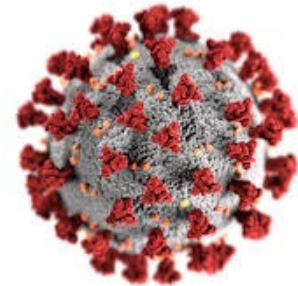
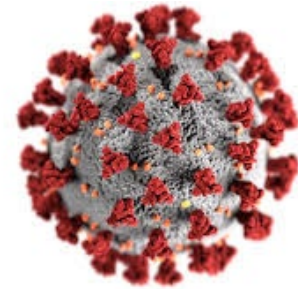
Building Resilience in Uncertain Times

VBA

10/9/2020

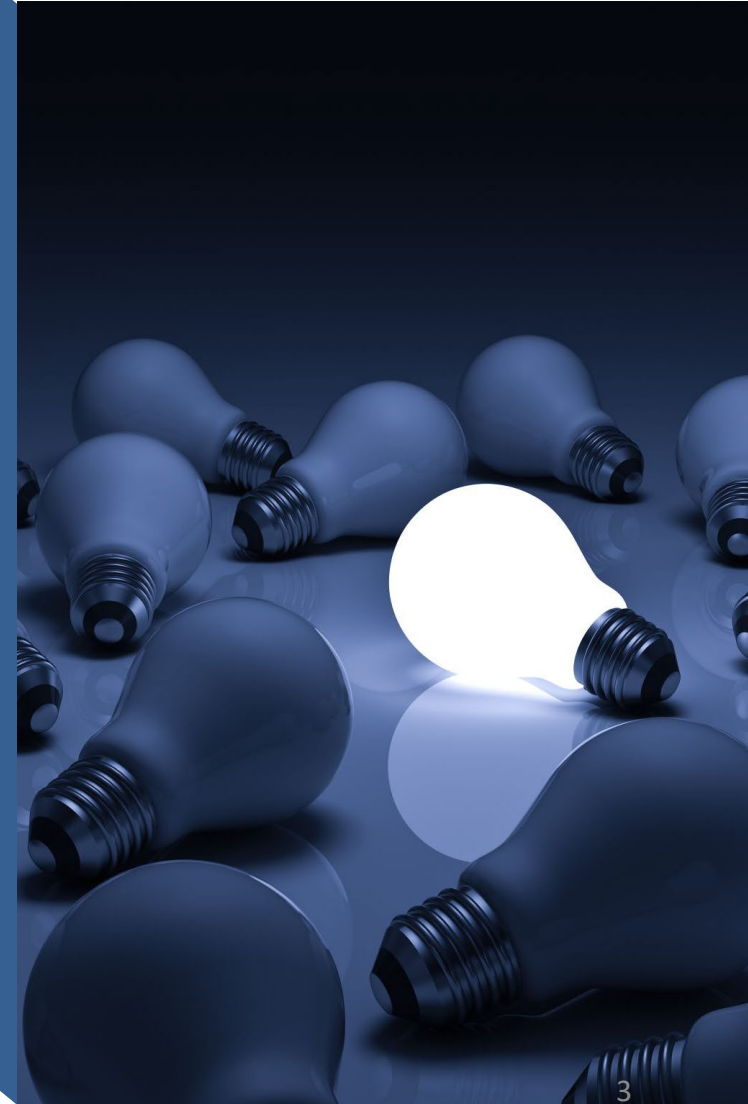
VUCA

- **Volatility** - challenges can appear overnight and be of unknown duration and intensity
- **Uncertainty** – forced to operate with incomplete information in unpredictable environments
- **Complexity** - challenges are highly interdependent, difficult to map, there are unknown unknowns
- **Ambiguity** – multiple meanings in circulation, decision speed and confidence compromised



Lessons from Hardship

- Compassion and Sensitivity
- Self-Knowledge and Perspective
- Limits of Control
- Flexibility



Keys to Learning from Hardship

- Acknowledge the pain.
- Talk about the experience
- Revisit the highs and lows
- Accept responsibility and accountability
- Seize mistakes and failures as learning opportunities
- Apply lessons learned





Question

What have you learned during the recent uncertain times?

Resilience

“The *capacity* of a system, enterprise, or individual to *maintain* core purpose and integrity in the face of dramatically *changed circumstances*.”

- *From the book, Resilience: Why Things Bounce Back (Zolli & Healy, 2012).*

Increasing Individual Capacity for Change - Resilience

Source: Center for Creative Leadership, 2020



Resilience: Telework Challenges

Source: Center for Creative
Leadership, 2020



Resilience: Telework Challenges



Decreased boundaries between work and home “spaces”

Physical disconnect from coworkers and colleagues

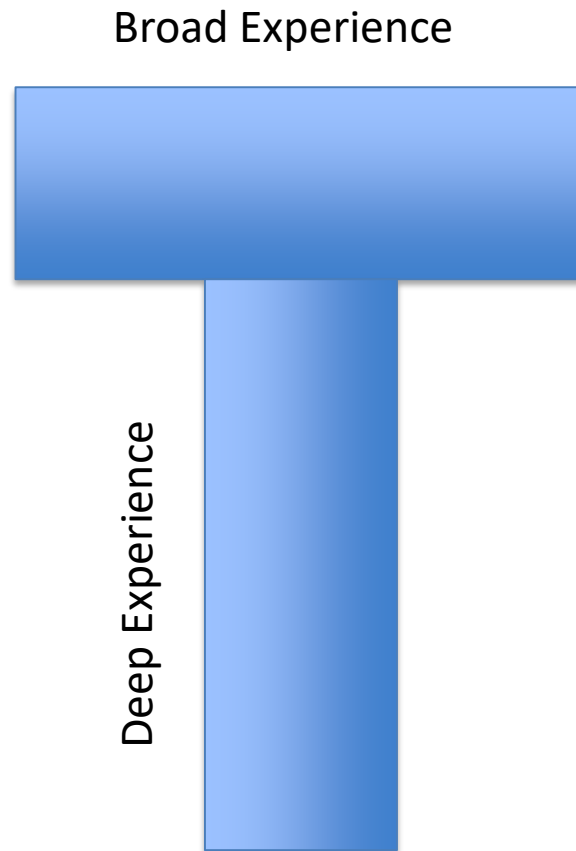
Less participation in in-person activities (social gatherings, meals, etc.)

Greater reliance on technology to stay connected

Source:
Center for
Creative
Leadership



The Future is T-Shaped



Source: Center for Creative Leadership

3 Characteristics of Hardiness



Albert Ellis ABC's

Adversity-Belief-Consequence

- A – What's the activating event?
- B – What belief may be influencing your thoughts/actions
- C – What are the short & long-term consequences? What patterns might emerge for you?

Reflection

Think about an experience you've had...

...that has had an important effect on how you lead.



Action Steps

- What are next steps for you to build your resilience?
- What might attempt to get in your way?
- How will you overcome what gets in your way?

