

Resilience – A Focal Point for Leadership in Uncertain Times

A group of mountaineers in colorful gear are climbing a steep, snow-covered mountain peak. The sky is a clear, deep blue. The climbers are positioned along a path on the snow, with their shadows cast long on the surface. The overall scene conveys a sense of challenge and perseverance.

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Resilience – a secret of sustained high performance revealed

Resilience

- Ability to bounce back from adversity
- Ability to grow from challenges

There is some degree of heredibility

But resilience is mostly about psycho-social aspects

Resilience can be learned & developed

Masten, A. S., & Reed, M. G. J. (2002). *Resilience in development*; Coutu, D. L. (2002). *How resilience works*.



Boost Resilience

Reflect

Look inward and make your
mind an ally

Relate

Foster Relationships

Renew

Nourish Mind and Body

Realize

Search for Meaning

Choose to wonder over worry

Most people worry when facing challenging situations

Negativity Bias: **60.000** thoughts/day; 95% repetitions, 80% negative

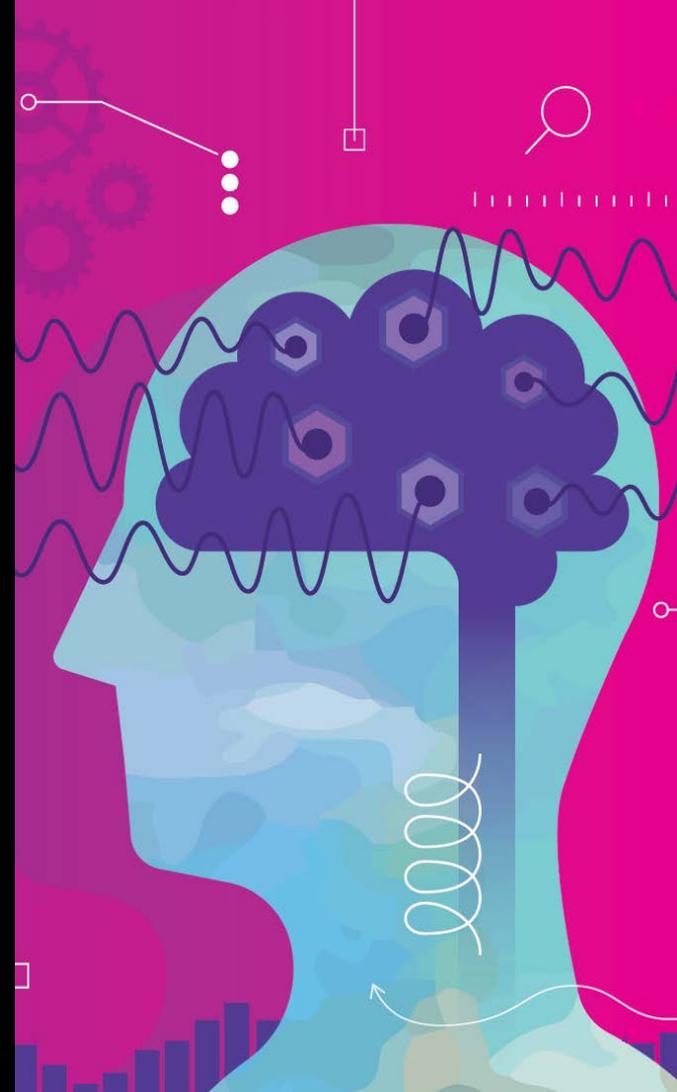
Mental Agility creates real time resilience

- Pause, step back
- Pay attention to physical cues that signal stress
- Practice mindfulness → more flexible response
- Notice your emotions to minimize their hold on you
- Get curious about challenging situations

What do I know exactly? What assumptions am I making?

What additional info do I need? What options do I have?

- This allows for reframing and purposeful action



It's about recharging, not enduring

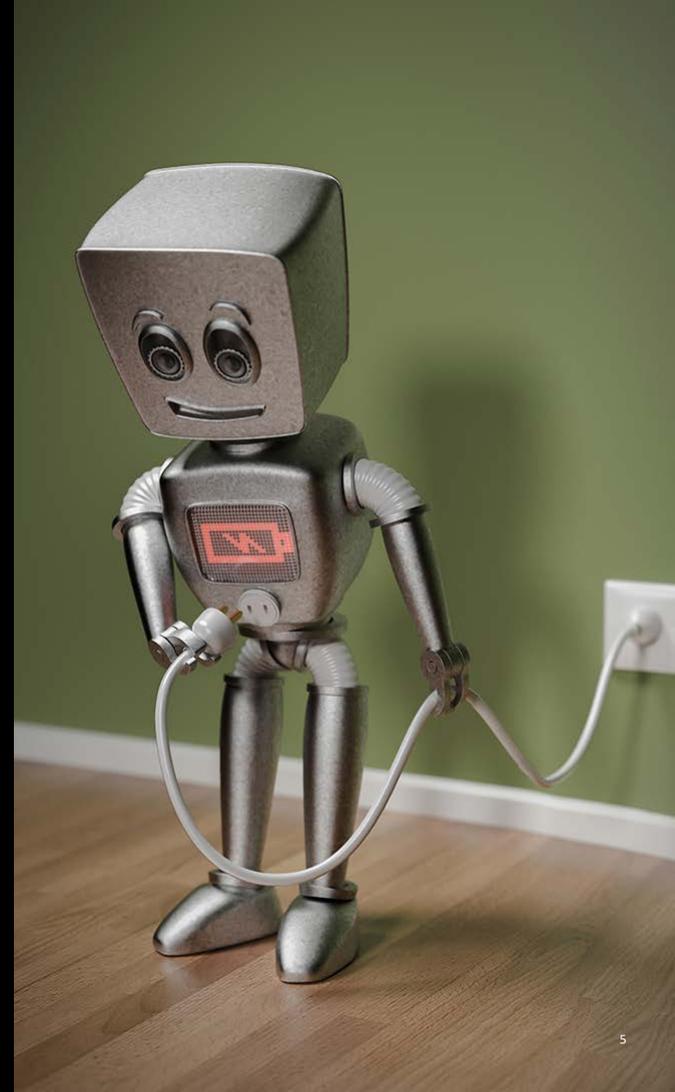
Burnout mindset: The longer we tough it out, the tougher we are, and the more successful we will be.

Research: Direct correlation between lack of recovery and increase of health & safety problems

Key to resilience - trying really hard, stopping, recovering and then trying again

Brains need breaks from high mental arousal states

Strategically schedule tech free zones: Average person turns on their phone 150 x/day. Blankson (Yale Bus. School)



Realizing meaning → significant performance improvement

> 50% employees say their work is about half as meaningful as it could be

Leadership can make a huge difference

Study: Fundraising team for university development project

3 groups:

Group A met the benefitting students for 10 min

Group B received letter from a student and discussed it during 10 minutes

Group C did not be in contact with the benefitting students

Result: Group A spent 141 % more time to find donors & raised 171 % more money

“Houston, we have a problem” The 4 things resilient teams do

Believe they can effectively complete tasks together

Share a common mental model of teamwork

Know what needs to be done and how roles fit into big picture

Able to improvise

Are intimately familiar with knowledge, skills and abilities → able to draw upon right expertise at right time

Trust one another and feel safe

Leads to greater diversity of perspectives

Kirkman et al (2019). HBR





Thank
you!