

ADDING RESILIENCE TO YOUR LEADERSHIP TOOLKIT

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The Double-Bind of Adversity

Hardships and difficulties the likes of which you have not encountered before

- Magnitude
- Complexity
- Frequency
- Quantity



Those you are leading turn to you when they encounter hardships and difficulties the likes of which they have not encountered before

Agenda

3 Faces of Adversity

How Adversity Shows Up

- in our lives
- human psychology

3 Tools for Building Resilience

The First Face of Adversity

Contemporary Business Context

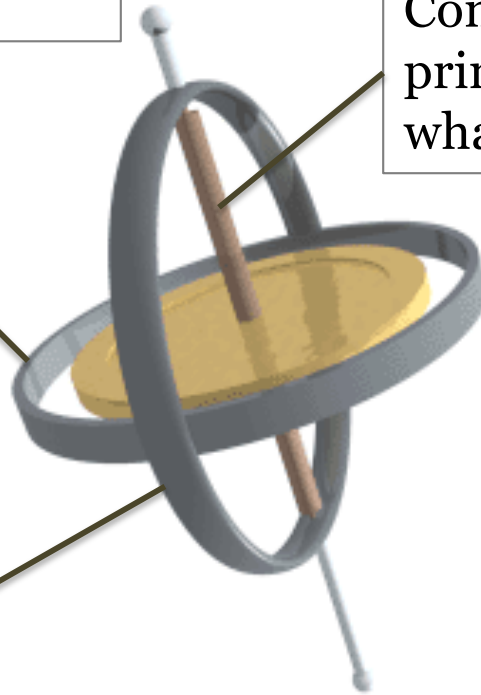
The Leadership Challenge

Stakeholder Pluralism:

Expanding set of constituencies with divergent expectations and different time horizons

Organizational Integrity:

Consistency with self-generated principles & values – who we are, what we do, and what we stand for



Contextual Complexity:

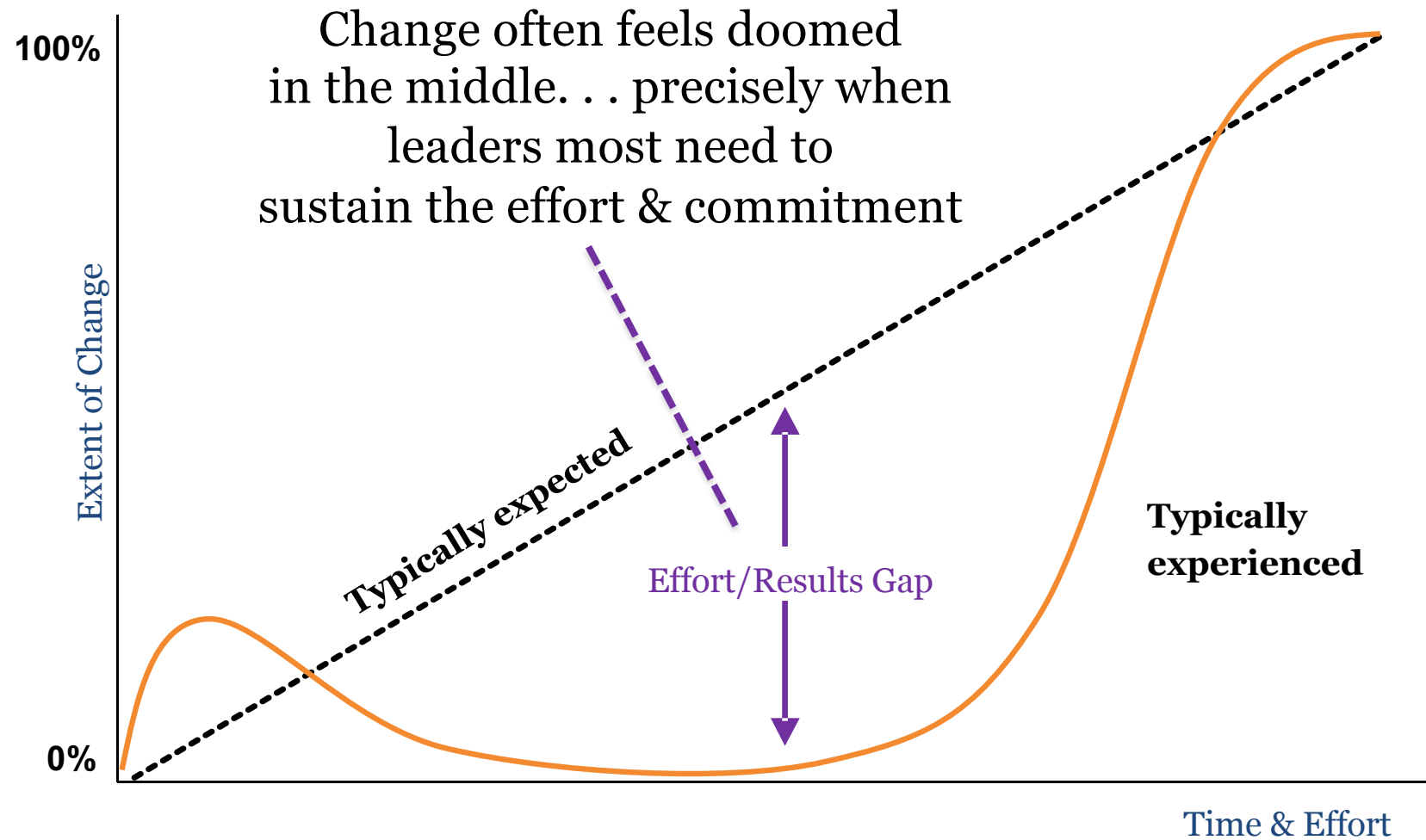
Shifting, expanding, and intensifying market demands, technological changes, and regulatory pressures

Which of the 3 is
the most
difficult you now
face?

The Second Face of Adversity

Asymmetry of Effort and Payoff

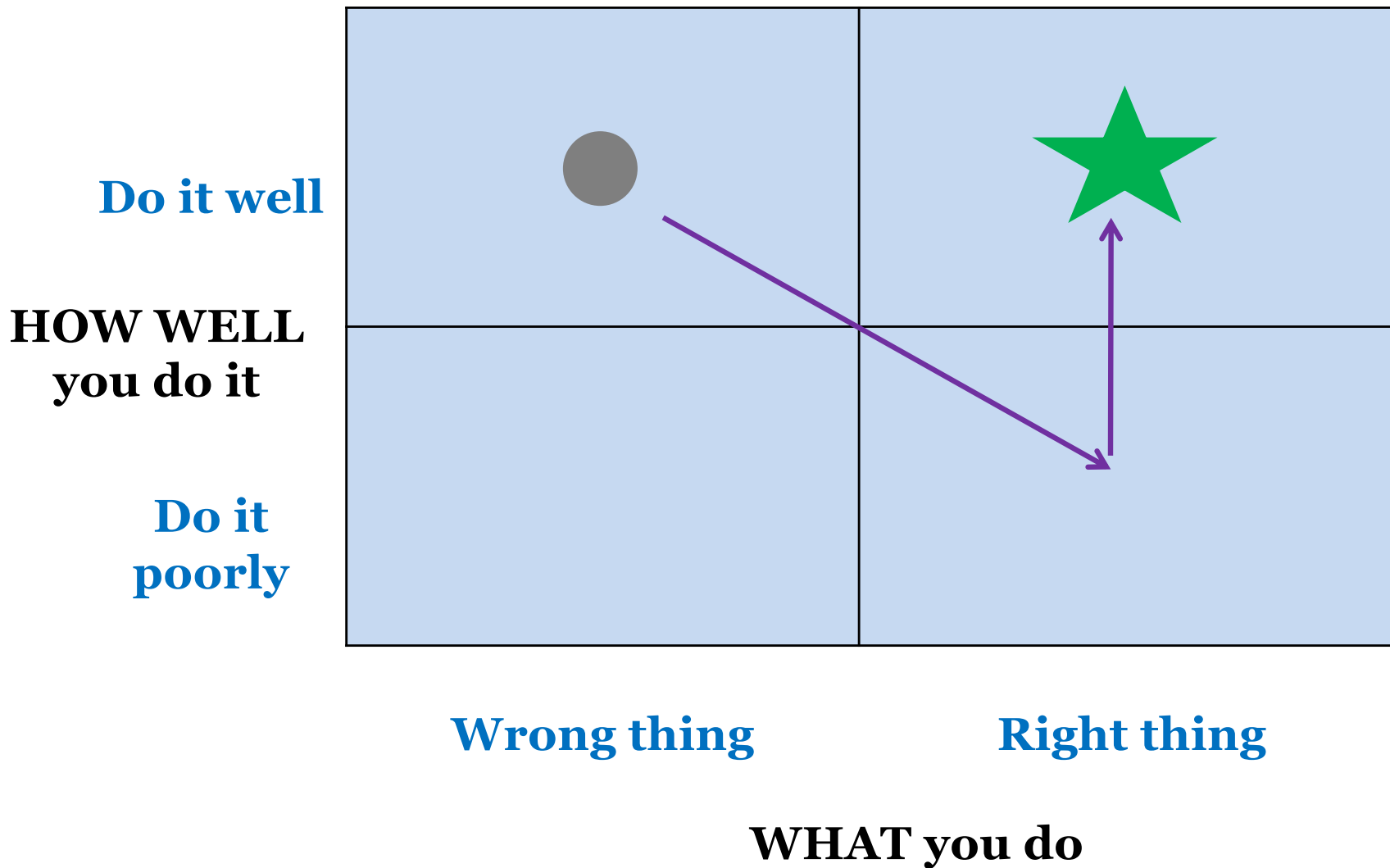
Leading Change: Adoption Lags Effort



The Third Face of Adversity

The Liability of Professional Success

Learning Path



Implications

More complicated & intense than ever

Change always takes more time & effort than we anticipate. . .and rarely sends us early signals of success along the way (have to create them).

Let's admit it: we have to change ourselves if we want to engineer change around us.

Even means giving up some of what we are really good at. . .and that is hard!

Resilience

the ability to recover quickly

the ability to respond constructively to hardships

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Response to Adversity

- Situations that outstrip your immediately available set of resources, knowledge, and skill
- Unexpected negative occurrences
- Resistance, obstacles
- Setbacks, failures, disappointments

...whether a stream of ongoing little ones or periodic significant ones

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Taking Stock: Adversity Inventory

Adversity in your life:

Think about the past month.

Using the worksheet, generate a list of:

- Hassles, annoyances, frustrations, obstacles
- Setbacks, failures, negative events, disappointments

Sort these into the four cells.

	PERSONAL	PROFESSIONAL
MAJOR		
ROUTINE		

How Adversity Shows Up

The Adversity Reflex



The Adversity Reflex

Adversity

Emotional Grip

- Deflated
- Victimized

Soundtrack of Thoughts

Brain works overtime looking in rear-view mirror to analyze, explain, and attribute blame

Counterproductive Behavior

- Demonize
- Retreat
 - From Problem
 - From Others
- Redouble effort. . .in existing direction

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...turning in the direction of the skid

Exercise: Documenting Adversity

Select an instance of adversity you are currently facing, or a recent example that you feel you did not handle well.

A difficult situation that is stretching you as a leader

The more personal & difficult, the more you'll get out of the exercise

Tool #1: Write it Down

Use a second worksheet that looks like. . .

Document Adversity Worksheet—Practice

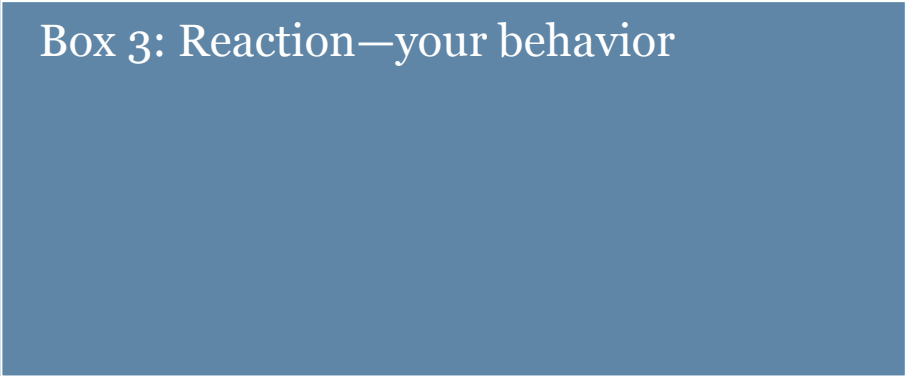
Box 1: Document the Adversity: When, Where, Who, What



Box 2: Reaction—emotions you experienced



Box 3: Reaction—your behavior



Tool #1:

Write it Down

- Complete Box 1
 - just the facts!
 - 3 to 5 bullet points
- Complete Boxes 2 and 3
 - be honest with yourself!
 - 3 to 5 bullet points for each

Document Adversity Worksheet—Practice

Box 1: Document the Adversity: When, Where, Who, What



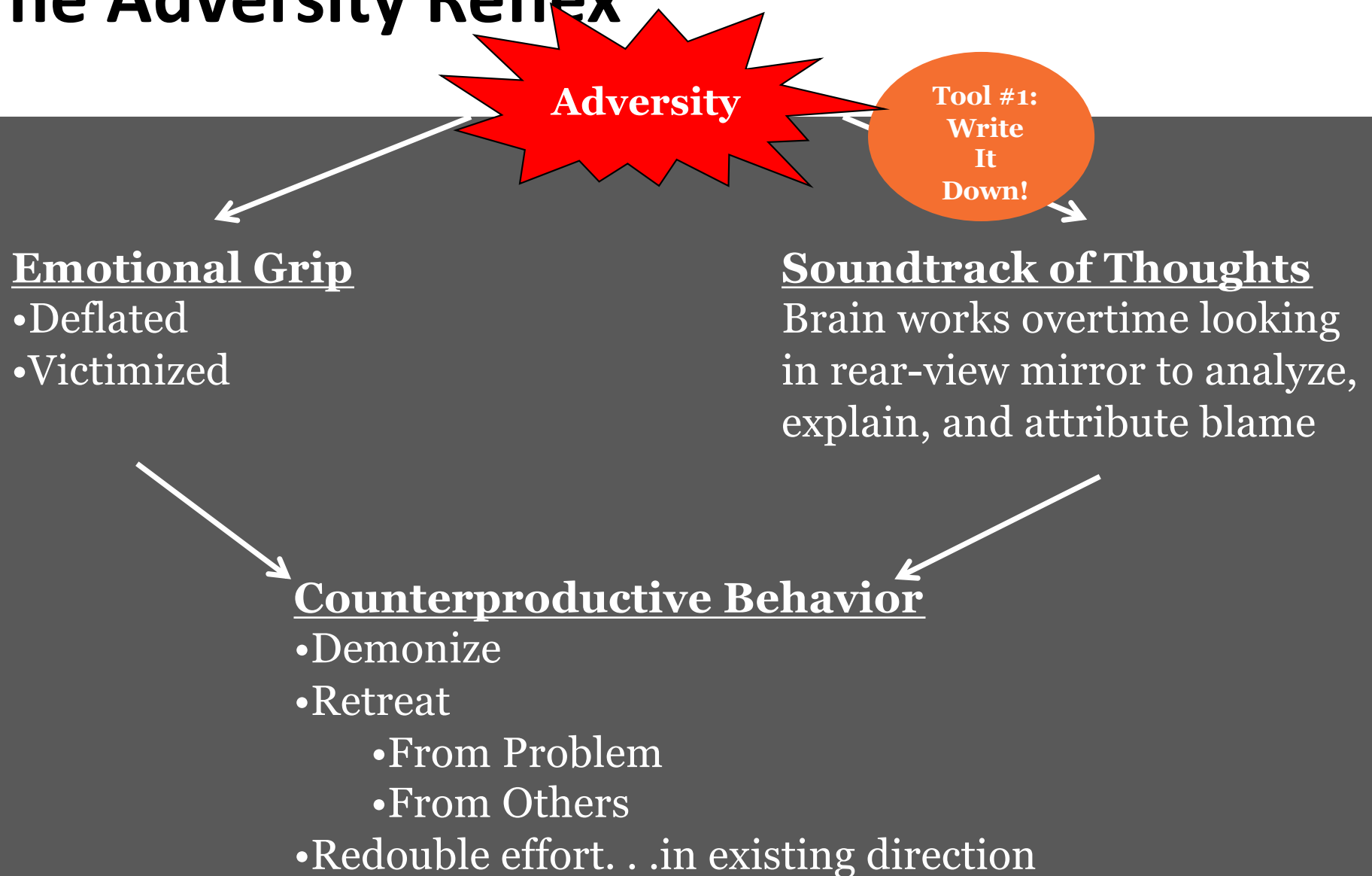
Box 2: Reaction—emotions you experienced



Box 3: Reaction—your behavior



The Adversity Reflex



Tool #2:

Releasing the Emotional Grip

1. Recognize the emotion – catch it & label it – then give yourself a timeout
2. Breathe through your heart
3. Invoke a positive feeling
 - Gratitude
 - Outdoor location
 - Memorable experience of joy
4. Generate possible alternative actions: what **COULD** I do

Based on Bruce Cryer, Rollin McCraty, and Doc Childre, “Pull the Plug on Stress,” *Harvard Business Review*, July 2003: 102-107; Ting Zhang, Francesca Gino, and Joshua Margolis, “Does ‘Could’ Lead to Good? On the Road to Moral Insight,” *Academy of Management Journal*, 2018: 61: 857-895

The Adversity Reflex



Tool #2:
Breathe
through
Your Heart

Adversity

Tool #1:
Write
It
Down!

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**But how do I shift toward
constructive behavior
when adversity pours down upon me?**

*To answer that question, we need to shift
how we coach ourselves & others.*



Tool #3:

Structured Coaching

The Adversity Reflex



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Tool #3: Structured Coaching

Ingredient #1: Structured Process

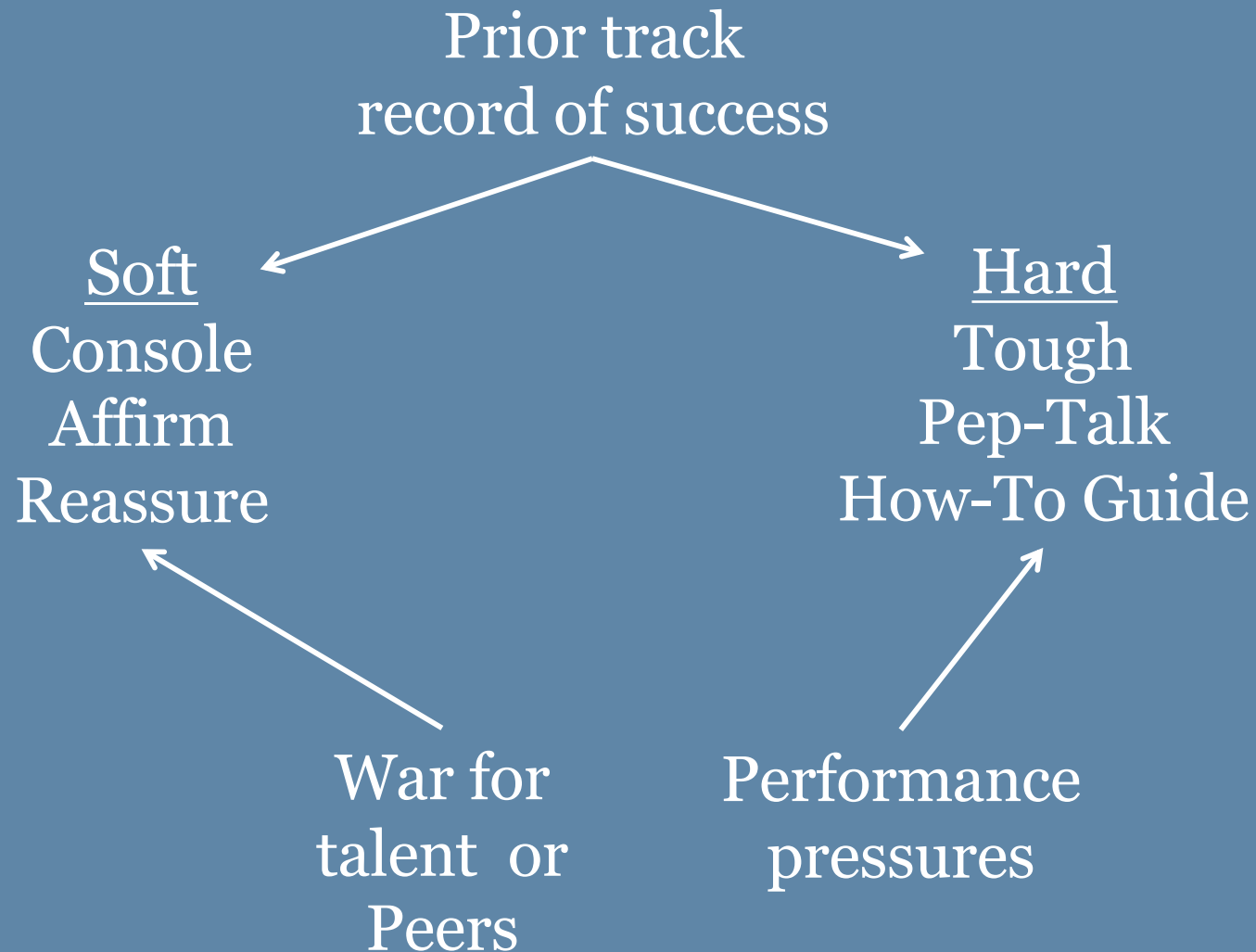
5 Minutes
Share the
Challenge

1 Minute
Quiet
Thought

3 Minutes
Coaching as
Questioning

Ingredient #2: Ask Questions (vs. Dispense Answers)

Coaching Extremes



Contrasting Approaches to Coaching

Soft and Hard

- **Common Invisible Assumption:**
“How can **I** **get you** **over this hill**?”

Smart Coaching

- **Assumption:**
“How can **we** **use this hill** **to build your capability** to get over the next one?”

Green = the focal actor
Yellow = central task
Blue = the goal

Tool #3: Structured Coaching

Ingredient #1: Structured Process

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Share the
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Quiet
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Coaching as
questioning

Ingredient #2: Ask Questions (vs. Dispense Answers)

The CORE Questions



Do: What are the facets of the situation you can **potentially** influence?
Visualize: How would the person you emulate & admire act?
Lead: Work with your team to identify all the facets of the situation the team can influence.



Do: How can you step up to make the most immediate, positive impact on this situation?
Visualize: What impact will your **efforts** have on those around you?
Lead: What can you do to mobilize the efforts of those hanging back?



Do: What can you do to address the potential downside? What can you do to maximize the potential upside? . . .by even 10%?
Visualize: What strengths and resources can you/your team develop by addressing the adversity?
Lead: Identify with your team what you can each/all do to at least increase the chances this will turn out okay.



Visualize: What do you want the situation to look like on the other side of this adversity?
Do: What can you do in the next few hours to move in that direction?
Lead: Formulate a sequence of steps and ongoing process for confronting the adversity. Brief your team and solicit input.

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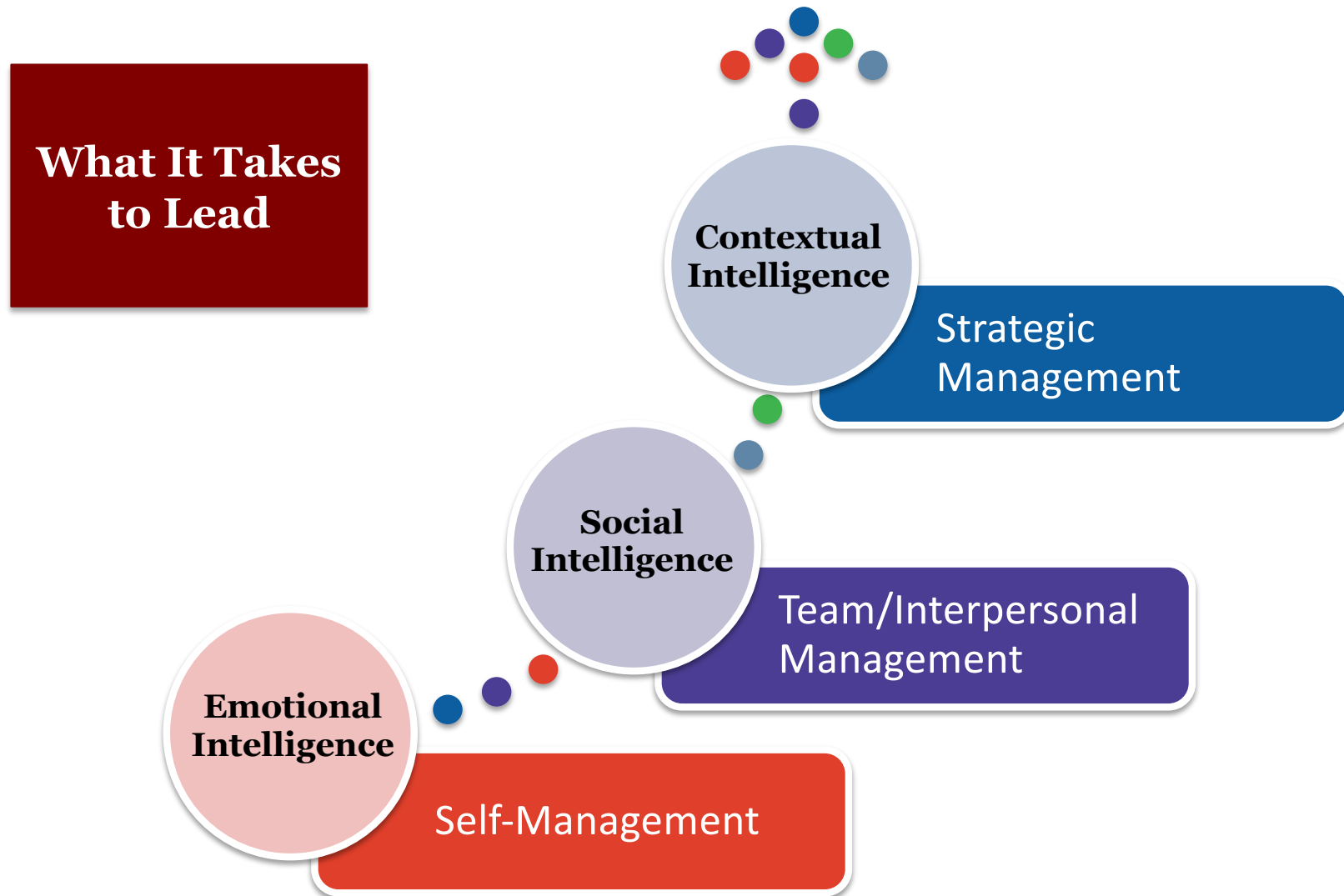
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Inside-Out Leadership

Outside-In Leadership



A Final Note on Resilience: A Postcard from Your HBS Past



Your Time at HBS :
Tools & experiences to help you rise to your best self – and to lead others to do so—when the going gets tough.