

## Resilience in Leadership

### *Thinking Your Way to Greater Success*

**July 22, 2008**  
The Brookings Institution  
Washington, DC

## Program Overview

A resilient leader possesses seven key abilities, or Inner Strengths: Composure, Self Control, Problem-Solving, Mastery, Optimism, Empathy and Audacity. Each of these can be measured – and boosted – allowing even the most effective individuals to increase their leadership capabilities, particularly when facing high levels of change and uncertainty.

More than 30 years of research shows that it is our Thinking Styles – habits of thinking we develop about ourselves, our world and our future – that directly affect how we respond to the challenges and opportunities that come our way. These Thinking Styles can often lead us away from the success we work so hard to achieve, sapping our resilience, especially amid the chop and churn of our daily lives, both at work and at home.

In this highly interactive, skills-based program, you'll discover where you stand on each of the seven Inner Strengths of Resilience. You'll learn how to capitalize on your existing resilience strengths and bolster any areas of weakness. You will identify your own Thinking Styles and how they may be helping and hurting your performance. You will learn 7 practical skills that will help you think more flexibly – and more accurately – in order to become more resilient and successful.

## Draft Agenda

Tuesday, July 22, 2008

**8:00 – 8:30 a.m.**      **Registration and Breakfast**

**8:30 – 9:00 a.m.**      **Welcome and Introductions**

In this program, your facilitator will introduce you to the 7 Skills of Resilience. The specific timing of each portion of the program is dependent on the size and makeup of each audience. Generally, Skills 1 – 3 are covered in the morning session, and Skills 4 – 7 are presented in the afternoon session, with morning, lunch and afternoon breaks provided.

- Andrew J. Shatté, Ph.D., Managing Director, Adaptiv Learning Systems

## Morning Sessions

### **Skill 1. Locating Emotion Radars:**

Participants locate the emotion that undermines their resilience and gets in the way most for them at work. We guide participants to discover the thought that leads to that emotion, and show them concrete ways to avoid it. Participants learn an additional skill to help them respond more effectively to the non-resilient emotions and behaviors of their direct reports.

### **Skill 2. Avoiding Thinking Traps:**

There are 7 basic ways that our thinking can go wrong. When that happens, we lose productivity, both as individuals and as leaders. This skill helps participants locate the trap they fall into most often and how to avoid it. Participants also learn how to identify and address the thinking traps of their peers, subordinates, and superiors.

### **Skill 3. Navigating Around Negative Icebergs:**

Iceberg beliefs are big belief systems that we develop over time (an example is, “I must do everything perfectly”). We are only aware of the tip of the belief – the bulk is unconscious, just as 90% of an iceberg is below the surface of the water. When we bump up against these icebergs at work, we see big clashes between leaders and those they lead. In Skill 3 we guide participants to detect their icebergs and teach them specific tools to melt the iceberg, steer around it – or even to embrace it with awareness of the downsides. Leaders also learn how to help their subordinates identify and handle their icebergs.

## Afternoon Sessions

### **Skill 4. Getting Flexible with Explanations:**

We all develop a style of explaining to ourselves why things happen in our world. These styles become rigid and inflexible and get in the way of good problem solving. In this skill, participants learn to get flexible around their causal thinking to become more creative – and more effective – problem solvers.

*Skills 1-4 help people deal better with workplace adversities like doing more with less, personality clashes, work-life balance, and constant change. But more is needed to help people reach out, take on challenges and opportunities – to become more bold and entrepreneurial. Skills 5 - 7 achieve this.*

### **Skill 5. Harnessing Positive Emotion Radars:**

In Skill 1 we learn that specific thoughts lead to specific negative emotions (a violation of rights and lack of resources belief such as “my manager sets me unrealistic objectives” will always lead to frustration and anger). The same is true of the positive feelings – contentment, pride, respect, job satisfaction, engagement. In Skill 5 we teach participants to find those moments when their thinking leads to positive emotions and to experience those as fully and as often as they do the negative.

### **Skill 6. Tapping Into Positive Icebergs:**

Every employee, whether individual, manager, or leader, has a set of values that propels and guides them. These are motivating and inspiring, but they often lay hidden below the surface of awareness. In Skill 6 we help people uncover their work ethic and leadership icebergs and tap into them to stay motivated and energized. We also teach them ways to better communicate these values to those they lead.

### **Skill 7. Finding Connection:**

There are 3 levels at which people can connect to their jobs. Level 1 – I'm in the job only for the pay and the benefits. Level 2 – I enjoy the challenge and the people. Level 3 – I believe my work makes a valuable contribution to the company and to my community – for the greater good.

Our research at Adaptiv and the University of Pennsylvania shows that the more connected a person is to their job, the greater their resilience and their level of job satisfaction. Most entry-level employees and lower-level managers are at Level 1. Less than half of middle- and upper-level managers are at Level 2. Even fewer are at Level 3. In Skill 7, we guide participants to find a higher level of connection so they can be better equipped to take on more challenges and opportunities to lead their organizations into the future. Participants also learn how to help their teams achieve greater levels of connection going forward.

**4:30 – 5:00 p.m.      Program Wrap-up**