



Resilient Leadership 2.0
A New Way of SEEING, THINKING, and LEADING
for Coaches and Leaders

Anne Conlan, MCC
&
Heather O'Neill Jelks, PCC





Introductions & Conversation:



- What does **RESILIENCE** mean to you?
- Why does cultivating **RESILIENCE** matter to your clients?



It's a
VUCA
world...

VUCA slides borrowed with permission from the Search Inside Yourself Leadership Institute



Volatile



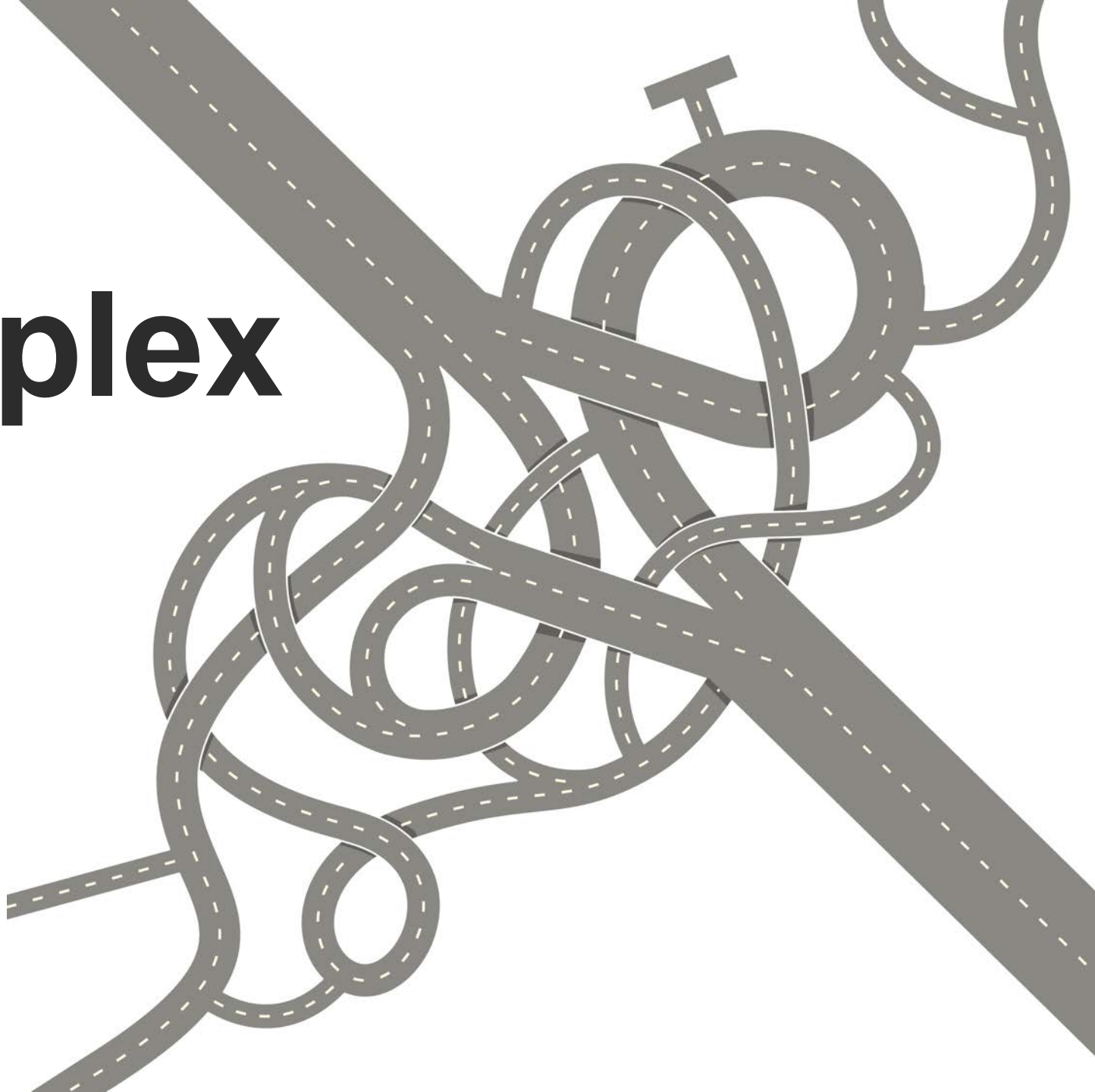


Uncertain





Complex



Ambiguous





**“The world is becoming
more turbulent faster than
most organizations are
becoming more resilient.”**

Gary Hamel, What Matters Now, 2012

Borrowed with permission from the Search Inside Yourself Leadership Institute



Session Objectives

- **Introduce the Resilient Leadership Model - - A unique approach to cultivating resilience in yourself and in the leaders you coach**
- **Share two core principles from the RL Model: Non-Anxious Presence/Reactivity & Triangles**
- **Explore a new way of thinking about your own journey towards cultivating greater resilience**
- **Illustrate the use of Resilient Leadership concepts in leadership coaching**



Resilient Leadership



Resilient Leadership is a new way of **SEEING**, **THINKING** and **LEADING** that helps leaders navigate the hidden dynamics of organizations more effectively.

Resilient Leaders are able to:

- Lead with calm, clarity and conviction in the midst of anxiety provoked by increasing complexity and accelerating change.
- Such individuals lead from strength, know how to care for themselves emotionally, spiritually and physically, and can sustain their leadership efforts over time.



Resilient Leadership

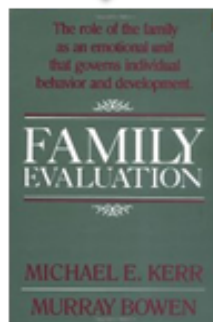
Where Does It Come From?



Murray Bowen
(1913-1990)



Edwin Friedman
(1932-1996)



Resilient Leadership



Bob Duggan



Jim Moyer





Resilient Leadership

A New Way of...



SEEING: Watch for Emotional Process

- ☐ Self-Other Forces
- ☐ Automatic Functioning



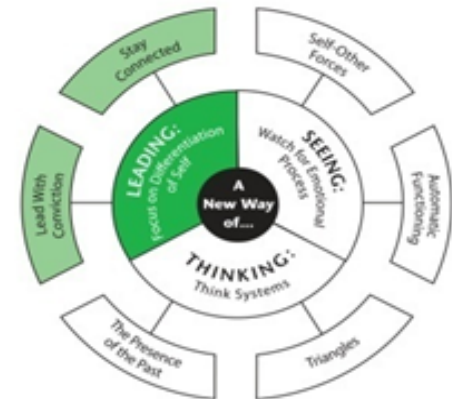
THINKING: Think Systems

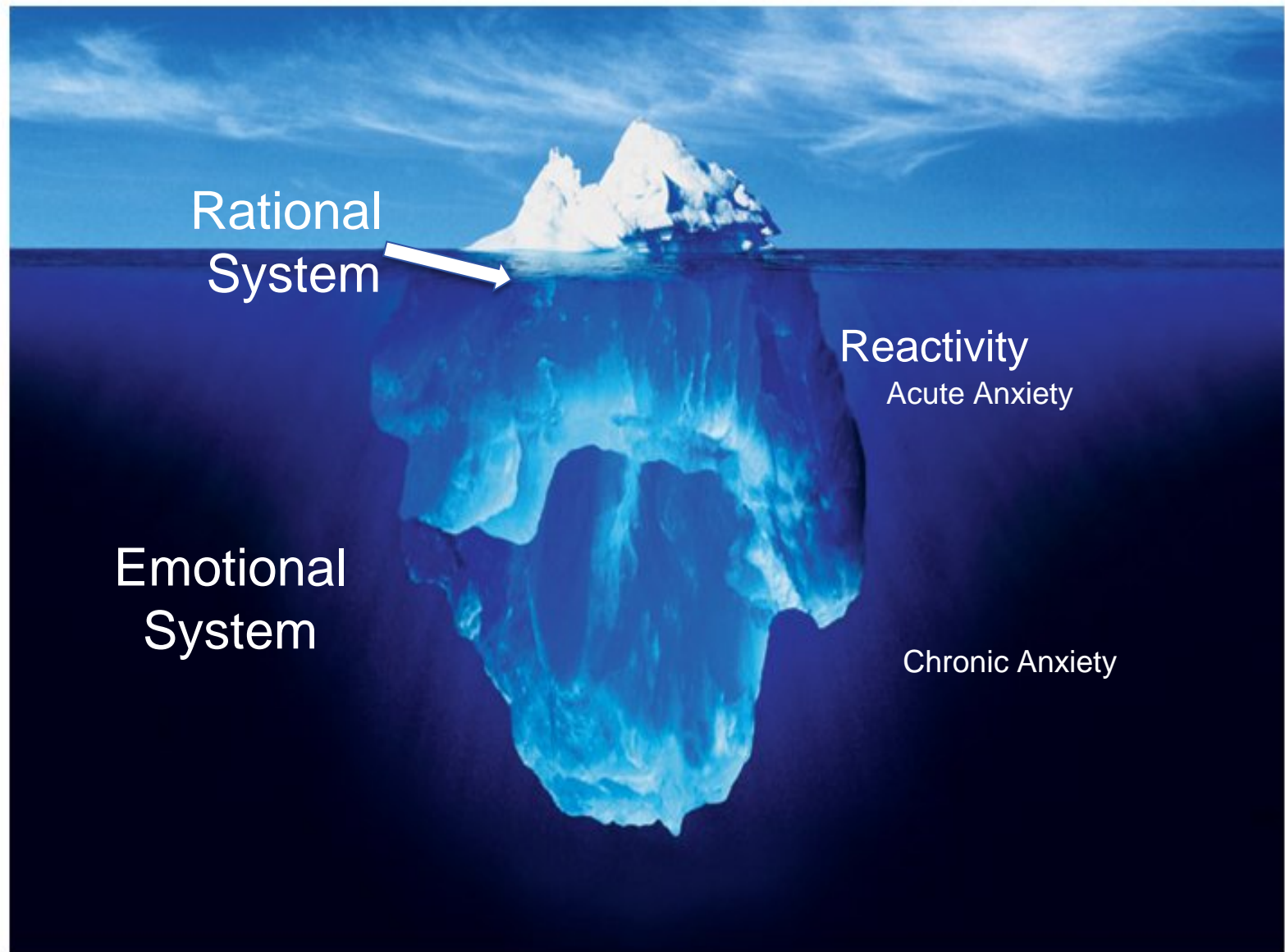
- ☐ Triangles
- ☐ The Presence of the Past



LEADING: Focus on Differentiation of Self

- ☐ Lead with Conviction
- ☐ Stay Connected







‘Automatic Functioning’/Reactivity

Reactivity is the public face of anxiety. Anxiety gives rise to reactivity – the response of the whole person to a perceived threat



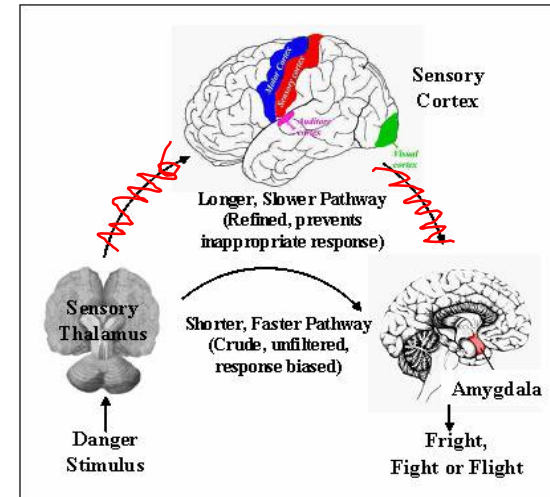
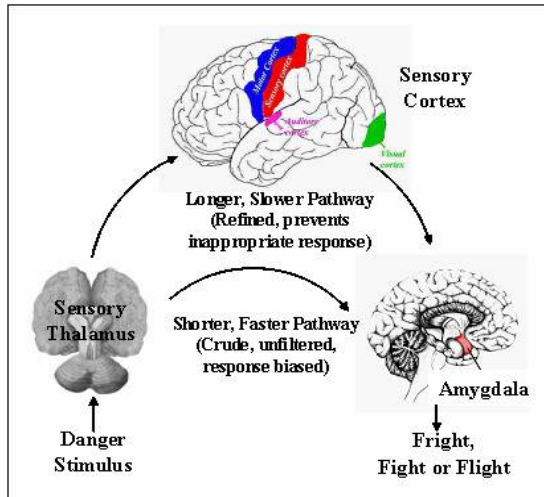


Automatic Functioning/Reactivity



Our brain is wired for survival
(Do I eat it, or does it eat me?)

but how often are we hijacked by our amygdala?





Reactivity Reflection



Directions: Think back to a time when you were triggered or provoked by someone or something – a time when you reacted in a way that was automatic, knee-jerk or emotion-driven rather than thoughtful. Using the following questions as a guide, reflect on this triggering moment and jot down your responses in the spaces provided. Be prepared to share your insights.

1. Why did this particular incident provoke you? What fears, emotions or anxieties did it surface?
2. Where did you feel the reaction in your body – was your stomach in a knot, your jaw tense, your breath rapid and shallow?
3. How did you react in the face of this trigger? What did you say or do and how did this impact you and those around you?



Behavioral Signs of Anxiety*



Seek a lot of feedback ↔ resist hearing feedback

Seek a lot of contact ↔ withdraw

Try to make everyone happy ↔ impose your own will

Make a snap decision ↔ postpone deciding

Change course abruptly ↔ resist changing at all

Try to appease people ↔ blow up at them

Ignore a problem ↔ exaggerate it

Micromanage ↔ disappear

Stir up conflict ↔ stifle it

*from [The Anxious Organization](#) by Jeffrey A. Miller (Facts on Demand Press, 2008)



What Triggers Your Clients' Reactivity?



Threats to...

- **Status***
- **Certainty**
- **Autonomy**
- **Relatedness**
- **Fairness**

*David Rock's 5 Domains
that trigger the threat
circuitry in our brains

Common workplace triggers

- **Boss' bad mood**
- **Lose of a key client**
- **Negative comment by a colleague**
- **Budget cuts**
- **Being left out of the loop**
- **Colleagues who don't come through**
- **What else?**

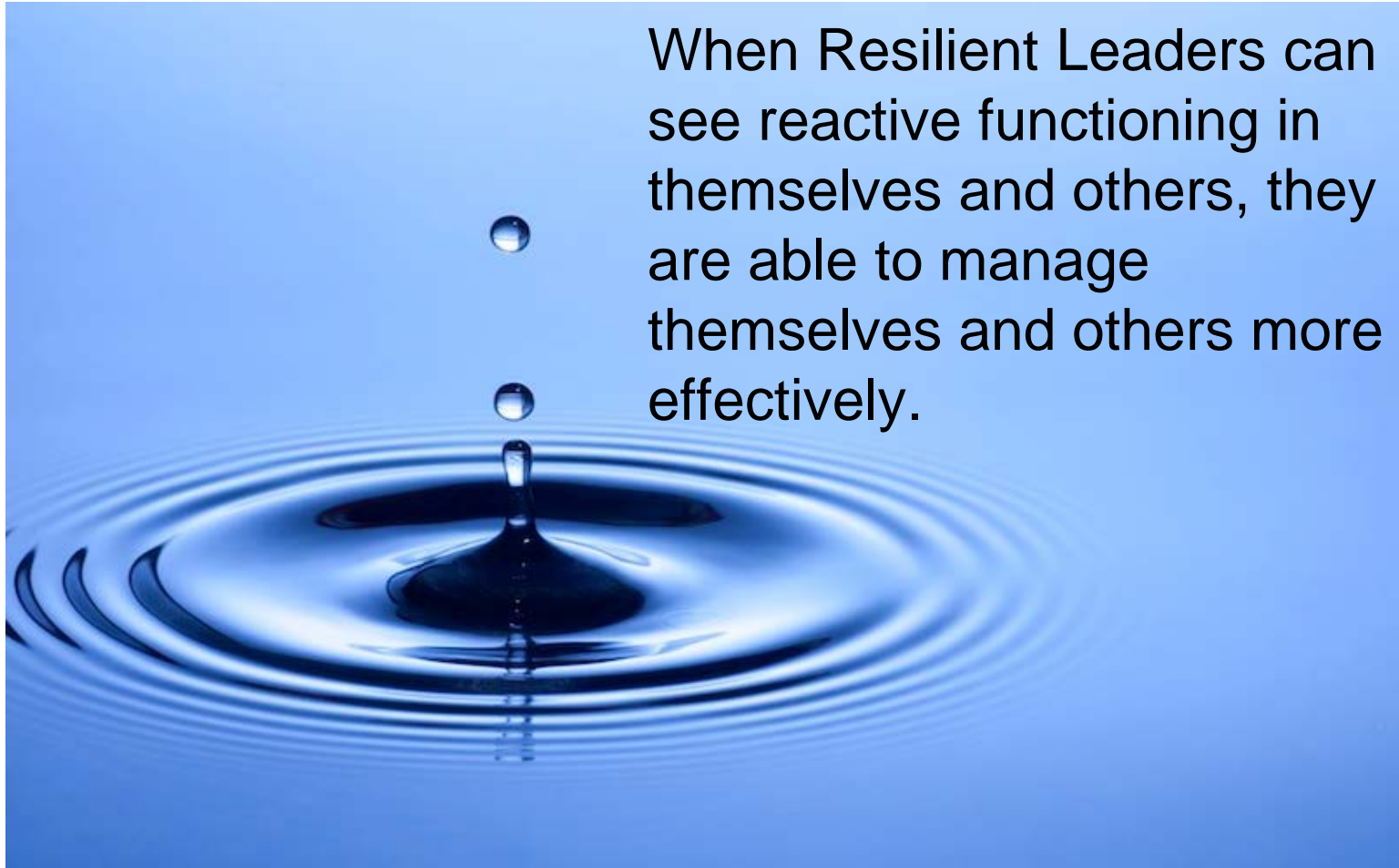
Reactivity in the Workplace....



- Taking sides and forming cliques
- Turf battles, feuding, and backstabbing
- Blaming and scapegoating
- Chronic overwork
- Mixed messages from leadership
- People not saying what they really think
- Distancing – people hiding out in their offices
- Heavy turnover



A New Way of SEEING



When Resilient Leaders can see reactive functioning in themselves and others, they are able to manage themselves and others more effectively.



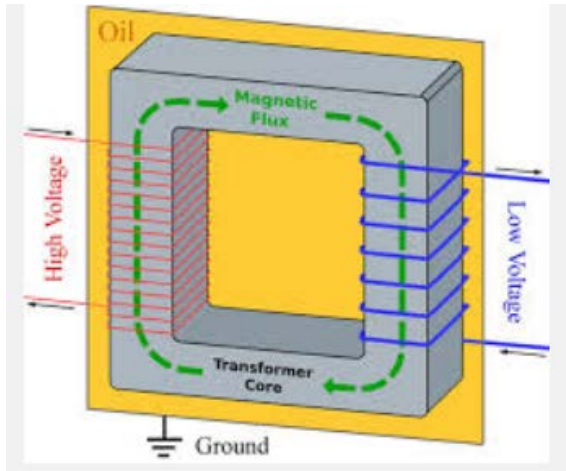
Film Clip: The King's Speech

- How do anxiety and reactivity show up in this interaction between Lionel and the King?
- What does Lionel do or say to serve as a non-anxious presence and reduce the level of anxiety in their interaction?



Coaching a Leader to Be a Step-Down Transformer

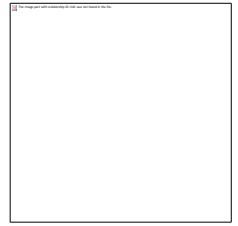
Strategies/Practices:



- Get up on the “balcony” (observer of reactivity)
- Work on adopting an attitude of curiosity by observing and listening, rather than reacting quickly.
- Ask questions to gain perspective, deepen understanding.
- Try to reframe the situation.
- Focus on facts & refrain from judgments/gossip.
- Use playfulness to lessen tension in self and others.
- Focus on developing an “I” position.
- Stay present and available as a resource, rather than feeling responsible to solve everything yourself.
- Take a “6 Second Vacation”



A New Way of THINKING: Think Systems -- Triangles

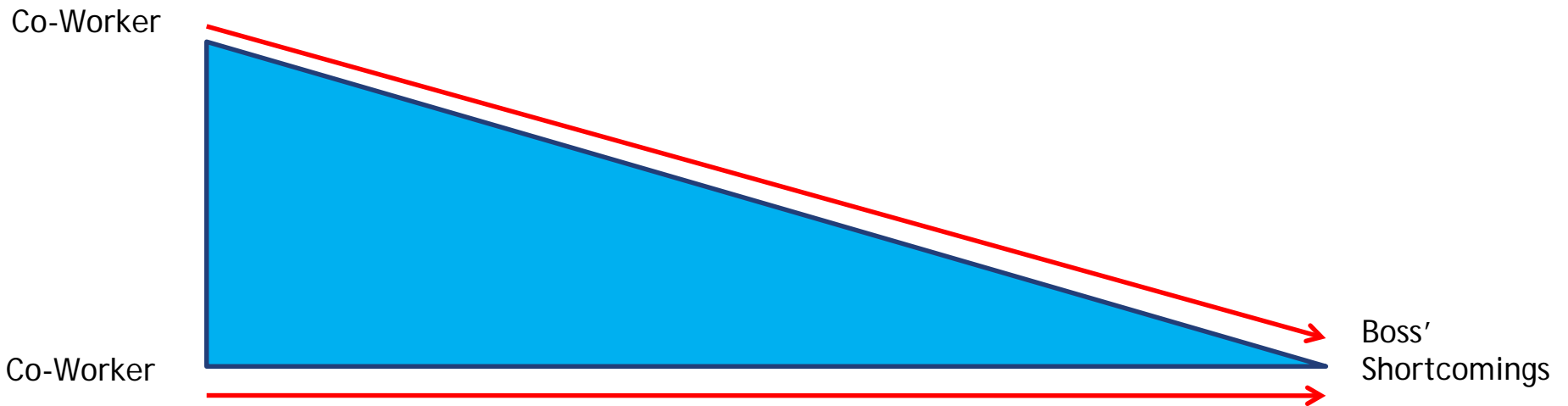
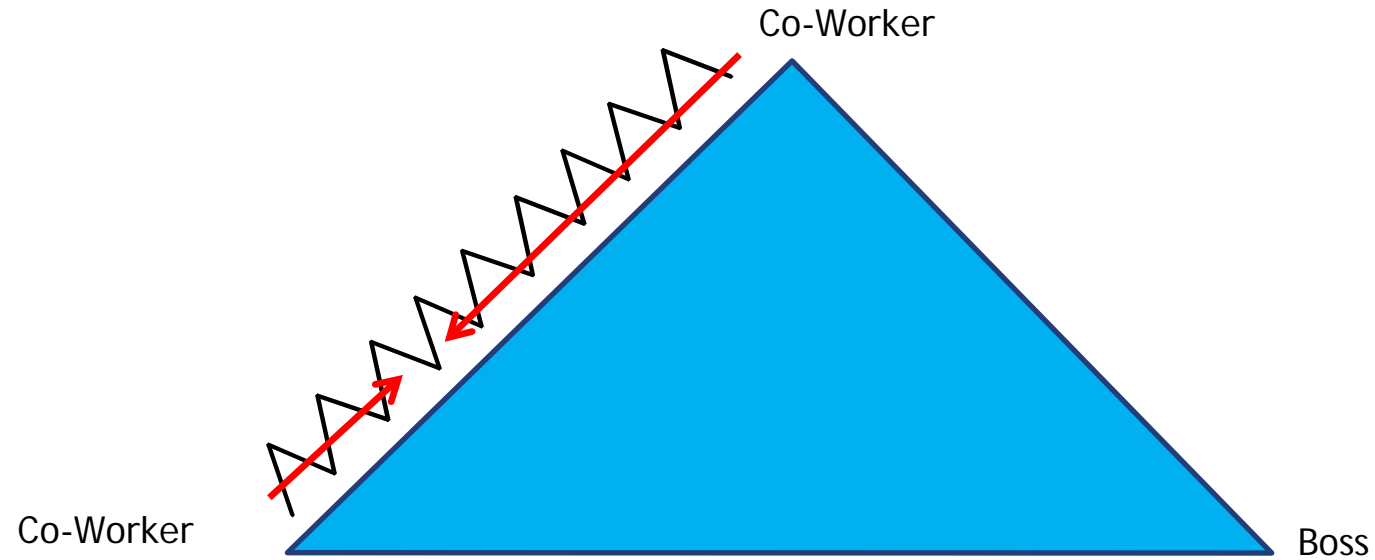




A New Way of THINKING: Triangles



- A Triangle is a triad between three people, unconsciously formed to lower stress that's experienced between two of the people.
- Triangles can also involve two people and an unresolved issue or conflict.





Common Workplace Triangles*



Anxious Person	Is Challenged By	Turns to
Manager	Employee	Employee
Employee	Boss	Spouse
Sales Group	Engineers	COO
Team Member	Another Team Member	Manager
Manager	Underperformer	Coach
Executive	Board Member	Peer

*Adapted from: Executive Coaching with Backbone and Heart, by Mary Beth O'Neill

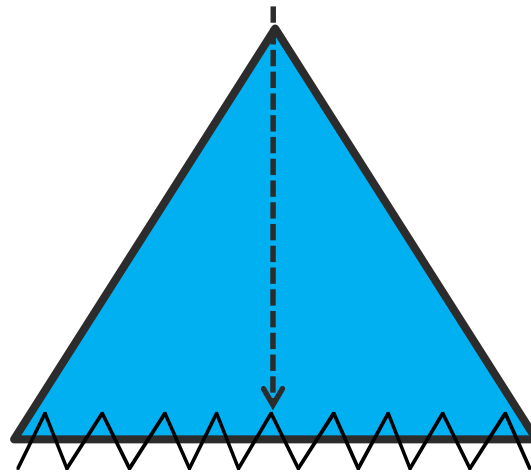


“Getting Triangled”

Efforts to change the other side of the triangle generally produce the **opposite** effect and leave you with the **stress**.

A (Boss)

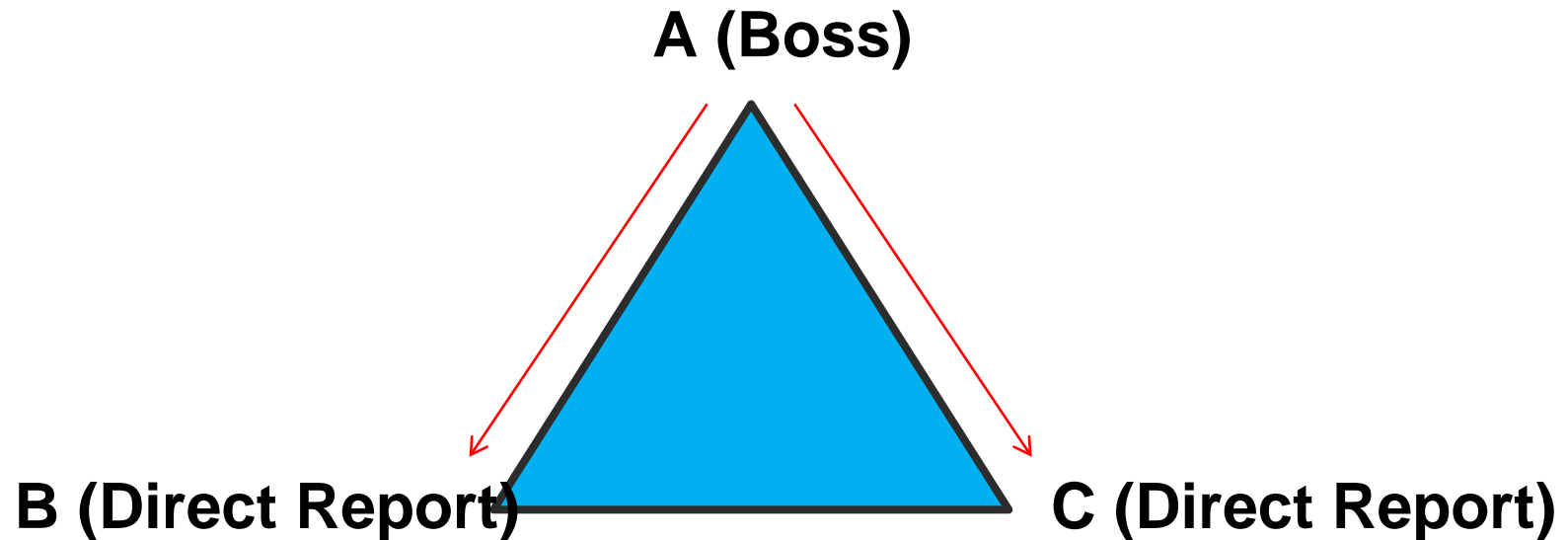
B (Direct Report)



C (Direct Report)



A Better Strategy



Application Conversation



Identify a client who's engaged in a Triangle.

Find a partner and discuss:

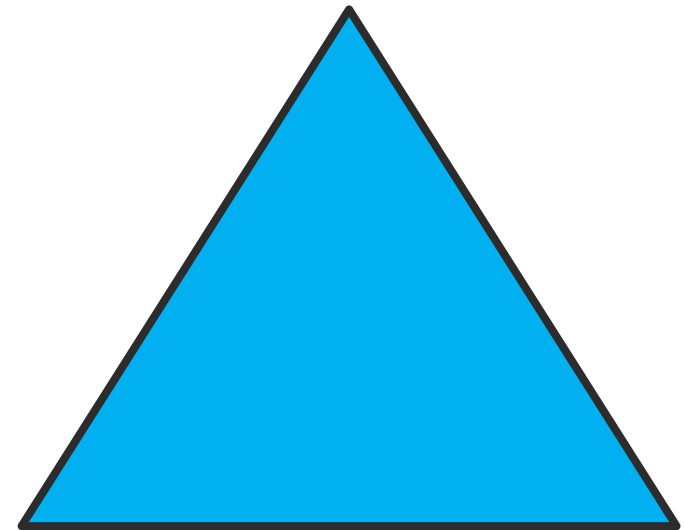
1. How toxic or healthy is your client's Triangle?
2. How might you use the concept of Triangles to enrich your coaching?



Coaching a Leader to Work with Triangles



- 1 Work to improve an existing triangle in which you are involved by opening up direct lines of communication with the others in the triangle and by withdrawing from any effort to influence the relationship between the other two people involved.
- 2 Watch for the emergence of negative triangles around you in the work place, and coach others to avoid the trap of trying to take action to influence the other side of the triangle in which they are involved.
- 3 Think about how triangles might be functioning between whole departments or staffs. Consider what steps you could take to improve one of the triangles your department or team is part of.





Eager to learn more?



Here are some helpful resources:

- *Resilient Leadership*
by Bob Duggan & James Moyer
- *The Anxious Organization*
by Jeffery Miller
- *Leading a Business in Anxious Times*
by Leslie Fox & Katharine Baker
- *A Failure of Nerve*
by Edwin Friedman
- Resilient Leadership Coach Certification – Jan. 28-31, 2016