Resilient Leadership Training

Unit 2: Stay Connected
Responding to Your Feedback

• Link reactivity concepts more directly with ORA challenges
  – How to recognize reactivity in self and others.
  – How to manage reactivity “in the moment”
• Better coordination of Small Group discussions
  – More clear instructions at the start of discussions
  – Pull in more comments from the chat box to engage remote participants
  – SG leaders will RSVP their availability for participation. A reassignment will be made when needed.
• Minimize communication and connectivity glitches
  – Reminder to remote participants – please work with IT to implement technology recommendations to prevent buffering (documents can be found under the Resources tab.
  – In the room – better use of microphones
Reactivity is the name we give to feeling-driven responses to anxiety that come from a more primitive part of our brain. Reactivity is the “public face of anxiety”, which is why a resilient leader is one who learns how to “read” the level of anxiety by observing reactive behaviors. This is a very subtle skill, since reactivity can surface in many different guises including “excessive reasonableness!”
Small Group Discussion

• What ideas or key take-aways from Unit 1 on Reactivity stayed with you?
• What is one positive effect the last session on Reactivity has had on your functioning as a leader?
Definition of an Emotional System

• “The emotional system is the complex network of reactions, interactions and relationships that determines much of what actually occurs day to day in the workplace. If an organization is functioning differently than its rational system says its supposed to be, then the emotional system is why.” (The Anxious Organization)
Emotional System
Emotional System

- Reactive behaviors/tendencies
- Status Concerns
- Level of Trust
- Presence of the Past
- Mood/Tone in the Room
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.
Where Does It Fit?
A New Way of LEADING

1. Reactivity
2. STAY CONNECTED
3. Over-Under Functioning
4. Triangles
5. Non-Anxious Presence
6. Focus on Your Own Functioning
7. Lead with Conviction
8. The Fallacy of Empathy
Stay Connected: **The 3 Big Ideas**

1. A leader is only able to exert positive influence on a system to which s/he is connected.

2. Work on maintaining a healthy balance between individuality and togetherness.

3. Recognize whether your default system when you become more anxious tends towards cut-offs or fusion.
A leader is only able to exert **positive influence** on a system to which s/he is **connected**.

- A systems perspective understands that a leader’s presence (or absence) is felt everywhere in the system.

- In anxious times, it’s especially important for a leader to stay in touch and in tune with key stakeholders.
Work on maintaining a healthy **balance** between **individuality** and **togetherness**.

A fundamental life challenge for us all is how to find the right balance between being an independent “self” and being in healthy relationships with others.
Stay Connected:  

Second Big Idea

What does a healthy sense of “self” look like in practice?

- Follow your own life direction
- Act on principle
- Adopt individual beliefs
- Make choices based on your own reason
- Act independently
Stay Connected:  **Second Big Idea**

What does it look like when we have a healthy ability to relate to others?

- Know how to depend on others appropriately
- Maintain relationships over time
- Find fulfillment in the other
- Willing to influence and be influenced by the views and perspectives of others
- Know how to be a supportive member of a team
Recognize whether your default setting when you become more anxious tends toward cut-offs or fusion.
Stay Connected: Re-Cap
The Proposal
What did you see?

- How would you describe the kind of influence this leader has on the people around her?

- Clearly she is not connected to the system she leads. What specific aspects of her presence and body language telegraph this?

- Do you think her default tendency is towards fusion or cut off when anxious? What do you think her assistant’s default tendency is when anxious?
Small Group Discussion:

Connecting to Your Work Environment

- Can you recall a situation when you moved toward Cut-Off or Fusion because of the anxiety you were feeling?

- Can you think of a time in your past work experience when the “system” you worked in was impacted by one or more people moving toward cut-offs or fusion?

- What do you find most challenging about staying connected? Which of the 3 Big Ideas are you strongest in? Which do you find the most difficult and why?

The 3 Big ideas

1. A leader is only able to exert positive influence on a system to which s/he is connected.

2. Work on maintaining a healthy balance between individuality and togetherness.

3. Recognize whether your default system when you become more anxious tends towards cut-offs or fusion.
Pause to Reflect

• Think of a time in your life when you moved toward cut-off or fusion with a co-worker, friend or family member.

• Recall the circumstances that caused you to become anxious in the situation.

• Determine if this reaction was an example of a pattern that you can be more mindful of and take steps to avoid in the future.
Practices to Take Home

1. A leader is only able to exert positive influence on a system to which s/he is connected.
   Identify a “system” (e.g., family unit, work group, etc.) that you are connected to, and reflect on the quality of your presence to that system. Write down the words that describe your predominant mood and its influence on the system (e.g., anxious, calming, angry, optimistic, etc.). Track your progress over time.

2. Work on maintaining a healthy balance between individuality and togetherness.
   Identify a family member or co-worker(s) with whom you have established a long-standing pattern of cut-off or fusion. Identify the anxiety that is causing this imbalance and take some small steps in the direction of a better balance along the close-distant continuum.

3. Recognize whether your default system when you become more anxious tends towards cut-offs or fusion.
   Identify and observe your default position in anxious situations over the coming months. Become more self aware of these natural tendencies by keeping a log or “scorecard” of which direction you tend to move under stress.

Pick one of the following practices you can commit to incorporating into your leadership competencies.
Thank You

Your feedback on this training is important as we seek to improve it for others.