# How to Be Resilient in a Post-Pandemic World
## 10 Steps Towards Personal Mastery and Transformational Change

Stephen Murgatroyd, PhD

Chief Innovation Officer

Contact North | Contact Nord

# Who Am I

- Teaching at the university level since 1973

- Psychologist by training but have taught in both statistics programs and in business schools. Worked as a counselling psychologist for many years - author of *Counselling and Helping* – a standard counselling text.

- Now act as Chief Innovation Officer for Contact North | Contact Nord

- Now working on strategic foresight as a teacher at the University of Toronto (OISE) and University of Alberta and Athabasca University (MBA)

- Created the world's first fully online MBA in 1993-4 and have been building and working with technology enabled learning experiences ever since

- Worked for 15 years at the Open University (UK) and for 14 years at Athabasca University

**Been Writing About Coping, Resilience and Adaptability for Some Time..**

The *Coping with Crisis* book (with Ray Woolfe) was written in 1982

The *Beyond Resilience* book (with Sarajane Aris) was written in 2017
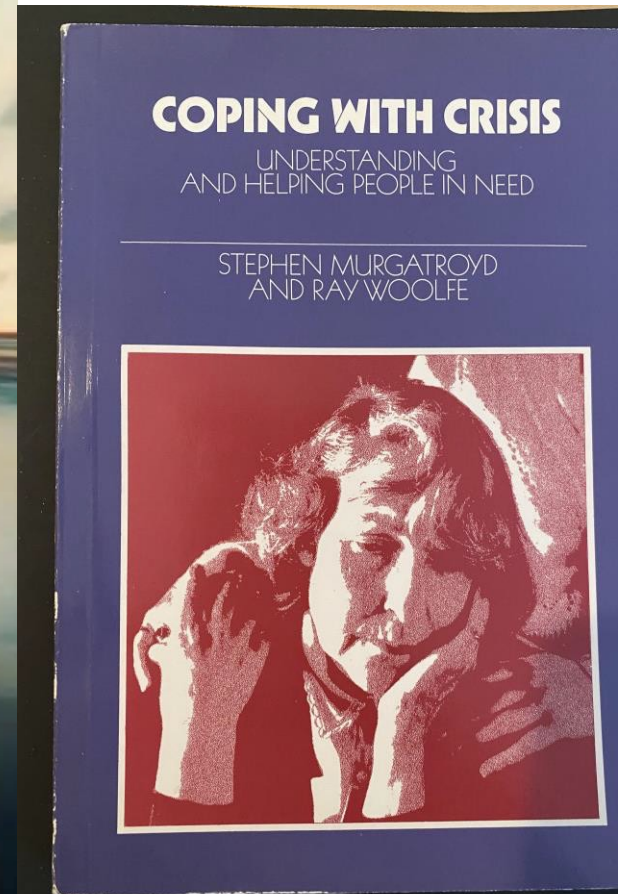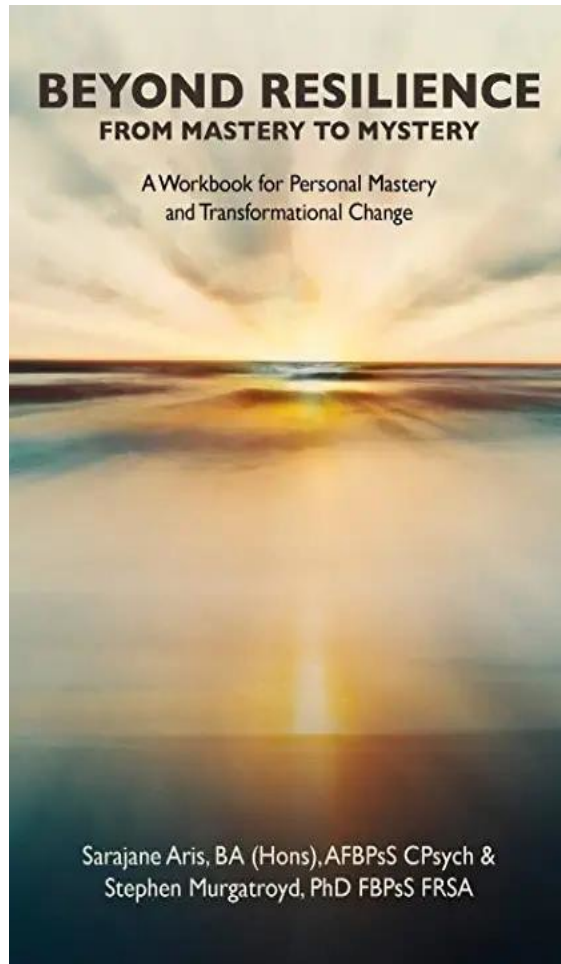
# What We Want to Focus On Today

- Understand personal resilience and how to build / develop resilience
- Understand how to make resilience a team development challenge
- Explore the ideas of the adaptive, nimble and resilient organization

This is introductory thinking – there are a lot of materials / resources available which you will find when you explore the links embedded in this presentation **(available later)**
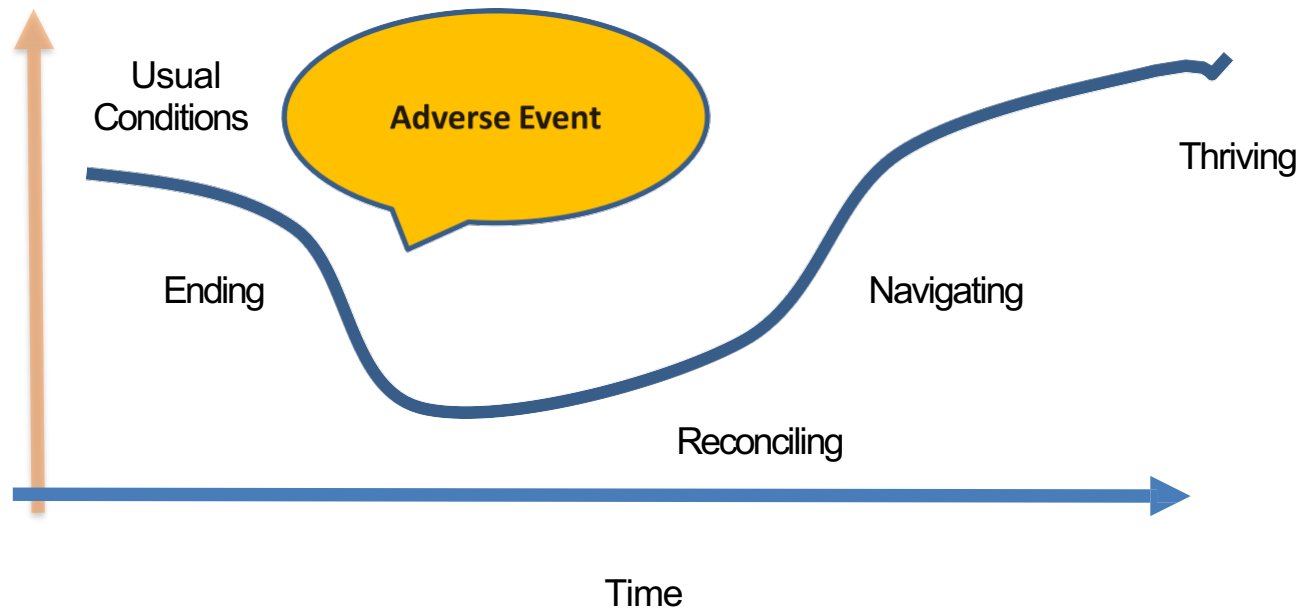
# The Idea of Resilience

# Adaptive capacity / Resilience
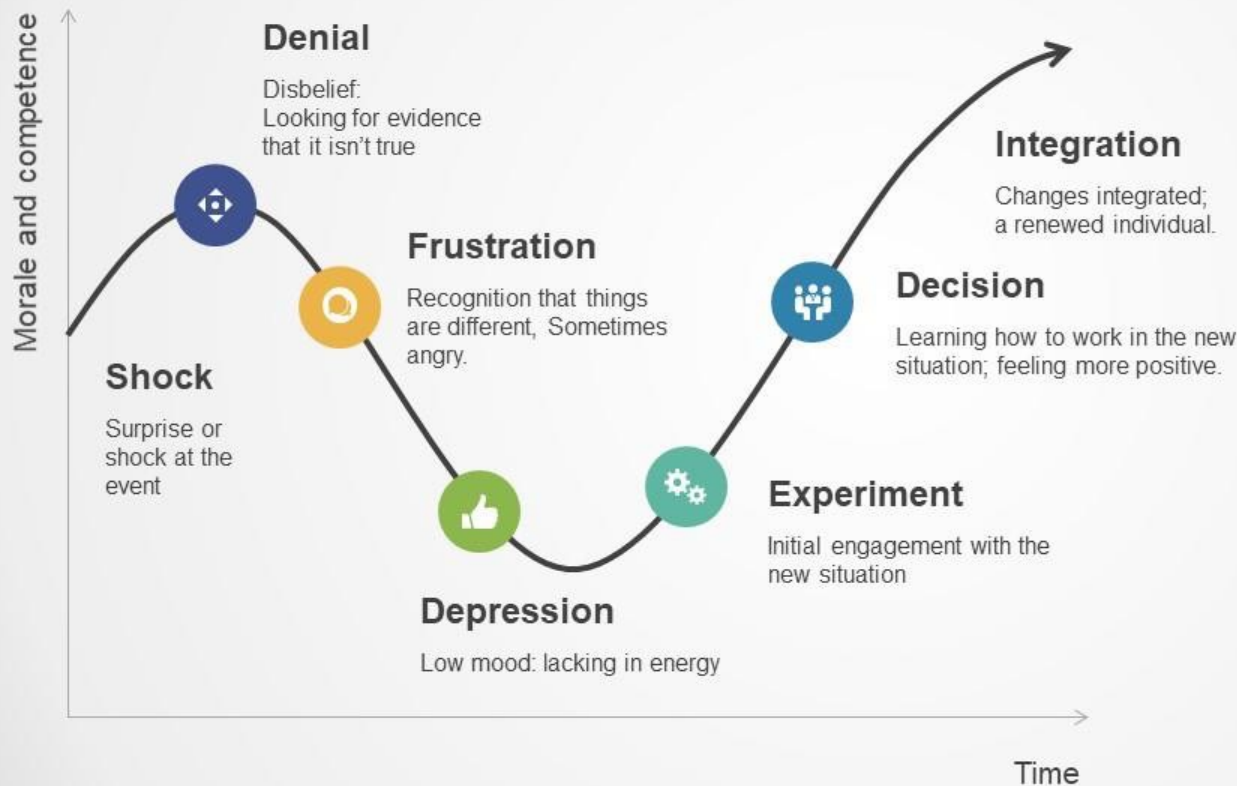
# Three Kinds of Personal Resilience

# Resilience as REBOUNDING

- Getting up having been pushed down
- Gathering together your emotional, intellectual and practical resources to tackle the challenge you face
- Connecting to networks that can help with the rebound – leveraging your eco-system.

# Land Ecosystems Rebound After Fire

# Mount St. Helens



1980



Mount St. Helens National Volcanic Monument 06/21/02 12:20:04 PST

Lava Dome    Crater Rim

2002

Crater Drainage

Pumice Plain

Pumice Plain

USGS - Cascades Volcano Observatory
USDA Forest Service - Gifford Pinchot National Forest

Mount St. Helens 2020

# Resilience As ROBUSTNESS in the Face of Risk, Challenge and Uncertainty

- Building coping capacities and emotional strengths

- Being creative in overcome challenge, threat, change or risk

- Staying positive in the face of adversity

- Strengthening peer and family supports

# New Zealand's Robust Trees

# Nun who Survived COVID-19 Aged 102

# Resilience as SUSTAINED ADAPTABILITY

- Refusing to accept a loss, change or challenge as a setback but seeing it as an opportunity to grow, develop, achieve.

- Learn new skills, find new strengths and capacities

- "Failure is success in progress" – Albert Einstein

# Michelle Stilwell Canadian Paralympian and Former BC Cabinet Minister

Most of What We See Is Based on How we See..

# Anticipatory Resilience – Living Your Life as a Constant Learner
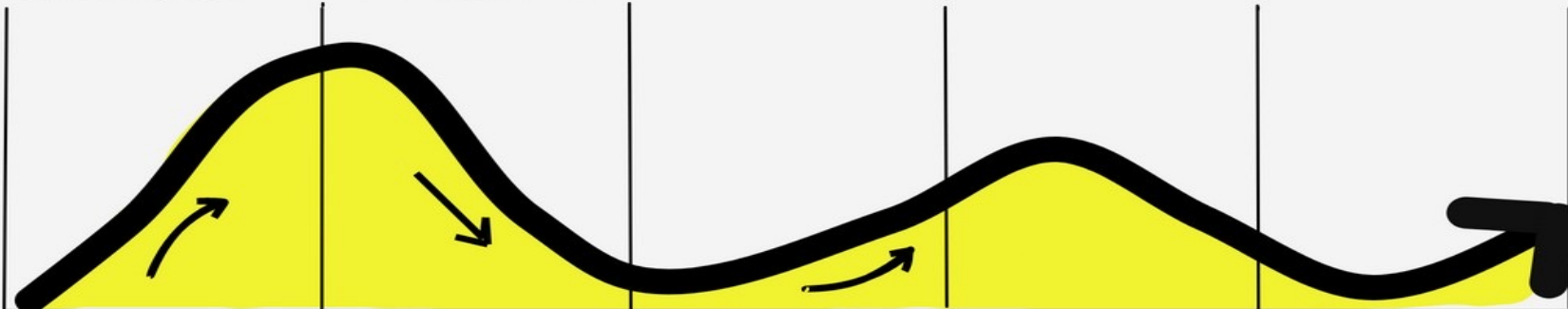
# 10 Steps to Building Personal Resilience

# Don't try solve problems with the same thinking that created them!

# Master your emotions before they master you..

# Stay Tough and Stay Your Chosen Course: Persistence Pays!

# Keep Growing – See Your Challenge as About Your Growth

# Stay Prepared – Anticipate, Plan, Reflect

# Build Relationships – Connect, Network, Support (Think Eco-Systems – Think Ubuntu)

# Why Having a Best Friend at Work Matters

(Some Evidence from Gallup)..

- They reduce stress when times are tough ..
- Being there for them cheers you up too..
- They talk about the real stuff – they are authentic
- Its not just BFF – even casual friends boost mood and lower stress
- A friend's good mood is catching - can start a pandemic of happiness
- The good feelings of a friendship lasts…and lasts…and lasts..

# Create Your Own Meaning and Purpose – Give Meaning to Actions

# Pick Yourself Up As Many Times as it Takes - Learn from Failures, Mistakes

# Reward the Small Wins – Every Win Counts!

# Keep Giving – Show Compassion

# Bonus:

# Remember: Life is about Muddling Through with Purpose and Courage

*"No battle plan survives first contact with the enemy"*

# Resilient and Adaptive Organizations

# Organized Schools versus Adaptive Organizations

| Highly Organized Organizations | Adaptive, Resilient and Self-Organizing Organizations |
| --- | --- |
| • Machine like administration focused on predictability, performance and reliability.<br>• Strong centralized control.<br>• Substantial policy and procedures formally administered.<br>• Directive leadership.<br>• Safe for some, risky for others.<br>• Highly organized and regimented.<br>• Strong focus on return on investment and $$ as a driver for decisions. | • Living organism that adapts to conditions daily, weekly, monthly.<br>• Teamwork dominates the methods of working.<br>• Patterns are recognized and responded to.<br>• Leadership is distributed, engaged and situational.<br>• Risk taking occurs within a context of care for others.<br>• Interdependent, dynamic.<br>• Focused on meaning and purpose. |

# Response to Extreme Events

Roger's Innovation Adoption Curve

The Chasm

Innovators
2.5 %

Early adopters
13.5 %

Early majority
34 %

Late majority
34 %

Laggards
16 %
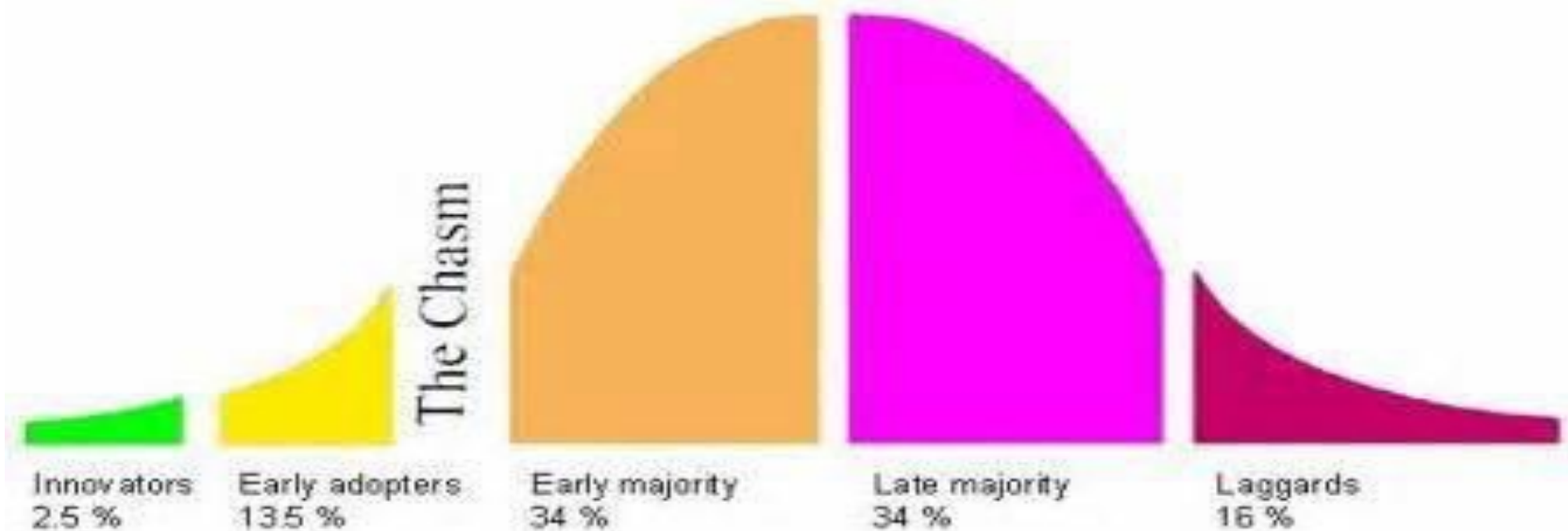
Trying to convince the mass of a new idea is *useless*.
Convince *innovators and early adopters* first.

# This what Adaptive Organizations Do..

- Build and empower focused teams..
- Build and empower supports for learners and learning, research and innovation
- Enable the employee voice to be heard at every level
- Connect to others around the world: collaborate, engage, adopt/adapt
- Focus, focus, focus on equity as an ambition in terms of outcomes
- "Never let a  good crisis go to waste.."

# Which Requires

- Building a commitment to a common purpose and agreed outcomes. Using evidence, dialogue and sharing of successes to show that the agreed outcomes are not only possible, but have been achieved by colleagues within the organization.

- Valuing similarities *and* differences. Rather than seeking an enmeshed and rigid sense of how to work, the organizatuion seeks to build it adaptive capacity by celebrating and valuing differences and diversity.

# and..

- Listening and talking to build understanding. Some talk. Some listen. Sometimes they do both. However, the key to the resilient organization is the **search for purpose, understanding and meaning.**

- Striving to achieve authentic, valued and meaningful outcomes for each colleague.  This is more than a commitment to try to work towards common outcomes; this is about finding the authentic voice for person so that their work and investment of energy is truly valued.

# What Does This Require?
# Six Key Tasks

# The Work of Acceptance

- **Key Task 1:** Ensuring that all who are in the eco-system feel that they belong in the eco-system and are respected for being in that system
  - Acceptance of new colleagues, students, stakeholders, partners and others
  - Ensuring the health and safety of all "actors" in the system
  - Respecting and leveraging differences
  - Enabling self-organization collaborations and networks

# The Work of Engagement

- Key Task 2: Engaging all colleagues so that they develop a sense of ownership of their place in the eco-system and are challenged to "show" their talents create opportunities for eco-system growth and outcomes.
  - "Finding and developing talents and leveraging them in the service of the system"
  - Developing skills and competencies through collaborative engagement
  - Finding supports so as to sustain engagement over time – communities of inquiry / practice; sharing circles, skunk-works, challenge teams.

# The Work of Learning

- **Key Task 3:** To enable colleagues to engage in deep, purposive and significant learning to which they become committed, and which has a dramatic impact on outcomes, experiences and connections:
    - Finding meaning in learning
    - Securing a focus on what matters most for the learning to be undertaken
    - Finding the right actors with the right "stuff" to enable learning to take place – learning as a designed experience
    - Sustaining learning over time

# The Work of Feedback

- Key Task 4: Providing feedback so that the systems are self-sustaining.

  - Providing feedback to ensure acceptance and engagement that change is and will happen
  - Providing feedback so as to facilitate learning and growth in terms of experience and performance (the how and the what)
  - Providing feedback to the eco-system about collaboration, cohesion and the health of the ecosystem – dashboards and success stories _all the time_
  - Providing early warnings for potential system fails – and using them as moments of truth and opportunities to learn

# The Work of Supporting Those Who Can't and those who Won't

- Key Task 5: Developing systems within the eco-system for supporting those who are failing, feel they are failing even though they are not, or who are resisting the pressures of the ecosystem to change.

  – Early identification of those in need of different actions to support them
  – Range of options for support – counselling, mentoring, discipline, time out, time "in-deep",
  – Balance wellbeing and work – flex working

# The Work of Compassion and Character

- Task 6: Building character through compassion, mindful supports and challenge.

  – Supporting all actors as persons through empathy, warmth, genuineness and compassion
  – Enabling colleagues not to have to act but to be genuine
  – Challenging colleagues to be all that they can be – to be fully present
  – Building the resilience of each colleague, not just a few or the system as a whole

# The Futures of Your Organization

# Leaders in Resilient Organizations Would Be..

- **Thinking Ahead** - thinking glocally, connecting locally and engaging stakeholders in three event horizon work and scenario development

- **Leading Within** - Driving performance with passion and compassion

- **Leading Across** – leading within the sector and the jurisdiction by differentiating the work of the organization from that of others, but then finding ways to leverage collaboration, co-operation and partnership.

- **Acknowledging Change** - Celebrating success and reinforcing the idea that the future is not a straight line from the past.

- **Practicing Ubuntu** – "I am because we are"

If you remember nothing else..

Create your own meaning and purpose – you matter.

Show compassion to others and yourself

Start exploring different futures for your organization

Chose to be optimistic by having action plans for 3-4 possible futures.

Think, YES, WE CAN! YES, I CAN!

Questions?
Comments?

Drop Me a Note at …

smurgatr@ualberta.ca