

### BEING A LEADER

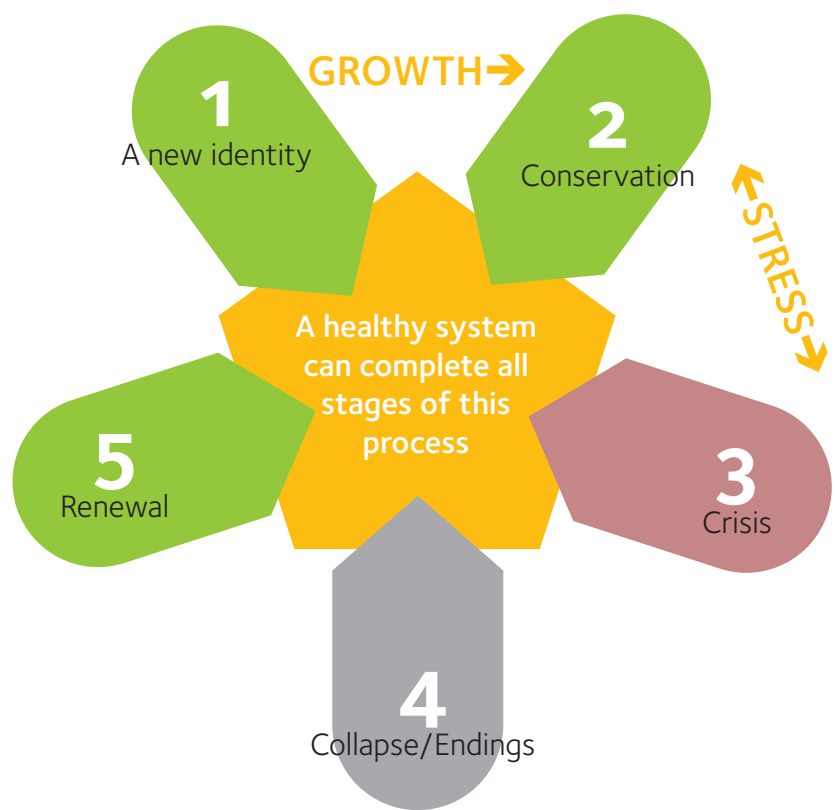
Shows courage, resilience and creativity in approaching problems and difficult decisions

#### Resilience

Resilience is the capacity to survive changing circumstances by transforming yourself enough to thrive in the new world whilst still recognising yourself. It is a person or a system's capacity to bounce back and go beyond.

All self-organising systems need to change. A healthy system (including an individual) will go through this process again and again in order to keep up-to-date, responsive and flexible as the world changes. You can think of this at University level, faculty/department level, team and individual level.

#### A Resilient System



This model, based on Salt and Walker's work, suggests that if there is to be transformation between stage 3 and stage 5 – in other words, if there is to be a new story at all – there are certain aspects of leadership that need to be present.



## LEARNING ACTIVITIES FOR MANAGERS

Shows courage, resilience and creativity in approaching problems and difficult decisions

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### ACTIVITY

#### Leading for Resilience

Leadership needed 'in the fire' – when change is at its most uncomfortable:

- Holds and contains – makes people feel safe.
- Absorbs agitation.
- Makes things 'digestible'.
- Names what is happening.
- Inhabits the role – 'I AM LEADER'.
- Communicates the 'new story' – where we are going.
- Holds the HOPE.
- STAYS IN CONTACT.

Think of a situation where you have had to face real challenges in change at work or at home. Who took on these leadership challenges and how? What was missing, if anything?

Have you an experience in your working life where you have had to lead or be led through a transformation – and it was successful? Describe how you saw these aspects of leadership demonstrated.

Reference: B Walker and D Salt, 2006. Resilience Thinking, pub. Island Press, Washington DC, USA



Complete the Reflection sheet