Resilient Leadership and ARMA

Madelyn Blair, PhD • June 15, 2018
Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom. –Victor Frankl
What does resilience mean?

- Soil - carbon
- Virus - speed
- Forest - health
- Banks - margins
- Teams - trust
- Organizations - ideas
- People
Resilience

- Know who they are
Knowing who you are leads to

- More confidence
- More creativity
- More effective communication
- Stronger relationships
- More effective leadership

Tasha Eurich in HBR, 1/4/18
Companies who know who they are

- Companies that are purpose driven have revenue growth that is **4 times** that of companies that aren’t.

- Companies with consistent set of values outperform the general market by **15 to 1**.

- **60%** of companies choosing corporate partners consider values (innovation is 20%, dominates the market is 20%)
Resilience

- Possess deep knowledge
Twyla Tharp

“Repository of creative potential”
Knowledge Management adds value

MAKE awards are granted annually to acknowledge companies that excel in using KM to enhance organizational wealth.

MAKE winners experience:
(1) positive abnormal returns around the award announcement
(2) superior operating performance relative to their peers
(3) upward analyst forecast revisions following the award
(4) positive upward stock price drift following the award

In other words: the market has taken time to learn how to process and interpret information useful in valuing KM. *

*Capital markets valuation and accounting performance of Most Admired Knowledge Enterprise (MAKE) award winners* by Mark L. DeFond a, Yaniv Konchitchki b, Jeff L. McMullin c, Daniel E. O’Leary
Resilience

- Insatiably curious
Companies and Curiosity

- Companies who survive longer than the average are sensitive to the environment and are willing to push the edges to learn and adapt. –Bloomberg

- Curiosity is the beginning of all learning. –Boris Jaeger

- When companies seek to remain in safe places, they ‘drop out of learning mode’. –Gary Pisano, Harvard
Know who they are
Deep knowledge
Insatiably curious
Phenomenal Four - Silence
Practices for the KMer – Silence

- Silence – promotes reflection
  - Send out questions ahead of a discussion
  - Make space so that the less talkative get heard
  - Ask for reflections on new ideas
  - Be comfortable with silence in meetings
Phenomenal Four - Story
Practices for the KMer – Story

- Story – puts things in context and makes connections

- Gather stories about the mission

- Assure that the team’s goal is clear by sharing stories inspired by a word in the mission

- Build trust by asking members to share something they are very proud
Phenomenal Four - Seeking
Practices for the KMer – Seeking

- Seeking – builds curiosity and encourages pushing past the obvious

- Model asking questions
- Schedule time for questions
- Conduct Question Storming
- Take on a Practice Partner
Phenomenal Four - Selection
Practices for the KMer – Selection

- Selection – provides practice in making decisions; helps people be comfortable in uncomfortable places

- Provide the context

- Ask unexpected questions such as:
  - Wait, what? I wonder why…?
  - I wonder if…?
  - Couldn’t we at least…?
  - How can I help?
  - What truly matters?
Challenges for ARMA

- Too busy with their day job
- Burned out by doing too much
- Life gets in the way
- Lose their job or change jobs to new industry
- Too few willing to step up
- Lifers who take up the chairs
- Lifers who hog the conversation and don’t allow others voices to be heard
- Incompetent as leaders when they do volunteer
Tofler - The illiterate of the 21st century are those who cannot learn, unlearn, & relearn.

- Time to create the environment where staff can develop resilience
  - You need the mission to be clear - it’s where initiative is sparked
  - You need knowledge to be accessible - repository of creative potential
  - And you need the right environment for learning -- where questions are the norm
- Resilience prepares you for the uncomfortable
Never confuse comfort for safety
Questions

- My question
  - What about resilience surprised you today?

- Your Questions
Resilience is up to you...

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