

Developing Resilience in Leadership

By Paul Brollo



Where are we going?

1. What is leadership?
2. What is circumstantial leadership?
3. What stops you from taking the lead?
4. How do you develop resilience?
5. What is purpose and meaning?

Introductions: What is your biggest challenge when leading at work?

What is leadership?

A good place to start ...



... is to ask what leadership isn't.

Leadership isn't:



Having power or authority ...

... or giving instructions
which others have to follow.



Leadership is ...

... showing
others the
way.



If you're asking others to ...

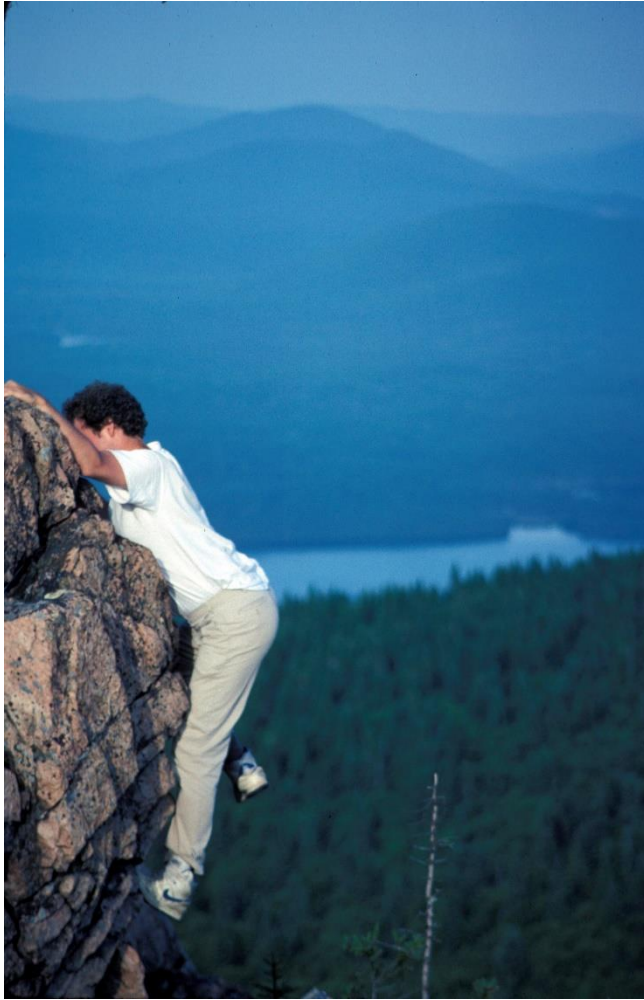


get to the top of the mountain ...

... first you should be
able to show them how.



If you can't show others how ...



... then maybe
you have no
right to ask.

When others struggle ...

... you could be ...



... patient, kind and supportive.

**That sounds like a lot to ask,
doesn't it?**

You might say ...

**... but I'm not asking
others to get to the top.**



**I'm only asking them to
do their agreed work.**

What is circumstantial leadership?



In some situations, you might be the one who has to show others how to get things done.

What does that mean?

You have to show
them how to
influence and
persuade ...

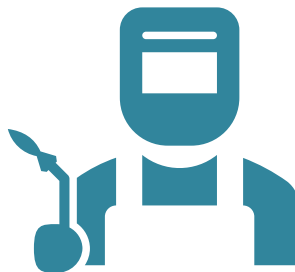
... by being
influential and
persuasive
yourself.



You have to demonstrate the behaviours you want to see.



**That makes you
a circumstantial
leader.**



What stops you from leading?



**Whenever you
don't get a result**

...

**... a little bit of
your motivation
to make an effort
gets eroded.**

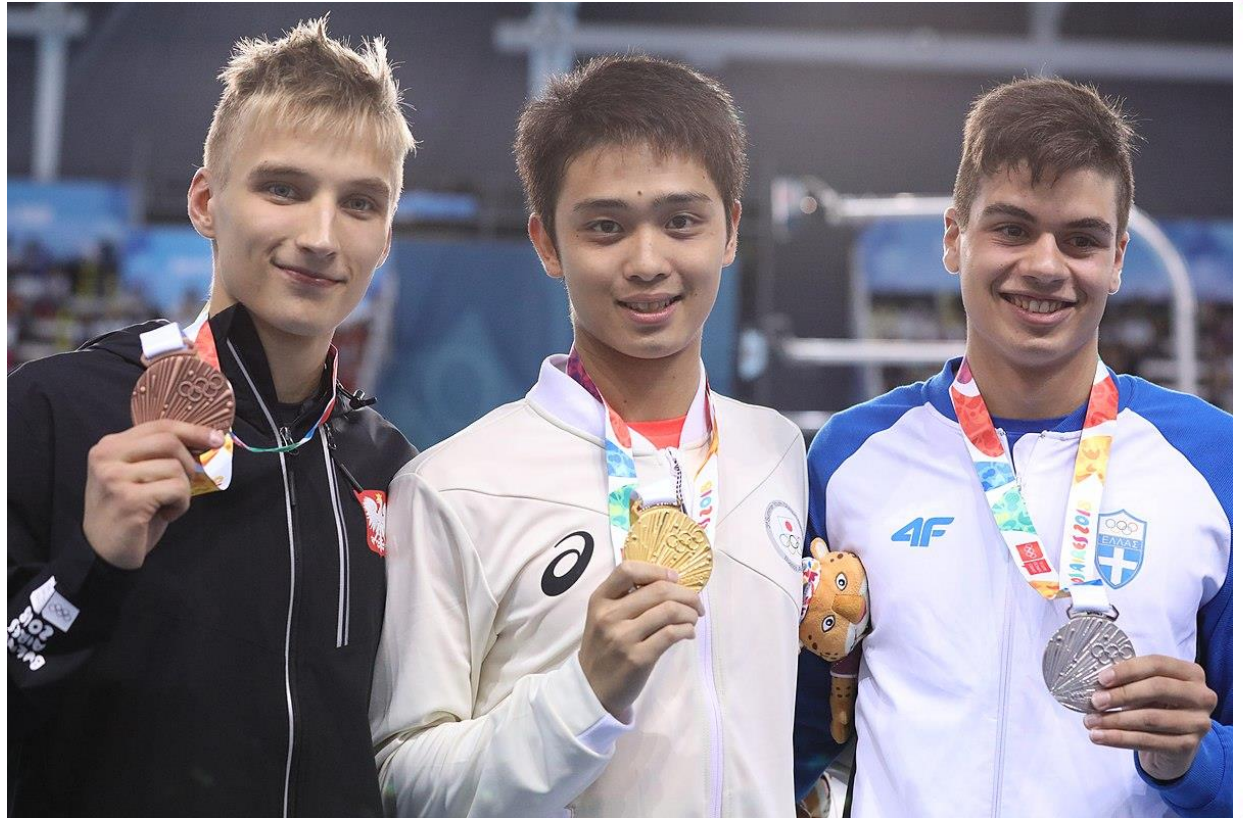
We call your willingness to make an effort your self-efficacy.



What is self-efficacy?

When you
make an
effort and you
get a result ...

... you learn
to see making
an effort as
worthwhile.



What happens when your self-efficacy erodes?

Your self-confidence and your self-esteem erode too.



What happens when your self-esteem erodes?



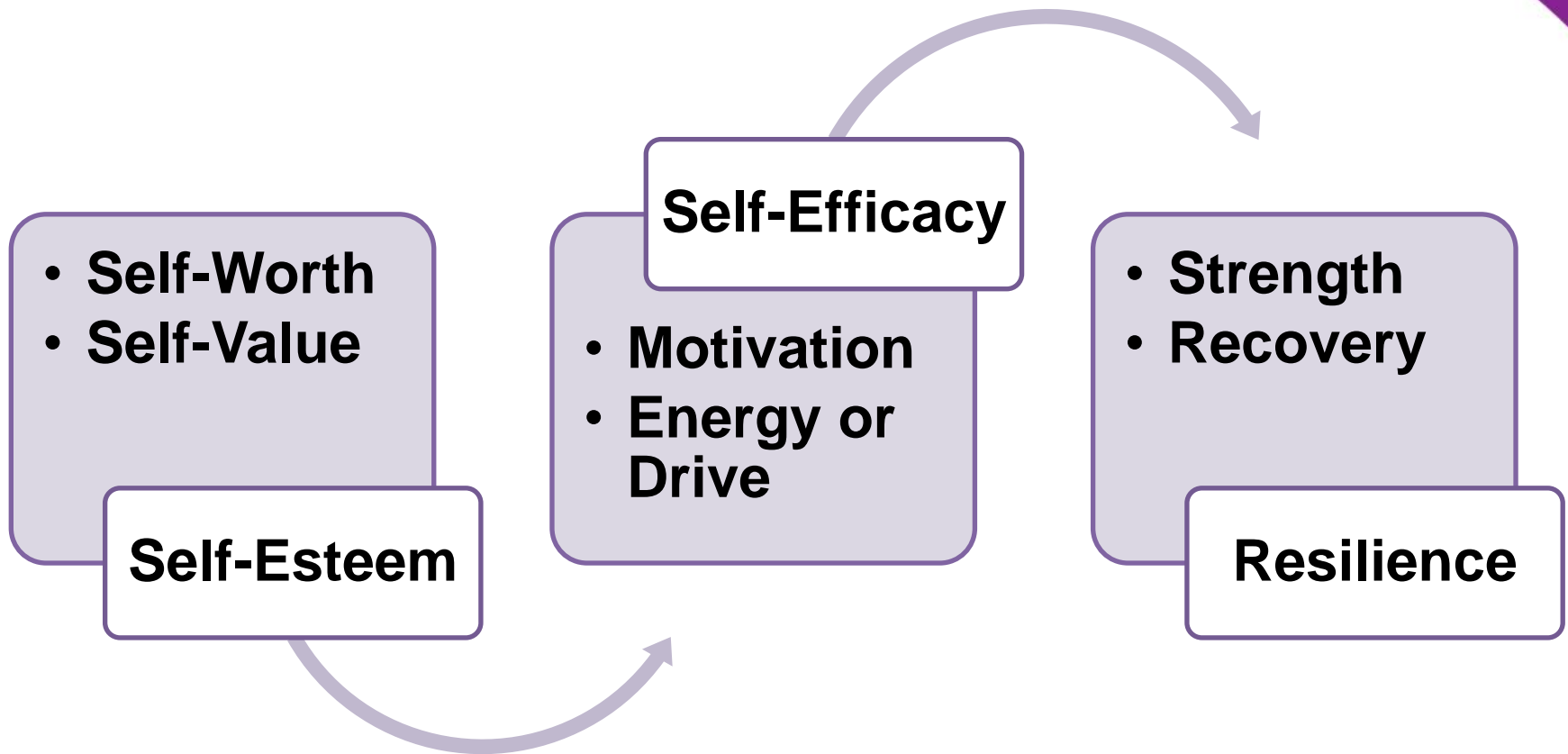
**Your
resilience
begins to
erode
too.**

What is resilience?



Your personal inner strength which enables you to keep trying.

How do you build resilience?



The best way is to build your self-esteem.

How do you build self-esteem?



In groups, come up with ideas under these six categories.



- What recognition do you need in your role?

- What acceptance do you need in your role?

- What approval do you need in your role?

- What reward do you need in your role?

- What autonomy do you need in your role?

- What mastery do you need in your role?

In groups, come up with ideas under these six categories.



- What recognition do you need to give others?



- What acceptance do you need to give others



- What approval do you need to give others?



- What reward do you need to give others?



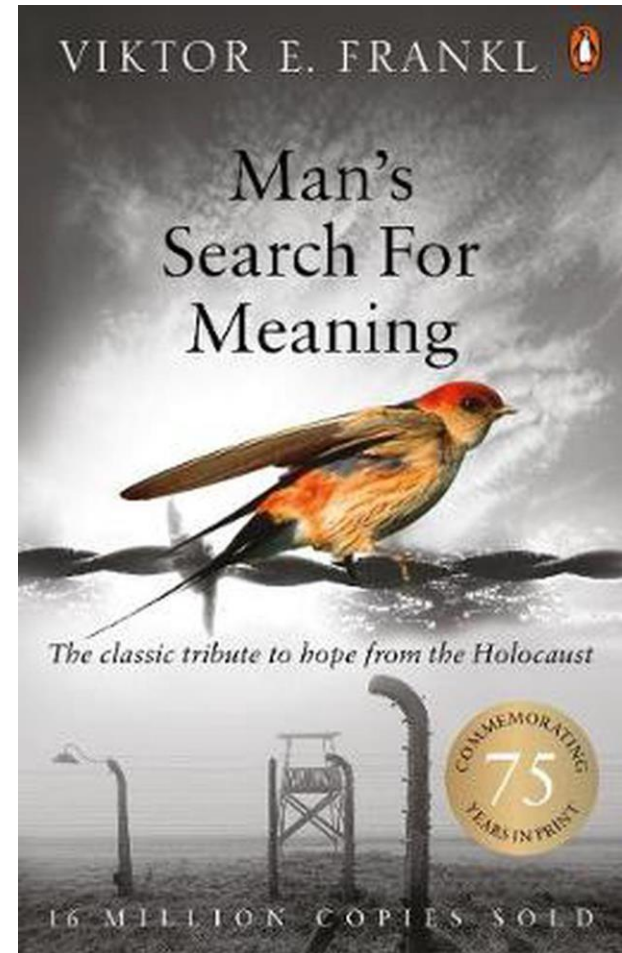
- What autonomy do you need to give others?



- What mastery do you need to give others?

What is purpose and meaning?

Holocaust survivor
Viktor E. Frankl
demonstrated that those
who saw purpose and
meaning in their effort
were more likely to
survive hardship ...



What is hopelessness?



... and those
who saw no
point were
more likely
to give up.

What is your purpose?

In groups,
come up
with a
description
of your
purpose.

“In a position of utter desolation, when man cannot express himself in positive action, when his only achievement may consist in enduring his sufferings in the right way—an honorable way—in such a position man can, through loving contemplation of the image he carries of his beloved, achieve fulfillment.”

Frankl, Viktor E. Man's Search For Meaning. (P. 49). Ebury Publishing. Kindle Edition.

What is your meaning?

In groups,
come up
with a
description
of your
meaning.

“The truth—that love is the ultimate and the highest goal to which man can aspire. Then I grasped the meaning of the greatest secret that human poetry and human thought and belief have to impart: The salvation of man is through love and in love.”

Frankl, Viktor E. Man's Search For Meaning. (PP. 48-49). Ebury Publishing. Kindle Edition.

If you want to know more...

- Then read “What’s the Word On ... “Imposter Syndrome”?” by Paul Brollo, published on the DSC Website, and find out why taking a positive attitude towards yourself can contribute to healthier self-esteem and greater self-efficacy.
- <https://www.dsc.org.uk/content/whats-the-word-on-imposter-syndrome/>
- Please leave a Comment as we’d love to hear your thoughts on this crucial topic.

Leadership is a complex skills-set

- Some of the skills you've touched on in this workshop include:
 - Situational Leadership
 - Influencing and Persuading
 - Coaching and Mentoring
 - and Emotional Intelligence
-
- If you want to know more about these skills, then please contact Cathy Shimmin.

**Your speakers today were
Paul Brollo, Robert Foster and Cathy Shimmin**

If you'd like to work with them on further training and development
do get in touch with us at DSC

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