

Building resilience and managing in dynamic unpredictable challenging times

Question and Answers

Tuesday 23 June 2020

Questions	Answers
What tips can you offer for providing feedback to a manager who insists on using a long handled screwdriver?	The same for giving feedback generally - that the feedback is on honour of learning and not out of frustration or blame, and ideally is directly related to your own experience (not reporting others' experience second hand. It can then becomes an inquiry of 'he said, she said'. Also, consider how <i>giving</i> the feedback makes you feel and how that <i>might not actually</i> relate to how they'll receive it. To help frame the feedback, think in advance about what is the specific behaviour you are experiencing; what is the outcome of that behaviour generally; how it makes you feel ; and then what would be helpful in the future . It's also worth saying what your intention is, for example, 'My intention is to help keep moving forwards'.
Trudi could you share your opinion on International Standards in respect of Resilience. The context to aim for standardisation and consistency on Resilience across the organisation.	Resilience is, by its nature, hugely individual and highly contextual, and therefore by definition there cannot be a 'standard'. It <i>might</i> be useful to refer to the HSE Stress Management Standards. Importantly, this is quite different to resilience but related. And of course – it isn't international.
Really like the metaphor 'long screwdriver' that some managers do not realise they are interfering from afar. Some of this comes from Managers inability to recognise the teams capabilities and the correct type of leadership styles to use. How would you suggest to get over this?	Beyond the feedback suggestion, finding out what their need is. What is the problem they are trying to solve? Could it be they need to answer difficult questions from those above? Letting go of what they feel ultimately responsible for? Wanting to be involved in the more interesting work, as they used to be? Feeling uninformed? Feeling excluded?
How do you manage friction, previously used face to face people skills to manage, as it's now all virtual?	The benefit of using the word friction over conflict is that conflict is in itself an emotional word, where as friction is more neutral and describes anything that gets in the way of moving forwards. In the work I do, people find it's easier to discuss friction because it's somewhat removed and 'over there'.
In teams that work in two different speeds, with many people being furloughed at the moment, and other team members still working, how can a team leader create the sense of cohesion and comradery?	This is new territory for many leaders and something that might be worth creating and investing time with a group of 'kitchen table confidants' to help each other navigate the complexities. One of the risks is compounding further a sense of 'teams within team' And as you're already aware, having the space to acknowledge experience is vital, with compassion to recognise feelings. An extra thought - creating space to find out what they've learned about themselves, the team, the organisation and what they now need from each other.

<p>How can you influence resilience-building from a more junior position in your organisation?</p>	<p>Leading without influence means finding out what needs to be in it for them, beyond what you believe they 'should' be in it for. What matters most to those you want to influence? Five typical influencing currencies are the inspiring big picture, the relationships between people, reward & recognition, the task itself, or something particularly personal to them. Create a compelling statement that includes at least the first four, and you're likely to influence 4/5.</p>
<p>How do you start in building alignment with a settled team (from a new leader to the team)?</p>	<p><i>Answered during the webinar</i></p>
<p>What skills are needed for the “laying it out there” conversations?</p>	<p><i>Answered during the webinar</i></p>
<p>I have a concern about the approach of encouraging people to make mistakes and learn. Depending on the context a mistake can have big consequences. Sailing has dangerous moments for example in weather conditions when mooring.</p>	<p><i>Answered during the webinar</i></p>
<p>How much should leaders show vulnerability or say "I don't know", when people looking for certainty?</p>	<p><i>Answered during the webinar</i></p>
<p>Could you provide some advice on client care within the context of your talk?</p>	<p><i>Answered during the webinar</i></p>
<p>As a member of a team or a leader of a team, how should you deal with not being able to cope when pressure is too much? Owning up to it carries its own personal risk so it's tempting to keep quiet.</p>	<p><i>Answered during the webinar</i></p>