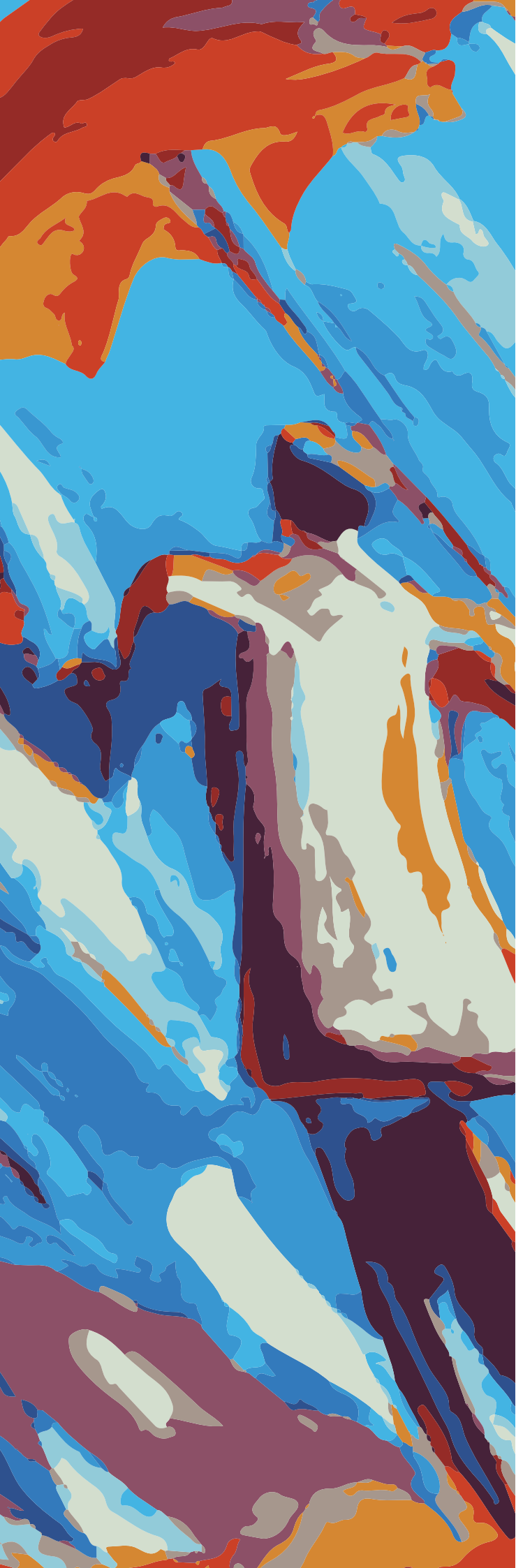




Performance
Frontiers

Resilience

Remaking Ourselves
Under Pressure



We often talk about developing resilience or buoyancy so we can endure, navigate and grow from the challenges that we encounter. Our ability to withstand and operate under pressure is important, however it is the ability to grow through the struggle, that is perhaps most potent. By striving to bounce back better than we were before, we are using disruption as an opportunity to create: to remake ourselves, again and again, ever stronger, ever more robust, ever better fit for a world of constant change.

Growth through experience – both individual and organisational – usually comes from reflecting upon the mishaps and gaps in our behaviours and actions. But this kind of learning takes time. The speed at which the business landscape is now changing means that time has become an increasingly scarce commodity. So, how can we better prepare ourselves to grow on the fly?

What is Resilience?

In the simplest terms, resilience is our ability to adapt in the face of adversity and bounce back in order to thrive. The American Psychological Association believes some of the contributing factors to how resilient we are include:

- The social resources that are available to us
- Our specific ways of coping
- The way in which we perceive and act in the world

Most importantly, resilience is an attribute we can develop and strengthen by reflecting upon how we think, who is in our lives, how we live, and how we've coped in the past.

Unpacking Resilience

Here are two learning models that can support more resilient mindset and actions through turning challenges into opportunities.

Triple Loop Learning

Triple Loop Learning interrogates the process of how we learn and therefore, can potentially improve the speed at which we gain perspective, grow, and adapt:

Single Loop Learning asks:

“are we doing it right?”— an example of this is a simple thermostat that detects heat and cold and switches on or off accordingly. A single loop system allows no space for insight, learning or reflection. We detect and react. It’s been suggested that many people and organisations operate in this learning loop, look for how they “correct” any variance to operating norms (such as reacting to a negative customer complaint).



A triple loop awareness allows a person or a group to develop a conscious relationship to uncertainty.... [and] the possibility for an intentional or disciplined vulnerability to that unknown.



Henry Ford

Double Loop Learning asks:

“are we doing the right things?” – this type of learning explores causality and is demonstrated by “out of the box” thinking. For instance, rather than focusing on deviations to a company’s rules and procedures, we ask: do those rules and procedures need to be changed? Double loop learning questions the norms.

Triple Loop Learning (Transformational Learning) asks:

“how do we decide what’s right?”— this takes another step back on the previous perspectives, to look at principles and context. What are the context, beliefs and values that inform the construction of those norms? How might we need to alter our field of perception? How do we change our worldview to gain new insights?”

In practice, leaders can use triple loop learning to help them modify their thoughts and actions. By thinking past both kneejerk reactions, and even causalities, and into deciding what we need to learn, our mindset lifts to a level of transformational awareness that prepares us well for ambiguity and resilience.

Staying ROBUST

An alternate way to guide our mindset and actions in daily challenges, is by becoming antifragile and ROBUST, a model for “thriving” through striving from [Dr Paige Williams](#). ROBUST stands for:

Recruit the Brain

Don't fight physiology, work with it. Struggle and stress are to be expected. We can use neuroscience and the way our brains are wired to work through it, sit with it, and reframe it.

Operate in Reality

Learn to recognise the frame through which we view reality, one that colours our worldview and can work for us or against us. This helps us prevent self-sabotage and better harness reality.

Break the Negative; Build the Positive

Look at what's not working and how you can create the space to do more of what's working well.

Tackle the Infinite Game

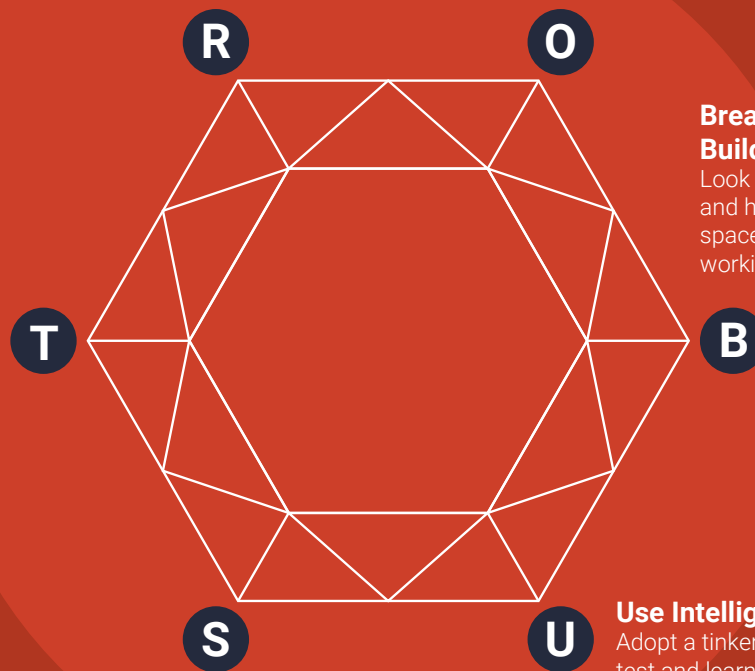
Move away from short term-ism and just trying to get through the next “cycle” – and think about the bigger broader horizon, considering time frames beyond our own involvement in a team. Take ego out of the equation.

Seek Collective Wisdom and Diverse Opinions

Let go of the desire to have all the answers, at all times. We need others to learn, connect to, and to give us a purpose beyond ego. Come up with as many smart options as possible by engaging with the intelligence of your wider network.

Use Intelligent Risk

Adopt a tinkering mindset; a test and learn mentality, creating the space for ourselves, our teams, and organisations to fail fast and fail forward. “Rather than believing that we need to engage in big bold steps, the key is to ask, ‘how can we tinker with what we already have – what we think, feel and do and see what impact it has?’”³





How Do We Apply it

for Leaders

Antifragile leaders are by definition resilient. They understand that they will not always have the right answer, be the smartest in the room, or always win everyone's approval. Instead, they embrace vulnerability, humility, collaboration, cooperation, and compassion. These attributes require high levels of emotional intelligence and self-awareness.

Challenges/Opportunities

While approaching challenges as learning opportunities helps us to grow, it is often not a comfortable space to sit in. So, it's important to acknowledge that we can't necessarily learn without leaning into some discomfort. Embracing the discomfort, knowing that it is offering us insight, and understanding that the discomfort will eventually pass, helps us to counter our normal avoidance and anxiety responses.

Key Takeaway/

Conclusion

As leaders, it's equally important to accept that we cannot control everything. However, by practising triple loop learning and applying ROBUST thinking, we can grow right at the point of disruption.

A few questions to kickstart you on your resilient journey:

Are you willing to remake yourself anew?

How might you open yourself to new realities? The reality of now? The reality of a new perspective? The reality that others perceive?

How might you treat each moment, each action, as if it were an enquiry?

What options reveal themselves if you take ego out of the equation?



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