

NEW REPORT COMING SOON

THE RESILIENCE SHIFT

RESILIENT LEADERSHIP

LEARNING FROM CRISIS

Be Brave, Be Kind, Look Ahead



How to get the Resilient Leadership report

The full report on Resilient Leadership will be published shortly. [Click here](#) to reserve an advance copy or send an email to resilientleadership@resilienceshift.org.

During a crisis, what does it mean to be resilient? As part of our work to learn from crisis, twelve senior leaders from corporations and cities across the globe took part in an experimental programme of weekly reflective conversations over sixteen weeks of the Covid-19 crisis. The real-time insights and learning from these conversations were captured week by week, following the personal and professional journey that each individual took during this challenging time.

This new report by The Resilience Shift explores the difference between ‘Resilient Leadership’ – the qualities of an individual leader, and ‘Leadership for Resilience’ – that enhances the resilience of the organisation, institution or society they lead.

EMERGING LESSONS FOR LEADERSHIP

The report captures the emerging lessons for resilient leadership, suggesting where leaders should place their attention when entering a major crisis. It details the successful Leadership Strategies suggested by the research – Technical on the one hand, Personal and Social on the other – all with the intention of fostering resilience, and the essential Leadership Behaviours that will help a leader to be personally resilient during a crisis and help them to optimise their Leadership Strategies.

LESSONS FROM THE PROJECT METHODOLOGY

It also sets out the lessons learned from the innovative project methodology that was designed at high speed and adapted over the weeks. It began with a question: “What if we could listen in to senior leaders as they navigate the challenges of the Covid crisis in real-time?” We also explore the value that reflective learning played for our participants – as a type of crisis diary, as therapy during a particularly stressful period, and as a direct stimulus to innovation.

CATALOGUE OF INSIGHTS

What is more, we share the most significant insights generated in the course of the weekly conversations, expressed in the words of the participants. These 127 insights have been categorised under six themes that align with the Resilience Cycle – starting with reflections on the ‘Underlying Conditions’, moving through ‘Leadership and Personal Resilience’, to end with ‘Towards a Resilient Future’.

THREE PROVOCATIONS

Finally, we share three large and intriguing questions that emerged during the process.

THE ‘RESILIENCE SHIFT’ FOR CRITICAL INFRASTRUCTURE SYSTEMS

Resilience matters for infrastructure and for leadership in an interconnected world.

INFRASTRUCTURE RESILIENCE

In the context of the current global pandemic, the topic of resilience has been thrown into sharp focus. Covid-19 has put significant stress onto critical infrastructure systems from changed demand for services such as power and connectivity, (a move from commercial to domestic for example) and in relation to workforce availability.

It demonstrates the wider system of which our infrastructure is a part – you can’t extract infrastructure from global supply chains, public health, politics, or society.

It has shown us what matters for resilience when there is no physical shock such as an extreme weather event.

RESILIENT LEADERSHIP

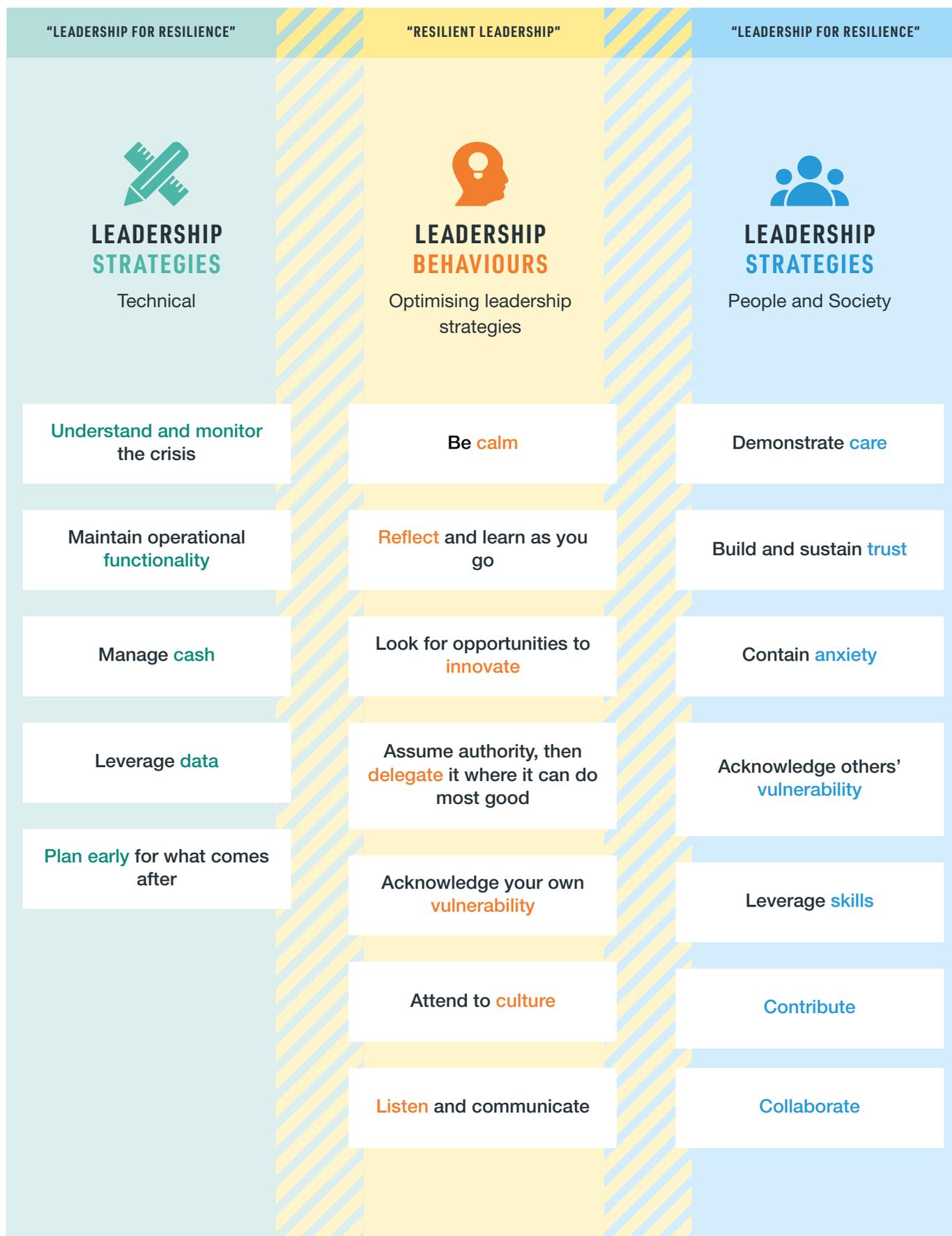
It has made it clear how important the people in the system are, from end users, to operational teams, to those who are leading our organisations, cities and countries.

It has also shown us here, and in our other work to learn from crisis, the importance of behaviours rather than a set of rules in times of deep uncertainty.

The Resilient Leadership project explores the behaviours of leaders, in different contexts – what works and what doesn’t, the findings from which are highly relevant to anyone in the infrastructure value chain, and much more widely.



SNAPSHOT FROM THE REPORT: LEADERSHIP DURING A CRISIS - WHAT TO ATTEND TO



127

INSIGHTS

More information on [project webpage](#) or in upcoming report

75

HOURS OF RECORDINGS

Recorded interviews with participants were distilled into insights

16

WEEKS

Project ran from 6 April to 24 July 2020

21

PODCAST EPISODES

Links: [Apple Podcasts](#), [Spotify](#), [Stitcher](#), [Google Podcasts](#) or [Soundcloud](#)

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SUMMARIES AND VISUALISATIONS

These have been anonymized for public consumption, to allow participants to speak freely during the interviews

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