

# How to Become the Resilient Leader Your Mission Requires



# Speaker Introduction

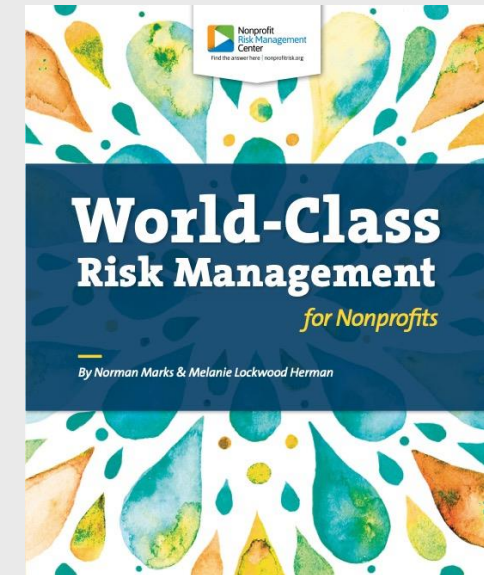
**Melanie Lockwood Herman**

*Executive Director*

Nonprofit Risk Management Center

Melanie@nonprofitrisk.org

703.777.3504



# Agenda



**Setting the Stage for Resilient Leadership**



**10 Characteristics of Resilient Leaders**



**Closing Thoughts and Takeaways**



# Setting the Stage for Resilient Leadership

# Unpacking the Resilient Leader's Role

Resilient leaders:

- Envision
- Guide
- Motivate
- Engage
- Re-think



# It's a Balancing Act!

Being a resilient leader means learning to walk a delicate tightrope between:

- Bold action and daring decisions to advance your mission
- Having the discipline to pause before acting or making decisions



# What is Resilience?

the capacity of an organization  
“...to prepare for disruptions, to  
recover from shocks and stresses,  
and to adapt and grow from a  
disruptive experience.” – *Judith Rodin*



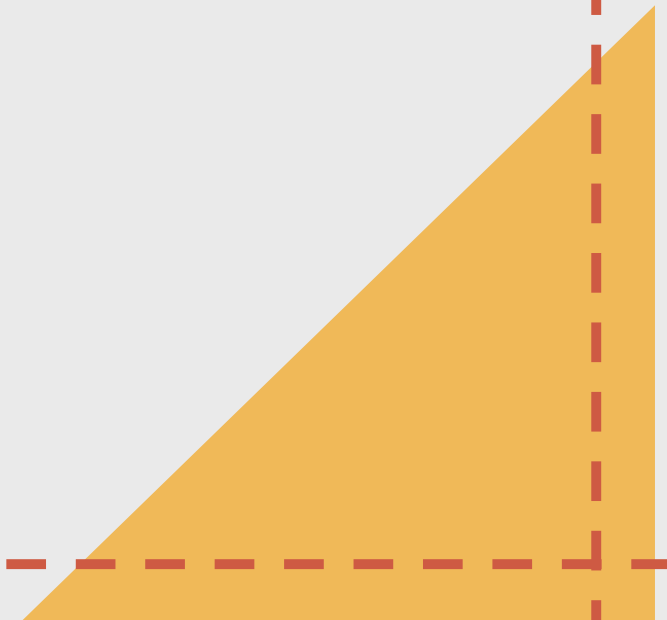
# Risk + Resilience: Strange Bedfellows

**Risk management:** a discipline that helps us avoid or minimize downside risks

**Resilience:** the capacity of an organization “...to prepare for disruptions, to recover from shocks and stresses, and to adapt and grow from a disruptive experience.”

- Judith Rodin

**Avoid harm vs. Grow and thrive**





# **10 Characteristics of Resilient Leaders**

# 1. Curious learner



- What are you doing this week to grow what you know?
- What are you doing to cultivate curiosity and support the learning of others?

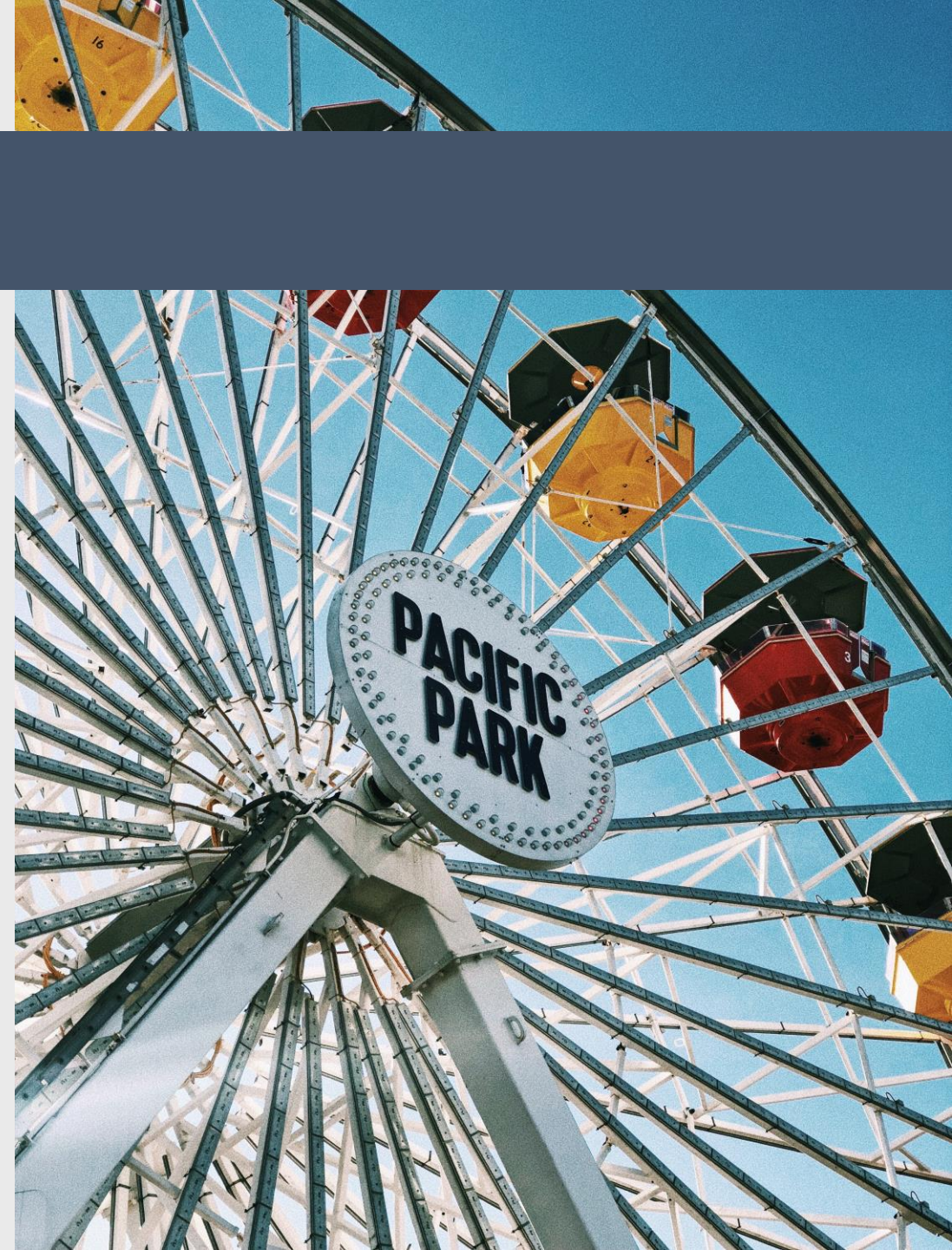
# We have so much to learn!

“You can’t show what you don’t know.”

- Jason Reynolds, “How Can We Connect With Kids Through the Written Word?” TED Radio Hour, NPR, September 17, 2021, [www.npr.org/transcripts/1037940032](http://www.npr.org/transcripts/1037940032)

Embrace the learn, teach, and grow cycle!

- “Everything I know about risk management I learned by teaching risk management,” RISK eNews, <https://nonprofitrisk.org/resources/e-news/everything-i-know-about-risk-management-i-learned-by-teaching-risk-management/>





## 2. Chooses doubt over convictions

“We favor the comfort of conviction over the discomfort of doubt, and we let our beliefs get brittle long before our bones.”

—Adam Grant, *Think Again*

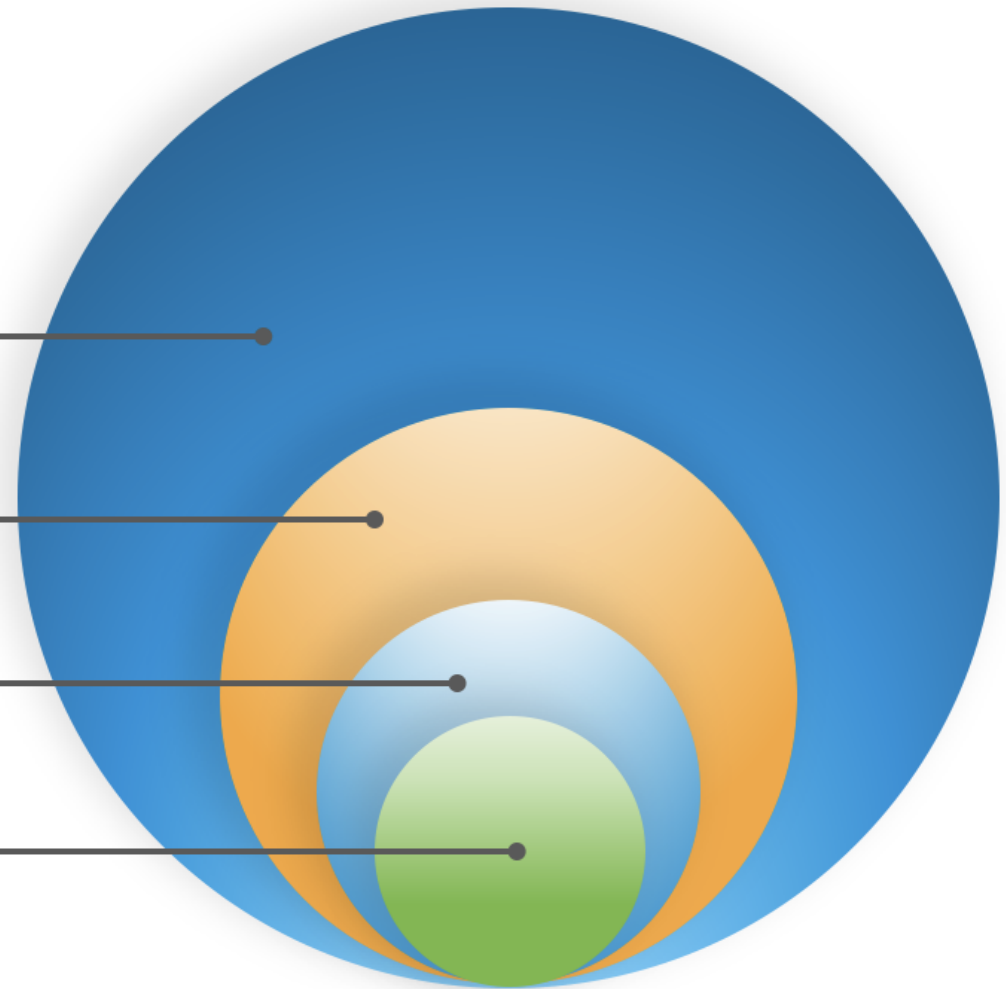
# Embrace what you don't know

Things I don't know.

Things I think I know.

Things I know.

Things I know I know.





### 3. Future Focused

# Questions to inspire your future focus

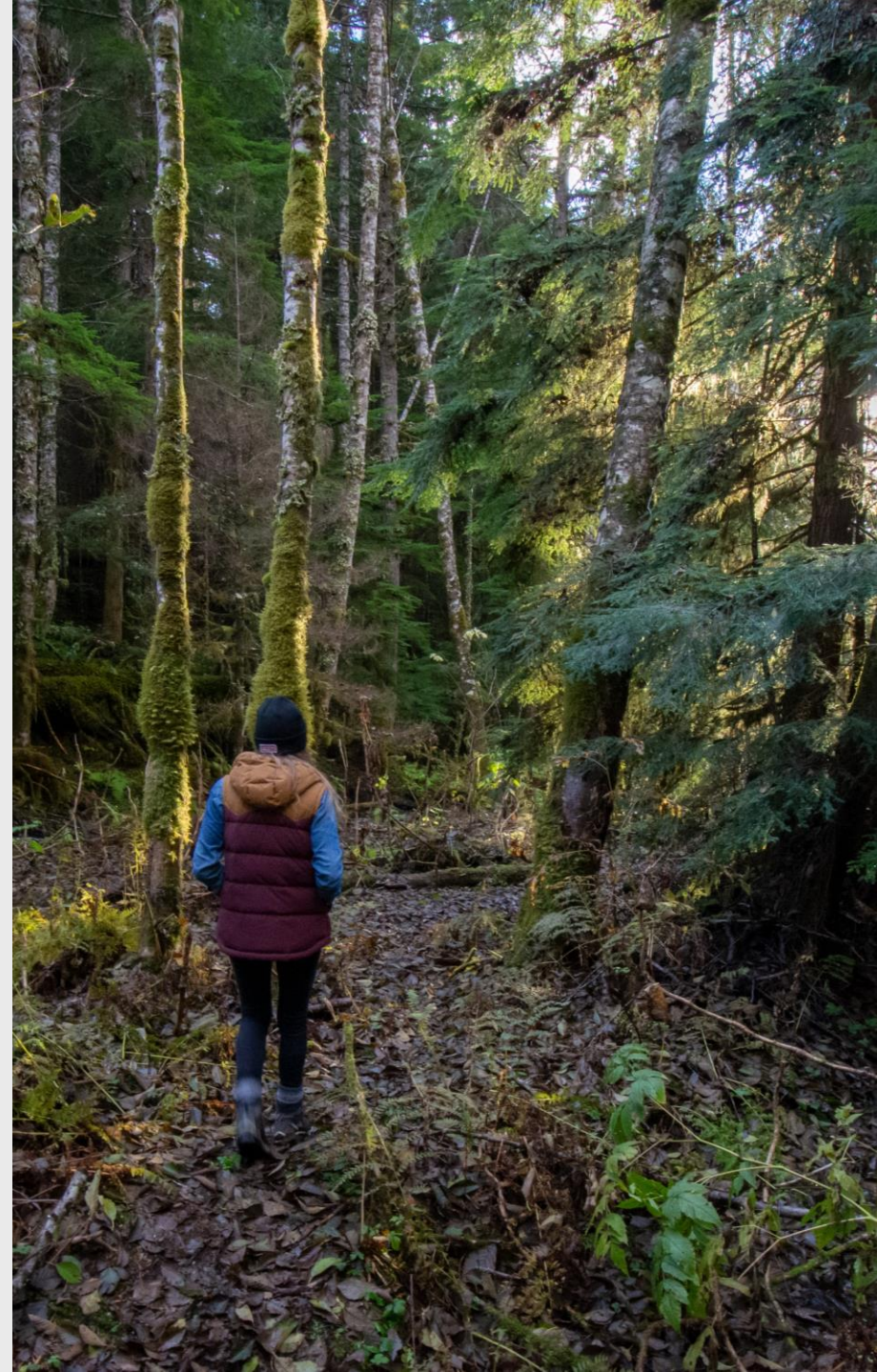
- Two years from now, where do we want to be?
- What 5 factors will shape this future?
- What bold risks must we embrace today to get there?



## 4. Celebrates progress

“Research has shown that of all forms of human motivation the most effective one is progress. Why? Because a small, concrete win creates momentum and affirms our faith in our further success.”

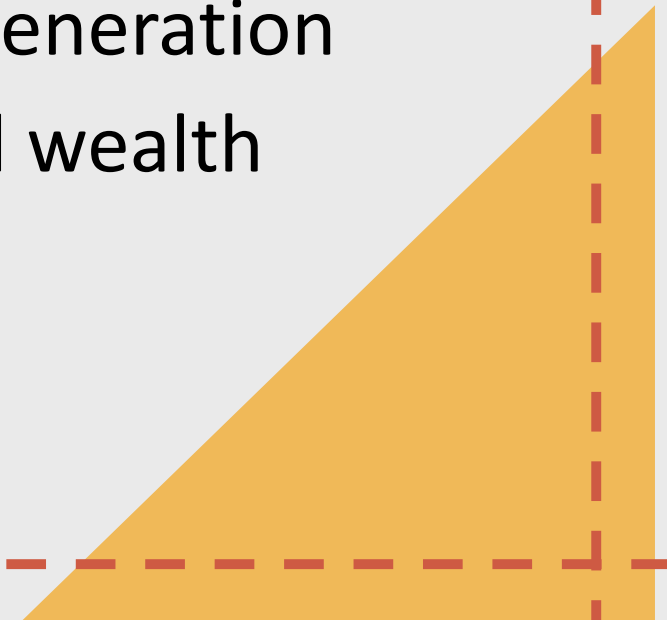
– Greg McKeown, *Essentialism*



## 5. Prioritizes community benefit

“Underneath these changes, coming of age in a worldwide crisis has the potential to mature a generation with a renewed appreciation for community, cooperation, and sacrifice—a generation that believes empathy is not weakness, and wealth isn’t virtue.”

– Scott Galloway, *Post Corona: From Crisis to Opportunity*



## 6. Rational optimist

“Rational optimism means taking a realistic assessment of the present moment. It means maintaining the belief that you can put one foot in front of the other, take action, and overcome a challenge or reach a goal.”

“This is what optimists can teach you about dealing with stress,” by Michelle Gielan, *Fast Company*



# Questions to inspire an optimistic frame

- What is the development, new program, or 'big idea' you're MOST excited about this year?
- How will that work? How might that turn out even better than your wildest dreams? What can we do now to create a runway for a smooth takeoff and big success?
- What were some of the biggest "ah-ha" moments from the work we did last year? How can we leverage those learnings this year?
- What's something you used to worry about here but no longer do. Why?

# 7. Obsessively transparent

- Transparency tops the list of things employees care deeply about
  - Being opaque leads to misunderstandings, unmet expectations and may hasten the departure of top performers!
- Yet only 52% of workers\* believe that their boss/employer is “open and upfront with them”

SOURCE: “Employee Distrust is Pervasive in U.S. Workforce,” American Psychological Association, 2014



# Transparency: HOW and WHY

## HOW:

- Keep your team in the loop
- Share the good and the bad
- Welcome honest feedback

## WHY:

- Trust begets trust
- Hearing that *you* need helps inspires me to ask for help

# 8. Vulnerable

- The courage to be yourself
- “It is the ability to express and expose, in words and behavior, who we really are and what we genuinely think and feel.”
  - <https://worldofwork.io/2020/01/vulnerability-in-the-workplace/>

## What “Not” to Do:

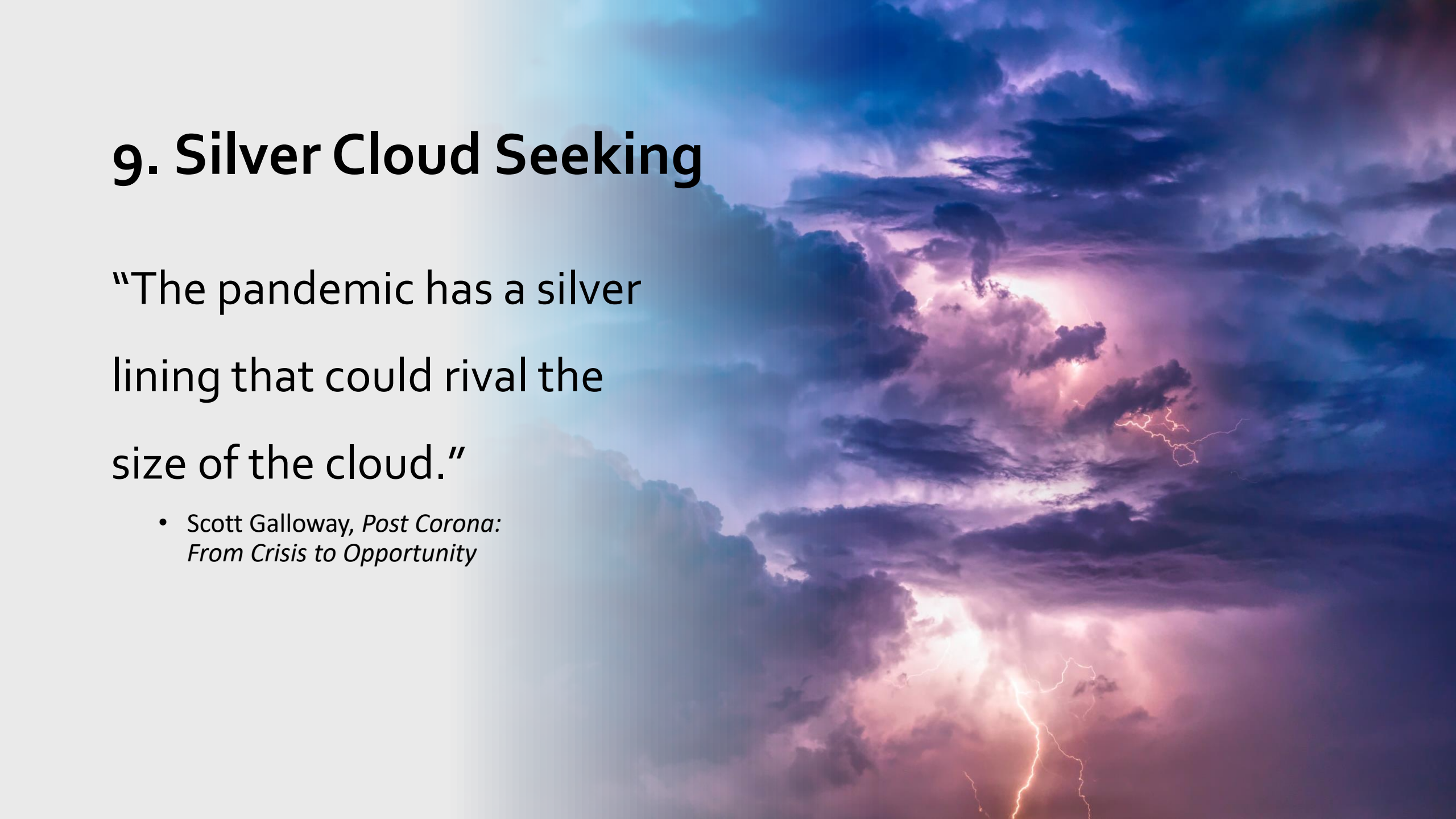
“To carelessly offer one’s unfiltered thoughts and views is not vulnerability, it is reckless and potentially offensive. Again, leaders who believe being vulnerable is about letting it all hang out and oversharing as a tactic to build team cohesion may instead create a climate of malaise. As in all things, moderation and good judgment are key.”



## 9. Silver Cloud Seeking

“The pandemic has a silver lining that could rival the size of the cloud.”

- Scott Galloway, *Post Corona: From Crisis to Opportunity*



## 10. Grateful guide

“The essence of any leadership journey is connecting with others and transporting them from one place to another—inspiring them to believe in what they can achieve.”

- Gary Burnison, Korn Ferry



# Maximizing these Characteristics

---

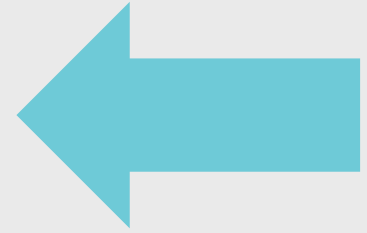
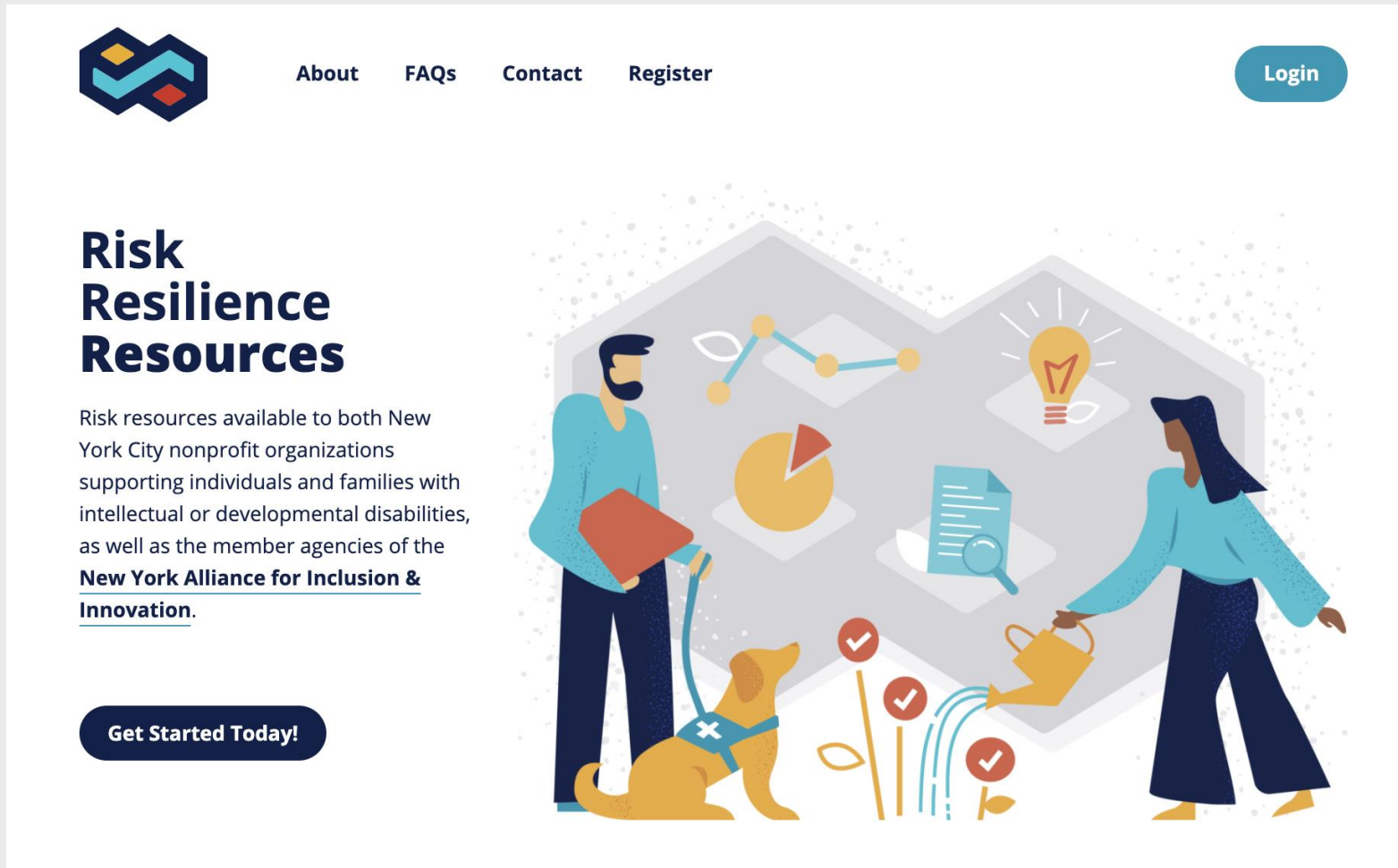
- Choose humility over hubris
- Mix in vulnerability
- Respond to off the wall ideas with, “Tell me more!”
- Resolve to find lessons in inevitable experience



# Closing Thoughts and Takeaways



# <https://nyalliance.resilienceresources.org>



# NRMC Resources



Find the answer here | [nonprofitrisk.org](http://nonprofitrisk.org)

## Business Impact Analysis Worksheet

A business impact analysis (BIA) is often a key component of a Business Continuity Plan (BCP). A BIA identifies the impact of downtime for various activities and processes. Your BIA should help you determine which functions must continue without interruption, which can be scaled back or shuttered temporarily, and the desired timeframe for recovery and restoration.

### Outcomes of a Business Impact Analysis

- Inventory of key agency functions and activities
- Understanding of the time sensitivity of key functions and activities
- Catalog of recovery strategies

Use the chart below to list key functions and activities, their "maximum acceptable downtime," and specific recovery strategies. With respect to the MAD scores, consider using or adapting this framework:

If MAD = 8 hours, this function is **vital**.

If MAD = 24 hours, this function is **critical**.

If MAD = 5 business days, this function is **essential**.

If MAD = 30 calendar days or more, this function is **important**.

Key function or activity	MAD	Recovery timeframe and strategies
Payroll	Critical	Payroll processing can be transferred to our contractor, ADP, with 24 hours' notice.
Client outreach to families	Critical	Back-up points of contact have been identified for the outreach team; if an assigned team

## Risk Management ESSENTIAL

Tips, Knowledge and Tools for Nonprofit Organizations

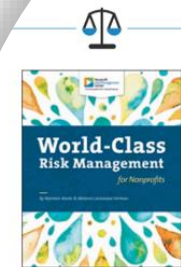
### THE BUSINESS CONTINUITY PLANNING ISSUE



## Business Continuity Planning Taking it from the Back Front and Center

by Whitney Claire Thomey

Certain aspects of the risk management discipline are more compelling than others. It's easy to see how Enterprise Risk Management harnesses the power of an organization's strategic initiatives and bolsters the opportunity for your mission to succeed. Having conducted



### World-Class Risk Management for Nonprofits

Order World-Class Risk Management for Nonprofits today, if:

- evolving the maturity of risk management is a priority
- your goals include linking risk management to the goals and objectives of your nonprofit
- you are a risk leader striving to help others in your field make risk-aware

## Risk Management ESSENTIAL

Tips, Knowledge and Tools for Nonprofit Organizations

### THE CRISIS MANAGEMENT ISSUE



## The Future is Now: Preparing for the Unknown Crisis

Preparing for a possible future crisis can feel overwhelming and abstract for many nonprofit leaders. With competing priorities and meeting the needs of stakeholders on a day-to-day basis, taking the time to think through how your nonprofit will respond to a currently non-existent crisis can end up taking a back seat. However, when a crisis hits your organization, your level of preparation can make the difference between bouncing

unfold, the right time to plan for how your organization will manage a crisis is **now**, hopefully long before you experience it. Creating a practical and actionable crisis management plan should be a goal for every nonprofit, and organizations can take steps to prepare for a future crisis by identifying resources and roles to the

## RISK eNews

### The Best of NRMCM's Resilience Resources

Resilience is a subject that is top of mind for many nonprofit leaders today. At NRMCM, we believe that building organizational resilience is a core component of effective risk management. Today's RISK eNews presents a collection of resilience resources developed by our team.

#### Business Continuity Planning

Business continuity planning (BCP) is one of the best ways to strengthen your organization's resilience. A practical BCP is a helpful roadmap or playbook when an event or circumstances beyond your control disrupt 'normal' operations. And remember that it's not just the plan that will bolster your ability to bounce back, the process of creating the plan builds resilience muscle!

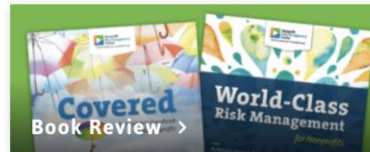
Explore our latest issue of *Risk Management Essentials* (RME), [the BCP Issue](#), for three great articles to help you ignite support for a continuity project at your organization. Don't miss the following additional articles for practical BCP tips:

- [No Business Continuity Plan? Take These 4 Steps!](#)
- [Resilient and Risk Aware: Ah-ha Moments in Cyber Risk](#)
- [Facility Agility: Planning for Facility Emergencies](#)
- [Put on Your Thinking Map: Create a Contingency Map in 5 Steps](#)

#### Learning from Failure

In high-performing risk management functions, failures, and mistakes offer powerful opportunities to strengthen the resilience of your organization. Explore these NRMCM pieces that lift up the benefits of learning from experience and loss:

- [Find Inspiration in an Epic Fail](#)
- [Ready... Set... Learn! Get ready Now for What's Next](#)
- [Systemic Failure and Risk Management](#)
- [Belt and Suspenders: Redundancy in Risk Practice](#)
- [Don't Fret Failure](#)



- RISK eNews – published weekly
- *Risk Management Essentials*
- Infographics
- Books
- Webinars
- Web applications
- Simple, powerful tools

[www.nonprofitrisk.org/Resources](http://www.nonprofitrisk.org/Resources)

# Teach your team to sprint

- To create a more resilient organization, lead your team through a series of sprints, rather than a marathon.
- Each sprint is “a laboratory where the team learns about the changes that are actually needed, and the new skills requirements that change brings.”

“How to Improve Resilience and Adaptability Post-Covid,” GARP, March 26, 2021, by Haydn Shaughnessy and Fin Goulding

Nick Webb from London, United Kingdom, CC BY 2.0 (<https://creativecommons.org/licenses/by/2.0>), via Wikimedia Commons

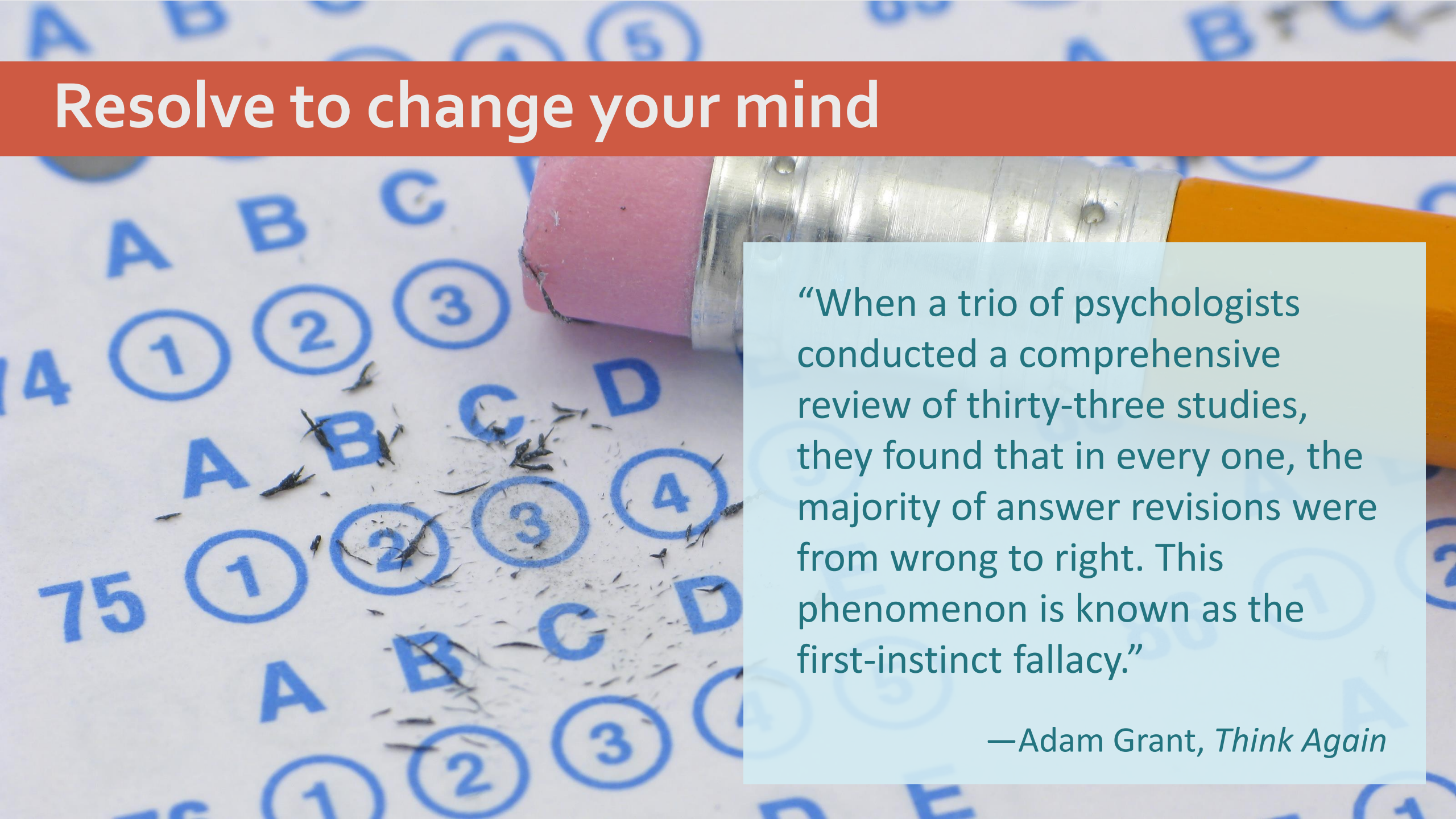


# Focus on solving, versus managing, problems

- Do you 'put up with' problems—big and small—for much longer than you need to?
- Do you know why we all do that?



# Resolve to change your mind



“When a trio of psychologists conducted a comprehensive review of thirty-three studies, they found that in every one, the majority of answer revisions were from wrong to right. This phenomenon is known as the first-instinct fallacy.”

—Adam Grant, *Think Again*

Connectivity may, indeed, be a conundrum,  
but it's also a collage—of purpose, shared  
interest, and fitting in. It requires awareness

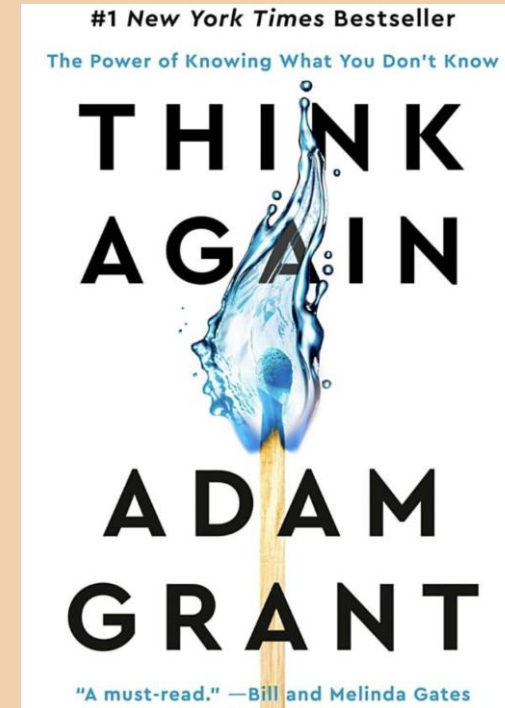
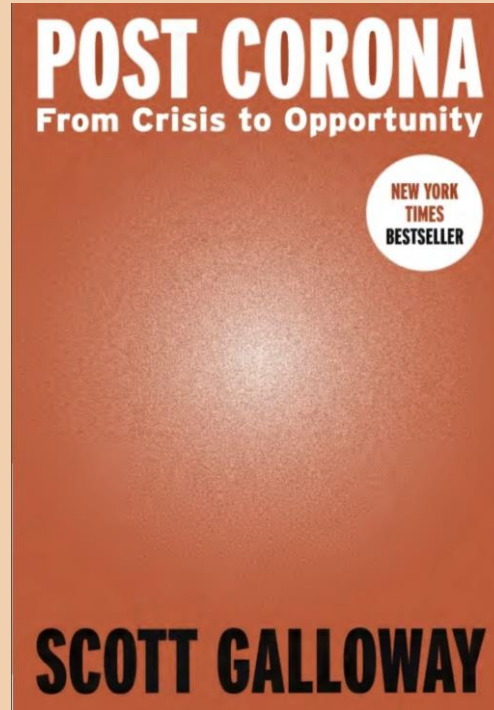
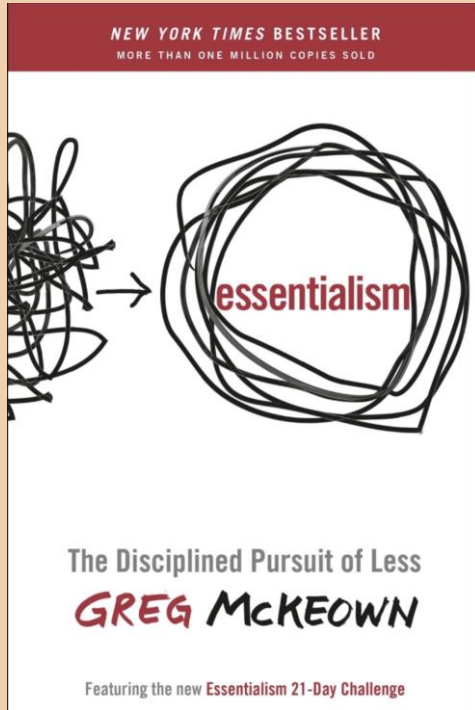


on the part of the person offering the  
connection—and courage for the person  
willing to forget it. The result is lasting,  
meaningful relationships, connecting us all.”



—Gary Burnison, *Korn Ferry*

# Books that inspired this presentation!



# Thank you!

Melanie Lockwood Herman  
Melanie@nonprofitrisk.org

Nonprofit Risk Management Center  
204 South King Street | Leesburg, VA  
**703.777.3504**

