



Our Mission Statement | **Enabling sustainable
business performance through people**

Blumenthal & Co.
10 YEARS

THE FOLLOWING **WEBINAR** REPRESENTS MY THOUGHTS AND IDEAS
THE WAY I SEE THINGS
THAT'S OK IF YOU WON'T AGREE WITH SOME PARTS



www.filmratings.com

www.mpaa.org

AGENDA

- 1 Covid-19 phase 2
- 2 Chaos & Uncertainty and how it is related to resilience
- 3 Team/Org. resilience model & indicators

**MIT
Technology
Review**

We're not going back to normal

Social distancing is here to stay for much more than a few weeks. It will upend our way of life, in some ways forever.

by **Gideon Lichfield**

March 17, 2020

Getty images



THINGS WON'T CHANGE AS MUCH AS THEY
WILL ACCELERATE. WHILE OTHER CRISES
RESHAPED THE FUTURE, COVID-19 IS JUST
MAKING THE FUTURE HAPPEN FASTER.

<https://www.profgalloway.com/post-corona-higher-ed>



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Chaos fades away as patterns start to appear

PHASE II



Being Fed Up

As critical and unstable the Covid-19 situation is, people start to feel fed up from social distancing & uncertainty



Something Could (and Should) Be Done

Action and not reaction. People feel they can and need to take action in order to regain some control on their lives



Start or Wait?

Though acting is crucial, People still wonder is this the right time or should one wait before doing anything

The Chocolate-and-Radish Experiment That Birthed the Modern Conception of Willpower

HANS VILLARICA APRIL 9, 2012



Test persons at Case Western in the US had been asked to skip a meal before coming to the lab. Imagine a room with a chair, a table, a small oven and a mirror. Oh, and two bowls on the table: A bowl with chocolate chip cookies, freshly baked in that lab, and a bowl with radishes.

One after another, testers were invited to sit in that room for an experiment on taste perception. Whilst allegedly waiting for their experiment to unfold, one group was invited to eat the cookies, but not to touch the radishes. The other group was told that the cookies were for another experiment, but they were allowed to eat radishes if they were hungry.

5 minutes into the experiment, the researchers came back to invite the testers to solve "an easy puzzle" to shorten the wait. In truth, the puzzle was unsolvable. The researchers watched the testers behind the mirror as the actual experiment into willpower unfolded.

That's why

Resilience is crucial for
being able to move on

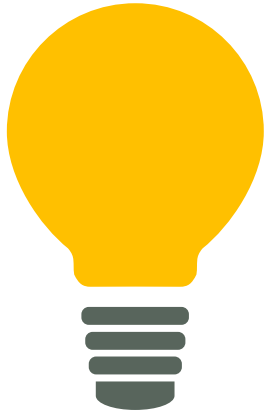


Resilience is the psychological quality that allows some people to be knocked down by the adversities of life and come back at least as strong as before.



Resilience is the psychological quality that allows some people to be **knocked down by the adversities of life** and come back at least as strong as before.

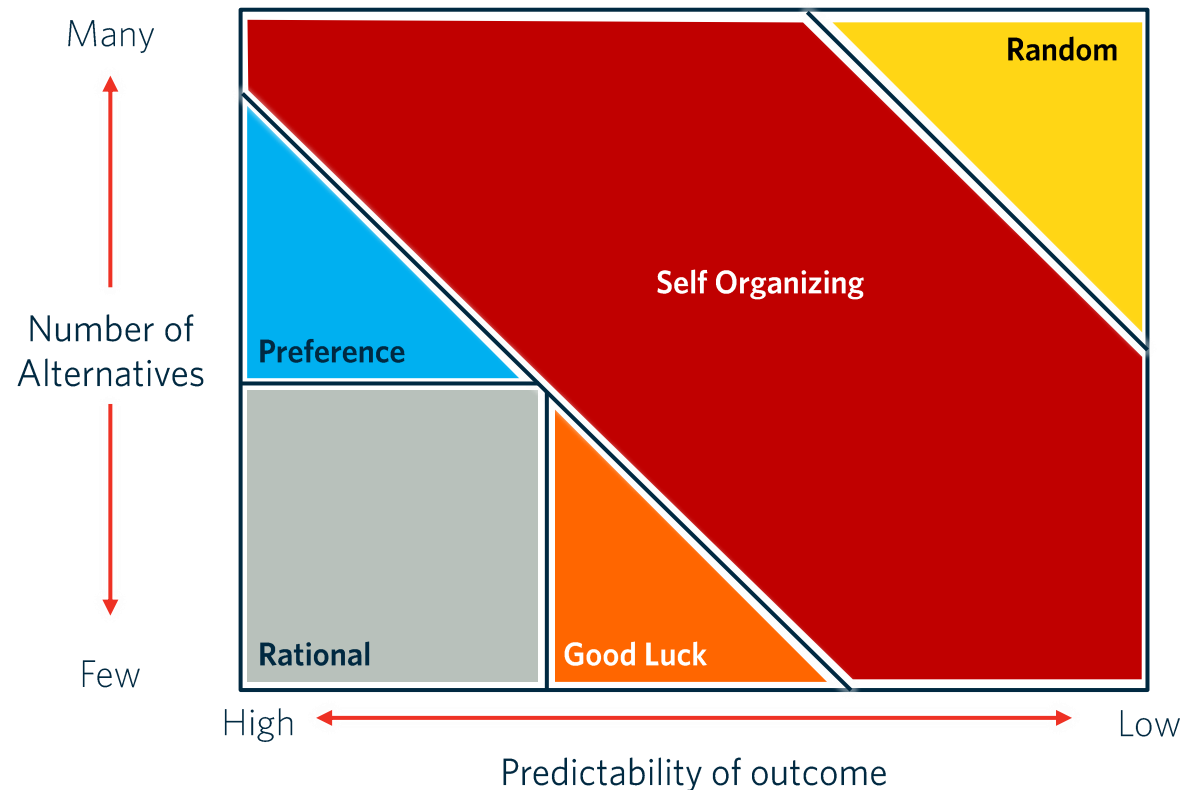




$$\text{Uncertainty} = \underset{\substack{\downarrow \\ \text{Available}}}{\text{Data}} \times \underset{\substack{\downarrow \\ \text{Of what's happening}}}{\text{Understanding}}$$

UN|CERTAINTY IS BEING UN|ABLE OF MAKING DECISIONS

Glenda Eyong, inspired by Ralph Stacey



Self Organizing

5

The decision approach involves a high level of interaction among organizational agents

Random

4

For all that known, any option is equal in value to any other. Many possible paths, but no clear indication.

Good Luck

3

Decision is made with faith that it is correct. Taking a chance is the only course of action.

Preference

2

Some alternatives give more advantage, so subjective criteria are involved.

Rational

1

Based on analysis and trends. This is an area of efficiency and stability. Quick decision making

Resilience is the **psychological quality** that allows some people to be knocked down by the adversities of life and come back at least as strong as before.

→ i.e., **not a skill nor behavior**



Let's focus ➡



8

Team Resilience Indicators



Leadership

Do you have a clear & shared short-term vision, adjusted to Covid-19 implications?



Involvement

Do employees use their skills to solve current challenges and problems?



Situational Awareness

Do employees share good/bad news including weak warning signals?



Decision Making

Does each person in your group or team knows what are their decision rights?

Innovation & Creativity

Do employees use their knowledge in novel ways to solve existing problems?



Knowledge Creation

Is knowledge captured and shared, ensuring critical information is always available?



Minimization of Silos

Do divisive & behavioral barriers slow down the group/team?



Internal Resources

Does your group depended on other groups? or can it handle its current challenges on its own?



TEAM RESILIENCE ANALYSIS TOOL

- We have sent you an excel file through the chat
- This is a short version of the resilience analysis tool we use
- Please take 5 minutes to reflect on the 8 items in the tool
- Please respond from the perspective of your group's leading team

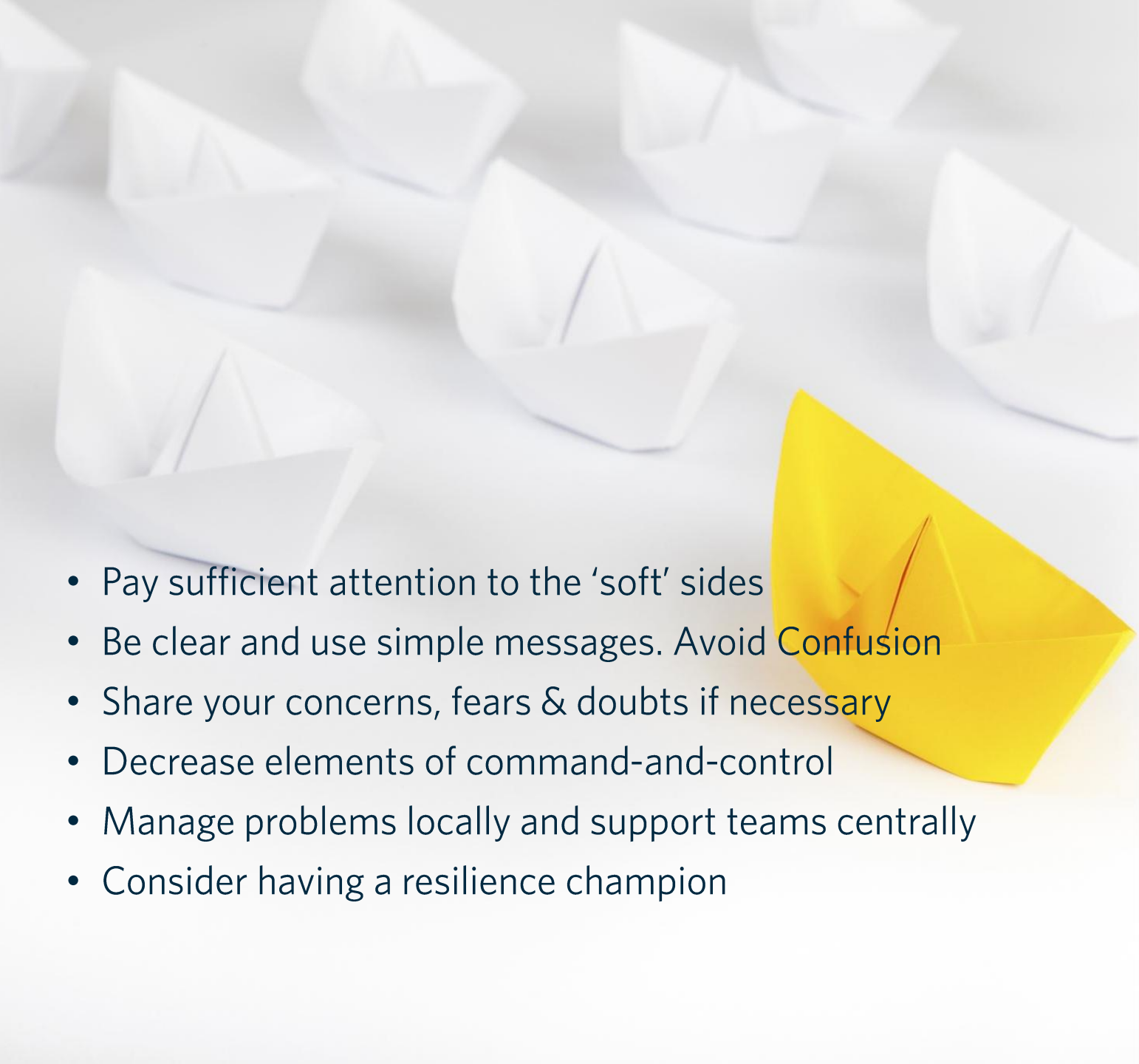
LEADERSHIP

emotions

openness


clarity

sharing

- 
- Pay sufficient attention to the 'soft' sides
 - Be clear and use simple messages. Avoid Confusion
 - Share your concerns, fears & doubts if necessary
 - Decrease elements of command-and-control
 - Manage problems locally and support teams centrally
 - Consider having a resilience champion

INVOLVEMENT

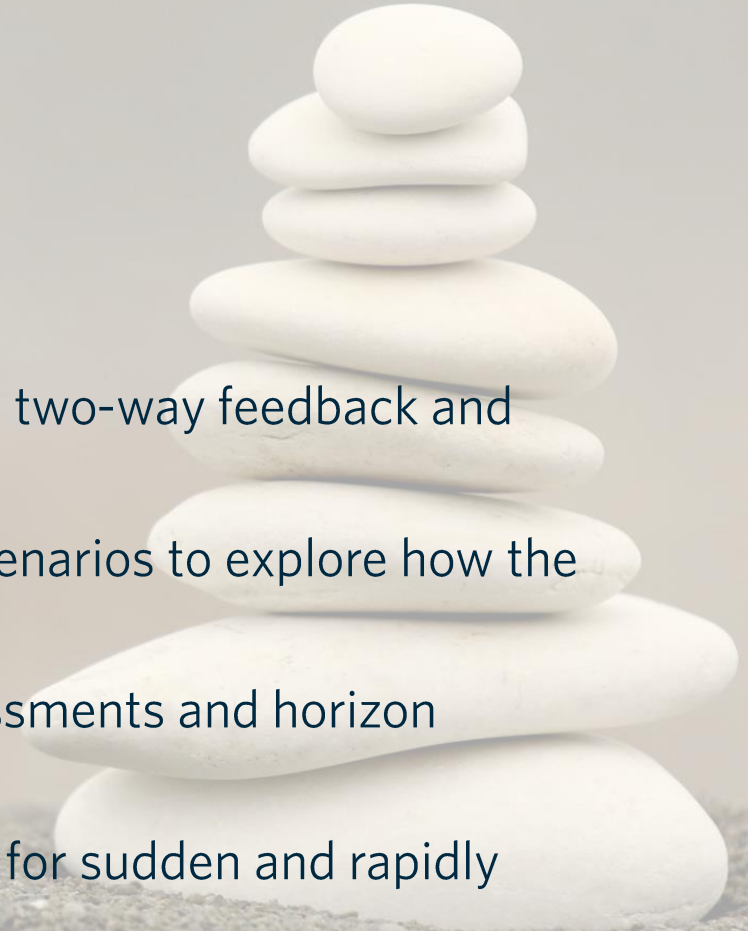
open mind
count-on
share
encourage

- 
- Rapidly disseminate information to employees
 - Establish a timely and consistent process for briefings & communication
 - Appoint non mgmt. team members as leaders to tackle unsolved problems.
 - Set 'round tables' to discuss challenges & solutions
 - Establish suitable employee suggestion scheme

SITUATIONAL AWARENESS

**weak signals
scenarios
risk assessment
feedback**

- Encourage open and honest two-way feedback and allow constructive criticism
- Discuss future or stretch scenarios to explore how the one would adapt
- Conduct frequent risk assessments and horizon scanning
- Develop a 'red flag' process for sudden and rapidly developing risks



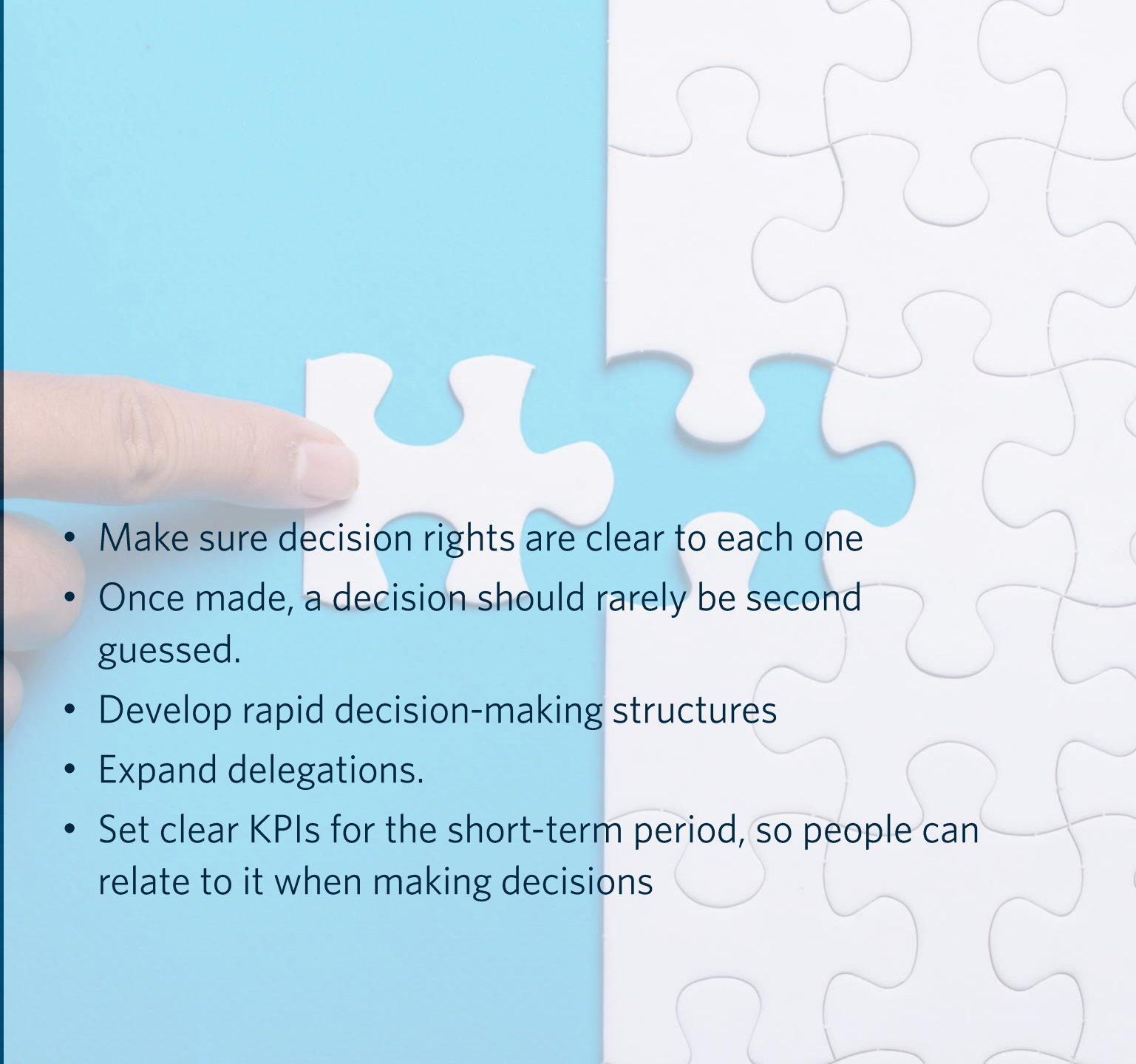
DECISION MAKING

decision rights

trust

speed

context

- 
- Make sure decision rights are clear to each one
 - Once made, a decision should rarely be second guessed.
 - Develop rapid decision-making structures
 - Expand delegations.
 - Set clear KPIs for the short-term period, so people can relate to it when making decisions

INNOVATION AND CREATIVITY

idea flow
trial & error
no judgments
co-creation

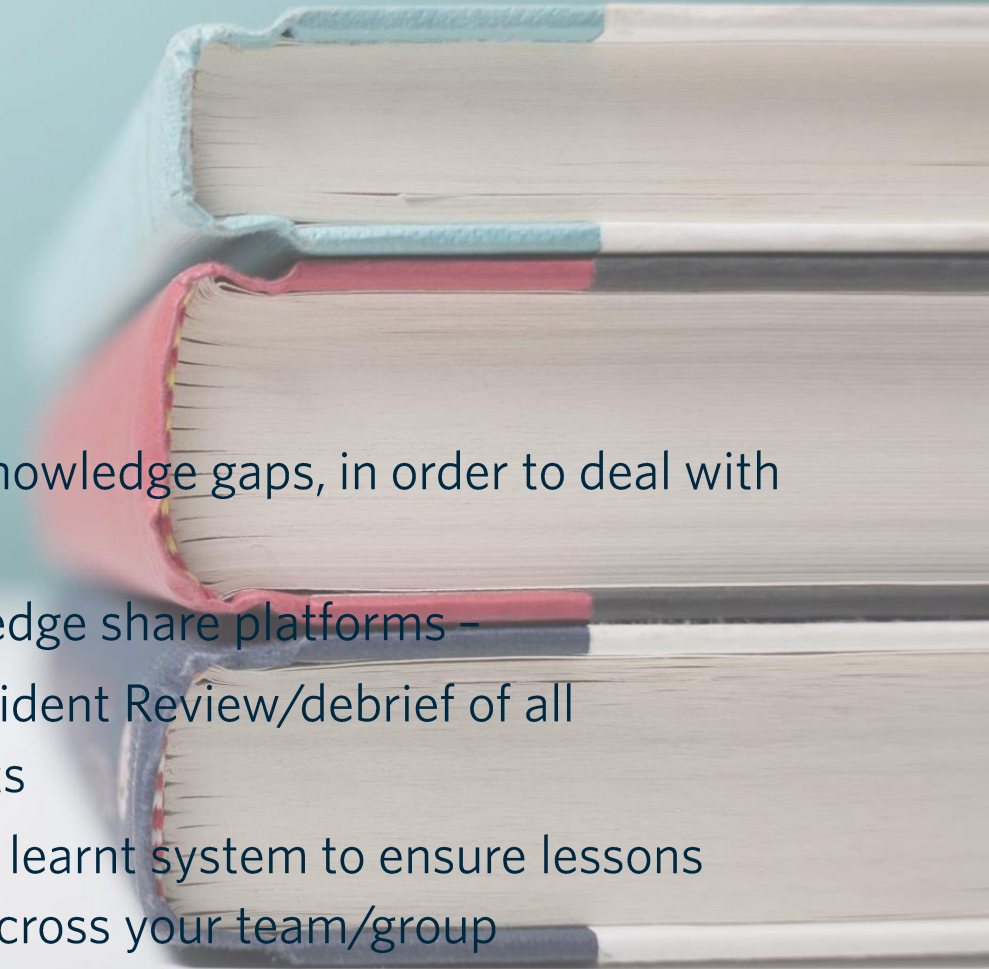
- Stretch and encourage employees to come-up with innovative solutions.
- Utilize scenarios where the solution is not known and involves varied and significant challenges
- Allow people to raise ideas often, follow through them and make them actions if valuable



KNOWLEDGE CREATION

maps & gaps
knowledge share
expertise
lesson learnt

- Let people share knowledge gaps, in order to deal with current challenges
- Set internal knowledge share platforms –
- Conduct a Post Incident Review/debrief of all significant incidents
- Establish a lessons learnt system to ensure lessons learnt are shared across your team/group



MINIMIZATION OF SILOS

collaboration
multidisciplinary
assistance
cohesiveness

- 
- Establish multidisciplinary teams to ensure diversity of problem-solving strategies
 - Conduct cross team activities related to challenges
 - Increase support between business units
 - Identify opportunities for job sharing/swap programs

INTERNAL RESOURCES

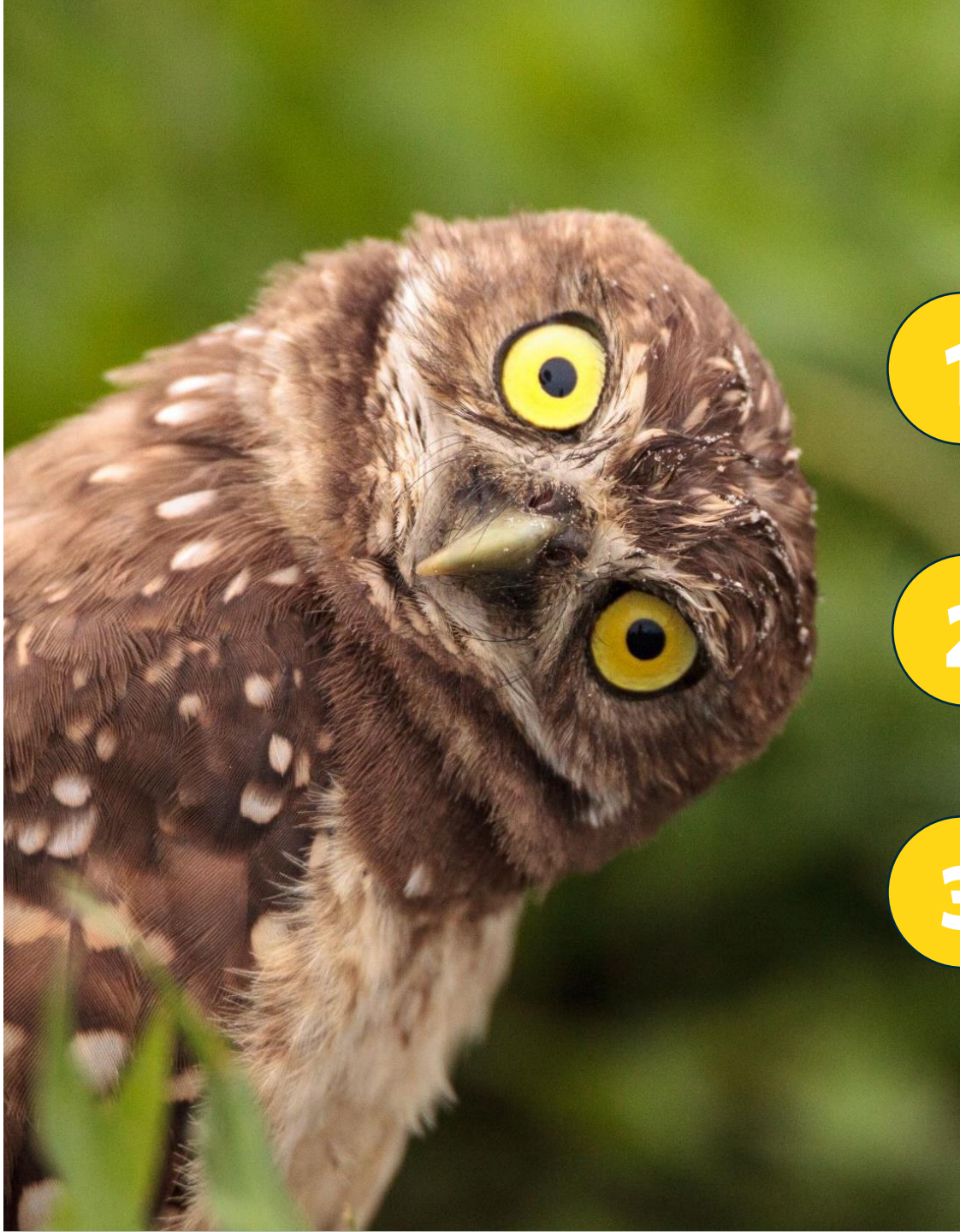
expertise
redundancy
skills
independency

- Cross skilling of employees to better manage unexpected changes
- Identify key people and ensure redundancy is in place for them
- Map specialists that may be called upon in times of adversity
- Identify critical assets and other resource requirements and identify their redundancy options



10 WEEKS RESILIENCE PLAN

		 Stop	 Start	 Continue
Leadership				
Involvement				
Situational Awareness				
Decision Making				
Innovation & Creativity				
Knowledge creation				
Minimization of silos				
Internal Resources				



1

Explain Phase 2

Push managers and teams to make the leap towards phase 2

2

Make-sense (or Sensemake)

Help managers in Sensemaking, as a concept and as a set of tools and methods

3

Support from Outside

Take the *Archimedean point* to support managers & teams, thorough reflection, reality-check & thinking

