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Resilient Leadership

Bill Marquard, April 4th, 2024



Welcome and Introduction



Bill Marquard

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*Zen and the
Art of Motorcycle
Maintenance*

- **Robert M. Pirsig**

William Morrow (April, 1974)

***Zen and the
Art of Motorcycle
Maintenance***

- **Robert M. Pirsig**

William Morrow (April, 1974)

“If you’re going to repair a motorcycle, an adequate supply of gumption is the first and most important tool...Gumption is the psychic gasoline that keeps the whole thing going. If you haven’t got it, there’s no way the motorcycle can possibly be fixed. But if you have got it and know how to keep it, there’s absolutely no way in this whole world that motorcycle can keep from getting fixed. It’s bound to happen. Therefore the thing that must be monitored at all times and preserved before anything else is the gumption.”

Three Questions For Today

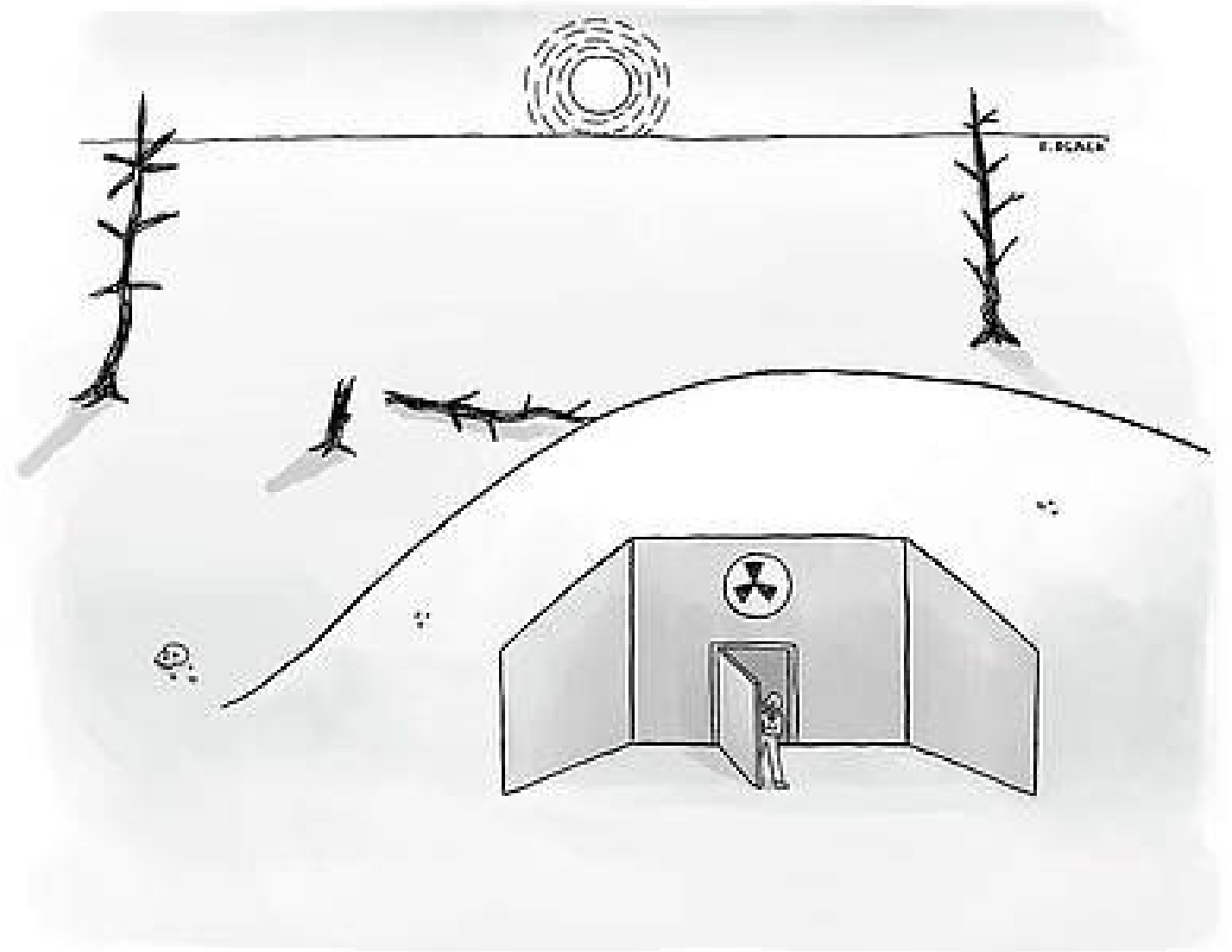
HOW can leaders approach resilience in a more nuanced manner?


WHO is responsible for resilience?

WHERE is resilience going next?

Resilient leadership Introduction

“Come on out,
everyone! The
times are finally
back to being
precedented!”





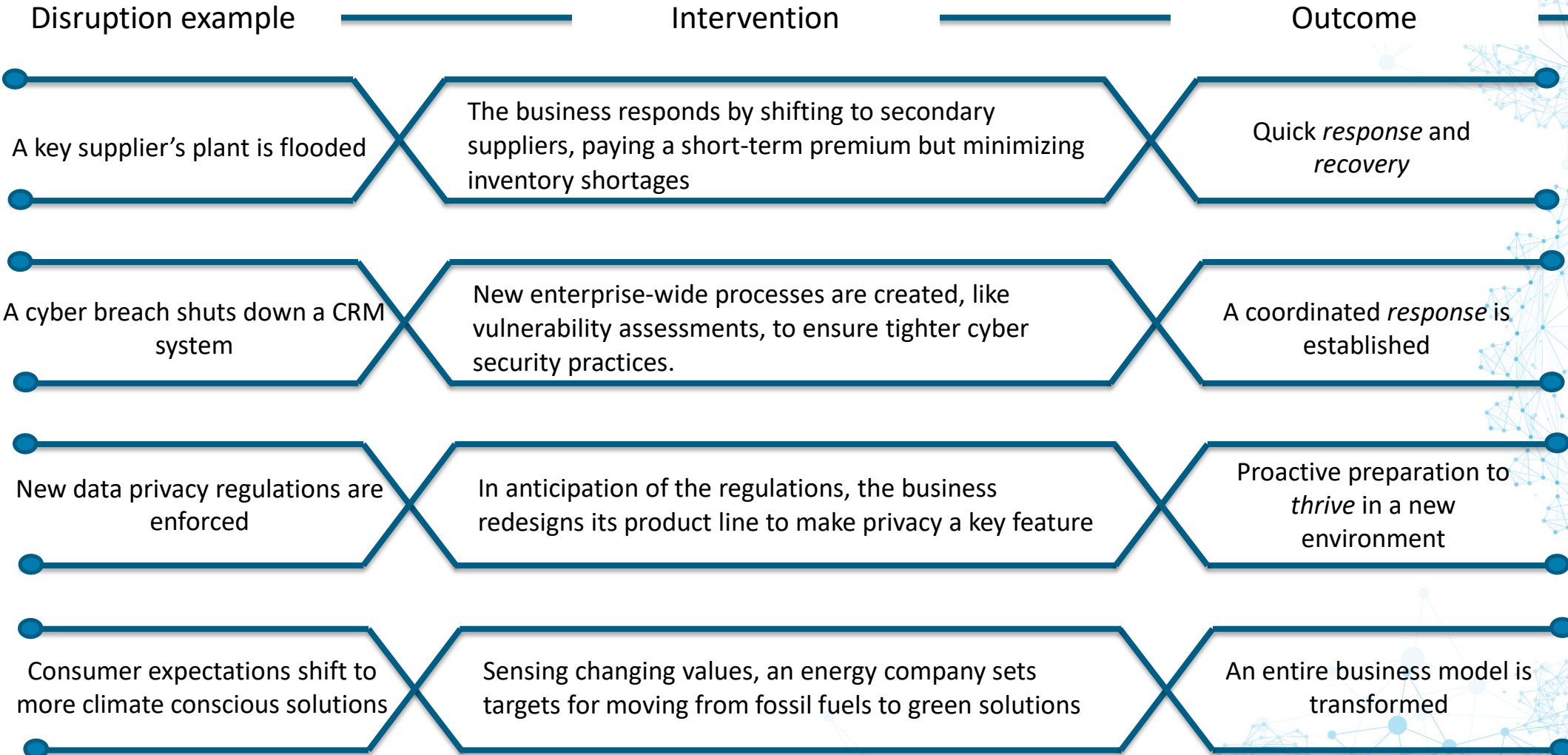
*A resilient organization cycles
Respond, Recover, Thrive (RRT) rapidly
and effectively for any crisis or
opportunity*



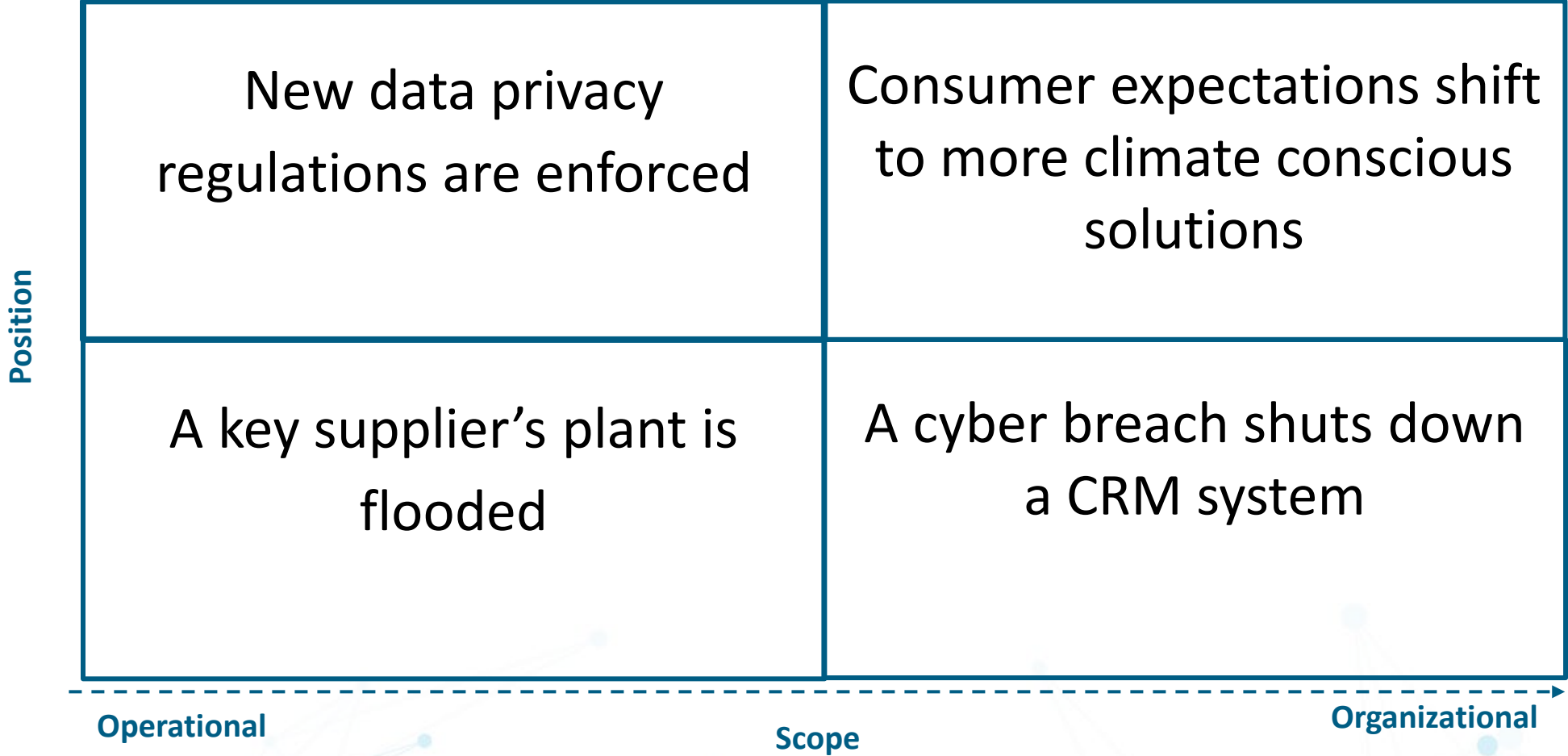
How can leaders approach resilience?

The four postures

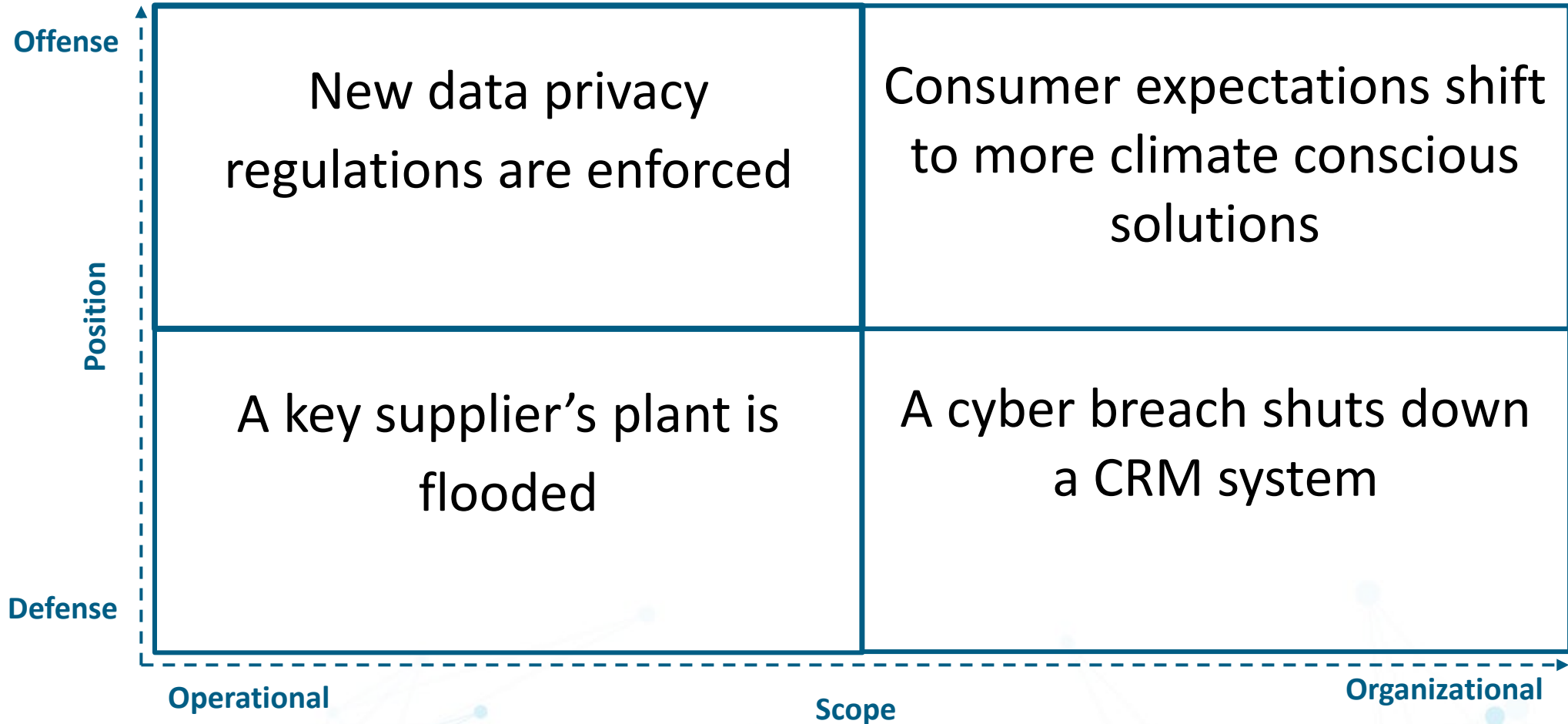
Disruption can manifest in many different forms



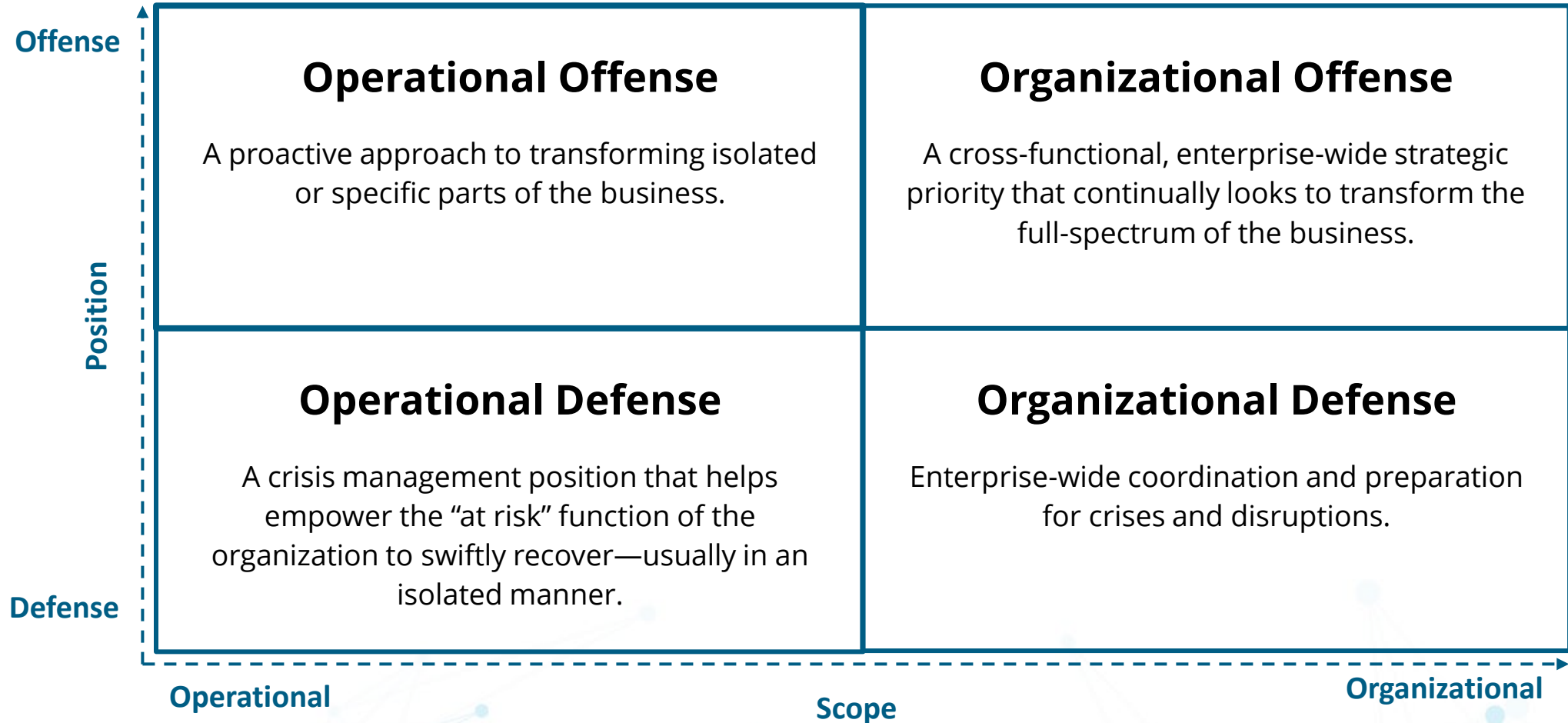
The **scope** of resilience ranges from *operational* to *organizational*



Should you play *offense* or *defense*



The *four postures* of resilience



Assignment 1

At your tables, discuss the following questions:

Which posture is your organization particularly focused on?

Which posture does your organization need to focus on more?



**One Size doesn't
fit all**

**Four postures
toward resilience**



Who is responsible for resilience?

Finding the right talent

Since 2020 Resilience role postings **skyrocketed** with...

833%

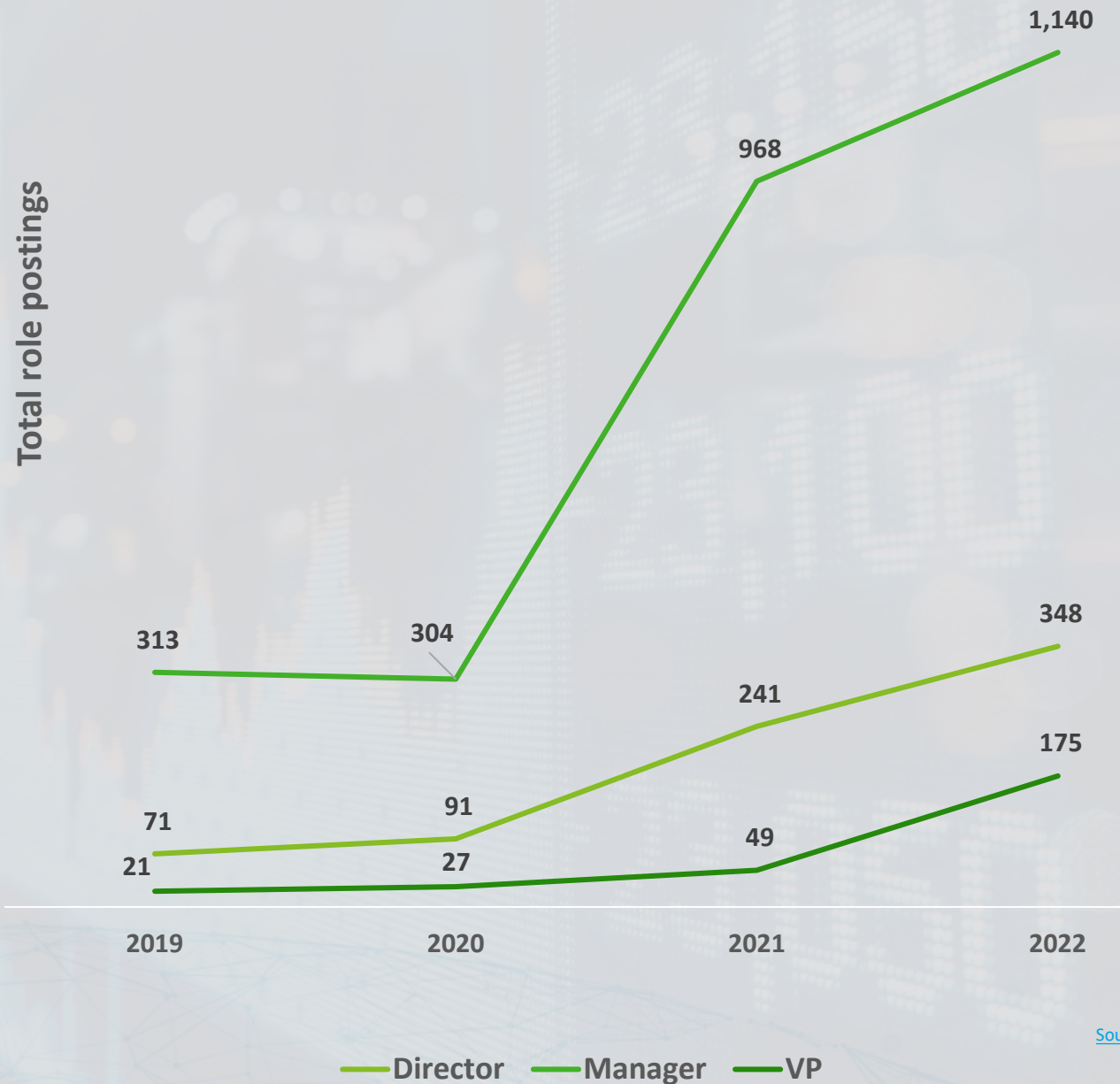
VP level growth

490%

Director level growth

364%

Manager level growth



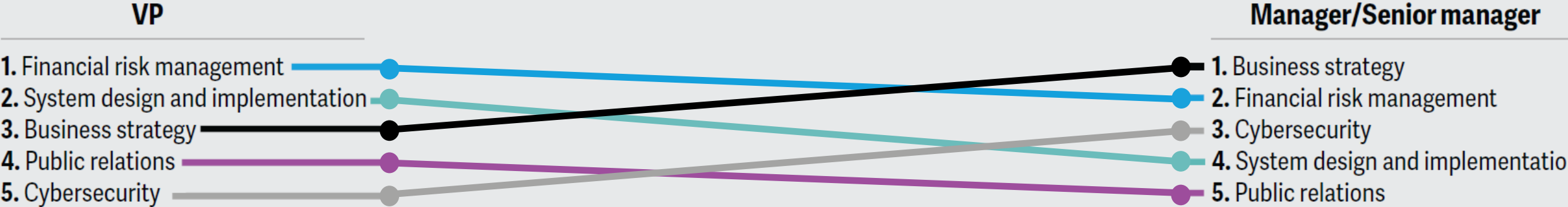
But where is the Chief Resilience Officer?

- Minimal postings for CRO in past four years
- In comparison, Chief Sustainability Officer postings grew **250%** (from 115 to 286)



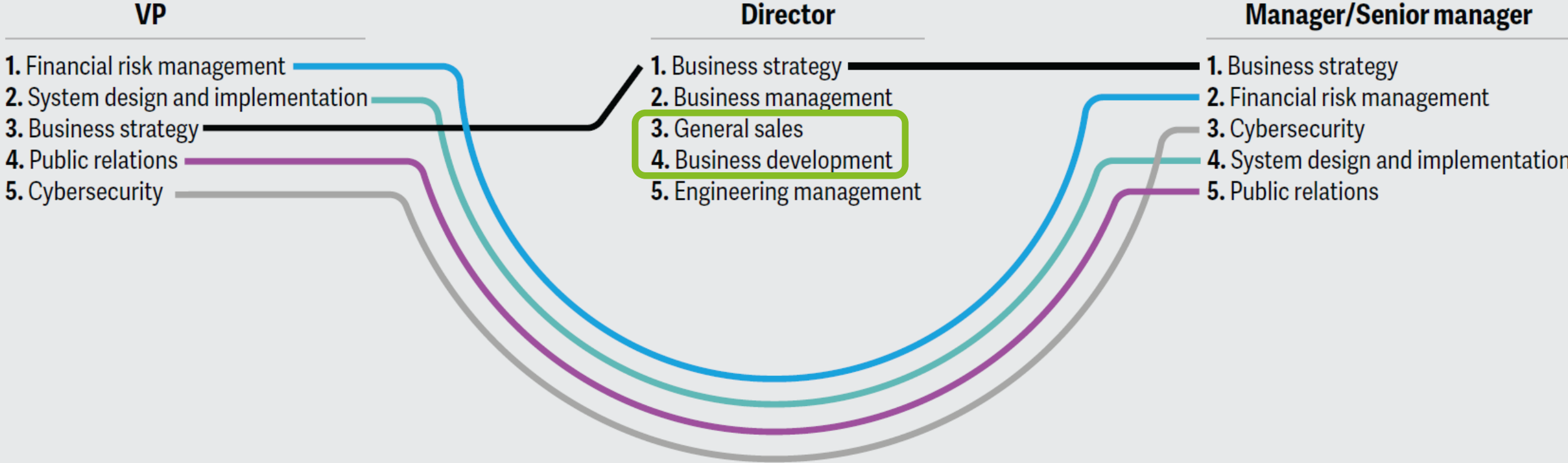
Growth gets *squeezed*

The top five skills desired for *resilience roles*



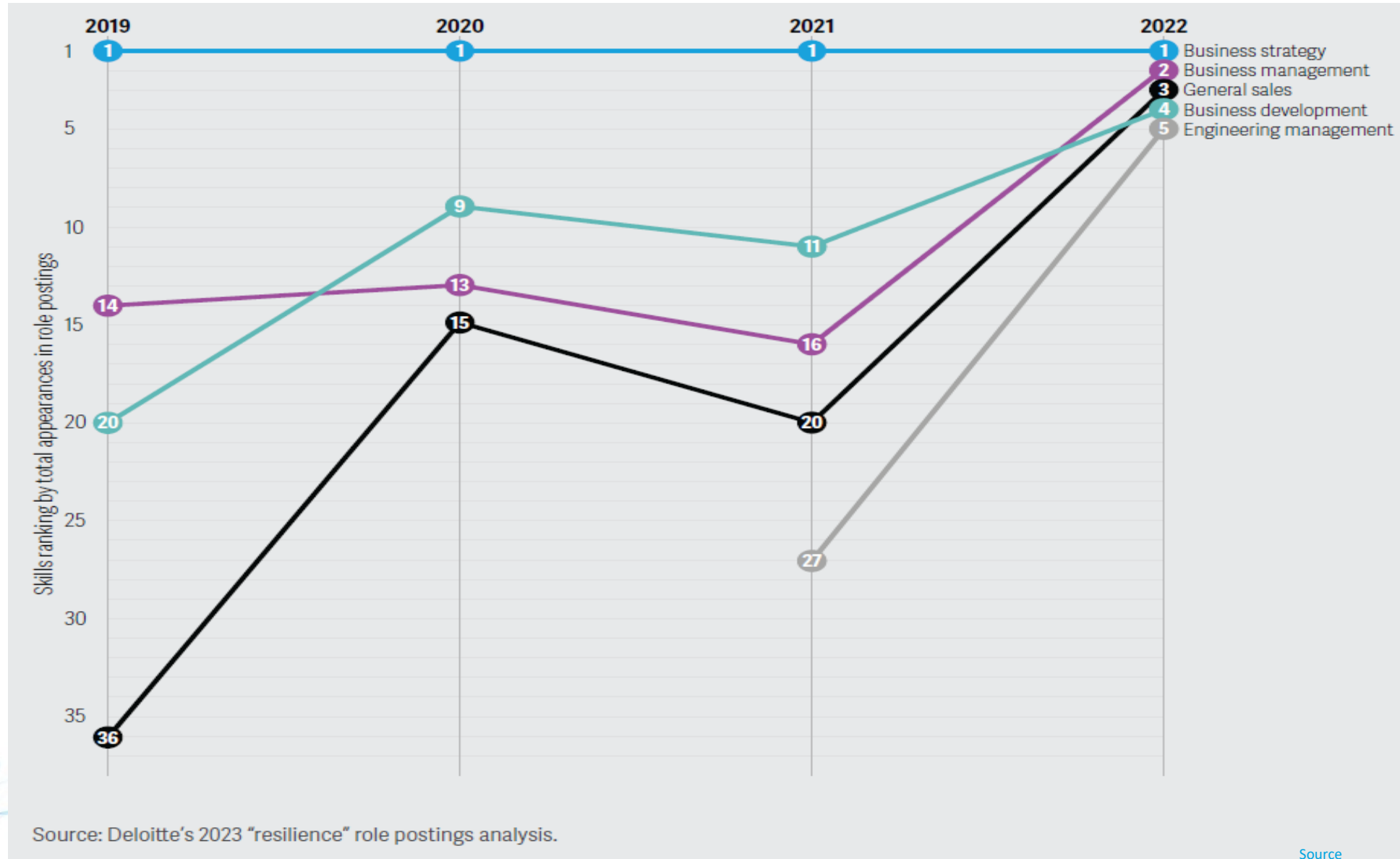
Growth gets *squeezed*

The top five skills desired for **resilience roles**



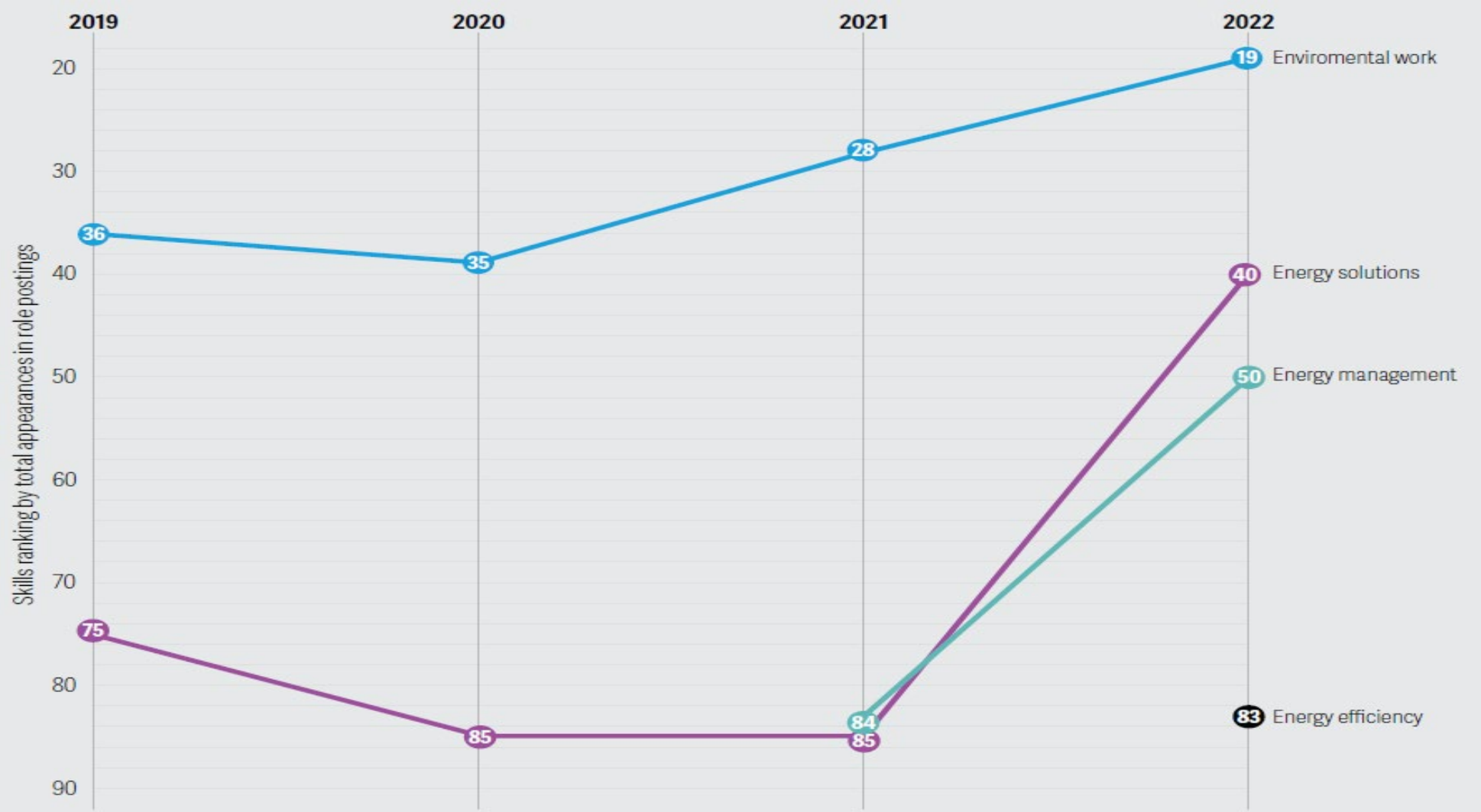
A growth evolution for directors

The Growth mandate is a new phenomenon



Environmental expertise for managers

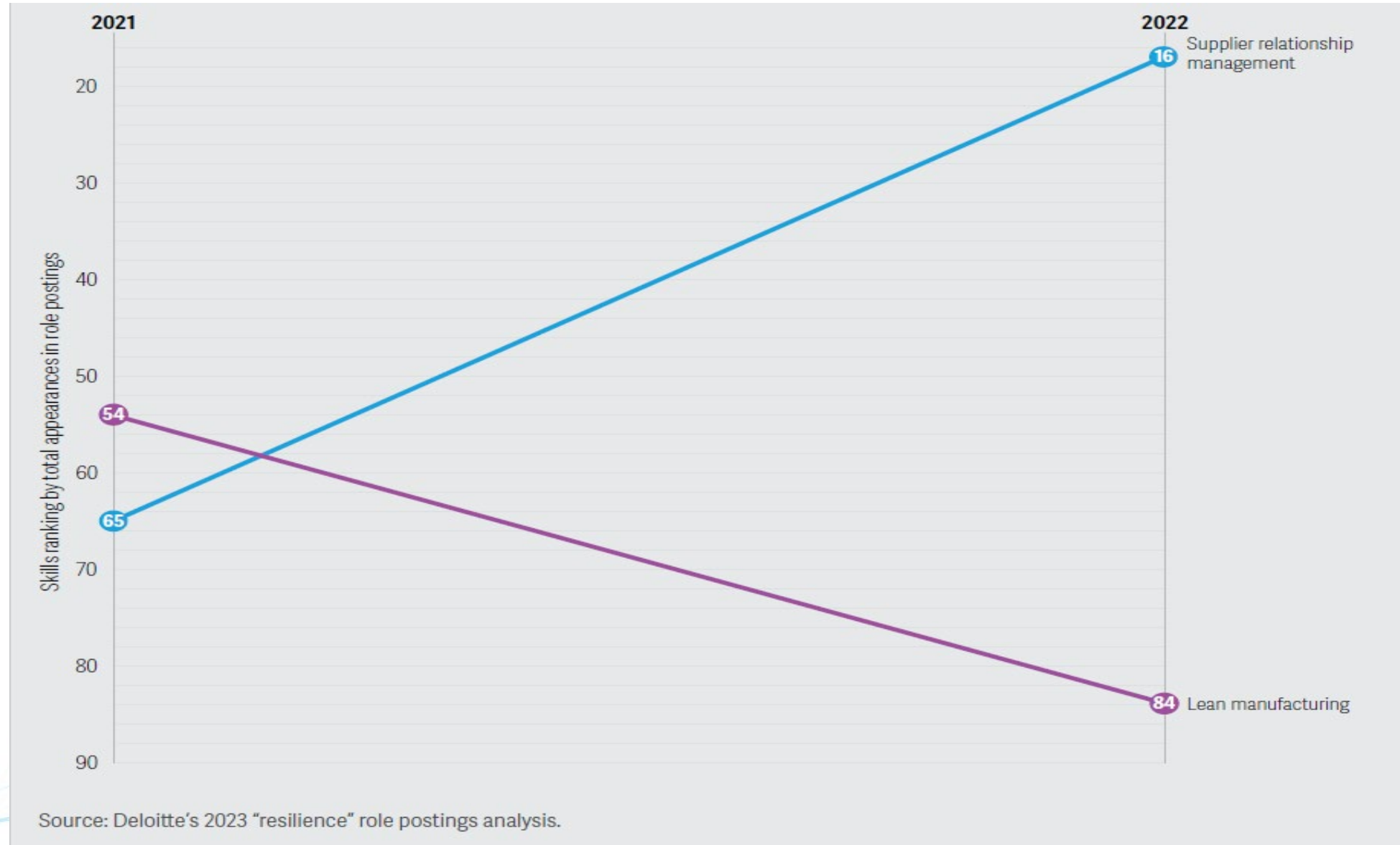
Managers are increasingly looking to demonstrate expertise in climate issues



Source: Deloitte's 2023 "resilience" role postings analysis.

VPs are focusing on **supply chain**

VPs are charged with having more expertise preparing for supply chain disruption



Remember to invest in skills that empower the organization to **look around the corner**

1. Dynamic scenario planning
2. Social sensing
3. Product development
4. Public policy and regulation

Assignment 2

At your tables, discuss the following questions:

Who, if anyone, is charged with leading resilience at your organization?

What skills are being sought after to ensure a balance between reactive and proactive resilience?



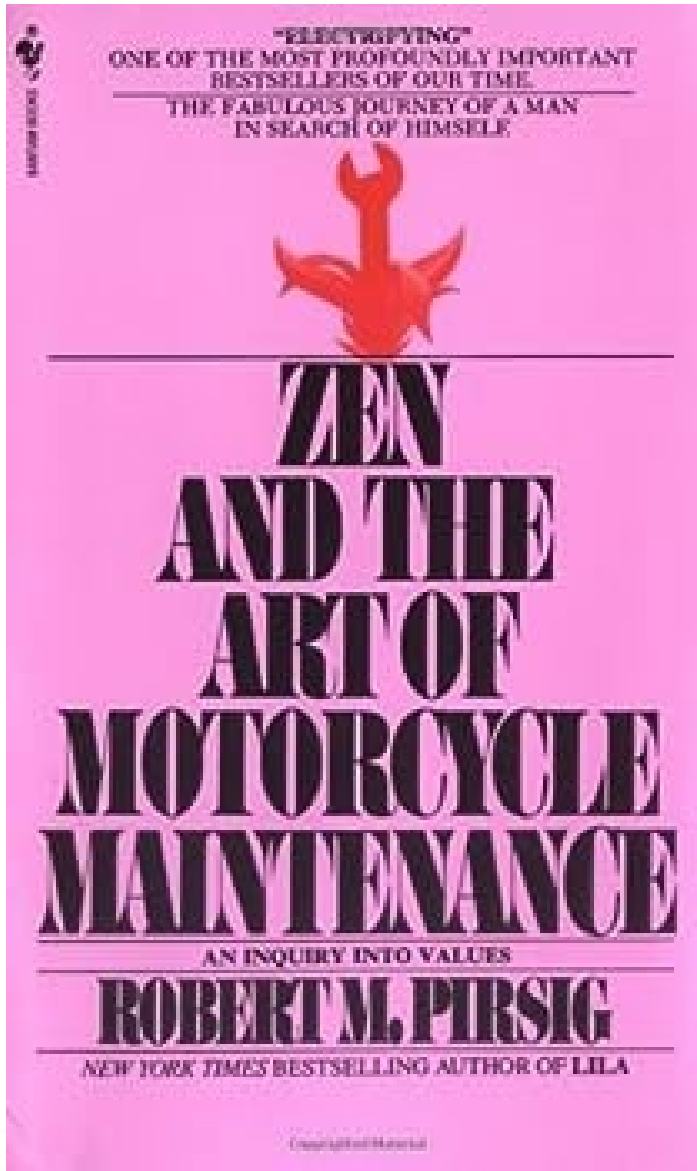
Emerging roles, evolving skills:
Designing a growth-orientated resilience strategy




Where is resilience going next?

Making resilience a *way of being*

Is Resilience a
way of being
or
means to an end?



“Even though quality cannot be defined, you know what quality is.”



*The **Quality**
movement may be
our guide*

Therefore... Resilience is a
way of being
AND
means to an end!

Q&A



Capacity for change



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