



## **Resilience of the Senior Management Team – Invitation to Join!**

**To find out more about taking part in this research programme as a client or coach, please contact [jenny.campbell@lifetimeswork.com](mailto:jenny.campbell@lifetimeswork.com). Many thanks for your interest.**

During **lifetimeswork**'s Personal Resilience Research <sup>(1)</sup> published in 2009, it was suggested that an organisation's resilience is dependent, up to 50%, on that of its senior management team. By Senior Management Team we mean the CEO's core senior operating team of any organisation, whether a small entrepreneurial organisation or large global; the research will include the CEO and senior team of a business unit of a large global organisation and not just the 'top team'.

The goal of the 2<sup>nd</sup> phase of research, supported by The Academy of Executive Coaching ([www.aoec.com](http://www.aoec.com)), is to investigate the resilience of the senior management team, what it means, how it is manifested, what conditions must be present for it to exist and be sustained, how does it impact the organisation. These are deep questions that are intended to uncover aspects such as what is meant by team resilience, how is it related to the personal resilience of each member, what other factors are at play, how can team resilience be built & sustained, when is it good and bad, how can it be made to connect more directly for the organisation's benefit.

**lifetimeswork** is undertaking this in conjunction with a number of other senior coaches, worldwide. The aim is to include circa 40 senior teams to help uncover the answers to these questions. The research programme is likely to last 2-3 years, and is starting in the spring of 2012.

### **Research Process**

#### **Summary:**

3 main stages of Contracting, Enquiry within the team and with stakeholders, Sense Making. Details can be found in Appendix 1.

The time commitment from a client's point of view is two individual sessions of 1.5-2 hours each, and 3 team sessions one of which is an initial contracting session.

For a coach, the time commitment is greater. Initial preparatory work is involved in understanding the initial **lifetimeswork** Resilience model and the overall process. In parallel to your client work, you will become one of the research learning community which shares through virtual and face-to-face events.

#### **Benefits to Client**

- Understanding of your own team resilience and its connections to your performance
- Understanding of the factors that contribute and hinder team resilience
- Understanding of any development that you may need to consider to enhance your resilience
- Understanding of overall research results
- To connect with others in the resilience community (if so desired)
- Possible additional benefits depending on individual team
  - Improvement in your collective learning
  - A good sense check of stakeholder views of you as a team

See the **Case Study from Pioneer Investments** to understand more fully what the real-life impact can be.

#### **Benefits to Coach**

- The creation of a new dimension to your offering around resilience, both personal and team
- Understanding and learning about your own personal resilience
- Understanding and learning about the Hawkins' team coaching practices
- Being part of a national learning community on resilience

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**Appendix: What is Team Resilience and What Contributes to Building and Sustaining It? Resilience of Senior Management Team Research Process**

PHASE 1	DESCRIPTION	Inputs and Questions to consider as the coach	Estimated Time with coach
<b>Contract</b>	Initial conversation with whole team about the outcomes for team, outcomes for resilience research, ways of working.	Confidentiality and boundaries for the work- amongst the team/outwith the team; how will this conversation 'shape' the dynamic of the subsequent work? Are there 'leadership' and power issues to be worked with?	1 Meeting with Leader, 1 Meeting with full team. Explanation of Resilience Engine and reflection piece included.
<b>Enquiry – Inside The Team</b>	About each team member's own resilience, also their views on team resilience including aspects of mission/issues/hopes/concerns/interdependencies/support with team members.	Self Reflection on Personal Resilience with coach support; Individual Reflection on Team Resilience with coach support; whole team observation and/or inputs from HR/support groups who know how the team behaves.	1-2 individual coaching sessions per team member; depends on time allocation, total enquiry likely to last 3 hours. Whole team observation as appropriate
<b>Enquiry – Stakeholders</b>	About the team's resilience including aspects of mission/issues/hopes/concerns/interdependencies/support with key stakeholders.	What information is needed, from whom and how will it be collected to give a good picture of the current situation? Examples - 360 feedback/team effectiveness work/organisation culture survey. Also what information is readily available related to performance outputs that are affected when team hits setbacks?	Analysis of surveys and performance results 1 day Approx 6-8 interviews on team's resilience; estimated as 2 days
<b>Sense making</b>	With whole team: what does the data mean, what is this team's level of resilience, what contributes, what detracts from it, what work needs to be done?	How will the coach/coaching team feedback the data? How can this be done in a co-created 'coaching' style' as different from a 'consulting' style? How do we work collectively for full commitment from the team?	2 team sessions; coach must reflect on/plan process for feedback and co-creation Possible STOP at this point if team does not want to go further
PHASE 2	DESCRIPTION	Inputs and Questions to consider as the coach	Estimated Time
<b>Re-contract</b>	In the light of the data gathered on resilience, on what will we work – that individuals depend on, and also the whole team's resilience depends on? How will we work with this team?	What does confidentiality mean in this context?	As appropriate
<b>Design and agree 'interventions'</b>	What is the 'shape' of the overall programme?	Do we only meet as a whole team? Do we meet as a team <i>and</i> have individual coaching? Who does resilience coaching and development - different coaches for different team members? Same coach for all? Different coach for team leader?	As appropriate
<b>Implement</b>	The actual coaching meetings.		As appropriate



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<b>Review / re-contract etc</b>	How are we progressing against our agreed contract? What else needs attention? Do we need to make any adjustments?	How often and with whom do we review? With the team leader, key stakeholder, whole team?	As appropriate
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