LeadingEng London 2023

Organizational Resilience

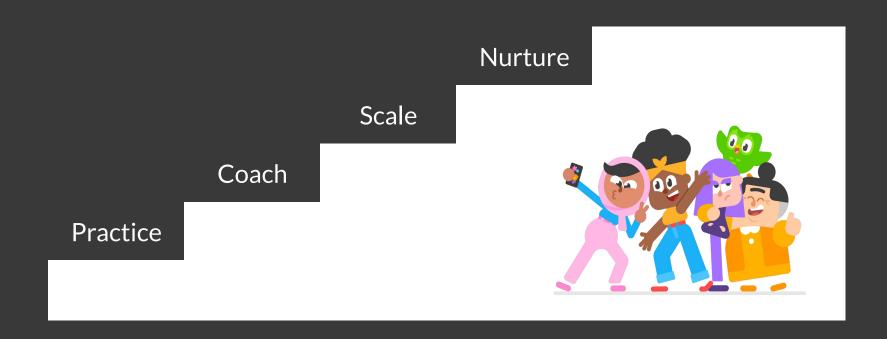
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Resilience (because life happens)



From one to many



We can practice resilience



Dodge



Strengthen



Heal

3 tools that you can use today



Deep breath, name it

3 tools that you can use today



Deep breath, name it



Reframing

3 tools that you can use today



Deep breath, name it



Reframing



Can control, can't control

Coaching

- Give formal training to managers, empower them to coach their direct reports (e.g. via a workshop)
- Focus on enabling ("here's a tool for you to use")
 over instilling ("here's what you should be doing")



Resilience, if not done right, can be

harmful to inclusion

Focus on empowering specific behaviors

At Duolingo, we identified these behaviors to be correlated with success:

- Being open and responding well to critical feedback
- Continuing to move forward productively when a project fails
- Being flexible/adaptable in changing environments when things don't go as planned

Scaling it further

- Document: Write in the career ladder, operating principles, and leadership principles
- Incentivize and recognize: Via praise and promotions
- Give very concrete examples:
 - Praise as a way to enhance visibility
 - Lead by example



Nurturing



- It's easier to deal with challenging situations when people around you are supportive
 - Nurture an environment that multiplies resilience ("kindness is contagious")
 - Encourage building support networks
 - Praise as a habit: Shoutouts in meetings, weekly gratitude Slack threads, etc.
- Perpetuate with great hires

A few final words

- Key takeaways:
 - We talked about practicing resilience, coaching managers, scaling and nurturing it in the organization.
 - Pay attention to enabling over instilling.
- This talk is NOT a cake recipe! Change requires intentionality, effort and trial-and-error.

Thank you!

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