

Contents

Foreword	xiii
<i>Michael Fullan</i>	
Preface	xv
A Focus on Leadership Resilience	xv
Orientation to This Book	xvi
An Inside-Out Approach	xvi
Book Organization	xvi
Special Features and Suggestions	xvii
Follow-Up	xviii
Acknowledgments	xix
About the Author	xxiii
Introduction	1
Life Is Hard	1
The Gifts of Loss	2
Even With Your Ducks in a Row	2
Learning Resilience	3
Sustaining Your Practice of Leadership Resilience	4
Be a Good Soul	5
PART I. THE EXCEPTIONAL NATURE OF LEADERSHIP RESILIENCE	7
Chapter 1. Bounce Forward	9
The Outcomes of Leadership Resilience	10
Ordinary Resilience	11
Beautifully Ordinary	12
<i>Resilience in Common</i>	12
What It Means to Be Resilient	13
Factors That Mediate Resilience	13
Leadership Resilience	14
Faster and Stronger	14
Resilience Inventory	15

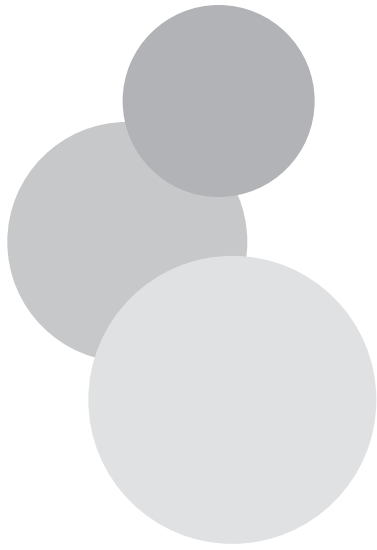
Interpreting Your Score	17
More Like Posttraumatic Growth	18
<i>Positive Effects of Negative Events</i>	19
The Requirements of Leadership: What Makes	
Leadership Resilience More Challenging	20
The Vicissitudes of Complex Organizations	21
The Stresses of Educational Leadership:	
Neither Rare Nor Unusual	22
Moving on to Chapter 2:	
A Model of Leadership Resilience	26
Chapter 2. A Model of Leadership Resilience	27
The Leadership Resilience Model	27
Part 1. The Leadership Resilience-Enabling	
Capacities: Relationships, Resonance, and Renewal	28
<i>“Antifragile”</i>	29
Part 2. Leadership Resilience in Action	29
<i>A Brief Word About Crisis Response</i>	30
Part 3. The Ecosystem of the Organization	31
Key Assumptions of the Leadership Resilience Model	31
Benefits of the Leadership Resilience Model	32
Using the Model: A Disciplined Practice	33
PART II. ENABLING CAPACITIES	
OF LEADERSHIP RESILIENCE	35
Chapter 3. Relationships: Surround Yourself	
With Good Souls	37
A Relationship Inventory	38
Interpreting Your Score	39
Reflection	40
How Relationships Make Us Resilient	41
Relationships Give Us Courage	41
Relationships Promote Emotional and	
Physiological Well-Being	42
Who Are Your Wilsons?	42
Relationships That Provide Love	43
Relationships That Support You With Resources	43
Relationships That Open Doors	45
Beware of Non-Resilient Individuals	46
Cultivating the Leadership Resilience-Enabler “Relationships”	47
Resilience as a Social Identity	50
Be a Good Soul	51

Summary	51
Activities and Questions for Study Groups and Teams	52
Chapter 4. Resonance	55
A Resonance Inventory	56
Interpreting Your Score	58
Reflection	59
A Force Field of Positive Energy	59
How Resonance Enables Resilience	60
Emotional Intelligence and Emotional Brain Patterns	61
Emotional Styles	62
The Responsibility to Become More Resonant	63
The Challenge for Novice Leaders	64
Cultivating Resonance	64
<i>Learn to Listen</i>	64
<i>Be Optimistic</i>	66
<i>Celebrate Small Wins</i>	66
<i>Remember That You Matter to Others</i>	68
<i>Articulate Well the Vision and</i> <i>Strategies of the Organization</i>	69
<i>Have a Sense of Humor</i>	70
<i>Take Care of Yourself</i>	70
Summary	71
Activities and Questions for Study Groups and Teams	72
Chapter 5. Renewal	75
A Renewal Inventory	76
Interpreting Your Score	77
Reflection	78
How Renewal Enables Leadership Resilience	79
Renewal, Creativity, and Problem Solving	79
Interludes of Renewal	80
Learn and Explore	82
Think Better	82
On-the-Job Renewal	83
Sources of Workplace Energy and Joy	84
Ideas for On-the-Job Interludes That Also Sustain Your Focus on Work	85
Cultivating Renewal to Enable Resilience	87
The Greater Good: The Deepest Well	87
<i>What Makes a Greater Good?</i>	88
<i>Consider the Greater Good in All You Do</i>	89

Deal With Busyness	89
<i>The Price of Busyness</i>	91
<i>Play a Bigger Game</i>	91
Manage Your Stress: A Dreadful Robber of Energy and Happiness	92
<i>Telomeres</i>	92
<i>Ways to Mitigate the Effects of Stress</i>	93
Summary	94
Activities and Questions for Study Groups and Teams	95
PART III. LEADERSHIP RESILIENCE IN ACTION	97
Introduction to Part III: Leadership Resilience in Action	98
Chapter 6. Stay Calm	99
First Do Nothing	100
Regulate Your Emotions to Serve Others	101
Summary	103
Activities and Questions for Study Groups and Teams	104
Chapter 7. Carry On	107
Carry On	108
Maintain Momentum	108
Ask for Help	109
<i>Giving and Gratitude</i>	109
Mitigate Suffering for Others	110
Summary	111
Activities and Questions for Study Groups and Teams	112
Chapter 8. Accept the New Reality	113
Adjust Your Perspective	114
Resist Nostalgia	116
Summary	117
Activities and Questions for Study Groups and Teams	118
Chapter 9. Want Something More	119
Want Something More	120
Ask Thought Leadership Questions	120
<i>Constraining Questions</i>	121
Listen. Just Listen	121
<i>An Underrated Leadership Skill</i>	122
Purpose and Vision	123
Summary	124
Activities and Questions for Study Groups and Teams	125

Chapter 10. Instigate Adaptive Action	127
Instigate Adaptive Action	128
Experiment	128
Stare Back at Fear	130
<i>You Have Skills</i>	131
Defining Moments and Wise Decisions	131
Summary	133
Activities and Questions for Study Groups and Teams	134
Chapter 11. Reflect & Celebrate	137
Personal Reflection and Celebration	138
Meta Resilience	138
Pathways to Personal and Organizational Reflection and Celebration	139
Have a Thought Leadership Partner	139
Showcase Small and Early Wins	141
A Journal for Your “Favorite Mistakes”	141
Hold a Learning Fair	142
Celebrate Cultural Shifts	142
iReflect-in-Action	143
Summary	143
Activities and Questions for Study Groups and Teams	144
PART IV. LEADING ORGANIZATIONAL RESILIENCE	145
Chapter 12. Organizational Resilience Risks and Opportunities	147
Becoming a Resilient Organization	147
Figure Out If Something Is Fragile	147
Conversations to Introduce Disorder	148
The Resilience Risk Rubric: A Tool to Introduce Innovative Disruption	148
The Resilience Risk Rubric	149
Instructions	149
Resilience Risk 1: “Top Leaders Have Stopped Learning”	150
Resilience Risk 2: “We Blame Everything on the Budget”	151
Resilience Risk 3: “We Ignore Results on Critical Indicators”	152
Resilience Risk 4: “We Have Too Many Unfocused Initiatives, So Now People Say That They Have ‘Too Much on Their Plate’”	154
Resilience Risk 5: “Success Is Uncelebrated”	156
Resilience Risk 6: “We Neglect Our Responsibility to Develop Leaders Within Our Organization”	157

Chapter 13. A Final Word: Forgive Yourself Every Day	159
Appendix: Films, Music, and Literature to Conjure Up Ideas About Leadership Resilience	161
Films	161
Music	162
Literature and Poetry	163
References	165
Index	171



Foreword

Elle Allison-Napolitano knows a great deal about resilience. This is a great book because she goes deeply and comprehensively into the conceptual basis of the concept, and equally and deeply into the practical actions that will be required.

Resilience is one of the prime qualities that leaders and, in fact, all of us will need under the ambiguous and tumultuous conditions we endure these days. But thanks to Allison-Napolitano, we don't have to *endure* anything because she supplies the resources of resilience that are eminently practical and uplifting.

She provides a philosophy for how to bounce back as we bounce forward. The model is simple and powerful. It is framed by renewal, resonance, and relationships. It has six strategic domains: Stay Calm, Carry On, Accept the New Reality, Want Something More, Instigate Adaptive Action, and Reflect & Celebrate. We are also treated to a daunting listing of potential adversities facing educational leaders with such categories as systemwide seismic trauma, organizational leadership gauntlets, personal and interpersonal leadership challenges, the daily churn of leadership work, and shattering personal and professional events.

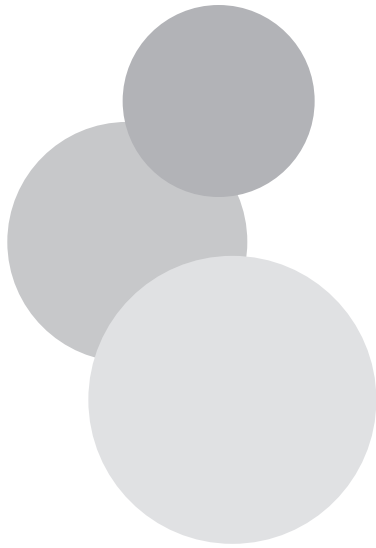
In addition to clear portrayals of real-life issues, and vivid examples of situations and responses, *Bounce Forward* contains tools—easy-to-use inventories to size up our own realities. These simple but powerful tools contain just 10 items each, but they make you think, and give perspectives and ideas with respect to how to deal with each problem area. In filling out a given inventory, I found myself immediately thinking of actual events and occasions that I personally experienced. I was already having new perspectives about these situations and insights into how I could relate and react to them differently, not to mention the additional insights provided by the author herself. There are diagnostic tools on the Resilience Inventory, the Relationship Inventory, the Resonance Inventory, and the Renewal Inventory.

Allison-Napolitano then takes us into each of the strategic areas: Staying Calm, Carry On, and so on—in each case providing examples and ideas of

what the domain means and feels like, and how to deal with it. Once we have a thorough understanding of the territory and ourselves therein we move to action such as a great chapter, “Organizational Resilience Risks and Opportunities,” in which we consider not just how to be more resilient individually but also *organizationally*. Individuals who are leaders in schools or districts will be interested in the Resilience Risk Rubric and the “How Vulnerable Is Your Organization?” rubric.

There is not much publicly known work available on the concept of resilience, yet it is the most commonly needed response in our lives. By definition, more and more of our experiences are nonlinear and punctuated with unpredictable events. The author does not have abstract “turn the other cheek” advice. She wants us to be as tough as the circumstances require. In the final analysis we need to be softer on ourselves as we are harder on dealing with problems. *Bounce Forward* is a wonderful book that is as realistic as it is inspiring. Read it and it will take you deeper into your life—past, present, and future. It will bring you tears, but ultimately it will put a fresh bounce in your step.

—*Michael Fullan*



Preface

I began this book for the same reasons that I begin almost everything: to help leaders and organizations do more of what makes them effective, happy, and wise, and remove whatever diminishes them and prevents them from being great in their work and lives. As a practitioner in organizational learning, I have a passion for understanding how people and systems learn and adapt in order to accomplish desirable goals. As a simple and highly practical person, however, I'm not satisfied with studying ideas. What I really love is inventing practical tools from the best ideas “out there” as well as my own research and fieldwork, and then teaching people how to use them so they can accomplish big things.

A FOCUS ON LEADERSHIP RESILIENCE

This book wraps its covers around the concept of leadership resilience, which is the experience of helping organizations bounce forward into new realities in the face of adversity and change. Therefore, except when it aids understanding, this book will not focus on ordinary resiliency but on leadership resiliency. In addition, it does not seek to cover the entire territory of leadership during times of change, but it will focus on the extra requirements of leadership resilience during disruptive change.

To accomplish this focus, I've delved into relevant information from what is known about resilience and applied it to leadership. The literature on which I have relied is not inclusive, but it is representative from several fields of study such as psychological resilience, positive psychology, transformational leadership, posttraumatic growth, emotional intelligence, organizational learning, neuroscience, behavioral economics, and adaptive change theory. Having a long tradition of using stories and observations of real people navigating the challenges and opportunities of their lives and work, I've also bolstered the ideas and tools you'll find in this book with stories from interviews I conducted with real leaders facing adversity in their real work. After all, it is only through the job-embedded stories of what happens and what leaders do in response to what happens that we see resilience in action. Stories make resilience visible.

ORIENTATION TO THIS BOOK

In the chapters that follow, I propose a model that illuminates the concept of leadership resilience, what it takes to become a resilient leader, how to respond to adversity and disruptive change with resilience, and how to create resilient organizations.

An Inside-Out Approach

Gandhi's words, "Be the change you want to see in the world," has engendered transformational leadership in individuals from all walks of life and livelihood. When it comes to leadership resilience, Gandhi's words are ironclad, for leaders are only as resilient in their work as they are personally, and resilient organizations depend on resilient leadership. For these reasons, this book begins at the personal level and then scales to the organization. All of the ideas about resilience offered to you in this book are actionable. You can begin to practice them immediately, and over time you'll become more resilient and will inspire resilience in others.

Book Organization

Part I of this book comprises two chapters.

In **Chapter 1**, I define leadership resilience, show how it is different from ordinary resilience, and reveal its transformational qualities and nature. We'll also look at the types of adversities that strike educational leaders, and that beg for a resilient response.

In **Chapter 2**, I introduce the Leadership Resilience Model, which is composed of three parts:

1. Enabling capacities of leadership resilience, which make leadership resilience a possibility: Relationships, Resonance, and Renewal;
2. A nondirectional cycle showing six ideas that put Leadership Resilience in Action: Stay Calm, Carry On, Accept the New Reality, Want Something More, Instigate Adaptive Action, and Reflect & Celebrate; and
3. An outer circle representing the ecosystem of the organization the leader works within.

Part II comprises three chapters, each of which focuses on one of the three leadership resilience-enabling capacities. The enabling capacities make leadership resilience possible. Each chapter offers you the opportunity to complete an inventory that allows you to reflect on your current levels with

regard to each enabling capacity and provide a springboard for conversation. Each chapter also contains approaches for bringing the resilience-enabling capacities to life, in complex organizational contexts.

Chapter 3 delves into the enabling capacity of Relationships—those personal and professional networks that provide support during times of adversity.

Chapter 4 illuminates the enabling capacity of Resonance—the ability of a leader to ignite the organization with emotions that help them bounce forward and take action in the aftermath of change.

Chapter 5 focuses on the importance of the enabling capacity of Renewal, which is the source of energy for sustaining leadership resilience.

Part III takes us to the second part of the Leadership Resilience Model, which focuses on Leadership Resilience in Action and is comprised of six chapters. Like the chapters before them, they offer specific strategies and tools for becoming more personally resilient and for developing as a highly resilient leader with an increasing capacity for turning sows' ears into silk purses. This section offers six primary actions:

Chapter 6. Stay Calm

Chapter 7. Carry On

Chapter 8. Accept the New Reality

Chapter 9. Want Something More

Chapter 10. Instigate Adaptive Action

Chapter 11. Reflect & Celebrate

Part IV scales resilience to organizations and presents an organizational Resilience Risk Rubric that leaders use to introduce helpful disruption and proactively deal with vulnerabilities that undermine the system.

Special Features and Suggestions

Although you certainly may read this book on your own and hopefully gain much from it, resilience is a quality acquired best from taking risks that test your mettle on the job and sharing experiences with others who are doing the same. For that reason, I wrote this book with the idea that readers would band together to read it in their leadership teams or with their mentors and coaches and colleagues. To empower you toward this end, chapters contain “**Activities and Questions for Study Groups and Teams,**” which provoke ideas about leadership resilience. You can use these activities and questions to get your own resilience juices flowing or to coach another person or team to do the same.

Here are the other special features you'll find in this book:

1. Stories, reflections, and ideas from effective leaders who love their work, achieve results, and make a difference.
2. Inventories you can take in the book or online.
3. Strategies, tools, and helpful sidebars.
4. A rubric to use with your teams and colleagues to evaluate your organization for vulnerabilities in resilience.
5. An appendix with a short list of some of my favorite movies, music, literature, and poems that for me conjure up ideas of leadership resilience. I'm sure you have your own great list too. I'd love to know what inspires you. I'm putting these ideas on the blog I have at www.WisdomOut.com.

FOLLOW-UP

The reason this book is filled with rich stories of tribulations and triumph is because we all have them. Thankfully, the good leaders whose stories and ideas appear in this book were willing to share them with me, allowing me to share them with you. Stories really are the only way we see resilience. In this spirit, I invite you to continue your journey toward leadership resilience by participating in additional professional development opportunities:

1. First, if you have a resilience story you want to share, or if you try out some of the ideas in this book and you want to tell me how it went, either e-mail me at elle@wisdomout.com or call me at 925-786-0987. I really do love learning your stories and learning from you.
2. Visit www.WisdomOut.com and sign up for the newsletter in which we provide registration links to our complimentary webinars, many of which focus on the ideas in this book.
3. Come to www.WisdomOut.com to purchase the packaged series of webinars that correspond to this book, and use them at your convenience with your leadership team or your leadership resilience study group.
4. Contact me for keynotes, workshops, and boot camps for aspiring, novice, and veteran leaders on the topic of leadership resilience. These workshops are especially successful when leadership coaches and mentors attend with their coachees and mentees.
5. Contract with me to work directly with your leadership team or work team as you launch or deepen your organizational initiatives and where being resilient will make all the difference in the world to achieving your outcomes without losing your mind or your sense of humor.