



Leading in Turbulent Times

The Resilient Mindset

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IMD Professor of Leadership

Our Agenda for the next 45 min

- Why do we speak about resilience?
- How can we become more resilient ourselves and build resilience in the people around us?
- Feeling, Thinking, Doing – 3 steps to build a resilient mindset
- Your Questions and Answers

Short note on Housekeeping:

- Please switch your cameras on – it creates more energy for all of us
- Please use the chat function for your questions and comments
- This session is recorded
- Log into www.menti.com code # 25 12 04



What is resilience
and why do we
speak about it
now?
Lessons from
Dante's *Divine
Comedy*

Source: https://en.wikipedia.org/wiki/Dante_Alighieri





Resilience is the capability of a system, organization or person to maintain its core purpose and integrity in face of dramatically changed circumstances

(Andrew Zolli)

When confronted with adversity, we tend to respond with:

- Shock, Denial, Avoidance
- Anger, Frustration, Anxiety, Irritation
- Feeling overwhelmed and helpless
- Sadness, Depression
- Hostility, Flight
- Struggle to find meaning
- Reaching out to others
- Seek guidance
- Explore something new,
- Accept and move on
- Thankfulness for the lesson learned

In adversity,
in crisis,
we are going
through a
set of strong
emotions

Let`s have a moment to reflect.

What feelings came up for you mostly during the past “crisis weeks”?

Please key into Mentimeter Code 25 12 04

How might other people around us feel?
Does this change how you feel?



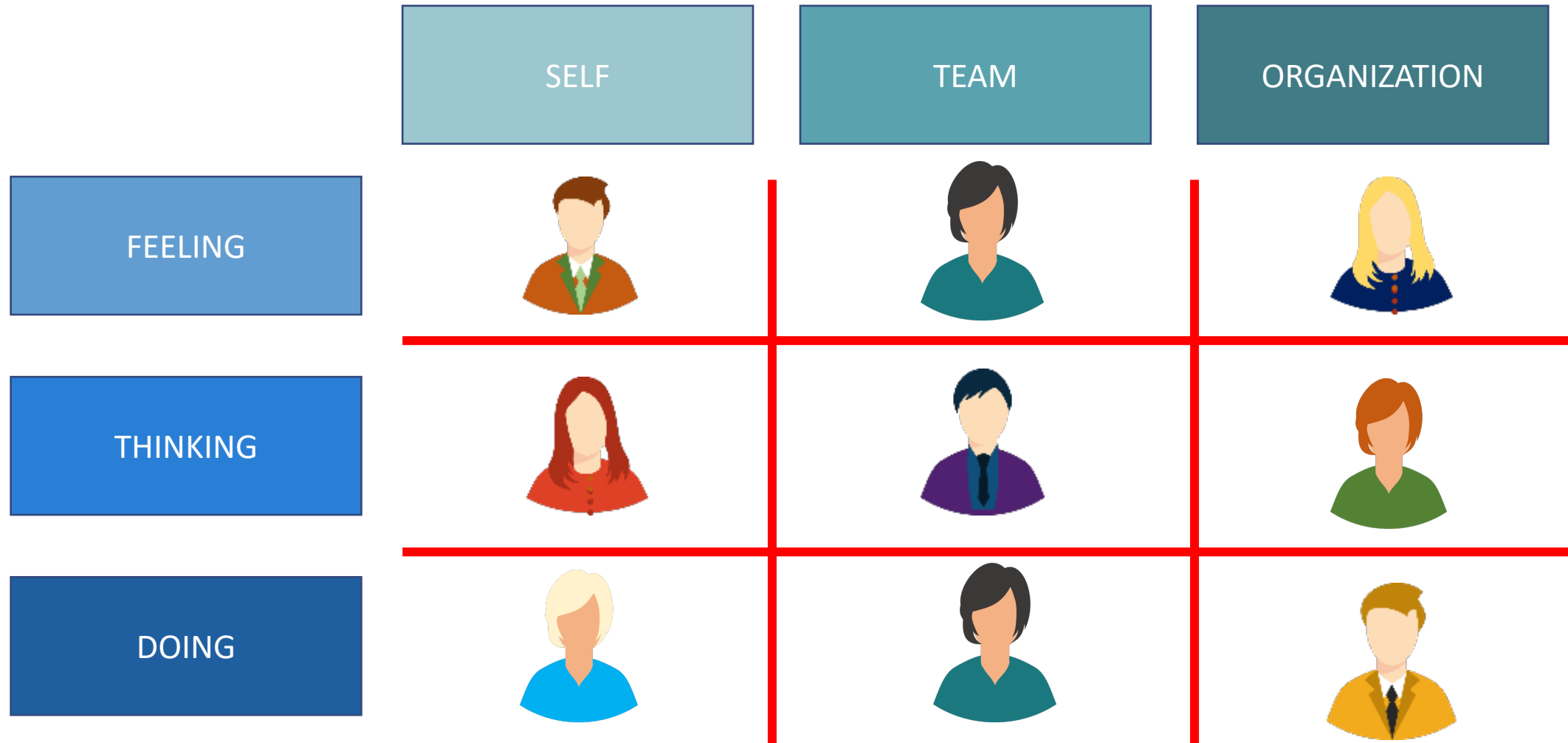
*“No tree becomes rooted and
sturdy unless many a wind
assails it.
For by its very tossing it
tightens its grip and plants its
roots more securely; the
fragile trees are those that
have grown in a sunny valley.”*

Seneca the Younger

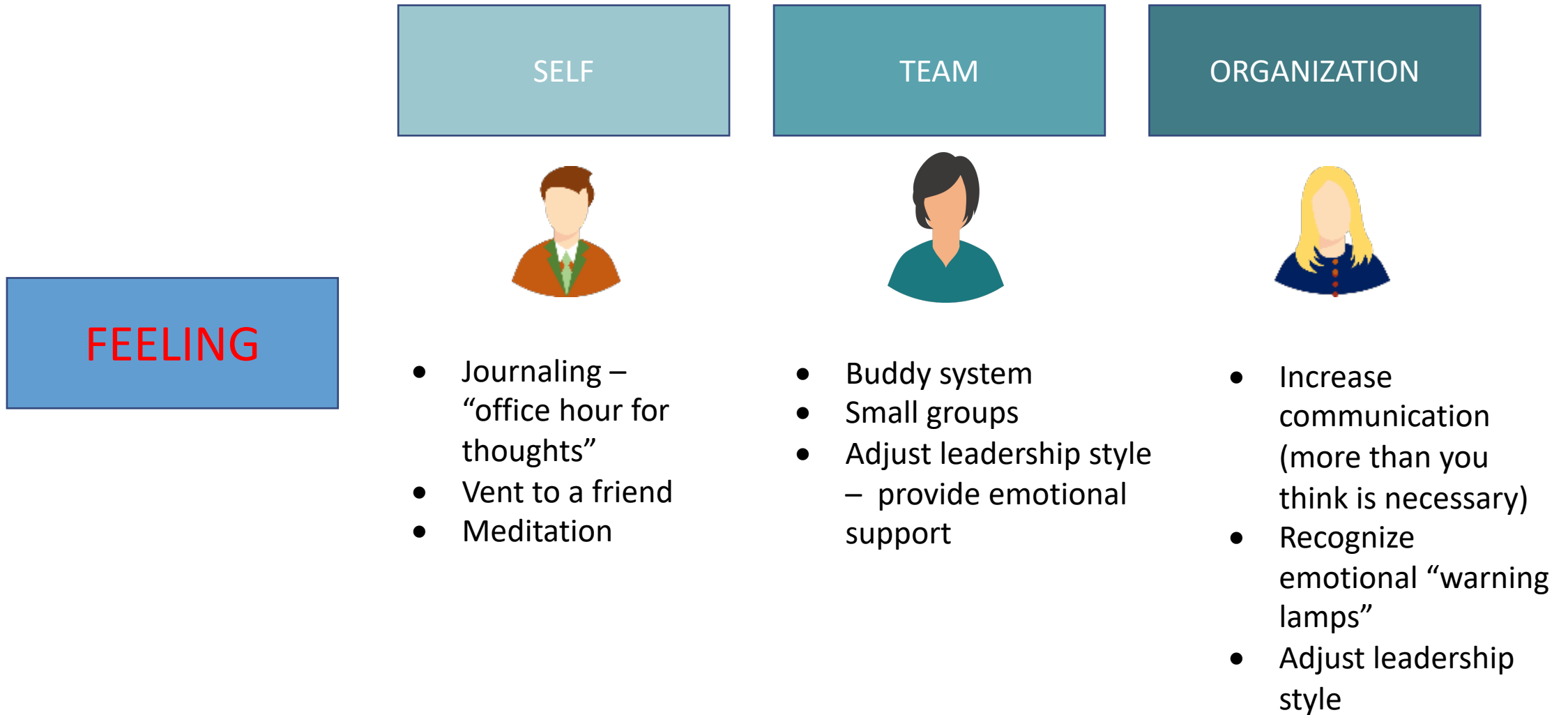


How can we keep our integrity?

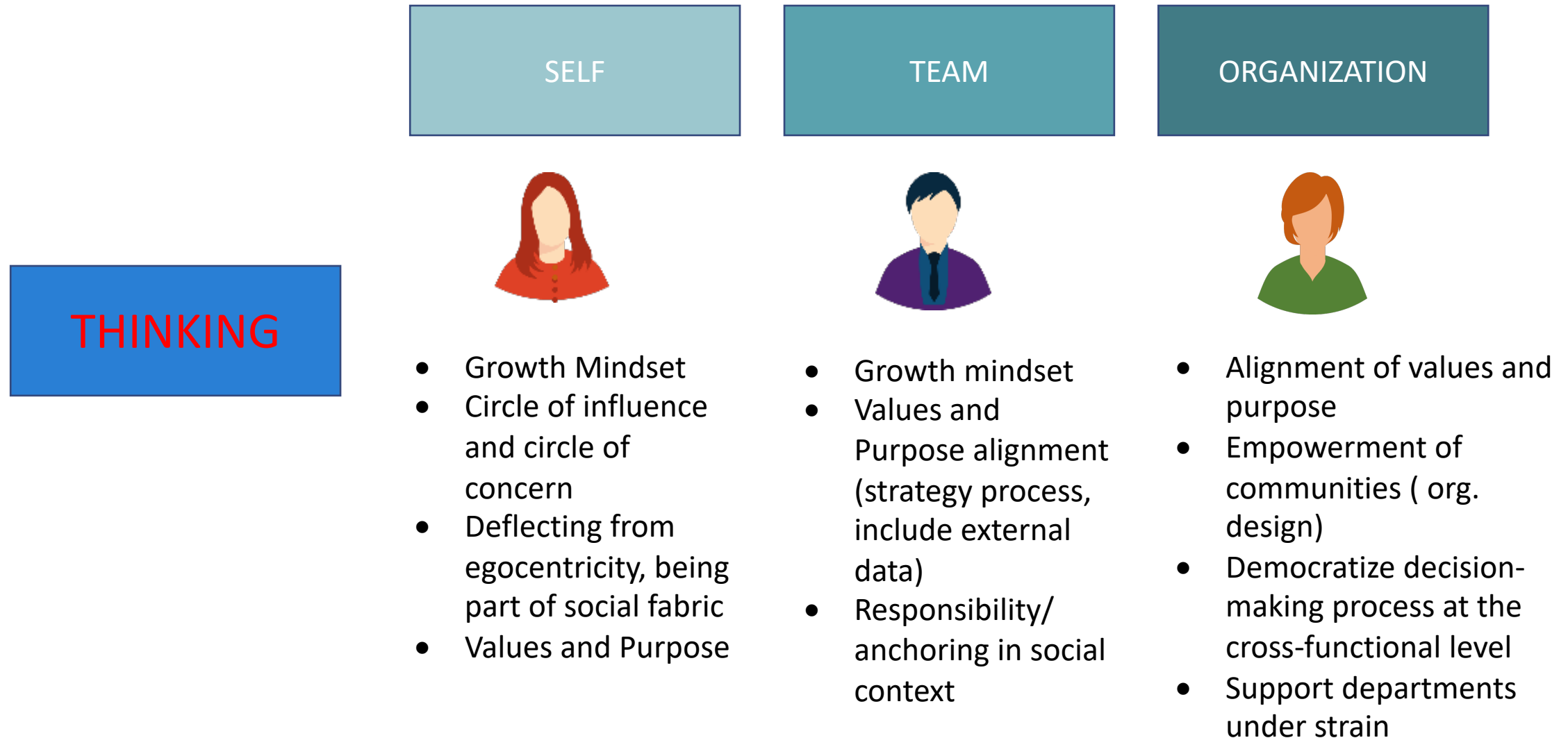
Feeling, Thinking, Doing: Ways to make a difference



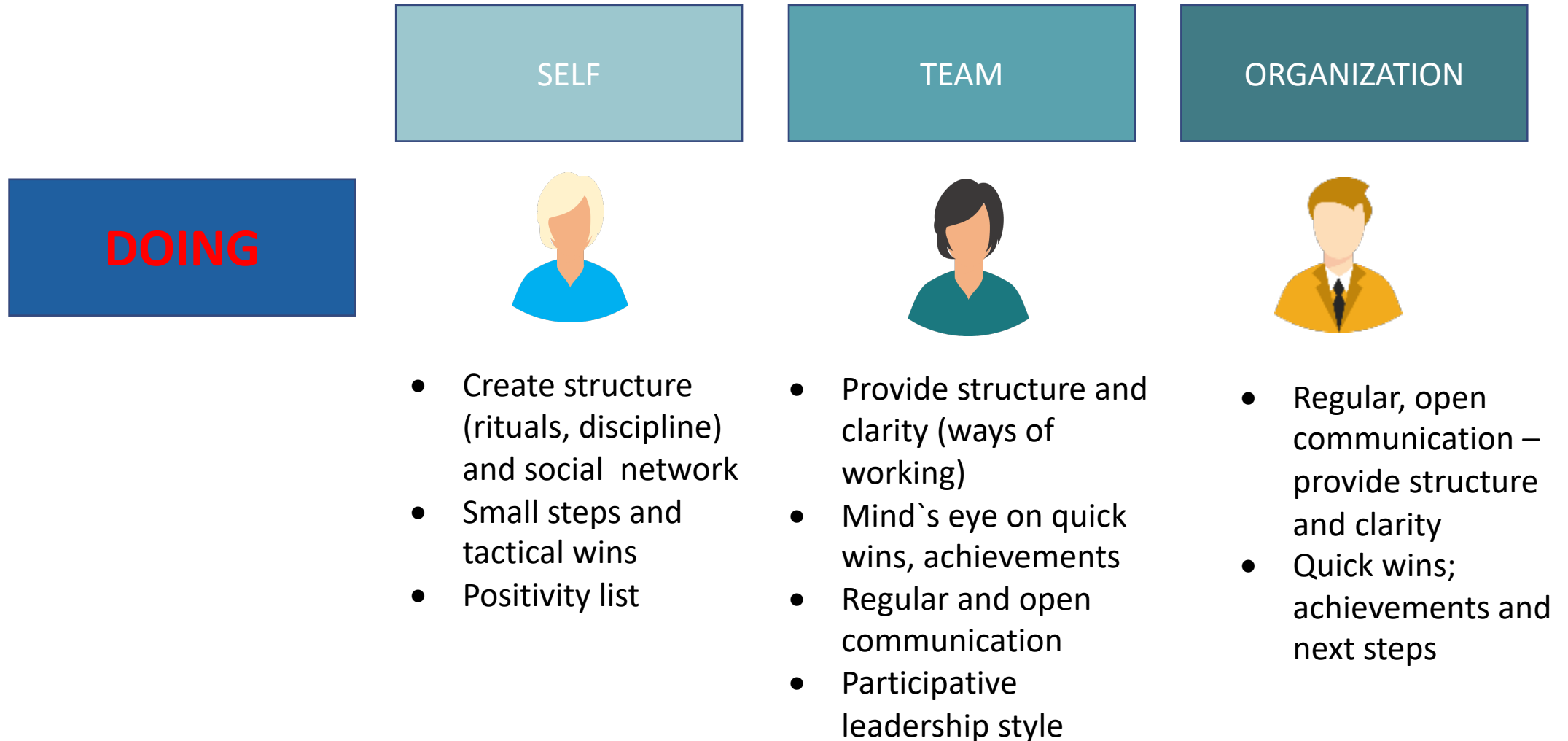
Access to emotions when confronted with adversity



Rationalize and sensemaking – connecting to purpose, values and vision to keep integrity



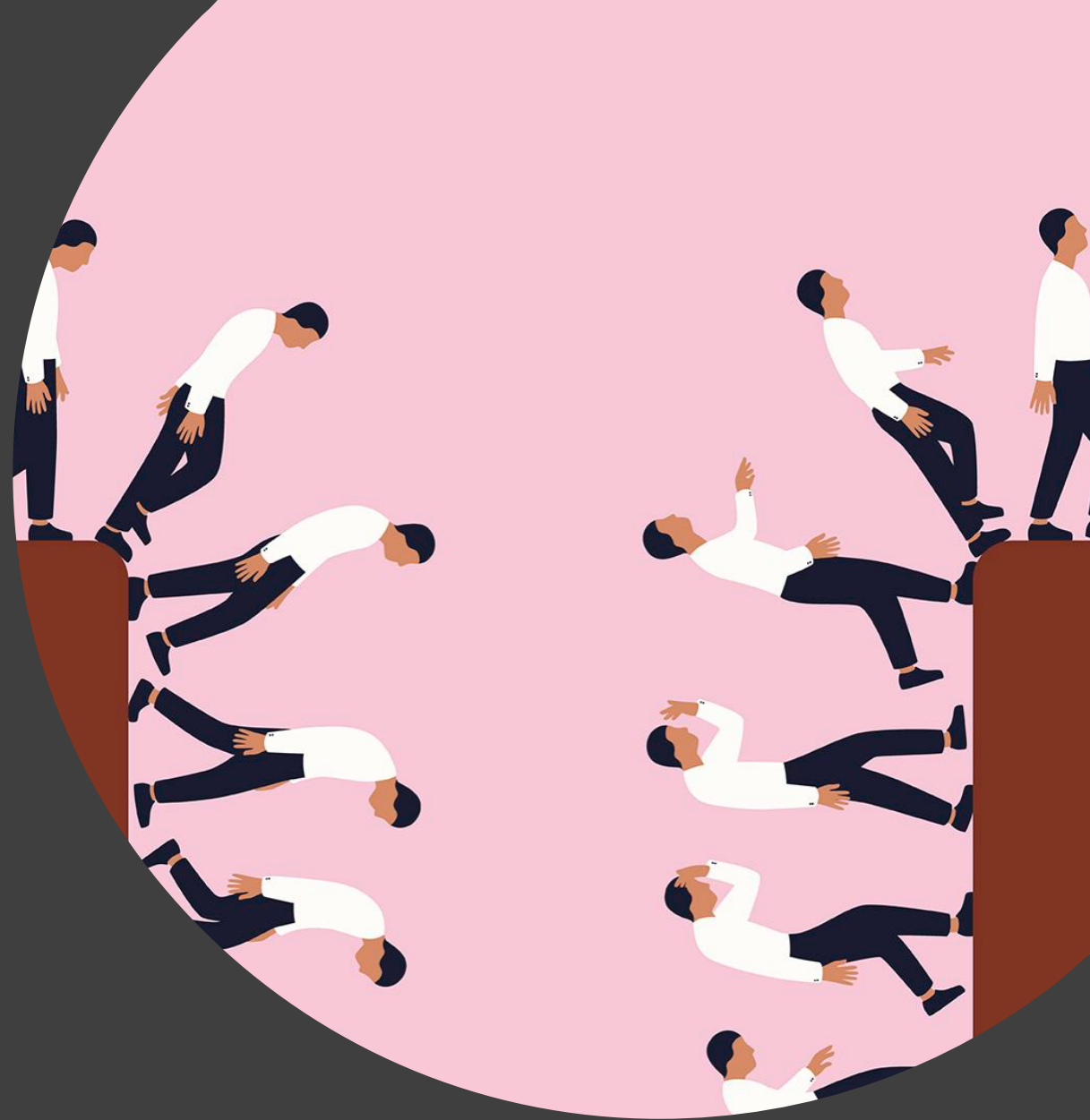
Recognizing progress, create structure and community

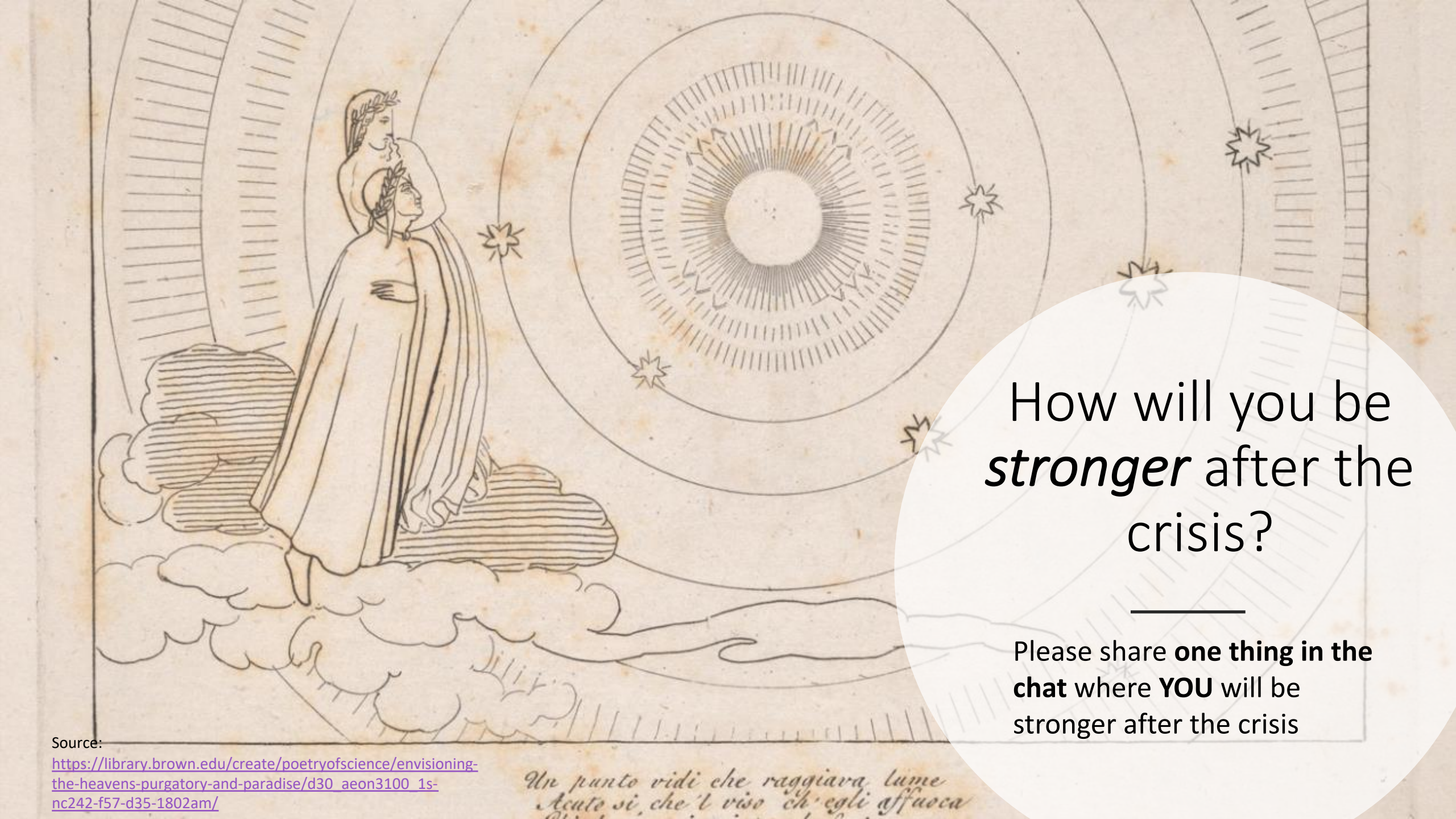


Break out (10 min): What has worked for you?

In the past weeks, most of you have experienced strong emotions in your immediate environment.

- What support are you providing to leaders in your organisation to manage the situation?
- Please share your best practices and have a speaker per group who reports back





How will you be
stronger after the
crisis?

Please share **one thing in the chat** where **YOU** will be stronger after the crisis

Source:

https://library.brown.edu/create/poetryofscience/envisioning-the-heavens-purgatory-and-paradise/d30_aeon3100_1s-nc242-f57-d35-1802am/

*Un punto vidi che raggiava lume
Acuto sì, che 'l viso ch'egli affuoca*



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PREVIOUS POSITIONS

Executive Director Executive Development,
Singapore Management University (SMU),
Singapore

Programme Director and Head of Life Science
Practice, European School of Management and
Technology (esmt), Germany

Manager, Arthur Andersen/ Deloitte, Germany



VITA

Katharina joined IMD as Professor of Leadership in September 2019. She has taught executives globally, specializing in self-leadership and cross-cultural team leadership in times of Change.

Before joining IMD, Katharina lead the Office of Executive Development at Singapore Management University (SMU). Being at SMU since 2013, she directed Open Programs such as ALPINE (Asia Leaders Program in Infrastructure) or the J&J Hospital Management Program. For Custom Programs, she designed, directed and taught for clients such as Maersk, UTC Carrier, Otis, Sumitomo, Mondelez, Barclays, Johnson & Johnson, Sanofi-Aventis, Bayer, Infineon, Shangri-La, IBM, Pernod Ricard and the Abu Dhabi Distribution Company (UAE).

Prior to her experience in Asia, Katharina was Program Director and Head Life Science Industries at the European School of Management and Technology (esmt), Berlin, where she directed and taught in executive and degree programs.

Before her career in business education, Katharina worked 9 years with Arthur Andersen and Deloitte Consulting. Her PhD in pharmacology adds the empirical lens of a natural scientist to her profile.

Katharina has published numerous case studies for business education on Harvard Business Publishing <http://hbsp.harvard.edu/> e.g. B&C in Russia, Medneo, Pina Bausch – Leadership as collective genius, as well as the SMU Case Center <https://cmp.smu.edu.sg/> e.g. Sarulla Geothermal Power Project, Building the Singapore Sports Hub, Stakeholder Issues at the Singapore Sports Hub, Singhealth -Winning the war against diabetes.

Her book chapters include

- Pina Bausch – “Leading Collective Genius” in “Servant Leadership”, ESV, 2014
- Building Singapore Sportshub in “Living in Smart Cities”, World Scientific, 2018

In 2018 she was appointed as member of the Board of UNICON, the global consortium for university based executive education. From 2017 - 2019 Katharina served as Board member on the Board of Governors of the German European School Singapore.

