



CROSSLANDS

# Running the race: Resilient leaders, resilient teams

*Jen Charteris, Crosslands*

Theology for Life



# Where are we starting from?

Finitude - our created limits

Fallenness - our rebellious hearts in need of change

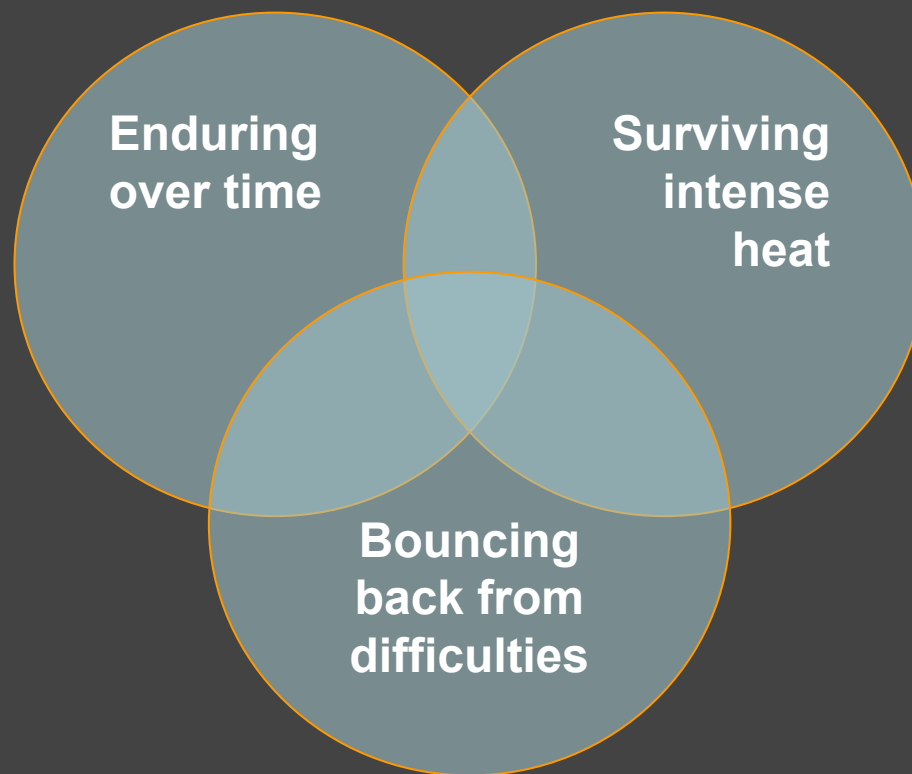
Frailty - the impact of living in a fallen world

Future hope - the assurance of our 'best life' ahead



# Think of someone you see as ‘Resilient’

- What are the demands or challenges they face?
- What do you notice them saying/doing that indicates resilience? (evidence)
- To what underlying factors do you attribute their apparent resilience? (root)





## Reflect for a moment:

- What's the difference between a team and a group of people who work together?
- When a team is resilient, what does that mean?
- What factors contribute to a team's resilience?



# A brief history

- Modern western psychology emerges from Philosophy in 1700/1800s
- Pre WW2: Disease model
- Post WW2: Recovery from trauma, remedial
- 1950s: Humanist Thinkers (Abraham Maslow, Carl Rogers)
  - Person-centered; Self actualisation
- 1960s, 70s, 80s: Self-esteem movement explodes...
- 1990s:
  - Positive Psychology; shift from 'what's wrong' to 'what's strong'
  - Mindfulness becomes mainstream
- Today:
  - Advance of neuroscience
  - Performance psychology; Growth Mindset
  - Mental health epidemic
  - Victimhood and offendedness



# Secular thinking on Resilience...

## ...how can we engage with this?

"At the heart of resilience is a belief in oneself—yet also a belief in something larger than oneself. Resilient people do not let adversity define them. They find resilience by moving towards a goal beyond themselves, transcending pain and grief by perceiving bad times as a temporary state of affairs... It's possible to strengthen your inner self and your belief in yourself, to define yourself as capable and competent. It's possible to fortify your psyche. It's possible to develop a sense of mastery."

Hara Estroff Marano – Psychology Today,



## Some definitions...

The capacity to recover quickly from difficulties; toughness.

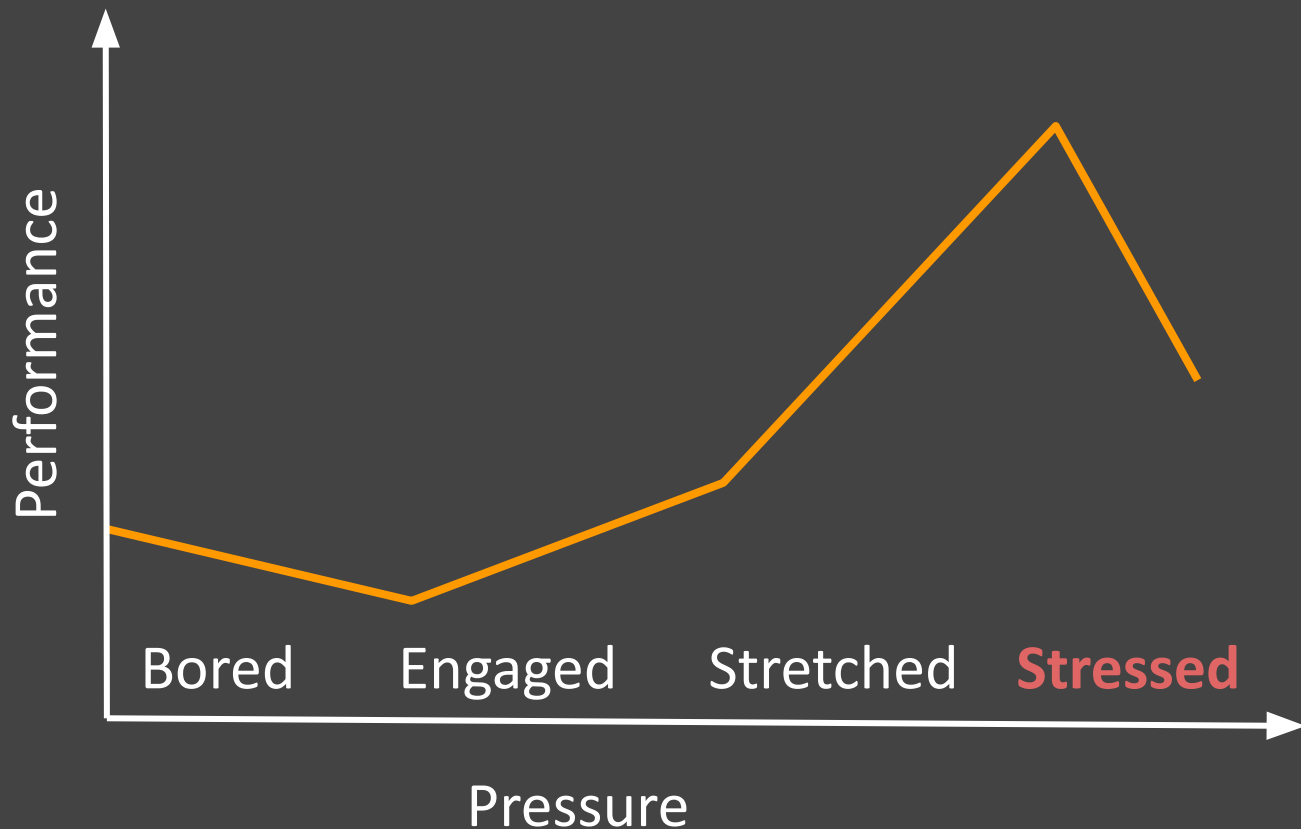
The ability of a substance or object to spring back into shape; elasticity.

“Resilience is the capacity to deal successfully with the obstacles we encounter while maintaining our path towards our life’s goals”.





# Is pressure a bad thing?



## Romans 5:2-5

And we boast in the hope of the glory of God. Not only so, but we also glory in our sufferings, because we know that suffering produces perseverance; perseverance, character; and character, hope. And hope does not put us to shame, because God's love has been poured out into our hearts through the Holy Spirit, who has been given to us.

*"Anti-fragility"?*





# A workout menu for building and maintaining resilience

1. **Core Strength:** A purpose beyond myself
2. **Stamina:** Taking the long view; seeing the bigger picture
3. **Agility:** Flexibility and choice in thinking patterns
4. **Breathing and the Brain**
5. **Teamwork:** The relationship factor
6. **Wellbeing:** Sleep, hydration, diet and surroundings

False idols?  
Gospel opportunity?



# A few levels for thinking about resilience:

1. **Critique:** Look out for false idols and common grace
2. **Self:** What is helpful or relevant for me here?
3. **Others:** What is helpful or relevant in leading others?
4. **Evangelism:** How might this help create gospel opportunities?

*“Listen as a river, not a reservoir”*

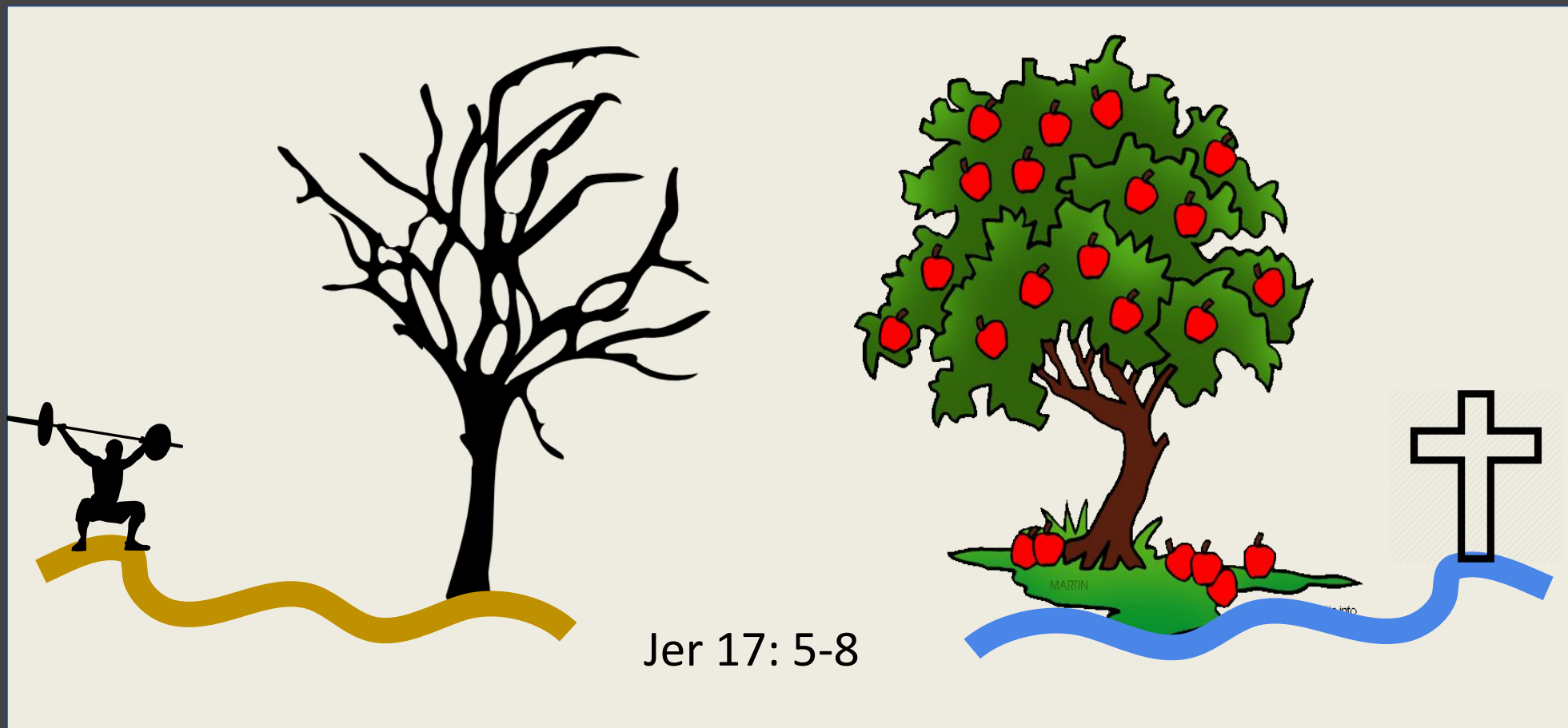


# 1. Core Strength: A purpose beyond myself

What are you rooted in?

What ultimately matters?

What is your highest purpose?





# 1. Core Strength: A purpose beyond myself

- What really matters to me?
- What am I really striving after?
- What dominates my conversation?
- What is the greater goal for which I'm giving up short term pleasures?
- What do I spend my time, energy, money on? Why?
- What do I want my epitaph to be?
- What am I really going after in my relationships and work?

## Quick-write guidelines:

- No forced revelation
- Forget good grammar & logic
- Relax
- Play
- Just keep writing - fast!

Postcard | Once upon a time  
Letter to my kids | Forensic report  
Letter from my older self  
Recipe



## 2. Stamina: long view; bigger picture



- Taking a view over time... life has seasons; this too shall pass.
- Who do I compare myself with?





To what extent do you agree...

“I choose what I experience”



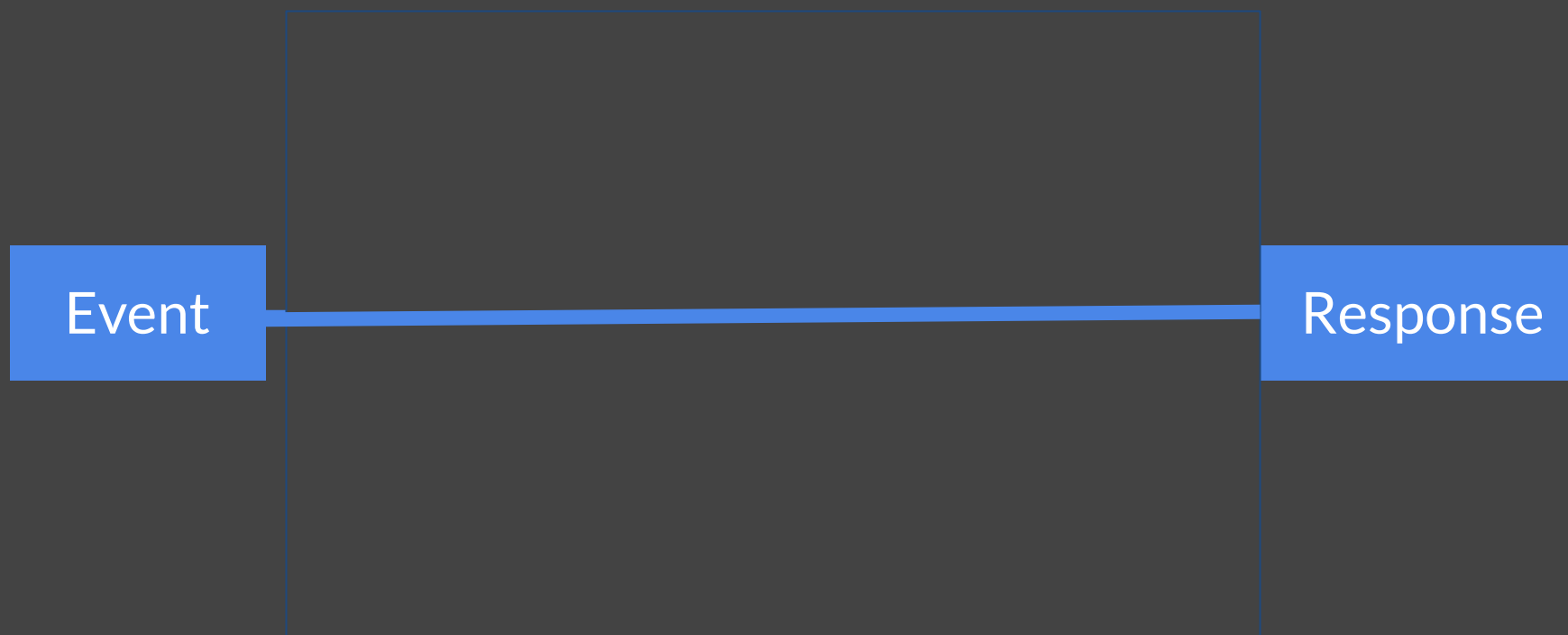


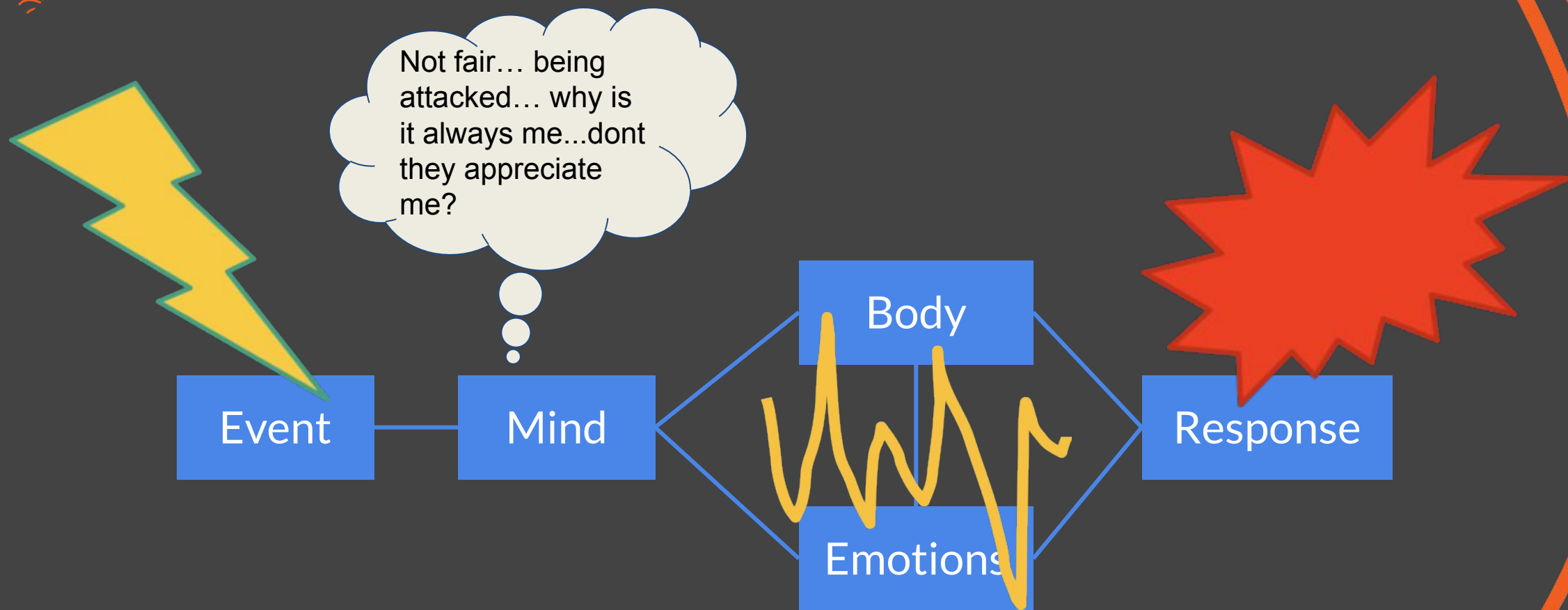
### 3. Agility: flexibility & choice in thinking patterns

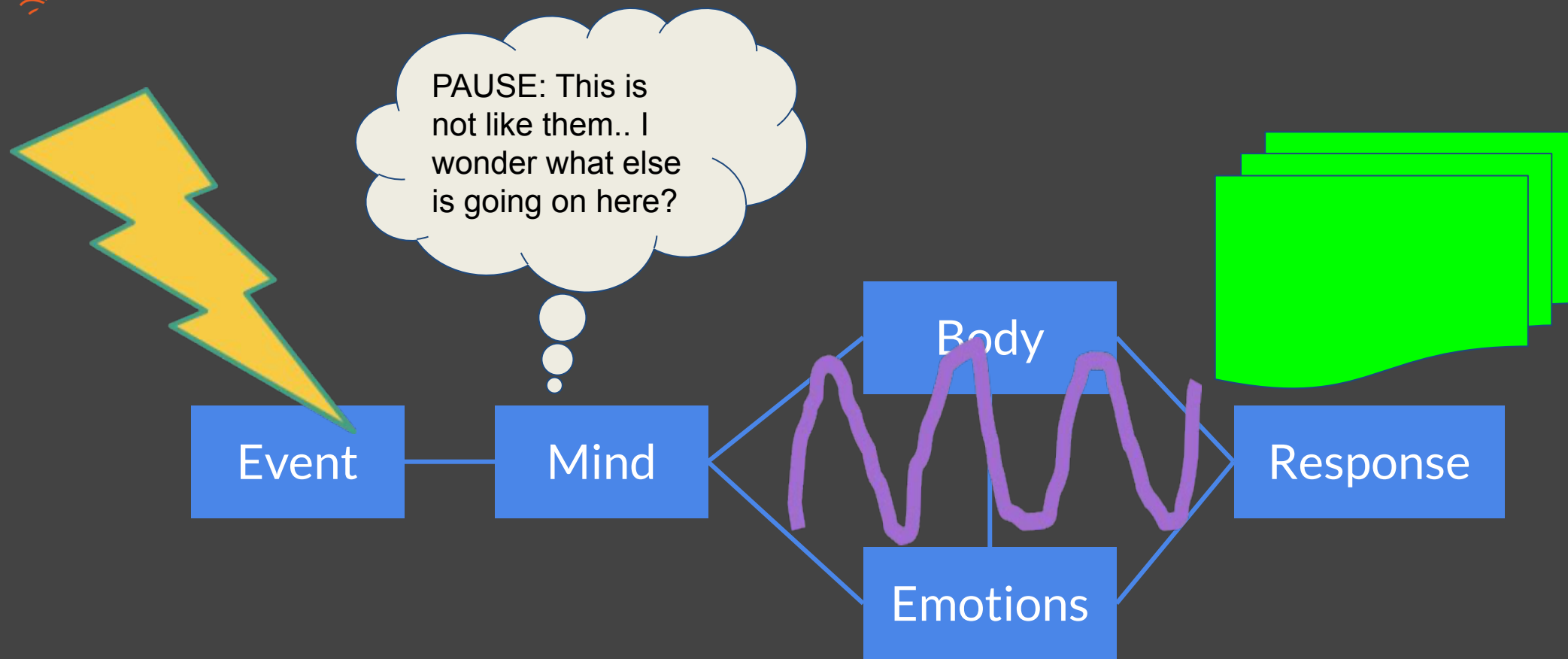
“Between stimulus and response there is a space.  
In that space is our power to choose our response.  
In our response lies our growth and our freedom.”

Viktor Frankl











# Some examples of thinking biases

- Confirmation bias: Filtering out what doesn't fit my narrative
- Faulty attribution error: Success = my effort; Failure = circumstances
- Catastrophizing: This is a disaster; it affects everything!
- Mind reading: Assuming I know what you think or intend
- Story-telling: Building a narrative (my significance, your competence etc)
- Victim posture: I've been done to; I'm powerless; I can't move on until...



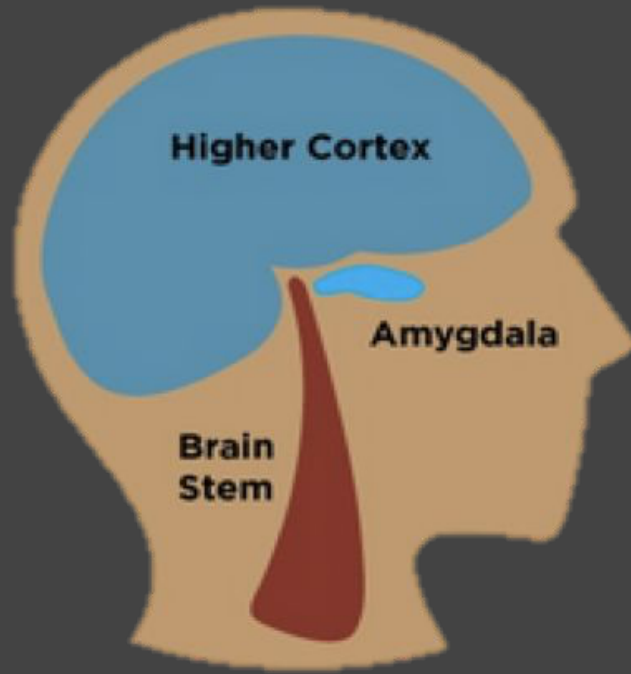
# Confronting idols with the true God

How does God's word speak of these things? What truths about God address these fears and transform our perspective?

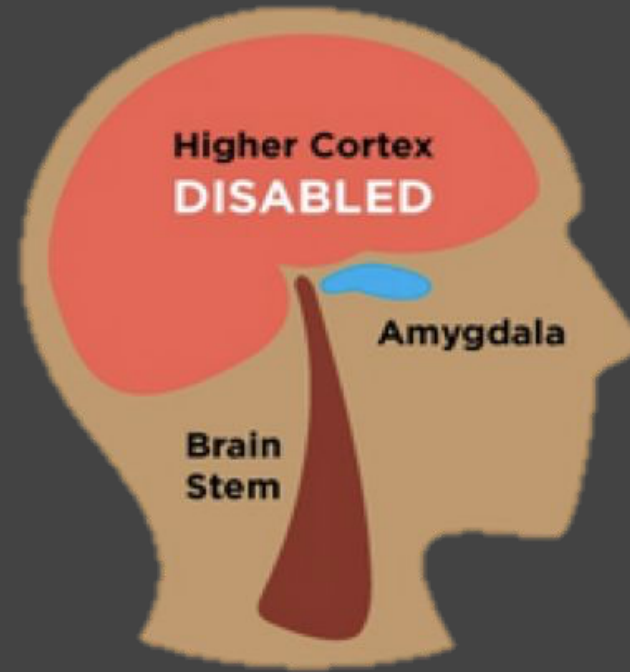
- Status - Am I valuable?
- Certainty - What will happen?
- Autonomy - Do I have any say in this?
- Relatedness - Do I belong?
- Fairness - Am I being treated fairly?



# Amygdala Hijack...!



**Low Emotion:**  
Calm, relaxed



**High Emotion:**  
Angry, afraid, love, hate



# Confronting idols with the true God

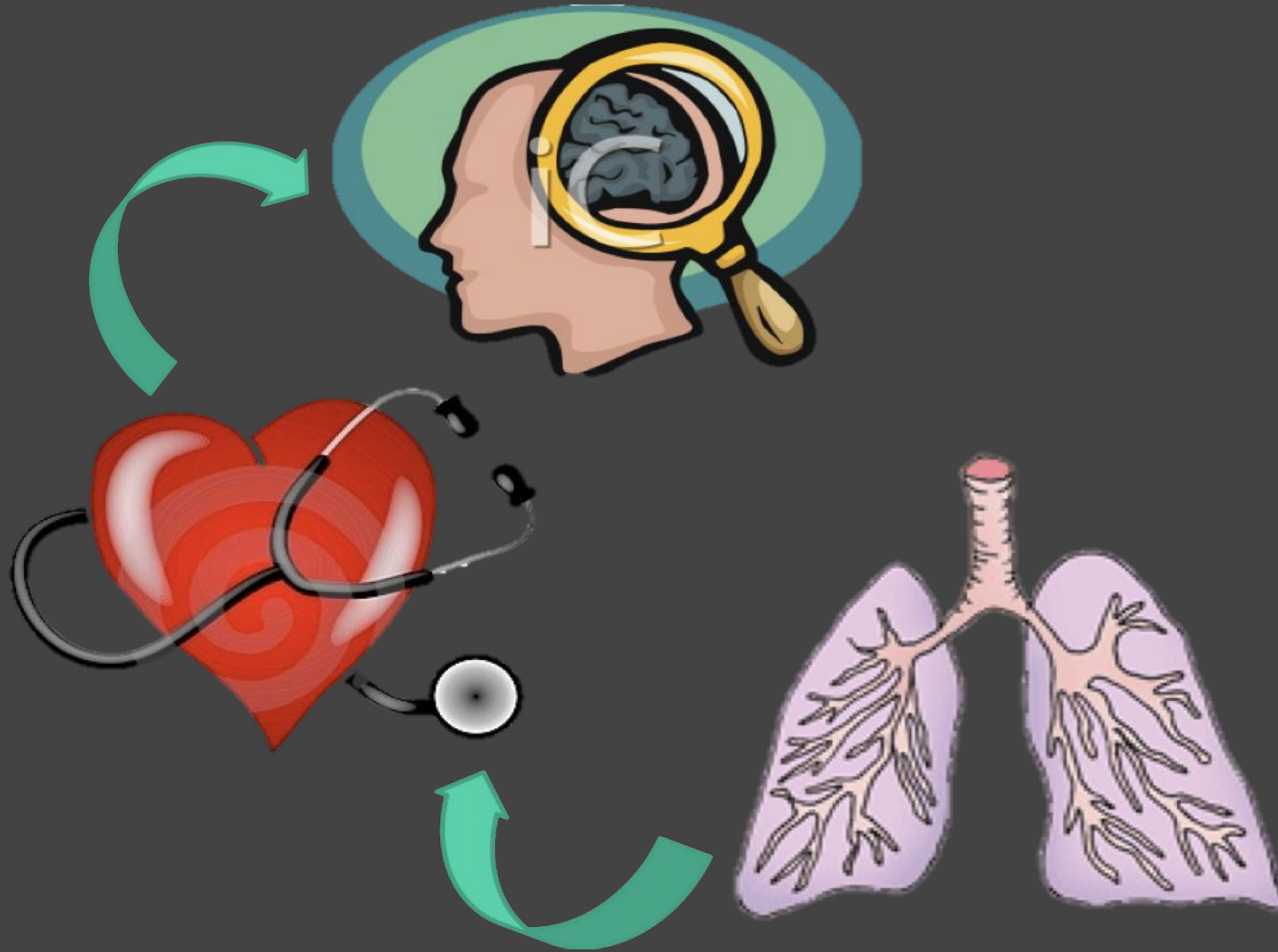
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- Status - Am I valuable?
  - Certainty - What will happen?
  - Autonomy - Do I have any say in this?
  - Relatedness - Do I belong?
  - Fairness - Am I being treated fairly?
- God is **GREAT**
  - God is **GOOD**
  - God is **GLORIOUS**
  - God is **GRACIOUS**
  - God is **GENEROUS**





# Physiology: Breathing and the brain



*Theology for Life*



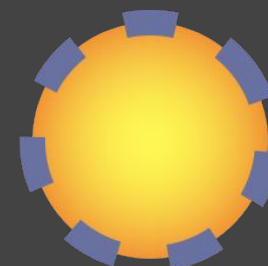
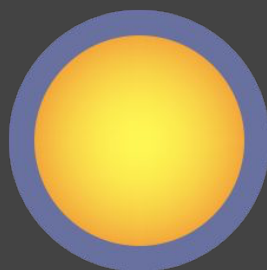
# The relationship factor

Do a relationship audit:

- Close? Enduring? Casual?
- Giving? Receiving? Enjoying?

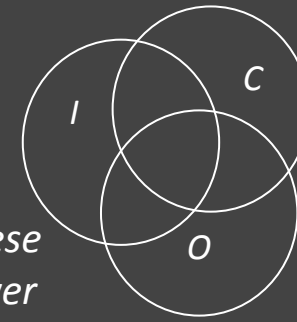
How do the boundaries work:

- Too closed?
- Too open?
- Intentionally permeable?





# Interpersonal Fundamentals

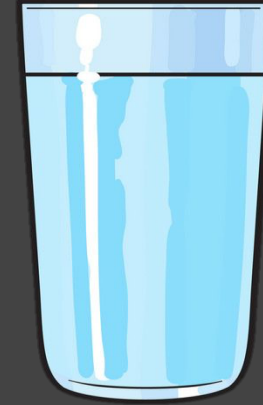


*The relationship between these  
is both linear (progressive over  
time) and complex*

	Inclusion	Control	Openness
Concern	How do people get to belong here?	How does power and authority work here?	What is it okay to express around here?
Feelings	Significance	Competence	Likeability
High or Low?	WANT: I want to be included I want to include others DO or GET: I include others Others include me	WANT: I want to be controlled I want to control others DO or GET: I control others Others control me	WANT: I want to be open with others I want others to be open with me DO or GET: I am open with others Others are open with me



# Wellbeing: hundreds of micro choices...





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# What characterises a resilient team

1. Shared vision and purpose AND diverse perspectives
2. Clear roles and responsibilities AND flexible collaboration
3. Tight on outcomes AND flexible on means
4. Relationships AND processes
5. Jazz -
  - a. Highly skilled and always learning
  - b. Simple rules that result in freedoms
  - c. Switching the lead
  - d. Attention and feedback loops



## 1 Corinthians 4

For what we preach is not ourselves, but Jesus Christ as Lord, and ourselves as your servants for Jesus' sake. **6** For God, who said, 'Let light shine out of darkness,' made his light shine in our hearts to give us the light of the knowledge of God's glory displayed in the face of Christ.

**7 But we have this treasure in jars of clay to show that this all-surpassing power is from God and not from us. 8** We are hard pressed on every side, but not crushed; perplexed, but not in despair; **9** persecuted, but not abandoned; struck down, but not destroyed.