

## SCRLC Annual Meeting 2010

### Organizational Resiliency: Five Techniques for creating a shared success

1. Practice exceeding others' expectations: Ask yourself how you can "wow" somebody who is critical to your success. Meet with that person face to face to express appreciation and discuss how your combined efforts are creating a better future. Ask, "What synergies do you see in our work?" LISTEN and LEARN!
2. Engage others in conversation to discover their answers to these questions:
  - a. What are your most pressing needs?
  - b. What needs do you have that are not being met?
  - c. What successes are you working towards?
  - d. Who are your constituencies and what do they want?

Then explore with them how these can be addressed through your efforts.

3. Hold meetings with groups of allied players to identify mutual goals. Follow up with regular progress reports showing the results of your efforts and the challenges you encounter. Work together to overcome obstacles and clear logjams.
4. Create a visible representation of your key players' interpretations of success (visioning what success looks like). Post it where others can see it easily. Don't require conflicting or different views to be reconciled. Instead, invite people to view the representation with you and think together on how seemingly irreconcilable objectives can be achieved. This generates a sense of inclusion among participants.
5. Ask senior stakeholders to describe in detail the future state they are working toward. Go through the details with them and listen carefully:
  - a. What does this future state look like? What will be different? What new capacity will emerge?
  - b. How will you know it when it happens? How will success be measured?
  - c. What are the benefits to you? To the organization? What is the return on the investment for the effort?

Write up what you learn in a one page summary and present it back to each senior member you interview. Verify with them that you captured their point of view.

From *Getting Change Right: How Leaders Transform Organizations from the Inside Out* by Seth Kahan (Josey-Bass, 2010)