



IMPACT—RESILIENCE

5 Tips For Building Resilient Teams

We find ourselves in a VUCA world (volatile, uncertain, complex and ambiguous) and that is unlikely to change within the near future. The result therefore, is that we need to give some serious thought to how we lead and build our teams through this era. It's going to require a different approach and new skills, particularly around leadership is going to become key.

But what is a resilient team?

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A resilient team is one that can withstand the body blows that come with each wave of disruption. They are a team that is stable, experienced within the business and take part in regular scenario rehearsals to ensure that their resilience muscle is trained to know what to do and they have the agility to react.

This type of team is doing something that they believe is vital and meaningful in the world (ie. they are making an impact), know that they are valued at a human level and are well compensated for their time and experience. It goes as given that these teams have good infrastructure (clear systems and processes, particularly with regards to onboarding in the first instance).

If you're doing these things really well then your team should have the stability to carry your business through.

Here are my top tips to kick off the process of building a stronger team:

1

You as a leader

Your leadership skills are vital in this era. Your team is looking to you to calmly guide the ship through; to give much needed certainty, to innovate and to find the inevitable opportunities that exist. To do this, you will need to keep yourself in good health and to prioritise your health and wellbeing so that you have the energy to give. This means being fit, sleeping well, eating well and addressing any of the niggles in your health that are sapping your capacity. Be relentless in this process.

2

Be intentional and meaningful in your leadership

Your team needs you more than ever to be an intentional leader so the more time you can give to deciding what type of leader you need to be for this next phase the better. It's important to understand that your team are 'consumers' of your business and to make sure that at every touchpoint there is careful consideration to making your business the best place that they could be. Even being grateful and thanking them for their efforts will go a long way.

3

Build in meaning

Human beings are on a search for meaning, not least at work. We know that the trending Glassdoor research charted culture and leadership as the top two criteria that effect a candidate's decision making compared to 2014 where package trumped all. I would now add 'Impact' above culture...this is where forward thinking businesses are heading. Identify what the meaningful 'thing' you do is and make sure that that is clearly communicated. I can help you work this out..this alone is will set you out above all others and transform your ability to recruit and retain the best talent.

4

Recruit with rigour

A hiring error costs you 3x the value of a person's salary so it's an expensive mistake to hire the wrong person. When I work with clients, I add a high degree of rigour to hiring decisions. I spend time working out what 'basic' looks like, what 'next level' looks like and what a superstar looks like. This process is invaluable thinking time and helps you to recognise a superstar when you see them by activating your RAS (reticular activating system). I also identify 'knock out features'...what would stop me hiring someone and then I'm very demanding of any recruiters that I work with to ensure that they bring me 'deal flow'. I don't just want to see one person, I want to be able to choose from a selection and am prepared NOT to hire if I don't find what I am looking for.

5

Invest in your team

Your team might be brilliant but it is an entirely new skill standing up strongly to the tidal wave of threats that come down the line. Scenario rehearsing is incredibly important, it's how you know that your plans actually work and it builds the muscle of resilience. In my book, this is an absolute MUST.

The next step is to do our [Business Survival Quiz](#), it takes just a few moments and it will give you tangible guidance on where you are now and what you need to do next to give your business the resilience that is needed for this era.

Take the quiz



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Wendy Shand is Chief Strategist at Impact Resilience, with a particular interest in building human resilience within our teams. Her entrepreneurial experience in travel led her to innovate entirely 2 new categories within the family holiday space and her belief that your team are the bedrock of your success is key to the strategies that she uses with clients.