

Forming Leadership Resilience

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The De Pree Center Church Leadership Initiative



For More Resources

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THE MOST IMPORTANT ASPECT OF LEADERSHIP

“The capacity of a leader to be prepared for, to be aware of, and to learn how to skillfully deal with (sabotage) may be the most important aspect of leadership. It is literally the key to the kingdom.”

Edwin Friedman



RESILIENCE DEFINED

Resilience is the capacity to “maintain core purpose and integrity in the face of dramatically changed circumstances.”

Andrew Zolli

Resilience: Why Things Bounce Back, p.7



August 28, 1963





I have a dream that one day every valley shall be exalted, every hill and mountain shall be made low, the rough places will be made plain, and the crooked places will be made straight, and the glory of the Lord shall be revealed, and all flesh shall see it together.

This is our hope. This is the faith that I go back to the South with.

HEWING HOPE...



*With this faith we will be able to **hew out of the mountain of despair a stone of hope.** With this faith we will be able to transform the jangling discords of our nation into a beautiful symphony of brotherhood.*

Martin Luther King, Jr



HEWING HOPE...



*How do we become a tool that
can **hew**?*



Forming Resilience

How do we find the resilience to face resistance?

How do we find the resilience to overcome a failure of nerve and a failure of heart?

It's not found, it's *formed*.

Resilience is formed in the crucible of leadership.

Tempered Resilience

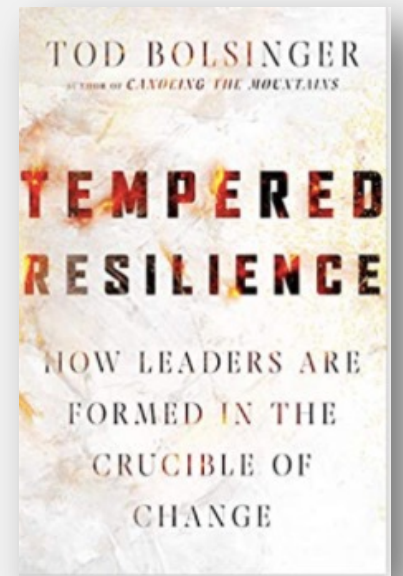
A grounded identity and resilient character that is shaped through

reflection,

relationships

and a *rule of life*

in a *rhythm* of leading and not leading.



AN ADVENTURE IN URBAN BLACKSMITHING



Becoming a Tempered Leader

Working: Leaders are formed in leading.

Heating: Strength is forged in self-reflection.

Holding: Vulnerable leadership requires relational security.

Hammering: Stress makes a leader.

Hewing: Resilience takes practice.

Tempering: Resilience comes through a rhythm of leading and not leading.



Tempered Resilience

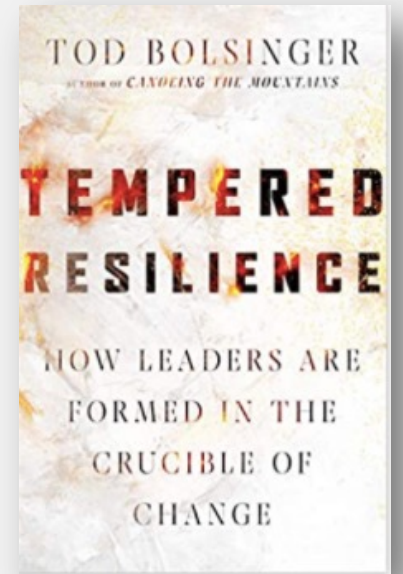
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Quenching
through rest
and the **slow**
release of
leadership
responsibilities



Heating
through leading
and **reflection**



Holding through
personal and
professional
relationships



Hammering
through
spiritual
practices and
the practice of
leadership



Tempered Resilience

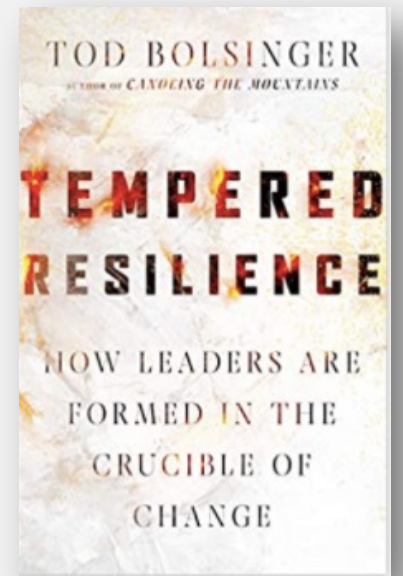
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HEATING: REFLECTION

- You don't learn by experiences, you learn by reflecting on experiences.
- Strength is formed in self-reflection



FROM FIRE TO ANVIL



Tempered Resilience

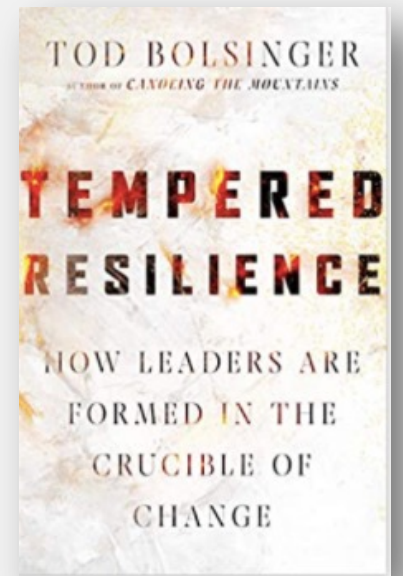
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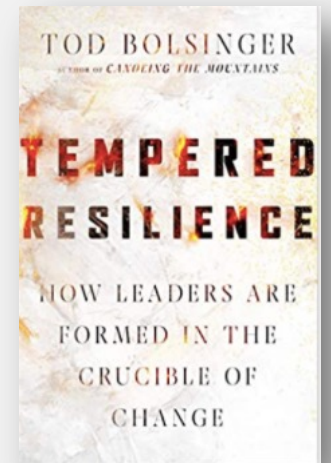


HOLDING: THE ANVIL OF RELATIONSHIPS

- The vulnerability of leadership requires the security of relationships
- Heifetz' Winter Coat
- Partners, Mentors, Friends
- *Be a mentee*



“Let the hammer do the work.”



Tempered Resilience

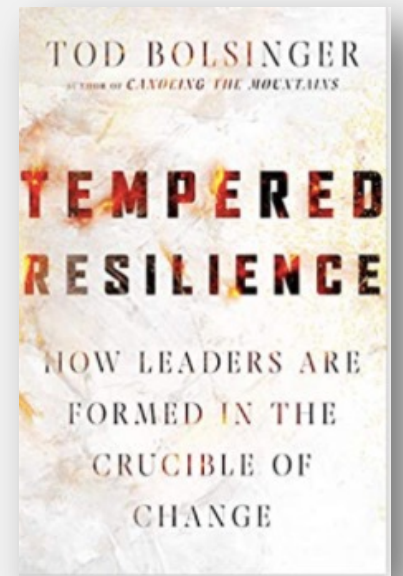
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HAMMERING: STRESS MAKES A LEADER

- Everybody has a Rule of Life.
- Incarnation: What you do with your body changes your soul.
- *What you do with your body “hammers into you” lasting changes.*



CONSIDER...

- What were the very first spiritual practices that you remember committing to in your life?
- What are the spiritual practices that make up your life as a leader today?
- How have they changed over the years?

HAMMERS: A LEADERSHIP *RULE OF LIFE*

- Learning: Hammering in Teachability
- Listening: Hammering in Attunement
- Looking: Hammering in Adaptability
- Lamenting: Hammering in Tenacity

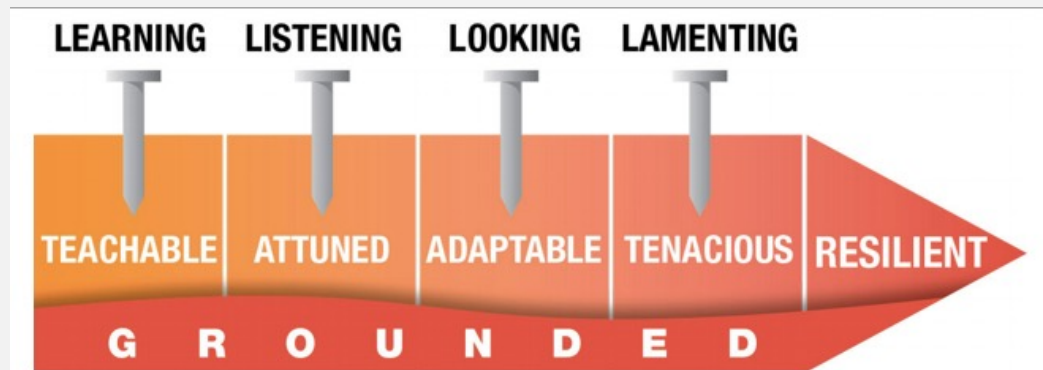


Figure 6.1. Practices that "hammer in" characteristics



Tempered Resilience

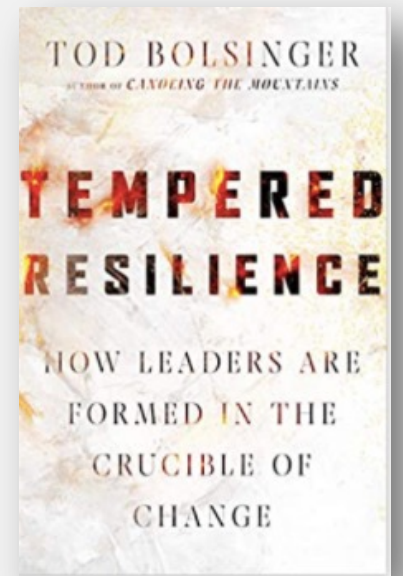
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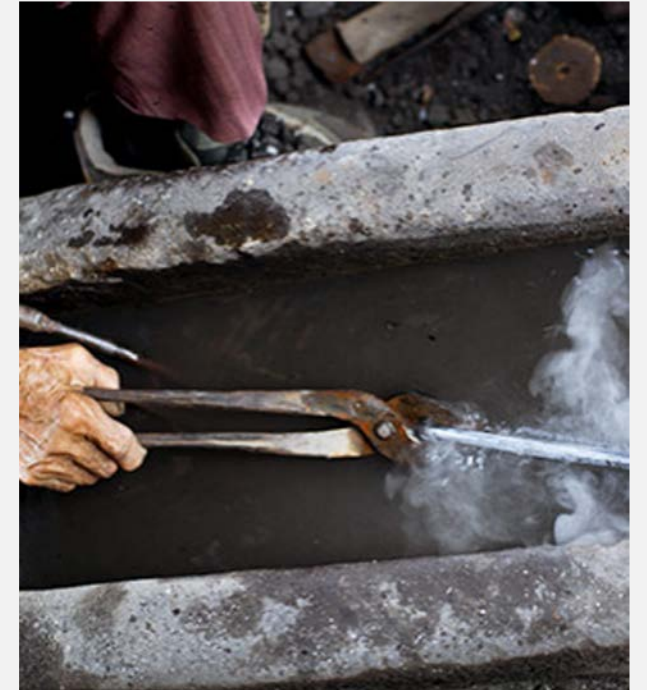
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AN OLD PASTOR, A YOUNG MINER AND
LAUGHING BLUE STEEL



QUENCHING: LOCKING IN STRESS, RELEASING STRESS



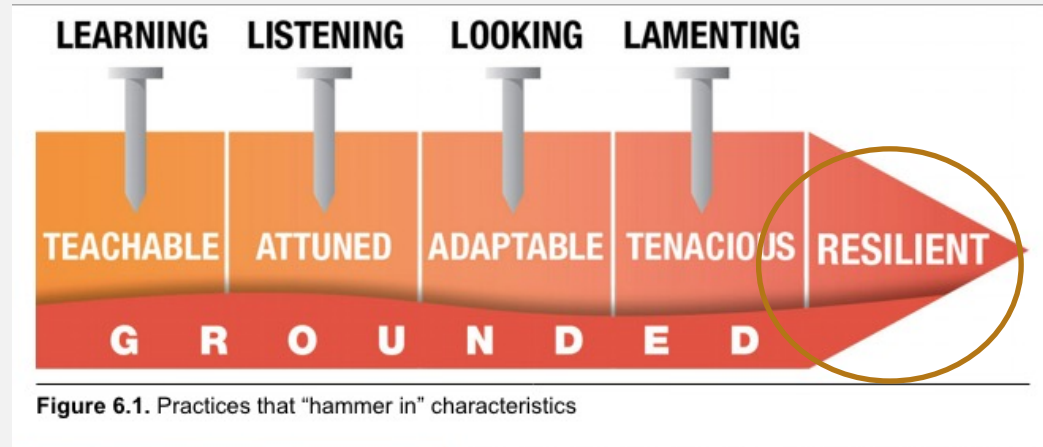
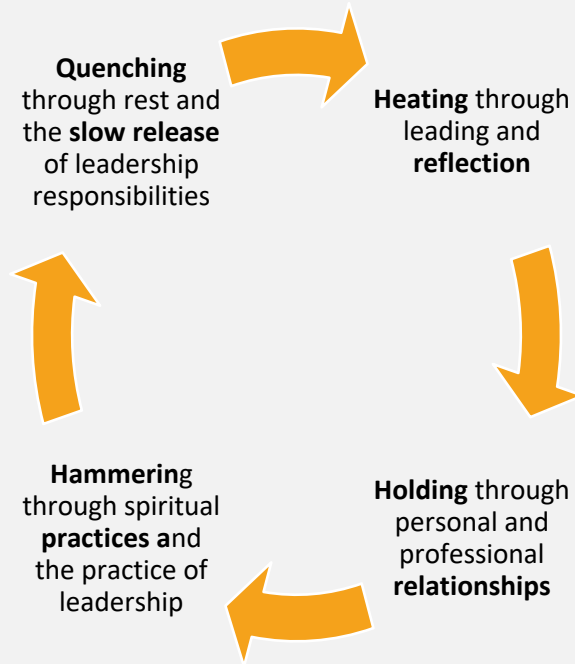
TEMPERING

Bill Bowerman, Founder of Nike:

*“Gentleman, take a primitive organism, any weak, pitiful organism. Make it lift or jump or run. Let it rest. What happens? A little miracle. It gets a little better. That’s all training is:
Stress—recover—improve.”*

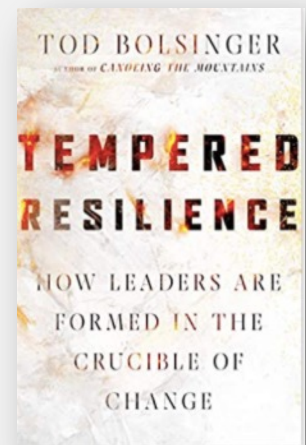
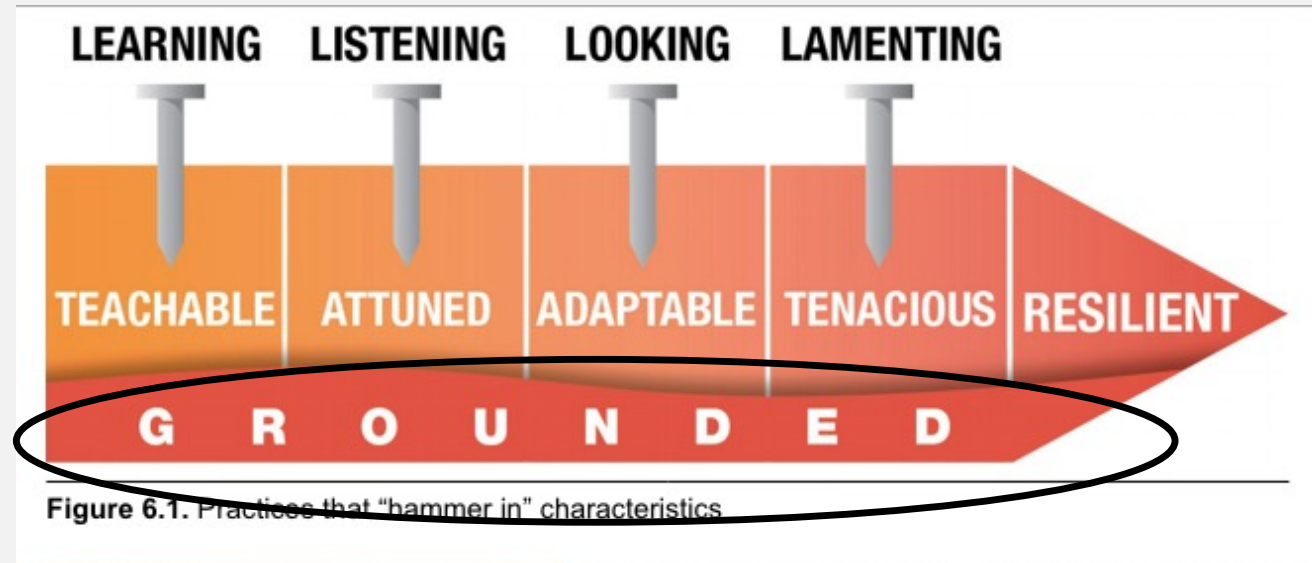


Tempered Resilience: Becoming a Tool that Can Hew Hope from Despair



- What do you need to add to the anvil of relationships for your life and leadership?
- In what ways do your spiritual practices need to be adapted for you to become a more resilient adaptive leader?

From Grounded to Resilient



GROUNDED IDENTITY

A change-leader's identity must be grounded in something other than their success in leading change.

Grounding Jesus

At this time, Jesus came from Nazareth in Galilee and was baptized by John in the Jordan. The moment he came out of the water, he saw the sky split open and God's Spirit, looking like a dove, come down on him. Along with the Spirit, a voice: "You are my Son, chosen and marked by my love, pride of my life."

Mark 1:9-11 (MSG)