Ocean, desert, mountains, forest?

What's something you've drawn inspiration from recently?

THE GOOD SHIP

Bio and links

Organisational Resilience

Organisational Resilience

Organisational Resilience is the ability of an organization to **anticipate**, **prepare** for, **respond** and **adapt** to incremental change and sudden disruptions in order to survive and prosper

THE GOOD SHIP

“I'd never chosen to be alone, but that was the way things had turned out, and I'd grown used to it.”

— Sebastian Faulks, Engleby

Recap

People

People

with an appetite to learn

Principle 8: has a Board and leadership team who invest in good governance.

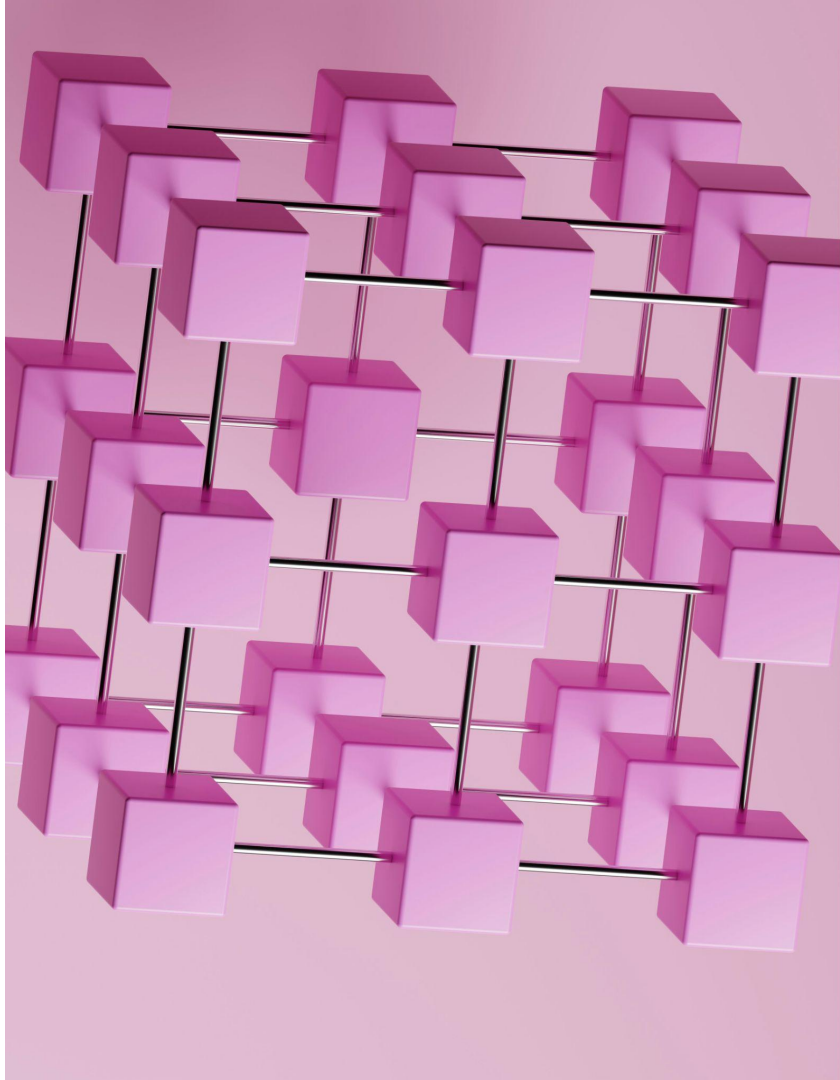
Principle 9: recruits and develops people who bring a diversity of experiences and knowledge to the decision making and delivery processes.

Principle 10: is open to learning and sharing knowledge which enables people to respond and adapt to change.

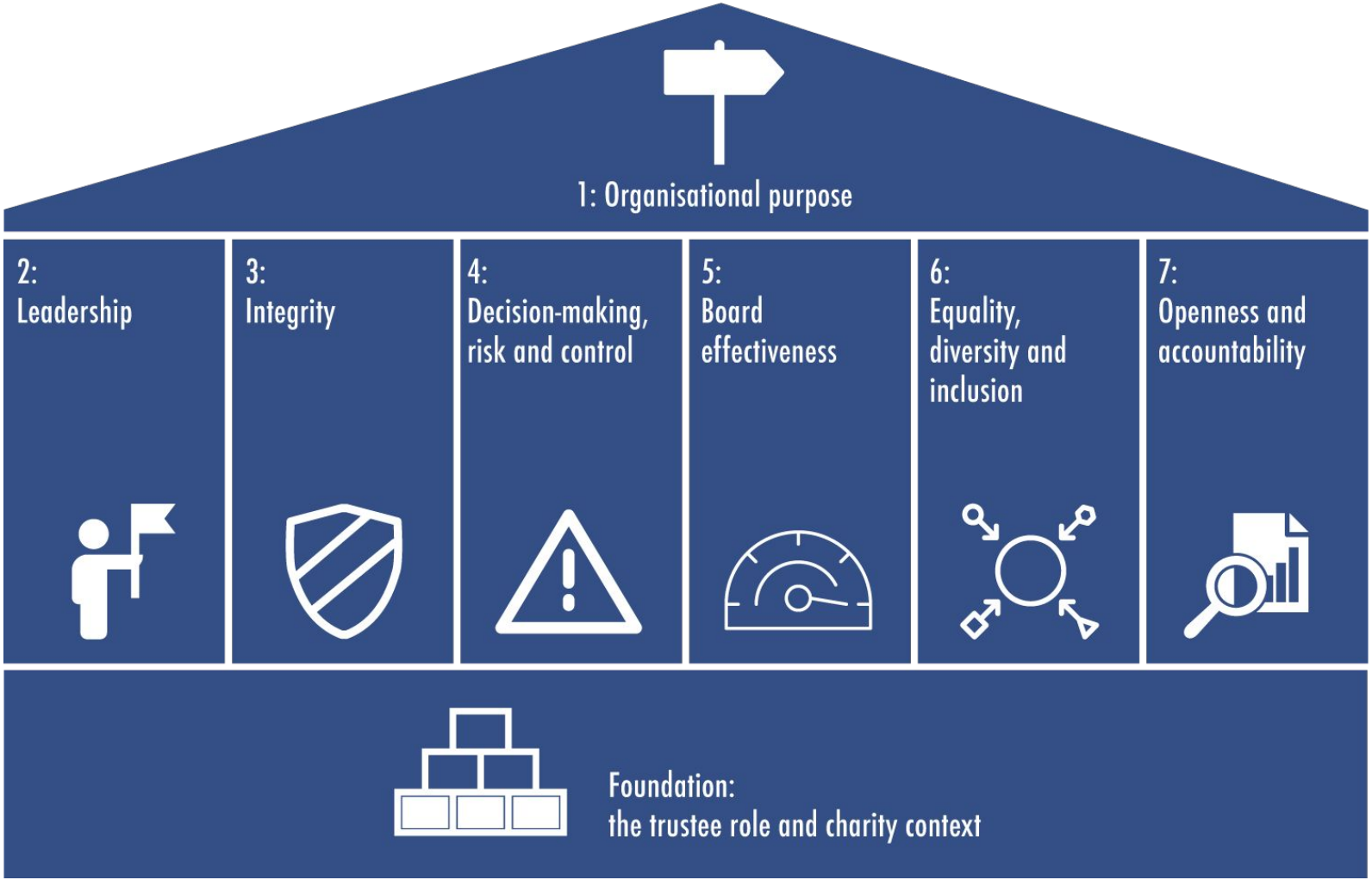
Principle 8: has a Board and leadership team who invest in good **governance.**

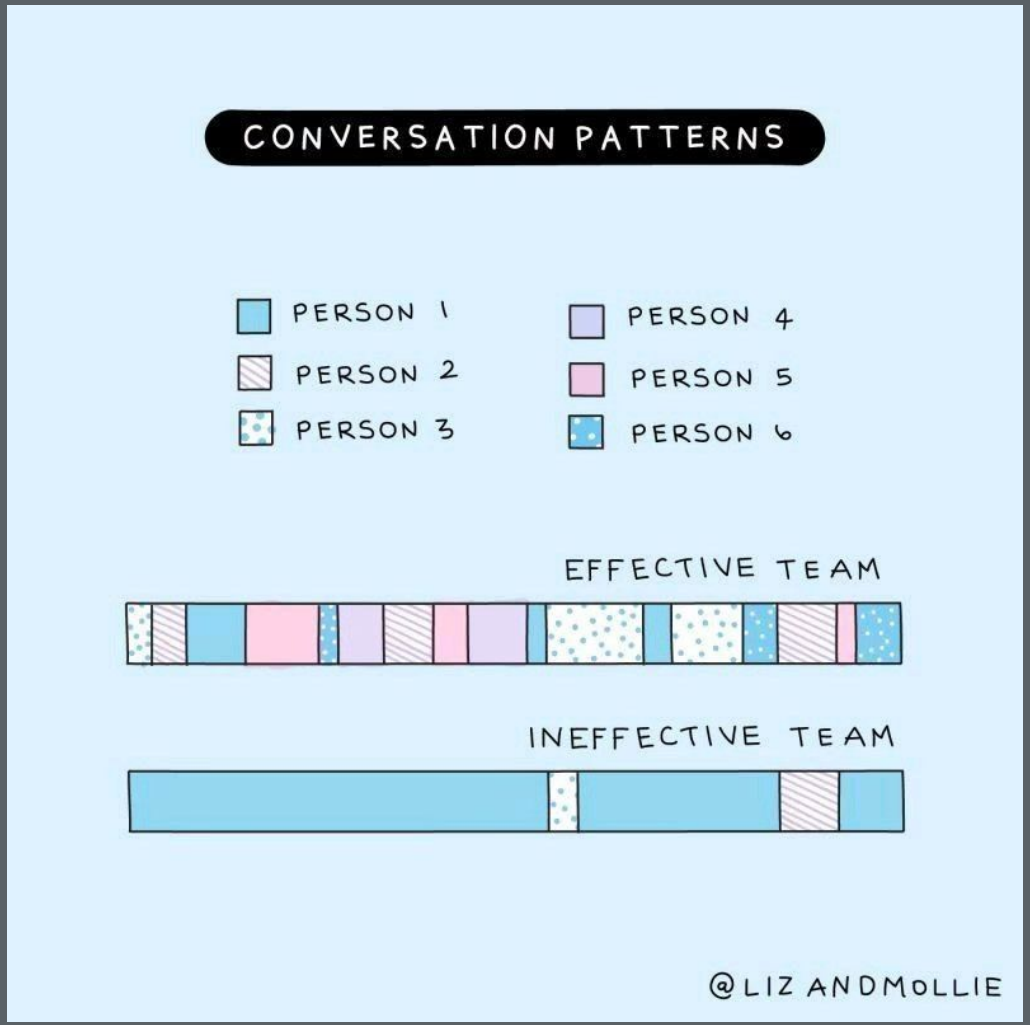
“Making decisions at work can be perilous. It's not always clear who has the authority to make them. And even when it is, it's usually just a chosen few that benefit.

So, it's no surprise that making decisions about how we **govern** the organization—designing the rules and roles that underpin everything, *is so hard that it's often avoided altogether*.”



What does good governance mean to you?


1: Organisational purpose
2: Leadership
3: Integrity
4: Decision-making, risk and control
5: Board effectiveness
6: Equality, diversity and inclusion
7: Openness and accountability
Foundation:
the trustee role and charity context


CONVERSATION PATTERNS
PERSON 1
PERSON 2
PERSON 3
PERSON 4
PERSON 5
PERSON 6
EFFECTIVE TEAM
INEFFECTIVE TEAM
@LIZ AND MOLLIE

Doing meetings differently

We all need to do meetings, whether at board level, team meetings, community meetings or during collaboration. Effective meetings can help get things done and ensure everyone is involved.

Try different approaches to see what works best.

Rewrite how we do board meetings and reports

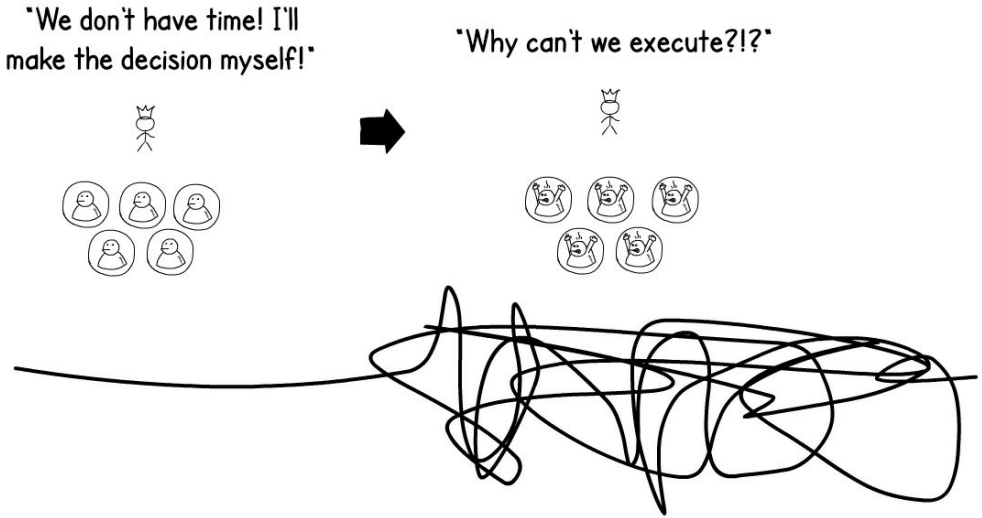
Decision
Discussion
Direction
~~Distraction?~~

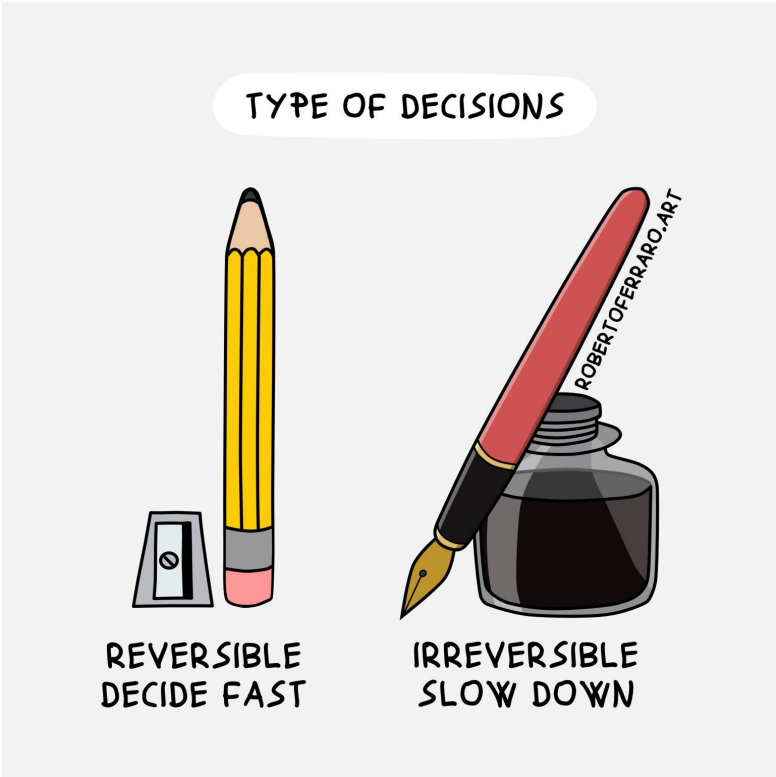
What goes in

What it links to

Strategic areas
Goals
Measures of success
Things that are required

Change how we make decisions





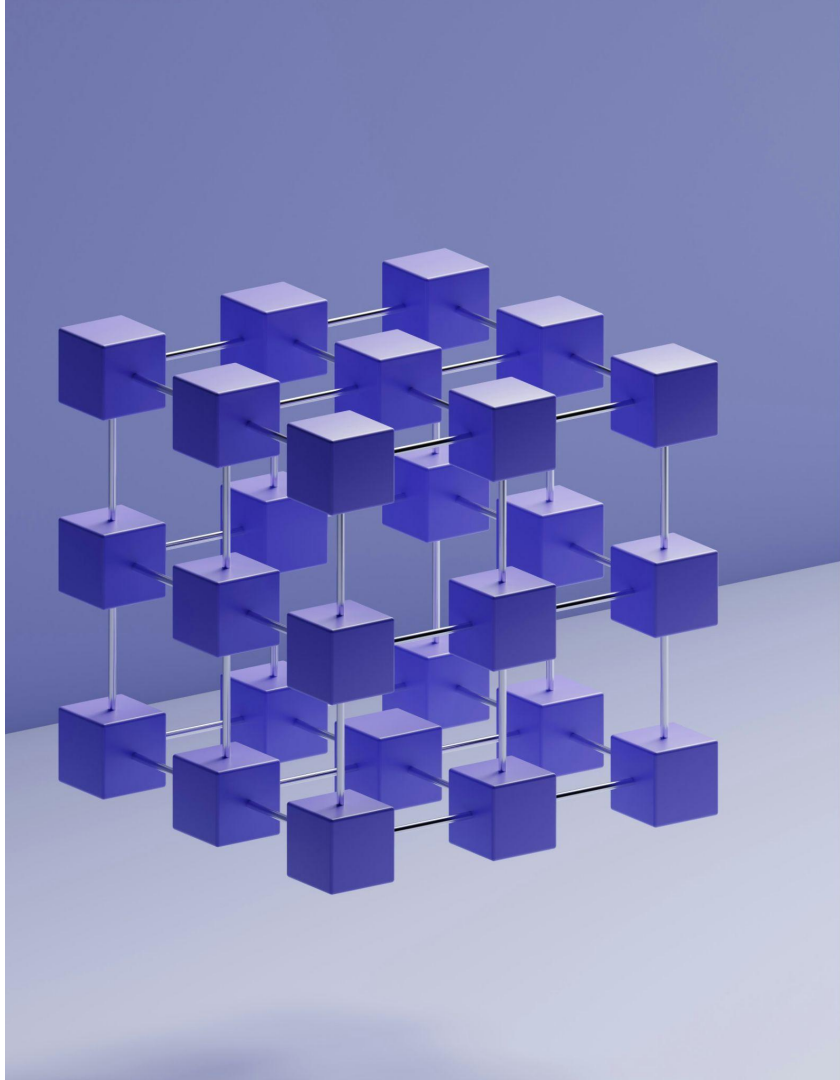
Change how we make decisions

Your turn

Q1: How might changing your meeting structures improve governance?

Q2: How do our governance structures support or prevent effective collaboration with other organisations?

Q3: What's something you have either done, would like to do, or are considering to improve governance? (*This can be at organisation or system level)*



Break
Time

Principle 9: recruits and **develops** people who bring a diversity of experiences and knowledge to the decision making and delivery processes.

Start as you mean to go on

- ➔ Show the salary
- ➔ Keep the language simple
- ➔ Be transparent
- ➔ Share questions up front
- ➔ Don’t ask for unpaid work
- ➔ Give feedback

Onboarding - setting the culture from day 1

- ➔ Have a plan and stick to it
- ➔ Make the time
- ➔ Make it fair and equitable

“Other people are not like you"

Understanding how people are at their best is important. We are all different.

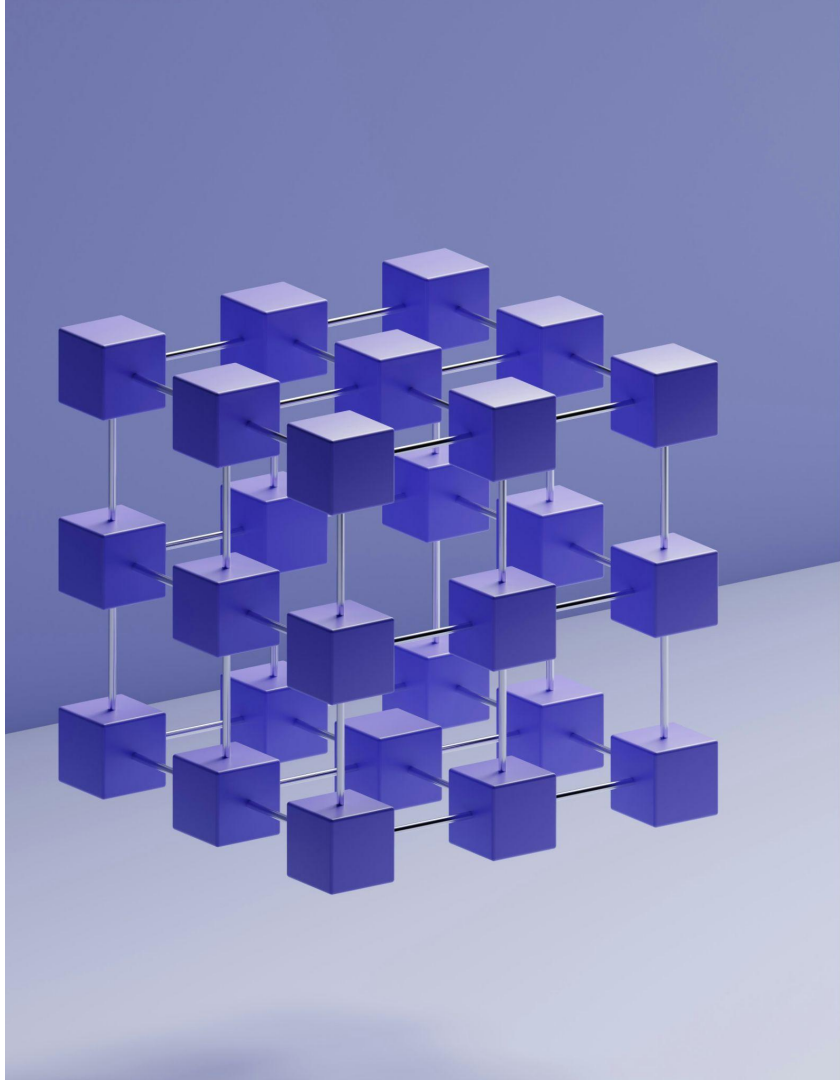
“A manual of me” is one way to explore and share this

Your turn

Q1: If you were to recruit again what might you do differently?

Q2: What either gets in the way of or supports good recruitment & development in your organisation?

Q3: What's something you have either done, would like to do, or are considering to improve recruitment and development?



Principle 10: is open to learning and sharing knowledge which enables people to respond and adapt to change.

“Resilience zones"

- **Anticipate**:
  Spot upcoming trends, risks, opportunities

- **Prepare**:
  Build capacity and readiness

- **Respond**:
  Act promptly and effectively

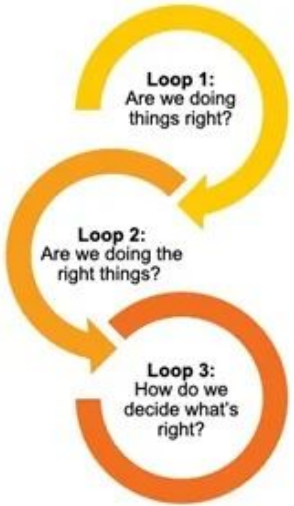
- **Adapt**:
  Evolve and embed changes for future impact

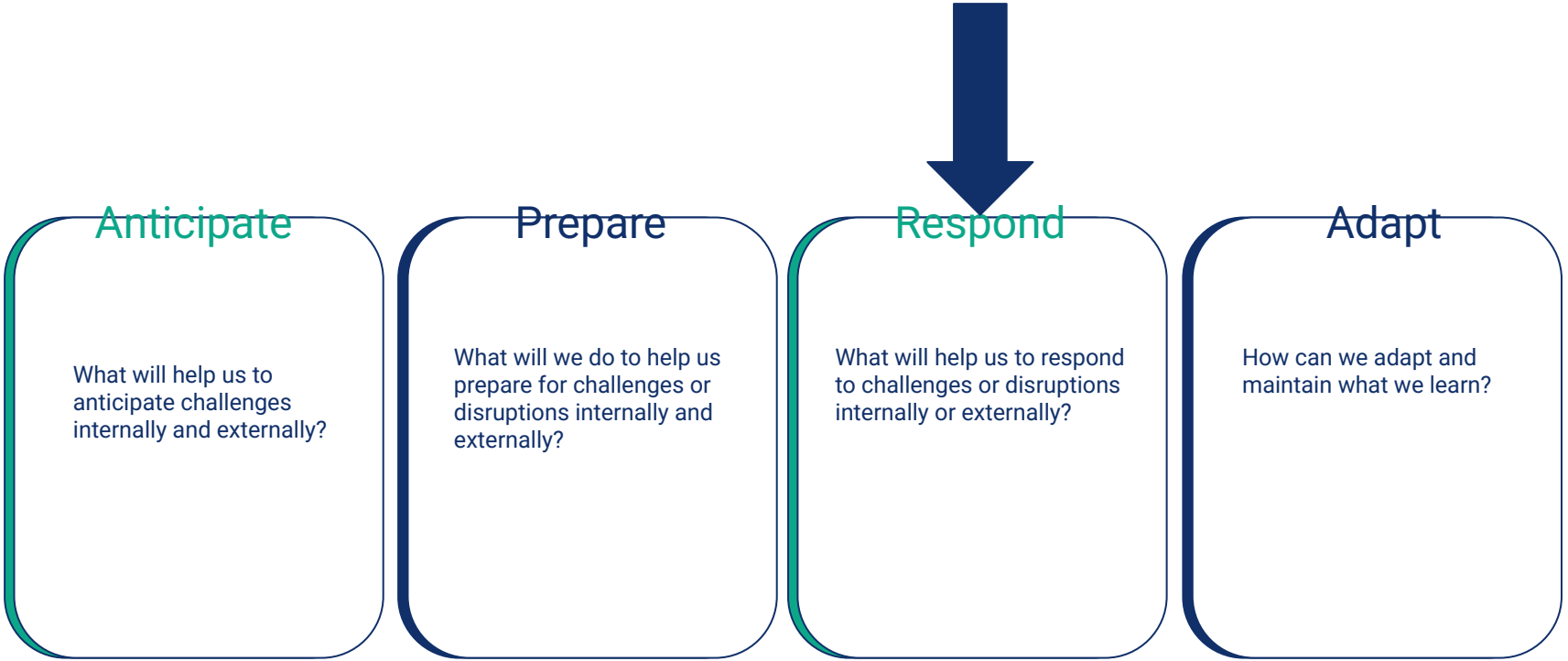
Learning Loops

- **Single-Loop:**
  Are we doing things right?
  (Focus on fixing errors in existing processes)

- **Double-Loop:**
  Are we doing the right things?
  (Challenges assumptions and strategies)

- **Triple-Loop:**
  How do we decide what's right?
  (Re-examines culture, values, and purpose)




Anticipate
What will help us to anticipate challenges internally and externally?
Prepare
What will we do to help us prepare for challenges or disruptions internally and externally?
Respond
What will help us to respond to challenges or disruptions internally or externally?
Adapt
How can we adapt and maintain what we learn?

Single-Loop Learning → Respond

- ➔ Immediate fixes to keep operations running smoothly
- ➔ Works within current rules and processes
- ➔ Typical scenario: Firefighting an urgent issue
- ➔ Swift, practical solutions
- ➔ May overlook deeper root causes

Double-Loop Learning → Anticipate & Prepare

- ➔ Questions underlying assumptions “Why do we do it this way?”
- ➔ Encourages scenario planning and horizon scanning
- ➔ Shapes long-term readiness: “Are we structured for the future?”
- ➔ Informs strategy and changes internal frameworks

Triple-Loop Learning → Adapt

- ➔ Leads to transformational shifts (e.g., redefining purpose, merging with another entity)
- ➔ Adapts entire culture to a changing world
- ➔ More than a tweak - can reimagine the organisation

Start simple - open working

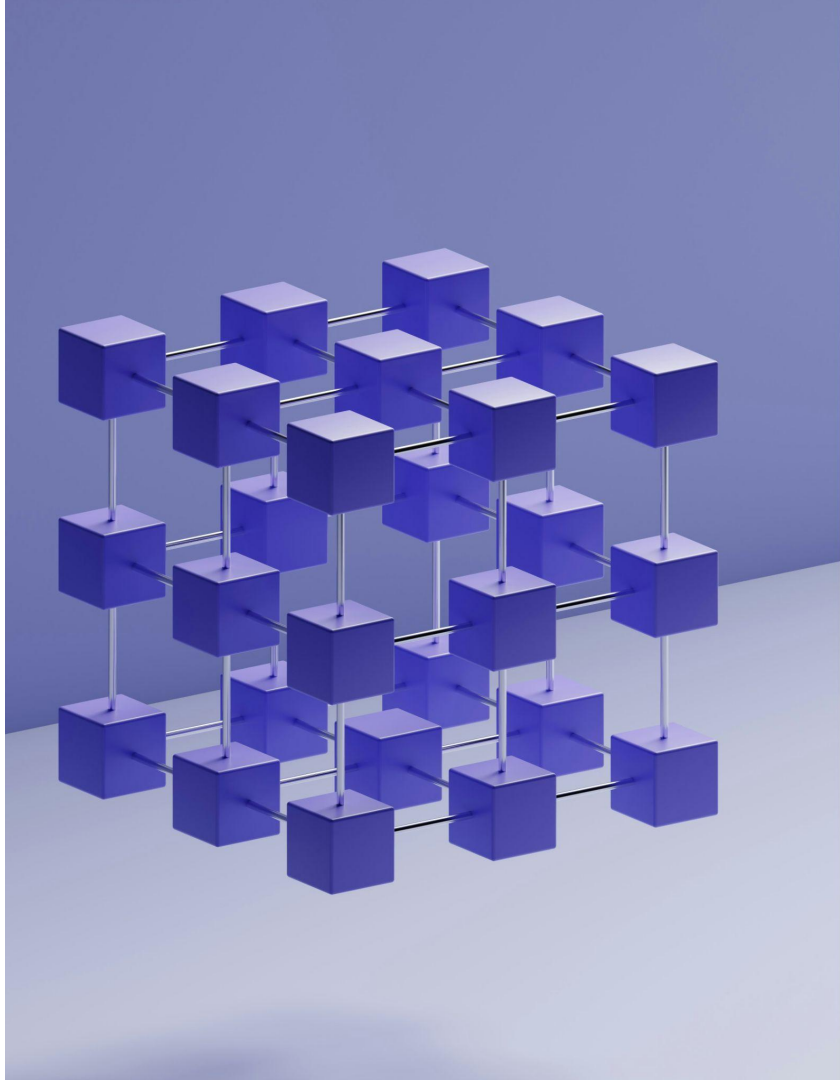
- ➔ Encourage open working in your organisation
- ➔ Look at other organisations approach
- ➔ Use resources to help you get going
- ➔ Join others doing it

Your turn

Q1: How do you currently link learning and decision making in your organisation?

Q2: What either gets in the way of or supports learning in your organisation?

Q3: What's something you have either done, would like to do, or are considering to improve learning? *(This can be at organisation or system level)*



One thing....

The Preparation Canvas

Notes on use
This tool is designed to help you think through why this work is important to you. When you get busy, remember why you think it is important. It also helps to think through how you will carry this work out and who you will involve. Take time to think through your answers. Write them down. There are no right or wrong answers.

Date: Project:

Why is this work important to you?
What will doing this work well enable you to achieve?

What gets in the way?
What do you think some of the main barriers you may face during this process?

Overcoming barriers
How could you overcome some of these barriers? How will you ensure the day to day job doesn't always get in the way?

How will you make sure that you have diverse views involved? Why is this important?

How will you make sure the quieter voices are heard?

Who will you involve in the process?

How do you think you will structure the process? (Online/offline, groups, 1-1, written) How long will you set yourself to go through this?

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The Reflection Canvas

Notes on use
This tool is designed to help you reflect on your work. Think through what was important through the process, how you will maintain the progress you have made and what you might do next. Take time to think through your answers. Write them down. There are no right or wrong answers.

Date:

How do you feel about the work?
Has the work helped you achieve your goal? What difference has it made?

What got in the way?
Was there anything you didn't anticipate?

What got you past any blockages?
What approaches did you take? Which worked and which didn't?

How will you maintain any positive changes?

What did others do that made a difference?

How did you keep everyone involved?

What would you do differently next time?

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