

Compassionate Leadership...

through a resilience lens

Dr Patricia Armstrong OBE

patriciaarmstrongconsultancy@gmail.com

@pataarmstrong



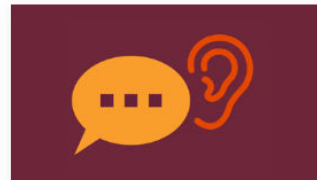
What does compassionate leadership mean to you



Compassionate Leadership Behaviours

The four behaviours of compassionate leadership

Compassionate leadership involves four behaviours ([Atkins and Parker 2012](#)).



Attending

This means being present with and focusing on others – ‘listening with fascination’ ([Kline 2002](#)). Listening is probably the most important leadership skill and compassionate leaders take time to listen to the challenges, obstacles, frustrations and harms colleagues experience as well as listening to accounts of their successes and joys ([West 2021](#)).



Understanding

This involves taking time to properly explore and understand the situations people are struggling with. It implies valuing and exploring conflicting perspectives rather than leaders simply imposing their own understanding ([Gallo 2017](#)).



Empathising

This involves mirroring and feeling colleagues’ distress, frustration, joy, etc, without being overwhelmed by the emotion and becoming unable to help ([West and Chowla 2017](#)).



Helping

This involves taking thoughtful and intelligent action to support individuals and teams. Removing obstacles that get in the way of people doing their work (eg, chronic excessive workloads, conflicts between departments) and providing the resources people and services need (eg, staff, equipment, training) are the most important tasks for leaders ([McCauley and Fick-Cooper 2020](#)).

Leadership Complexity



Figure 1: The Complexity of Third Sector leadership

"We make plans and the gods laugh"...

Resilience:

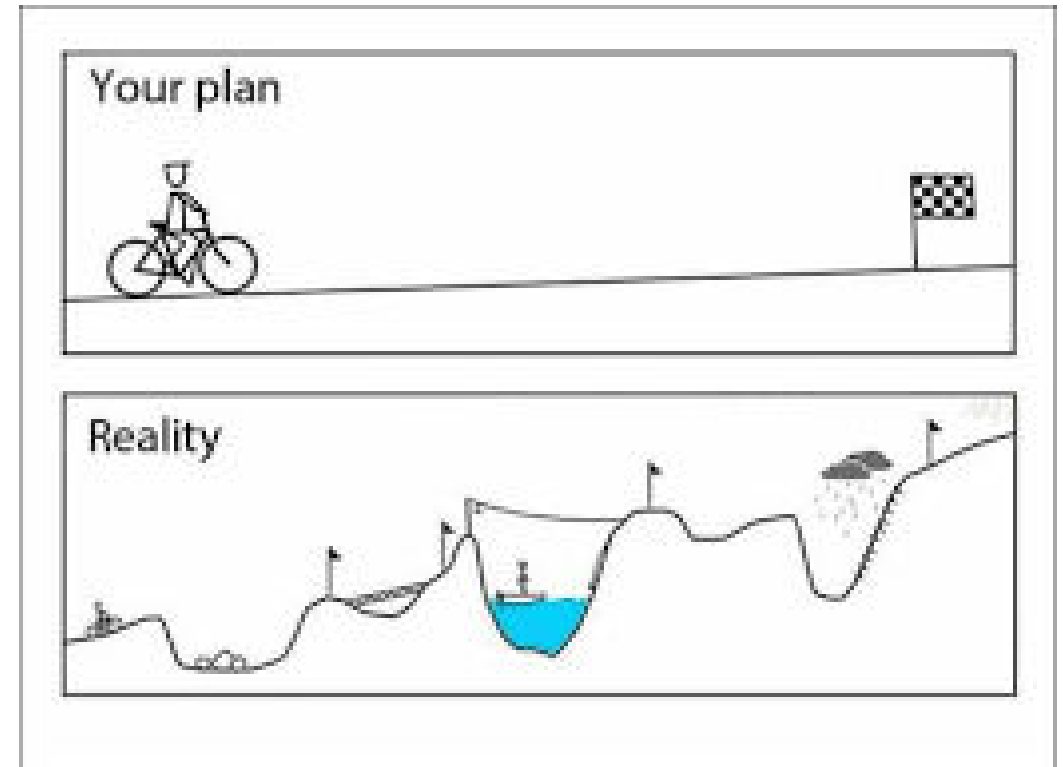
... The ability to bounce back after a setback

Wellbeing:

....The state of being comfortable, healthy, or happy

Burnout:

....feelings of energy depletion or exhaustion; increased mental distance from one's job, or feelings of negativism or cynicism related to one's job; and. reduced professional efficacy



The Juggling Act!

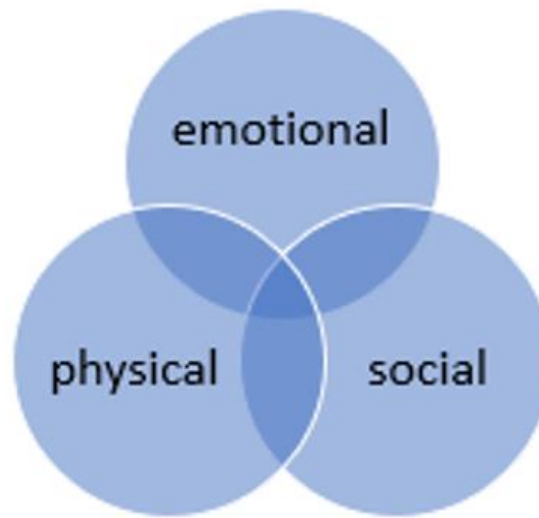
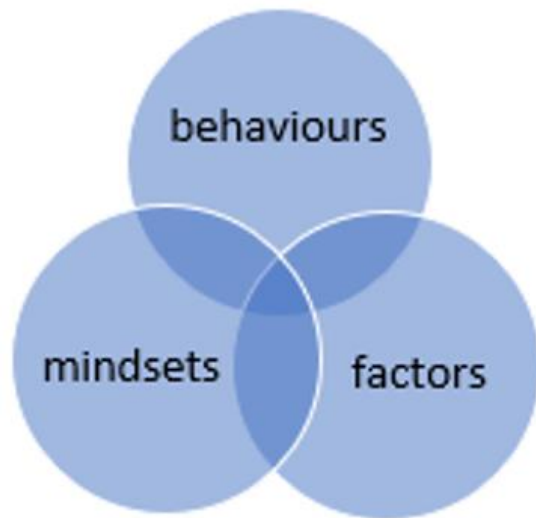


What keeps you resilient at work



Holistic Leadership Resilience

$$HR = B + M + F$$



Behaviours

Mindsets

Factors

Things that we do

- Acceptance of non-perfection
- Find your tribe (s)
- Experience counts
- Ask for help
- Knowing what works for you
- Holistic

The way that we think

- Learning
- Confidence
- Honesty
- Optimistic
- Passion
- Self:
 - Self-aware
 - Self-belief
 - Self-reflection
 - Self-care
 - Knowing yourself
 - Positive feedback

Factors: The Environment

- Governance
- Context / Environment
- Trigger points
- Exhaustion
- Team
- Funding
- Policy

It's not what you do, it's the way that you do it

4 stages of learning (Broadwell)

The more you know, the more you realise you don't know

The four stages are:

1. Unconscious incompetence

The individual does not understand or know how to do something and does not necessarily recognize the deficit. They may deny the usefulness of the skill. The individual must recognize their own incompetence, and the value of the new skill, before moving on to the next stage. The length of time an individual spends in this stage depends on the strength of the stimulus to learn.^[1]

2. Conscious incompetence

Though the individual does not understand or know how to do something, they recognize the deficit, as well as the value of a new skill in addressing the deficit. The making of mistakes can be integral to the learning process at this stage.

3. Conscious competence

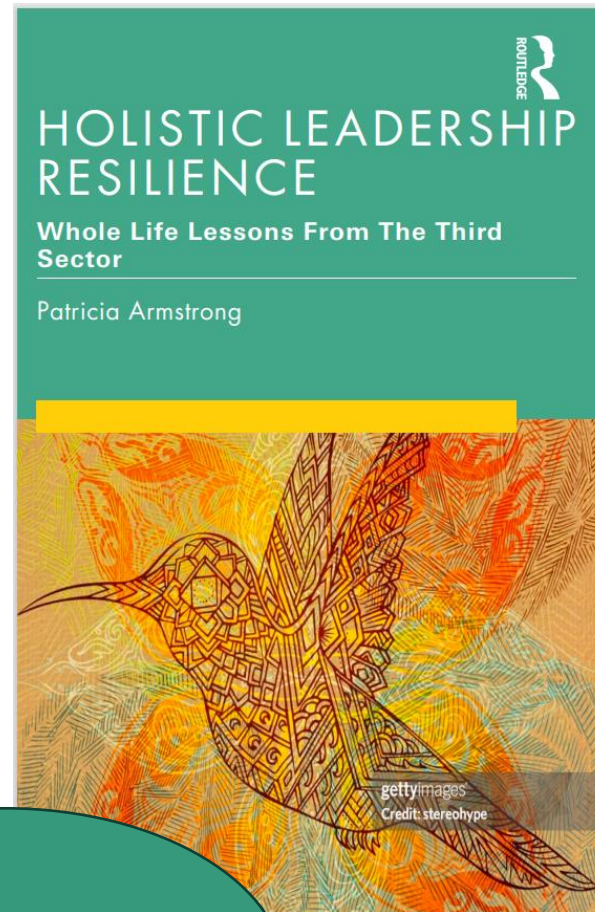
The individual understands or knows how to do something. It may be broken down into steps, and there is heavy conscious involvement in executing the new skill. However, demonstrating the skill or knowledge requires concentration, and if it is broken, they lapse into incompetence.^[1]

4. Unconscious competence

The individual has had so much practice with a skill that it has become "second nature" and can be performed easily. As a result, the skill can be performed while executing another task. The individual may be able to teach it to others, depending upon how and when it was learned.

Holistic Leadership Resilience

$$HR = B + M + F$$



Each destination is but a doorway to another journey

early
notification



Dr Patricia Armstrong OBE
@pataarmstrong
patriciaarmstrongconsultancy@gmail.com