

From Brittle to Nimble: Leading the Purpose-Driven for Resilience

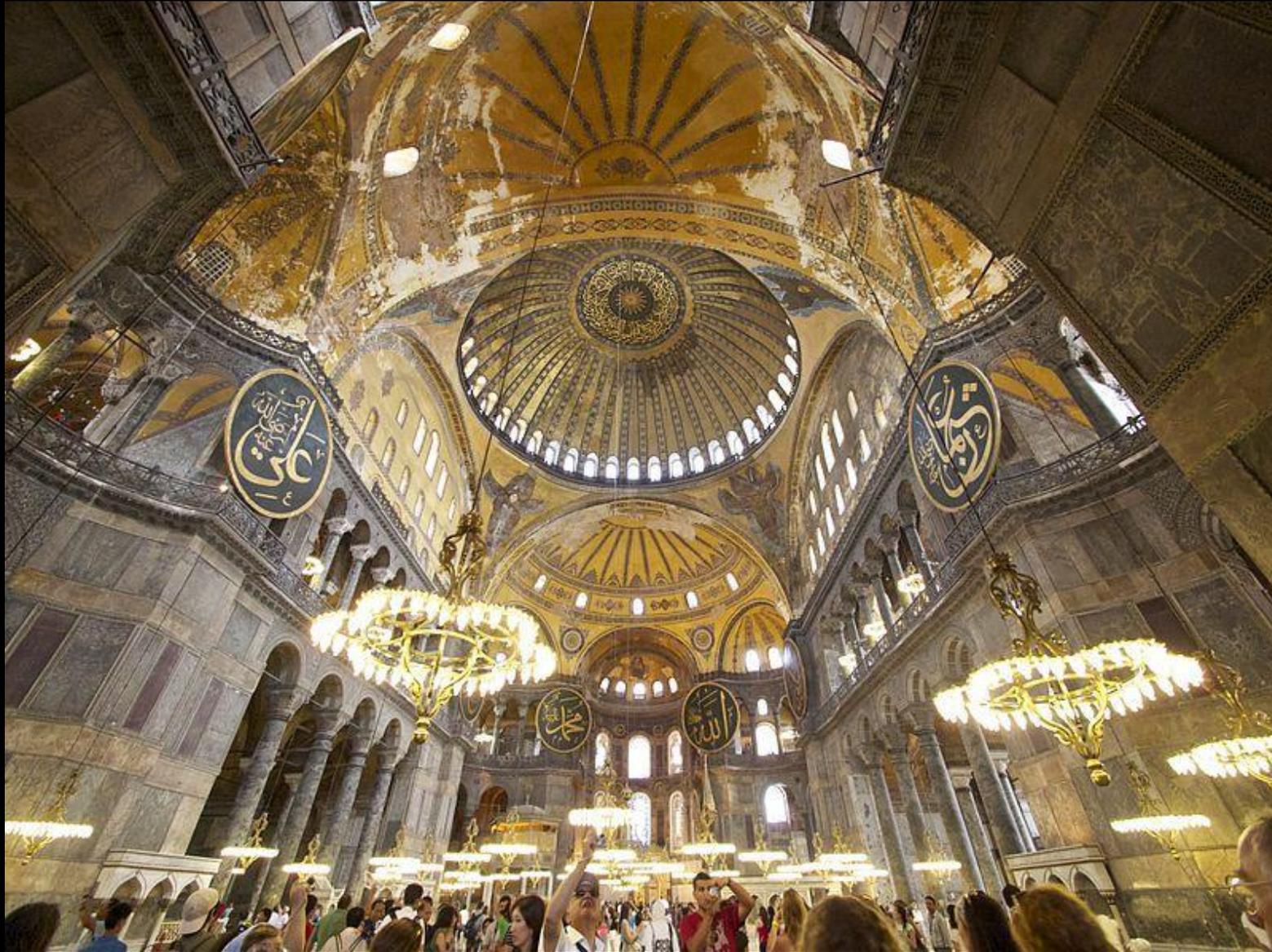
Geoff Urton

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Purpose
Coaching



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**59% of non-profit employees say
“I feel used up at the end of the work day.”**

Opportunity Knocks – Engaging the Non-Profit Workforce 2011

Those with emotional burnout have highest turnover intentions.

I feel “used up” at the end of the day.

I am unlikely to stay at my current job.

often to always	34%	53%
sometimes	24%	36%
never	42%	12%

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**Adversity is thwarted
intention.**

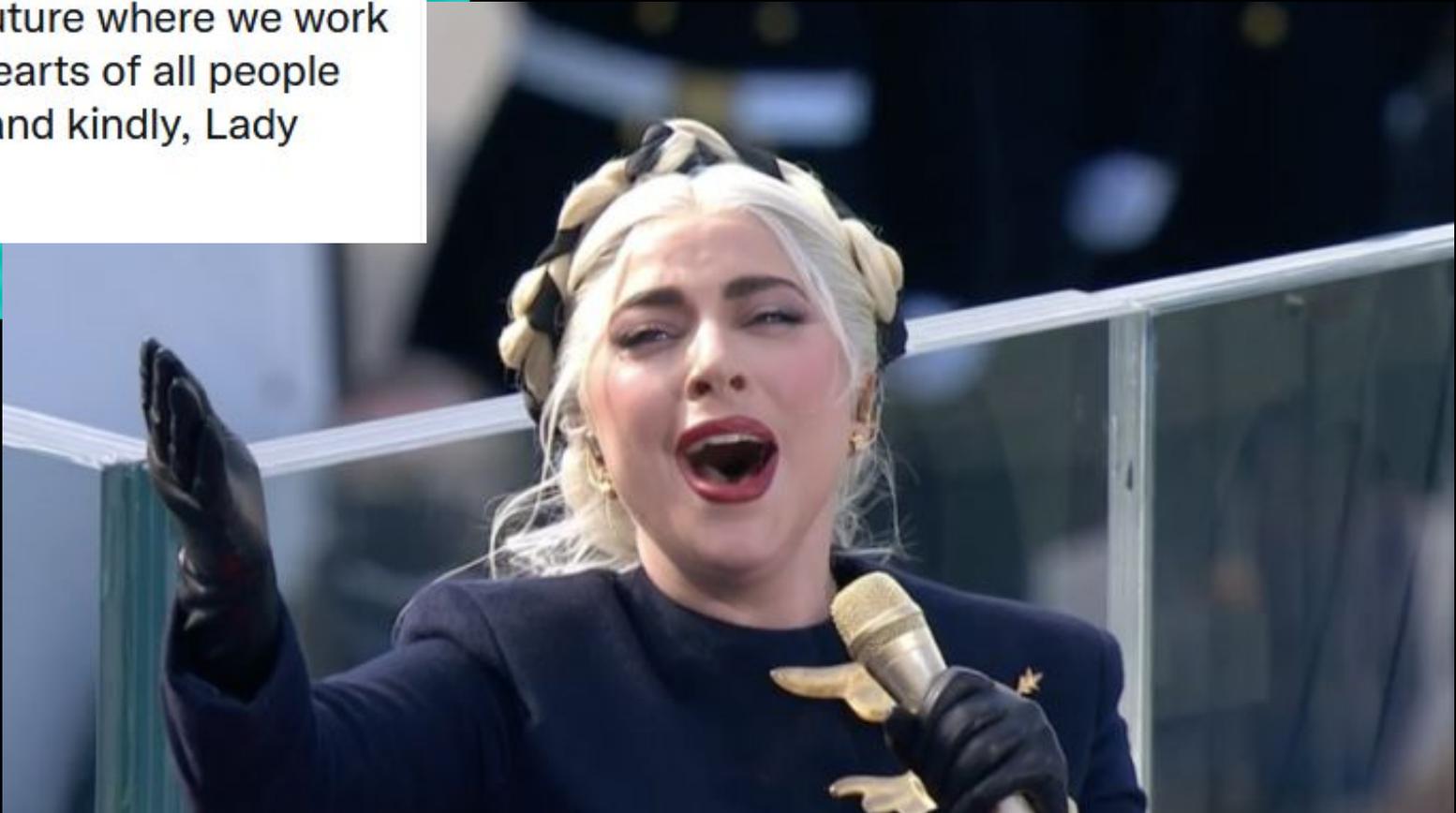
**“My intention is to acknowledge
our past, be healing for our
present, and passionate for a
future where we work together
lovingly.”**



Lady Gaga 
@ladygaga



My intention is to acknowledge our past, be healing for our present, and passionate for a future where we work together lovingly. I will sing to the hearts of all people who live on this land. Respectfully and kindly, Lady Gaga. ❤️🤍💙🇺🇸



1. INTENTION

What is this *for*?





SWE		1		
CAN		1		
PSO				



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2. DETERMINATION

What am I committed
to, *no matter what?*





NOVA

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3. FLEXIBILITY

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Where can I *flex* with
my environment?



INTENTION

DETERMINATION

FLEXIBILITY

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What can organizational leaders do?

Resilient Organizations:
1. Believe they will succeed.
2. Learn voraciously.
3. Activate collective wisdom.

Drs. Kathleen Sutcliffe and Timothy Vogul



3 Orientations to Work:

1. Job

2. Career

3. Calling

Dr. Amy Wrzesniewski



Yale University

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What motivates your commitment to work?

1. Affective Commitment

My affinity for the work

2. Normative Commitment

My obligation to the work

3. Continuance Commitment

My fear of leaving

Drs. Natalie Allen and John Meyer



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3 Psychological Needs for Intrinsic Motivation:

1. Autonomy

2. Competency

3. Relatedness

Drs. Richard Ryan and Edward Deci



J. Adam Fenster / University of Rochester

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3 Psychological Needs for Intrinsic Motivation:

1. Autonomy: “I have influence on this.”

2. Competency: “I am capable of this.”

3. Relatedness: “This matters beyond me.”

“When employees do not feel trusted by their employer, this promotes employee cynicism and leads to diminished employee contributions.”

Dr. Kira Schabram



1. AUTONOMY

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“I always tell the people that I hire that I don’t hire them because they are able to follow rules. I hire them because they have good judgement.”

Dr. Ruth Simmons, Past President, Brown University

1. AUTONOMY



**70% of non-profit employees
value professional development**

**43% say they're not getting
enough**

Opportunity Knocks – Engaging the Non-Profit
Workforce 2011

Why they chose job:

70% value professional
development
opportunities

56% value potential for
career advancement

How they rate job:

43% felt they did not receive
regular, ongoing training
to perform their job

42% felt fulfilling all job
responsibilities does
not improve chances
for promotion

42% felt their career
development needs
are not addressed

37% felt organization does
not take an interest in
their career development
and advancement

2. COMPETENCY

Managers who inspire collaboration toward a meaningful collective goal deliver the best results in their organizational effectiveness and financial performance.

Dr. Robert Quinn

3. RELATEDNESS



Benedictine University

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Recommendations for Leaders

Results-based management:

1. Create a shared vision that inspires
2. Define exactly what success looks like
3. Relentlessly gather feedback and measure outcomes
4. Celebrate the difference you've made together

Participative management:

1. Develop your people as decision-makers
2. Bring a coach approach to your management
3. Lead change initiatives from the ground up

1. Intention



What is this for?

2. Determination



What am I committed to, no matter what?

3. Flexibility



Where can I flex with my environment?

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INTENTION

A practice,
not a place.

DETERMINATION

FLEXIBILITY

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Resilience is what
the beginner's mind evokes
moment to moment.

**Thank
you**

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@GeoffUrton

**Free registration for
conference attendees in our
Leading for Resilience
e-course with code “gratis”
at summitacademy.cc**

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