

# PROSPECTUS



***“Rethinking Organisational Resilience has enabled us to think about how to build resilience to weather multiple simultaneous crises. I wish we had done this before the pandemic.”***

***Multi Academy Trust CEO***

## Do resilient organisations bounce back or bounce forward?

There can be no argument that we are in unusual times. Words and phrases, such as 'unprecedented', 'a new normal', 'restore' and 'recover' are commonplace. As we lead our way through crisis however, we should pause and consider if indeed 'restore and recover' is the end goal or the means to a more resilient future, or:

- 🧠 Is there an opportunity to build on the 'catalyst of crisis' that has triggered system evolution?
- 🧠 Is 'bouncing back' through restoration and recovery the answer to sustainable change or is 'bouncing forward' by reimagining, **vigilance** and **reframing**, where leaders should be putting their attention when striving to develop more organisational resilience<sup>1</sup>.

We would like to explore with you and your team:

*How can we collectively maximise the opportunity of uncertainty, as a catalyst for developing organisational resilience, in the education sector?*

The school or trust that you lead has a purpose; a deep-felt ambition for the children and the community that goes beyond providing lessons and provides meaning for those that work with you.

The current crisis provides an opportunity to reflect on how you can be hindered in delivering your purpose by external and internal challenges and the impact that has on your people.

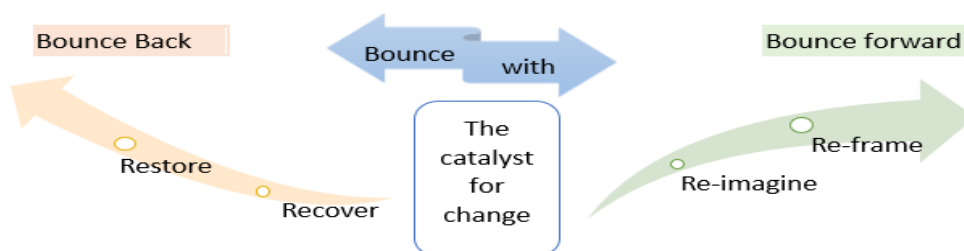
- 🧠 What if the current turbulence was the new constant?
- 🧠 What if, what we are trying to create is not a 'new normal' but to create a school that is capable of rapidly changing as conditions require?

For us, organisational resilience refers to the capacity for continuous, conscious reconstruction that is attentive to the human factors. It is about continual vigilance and the ability to anticipate and adjust; to have the capacity to change ways of working and reduce trauma.

Continual vigilance to be better able to 'see'. To 'see' for understanding; more and faster and to 'see' beyond what is currently known or known for certain.

The capacity to respond to what is seen; to 'do'. Greater organisational resilience is founded on establishing the right environment, climate and dynamic capabilities that are the conditions for a successful implementation of change.

Building and maintaining organisational resilience is to have the ability to move beyond simply responding and recovering; 'bouncing back' and instead to 'bounce forward' by using the current challenges as a catalyst to create the conditions for your school to thrive in a 'white water' world.



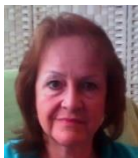



<sup>1</sup> An organisation that has the capacity to thrive whilst taking on stressors. An organisation that is 'anti-fragile' and takes opportunities for 'post traumatic growth'

## Who are we?

We are a highly skilled and experienced group of professional working as part of [Kate Mckenna Associates Limited](#).

We have a diverse background and have a broader pool of Associates that we can call on to add capacity and expertise when needed.

The 'Rethinking Resilience' core team is made up of:

	<p><b>Kate Mckenna - Director</b></p> <p>Specialist in supporting the development of leadership and systems leadership in the education and children services sector.</p> <p>Experienced Executive Coach, facilitator and broker of support.</p>
	<p><b>Matthew Payne - Director of Design</b></p> <p>Specialist developing resilient organisations, diagnostics and programme design.</p> <p>Experienced in transformative change leadership across all of the core business elements: people, process and technology.</p>
	<p><b>Sue Winton (ICF PCC Accredited coach) - Delivery lead, Coaching and Mentoring.</b></p> <p>Specialist in conversational Intelligence (C-IQ) approaches to individuals and organisations.</p> <p>Experienced Coach and facilitator.</p>
	<p><b>Stephen Hopkins - Delivery Lead, Leadership and Governance)</b></p> <p>Specialist in designing and delivering leadership development programmes.</p> <p>Experienced in providing support for school leadership teams, governing bodies and Trusts.</p>

## How do we work?

We believe that the development of resilience in organisations is never the responsibility of a single individual. Creating a resilience culture demands collective ownership with senior leader sponsorship.

An organisation culture of resilience requires exploration of the dimensions of 'me, you and us'.

You can choose whether we work with you and your school or trust senior leadership team, governance board, whole school staff team or across a number of schools in your trust or learning partnership.



*How can we collectively maximise the opportunity of uncertainty, as a catalyst for developing organisational resilience, with your Trust or in your School?*

Our approach is to work with you and your team using 'Question Zero<sup>2</sup> methodology.



We always start with a diagnostic, completed anonymously by your participants. which we analyse.

We will share our analysis of the diagnostic back to you identifying what we believe should be the priority focus areas to drive the development of resilience and improvement across your organisation.










We work with you to co-construct next steps to develop your organisations resilience.

While we can provide bespoke coaching support for a single individual, we would always recommend that a number of your organisation work with us to maximise impact of the work we will do together.

<sup>2</sup> Question Zero is a creative process of asking a sequence of "Whys" and "Whats" to access the core of the problem.(Herman Leonard, Harvard Business School)

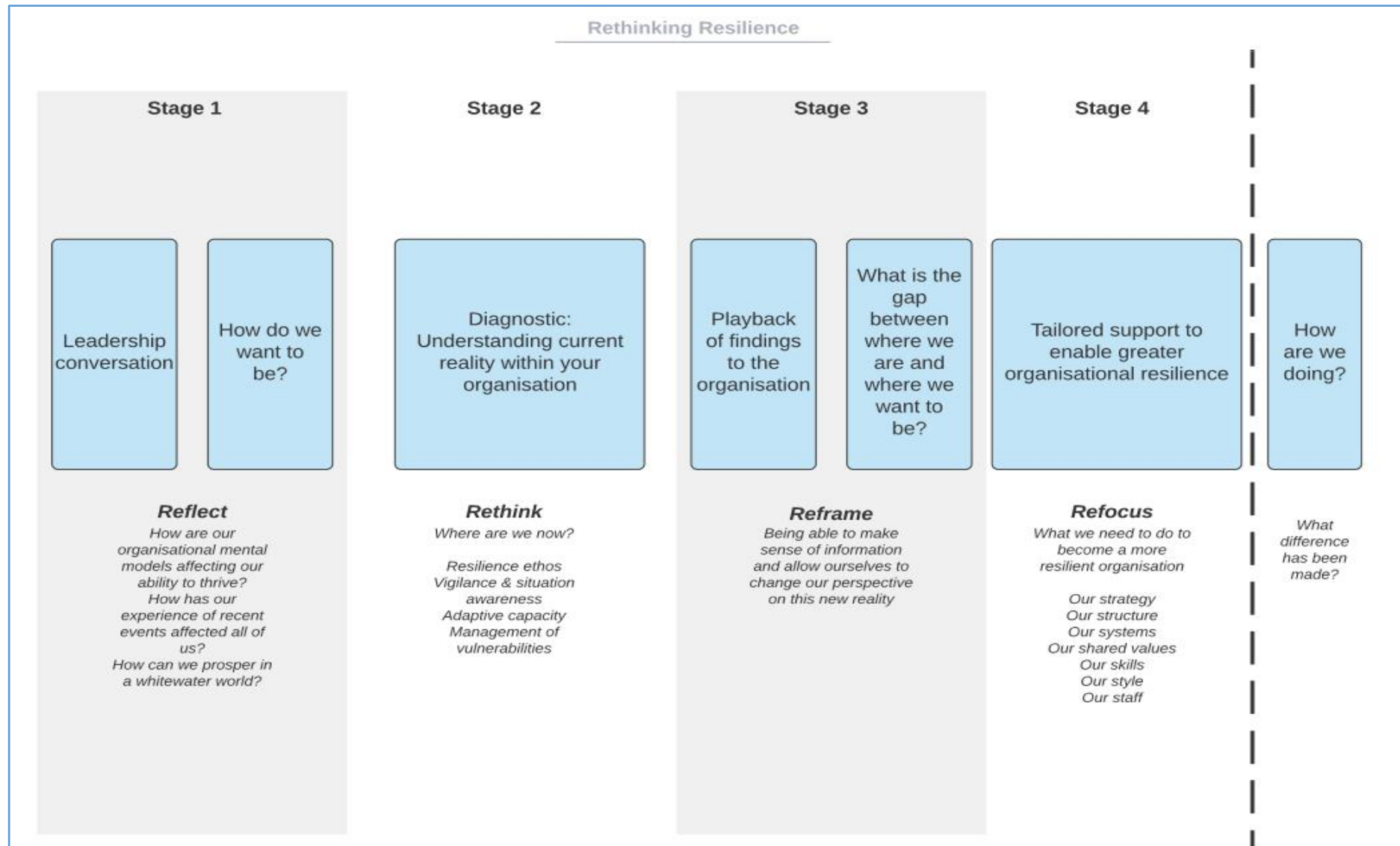


## What will we do?

-  Encourage and empower you and your team to be vigilant of self and others
-  Support you to reimagine and reframe your organisation to increase resilience through turbulence
-  Work with you to enable you and your organisation to develop a shared taxonomy
-  Work with you to enable you to find your own bespoke solutions
-  Support you and your team to identify your key areas of enquiry and focus
-  Respect confidentiality and recognise relationship trust as a corner stone of building resilience
-  Use reflective practice to maximise the learning
-  Work with integrity and with the framework of ethical leadership in education<sup>3</sup>.
-  Create disturbance in order to catalyse and enact change
-  Work with you to rethink resilience using our 4 staged approach

- Stage 1.**      **Reflect:** a leadership conversation to take stock of the current situation and to understand your purpose and ambition.
- Stage 2.**      **Rethink:** a diagnostic which measures the levels of trust, awareness and adaptability present within your school. It is completed by all staff.
- Stage 3.**      **Reframe:** We will analyse and feedback to you the findings of the diagnostic. With you we will identify trends and co-construct solutions.
- Stage 4.**      **Refocus:** Tailored support from us to help you to grow the organisational resilience of your school using our 'Seeing and doing' framework. We will work with you from the perspective of individuals, teams and the whole school.

<sup>3</sup> <https://www.ascl.org.uk/Help-and-Advice/Leadership-and-governance/Strategic-planning/Framework-for-ethical-leadership-in-education>












## What do we need from you?

- Some of your time:** Firstly, to have a conversation at the beginning of the activity to build a picture together of organisational resilience at your school, gain an understanding of the drivers for change and the key indicators of success. Secondly to discuss the results of the diagnostic and how to build resilience capability of your school.
- Your support:** To champion resilience, to encourage your staff to complete the diagnostic and to share the results with them.
- Your sponsorship:** To allow your staff members time to complete the diagnostic.
- Information:** Detail of your structure, both for teaching and non-teaching staff.
- Key contacts:** A member of your leadership team that we can keep informed and ask questions of and an administrator to ensure our diagnostic can be accessed and completed by all your staff.

## What are the benefits of rethinking resilience in an educational context?

We understand that you will want to consider the long-term benefits which will include:

-  Improved agility, providing the capacity and ability to navigate and thrive through turbulence
-  Shared ownership of organisational goals and aspirations.
-  A shared understanding and lexicon linked to resilience
-  A re-cultured organisation based on the interface of me, you and us.
-  Improved sustainability and business continuity through reduced turnover and instability.
-  An integrated delivery model bridging strategy and operation with people at its heart.
-  A shared climate and culture of improvement and responsiveness to the requirement to change.

*“Rethinking Organisational Resilience has enabled us to strategically think about the wellbeing of our whole staff team”* (Headteacher, Secondary Academy)

*“Staff are saying that they feel listened to and we have seen an improvement in morale”*  
(Headteacher, Primary School)

*“This has given the Trust Board an opportunity to reflect on how our core purpose is threaded into everything that everyone, not just teaching staff, does”* (Chair, Multi Academy Trust Board)

## Next Steps

We hope that you are interested in talking to us about how we might work together.

Rethinking, developing, creating and nurturing organisational resilience requires collective vigilance.

Come back to us at [kate.mckenna.associates@gmail.com](mailto:kate.mckenna.associates@gmail.com) with thoughts from you and your team, we look forward to hearing from you