



Those with the highest resilience fill only

65%

of their time doing stuff.

The rest is spent on their adaptive capacity – checking their perspective, refreshing themselves, considering what’s coming down the line and smoothing out bumps before they become issues

If you watch leaders with high resilience, you'll notice how much time they seem to spend with others. Sometimes they look like they're chatting almost casually, and often when those watching feel very busy and with no time to chat! Other times, they will have generated a set of meetings with people around a particular topic or theme, seeking input and views.

Resilient leaders dedicate 35% of their time, in normal circumstances, to extending their Adaptive Capacity. Of course this changes in times of extreme pressure or crisis, when their capacity will be dedicated to leading through the difficult or tumultuous time. But as a norm, they come back down from this level to a steady 65%ish, and get back to dedicating time to extending perspective, refreshing themselves, and considering pacing – of themselves and those around them.