

# Resilience, it's not About Being 'Tough Minded' it's About Being Compassionate

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Our customers are at the heart of everything we do at TCM and we've heard so many inspiring stories of how leaders have maintained incredible standards of integrity, values-based leadership and compassion over recent months. These are examples of resilience, which is so important in difficult circumstances and crisis. Processes need to be designed to be resilient too so that checks for governance and compliance don't slip under pressure. Leaders need to be firm to overcome an attitude in others that special circumstances permit a change in standards of behaviour. To do this they have to role model and be able to explain the vision for why standards and values are so important, especially in times of crisis. They need clarity to ensure this feels relevant to every member of the team. Compassion needs to remain high on the agenda, even and especially, in crisis. Resilience, by which we mean staying true to workplace values, is a core competency for leaders as their team members adapt to unexpected change.

An example of this appearing not to have been the case is in the ongoing reports of the government procurement processes for the PPE. There are revelations that MP's connections had a fast track to PPE buying processes in the Covid-19 pandemic. So far, there is no outcome on whether there was any wrongdoing. But already excuses of short-cuts being taken, due to the urgency of the situation, are being delivered by Ministers on the morning news.

Carrying on with a strong values-based leadership approach and compassion under difficult circumstances and pressure is exactly what we mean by resilience (because resilience isn't about being tough minded). Standards of civility, good governance and inclusion are essentials in any situation, even a crisis. As the current PPE procurement debacle plays out, processes will need to be reviewed and lessons learned. If unnecessary bureaucracy was bypassed, then it needs to be removed and the system streamlined. However, it's essential to ensure that there are important checks in the system to ensure fairness and selection of quality supplies from a reliable and ethical supply chain. If proper processes such as these were skipped, then it would appear there was a certain absence of leadership resilience. Unfortunately, the signs are that we are likely to see more examples of this weakened resilience. These are already emerging, such as: cases of bullying by managers under pressure; a degradation of civility in the workplace; and disregard for compliance and good governance in decision making.

Resilience is a key enabler of leadership in crisis. TCM (Personnel Today's HR Consultancy of the year 2020) works with managers to develop resilience as one of the 5 enablers of leadership (vision, resilience, clarity, agility and compassion). Creating a culture of resilience is key and this involves building awareness and the mindset to secure standards and values-based leadership under pressure. We provide training, coaching and consultancy to develop resilience within leaders and processes.

If you have an example of role models of resilience and best practice, please share, and contact me for more information at [claire.gearon@thetcmgroup.com](mailto:claire.gearon@thetcmgroup.com). I look forward to hearing from you.