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Organizational Resilience

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duolingo

Resilience (because life happens)



From **one** to **many**

Practice

Coach

Scale

Nurture



We can **practice** resilience



Dodge



Strengthen



Heal

3 tools that you can use today



Deep breath,
name it

3 tools that you can use today



Deep breath,
name it



Reframing

3 tools that you can use today



Deep breath,
name it



Reframing



Can control,
can't control

Coaching



- Give formal **training to managers**, empower them to **coach their direct reports** (e.g. via a workshop)
- Focus on **enabling** ("here's a tool for you to use") over **instilling** ("here's what you should be doing")

**Resilience, if not done right, can be
harmful to inclusion**

Focus on empowering **specific behaviors**

At Duolingo, we identified these behaviors to be correlated with success:

- Being open and responding well to critical **feedback**
- Continuing to **move forward productively** when a project fails
- Being **flexible/adaptable** in changing environments when things don't go as planned



Scaling it further

- **Document:** Write in the career ladder, operating principles, and leadership principles
- **Incentivize and recognize:** Via praise and promotions
- Give **very concrete examples:**
 - Praise as a way to enhance visibility
 - Lead by example



Nurturing

- It's easier to deal with challenging situations when **people around you are supportive**
 - Nurture an environment that **multiplies resilience** ("kindness is contagious")
 - Encourage building **support networks**
 - Praise as a **habit**: Shoutouts in meetings, weekly gratitude Slack threads, etc.
- **Perpetuate** with great hires

A few final words

- Key takeaways:
 - We talked about practicing resilience, coaching managers, scaling and nurturing it in the organization.
 - Pay attention to **enabling over instilling**.
- This talk is NOT a cake recipe! Change requires **intentionality, effort** and **trial-and-error**.

Thank you!

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