



Video transcript

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Growing through discomfort

When we think about discomfort and leadership at Liminal, we're really thinking about those moments in time when you're up against it. When you're really challenged and your true self comes out and that's when you have the opportunity to learn a lot about how you respond in those situations and from that you can grow.

So, when you think about the sort of frameworks we use in these uncomfortable spaces the first thing we try and educate a leader on is how to disengage from the threat response. So, the threat versus challenge is this dichotomy we play with. If you come up against a challenge, and you feel like you're not quite within reach, it's just beyond your capabilities and your grasp – it's very easy to see that as a threat and feel insecure and feel like I may not have the skills required to make a success of the moment. If you reframe that and say: "What can I learn about myself in this moment? What can this point teach me about how I need to grow and adapt and improve?" – is really how we think about it as a teaching point for people that we work with.

So, as a leader if you've been able to reframe a threat as a challenge. The next step is to assess a situation versus jumping to assumptions. Humans are conditioned to assume the worst given any scenario, especially in the absence of information. So when you're coming upon a new challenge, a new situation, that you may not have all the information around – you really need to take a moment just assess what's going on: relax, take a deep breath and really make a point of paying attention to all those critical and relevant cues. That'll give you the best information to make the best judgement on.

So, as a leader you've been able to reframe the threat as a challenge. You've been able to assess the situation and take in the really relevant and important cues. That sets you up to respond versus react. A reaction is random, you just fly off the handle, make a rash decision whatever you may be. A response is aligned to the goals you're trying to achieve. So, you've taken in the relevant cues, you've identified a learning moment. And then you make a decision that moves you towards the goal you're after.

So as a leader when all is said and done, the key thing is to identify your purpose. Your meaning, your ethos, your values, because when things go truly badly, when things are really challenging, when everything's on the line. It's those anchored values and purpose that really sets you up to make decisions quickly, effectively, and aligned with whatever goals you may have set out as a team to achieve.