



THE   
*AntiFragile*  
SURVEY



PW.

DR PAIGE WILLIAMS



# Welcome!

 I'm so glad that you're here. By taking the time to complete the AntiFragile survey and read this report you're already on your way to Becoming AntiFragile. ~~But~~ before we dive into your results, I just want to highlight a few things about them.

It can be easy when you read a report that provides you with 'scores' and feedback like this one does to focus on the gaps and try and fill them as quickly as possible. The reality is, removing fragility and building robustness and then antifragility is long-term journey - or what we call an Infinite Game. It's not a game we 'win' or 'lose', it's a game that we aim to keep playing and help others to play too.

Because of this, it's unlikely that you'll ever get a 'perfect' score or that that should be what you're aiming for. Becoming AntiFragile happens in relation to what's going on in your life; it's a dynamic, interactive process of learning and growth and so it's important to see your results through this perspective - as part of an ongoing journey of progress and development.

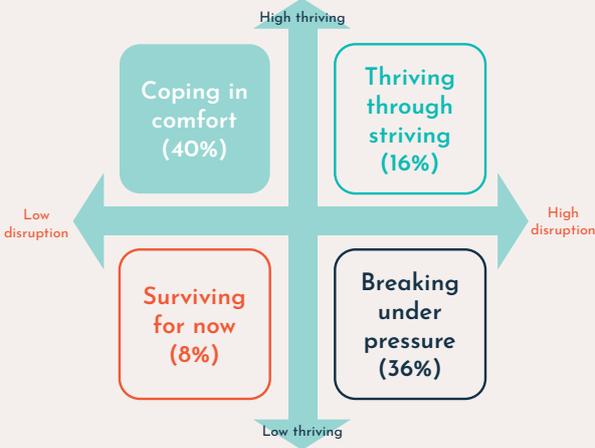
You should also know that the results provided for you here are neither prescriptive nor permanent. Instead, they are tools to help you understand how you've been doing recently, and to make it easier for you to work out what could be the most useful first steps for you to take. They can support you in making intentional choices about where you want to focus your  energy, attention and efforts in the coming days, weeks and months. And in doing so you can be smart, strategic and effective in shaping your Becoming AntiFragile journey.



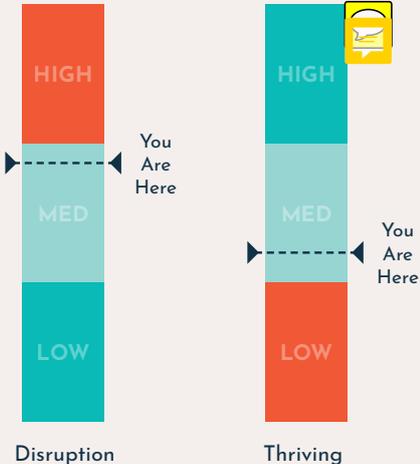
# Dashboard



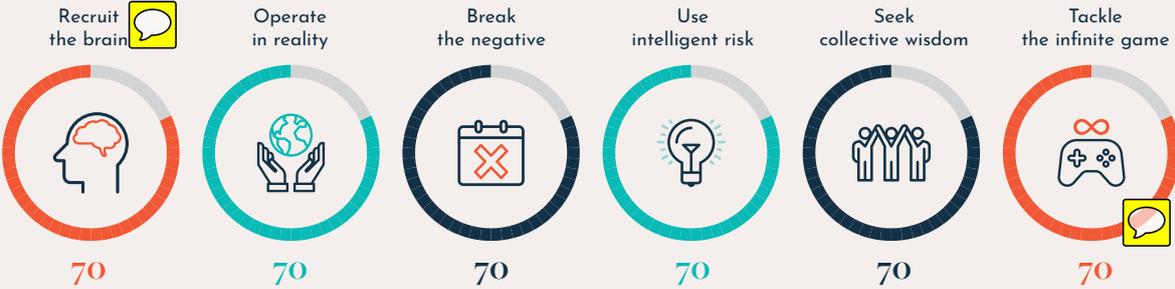
Where are you on the AntiFragile Map?



What are your levels of Disruption and Thriving?



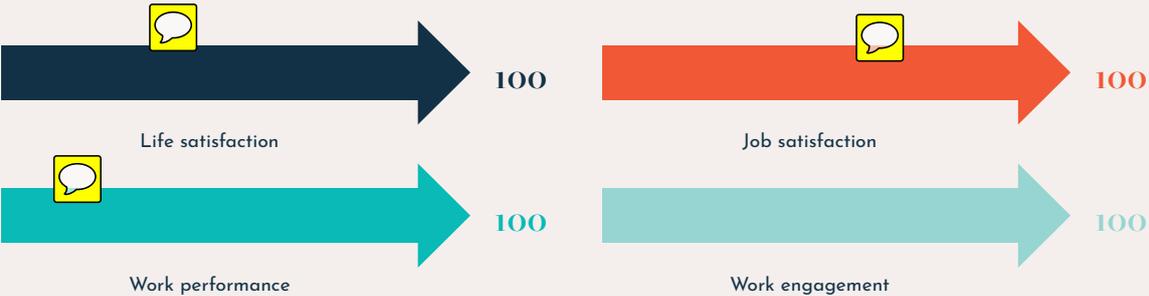
Are you using the ROBUST Principles?



Do you have AntiFragile Energy, Attitudes and Mindsets?



How are you feeling and performing?



# What are your levels of Thriving and Disruption?

AntiFragile exists on a continuum of fragility to robustness to AntiFragility. What do we mean by each of these terms? When we are **fragile** we cannot cope with the level of disruption in our environment. When we are **robust**, we can *withstand* the level of disruption in our environment. As we become **AntiFragile**, we are able to *improve* through the high levels of disruption in our environment. As you go on your Becoming AntiFragile journey, it's likely you'll experience the full range of the continuum, whilst holding an overall goal of experiencing less and less fragility.



**Fragile**

**Robust**

**AntiFragile**

The extent to which you feel fragile, robust or antifragile is determined by the gap you perceive between the level of disruption in your world and your capacity to thrive through it.

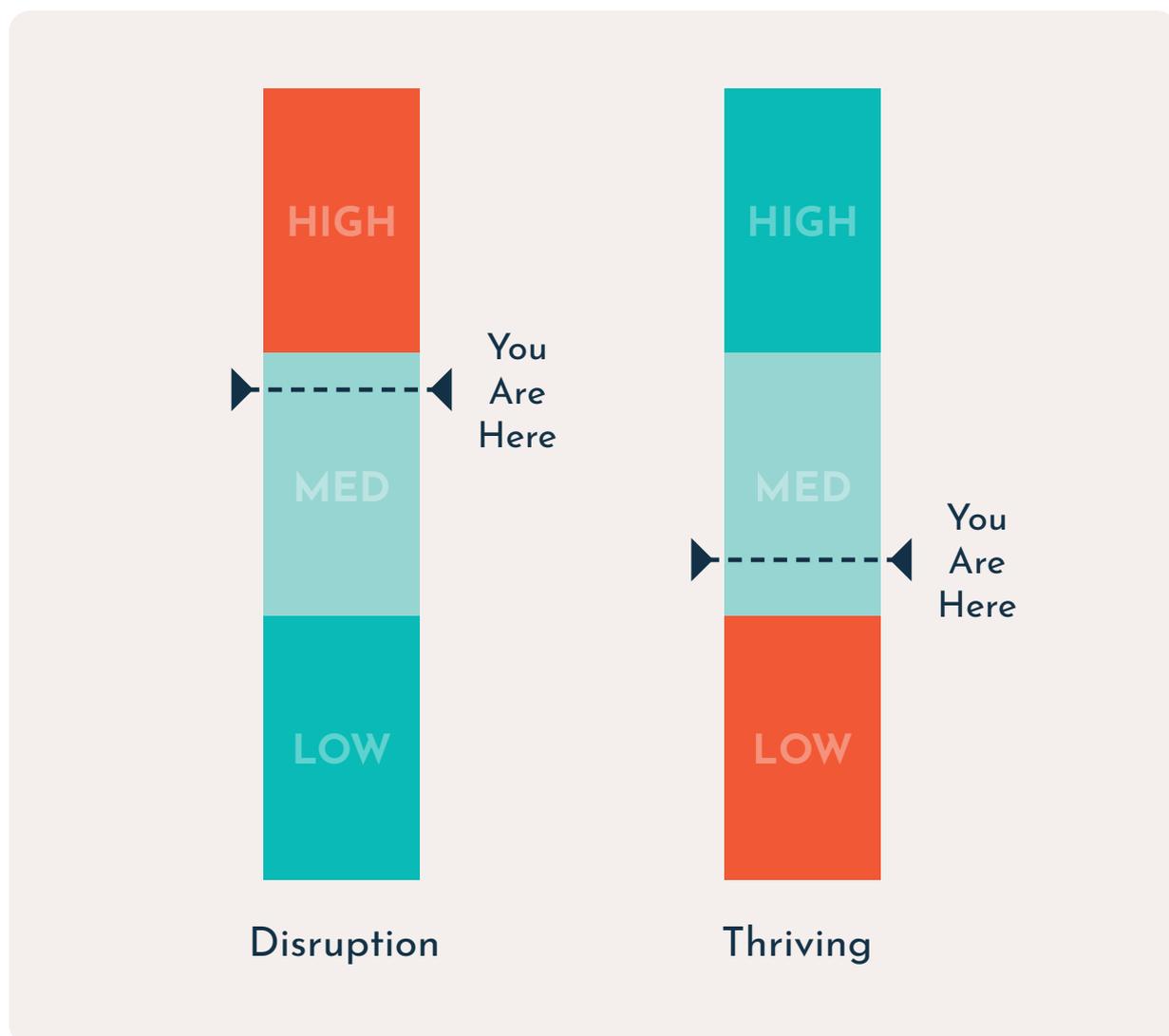
## What do we mean by 'disruption' and 'thriving'?

**Disruption** is a disturbance that requires change and creates uncertainty, pressure, and challenge because of its impact on your context, situation or environment.

The disruption may be positive (a promotion, a new relationship, a new baby) or negative (job loss, ill-health, loss of relationship or loved-one).

**Thriving** reflects the levels of confidence, motivation, and support you perceive you have available to deal with disruption in your life.

## Your levels of thriving and disruption



Your results suggest that you are  currently experiencing **Medium** levels of disruption and **Medium** levels of thriving.

As you reflect on your results, consider:

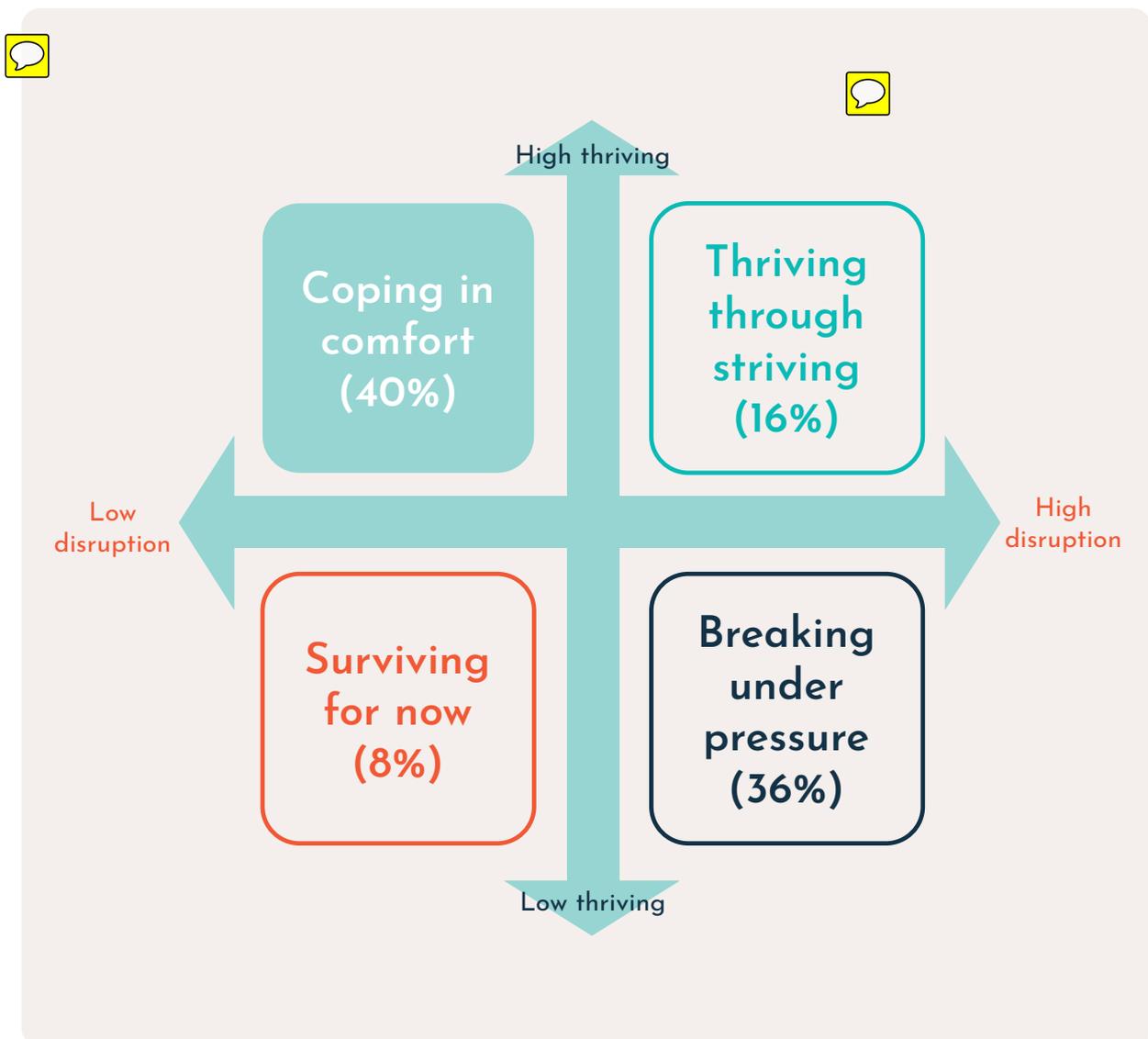
- What is contributing to the levels of disruption you are currently experiencing?
- What is contributing to the levels of thriving you are currently experiencing?
- Which of the two factors - disruption and thriving - are you more able to influence?

# Where are you on the AntiFragile Map?

Before we look at what your results suggest about your location on the AntiFragile map, let's explore the structure of it more closely. The map has two axes: the horizontal (x) axis represents the level of disruption, and the vertical (y) axis represents the level of thriving.

Whether we are fragile or robust, resilient or antifragile reflects how we feel about the relative balance between the levels of disruption, challenge and change in our environment, and our resources and capacity to respond to it. The larger the gap between what is being asked of us and what we have to give, the more fragile we are likely to feel.

Your survey responses suggest that your location on the AntiFragile Map is





### **Coping in comfort**

Perhaps we have experienced disruption, but - for now at least - volatility in our environment is manageable. We have higher levels of thriving in terms of confidence and motivation in our capacity to cope with disruption, and known pathways of support. Being here feels good, and it can be an important and valuable time to reflect and consolidate learning. However, complex adaptive systems (like us) need constructive stress and challenge to grow and evolve. If we stay here too long, we risk becoming stagnant and falling back into 'Surviving for now' - perhaps without even realising it.

Your location on the AntiFragile map comes from the interaction between the level of disruption you perceive in your world and your capacity to thrive through it. Because of this it is likely you will likely have different levels of AntiFragility in different areas of your life.

As you reflect on your results, consider:

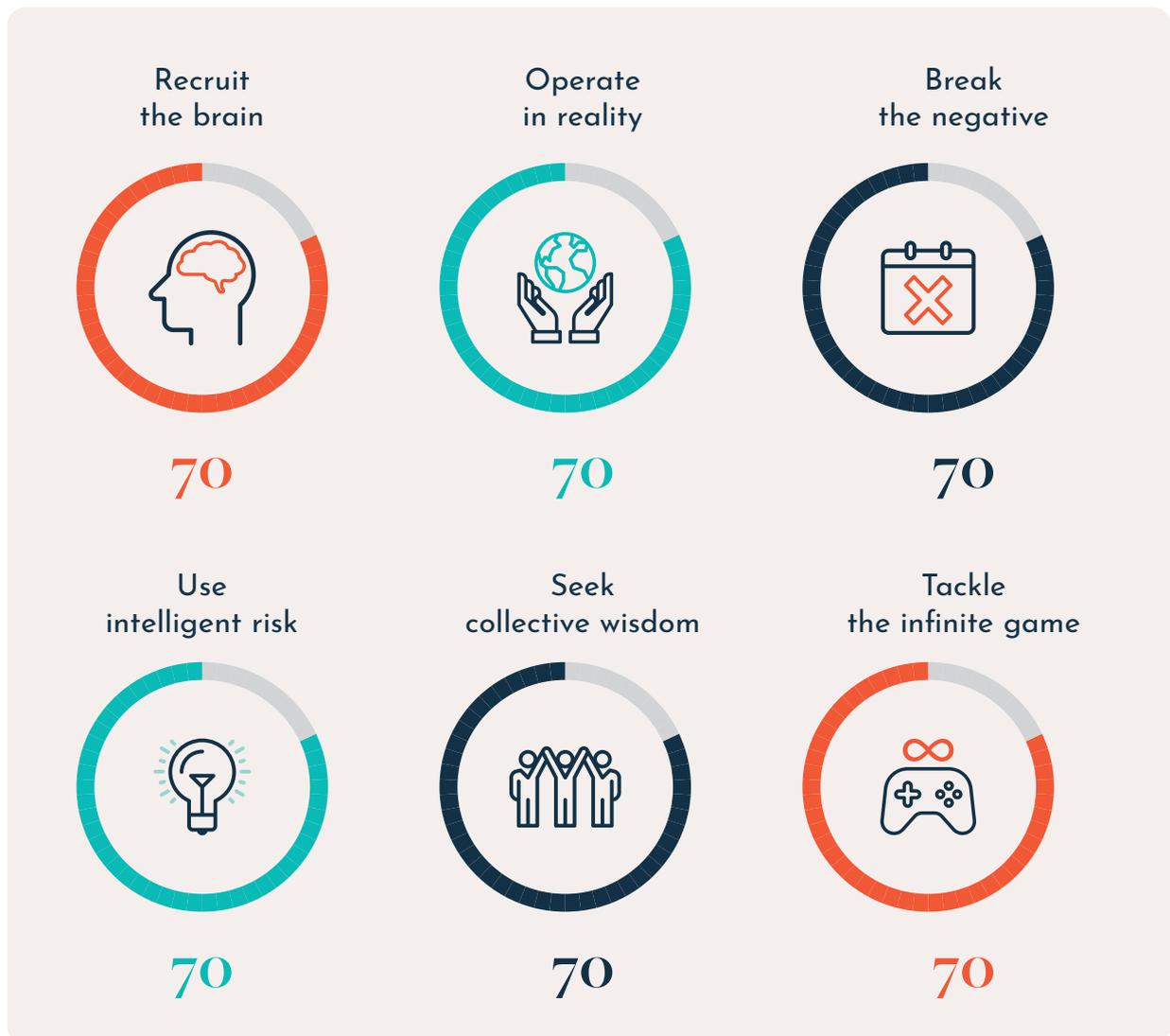
- What area(s) of your life were you thinking of as you responded to the survey questions?
- Are there other areas of your life where the results would be different?
- Would you be more fragile? Robust? AntiFragile?

# Are you using ROBUST principles?



When there are levels of disruption in our environment, rules are too narrow and prescriptive to work effectively. Instead, we need heuristics – practical guiding principles that help us solve problems and learn more about ourselves and others. Heuristic principles are not guaranteed to be optimal or perfect but they simplify things and make them easy to implement. 

The ROBUST principles are designed as guiding heuristics to apply across both personal and professional contexts to help you Become AntiFragile. They are flexible and expansive, meet the demands of a complex and changing environment and reveal a clear pathway forward.



Your survey responses suggest that you are using **Recruit the Brain** and **Operate in Reality** the most and **Seek Collective Wisdom** and **Use Intelligent Risk** the least.

In my work with leaders and teams, as well as in my own leadership, I've found that questions are the quickest, most effective way to get to the heart of the work that needs to be done. Questions are agile, flexible, and easy to use. They focus our attention and our conversations, which in turn determines our planning and our actions. Below you will find a question or questions to ask yourself or others that will help you bring the ROBUST principle to life in whatever context you are facing. Play with the language to make it work for you, but keep asking! These questions will help you Become AntiFragile.

**Amplify your AntiFragile strengths by using the ROBUST Principle:**

 Operate in Reality - Stop emotional leakage and self-sabotage through mindfulness and coaching by asking:

- Is there another perspective to this?
- What is the story I am telling myself? 
- Where is my attention?

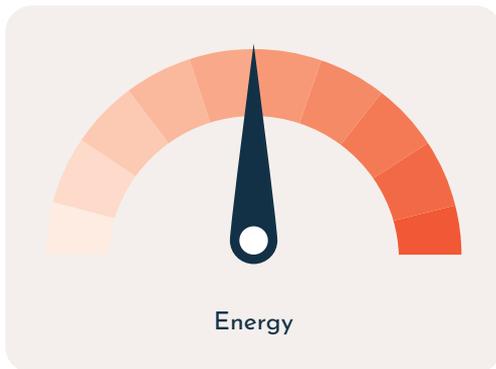
**Boost your AntiFragile capacity by using the ROBUST Principle:**

Use Intelligent Risk - Seek out options, experience and experiment and champion innovation to meet disruption and change by asking:

- What's something new I can try?
- What other possibilities might there be?
- What have I learned from that experience?

# Do you have AntiFragile Energy, Attitudes and Mindsets?

Energy, Attitudes, and Mindsets are the source of Becoming AntiFragile because they shape how we see and show up in the world through our thoughts, feelings, and behaviours. ~~expansive, meet the demands of a complex and changing environment and reveal a clear pathway forward.~~



**AntiFragile Energy** is renewable and sustainable. It is not finite; its creation does not sap energy from others. Rather, it has a multiplier effect: it creates energy for us and others. AntiFragile Energy is broad and deep, as it comes from multiple sources: physical, mental, and emotional. It powers us to keep moving forward and making progress as we learn to become AntiFragile.



**AntiFragile Attitudes** help us be courageous as we engage with the world. They support us to feel confident to take on challenging tasks, to make tough decisions when needed, and to put in the necessary effort to succeed. AntiFragile Attitudes keep us motivated, committed, and action oriented and help us be vulnerable when we are challenged or fail so that we can reach out for help and support.



**AntiFragile Mindsets** set our agenda and help us to deal with pressure, complexity, and the unexpected. We accept the inevitability of change, let go of the need for control, and are flexible in our position and perspective. We grow and learn from experience and take on board diverse perspectives that challenge our own. With AntiFragile Mindsets, we play the infinite game with a vision for contribution and the greater good.

## Your survey responses suggest that you have most opportunity to benefit from increasing your **AntiFragile Attitudes**.

There are three attitudes that help us Become AntiFragile: confident, constructive and courageous. To be a confident and effective leader, we need to do things on purpose - we need to take intentional action. Intentional leaders focus on creating meaningful progress by doing work that only they can do and empowering others to do the same.

**Here's one way that could help you develop AntiFragile attitudes:**

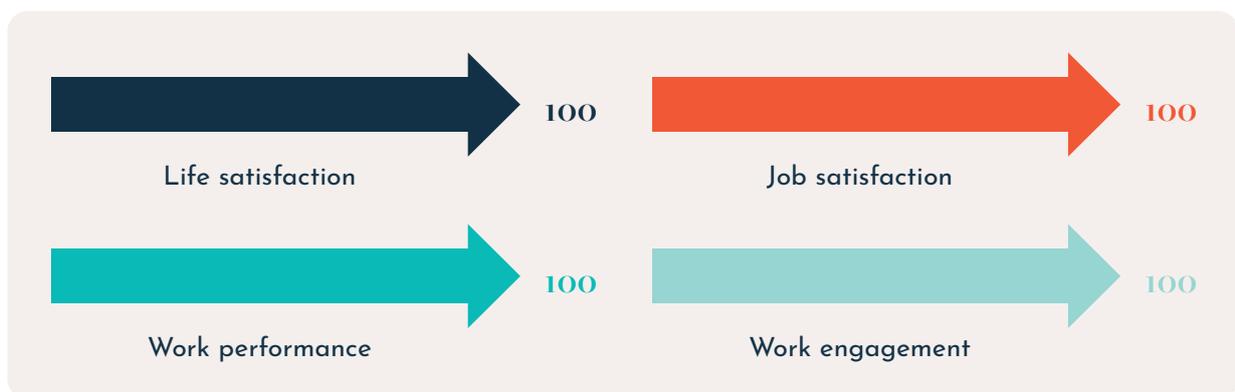


- **Dial-up strengths:** Think about a past success that you are proud of and identify the personal strengths that underlie your high performance. These are the root causes of your success - how could you use them more often in appropriate ways? (CONFIDENT)
- **Dial down strengths:** Now think about a situation that didn't go as well as you had hoped. Could an overplay of one of your strengths contributed? How can you be aware of this next time? (COURAGEOUS)
- **Encourage strengths:** Ask a strengths-based question, for example, 'What went well this week? And what can we do to help make that happen again?' 'When have we done this well before? And what did that look like?' 'Where have we seen this done well elsewhere? What can we learn?' (CONSTRUCTIVE)

# How are you feeling and performing?

As we learn to navigate and use the experiences of disruption and discomfort to grow, develop, and even transform, we learn to thrive. By first reducing and removing fragility and then learning to embrace struggle by using challenging experiences as learning opportunities, we Become AntiFragile. As a result, we  experience less stress and anxiety, feel better, are more productive, and have higher 'performance' across all areas of life.

This is how your antifragility, work and feelings about your life are  currently impacting each other:



**Life satisfaction** is the extent to which you feel content and positive about your life. It provides an overall picture of how you are going in life.

**Job satisfaction** is the extent to which you feel positive and content about your job. It provides an overall picture of how you are going with your work.

**Work performance** is the extent to which you felt able to accomplish the goals that you and your workplace have set for your role. It often reflects your capacity to navigate disruption you are experiencing at work.

**Work engagement** is the extent to which you feel energized and absorbed by your work and are dedicated to doing your best to benefit yourself and your workplace. It is generally a reflection of your levels of thriving at work.

As you reflect on your results, consider:

- How is your location on the AntiFragile map impacting these outcomes?
- How are these outcomes influencing your location on the AntiFragile map?

# How can you take your first steps to Becoming AntiFragile?

Becoming AntiFragile doesn't happen by accident or osmosis: it takes effort, energy, and intention. Fortunately, neuroscience, psychology, and behavioural science are teaching us more and more about how to create effective change in human mindsets, attitudes, and behaviours. Here are two tools that can help you take your first steps to Becoming AntiFragile and keep you moving forward.

## 1% Behaviours

A 1% behaviour is something small enough to make a difference over time, but not enough to create resistance or fear that may stop you starting right now. And this is important, because research from the Behaviour Change Lab at Stanford University suggests that starting small is critical to success. The Lab also found that the core mechanisms to behaviour change are the same no matter what kind of change we are trying to create and that we need three things to come together at the same moment for action to be taken. These are **motivation**, **ability**, and a **prompt**. The research, which is supported by findings from neuroscience, also found that celebrating success is a powerful catalyst for change. This is because positive emotions lay down memories in your brain that help to build your new AntiFragile behaviours. To put all of this into action, the Stanford team propose an 'ABC' (Anchor-Behaviour-Celebrate) recipe to help you stick and succeed with behavioural change.



### After I... Anchor

An existing routine you can anchor your new tiny habit onto, and use as a clue.



### I will... 1% Behavior

The new habit routine you want scaled back to be super small and easy.



### Then I'll.. Celebrate!

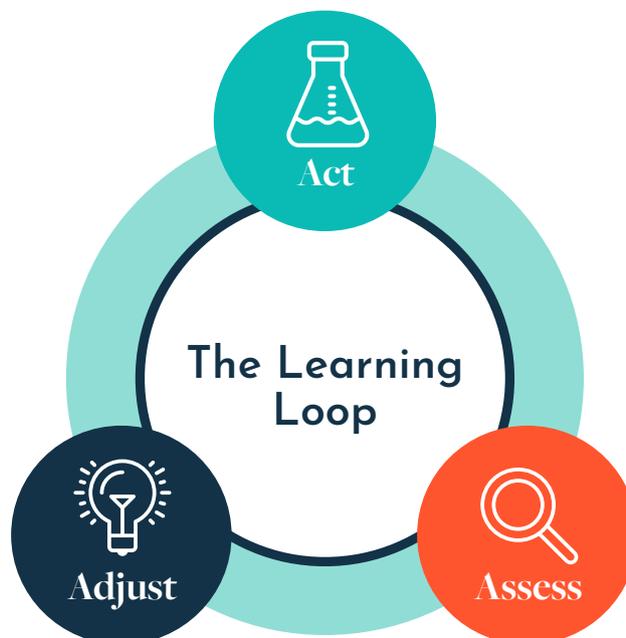
Something you do to create a positive feeling of reward inside yourself.

## The Learning Loop

1% behaviours are a great start, but it's important that we learn and adjust as we put them into action. Based on Kolb's reflective learning cycle, the Learning Loop can be used to evolve your 1% behaviours for even greater sustained impact.

The Loop comprises three stages:

- **Act.** Experiment with new ways of thinking, feeling, or behaving that align with your goals.
- **Assess.** Review the feedback from your efforts and decide what is and isn't working.
- **Adjust.** Look for ways to incorporate what you've learned into future actions and consider opportunities to try again.



To build our capacities and achieve our goals, the Learning Loop must be repeated over and over to wire our neural pathways towards mastery. By keeping the risk small, we keep our brains feeling safe, which boosts our motivation and confidence in trying something new. And that reduces our fragility.

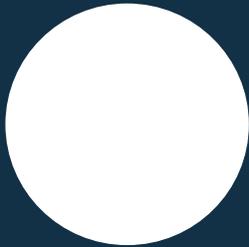
## Putting it all together

Doing a 1% behaviour once won't change you forever, but by repeating it over time you'll build new neural pathways, reinforce your beliefs, and gather evidence that you can Become AntiFragile. This is how meaningful change happens: we build the evidence base for our new identity one 1% behaviour at a time.

We recommend you take just one of the suggested actions from your results and build a 1% behaviour around it that makes sense for you right now. Think about your motivation, ability and prompt, build out your Anchor-Behaviour-Celebrate recipe and then try it out in the Learning Loop - again and again and again. It is by living in the Learning Loop - trying new actions, assessing their impact and adjusting accordingly - that we open up the opportunity and possibility to make change that is sustained over time. And that is the key to Becoming AntiFragile.

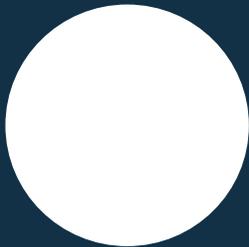
# How can I help?

It is my heartfelt hope that the ideas in this report provide you with a start point on your journey to Becoming AntiFragile. But if you or others in your world would like some extra guidance on the journey, I'd be delighted to help you through.



## Book

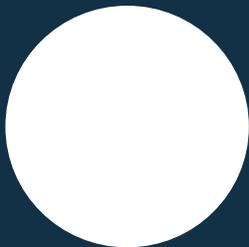
If you're looking to create not just an event but an experience that empowers people to embrace uncertainty, challenge, and change with confidence and clarity, look no further. I've helped hundreds of people leverage their leadership to Become AntiFragile, creating positive, purposeful impact for. **Find out more here:** <https://drpaigewilliams.com/book>



## Keynote speaking

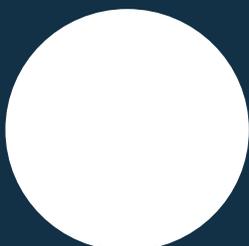
If you're looking to create not just an event but an experience that empowers people to embrace uncertainty, challenge, and change with confidence and clarity, look no further.

I've helped hundreds of people leverage their leadership to Become AntiFragile, creating positive, purposeful impact for them and the people they lead. Offering practical evidence-based strategies they can immediately apply, I leave people with the confidence and motivation to learn to thrive as they navigate uncertainty, challenge, and change. **Find out more here:** <https://drpaigewilliams.com/speaking/>



## Corporate education

Want to make the most of your leadership potential and the capacity of your team? Using a potent blend of positive psychology, neuroscience, systems thinking, my own research, and real-world leadership experience, my online and face-to-face development programs provide practical, evidence-based strategies to help people Become AntiFragile, elevate performance and create positive, purposeful impact. **Find out more here:** <https://drpaigewilliams.com/programs/>



## Mentoring and executive coaching

I'm often asked by leaders if they can use me as a sounding board on how to deal with a specific leadership challenge. These leaders don't need a full coaching program, but could do with an injection of perspective, advice, or expertise to help their thinking. My mentoring sessions are the perfect answer.

Coaching is a powerful and effective way to leverage your leadership and level up your capacity and performance. I love working one on one with executives to craft an individualised development plan tailored to meet their personal hopes, ambitions, and learning needs. **Find out more here:** <http://drpaigewilliams.com/programs/#mentoring>





# Let's stay in touch

I'd love to stay connected and appreciate and respect that  time and attention are your most precious resources. My regular blog, Leverage Points, offers the latest leadership ideas, research, and evidence translated into everyday actions that will encourage you on your Becoming AntiFragile journey and motivate you to try new practices in your leadership.

Occasionally, when I've got something exciting and new to share, I'll send one of my resources as a learning gift and let you know about upcoming conference presentations.

**You can sign up to stay in touch here: <https://drpaigewilliams.com/connect/>**

I hope to hear from you soon!

