TIPS AND STRATEGIES FOR BUILDING RESILIENCE

2015 SCHEDULE 2 EMPLOYERS’ GROUP CONFERENCE

Tuesday October 6, 2015

Oakridge Consulting Group
Jane Adams and Susan Galway-James
Objectives

• Develop a better understanding of resilience

• Assess your personal level of resilience

• Identify strategies to build personal and professional resilience

• Decide on actions you can take to develop and support resilience
Activity - A resilient person you know

Think of someone you consider to be a resilient person – what makes them resilient?
What is Human Resilience?

Human resilience is the process of adapting well in the face of adversity through:

- Adaptability
- Positive Focus
- Action Oriented
- Making Use of Resources
- Self Care Strategies

Resilience is a mindset, a way of thinking positively. It involves behaviours, thoughts, and actions that can be learned, developed and strengthened in anyone.
Why do we need resilience at work?
Why do we need resilience at work?

• Rapid and multiple chances occurring simultaneously
• Increasing pressure to do more with less
• Fear of job loss and uncertainty
• Deadline mentality
• Work/life balance out of balance
• Coping with children and aging parents
What does Resilience look like in the workplace?
Activity – Resilient leaders and employees

One topic per table - Describe the characteristics of:

- A resilient leader
- A non-resilient leader
- A resilient employee
- A non-resilient employee
What a resilient leader looks like
What a resilient leader looks like

- Encourages employees to share their ideas
- Communicates change
- Fosters a culture of listening
- Recognizes and acknowledges pressures during a transition
- Helps employees understand change and express their feelings towards it
- Promotes teamwork to work together to find solutions
- Sees beyond the stress, confusion and frustration of the moment
What a non-resilient leader looks like
What a non-resilient leader looks like

- Does not communicate with staff
- Has a negative attitude with pervades the workplace
- Does not inform employees about tools and supports that are available to help them
- Creates a climate of fear and distrust
- Ignores creativity, innovation and problem solving capacities of staff
What resilient employees look like
What resilient employees look like

• Identify and control own emotions
• Have good esteem
• Maintain respectful relationships with colleagues
• Resolve conflicts
• Committed to the organization and take part in the decision making process with possible
• Positive, focused, flexible, adaptable, organized and proactive
What non-resilient employees look like
What non-resilient employees look like

• Anxious, self-doubting, frustrated which impacts personal effectiveness and job performance
• Have high levels of mistrust and resistance
• Health and well-being are negatively affected
• Believe change is too difficult to overcome
To find out how resilient you are, take the change resilience quiz by scoring each statement according to how much time this statement applies to you

5 – always 4 – often 3 – sometimes 2 – rarely 1 – never
Workshop Reflection

• Think of an example of a situation where you demonstrated / used / applied resilience
• What were the main strategies and supports that helped you through?
• What did you do to relieve stress?
• What strategies did you use and /or what practices did you put in place to support and encourage resilience in your team?
• In your opinion, what are the 2 most important things that a workplace community can do to support and encourage resilience?
• GIVENS

• NEGOTIABLES

• CONTROLLABLES

- Gareth Morgan
GIVENS

It has been suggested (Gareth Morgan) that **we spend about 85% of our time on “givens”**. These are the things over which we have no control. They are the facts; e.g. it is raining outside. I can’t do anything about it but I spend a lot of time complaining about it. In the workplace we spend a lot of time (in meetings, at the water cooler etc.) complaining about things over which we have no control. At the end of our meetings nothing is different; nothing has been accomplished because, no matter how long we talk about them, we cannot not control them. We generally just create more angst for ourselves. The only thing we can control is how we react to the givens; e.g., I can’t control if it is raining, but I can control how I react to the rain. I can do nothing about it, get soaked and complain all day about how cold and wet I am or I can react by putting on my rain gear and going on with things pretty much unaffected by the rain or at least mitigating its impact on me. People have choices about how they react to the givens in their environment. It is important to understand that when they choose the behaviour, they choose the consequence. Clearly not every one makes the same choices.
NEGOTIABLES

Negotiables are those things over which I do not have complete control but, along with others, I have influence. The important thing here is to get the right people in the room if I am to successfully resolve an issue over which I share influence. What often happens is that individuals talk to everyone other than the person with whom they have an issue. (I have an issue with person “A” but choose to talk to person “B” about it. In doing so, I have created a great spectator sport for person “B” but have very little if any hope of resolving my issue with person “A”.) If anything, I have probably aggravated my problems with him/her.
This is where I have my leverage (what Gareth Morgan calls the **15% solution**). There are things over which I have personal control and things over which we (work groups) have collective control. If I concentrate my efforts on those things over which I have control, I will have greater success at personal mastery. It is helpful for work groups when they are discussing an issue, to ask:

- “Is this a **given**?” (if so let it go or decide how to react to it)
- “Is this **negotiable**?” (if so, who are the right people we need in the room to have a dialogue about it)
- “Is this **controllable**?” (if so, what are we going to do about it.....and do it!)

Time spent on givens is natural. We all do it (complain about the party in power, the weather, the latest company cut backs etc.). Excessive time spent on givens takes away from what otherwise could be constructive time accomplishing something.
Personal Power Grid

Areas of Control

Take Action

Mastering

Take No Action

Giving Up

Areas of No Control

Spinning Wheels

Letting Go
Mapping Your Actions on the Personal Power Grid℠

The exercise on the preceding page may have shown that you are putting a lot of energy into things that you cannot control or influence. This can lead to frustration or even burnout as you can see on the Personal Power Grid℠, shown below.

```
<table>
<thead>
<tr>
<th>Can Control</th>
<th>Cannot Control</th>
</tr>
</thead>
<tbody>
<tr>
<td>Take Action</td>
<td>Mastery</td>
</tr>
<tr>
<td></td>
<td>Ceaseless Striving</td>
</tr>
<tr>
<td>No Action</td>
<td>Giving Up</td>
</tr>
<tr>
<td></td>
<td>Letting Go</td>
</tr>
</tbody>
</table>
```

The Personal Power Grid℠ provides a map for focusing your attention in change situations. You will get one of four results, depending on the action you take and the amount of control you have. The result at each intersection of action and control can be explained as follows:

- Taking action on things you can control helps you feel good and powerful; it gives you a sense of *mastery*.
- Taking action in areas you cannot control leaves you feeling frustrated and angry as a result of *ceaseless striving*.
- Not taking action on things you could control leaves you feeling helpless and hopeless; you feel like *giving up*.
- Not taking action in areas where you have no control leads to the relief of *letting go*.
Strategies for Personal Resilience

• Take care of yourself: Exercise, Sleep and Nutrition
• Mindfulness
• Maintain connections and use support network: Coaching Circles, Virtual Management
• Monitor your exposure to negative media coverage
• Avoid viewing problems as impossible to solve: Givens, Negotiables and Controllables
• Keep things in perspective and avoid “Catastrophizing”
• Try to maintain a hopeful outlook
• Talk to a professional
Strategies for workplace resilience

• Build your own resilience
• Create an environment of trust, openness and appreciation
• Encourage autonomy and flexibility
• Help employees find a sense of meaning in their work
• Focus on collective results that define team success
• Help employees manage change
• Provide opportunities for on-going learning
Moving Forward with Resilience

Group task

Considering what you discussed, what you heard and what you learned, identify 2 key actions you will take for each of the following:

- What will you personally do to maintain your resilience?
- What will you do as a manager to foster a culture of resilience within your team?