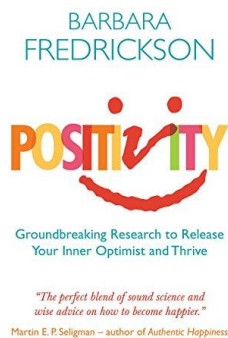

Resilience Resources

Books

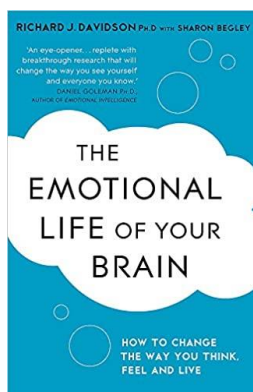
Positivity – Fredrickson



Here is a link to one of Barbara Fredrickson's websites which has information on positive emotions and a self-test: <https://www.positivityratio.com/index.php>

More detail on the broaden and build theory can be found here: <http://peplab.web.unc.edu/research/#broadenandbuild>

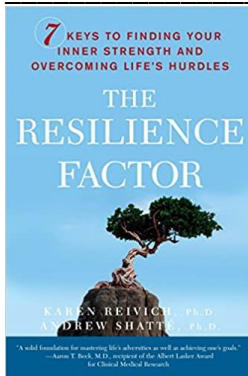
The Emotional Life of your Brain – Davidson and Begley



This is a link to a questionnaire to explore your emotional styles.

<https://hminnovations.org/hmi/resources>

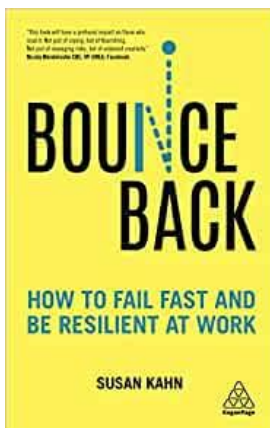
The Resilience Factor – Reivich and Shatte (The 7 abilities, including an assessment in here)



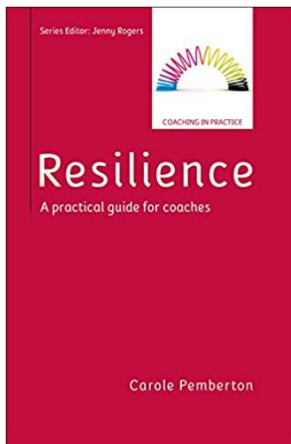
The Resilience Club – Angela Armstrong



Bounce Back – Susan Kahn



Resilience – A Practical Guide for Coaches – Carole Pemberton



This contains the assessment Jo referred to in the webinar.

Other Resources

Mindtools

<https://www.mindtools.com/pages/article/resilience-quiz.htm>

The 4S Resilience Plan

Resilience is the ability to bounce back or in more poetic terms, find ways to overcome the “slings and arrows of outrageous fortune”.¹

Resilience has a regular mention in BA circles as a key quality for those who find their position squeezed or role under-valued. The not so good news is that we will need still greater resilience as we face down the many bitter effects of the current epidemic. The better news is that resilience can be learned and developed.

One way to develop resilience is to learn from past challenges that we have overcome. We may choose not to want to relive challenging aspects of our lives but reflecting on these times in a structured way can provide for greater self-efficacy. We can define self-efficacy in terms of the belief and confidence required to succeed in challenging times. Improving self-efficacy is one strand of a broader range of tactics we might employ.

A useful model to consider in respect of self-efficacy was developed by Dr Lucinda Poole and Dr Hugo Alberts and is called the 4 S's.² The model invites us to develop a personal resilience plan that

¹ Shakespeare – Hamlet Act III scene I

² Dr Lucinda Poole and Dr Hugo Alberts quoted in Positive Psychology.com – 3 Resilience Exercises.
<https://PositivePsychologyProgram.com>

is based on the past experience of bouncing back from difficulties. Any plan will be unique to the individual and all the more powerful for its very personal content.

The 4 S's are headed as follows:

- ✓ **Supports** that keep you upright. The individuals that provide genuine support.
- ✓ **Strategies** that keep you moving. Think how you cope with negative thoughts. There might be a go-to song, film, or place to visit that will always have you looking forwards.
- ✓ **Sagacity**. The wisdom we have gained from past experience that bring an element of confidence to future challenges.
- ✓ **Solution-seeking** behaviours. The behaviours have we employed in the past, for example seeking out more information to help quantify the real problem.

The model is illustrated below in a simple grid.

Supports That keep you upright	Strategies That keep you moving
Sagacity That gives you comfort and hope	Solution-seeking Behaviours you can show

You can then complete an exercise by twice completing the grid. Your first completed grid is based on a past situation and provides a picture of the elements that got you through on that occasion. Your second grid is an opportunity to identify what may work to overcome the current challenge using both past and new insights.

An example of the first grid is below. *No identification with actual persons (living or deceased), places, buildings, and products is intended or should be inferred.*

<p>Supports that keep you upright</p> <p>Friends - R.B, A.K S.K, M.H, B.W + C.H Family - U.E + A.J.</p>	<p>Strategies that keep you moving</p> <p>- Exercise (early mornings best) - Song - Ben Foulds "Landed" - Film - Bourne Identity</p>
<p>Sagacity that gives you comfort and hope</p> <p>- Time is required to recover + adapt - Cycle of events - not all bad!</p>	<p>Solution-seeking behaviors you can show</p> <p>- Time to zone out when required. - Planning time away - Reading biographies -</p>

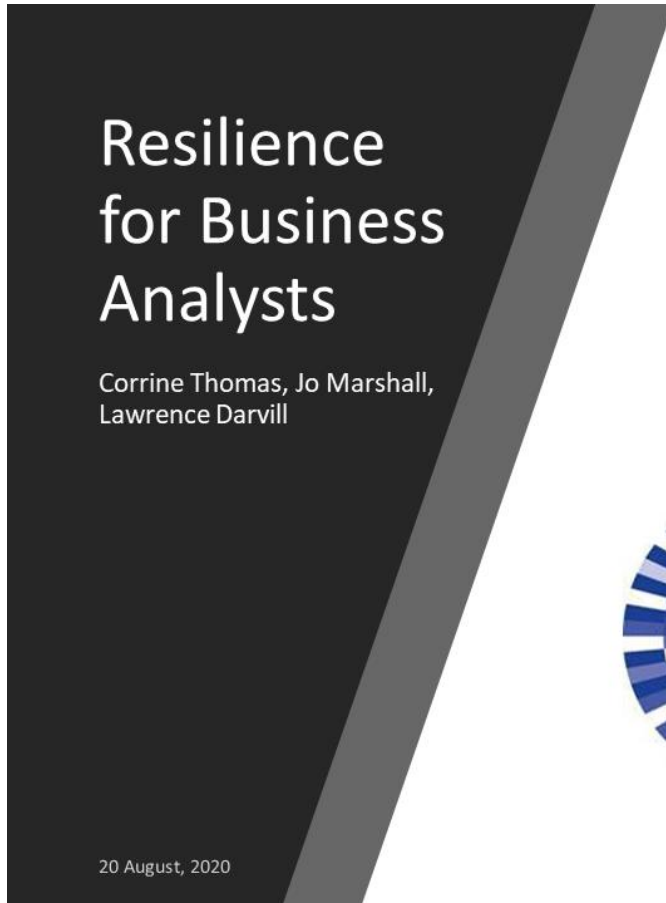
Scribbling your way through a model may not be your first thought when facing tough times. The 4S's is though a simple and effective means of improving self-efficacy. It won't answer all the immediate issues we face but may play some small part in giving a sense of control and finding a way forward.³

³ Thanks to N. Hewitt for highlighting this model and its usefulness.

Tips for Building Resilience

- With lots more remote working from home it is sometimes hard to create boundaries between work and home. A tip from a colleague in a recent meeting was to create a commute by talking a walk at the beginning and end of your working day to help create that delineation.
- Protective factor - pet
- As a meditation practitioner, I have found and experienced meditation helps to strength the resilience muscle, maybe even as simple as slowing the breath and noticing one's thoughts and feelings.
- I have found that taking a walk around my Garden during the working day is a welcome change of scene. Looking at the greenery is great to refresh myself.
- We have set up What's App groups to stay in touch. Regular virtual team check in's - not for work discussion, but general catch up. And, some great sessions catching up over virtual coffee breaks with wellbeing topics and even Bingo. All helps to stay in touch and feel generally supported as a team.
- We have started our meetings at 5 past and finishing 5 mins early. Newer versions of Outlook allow this by default in the settings
- I walk during phone calls
- We initially found that meetings were taking longer. For example, 1 hour turned in to 2, so we turned it on its head and are trialling making meetings no longer than an hour with a definitive purpose. Better for calendar management and focus / engagement
- We are having success with a 30 min breakfast club call on a Friday - looking towards the weekend and no talk about work allowed!
- Team quiz on Zoom was fun
- Our company hosts a run/ride out on the last Friday of every month. It's a nice way to get everybody together.
- Bring your pets to work call on zoom once a week.
- Online book club
- Going out for a run
- Ask your team how you would recognise they were starting to fall into reduced resilience – what to look for.
- Build your support network – someone you can pick up the phone to at any time, or talk through any concerns
- Find what works for you! Encourage your teams to try different coping mechanisms to see what works for them to keep their resilience up.
- Be kind to yourself

Slides used in the Webinar



Resilience
for Business
Analysts

Corrine Thomas, Jo Marshall,
Lawrence Darvill

20 August, 2020



Plan for today



Why talk about
resilience



What is resilience



Approaches for
building resilience



Teams and resilience

Life is Busy

- Always on culture,
- We don't stop and take breaks
- Lots of pressures to deliver complex change
- Challenging stakeholders

- Our brains have a natural negative bias
- Business Analysts solve problems

- This can all lead to the stress response



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UK Labour Force Survey – 2018-19



- 602,000 workers suffering from work related stress, depression or anxiety
- 1,800 per 100,000 workers
- Stress accounted for 44% of all work-related ill health cases and 54% of all working days lost due to ill health
- Reasons given - workload pressures, including tight deadlines and too much responsibility and a lack of managerial support

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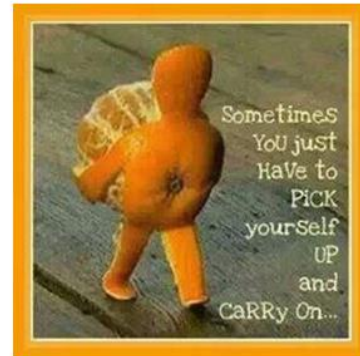


What is Resilience?

1. A personality trait
2. A learned process

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Resilience



- Ability to bounce back from set backs
- A positive outcome resulting from the experience of adversity
- Effective coping and adaptation in the face of major life stress
- Personality trait/Characteristic
- Process of normal human adaptation - Ordinary Magic
- The ability to take the challenges and changes of life in your stride and say yes to the opportunities that excite you
- A process of learning and self-development occurring over a period of time

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Risk Factors

- Acute Trauma
- Life Difficulties
- Adverse experiences

Protective Factors

- Relationships
- External Support Systems
- Individual Characteristics





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Skills for Resilience

Emotion Regulation

Impulse Control

Optimism

Causal Analysis

Empathy

Self-efficacy

Reaching Out

Reivich and Shatte – The Resilience Factor

Works at many levels

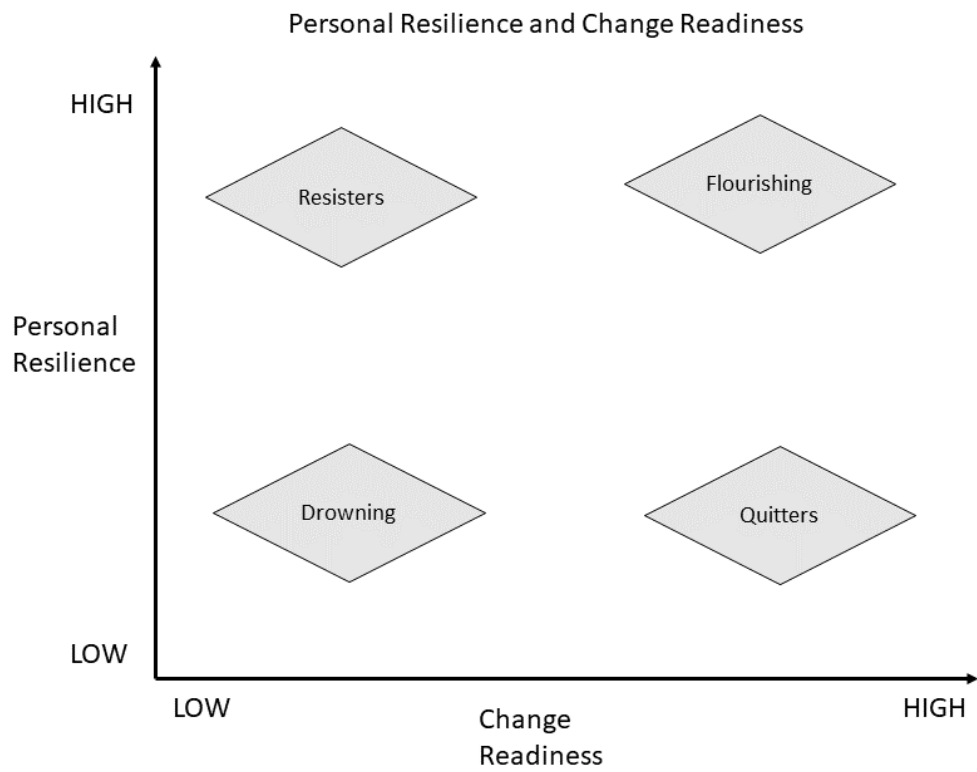
- Individual
- Team/Community
- Organisation



Resilience at Work |

8/20/2020

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Warner & April - 2012

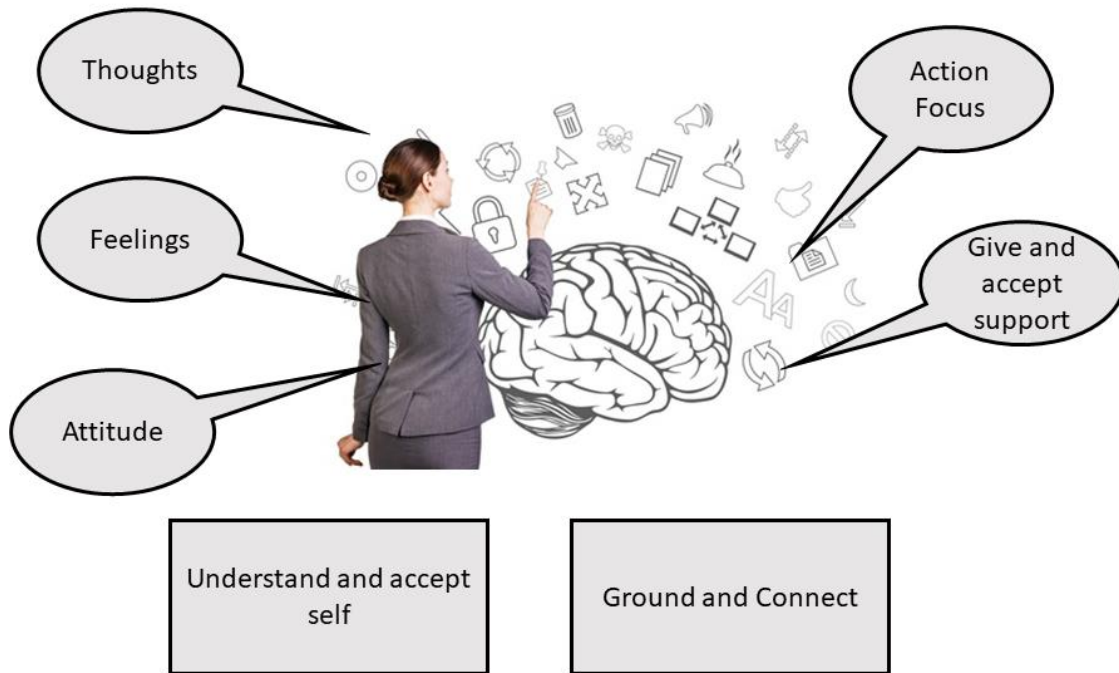


How to be more resilient



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Building Blocks for Resilience

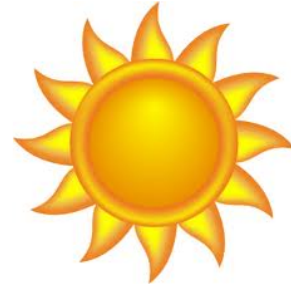


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Thinking Patterns



WHETHER YOU
THINK YOU CAN,
OR THINK YOU CAN'T,
YOU'RE RIGHT.
(HENRY FORD)





Examples of Thinking Patterns

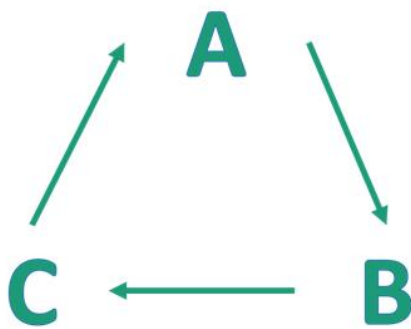
- Catastrophising
- Discounting
- Labelling
- Mind Reading
- Generalising
- Blaming

20/08/2020

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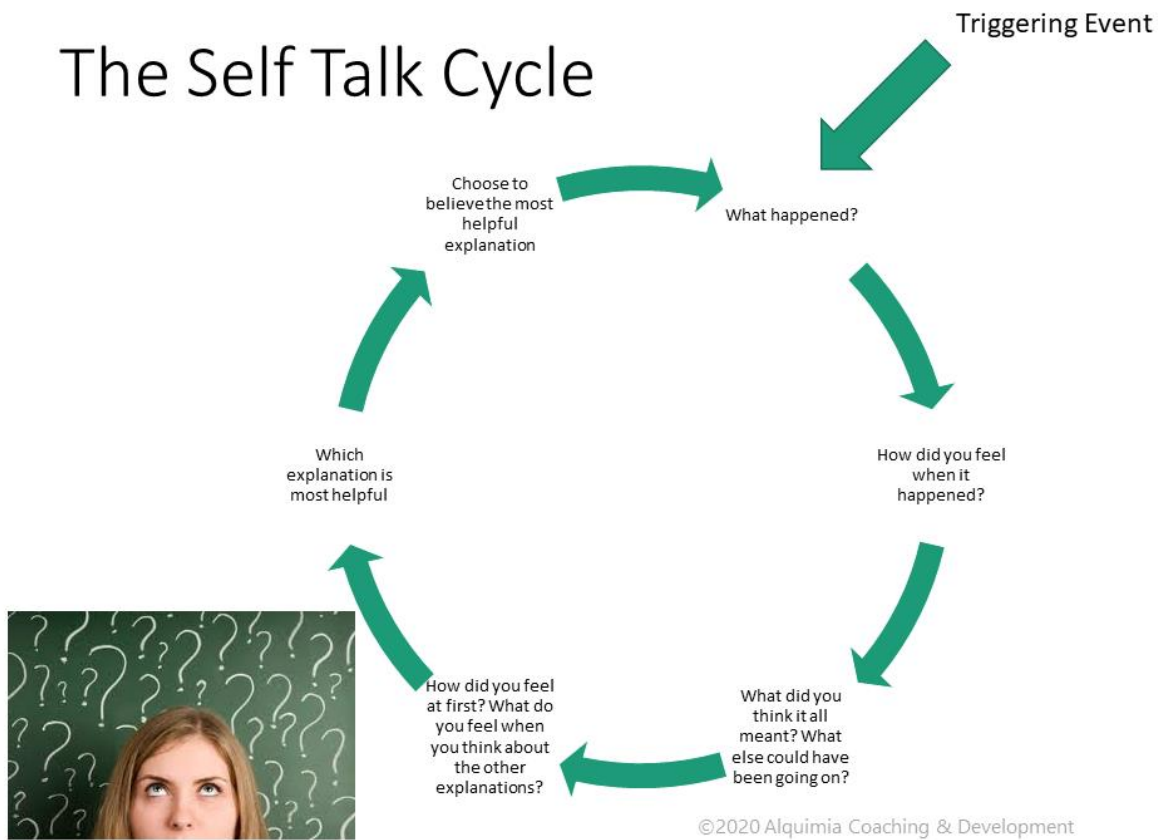
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Know your ABCs



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The Self Talk Cycle



What are Emotions?



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Positive Emotions





4 S model



Supports Keep you upright	Strategies Keep you moving
Sagacity Gives you comfort and hope	Solution-seeking Behaviours you can show

Dr. Lucinda Poole and Dr Hugo Alberts – www.PositivePsychologyProgram.com

Example – Messed up facilitating a workshop

<p>Supports <i>Spoke to a trusted colleague</i> <i>Called my best friend</i></p>	<p>Strategies <i>Went for a walk</i> <i>Did some gardening</i> <i>Played games with my children</i> <i>Wrote down my thoughts</i></p>
<p>Sagacity <i>Remembered that learning comes from mistakes</i> <i>Took time to consider what I could do differently next time</i> <i>Looked at pointers in training manuals</i></p>	<p>Solution-seeking <i>Asked for feedback</i> <i>Sought mentoring</i> <i>Created list of ideas for running successful workshops</i> <i>Observed a colleague</i></p>

Developing personal resilience

20/08/2020

Self

- Strengths/ Weaknesses
- What is realistic for you to achieve
- What contexts do you thrive in

Approach to life

- Positive emotions
- Sense of humour
- Sense of purpose
- Mindset

Actions

- Self-directed goal settings
- Networking and mentoring
- Contingency planning

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Markers of Reduced Resilience...

SELF:

REDUCED CONFIDENCE
DIFFICULTY IN MAKING DECISIONS
MOODS BECOME MORE VOLATILE
EATING / DRINKING / SLEEPING PATTERNS CHANGE
WITHDRAWAL FROM SOCIAL CONTACT
RELUCTANCE TO FACE REALITY
THINKING BECOMES DISTORTED E.G. CAN ONLY SEE WHAT IS WRONG / RIGID THINKING / LOSS OF PERSPECTIVE

WORK:

Appearance	How are they looking? Noticing changes in how they are showing up at work, energy levels, weight changes.
Delivery	Changes in performance/approaches to their work/time taken to deliver
Affect (emotional volatility)	Noticing signs of emotional volatility, changes in normal emotional range.
Purpose (connected to work)	How connected do they seem to their work? How are they talking about the demands being placed on them?
Ties (connected to people)	How connected are they to the team? Signs of withdrawing from the team. Avoidance of social contact with the team.

Dimensions of Team Resilience...



Confidence:

Degree to which the team has a belief that it can deliver on change.

Flexibility:

Willingness to let go of what is familiar in the service of delivering what is now needed.

Purpose:

Shared sense of why the work is worth doing.

Creativity:

Ability and openness to innovate when resources are constrained.

Support:

Acceptance that it is important to be able to ask for support, and a willingness to notice when support is needed and to offer it.

Proactivity:

Willingness to take action or take decisions rather than procrastinating.

Emotional control:

Ability to manage emotions.

Realistic optimism:

Capacity to work towards outcomes because of a belief they can be achieved, without denying the reality of difficulties.

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Team Resilience Assessment

Read the statements and use the scale strongly disagree (1) to strongly agree (5) to indicate how far the statement applies to your experience of your team.

My team has...	1-5	My team has...	1-5	My team has...	1-5
1. The skills and experience needed to deal with what is happening now.		8. An acceptance of reality without getting overwhelmed by it.		15. The ability to recognise when a work situation is stressful and looks to minimise stressors.	
2. An open mind in how we respond to new situations.		9. A positive attitude about our ability to manage our way through difficulty.		16. An openness to looking difficulties in the face, so we are able to work our way through them.	
3. A clear purpose for the team which gives us a compass for working through difficulty.		10. The ability to adjust to the changes needed to go forward.		17. Belief that we can find our own solutions to the challenges we face.	
4. The ability to change perspective and look at issues through new eyes when the preferred route is not available to us.		11. A focus on what has to be done now, but also hold a picture of what we are working to create longer term.		18. A willingness to recognise when new behaviours and skills are needed.	
5. The ability to recognise when individuals in the team need support and offer it to them.		12. A belief that necessity is the mother of invention and enjoy coming up with new solutions.		19. A sense of perspective, because we know what we are working towards, which helps us from being derailed by difficulty.	
6. The ability when things are uncertain to take control of what is within our control.		13. Confidence in asking for support, knowing it will be provided.		20. A strength in defining the cause of a problem and coming up with ways of solving it.	
7. The ability when under pressure to manage our emotions.		14. The ability to take decisions and not procrastinate.		21. Enjoyment in spending time with each other even when times are difficult.	

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Team Resilience Assessment Cont.

Read the statements and use the scale strongly disagree (1) to strongly agree (5) to indicate how far the statement applies to your experience of your team.

My team has...	1-5	My team has...	1-5	My team has...	1-5
22. The desire to be active players in what is happening in the business, rather than passive recipients.		29. An openness to talking about frustrations, because we know we will be listened to.		36. A belief that business challenge offers the opportunity to find creative alternatives that otherwise we would not have considered.	
23. Skill in creating a climate which helps individuals keep calm under pressure.		30. A mind-set which looks for what is possible, rather than what is not available.		37. The ability to recognise when a team member is withdrawing because of work difficulties.	
24. A realistically optimistic view of the future. We don't try and make ourselves feel better with blind optimism.		31. A recognition that change brings strong emotions, but we don't allow those emotions to dominate the team's working.		38. A focus on what we can achieve, rather than on what can't be done.	
25. A view of present challenges as new opportunities which we can work with.		32. A head above the sand attitude. We prefer to deal with problems head-on rather than hoping they will go away.		39. The ability to recognise when our responses are being affected by immediate pressures.	
26. The ability to acknowledge the difficulties of change and to accept what has to be let go of.		33. A strong sense of belief in the actions it is taking.		40. The ability to use learning from past difficulties to help us maintain a sense of grounded optimism.	
27. Confidence about the decisions being taken, because they align with our purpose.		34. Energy for challenging the ways things have always been done.			
28. A 'needs must' mind-set. Having less does not stop us from being creative.		35. Shared values which inform our decision making.			

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Team Resilience Assessment Cont.

Transfer the scores you gave to each item on the Team Resilience Questionnaire in the appropriate box:

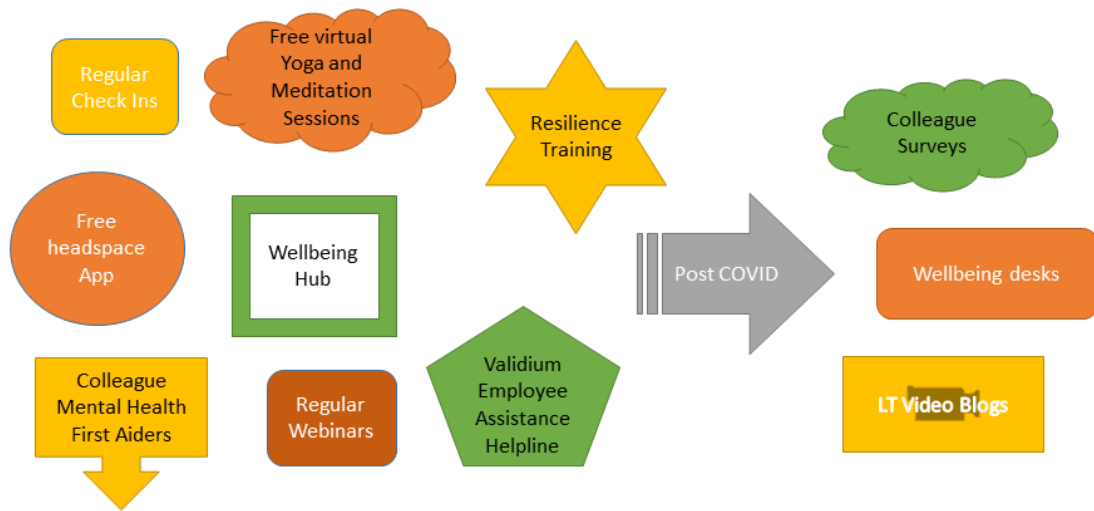
Notice the vertical listings of the statement numbers.

	1	2	3	4	5	6	7	8	Total
Confidence	1	2	3	4	5	6	7	8	9
Flexibility	2	3	4	5	6	7	8	9	10
Purpose	3	4	5	6	7	8	9	10	11
Creativity	4	5	6	7	8	9	10	11	12
Support	5	6	7	8	9	10	11	12	13
Proactivity	6	7	8	9	10	11	12	13	14
Emotional control	7	8	9	10	11	12	13	14	15
Realistic Optimism	8	9	10	11	12	13	14	15	16

Look at the totals for each contributor to resilience. There is a potential maximum score of 25 for each factor. If your team profile shows little differentiation between the 8 factors, then use your knowledge of how your team is currently operating to give additional weightings.

- What can you recognise as the factor which is **most present** in your team, and give it an extra 5 points.
 - What can you recognise as the factor which is **least present** in your team and deduct 5 points.
- The factors with the **LOWEST** scores are where you need to focus on improving Team Resilience

Interventions at LBG...



Where is your Organisation?

1. We have nothing, there is no interest in this topic
2. It is recognised as important, but nothing in place
3. My organisation has programmes in place to support individuals in building resilience
4. We have programmes and make time to discuss it in team meetings and one to ones

Zoom Poll

Questions

