

Resilience for Business Analysts

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Choices



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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



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



What is Resilience?

1. A personality trait
2. A learned process

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



Risk Factors

- Acute Trauma
- Life Difficulties
- Adverse experiences

Protective Factors

- Relationships
- External Support Systems
- Individual Characteristics





Skills for Resilience

Emotion Regulation

Impulse Control

Optimism

Causal Analysis

Empathy

Self-efficacy

Reaching Out

Works at many levels

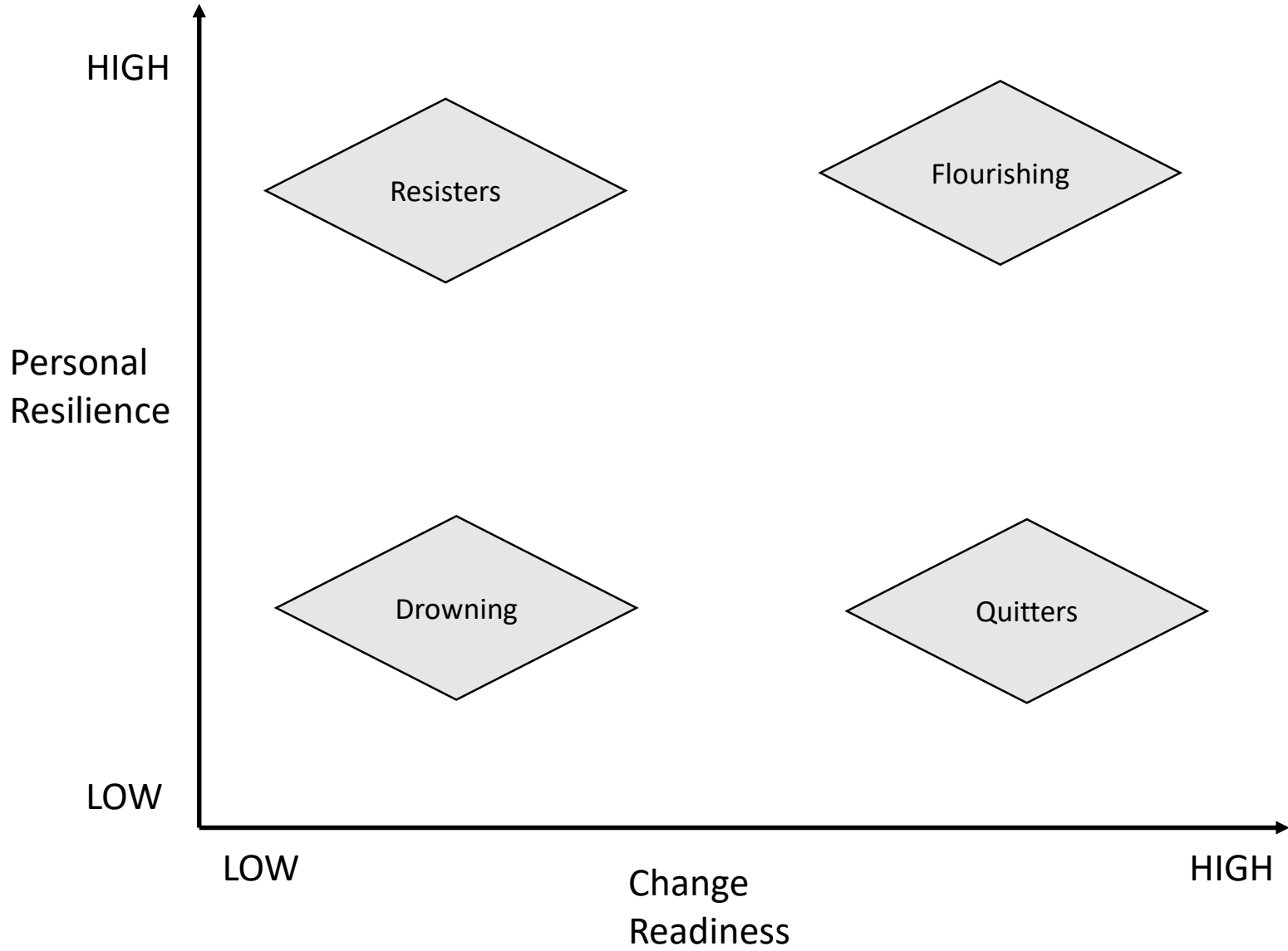


- Individual
- Team/Community
- Organisation



Resilience at Work |

Personal Resilience and Change Readiness

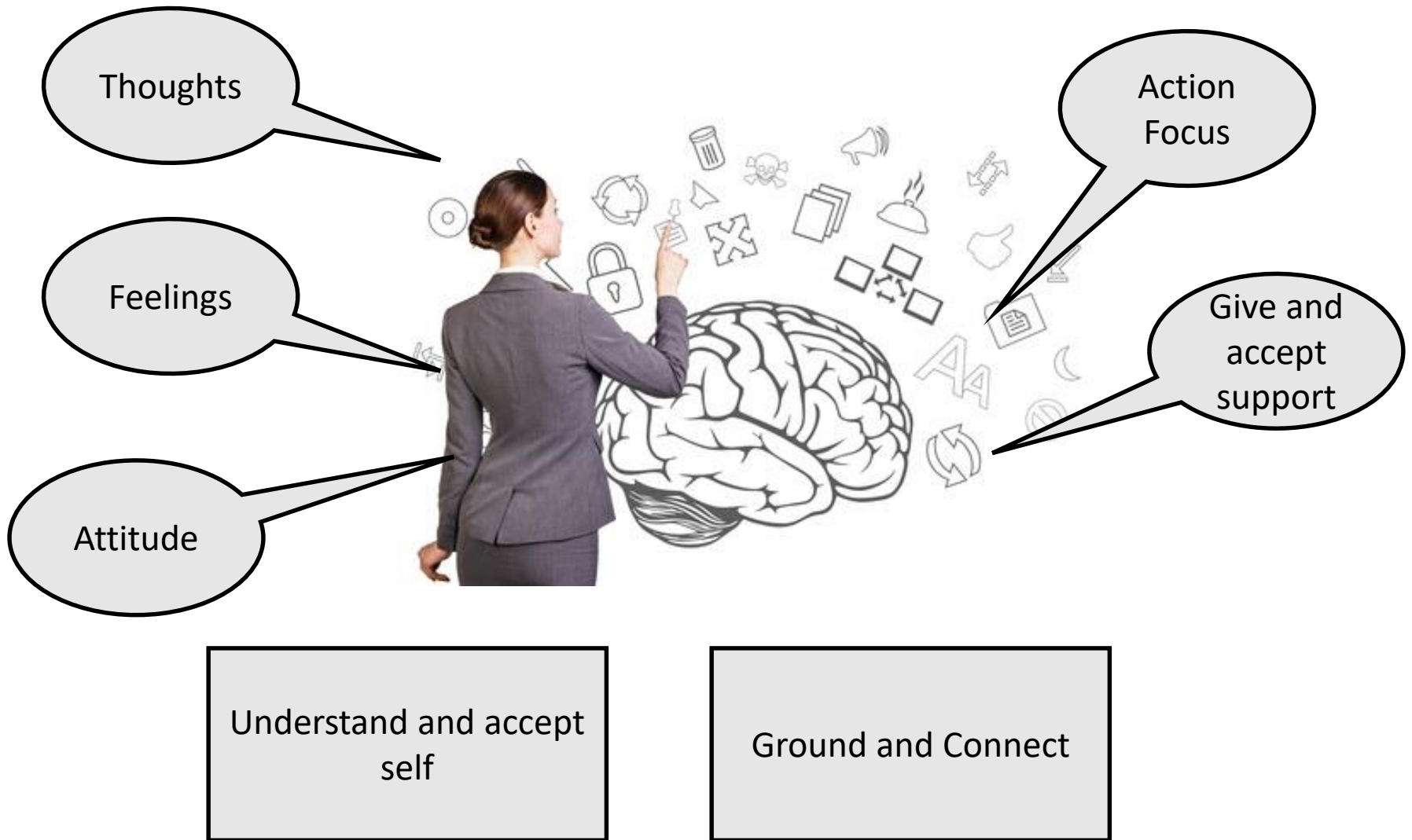




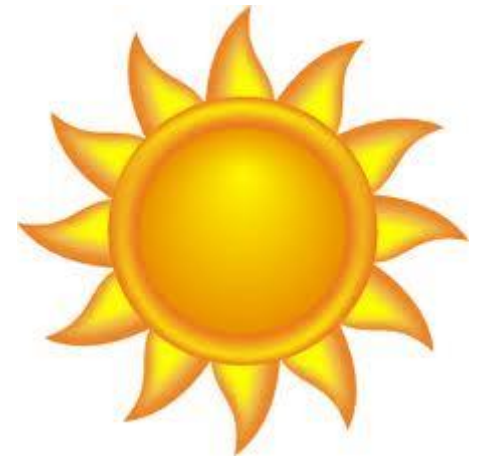
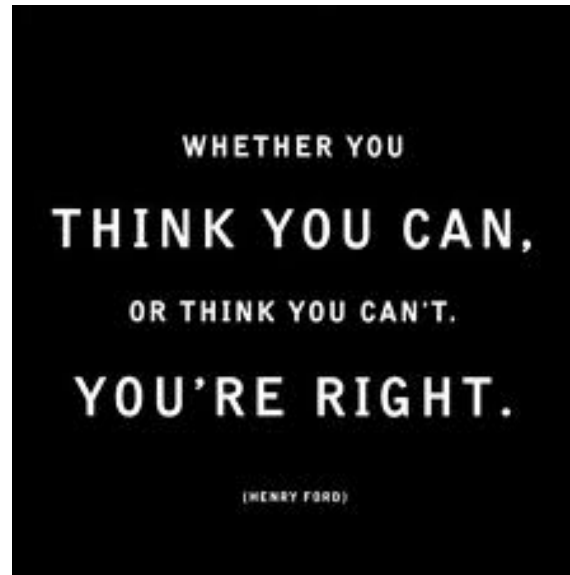
How to be more resilient



Building Blocks for Resilience



Thinking Patterns

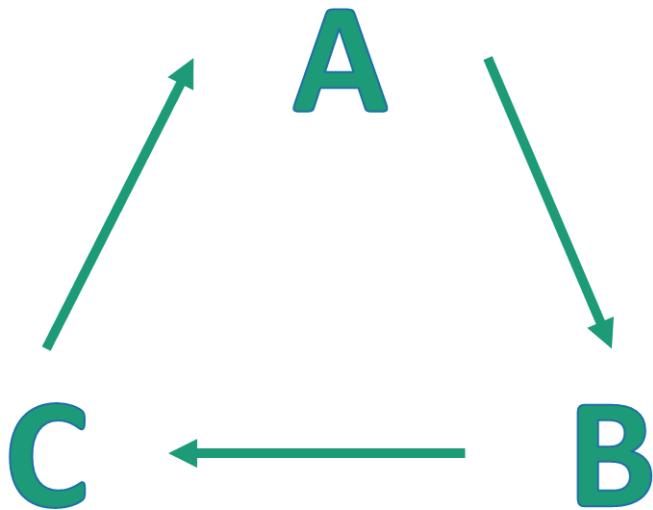




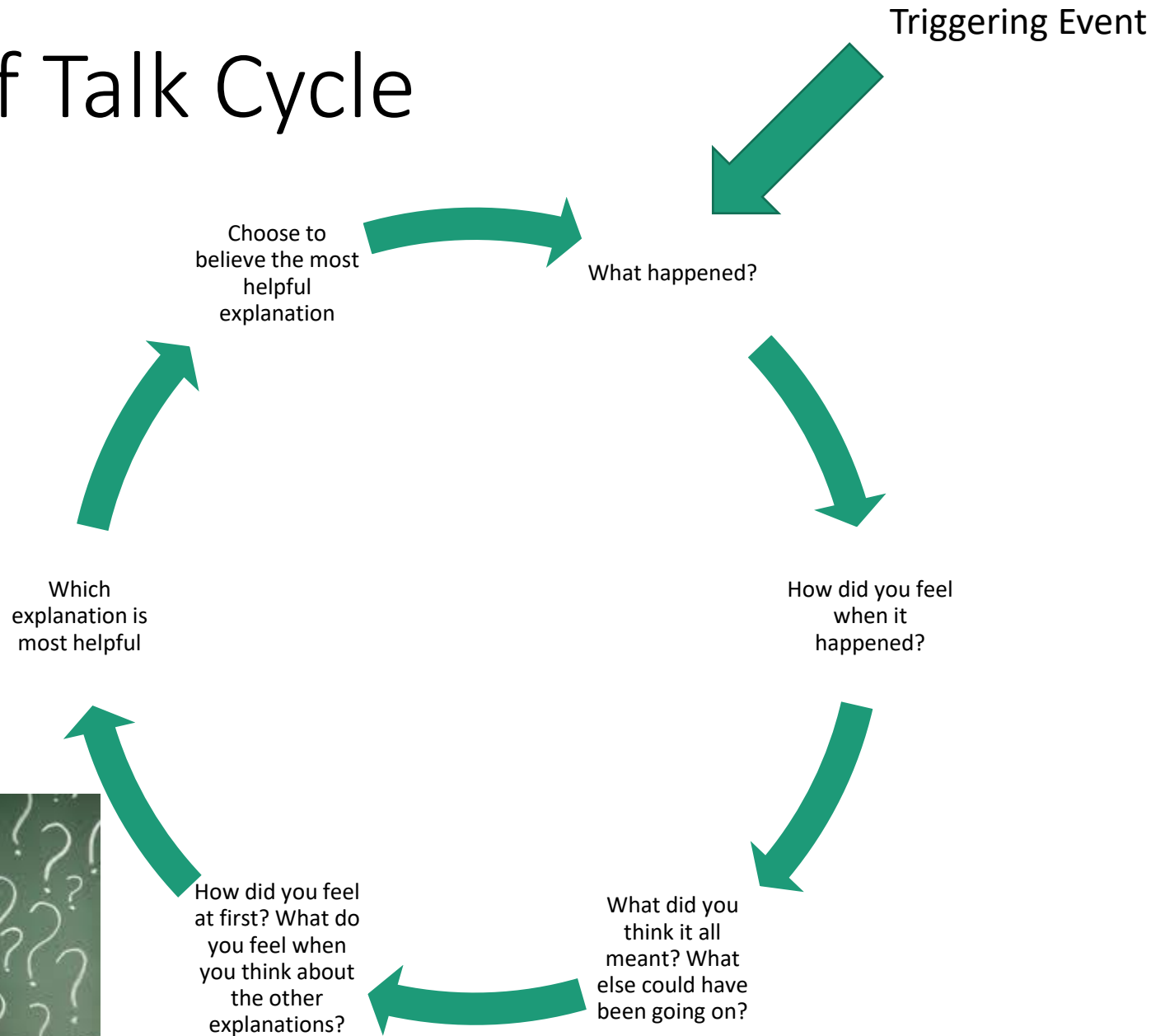
Examples of Thinking Patterns

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

Know your ABCs



The Self Talk Cycle



What are Emotions?





Positive people are able to maintain a broader perspective and see the big picture which helps them identify solutions where as negative people maintain a narrower perspective and tend to focus on problems.

— *Barbara Fredrickson* —

AZ QUOTES

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

Example – Messed up facilitating a workshop

Supports

Spoke to a trusted colleague
Called my best friend

Strategies

Went for a walk
Did some gardening
Played games with my children
Wrote down my thoughts

Sagacity

Remembered that learning comes from mistakes
Took time to consider what I could do differently next time
Looked at pointers in training manuals

Solution-seeking

Asked for feedback
Sought mentoring
Created list of ideas for running successful workshops
Observed a colleague

Developing personal resilience

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

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.

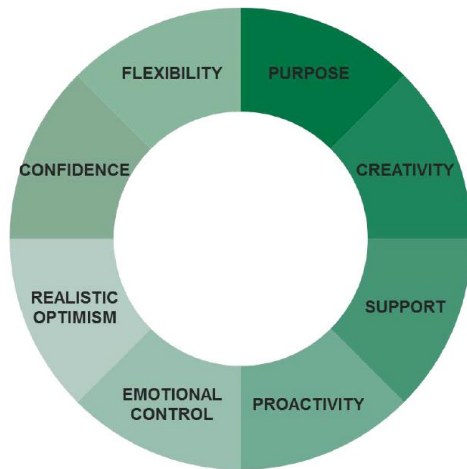
**Purpose
(connected to work)**

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.

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.	

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.			

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.

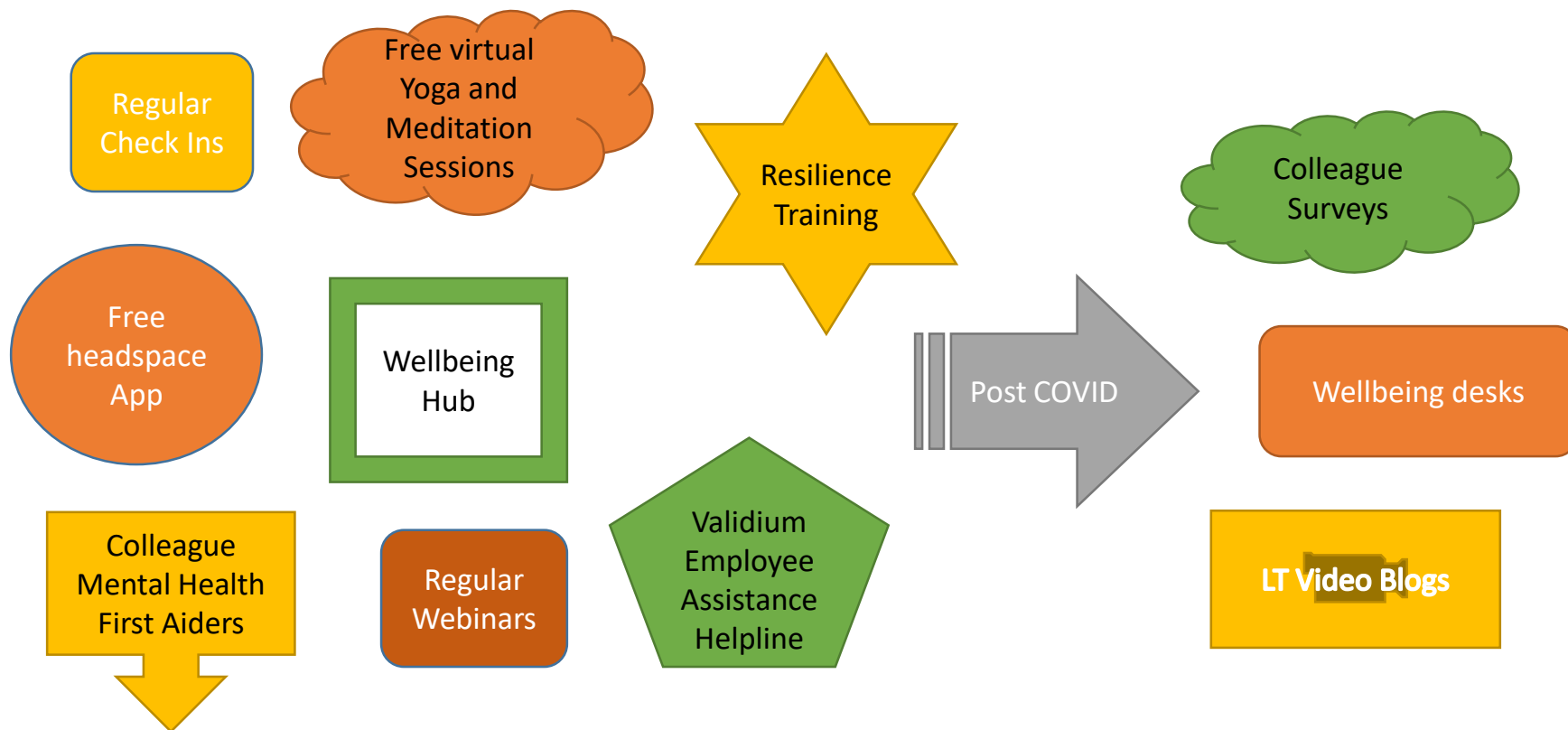
										Total
Confidence	1		9		17		25		33	
Flexibility	2		10		18		26		34	
Purpose	3		11		19		27		35	
Creativity	4		12		20		28		36	
Support	5		13		21		29		37	
Proactivity	6		14		22		30		38	
Emotional control	7		15		23		31		39	
Realistic Optimism	8		16		24		32		40	

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

