Building personal and team resilience today, to combat the challenges of tomorrow

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Outcomes

- To gain insight into the main factors that deplete personal resilience and strategies to overcome

- To identify strategies to maintain a personal work life balance

- To investigate approaches to build team resilience and ways to translate this to practice.
Building Personal Resilience

• Resilience is the ability to bounce back from setbacks and to thrive in challenging times
Building Personal Resilience

• Setbacks are often unavoidable
• The most resilient people will experience setbacks
• Resilient people generally:
  • Anticipate issues
  • See issues as challenges
  • Have the ability to stay strong remaining in control
  • Recover quicker
  • Learn from the experience and have an ability to keep moving forward
Low Resilience – the risks

The risks:
- Burn out
- Poorer performance
- Demotivation
- Lack of job satisfaction
- Staff turnover
- Absenteeism
- Decrease in quality of self care

Resilience is not easy to develop, learn and put into practice
- It takes courage and commitment
- It can be learnt
- It is an essential leadership skill
Activity 1

• Brainstorm factors that deplete resilience
• Use one example to consider resolution strategies (10 minutes)
Resilience - Depletors

- 25% of all employees view their job as the number one stressor
- The WHO describes stress as the ‘global health epidemic of the 21st century’. Many of us now work in constantly connected, highly demanding work cultures where stress and the risk of burnout are widespread.

The most commonly identified factors that deplete resilience, include:
1. managing difficult people
2. office politics
3. overwork
4. personal criticism

(Bond and Shapiro in 2014)
Resilient Leaders

Time and again: Resilience matters most.
(Harvard Business School - John McKinley 2013)

Resilient leaders have three key characteristics:

**Grit:**
Short-term focus on tasks at hand, a willingness to slog through broken systems with limited resources, and pragmatic problem-solving skills.

**Courage:**
Action in the face of fear and embracing the unknown.

**Commitment:**
Long-term optimism and focus on big-picture goals.

Too often we confuse management skills with leadership. We need to remain focused on building leaders who have the resilience to face stubborn problems head on for lasting social impact. The more we collectively define what it takes, the better we’ll be able to identify and train the next generation.
Resilience – Building Personal

Homework
• Take on a task that you either dislike or find no interest in doing
• Take on a project that has failed and get it back on track

Let’s think of some other ideas.
Work Life Balance

• If you personally remain overworked, reduce your level of communication, withdraw from your team, remain on a short fuse, this will impact you team negatively

• ‘Who you are speaks so loudly I can’t hear what you’re saying.’

• Building resilience requires attention to work-life balance, developing optimistic mindsets so that you can see the opportunity in challenge, taking time out, staying connected to people at work and at home, finding your own meaning in what you do.

Executive central Rob Balmer 2015
Activity 3

Wheel of Life activity (10 minutes)
Building Team Resilience

- Personal Resilience is essential
- Strong leadership skills
- Building effective teams
- See Lencioni’s Model
- First step building Trust
Enemies of Trust

- Inconsistent messages
- Inconsistent standards
- Misplaced goodwill
- False feedback
- Failure to trust others
- Elephants in the room
How to Build Trust

• Lead by example
• Open communication
• Get to know your colleagues without invading privacy
• No blame culture
• Discuss trust issues
• Seek input from team members
• Keep Commitments
Consistency

- The same rules must apply to the leaders that apply to the rest of the team.
- People do not tolerate double standards or inequity within teams.
- Everyone plays by the same rules or there can be no trust — and without trust, teams do not succeed.
Resilience vs Persistence

“While persistence is defined as: the fact of continuing in an opinion or course of action in spite of difficulty or opposition”

“Resilience is on the other hand: ‘the ability to resist, absorb, recover and adapt successfully to adversity or a change in conditions’

‘To be resilient we must be prepared to try, fail, review, change course, dust ourselves off and go again, and adapt to the environment we find ourselves in’

C. O’Sullivan 2016
Resilience vs Persistence

“Resilience is all about asking for help, recognising when your way is not working, and rather than going solo, it’s about looking up and out and collecting resources that other people are glad to give.”

“Because here’s what we know for sure; resilient people ask for help more often, and they have the highest number of positive relationships there to use when they need to crowdsourced.”

C. Wakeman 2017
Building Resilience – in REAL terms

Relationships, Efficacy, Affect and Learning

R = relationships
• Increased resilience when engaged, supported, motivated with and by others
• Role models and mentors
• Networks
• Positivity

Ref Nano Tools for Leaders Wharton Work University of Pennsylvania
Building Resilience – in REAL terms

E = efficacy

• Believing that we make a difference that our actions matter
• Efficacy is about having goals and aspirations and the confidence that we can reach them.
Building Resilience – in REAL terms

A = (positive) affect

- When we experience positive emotions (such as happiness, optimism, satisfaction, gratitude, humour), we relax.
- Physical stress, including blood pressure, decreases.
- Positive affect makes us more creative and better able to find solutions and cope with stress.
Building Resilience – in REAL terms

L = learning
When we are able to learn from our traumas, injuries, and stress, we are better able to move on, understand that this leads to growth, maturity and strength as a result of the challenges we have faced.
Activity 4

- REAL tool activity - identify strategies to combat work place stress. (20 minutes)
Building Resilience – SMARTER

Specific, measurable, achievable, relevant, time-bound. 
S.M.A.R.T.E.R. goal setting takes this two steps further, to evaluate and readjust your approach.

This adds the dimension of impact/evaluation and readjustment
When we don’t evaluate and track something, it becomes far easier for us to put things off or think that we’ve come further along than we really have.
Activity 2

• Activity using the SMARTER goal setting tool (10 minutes)

• Choose a personal goal and a team goal to work on
Key Learnings

• Take home messages
• Homework
Extraordinary Leaders make Extraordinary People
There are no ordinary people just ordinary leaders
Self Assessment Questions

• Question one:
  • Identify THREE common factors that cause depletion of personal resilience in the work place.

• Question two:
  • Identify FOUR factors that have shown to help individuals and teams combat stress at work to enhance resilience and improve performance.

• Question three:
  • Identify a tool that can assist in setting personal and team goals to allow ongoing evaluation.
References


• Stress at work NIOSH Publications https://www.cdc.gov/niosh/docs/99-101/default.html


• Beating Burnout; Harvard Business Review, November 2016, Monique Valcour