

Resilience

Review our resilience and that of our teams - and make plans to boost it

Introductions



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We exist to find and deliver opportunities for people and companies to thrive in a changing working world

Agenda

Understand resilience and a resilience model

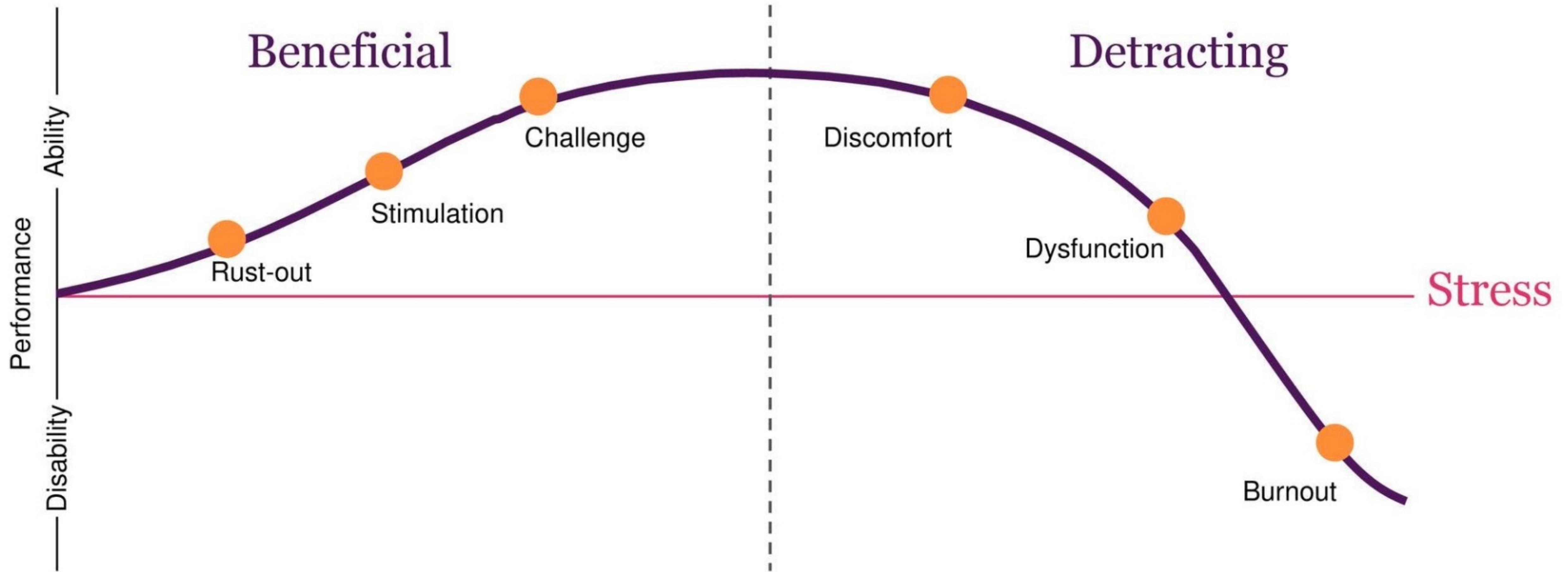
Assess resilience-building behaviours

Use practical tips and tools to build resilience

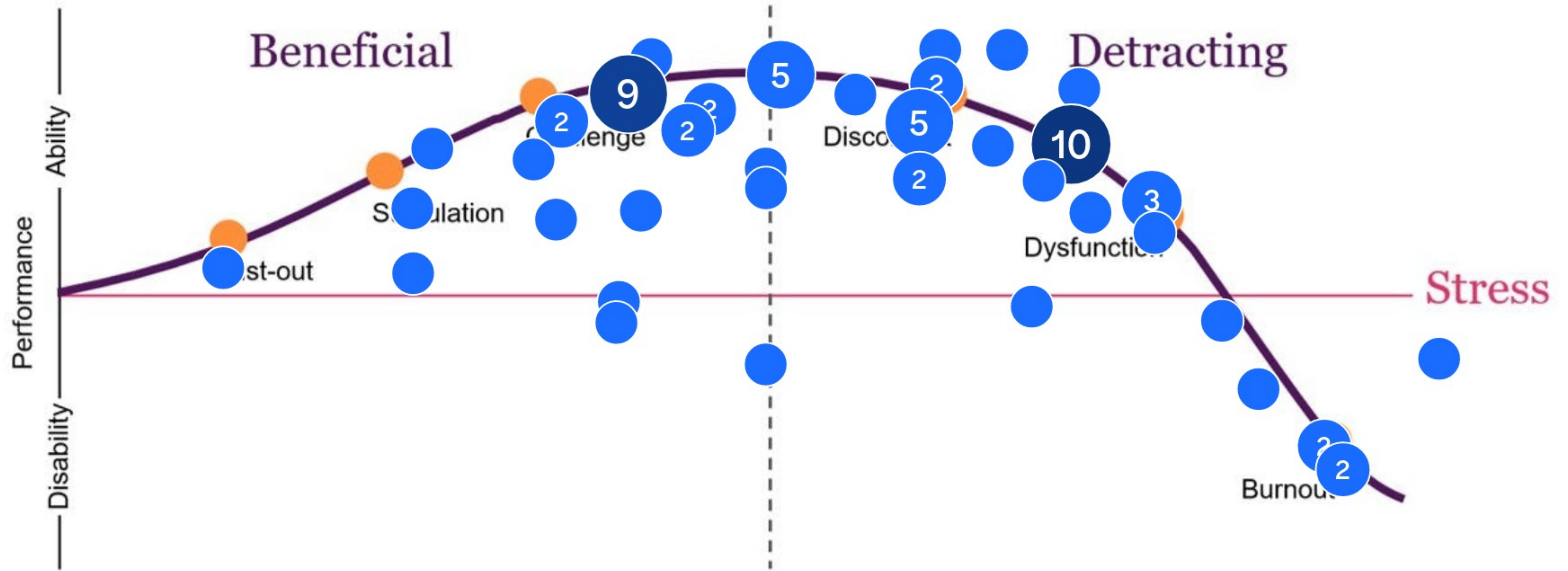
The keys to team resilience and where teams may have gaps

Personal resilience and change

Both “beneficial” and “detracting” stress have direct links to performance



Where have you mostly been on this curve since the pandemic started?



Resilient, right?

ROCKY™



What is resilience?

“It ain’t about how hard you hit: it’s about how hard you can get hit, and keep moving forward. It’s how much you can take, and keep moving forward. That’s how winning is done.”

Rocky Balboa

What is resilience?

“It ain’t about how hard you hit: it’s about how hard you can get hit, and keep moving forward. It’s how much you can take, and keep moving forward. That’s how winning is done.”

Rocky Balboa

Resilience ≠ toughness

Resilience

ROCKY



What is resilience?

The ability to remain flexible and take initiative in the midst of ambiguity and change

- ▶ During difficult changes, the **time** it takes an individual to recover is critical
- ▶ During times of significant change, the ability to **maintain** positivity and productivity over a period of time is important



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The Resilience Model

What do you believe might be in a model of resilience?

Change

Support

Self reflection

Change

Coping

Positive mindset

seeing the glass as half full

Self confidence

Coping

What do you believe might be in a model of resilience?

Taking a break

Reflection

Learning through experience

Well-being

Proactivity

Problem solve

ability to rationalise

Self awareness

Reflect and learn as they go

What do you believe might be in a model of resilience?

Support network

How you bounce back

Self care

Bouncing back

Coping

Taking time to evaluate priorities

Stamina, strong support system, self awareness, understanding personal strengths

Perspective

Positivity

What do you believe might be in a model of resilience?

Being adaptable and open to change.

never giving up despite obstacles

don't overthink

Reflect

Team

How to move forward

Challenge

growth mindset

Invest in yourself

What do you believe might be in a model of resilience?

Positivity

Confidence

Taking time to breathe

Focus

bounce back

Bouncing back

Reflecting

Ability to deal with pressure

Being vulnerable

What do you believe might be in a model of resilience?

Self care

commitment

Rest

Self care, problem solving, dealing with feedback

perspective and positivity

mindset information

Letting go

Optimism

Re-set

What do you believe might be in a model of resilience?

Ways of how to escape worrying thoughts and focus your mind on the positive.

Positive attitude

Support

Mindset

Community

Resourcefulness

The Resilience Model – in brief

In LHH's experience across many thousands of people impacted by change, these are the four factors resilient people consistently display. Each factor includes supporting elements.

Key Resilience Factors



Mindset:

Optimism, attitude, and awareness

Action orientation:

Seeking help, generating and exploring options, taking steps to resolve problems or reach goals

Ability:

Competence, problem solving, and knowledge

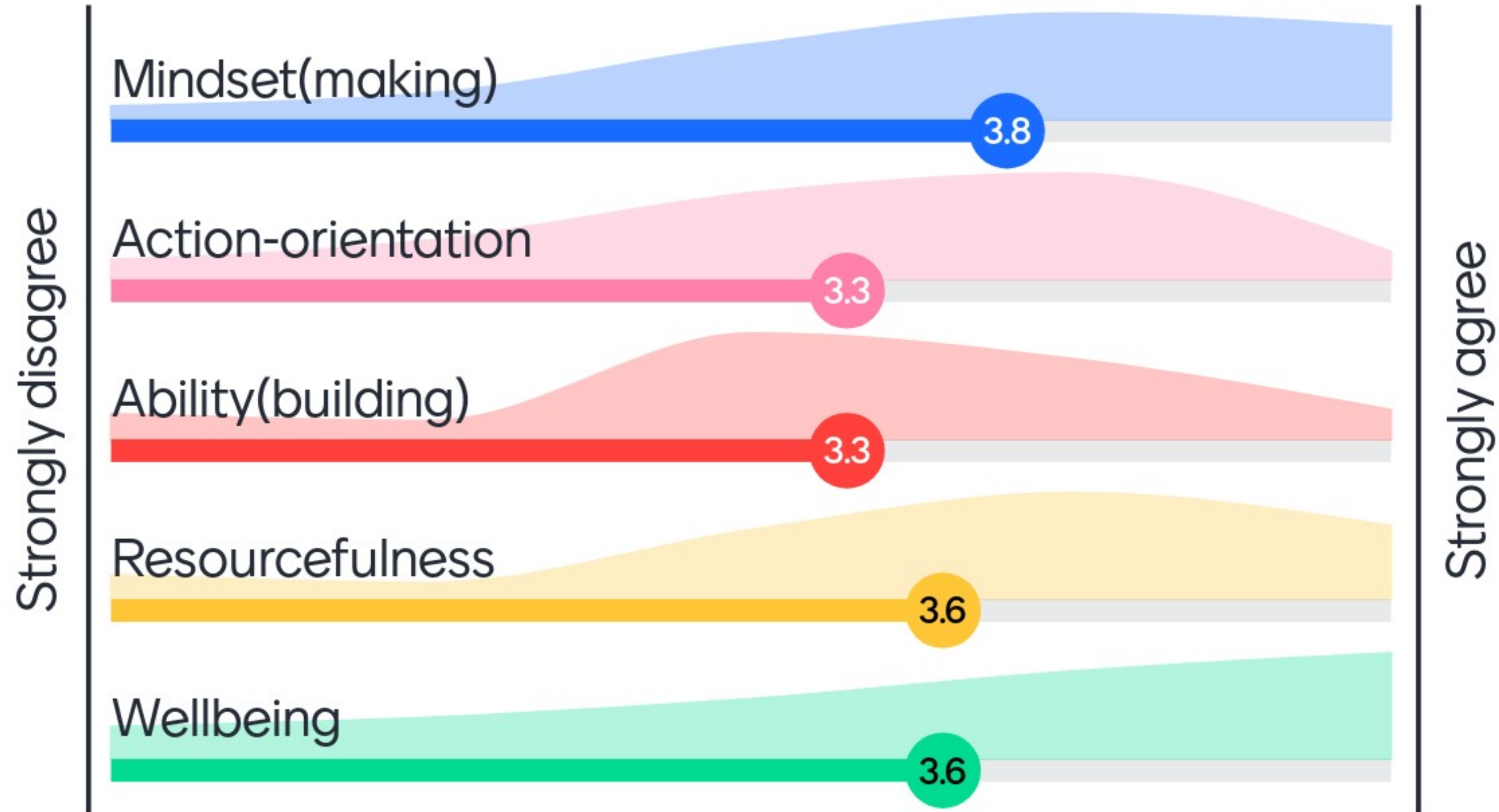
Resourcefulness:

Relationships, support, curiosity

Wellbeing

Exercise, nutrition, recovery

Without further context, which of these resonates the most?



Tool preview – self-assessment

Answer	Points
Not at all	1
To a little extent	2
To some extent	3
To a great extent	4
To a very great extent	5

MINDSET		
Optimism: You possess a natural tendency to expect good outcomes and see things in a positive way.	Attitude: You choose to view and behave toward things with openness, flexibility, and/or a sense of humor.	Awareness: You notice yourself and the workplace with regard to behaviors, thoughts, emotions, traits, skills, strengths, and weaknesses.
When I think of the future I feel positive. <input type="text" value="Select a level"/>	I can cope well with/adapt to life's ups and downs. <input type="text" value="Select a level"/>	I have a clear perception of my personality (including strengths, weaknesses, thoughts, beliefs, motivation, and emotions). <input type="text" value="Select a level"/>
I always have options and choices, even in difficult situations. <input type="text" value="Select a level"/>	I don't spend time worrying about things that are out of my control. <input type="text" value="Select a level"/>	I can understand and describe how I feel. <input type="text" value="Select a level"/>
I believe that things work out for the best. <input type="text" value="Select a level"/>	I look for the good in the change rather than concentrating on the bad. <input type="text" value="Select a level"/>	I recognize when I am struggling with change or new situations. <input type="text" value="Select a level"/>
Even in difficult situations I have hope. <input type="text" value="Select a level"/>	I enjoy learning and know there is growth in new experiences. <input type="text" value="Select a level"/>	I can tell when interacting with others if I need to change my approach. <input type="text" value="Select a level"/>
TOTAL <input type="text" value="0"/>	TOTAL <input type="text" value="0"/>	TOTAL <input type="text" value="0"/>
MINDSET Total <input type="text" value="0"/>		

During this webinar we will briefly check in against our overall resilience – this checklist is one you can use offline to reflect in greater depth and to highlight areas where you might benefit from specific action planning.

Exploring Factor 1

Mindset (mindset-making)



The Resilience Model - continued



Supporting elements

Optimism:

You take a positive outlook and expect good outcomes

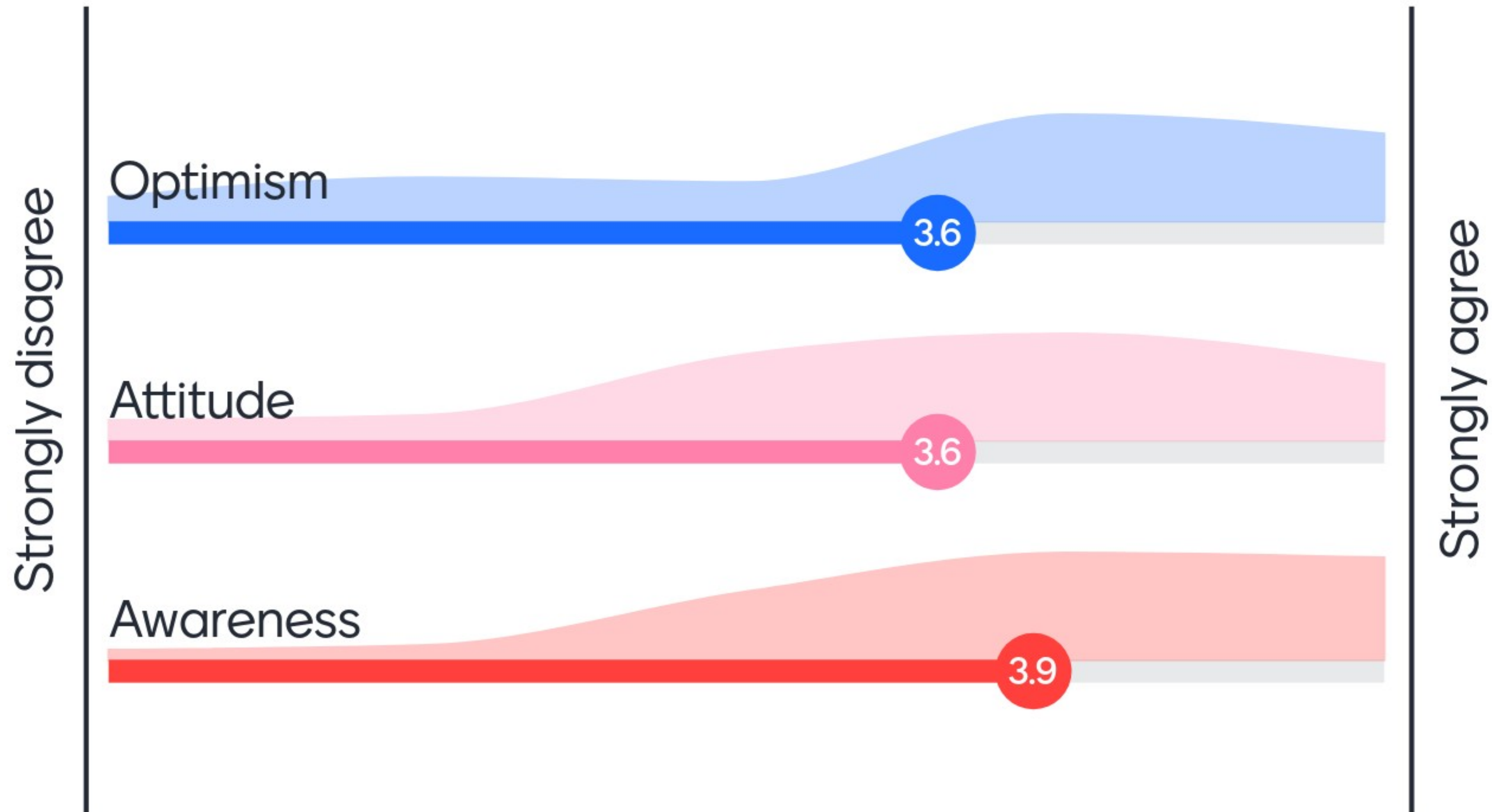
Attitude:

You view and behave towards things with openness, flexibility, and a sense of humor

Awareness:

You notice yourself and the workplace with regard to behaviors, thoughts, emotions, traits, skills, strengths, and weaknesses.

How well do these describe you?



What could we do to boost this factor?

Feedback

Seek feedback

Listen to music, go for a walk, speak to friends

Self care! Not bubble baths and lighting candles, but tackle to things you've been putting off!!

Using music to change "state"

do things you enjoy

Ted talks

Go for walk

Fresh air

What could we do to boost this factor?

Make some 'ME' time

Yoga and meditation

For optimism - practice appreciation

Time to take a break from work

Sleep! And stop feeling guilty

Reflect on what you have done and don't focus on what you haven't done more often

Read

Listen to nonsense podcasts to turn off the brain

Read a book - escape to another world!

What could we do to boost this factor?

Mindfulness

Cuddle my dog

Fresh air and calling a positive friend who is balanced

MIND

Take a break/walk

Turn the music up and dance around the kitchen!

Take a break and have some time out!

Me time, self care

Taking time out

What could we do to boost this factor?

Explore what interests you

Start every day positively, choose your attitude

Go for walk, have a special moment with my own

When feeling overwhelmed make a list, even if it includes taking a shower, making the bed etc. Little things that make you feel like you've still achieved

Praise and Recognition

Think of what outcome "what good could look like". Visualise

Walk with a puppy

Do something different

Do something kind for another. It boosts you more than you realise

What could we do to boost this factor?

Write a completed list and the end of the day rather than a to do list

Don't accept unreasonable demands

Spend time with friends

time for ourself

Journaling

Cuddle my child I, inner calm

Cat cuddles!

Plan for "what's the worst that can happen", hopefully it will never usually be that bad!

Walk in nature

What could we do to boost this factor?

Perspective - not everything is actually urgent or life threatening

Take a break/lunch break to reset

Affirmations / Being grateful RadioX breakfast show (so funny so start day happy) / Supportive Partnership & Love

Get a hobby!

understanding your own worth and appreciating yourself in your own thoughts

Cuddle my cat

Don't read emails at the weekend!

Talk with my team

Awareness - Really embrace and nurture feedback

What could we do to boost this factor?

Focus on things you can control

Walk, fresh air

Be empathetic

Tips to build your resilience - Mindset



- ▶ Focus on your purpose and specific value-add within the organisation
- ▶ Reflect on the positive outcomes or any potential opportunity for you personally during this time
- ▶ Confine negative thoughts to a specific time or day or reframe them. Write them down and work through them rather than carry them around in the back of your mind.
- ▶ Try to spend less time with negative people
- ▶ Mindset enhancing activities – i.e. exercise, laughter, hobbies, people that are positive and supportive.

Factor 2 is...?

Action-orientation



The Resilience Model - continued

Key Resilience Factors



Supporting elements

Seeking help:

You locate, discover, or search for assistance

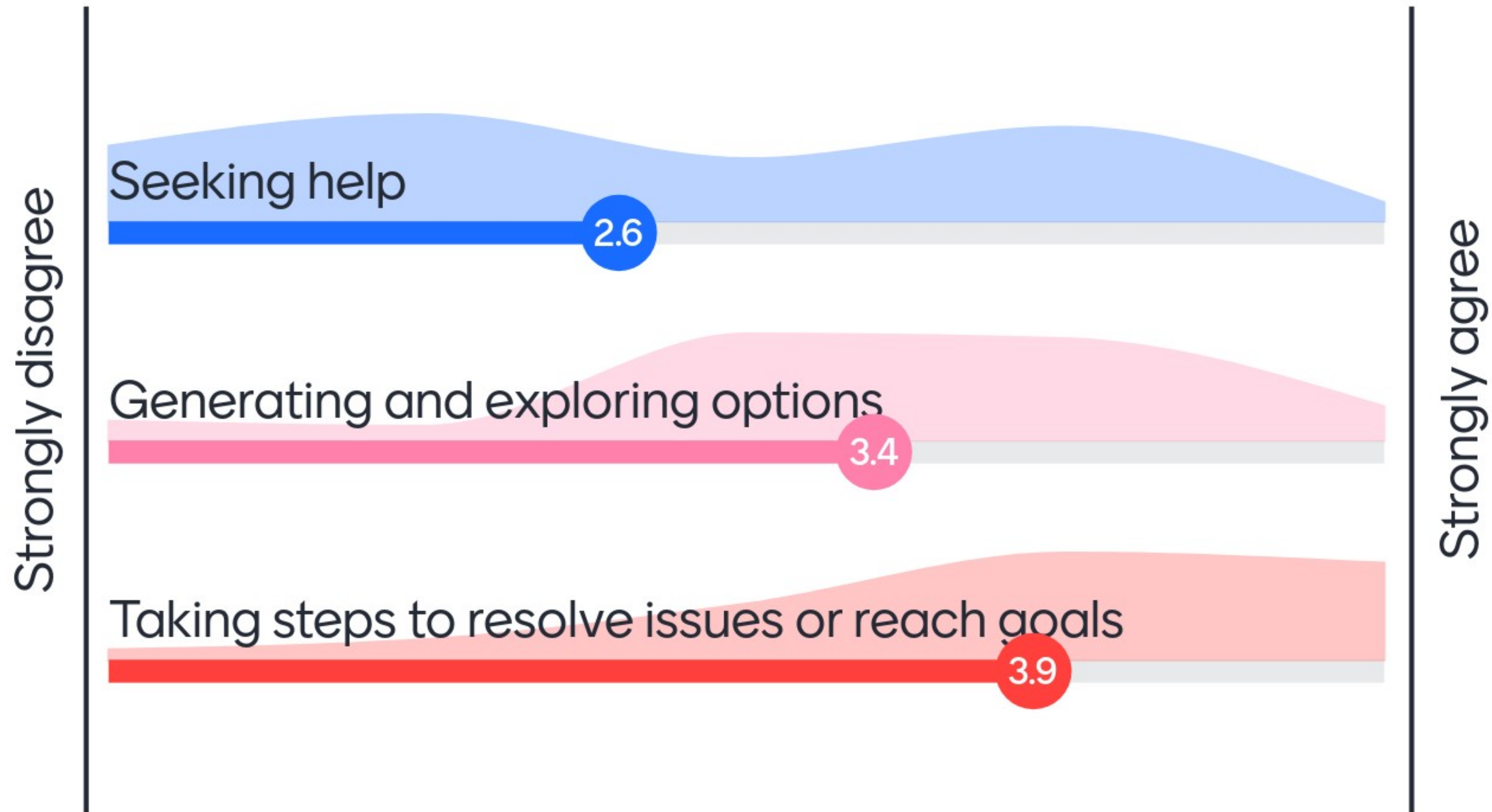
Generating and exploring options:

You identify and investigate possible approaches, solutions, or outcomes

Taking steps to resolve problems or reach goals:

You begin a course of action to achieve a goal.

How well do these describe you?



What could we do to boost this factor?

Be brave

Having a "there are no stupid questions" approach

Ask people we trust what they do

network in order to be more comfortable reaching out to colleagues

getting help to talk through issues

Talk to colleagues

Be honest

Leverage networks

Be honest

What could we do to boost this factor?

Try to remember, every question is a good question

Planning your day and sticking to it as much as possible.

Don't leave it too late to ask for help

Feel the fear and do it!

Ask what's the way back

Break things down into tiny steps

Be the one to speak up

Positive self talk

network - makes friends

What could we do to boost this factor?

Take a step back and a breather - seeing the bigger picture

People always want to help, remember that

Take a day at a time or one problem at a time if overwhelming!

Someone else is probably thinking the same thing anyway

Be honest

Talk and be open

Reflect upon it with a peer to feel secure

Recognise others can & want to help

Talk to colleagues/ friends

What could we do to boost this factor?

Think of what you would ask your loved one to do if they were in your situation and then do it.

Most people want to ask but are afraid. Just do it!

do not be afraid to ask for help

There is no such thing as "can't"

If you dont ask you dont get

Reward yourself for steps taken

Rationalize

Just do it! (Nike theory)

Resppnd dont React

What could we do to boost this factor?

Recognise if you're being drained by others

Have a work buddy you can bounce thoughts off

Break down into smaller tasks

Talk - try not to keep things bottled up

Be humble and ask for help

Learn that it's ok to say no

Reflect

Slow down to speed up

Stop seeing asking for help as being a weakness

What could we do to boost this factor?

Reflect before taking action - there is a tendency to go straight into 'doing' mode, whereas sitting with something and 'feeling' into it, is more helpful

Problem solving

We tend to try and have golden hour in work to give us time to do whatever we feel appropriate in that timeframe.

learn to trust

Tapping into our networks

i love keeping the most important thing the most important thing

Ask and listen

Tips to build your resilience – Action orientation

Key Resilience Factors



- ▶ Do research to find new methods and processes for getting things done
- ▶ Develop action plan to help create step-by-step tasks to move forward and achieve goals.
- ▶ When faced with problems, identify at least two potential options to address it
- ▶ Set goals, especially in times of uncertainty.

Factor 3 is...?

Ability
(building)



The Resilience Model - continued

Key Resilience Factors



Supporting elements

Competence:

You have the skills and ability to do something properly

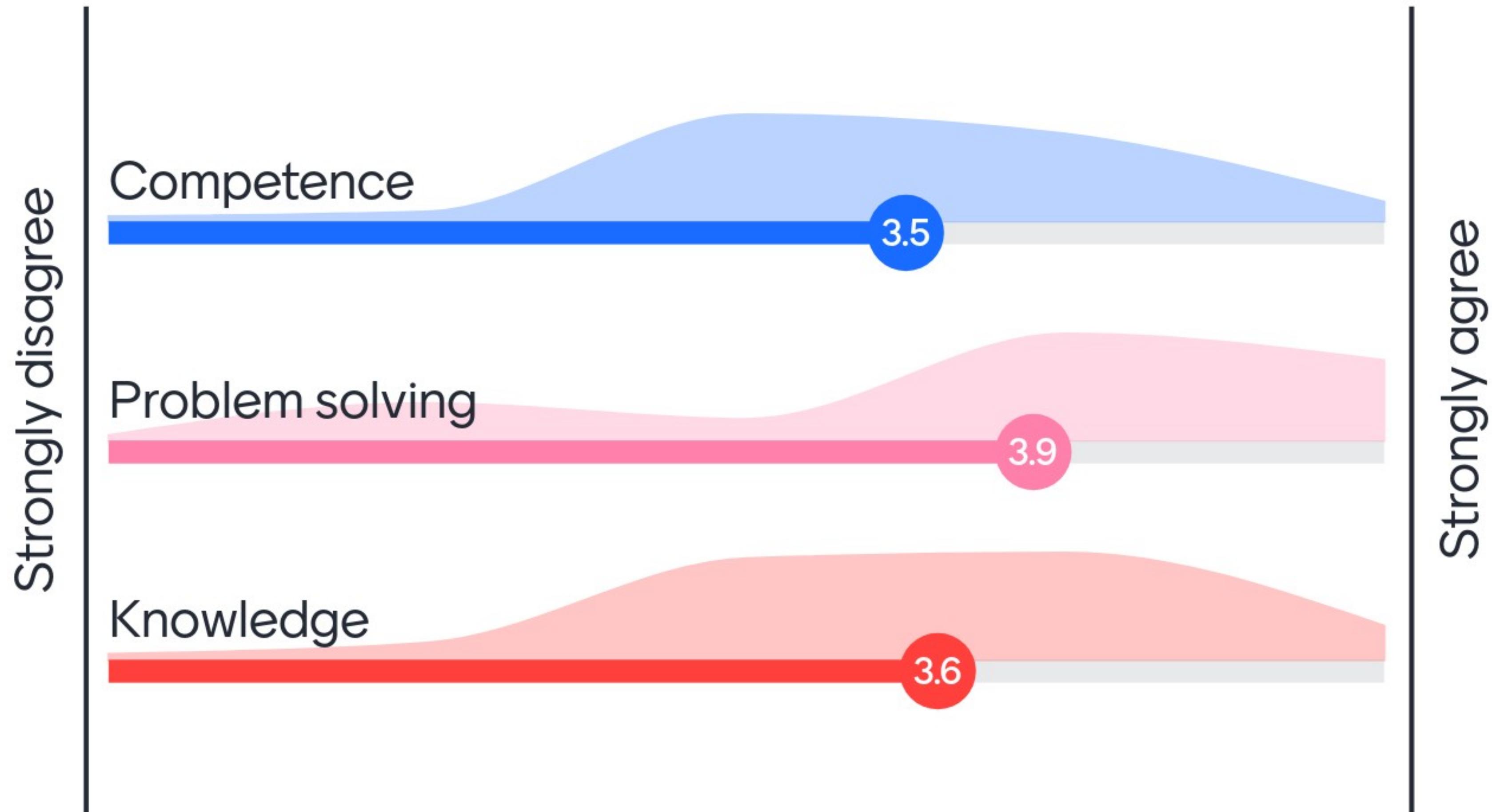
Problem Solving:

You think through questions, challenges, or situations to find a solution

Knowledge:

You gain information, skills, and facts acquired through education and/or experience.

How well do these describe you?



What could we do to boost this factor?

Tapping into our curiosity

Aim for a qualification

Ask questions, be curious

being eager to learn new things

Learn how to root cause problem solve properly

Coach/Mentor

Work with people who have opposite or similar strengths to get job done

Taking time to support each other and share experiences

Find your media- e.g. Podcasts

What could we do to boost this factor?

Focus on depth of skills, knowledge & behaviours rather than breadth

Research

Set physical time aside and commit to it

Networking

Making time each week to prioritise it

Educate ourselves

Be curious read, educate yourself

Be ready to share

Open mind to learn

What could we do to boost this factor?

Figure out your preferred way of learning

Read

Seek out people who have had such experience

Say yes to opportunities that may be out of your comfort zone

Find someone who is a subject matter expert

Tap into someone who is more experienced

Be kind to yourself and give yourself time to do things

Don't assume you know less than others

Accept your current feelings and turn them into your strength

What could we do to boost this factor?

Recognise that self-investment is part of work

focus time in the calendar

Learning through conversations with others

Speak /seek out SME

Feed your brain

Organisation of my time and development makes me feel more in control and relaxed about it

make time for your development plan. It's all good creating one but you've got to make the time to use it and get the benefit

Create a small peer network to commit time to learning / build skills, also supports accountability

Identify your strengths & play to them

Tips to build your resilience - Ability

Key Resilience Factors



- ▶ Identify necessary competencies to grow
- ▶ Focus on building based on your strengths – and close off stress-causing gaps.
- ▶ Proactively and intentionally seek out learning – formal or informal, online or in person, and on the job tasks and assignments.
- ▶ Make learning/development EAST (**E**asy, **A**tractive, **S**ocial, **T**imely)

Factor 4 is...?

Resourcefulness



The Resilience Model - continued

Key Resilience Factors



Resourcefulness

Supporting elements

Relationships:

You make efforts to connect with people

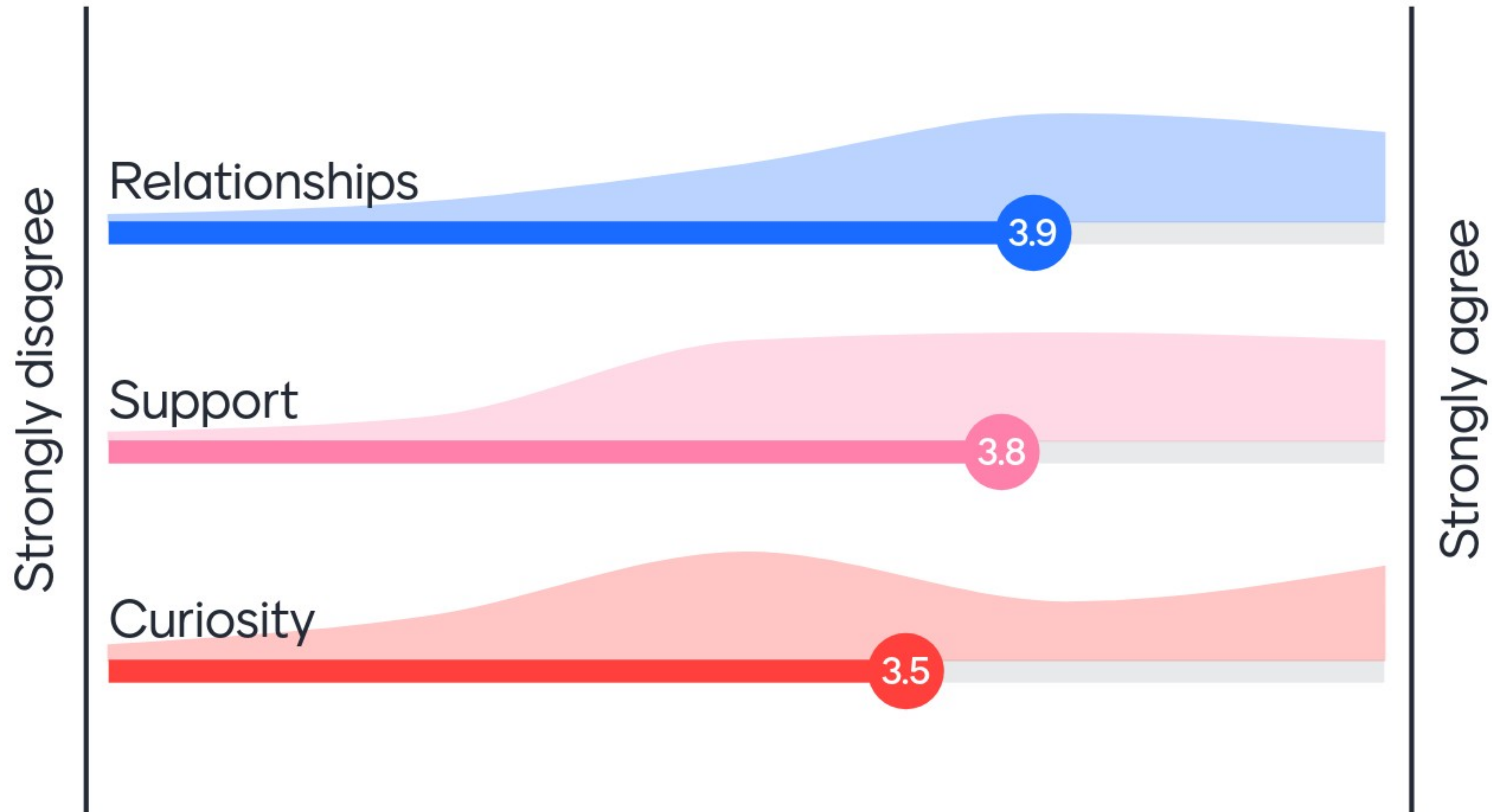
Support:

You choose to offer strength and assistance to others

Curiosity:

You have a strong desire to know or learn something, and you are able to gather facts

How well do these describe you?



What could we do to boost this factor?

Just MAKE THE TIME

Share ways you work with others

Be approachable

Get a development focus and take the time to work towards your go

Organize my time and prioritize this topic

Utilise opportunities to "meet up" with people, even if its virtually - eg virtual coffees etc

Encourage small talk

Seek to network with others. It will help build relationships and you may learn something new!

Collaborate

What could we do to boost this factor?

Start with something attractive

Encourage asking for support

Listen (properly)

Making time

Be ruthless

Tell others you need the time

Walking meetings

Find a relevant podcast you can listen to whilst cooking, showering, etc

Remind myself to have a growth mindset

What could we do to boost this factor?

Listening to understand rather than listening to respond

Be curious about others situations and challenges

Listen more

No Sacrifice, no Victory. Work out what you can sacrifice to make the time to invest in yourself

Stop doing 'busy work' and focus on the real stuff

Treat others how you want to be treated

Balance commitment with value

Be selfish sometimes

Be genuine

What could we do to boost this factor?

Block time in the diary

Less scrolling!

Tips to build your resilience - Resourcefulness

Key Resilience Factors



Resourcefulness

- ▶ Learn/pursue learning about how the change affects your role
- ▶ Research information and the resources around you to make you more prepared in advance
- ▶ Maintain and reconnect with existing people in your network
- ▶ Seek support when you need it – everyone needs help during times of change
- ▶ Remember the resources you have available to you outside of your current role/job (e.g. old colleagues)

Exploring Factor 5

Wellbeing



The Resilience Model - continued

Key Resilience Factors



Supporting elements

Exercise:

You regularly exercise in a way that suits you and that you enjoy (even if this is simply afterwards)

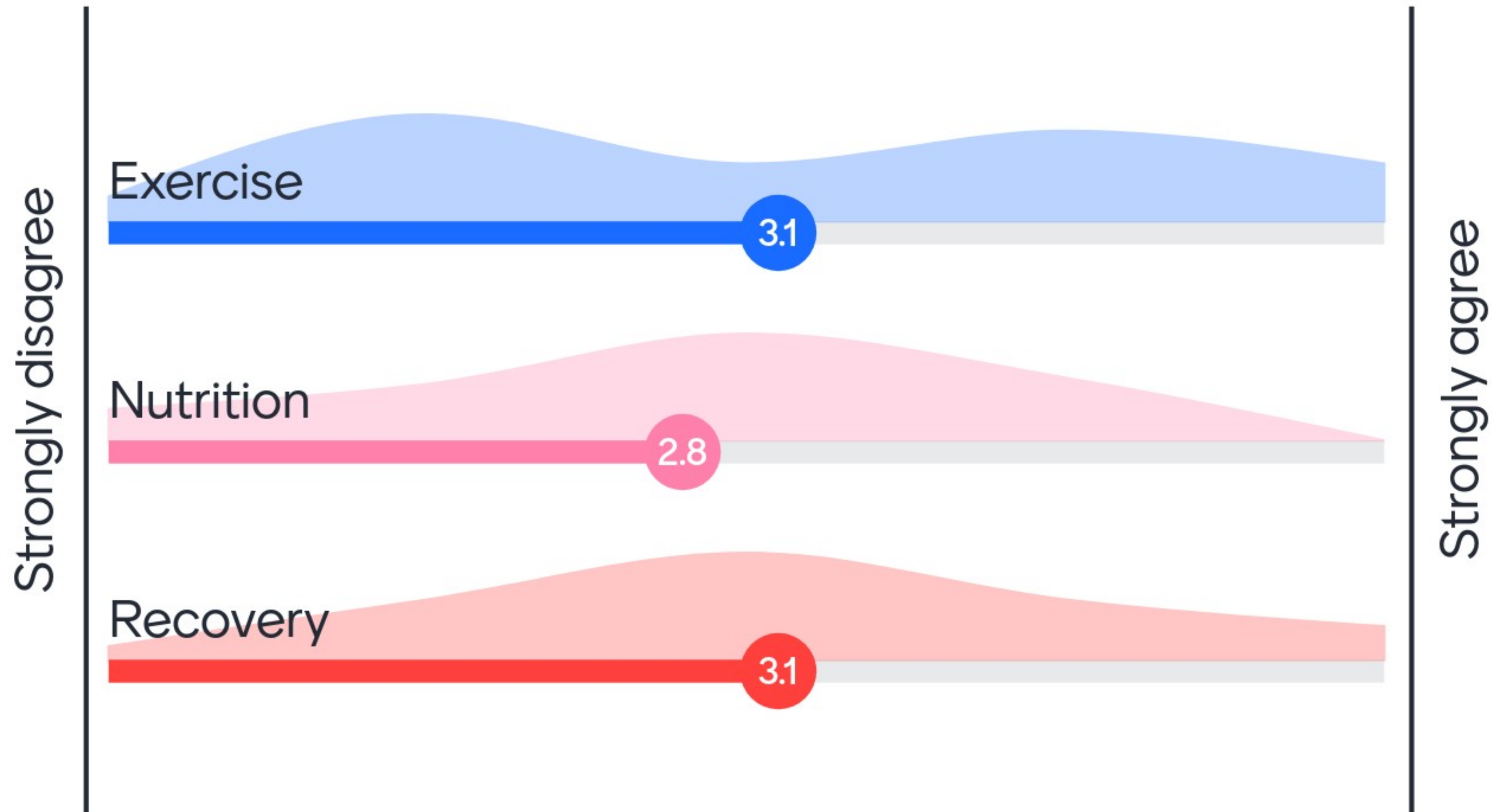
Nutrition:

You eat a healthy balanced diet that you enjoy

Recovery:

You get enough sleep and are able to recover from physical exertion

How well do these describe you?



What could we do to boost this factor?

Take the dogs out and walk in the fresh air and forest - good for the soul and the mind

Plan meals ahead

Discipline to change bad habits

Turn off the phone before bed

Food prep

Pilates

Don't try and change everything all at once!

Hypnosis ;)

Menu planning

What could we do to boost this factor?

Don't stay on your phone until you fall asleep. Set a reminder to come off of it at least 30 mins before sleep time

Go for a walk at lunchtime or after work before sitting down

Stop making excuses for why you can't

Start small

Give yourself some structure. Pledge every other day to exercise to balance yourself

Always leave the house at least once a day!

What have I done for me?

Set a target eg 2 litres of water a day...easy to measure

Avoid blue light before sleeping

What could we do to boost this factor?

Have an exercise buddy to help you stay accountable plus plan meals

Find something you love that means you are not focused on anything else. It will give you flow and clear your head

Choose one thing to change a week / a month until it becomes a habit

Eat well

When you go for walk walk and recharge rather than rush round between meetings

Meal plan for the week ahead.

Geocaching!!

Set yourself a goal with a date

Micro try's

What could we do to boost this factor?

Routine

If you don't want to sacrifice your food, maybe just try reducing the amount you eat so you're not deprived!

Find someone to do your fitness with

Plan meals & exercise for the upcoming week on Sunday. Stick to it!

Build exercise into your life gradually, don't expect to go from doing nothing to going to the gym every day. Be realistic and block out the time. Soon enough it doesn't seem hard to go, it's just normal

Don't have a phone in your bedroom!

Join with others for motivation

Put lunch breaks in your diary

Go for a run whilst listening to an audiobook! Two birds one stone

What could we do to boost this factor?

Covid work from home = snack temptation. Be strong :)

Magnesium supplement - helps improve sleep and muscle recovery

Make it fun, try something new

Running

Can i suggest dont mix work with downtime, refresh the mind rather than fill with more work.

Magnesium before sleep time

Swimming 🏊

good chemistry in the team

Tips to build your resilience - Wellbeing

Key Resilience Factors



- ▶ Pick things that work for you
- ▶ Keep a track of your goals
- ▶ Start off in a way that suits you

Resilience and your team

Tool preview – observation checklist for team members

1 = You have seen the employee demonstrate the behavior
0 = You have not seen the employee demonstrate the behavior

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MINDSET		
Optimism:	Attitude:	Awareness:
Possesses a natural tendency to expect good outcomes and see things in a positive way.	Chooses to view and behave toward things with openness, flexibility, and/or a sense of humor.	Notices self and the workplace with regard to behaviors, thoughts, emotions, traits, skills, strengths, and weaknesses.
1 0 Uses positive language when describing the future.	1 0 Adapts quickly to new situations and ways of doing things.	1 0 Can accurately describe personal strengths and development opportunities.
1 0 Talks about opportunities more than challenges.	1 0 Demonstrates positivity (through words and actions) even in challenging times.	1 0 Can explain the impact of change on self and/or others.
1 0 Expresses belief in the future success of the organization.	1 0 Maintains a sense of humor even in difficult situations.	1 0 Is able to identify the potential perspective or feelings of others.
1 0 When presented with change, naturally sees the benefits or possibilities first, before identifying potential risks or downside.	1 0 Focuses more on how to make something work versus why it won't work.	1 0 Recognizes the strengths and weaknesses of others.
TOTAL 0	TOTAL 0	TOTAL 0
MINDSET Total 0		

As part of post-read you will also receive an observation checklist.

This is to help you sense-check “gut feel” that a colleague’s resilience might be under threat.

Raising issues in a tactful way - use GROW as a guide



Goal - Describe your desired outcome for the team overall at this point.

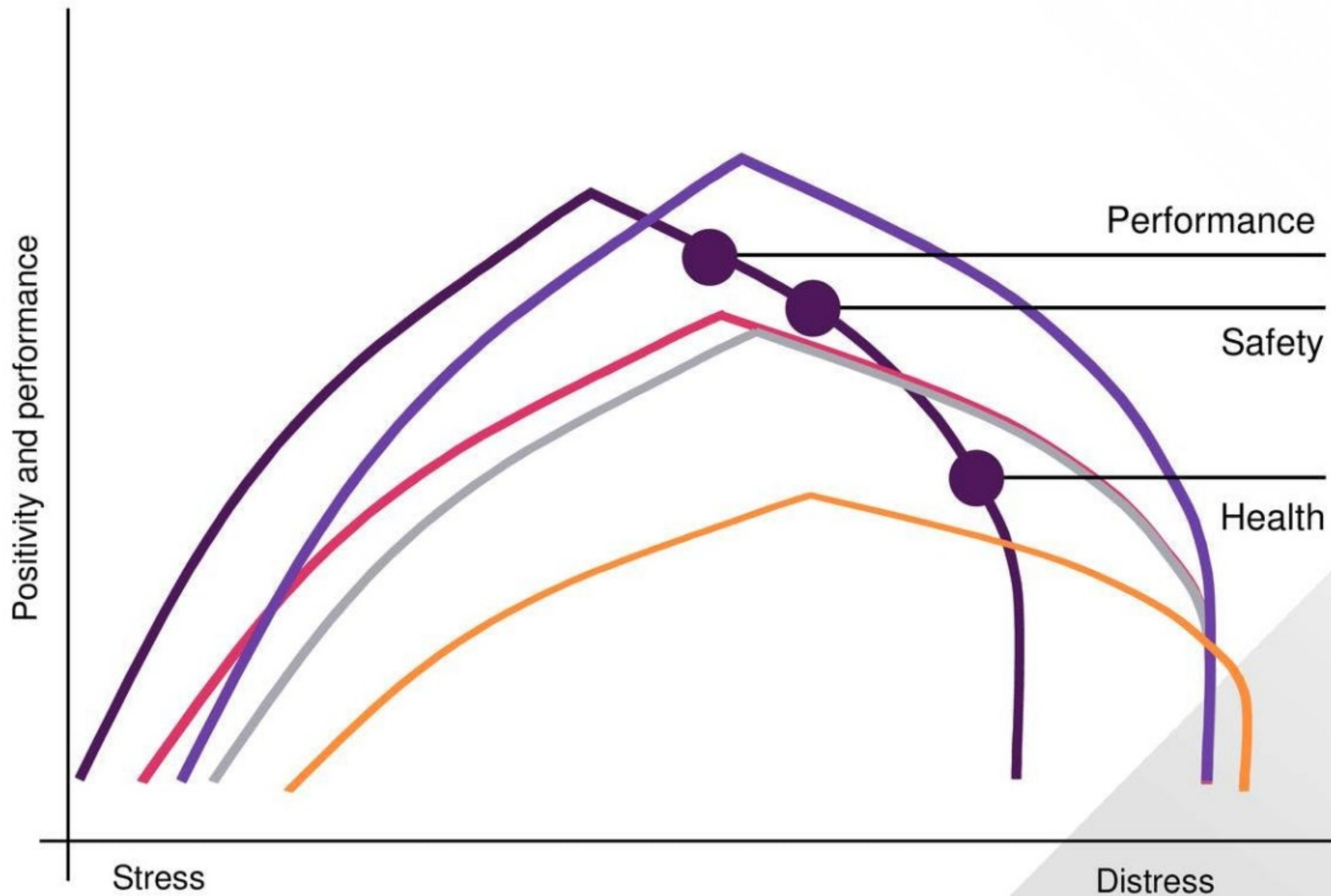
Reality - Check in on their reality and understanding / viewpoint. Give them the chance to raise issues and (gently) highlight any observations.

Options - Generate and suggest ideas (with them leading). Provide your insights.

Will - Summarise and secure commitment. Ensure this person doesn't fall into the trap of putting off self-care.

Understanding your teams

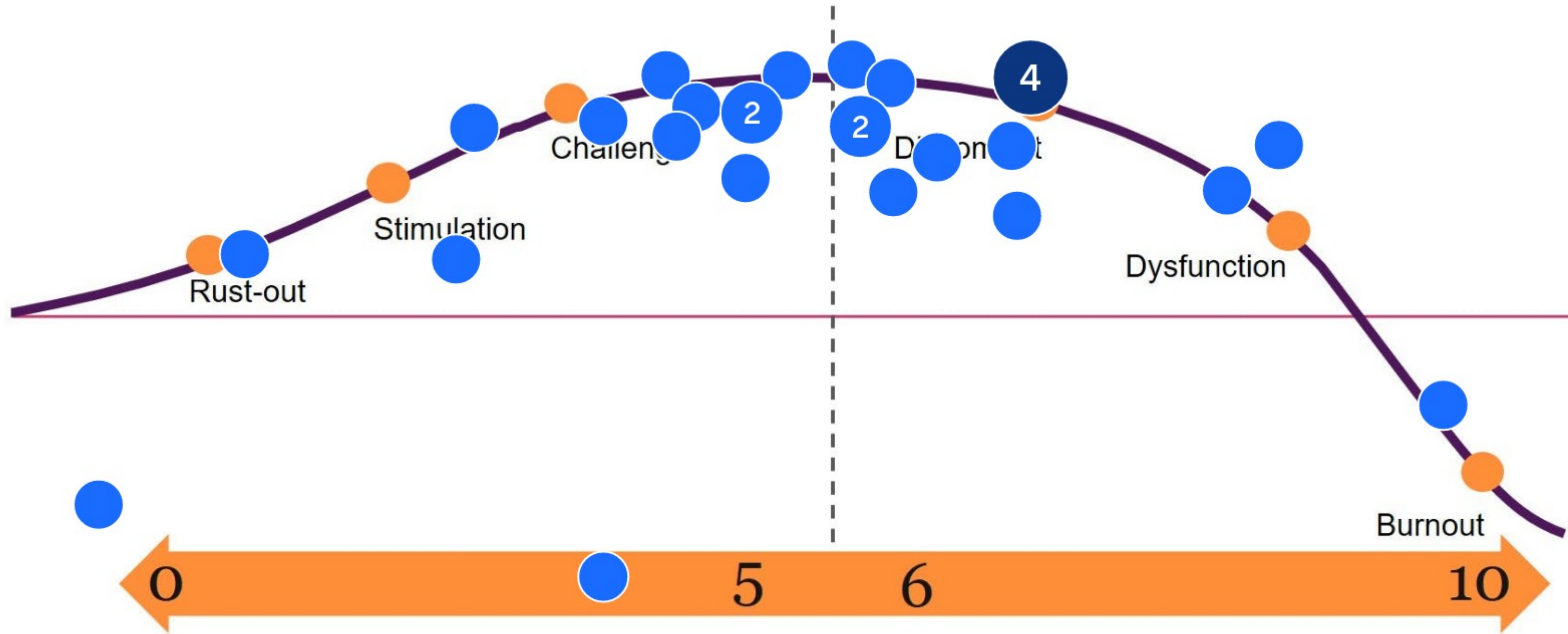
Team members — 1 — 2 — 3 — 4 — 5



“Downslope”

- ▶ Bring each other down
- ▶ Communication drops
- ▶ Greater load falls on resilient people
- ▶ Strugglers left behind
- ▶ ...etc

During tough times my team are like...



What makes some teams more resilient than others?

the support we give each other and chatting things through

Communication

Psychological safety

Good working relationships

good communication

Trust
Common goals
Sense of purpose

Recognition

Manager example

Commitment to each other and the cause

What makes some teams more resilient than others?

Trust supportive have each other's back
good leadership

Transparency

Interpersonal relationships and mutual respect

Honesty

Relationships and support of team members

a leader not a boss

Leadership

Good connections

Trust and support

What makes some teams more resilient than others?

Appreciating and understanding each others strengths and weaknesses and supporting each other with these.

Honest feedback

Having each others back

Sense of humour

Positive strong directional leadership that recognises genuinely and often

Appreciation

Connection- personal and professional challenges and celebrations

Supportiveness

Communication, teamwork

What makes some teams more resilient than others?

Good leadership

Establish a safe constructive feedback platform within a team

Have each others back, open discussions, trust

The keys to team resilience



They know they can complete tasks together

- ▶ NB: Over confidence = complacency

They share a common mental model of teamwork

- ▶ Are we doing the right thing at the right time?
- ▶ Do we all agree on what we're supposed to do?

They share a common sense of purpose

"A strong enough 'why' enables us to ensure almost any 'how'

They trust one another and feel safe

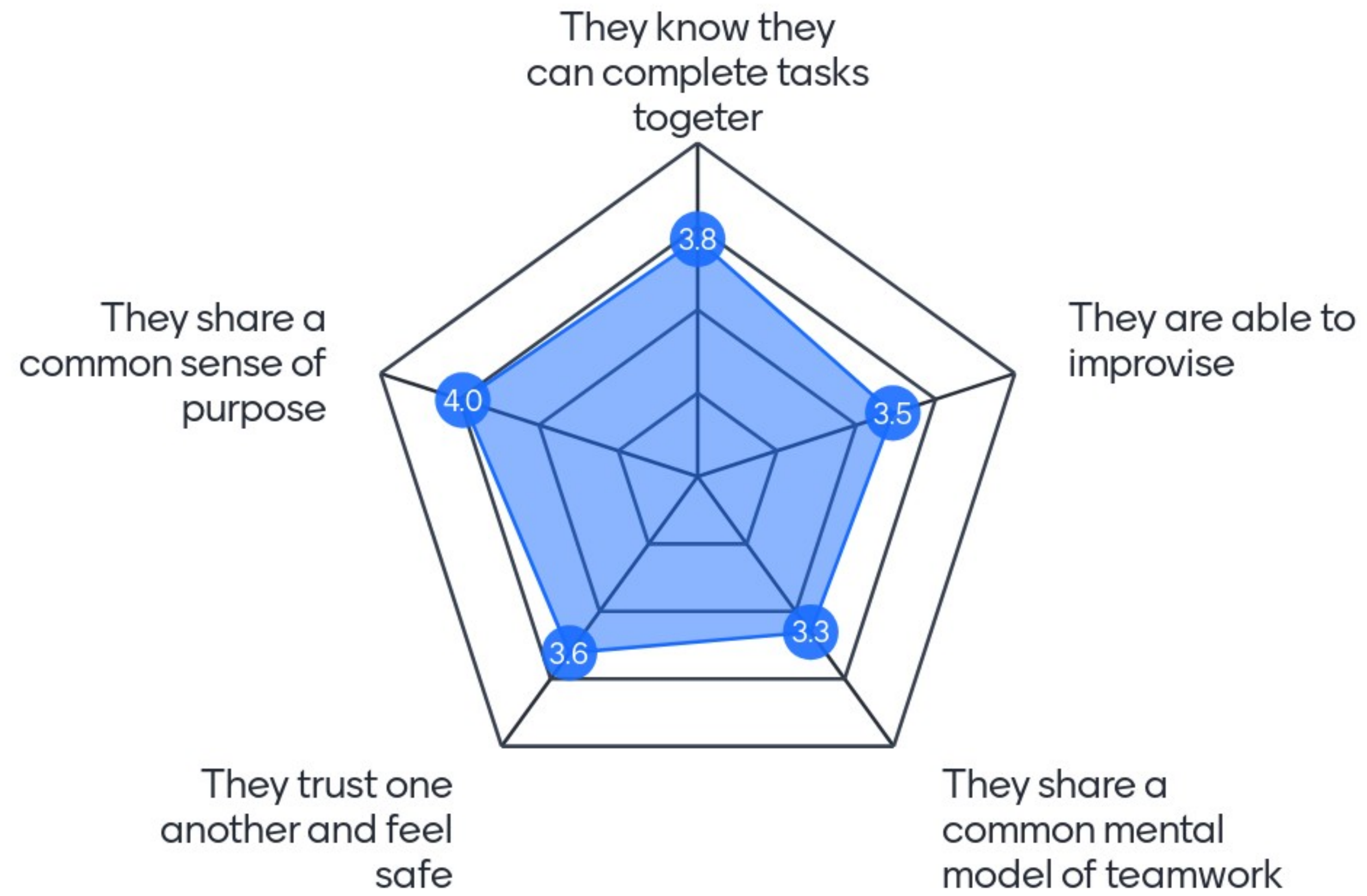
"Offering unusual or creative ideas without fear of being criticised or singled out by fellow team members"

They are able to improvise

"the deliberate process of adjusting to changing circumstances in real time"

e.g. what happens if half the team are off sick?
What happens if a standard process isn't working?

How closely do my team follow each part of the team resilience model?



What could we do to boost team resilience?

Talk about what's missing

Team charter

Talk about non work stuff

Cake :)

Talk often and honestly - let them drive team decisions

Create trust with better communication

Take time to have team meetings and discuss new ways of working together.

recognition for hard work

Team building activities to build real connections

What could we do to boost team resilience?

For leaders to empower people

Make an effort to get to know others in the team

Get together face to face as well as virtually

Meeting up outside of work to get to know each other properly

Be honest about workload

Keeping all updated so all know where upto

Coach and learn from each other

Check in with each other

Have clear expectations

What could we do to boost team resilience?

Informal team sessions, without feeling like it's a formal work meeting

Talk about feelings sometimes - when appropriate

Find some good books to read to help improve myself

Inclusion

Virtual coffee/lunch. Time out from office talk!

Take more time out for me during the working day

Recognition & socialising, sharing personal aspects of our lives

Clear and constructive communication

The lunch hour away and do 'something' for my resilience

What could we do to boost team resilience?

Redefine my purpose and value-add to the company and to myself

Share this with my team

Stick to my goals

Tips to boost team resilience

In a time of stress

- ▶ Agree clear goals and processes
- ▶ Take on and celebrate some easier opportunities together
- ▶ Agree a general approach for crisis response
- ▶ Reach out to anyone you feel may feel marginalised
- ▶ Generate new solutions and ideas
- ▶ Discuss mutual trust and respect
- ▶ Not allow disrespectful comments
- ▶ Be honest



In general

- ▶ Keep reminding ourselves of our resilience
- ▶ Share relevant information with colleagues
- ▶ Continue checking in on common purpose
- ▶ Encourage each other
- ▶ Reframe challenges as opportunities to learn and reflect
- ▶ Celebrate successes and also frame lessons learned positively
- ▶ Encourage colleagues to speak up
- ▶ Get to know team members who we know less well
- ▶ Be open to feedback from colleagues



What is the one thing you will do as a result of this session?

Be ruthless and protect my self development time

Share this with my Team so we can all share learnings and gain from this

slow down/take more time for myself

Apply the tips that you provided

Try and make more time to focus on my development

Read for 10min during my work hours

Get exercising and learning

Make time for my personal and professional development

Be a bit more honest about how closely I can see the cliff edge and do something about it!

What is the one thing you will do as a result of this session?

Take time out for me to focus on myself

Find motivational and developmental books to read

Take time to learn to be more resilient

Block in time for me (no meetings, focus on to do list)

Recap

Assess resilience-building behaviours and highlight gaps

Use practical tips and tools to build resilience

The keys to team resilience and where teams may have gaps

Use the expertise of peers