

**Twentieth Annual Local Authority  
Human Resource Conference 2018**

# RESILIENCE IN THE WORKPLACE



**KINGSTOWN**  
— COLLEGE —

**PAULA KING**



## SOME IDEAS OF WHAT WE WILL DO IN OUR TIME TOGETHER

- EXPLORE THE CORE PRINCIPLES OF A RESILIENT PERSON
- EXPLORE RESILIENT REACTIONS – RESILIENCE A TRAIT OR A STATE?
- LEARN THE TEN ESSENTIAL RELIANCE TASKS
- LEARN HOW TO UTILISE THE ROSE MODEL – A RESILIENT COACHING TOOL





CHECKING IN

## Top 5 workplace stressors

### 1. LACK OF TIME OR PERCEIVED LACK OF TIME

	URGENT	Not urgent
IMPORTANT	Urgent and important	Important but not urgent
Not important	Urgent but not important	Not urgent and not important

**2. TOO MANY OPEN FOLDERS - MULTI-TASKING**

**3. LACK OF CLARITY – INDECISION**

**4. LACK OF KNOWLEDGE**

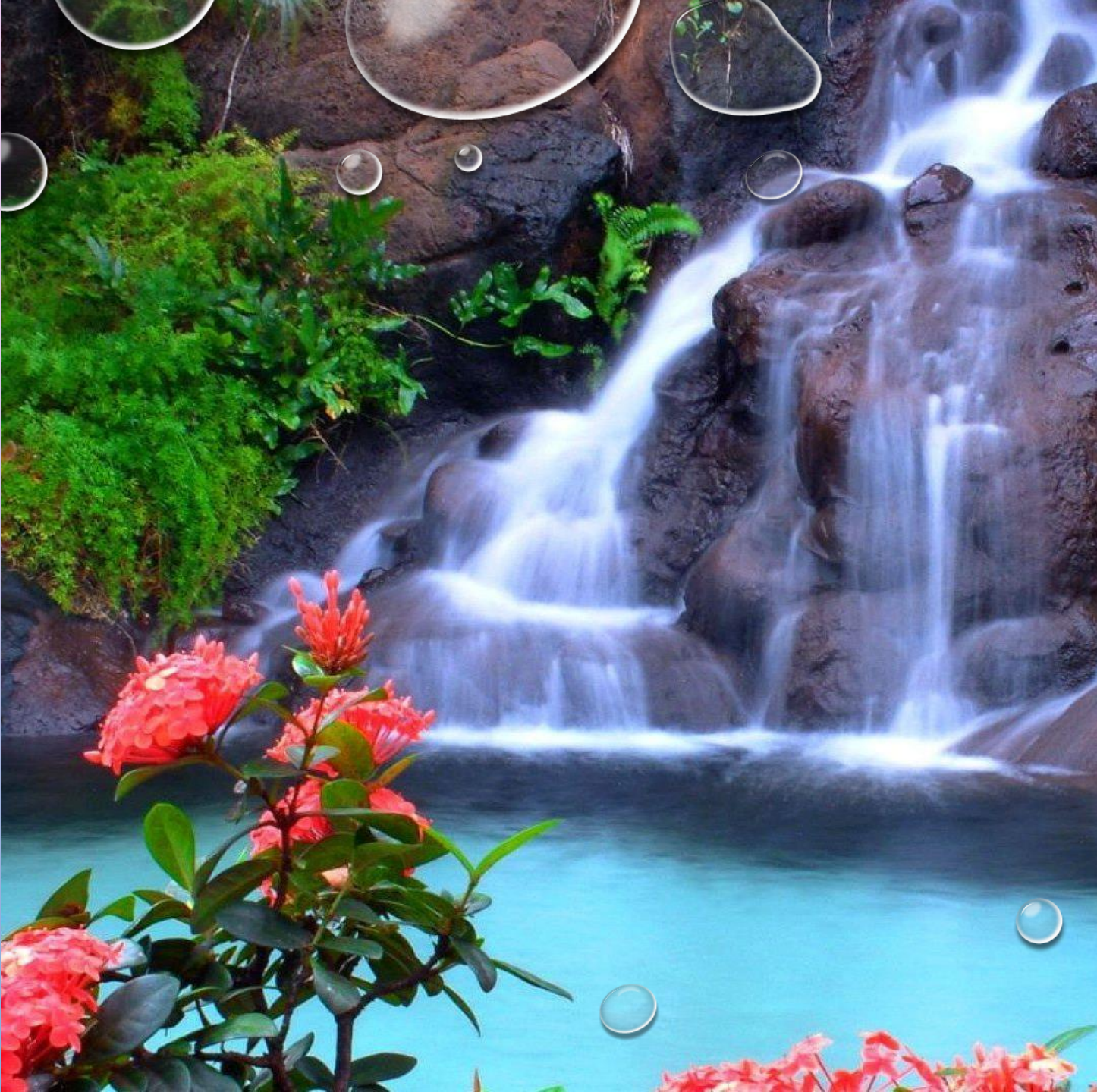
**5. CHANGE**

**6. WORRYING ABOUT EVENTS THAT HAVE NOT HAPPENED YET – F.E.A.R**

**7. LACK OF CONTROL OR PERCEIVED LACK OF CONTROL – CIA**

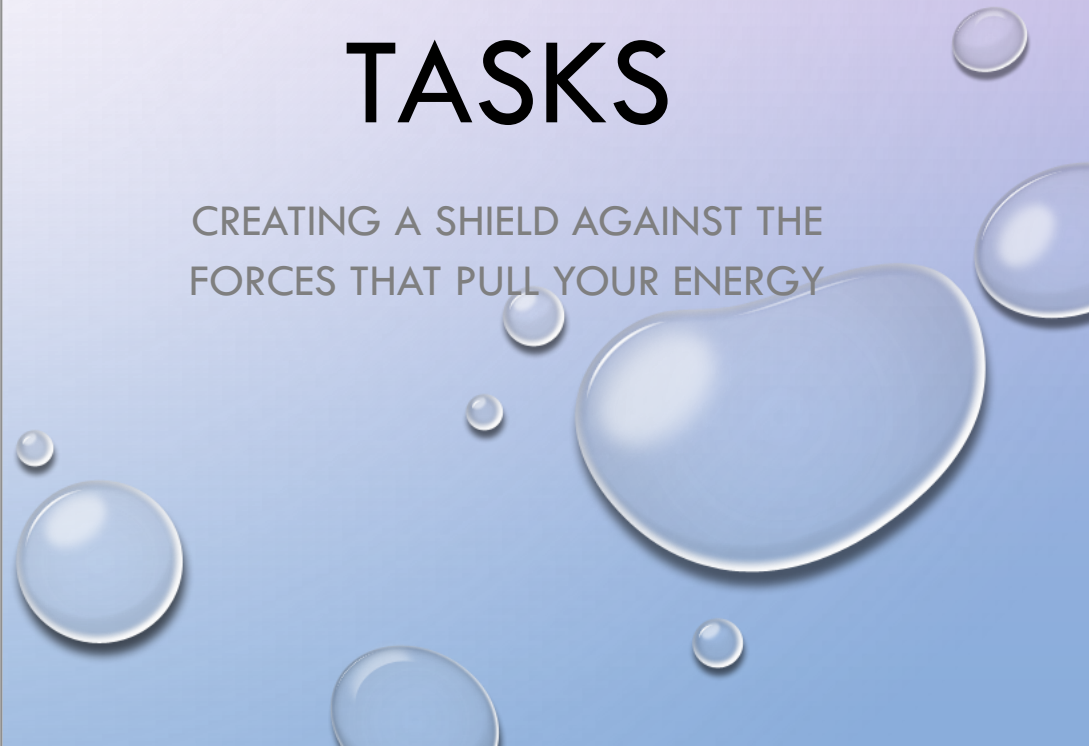






# TEN ESSENTIAL RESILIENCY TASKS

CREATING A SHIELD AGAINST THE  
FORCES THAT PULL YOUR ENERGY







## Task 1

# SELF - CARE

### REMEMBER:

- SELF-CARE IS NOT SELF-CENTRED BUT RATHER A WAY TO INCREASE INTELLECTUAL AND EMOTIONAL COMMITMENT TO YOUR WORK AND LIFE
- TWO KINDS OF EROSION : MEANING BURNOUT AND CARING BURNOUT
- PEOPLE NEED TO CONSISTENTLY CHECK IN ON THEIR OWN MOTIVATION AND SATISFACTION WITH THEIR WORK AND EQUALLY EXPECT THE BEST OF EVERYONE WE WORK WITH – PRESENTING AS THEIR BEST SELVES AND EXPECT THE SAME FROM COLLEAGUES AND DIRECT REPORTS

## **TASK 2**

# **DEVELOPING ABUNDANT SOURCES OF POSITIVE ENERGY**

- PEOPLE NEED TO HAVE ENERGY TO GIVE IT AWAY
- THE COMMON INGREDIENT ACROSS SO MANY POSSIBILITIES E.G. A FANTASTIC HOLIDAY, SHOPPING WITH A FRIEND, A GREAT HOBBY, WATCHING A BEAUTIFUL SUNSET, DINNER WITH FAMILY ETC. IS THE CREATION OF POSITIVE FEELINGS THAT FILL OUR LIVES— THIS WILL TRANSFER TO EVERYONE YOU CONNECT WITH





# *The PERMA Model of Well-Being*

## *Positive Emotion*

Positive emotions are an essential part of our well-being. Happy people look back on the past with gladness; look into the future with hope; and they enjoy and cherish the present.

## *Relationships*

Everyone needs someone. We enhance our well-being and share it with others by building strong relationships with the people around us - family, friends, coworkers, neighbours.

## *Accomplishment*

Everyone needs to win sometimes. To achieve well-being and happiness, we must be able to look back on our lives with a sense of accomplishment: 'I did it, and I did it well'.

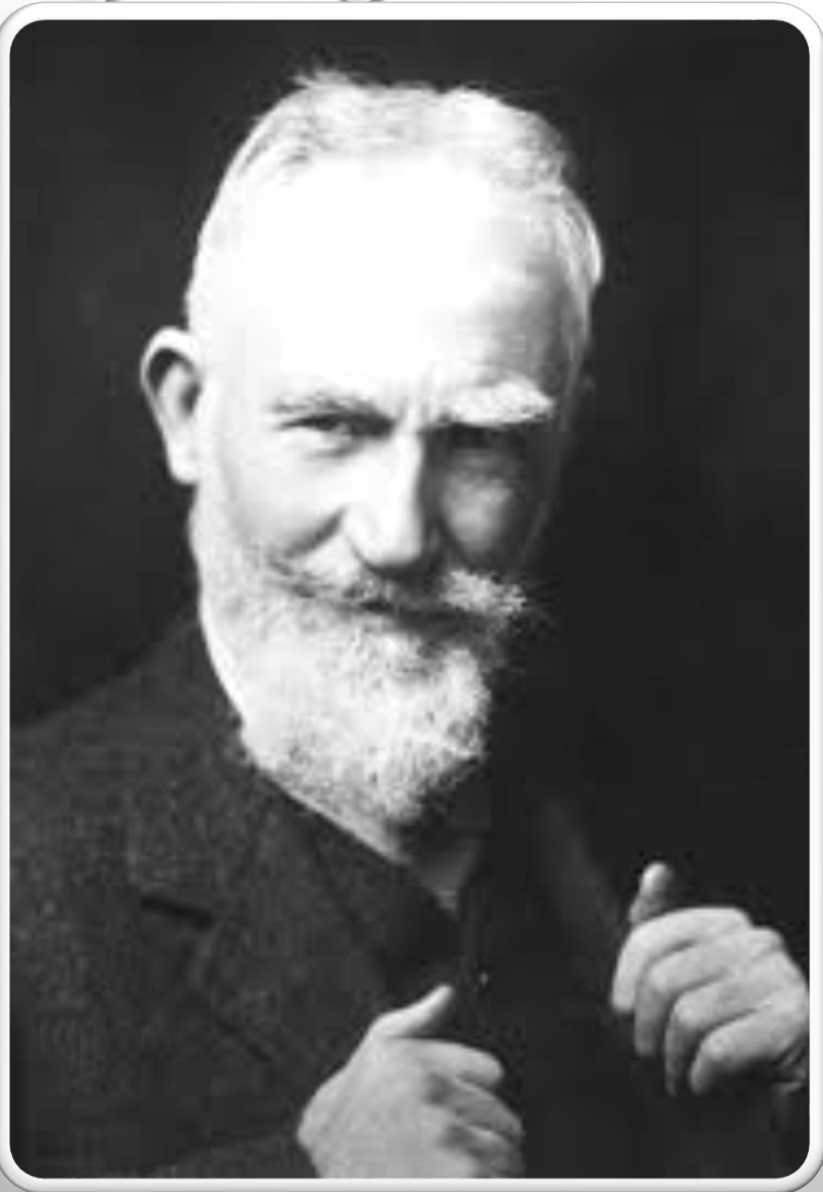
## *Engagement*

When we focus on doing the things we truly enjoy and care about, we can begin to engage completely with the present moment and enter the state of being known as 'flow'.

## *Meaning*

We are at our best when we dedicate time to something greater than ourselves. This might be religious faith, community work, family, politics, a charity, a professional or creative goal.

From Martin Seligman's *Flourish*, 2011



### TASK 3

## RELISH THE JOY AND MEANING OF YOUR WORK AS A POSITIVE ENERGY SOURCE

- THIS IS THE TRUE JOY IN LIFE, THE BEING USED FOR A PURPOSE RECOGNISED BY YOURSELF AS A MIGHTY ONE; THE BEING THOROUGHLY WORN OUT BEFORE YOU ARE THROWN ON THE SCRAP HEAP; THE BEING THE FORCE OF NATURE INSTEAD OF A FEVERISH SELFISH LITTLE CLOD OF AILMENTS AND GRIEVANCES COMPLAINING THAT THE WORLD WILL NOT DEVOTE ITSELF TO MAKING YOU HAPPY

*(GEORGE BERNARD SHAW: CITED IN LARSON, 1993,P.2)*





# TASK 4

## SEARCHING FOR EMPATHY BALANCE

REMEMBER THE THREE LEVELS OF EMPATHY



## TASK 5

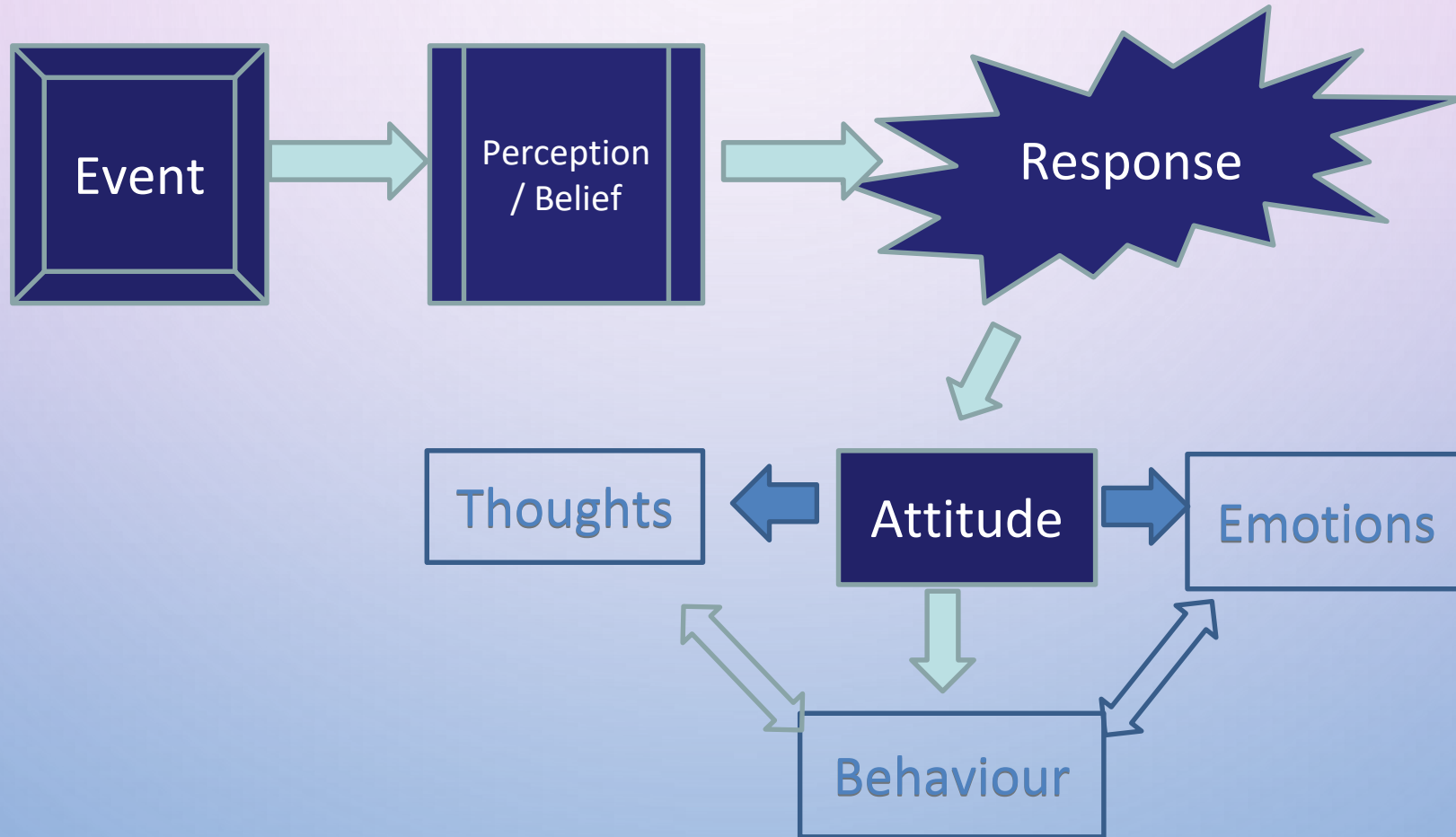
### DEVELOPING SUSTAINING MEASURES OF SUCCESS AND SATISFACTION

- EMBRACE THE SMALL, OFTEN UNSEEN, VICTORIES
- IN ORDER TO SUSTAIN RESILIENCY WE MUST LEARN TO EMBRACE THE AMBIGUITY OF SUCCESS AND HOPE FOR IDEALISTIC OUTCOMES WHILST BEING SUSTAINED BY REALISTIC ONES





# A trait or a state – Resilience can be built



# TASK 6

## CREATING A GREENHOUSE AT WORK

A Wonderful Work Greenhouse	A Stressful Work Environment
Trust and respect between peers	Lack of trust and disrespect between peers
Enjoyable and supportive atmosphere A sense of community	A tense, critical, low-support workplace, breakdown of community
A place for all to develop professionally	An atmosphere of professional stagnation
Have choices/control	Lack of choices and control
Sustainable workload Recognition and reward Fair performance standards	Work overload Insufficient reward Unfair Performance standards
Meaningful work	Lack of meaning in the work





**TASK 7**  
**MAKE SURE FRIENDSHIPS**  
**(PROFESSIONAL AND**  
**PERSONAL) ARE GIVE**  
**AND TAKE**

EXCESSIVE AMOUNTS OF  
GIVING IN RELATIONSHIPS WHERE  
THERE SHOULD BE MORE  
EQUALITY DEPLETES US



# HARVARD STUDY

- WHEN SCIENTISTS BEGAN TRACKING THE HEALTH OF 268 HARVARD SOPHOMORES IN 1938 DURING THE GREAT DEPRESSION, THEY HOPED THE LONGITUDINAL STUDY WOULD REVEAL CLUES TO LEADING HEALTHY AND HAPPY LIVES.
- THEY GOT MORE THAN THEY WANTED.
- AFTER FOLLOWING THE SURVIVING CRIMSON MEN FOR NEARLY 80 YEARS AS PART OF THE [HARVARD STUDY OF ADULT DEVELOPMENT](#), ONE OF THE WORLD'S LONGEST STUDIES OF ADULT LIFE, RESEARCHERS HAVE COLLECTED A CORNUCOPIA OF DATA ON THEIR PHYSICAL AND MENTAL HEALTH.
- "THE SURPRISING FINDING IS THAT OUR RELATIONSHIPS AND HOW HAPPY WE ARE IN OUR RELATIONSHIPS HAS A POWERFUL INFLUENCE ON OUR HEALTH," SAID [ROBERT WALDINGER](#), DIRECTOR OF THE STUDY, A PSYCHIATRIST AT [MASSACHUSETTS GENERAL HOSPITAL](#) AND A PROFESSOR OF PSYCHIATRY AT [HARVARD MEDICAL SCHOOL](#). "TAKING CARE OF YOUR BODY IS IMPORTANT, BUT TENDING TO YOUR RELATIONSHIPS IS A FORM OF SELF-CARE TOO





## TASK 8

### YOUR PHYSICAL HEALTH AS A SOURCE OF POSITIVE ENERGY

- EXERCISE
- SLEEPING WELL
- NUTRITIONAL EATING
- MEDITATION AND RELAXATION
- LOVE AND AFFECTION





# What physical resilience-builders do you practice?

	Current Practice	I can improve this area by -
Sleep		
Exercise		
Diet		
Positive contact with others e.g. smiling		



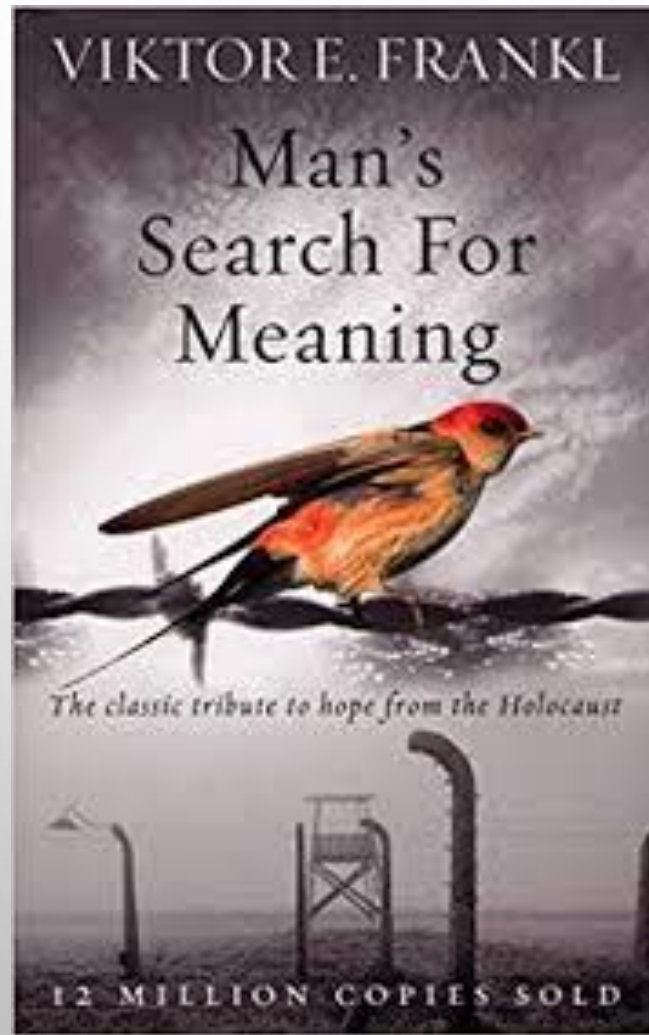
## **TASK 9**

### **A LONG-TERM CONTINUAL FOCUS ON THE DEVELOPMENT OF SELF**

WORKING ON DEVELOPING THE SELF IS A SOURCE OF ENERGY.

THE PROCESS OF SELF-AWARENESS, THE USE OF FEEDBACK TO IMPROVE OURSELVES AND THE CONSTANT RISK TAKING INVOLVED IN TRYING OUT NEW BEHAVIOURS, EMOTIONAL REACTIONS AND THINKING PATTERNS – ALL PRODUCE ENERGY AND PROFESSIONAL RESILIENCE.







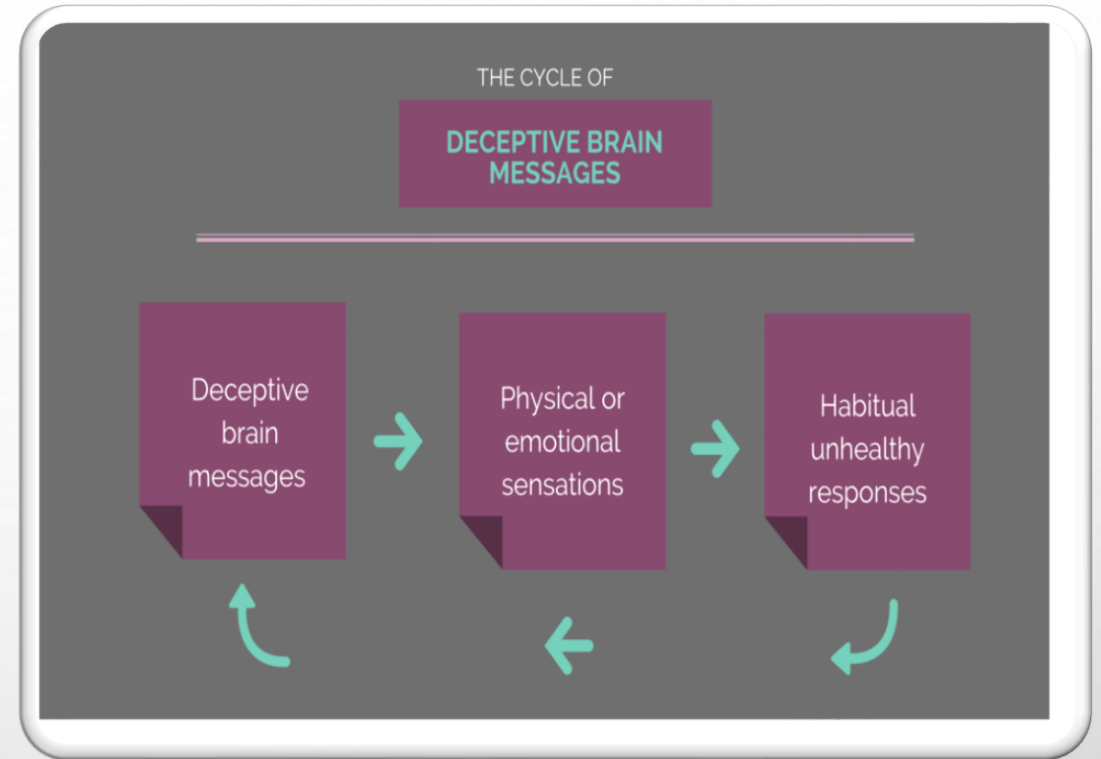
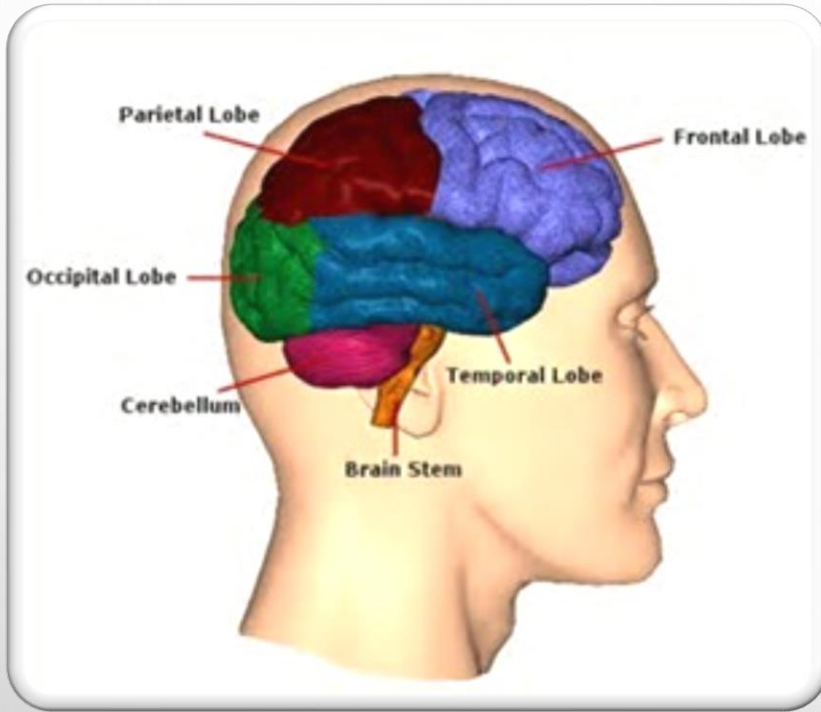
**R** What gives you positive Reason to Exist : Provides Meaning in your Life

**O** Optimism : what gives optimism to your days and hope for your tomorrows?

**S** Self – Identity : what messages are you feeding your brain about you?

**E** Empowerment : How are you going to ensure you are in control of your life?





## SOME FACTS ABOUT THE BRAIN

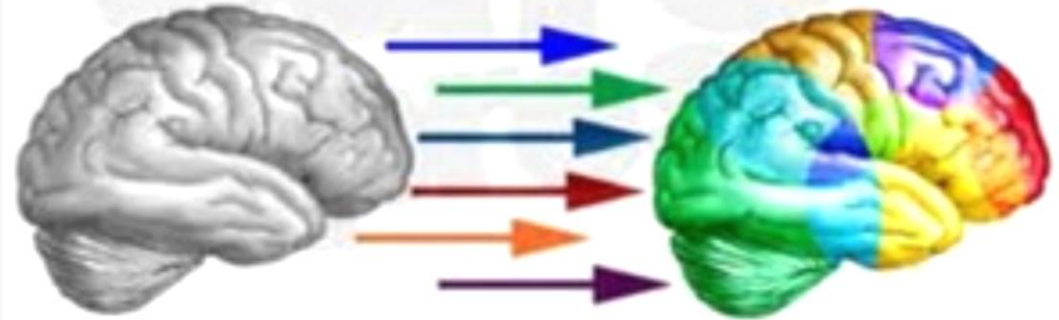


NEUROPLASTICITY:

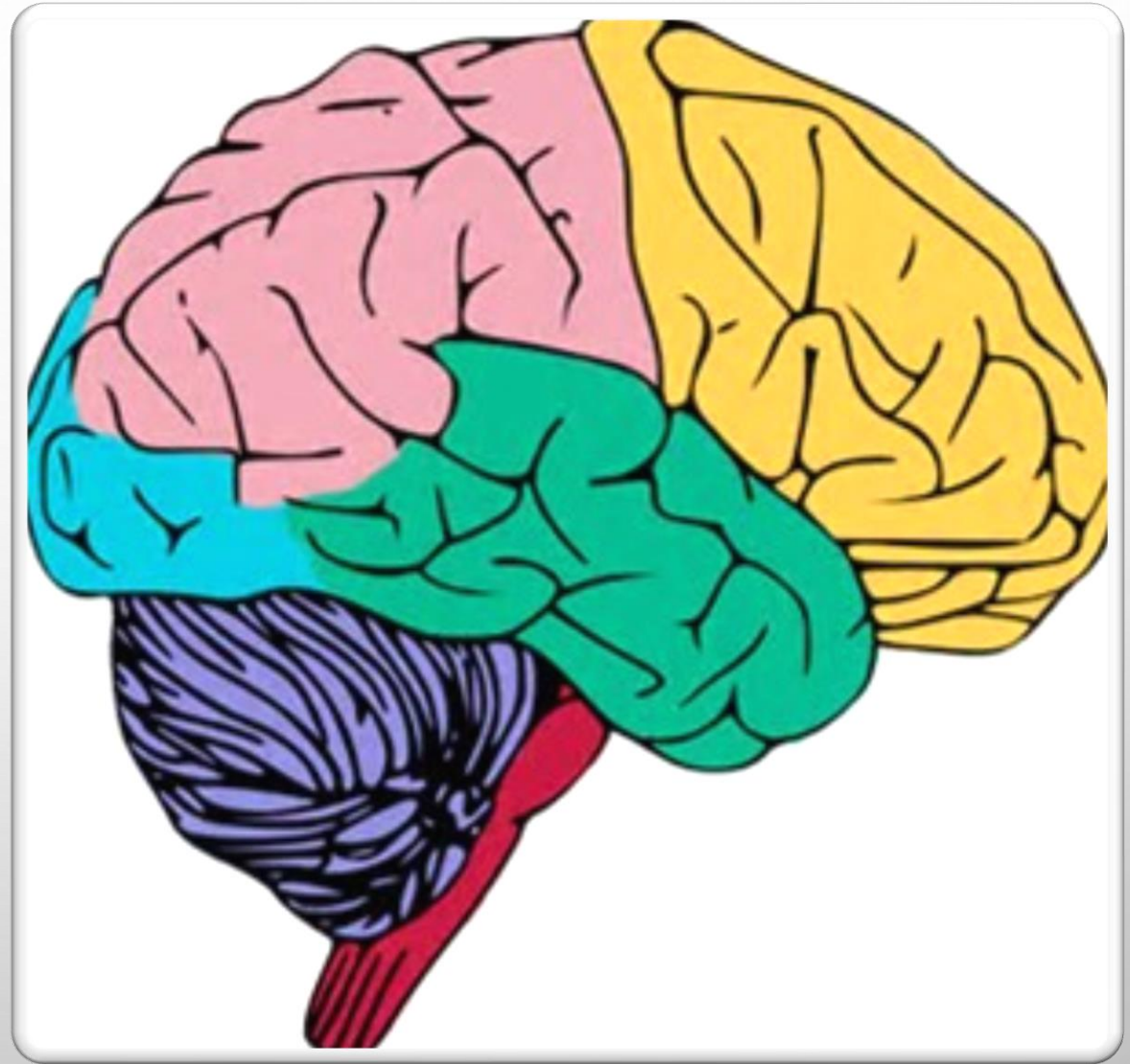
HOW YOUR LIFE SHAPES  
YOUR BRAIN

NEUROSCIENCE HAS CONFIRMED THAT  
YOUR BRAIN CHANGES THROUGHOUT  
YOUR LIFE, A CONCEPT KNOWN AS  
NEUROPLASTICITY.

**Neuroplasticity:**  
**It's time for a change.**



**YOU CAN'T ALWAYS  
BELIEVE YOUR BRAIN!!**



IF YOU'RE LIKE MOST PEOPLE, YOUR BRAIN IS FILLED WITH A CONSTANT CHATTER OF THOUGHTS, BELIEFS, AND MEMORIES, WHICH CAN BE QUITE NEGATIVE AT TIMES AND ARE PREDOMINANTLY FROM YOUR PAST.

THIS MATERIAL IS USUALLY BELOW YOUR CONSCIOUS AWARENESS, CANNOT BE DIRECTLY MEASURED OR RETRIEVED, AND YET IS VERY REAL AND HAS A HUGE IMPACT ON YOUR LIFE AND HAPPINESS.







# YOUR BIOLOGY IS NOT YOUR DESTINY

*JUST BECAUSE YOU HAVE HAD  
THOUGHTS AND URGES OR  
BEHAVED IN CERTAIN WAYS IN THE  
PAST — FOR MOST OF YOUR LIFE  
EVEN — DOESN'T MEAN THAT  
YOU HAVE TO ALWAYS BE THAT  
WAY.*

# TACT Model

## A Useful Model to manage our emotions

**T**

Think about a time of high (negative) emotion for you in your dealings with another. Tune in - what are you picking up about yourself and others, i.e. feelings, mood, or body language at the time?

**A**

Acknowledge and interpret the significance of these signals: What were these signals you? Was there a significant message behind them, especially in retrospect?

**C**

What was your response at the time? What response would you have preferred to have had? Having interpreted these signals, now choose when and how your response might have been more appropriate or helpful. What approach would have been more effective?

**T**

Take Action:

What action can you take right now that would move this situation or resultant situation forward positively? Follow through at the right time in the right way.

## TASK 10

# HAVING FUN AND JOY IN ONE'S LIFE

- SHENANIGANS ARE ALLOWED!
- FOR VITALITY WE NEED EMOTIONAL BALANCE
- THE WORLD OF PLAY HELPS MAKE OUR WORLD OF WORK POSSIBLE







**NOW LETS  
EXPLORE SOME  
WELL KNOWN  
RESILIENCE  
TECHNIQUES**

# Circle of Influence/Circle of Concern

**I have noticed that emotionally resilient people, when encountering a challenge in life, focus on what they have influence over. Too often in life we sit within our circle of concern focusing on things which are completely outside of our control.**

**Move into your circle of influence and focus on what you can do about a situation not what you can't do. In this circle of influence you will become empowered and make decisions which will add value to your life. Remember the quality of your decisions directly relate to the quality of your life.**

# THE YES/NO EXERCISE

IT IS GREAT TO BE A GIVER IN LIFE HOWEVER NOT TO THE DETERMENT OF YOUR OWN WELLBEING. IF YOU FIND THAT YOU ARE EXHAUSTED AT THE END OF THE DAY, THAT YOU HAVE VERY LITTLE TIME FOR WHAT IS IMPORTANT DO THIS VERY SIMPLE EXERCISE.

Make of list of everything you said Yes to during the day and then follow that by making a list of everything you have said No to.

Look at the list and remind yourself that every time you say yes to anything you are automatically saying no to something.

Your list might reveal some very interesting patterns!



## TERMINATE A.N.T.S.

BEWARE OF AUTOMATIC NEGATIVE  
THOUGHTS (A.N.T.S).

WHEN YOU LEARN TO  
CORRECT NEGATIVE  
THOUGHTS YOU TAKE  
AWAY THEIR POWER  
OVER YOU. REMEMBER  
YOU DON'T HAVE TO  
BELIEVE EVERY THOUGHT  
THAT GOES THROUGH  
YOUR HEAD.



YOU CAN'T  
LIVE A  
*positive life*  
WITH A  
NEGATIVE  
MIND.

# PRACTICE MINDFULNESS

WE LEARN FROM YESTERDAY AND  
LOOK FORWARD WITH JOY AND  
ANTICIPATION TO OUR  
TOMORROWS  
HOWEVER  
TO BE TRULY HAPPY AND  
RESILIENT WE MUST LIVE FULLY IN  
THE NOW.

MINDFULNESS IS AN ATTENTIVE  
AWARENESS OF THE CURRENT  
MOMENT.



THANK YOU SO MUCH FOR  
LISTENING  
KEEP WELL,  
BE HAPPY , MIND YOUR MIND  
AND KEEP IN TOUCH –  
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