

THE RESILIENCE POCKETBOOK

Janine Waldman & Paul Z Jackson

Drawings by Phil Hailstone

"Sometimes life makes me feel like I am spinning plates in a circus, in danger of them all crashing down! A strong sense of personal resilience allows me to manage these challenges and bounce back from any 'crashes'. This book has given me both fantastic insight and practical guidance, allowing me to examine and further develop my own resilience. Highly recommended!"

Gemma Todd, Head of Human Resources, Imperial London Hotels

"A great quick-reference practical guide incorporating a useful mix of interesting new ideas and tried and tested favourites."

Helen Rowe, Head of Brand & Communications Research, Kantar TNS

"As an ex-serviceman and current business owner, the advice in this book will keep me moving forward on my toughest days."

Ryan Green, Managing Director, Pebble

CONTENTS



INTRODUCTION

5

The importance of resilience, definitions, resilience for organisations, now more than ever, the case of Kerry, two key tasks, do's and don'ts



RESILIENCE AT WORK

23

Bouncebackability, the business case, the costs & benefits, what drains resilience at work?, make it work



YOU AND YOUR RESILIENCE

29

Born or made?, where do you get it from?, how resilient are you today?, resilient recall, focus on what you can influence, be proactive, do something new, stress vs pressure



FOUR DIMENSIONS OF RESILIENCE

43

Physical, energy guzzlers & sources, activity; Mental, activity; Emotional, activity; Social, communities of support, activity; which route to take?, who you gonna call?



RESILIENCE TOOLKIT

59

Solutions-focused tools, the nature of tools, your toolkit, building a platform, future perfect, scale, counters, affirm, small actions, what else?, what's better?



MISTAKES & PROGRESS, FAILURE & RECOVERY

81

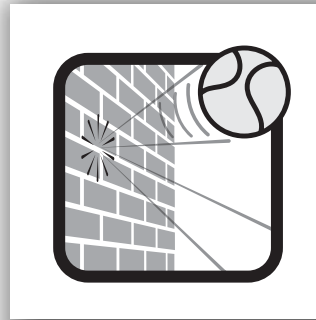
Join the anti-perfectionist league, are you perfect?, on a scale of 1 to 10, the traps of perfectionism, mind your language, recovering from failure, after a crisis ask what worked, fight, flight, freeze or flow, how to use and apply the flow model, solutions not problems, the progress principle



TEAMS: SPREADING RESILIENCE

99

The impact, flourishing in adversity, improving the atmosphere, what's going well – team meetings, tell empowering stories, display success, find out what's wanted, more sociability at work, finding fault or future focus?, quotes & action



RESILIENCE AT WORK

RESILIENCE AT WORK

BOUNCEBACKABILITY



Resilience is sometimes called 'bouncebackability', a term reputedly coined by Iain Dowie, then manager of football club Crystal Palace, who famously described his team as showing '... *great bouncebackability*' when they overturned a losing position.

How do you bounce back from difficulties and failure at work? And how do you reduce the bouncing, so that the lows are neither so low nor so frequent? You might start by battling with perfectionism and changing your attitude towards mistakes. Without a need to get things right all the time, you'll be more able to forgive yourself for trivial errors, and more prepared to join in with new, healthy activities that will enhance your resilience.

Of course, absolute accuracy is needed at times, as when writing a report or compiling figures, but not everything requires it. Conversations with colleagues, for example, or making a presentation do not require perfection – in fact, there may not even be such a thing – and they don't need to be judged the same way.

Perfectionism can leave you feeling constantly dissatisfied and self-critical – and less willing to give things a go, even if it would be to your advantage to do so.

RESILIENCE AT WORK

THE BUSINESS CASE



Let's look more closely at the business case for building resilience at work.

Stress is a significant cost to business, accounting for **37%** of all work-related ill health cases and **45%** of all working days lost to ill health in 2015/6*.

Resilience at work means recovering quickly from mistakes, dealing with difficult situations calmly and confidently, and rebounding after career disasters. A resilient attitude is thus the key to your progress at work. With more resilient people at work, the teams and the organisation itself become more resilient.

Resilient organisations are those that cope well with shocks and failures. For example, they build in spare capacity, so that if one part of the system fails, there is still back up. *Lean* is currently a popular idea, but too much stripping to the bone can be disastrous. People and their organisations need a certain amount of slack. It is much harder to be resilient when resources are stretched to the limit.

*Source: <http://www.hse.gov.uk/statistics/causdis/stress/> quoting HSE 'Work related Stress, Anxiety and Depression Statistics in Great Britain 2016.'

RESILIENCE AT WORK

THE COSTS & BENEFITS



Let's explore in more detail what's at stake. What are the costs and benefits for you and for your organisation?

Unresilient

People lack confidence/
burn out

Performance is poor

A lack of creativity leads to
missed opportunities

Indecision and isolation

High sickness/ turnover

Viral air of negativity

Poor employer image

Resilient

People bounce back from difficulty
and failure more quickly

Potential is recognised and made
use of

Creativity and flexibility
increase

Teams work better together

Staff stay longer

More attractive working environment

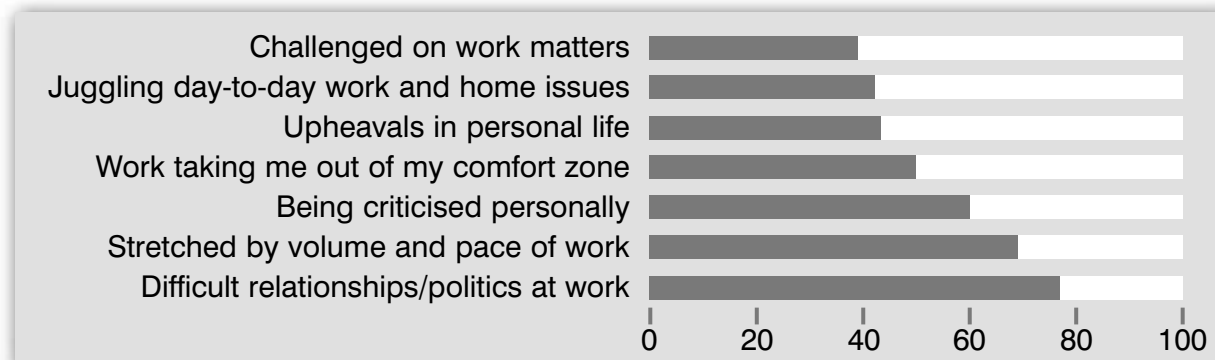
Good reputation

RESILIENCE AT WORK



WHAT DRAINS RESILIENCE AT WORK?

What's the biggest drain on resilience at work? In a survey of 835 British employees 75% of respondents said it was managing difficult people or office politics (see table). This was closely followed by stress brought on by overwork and by having to withstand personal criticism.



Adapted from *Tough at the Top?* by Sarah Bond & Gillian Shapiro

A separate study published by EU-OSHA (2009) suggests that 50% - 60% of all lost working days are due to stress.

RESILIENCE AT WORK

MAKE IT WORK



What drains **you** at work?
Which of these can you start to tackle?

'Your "I can" is more important than your IQ.'

Robin Sharma

'I don't measure a man's success on how high he climbs, but on how high he bounces when he hits rock bottom.'

George S. Patton Junior

About the Authors

Janine Waldman and **Paul Z Jackson** are leaders in the application of Solutions Focus in the UK and around the world. As co-directors of TSF, they provide coaching, training and consultancy to clients including Care UK, Tate, Nivea and Reading Borough Council. Find more at www.thesolutionsfocus.co.uk.

Janine Waldman MSc FCIPD specialises in coaching and training. She has over 20 years' experience in consultancy and organisational development, having previously held senior HRD positions in the UK and New Zealand. A fellow of the CIPD, she is a visiting lecturer on HRD and leadership programmes, and has taught on post-graduate programmes at Birkbeck College and University of Westminster.



Paul Z Jackson MA (Oxon) is an inspirational consultant, who applies his expertise in improvisation, accelerated learning and the solutions focus approach to programmes in strategy, leadership, teamwork, creativity and innovation. He draws on his experiences in journalism, comedy production and at the BBC to create impactful workshops that connect directly to the needs of the participants.

