

Leader Toolkit

Building resilience



We are **INSPIRATIONAL** leaders.

We inspire each other to be brave and bold. We learn from setbacks and strive to do better.

Why use this tool

Resilience is the ability to “bounce back” from life’s difficulties – to adapt well in the face of adversity.

Our capacity for resilience varies as individuals. To switch on resilience is to adopt ways of responding to the inevitable challenges and stressors that we will encounter throughout our lives.

When to use this tool

If you’re facing multiple or major challenges – such as workplace change or personal changes – you will probably become overwhelmed unless you have an adequate capacity for resilience.

How to use this tool

Resilient people possess five key characteristics, or qualities:

- **Positive** people are practical and realistic, but at the same time can “reframe” a changing situation – view it in a more favourable light that allows for action and growth.
- **Focused** people determine where they are headed and stick to their goals. They give blocks or obstacles sufficient attention, but not so much that they fail to reach their goals.
- **Flexible** people are open to different options when faced with uncertainty.
- **Organised** people develop structured approaches to managing uncertainty.
- **Proactive** people work *with* change rather than fight it.

1. Read the two statements and score the box which best represents your position on the continuum between the two. For each quality of resilience identify whether you are more ‘**D**’ i.e. see it as a **Danger** or more ‘**O**’ where you see it as an **Opportunity**.
2. Develop your action plan, viewing the change as a highly resilient person would.
3. Use the ‘**O**’ statements a guide to how you might think and act differently around the change.

Tips

- Resilience is a relative term. When facing major change, your objective should not be to display all “opportunity” or O attributes all the time, but to **be capable of many of them most of the time**.
- Focus on only **a small number** of attributes to improve at any one time. Choose those you believe will make the greatest difference in the immediate future.
- One thing you can do to increase your capacity for resilience is develop a healthy view of change. View change as offering **opportunities for growth and satisfaction**, rather than only loss or danger.

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1: Read both statements and mark where you sit on the 5-point scale.

a. Positive

		1	2	3	4	5	
1	I see the world as yes or no, right or wrong- there is nothing in between. Things occur one right after the other.						I see the world as multi-faceted - a mix of things. Sometimes things happen at the same time.
2	I expect the future to be organised and certain.						I expect the future to be filled with constantly shifting events and conditions.
3	I interpret unmet expectations as personal vendettas or conspiracies.						I view disruptions as a natural result of a changing world.
4	I spend time trying to resolve puzzling situations.						I see life as filled more with inconsistencies than conflicts.
5	I see big change as uncomfortable and a problem to avoid.						I see major change as uncomfortable but understand the opportunities it presents.
6	I feel that most challenges are unfair and have no purpose						I believe there are usually important lessons to be learned from challenges.
7	I see life as generally exhausting.						I see life as generally satisfying.

**Total your scores and divide by 7.
Track this score over time.**

b. Focused

		1	2	3	4	5	
8	I lack an overarching purpose or vision and/or the ability to stay focused on its achievement when things get difficult.						I maintain a strong vision that gives my life meaning and am able to stay focused whatever happens along the way.
9	I fail to develop goals or lose sight of my goals.						I develop goals and manage problems so I can achieve my goals.

**Total your scores and divide by 2.
Track this score over time.**



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c. Flexible

		1	2	3	4	5	
10	I treat change as a mysterious process.						I treat change is a manageable process.
11	I have a low tolerance for uncertainty and don't perform well in unstructured or uncertain work environments.						I have a high tolerance for uncertainty.
12	I need a relatively long recovery time after difficult times or disappointment.						I need a relatively short time to recover from difficult times or disappointment.
13	I feel victimised during change.						I feel empowered during change.
14	I misjudge my own capabilities and 'get in over my head' when trying to manage change.						I recognise my own strengths and internal weaknesses and know when to accept external limits.
15	I fail to break from traditional ways of seeing things.						I challenge and, when necessary, modify my own assumptions or frames of reference in order to see things in new ways.
16	I do not develop and maintain relationships that can be used for support.						I develop and rely on relationships for support.
17	I lack patience and understanding in the face of change.						I display patience and understanding when dealing with change.

Total your scores and divide by 8.
Track this score over time.

d. Organised

		1	2	3	4	5	
18	I become lost when faced with confusing information.						I sort out confusing information and identify the underlying themes.
19	I engage in too many diverse change projects that collectively drain resources.						I consolidate what appear to be several unrelated change projects into a single effort with a central theme.
20	I cannot update or shift priorities during change.						I set and renegotiate priorities during change.
21	I fail to effectively manage multiple tasks and demands that occur at the same time.						I successfully manage tasks and demands that occur at the same time.
22	I cannot compartmentalise task and pressures, so one stress affects other areas.						I am skilled at compartmentalising so that stress in one area does not carry over to other projects or parts of my life.
23	I fail to ask others for help when needed.						I recognise when to ask others for help.
24	I am prone to knee-jerk reactions.						I act only after careful planning and thought.

Total your scores and divide by 7.
Track this score over time.





e. Proactive

		1	2	3	4	5	
25	I am unable to recognise when change will occur and when it might occur.						I recognise when change is unavoidable, necessary, or advantageous.
26	I rigidly adhere to an old operating style when facing the unexpected.						I reframe changing situations, come up with new approaches and take advantage of opportunities.
27	I do not take risk when consequences are difficult to work out or are negative.						I take risks despite possible negative consequences.
28	I repeat the same kind of change without significant learning taking place.						I takes important lessons from experiences and apply them to similar situations.
29	I react to disruption by blaming and attacking.						I respond to disruption by putting energy in problem solving and teamwork.
30	I am unable to influence others or resolve conflicts effectively.						I influence others and resolves conflict.

**Total your scores and divide by 6.
Track this score over time.**

Tally all your scores.

Danger						Opportunity
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**Total your scores and divide by 30.
Track this score over time.**





2: Develop your action plan.

Write down your personal plan specific to the changes and challenges you’re facing in your life. Use the five characteristics of resilience and **O** or opportunity descriptions in the statements above to guide your planned actions.

	WHAT AM I DOING WELL?	
	WHAT DO I NEED TO START DOING?	
	WHAT DO I NEED TO STOP DOING?	