

Supplemental information

Resilience consultants

There isn't "the answer" to each of the cards. Players' experience, work culture, management style and personal characteristics will all have a bearing on how they would respond.

What we have done is shared an idea or two for each card to provoke thought and reflection.



Content	Facilitation ideas
<p><u>1. Attributes of resilient people</u></p> <p>Note four people (real or fictional, famous or not famous) whom you believe are resilient.</p> <p>List them in your action planner with at least one quality or attribute for each.</p>	<p>This is for all players to do and it can take several minutes.</p> <p>An alternative is for each player to share one during game time and take an action to complete the activity later.</p> <p>Players may find it valuable to take on the resilience attribute of their example to help them.</p> <p>This is a possible action point. Players when faced with a challenge or set back can ask themselves, "What would [insert person] do in this situation?"</p> <p>This channelling a trait from someone else is a recognised technique</p>
<p><u>2. Definition - organisational resilience</u></p> <p>Agree a definition of resilience at an organisational level.</p> <ul style="list-style-type: none"> • What is it? • What will be happening in a resilient organisation? • What results will they get? 	<p>You might just as easily have the players discuss this at their team level. That makes the card even more specific.</p> <p>Player responses will vary. You could invite someone to note the key points then circulate them to everyone afterward. It could become success criteria for them as a team.</p>
<p><u>3. Know easy: change tougher</u></p> <p>The saying goes there are two types of people in life - radiators and drains.</p>	<p>Source 'Ten to Zen' by Owen O'Kane</p> <p>This card talks about helping a 'group of people'. It's also a way of helping</p>

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How might you help a group of people who have noticed they have more drains (people who negatively impact your happiness and mental well-being) than radiators (people who pick you up, offer you genuine support especially when you need it most).	<p>players thinking about their own situation.</p> <p>To debrief, you could invite players to think about their own 'drains' and 'radiators' on the way to actions for themselves.</p> <p>This is a challenging card. It helps to illustrate that while there are quick wins to improve resilience, there can be big life changes too.</p>
<p><u>4. Resistance</u></p> <p>Line managers are resistant to releasing their staff to attend a "Building resilience" workshop. The main reason is "We're too busy!"</p> <p>The senior team has asked you to offer up to four reasons to persuade the managers that staff should attend.</p>	<p>Possible responses could include:</p> <ol style="list-style-type: none"> 1. Improved productivity could result 2. Likely benefits in increased morale and motivation 3. It's an investment in people 4. Benefits can mean less absence 5. It reduces our exposure to claims of us not supporting our people <p>And there are others.</p>
<p><u>5. When the going gets tough</u></p> <p>A staff survey showed that the Finance team scored low on supporting one another during tough times.</p> <p>What specifically could you advise the team members to do as some first actions?</p>	<p>There are lots of potential actions here. Some could include:</p> <p>Asking the team to:</p> <ol style="list-style-type: none"> 1. Give some concrete examples of when 'supporting one another' didn't happen 2. Invite them to describe what they would need to see happening to increase their scores 3. Ask for possible actions 4. Prioritise to some quick wins 5. Diary for a month to assess progress
<p><u>6. Definition of resilience</u></p> <p>One definition of resilience is: "Resilience is knowing that you are the only one that has the power and the responsibility to pick yourself up"</p> <p>Discuss your thoughts on this.</p>	<p>You may need to confirm with people that this definition doesn't mean you can't seek and get support.</p> <p>Indeed powerful people often are successful because they seek support and help from others.</p>
<u>7. Benefits of building resilience</u>	See card 2 above plus <u>Organisation</u>

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<p>What are three benefits of building resilience, for each of the following:</p> <ul style="list-style-type: none"> • The organisation • The wider community. 	<ul style="list-style-type: none"> • Robust • Responsive • Productive • Profitable <p><u>Community</u></p> <ul style="list-style-type: none"> • Citizens behave more constructively • Less drain on NHS resources and other public services • Reduced crime from graffiti to domestic abuse
<p><u>8. Debate time</u></p> <p>“People are less resilient today than in previous generations.” What is your view on this?</p> <p>Identify what things are the same and different across the generations. Think about the challenges people faced and how they dealt with them. For example, what were our grandparents’ lives like compared to ours?</p>	<p>This could easily cause lots of discussion and perhaps heated debate.</p> <p>If you notice “millennial bashing” or “older people don’t know what it’s like for us” or related comments, make sure to keep comments grounded in facts.</p> <p>The human brain hasn’t changed its physiology in over 250,000 years so people in their 20s and 60s can’t be that different.</p> <p>Or in reality what kinds of things specifically did our grandparents/today’s generation have to be resilient about. Keep away from stereotyping and soundbites.</p> <p>It can be fascinating to see what different generations learn from this activity.</p> <p>Most commonly groups end up agreeing that people are probably just as resilient it’s the challenges that are very different.</p>
<p><u>9. Benefits of building resilience</u></p> <p>What are three benefits of building resilience, for each of the following:</p> <ul style="list-style-type: none"> • The individual (employee) • The team 	<p><u>Individual</u></p> <ul style="list-style-type: none"> • Important life skill • Improved wellbeing • Increased motivation • Improved performance <p><u>The team</u></p> <ul style="list-style-type: none"> • Increased productivity • Reduced absence • Greater ability to cope with peaks in work

Content	Facilitation ideas
	<ul style="list-style-type: none"> • More open and transparent communications • Deepening the openness culture • Stronger bonds between team members
<p><u>10. Reaching out to others</u></p> <p>Resilient people reach out to others for support, information, advice, perspective, fun or purely because they can relax and be themselves in their company.</p> <p>Where specifically might a work team reach out to for support, information and advice? For example the NHS Moodzone online, Employee Assistance Programme, and so on.</p>	<p>This is an opportunity for the team to generate suggestions. Encourage them to tease out internal as well as external suggestions. Although the task is for a 'work team' you could ask them about suggestions particular to your organisation.</p> <p>Consider inviting a volunteer to type up the list and share it with everyone.</p>
<p><u>11. Your resilience journey</u></p> <p>What challenges have you faced, in which you feel you could've been more resilient? What was the result?</p> <p>If you were to face the same challenge now, with increased resilience, what would you do differently?</p>	<p>Here you can draw out the insights, and skills acquired from challenges.</p> <p>While we wouldn't wish for major challenges and trials there is an upside in what we take from them into our futures. Remember the silver lining gene from a resilience builder card?</p> <p>'What doesn't kill you makes you stronger' is a message especially when people reflect on the challenge, notice the learning and apply what you learned from the experience.</p>
<p><u>12. Definition - individual resilience</u></p> <p>In your own words define resilience at an individual level, starting with "Resilience is the ability to . . ."</p>	<p>Expect various responses here around the themes of bouncing back without adverse effects.</p>

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