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# Building Resilience Game Facilitator Guide

A game to build skills and knowledge in people,  
teams and organisations

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V1.7



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## Welcome and thank you

Welcome to your Resilience game. Thanks for joining the movement to have every employee on the planet play, have straightforward actions and feel the benefit. You and your players can look forward to celebrating their current resilience and build on it every time they play. I'm sure you will follow these instructions and, over time, flex the game so that you get even more value from it.

We look forward to hearing your feedback and all about the good results that you get.

At Robertson Training we believe engaged people do great things. This game offers lots of ways to appreciate and build players' strengths, knowledge, and resilience.

Unlike traditional board games, this one is not about winning. It is about what players gain from taking part. It provides players with the opportunity to link this important subject directly to their own work-based reality.

## Who is the game suitable for?

This game is suitable for:

- All experience levels
- New and existing teams
- New to role and experienced leaders
- Any team as part of a team-building event
- Participants on Robertson Training building resilience and leading successful change programmes.

We expect organisations will use the game as:

- A session during a workshop
- A stand-alone session
- As a session during a team meeting/event.

## Resilience

Experts have defined resilience as an attitude that empowers people to examine, boost and use the strengths, characteristics, and other resources available to them. Definitions include:

- An individual's ability to successfully cope with adversity (Wikipedia)
- The capacity to recover quickly from difficulties; toughness (Oxford English Dictionary)
- The ability of a substance or object to spring back into shape; elasticity (Oxford English Dictionary)
- A person's ability to deal with stress and bounce back from adversity - without permanent damage or distortion (Mark McGuinness, author of "Resilience")

We are all capable of becoming a more “resilient person”. Resilience is innate within. It’s logical therefore that we can learn techniques to build our resilience.

Today’s working world is fast-paced and often filled with change, confusion and uncertainties. Everyone needs support to develop their resilience in the face of the changing nature of work. Resilience allows us to recover quickly from perceived “failures” and mistakes and to learn from these.

Developing our resilience requires us to focus on our thoughts and feelings and observe their actions and responses. Developing resilience helps people see things in different ways and get practical ideas on how to make positive changes.

Key traits of those who have built resilience include:

- Awareness
- Adaptability
- Responsibility
- Problem-solving
- Empathy
- Optimism
- Humour.

Organisational benefits of a resilient workforce include:

- A more flexible, creative and positive approach to change
- Increased efficiency and productivity, through individuals managing their workload and other commitments better
- A more proactive workforce - people are able to move towards change with a positive mind-set and can-do attitude
- Reduced workplace conflict as people are more able to remain calm under pressure.

## The game in essence

Your Resilience Game’s purpose is to help people explore the topic of resilience. By doing so players create straightforward actions that improve their well-being, mental health and performance.

Players also gain reassurance, confidence and motivation from realising how they have already been resilient in their professional and personal lives.

## Objective

To celebrate players’ current resilience capability and to increase it by creating actions to apply straight away.

## Learning outcomes

On completion of the game and debrief, players will be able to:

1. Describe resilience for the individual and organisation
2. State at least five resilience qualities they recognise in themselves
3. Recall at least four situations where they have been resilient in their professional and personal lives
4. Describe three ways to help colleagues appreciate their own resilience
5. Plan a minimum of three specific actions to develop their resilience.  
People managers will also have actions to help and support their people in building their resilience
6. Action plan to overcome at least two personal resilience challenges.

## Suggested game timings

The total suggested duration is 90 minutes. It's ok for game play to extend if it's proving valuable.

Timing	What
5 mins	Set up game and materials
3 mins	A briefing to set your context and introduce resilience (if required)
2 mins	Resilience Game introduction
70 mins	Game play 3-6 players to a game
15 mins	A debrief discussion straight after to consolidate learning and share actions
90 mins approx.	Total
10 mins	Where possible, allow some reflection time afterwards, perhaps back at work, where players can note any final thoughts, insights and actions onto their action planner.

## Game cards

Resilience game	Cards	Contact Centre Agents
12	Fact or fiction	12
18	Resilience builders	18
12	Resilience consultants	12
12	Support a colleague	18

## Facilitating the game

### The facilitator role

Small groups of 3-6 players play the game. Players use their knowledge and experience of resilience to work through as many scenarios and questions as

possible, gathering Resilience builder cards as they go. The more cards they explore, the bigger benefit they get.

Your role is to host the game so that players make the best use of their time. An important part of this is being on hand for any player questions. You offer any clarity needed and keep the game moving. One example might be if a team is drifting too far from the question at hand.

## Supporting you

There is much more free support for facilitators in your Resilience game's dedicated website.

- How to play video
- PowerPoint full facilitation slides
- PowerPoint debrief only slides
- This Facilitator guide
- Suggested advance communication
- Advice on each card deck
- Two suggested post-play communications
- A community to share feedback and good practice

## Beforehand

Before using the resilience game, we recommend you:

- Watch the how to play video
- Familiarise yourself with this guide's content
- Familiarise yourself with the 'How to play' instructions
- Plan how you will introduce both the game and if needed the topic of resilience (we have included a copy of "The Reed and the Oak Tree" fable on the back of the How to play handout)
- Organise you invite to players. If playing remotely do your MS Teams or similar appointments
- Plan your timings - we suggest a session time of 90-minutes with game time of 70-minutes. See the table above for more information. In the end though it's up to you.

## Advance communication

We have a suggested communication to send players beforehand. Its purpose is to arouse their curiosity, introduce them to the game, how it's played and most importantly set the scene for actions and benefits afterward. You can download it from the dedicated webpage.

## Getting started

One way is:

1. Allocate players their player disc number



2. You as facilitator set the scene with your context for what led to playing the Resilience Game
3. Have a volunteer participant read “The Reed and the Oak Tree” fable out loud
4. Ask participants for some opening comments about what resilience means to them.

Confirm that resilience is an ability and as such everyone can improve their capability. The Resilience game’s objective is to celebrate players’ current resilience capability and to increase it by creating actions to apply straight away.

Remind players that, unlike traditional board games, this one is not about winning! It’s about what players gain from taking part. It provides them with the opportunity to link this important subject directly to their own work-based reality.

## Player action planner

- Position it as a positive help to players
- It’s up to them what they put in it
- Encourage scribbling throughout their game time
- They can for example record their decisions about Fact or Fiction
- The game board includes ‘Stop & Action Plan’ time outs to capture notes and actions
- The space for three actions is very important. Players ought to have it complete before leaving their session.

Players now have everything they need to get started so ask for any final questions.

Make it clear they should use their time to explore as many of the cards as possible. Players risk going down a rabbit hole with one card. The 3-minute timer is optional. Its purpose, if you decide to use it, is to be conscious of time.

## Sharing

Let all the players know that they can share as much or as little as they wish. You encourage sharing to help ourselves and others to learn and build on our strengths. However they are in control of what they share.

## During play

As facilitator, you may or may not be a player too.

Your facilitator or host role is to be there for any help and support players’ need. Teams quickly get into the game’s swing so won’t need babysitting.



One of your main roles is to draw out resilience behaviours, mindsets and potential actions. Some key questions for you would include:

- And what did you learn from that?
- What kind of mindset did you need to make progress?
- What behaviour did you learn that you've used since?

There is more help facilitating the cards in other game resources.

Groups can occasionally become side-tracked. Simply guide them back to moving onto the next player.

Listen out for interesting comments, observations and insights that you can feed into your debrief.

## Purposely vague

As learning is, "Created not consumed", player discussions are vital. It's ok that players might disagree about a card's content, its purpose or a solution to its question. All of these situations compel players to think. And that's always a good thing. Indeed some cards are there to provoke discussion.

## Ending game play

- We recommend giving players 10-minute notice prior to finishing.
- If everyone wants to play longer, encourage it.
- When time is up, give everyone a final minute to update their action planner.

## Debriefing after play

Once teams are back as a group, facilitate a 15-30 minute debrief. This is to consolidate key learnings and share actions.

This is your main opportunity to discuss and share examples with the whole group. It boosts their resilience still further by having more knowledge and insights from all players.

Firstly, ask some general questions to get some sharing. Examples of wide open questions are:

1. How did you find it?
2. What did you notice playing the game?

If your players want to confirm the answers to the Fact or Fiction cards there is a slide and a handout to help you.

Next consolidate the learning. The following guide questions act as prompts. You could have them on a prepared slide:

- What was the best discussion?
- What did you learn from someone else in your group?
- What surprised you?
- What reassured you?
- What was your most helpful learning?
- Any other thoughts or questions?

Players might also want to discuss their responses to some of the Resilience Builders, Support a Colleague or Resilience Consultants cards.

## Commitment to action

The true value of the game comes from implementing actions and seeing results. It's best to conclude your debrief by seeking a public commitment from everyone to at least one action. One way to do this is to:

1. Invite one person to share one action
2. When they finish, ask them to choose the next person
3. Repeat this until everyone has shared.

Your role as facilitator is to make sure people's actions are specific. Ask people to give more detail if their action is vague such as "to be more resilient" or "to communicate better."

Another option is to have everyone write one action on a sheet of paper, then share them. Finally display all of them somewhere prominent in your workplace.

## Afterward

Follow up with players. This is to keep up momentum for actions and results. Consider follow ups like:

- Send an email within a day encouraging players in their actions
- Send an email a week later
- Invite a player to present to the team their actions and results
- Include resilience in team meeting agendas
- Diary to play the game again in six months.

We have two suggested communications you could send to the players afterward. Their purpose is to keep encouraging actions and noticing results. You can access them from your game's dedicated webpage.

## About Robertson Training

We are the people development partner to ambitious organisations who believe like us, that engaged people do great things. Far more than an order-taking training company we have the expertise and the results to help with people strategy, operational delivery and powerful results reporting. Over 90% repeat business provides all the credibility you need.

What we do is help your organisation to get the greatest return on its people development and training expectation. We do this through what clients tell us is our **simple, creative, enjoyable** partnership approach.

Simple	Creative	Enjoyable
People say it's simple and easy to deal with us. Much of people development can easily become over complicated. We constantly ask ourselves, "How can we make this simpler for our clients?"	Our talent is to take global best practice in training, learning and people development to create activities that stimulate thought, engage people positively and produce strong commitment to actions.	Everyone knows that when people are relaxed and aware they perform at their best. All of our feedback demonstrates that people enjoy our programmes.

By helping your people to learn quickly and develop action plans that they can confidently implement, we can help achieve the certainty of positive results.

We have helped over 75,000 people since 2001 in a range of areas from management development through change management to business skills such as negotiation and assertiveness. We deliver to large audience speaking engagements and workshops for senior business people through to teenagers in a range of group sizes, as well as individual coaching.

Our core team are all highly qualified people development professional, capable of working at business partner level. We each have CIPD professional qualifications, complementary people development accreditations and a minimum of two decades in business. It is this that helps us get the strategy right, meet your people 'where they are' and facilitate their transformation into more confident, capable and agile team members.

It's completely understandable that prospective clients can have concerns about investing in training, wondering will it work? Are these guys any good? In response, we promise four things:

1. To confirm the extent of our repeat business is over 90%
2. To never design anything unless we have agreed the intended measurable results with you
3. To back all our training with a 200% money back guarantee
4. To encourage you to ask any of our clients for their comments about us.



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