

Building Resilience in Others.

Whether at work or at home, the leaders set the tone for resilience. When leading a group under pressure, particularly over a sustained period, your behaviour and leadership will be the single biggest factor within your control to influence how your people weather the storm.

Leaders influence perspective, modulate energy, help people imagine what's possible, and choose areas of focus.

Where can you have the most impact?

PERSPECTIVE

- Keep attention focused on what is possible
- Make sure they can see the path to get there.
- Help people let go of things out of their control; direct their attention to what is within their control
- Point out successes and benchmarks repeatedly
- Practice gratitude—"Today is a good day because..."
- Create safety by acknowledging when someone may be struggling and asking 'how can I help?'

ENERGY MANAGEMENT

- Eliminate any unnecessary stressors
- Remind people of how competent they are
- Manage your own energy – role model what is needed to steady the ship
- Encourage 10-15 minute breaks every 90-120 minutes
- Observe, out loud, when arousal gets too high
- Take a group breath; slow down the anxiety train
- Reinforce calm and persistence
- Focus on one task at a time
- Do something fun to build social relationships

IMAGERY

- It's your image of the future that matters the most to your people. What pictures are you painting? Are they authentic, relevant, credible?
- Can you create a story about the challenge they are going through; a metaphor that resonates?
- Listen for their images. What stories are they telling themselves?
- Preempt, reassure – tell the story of possibility and challenge
- Call out acts of kindness and moments of joy. Make sure they see what is possible in the face of pressure

FOCUS

- Define success and clarify its value. Make it personal
- Can the struggle provide meaning? E.g. Growth, trust, victory
- Is it clear and compelling? Does it motivate you?
- Break down goals into manageable steps
- Direct attention to daily tasks
- Give autonomy where possible
- Recognize progress out loud; repeatedly
- Make sure you personally find joy and bring joy each day