

Going with the Flow: Remaining Resilient Through Change and Challenge



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How to use this booklet

This booklet is designed as a resource for TfL employees. It will introduce you to resilient behaviours, help you to identify your personal strengths, highlight areas to develop by providing suggestions and tools that will strengthen your resilience.

- Take some time to familiarise yourself with the introduction to Resilience and the Resilience Matrix.
- Fill in the Rate your Resilience Questionnaire and add up your scores .
- Using the scores identify your personal Resilience Components that are strong and those that need development.
- Read through each of the Resilience Components paying special attention to the areas that need developing.
- Recognise your strengths and make them a conscious part of your strategies for meeting challenges.
- Try out some of the new suggestions and reflect on their effectiveness.
- Follow up some of the suggestions for developing your resilience either through the intranet, resources at TfL, outside agencies or LU Counselling and Trauma Service.
- You will find numbers, e mails and addresses for these at the back of the booklet as well as a suggested list for further reading.

What is resilience?

‘Man never made any material as resilient as the human spirit.’

Bern William

The word resilience has become popular in the media where it is often used to describe countries, organisations and governments. Financial institutions are described as having resilience or lacking resilience; but what does this word actually mean? And why has it become something that is so important?

The concept of resilience is now recognized as something every one needs; the strength to recover from difficult times, to make tough decisions, to have faith when life looks overwhelming.

We all know or have heard stories of someone that seems to be able to bounce back despite life giving them a raw deal. A person who feels they have been given something from life despite its’ difficulties.

How do they do that?

Are people born resilient or is it something that can be learnt?

Resilience at work

TfL is in a time of ongoing change coupled with increasing numbers of customers journeys on the underground.

Change is happening through increased demand, as well as the way that customers behave, fewer people queue up to buy tickets and more people are using Oyster cards.

The Upgrades at LU are impacting on service levels and staff are having to manage customer expectations about this.

London is also home to exciting large scale events such as:

- Concerts and sporting events at Wembley Stadium
- Events at the O2
- Tour de France
- More huge concerts in Hyde Park
- The Olympics in 2012

Now, more than ever, employees need to be resilient and able to cope with the level of demand being made upon them.

How can resilience help me?

‘It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.’

Charles Darwin

Resilient people adapt to changing situations by drawing on their internal and external resources. With the knowledge that change is a certainty in life we adapt and handle this better if we employ identified resilient skill sets and behaviours.

Resilience doesn’t make problems go away, it’s not a magic cure or formula; rather, resilience gives us the ability to build on successes in small ways, to be clear about our values and to be realistic about where and how to focus energy.

These skills and behaviours are not only useful in adverse times but can enrich and expand life for us every day . Employing our resilience gives us confidence to try new things and step out of the box as well as deepening our connections with life.

Change

We all have a capacity for change. Being able to absorb, process and adapt to changes take varying times for people depending on their resilience and personality; some people seek out jobs that require them to adapt and cope with change as part of every day, others like to know what is expected of them and too many changes at once can begin to feel uncomfortable and out of control.

Although we often think of change as a negative thing, some changes can also be positive and initiated by us. However, these still require us to adapt and they can feel a stretch for a while, such as moving in with a partner, taking a job promotion or having a new baby.

Recognizing how much change is happening in your life, and understanding how to employ resilience will help you work within your capacity and consciously draw on resilience.

When we exceed our capacity for change life feels out of control, we may feel angry, overwhelmed and unable to separate out issues. We may also find ourselves coping in ways that do not increase resilience such as drinking too much, neglecting to take time to relax or ignoring self care such as exercise or eating regularly.

On the next page are examples of changes that require us to adapt, take a look at the list and see how many you are currently in the process of adapting to. Are they taking you up to or over your capacity?

Check list for change

Changes in Family Life

- New baby/new step family
- Illness or death in family
- New relationship/ divorce/marriage/ separation
- Partner changes work patterns/job
- Children leaving home/returning home
- Becoming a carer

Changes at work

- New systems being initiated
- Re-organisation involving redundancies
- A new project
- A new boss/team
- New job roles
- Using new equipment/processes

Changes in Living and Life Circumstances

- Moved house or different home set up
- Moved to a new area
- Changes in personal health/illness
- Changes in financial circumstances
- World events that have affected you, such as natural disasters, terrorist attacks

Other Changes

Resilience as a matrix

On the next page/over the page is a matrix made up of 6 components which interlock and effect each other, making up an overall picture of resilience.

When you read through them you will recognise strengths that you naturally employ when life is tough; you may find it easy to pick up the phone and talk to a friend, or you may be able to identify issues as problems and approach them in a focused and flexible way.

You will also find areas that don't come so naturally and could be developed; you may put exercise or staying fit at the bottom of your priorities when you are busy, or perhaps you find it hard to stay calm and control your impulses.

Its useful to have some skills in each component.

Resilience matrix



Rating your resilience

Complete the questionnaire

- Mark each of the questions in the sections with a number between 1 and 10 and then add each section up. The highest score for each section would be 40.
- You will have 6 scores.

RATE YOUR CURRENT RESILIENCE

On a scale of 1 -10 put a number that reflects your current strength in each area on the wheel.

1 is very weak

10 is very strong

INNER STRENGTH

Looking back I see the 'happy coincidences' in difficult times

I have inner values/beliefs that support me throughout my life

I have negotiated difficult times and feel they add to my experience and confidence as a person

I feel motivated to make a positive difference in my community

THINKING

I am rational and positive in my thinking

I am aware of the effect that my thoughts have on my well being

I am able to listen to other people's point of view

I am able to adjust my expectations to accommodate other's styles

APPLICATION

I am able to identify problems in my life and apply problem solving ideas

I am able to set goals and work towards them

I prepare for possible difficulties

I feel effective in my life

CONNECTIONS

I have people I can turn to for emotional support

I have colleagues that I can turn to for professional advice

I actively seek out other peoples views and opinions

I have social networks that give me a sense of belonging

SELF CONTROL

I am able to return to a calm state even after feeling upset

I can control my impulses and think ahead about possible consequences

I am able to tolerate uncertainty in my life

I can easily switch off

LIFE HABITS

I create systems and processes that bring organisation to my life

I regularly exercise and feel the benefit

I choose the best diet for my wellbeing

I have ways of relaxing other than cigarettes, alcohol or food

How did you score?

- **Inner Strength** _____
 - **Thinking** _____
 - **Application** _____
 - **Connections** _____
 - **Self control** _____
 - **Life habits** _____
-
- **Above 30 is a high score, these are your strengths**
 - **Between 20 and 30 is an average score, these are good to build on**
 - **Below 20 is a low score, look at developing more skills in these components and see the resources pages at the end of this booklet for sources of additional support**

You may find it helpful to ask someone who knows you well to score you as well so that you can compare whether their view matches with yours

Plan to build resilience

Use the information on the following pages to help you build your resilience.

- Take the component that is strongest, read about it and acknowledge and own your competence , reinforce what you already do and use it consciously to support you. You may think of ways you could expand this aspect in yourself.
- Take the component that is low scoring and read the suggestions to build resilience in this area. Pick one suggestion that you feel you can start with and find ways to try it out. Slowly add the others so that you become familiar with these skills.
- Read through the other components and identify any aspects of them that you could strengthen or expand.
- Become aware of how others are resilient , be curious about how they approach life and experiment by trying out some of the behaviours, notice if this is helpful.
- Don't give up; by persevering and learning from setbacks you can become resilient.

Tap your Inner Strength



Inner strength can also be described as having access to inner resources, in other words , it is a set of perceptions, values and beliefs that are not dependant on outside factors.

Even in difficult circumstances, people with inner strength are able to access something positive to help them stay focused and calm, they also feel as if they can contribute to the society or the community that they live in.

Often people with qualities of this kind have encountered difficult and challenging lives and have been able to draw on these experiences to build belief in themselves and so focus on solutions.

People who have strength in Inner Strength:

- Are able to reflect and see positive aspects of past challenges
- Feel that they make a positive difference in the community
- Use experience of negotiating past difficulties to increase confidence and self belief
- Have personal values and beliefs that provide guidelines for living
- Learn and draw on experience and mistakes in a constructive way
- Are able to keep a sense of humor

Marina's Story

Marina and her partner were looking forward to the birth of their first child, but the baby was born prematurely and very unwell - despite all the efforts of the hospital he sadly died.

This left the couple grief stricken and they tried to talk to their family but found that Marina's mum and sisters couldn't talk about painful feelings. So Marina took up the offer of bereavement counselling. As a couple they communicated and supported each other.

Over time it was suggested that they meet other bereaved parents in similar situations and this led to them setting up a support network and charity to aid research into premature babies.

Marina and her partner now have 2 children, they continue to meet the support group regularly and raise money and awareness as well as gaining strength and support for themselves.

Building Inner Strength

Are you able to think of three values that you feel are important in your life?

List several ways that these are reflected in your work and home life.

How much of your time is spent in line with these values?

If they are not present in a significant way how could you adjust your life and activity so that they become present.

Can you remember a time when life took an unexpected turn?

What supported you through this time, write these things down.

Is there anything you have learned about yourself or life from this experience?

How do you feel about yourself having come through this time?

Could you make a positive statement to yourself or others based on this experience?

Can you think of any ways, no matter how small that you make a positive difference to your family/ neighbourhood/ workplace?

Watch a film or read a book about an inspirational figure and reflect on what made them that way.

Find small ways of contributing in your immediate community

Harness your Thinking



Supportive thinking is the ability to be aware of the effect that thought content has on our ability to cope and stay calm. People who are able to think clearly and rationally are then able to apply problem solving strategies. When thoughts become 'distorted' we may find ourselves thinking about the worst case scenarios, or jumping to conclusions before we have all the facts or information. This increases anxiety and makes it difficult to stay resilient.

It is important to notice the content of our thoughts and be able to challenge them. When we are able to listen to other peoples approach to situations and be flexible then we are able to adapt to new situations more quickly.

Being able to a connect with appreciation of the small things in life gives a bigger perspective.

People who have strength and can harness their thinking:

- Think rationally and realistically
- Adapt to other peoples styles of operating
- Realise the effect that their thoughts have on their well being
- Are curious and listen to other peoples point of view
- Access gratitude and appreciation in life
- Can stay in the present moment rather than the past or future

John's story

John looked after his partner throughout a prolonged terminal illness. He managed to continue working as a senior manager through out this time and kept things together. The illness made Johns partner irritable and so they gradually became more isolated as many friends drifted away.

After the death of his partner John thought life would return to normal and that he would be able to quickly resume the friendships and activities that he had lost.

After some weeks John was feeling anxious and panicky ,he didn't feel like socialising and he felt disappointed in himself and frustrated, thinking that life was never going to change. He couldn't understand why he had these feelings and couldn't relax. His expectations and thoughts increased his feelings of despondency

John's manager noticed that he was strained and preoccupied and suggested that he talk to a counsellor. In the sessions John was able to become aware of his expectations and also identify that his thinking was adding to his difficult feelings. Having the counsellor to point out his high expectations and challenge his thinking helped him start to do the same for himself. John also learnt relaxation and breathing exercises to help calm down his anxiety.

He has started to take small steps towards building his life and continues to feel more optimistic.

Building supportive thinking

Do you find yourself thinking about the worst outcomes in situations or predicting future outcomes?

Think of a situation that is currently causing you potential difficulty, write down three thoughts you have about it.

Are these thoughts based on any rational evidence?

Do these thoughts help you stay calm and feel in control?

What thoughts about this would help you feel more calm? Try saying them to yourself.

What would a kind person or friend say to you in this situation?

Do you know anyone who appears to be reflective and thoughtful?

What do they say or do that makes you think of them in that way?

Try asking them what they think of a situation and be open to taking that different aspect on board.

Develop a habit of listening to how different people view situations and use this to expand your pattern of thinking.

Is there anything in this moment that you could appreciate in your life?

List three things that you appreciate or feel grateful for today.

Notice how this affects the way you feel.

Try acknowledging appreciation as a daily practice.

Apply yourself



Application is the ability to effectively identify the problem in a challenging situation and then to apply problem solving strategies, set goals, and be aware of what is under our control. In order to achieve this it is important to be able to step back and look at the situation realistically.

Being able to look ahead and prepare for possible problems is also key to this skill. There is a difference between anticipating the worst therefore increasing anxiety, and realistically preparing for eventualities. Keeping focus and being willing to regularly review the situation enables flexibility and ensures that goals are realistic. Taking small steps towards a long term goal requires determination and patience.

People who have strength in Application:

- Have the ability to step back and identify problems
- Set realistic goals and work towards them
- Prepare for challenging situations
- Feel effective in decisions and actions
- Adapt goals as the situation demands
- Act on things within their control

Shanaz's Story

Shanaz had reached a period in her life when many aspects of it were demanding her energy with many demands for her to respond to. She felt as if she didn't know where to start with sorting things out. At home, Shanaz had 2 teenage children plus an elderly dad who required attention and care but didn't want it. At work, in customer services, the team that she had been part of for 12 years was undergoing a review.

She knew from talking with her husband, colleagues and her own life experience that she needed to separate things out and make a plan to deal with each issue step by step.

She asked herself what the problems were for each issue and made a list

- Children have exams coming up and don't seem to be preparing.
- Dad needs more help with daily activities but is cross about it
- I may have to move teams or even lose my job.

Then she looked for solutions to the problems by talking to other people, she particularly focused on what she could control. In the situation with her dad this meant not taking his rejection of help personally, but recognising that he was frightened of losing his independence.

She thought about how she might prepare for the team review by talking to others who had gone through a similar review and so had an idea of the possible options, even considering voluntary severance as a solution to spending more time with her dad and children

All of this helped Shanaz feel less overwhelmed with her life, she felt there were options and choices and that whatever happened that she would cope.

Building application

Are you feeling frustrated and angry about life at the moment?

Identify a situation that you are putting your energy into that isn't under your control, e.g. are you waiting for someone else to change before you do?

Identify a situation that is under your control but you are not acting on e.g. regular exercise, sorting paperwork.

Make a decision to put your energy into the places that you can control and accept the situations that you cannot.

Can you identify problems in your current situations?

Make a list of problems, pick one that isn't the most important on your list and use it to practice problem solving. Use different approaches, brain storm, imagine how someone else might approach the problem, make a list of positives and negatives, have fun with it.

Can you set realistic goals and focus on them?

Pick some thing that you want to achieve in the next month, write down Five steps that will help you do this. Make sure the steps are realistic, simple and achievable and put a time frame for each one. (SMART) See if you can carry them through and achieve your goal.

Can you prepare for an imminent situation that is challenging?

Ask yourself these questions:

Am I asking for support with this, emotionally and professionally?

What if I don't get the outcome I want?

Is there a compromise I can think of?

Are there any positives in this situation?

Can I stay focused on the outcome I would like?

Nurture connections



Feeling part of a network or community can help us feel anchored and gives us a sense of belonging and connectedness. Involving ourselves in our community whether in our neighbourhood or at work helps us feel we are able to have an effect on the world around us. We can all make a difference by being kind in small ways, it may be putting out a neighbours dustbin or letting someone sit down on the Tube.

When times are difficult it is a strength to be able to share feelings with others, this may be with family members or good friends. Sometimes getting professional support such as counselling can give perspective and a fresh eye on a problem or situation.

Networking also means finding the right support professionally by talking to a manager, finding a coach or a mentor to discuss things with and provide some guidance .

People who have strength in Connections:

- **Have social/community networks that give a sense of belonging**
- **Initiate small acts of kindness**
- **Are able to share feelings or difficulties with appropriate people**
- **Can access and utilise professional support and guidance**
- **Recognise when to seek support and have people/resources to turn to**

Esther's Story

Esther is a train operator, having previously worked as a CSA she applied to become a train operator as she wanted more responsibility. She completed the training and started working late shifts as often as possible so that she can drop her children at school in the mornings. Her mum picks them up and looks after them in the evenings that she works. This change in job was meant to improve life for everyone. What Esther hadn't anticipated was the big change in social contact from working at the station to driving a train. She is a person who likes to share a joke with colleagues and be sociable, she enjoyed relationships with the customers too, being helpful and informative. Although she sees other drivers at the depot and in the mess room she has a lot of time on her own. The shift work combined with this has led to her feeling isolated and started to get her down.

Esther knew one of the DMTs and asked for a quiet chat. She understood Esther's feelings and her upset at feeling so isolated from friends and family and was able to give Esther some examples of how she managed to combine work and socialising when she was driving. The key for her was planning activities well in advance and being proactive in keeping in contact with friends. For example planning lunch with friend on a day off and looking forward to make sure there was something in the diary every week that involved being with other people. Making regular commitments can be difficult with shift work so being organised and proactive is really important. As is picking up the phone to let people know that you are thinking of them even though you are not there.

The DMT also helped Esther look at the positive aspects of the job and focus on why she had made the move and the benefits she has gained. Esther isn't sure this career move is a long term one for her she is going to try and follow the advice and see how it goes.

Building connections

When was the last time you turned to someone for help?

Identify two or three people that you could turn to in times of personal difficulty.

Think about how you might approach them. Watch how others do this.

Find out about the resources at work such as counselling, how you contact them and what they offer.

Are you active in maintaining the relationships that are important to you?

What have you done recently that demonstrates this?

Think of a way to express your connection to people that are important to you. Plan to do it in the next two weeks.

Are you part of any group or network in or out of work?

Make some enquiries about ways you could become involved with others, maybe through volunteering, joining a sports team at work, or a neighbourhood activity.

Do you believe you can have a positive effect on people around you?

Look for opportunities to change someone's day in a positive way. Small acts of kindness go a long way.

Recognise when someone has a positive effect on your day and acknowledge it.

Do you feel that you are reaching your potential at work?

Enlist the help of a manager that you feel comfortable with and/or research opportunities for coaching/mentoring through the company.

Cultivate self control



Self Control gives us the means to step back from whatever is happening around us and take time to reflect. When we are able to do this we can think about the possible consequences of our response and take responsibility.

Being aware of the need for relaxation and making time for it in our daily lives can help reduce our overall stress levels , this in turn means that we can stay responsive rather than reactive. Having low stress levels also means that when life gets tough we re-orientate and are able to use supportive thinking and creativity to do so. Having regular ways of relaxing that don't rely on alcohol or cigarettes is important, activities like walking the dog, listening to or playing music can help us switch off. When life is uncertain it can evoke anxiety, focusing on the present moment can help us step back and stay calm.

People who have strength in Self Control:

- Have ability to control impulses
- Are able to recover from setbacks and re-orientate
- Know how to switch off
- Can tolerate not knowing or ambiguity
- Can think through possible consequences of actions

Tariq's Story

Tariq had been with the company for 12 years, he had been promoted several times and seemed able to manage demanding and pressurised situations well. Ordinarily he had a positive management style and didn't take work home with him. He was involved in a community mentoring programme with youngsters, had a busy family life and made time to exercise and meditate and was studying for a Masters degree in other words Tariq was a resilient guy!

On his latest assignment he was asked to step in and manage a team who were undergoing big changes in the way they worked, there were challenging targets and deadlines to meet and people were unhappy.

After a couple of weeks Tariq found that he was staying late at work every day, he couldn't stop thinking about how to meet the deadlines. He put his activities on hold for a while but after 6 weeks experienced some anxiety and sleep disturbance. He thought about giving up his course as he couldn't see how he could manage the time for it and his family started to worry about him.

When a stress counsellor dropped in to the site to carry out some resilience reviews Tariq found himself talking to him about this. The counsellor explained to Tariq the importance of switching off from work and that people who were in for the long haul really must cultivate other interests. He helped Tariq work out how to reinstate some of his activities and also suggested approaching college about delaying written work deadlines.

After this conversation Tariq felt more like himself and ready to tackle things.

Building self control

Can you switch off easily?

Name three ways that you switch off.

Develop a 'buffer zone' between work and home by walking the last stop, taking a nap on the train or doing sudoku or reading.

Join a yoga or meditation group to give you support and guidance with regular relaxation.

What activities energise you or give you a sense of enjoyment in your life?

Name two enjoyable things that you regularly do.

What did you used to do when you were younger that you enjoyed? Can you find another way to do this, for example coaching a sport if you can no longer play.

Do you find yourself acting impulsively in situations without thinking?

Become aware of the warning signs of anger or tension building, such as clenched jaw, feeling hot, clenched fists, shortness of breath.

Experiment with using a relaxation CD or music to take time out, practice this until your body can switch into a relaxed state easily.

Pick three ways of interrupting this process, such as counting to 10, removing yourself from the situation, physically sitting back, taking a breath and relaxing tight muscles. Practice these in non-trigger situations until you can do them easily.


Learn to be assertive

Study how others say no. get help from books, the internet or find a assertiveness course that you can attend.

How flexible are you when things don't go as you planned?

Look back and remember a time when things didn't go as you had hoped. How have you recovered and re-orientated?

Choose positive life habits



CHOOSE
POSITIVE LIFE
HABITS

Positive Living is about making informed choices in terms of keeping well both physically and mentally. All too often in times of stress, eating in a healthy way as well as taking regular exercise becomes difficult, yet these are aspects of our lives that come within our control and can help us feel better.

Creating habits and systems even when life is uncertain can save time, reduce anxiety and help us feel more in control and allow us to learn new activities. Being willing to follow our curiosity keeps us mentally agile.

When we take time out to be in the present moment and look around, we can bring a fresh quality to our experience which creates relaxation. Just taking time to watch a bird, listen to a cat purring or to really savor a favorite food can give some respite in times of pressure. Most problems are still going to be there when we come back to them, but a short break can give us a fresh perspective.

People who have strength in Positive Living:

- **Are aware of the effect that eating patterns and food choices have on well being**
- **Relax without needing cigarettes or alcohol**
- **Have exercise as part of a regular routine**
- **Develop systems and routines that increase effectiveness**
- **Learn new activities and are curious about life**
- **Have discipline related to self care**
- **Regularly connect with and appreciate nature**
- **Can be in the present moment**

Azems story

Azem is a working mum with 2 children at school. She finds life very demanding and tiring and has recently put on weight. She knows that eating well and exercising would help her cope better with her demands but she can't think how to find time to do this.

During a visit to an on site health fair she spent time with the lifestyle advisor who helped her make a simple plan.

After looking at a typical day's food intake she realised that she didn't take time to eat breakfast or lunch but ate the children's snacks and food when she got home with them. By this time she was ravenous and so didn't know when to stop! she was also eating on the go as she fed the children, helped with their homework and tidied the house.

When her partner came home even thinking about making another meal was hard work and so they put something in the microwave to save time and opened a bottle of wine.

By identifying a few small ways to organise herself in the week she started to feel in more control of things.

- When making the children their packed lunches for school she also made herself one to take to work.
- She made a decision to have a proper lunch break at least 4 days a week and take time to eat her lunch also to have a walk 3 times a week at lunch times.
- She also decided to limit her alcohol intake to weekends and have more fruit for snacks

All these small things added up to Azem feeling as if she was beginning to make an in road into becoming more healthy and energetic.

Building positive life habits

How do you deal with chaos or confusion?

Keep a diary or daily planner and make a section for each major part of your life, use it to remind yourself of small tasks ahead of time that will make life run more smoothly. Make a time each day to look at it.

Create time for small routines that help you find things easily, for example make your lunch and put it in the fridge the night before work, make a place to keep your keys, pack your bag the night before, it takes minutes and makes mornings less stressful.

Do you find yourself missing meals or snacking on sweet foods?

Try making time once a day for a meal where you are not in front of the computer or involved in another activity.

Stop before you eat and take a deep breath, relax your shoulders and bring your attention to the food you are about to eat, try to chew the first mouthful slowly.

Is it difficult to programme exercise into your week?

Buy a pedometer and aim to achieve 10,000 steps per day

Try getting up 10 minutes earlier and walking to the station or getting off a stop earlier and walking the last part to work.

Make exercise part of something you enjoy or do at home, such as playing the wii with family or friends, washing the car, running up the stairs, cycling, walking the dog .

When was the last time you learnt something new?

Think of something that you would like to know more about, look on the internet for information or classes.

Take opportunities offered to attend courses, local events or ask a friend to teach you.

Resilience and shift work

Shiftwork is not just a work schedule it can affect your way of life. It requires you to make biological adjustments, sleep at odd hours, eat at different times and make adjustments to your family and social life. Therefore , it is important to be organised and plan ahead.

Some possible effects on health can be:

- Stomach upsets
- Feeling run down
- Headaches
- Loss of appetite
- Difficulty sleeping
- Stress symptoms

If you experience any of the above for a period of time try some of the following suggestions.

- Reduce alcohol intake
- Avoid caffeine 4-6 hrs before sleep
- Maintain a well balanced diet, try investing in a slow cooker to make preparing meals easier.
- Take vitamins, don't forget vitamin D
- Take regular exercise, aim for 20-30 minutes per day
- Create small systems, such as packing a meal for work and putting in fridge
- Communicate with those around you
- Clear your mind of anxious thoughts, keep pen and paper next to the bed to write them down
- Don't forget to do things for fun/enjoyment regularly, plan them in advance

See 'Riding the Wave booklet' available from Occupational Health or refer yourself to CTS for a resilience session.

Habits to manage energy

- **Take all breaks that are available to you. Avoid all work-related activities during your break to reduce your levels of fatigue and restore your performance.**
- **Taking caffeine before a short nap may help to overcome grogginess upon awakening (a strategy recommended in The Highway Code).**
- **Taking regular exercise while you are off duty is likely to improve your levels of alertness at work and on days off.**
- **Preparing meals and bringing them to work can ensure you eat in a way that is healthy and enjoyable. Investing in a slow cooker and using it while at work or asleep is helpful for shift work.**
- **Napping is an effective way of reducing fatigue, particularly on a night shift, when it will have greater benefits than just taking a break. Naps are more effective if taken during breaks in the early part of the night, before the build up of fatigue.**
- **Plan ahead for days off and include at least one social activity that you enjoy.**

Challenging lives

There are times when our life outside work can be challenging, these situations may cause us to feel anxious, upset and angry, resulting in periods of distress. It is particularly important to draw on help that is available and not to become isolated. At the back of the booklet there are organisational and community resources that give you suggestions for help with some of the following areas:

- Children
- Relationships
- Illness and bereavement
- Becoming a Carer
- Financial difficulties

TFL Internal Resources

Occupational Health:

<http://source.tfl/News/CorporateNews/9980.aspx>

The aim of occupational health is to help people with health issues get into work, stay in work and return to work quickly and safely after illness and injury. We aim to help people enhance the quality of their life through empowering them to identify and use any opportunities to improve their mental and physical health, in the belief that this will contribute to their motivation and work.

Counselling and Trauma Service:

http://luintranet.tfl/working_here/health/occ_health/467.html

The Counselling & Trauma Service team is made up of professionals from different backgrounds, experience and expertise, and reflects the diversity of the workforce. CTS provides counselling for work-related trauma experiences (assault, train suicide, near miss, workplace violence) and other issues such as stress or depression, which may be affecting an individual's work life.

Stress Reduction Group:

http://luintranet.tfl/working_here/health/occ_health/467.html

Many of us experience stresses and strains in everyday life which may feel unmanageable. At such times it is helpful to know more about ways to manage our own stress and reactions to things we find stressful. One way to acquire this knowledge is to take part in our award-winning Stress Reduction Programme (SRG).

Drugs and Alcohol:

http://luintranet.tfl/working_here/health/occ_health/321.html

The team provides the following services to employees -Advice and support for any matter of alcohol or drug misuse or addiction; Professional screening and assessment development of individual treatment plans; After care support and monitoring; Liaison with managers and supervisors as appropriate. Admission of a problem to your manager, or to Occupational Health and the DAATS team before the disciplinary process is initiated, offers the protection of the drug and alcohol policy.

TFL Internal Resources

Debt management:

http://luintranet.tfl/working_here/health/health_wellbeing/457.html

Debt can cause ill health and breakdowns in relationships. Debt problems can also make it hard for people to cope with their daily lives and have a big impact on parents' relationships with each other and their children. A growing number of people are at risk because they are over-committed - they have taken out too much credit and are getting into serious difficulties because they cannot afford the repayments. But with the right advice, even the most serious debt problems are manageable.

Female Health:

http://luintranet.tfl/working_here/health/health_wellbeing/450.html

There are several health issues that apply only or much more commonly to women. This web page provides some information about some of the most common issues related to female health.

Male Health:

http://luintranet.tfl/working_here/health/health_wellbeing/451.html

London Underground (LU) has created a partnership with the Men's Health Forum (MHF) for the benefit of our employees. Many men are notoriously bad at looking after themselves and don't have the same access to health information that women have. Women visit their GP much more often (for regular women's health and pregnancy checks and for children's health) and their magazines are much more health focused than men's.

Health eating:

http://luintranet.tfl/working_here/health/health_wellbeing/453.html

On this page you will find tips on health eating such as how to improve your diet and how to eat less salt and sugar.

TfL Internal Resources

Libraries:

<http://source.tfl/HelpAndGuidance/Libraries/219.aspx>

The TfL Library at 55 Broadway is part of the TfL Learning Zone alongside the Skills for Life team. They provide a comprehensive service to meet the various business and self-development information needs of all employees.

Learning and Development:

<http://source.tfl/PeopleAndDevelopment/LearningAndDevelopment/3834.aspx>

There are a number of Learning and Development opportunities at TfL that aim to increase the capability of all our employees, in turn helping TfL achieve its objective of 'Keeping London Moving'. For learning advice or to book a course, contact HR Services on auto 1729 or 08000 155.

Education through ezone:

<http://source.tfl/PeopleAndDevelopment/LearningAndDevelopment/7748.aspx>

Through ezone, the TfL online learning portal, employees can access the catalogue of courses for personal and professional development.

Social Activities – (e.g. Sports, Theatre, Yoga, Cinema, Choir and much more):

<http://source.tfl/CommunityAndLeisure/3535.aspx>

The TfL Social Committee acts as a one stop shop for all sports, clubs and social events being organised for staff, by staff, within TfL.

BAME:

<http://source.tfl/CommunityAndLeisure/StaffNetworkGroups/508.aspx>

Helping TfL deal with workplace issues such as fairness, discrimination, career progression and development. Working in partnership to help TfL understand, develop and create an equitable environment. Promoting the message of zero tolerance towards racism.

Charity and fund raising:

<http://source.tfl/CommunityAndLeisure/3465.htm>

This page can be used to advertise activities related to Fundraising for charity.

TfL Internal Resources

Age network:

<http://source.tfl/CommunityAndLeisure/StaffNetworkGroups/3862.aspx>

The Age Network looks at a range of age-related issues across TfL, including work-life balance opportunities, enabling young people to realise their full potential and flexible retirement options.

Carers' Network:

<http://source.tfl/CommunityAndLeisure/StaffNetworkGroups/508.aspx>

The group works in partnership to help TfL understand, develop and create an equitable environment. Helping TfL deal with workplace issues such as fairness, discrimination, career progression and development.

Disability Network:

<http://source.tfl/CommunityAndLeisure/StaffNetworkGroups/509.aspx>

The group aims to promote accessibility with regards to workplace facilities and opportunities for performance review, development, recruitment and promotion.

Faith Network:

<http://source.tfl/CommunityAndLeisure/StaffNetworkGroups/512.aspx>

The Faith Network provides a forum for people of different religious faiths to identify common issues affecting working life at TfL. Promoting understanding of faith and belief and respect for each others religious practices and traditions will be a central part of the group's activity.

LGBT:

<http://source.tfl/CommunityAndLeisure/StaffNetworkGroups/510.aspx>

TfL's Lesbian, Gay, Bisexual, Transgender (LGBT) Staff Network has an important contribution to make in continuing to build a positive workplace culture and informing the development of TfL policies.

Woman's Network:

<http://source.tfl/CommunityAndLeisure/StaffNetworkGroups/507.aspx>

The group provides a forum for dialogue on issues that affect women across TfL with the aim to achieve a world class workplace for women.

External Resources

Samaritans:

<http://www.samaritans.org/>

Provides confidential non-judgemental emotional support, 24 hours a day for people who are experiencing feelings of distress or despair, including those which could lead to suicide.

NHS Choices:

<http://www.nhs.uk/aboutNHSChoices/Pages/NHSChoicesintroduction.aspx>

NHS Choices is the online 'front door' to the NHS. It is the country's biggest health website and gives all the information you need to make choices about your health.

British Red Cross:

<http://www.redcross.org.uk/>

It's volunteer-led humanitarian organisation that helps people in crisis, wherever and wherever they are.

Salvation Army:

http://www2.salvationarmy.org.uk/uki/www_uki.nsf

The Salvation Army is one of the largest, most diverse providers of social services in the UK after the Government.

Cruse Bereavement Care:

<http://www.crusebereavementcare.org.uk/>

Cruse is committed to breaking the stigma around grief and ensuring that everyone, no matter how old or young, can access the highest quality support following a bereavement.

British Association of Anger Management:

<http://www.angermanage.co.uk>

This is a centre of expertise for all aspects of anger and conflict management. They offer support, programmes and training for anyone dealing with their own or another's anger.

External Resources

Families need Father's:

<http://www.fnf.org.uk/>

FNF is a charity chiefly concerned with the problems of maintaining a child's relationship with both parents during and after family breakdown. They offer information, advice and support services for parents.

ADHD:

<http://www.netdoctor.co.uk/adhd/>

This website gives advice that will help you to identify the symptoms of ADHD.

The Child Bereavement Charity:

<http://www.childbereavement.org.uk/>

The Child Bereavement charity supports families and educates professionals both when a child dies and when a child is bereaved.

UK Youth:

<http://www.ukyouth.org/>

UK Youth is a leading national youth work charity supporting over 750,000 young people, helping them to raise their aspirations, realise their potential and have their achievements recognised.

Princes Trust:

http://www.princes-trust.org.uk/about_the_trust/what_we_do.aspx

They provide practical and financial support to the young people, providing also programmes that encourage young people develop key skills, confidence and motivation.

UCAS:

<http://www.ucas.ac.uk/students/coursesearch>

UCAS is the organisation responsible for managing applications to higher education courses in the UK. They also provide advice to help students to find the right course.

External Resources

Macmillan Cancer Support:

<http://www.macmillan.org.uk/Home.aspx>

They provide practical, medical and financial support and push for better cancer care.

Dementia UK:

<http://www.dementiauk.org/about-us/>

Dementia UK is a national charity, committed to improving quality of life for all people affected by dementia.

WRVS:

<http://www.wrvs.org.uk/>

WRVS is an age positive charity that offers a range of practical services to help and support older people to live well, maintain their independence and play a part in their local community.

Woman like us:

<http://www.womenlikeus.org.uk/home.aspx>

Women Like Us aims to bring women confidently back into the workplace after taking a break to raise a family. They also help women find part-time or flexible work that uses their skills and talents.

Refuge:

<http://www.refuge.org.uk/>

For women and children against domestic violence.

Mankind initiative:

<http://www.mankind.org.uk/>

It is a national charity that provides help and support for male victims of domestic abuse and domestic violence.

Men's advice line:

http://www.mensadvice.org.uk/mens_advice.php

It provides advice and support for men in abusive relationships.

External Resources

Woman's Aid :

<http://www.womensaid.org.uk/>

Women's Aid is a national charity working to end domestic violence against women and children. They support a network of over 500 domestic and sexual violence services across the UK.

CAB:

<http://www.citizensadvice.org.uk/>

The Citizens Advice service helps people resolve their legal, money and other problems by providing free, independent and confidential advice, and by influencing policymakers

Debt:

www.payplan.com

They provide IVAs & Free Debt Advice.

Pay plan, free call 0800 716 239 or email help@payplan.com

Energy Saving Trust UK/Scotland.:

<http://www.energysavingtrust.org.uk/Easy-ways-to-stop-wasting-energy/Energy-saving-grants-and-offers>

The Government, energy suppliers and local authorities all provide grants to help you implement energy saving measures in your home, such as grants for: boilers, heating, loft insulation and cavity wall insulation.

Government Grant:

<http://www.government-grants.co.uk/>

The Clean Energy Cash-Back Scheme is a new government incentive for 2010 under which every household generating up to 5 Megawatts of electricity will receive payments for every Kilowatt produced guaranteed for a period of 25 years after installation if installed before 2013

Saving money, money supermarket:

http://www.moneysupermarket.com/money/?p=0&ef_id=U3BNXSIWADMAAA3h:20110217135742:s

External Resources

Border control:

<http://www.ukba.homeoffice.gov.uk/>

The UK Border Agency is responsible for securing the UK border and controlling migration in the UK. They manage border control for the UK, enforcing immigration and customs regulations. They also consider applications for permission to enter or stay in the UK, and for citizenship and asylum.

ASLEF Union:

<http://www.aslef.org.uk/>

ASLEF is Britain's trade union for train drivers. Its members are employed in the train operating companies, the freight companies, London Underground and some Light Rapid Transport.

RMT Union:

<http://www.rmt.org.uk/>

RMT - The National Union of Rail, Maritime and Transport Workers, represents its members which work in various sectors of the transport industry, from mainline and underground rail to shipping and offshore, buses and road-freight.

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