



# Outstanding Leadership Module 8 Wellbeing & Resilience

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**Centre for Charity Effectiveness**  
*Intellectual leadership: developing talent, enhancing performance*

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# For discussion

- What is resilience?
- How resilient are you....
  - generally?
  - this week?

# Resilience is...

Our ability to deal with, find strengths in and/or recover from difficult situations

Chris Johnstone



Changing more than a name

# Resilience: Bounce Back or Slinky?



# Resilience

- ▶ ‘The ability to remain flexible in our thoughts, feelings and behaviours when faced by a life disruption or extended periods of pressure, so that we emerge from difficulty stronger, wiser and more able.’ (*Pemberton: Resilience 2015*)
- ▶ ‘It is the meaning we attach to events, not the events themselves, which largely determines how we react to them’ (*M. Neenan, 2009*)
- ▶ ‘If you are distressed by anything external, the pain is not due to the thing itself but to your own estimate of it; and this you have the power to revoke at any moment’ (*Marcus Aurelius*)



# Resilience – from the latin 'resilire': to leap back



*Seven Ways to Build Resilience*  
Dr Chris Johnstone

## Resilience baseline

There will be days when you cope well and days when you cope less well

What helps you feel resilient:

- Strategies
- Strengths
- Insights
- Resources



# The SSRI Toolkit



# Knowing your typical response: '*Early warning system*'

**Physical:** Feel stronger, almost invincible, ready for anything, buzzing, *moving into ...*

Tense muscles, difficulty relaxing physically, restless; Headaches, persistent fatigue, constant minor illnesses (colds, runny nose), indigestion; Sweating, cold hands & feet, dizziness, shallow breathing

**Emotional:** Euphoria, excitement and passion, feeling confident, *moving into ...*

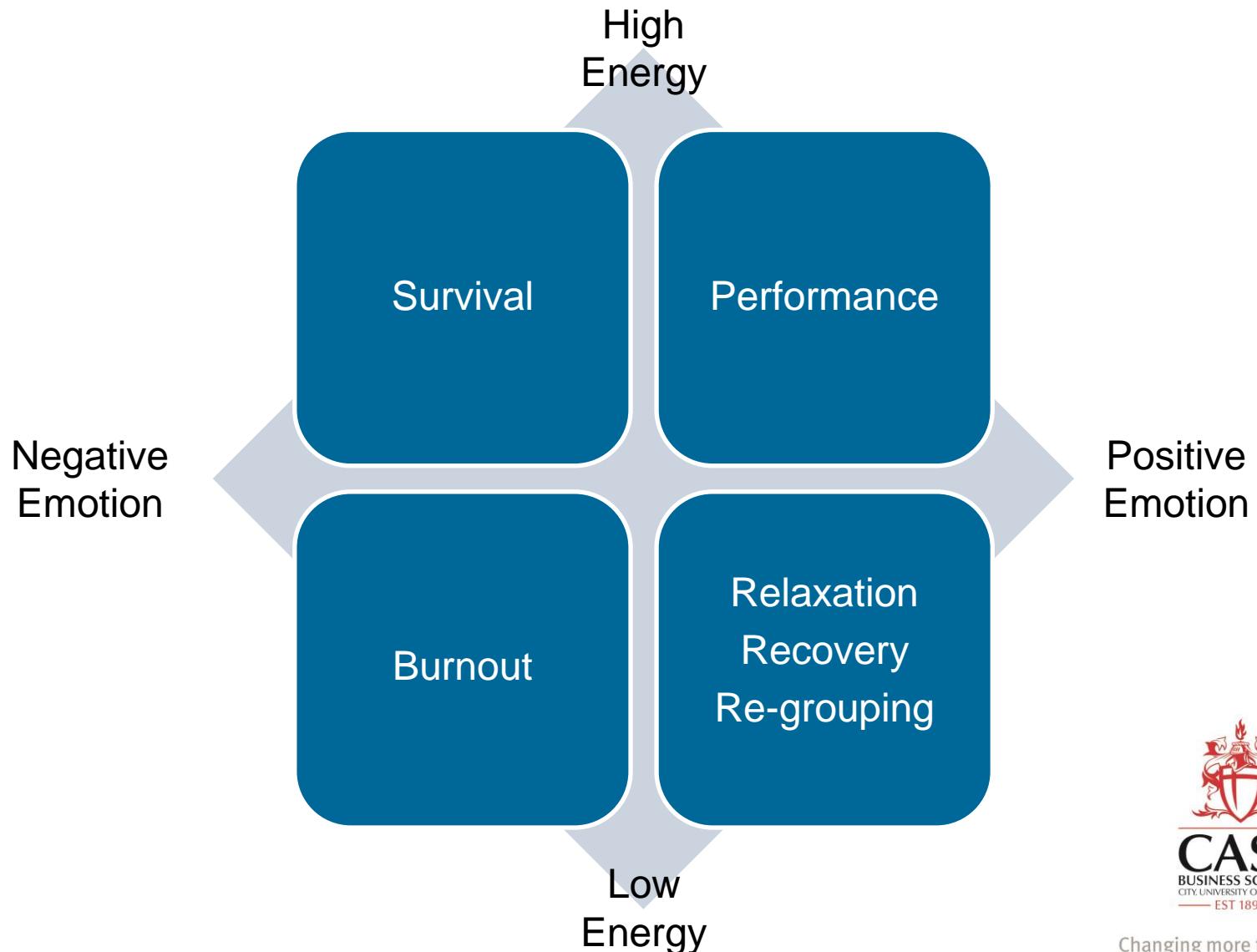
Anxiety, edginess, constant worrying, feelings of insecurity, mild paranoia; Reduced resilience—more easily discouraged, feeling of being helpless/powerless; Emotional outbursts, anger, crying, etc.; no humour

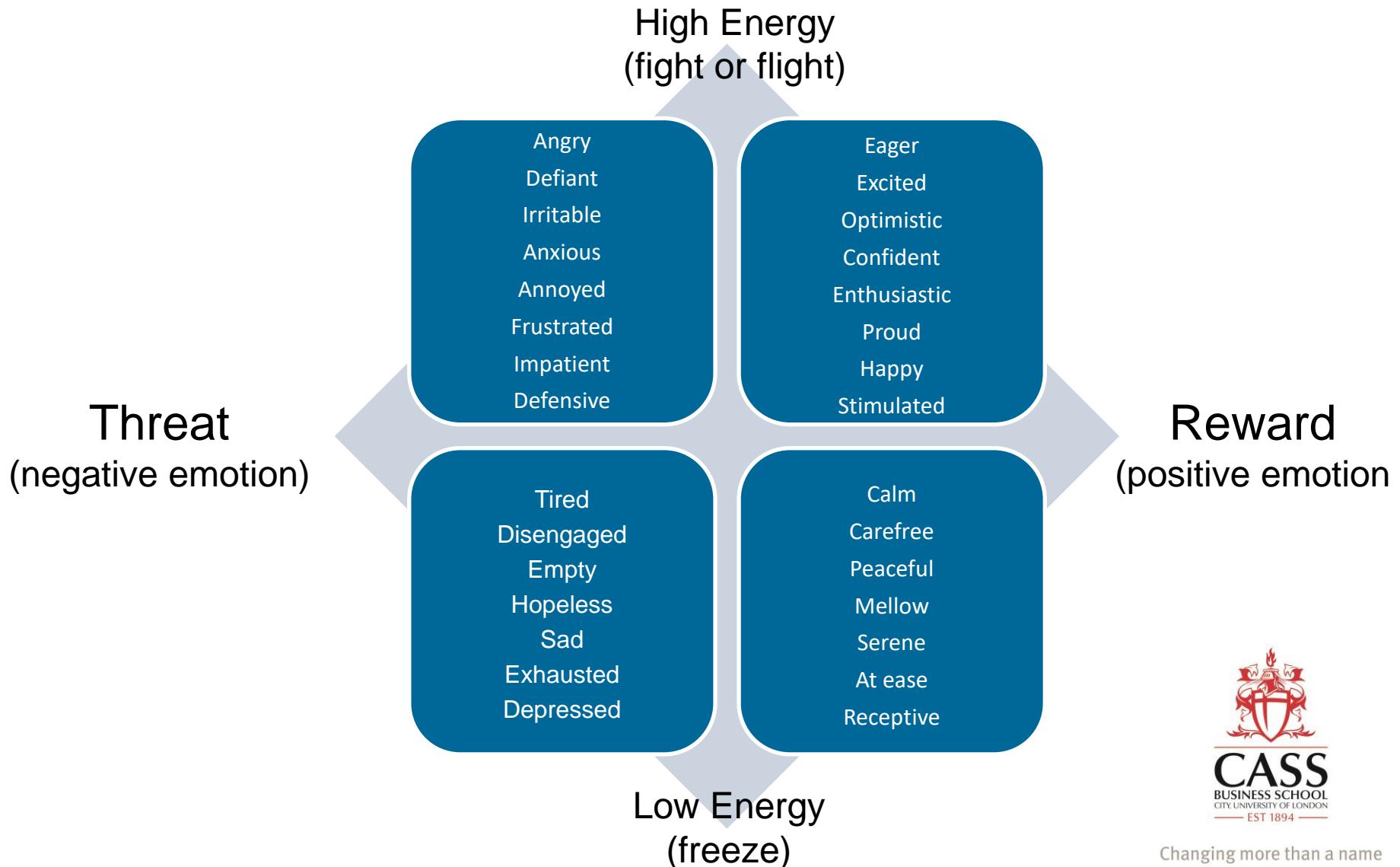
**Mental:** Sharpened perceptions, heightened concentration, faster thinking, *moving into ...*

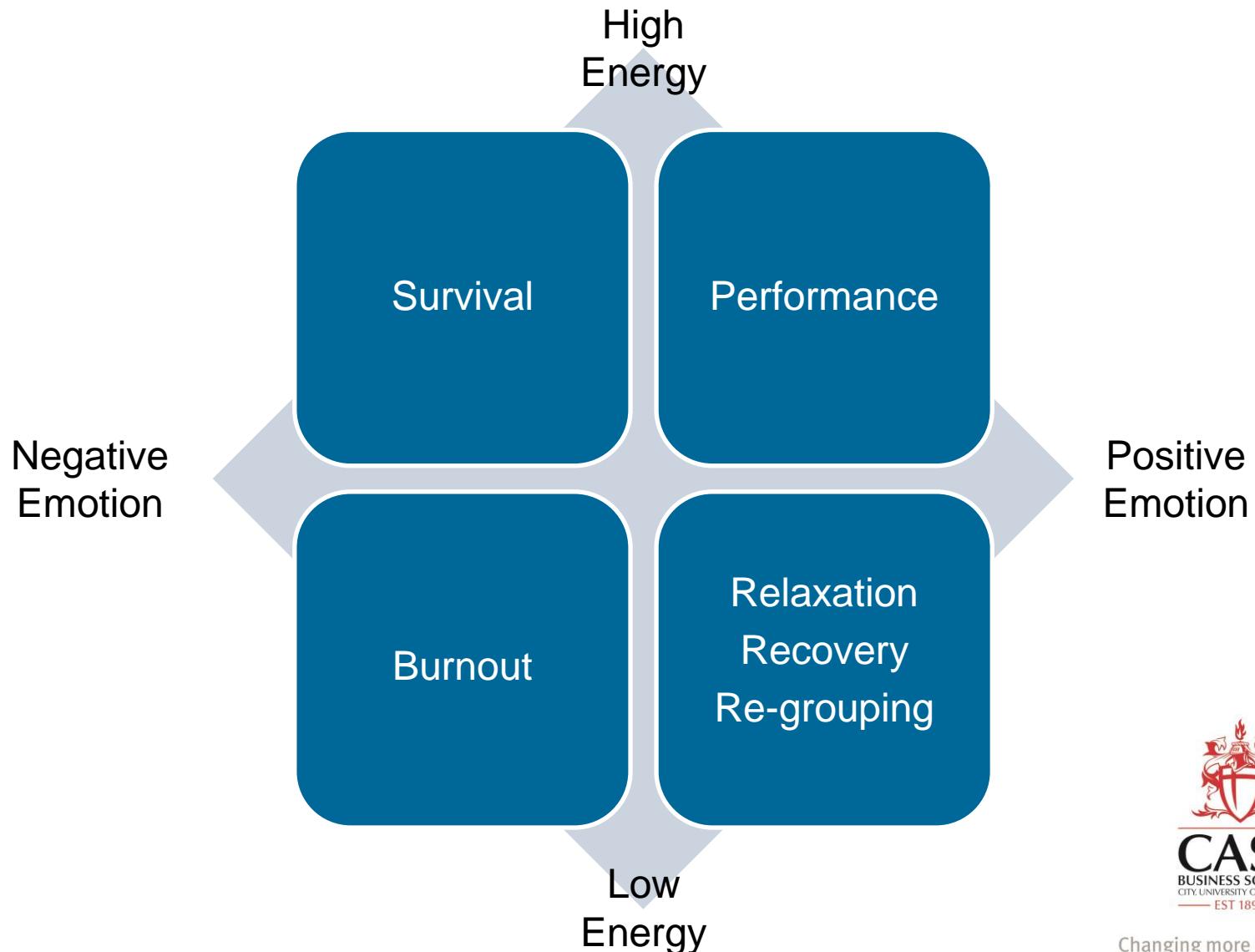
Difficulty concentrating, forgetful; Impaired decision making (even simple ones), poor time management, reduced creativity/innovation, boredom; Excessive self-criticism; pessimism – even fatalistic; failure to respond to challenges

**Behavioral:** More adventurous, reduced inhibitions, less need for sleep, *moving into ...*

Increased and sometimes excessive use of mind altering chemical—most obviously alcohol, drugs, tobacco, but also caffeine, salty, fatty and/or sugary foods; Nail biting; restless/interrupted sleep; inappropriate risk-taking—too much and too little; Changes in eating—too much and too little (depends on the person); Workaholism ("I must remain in control so I will work harder!"); Absenteeism ("I'm powerless so it doesn't matter"); Either way, increasingly cutting oneself off from others







# What are your fuels and drains?



## Drains....

- Is it something that has to be done?
  - If yes, do you have to do it?
    - Who else could do it for whom it would not be a drain – it could be a development opportunity or play to a strength of another person
    - Minimise the draining effect of it (*Eat that Frog*) get it out of the way, don't dwell on it, don't put it off, do it and move along to something else
  - If no, stop it

A large, bold, dark grey word 'time' is positioned in the center. Surrounding it are several other words in blue and light blue, each accompanied by smaller, related words in a lighter shade of blue. The words include:

- Work: giant, wildlife, special, sky, silence, every, exercise, Twitter, Taking, Pictionary, International, neighbours, trails, Enjoying.
- Breaks: podcasts, Laughter, plane, traffic, fountain, skies, garden, practice, Zumba, escape, pen, rituals, mugs, low, really, making, coffee, feed, blanket, value.
- Day: Facetime, vapour, advantage, granny, family, Appreciating.
- Important things: morning, l've outside, Walks, photo, flower, sunrise, square, people, something, coming.
- Friends: singing, Playing, sun, favourite, lack, scraps, cafetiere, simple, podcasts, Taking.
- Trying: cup, made, meet, level, Meditation, Listening, writing, family, Drinking, listening.
- Meditation, Listening, writing: Liked, given, posting, photos, Pilates.
- Other: walks, outside, flower, sunrise, square, people, something, coming, cup, made, meet, level, ritual, Knitting, tooZoom, moment, Seeing, Zoom, Jigsaw, puzzles, Enjoying.



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## Drains....

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## Work with what is

*“To achieve greatness, start where you are, use what you have, do what you can.”*

**Arthur Ashe**



# Getting the basics right



# Move

- Walk
- Strength training
- HIIT

Consider:

- What do you enjoy?
- What did you like as a child?
- Go outdoors
- Go with how you feel....



# Food and Drink

- Hydrate, hydrate, hydrate
- The right food for you – no deprivation
- Eat the rainbow
- Eating window
- Eating before bed



# Recovery – Regroup - Relax

- Sleep and a bedtime routine
- Breathe
- Meditation/mindfulness
- Gratitude
- Unhelpful thinking tactics
- Your fuels



# Purpose – Meaning - Belonging

- Where do you find meaning?
- What's important to you?
- What are your personal values?
- What gets you out of bed in the morning?
- What gives you a sense of purpose?
- Where are the places/who are the people with whom you feel a sense of belonging?



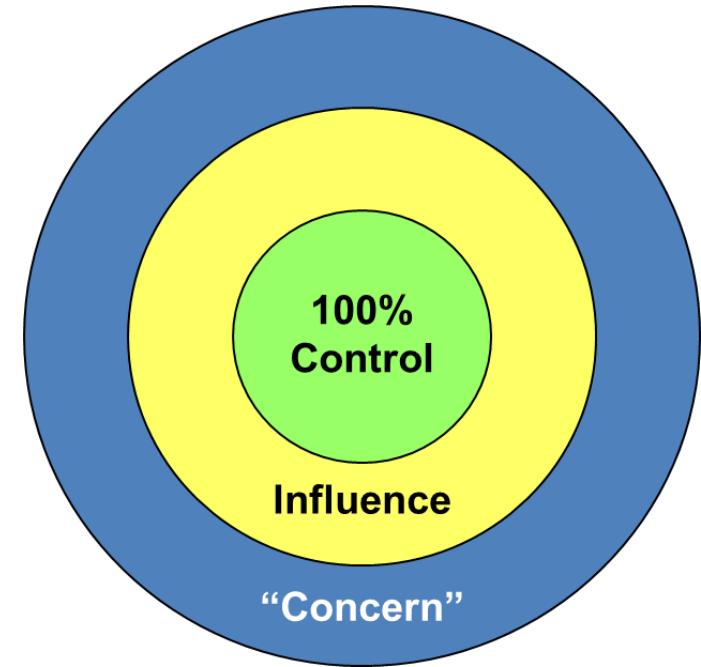
"We are out of our depth"  
Said the boy



"Just breathe" said the horse  
"and hold on"

# Focus your time and energy

- What do I have no control over?
- Where/how am I using my energy ineffectively at the moment?
- What am I in control of?
- How effectively am I focussing my energy in those areas?
- What else could I take control of?
- How might I do that?



# Your ‘vital friends’

## Builder

A great motivator, a catalyst. They invest time in helping you develop; they don't compete with you

## Champion

An advocate, a personal promoter. They sing your praises even when you're not around

## Collaborator

Relates to your passions. They have similar interests & ambitions in work & life

## Companion

Always there for you in good & bad times

## Connector

Helps you get what you want e.g. by introducing you to others

## Energiser

A ‘fun’ friend who always gives you a boost, helps you relax or get out of a rut

## Mind-opener

Expands your horizons and encourages you to embrace new ideas and opportunities

## Navigator

Guides & advises, keeps you heading in the right direction.

## Reflection...

- What's been particularly useful or interesting to you this morning?
- What might you use with your team members?
- What action(s) have you identified for yourself?



Today I will live in the moment, unless it's unpleasant in which case I will eat a cookie!  
-Cookie Monster



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# Thank you!

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