



BUILDING YOUR RESILIENCE

— WITH CARI —



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OVERVIEW

Sam and Alex work at the same company on the same project team. Both are good at their jobs and have similar educational and social backgrounds. After months of intense effort and long hours, their team is putting the finishing touches on their latest project for a big client. Suddenly, a computer failure causes their entire report to be deleted mere hours before it is due for submission!

Faced with this unexpected crisis, Alex begins to panic under the pressure, pointing fingers and cursing their bad luck. He frets and worries about getting chewed out by their boss and their client. In the end, Alex spends so much time caught up in his anxiety that he winds up contributing little to resolving the problem, and is discouraged as a result.



In light of this surprising challenge, Sam remains calm and composed, quickly taking control of the situation and thinking of possible solutions. She comes up with an idea that gets the proposal finished on time. Thanks to this success, Sam receives praise for her role and feels more confident in her ability to handle problems at work.



Whether you handle a bad situation like Sam or like Alex comes down to your Resilience, a critical skill that helps you cope with stress and bounce back from adversity. Using this guide, you will learn how to understand your Resilience using the [Coping And Resilience Inventory \(CARI\)](#), as well as how to use this information to build your Resilience further.

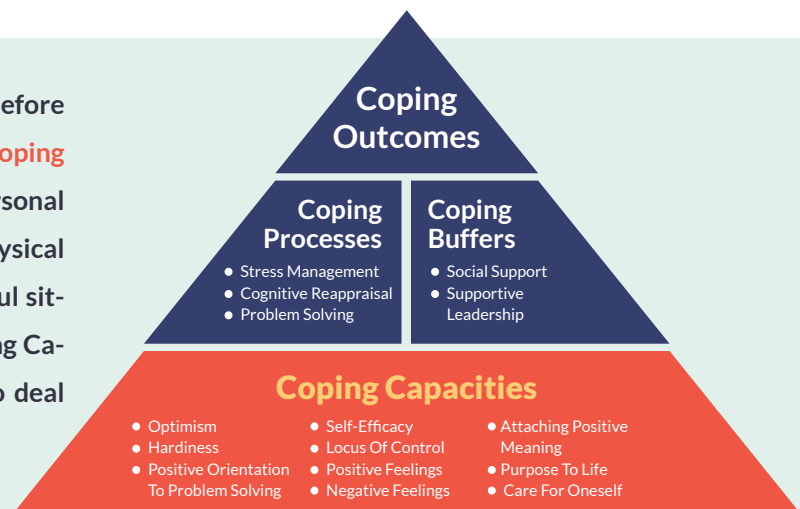
The next few pages will take you through a brief introduction of Resilience, touching on its importance and how it works. Although you may be eager to skip straight to reading about Resilience building activities, do take some time to read the first few introductory pages and get a better understanding of Resilience before diving in.

WHAT IS RESILIENCE

Combining research from the fields of positive psychology, stress management and coping, **Resilience refers to the ability to cope effectively with and overcome adversity**. Instead of being overwhelmed and breaking down, a Resilient person faces life's challenges head on, emerging from them stronger than before. To help you better understand what makes up Resilience and how it works, we have developed the **Kosh Resilience Framework**. This model explains three key factors of Resilience - **Coping Capacities, Coping Processes, and Coping Buffers**, that help protect you against stress and ensure good coping outcomes **Before, During, and After** adversity.

Before Adversity

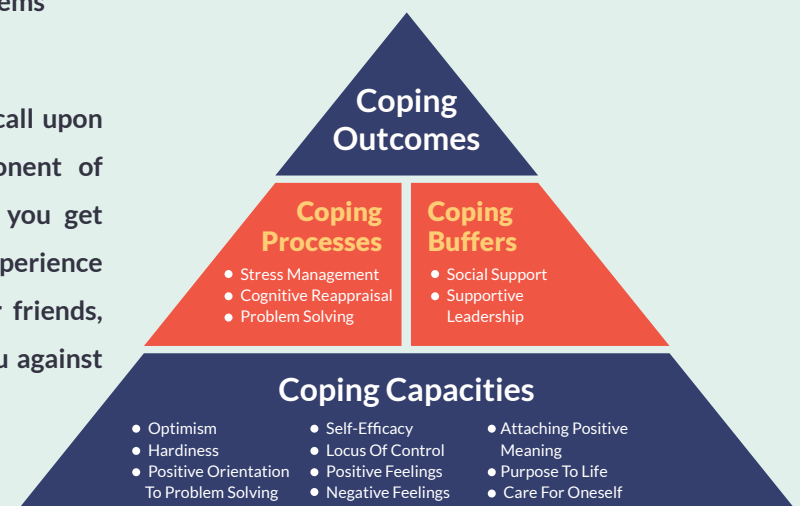
The foundation of Resilience begins before an adverse event occurs in the form of **Coping Capacities**. These refer to the various personal characteristics, beliefs, emotions, and physical factors which help you deal with stressful situations. The more developed your Coping Capacities, the better equipped you are to deal with the troubles you face.



During Adversity

During an adverse event, another factor of Resilience called **Coping Processes** comes into play. This refers to the various strategies and actions you take to deal with stressful situations as they happen around you. Armed with effective stress management and coping techniques, you will be better able to deal with problems that come your way.

During an adverse event, you will also call upon your **Coping Buffers**, the final component of Resilience. This refers to the support you get from the people in your life when you experience tough times. Strong support from your friends, family, and leaders can help cushion you against challenges and difficulties.



After Adversity

After an adverse event, you are likely to experience one of four different **Coping Outcomes** depending on your level of Resilience.



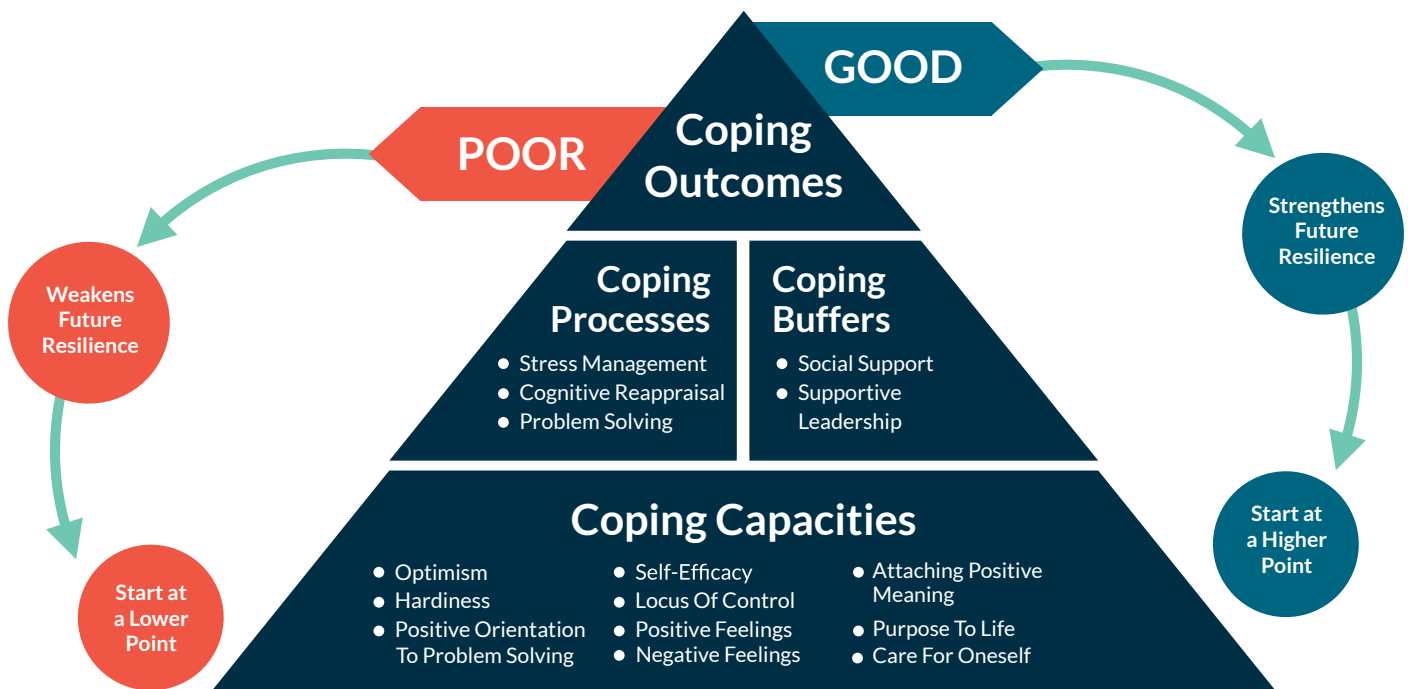
Furthermore, Resilience operates under a reinforcing loop whereby your Coping Outcomes will in turn affect your level of Resilience during future adverse events.

If your Coping Outcomes are **Poor**, you will be discouraged by this setback and your Resilience towards future adverse events will be even **lower** than before.



If your Coping Outcomes are **Good**, you will feel encouraged by this success and your Resilience towards future adverse events will be even **higher** than before.





WHY IS RESILIENCE IMPORTANT

Having strong Resilience will help prepare you to face difficult challenges in your life. If you have Good Resilience, you will emerge stronger after the adversity, which will further improve your ability to handle future challenges.

Even if you feel that your life is good and nothing could go wrong, it would still be beneficial for you to develop your Resilience. Just because things are going well now does not mean you will never face any hardships or adversities in the future. Building your Resilience before any adversity happens will protect you from being caught off guard and overwhelmed should problems occur in the future.

Furthermore, building Resilience can help you cope better with the challenges you face in your working and social life. Research has shown that people who are highly resilient not only perform better at their jobs under pressure, but also experience greater job satisfaction and less stress at work.

BUILDING YOUR RESILIENCE

Researchers believe that Resilience is a powerful skill that can be developed and improved, ideally before any sort of adversity occurs. However, where should you begin?



Awareness

- The first step is to be aware of your Resilience strengths and weaknesses, and an easy way to do this is to use a self report questionnaire.
- **The Coping & Resilience Inventory (CARI)** evaluates your Resilience according to its three key factors, within your work environment.



Reflection

- Reflect on your strengths and weaknesses, and consider whether your past experiences support your Resilience profile generated by the CARI questionnaire.
- It is important to understand which aspects of your strengths and weaknesses can be improved, before you proceed with your development effort.



Guidance

- With more time and resources, consider attending workshops or getting mentoring or coaching support to further develop your Resilience.
- Even talking to someone you know (e.g friends, coworkers), can help you gain a better understanding of what you need to improve on and give you ideas on how to develop your Resilience.

USING THIS GUIDE

In the following sections, you will learn how to improve your Resilience with the help of the CARI. We will first cover how to use your CARI Profile to identify your Resilience strengths and areas for improvement, followed by some suggested activities you can try.

This guide is designed to be read flexibly, and you do not have to read it in any particular order. For example, if you want to learn better ways to manage your stress, jump to the section on Stress Management. Feel free to pick whichever section you are interested in and spend as much time as you need working on it. Although you may want to focus on improving your weak areas, do not forget to harness your strengths!

As with most things, it helps to keep track of and reflect on your progress with a checklist or notes. It may seem like a hassle, but tracking your progress will serve as a good reminder of all the time and effort you put in.

THE COPING AND RESILIENCE INVENTORY

The CARI Questionnaire explains your level of **Coping Capacities**, **Coping Processes**, and **Coping Buffers**, which are then translated into an overall Summary of your Resilience.

Resilience Factors	Low	Good	High
Coping Capacities	A Low score on these Resilience factors suggests that you have less Resilience than most people.	A Good score on these Resilience factors suggests that you have average Resilience compared to others.	A High score on these Resilience Factors suggests that you have higher Resilience compared to others.
Coping Processes			
Coping Buffers			

Ideally, you should aim to have a high score on all three Resilience Factors in order to achieve the best Resilience outcomes. If you find yourself scoring Low on any of the three Resilience Factors, you may wish to consider working on improving them.

To help explore your Resilience strengths and weaknesses more deeply, the CARI also breaks down your Coping Capacities, Coping Processes, and Coping Buffers into 15 subfactors such as Optimism & Hardiness. Each of these subfactors and their role in shaping Resilience will be explained in a later part of this guide.

CARI Report

COPING CAPACITY												
CARI PROFILE	LOW SCORE DESCRIPTION	LOW			GOOD				HIGH			HIGH SCORE DESCRIPTION
		1	2	3	4	5	6	7	8	9	10	
OPTIMISM	Very Pessimistic					●						Very Optimistic
HARDINESS	Low Hardiness	●										High Hardiness
POSITIVE ORIENTATION TO PROBLEM SOLVING	Low Positive Orientation to Problem Solving										●	High Positive Orientation to Problem Solving
SELF EFFICACY	Low Self Efficacy				●							High Self Efficacy
LOCUS OF CONTROL	Low Locus of Control	●										High Locus of Control
POSITIVE FEELINGS	Low Positive Affect								●			High Positive Affect
NEGATIVE FEELINGS	High Negative Affect	●										Low Negative Affect
ATTACHING POSITIVE MEANING	Low Attaching of Positive Meaning	●										High Attaching of Positive Meaning
PURPOSE TO LIFE	Low Purpose and Meaning to Life		●									High Purpose and Meaning to Life
CARE FOR ONESELF	Low Care for Oneself					●						High Care for Oneself

COPING PROCESSES												
CARI PROFILE	LOW SCORE DESCRIPTION	LOW			GOOD				HIGH			HIGH SCORE DESCRIPTION
		1	2	3	4	5	6	7	8	9	10	
STRESS MANAGEMENT	Low Stress Management						●					High Stress Management
COGNITIVE REAPPRAISAL	Low Cognitive Appraisal Process									●		High Cognitive Appraisal Process
PROBLEM SOLVING SKILLS	Low Problem Solving Skills			●								High Problem Solving Skills

COPING BUFFERS												
CARI PROFILE	LOW SCORE DESCRIPTION	LOW			GOOD				HIGH			HIGH SCORE DESCRIPTION
		1	2	3	4	5	6	7	8	9	10	
SOCIAL SUPPORT	Low Social Support							●				High Social Support
SUPPORTIVE LEADERSHIP	Low Supportive Leadership		●									High Supportive Leadership

DEVELOPMENT GUIDE

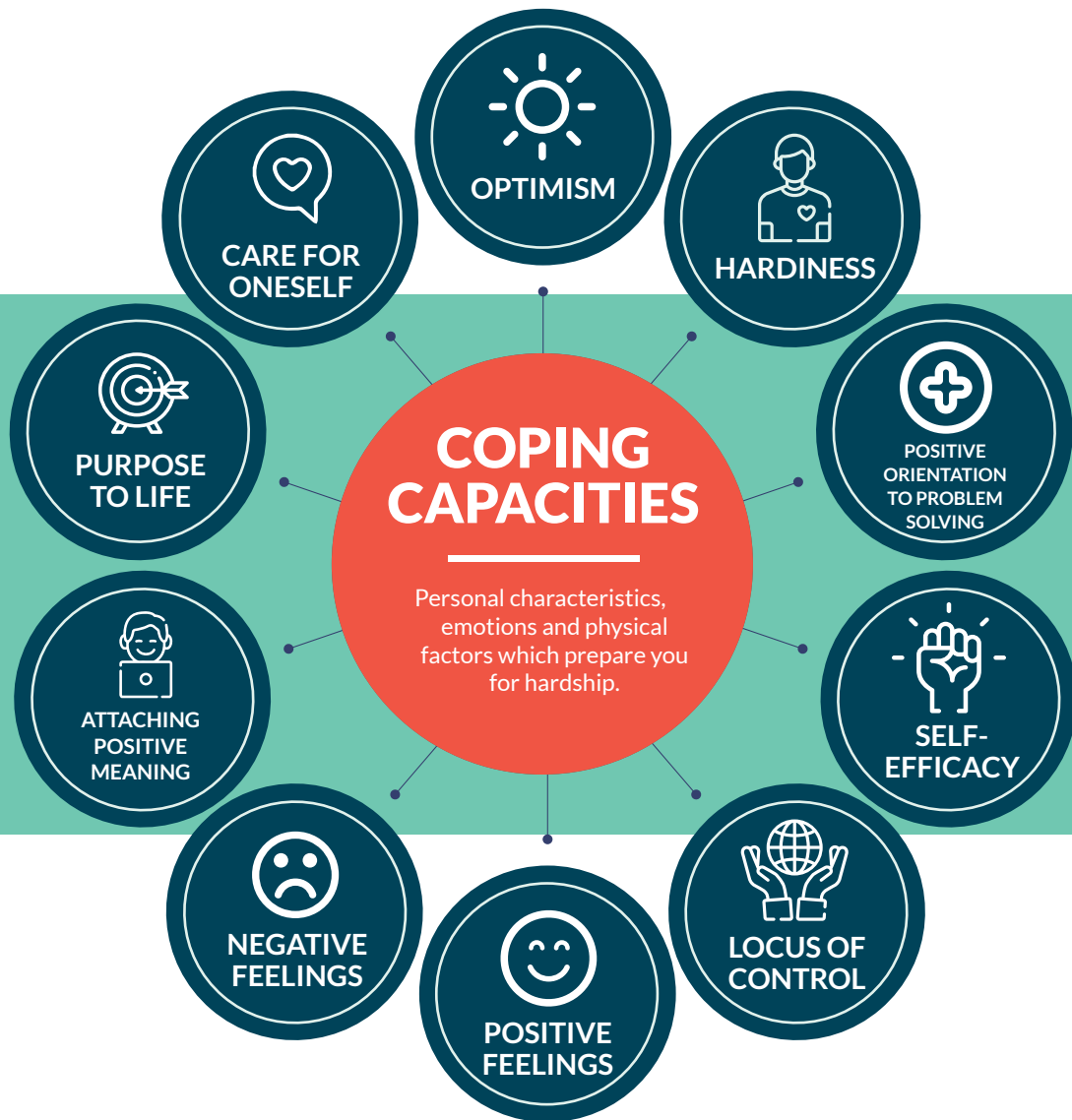
Now that you have successfully identified your Resilience strengths and weaknesses using the CARI questionnaire, you are ready to move on to the Development Guide proper.

This section will go in depth into each of the subfactors which make up your **Coping Capacities, Coping Processes,** and **Coping Buffers,** as well as the recommended Development Activities. **These activities are summarised from a wide range of sources including psychological research articles and books.** A full reference list can be found at the end of this guide.

The activities presented here are hardly an exhaustive list of all the different methods you could use to build your Resilience. This Development Guide is just that - a Guide, and you are free to explore alternative ways to enhance your Resilience.



COPING CAPACITIES

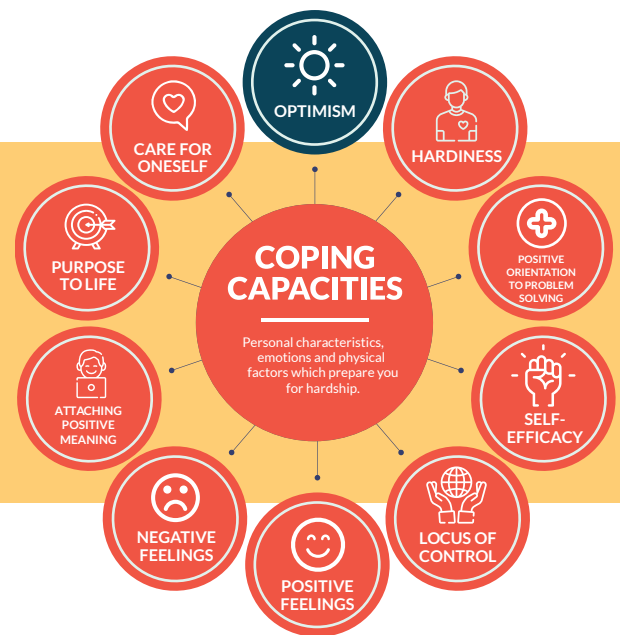


Under the CARI Framework, your **Coping Capacities** comprise of ten different sub factors as shown in the diagram above. These ten **Coping Capacities** each play an important part in determining your starting level of Resilience before an adverse events occurs.

You are encouraged to work on improving your **Coping Capacities** even if you are not currently experiencing any adverse events or difficulties in your life. A high level of **Coping Capacities** will put you in a better position to handle any future challenges you encounter.

OPTIMISM

Optimism is the belief that good things will happen in the future and that times of hardship do not last. Optimistic people are confident and persistent in the face of challenges. These more hopeful views and beliefs mean optimistic people are generally more resilient against stress and hardship.



Look On The Bright Side

Developing your optimism is all about seeing the good things that lie ahead in your future. If you are having trouble feeling optimistic, the following simple activities can help you rediscover the good you have to look forward to in life.



Create Things To Look Forward To

- At the end of every day take some time to write a list of three or more good things waiting for you tomorrow.
- This can be an important person in your life, a special event, or an object.
- Once you are done, imagine having a good experience with that person/event/object, and write down how you felt.
- This task serves as a simple reminder of the things you have to look forward to in life.



Imagine Your Best Possible Self

- Think about the kind of life you would be living if everything went right for you and you succeeded in achieving your life's dreams.
- Spend some time imagining or writing out a typical day in the life of this best possible version of yourself as vividly and in as much detail as you can.
- Thinking about how well things could possibly turn out for you in the future, will help you become more optimistic about what lies ahead.

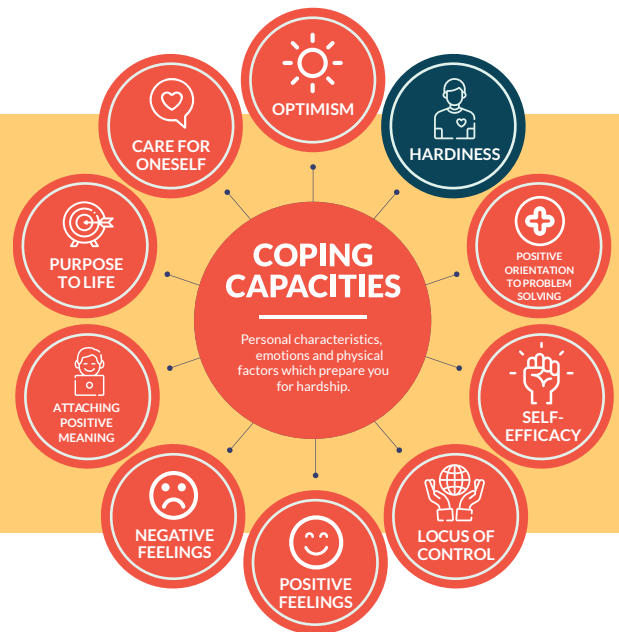


Remember The Good Times

- Once a day, spend a few minutes reminiscing the good things that have happened to you in the past.
- Relive the events as vividly as possible, and how you felt during those times.
- Write a few short passages describing the events and your emotions in detail.
- By reminding yourself of when times were good, you will feel better about yourself and obtain a sense that everything will turn out alright in the future.

HARDINESS

Hardiness is the ability to stay calm and collected during stressful situations. People who are hardy believe that they have control over their surroundings. They also strongly believe that their actions are worthwhile and valuable. They do their work cheerfully with a strong sense of purpose and understanding. Rather than being overwhelmed by change, hardy people see change as a chance to grow and learn.



The 3 C's Of Hardiness

According to Hardiness researchers Suzanne C. Kobasa & Salvatore Maddi, building Hardiness is about adopting three key “Hardy” attitudes towards change: Control, Commitment, and Challenge. Below you will find definitions of what each of these attitudes entail, and suggestions for how you can improve your Hardiness through them.

CONTROL

Your ability to plan and take action to handle change, as well as your belief that you have control when change happens.



- Relive some of the problems you have faced in the past and examine how you dealt with them.
- What actions did you take? What worked? What did not work? How could you have done better?
- Use the insights you obtain from this new perspective to help you solve similar problems in the future.

COMMITMENT

Your level of engagement and interest in your surroundings and goals, and your willingness to deal with changes that disrupt them.



- Make an effort to become more involved in your work and surroundings.
- What more can you do to excel at your work? How can you best address the potential problems and issues troubling yourself and others?
- Being committed to your surroundings can help motivate you to press on when faced with challenges.

CHALLENGE

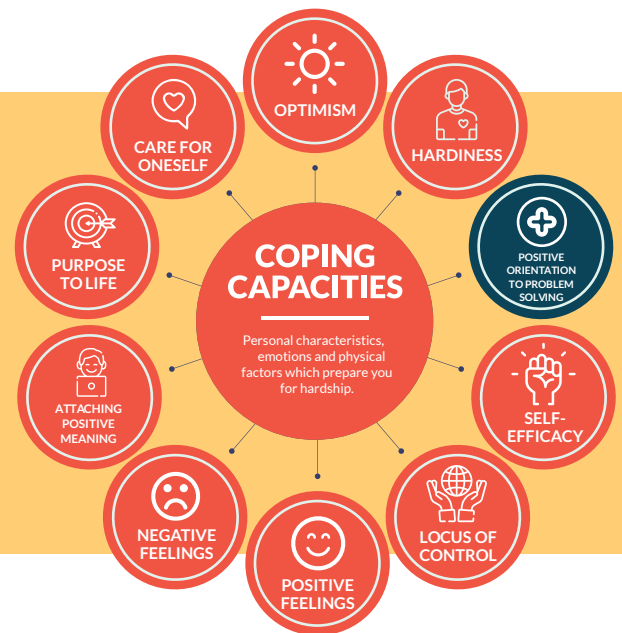
Having a mindset that views change as an exciting and welcome part of your life, and an opportunity to test and improve yourself.



- Consider stepping out of your comfort zone and trying something new.
- This could be starting a new hobby or sport, changing your diet, or even just a small change to your daily routine.
- Think of this new activity or change as an opportunity to learn, grow, and challenge yourself.
- This can help you to see any future problems and difficulties you encounter in a similar light.

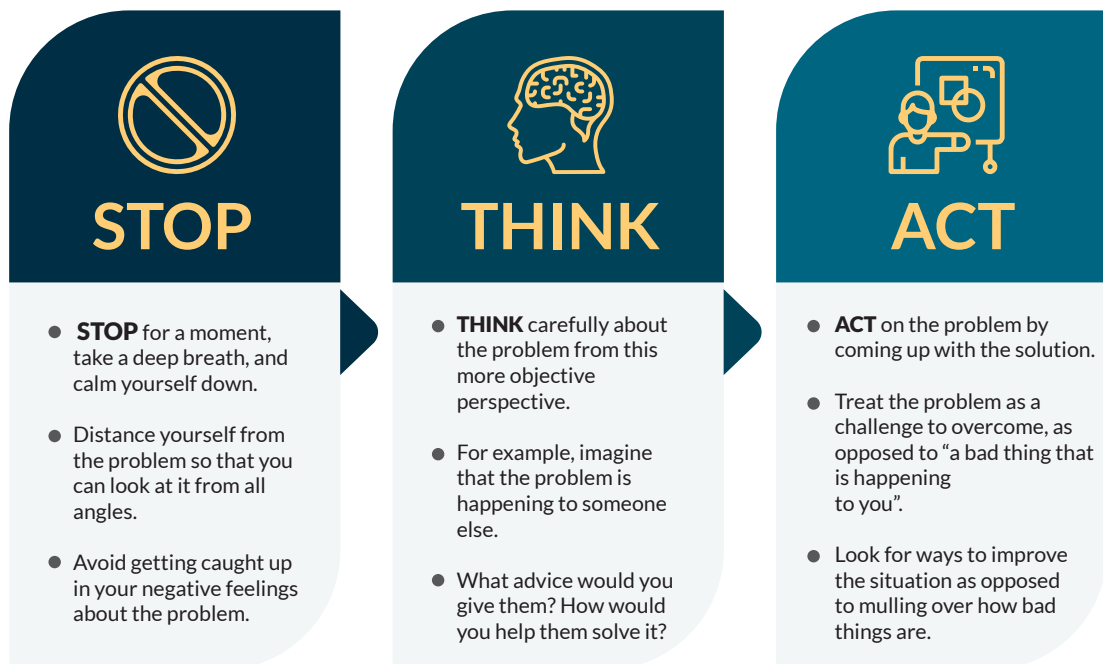
POSITIVE ORIENTATION TO PROBLEM SOLVING

A **Positive Orientation to Problem Solving** means looking at problems in a positive way. People with a positive orientation towards problem solving view problems as challenges that can be overcome, and readily take action to find ways to solve them. On the other hand, people who are more concerned with how problems affect them negatively are likely to end up frustrated and unable to concentrate on finding a solution.



Seeing Problems Positively

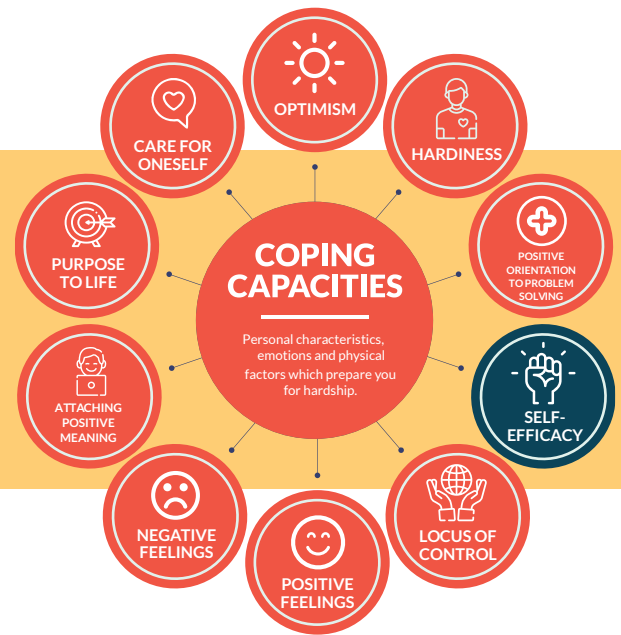
Adopting a positive view towards problem solving can often be very difficult for us, especially if we are used to seeing problems as irritating inconveniences and find having to solve them a hassle. In order to help you better appreciate the positive aspects of solving problems, practice following the steps below the next time you encounter a setback.



By taking this more positive perspective of problems you face, you may discover that putting your knowledge, skills, and abilities to work solving your problems is more enjoyable than you realise.

SELF-EFFICACY

Self-Efficacy is a person's belief in their ability to solve problems and achieve their goals through their own efforts. People who are high in self-efficacy are more likely to press on in the face of difficulties, while those low in self-efficacy may be more likely to give up.



Four Sources Of Self-Efficacy

In his pioneering work on Self-Efficacy, renowned psychologist Albert Bandura identified four sources of Self-Efficacy building experiences: Mastery, Persuasion, Observation & Physical/Emotional Cues. If you find yourself lacking in this aspect of Resilience, seek out opportunities to build your Self-Efficacy through the the following four types of activities:

Mastery

Successfully completing and achieving important tasks and goals on our own builds our belief in ourselves.

- Before you begin each day, try setting some small, achievable goals for yourself.
- This could be reading a few pages of a book, getting some exercise, or even getting out of bed early.
- These achievements may seem small, but they help build up your self-efficacy over time.

Persuasion

Receiving verbal encouragement that we have the potential to succeed.

- Seek out verbal encouragement from your friends, family, and coworkers. For example, ask them what they feel your strengths are.
- Alternatively, stand in front of a mirror and recite a few words of praise and encouragement to yourself (e.g. I am trying hard, I can overcome this).
- Just hearing that someone believes in your ability to succeed can help build your self-efficacy.

- Observe and learn from a friend or role model who is similar to you.
- Find out what they did to get to where they are, the struggles they faced and how they overcame them.
- This will help give you the knowledge and confidence you need to emulate their successes.

- Before attempting any important task, make sure that you are in the best possible physical and emotional state to do so.
- Ensure that you are well rested, and are in a calm, collected mood.
- This will improve your sense of self-efficacy towards the task at hand, and increase your likelihood of succeeding.

Observation

Observing people similar to us succeeding at tasks helps us believe that we can too.

Physical/Emotional Cues

Feeling happy, calm, and proud of ourselves gives us confidence that we can succeed.

LOCUS OF CONTROL

Locus of Control refers to how much control a person personally feels they have in a given situation. People who feel a high sense of control over their situations will have more confidence that they can solve their own problems, and are more likely to put in effort to do so. In contrast, people who feel little control over their situation will be less confident that they can solve their own problems, and are more likely to give up on solving them.



Building An Internal Locus Of Control

The concept of Locus of Control was first developed by influential psychologist Julian B. Rotter. A person with an **Internal Locus of Control** believes that their successes and failures are due to their own efforts, while a person with an **External Locus of Control** believes that everything that happens is down to luck or chance.

Having an **Internal Locus of Control** gives people more confidence in their ability to solve the problems they encounter, while having an **External Locus of Control** may make them more likely to accept problems as "uncontrollable" and put in less effort to deal with them.

In order to **build an Internal Locus Of Control** in yourself, try taking the following steps whenever you encounter a problem or situation:

ACCEPT

ACCEPT that there will be things in life that you have **more** control over (e.g. *your thoughts & actions*), as well as things in life you will have **less** control over (e.g. *your physical appearance, place of birth*).



IDENTIFY

IDENTIFY aspects of your problems/situation that you have **more** control over (e.g. *how you personally respond, what you can personally do about it*).

IDENTIFY aspects of your problems/situation that you have **less** control over (e.g. *timing of the problem, the events leading up to it*).



FOCUS

FOCUS on changing things that you **have control over** in order to solve your problems or improve your situation (e.g. *carefully researching your next move, seeking help from others*).






POSITIVE FEELINGS

Positive Feelings refer to emotions such as joy and excitement. Such emotions make people feel more energetic, and encourage them to think more productively and flexibly. Positive emotions help people adapt better when faced with hardships as well as promote more creative thinking, allowing them to come up with a greater number of possible solutions and more constructive ways to deal with problems.



Maximising Positive Emotions

Over the years, much research has been done on methods for increasing positive emotions. Some of them make quite a lot of sense, while others may raise a few eyebrows. Below, you will find three simple exercises that have been found to be effective methods of increasing positive emotions that you can try.

 Track Your Positive Emotions	 Loving Kindness Meditation	 Mood Brightening Exercise
<ul style="list-style-type: none"> As you go about your day, take note of when you experience a positive emotion, as well as what you were doing at the time. If necessary, jot down the details of those moments in a notebook or on your phone. Review those moments at the end of your day. Use these notes as a guide to figure out the things in life that make you the happiest. Think about how you can change your routine to experience more positive moments in the future. 	<ul style="list-style-type: none"> A well researched method of promoting positive emotions that involves self compassion. <div style="background-color: #f0f0f0; padding: 10px;"> <p>Step 1: Find a comfortable place where you can sit down, relax, and close your eyes.</p> <p>Step 2: Take a few deep breaths, and turn your attention inward.</p> <p>Step 3: Think about the people in your life that you have warm, tender feelings towards.</p> <p>Step 4: Imagine these people sending their own feelings of warmth and encouragement towards you.</p> <p>Step 5: Imagine yourself sending your feelings of warmth and encouragement to them.</p> <p>Step 6: Be aware of the positive emotions you feel towards others and they feel towards you.</p> </div> <ul style="list-style-type: none"> Perform this exercise daily, and you will find it easier to experience more positive emotions in your life. 	<ul style="list-style-type: none"> Much like how feeling happy leads to changes in our facial expression and posture, adopting a happy expression can lead to changes in our emotions. <p>Take some time out of your day to perform the following mood brightening exercise:</p> <div style="background-color: #f0f0f0; padding: 10px;"> <ul style="list-style-type: none"> Relax your facial muscles. Raise your eyebrows slightly upward. Pull back the corners of your mouth as wide as you can. Hold this expression for around 20 seconds. </div> <ul style="list-style-type: none"> You would be surprised at how much simply holding a positive facial expression can help improve your mood.

NEGATIVE FEELINGS

Negative Feelings refer to emotions such as distress and irritability. People who experience negative feelings on a regular basis are more likely to find themselves overwhelmed by challenges and adjust more poorly when faced with hardships.



Minimising Negative Emotions

Negative emotions are a natural part of the everyday experience, and it is inevitable that we will feel angry, sad, or fearful when we encounter problems and difficulties. While it is impossible and even unhealthy to try and eliminate our negative emotions entirely, there are some well established techniques we can use to minimise the effects they have on us.

Breaking Negative Trains Of Thought



- If you find yourself becoming extremely upset or frustrated while working on a difficult task or assignment, take a moment to follow these steps:
 1. **STOP** and step away from the problem.
 2. **DISTRACT** yourself by doing something else you enjoy more (e.g. listen to music, go for a walk).
 3. **RETURN** to the problem only when your emotions have settled.
- A brief distraction from a difficult problem can help you avoid getting stuck in your feelings of anger and frustration, and calm you down.
- Cultivate this habit of taking a break when your emotions start getting too intense, and it will help make your negative emotions easier to manage.

Mindfulness



- A well researched process of reducing negative emotions through Awareness & Acceptance.

Step 1: Be Aware of the negative emotion and the signs that you are experiencing it.

Step 2: Identify which emotion you are experiencing (e.g. This is Anger, Fear).

Step 3: Accept the emotion that you are feeling unconditionally, like how you would if someone close to you was experiencing it.

Step 4: Allow the emotion to pass and fade away.

Step 5: Examine what triggered the negative emotion, and the most appropriate way to deal with that trigger.
- Perform this exercise daily, and you will find it easier to deal with the negative emotions you experience.

Writing & Discarding Negative Emotions



- Think about some of the regrets that you have in your life, or other parts of it that you are dissatisfied with.
- Write them all down on a piece of paper in detail, along with any lingering negative emotions you feel about these regrets and troubles.
- Once you are done, dispose of this list in any way you like. You could delete it from your computer if it is digital, or seal it in an envelope and throw it away.
- This simple activity can help you vent and process lingering negative feelings about the past and present, and find a sense of closure.

ATTACHING POSITIVE MEANING

Attaching Positive Meaning means trying to find something positive about any situation. Rather than allowing a bad situation to overwhelm them, a person who can attach positive meaning can see bad situations as positive experiences by focusing on the possible benefits that could come about from them.



Finding Positive Meaning In Work

When it comes to finding positive meaning in the events that happen in your daily life, what you do at work is a good start. Your work is what you spend most of your time on and trying to find some positive meaning will help make the experience more interesting and less stressful.

To help you discover positive meaning in your work, try asking yourself the following questions:

Reflect On Your Past

How have your past experiences at work made you into the person you are today?

- How has your past work in your organisation benefitted you or your family? How differently would things have turned out if you were not in this job?
- How have the relationships and bonds you forged at your workplace enriched your life? How have you enriched the lives of your coworkers?
- What sort of important skills and abilities did you pick up from work that have helped you?

Examine Your Present

What kind of direct benefits does going to work provide you here and now?

- What about your work/job makes you feel happy, fulfilled, or satisfied?
- How do your friends and coworkers at your job help make your life more interesting?
- How does your job enable you to support your family or give back to the community?

Imagine Your Future

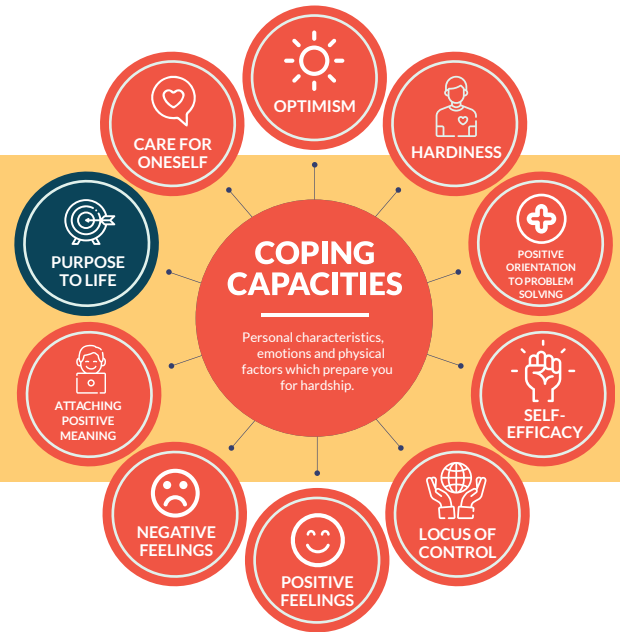
How can your work help bring you closer towards important life goals?

- What are your goals for the future? How does your work/job contribute towards those goals?
- How can doing your best at your work/job lead to greater benefits for you and others down the line?

Asking these questions may help you find more positive meaning to your daily experiences at work, and this exercise will help you find similar meaning the next time you face a bad situation.

PURPOSE TO LIFE




Believing in a **Purpose to Life** means thinking that there is significance and deep purpose to one's life. Individuals who feel that they have a clear purpose in life tend to be more resilient in the face of stress and hardship.



Searching For Purpose

Having a strong sense of purpose in life builds our Resilience by motivating us to power through difficult moments in our life. It allows us to view problems as trials that we must overcome in order to fulfil our life's purpose, and gives our lives a goal and meaning to keep us moving forward through challenges.

Searching for purpose in life can appear to be a daunting and quite intimidating task. However, there are plenty of small, manageable steps you can take that can bring you closer to discovering it for yourself. Below are a few simple activities that can get you started:

 Writing About Yourself	 Giving Back To Others	 Experiencing Awe
<ul style="list-style-type: none"> ● Reflect upon your life up to this point, about the accomplishments you have made and the relationships you have forged. ● Use this reflection to create a detailed story of your life, piecing together how all your experiences made you the person you are today. ● How did each of them make you grow as a person? What impact have you had on others as a result? ● Understand how each of your unique personal experiences contributed to your personal growth, and to the growth of others. ● Writing this narrative about yourself will allow you to feel a greater sense of meaning from seemingly unrelated events in your life. 	<ul style="list-style-type: none"> ● Think about some possible ways you could help the people around you or otherwise give back to the community. ● This could be as simple as helping your colleagues in the workplace, or volunteering at a non profit organisation with a cause you believe in. ● Contributing time and effort to helping others can give you a feeling of connectedness and purpose within your family and community. ● This sense of purpose in life will help motivate you to overcome the challenges you face, if not for yourself, for the people counting on you. 	<ul style="list-style-type: none"> ● Research has found that the emotion awe leads to a greater sense of purpose and connectedness in life. ● Consider sitting down to watch a documentary or look at pictures of places and things which you personally find amazing and awe inspiring. ● These could be places of great natural beauty, or landmarks of human achievement. ● Reflect on what you have seen, and your feelings of awe and wonder. ● Such emotions have been found to increase our sense of connectedness to the greater world around us, and allow us to feel a greater sense of purpose in our lives.

CARE FOR ONESELF

Caring for oneself can be surprisingly helpful in times of hardship. Taking care of your health by eating well, sleeping well, and exercising regularly helps protect you from the negative effects of stress. Besides physical well-being, other aspects such as spiritual, social, and emotional wellbeing are also important.



Taking Care Of Yourself

We are all likely aware that taking care of our diet, exercise, sleep, and mental stress is important for our physical wellbeing. However, it is also a critical part of maintaining Resilience in times of stress.

DIET



- A healthy diet can reduce our chances of falling ill, and keep us in good physical and mental condition to handle stress.
- Taking charge of what we eat can also improve our sense of control over our lives, further bolstering us against stress.



EXERCISE

- Regular exercise can be a good way to relieve stress and take a break from work.
- Apart from the benefits to our physical health, regular exercise in some form or another has been found to increase our resilience to stress and hardship.

- Compared to sleeping well, a lack of sleep leads to:
 - Slower thinking and reaction times
 - Poorer concentration and memory
 - Worse mood and irritability
- Having a good night's sleep will better prepare our bodies and minds for the day ahead, allowing us to be more resilient against potential problems and stress.

- It is important to take care of our mental health by taking short breaks from work and other topics that stress us out mentally.
- Research has found that taking time to rest and recharge oneself mentally leads to better performance than if one does not take a break.

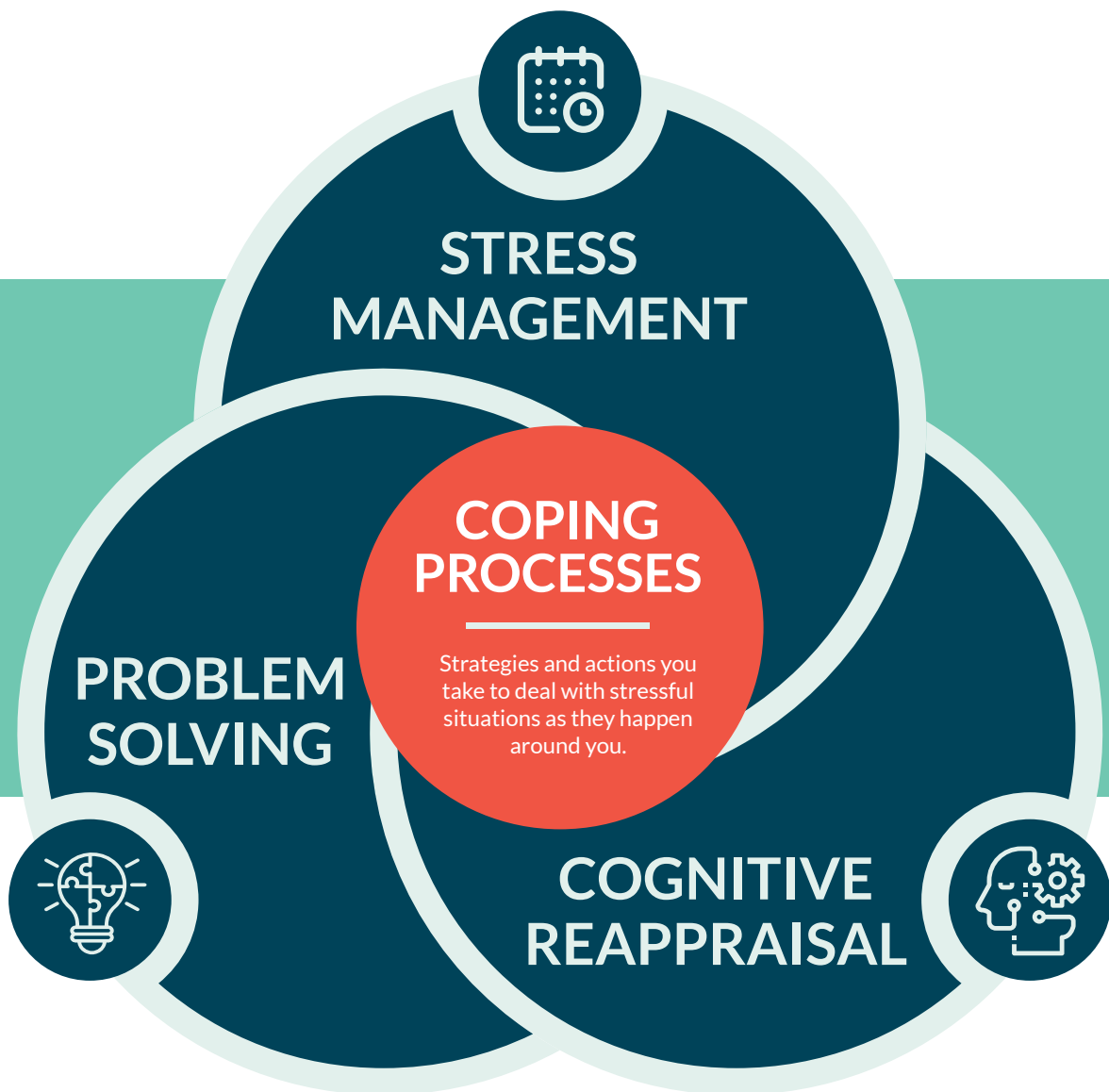
SLEEP



MENTAL STRESS

Falling ill, feeling weak, and being tired all make it more difficult for us to cope during stressful situations. Striving to take good care of ourselves helps ensure that we are in tip top condition to deal with any challenges we face.

COPING PROCESSES

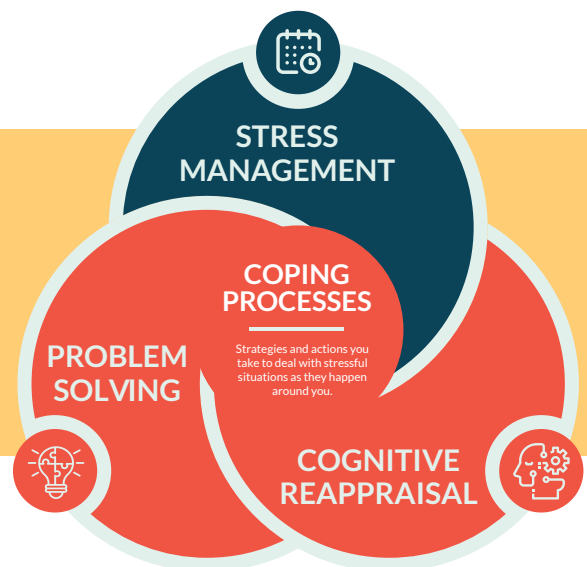


Under the CARI Framework, your **Coping Processes** consist of three distinct processes as outlined in the diagram above. Stress Management, Cognitive Reappraisal, and Problem Solving each build upon and support each other in order to help you cope better during a difficult situation.

Although your **Coping Processes** only come into play when you are in the middle of adversity, this does not mean you should wait until an adversity occurs before taking steps to improve them. Ideally, you should prepare your **Coping Processes** ahead of time such that they can operate at maximum effectiveness by the time you find yourself in the middle of a difficult situation.

STRESS MANAGEMENT

Stress Management is the positive management of stress to improve performance. People who use stress management techniques are more likely to remain calm and positive under pressure, allowing them to manage their levels of stress more effectively.





Creating A Healthy Stress Management Plan

Stress and adversity often go hand in hand, and being unable to manage stress effectively can make it hard for us to stay resilient during difficult times. One way we can prepare ourselves is to craft a healthy Stress Management Plan beforehand, so that we will know exactly how to handle stress when adversity strikes.

Steps For Crafting A Healthy Stress Management Plan



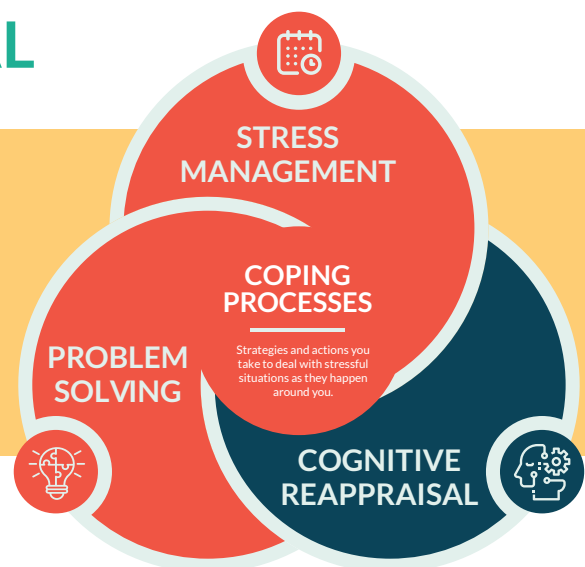
Examples of Unhealthy and Healthy Stress Management Strategies

Unhealthy Stress Management Strategies 	Healthy Stress Management Strategies 
<ul style="list-style-type: none">Excessive drinking & smoking.Withdrawing from social contact.Overeating and overspending.	<ul style="list-style-type: none">Healthy diet and regular exercise.Seek help and support from your friends and family.Muscle relaxation and massage therapy.

Everyone experiences and deals with stress differently, and it is important that you find effective ways to manage stress that are healthy and work best for you. As there are extensive resources on stress management activities available online and elsewhere, feel free to incorporate those into your own personal Stress Management Plan.

COGNITIVE REAPPRAISAL

Cognitive Reappraisal is changing how you look at problems and stressful situations. People who can change how they look at problems from a negative view to a positive view are better able to withstand hardship and overcome challenges.



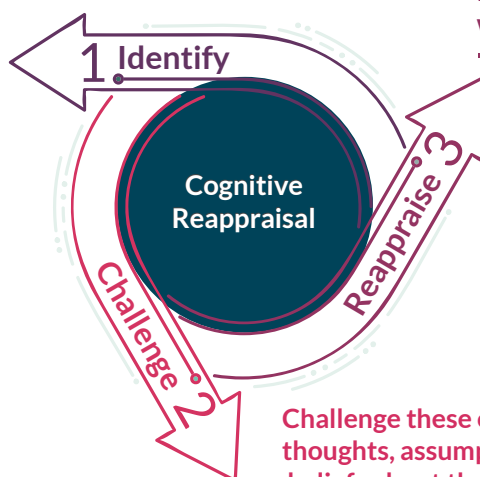
A Brief Guide To Cognitive Reappraisal

Cognitive Reappraisal has been extensively researched as a technique for regulating emotions and dealing with negative thoughts during adversity. It is used by psychologists around the world to treat a variety of psychological ailments such as depression, anxiety, and even Post Traumatic Stress Disorder (PTSD). As such, there are many different books and guides that can teach you how to use Cognitive Reappraisal to help you cope better in the face of hardship.

For the purposes of this development guide, however, we offer below a simplified explanation of how Cognitive Reappraisal can be applied during a challenging situation. If you are interested in finding out more, we strongly encourage you to seek other useful resources on this topic.

Identify overly negative thoughts, assumptions, and beliefs about the situation.

*"It's ALL my fault."
"I CAN'T go on."
"I will NEVER recover."*



Reappraise the situation in a more positive, hopeful way.

*What are the possible benefits that may come out of this situation?
How may this situation help you grow as a person?
How will you look back on this situation in the future?*

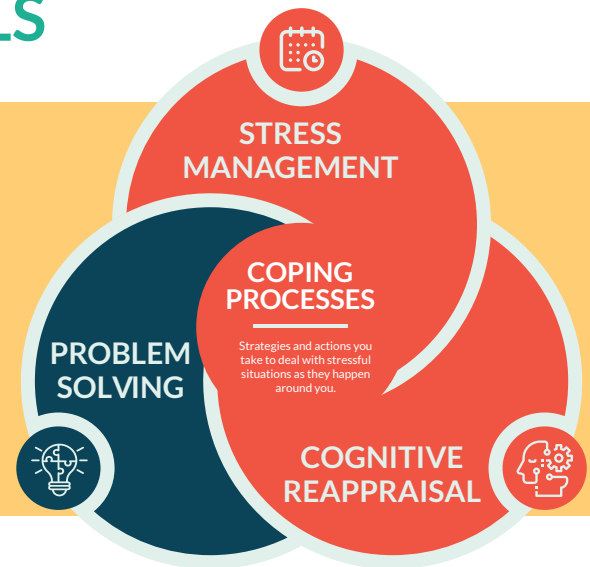
Challenge these overly negative thoughts, assumptions, and beliefs about the situation.

*Were there other factors outside your control?
Have you overcome similar situations in the past?
Would other people have the same response?*

Do note that this simple guide on Cognitive Reappraisal should **NOT** be treated as a substitute for professional psychological help. Should the problems and difficulties you are facing be severe, please seek professional help from a qualified counsellor or therapist.

PROBLEM SOLVING SKILLS

Problem Solving Skills include being able to tell exactly what the problem is, being able to come up with many different solutions, being able to decide which solution to use, as well as being able to carry out the chosen solution. Good Problem Solving Skills help people think of many creative ways to solve problems, which raises the chances of solving problems successfully and effectively.



Structured Problem Solving

Effective problem solving is a difficult skill to master, especially given the varied and often unpredictable nature of the problems working professionals face in the world today.

One way that you can deal with such challenges is to adopt a structured problem solving method. This refers to a collection of structured steps you can take to help you better understand the nature of problems you are facing, and subsequently come up with effective and creative solutions for them.

While there are many different problem solving methods out there, one common method is Professors Bransford & Stein's IDEAL problem-solving framework, which breaks down the problem solving process into the following five steps:



Using the IDEAL problem solving method, you can better structure your approach to any problem you face. This will in turn help you apply your problem solving skills more effectively, which will increase your ability to tackle future challenges.

COPING BUFFERS



Under the CARI Framework, your **Coping Buffers** comprise your Social Support network, and Supportive Leadership. Unlike Coping Capacities and Coping Processes, **Coping Buffers** protect you during adversity through the external help you receive from your family, friends, and other important people in your life.

Although your **Coping Buffers** come into play when you are in the midst of adversity, this does not mean that you should wait until adversity occurs before taking steps to develop them. Ideally, you should always keep improving and maintaining your **Coping Buffers** even when things are going well, so that they can be there for you when adversity strikes.

SOCIAL SUPPORT

Having strong **Social Support** means having close friends, family, a community, or other such groups of people to help you when you are facing difficulties. Caring relationships, sharing your problems and feelings with others, as well as seeking advice from people who have faced similar problems as you are extremely helpful in dealing with stress and challenges.



Building Social Support

Having someone reliable that we can count on for support can be immensely helpful when we are facing problems and difficulties. In order to make sure we have enough social support when it counts, it is important to take the following steps:



While it may seem unusual to view your relationships in such a manner, every relationship is a two way street. Apart from considering what others can do to support you, do not forget to think about what you can do to support others in their times of need.

SUPPORTIVE LEADERSHIP

Supportive Leaders trust, respect, and show concern for others. Having Supportive Leaders makes people feel liked, appreciated, capable, respected, and can motivate them to keep trying to improve and be the best they can be. Supportive Leaders also help reassure others during difficult times with enthusiasm and confidence, protecting them against the negative effects of stress.



Finding Supportive Leadership

Whenever we are facing difficulties, having a trusted leader or mentor to lend us support is an important buffer that strengthens us against adversity. As such, it is important that we identify our role models and leaders in life, that we can count on for support in trying times.



Identify Leaders You Can Count On

- From the people within your social sphere, identify leaders and mentors you can trust to lend you support in difficult times.
- These leaders and mentors could be:
 - Your Managers & Bosses
 - Team Leaders or Seniors at work
 - Religious Leaders
 - Leaders from other social groups
- From this list, figure out who is likely to offer you the most support, and exactly what they can do to help.
- Keep these leaders in mind whenever you are in a tough spot.



Get More Support From Leaders

- Sometimes, you may find that you are not receiving enough support and encouragement from the leadership in your workplace.
- Consider reaching out to your leaders at work for support.
- Try to get to know them a bit better, so you can get a better idea if you can share your troubles with them.
- Discuss with your leaders if you can go to them for help when the need arises.

WHAT'S NEXT

Completing this guide is by no means the end of your journey to becoming more Resilient. There will always be more for you to explore and do. We encourage you to review this development guide regularly to reinforce your learning.

We also encourage you to explore other sources of advice that you may find helpful such as:

1

**Reading
online
articles**

2

**Watching
online lectures
such as TED
talks**

3

**Attending
workshops or
coaching
sessions**

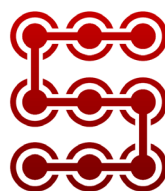
4

**Making
the activities in
this guide more
challenging and
personal**



Disclaimer: This development guide should NOT be treated as a substitute for seeking professional help from trained clinical psychologists, social workers, counsellors, and other authorities.

In particular, self-recovery from long-term psychological illnesses is beyond the scope of this development guide. If you are facing severe problems and difficulties in your life, please seek professional help from a qualified counsellor or therapist.



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Resilience Development Guide

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