

Building Resilience

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What is Resilience – Mental Toughness?

- ◆ Origins in sports psychology
- ◆ A collection of values, attitudes, behaviours, and emotions that enable you to persevere and overcome any obstacle, adversity, or pressure experienced, but also to maintain concentration and motivation when things are going well to consistently achieve your goals."
(Gucciardi, Gordon, & Dimmock, 2008)
- ◆ The psychological strength to assist the individual to overcome and grow from challenges.



“Mental Toughness is the capacity for an individual to deal effectively with stressors, pressure and challenges and perform to the best of their abilities irrespective of the circumstances in which they find themselves”

Dr Peter Clough (Developer of MTQ48)

- ◆ The quality which determines in some part how people deal with challenge, stressors and pressure.
- ◆ Very strong link between Mental Toughness issues like Stress Management and Peak Performance Development and behaviour - all interrelated.

Hard vs Soft Skills

- ◆ Profound bias in management and executive circles and boardrooms:
 - favouring '**hard**' skills and knowledge, such as legal, finance and technology - focus on hard metrics
 - against '**soft**' skills including the ability to manage working relationships - much less focus on the means of achieving the hard figures through people
- ◆ Soft skills of relationship management and creativity underpinned by emotional intelligence, include
 - the ability to empathise with others,
 - manage conflict,
 - cope with ambiguity and paradox
 - navigate a route through complex interpersonal and strategic scenarios

Mental toughness ..

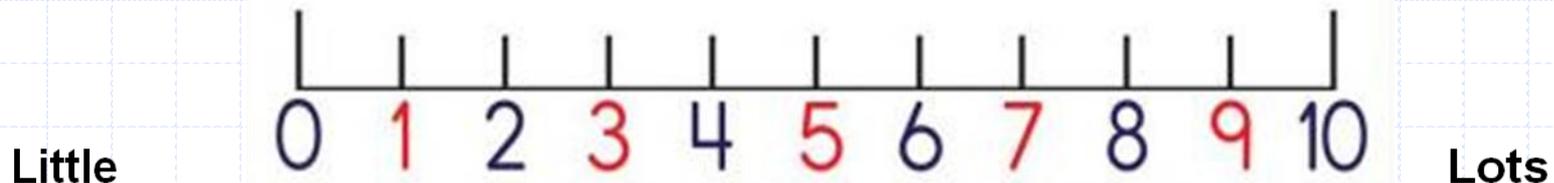
- ◆ A concept increasingly in demand among organisations under pressure to survive, grow and succeed using psychological skills and tools to adapt in a positive way to organisational change,
- ◆ Is based on people's capacity to harness the power of stress to improve personal and organisational resilience
- ◆ Has the potential to:
 - assist an individual to live a happy and fulfilled life
 - transform organisations towards being flexible, able to accept change with minimal disruption and being seen as a good place to work.

What is resilience?

- ◆ **Organisational level** - the ability to assimilate environmental information quickly and build empathy, trust and commitment in the organisation using effective communication.
- ◆ **Personal level** - building on a foundation of emotional competence, which includes self-awareness, confidence to act decisively and self-belief based on a clear sense of identity, values and beliefs.
- ◆ With the challenge of changing working environments, pressure to deliver, restructuring and emphasis on delivery, the **need for resilience has never been greater**, whilst our ability to manage pressure seems to have reduced.



Score yourself on mental toughness

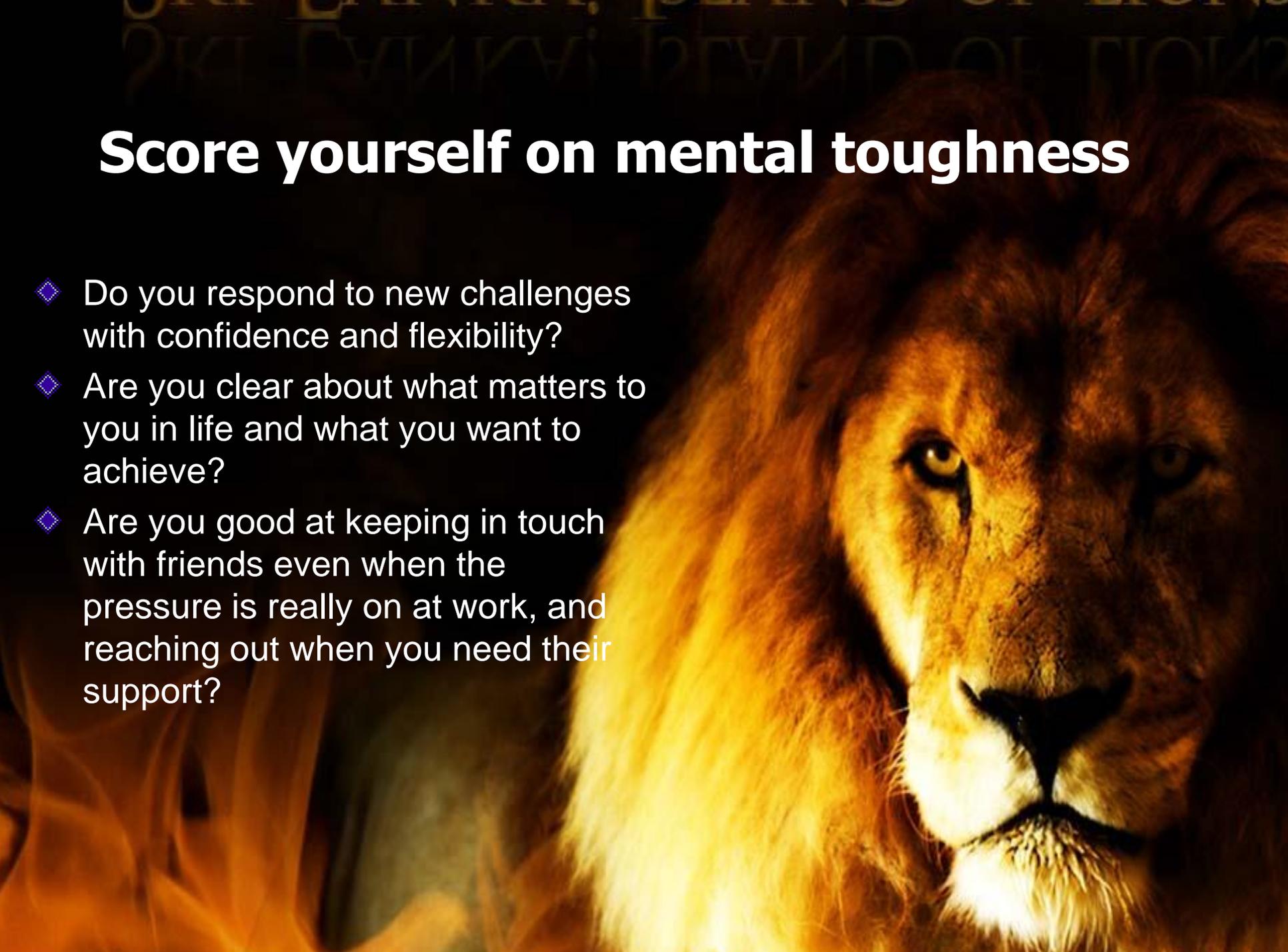


A high IQ and a good education are important ingredients in a successful life. These attributes gain entry into 'the game' but they alone are not sufficient in themselves to guarantee success.

The ability to manage adversity, stay motivated and focused under pressure is a hallmark of very successful people.

Score yourself on mental toughness

- ◆ Do you respond to new challenges with confidence and flexibility?
- ◆ Are you clear about what matters to you in life and what you want to achieve?
- ◆ Are you good at keeping in touch with friends even when the pressure is really on at work, and reaching out when you need their support?



True Grit



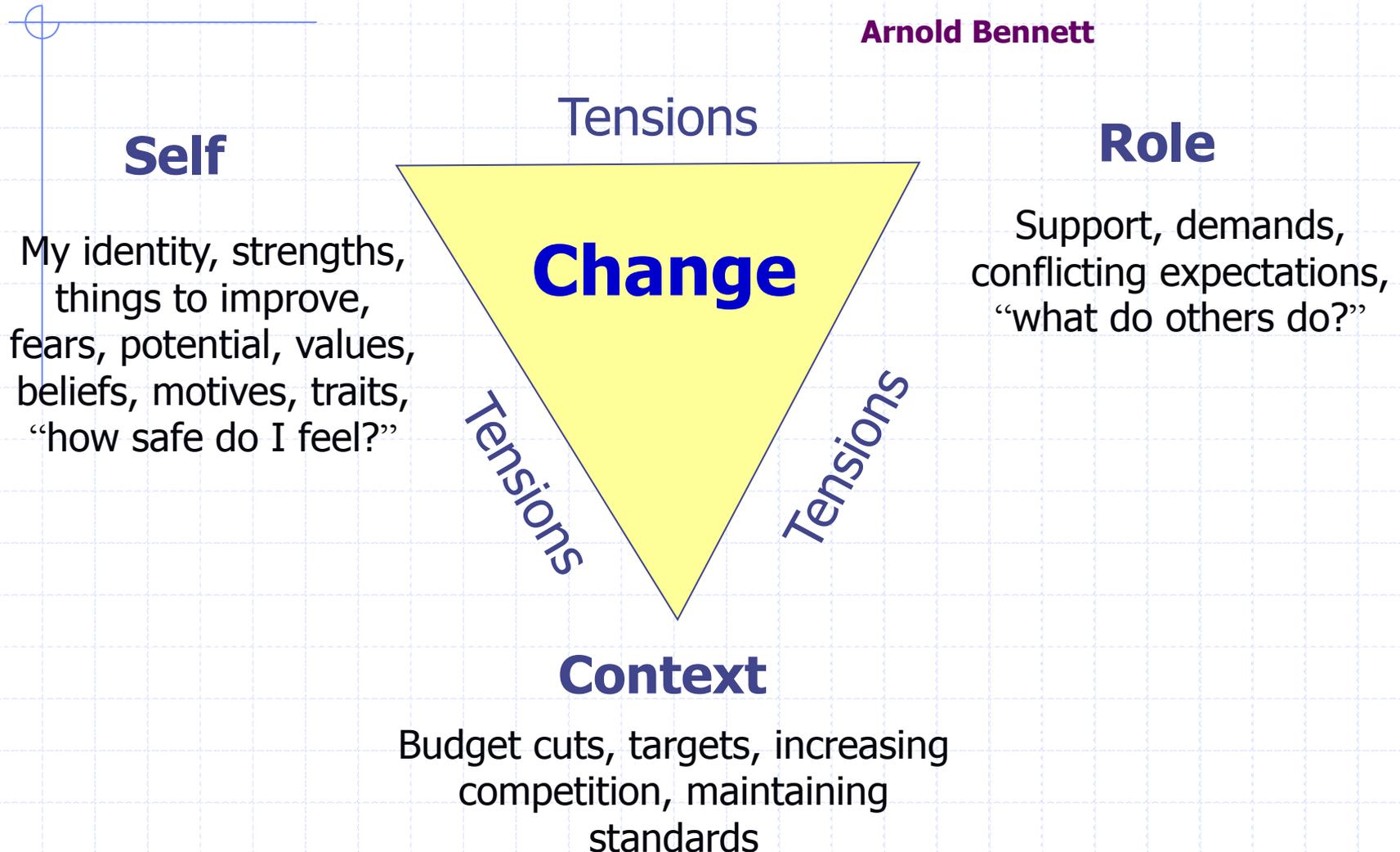


Change?

How do you
respond to change?

“Any change , even for the better is accompanied by drawbacks and discomfort”

Arnold Bennett



Boundin – Pixar films

What inspiration do you draw from this film?



The Change Iceberg



Understanding the Mental Toughness of key people in organisations

- ◆ Allows better **diagnosis** of what is happening – enabling interventions to be better focused
- ◆ The ability to **measure change** and know it is related to performance
- ◆ It helps individuals to become more **personally responsible**, thereby fostering accountability for actions
- ◆ Engaging with the development process that supports mental toughness will allow organisations to make **more informed choices** about where individuals can add greatest value

The MTQ48 questionnaire Clough et al (2002)

- ◆ Focuses on four components all of which have implications for individuals and teams at all levels in the organisation.
- ◆ The extent to which we feel in ‘**Control**’ of our lives and emotions (high scorers believe they control their destiny while low scorers believe destiny controls them)
- ◆ How we respond to ‘**Challenge**’ or unplanned change (high scorers see a test as a chance to shine while low scorers fear an opportunity to fail)
- ◆ The extent to which we ‘**Commit**’ to demanding goals and targets (high scorers stick at things, low scorers walk away)
- ◆ Our ‘**Confidence**’ in our abilities and in our dealing with others (high scorers have high levels of belief in their abilities, low scorers don’t)

Control

The extent you believe in yourself and are in control of your life

Self Efficacy

Emotional Control

Low	High	Low	High
Horoscopes	Believe can make a difference	Reveal emotional state	“Manage” emotional responses
1 task at a time	Can multi task	Don't handle criticism well	Hard to provoke/annoy
Blame others when fail	Work hard clear blockages	Feel things happen to them	Deal well with difficult people
Cup ½ empty	Cup ½ full Can be hard to work for	Get down when things go wrong	Mask anxiety maintain poise
		Can “lose” it if get annoyed	Deal well with bullying Can be difficult to read

Challenge

The extent you seek out opportunities and face challenges -
adaptability

Low challenge

Hate challenge/change
Don't like surprises/shocks
Don't like new places/ bosses
Risk averse
Respond poorly to competitive types

High challenge

Easily bored/ seek change
Like problem solving
Work hard and smart
Risk orientated
Readily volunteer
Can be motivated by change for the sake of change

Commitment

The extent you keep your promises to yourself and others -
stickability

Low commitment

- Avoid setting goals/targets
- Give up easily
- Find reasons to quit
- Excuses
- Easily distracted

High commitment

- Translate goals into pictures of success
- Set targets
- Work hard – go for it
- Excited by measures

Can be hard taskmaster and might over manage others

Confidence

The extent of confidence in your own abilities and dealing with others

Confidence in own abilities

Interpersonal confidence

Low

Not confident in own ability / knowledge

Inner belief missing

Unsure if have grasped a subject

Feel are missing something

High

Don't need encouragement

Believe are right (even if wrong)

Don't need external validation

Low

Back down quickly when challenged

Allow others to dominate debates – even when more knowledgeable

Struggle to deal with assertive people

Back down even if right

High

Argue corner if believe are right

Get own way, won't allow others to dominate debates

Have a go at entering a conversation

Often provide a full response

Born “tough” or a learned skill?

- ◆ **Hardiness** has typically been constructed as a personality trait which you are born with and which is generally seen as **stable** throughout the lifetime
- ◆ But research shows that mental toughness can vary over time, it is unstable, fluctuates over time, and can vary between different scenarios
- ◆ Sports science studies show toughness is built through developing a strong **focus** and **self belief** in training
- ◆ Coaches and significant adults play an important role in developing mental toughness
- ◆ Whilst clearly embracing the importance of genetics, Clough clearly acknowledges that mental toughness can be developed

Building Toughness

- ◆ psychologists define **resilience** as a positive *process* of coping with stress and adversity, as opposed to a collection of psychological attributes or personality traits
- ◆ "**process**" praise involves acknowledging engagement, perseverance and the strategies being used in approaching difficult situations and improvement. It tells the person what they've done to be successful and what they need to do to be successful again in the future

growth mindset

vs

fixed mindset

"I am **developing** the skills and attitudes because I've worked hard"

"I'm a **bright** guy and that's why I am able to do so well."

The right kind of praise can motivate. The wrong kind can create self-defeating behaviour

The Power of Language

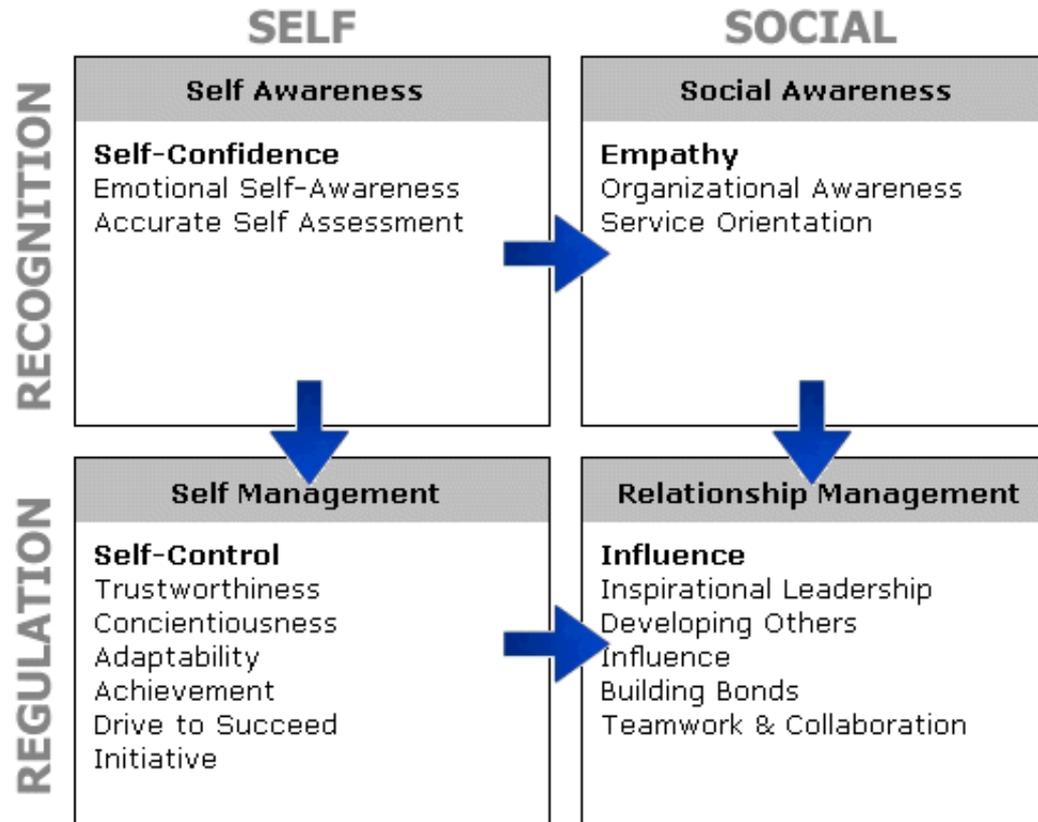


<http://www.youtube.com/watch?v=Hzgzim5m7oU>

Risks ..

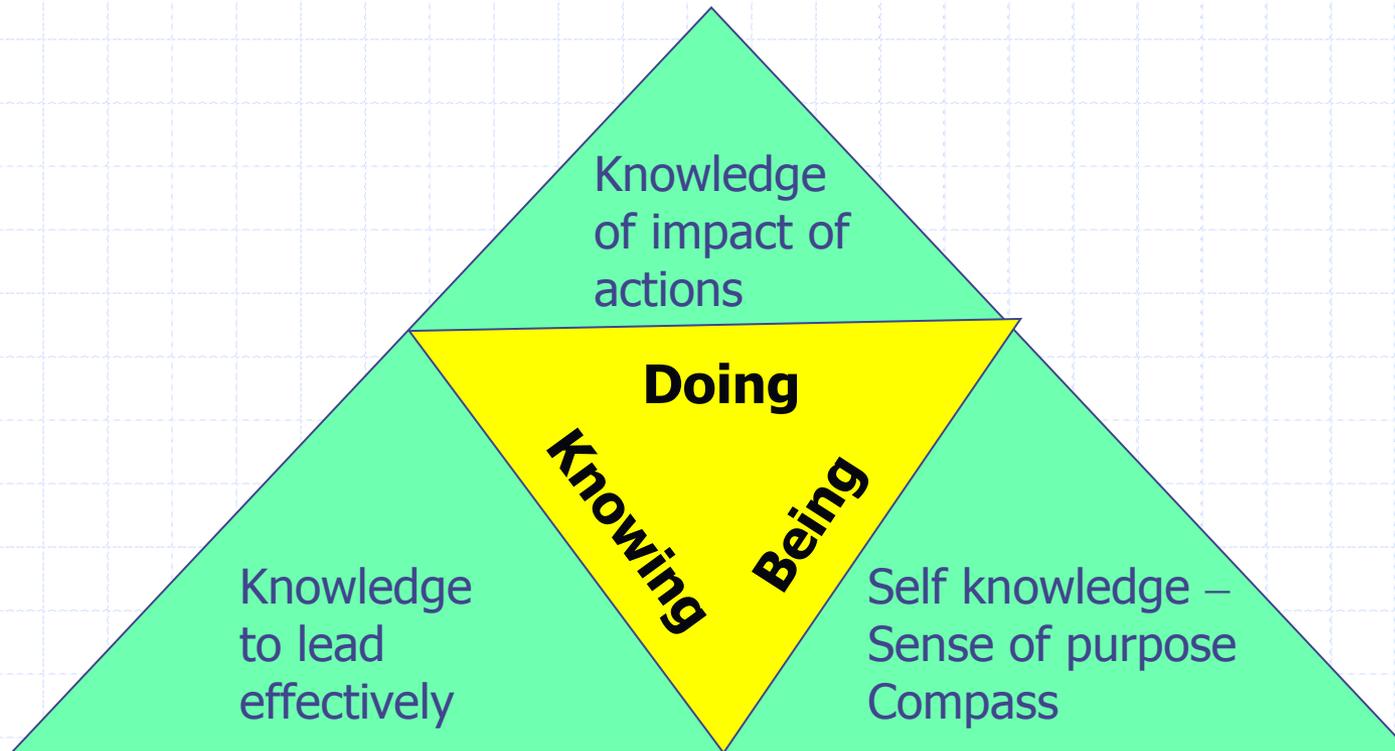
- ◆ A high level of resilience can also result in a high level of desensitization – **joyless depletion** - loss of empathy
- ◆ Avoid fully experiencing hardship and learning from it
- ◆ Focusing on developing resilience can **insulate** people from profound transformational learning
- ◆ Emphasis on persevering, persisting and soldiering on – its madness to continue to do the same thing and expect a different outcome
- ◆ Concentrating on goals of **future** desired state
 - may draw attention away from what an individual needs
 - can detract from present moment awareness mindfulness

Emotional Intelligence



Daniel Goleman

What makes a good leader?



7 things Successful Leaders do best

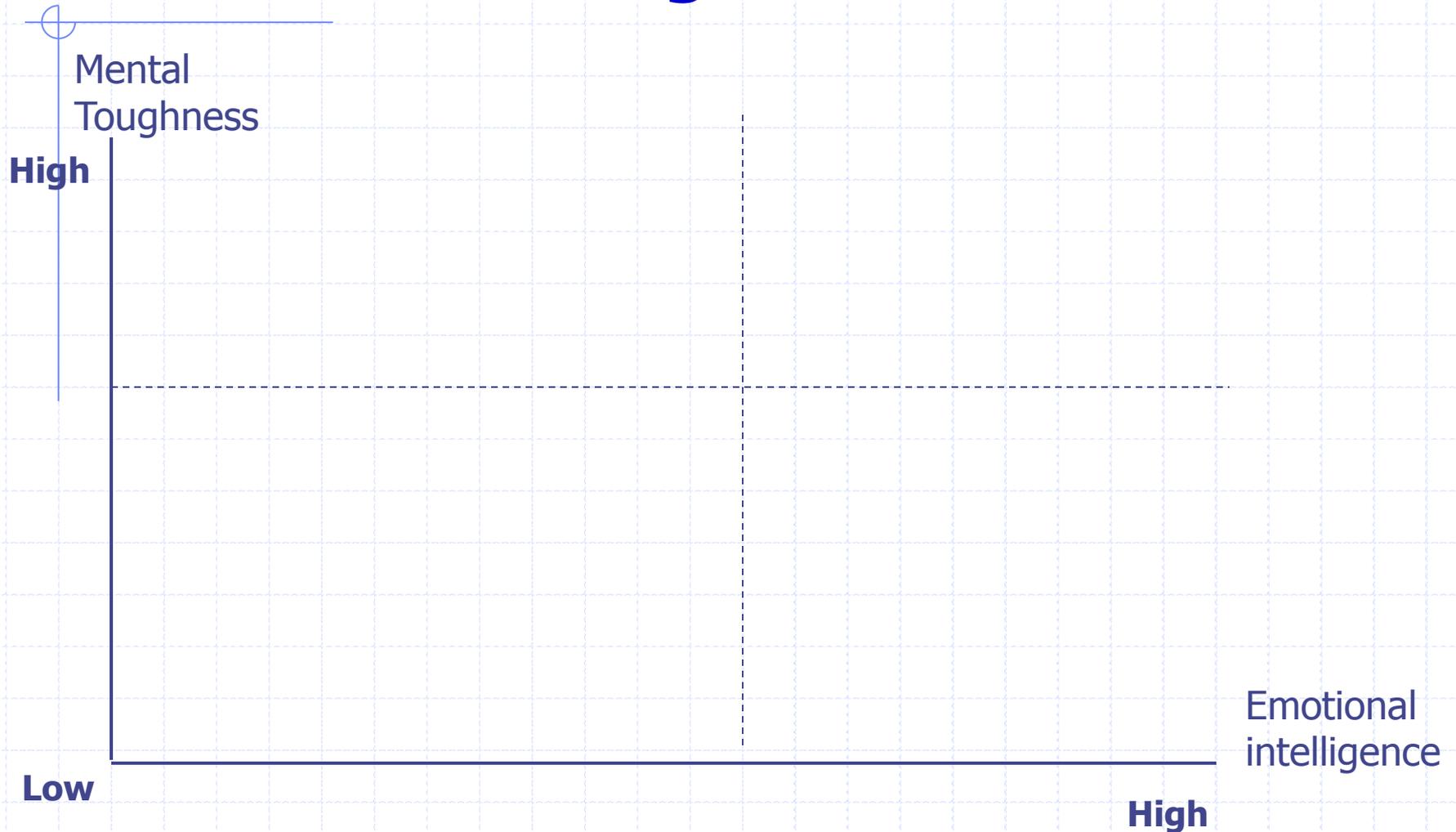
Paula Davis-Laack

- ◆ They put relationships first
- ◆ They know that meaning matters
- ◆ They use humour
- ◆ They lead and live with their strengths
- ◆ They manage pessimistic thinking
- ◆ They make their own luck
- ◆ They manage their energy



**"Be truthful, gentle and fearless."
Gandhi**

How does Mental Toughness Link to Emotional Intelligence?



Experiential Interventions

- ◆ Positive thinking
- ◆ Visualisation
- ◆ Anxiety Control
- ◆ Goal setting
- ◆ Attentional control
- ◆ Bio feedback

Level:1

Score:0



Practical work

I would
put
a picture
here,
but it
would just
distract
you.

<http://www.youtube.com/watch?v=6YtAOgonukY>

meditation

breathing

basic breathing



Summary and group discussion

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