



## Improving Resilience

### What do we mean by resilience and why is it important?

**Resilience** is about being able to absorb life's pressures and bounce back from challenges and setbacks. Life and work in the 21st century aren't easy. People are under increasing pressure to deliver ever-better performance and results, whilst somehow also aiming to achieve another widely held aspiration – a better work-life balance. **When individuals are resilient, they are more likely to stay positive and achieve results and fulfilment in their lives, including through more difficult times.**

### The impact of resilience on success

Successful leaders – past and present – have relied on their natural resilience, or a capacity to develop it, to stay at the top of their game to sustain performance and improve results.

**Nelson Mandela's** resilience is cited as one of his key strengths. His focus, sense of purpose and emotional resilience helped him become South Africa's first black president despite twenty-seven years in prison for fighting apartheid rule.

**Steve Jobs** Forced out of Apple – the company he founded – he said, "What had been the focus of my entire adult life was gone, and it was devastating... I was a very public failure." But he returned years later, and his resilience propelled him to guide Apple to even greater success.

**Thomas Edison** famously didn't give up. He had far more failures than successes before finally inventing a light bulb prototype that worked.

"I have not failed. I've just found 10,000 ways that won't work."



In a recent interview for Fortune.com, GSK CEO Andrew Witty said that "staying power" and "resilience" are the most important attributes for today's senior leaders. They need them to deal with the pace, the range of challenges, and the constant change and uncertainty in today's VUCA (Volatility, Uncertainty, Complexity and Ambiguity) world.

## The impact of a lack of resilience on staff well-being

In the most recent annual Absence Management report, the CIPD found that two-fifths of organisations surveyed had seen an increase in stress-related absence (based on replies from 500+ organisations across the UK covering over 1 million employees). Few said they offer any form of support to leaders and staff to develop resilience that might help reduce absence and increase staff's general well-being.

## How can we help?

We recognise that every organisation has unique challenges when it comes to improving resilience. We always work within our client's context to design and deliver support that will work in their environment.

We draw on our practical experience and a range of well-researched models to help people explore and understand what resilience is, how they fare on the resilience scale, and what they can do to develop greater resilience for themselves, their teams and their organisation. We also offer training in **mindfulness** techniques as part of the resilience toolkit.

**Team events** – our workshops help managers and teams to recognise their resilience strengths and challenges, and to prepare for and deal with change, uncertainty and future opportunities.

**Individual coaching** – we offer a resilience 'wellness check', selecting from a range of tools to suit individual preferences and style, to identify resilience weaknesses and strengths and create an action plan. Examples include psychometrics, 360 feedback, positive psychology techniques, mindfulness and action planning approaches.

Here are a few **examples** of our work where resilience training has benefited organisation performance and employee engagement.

### Organisation

An organisation needed to address concerns highlighted by **low morale and poor staff survey results**.

As part of Employee Value Proposition project work, we recommended a number of measures, including understanding underlying causes and helping people be more resilient by taking positive control over what they could influence – for example, having a clearer sense of purpose, responsibility and 'belonging' in the business.

### Team

A customer service operations team was concerned about falling performance levels and the potential added risk of **uncertainty** due to **company and department restructuring**. We worked with the team to:

- Improve self-awareness around the factors that helped and hindered their resilience
- Understand their collective strengths, challenges and priorities
- Facilitate action plans to build confidence and address remaining concerns about facing future demands and 'the unknown'

### Individual

Numerous coaching assignments, including successfully supporting a **highly talented leader** to become **more resilient following a period of stress-related sickness absence**. We:

- Worked with the individual to recognise and build confidence in positive strengths areas
- Identified stress triggers and coping strategies to overcome them
- Put actions and reviews in place, including on-going coaching and mentoring support



## Find out more

For more information on Resilience Training and how we can help you, please contact Justine James on +44 (0)20 7127 4741.



## We are talentsmoothie, organisational development consultants

We are experts in Employee Value Proposition (EVP), Employee Engagement, Effective Leadership, Employer Brand and Recruitment, and creating Innovative Workplaces (the changing world of work). Sometimes our work fits into one of these areas. Other projects span them all. From one-off reviews, assessments and workshops to global strategies and large-scale implementations, the talentsmoothie team is ready to tackle any challenge to get you the results you need.

For more detail about how we help organisations succeed, please visit the talentsmoothie website at [www.talentsmoothie.com](http://www.talentsmoothie.com) where you can learn more about our work, read client case studies, download our other free Factsheets, Action Sheets and Position Papers, join our mailing list of valued contacts, and get copies of our research reports.

Or if you'd like to talk through anything you've read in this Action Sheet, or any business challenge you're facing right now, please email [hey@talentsmoothie.com](mailto:hey@talentsmoothie.com) or phone +44 (0)20 7127 4741. We'd love to hear from you.



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