



Saegenschneider
Professional Learning Services

Bounce Back for Grownups: Developing personal and professional resilience

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Education 3: October 2008



Resilience

- What does personal and professional resilience look like?, feel like?, sound like?

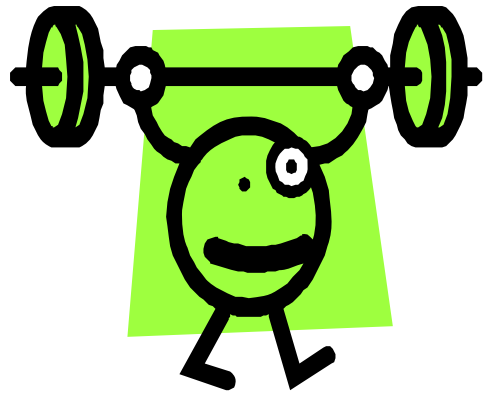


Resilience defined

- Resilience is the ability to **recover** from significant or unexpected adversity (challenges, difficulties and setbacks) and to use it as an opportunity for learning and personal growth
- Resilience is the ability to **thrive** in situations of extreme and ongoing pressure

Resilience

STRENGTH



FLEXIBILITY



CONSISTENCY





"He's 104. He always comes back on his birthday -
I worked out he'd be gone at 69."



Contemporary workplaces

- Continuous change
- Demands of technology
- Legislative compliance – OHSW, Anti-discrimination, Equal Opportunity
- Increased accountability requirements
- Enterprise bargaining
- Restructuring
- Competing demands



Work paradigms

The Old

- Job security
- Credentials/qualifications
- Entitlement
- Fixed job description and title
- Dependence on the organisation
- Work for a living
- Success equated to promotions

The New

- Employability
- Continuous learning
- Adding value
- Portfolio of skills and roles
- Success driven by individual values and needs
- Broad career focus
- Commitment to work in one's sphere and to make a contribution
- Lifestyle



Why is resilience important?

- You feel better
- You maintain wellness and good energy
- You are more likely to achieve your goals
- You perform better
- You communicate better
- You can weather the bad times
- You build and maintain more positive relationships
- You positively influence those around you
- You are more attractive to others



What really counts is whether people can sustain their levels of performance when times are tough, when there are competing priorities or when relationships are fraught!



How resilient are you?

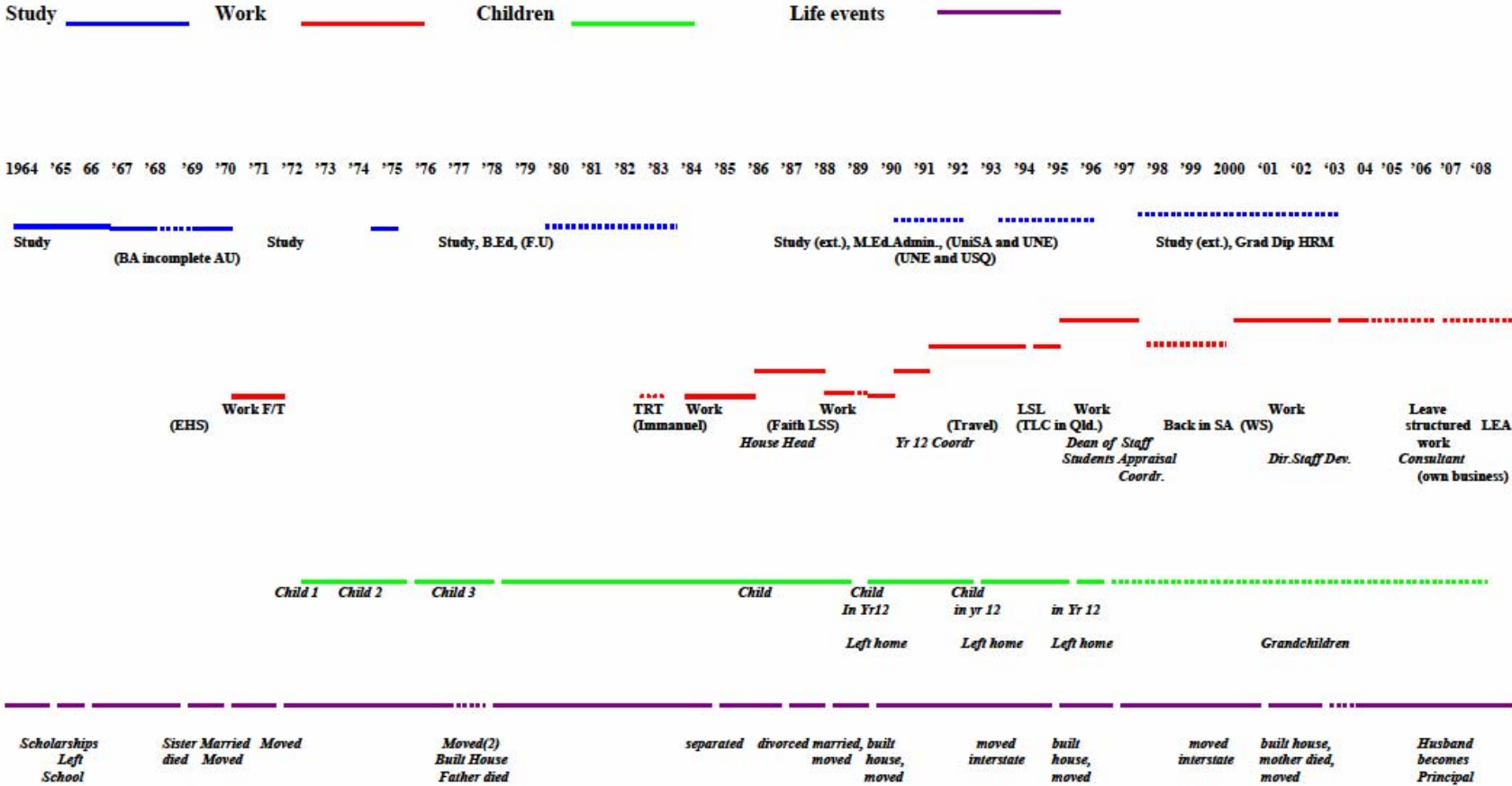
- Take the resilience quiz! (p.2)



Influences on resilience

- Life stage – the link between the personal and the professional
- Work life stage
- Job stage
- Temperament/Personality
- Attitude to stress

Bev's Career Path





Work life stage

- Entry
- Establishment
- Advancement
- Maintenance
- Late Career
- Withdrawal



Career Anchors

- The basic values, motives and needs that make up one's self concept and which therefore strongly influence choices about life style, appropriate levels of risk, autonomy, service or challenge (Schein 1996)

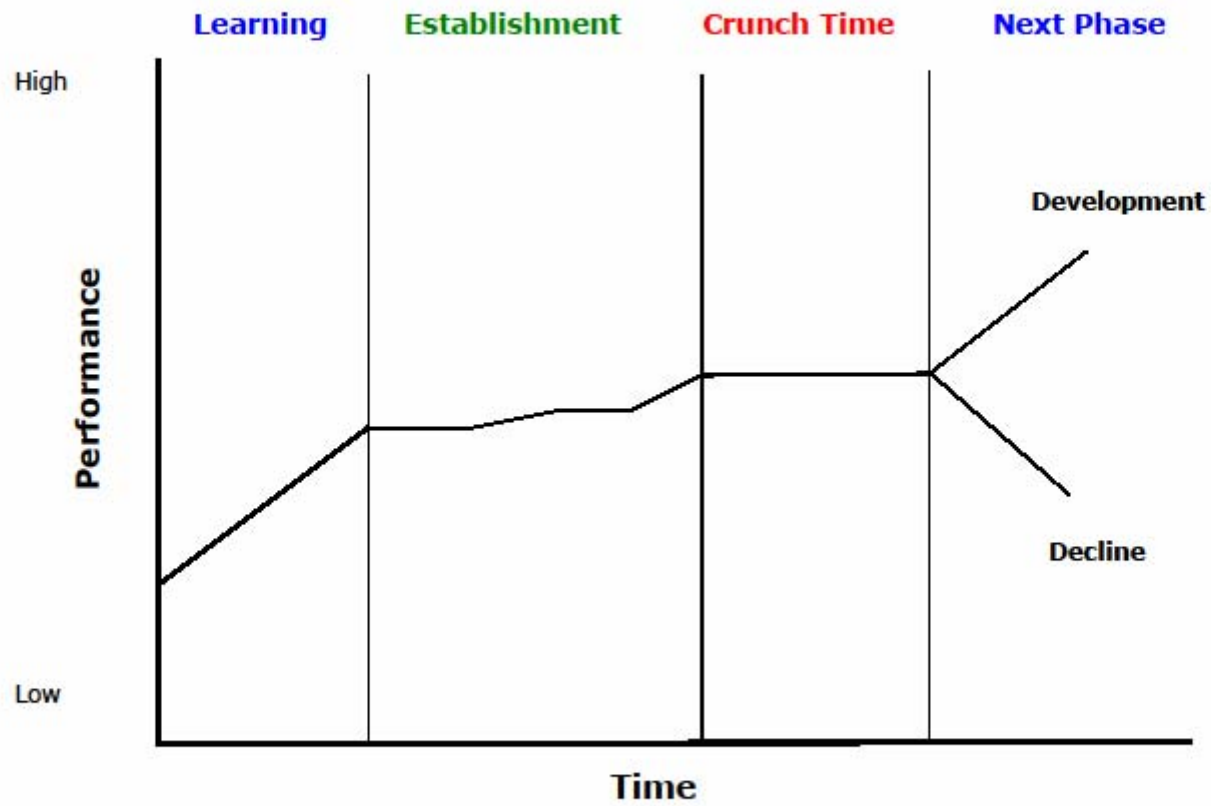


Career Anchors

- Technical and/or functional competence
- Managerial competence
- Security
- Creativity
- Autonomy and flexibility



Job Stages





Temperament

- Made up of a person's inborn tendencies
- Unfolds over time
- Drives behaviour
- Is dynamic, not static; influencing, not limiting



Temperament types

Note: the second descriptor is performance when in a team

- **Catalyst (Idealist)**
 - Engages with others to promote their development without losing their own identity. Focuses on meaning and purpose
- **Stabiliser (Guardian)**
 - Prevents groups and institutions from falling apart. Creates a sense of belonging, security and economic safety
- **Theorist (Rational)**
 - Understands objective truths and uses this to create a path to achievement
- **Improviser (Artisan)**
 - Responds to situation as it is, and varies actions to get a result. Likes freedom to respond and also likes to create a pleasant experience



Temperament Comparisons

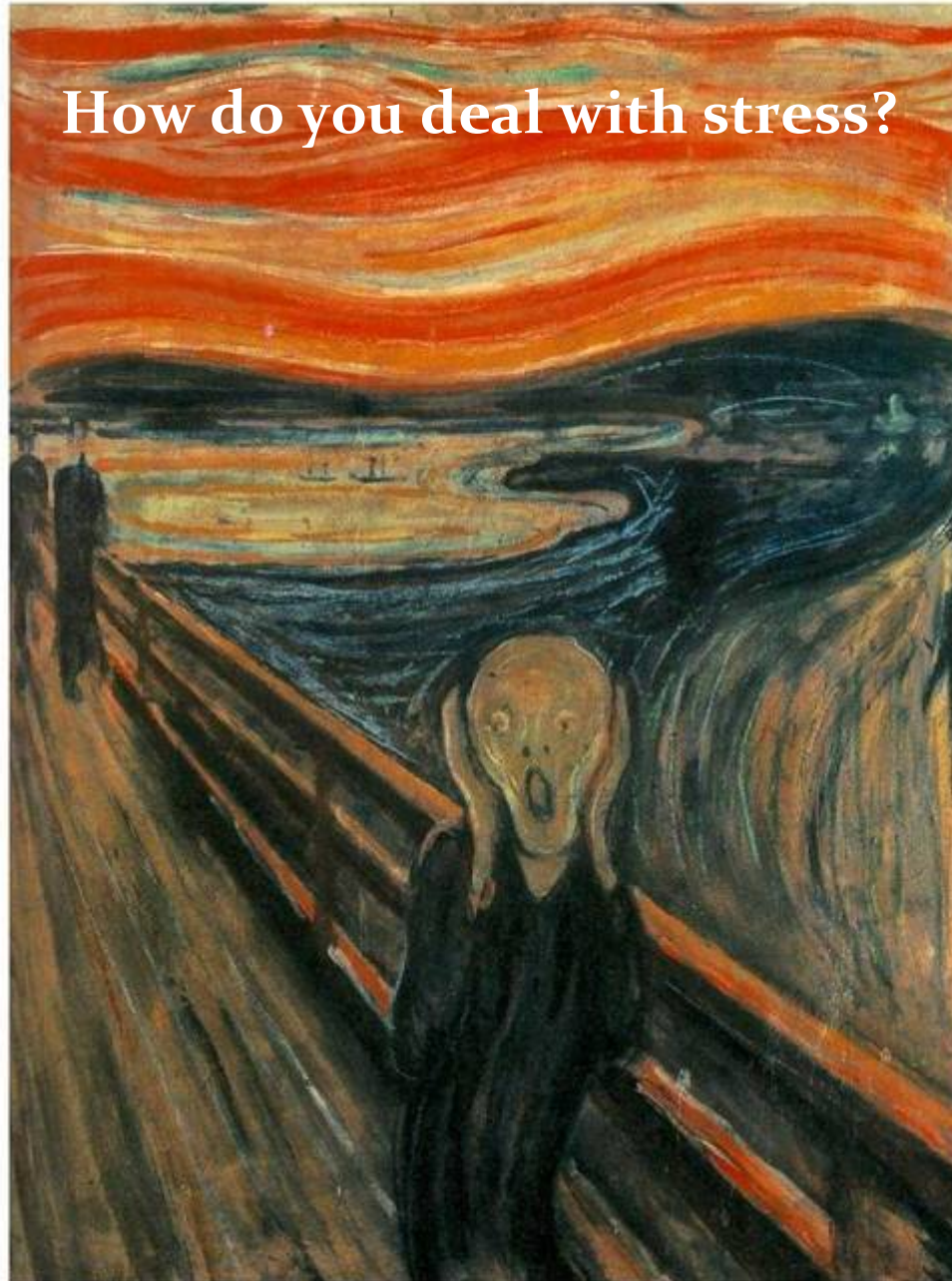
	Catalyst	Theorist	Stabiliser	Improviser
Need	Unique identity	Competence	Efficiency	Freedom
At work, promotes	Growth	Efficiency	Structure	Opportunity
Workplace strengths	Promoting/ Training	Designing/ Planning	Administering/ Servicing	Producing/ Performing
Emphasis as educator	Learner centred	Content centred	Role centred	Project centred
Focus as learner	Growth	Competence	Usefulness	Relevance
Best environment	Expressive Personal	Innovative Intellectual	Organised Secure	Stimulating Varied
Temperament stressors	Insincerity Betrayal Loss of meaning Lack of integrity	Powerlessness Incompetence Lack of knowledge	Abandonment Instability Lack of belonging	Constraint Boredom Lack of impact
Motto	To thine own self be true	Be excellent in all things	Early to bed, early to rise	<i>Carpe diem</i> (Seize the day)



The gospel message is that God takes us as we are , but will mold and shape and change us if we are are willing to let Him do so.



How do you deal with stress?





Attitude to stress

People more likely to develop stress related illness:

- Experience more stressors in routine activities
- Feel vulnerable, helpless and without choices
- Have limited internal and external resources to draw on
- Feel socially isolated, not accepted
- Have little capacity for self change
- Accumulate negative experiences

People less likely to develop stress related illness:

- Experience fewer stressors in routine activities
- Feel capable of taking effective action about upsetting events
- Draw action choices from a wide range of inner and external resources
- Experience family and friends as caring and supportive
- Manage self change well
- Convert negative experiences into beneficial learning

Resilience and stress

Correlation with resilience	
Problem focused coping	+0.48
Social support	+0.39
Coworker cohesion	+0.32
Supervisor support	+0.24
Symptoms of illness	-0.40
Emotion focused coping	-0.50
Perceived job stress	-0.56

- People who become emotionally upset over difficulties, blame others for their feelings, and dwell on unhappy feelings are the least resilient and have more illnesses
- *People who use positive problem solving approaches and establish an effective support base are more resilient*

Source: The Journal of Quality and Participation, Jan/Feb 1999, pp 54-57



Some facts about resilience

- It can be learned – but it cannot be taught
- Becoming resilient is a personal choice - Your mind and habits will create either barriers or bridges to a better future.
- It does not grow in a vacuum
- The least resilient people are those who experience their lives as full of stress
- The struggle to bounce back and recover from setbacks can lead to developing strengths and abilities that you didn't know were possible.
- Resilience is a work in progress
- Resilience has a spiritual source



Levels of resilience

Source: Al Siebert PhD, at URL <http://www.resiliencycenter.com/articles/5levels.shtml>

Develop serendipity – the ability to turn misfortune into good fortune
Develop the attributes and skills of highly resilient people
Focus inward – develop a strong “inner self”
Focus outward – develop good problem solving & organisational skills
Maintaining your emotional stability, health and well-being



Characteristics of highly resilient people

- Playful, childlike curiosity
- Constantly learn from experience
- Adapt quickly
- Have solid self-esteem, self confidence
- Have good friendships and loving relationships
- Express feelings appropriately
- Expect things to work out well
- See things through the perspective of others
- Intuitive
- Assertive and real
- Gain strength from adverse and toxic situations
- Get better and better as they age!



Developing personal resilience

- **R** Relationships and connections – invest time and energy into them
- **E** Energise yourself by doing something you love to do
- **S** Spiritual development
- **I** Influence constructively
- **L** Learn from life's difficulties
- **I** I am responsible for my own resilience
- **E** Encourage others
- **N** Nurture yourself
- **C** Contribute in a meaningful and positive way
- **E** Expectations – set goals for yourself



Developing resilience

- Be proactive and manage your career effectively
- Exercise influence



Managing work-life proactively

- Audit your career situation (pp.6-7)
- Reflective questions
- Consider the Career Action Options (p.8)



Career Action Options

- Remain where you are
- Enrichment
- Vertical movement
- Exploration
- Lateral movement
- Realignment
- Relocation
- Redirection
- Short term change



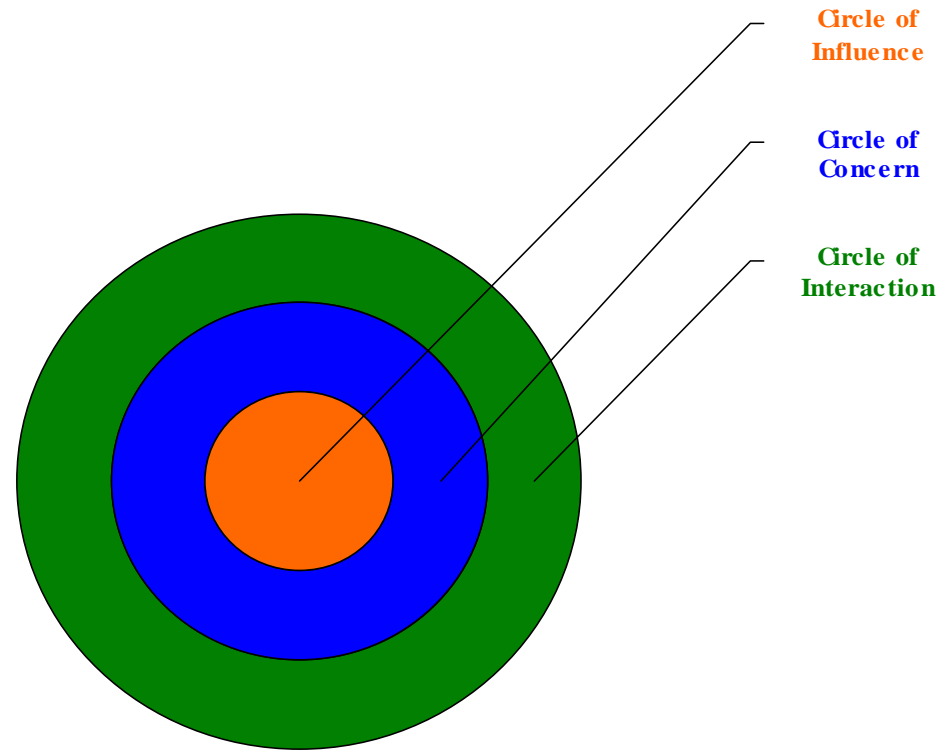


Exercising Influence in a School

- Operate within your sphere of influence or concern
- Use proactive language
- Submit agenda items for meetings
- Prepare and circulate written submissions
- Learn the variety of ways to manage conflict
- Know how to have those fierce conversations!



Circle of Influence



Adapted from S Covey: The Seven Habits of Highly Effective People



Fierce conversations(1)

What they are and do:

- Challenging, honest, tough, truthful
- Recognise that each of us owns a piece of the truth
- Time consuming – but an efficient use of time
- Real
- Replace ‘but’ with ‘and’
- Recognise that the way we say things affects the outcome
- Provide opportunities for others to put their piece of the truth

What they are not and do not do:

- Blame
- Take place in a climate of defensiveness
- Abrasive or rude
- Take place in an area outside of our circle of influence or concern
- Put a negative between two positives to cushion the impact



Resilience

The Courage to Come Back

Every test that you have experienced is the kind that normally comes to people. But God keeps his promise, and He will not allow you to be tested beyond your power to remain firm; at the time that you are put to the test, He will give you the strength to endure it and so provide you with a way out.

