



Resilience

Workbook

A Promoting Excellence Online Course

This is part of a series of online courses
available from Promoting Excellence
Leadership Consultants.

Date the course started:

Date completed:

Name:

Workplace:

Role:

HOW THE COURSE WORKS

The Promoting Excellence Certificated Resilience Course consists of a series of Modules, each containing slides with videos, and worksheets, self-scoring on-screen downloadable diagnostics, and other materials for you to download and either retain or print as you wish.

Taken together, they will lead you, in a modular basis, through the whole of our Promoting Excellence Resilience course, and the course will conclude with a certificate that you can download to show you have successfully completed the training and have been officially certificated by Promoting Excellence Limited. Your name can be typed onscreen into the certificate, which can then be retained as a PDF or printed off.

Each module has video narration, so you are best to complete the course where sound will not disturb others around you. The course is linear, so you should start by downloading and completing the Introduction, followed by Module ONE, Module TWO and so forth. Your password and login ID gives you access to this page, in most cases, for a full year from purchase, so you will not need to rush, but can work methodically. Some downloads are quite large - up to 50MB or so - so you should only download the module upon which you are currently working, before progressing to the next one.

Where a module has worksheets, bonus materials and handouts, these are listed onscreen in your course, in the order you will need to download them. Not all courses, and not all modules have worksheets or handouts, but where they do, they are listed below for you to download and use.

IS THE COURSE FOR AN INDIVIDUAL OR A GROUP? WILL THEY USE THIS DIFFERENTLY?

The course has been written for use by individuals or small groups. An individual will need to reflect on some of the ideas raised, and to jot down their thoughts. They may like to then discuss their ideas with peers, or a competent leader. A small group will find benefit in discussing the ideas and issues raised as a group and perhaps agreeing on joint actions.

AIMS

- To clarify the nature of Resilience
- To emphasize the importance of Resilience for all
- To explore ways to develop Resilience – esp. at work

OUTCOMES

- It is expected that by the end of this course you will understand more about the importance of Resilience, and the steps needed to develop it further

SOME HOUSEKEEPING POINTS

In each module, you can go forwards to the next slide by clicking on the button in the top right corner of each module-slide. To signify that a slide is fully completed and ready to advance, the button-label will flash. You can also go backwards to look again at any slide you have completed. To do that click the button in the top left corner. When going back through slides, their videos (if any) will not automatically play - but you can play them by clicking on them)

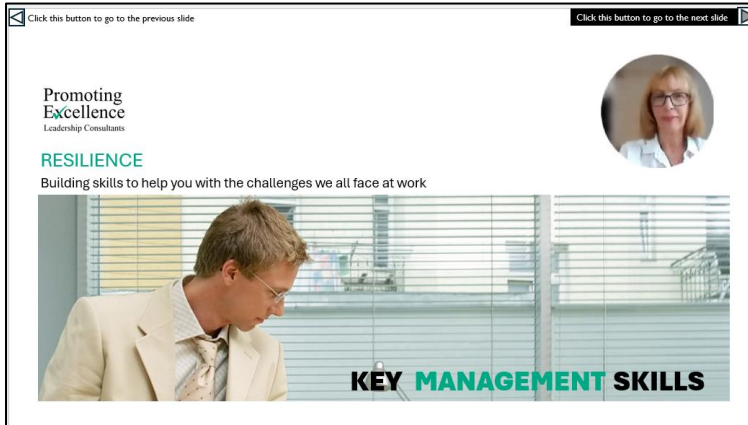
If you are using this course on an iPad, please choose the option 'Download', rather than 'View'. Download gives you the full file (remember you need the Apple PowerPoint app, free to all Microsoft 365 subscribers. It is best to download the App first.)

Technical support on device configuration options can only be provided by your ICT department. The course has been tested and certified as running on PC (Windows 10, Windows 11, with Office 365 (v24-12 tested) and iPad (iOS 18 tested).

All modules are in Microsoft PowerPoint Show format.

INTRODUCTION

The course begins with a short Introductory Module.



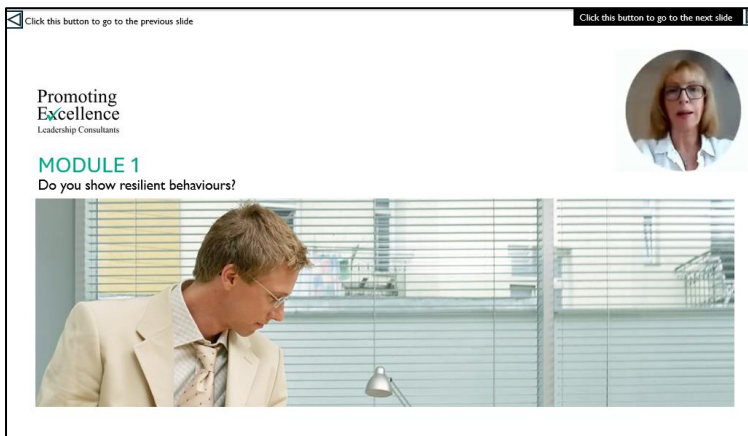
My Notes:

PERSONAL RESILIENCE

MODULE ONE

Resources Required – MODULE ONE slides: Do YOU Show Resilient Behaviours? (ppsx file)

Do YOU Show Resilient Behaviours?



PERSONAL RESILIENCE (I) – 3 SLIDES

Resilience helps us to survive especially as leaders. It also helps us to continue to grow and develop. Resilient people have lower levels of depression, develop personally through adversity, and harness an inner strength that helps them respond positively in the most trying circumstances. It is a core competency for stress management.

Ask yourself ...how resilient are you? Do you have a positive mindset?

My Notes:

PERSONAL RESILIENCE (II)

On a personal level, benefits from being resilient can help you:

- cope with multiple tasks, juggle projects, combining teaching with management so that one does not feel overwhelmed
- stay focused and calm, instead of being overwhelmed by emotion or stress
- see solutions instead of just problems and to think more widely and creatively
- cope with negativity, personal criticism and rejection more effectively
- get on better with colleagues
- improve performance within ourselves and our teams.

Consider these areas.

Where could you improve your resilience?

My Notes:

PERSONAL RESILIENCE (III)

When have you shown resilience?

My Notes:

RESILIENT BEHAVIOURS

Those with resilience:

- can overcome obstacles or setbacks.
- are willing to try new things.
- don't give up easily in the face of failure.
- show confidence and willingness to have a go even in difficult circumstances.

Reflection: Is that you?

My Notes:

BEHAVIOURS IN MORE DETAIL 1. SELF-DISCIPLINE – 2 SLIDES

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Click this button to go to the next slide

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BEHAVIOURS IN MORE DETAIL...
1. SELF-DISCIPLINE


Self-disciplined people usually know what they want to achieve and have a lot of drive.

They also display a great deal of energy and persistent determination in pursuing their goals and they are good at prioritising.

CAN YOU BE DECISIVE?

ARE YOU CAPABLE OF EXPLOITING YOUR STRENGTHS?





Thinking about self-discipline – Can you be decisive at work? When?

Are you capable of exploiting your strengths at work? When?

Reflect carefully can you answer ‘yes’ to all these?

People with good self-discipline especially at work:	Yes/No
- maintain good performance in stressful conditions	
- avoid defensive, negative or aggressive behaviour	
- can calm others	
- respond to problems in a constructive manner	
- manage own stress effectively, & can “switch off”	
- have stamina in difficult circumstances, often with exceptional attendance records	
- take important decisions and show good judgement.	

MY SCORE

YES =

NO =

WHAT DID YOU LEARN ABOUT YOURSELF?

Reflect: Where may you need to develop?

I Learned:

I need to develop:

BEHAVIOURS IN MORE DETAIL 2. FLEXIBILITY

Can You	Yes/No
- work successfully within a variety of changing situations and with various individuals or groups?	
- understand and appreciate different perspectives and viewpoints?	

What could I do about the above?

2. FLEXIBILITY MEANS:

Relate the points to your role and your workplace.	Where/How can you develop your resilience?
Handling multiple demands	
“Changing tack” (if needed)	
Altering procedures & strategy for new evidence	
Responding positively to new situations	
Remaining calm at times of change	
Taking on new challenges with a constructive approach	

My Notes:

3. INTEGRITY AND OPENNESS MEANS...

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3. INTEGRITY AND OPENNESS MEANS...

- aligning what you are thinking and feeling with what you say and do
- acting in line with values and beliefs even when it is difficult to do so
- do you 'walk the talk' ?
- think of examples and note them in your workbook



Integrity
Adherence to moral principles. In ethics, integrity is regarded as the honesty and truthfulness or uprightness, sincerity, and

Do You	Yes/No	Action Needed?
<ul style="list-style-type: none"> behave in an open and transparent way and in line with your values and beliefs? 		
<ul style="list-style-type: none"> do what you say or ask others to do? E.g. Do you pick up litter if you ask others to do this? 		

My Notes:

3. INTEGRITY AND OPENNESS MEANS PEOPLE WHO ARE OPEN ACT WITH INTEGRITY

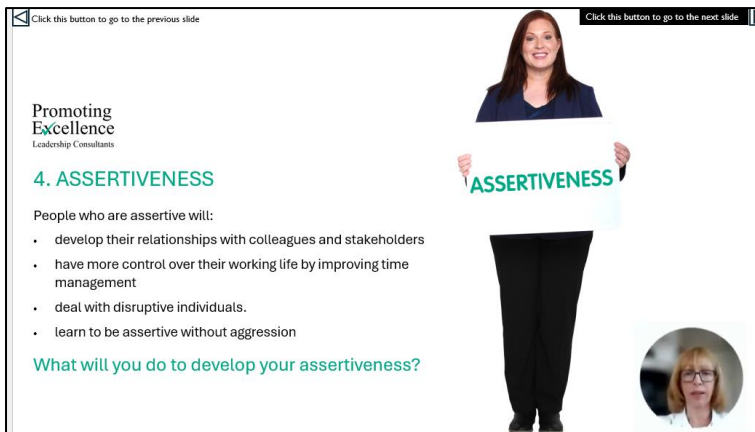
Look at the bullet points. Individually score yourself out of 7 and if you are in a group share ONE area for improvement

DO I....	Score /7
- Make decisions, even when unpopular	
- Create trust and respect from others	
- Take responsibility for their actions and performance	
- Accept personal mistakes and admit to them	
- Confront unethical actions in others	
- How independence of thought and action	
- Maintain a strong focus on long-term strategic objectives.	
	MY SCORE (/49)

My Notes:

4. ASSERTIVENESS

Assertiveness is the ability to stand up for oneself – being able to tell other people what you think or want.



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Click this button to go to the next slide

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4. ASSERTIVENESS

People who are assertive will:

- develop their relationships with colleagues and stakeholders
- have more control over their working life by improving time management
- deal with disruptive individuals.
- learn to be assertive without aggression

What will you do to develop your assertiveness?

ASSERTIVENESS

Being assertive gives you the opportunity to make a statement about why you deserve the right to be heard. When do you need to be assertive?

My Notes:

N.B. More on assertiveness in Module 2.

TEST YOUR KNOWLEDGE

What are the 4 qualities that show resilience?

List 3 elements that evidence self-discipline

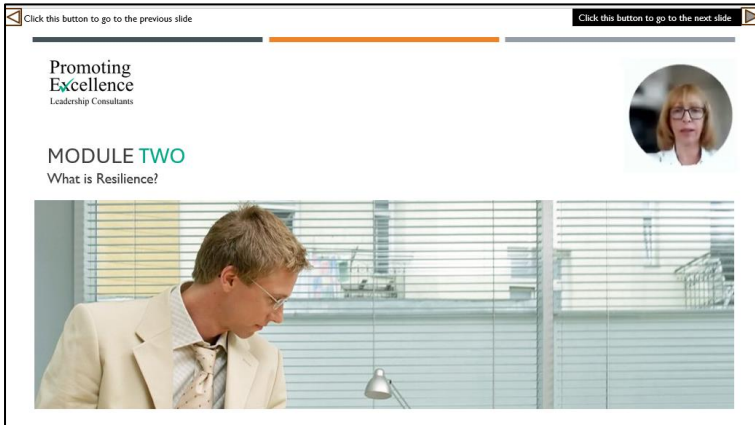
MODULE TWO

What is Resilience?

Resources Required –

MODULE TWO slides: What IS Resilience? (ppsx file)

Worksheet Module Two - Assertiveness



ARE YOU CLEAR ON THE NATURE OF RESILIENCE?

Are you clear on the difference between being passive, aggressive, assertive?

Passive, Aggressive, Manipulative x2 – Meanings to you...and to us

When do You Need to be Assertive?

Developing Resilience, 4 Steps to Follow - Assertiveness is considered

Think about the definitions on these 4 slides. Do you agree with our definitions?

PASSIVE- You do not stand up for your rights/yourself. You do not express your views in a positive way. You do not care enough about the issue to intervene.

AGGRESSIVE - You stand up for your rights in a way that violates or offends others. You express your views inappropriately.

MANIPULATIVE - You use guilt or bribery to ensure compliance

My Notes:

Complete the worksheet Module 2: Assertiveness and highlight areas for development

IN A NUTSHELL, 10 WAYS TO BE ASSERTIVE

DO I...	MY ANSWER
- Act decisively?	
- Take responsibility for my actions.	
- Say no when I need to.	
- Attentively listen to all others.	
- Communicate clearly.	
- Say yes when you need to.	
- Ask for what you want.	
- Follow my intuition.	
- Feel free to take a chance.	
- Stand up for myself.	
MY SCORE (/50)	

How are you doing?

My Comments:

LEARNING POINTS, MODULE 2: RESILIENCE A RECAP

- Resilience is the key to achieving organisational success & a healthier approach to life
- Leaders with resilience will be persistent despite setbacks

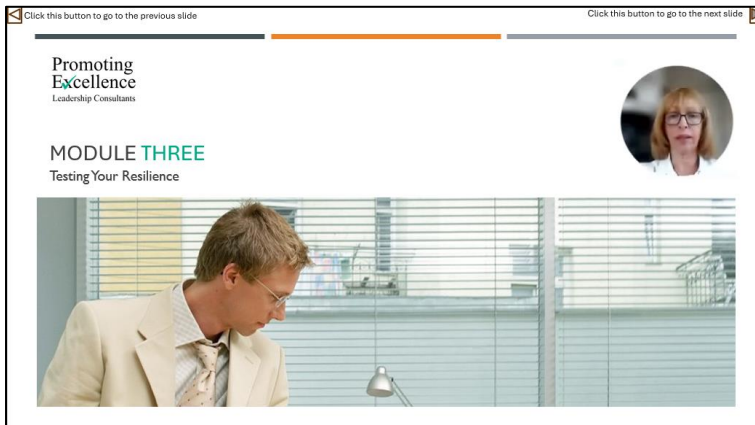
MODULE THREE

Testing YOUR Resilience

Resources Required –

MODULE THREE slides: What IS Resilience? (ppsx file)

Worksheet Module 3: Resilience Diagnostic Questionnaire



COMPLETING THE RESILIENCE DIAGNOSTIC

Complete the questionnaire on Resilience and then look at your score.

If possible, share your results with a trusted colleague.

Any areas to work on? Any next steps?

My Notes:

7 RULES TO HELP YOU

Following the questionnaire remember these seven points...

1. Make peace with your past so it won't mess up the present.
2. What others think of you is none of your business.
3. Time heals almost everything, give it time.
4. Don't compare your life to others and don't judge them.
5. Stop thinking too much. It's all right not to know the answers.
6. No one is in charge of your happiness, except you.
7. Smile. You don't own all the problems in the world.

• In More Detail, How Do You Compare? X3 slides

Highly resilient people show many similar qualities. Is this how you react?

Where do you need to build on strengths and develop areas of weakness?

DO I....	MY ANSWER
- Have a playful, childlike curiosity. Am I positive and 'up for things'?	
- Constantly learn from experience? -	
- Adapt quickly? -	
- Have solid self-esteem and self-confidence?	
- Have good friendships, loving relationships?	
- Read others with empathy?	
- Use intuition, creative hunches?	
MY SCORE (/35)	

My Notes:

TEST YOUR KNOWLEDGE

1. Name 4 behaviours that highly resilient people show routinely

My Notes:

2. State 3 ways from the 7 rules that can help you become more resilient

My Notes:

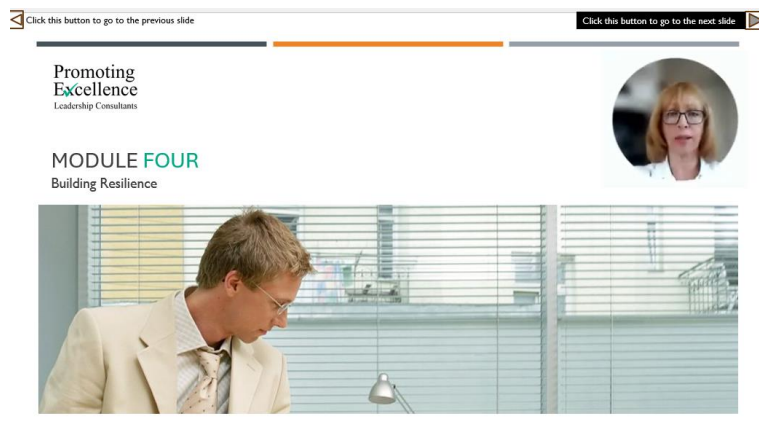
MODULE FOUR

Building YOUR Resilience

Resources Required –

MODULE FOUR slides: Building Resilience? (ppsx file)

Module 4: Building Resilience Worksheet – Excellent advice.



NELSON MANDELA

"The greatest glory in living lies not in never falling, but in rising every time we fall. "

FUN QUIZ – ALL SLIDES

6 quiz questions and answers. Much better to do this in teams/pairs if possible.

My Notes:

POSITIVE THINKING – BUILDING RESILIENCE AT WORK X2

Just 3 good reasons why resilience is so important at work. What are you doing to keep colleagues positive?

My Notes:

Resilience expert and author Dr Carole Pemberton says we should think of personal examples of where we have shown resilience. Can you share ways to remain positive?

My Notes:

BUILDING RESILIENCE

Practise dealing with praise positively ...saying thank you – or something similar. Aspire to be like a role model you may have, but don't compare yourself negatively to others...

ARE YOU BUILDING RESILIENCE?

Thinking 'why me?' won't help ...better to think what can I do next, or to ask for help. We tell children failure helps us learn – so the same applies to adults. If you do stand up for yourself by being assertive as discussed previously, you will feel better about yourself because being 'put on' can make us feel miserable.

Remember you matter!

REFLECTION AND DISCUSSION

Consider the following:

What kinds of events present the biggest challenges and how did you overcome these difficulties?

My Notes:

Is it helpful to think of examples of people at home, or at work who have faced similar challenges?

My Notes:

What strategies have you developed to remain positive during difficult times?

My Notes:

What have you learnt that you can pass on to others to help them build their resilience?

My Notes:

COMMON BEHAVIOURS TO HELP DEVELOP RESILIENCE

Much depends on individual reactions but there are common themes and behaviours. Note the importance of thought-gathering and weighing up options rather than hasty responses. Resilient people show patience and good judgement to allow for the resilience cycle to unfold. This gives time for emotional reactions and provides more opportunities to find positive solutions.

A CHECKLIST TO BUILD RESILIENCE

To end the module a final checklist of ways to help build up resilience.

See the worksheet Module 4 'Building Resilience' to take away and read the advice given.

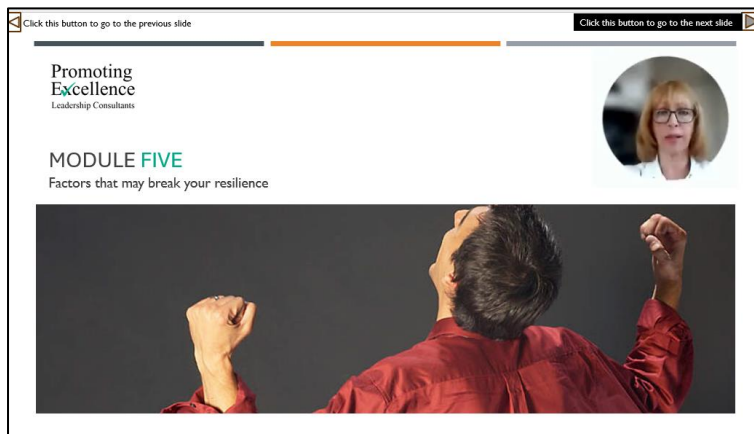
MODULE FIVE

Building YOU

Resources Required –

MODULE FIVE slides: Factors that may Break your Resilience (ppsx file)

Worksheet Module 5: Factors that can undermine individual resilience



NO GUARANTEES

Even if we are fairly resilient, we will still experience adversity, personal tragedy, stress and trauma. Whether we thrive will depend on how we deal with these events – and whether we build up our resilience. Nevertheless, some events will naturally take more time to accept or come to terms with. There are no guarantees that we can be resilient in every situation.

BREAKING FACTORS

Please complete the worksheet, Module 5: Factors that can undermine individual resilience, listing undermining factors and your reactions to them. Try to be honest as you complete the table.

Why not share answers if you are working with others.

Then bearing in mind your answers - complete the second exercise on the worksheet listing 4 elements from the Robertson Cooper Model.

What do you need to work on to improve your resilience?

My Notes:

THE ROBERTSON COOPER MODEL OF RESILIENCE

We all have our own mechanisms for dealing with issues.

The Robertson Cooper Model of resilience is on the worksheet, with 4 key messages and responses to adopt or continue working on. Briefly the 4 are:

1. Confidence: What helps develop your resilience?
2. Purposefulness: What helps develop your resilience?
3. Adaptability: What helps develop your resilience?
4. Social Support: What helps develop your resilience?

This is the exercise to work on at the end of module 5.

MODULE SIX

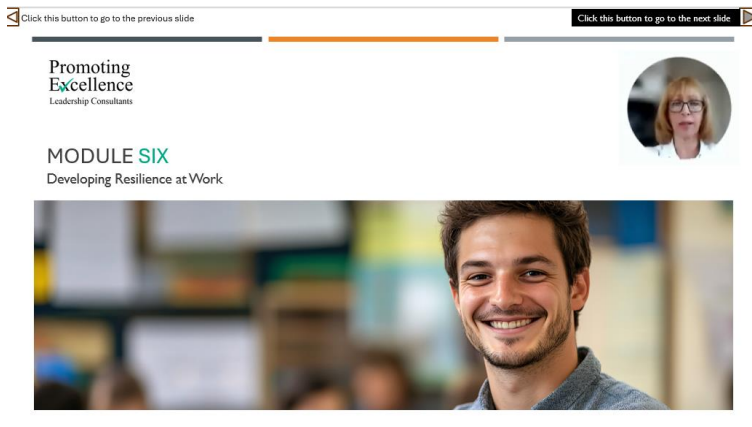
Developing Resilience at Work

Resources Required –

MODULE SIX slides: Factors that may Break your Resilience (ppsx file)

Worksheet Module 6 - 1: Module 6: Where there is change and uncertainty

Worksheet Module 6 - 2: Module 6: Case Study



TO FEEL RESILIENCE AT WORK

1. Individuals feel they have the information and resources they need to do their best.
2. When individuals feel their workload is stimulating and manageable.
3. Individuals have control and influence over how their work is done.
4. Individuals have a sense of purpose and feel their goals have meaning and are achievable.
5. Individuals experience change that is positive and well managed.
6. Individuals feel encouraged and supported by colleagues.

WORKPLACE RESILIENCE

Thinking about the 6 points mentioned previously:

What areas need to be in place in your workplace?

My Notes:

What needs to happen for them to be in place?

My Notes:

Is there anything that you can do?

My Notes:

BE POSITIVE IN DIFFERENT SITUATIONS

Where do you think you need to prioritise to develop greater resilience at work?

My Notes:

The final point is, 'Be prepared to take a lead if you feel you are right and gain support, be persuasive.'

How are your influencing skills?

My Notes:

Are you able to give logical reasons backed up with evidence for your proposals?

My Notes:

WHEN THINGS AREN'T GOING WELL

Look at the points on the slide. Take small steps to make changes where there is lack of freedom and autonomy.

Where can you start? Again, use evidence to back up any views.

My Notes:

WHEN THERE ARE SIGNIFICANT PRESSURES ON WORKLOAD

What can you do?

My Notes:

Where can you work smarter not harder?

My Notes:

UNCERTAINTY AND CHANGE

Module 6: See Worksheet Module 6: Uncertainty & Change.

Discuss or consider next steps.

My Notes:

CASE STUDY – ‘RESILIENCE PLAYING THE LONG GAME.’

Finally, a case study on worksheet Module 6: ‘A Case Study’ – how can this be applied to your situation? What can you take from the case study?

My Notes:

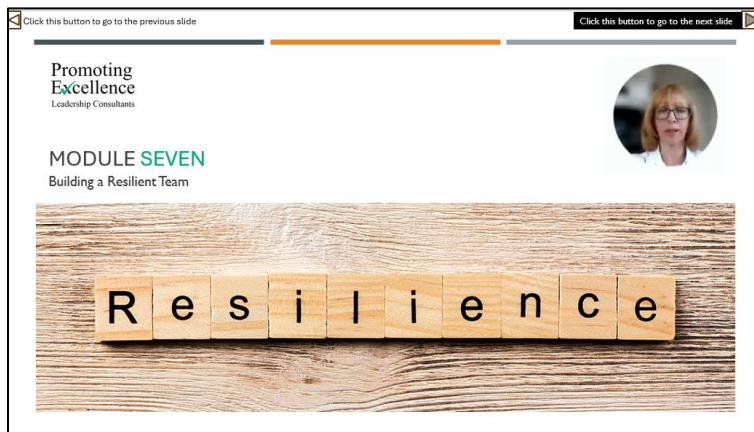
MODULE SEVEN

Building a Resilient Team

Resources Required –

MODULE SEVEN slides: Factors that may Break your Resilience (ppsx file)

Worksheet Module 7: Questionnaire on Team Resilience



ASK YOURSELF...WHAT DOES HAVING A RESILIENT TEAM SAY ABOUT LEADERSHIP OF THAT TEAM?

What does a resilient team say about the leadership of that team?

My Notes:

RESILIENCE IN A TEAM COMES FROM

Listening to the comments from this slide as a leader of a team or being a team member – how can you respond positively to build staff resilience?

My Notes:

A WORKPLACE ASSIGNMENT AND HOW IS YOUR TEAM WORKING X2 SLIDES

From the next 2 slides highlight the points that you think are relevant and possible in your organisation.

My Notes:

Pick 3 and trial how they work in the next month, then review the situation

My Notes:

ONE

TWO

THREE

1. Take calculated risks and show that it is OK to make mistakes and learn from them.
2. Encourage people to get help from other successful teams or individuals.
3. Involve less experienced team members in decision-making.
4. Build and promote a 'can-do' mindset.
5. Provide opportunities for others – stretch and challenge them (without impacting on their well-being).
6. Talk about “us” and “we,” not “you” and “I”.
7. Be clinical – break down problems and examine solutions together.
8. Step back and think – don't rush into anything.
9. Keep options open to let solutions arise naturally.
10. Keep your vision and mission at the forefront of your decisions.
11. Avoid tick box solutions sending the wrong message; ensure a meaningful comprehensive strategy
12. Use staff meetings to embed the resilience learning

ARE YOU BUILDING A RESILIENT TEAM?

See the worksheet Module 7: Questionnaire on Team Resilience. Complete the questionnaire

Having completed the questionnaire ask yourself what does this tell you about leadership of the team and the team's resilience? What are your next steps?

My Notes:

IMPROVING RESILIENCE

CONCLUSIONS - IMPROVING RESILIENCE IN LEADERSHIP ROLES

Can you suggest even more ideas to ensure wellbeing at work? Share these to help others in your workplace.

My Notes:

TEST YOUR KNOWLEDGE

1. What are the 3 key points in a team that resilience comes from?

My Notes:

2. Name 4 ways leaders can improve resilience in their teams

My Notes:

WELL DONE – YOU CAN DOWNLOAD YOUR CERTIFICATE

Type your name into the 'Name' Field to personalise your certificate and then save the PDF to your device OR print it.

Remember:

"Resilience is not a commodity you are born with, waiting silently on tap. It is self-manufactured painstakingly over time, by working through your problems."

- Dr. Kenneth Ginsburg