

Building Resilience in Organizations

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Why resilience?

- Employees with strong resilience skills are happier, more productive, sick less often, generate fewer WSBC claims and contribute more to the overall health of an organization.
- Organizations that integrate resilience into their philosophy and culture are better able to react when change is needed. They maintain their competitive edge and profitability, ensuring survival in times of adversity.

Resilient Qualities

1. Emotional Regulation
2. Impulse Control
3. Causal Analysis
4. Realistic Optimism
5. Empathy
6. Self-Efficacy
7. Belonging
8. Reaching Out
9. Language and Culture

Emotional Regulation

- The ability to express our emotions in ways that will help rather than hurt a situation.
 - ✓ I am aware of strong emotions as they rise and I don't get swept away by them.
 - ✓ I am able to recognize my emotions and my physical reaction to them.
 - ✓ I know when I am about to get really frustrated or angry and find a productive way to manage it.

Emotional Regulation

- Examples of what an organization can do:
 - ✓ Leadership models it.
 - ✓ Staff listen to each other, take each other's struggles seriously, help each other where they can.
 - ✓ Policies are in place – bullying and harassment, employee wellness, etc.

Impulse Control

- The ability to take action instead of have a reaction
 - ✓ I am able to be patient and to wait a little longer to get what I want without becoming too frustrated or anxious.
 - ✓ I am able to come up with alternate solutions to a problem and not just do the first thing that comes into my head.
 - ✓ I am able to “let it go.”

Impulse Control

- Examples of what an organization can do:
 - ✓ Evaluate short-term decisions against long-term plans.
 - ✓ Wherever possible, don't rush. Stay in the discomfort of not having decided long enough to make good decisions.
 - ✓ Don't be rigidly attached to your idea, hear input from others.

Causal Analysis

- The ability to analyze a problem and accurately decide what the cause is.
 - ✓ I am not making mountains out of molehills.
 - ✓ I feel clear and at least relatively calm about a situation, not confused and out of control.
 - ✓ I realize when I situation is temporary and affects only a part of my life and not my whole life.

Causal Analysis

- Examples of what an organization can do:
 - ✓ Don't guess. Gather information until you're sure what's going on. Get facts from different sources.
 - ✓ Keep a balance between people-focused thinking and profit-focused thinking.
 - ✓ When you debrief mistakes, if at all possible make being supportive the priority. Support people who may be shook up by what happened. Support the organization by putting structures in place to prevent similar mistakes in the future.

Realistic Optimism

- The ability to maintain hope for a bright future.
 - ✓ I am patient with a negative situation and keep working at a solution.
 - ✓ I am able to keep things in perspective even if I struggle or fail.
 - ✓ I don't ignore facts, and am able to adjust my plans when circumstances warrant.

Realistic Optimism

- Examples of what an organization can do:
 - ✓ Every action we make has a result. Keep focused on making the best choices we can in the present moment.
 - ✓ Consider what supports people need to succeed.
 - ✓ Research what has worked or hasn't worked for other organizations.

Empathy

- The ability to understand the feelings and needs of another person.
 - ✓ I recognize that others are different from me and might see and feel things differently than I do.
 - ✓ I am able to recognize the emotion someone else is experiencing based on the way they are communicating non-verbally.

Empathy

- Examples of what an organization can do:
 - ✓ Give the task someone else is struggling with the same importance as your duties.
 - ✓ Pay attention to how other people are doing. Their reaction might be due to something outside of work.
 - ✓ Think about *how* you're going to say what you need to say.

Self-Efficacy

- The feeling of being effective in the world, making a difference and having a positive impact.
 - ✓ I believe I can use my choices and actions to direct my life.
 - ✓ I have what it takes to tackle problems and bounce back from them.
 - ✓ I believe that what I do day to day matters.

Self-Efficacy

- Examples of what an organization can do:
 - ✓ Where possible, let people have input into decisions that affect their work.
 - ✓ Have opportunities for people to contribute ideas to issues that are outside their duties.
 - ✓ Emphasize skill building over criticism.

Belonging

- The feeling that we are a part of something larger than ourselves.
 - ✓ I feel welcome and accepted for just who I am.
 - ✓ My community lends a helping hand and recognizes when I may need one.
 - ✓ I have access to the things I need.

Belonging

- Examples of what an organization can do:
 - ✓ Recognize that staff are a vital part of the success of your organization.
 - ✓ Welcome individual differences.
 - ✓ Make the work space a place people want to be.

Reaching Out

- Being accurate and realistic about how much we can cope with and being able to ask for help when we need it.
 - ✓ I am willing to take risks.
 - ✓ I know how much I can handle and am not afraid to ask for help when I need it.

Reaching Out

- Examples of what an organization can do:
 - ✓ Be open to helpful suggestions and ideas for innovation.
 - ✓ Create opportunities for mentoring.
 - ✓ Create an atmosphere where staff can ask questions.
 - ✓ Have information about health and wellness on hand.

Language and Culture

- Having a connection to your language and culture of choice.
 - ✓ It can be much harder for the other resilience factors to take root without this basic ground.
 - ✓ Some languages contain a framework for ways of viewing self and the world that are quite different from English.
 - ✓ Culture of choice isn't always culture of birth.

Language and Culture

- Examples of what an organization can do:
 - ✓ Make your business 'culturally safe' for your customers.
 - ✓ Within reason, allow expressions of culture in individual workspaces.
 - ✓ Have a lunch and learn about the culture of a staff member or a culture in your community.