

# Resilience

## Why?

- As organisations restructure more frequently and respond more flexibly to external demands, this has created **pressures on human relationships** in the workplace. The manager's job involves a degree of emotional stress and strain, which arises as a natural consequence of working in situations involving authority, leadership, power, interpersonal conflict, meeting targets and deadlines, often within a framework of some uncertainty and ambiguity.
- The successful manager needs to be sufficiently resilient to cope with this. Resilience has a critical part to play in enabling you to deal with whatever is thrown at you and to remain emotionally and physically in control so that you can operate well under pressure.

## What?

- **Resilience** is about regaining balance, maintaining high level quality and proactivity, being physically and emotionally healthy, learning from change and emerging stronger, monitoring energy levels and learning to slow down. It means that you feel the stress and are able to cope with it by maintaining self-control, but not so much that you become permanently disabled. It doesn't mean that you become thick-skinned and insensitive.
- Components include:
  - **Emotional awareness:** Recognising one's emotions and their effects.
  - **Optimism:** Persistence in pursuing goals despite obstacles and setbacks.
  - **Drive and energy:** Striving to improve or meet a standard of excellence.

## How?

- Find out how resilient others see you – do a 360 degree assessment
- Build in reflection time and seek support – find a buddy, coach or mentor
- Recognise the event itself is often less important than your reaction to it
- Interact with a variety of diverse people
- Monitor yourself, know which emotions you are feeling and why
- Realise the links between your feelings and what you think, do and say
- Recognise how your feelings affect your performance – pick your attitude
- Have a guiding awareness of your values and goals
- Maintain perspective, balance and focus to help you bounce back
- Operate from hope of success rather than fear of failure – make your own luck
- See setbacks as a manageable circumstance rather than a personal flaw
- Be results-oriented, with a high drive to meet your objectives and standards
- Set challenging goals and take calculated risks
- Pursue information to reduce uncertainty and find ways to do better
- Understand the stages in the 'change curve' and know where you are on it

## Resources?

- *Emotional Intelligence*, Daniel Goleman (several related books)