



LLR Academy  
#MoreGoodDays



## Resilience Toolkit



# Introduction

Over the past few months, we have all seen unprecedented changes in the NHS. The overwhelming pressure to do more, having to make critical decisions and judgments under pressure and deliver difficult messages, has impacted on us all. Despite this, we have all witnessed acts of kindness and compassion across our services.

The Organisational Development team has put together some useful tools and techniques which you can use on your own and with your teams to continue to build resilience.

## How do I use the tools?

The tools are purposely varied and can be adapted to fit your work context. Some tools are better suited for personal reflection to build self-awareness whilst others work well with team input.

## Additional support

The Organisational Development team are on hand to support you to get the best out of these tools. Feel free to call us if you require more guidance on.

Tel: 0116 2585614 or alternatively,  
Email: [odstaffsupport@uhl-tr.nhs.uk](mailto:odstaffsupport@uhl-tr.nhs.uk).

## Resilience ...

*Resilience has been described as the “ability to succeed, to live, and to develop in a positive way . . . despite the stress or adversity that would normally involve the real possibility of a negative outcome”.*

*It is the ability to maintain personal wellbeing in the face of challenge.*

*NHS England, 2016*

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

*Nelson Mandela*

*“I am not what happened to me, I am what I choose to become.”*

*Carl Gustav Jung*

## What's in the toolkit?

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## Tool 1 Self-Talk - Recognising What I Need

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In order to support others, we must first recognise what we need for ourselves. This requires us to have an honest conversation and uncover aspects we are dissatisfied with.

Here are 3 simple steps on how you might achieve this.

**Step 1**      *Read through the list of needs from the table below and circle the needs that are important to you.*

**Step 2**      *From the ones you have circled, select 5 that most dominate your life right now.*

**Step 3**      *Work out what you can do to satisfy these needs.*

*I need ...*

To be valued	Respect	To be liked
Achievement	Praise	Empathy
Appreciation	To be busy	Focus
To be desired	Compassion	To be cared about
To be included	To be morally right	To feel understood
Accuracy	To feel helpful	To be in control
To be in the know	Prosperity	Acknowledgment
Challenge	Adventure	Excitement
To win	To possess	To be accepted
Honesty	Comfort	Quiet time
To be loved	To be needed	To be important
Safety	Freedom	Independence
Clarity	Order	Consistency
Fun	Balance	Stability
Harmony	To be pain free	To be at peace

Adapted from Coach University's Needless Assessment

Some Reflection

- *What have you discovered about yourself?*
- *What needs to happen to satisfy your needs?*
- *Who else can help you to achieve this?*
- *How will you know when you are satisfied?*

## Tool 2 How Resilient Am I?

Resilience Assessment Questionnaire		Circle your score as appropriate 1=low, 5=high				
1	I know how others perceive me	1	2	3	4	5
2	I feel determined to achieve my lifetime ambitions	1	2	3	4	5
3	I can see my future clearly	1	2	3	4	5
4	I feel comfortable in new situations	1	2	3	4	5
5	I plan my next day in advance	1	2	3	4	5
6	I enjoy the challenge of unravelling puzzles and solving problems	1	2	3	4	5
7	I like everyone I meet	1	2	3	4	5
8	My most important relationships are my strongest	1	2	3	4	5
9	I spend time everyday thinking about myself	1	2	3	4	5
10	I recognise the values that influence my behaviour	1	2	3	4	5
11	I am confident about achieving my future goals	1	2	3	4	5
12	I am happy to acknowledge my faults	1	2	3	4	5
13	I like making lists	1	2	3	4	5
14	I get excited by new problems/challenges	1	2	3	4	5
15	I feel satisfaction from helping others achieve what they want	1	2	3	4	5
16	I get a buzz from working with colleagues	1	2	3	4	5
17	I know myself very well	1	2	3	4	5
18	I end up getting anything I want	1	2	3	4	5
19	I know what I want to achieve during my lifetime	1	2	3	4	5
20	I get a buzz of excitement when doing something new	1	2	3	4	5
21	I cope well with competing demands on my limited time	1	2	3	4	5
22	I like dealing with uncertainty	1	2	3	4	5
23	I rehearse what I want to say to someone I'm planning to meet	1	2	3	4	5
24	I am curious about people	1	2	3	4	5
25	I express an opinion only after I have thought about it	1	2	3	4	5
26	My attitude towards challenging situations is 'keep calm and carry on'	1	2	3	4	5
27	I've planned my life step by step	1	2	3	4	5
28	I'm calm in a crisis	1	2	3	4	5
29	I feel fine about changing my holiday plans at the last minute	1	2	3	4	5
30	I respond well to all kinds of problems	1	2	3	4	5
31	I express my gratitude to anyone who has helped me	1	2	3	4	5
32	I am active in maintaining the relationships that are important to me	1	2	3	4	5
33	I can control my irritation and impatience in public	1	2	3	4	5
34	I use my values to help resolve difficulties in my life	1	2	3	4	5
35	I am motivated to achieve what I want in life	1	2	3	4	5
36	I feel confident when meeting strangers	1	2	3	4	5
37	I deal effectively with interruptions at work	1	2	3	4	5
38	I know there's a solution to most problems	1	2	3	4	5
39	I'm a good listener	1	2	3	4	5
40	I've agreed with my closest colleagues my expectations of them at work	1	2	3	4	5

Once you have completed the questionnaire, please transfer your scores to the table below:

										Total
Self-Awareness	1		9		17		25		33	
Determination	2		10		18		26		34	
Vision	3		11		19		27		35	
Self-Confidence	4		12		20		28		36	
Organisation	5		13		21		29		37	
Problem Solving	6		14		22		30		38	
Interaction	7		15		23		32		39	
Relationships	8		16		24		32		40	
									Overall score	

### Scores for a single element

A score of **20+** on a single element indicates good resilience.

A score of **15 and below** indicates the need to pay attention to that element.

### Overall scores

**40 – 119:** Your total score indicates there is plenty of opportunity for you to develop and sustain all your elements of resilience. You should keep a diary of all the events you regard as adverse and note your responses to these events.

**120 – 159:** You have built a substantial amount of resilience in your life so far. Some of the elements require specific attention which can be addressed by either training or coaching.

**160 – 200:** You are very resilient. Those scoring in this range know about themselves, their limitations and what they can handle. Be mindful, that over-confidence can sometimes be perceived as arrogance by others and this may impact negatively on your relationships.

## Tool 3 Robertson Cooper Model of Resilience

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### Robertson Cooper Model of Resilience

Resilience is made up of several different components, which everyone possesses to varying degrees. Therefore, when we talk about someone being 'resilient', we are referring to someone who has a relatively high level of each of these components. A resilient individual may also be very high on certain components, and lower on others. This will be dependent on their life experiences.

Evaluate how Purposefulness, Adaptability, Social Support and Confidence currently work for you within your team. What works well? Are there any areas you need to focus on more?

## Tool 3 Feeling Off Balance

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Think of a recent time when you were at your best, on stable ground, balanced, true to yourself – and a time when you were knocked off balance. Paying attention to what you were feeling emotionally and in your body is a powerful way of learning how to become more resilient and build coping strategies to handle stressful situations.

A helpful hint: one or two word answers are probably genuine emotions and bodily sensations. Longer sentences which could start “I felt that...” are probably thoughts. It’s the feelings that will give you the quickest, most reliable insight into what’s going on.

### What I felt when...

I was balanced, authentic, true to myself	When I was knocked off balance, lost my ground and authenticity
How did this impact on your thinking, creativity and connection with others?	
<p>When I am balanced.</p>          <p>When I am knocked off balance.</p>	

## Tool 4 Circle of Influence and Control

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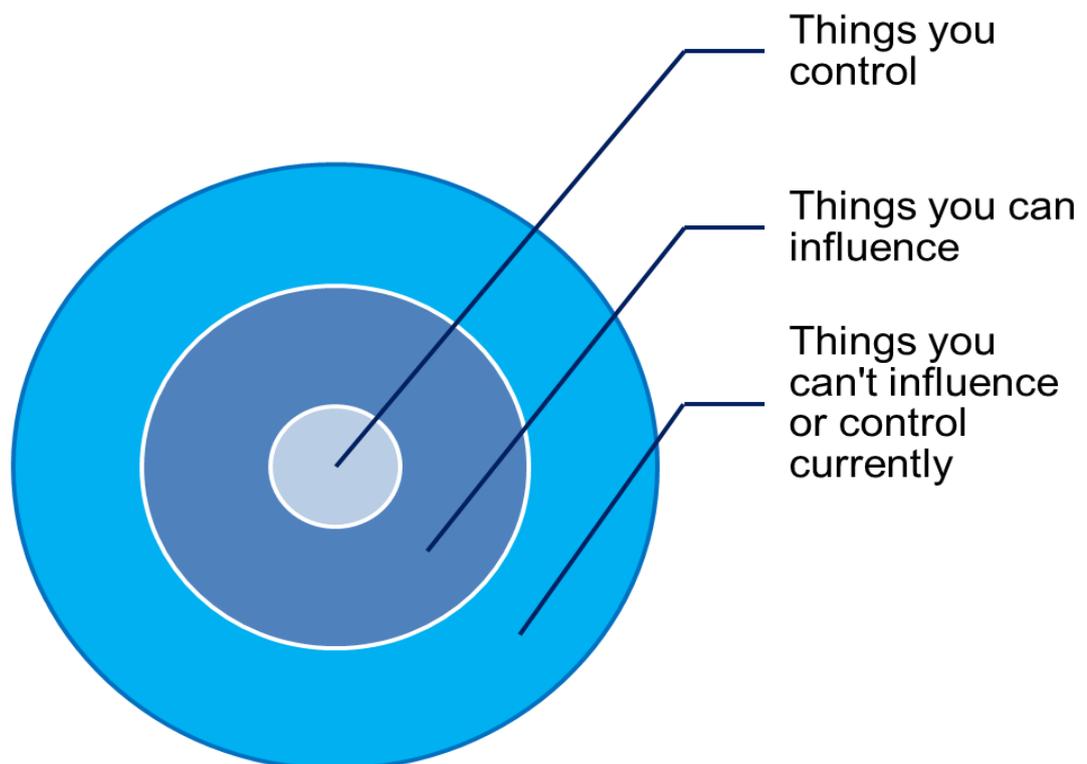
In his book *the 7 Habits of Highly Effective People (1989)* Steven Covey distinguishes between proactive people – who focus on what they can do and can influence – and reactive people who focus their energy on things beyond their control. Reactive people maintain an attitude of victimisation and blame.

The model is based on two circles.

The first is our **Circle of Concern** which may include a wide range of concerns we have that we can do nothing about, such as the economy, severe weather, climate change, COVID-19 etc.

The **Circle of Influence** encompasses those things that we can do something about – they are concerns that we have some control or influence over i.e. what we wear, our diet etc.

The key is to focus your energy on those things that you can influence as this will enable you to make effective changes and become more resilient. Conversely, if all your energy goes into those things you cannot change your circle of influence will shrink and you can start to feel anxious and frustrated.



## Activity Create Your Own Circle of Influence and Control

This activity can be done on your own or with your team.

On a large sheet of paper, draw 3 circles as illustrated in the above diagram.

- Label 1 - the centre of your circle as the 'circle of concern'.
- Label 2 – the circle of influence.
- Label 3 – things you cannot control or influence currently.

Ask your team members to write their areas of concern on sticky notes and put them in the centre circle.

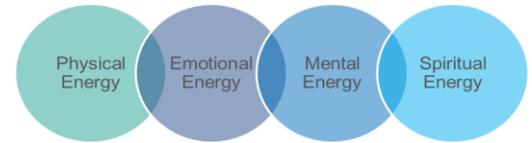
Ask the team to talk through their areas of concern and consider which of their sticky notes from the **Circle of Concern** they cannot control but could influence. Move these sticky notes to the circle of Influence.

Note: When you explore these further, you may start to view things differently and also discover solutions and suggestions in the group...and will likely find your **Circle of Influence** expanding as you discuss what you do have influence over with your team.

There may be things that the team feel they have no control or influence over currently. These can be revisited at a later date.

## Tools 5 Mapping Your Energy

Energy is not just a physical dimension. Our energy system is interrelated between  
**Our body** – full of energy or drained of energy.  
**Our heart and mind** – positive or negative emotions, focused and scattered concentration.  
**Our spirit** – aligned to a purpose or slightly lost.



Please tick the statements below that are true for you.

PHYSICAL ENERGY	
1. I regularly get at least seven to eight hours of quality sleep and I often wake up feeling refreshed.	
2. I frequently eat a nutritious breakfast.	
3. I exercise regularly at least 3 times a week.	
4. I take regular breaks during the day to renew and recharge my energy levels including a lunch break away from my desk.	

EMOTIONAL ENERGY	
1. I frequently find that I am easy-going, patient, and eager to work especially when work is demanding.	
2. I have enough time with my family and loved ones, and when I am with them, I am always focused on them.	
3. I frequently stop to express my appreciation to others and value my achievements and what I have.	
4. I take enough time for activities that I most deeply enjoy.	

MENTAL ENERGY	
1. I am able to focus on doing one thing at a time and I am not easily distracted during the day, especially by email.	
2. I spend most of my day focusing on activities that add value and high impact.	
3. I always take an email free holiday and I rarely work outside my normal working hours at home.	
4. I take enough time for reflection, developing strategies and creative thinking.	

SPIRITUAL ENERGY	
1. I spend enough time at work doing what I do best and enjoy most.	
2. There are no significant gaps between what I say is most important for me in my life and how I allocate my time and energy.	
3. My decisions at work are more often influenced by a strong, clear sense of my own purpose.	
4. I invest enough time and energy in making a positive difference to others or to the world.	

### Scoring

Number of ticks in each category

Physical	Emotional	Mental	Spiritual

### Scoring

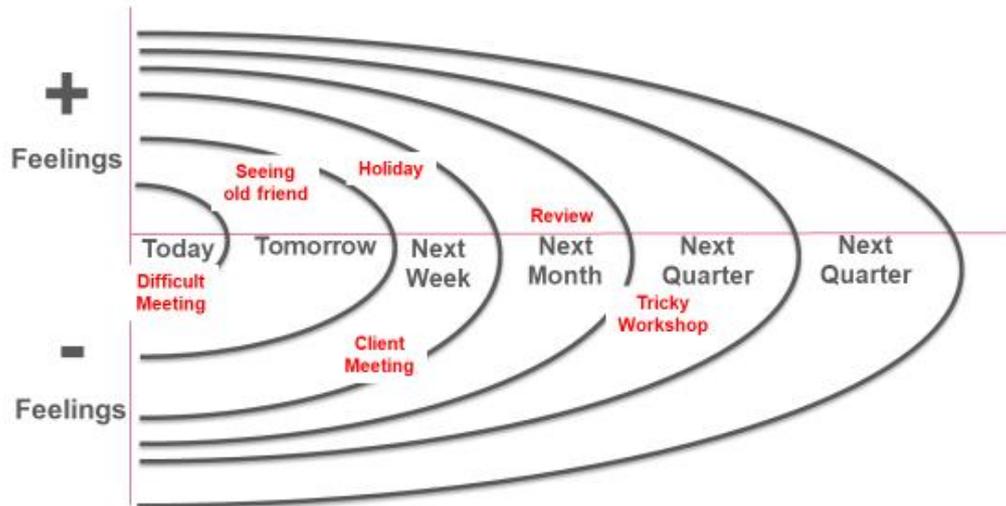
- 0-3 a complete energy management crisis
- 4-6 significant energy management gaps
- 7-10 reasonable energy management skills
- 11-16 excellent energy management skills

Consider areas you need to work on.

Adapted from Manage you Energy, Not your time – T Schwartz C McCarthy (2007)

## Tool 6 Gaining Perspective

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When we are overloaded with work it's very easy to forget to plan enjoyable events to help us recharge and feel better equipped to tackle challenges ahead.

The diagram above is a useful way of charting significant events that are coming up and your feelings associated with them either positive or negative. Use the planner to build in fun activities to help you recharge.

### Activity

1. Draw arcs similar to the diagram above and name each one with a time phase.
2. Label the positive and negative feelings side at the top and bottom.
3. Now plot some of the significant events coming up on this chart. Is it well balanced between positive and negative or do you need to plan in more positive feelings, events?

## Tool 7 Time Management Matrix

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Steven Covey's time management model is based on the assumption that we should manage time around what is **important**, not what is **urgent** and that this should be carried out and planned across the different roles. The idea is that the majority of activities can be distinguished using these two categories.

Source: First Things First, S Covey R & R Merrill (1994)

	Urgent	Not urgent
Important	<b>Q1: Must do</b> <ul style="list-style-type: none"> <li>• crises/problems</li> <li>• deadline driven projects</li> <li>• immediate issues</li> <li>• meetings and appointments</li> </ul>	<b>Q2: Should do</b> <ul style="list-style-type: none"> <li>• relationship building</li> <li>• strategic planning</li> <li>• developing new systems and processes</li> <li>• personal development</li> </ul>
Un-important	<b>Q3: Could do</b> <ul style="list-style-type: none"> <li>• interruptions</li> <li>• some mail/ e-mail</li> <li>• some calls and reports</li> </ul>	<b>Q4: Shouldn't do</b> <ul style="list-style-type: none"> <li>• trivia</li> <li>• some mail and calls</li> <li>• internet surfing</li> <li>• busy work</li> </ul>

**Quadrant 1 Urgent/Important** – we all need to spend time in Quadrant 1. If we ignore it we become overwhelmed. However, we need to realise that many important tasks become urgent through procrastination, or through lack of prevention and planning.

**Quadrant 2 – Important/Not Urgent** - maximising our time spent in this Quadrant increases our ability to achieve more. This is the Quadrant of personal leadership and therefore, we need to invest time in making things happen for us.

**Quadrant 3 – Unimportant/Urgent** - this is where we spend time meeting other people's priorities and expectations. We convince ourselves that we are in Quadrant 1.

**Quadrant 4 – Unimportant/Not Urgent** - we shouldn't really be here but we get so overawed from being in Quadrant 1 and 2 we escape for survival here.

## Activity

Think about last week, how much time did you spend in each Quadrant?  
Write down as many specific activities as you can recall in the table below.

<b>Quadrant 1</b> <b>Crises, pressing problems, deadline driven</b>	<b>Quadrant 2</b> <b>Relationship building, planning, recognising new opportunities</b>
<b>Quadrant 3</b> <b>Interruptions, some reports, calls, meetings</b>	<b>Quadrant 4</b> <b>Trivia, time wasters, routines and rituals, pleasant and unchallenging activities</b>

**Now ask yourself, urgent and important for whom?**

## Some Useful Tips

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### Four Ways to Become a More Resilient Leader

1. **Realise it's not all about you.** Sometimes bad things happen to good people. Agonising over why bad things happen is the fast track to being stuck. Resilient people, and organisations, know how to adapt to bad things by reframing negative experiences. You are not responsible for everything that happens. Know which errors are yours and correct them, but don't project them onto other people, and don't hold yourself responsible for every bad thing in your life.
2. **Control what you can,** and don't beat yourself up for what is beyond your control. You can choose to be a victim, or you can choose to survive and thrive. The choice is yours...
3. **Pay attention to relationships.** Building and maintaining enduring relationships is key to being a resilient person. It's the same with organisations: build relationships with partners, patients and colleagues. Many of the relationships that sustain us are forged in the workplace. Be a good friend, a good listener and a good supporter of people's best selves.
4. **Think positive.** Learn to see challenges as an opportunity: if someone doesn't like your presentation, you can choose to learn why, and at the same time realise it was a reaction to one piece of work, not a judgment on your entire professional life.

Adapted from Forbes article 4 ways to be a more resilient leader (2014)

## Additional Resources

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Ted Talk Sh\*t happens. 8 lessons in resilience | Dr Fiona Starr & Dr Mike Solomon |

Life is never smooth. Sh\*t happens. So what can help? Fiona Starr and Mike Solomon are Clinical Psychologists who have each experienced trauma in their personal lives. They open up about what they have learnt about being resilient, coping and thriving when times are tough. Chartered Clinical Psychologist Associate Professor in Practice Psychology.

<https://www.youtube.com/watch?v=Jba4XDnDXuY>

UHL Health and Wellbeing pages on Insite <http://insite.xuhl-tr.nhs.uk/homepage/health-and-wellbeing>

<https://hbr.org/2016/06/627-building-resilience-ic-5-ways-to-build-your-personal-resilience-at-work>

<https://hbr.org/2010/01/how-to-bounce-back-from-adversity>

<https://www.robertsoncooper.com/6-essentials-of-workplace-wellbeing>

[www.adc.uk.com/resilience](http://www.adc.uk.com/resilience)

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