



Boosting Resilience

7 Essential Skills To Drive Agility, Engagement, Performance And Success

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What is Resilience? (Participant's Guide Page 3)

The ability to stay focused, engaged, optimistic and in problem solving mode, especially when facing change, uncertainty and ambiguity.

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What else is Resilience?

The ability to spend more time feeling good; to align our workplace/leadership values with our work; and to find more meaning and purpose in our work and in our lives at large.

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Resilience Attributes

- Let's discuss.
- Use Participants Guide page 3 to take notes.

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Resilience is key

“More than education, more than experience, more than training, it’s resilience that determines who succeeds and who fails.”

Dean Becker, CEO, Adaptiv Learning Systems -
“*How Resiliency Works*”, [Harvard Business Review](#).

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Resilient salespeople

sell 2X more

Source: Adaptiv Learning Systems field study

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Resilient people are

4X more likely to be job satisfied

Source: www.mequilibrium.com

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Resilient people are

47% less likely to miss work

Source: www.mequilibrium.com

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Resilient people are

57% less likely to suffer burnout

Source: www.mequilibrium.com

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Resilient people are

50% less likely to quit

Source: www.mequilibrium.com

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Resilient people are

5X as likely to have good/excellent health

Source: www.mequilibrium.com

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The Science of Resilience

University of Pennsylvania
Department of Psychology
Martin Seligman, Ph.D.

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From Research to Commercial Application

- Adaptiv Learning Systems – Founded 1997
- Licensed Seligman's resilience training content
- Focused on commercializing resilience assessment and training programs for adults in corporate settings
- Delivered to major organizations – Nortel Networks, Edward Jones, J&J, Merrill Lynch, Sprint, Sony, Verizon, Merck

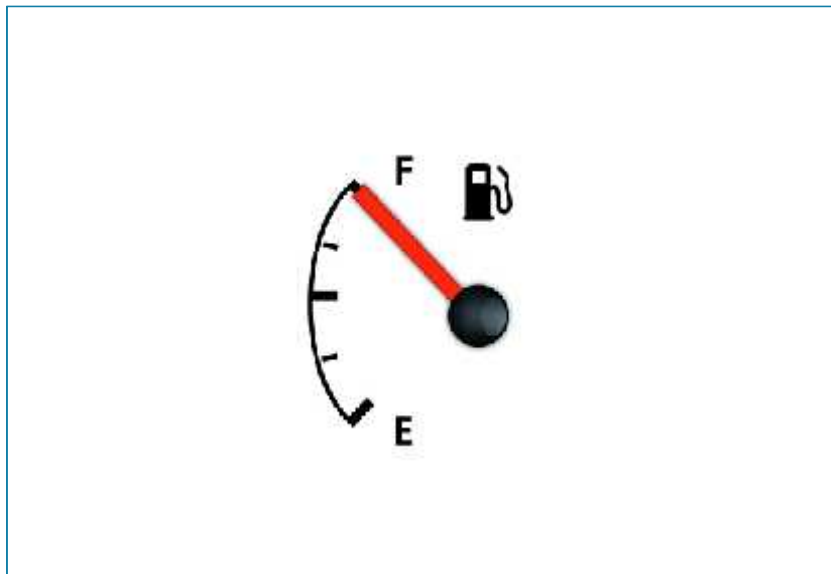
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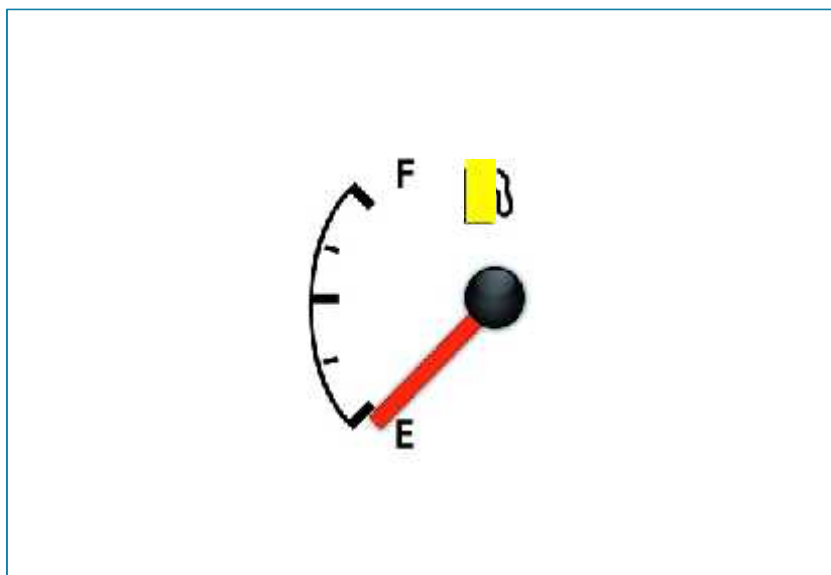
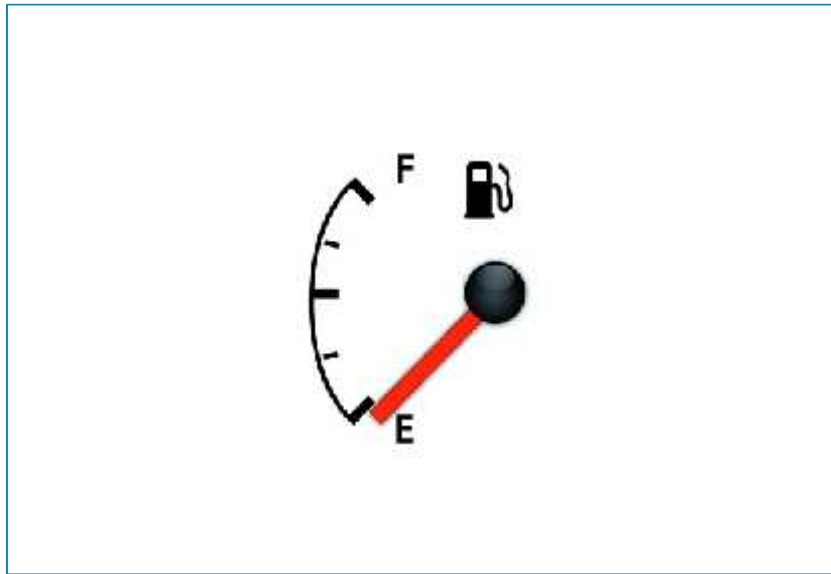
Are you resilient?

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Then why are you here?

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What challenges your resilience? At work? In life?

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What challenges your Resilience? (Page 7)

- External Events –Major System Failures, Storms, Earthquakes, Crashes
- Resource constraints – doing more with less
- Managing contractors
- Influencing without authority
- Endless change, ambiguity, uncertainty
- Shifting priorities / deadlines
- Balancing leadership duties with other responsibilities
- Balancing work with the rest of life
- Other?

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Agenda

Introduce you to the Adaptiv Resilience Model

- 7 Resilience Factors
- Resilience Assessment (RFI)
- 7 Resilience Skills

Link what you learn to your workplace challenges

Discuss Resilient Leadership

Provide you with additional resources:

<http://adaptivlearning.com/dxb925>

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The Key To Resilience

Having the serenity to accept those things that we cannot change

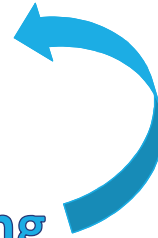
Having the courage to change the things we can

And having the **wisdom** to know the difference

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And having the wisdom to know the difference

Our Thinking



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Your group's demographics

Average years at Dubai Airports: 6.9 (1 - 19)

Average years in your position: 4.9 (1 - 9)

Average years in this industry: 17.2 (1 - 34)

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Your group's survey results

	1-10 scale
Resilience	
Job Satisfaction	
Current Success	
Future Success	

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Your group's survey results

	1-10 scale
Resilience	7.5
Job Satisfaction	7.9
Current Success	7.8
Future Success	9.1

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The 7 Adaptive Resilience Factors

(Participant's Guide Page 5)



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Emotion Regulation

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Impulse Control



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Causal Analysis

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Self-efficacy

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Realistic Optimism

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Empathy

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Reaching Out

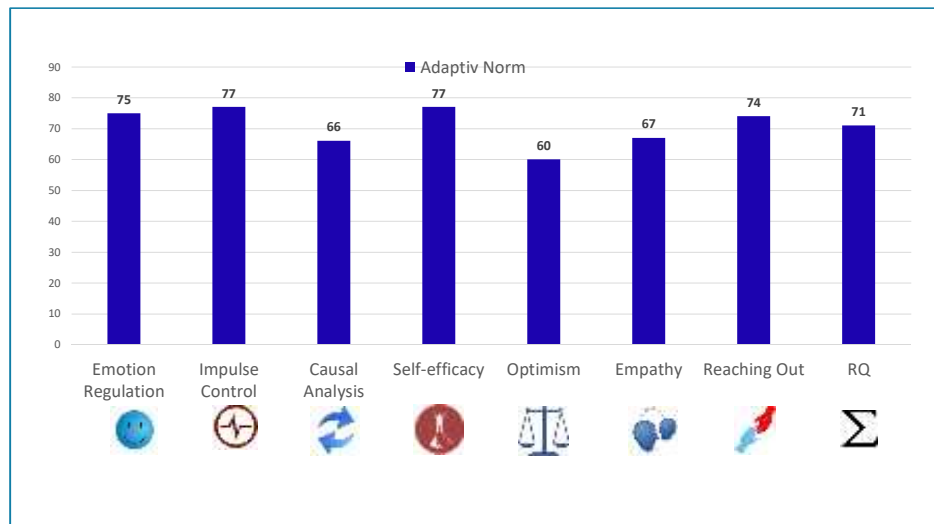
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The 7 Adaptiv Resilience Factors (P.G. Page 5)

-  Emotion Regulation
-  Impulse Control
-  Causal Analysis
-  Self-efficacy
-  Realistic Optimism
-  Empathy
-  Reaching Out

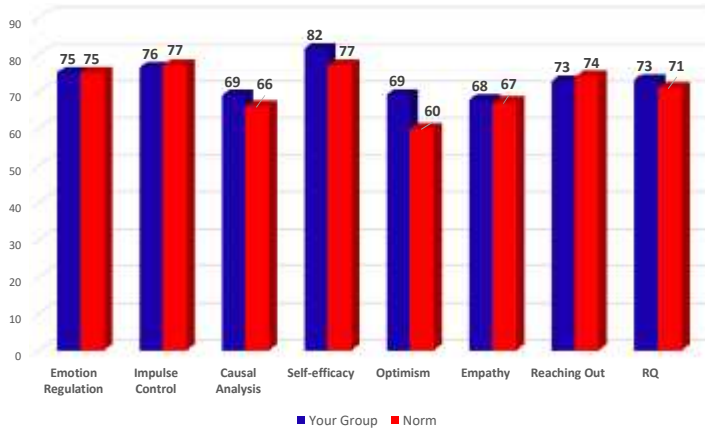
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Resilience Factor Inventory® (RFI)



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Your Group's Resilience Profile

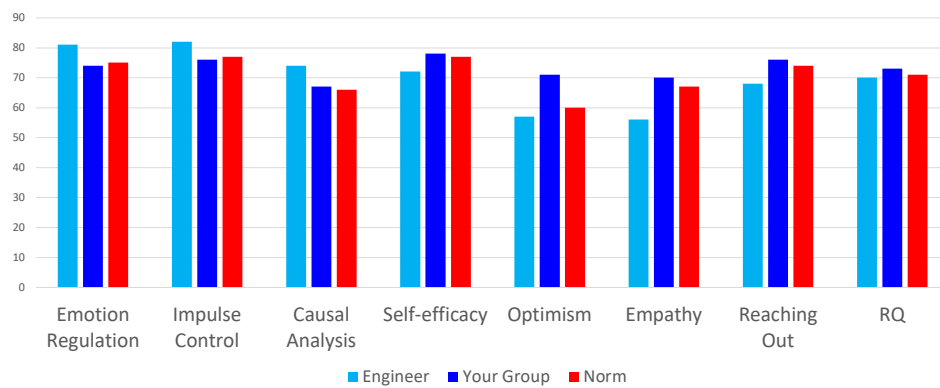


Your group is **above** the norm on CA, SE, OP, and RQ.

Your group is **at** the norm on ER, IC, EM and RO.

Your individual profiles may look nothing like this chart!

Typical Engineer Profile



The 7 Adaptiv Resilience Skills















1. Finding Your Signature Emotion
2. Avoiding Thinking Traps
3. Getting Flexible Around Your “Why?” Style
 - a) Leading across the “Resilience Gap”
4. Navigating Your Non-resilient Icebergs
5. Harnessing Your Positive Emotions
6. Embracing Your Positive Icebergs
7. Creating Greater Connection

Resilient Leadership

Mindfulness

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Adaptiv Strengths/Skills Map (page 8)

		Resilience Factors (Strengths)						
								
Resilience Skills		Skill 1 Locate Emotion Radar	X	X			X	X
		Skill 2 Avoid Thinking Traps		X	X			
		Skill 3 Why? Style			X	X		
		Skill 4 Problem Icebergs	X				X	X
		Skill 5 Harness Positive Radars				X	X	X
		Skill 6 Tap Into Positive Icebergs	X	X		X		X
		Skill 7 Find Connection				X	X	X

X indicates the skill will boost the factor.

What Drives Resilience?

“The research shows that more than genetics, more than intelligence, more than any other factor, it is **Thinking Style** that determines who is resilient and who is not.”

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Thinking Styles

Habits in how we think about:

- **why** something happened
- **what** might happen next
- how the world **should** be
- how we **should** be

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Thinking Styles

Learned from parents

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Thinking Styles

Firm by 8, concrete by 18

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Thinking Styles

Short cuts under stress

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Thinking Styles

Often inaccurate

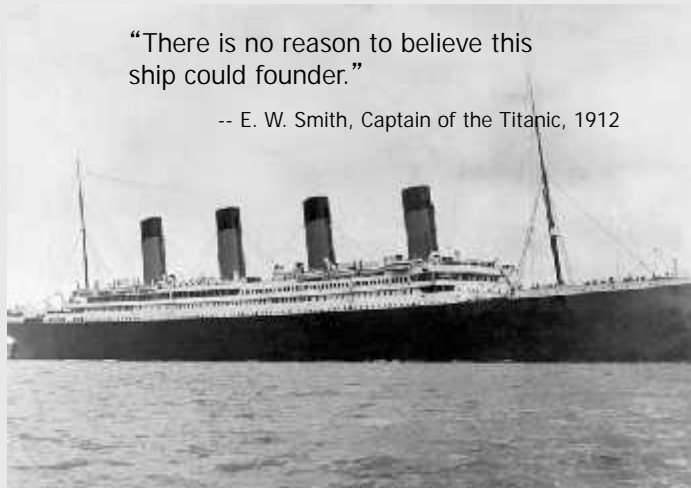
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Inaccurate thinking
can sap our resilience and get us into
trouble.

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“There is no reason to believe this
ship could founder.”

-- E. W. Smith, Captain of the Titanic, 1912





"There is no reason anyone would want a computer in their home."

-- Ken Olson, president, chairman and founder of Digital Equipment Corp., 1977



"There's no chance that the iPhone is going to get any significant market share. No chance."

-- Steve Ballmer, Microsoft CEO, April 2007



Skill 1

Finding Your Signature Emotion



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Epictetus



- Born in the Greek city of Hierapolis in 55 C.E.
- Slave of Rome
- Physically abused
- No control over events in his life

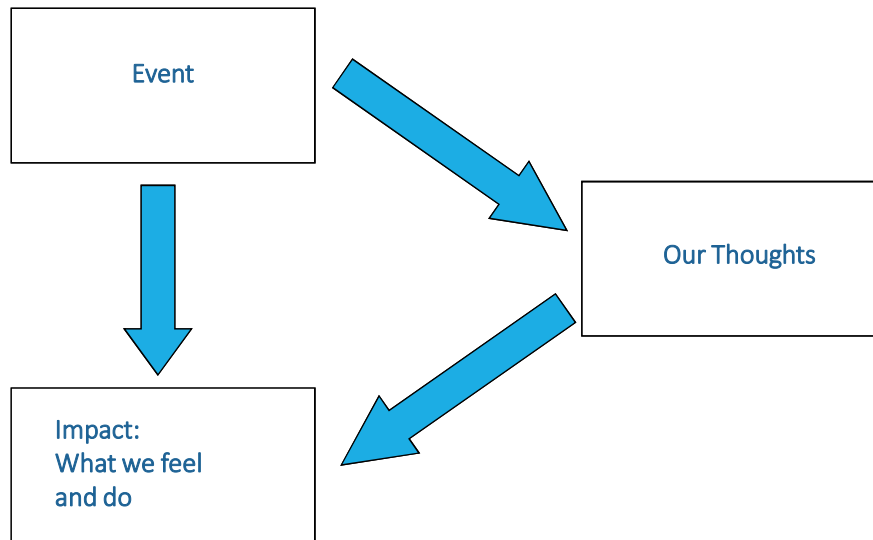


“We are disturbed not by events, but by the views we take of events”

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Thinking, Feeling, Doing



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Quick Activity (page 10)

- | | |
|---|----------------------------|
| _____ Conflicts at work | _____ Resource constraints |
| _____ Conflicts at home | _____ Hectic schedule |
| _____ Conflicts with peers | _____ Success |
| _____ Interactions with authority figures | _____ Failure |
| _____ Interactions with family members | _____ Change & Uncertainty |
| _____ Balancing work and life | _____ Financial Issues |
| _____ Difficult projects | _____ Social situations |

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Quick Activity

- _____ Anger
- _____ Sadness
- _____ Anxiety
- _____ Embarrassment
- _____ Guilt
- _____ Boredom
- _____ Frustration
- _____ Shame

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Question

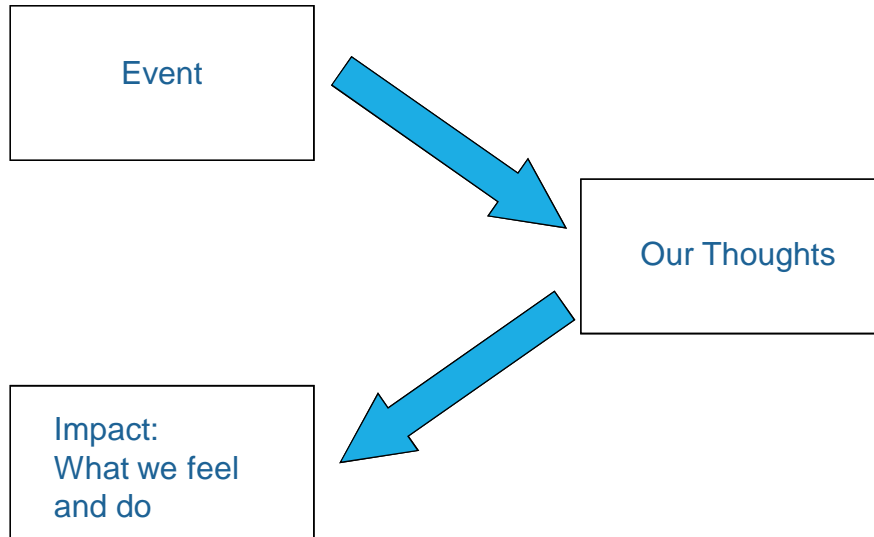
Do you often feel the emotion you picked when
you're in the situation you picked?

This is no accident.

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Thinking, Feeling, Doing



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Emotion Radar Practice (page 11)

Event

You've been working much harder for the past several weeks, doing the work of 2 people, reacting to multiple crises, and managing demands from above and below. You get home at the end of a particularly tough day and your spouse/partner complains that you're a workaholic and need to start making your relationship more of a priority.

Thoughts – What would go through your mind like tickertape in that instant – not 5 minutes or even 5 seconds later?

Impact – What would you feel and do in that moment?

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Common Emotion Radars



Typical Thought Reaction	Radar	Emotion

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Common Emotion Radars



Typical Thought Reaction	Radar	Emotion
"I'm not managing this relationship very well."	Loss	Sadness
"This isn't good – what if he's really unhappy?"	Future Threat	Anxiety
"I deserve more support than I'm getting!"	Violation of Your Rights	Anger
"There's nothing I can do about this."	Lack of Resources	Frustration
"She's right. She deserves better."	Violation of Another's Rights	Guilt
"He really caught me out this time."	Loss of Standing	Embarrassment
"It's wrong to put work above family."	Violation of Your Own Standards	Shame
"We've worked through this before and can do it again."	Neutral	OK
"This proves it – she really loves me!!!"	All is well!	Delirious Happiness

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**Have you discovered your
"Signature Emotion"?**



Emotion Radars (page 12)



Radar	Emotion
Violation of Your Rights	Anger
Future Threat	Anxiety
Lack of Resources	Frustration
Loss – Real World or Esteem	Sadness
Loss of Standing	Embarrassment
Violation of Other's Rights	Guilt
Violation of Own Standards	Shame

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Case Study - Edward Jones

EJ Investment Reps, new hires

Cold calling and door knocking

High levels of rejection

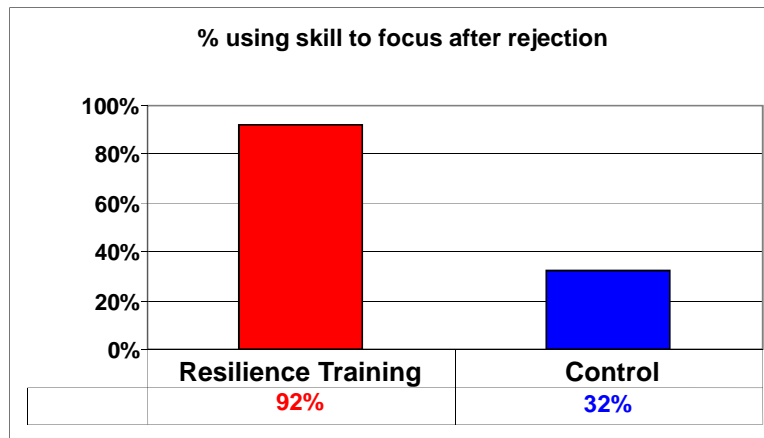
Diversity of Emotions – anger, frustration, anxiety, embarrassment, shame, ok, excited

8 hours of training – focus on Emotion Regulation

Followed 9 months after training

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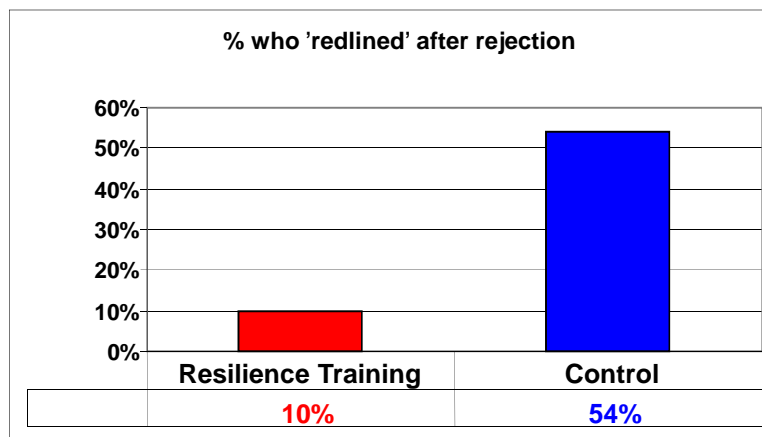
EJ – Using the skills



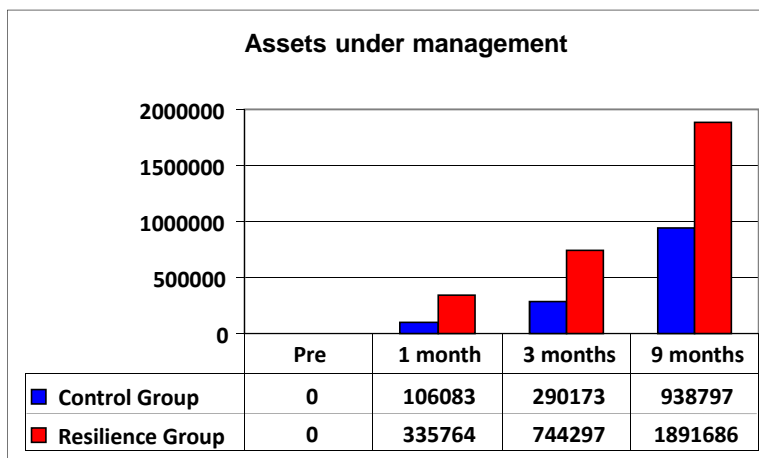
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EJ – Greater Emotion Regulation

Redlining – Emotion of 8-10 on 10-pt scale



Bottom Line



Discussion – Linkage to your life

How can you apply this knowledge to help you better manage your emotions and behavior?

- Think of one situation at work where your emotions get in the way.
- Discuss it at your table
- Try out the Trap It! Map It! Zap It! exercise on page 13.

Trap It!	Map It! Emotion Radar		Zap It!
Anger	Violation of your rights	We get angry when we think our rights have been violated. Often our thoughts are wrong and we imagine a slight when no harm was done or intended. It's important to sort through the situation and figure out the truth. Who did what to who?	If the violation is not real - or is overblown, let your anger go. If it is real, come up with a plan to discuss it with the person when you are calm and can be assertive rather than aggressive.
Anxiety	Future threat	Anxiety happens when we think something's coming down the track to get us. Often our thoughts are wrong and we exaggerate the danger of a situation. Think: what are the worst and best things that could happen? What's most likely to happen? (Hint: reality is usually somewhere in the middle).	Barish that worst case scenario and make a plan to deal with the most likely outcome. If the threat is real, it will help to think about how to deal with it when and if it comes.
Embarrassment	Loss of standing in a group	We get embarrassed when we think other people think less of us. People are usually too busy worrying about themselves to scrutinize you. If they did notice your slip up, they probably don't think any less of you because of it.	Go easy on yourself. Think of one way you can add to your standing with your peers by doing something well.
Frustration	Lack of resources	We get frustrated when we think we don't have what we need to get a job done or solve a problem. What do you need that you don't have? Sometimes we focus so hard on what we don't have that we can't see other resources that are available.	Come up with one thing that you have at your disposal, no matter how small, that can advance your plan just a little bit.

<http://www.adaptivlearning.com/dxb925>



Emotion	Radar	Conversation Starter
Anger	Violation of Your Rights	1. Obviously you believe that I -- or someone -- violated your rights. Can we talk about it? 2. You seem to think that I've stepped on your toes. Can we talk about it?
Anxiety	Future Threat	1. You seem worried. Is there something coming down the track that concerns you? Maybe we can talk about it. 2. I can see that there's something ahead that's worrying you. Can we talk about it? Maybe I can help to put it in perspective for you.
Frustration	Lack of Resources	1. You seem to be upset about not having enough resources to handle this task. I'm not sure I can help, but can we talk about it? 2. I know you're frustrated by [specific situation]. Can we talk about the resource constraints you've got? Maybe I can help.
Sadness	Real Loss or Loss of Self Worth	1. You really seem down. What is it you think you did wrong? 2. You seem to be blaming yourself for what happened. Can we talk about what's upsetting you?
Guilt	Violation of Another's Rights	1. You must think that you stepped on someone's toes. Tell me about it. 2. You seem to think that you trespassed on her in this situation. Tell me what happened.
Shame	Violation of One's Own Standards	1. You seem to think that you haven't lived up to your own expectations here. Can we talk? 2. You're being really hard on yourself. Can you explain to me what happened.
Not Sure?		1. I'm not sure exactly how you're feeling. Can you tell me what's going on and how it's making you feel?

<http://www.adaptivlearning.com/dxb925>



Skill 2

Avoiding Thinking Traps



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We have 5 very effective senses

- Bring in enormous amounts of information

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But – only 1,475cc brain

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Can't process it all

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Must take short cuts in thinking

- Very efficient in time and energy
- Can be inaccurate

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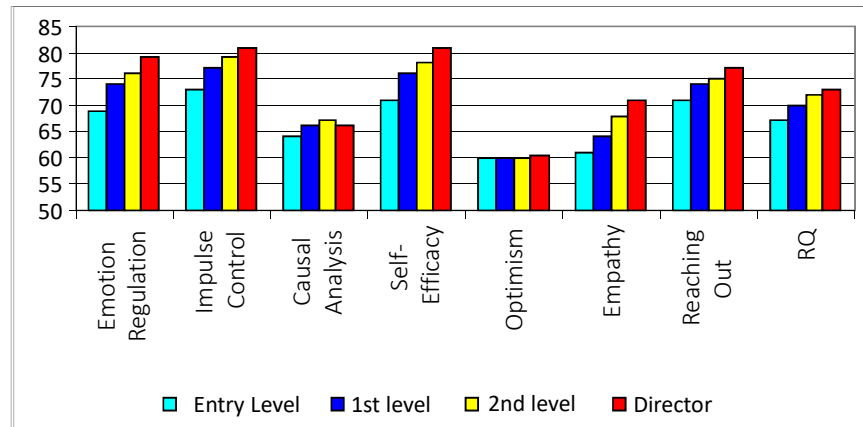


6 inaccuracies or Thinking Traps [\(Page 15\)](#)

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Resilience by level



Managers - You may be Resilient – your reports may not be



Common Thinking Traps

You don't complete all of your work assignments on time. You think: "I don't have what it takes to function in this resource-constrained environment."

Personalizing



Common Thinking Traps

You can't complete all of your work assignments on time. You think: "Management has unrealistic expectations of us."

Externalizing

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Common Thinking Traps

Throughout the course of a day a number of events occur. A contractor completes a project early and accurately. A customer thanks you for your efforts. A colleague gets a report to you ahead of schedule. You finish your work and can leave on time. As you're getting ready to go, your boss asks you handle a quick technical issue. You think: "This job is really awful."

Magnifying & Minimizing

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Common Thinking Traps

You get home at the end of a long and difficult day and your spouse/ partner asks you to do a household chore right away. You think: “What is wrong with him/her? He/she should know I’m not in the mood for this.”

Mind Reading

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Common Thinking Traps

You had an argument with your manager over how best to respond to a technical issue. You wake up at 0300 and your mind is racing. You think: “This isn’t good. I really lost my temper in that discussion with my boss. What if he complains about me to his manager? All I need right now is a bad appraisal. That could really affect my pay increase. We’re already stretching to pay the bills. We might have to cancel our vacation plans. Could my job be in jeopardy? This isn’t going to help the relationship.....”

Catastrophizing

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Common Thinking Traps

One of your colleagues asks your manager for more time to complete a project. Your manager thinks:

“This proves it – he is disorganized and uncommitted.”

What’s your manager’s Thinking Trap?

Overgeneralizing

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Thinking Traps

Personalizing

Externalizing

Magnifying & Minimizing

Mind Reading

Catastrophizing

Overgeneralizing

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Table Talk – Thinking Traps (Page 16)

Identify your single biggest Thinking Trap and discuss:

- What is your Thinking Trap?
- How does it affect you at work or at home?
- What's one thing you can do – starting right now – to avoid your Thinking Trap?

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Skill 3 Challenging Explanations: Flexing Around Your *Why?* Style



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From Fear to Hope

Polio – up to 30,000 new cases a year in the U.S. before 1955

Jonas Salk – a story of Resilience

- 7 years, 500 unsuccessful attempts

“The man who saved the children.”



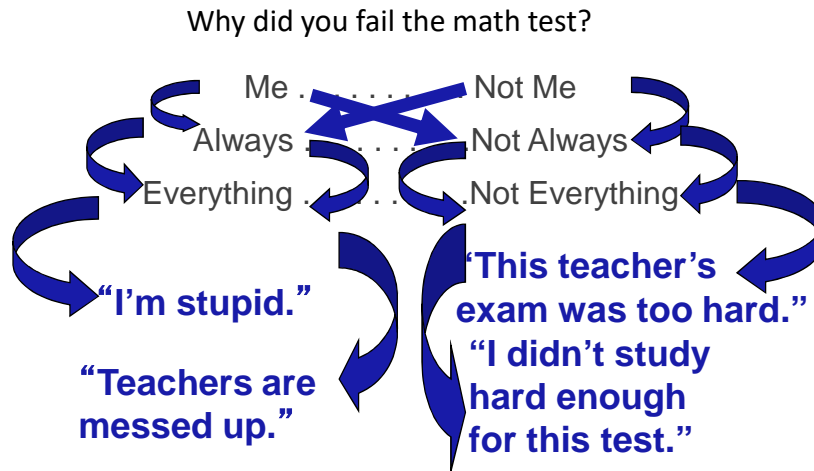
‘Immunize children against psychological disorders’



“Why?” Style

- Our thinking style for explaining the bad stuff to ourselves
- Learned by middle childhood
- Becomes a habit
- Automatic belief about **why** it happened
- Sometimes right, often wrong
- Made up of 3 parts

The 3 Dimensions of *Why?* Style



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Why? Style – Me vs. Not Me

A task you delegate doesn't get done right or on time. **WHY?**

ME – I am not good at delegating.

Not ME – He doesn't take direction well.

You have a brief but heated argument with your spouse. **WHY?**

ME – I have been under stress and have been irritable lately.

Not ME – She has been under stress and has been irritable lately.

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Why? Style – Always vs. Not Always

Event: A contractor does not follow your instructions on a project.

WHY?

ALWAYS – I can never get this contractor to follow the rules.

Not ALWAYS – This contractor needs time to learn my system.

Event: One of your kids

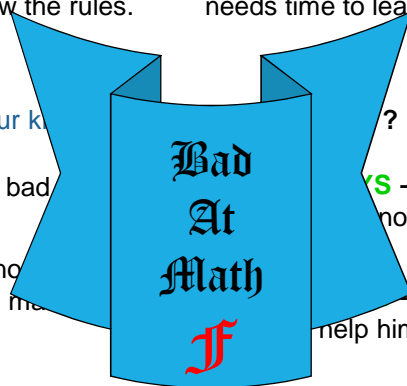
?

ALWAYS – He's bad

Not ALWAYS – He didn't
enough last week.

ALWAYS – I'm not
helping him with his

I didn't have
help him study for this



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Why? Style – Everything – Not Everything

Your spouse or significant other rejects every suggestion you make about where to go out for dinner. **WHY?**

EVERYTHING – She's stubborn.

Not EVERYTHING – He's a finicky eater.

A suggestion you make to improve the reliability of a critical system is ignored. **WHY?**

EVERYTHING – DA leadership is out of touch.

Not EVERYTHING – There are higher priority improvements to be made.

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What is your *Why?* Style? (page 18)

I tend to be more of a:

- | | |
|---|---|
| <input type="checkbox"/> Me | <input type="checkbox"/> Not Me |
| <input type="checkbox"/> Always | <input type="checkbox"/> Not Always |
| <input type="checkbox"/> Everything | <input type="checkbox"/> Not Everything |

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What's the most resilient style?

- Me, Always, Everything?
 - clinical depression

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What's the most resilient style?

- Not Me, Always, Everything?
 - chronic anger, hypertension

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What's the most resilient style?

- Not Me, Not Always, Not Everything?
 - underestimate risk

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What's the most resilient style?

- Me, Not Always, Not Everything?
 - Hard to see big, bad problems clearly
- The importance of Flexibility...
- But not at the expense of Accuracy

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Table Talk – Why? Style and Teaming

Why? Style and Teams (page 19)

- Have you found your own *Why? Style*?
- How does it compare with others at your table?
- How does *Why? Style* help/hurt your team's performance?
- If you were building a team from scratch and could test for *Why? Style*, what choices would you make?

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Why? Style and the Resilience Gap

Most of you are:

Me, Not Always, Not Everything

or

Not Me, Not Always, Not Everything

But your staffs will be overrepresented on

Always & Everything

What is the impact of this?

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Leading Across The “Resilience Gap”

A Case Study

Verizon Telecommunications

- Business unit – 375 1st, 2nd and 3rd level managers
- We measured their resilience
- What we found...

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Communication disconnects

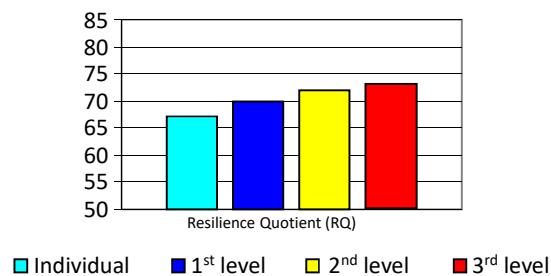
- Change resistance
- Blown deadlines
- Incomplete projects
- Lowered engagement
- Etc.

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“We communicate a clear vision and strategy for this initiative and nothing happens! The further down the line we go, the more people are digging their heels in and resisting the change.”

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Resilience by level



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The Problem

FACT:

Leaders are more resilient than the people they lead.

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SO WHAT???



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<u>Leader is:</u>	<u>Employee perceives as:</u>
Optimistic	Unrealistic
Assertive	Pushy
Persistent	Stubborn
Directive	Disinterested in my ideas
Mission Driven	Pushing the “party line”
Results-oriented	Impatient

What to do

Self-awareness

What to do

Recognize your people

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What to do

Publicly reward good performance –
early & often

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What to do

Empathize with them; express appreciation for their efforts

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What to do

Communicate clearly and often and ask for playback.

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What to do

Have collaborative conversations; let the team contribute to the solution strategy.

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Table Talk

Discuss among yourselves:

How to communicate down with greater impact and better results

Write down specific actions on Page 20 you can take to reach across the resilience and communication gap

Be prepared to report out

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Skill 4

Navigating Around Problem Icebergs



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North America is just now emerging from one of the coldest seasons on record. Meteorologists reported unprecedented consecutive days of below-freezing temperatures. Store owners also report records -- the highest sales ever of snow shovels.

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W _ _ TER

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In a city of great restaurants, the “Garden Grove” is proving to be one of the best. The menu is comprehensive and the wine list is reasonably priced. But this restaurant’s best asset is its staff. I found them to be very attentive and friendly.

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W _ _ TER

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Surface Thoughts vs. Icebergs



Surface thoughts

- Surface of our awareness
- Specific to one Event
- Easy to tune into

Icebergs

- At a deeper level / More difficult to capture
- Must's and should's
- Fuel tickertape
- Cause red-line emotions
- Empowered when we uncover them

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Trash Talk

What emotion does he show?

At what level, 1-10?



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-
- What kind of Radar thought leads to anger?
 - What was his 'violation'? What did he say it would cost him? 1-10?
 - A mismatch between his Thought and his Emotion
 - He's hit up against an Iceberg

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The Skill of Detecting Icebergs

What is the most upsetting part of that for me?

What does that mean to me?

Assuming that's true, why is that so upsetting to me?

What is the worst part of that for me?



Detecting Icebergs

Event

Spouse asks you to take out trash

Surface Thought

This is going to cost me 5 minutes.

Impact

Extreme anger

Intermediate Thoughts

Spouse interrupted my work for a trivial thing
Therefore, spouse doesn't respect my work
But, my work is so important to me
So, this means spouse doesn't respect me

ICEBERG: People should respect and support me all the time





Identifying your own Icebergs



Achievement Icebergs (page 22)

“Success is what matters most.”

“Failure is not an option.”

“I must never give up.”

“I should get everything right.”

“If it’s not done perfectly it’s a failure.”

“If I can’t do it well I won’t do it at all.”

“If you’re not born with a talent, you’ll never be good at it.”

“There’s no substitute for hard work.”



Social Icebergs

“It’s my job to make sure people are happy.”

“I want people to always think the best of me.”

“Avoid conflict at all costs.”

“I should always be there for the people I love.”

“Avoid embarrassment at all costs.”

“Sacrificing for others is the right thing to do.”

“You can’t trust people.”

“I should be respected by everyone.”

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Icebergs about Control

“Only weak people can’t solve their own problems.”

“I must always be in charge.”

“I must never show my feelings.”

“The more control I get, the better my life will be.”

“If you want it done right, do it yourself.”

“The world should be fair.”

“People should play by the rules.”

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Options for Handling Icebergs

Melt the Iceberg

Detect it when it appears and take steps to act against it

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Options for Handling Icebergs

Steer Around the Iceberg

Avoid or prepare for situations in which you're likely to hit the Iceberg

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Options for Handling Icebergs

Accept or Embrace the Iceberg

Enjoy the upsides and minimize/control the downsides

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Icebergs - A closer look

Perfectionism

“If it’s not done perfectly it’s a failure.”

“I must get everything right.”

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Icebergs - A closer look

First Level Management

“I want people to always think the best of me.”

“It’s my job to make sure people are happy.”

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Icebergs - A closer look

Work/Life Balance

“Being successful is what matters most.”



“I should always be there for the people I love.”

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Icebergs Table Talk (p. 24)

Choose an Iceberg that challenges you

Move to the Achievement, Social, or Control Table

One at a time - share and seek advice from your group

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Skill 5

Harnessing Positive Emotion Radars



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Are we even-handed emotionally?

Your nocturnal habits?

Your after-work habits?

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Traditional Psychology

Disease model - 433 mental disorders

Focus on fixing what's broken

We know lots about sadness, anxiety, anger, frustration, guilt, shame

We know less about happiness, pride, love, esteem, respect

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Positive Psychology

Empirical studies of the good stuff, e.g., positive emotion

Barbara Fredrickson's Broaden & Build Theory

- Negative emotion → direct & immediate action
- Positive emotion → indirect & longer term benefits:
 - Builds personal resources
 - Undoes effects of negative emotions
 - Fills the resilience tank

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Common Positive Emotion Radars (Handout page 26)



Radar	Feeling	Action
	Happiness	
	Pride	
	Contentment	
	Interest	
	Love	
	Esteem/ Respect	

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Common Positive Emotion Radars (Handout page 26)



Radar	Feeling	Action
Things are going well.	Happiness	Urge to play; push the envelope; be creative
I performed well or admirably.	Pride	Desire to share news with others; envision even greater accomplishment
I have everything I need.	Contentment	Savor and integrate current situation into enhanced self and world concepts
This challenge is just within my capabilities.	Interest	Urge to explore; take in new information; expand one's scope
I feel connected and committed to others.	Love	Desire to play with, explore and savor experiences with loved ones
People think well of me.	Esteem/Respect	Feeling confident to take on new and bigger challenges; reach out

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Positive Radar Table Talk (Page 27)



Consider the positive emotions on page 26.

Choose one that you would like to feel more often.

When do you feel that emotion now?

What gets in the way of your experiencing that emotion?

How can you experience that feeling more fully?



Positive Emotion Homework

Practice the S.T.A.R. Technique (pages 28-29):

- SCAN your thinking –
- TUNE INTO your emotions –
- APPRECIATE how things are going right now
- REVEL IN how much better you're feeling

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Positive Emotion Tip

If you are feeling badly, notice that your thinking is probably:

- Negative,
- Specific
- Focused on the past or on the future

To feel better quickly, try switching your thinking to:

- Positive
- General
- Focused on the present

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Skill 6

Tapping Into Positive Icebergs

Your Leadership Philosophy



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What Are Positive Icebergs?

Any enduring beliefs that have more upside than downside in your life

Values & Principles

- Workplace
- Leadership
- Life

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Positive Icebergs – Your Leadership Values

Safety of aircraft ,passengers and staff

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Positive Icebergs – Your Leadership Values

Respect time boundaries, deliver service.

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Positive Icebergs – Your Leadership Values

Create infrastructure that never stop growth

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Positive Icebergs – Your Leadership Values

1. Positive attitude
2. Ownership
3. Deliver Results
4. Build Trust

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Positive Icebergs – Your Leadership Values

1. Leader is key member of team listening to team members' views and making decisions either in concurrence with team or in convincing team in decision inline with company's progress.
2. Good work place gives enough freedom and supporting policies for leaders and team members to progress along with company in guidance of right management guidance.

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Positive Icebergs – Your Leadership Values

Continuously improve the asset performance and take initiative to reduce cost of maintenance, mitigate risk with innovative solutions

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Positive Icebergs – Your Leadership Values

Punctual

Honest

Open

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Positive Icebergs – Your Leadership Values

On time job completion as planned without compromising
work quality.

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Positive Icebergs – Your Leadership Values

Purpose/vision clarification/communication , to obtain and buy in to the purpose.

Continuous learning and growth, to deliver stretch goals.

Execution focus, with lead indicators rather than lag indicators.

Care, love and support members of your team. Always look out for their interests.

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Positive Icebergs – Your Leadership Values

Motivation

Non pressure atmosphere

Planning

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Positive Icebergs – Your Leadership Values

1. Decision making.
2. Ownership of the team.
3. Ability to align individual team members goals with organizations.
4. Self Learning and focus on team members development.
5. Communication transparency within the team.
6. Leading by example, in particular during challenging times.
7. Ensure like minded and complementary members are retained to form a positive culture within the organization

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Positive Icebergs – Your Leadership Values

Delegate

Set clear and challenging targets and follow up

Free communication

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Positive Icebergs – Your Leadership Values

Knowledge of the big image and the scope

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Positive Icebergs – Your Leadership Values

1. Timely completion of works
2. Customer first

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Positive Icebergs – Your Leadership Values

1. Result oriented working with focus on outcomes
2. Effective communication
3. Empowering the team
4. Avoiding blame, promote just culture

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Positive Icebergs – Your Leadership Values

Always be positive, impartial, compassionate, supportive, respectful.

Encourage ideas/team work and reward the deserving staff.

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Activity – Your Leadership Philosophy (Page 30)

Identify your key leadership principles & values.

Write a Leadership Philosophy that reflects these.

Are your day-to-day behaviors and activities aligned with your Philosophy?

This will be a work in progress that you should consider sharing with all of your employees!

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Example

I approach every day with passion and purpose. In my team activities, I strive to be collaborative and supportive of my peers' interests. I seek opportunities to mentor and to lead by example. I start by assuming that I can handle any challenge that comes my way and then look for counter-evidence. When I've done everything I can, I try to err on the side of Optimism.

As a leader, I strive for transparency and fairness. I try to communicate my expectations clearly and expect my employees to let me know if/when they either do not understand or agree with me. I drive results by empowering my employees to work independently and collaboratively as required. I endeavor to help my reports find greater meaning and purpose in their work – to see how they make a difference.

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Skill 7

Creating Connection



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Shrinking Connections

NIMH – 10x  clinical depression

Consensus – loss of connection to institutions larger than self

- extended family, community, nation, political institutions, the presidency, faith, religion, spirituality, values

Our research:

- Circles of Job Connection, Job Satisfaction, Resilience
- Circles of Life Connection, Life Satisfaction, Resilience

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Connection
to
Work

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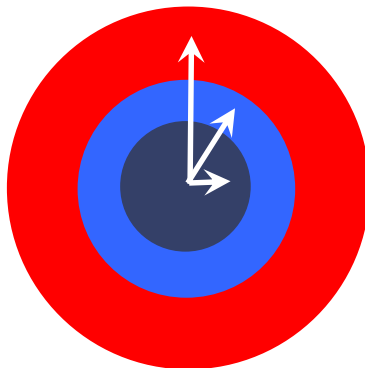
3 Levels of Job Connection



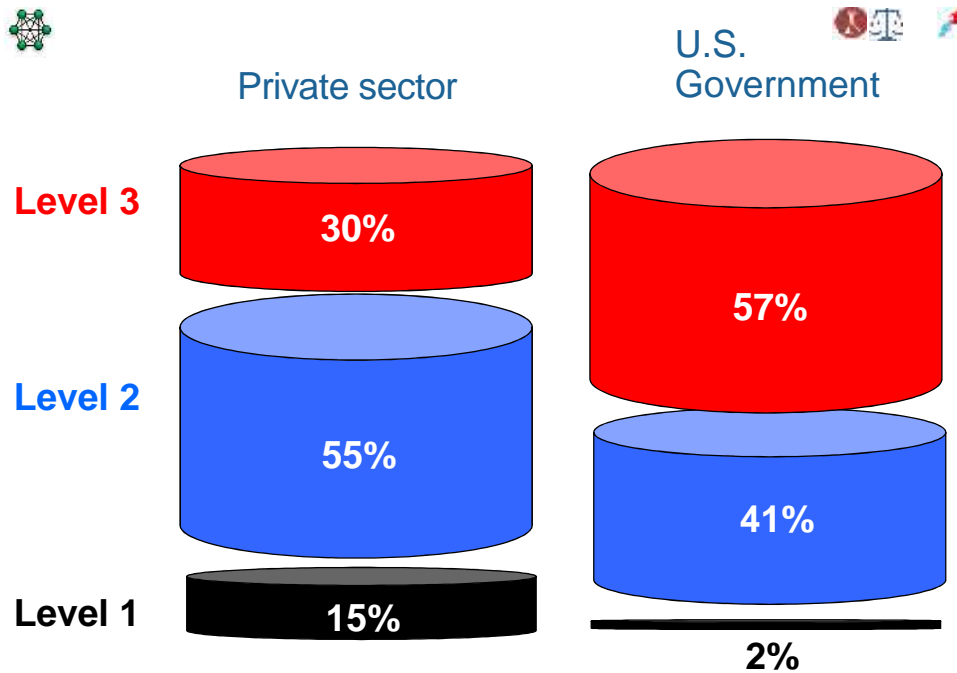
Level 1 – Pay, Benefits

Level 2 – The work, colleagues

Level 3 – Making a difference

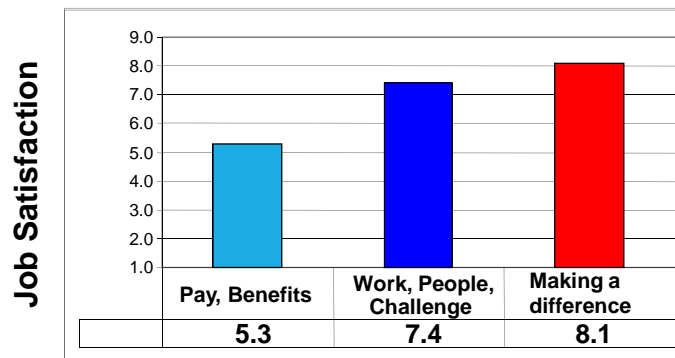


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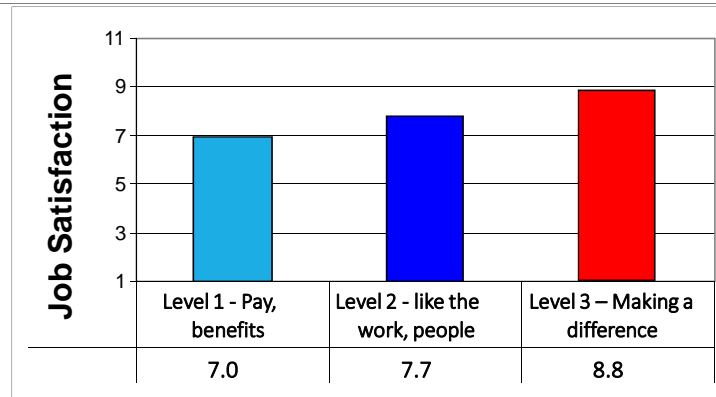
Job Connection and Satisfaction

- Level 1: in the job for the pay, benefits
 Level 2: enjoy the challenge, the work, the people
 Level 3: contributing to something bigger





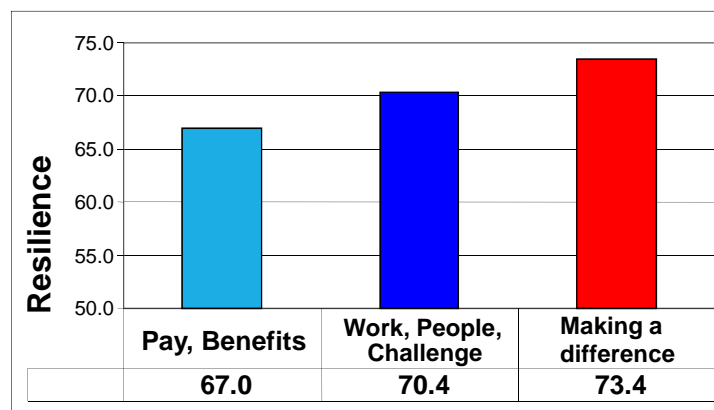
Job Connection & Satisfaction – Your Group



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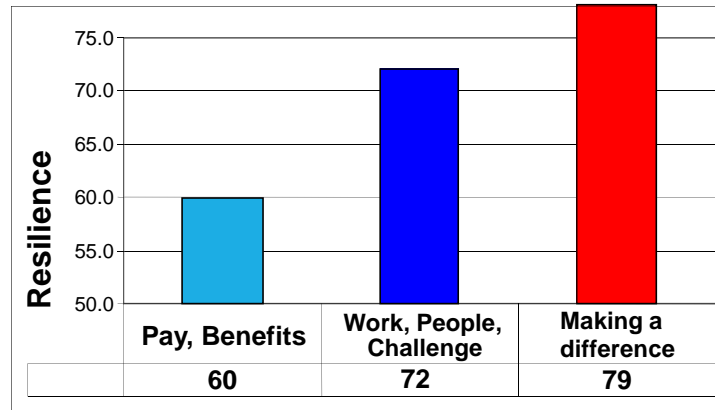
Job Connection & Resilience



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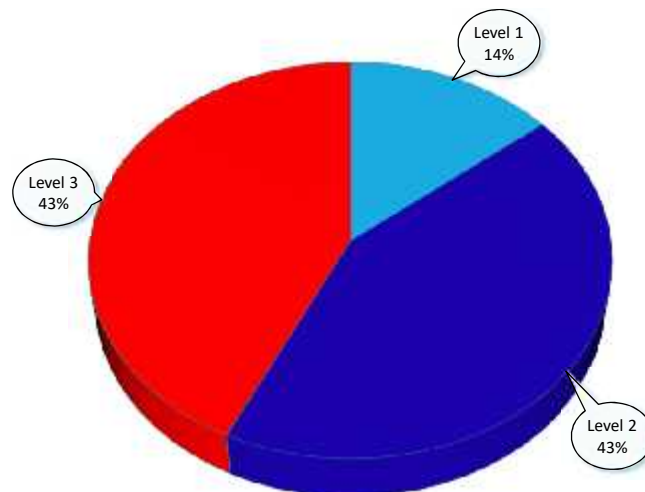
Job Connection & Resilience – Your Group



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Your job level distribution





Job Connection Discussion (page 31)



Consider the following questions:

- Why did you join Dubai Airports?
- Why this and not another company?
- Why do you stay?
- What else besides pay check/benefits do you get from your job?
- What other Level 2 or Level 3 connections can you make to your job?
- What's getting in the way of those higher level connections?
- How can you overcome that?

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Connection
to
Life

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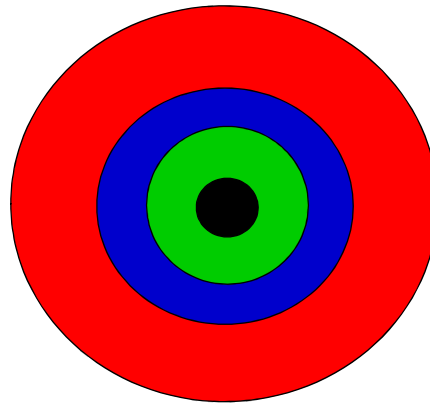
4 Levels of Life Connection

Level 1 – Individual Goals

Level 3 – Community

Level 2 – Family

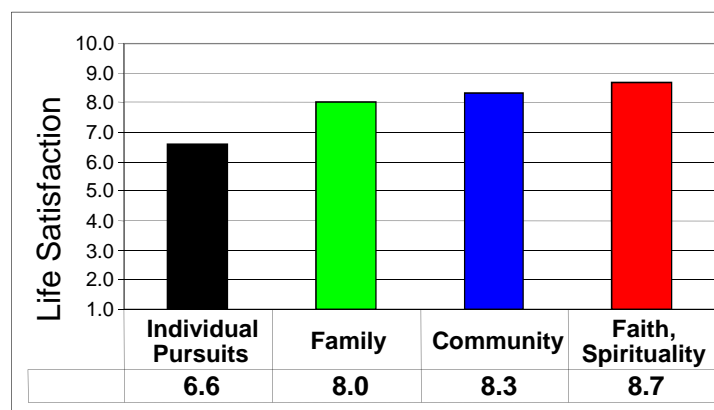
Level 4 – Faith, Spirituality,
Values



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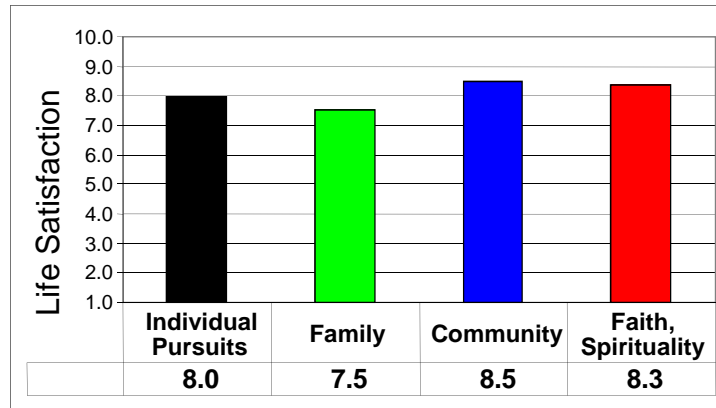
Life Connections & Life Satisfaction



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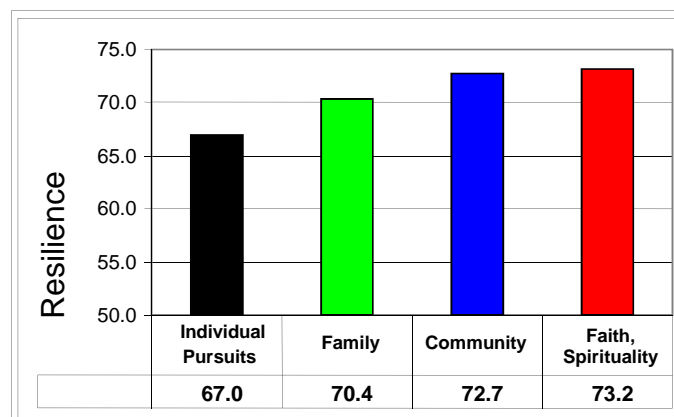
Life Connections & Life Satisfaction - Your Group



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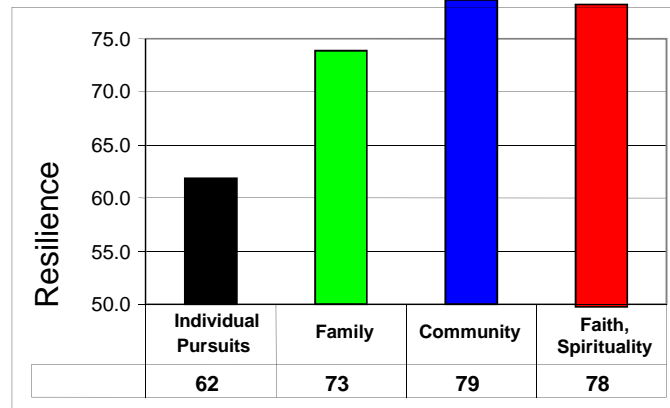
Life Connection & Resilience



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Life Connection & Resilience



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Resilient Leadership

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The 5 Qualities of Resilient Leadership

Mentoring

Integrity

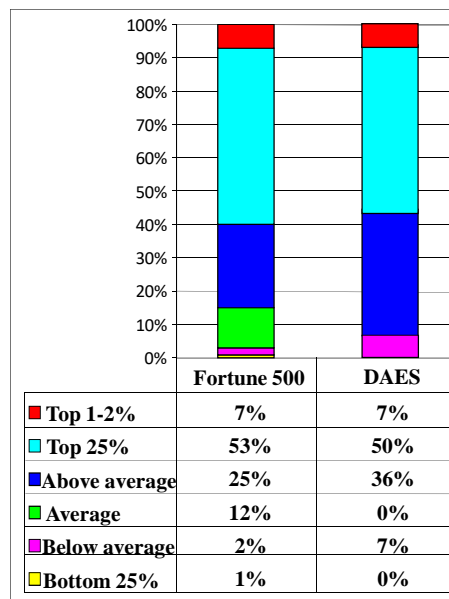
Values

Results

Connection

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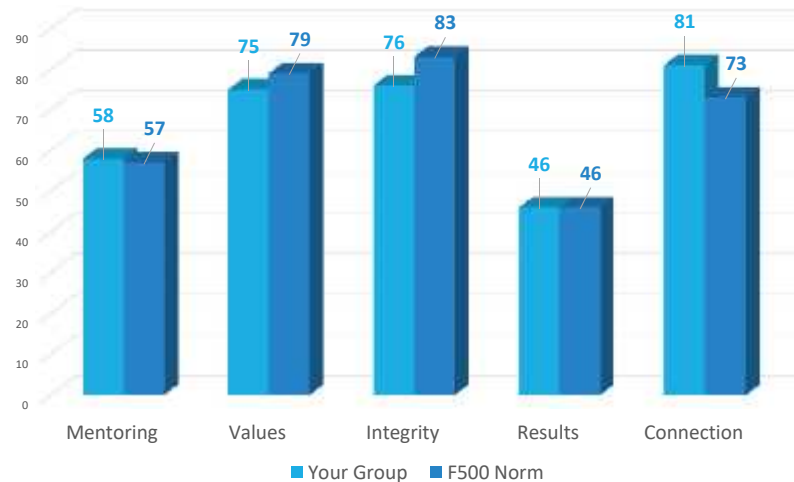
How good do you think you are?



Your group is slightly more self-assured than the F500 norm.

Positive correlation with Self-efficacy.

Your Group's Leadership Profile



Your Greatest Leadership Strength

Please identify your greatest Leadership Strength

- Look at the second graph on your printed profile
- This compares your score to the norm
- Negative numbers mean lower than average
- Positive numbers mean higher
- Size of the number reflects how far above or below average
- Which of your 5 Qualities has the highest positive number?
- That's your greatest Leadership strength

Coaching your Strength

How do you use that Strength day to day?

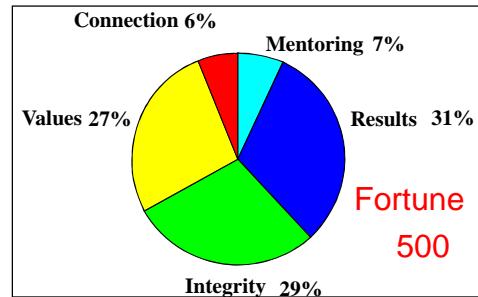
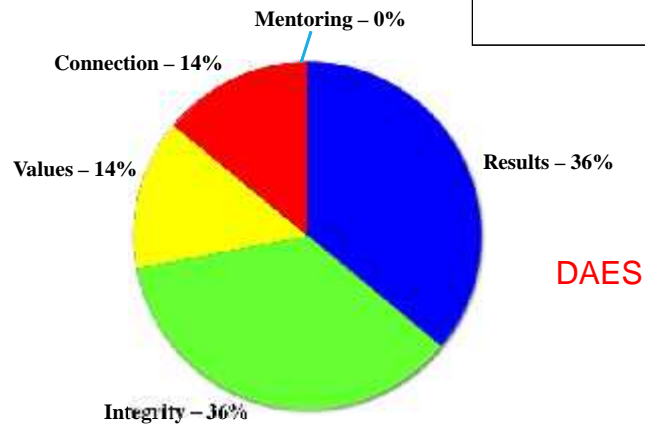
What concrete advice can you give the group so that we can be as strong as you are on that Quality?

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YOUR PRIORITIES

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#1 workplace priority



Review
Summary
Questions & Answers

Next Steps

Review your Resilience Resource Page and materials often
Use just 1 skill every day – resilience will increase
Model resilience for your peers, contractors and employees
Coach resilience using what you’ve learned today
Always be aware of the “Resilience Gap”
Never lose sight that tough times are temporary
Reach Out, while others Shrink Back
Ground yourself in greater Connection

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Additional Resources

Resilience Resource Page

<http://adaptivlearning.com/dxb925>

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