



Boosting Resilience

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

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Participant's Guide



About Your Facilitator



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Dean Becker is Managing Director, Principal and co-founder of Adaptiv Learning Systems, a company that develops and delivers research-based resilience assessments, coaching, and training programs to companies, schools and individuals worldwide. He holds an MBA in Medical Group Management, and a BA in Psychology. He managed companies in the human resources and healthcare arenas prior to assuming leadership of Adaptiv Learning Systems.

Dean is a recognized expert in the field of individual and organizational resilience, and he is in demand as an executive coach, facilitator and speaker. He has delivered hundreds of presentations and workshops on resilience to Fortune 100 companies including Verizon, Walgreens, Merck, Johnson & Johnson and Sprint, Sony and Siemens. In addition he has been a guest of the Brookings Institution where he worked with a high level audience from the Department of Defense.

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What Is Resilience To You?

1. What is "Resilience"?

2. Think of the most resilient person you know or admire. Make a list of attributes that you think make that person resilient.

3. Share your ideas with the group.

NOTES:

Why Is Resilience Important?

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The Science of Resilience

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The 7 Adaptiv Resilience Factors



Emotion Regulation – keeping feelings in check to stay goal focused; *Composure*



Impulse Control – keeping behaviors in check to stay goal focused; *Self Control*



Causal Analysis – accurately & comprehensively locating the causes of a problem and solving what you can; *Problem Solving*



Self-efficacy – your belief that you can handle most any challenge that comes your way; *Mastery*



Realistic Optimism – belief in a bright future, but in accord with reality; *Hopefulness*



Empathy – your ability to understand others' feelings and what motivates them; *Sensitivity to Others*



Reaching Out – a measure of your willingness to take on new challenges & opportunities; to seek out new relationships; *Pushing the Envelope*

How Resilient Is Your Group?

See Group Resilience Profile on screen:

NOTES:

How Resilient Are You?

Your resilience strengths:

Your resilience challenges:

What Challenges Your Resilience?

List the adversities, challenges and any other situations that reduce your resilience:

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The 7 Adaptiv Resilience Skills

1. Finding Your Signature Emotion
2. Avoiding Thinking Traps
3. Flexing Around Your “Why?” Style
4. Navigating Your Non-resilient Icebergs
5. Harnessing Your Positive Emotions
6. Embracing Your Positive Icebergs
7. Creating Greater Connection

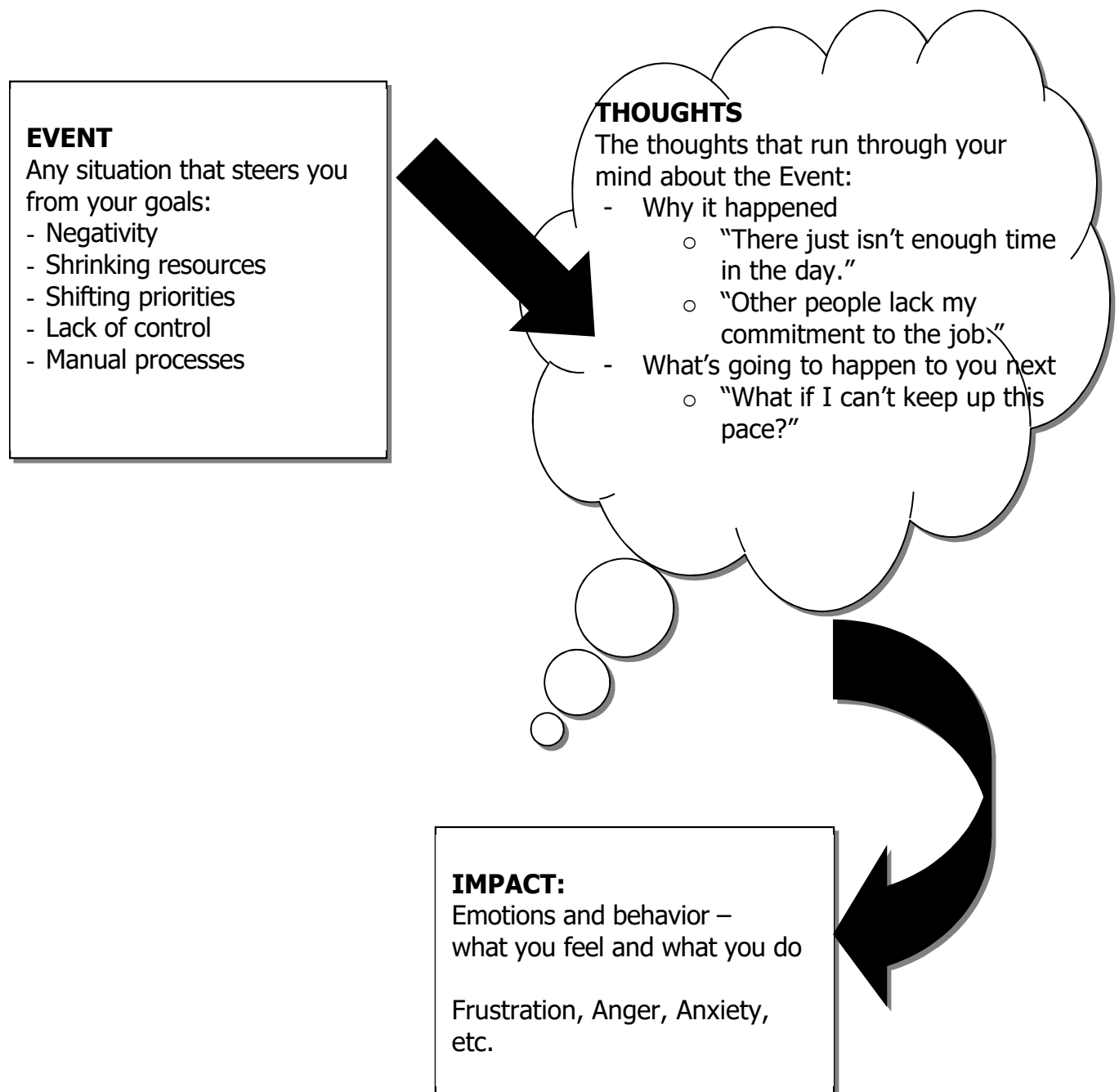
Supplemental Skills

Resilient Leadership

Mindfulness

Skill 1 – Finding Your Signature Emotion

Our Thinking Drives What We Feel & Do



Quick Activity

- | | |
|---|----------------------------|
| _____ 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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Emotion Radar Practice Worksheet

Event (Who, what when where?):

The Event is supplied for you on the screen.

Thinking (Tickertape – the thoughts that run through your mind in the immediate wake of the Event):

Impact (What you would feel and what you would do):

Common Emotion Radars And The Emotions They Cause

Radar	Emotion
Real-world loss or loss of sense of self worth	Sadness
Future threat	Anxiety, Fear
Violation of your rights	Anger
Lack of resources	Frustration
Violation of another's rights	Guilt
Loss of standing with others	Embarrassment
Failure to meet your own standards	Shame
Neither a threat nor an advantage	OK
All's well with the world	Happiness

Trap It, Map It, Zap It! Exercise

Purpose: When you're feeling an emotion that's interfering with your productivity.

Step 1 – ***Trap It!*** – Engage and identify the emotion as soon as you can.

Step 2 – ***Map It!*** – Using the chart on page 12, map the emotion to the Radar (the kind of thinking) that's causing it.

Step 3 – ***Zap It!*** – Ask yourself if what you're thinking is really true. If it's not, don't believe it. Or, just take a deep breath and count to 10.

NOTES:

Links to workplace and life challenges

Group Exercise:

NOTES:

Individual Exercise

Choose a situation that challenges your resilience:

What emotion(s) do you feel?:

What do you do?:

What is the impact on your productivity and performance?:

What is one thing you can do to feel better and do better?:

Skill 2 – Avoiding Thinking Traps

The 6 Most Common Thinking Traps

Each is a way that we might jump to conclusions, absent the data.

Magnifying & Minimizing: Exaggerating the importance of certain aspects of a situation and underestimating the importance of other aspects. Almost all Magnifiers & Minimizers will magnify the negative and minimize the positive. *Not keeping things in proportion.*

Personalizing: The tendency to automatically attribute the cause of an Adversity to one's personal characteristics or actions. *A 'ME' person.*

Externalizing: The tendency to automatically attribute the cause of an Adversity to another person or to circumstances. *A 'NOT ME' person.*

Overgeneralizing: Jumping on Thoughts about global qualities in oneself or others without the evidence to support it. *Character assassination or character suicide.*

Mind Reading: Expecting another person to know what you are thinking, or assuming that you know what another person is thinking. *Practicing telepathy without a license.*

Catastrophizing: Exaggerating the negative impact of an event, and overestimating the probability of bad things happening as a result. Often occurs as chains of increasingly illogical thoughts. *Awfulizing*

Links to Workplace And Life Challenges

Paired Activity

Identify your single biggest Thinking Trap and discuss with your partner:

What is your biggest Thinking Trap?

How does it get in your way at work or at home?

What's one thing you can do – starting right now – to avoid your Thinking Trap?

NOTES:

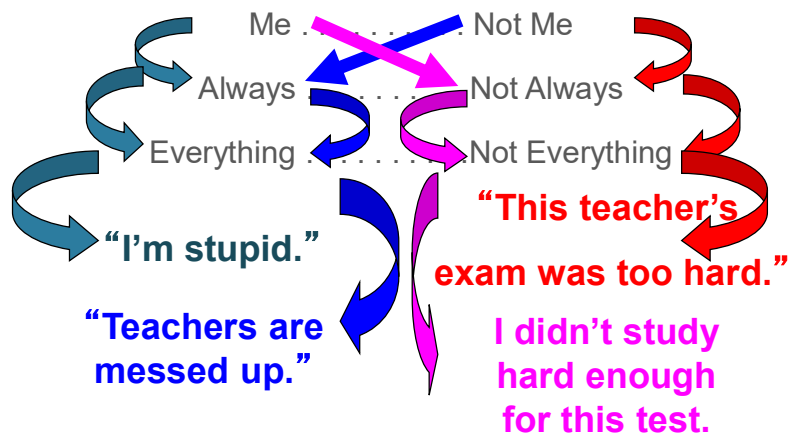
Skill 3 – Flexing Around Your Why? Style

“Why?” Style

- Our thinking style for explaining adversity 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

Beliefs about causes of Adversity



What is your *Why?* Style?

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 |

NOTES:

Why? Style Table Talk

Why? Style, Resilience and Teaming – Here’s how the 4 most common *Why?* Styles can interfere with your own Resilience and with Team Performance:

1. **ME/ALWAYS/EVERYTHING:** The classic Pessimist. If you see a problem as ME (your fault or responsibility), ALWAYS (being around for a long time) and EVERYTHING (bleeding into all areas of your life), you will be unlikely to try to do anything about it. You are likely to feel helpless, hopeless and down.
2. **NOT ME/ALWAYS/EVERYTHING:** Just as above, you will tend to see problems as ALWAYS (permanent) and EVERYTHING (pervasive). But your NOT ME tendency will cause you to instinctively blame other people or circumstances for why the problem is happening. You are not likely to take ownership. You are likely to feel helpless, hopeless and angry or frustrated.
3. **NOT ME/NOT ALWAYS/NOT EVERYTHING:** The classic Optimist. This is just the opposite of #1 above. You will tend to see problems as NOT ME (due to others or circumstances), NOT ALWAYS (temporary), and NOT EVERYTHING (specific to one situation). You may not take action, but you’re not likely to feel badly about it – because it’s not your fault, and even if it were your fault, it’s likely to go away on its own.
4. **ME/NOT ALWAYS/NOT EVERYTHING:** Like #3 above, you will tend to see a problem as temporary and specific, but as a ME thinker, you will see it as something that is within your control, and you are likely to engage and take action. The downside here is that if you’re facing a problem that is more permanent and pervasive, you may waste valuable resources trying to fix it.

At your table, each person should identify their *Why?* Style and how it is either helping or hurting team performance. Then, each person should try to come up with one thing they can do to flex around their *Why?* Style.

NOTES:

Leading Across The “Resilience Gap”

Notes From Group Discussion:

Things I can do to close the Resilience Gap on my team:

Skill 4 – Navigating Non-resilient Icebergs

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

NOTES:

Achievement Icebergs

“Being successful is what matters most.”

“Failure is a sign of weakness.”

“Quitters never win.”

“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.”

Icebergs about Control

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

“I must always be in charge.”

“I must never show my feelings.”

“I can’t handle messy situations.”

“Good things happen to good people, bad things to bad people.”

“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.”

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 Table Talk

1. Referring to the 3 kinds of Icebergs slides (see page 22), choose an Iceberg that challenges you. (Move to the Achievement, Social or Control Table.)

2. How does it affect you at work? At home? What are some of the upsides and downsides?

3. How does your Iceberg help or hurt your productivity?

4. What's one thing you can do, starting today, to navigate around your Iceberg?

Skill 5 – Harnessing Your Positive Emotions

Notes From Group Discussion:

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Common Positive Emotion Radars

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

Positive Emotion Discussion

1. Consider the positive emotions shown on the screen and on the previous page.
2. Choose one that you would like to experience more.

3. In what circumstances do you experience that emotion now?

4. What gets in the way of your experiencing that emotion?

5. How can you experience that positive emotion more fully?

Homework: Practice the S.T.A.R. Technique (see next 2 pages).

How To Experience More Positive Emotion – Practice the S.T.A.R. Technique

BACKGROUND:

For every emotion, whether positive or negative, it's what we think that determines which emotion we feel. It's pretty easy for most of us to pinpoint the negative emotion we're feeling in the moment – Anger, Anxiety, Frustration, Sadness, Embarrassment, Guilt or Shame – and the kind of thinking that caused it. From your Resilience training so far, you probably already know that Emotion Radar is what we call the specific type of thought that leads to each of these emotions. And you may already have a good idea what your "Signature" negative emotion is – the one that gets in your way more than any other and drains your resilience tank, especially when you need your resilience the most. We're good at spotting that Signature Emotion because we've got plenty of experience with it!

We know that spending less time in negative emotion helps to boost our resilience. But what about the positive emotions like Happiness, Love, Pride, Interest, Esteem/Respect, and Contentment? Findings from the field of positive psychology have also shown us that spending more time feeling good can build our resilience resources even faster than spending less time feeling bad.

When we ask people in the workforce which positive emotion they'd like to experience more, the overwhelming response is Contentment. When we ask them why, they tell us that because they spend so much time feeling frustration at work, the idea of feeling contentment and peace is appealing. If you think about it, Contentment is pretty close to being the emotional opposite of Frustration.

Let's take a closer look at this. You may remember that the Emotion Radar for Frustration is Lack of Resources – thinking that you just don't have what you need to accomplish the task at hand. So what's the Emotion Radar for Contentment? It's "I have everything I need."

So, if you'd like to spend more time feeling Contentment, a great place to start is by practicing thinking more about what resources you have at your disposal, and less about what you don't have. With some practice, you can actually learn to start spending more time thinking about what you have, and before you know it, you might find yourself feeling content!

Spending time feeling any positive emotion has lasting positive impact not just on our mood but also on our behavior and on our overall sense of ourselves. When we feel contentment, we tend to savor our current circumstances and to integrate them into other aspects of our lives. In other words, feeling content in one situation will help us feel content more easily in others. So let's practice feeling more Contentment. The great news is that once you learn how to use the S.T.A.R. Technique with this emotion, you can use it to spend more time in any other positive emotion!

Try the S.T.A.R. technique:

S.T.A.R. stands for **SCAN** your thinking, **TUNE INTO** how you're feeling, **APPRECIATE** how things are right now, and **REVEL IN** how much better you're feeling. Here's some more detail for practicing S.T.A.R. to feel more Contentment:

Scan for your Contentment Emotion Radar thoughts: Just like tuning into your thinking to help make sense of feeling Frustration, you need to pay attention and grab onto thoughts like "I'm pretty satisfied with the way things are", and "I've got everything I need right now".

Tune into how you're feeling right now. If you've been able to find a Contentment thought, you should be starting to feel more at peace, more relaxed. Pay attention to all aspects of how you're feeling: Your body, your mind, your thinking, your motivation, your behavior. We're much better at getting stuck in the effects of our negative emotions. It takes practice to hang onto the ways that positive emotions affects us – and there's good reason to do so!

Appreciate just about anyone and anything that you can think of. The power of appreciation and gratitude has been studied more broadly and deeply than just about any other aspect of positivity. The direct impact on feeling Contentment is huge, and it doesn't take much effort to start the ball rolling.

Revel in the good thoughts and feelings that you've tuned into. Remember that our brains continue to flex and adapt. If you can just stay in the zone for 17 seconds, your brain will notice. It takes practice to create these new pathways, but with a bit of effort, the payoff will be lower stress and greater resilience.

TIP: You may find that some negative thoughts and emotions are making it hard for you to find the positive ones. One quick technique for banishing negative thoughts and emotions is to find something positive to look at or to think about. It doesn't have to be specific or detailed. Something as simple as, "Wow, it's so beautiful outside", or "I really like the color of the walls in this room", can be enough to let the light shine on your positive thinking.

NOTES:

Skill 6 – Tapping Into Your Positive Icebergs

Positive Icebergs and your Workplace Philosophy

1. What would you say are your key workplace principles and values? What are some of the core values by which you like to live your work life? These are your Positive Icebergs.

2. Write a Workplace Philosophy that embodies and reflects your Positive Icebergs.

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

4. Review your Workplace Philosophy every day to help keep your day-to-day behaviors aligned with your key workplace principles and values

Skill 7 – Creating Connection

Job Connection Activity

1. Why did you join Dubai Airports?
2. Why this job and not another?
3. Why do you stay at Dubai Airports?
4. Is there anything other than a pay check/benefits that you get from your job?
5. What other Level 2 or Level 3 connections can you make to your job?
6. What gets in the way of higher connection?
7. What is one thing you can do to overcome that?

Supplemental Skills –

Resilient Leadership

Notes from Group Discussion:

[illegible]

Mindfulness

Notes from Group Discussion:

Additional Resources

Please see the Dubai Airports Resilience Resource Page at:

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

On this page you will find:

- A PDF of the entire slide set from your class
- Articles, white papers and case studies relevant to resilience
- Additional exercises to help you practice the resilience skills
- A bibliography of additional reading

We are happy to post additional materials to help you deepen and apply the learning from your class.

Contact dmbecker@adaptivlearning.com