GWYDNWCH

Y Rhwydwaith Gwydnwch yng Nghymru

RESILIENCE

The Network For Resilience In Wales

In the next 40 minutes, we'll look at

- I. What people are dealing with in 2020 on a personal scale
- 2. Reasons to feel challenged
- 3. Differentiating those reasons
- 4. Tips and tactics
- 5. Turning challenges into strategies

You will need:

- The Resilience Bestiary
- A piece of paper
- A pencil
- A bit of elbow room enough for you stand up in safely



This presentation will be available to you after this session

It is fairly rich in strategies

Please feel free to take advantage of anything that appeals to you

And, of course, to discard what doesn't!

RESILIENCE

The Network For Resilience In Wales

I. What we're dealing with

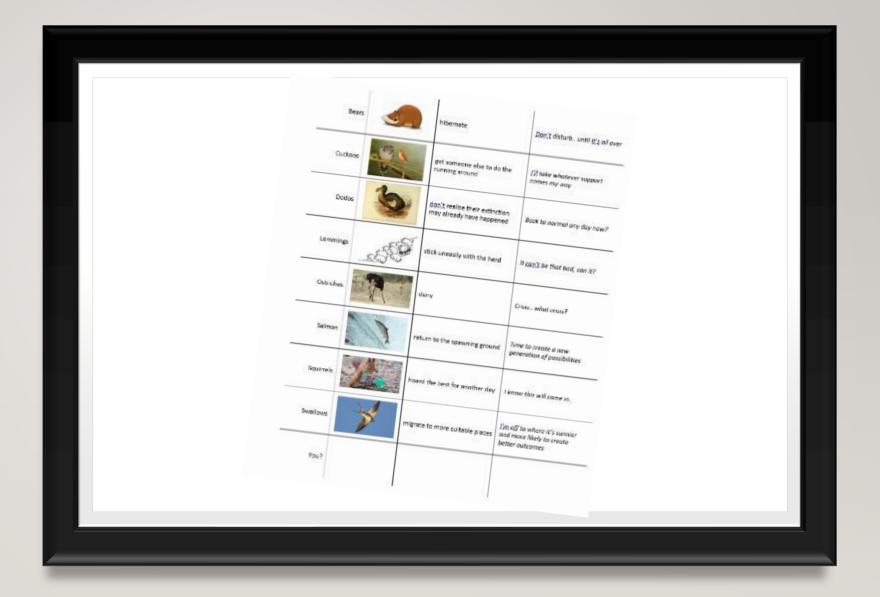
Challenges to resilience A-Z:

- Austerity?
- Brexit Boris?
- Chlorinated chicken?
- Donald, The..?
- Eyesight testing in Barnard Castle?
- F.....? (over to you)

Exercise I

What kind of crisis are you having?

The Resilience Bestiary...



\ A / I I I	Bears	hibernate	<u>Don't</u> disturb until <u>it's</u> all over
What kind of Crisis are you having?	Cuckoos	get someone else to do the running around	['][take whatever support comes my way
Which species do you relate to?	Dodos	don't realise their extinction may already have happened	Back to normal any day now?
	Lemmings	stick uneasily with the herd	It can't be that bad, can it?
	Ostriches	deny	Crisis what crisis?

What kind of Crisis are you having?	Salmon	return to the spawning ground	Time to create a new generation of possibilities
	Squirrels	hoard the best for another day	I know this will come in
Which species do you relate	Swallows	migrate to more suitable places	I'm off to where it's sunnier and more likely to create better outcomes
to?	You?		

Bears	hibernate	Ran't disturb. until it's all ove
Cuckoos	get someone else to do the running around	
Dodos	AQO't realise their extinction may already have happened	I'll take whatever support comes my way
Lemmings	stick uneasily with the herd	Back to normal any day now?
Ostriches	deny	It pap't be that bad, can it? Crisis what crisis?
Salmon	return to the spawning ground Ti	me to creat
Squirrels	oard the best for any	of possibilities
Swallows	trate to more suit.	ow this will come in If to where it's sunnier
You?	better	nore likely to create outcomes

One museum director commented:

"I have nicked the Resilience Bestiary for my Board..

"I have been a squirrel, then a cuckoo and now am morphing into a salmon with a bit of positive swallow.." 2. Reasons to feel challenged

What many of us talk about

Overwork
Mountains of People Stressful interactions
Unrelenting work
No leadership
Poor leadership
No-win decisions
No-win options

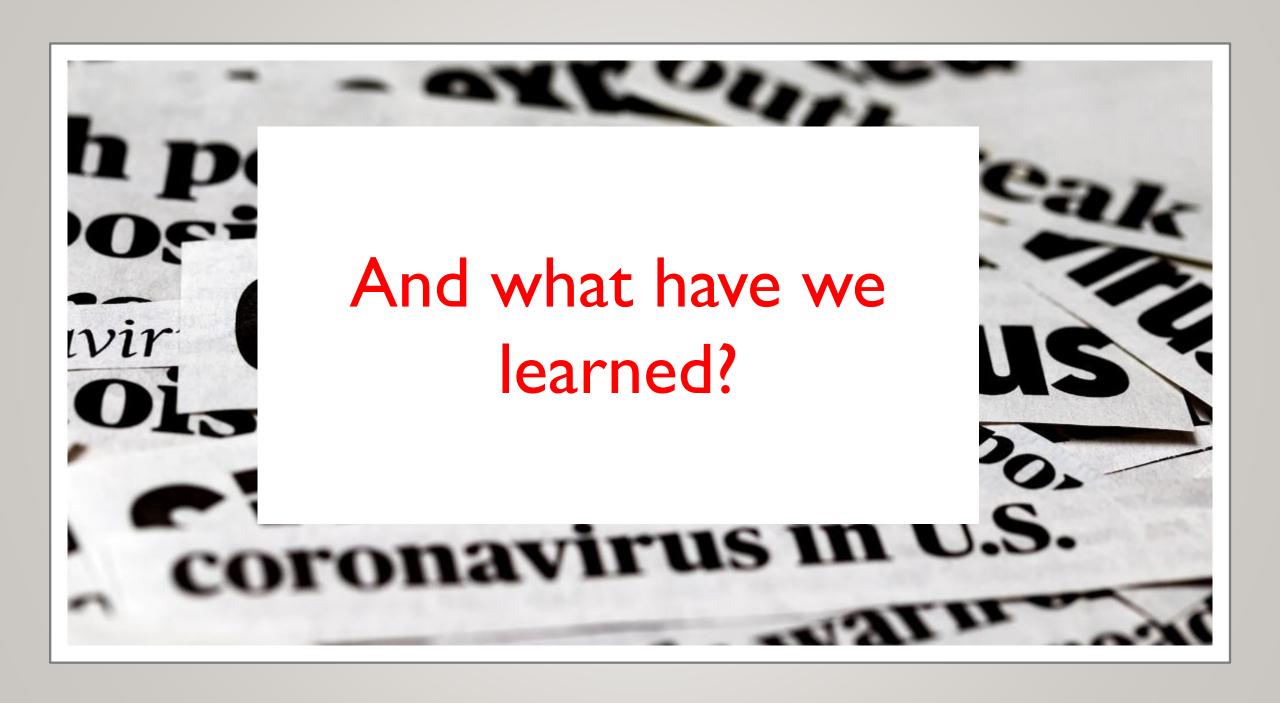
Misaligned objectives

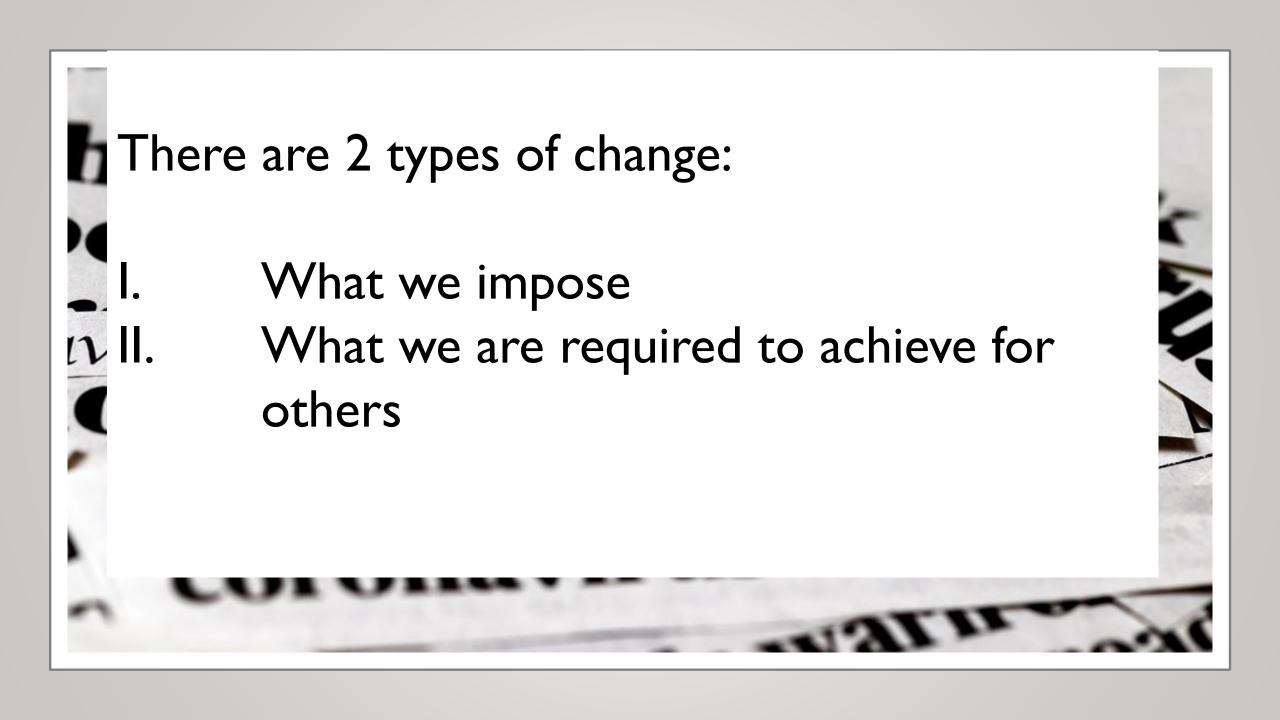
Moving goalposts

Stressed out
People Stressful interactions
Background stress
No annual leave in prospect
Disempowerment
Dwindling
Personal ethics
resources
Moving goalposts

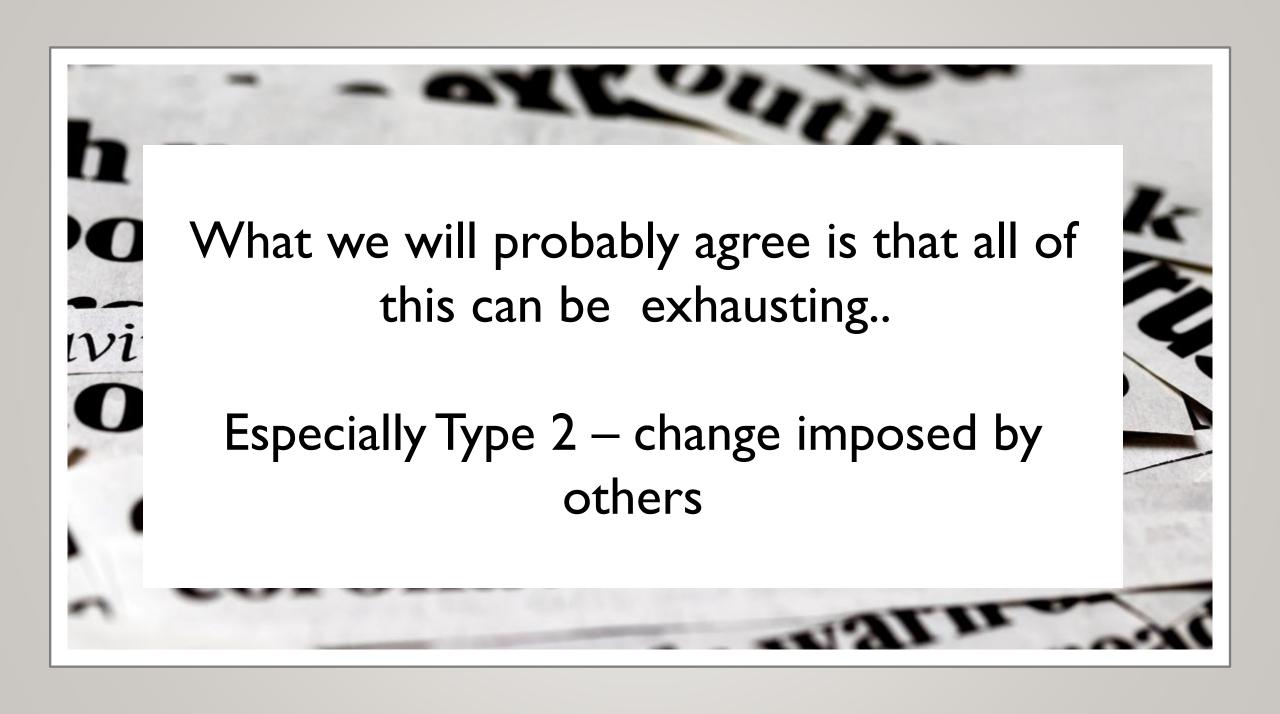
Lack of vision

In particular, we are responding to the crisis





- I. What we impose
 - At least we have the drive to see it through
 - We don't have to ask ourselves why
- II. What we are required to achieve for others
 - Down to us to absorb, interpret, adapt, contort...
 - To galvanise self
 - To galvanise others
 - To 'get it done'
 - Whatever IT is...



Also, we are having to deal with three distinct phases

	Phase	Reality
1.	Before the virus	"That was then" Degree of certainty about purpose and business Forward motion and trajectories
11.	Lockdown	"We are where we are?" No certainty; closure, furlough, skeleton team, skeleton activity, business collapse Building the defences
111.	Re-opening	"Our new possibilities are" Uncharted territory; recovery plans, changed expectations, changed business, anxious audiences, wobbly business plans

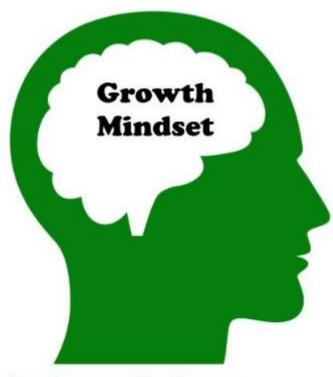
And the same three phases for us personally

	Phase	Reality
I.	Before the virus	Who knew it was a Golden Age?
11.	Lockdown	Never mind the iceberg, keep pumping
111.	Re-opening	Who knows?

And the same three phases for us personally

	Phase	Reality	What helps
I.	Before the virus	Who knew it was a Golden Age?	 List what worked and why Challenge your assumptions Who were your greatest allies
11.	Lockdown	Never mind the iceberg, keep pumping	 Be honest about what's happening Ditch any blame game Be compassionate – esp. with yourself
111.	Re-opening	Who knows?	 Having a growth mindset Inspiring this in others Taking your colleagues with you

What Kind of Mindset Do You Have?



I can learn anything I want to.
When I'm frustrated, I persevere.
I want to challenge myself.
When I fail, I learn.
Tell me I try hard.
If you succeed, I'm inspired.
My effort and attitude determine everything.



I'm either good at it, or I'm not. When I'm frustrated, I give up. I don't like to be challenged. When I fail, I'm no good. Tell me I'm smart. If you succeed, I feel threatened. My abilities determine everything.

Created by: Reid Wilson @wayfaringpath @ \$ 3 Icon from: thenounproject.com



Not often that we have a cultural crisis where if we get it wrong, somebody dies..

This crisis is a real game-changer



I used to work for the







As Art and Design Officer for York Hospital NHS Trust, I discovered:

- I. We saved and lost lives every day
- 2. This notwithstanding, it was NOT a Command and Control culture
- 3. Procedures were available for many things, but
- 4. Team leaders applauded any initiative that could save lives or enhance healing
- 5. They backed initiative and empowered people wherever possible
- 6. In a planning meeting for the design of the new Oncology Unit where all staff (cleaners to consultants) were invited & attended, I heard for the first time..

NOUIASAAOU



None Of Us Is As Smart As All Of Us



ROLE MODELS?

Have you heard the one about



THE POLITICIAN



THE PROJECT MANAGER



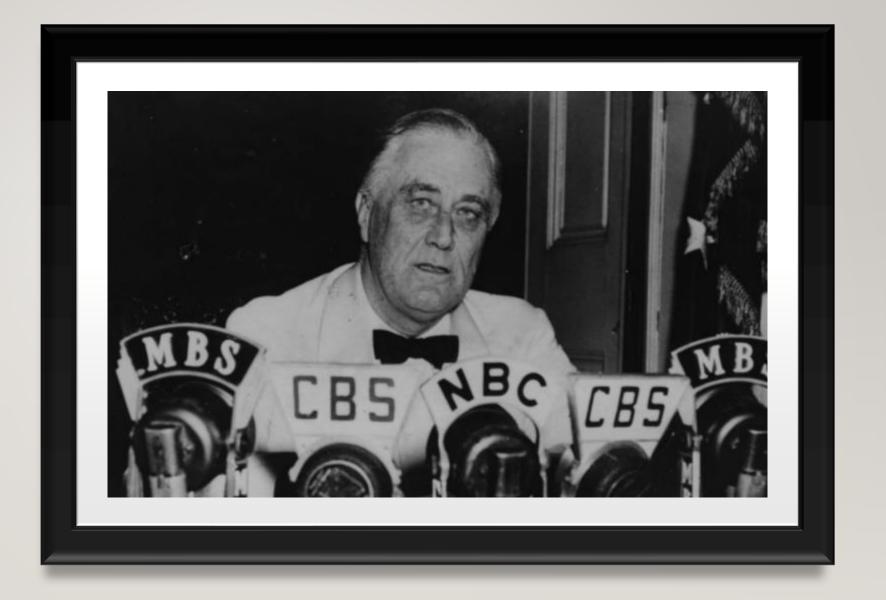
THE ATHLETE



THE RESEARCH ASSISTANT



THE COMEDIAN "We have nothing to fear but fear itself"



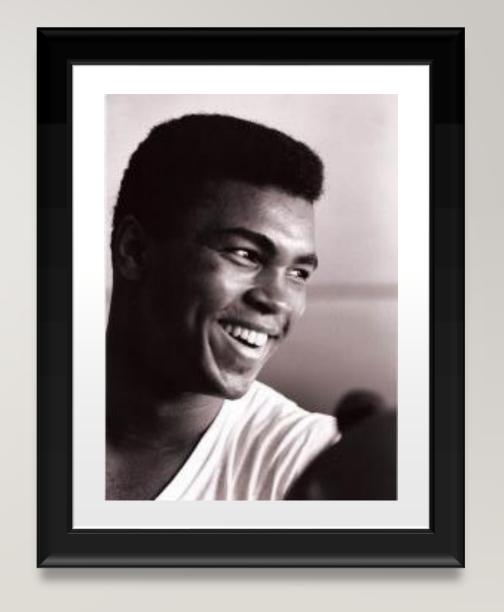
"His smile was worth an army.."



"I said I was the greatest, not the smartest"

A boastful Muhammad Ali with a twinkle of humility in his eye.

Millions were charmed by his easy smile; he had a huge global fanbase and not just because of his boxing



Not aggressive enough?



"One of the criticisms I've faced over the years is that I'm not aggressive enough or assertive enough...

"I refuse to believe that you cannot be both compassionate and strong."

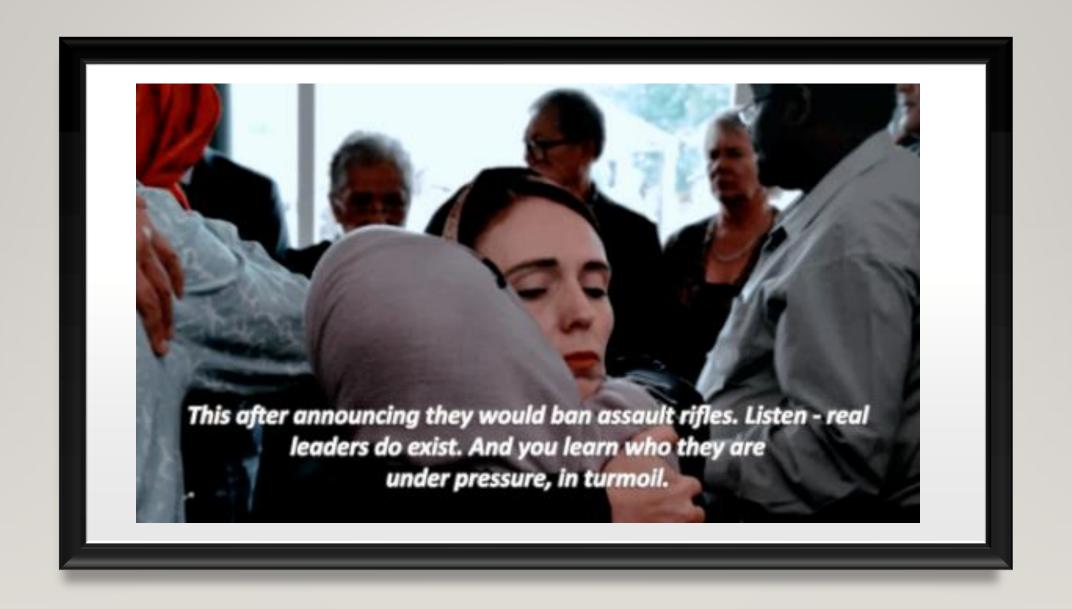


We may wonder how to deal with the COVID19 crisis

Jacinda Ardern has dealt with:

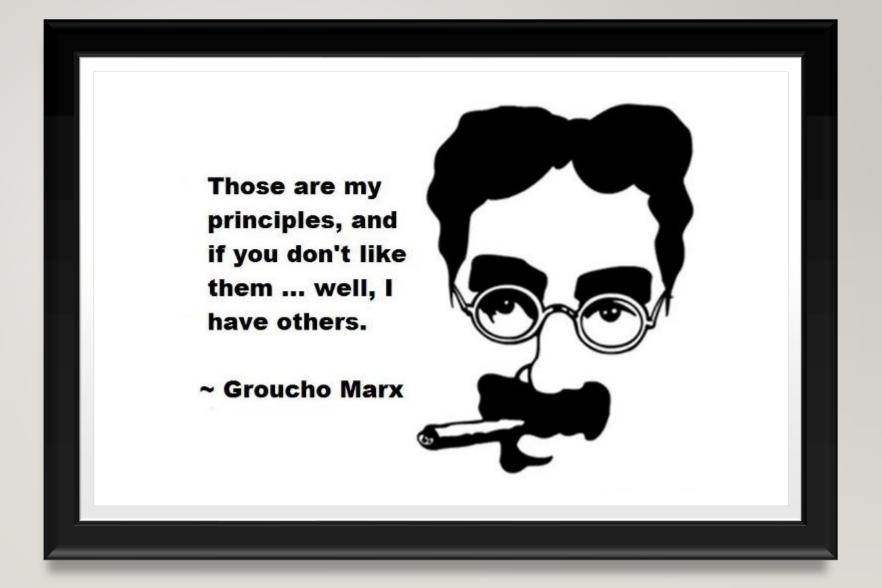
- The aftermath of the worst earthquake in Christchurch's history
- A sectarian mass shooting in the same city
- The banning of firearms
- The threat to her nation of the worst pandemic in living history
- Being called "Cindy"
 (She's only complained about the last)





The only way is ..

Ethics?



3. Differentiating those reasons

We asked 25 museum professionals about their.. ..Personal challenges I don't know how to do this

What CAN we do before re-opening?

I feel out of my depth

What if I fail?

Where can I get help?

We lack the skills we need

I'm knackered

What if I get micromanaged?

Personal challenges

I don't know how to keep people safe

What if my team can't do it?

I don't know what leaders should do here

What if my team rebels?

We're just failing – out of time, resources and opportunity to do different

We're simply not

trained/aware/experienced enough

What if I can't

convince my boss(es)

Let's not waste a good

crisis, eh?

I don't know how to do this

What CAN we do before re-opening?

I feel out of my depth

What if I fail?

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We're just failing – out of time, resources and opportunity to do different

What if I can't convince my boss(es)

We're simply not trained/aware/experienced enough

Let's not waste a good crisis, eh?

Breakdowns

I feel out of my depth

I'm knackered

What if I fail?

Misgivings

I don't know how to do this

I don't know how to keep people safe

Structural issues

We're just failing – out of time, resources and opportunity to do different

What if my team can't do it?

We lack the skills we need

Leadership

What if I can't convince my boss(es)

What if I get micromanaged?

I don't know what leaders should do here

What if my team rebels?

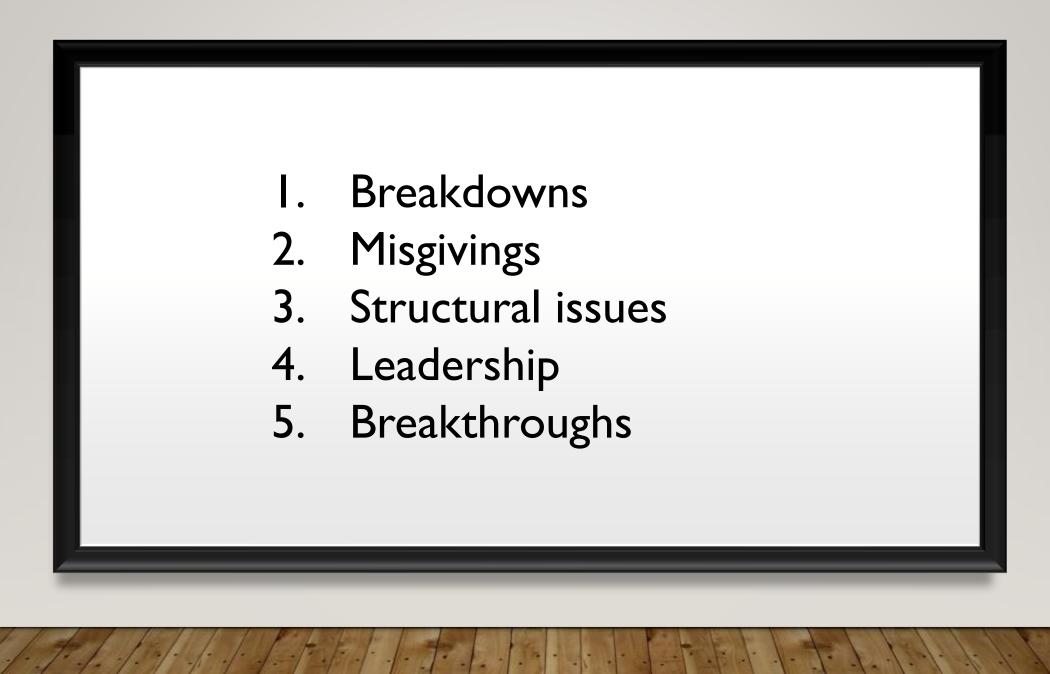
Breakthroughs

We're simply not trained/aware/experienced enough

Where can I get help?

What CAN we do before re-opening?

Let's not waste a good crisis, eh?



I. Breakdowns

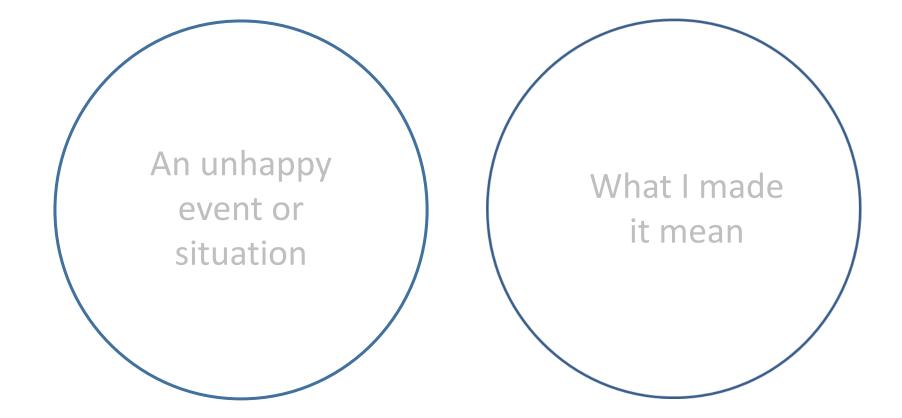
- Take a deep breath
- Phone a friend
- Pour a G & T
- Manage your state



(By the way, this is what in 1981 they thought personal computers would look like for galactic hitchhikers!!)

Managing my state 1 - Unhappiness

Exercise 2



Note that almost ALL unhappiness stems from the second circle

Use it wisely

Challenge it

Spot it

Get comfortable with discomfort

Enable your team's breakthroughs

Doubt

The mainspring of science

Remember that breakdowns lead to breakthroughs

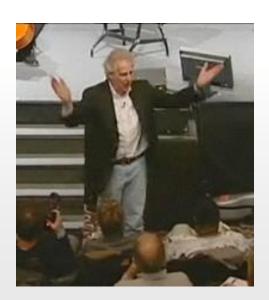
Reframe it

Watch for your *tipping points*

Spot other people's

Exercise 3

2. Misgivings



"When you make a mistake, throw your arms up in the air and exclaim –

How fascinating!!

"This will give you time and space to use your **growth mindset** to appreciate the lesson in the current situation and find possible solutions to the problem"

Ben Zander

3. Structural issues

Can be attended to through repurposing before making irreversible decisions

But not always



4. Leadership

Where to start?

And where to end up..?

(With a lot of humanity in between)

4. Leadership Where we want to be

Actually, it's all about...

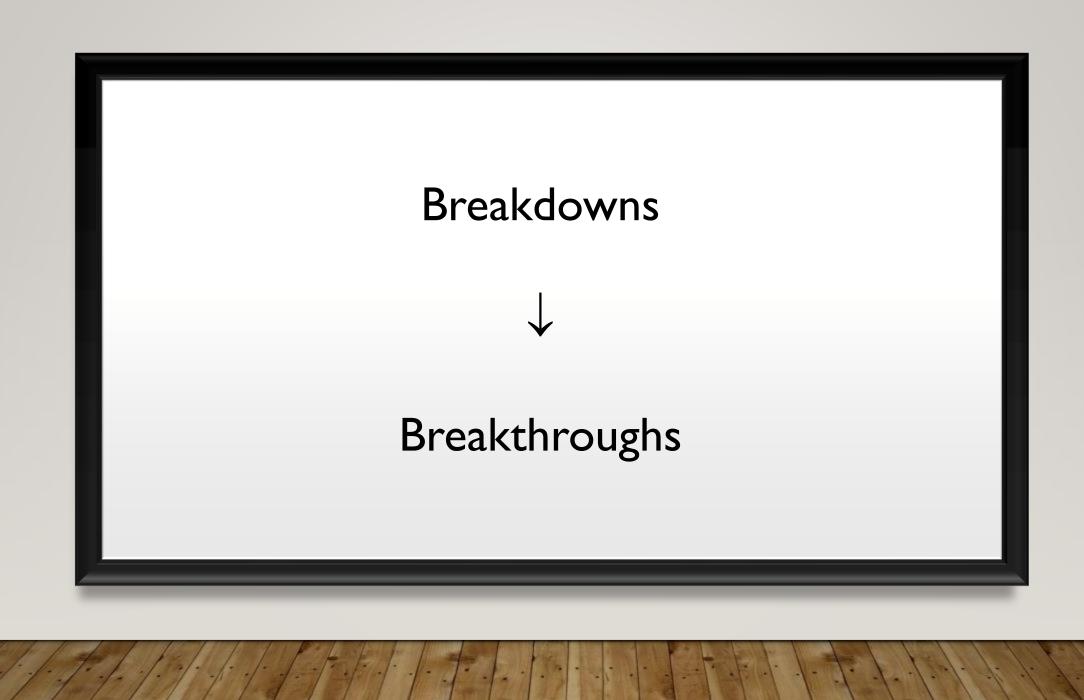
Added Value

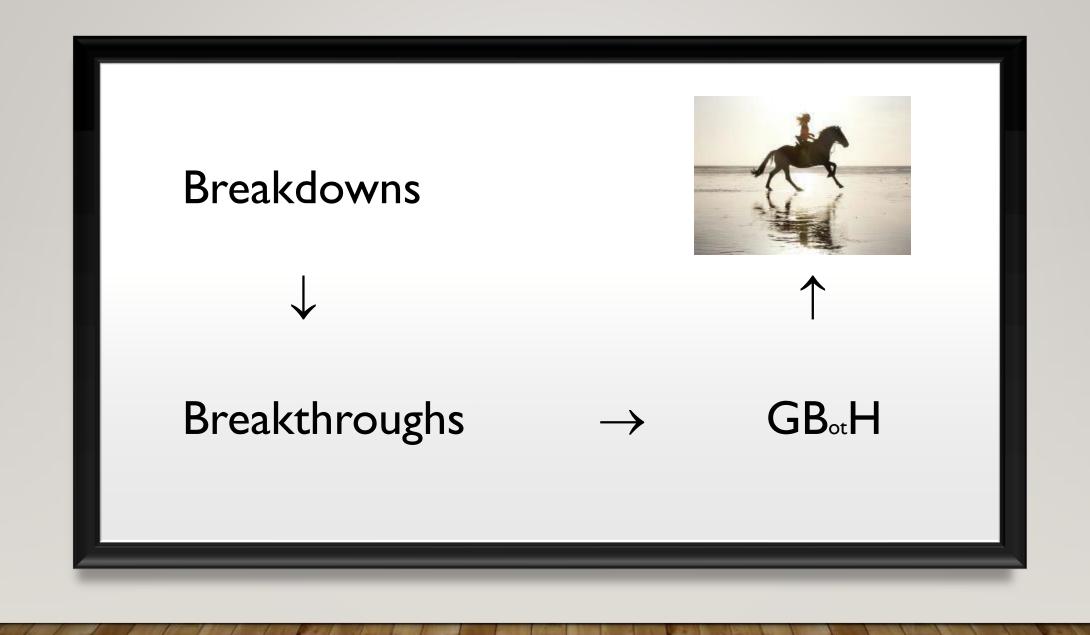
Where we are

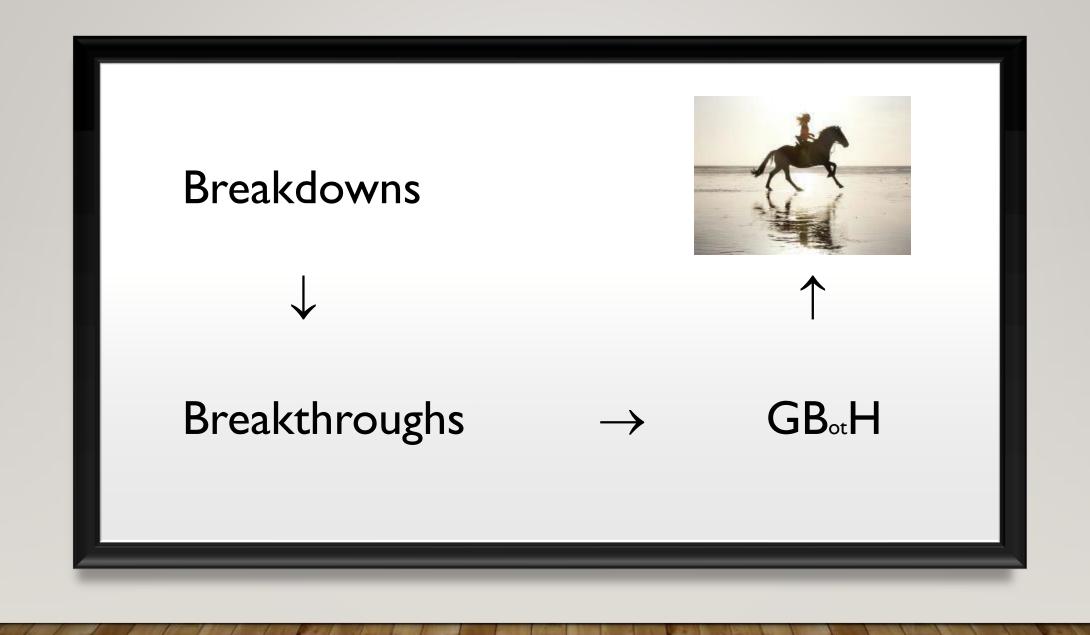
5. Breakthroughs Involve:

- Panic dumping
- Dispensing with knee-jerks
- Honesty
- Risk assessment
- Risk management
- Courage
- Debate
- Sleeping on it
- Compassion
- Listening
- Demonstrating listening
- Asking advice

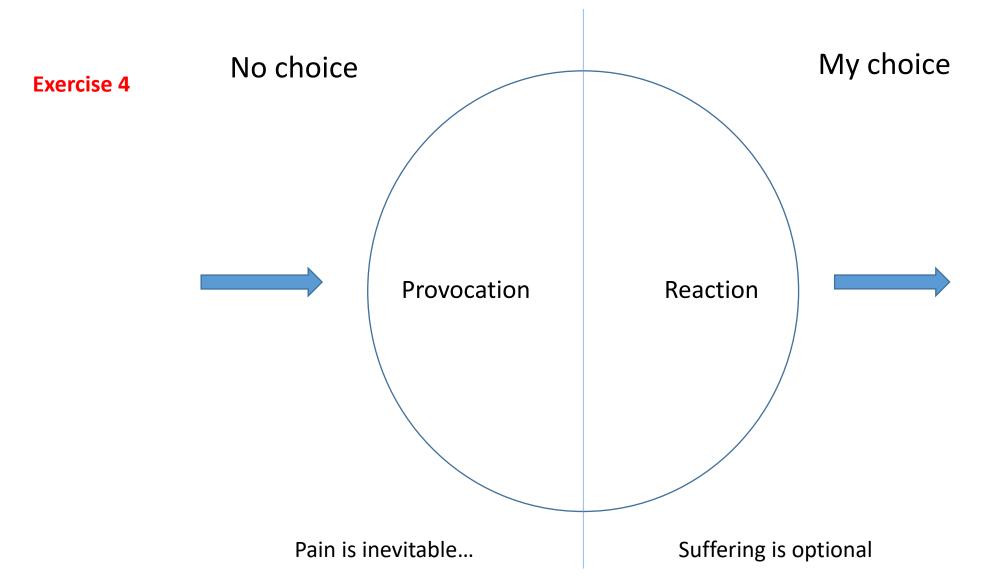
- Taking advice
- Considered opinions
- Proposing options
- Options appraisal
- Teamwork
- Consensus
- Openness to suggestions
- TAKING DECISIONS
 Based on all the above

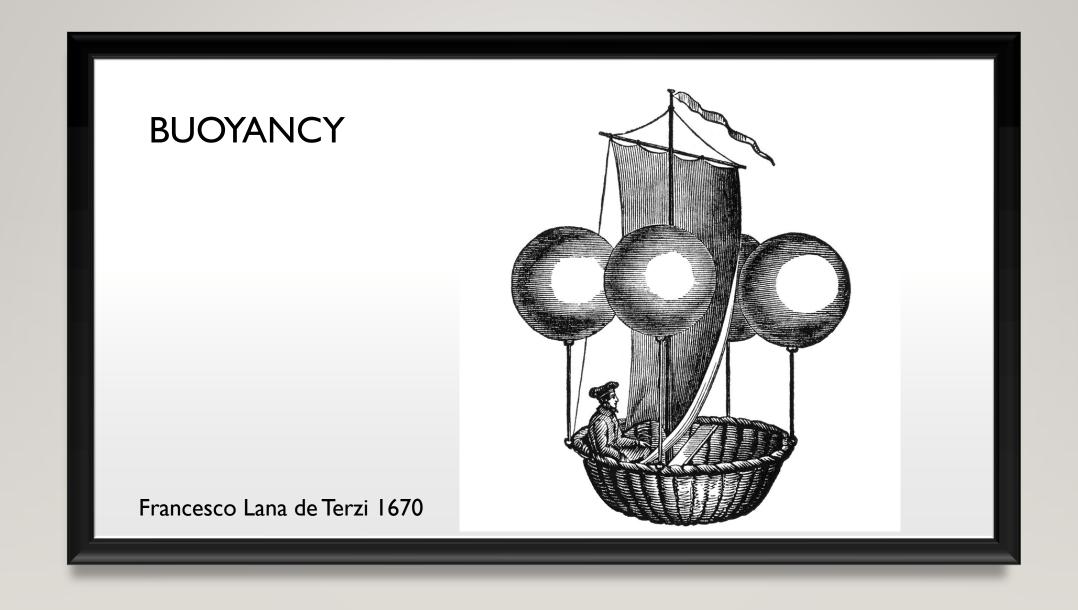


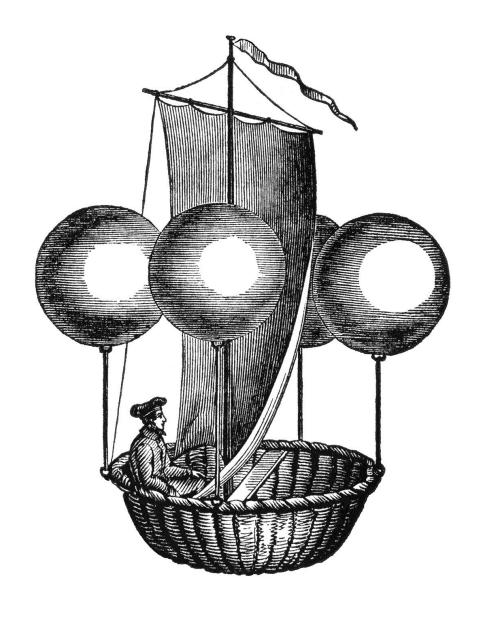




Managing my state 2: Provocation



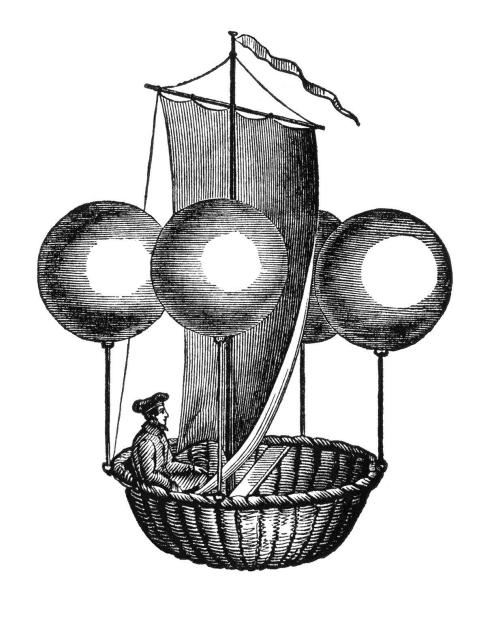




How do YOU balance your buoyancy?

Adding more helium balloons?

.. or shedding some loads?



"God will never allow that such a machine be built...

because everybody realises that no city would be safe from raids...

iron weights, fireballs and bombs could be hurled from a great height".

"Any real change implies the breakup of the world as one has always known it,

the loss of all that gave one an identity, the end of safety.

And at such a moment, unable to see and not daring to imagine what the future will now bring forth, one clings to what one knew, or dreamed that one possessed.

Yet, it is only when someone is able, without bitterness or self-pity, to surrender a dream long possessed that they are set free ..."

— James Baldwin, Nobody Knows My Name



Exercise 5 For psychomorphology

- I. Stand up
- 2. Arms by your sides
- 3. CROSS your arms
- 4. Now cross your arms THE OTHER WAY
- 5. How does it feel?
- 6. Arms by your sides again
- 7. CROSS your arms again
- 8. Which way did you do it this time?
- 9. Habit is immensely powerful
- 10. You CAN change automatic habits but it takes
 - a. an effort,
 - b. active thinking and
 - c. the belief that it's worth that effort







IYADWYHAD, YWAGWYHAG

If You Always Do What You Have Always Done, You Will Always Get What You Have Always Got

Do you have the willpower to do different?

$$\mathcal{X} = f(F/p \times cV)^{Ra}$$

$$\mathcal{X} = \int (F/p \times cV)^{Ra}$$

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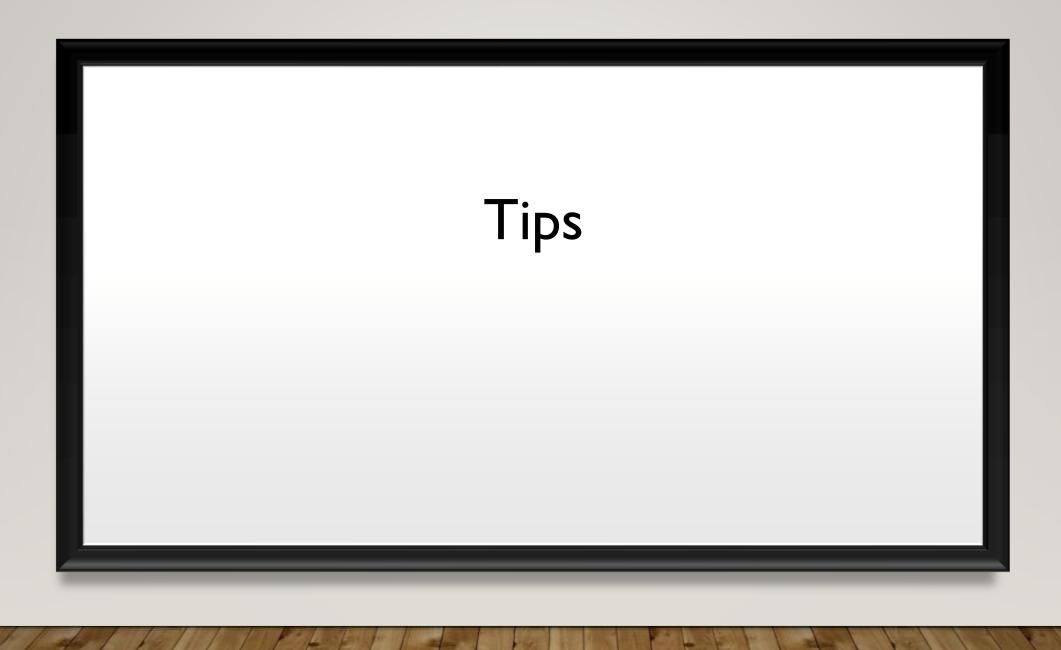
$$\mathcal{X} = f(F/p \times cV)^{Ra}$$

$$\mathcal{X} = f^{(F/p \times cV)^{Ra}}$$

$$\mathcal{X} = \int (F/p \times cV)^{Ra}$$

$$\mathcal{X} = f^{(F/p \times cV)^{Ra}}$$

4. Tips and tactics



3 Tips from Ceredigion with Carrie Canham



Clepite cum superbia! C.Ovidius

Steal them with pride! C.Ovidius

Gafaelwch ynddo efo balchder

Gethyn Lwtr

5. From challenges to strategies

Get energetic:

Life begins just outside the comfort zone

Not by sleeping in..



Get back to regular habits:

Especially with worktime vs non-worktime routines



Take your team with you:

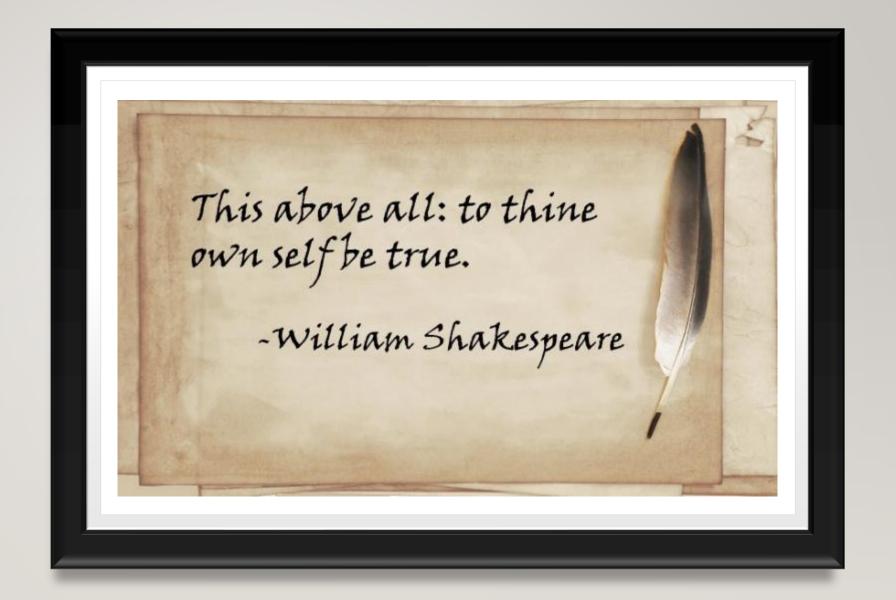
NOUIASAAOU



Values:

..Are you being authentic in your core values still?

Check in with your friends and family..



Reframing:



You may have heard Ben Zander telling the great reframing story about the two shoe salesmen in 19th century South Africa..

The first reported "Disaster.. Nobody wears shoes here.."

The second "HUUUUGE opportunity.. Nobody wears shoes here.."

Self compassion:

Who's looking back at you from the mirror?

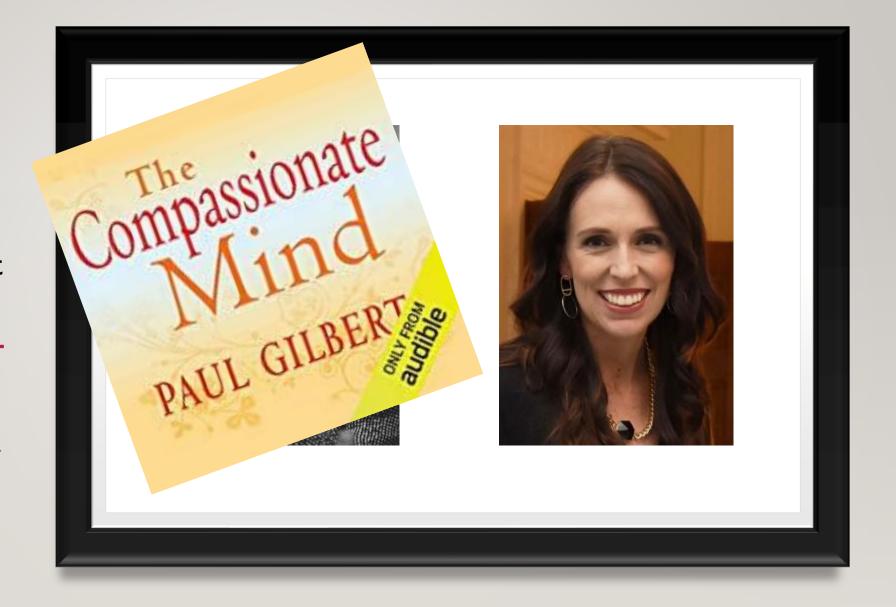
A stroppy Maggie or a compassionate Cindy?



Self compassion:

Who's looking back at you from the mirror?

A stroppy Maggie or a compassionate Cindy?



Staying fit:

Are you watching out for your own wellbeing?

"If you are travelling with a child...

..Put your oxygen mask on first."

(After all, you are no use to others if you're unconscious)



Tough love:

The egg timer and the notebook

6 steps:

- I. Get out your notebook crank the timer to 3 minutes
- 2. Say "I'm listening.. You have three minutes.."
- 3. Record the key points
- 4. Feed it back .. "You said.. and.. and.."
- 5. Get agreement as to accuracy then say
- 6. "Very good.. Now let's get back to work; you have a job to do.."





Get comfortable with discomfort:

It's the 'new normal' after all



Get Strategic:

Make a plan.. even if it has to change; and if you can't plan for 2021, plan for 2030

If you don't have a strategy, that is the strategy



The TEBI model for managing stress

Effective Thinking:

How to manage stress..

https://www.youtube.com/watch?v=VvE-VmoIAGE

Why we get tired through how we think

Your mind operates in two systems:

I subconsciously;

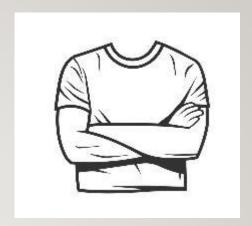
2 consciously

You cross your arms in System I – without really thinking about it

You cross your arms the 'wrong way' by using system 2 – by having to think about it

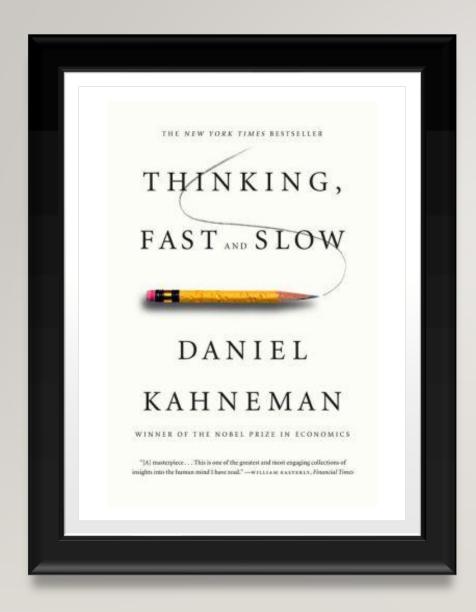
It takes effort, time and a bit of new dexterity

This is often the case with change









Understanding why we get exhausted..

System 2 is tiring and uses 25% of your body's available energy

How we shift between system I and system 2 thinking has a profound impact on daily life and on how we deploy strategy

If in doubt...



16OtherTips...

- I. Revert to your organizational purpose
- 2. Revisit your personal purpose
- 3. Focus on the big picture
- 4. Be sure of your messages
- 5. Know the numbers
- 6. Enable resilience to become a business habit
- 7. Be stoical
- 8. Be compassionate; it's not about command and control
- 9. Sing in a choir and/or dance in a troupe
- 10. Avoid being overwhelmed by social media
- II. Avoid double booking your precious time
- 12. Get a support group & get into at least two WhatsApp groups
- 13. Take a break.. Better still, book a holiday
- 14. Be playful; enable levity
- 15. Be a salmon..
- 16. Create those new possibilities that will touch, move and inspire

Exercise 6 For psycho-kinetic reinforcement...

- I. Stand up
- 2. Smile
- 3. Hands together shoulder height
- 4. Clap for 5 seconds
- 5. Whoop and clap 5 more seconds
- 6. Sit down





For more information and/or explanation

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