

# VAN Satellite 2019

## Session summary

### Session: Creating scalable leaders

**Speaker: Luke Ross, Social Intelligence**

*69% of employees say work is a significant source of stress*

#### What is resilience?

Resilience is your capacity to adapt to change, adversity and stressors in a way that not only allows you to bounce back, but also to grow and improve from the experience. You can learn and decide to be resilient. Your happiness 'set point' comes: 50% from genetics, 10% from life circumstances, 40% from how you think and act.

So, it's a choice. You can rail against the light or accept it and move on. Resilience is also situational: you may be resilient at work, but not at home.

Being resilient is about looking at adversity and seeing the opportunity. If you view stress as bad, it will damage you. If your mindset is "stress is good and helps me perform", you will actually stop stress having a negative impact. If you blame others, you will harm yourself.

#### Why is it important?

Resilient people have higher levels of productivity, effectiveness and engagement. Resilient individuals earn more and produce more. They can't wait to get to work. Whether or not an organisation is resilient depends on the resilience behaviours of its leaders and their willingness to call out people when they are not demonstrating resilient thinking (e.g. the entitlement mindset!).

#### What makes you, your team and your clients resilient?

<b>Filter</b>	How you filter information and interpret the world	<ul style="list-style-type: none"> <li>• <b>Personal responsibility</b> – How you view your successes and failures. If you own, not only what you're good at, but also what you're not good at, you'll be more successful.</li> <li>• <b>Realistic optimism</b> – You're confident but have contingency plans.</li> <li>• <b>Personal beliefs</b> – You hold strong personal values.</li> </ul>
<b>Act</b>	How you handle challenges	<ul style="list-style-type: none"> <li>• <b>Self-assurance</b> – You're confident you can deal with challenges.</li> <li>• <b>Self-composure</b> – You maintain calm, focus and commitment in challenging situations.</li> <li>• <b>Goal orientation</b> – You set appropriate micro-goals, regulate themselves, evaluate progress.</li> </ul>
<b>Interact</b>	How you communicate to and connect with others	<ul style="list-style-type: none"> <li>• <b>Courageous communication</b> – You are candid, open, honest. You share ideas and ask questions. You're not afraid to engage in difficult conversations.</li> <li>• <b>Social support</b> – You have at least a few people you can confide in, share your feelings and discuss important matters.</li> </ul>

## What holds us back from being resilient?

Our primitive emotional brain is programmed to view any situation as dangerous, so we see threats where none exist – and we fail to see opportunity in adversity. This ‘negativity bias’ keeps us from being resilient. We need to stop that negative thinking in its tracks. Rather than ignoring, rejecting, denying or resenting change, we need to alter our thinking. Change = Gain. Stress = Gain.

### Common workplace amygdala triggers

In the workplace, flight or fight response can be triggered by:

- Lack of respect – Unfair treatment – Underappreciated (males more than females)
- Not included – Unrealistic deadlines – Not heard (females more than males)

Be mindful of your own triggers and those of your team and your clients.

### 2 STRATEGIES TO IMPROVE RESILIENCE

**Use the CAB/CAR strategy to enhance resilience** – move from the CAB to the CAR

**Challenge. Automatic thinking. Behaviour and emotion** – sit in the back seat, not in control

**Challenge. Active thinking. Realistic Response** – sit in the front seat, in control

This strategy helps you to examine subconscious, recurrent thought patterns that can sabotage your progress in the face of adversity. When you can identify these thoughts and correct them, you can configure your mind to deal optimally with challenges. It’s OK to get in the CAB, but don’t sit in there for too long. TIP: Emotions are contagious. If you see the automatic thinking listed below, call it out and challenge people to change their thinking:

- Giving greater weight to the worst possible outcome
- Being unrealistically positive
- Assuming the worst without evidence
- Blaming yourself for things that aren’t your fault
- Giving yourself a negative label
- Blaming others
- Magnifying the negative and minimizing the negative
- Thinking that isolated negative events apply to your entire life

<b>Automatic thinking examples</b>	<i>I should have managed that better... Why didn't I... If only they... They always... This is not how it was... I wish I could</i>
<b>Active thinking examples</b>	<i>What can I learn from it? What can I do next time? What can I improve on? He will calm down. Sometimes this happens. This is an opportunity to...</i>

### Use visualisation to mentally rehearse changing your response

You can’t stop the trigger being pulled, but you can respond differently to the trigger. Relationships are like systems, if you change your inputs you change the nature of your outputs. It’s in your power to decide not to respond in the way you normally would. Mentally rehearse a better outcome. Close your eyes and imagine the trigger being pulled. Now imagine yourself not responding. Next time, you’ll handle that situation in a more resilient manner.

*“The best way to counteract an entitlement mindset is to encourage your team to practice **gratitude**.”*

*Luke Ross has spent most of his working career employed by large global organisations, most recently as the Capability Development Director for GE Capital and GE’s Global Growth Organisation. Luke is a Registered Psychologist with 22 years’ experience as an Army Psychologist (Captain) with overseas experience supporting the ADF on operations.*