



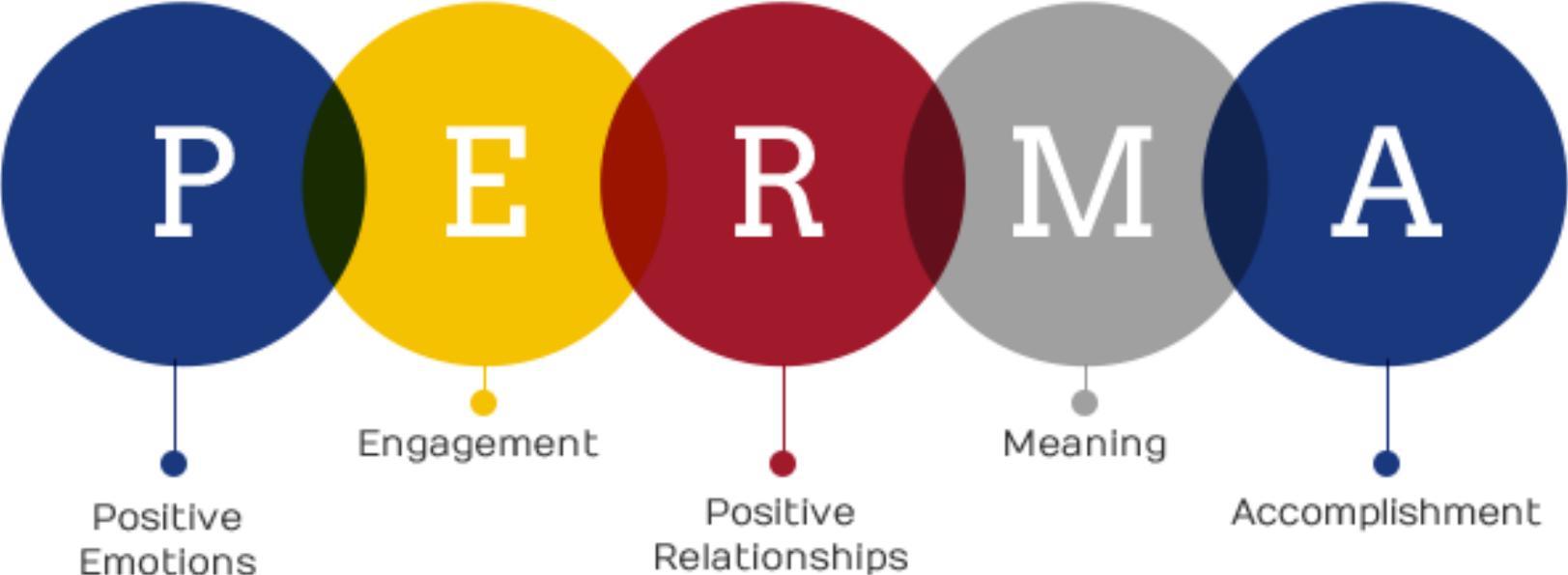
Bailey & French.

Building Resilience for NHS Leaders

Today's Session

- Exploring what we can do to support ourselves and others to remain resilient in the face of challenges.
- Using a positive psychology approach, focusing on what helps people to be at their best, we will explore the PERMA model of wellbeing.
- We will share the latest research relating to each of the five pillars of the PERMA model, as well as practical hints and tips for boosting resilience and wellbeing.

The PERMA Model



Cultivating Positive Emotions

Positive emotions = Resilience
Creativity
Problem solving
Improved
mental and
physical health

**Barbara
Fredrickson**
Broaden and Build Theory



Pick out 3 positive emotions that you want you and your team to experience more...

A word cloud of positive emotions. The words are arranged in a roughly circular pattern, with some larger than others. The colors used are green, blue, red, and purple. The words include: joy, proud, serene, excited, grateful, happy, loyal, pleased, ecstatic, interested, inspired, cheerful, helpful, loved, satisfied, respected, secure, invigorated, passionate, courageous, alert, awake, centred, wise, motivated, gracious, noble, thrilled, strong, redeemed, lucky, fulfilled, amused, entertained, exuberant, understood, liberated, enthusiastic, blessed, blissful.

Proud

- I'll suggest that in our Friday check in, we all share one proud achievement from the week
- I'll set myself small goals during and outside of work that relate to my values

Calm

- I'll practice noticing and 'labelling' my emotions at certain times throughout the day
- I'll spend a minute focusing on my breathing before I start my day

Connected

- I'll connect with someone outside of my direct team and ask them if there's anything I can support with
- I'll buddy up with one of my team and have three check ins throughout the working day

Increasing Engagement

Engagement...

... is being fully absorbed and immersed in an activity.

... is vitally important for our wellbeing and success as a team.

... can be found in our work, hobbies and social interactions.

... is more easily achieved when we know our individual and team strengths.

What are the benefits of playing to strengths?

- + More energy
- + Enjoyment of work
- + Better health
- + Live longer

Developing our strengths helps us be **agile** and **adapt to change**.

People who use their strengths every day are **less stressed** and **depressed**.

Simply learning personal strengths makes team members **7.8% more productive** – having strengths conversations enhances motivation.

More likely to get into **'flow states'** when using our strengths.

Engagement & Strengths



Cooperative?

Playful?

Strategic?



Creative?

Determined?

Empathetic?

What do you do well?

What do you love doing?

What's easy and natural for you that others find difficult?

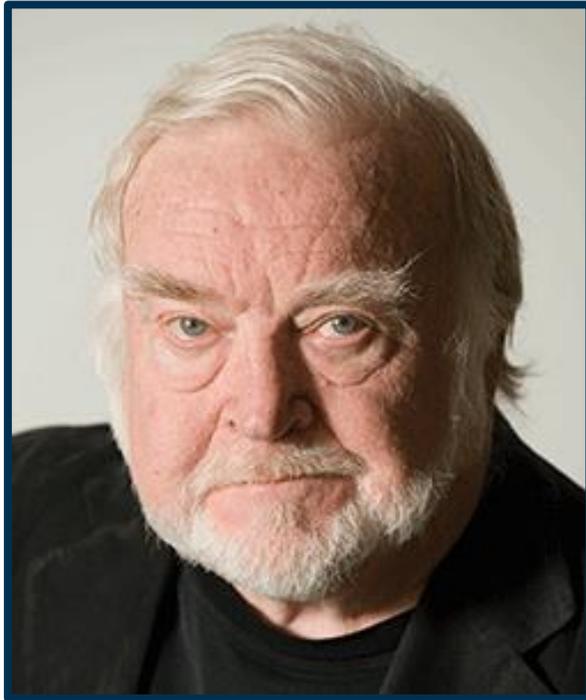
Focused?

Analytical?

0	\$ 20	
0.00	\$ 1,500.	
0.00	\$ 50.0	
100.00	\$ 300.00	
500.00	\$ 500.00	
2,370.00	\$ 2,550.00	\$

Rigorous?

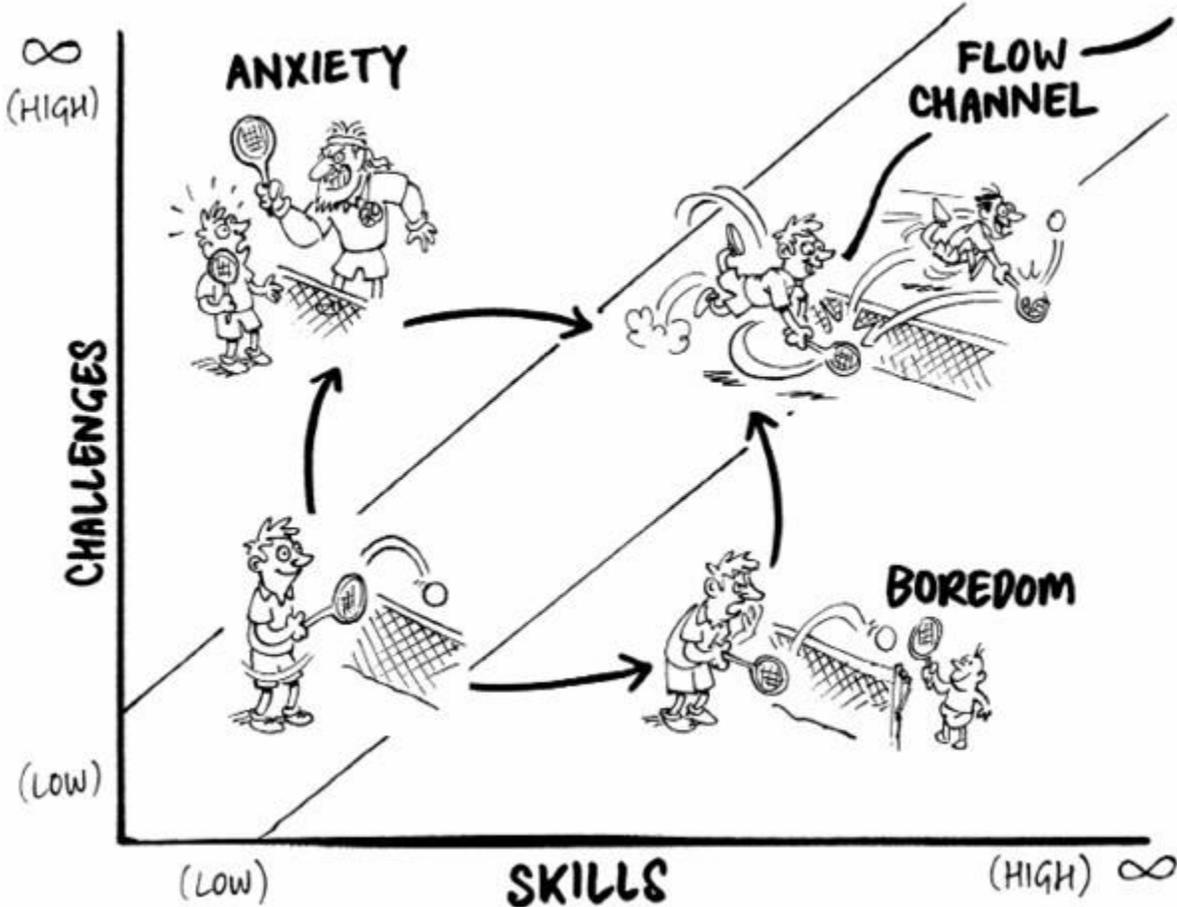
What is Flow?



“...the state in which people are so involved in an activity that nothing else seems to matter...”

(Csikszentmihalyi, 1990)

The Flow Channel



Developing Relationships



Increased physical health and wellbeing



Improved engagement with tasks and morale



Increased enjoyment of and commitment to our work



Increased team effectiveness and resilience

Building High Quality Connections (HQC)

- Focused on positive, short-term work interactions
- Helps us build relationships quickly for swift collaboration
- Helps us develop longer-term, resilient relationships
- Contributes to individual flourishing and team and organisational effectiveness



How can we build HQCs?

- There are three key routes to building to high quality connections

1) Mutual Trust

- Self-disclosure

2) Respectful engagement

- Active constructive responding

3) Task enabling

- Support others to perform at their best
- Role of coaching

Trust (and Self-Disclosure)

What am I finding difficult at work at the moment?

What am I feeling hopeful about?

Remember Ground Rules:

- Contribute to a safe, respectful space
- Confidentiality
- Nobody is pressured to speak/participate

Respectful Engagement (and Active Constructive Responding)

	Constructive	Destructive
Active	Authentic interest, elaborates; person feels validated	Dismissive, squashes the event; person feels embarrassed, angry
Passive	Understated support; person feels unimportant, embarrassed	Ignores the news; person feels confused, disappointed

Case study: Richard



Richard's sister has just given birth to twin daughters and he's very excited!

When he told his manager, she looked up from her work for a couple of seconds and said: "Okay, and I need to talk to you about...".

She didn't ask any questions and showed no emotion.

Active Constructive?

Active Destructive?

Passive Constructive?

Passive Destructive?

**Active
Constructive**

“That’s brilliant news – congratulations Richard! How’s your sister doing? Is this your first time as an uncle? You should celebrate!”

**Passive
Constructive**

“That’s great – congratulations Richard”

**Active
Destructive**

“Really? It’s a dangerous time to be bringing children into the world. I suppose that’s something new for you to worry about!”

**Passive
Destructive**

“Okay, and I need to talk to you about....”

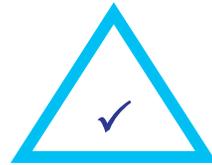
Task Enabling



Teaching – offering information, guidance or advice



Designing – allocating tasks in line with strengths



Advocating – helping people progress through an organisation



Accommodating – adjusting content or processes to help people



Nurturing – supporting and encouraging people's development

Creating Meaning

**Meaning &
Purpose =**

- + More happiness
- + More feeling of control
- + More success

- Less stress
- Less anxiety
- Less depression

**But searching for meaning can
diminish our wellbeing**

Connecting Role and Purpose

“harassing people for money”



“changing lives for students”



‘Getting high performance from my team so clients are satisfied.’



Is it...

Motivating?

Ambitious?

Personalised?

Succinct?

Accurate?

“We answer every question and give peace of mind.”

“Clearing the path and leading the way.”

“Inspiring my team to be (and achieve) their best.”

Attitude of Appreciation

- Enjoy the little things
 - Savour mindfully
- Celebrate small achievements
 - Appreciating others

Growth vs. Fixed Mindset



People with a **growth mindset** believe that our abilities, strengths and intelligence are developable throughout our lives.

Developing a Growth Mindset

Recognise our mindset voices – fixed and growth.

Recognise we have a choice – choose the growth mindset.

Talk back to our fixed mindset – have that internal dialogue.

Embrace our imperfections.

Take action wisely – step out of our comfort zones into areas of strength, not weakness.

Seek feedback.

ABCDE Model

A – Activating Event or adversity

B – Beliefs (*negative & positive*)

C – Consequences

D – Debate/Dispute

E – Energisation

ABCDE Model Example

A – Adversity

Lots of tasks to do.

B - Belief

I'm not able to cope with this.

C - Consequences

Anxious. Poor performance. Damaged relationships. Quitting.

D – Debate/Dispute

Do I need to do all of these things? Are other people feeling the same?

E – Energisation

I feel confident enough to open up a conversation with colleague X about this so we can find solutions together.



Specific.



Measurable.



Achievable.



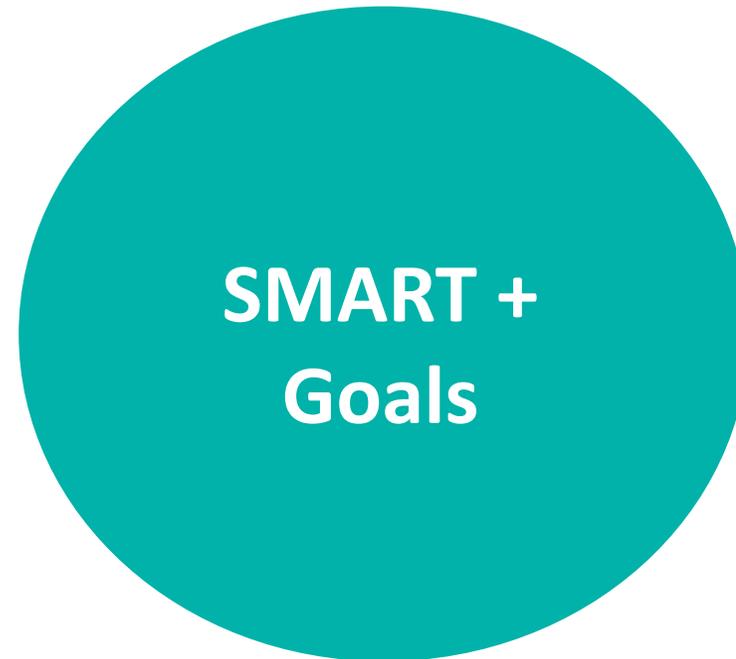
Relevant.



Time-bound.



+ Positive & Challenging.



I will have more 121s



I will have a conversation about PERMA with every member of my team by the end of the year, leading to action(s) for each that will positively impact our wellbeing and performance.



Specific.



Measurable.



Achievable.



Relevant.

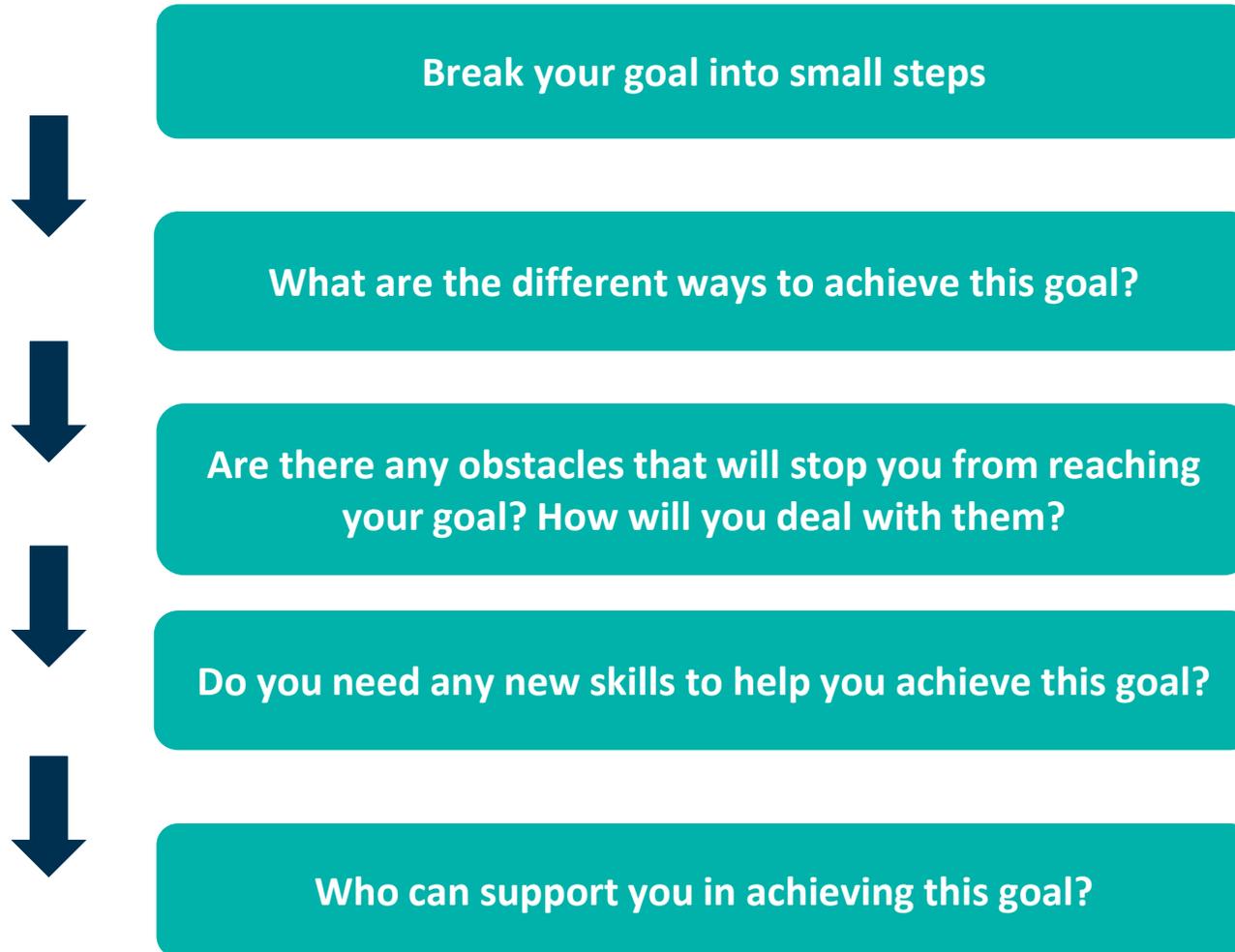


Timed



Positive & Challenging.

Developing Pathways Towards your Goal





Actions?



Thank You

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