

## Programmes for Resilience:

- **Strengthening Personal Resilience**
- **The Leader and Manager's Role in Resilience**
- **Strengthening Team Resilience**
- **Organisational Resilience**

### **Programmes for Resilience developed by:**

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## Strengthening Personal resilience

Many define personal resilience as 'bouncing back' from a challenging event or 'coping with' everyday challenges.

Our definition is to rise up to and overcome potentially stressful challenges without experiencing any stress in the process. Resilience is a struggle to maintain concentration and mental control.

To be able to do this you have to remain in mental control of yourself during an event, have a positive attitude, be motivated and have the energy to overcome the event, and to access, mentally, a range of options for dealing with the event.

We deal with active personal resilience. There is passive personal resilience, which is when you experience an event, and instead of rising up to it and overcoming it with positive actions, you effectively hibernate from the event, hoping it will pass you by, and you later emerge, hoping to be unscathed. Sometimes, active personal resilience can adopt this approach, but in those circumstances, hibernating is effectively waiting until the time is right, and you have sufficient energy, to rise up and confront the event.

Every event takes place within a context. Every challenging event is assessed by you in the context in which the event happens, and, also, in a wider cultural environment. If you work in a toxic environment and someone bullies you, you may decide that it is unsafe for you to rise up to and confront the bullying, so you adopt passive resilience. On the other hand, if you are working in a positive cultural environment, you may regard the bullying as unusual, and decide to rise up to the bully and tackle the behaviour, knowing your actions will be supported and you'll remain psychologically safe.

Personal resilience only goes so far. It isn't the answer to constant excess demands over time available, for example. This is a mathematical problem, not a psychological one. The psychological contribution to this problem is to help you arrange the tasks to be performed in a manner than helps you cope with them, so that you feel a sense of achievement and success. Feeling a success is feeling a reward, and we are all driven on to the next task by a feeling of reward for the last task, and the anticipation of feeling successful when the next task is completed.

### Personal Resilience programme

Our personal resilience programme is designed to strengthen you as a person, and to provide some techniques for dealing with chaos and problem solving, as well as strengthening relationships.

The programme contains 8 elements – self-awareness, vision, determination, confidence, organisation, problem solving, interaction and relationships.

## Resilience Assessment Questionnaire (RAW 40)

This provides information of your vulnerability to certain types of events and is directly linked to the programme. The questionnaire doesn't tell you that you are resilient, as each event is different and depends on the context it occurs within, and your attitude towards it. But it does tell you which elements require strengthening.

## Personal Values Questionnaire

This questionnaire helps you work out what your personal values are. This is important because values are our drivers, and the things that are important to us. They explain many things about us that may seem strange to others!

## Programme delivery options

### Workshops

We provide workshops of varying lengths depending on available time.

Time is clearly an important factor in changing behaviour and habits, so regardless of duration of a workshop you need to repeat the exercises several times over an elapsed period for you to change your behaviour.

#### Raising awareness workshops

These are between 1 and 3 hour presentations with brief exercises and minimal feedback.

Each is accompanied by a workbook or Guide to Personal Resilience which contain many exercises for completion in your own time.

#### Tips to strengthen personal resilience

We have put together some tips on strengthening personal resilience.

#### Learning workshops

These workshops last 6 hours and provide an opportunity to complete several exercises and to receive feedback. In these workshops participants have the benefit of engaging with each other and learning from their experiences as well.

### Masterclass workshop

This is provided to those who want to have a deeper understanding of the psychology behind the programme as well as receiving the programme itself. The duration is normally 12 hours over two elapsed days.

### Bite sized events

As a follow-up to the main programme we provide 1 hour bite sized sessions that go into greater depth on each element of the main programme. This provides a refresher for participants as well as acting as a 'clinic' to discuss the experience of participants, and support for those who may be struggling.

### Coaching

We provide coaching for individuals to strengthen their personal resilience

## eLearning programme

Our eLearning programme is available. It has the benefit of being accessible at any time, and you are able to repeat the programme several times.

It is a comprehensive programme, based on the 6 hour learning workshop, and has several exercises for completion, as well as the RAQ 40.

This is a blended learning programme, so you are provided with a workbook in which are exercises to be completed.

## Guide to Personal Resilience

[Derek Mowbray's Guide to Personal Resilience](#) contains the RAQ 40 as well as over 20 exercises to be completed in your own time.

The Guide has the benefit of being comprehensive, and you are able to access it at any time and repeat the exercises to reinforce any changes to your behaviour and habits.

## Train the Trainer programme

This is provided to those in organisations who wish to deliver the Personal Resilience programme under licence.

# The leader and manager's role in resilience

There are two roles:

- a) Help your team(s) strengthen their personal resilience and team resilience using our programmes, and
- b) Prevent the need for people to call on their personal resilience by creating and sustaining the workplace as a fabulous and high performing place to work that substitutes the adverse events with positive and supporting actions and culture.

The coathook on which these programmes are hung is to facilitate individual ability to concentrate for periods that enable the successful completion of tasks. This is sustained only in positive working environments where individuals feel psychologically safe and well. Any other environment places individuals at risk, as well as the recipients of their actions.

This section is about preventing the need for people to call on their personal resilience.

Our approach to creating a positive working environment is to apply several features that have their origin in our development work with leaders and organisations. They are

- The transformation of managers into leaders, as most organisations aren't led, they are managed. People need leaders; processes need managers. Therefore, to create a positive culture requires leaders who understand people and have the ability and capability to deal with uncertainty.
- The development of leaders as BOLD leaders. This includes the behaviours required to develop and persuade relationships to undertake tasks without causing stress.
- The adoption of Adaptive Leadership. This is the style of leadership that all leaders are required to adopt. It is the style of sharing responsibility for the future success of the organisation (team) amongst everyone in the workplace. This element focuses on the behaviours that individual leaders need to implement the principle of sharing responsibility.
- The creation of a positive work culture. This includes purpose, vision, cultural values, corporate values, ethical values, and cultural rules – the rules of everyday leadership.
- The creation of a positive working environment which includes physical health, ergonomics, technology and information technology – the emphasis being on physical health
- The development of a resilient team, which includes team identity, Sharing Responsibility for Success, Psychological Responsibility, and Responsible Management

## Questionnaires

We've developed questionnaires to help participants understand where they stand in relation to some of the key features of our programme.

We provide the following questionnaires

- 'So, you think you're a Fabulous Leader?'
- Cultural Values Questionnaire – that work out the cultural values for teams and the organisation.
- Corporate Values Questionnaire – that works out what is important to the team and organisation.
- Ethics Questionnaire – that works out your ethics.
- The Adaptive Leadership Questionnaire – which works out how far down the road to adopting Adaptive Leadership you've gone.

## Programme delivery options

### Workshops

We deliver this programme over a range of times, from 1 hour to 12 hours.

The benefits of the longer duration lie in the time available to absorb, test and adapt what is being provided as material for individuals to apply to their own situation.

#### Raising awareness workshops

These are between 1 and 3 hour presentations with brief exercises and minimal feedback.

Each is accompanied by a workbook or Guide to the Manager's Role in Resilience which contain many exercises for completion in your own time.

#### Learning workshops

These workshops last 6 hours and provide an opportunity to complete several exercises and to receive feedback. In these workshops participants have the benefit of engaging with each other and learning from their experiences as well.

### Masterclass workshop

This is provided to those requiring a deeper understanding of the psychology behind the programme as well as receiving the programme itself. The duration is normally 12 hours over two elapsed days.

### Bite sized events

As a follow-up to the main programme we provide 1 hour bite sized sessions that go into greater depth on each element of the main programme. This provides a refresher for participants as well as acting as a 'clinic' to discuss the experience of participants, and support for those who may be struggling.

### Tips on the Manager's Role in Resilience

We publish a booklet containing tips for managers on their role in resilience.

### Consultancy and Facilitated implementation

We provide facilitation in organisation development that follows the structure and elements in the main programmes but helping to implement them in practice.

### Coaching

We provide coaching and support as needed to assist leaders in the implementation of our programmes into practice

### Guides to the Manager's Role in Resilience; Organisational Resilience and Team Resilience

Derek Mowbray's Guides to the [Manager's Role in Resilience](#), [Organisational Resilience](#) and [Team Resilience](#) are available, and used as workbooks for the programmes.

### Train the Trainer

We offer a train the trainer programme for those wanting to deliver our programme under licence.

# Strengthening Team Resilience

Teams are organisations, with many features similar to larger constructions.

Strengthening team resilience focuses on the team as a whole.

There are four elements. They are:

- Team identity
- Sharing Responsibility for the Future Success of the Team
- Psychological Responsibility
- Responsible Management

Team identity is about ensuring the team is seen by others as an entity that makes a significant and vital contribution to the success of the main organisation. There are exercises to help develop that identity.

Sharing Responsibility for the Future Success of the Team is about giving control to team members to share the responsibility for making the team a success. This requires honesty, openness as well as team members feeling psychologically safe (being able to speak out without fear that their self-esteem will be harmed). There are exercises to help with this.

Psychological Responsibility is about ensuring each team member looks after their own psychological wellbeing as well as ensuring everybody helps each other in looking after theirs. There are exercises to help with this.

Responsible Management is about managing processes in a way that provokes psychological wellbeing and performance, such as how to entice people pay to attend your meetings.

## Questionnaires

We have developed several questionnaires that link directly to our programme and help participants understand why and what they need to learn and develop.

We provide the following questionnaires

- Intelligent Behaviour@Work Questionnaire
- Psychological Responsibility@Work Questionnaire
- Sharing Responsibility Team Questionnaire
- Cultural Team Questionnaire
- Corporate Team Questionnaire
- Team Ethical Questionnaire

## Programme delivery options

### Workshops

We deliver this programme over 1 to 6 hours

The benefits of the longer duration lie in the time available to absorb, test and adapt what is being provided as material for individuals to apply to their own situation.

#### Raising awareness workshops

These are between 1 and 3 hour presentations with brief exercises and minimal feedback.

Each is accompanied by a workbook or Guide to Team Resilience which contain many exercises for completion in your own time.

### Learning workshops

These workshops last 6 hours and provide an opportunity to complete several exercises and to receive feedback. In these workshops participants have the benefit of engaging with each other and learning from their experiences as well. They, also, have the opportunity of completing questionnaires about themselves.

### Masterclass workshop

This is provided to those who want to have a deeper understanding of the psychology behind the programme as well as receiving the programme itself. The duration is normally 12 hours over two elapsed days.

### Bite sized events

As a follow-up to the main programme we provide 1 hour bite sized sessions that go into greater depth on each element of the main programme. This provides a refresher for participants as well as acting as a 'clinic' to discuss the experience of participants, and support for those who may be struggling.

### Tips on Team Resilience

We have put together some tips on Team Resilience.

### Consultancy and Facilitated implementation

We provide facilitation in team development that follows the structure and elements in the main programmes but helping to implement them in practice.

### Coaching

We provide coaching and support as needed to assist leaders in the implementation of our programmes into practice

### Guides to Team Resilience, Organisational Resilience, and Psychological Responsibility

Derek Mowbray's Guides to [Team Resilience](#), [Organisational Resilience](#) and [Psychological Responsibility](#) are available, and used as workbooks for the programmes.

### Train the Trainer

We offer a train the trainer programme for those wanting to deliver our programme under licence.

# Organisational Resilience

There are two forms of organisational resilience –

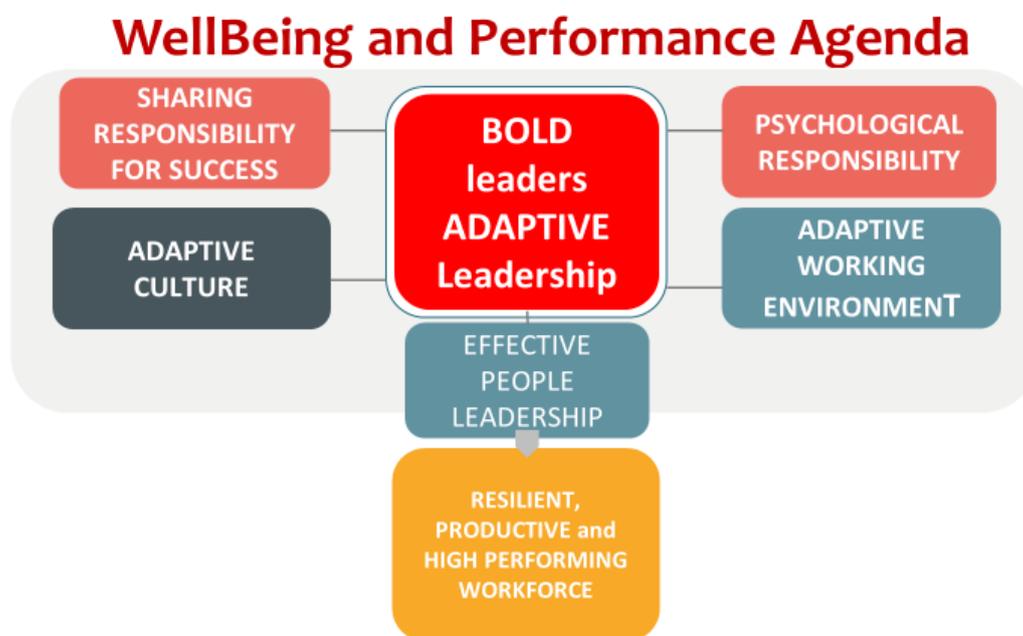
Technical resilience, which is about having sufficient capacity to absorb changes that affect the organisation, such as a spike in demand, loss of demand, closure of facilities or offices, and

Adaptive resilience, which is about the capability of the workforce to be flexible and adaptive enough to respond positively to internal and external pressures for change, and threats to the organisation.

The characteristics of an adaptive and resilient organisation are –

- An atmosphere with a real buzz, combined with high level performance
- A capacity to respond effectively to internal and external pressures for change faster and more effective than competitors
- A capacity to renew and regroup rapidly
- A capacity to determine their own future and shape their destiny
- A capacity to conduct long term strategic thinking and planning whilst delivering high quality products and services on a daily basis.

Our programme follows The WellBeing and Performance Agenda, the outline of which is in the image below.



The starting point is the development of leaders and leadership.

They have a role to create and sustain a psychologically healthy organisation in order to guarantee a successful business.

Their task is to create the conditions in which individuals can thrive, and do justice to their intelligence, which, collectively, is far greater than that of the leaders.

BOLD leaders then implement the overriding principle of sharing responsibility for the future success of the organisation amongst everyone in the organisation. Once this principle is in place, it will result in the reduction of fear, and enables individuals to feel psychologically safe.

BOLD leaders then implement Psychological Responsibility which relies on people speaking out about their situation and any threats to their psychological wellbeing.

The obligation on the workforce is to look after their own psychological wellbeing as well as that of everyone else. This has the effect of moderating behaviour and focusing on those behaviours known to reduce and eliminate the risk of distress in people – Intelligent Behaviours.

BOLD leaders then implement the elements that create a positive and supporting work culture, which are purpose, vision, cultural values, corporate values, ethical values and cultural rule. These combine together to create a supportive culture.

The next step is to ensure the working environment supports individual concentration, as concentration is the basis of performance.

And finally, BOLD leaders ensure the workforce is resilient, although the emphasis is to prevent the workforce from needing to be resilient. Nevertheless, personal resilience will be needed if the organisation needs to become resilient because of an external or internal threat, which will have a ripple effect on individuals.

Implementation is assisted by the development and implementation of a Charter for Wellbeing and Performance, which is included in our programme.

It is further facilitated by the adoption of a Manager's Code which contains the behaviours needed to ensure the organisation remains resilient to threats.

## Questionnaire

We have developed a questionnaire directly linked to our programme –

- The Adaptive Culture Assessment

## Programme delivery options

### Workshops

We deliver this programme over 1 to 6 hours

The benefits of the longer duration lie in the time available to absorb, test and adapt what is being provided as material for individuals to apply to their own situation.

#### Raising awareness workshops

These are between 1 and 3 hour presentations with brief exercises and minimal feedback.

Each is accompanied by a workbook or Guide to Organisational Resilience which contain many exercises for completion in your own time.

#### Learning workshops

These workshops last 6 hours and provide an opportunity to complete several exercises and to receive feedback. In these workshops participants have the benefit of engaging with each other and learning from their experiences as well. They, also, have the opportunity of completing questionnaires about themselves.

## Masterclass workshop

This is provided to those who want to have a deeper understanding of the psychology behind the programme as well as receiving the programme itself. The duration is normally 12 hours over two elapsed days.

## Bite sized events

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## Tips on Organisational Resilience

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## Consultancy and Facilitated implementation

We provide facilitation in organisation development that follows the structure and elements in the main programmes but helping to implement them in practice.

## Coaching

We provide coaching and support as needed to assist leaders in the implementation of our programmes into practice

## Guides to Organisational Resilience

[Derek Mowbray's Guide to Organisational Resilience](#) is available and used as workbooks for the programmes.

## Train the Trainer

We offer a train the trainer programme for those wanting to deliver our programme under licence.

Further information can be found on our [website](#), in our [article library](#) and in our [Questionnaires](#)

Or call 01242 241882 or email [Barbara.leigh@mas.org](mailto:Barbara.leigh@mas.org) to find out more about our Resilience Programmes.



**Derek Mowbray** BA., MSc., MSc(Econ)., PhD., DipPsych., CPsychol., CSci., FBPSS, FIHM., FISMA..

Derek Mowbray is a Chartered Psychologist and Chartered Scientist with a doctorate in leadership. With CEO experience in public, private and voluntary sectors, Derek has held various top leadership positions prior to turning his attention to helping organisations understand the link between psychological wellbeing and performance.

Derek specialises in the primary prevention of stress at work (a major inhibitor to performance) by focusing on elevating psychological wellbeing in the workforce. He emphasises the requirement for a positive working environment that provokes the workforce to feel well and perform at its peak, by reducing the challenging events and poor behaviours that may trigger stress in others.

With a special interest in organisation health psychology, which aims to harmonise the relationship between organisations and their workforce, Derek's specialties are building organisation-wide positive work cultures, the performance related behaviour of leaders and managers in relation to their employees and strengthening mental resilience.

He is the originator of **Psychological Responsibility**, which places on the individual a responsibility for feeling psychologically well, as well as a responsibility to do no psychological harm to others. He is, also, a sponsor of the method of '**sharing responsibility for the future success of the organisation**' as a principle underpinning organisational success and high achievement.

His work approaches and interventions are well recognised and adopted throughout the UK and internationally.

Derek's mission is to create and sustain 'the workplace as a fabulous, high performing place to work'.

## Our Products:

### Personal Resilience ELearning

An in-depth e-learning programme designed to strengthen personal resilience.

<http://www.mas.org.uk/personal-resilience-elearning-programme.html>



### Derek Mowbray's Guides – innovative, practical resources

The Guide to the WellBeing and Performance Agenda

The Guide to Corporate Resilience

The Guide to Adaptive Leadership

The Guide to Psychological Responsibility

The Guide to The Manager's Role in Resilience

The Guide to Personal Resilience

The Guide to the Manager's Role in Stress Prevention

The Guide to Team Resilience

The Guide to Transforming Managers



Our Guides are available to purchase from <http://www.mas.org.uk/publications.html>

### Our Questionnaires – available for use under licence

#### Leadership and management

'Just how fabulous a manager are you?'

Quick Leadership Assessment Q (a mini 360° instrument)

The Adaptive Leadership Questionnaire

Emotional Intelligence

Behaviour Assessment Questionnaire

The Ethical Questionnaire

#### Culture

Organisational Cultural Assessment

Cultural Values Questionnaire

Corporate Values Questionnaire

Intelligent Behaviour@Work Questionnaire

#### Individuals

The Wellbeing and Performance @ Work Questionnaire

Psychological Responsibility@Work Questionnaire

The Personal Values Questionnaire

The Values and Beliefs Questionnaire

The Resilience Assessment Questionnaire (RAQ 40)

**Tips Booklets - extensive range of high quality tips booklets which make great giveaways to accompany wellbeing initiatives. These could be branded for your organisation.**

Tips for Managing Pressure and Preventing Stress

Tips for Personal Resilience

Tips for the Manager's Role in Resilience

Tips for Fabulous Managers

Tips for Taking Psychological Responsibility

Tips for Creating a Culture of Sharing Responsibility for the Future Success of the Organisation



**For details about our products and services, email [barbara.leigh@mas.org.uk](mailto:barbara.leigh@mas.org.uk) or call 01242 241882**