

Resilient Teams



If you want to go fast, go alone. If you want to go far, go together.

African proverb

Agenda –

1. Understand the connections between nurturing resilience in ourselves and our colleagues.
2. Practice using the Devereux Adult Resilience Survey (DARS) and the Devereux Leadership Survey (DERLS)
3. Reflect on a few simple strategies that promote our own resilience as individuals and as team members.







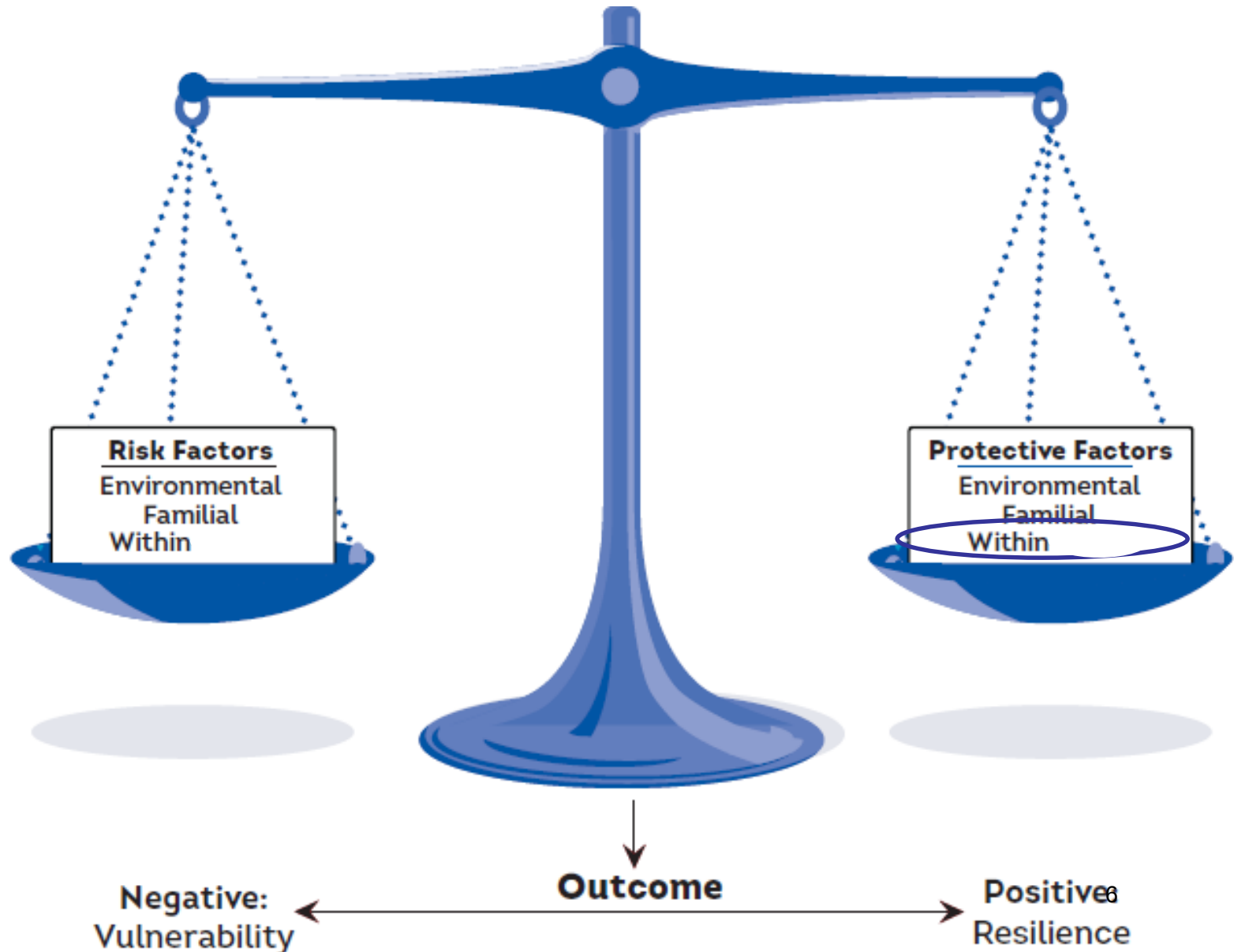
Resilience

The ability to
recover from or
adjust to
misfortune or
change

The ability to
bounce back



Resilience Model



Resilience Ordinary Magic



- Ann Masten

The Resilience Cascade

Leaders are the well



How is the well?

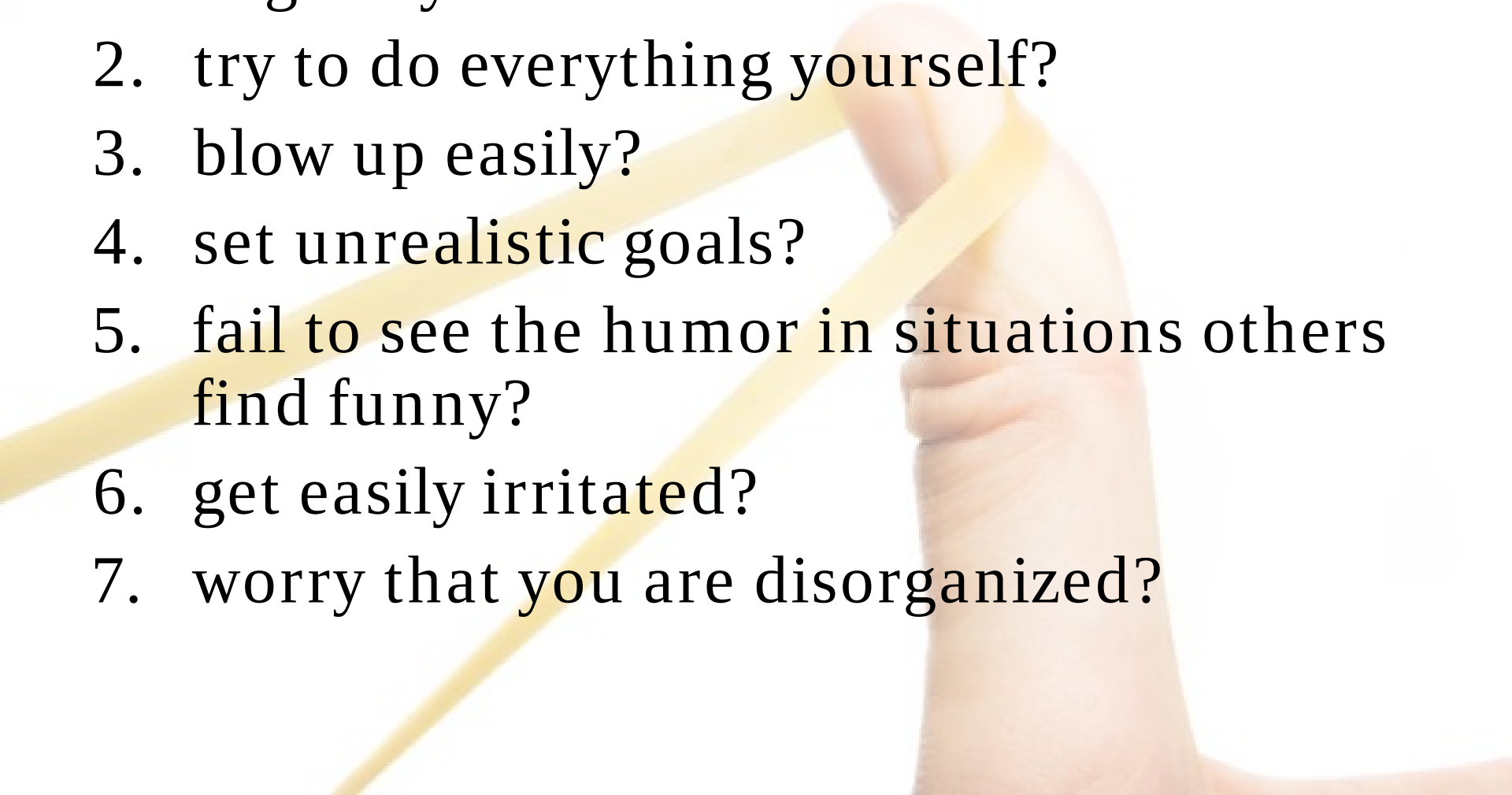


Let's do a stress test!

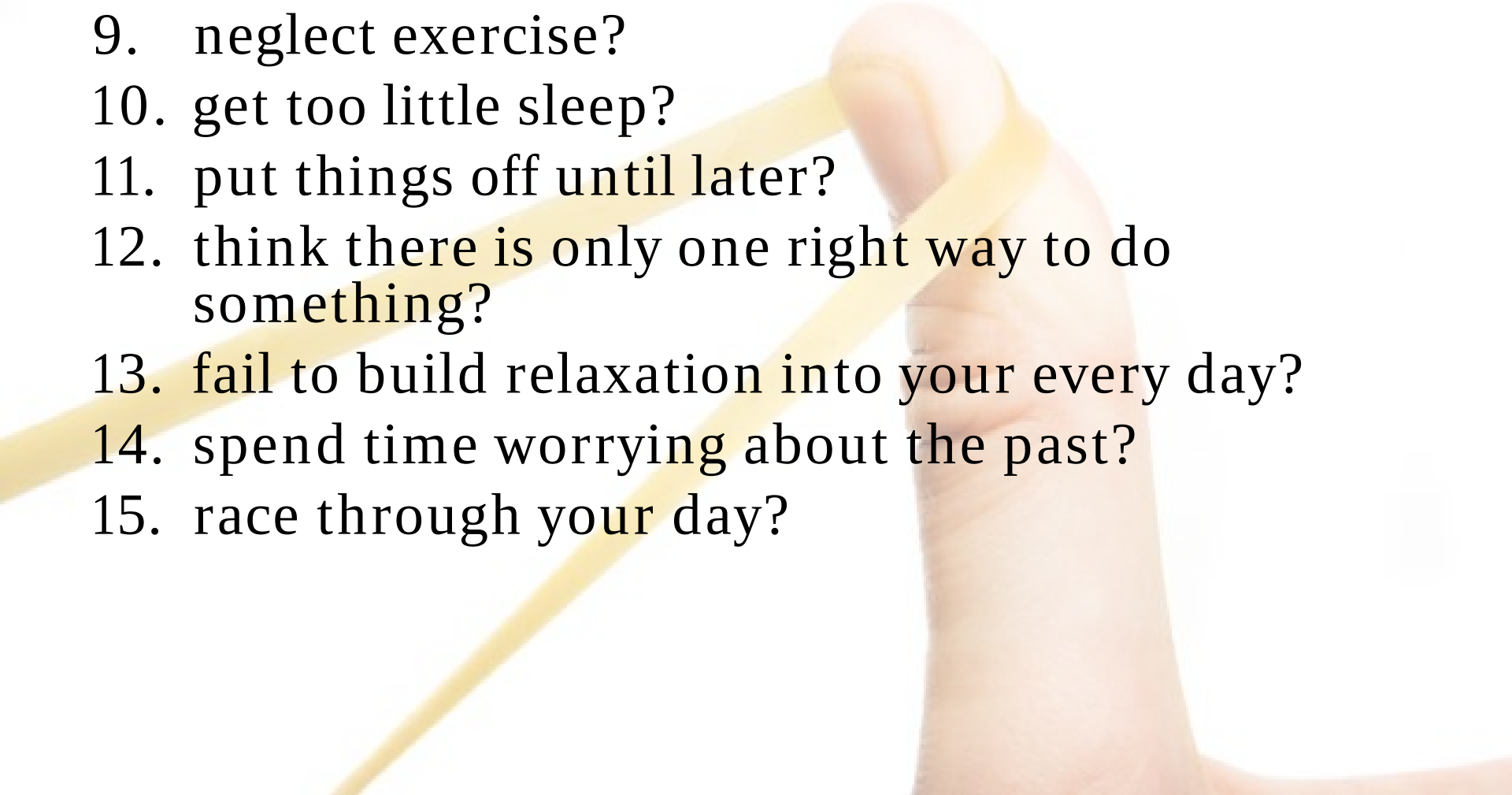


Link a
rubber band
with a
partner

Do you frequently...

1. neglect your diet?
 2. try to do everything yourself?
 3. blow up easily?
 4. set unrealistic goals?
 5. fail to see the humor in situations others find funny?
 6. get easily irritated?
 7. worry that you are disorganized?
- 
- A hand is visible on the right side of the image, holding a yellow ribbon that stretches diagonally from the bottom left towards the top right, crossing over the list of questions.

Do you frequently...

- 
- 8. keep everything inside?
 - 9. neglect exercise?
 - 10. get too little sleep?
 - 11. put things off until later?
 - 12. think there is only one right way to do something?
 - 13. fail to build relaxation into your every day?
 - 14. spend time worrying about the past?
 - 15. race through your day?



Reflection: Caring for Yourself

Think about the last seven days.

Take the next 60 seconds to make a list of everything you have intentionally done to take care of yourself.

Building Your Bounce

Four Adult Protective Factors Related to Resilience



Relationships

The mutual, long lasting, back-and-forth bond we have with another person in our lives



Initiative

The ability to make positive choices and decisions and act upon them.



Internal Beliefs

The feelings and thoughts we have about ourselves and our lives and how effective we think we are at taking action in life.



Self-Control

The ability to experience a range of feelings and express them using the words and actions that society considers appropriate.

DARS



Devereux Adult Resilience Survey (DARS)

by Mary Mackrain

Take time to reflect and complete each item on the survey below. There are no right answers. Once you have finished, reflect on your strengths and then start small and plan for one or two things that you feel are important to improve. For fun and practical ideas on how to strengthen your protective factors, *Building Your Bounce: Simple Strategies for a Resilient You* is a wonderful resource. For more information about the Devereux Center for Resilient Children, including downloadable free access to the Devereux Adult Resilience Survey (DARS), please visit www.CenterForResilientChildren.org.

Items	Yes	Sometimes	Not Yet
Relationships			
1. I have good friends who support me.			
2. I have a mentor or someone who shows me the way.			
3. I provide support to others.			
4. I am empathetic to others.			
5. I trust my close friends.			
Internal Beliefs			
1. My role as a caregiver is important.			
2. I have personal strengths.			
3. I am creative.			
4. I have strong beliefs.			
5. I am hopeful about the future.			
6. I am lovable.			
Initiative			
1. I communicate effectively with those around me.			
2. I try many different ways to solve a problem.			
3. I have a hobby that I engage in.			
4. I seek out new knowledge.			
5. I am open to new ideas.			
6. I laugh often.			
7. I am able to say no.			
8. I can ask for help.			
Self-Control			
1. I express my emotions.			
2. I take responsibility for myself.			



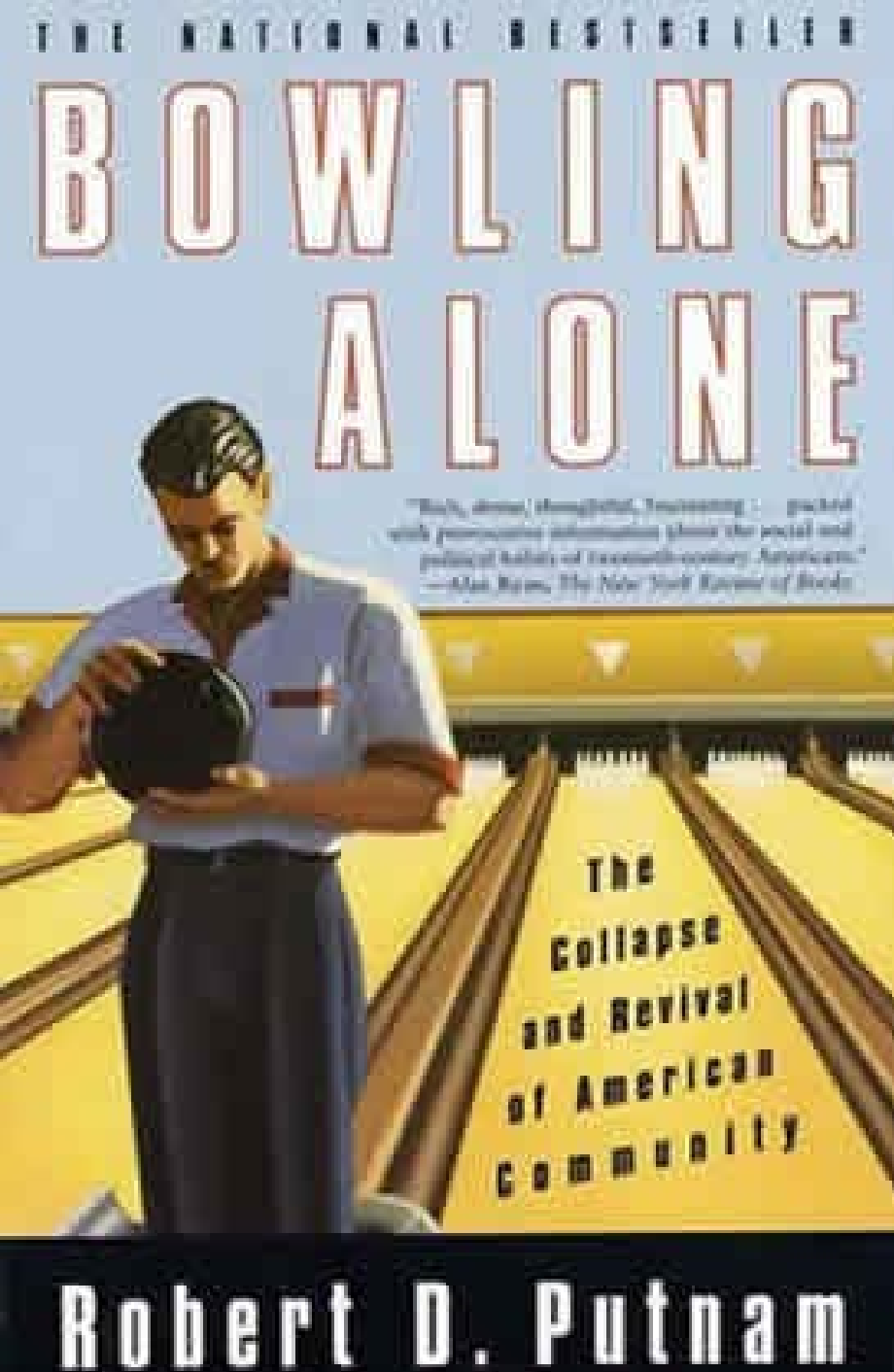
***Relationships – Mutual, long lasting
back-and-forth bonds.***

Relationships



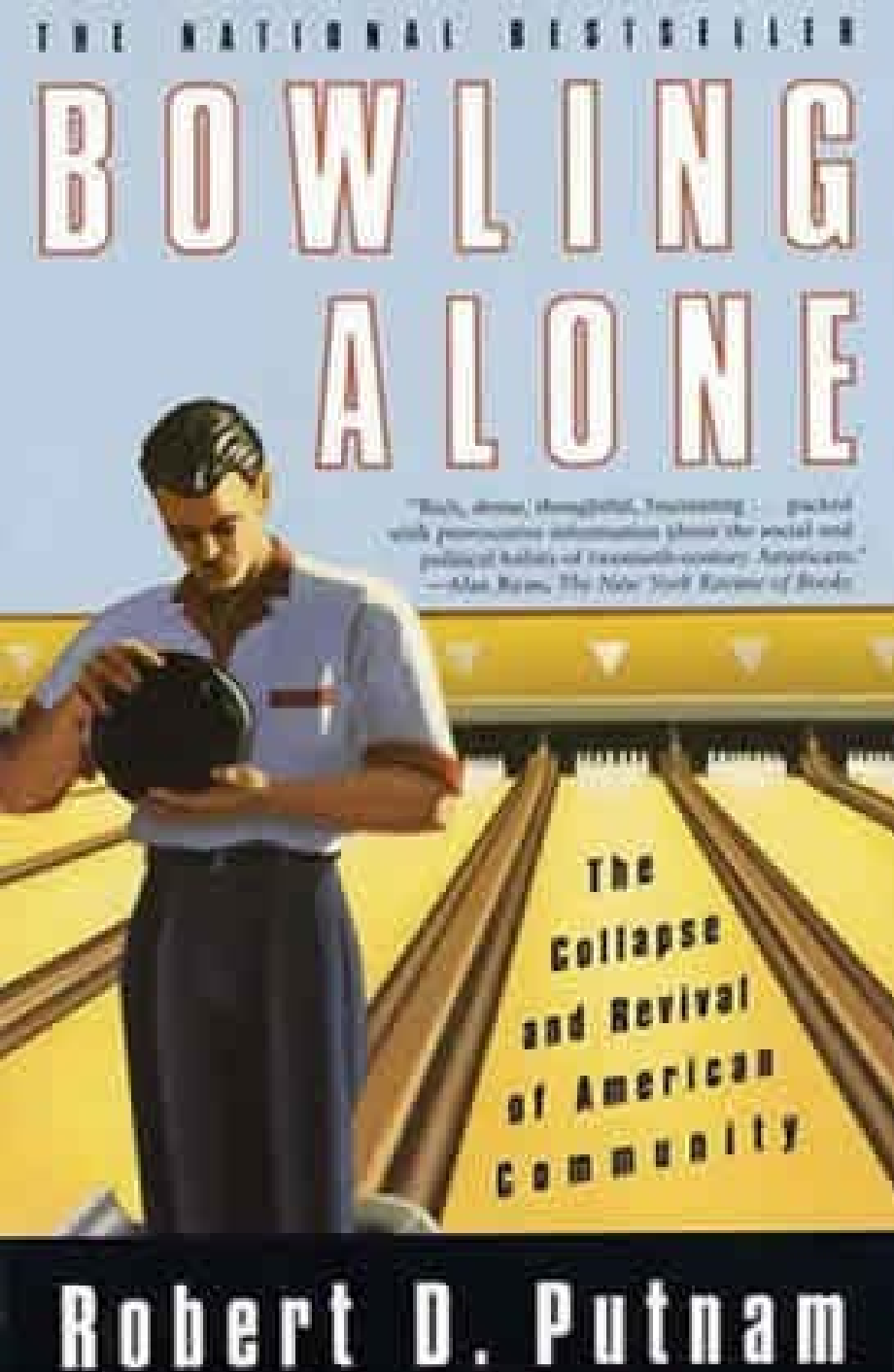
- The American Psychological Association identifies ***making connections*** as a key strategy in building resilience.





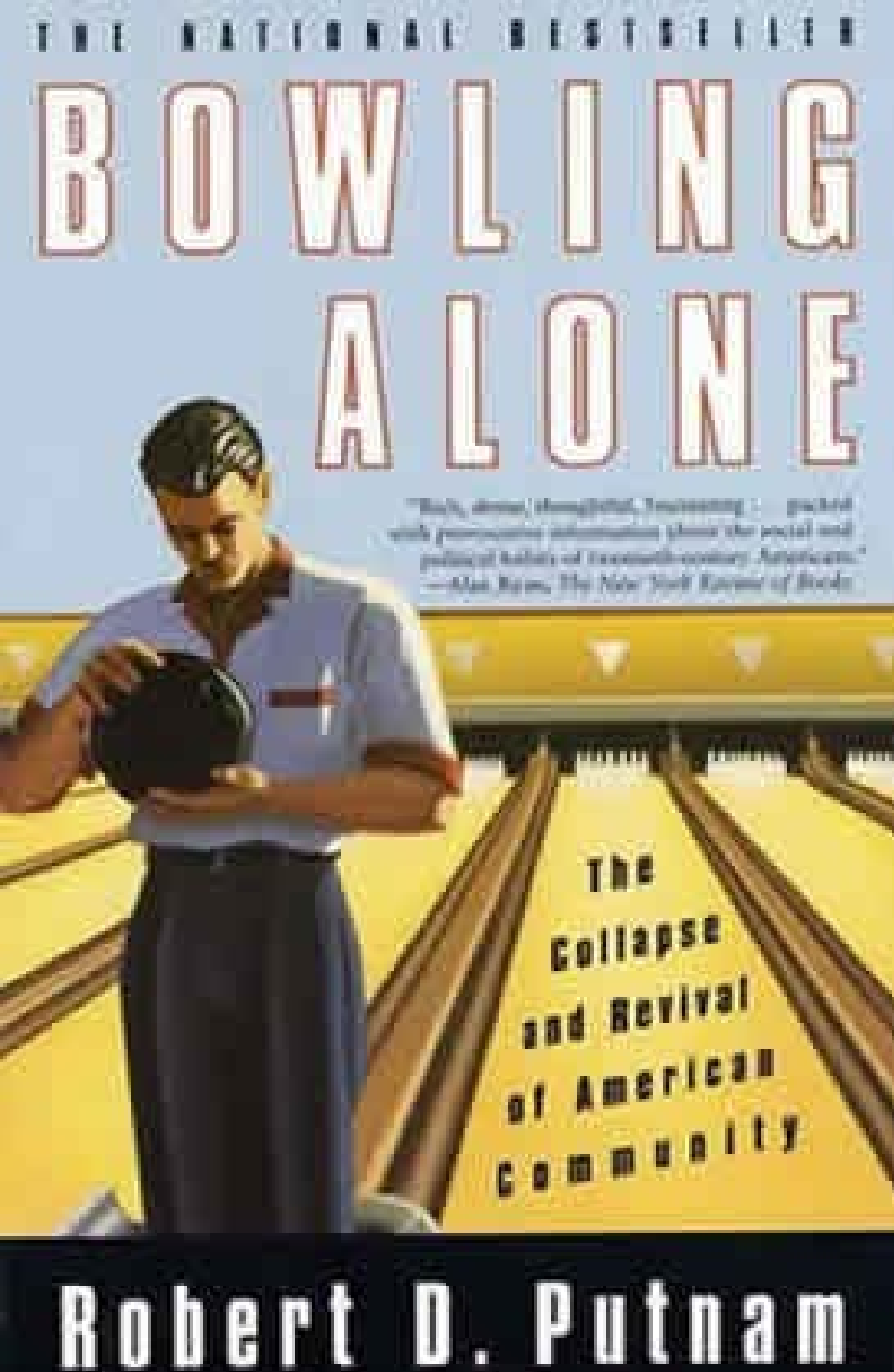
500,000 interviews
of the last quarter
century.

- We sign fewer petitions
- Belong to fewer organizations that meet



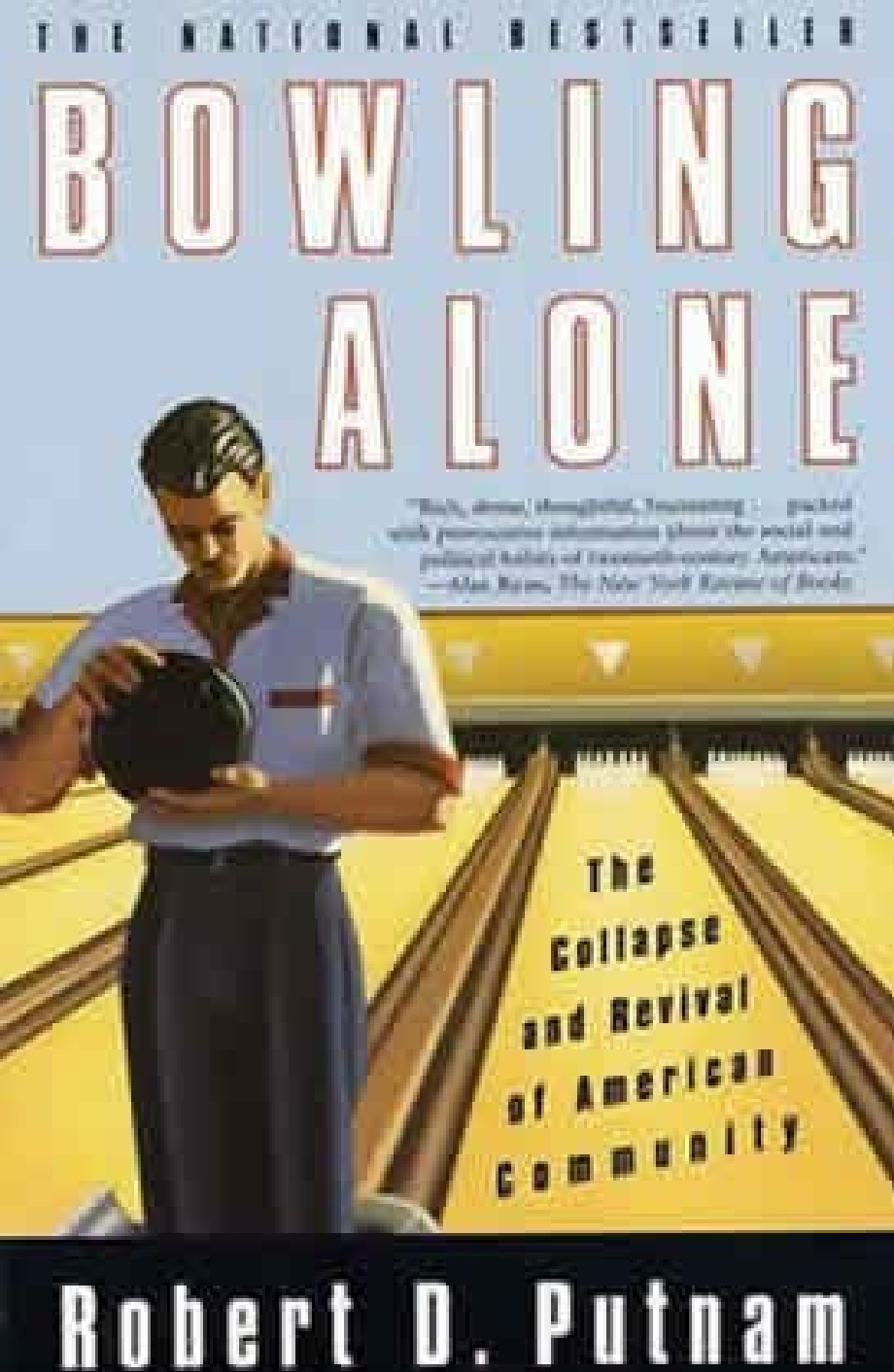
500,000 interviews
of the last quarter
century.

- Know our neighbors less.
- Meet with friends less often.



500,000 interviews
of the last quarter
century.

- We even socialize
with our families
less often.



500,000 interviews
of the last quarter
century.

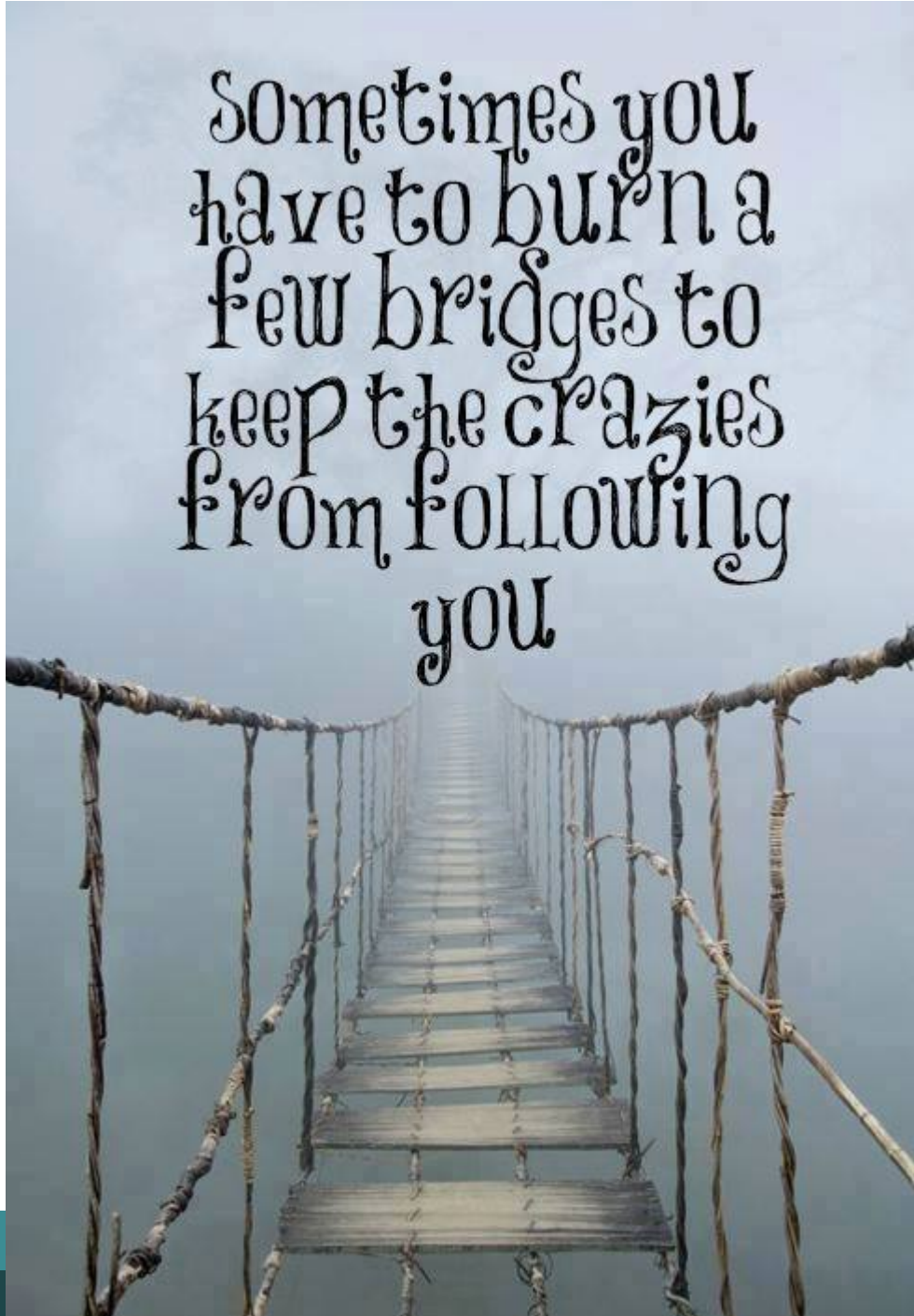
- We're even bowling alone.
- More Americans are bowling than ever before, but they are not bowling in leagues.

Relationships



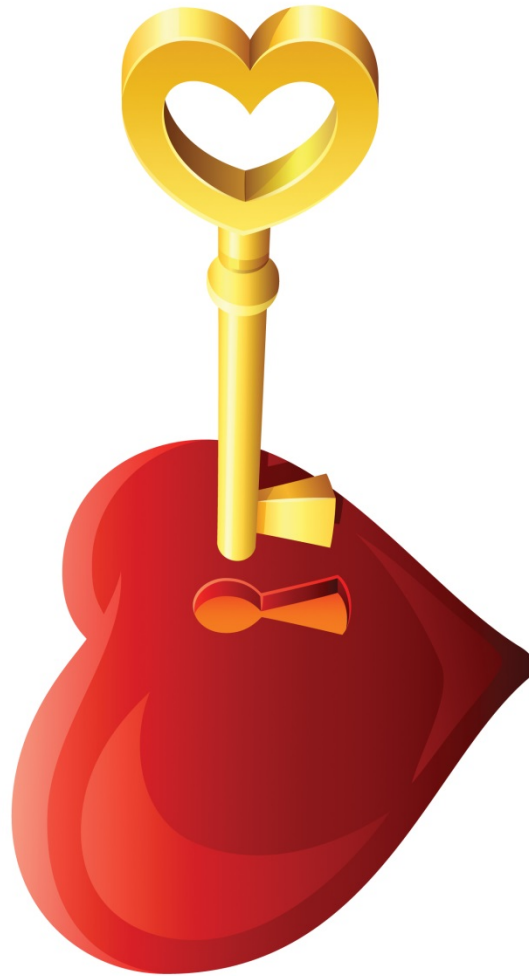
- Take some time to think about the people in your life who surround you with comfort similar to a warm quilt.
- What words come to mind when you think of these people or this person?
- Think of at least five words to add to your very own relationship quilt.

Sometimes you
have to burn a
few bridges to
keep the crazies
from following
you

A photograph of a wooden suspension bridge with a rope railing, stretching across a body of water. The bridge is made of wooden planks and ropes. The background is a hazy, overcast sky.

Make sure your
relationships are
healthy.

If they are not,
and if the
relationship is
worth it to you,
work on repairs.



Internal Beliefs – How we feel about ourselves and how these feelings affect the way we take action in life.



Internal Beliefs

Items	Yes	Sometimes	Not Yet
1. My role as a caregiver is important.			
2. I have personal strengths.			
3. I am creative.			
4. I have strong beliefs.			
5. I am hopeful about the future.			
6. I am lovable.			



Internal Beliefs



- When you have a sense of hope, you have positive feelings about the future
- You tend to look at life more optimistically
- When negative things happen, you can more easily find ways to bounce back, look for support, and find the help you need.

Internal Beliefs



- Growing Your Gratitude as a strategy for being hopeful about the future
- Helps us to see the extraordinary in the ordinary

grat·i·tude

/ 'gradə, t(y)oʊd /

noun

1. the quality of being thankful; readiness to show appreciation for and to return kindness.
"she expressed her gratitude to the committee for their support"

Gratitude in the Workplace

- Surveys have found that:
 - People are less likely to express thanks at work than anyplace else
 - 60% NEVER or very rarely thanked anyone at work
 - Only 10% expressed gratitude at work on a given day
 - 35% worried that expressing gratitude would lead co-workers to take advantage of them



Gratitude in the Workplace

- Yet surveys also show that:
 - Saying “thanks” at work makes people feel happier and hearing “thanks” made them happier and more productive (by 50%!)
 - Only 18% felt expressing gratitude made bosses seem weak; 93% said grateful bosses were more likely to succeed
 - In general, “Thank you” from a supervisor boosts self-worth and self-efficacy; gratitude recipients become more trusting and more helpful
 - According to the U.S. Department of Labor, the number one reason why people leave their jobs is because they don’t feel appreciated.

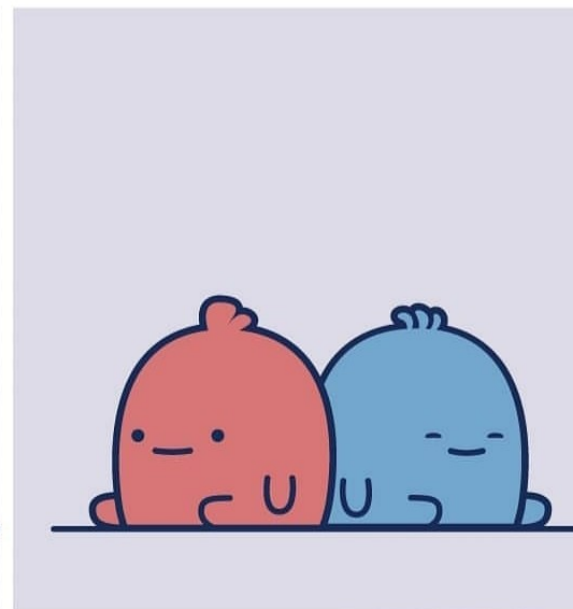
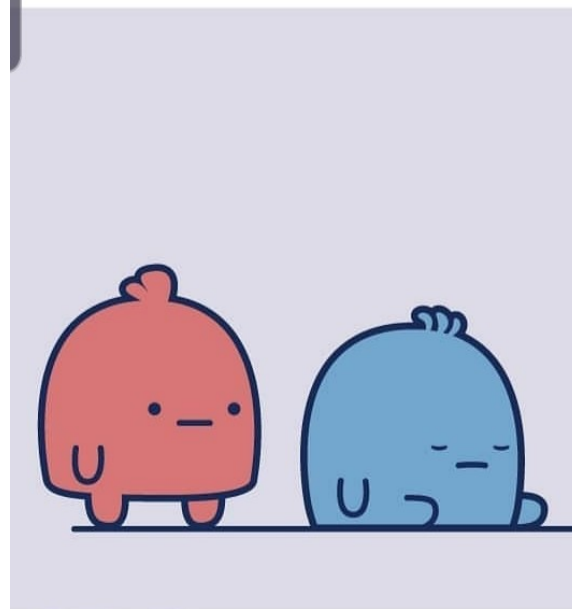
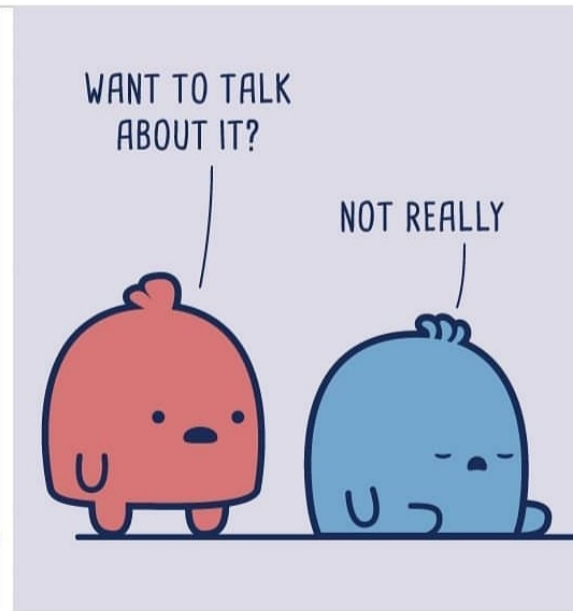
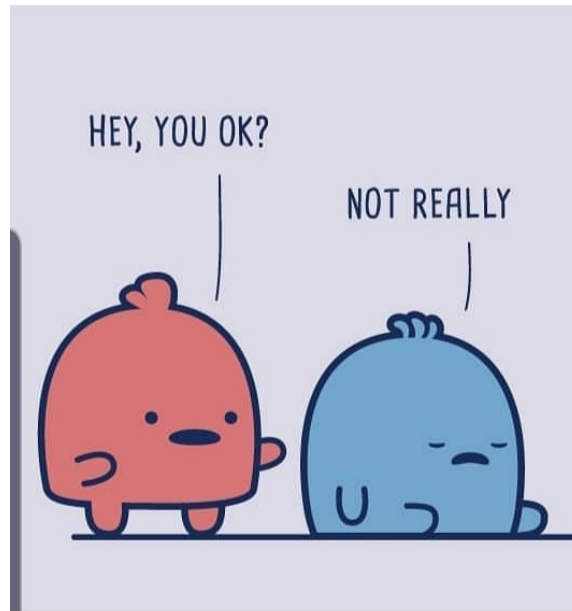


***Initiative – Ability to make choices
and decisions and act upon them***



Initiative

Items	Yes	Sometimes	Not Yet
1. I communicate effectively with those around me.			
2. I try many different ways to solve a problem.			
3. I have a hobby that I engage in.			
4. I seek out new knowledge.			
5. I am open to new ideas.			
6. I laugh often.			
7. I am able to say no.			
8. I can ask for help.			



© BOB GUY

HEYBOBGUY

Self-Control –
*Ability to experience all
of our emotions in a
productive manner.*





Self-Control

Items

Yes

Sometimes

Not Yet

1. I express my emotions.

2. I set limits for myself.

3. I am flexible.

4. I can calm myself down.

Self-control



- Learning to authentically express our feelings and emotions is a skill that some find difficult.
- Healthy habits related to self-control may lead to a balanced, more enjoyable life.
- If we do not, our emotions can begin to control our behavior.
- It's important to remember that we are in control of our self-control (or at least we should be!)

Big

Sigh



FLIP IT!®



www.moreflipit.org

Individual Resilience and Resilient Teams





What is the
difference
between a
traditional
leader and
a resilient
leader?

Traditional Leadership: leadership as a means to provide guidance and foster fellowship.



Resilience Leadership: leadership as a means to foster resilience in others, build a “culture of resilience”.

(George Everly, Johns Hopkins University)



A young woman with dark, wavy hair and sunglasses perched on her head is shown in profile, looking upwards with a gentle smile. She is wearing a white t-shirt. The background is a soft-focus outdoor scene with tall grass and tree branches. The text "Fosters a Culture of Resilience." is overlaid on the left side of the image in a large, black, serif font.

Fosters a
Culture of
Resilience.

The image shows the Chinese characters for 'Crisis' (危機) in a bold, red, calligraphic style. The character '機' (ji) is circled in a blue circle, highlighting its shared character with the word for 'Opportunity' (機會).

The Chinese word for crisis
shares a character with the
word for opportunity.

The image shows the Chinese characters for 'Opportunity' (機會) in a bold, red, calligraphic style. The character '機' (ji) is circled in a blue circle, highlighting its shared character with the word for 'Crisis' (危機).

Resilient
Leadership...
is the type of
leadership that
relentlessly
searches for the
opportunity in
hardship and in
crisis.

(George Everly, Johns Hopkins University)



“Never waste
a good
crisis!”

Deverend Deeds

Leadership

This survey was created to support leaders as they reflect on how to promote the capacity for resilience in staff. Take time to reflect and complete each item on the survey below. There are no right answers. Once you have finished, reflect on your strengths and then start small and plan for one or two things that you feel are important to improve. Use the 2nd page to further reflect on examples for each item on the DERLS. For more information about the Devereux Center for Resilient Children, including downloadable free access to the Devereux Resilient Leadership Survey (DERLS), please visit www.CenterForResilientChildren.org.

Almost Always	Sometimes	Not Yet	Examples ->
Almost Always	Sometimes	Not Yet	Examples ->

				Examples ->
Almost Always	Sometimes	Not Yet		
Almost Always	Sometimes	Not Yet		Examples ->

[illegible]

Almost Always	Sometimes	Not Yet	Examples -

Take time to reflect and complete each item on the survey below. There are no right answers. Once you have finished, reflect on your strengths and then start small and plan for one or two things that you feel are important to improve. For fun and practical ideas on how to strengthen your protective factors, *Building Your Bounce: Simple Strategies for a Resilient You* is a wonderful resource.

For more information about the Devereux Center for Resilient Children, including downloadable free access to the Devereux Adult Resilience Survey (DARS), please visit www.CenterForResilientChildren.org.

	Yes	Sometimes	Not Yet
1. I have a clear understanding of my strengths and weaknesses.			
2. I have a clear understanding of my goals and how to achieve them.			
3. I have a clear understanding of my values and how to live by them.			
4. I have a clear understanding of my needs and how to meet them.			
5. I have a clear understanding of my relationships and how to maintain them.			
6. I have a clear understanding of my community and how to contribute to it.			
7. I have a clear understanding of my culture and how to honor it.			
8. I have a clear understanding of my spirituality and how to practice it.			
9. I have a clear understanding of my health and how to maintain it.			
10. I have a clear understanding of my finances and how to manage them.			
11. I have a clear understanding of my legal rights and responsibilities.			
12. I have a clear understanding of my social responsibilities.			
13. I have a clear understanding of my environmental responsibilities.			
14. I have a clear understanding of my global responsibilities.			
15. I have a clear understanding of my future and how to prepare for it.			

	Yes	Sometimes	Not Yet
Items			
Relationships			
1. I have good friends who support me.			
2. I have a mentor or someone who shows me the way.			
3. I provide support to others.			
4. I am empathetic to others.			
5. I trust my close friends.			
Internal Beliefs			
1. My role as a caregiver is important.			
2. I have personal strengths.			
3. I am creative.			
4. I have strong beliefs.			
5. I am hopeful about the future.			
6. I am lovable.			
Initiative			
1. I communicate effectively with those around me.			
2. I try many different ways to solve a problem.			
3. I have a hobby that I engage in.			
4. I seek out new knowledge.			
5. I am open to new ideas.			
6. I laugh often.			
7. I am able to say no.			
8. I can ask for help.			
Self-Control			
1. I express my emotions.			

Relationships Defined

Relationships are defined as the mutual, long-lasting, positive back-and-forth bond we have with other people in our lives.





Have you had a
great relationship
with a “leader” in
your work life?

If, yes – what made it great?
If, no – how was that hard?

Relationships

Items

1. I cultivate supportive teamwork
2. I challenge staff to do their best
3. I work side-by-side with staff as needed
4. I encourage staff to show empathy to others
5. I foster trust with staff



1 Item at a time

The Devereux Resilient Leadership Survey (DERLS)

by Rachel Wagner and Nefertiti B. Poyner



This survey was created to support leaders as they reflect on how to promote the capacity to reflect and complete each item on the survey below. There are no right answers. Once you have finished, reflect on your strengths and then start small and plan for one or two things that you feel are important to improve. Use the 2nd page to further reflect on examples for each item on the DERLS. For more information about the Devereux Center for Resilient Children, including downloadable free access to the Devereux Resilient Leadership Survey (DERLS), please visit www.CenterForResilientChildren.org.

Relationships

1. I cultivate supportive teamwork
2. I challenge staff to do their best
3. I collaborate with staff as needed

Almost Always	Sometimes	Not Yet	Examples ->

1. I cultivate supportive teamwork

1. I delegate to encourage staff growth
2. I nurture staff strengths
3. I encourage staff creativity
4. I demonstrate that I value staff diversity
5. I create a common vision and mission with staff
6. I foster staff optimism

Examples ->





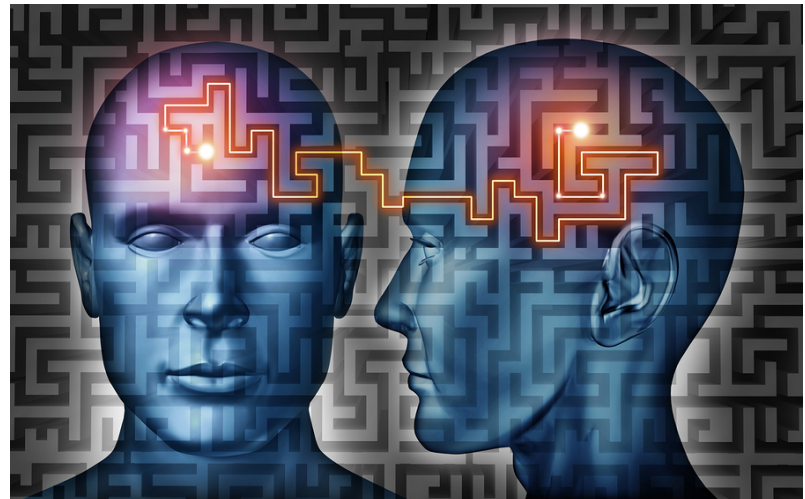
A close-up photograph of two hands, one from the left and one from the right, gently cupping a bright red, glossy heart. The hands are light-skinned and the background is plain white. The heart is the central focus, symbolizing love, connection, and care.

Connecting is creating a culture of resilience.

What simple ideas could be put into place to strengthen connections?

Internal Beliefs Defined

- Internal beliefs are defined as the feelings and thoughts we have about ourselves and how effective we think we are at taking action in life.



Internal Beliefs in the Workplace

- Staff with positive internal beliefs feel a sense of ownership, share their strengths, think creatively, feel valued, commit to the vision and mission of the organization and are generally positive and optimistic.
- These elements of healthy internal beliefs create a thriving work environment where staff feel good and do good.
- Staff will call upon these internal beliefs to help them stay centered, keep on during challenging times and be more resilient.

Internal Beliefs Items

1. I delegate to encourage staff ownership
2. I nurture staff strengths
3. I encourage staff creativity
4. I demonstrate that I value staff diversity
5. I create a common vision and mission with staff
6. I model and encourage positivity and optimism

Take a look at STRENGTHS!



Reflection Activity: Staff Strengths/Gifts

Name of Direct Report	Unique strengths	Am I optimizing / and showing appreciation for these strengths?	If yes, how? If not, how can I start?

Reflection Activity: Staff Strengths/Gifts

Name of Direct Report	Unique strengths	Am I optimizing / and showing appreciation for these strengths?	If yes, how? If not, how can I start?
Office Manager	*Dedication *Interest in Learning *Embraces her role on the team	Yes	• Authentically thank her on a regular basis. • Highlight her in presentations (and tell her!)



Nurturing
Strengths and
expressing
appreciation and
gratitude for those
strengths builds a
culture of
resilience.

Initiative Defined

- Initiative is defined as your ability to make choices and decisions and act upon them.



Initiative in the Workplace

- Positive initiative in the workplace results in good communication, problem-solving, professional development, growth, new ideas, positive feelings and a sense of support.
- These elements of healthy initiative ensure that staff are engaged, productive and proactive.
- Staff will call upon their initiative to think outside the box, stay positive and be more resilient.

Initiative Items

1. I model and teach effective communication
2. I encourage collaborative problem solving with staff
3. I praise and celebrate staff contributions
4. I support staff development and learning
5. I am open to new ideas from staff
6. I enjoy staff and share positive moments
7. I strive for manageable workloads for staff
8. I encourage staff to ask for help

2. I challenge staff to do their best
3. I work side-by-side with staff as needed
4. I encourage staff to show empathy to others
5. I foster trust with staff

Almost Always	Sometimes
---------------	-----------

Internal Beliefs

1. I delegate to encourage staff ownership



2. I encourage collaborative problem solving with staff

Initiative

1. I model and teach effective communication
2. I encourage collaborative problem solving with staff
3. I praise and celebrate staff contributions
4. I support staff development and learning
5. I am open to new ideas from staff
6. I enjoy staff and share positive moments
7. I strive for manageable workloads for staff
8. I encourage staff to ask for help

Always	Sometimes	Not Yet	Examples ->
--------	-----------	---------	-------------

Self-Control

1. I validate the feelings of staff
2. I establish clear and fair expectations of staff
3. I encourage staff to be flexible

Almost Always	Sometimes	Not Yet	Examples ->
---------------	-----------	---------	-------------

Examples ->

Reflection Questions:

Good questions are the gateway to amazing insights!

- How do you think that went?
- What is the most challenging part for you?
- What would be most helpful to you?
- What is the lesson here?
- Are you losing energy to this?
- Are you holding on to something you need to let go of?
- What do you need to do now?
- Who's in control here?
- What is your responsibility here?



Problem-solving
together creates a
culture of resilience

Self-Control Defined

- Self-Control is defined as the ability to experience a range of feelings and express them using words and actions that society considers appropriate.



Self-Control in the Workplace

- When positive self-control is fostered in the workplace it results in staff feeling understood, having clear boundaries, being flexible and using healthy coping skills.
- These elements of healthy self-control ensure that staff are able to cope with their emotions in healthy ways.
- Staff will call upon their self-control to keep their cool during tough times, go with the flow during chaotic times and be more resilient.

Self-Control Items

1. I validate the feelings of staff
2. I establish clear and fair expectations of staff
3. I encourage staff to be flexible
4. I share healthy coping strategies with staff

4. I encourage staff to show empathy

5. I foster trust with staff

Almost
Always

Some-
times

Internal Beliefs

1. I delegate to encourage staff ownership

2. I nurture staff strengths

3. I encourage staff creativity

4. I demonstrate that I value staff diversity

5. I create a common vision and mission with staff

6. I model and encourage positivity and optimism

Almost
Always

Some-
times

Not
Yet

Examples ->

Initiative

1. I model and teach effective communication

2. I model problem solving with staff

1. I validate the feelings of staff

6. I enjoy staff and share passion

7. I strive for manageable workloads for staff

8. I encourage staff to ask for help

Almost
Always

Some-
times

Not
Yet

Examples ->

Self-Control

1. I validate the feelings of staff

2. I establish clear and fair expectations of staff

3. I encourage staff to be flexible

4. I share healthy coping strategies with staff



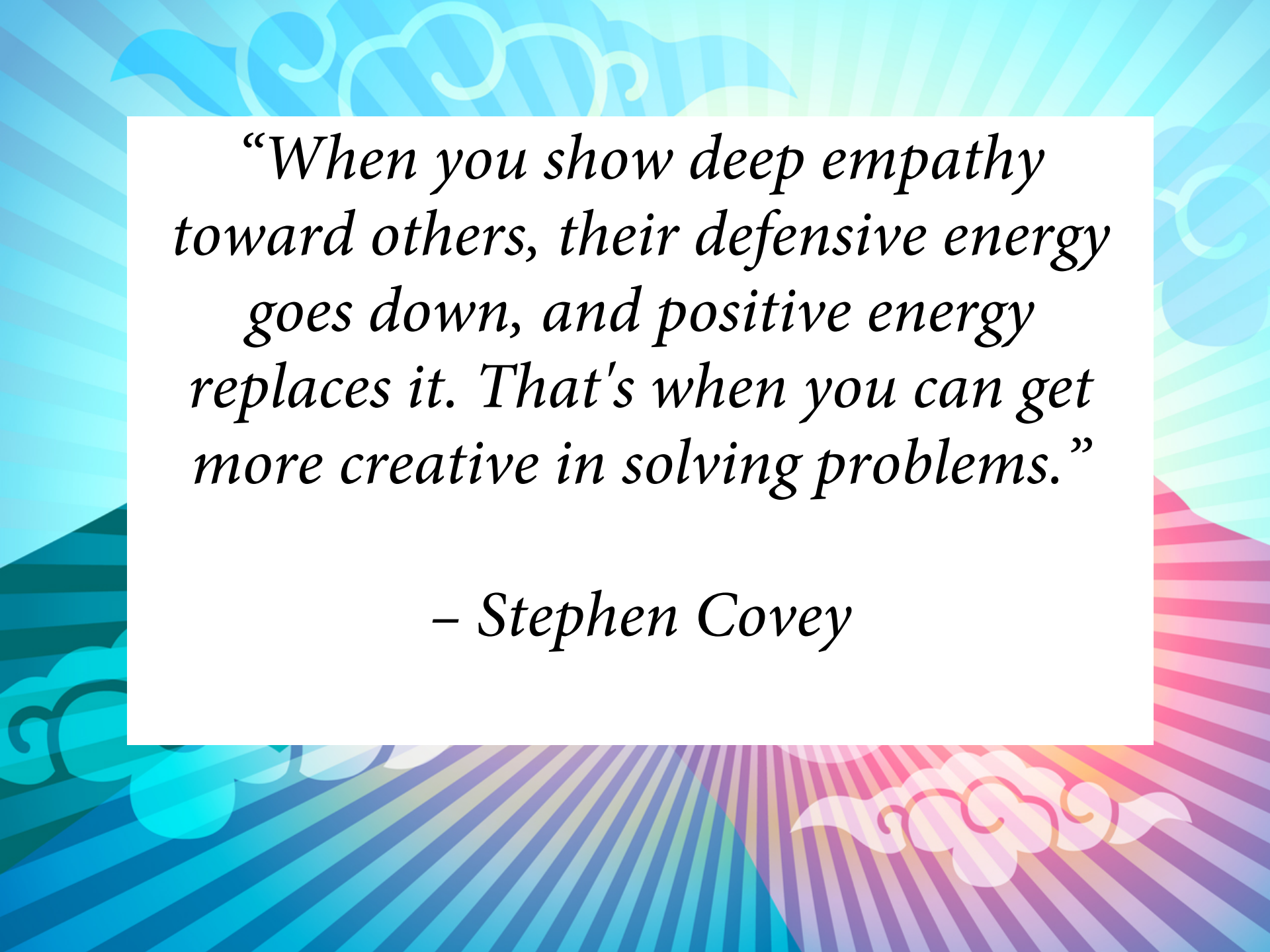
It's Not about the Nail



Can you think
of a time when
you wished
your feelings
were
validated?

Validating Statements

- It looks like you were feeling...
- You must be feeling...
- When you ____, I wonder if you were feeling ____.
- I'm sorry you are feeling so...
- I wonder if you are feeling...
- Are you feeling ____?
- When ____ happens, what does it make you feel?
- How did that make you feel?
- What happens inside you when...?
- How did you feel during that...?



“When you show deep empathy toward others, their defensive energy goes down, and positive energy replaces it. That's when you can get more creative in solving problems.”

– Stephen Covey



Don't
forget

Tend to
your WELL



Take care of
those pitchers



Practice Growing our Gratitude

It is not joy
that makes us
GRATEFUL,
it is gratitude
that makes us
JOYFUL.



Resilience Ordinary Magic



- Ann Masten