

developing  
our managers  
and leaders

## Developing Resilience

Department of Health and Human Services



---

---

---

---

---

---

---

---

---

---

### Resilience Leadership

[http://www.dpac.tas.gov.au/divisions/ssmo/learning\\_and\\_development/leadership/project\\_nq\\_1/senior\\_executive\\_leadership\\_capability](http://www.dpac.tas.gov.au/divisions/ssmo/learning_and_development/leadership/project_nq_1/senior_executive_leadership_capability)



Deals resiliently with work pressures and negative criticism by maintaining an optimistic outlook and developing and applying effective wellbeing strategies.

Remains focused on the objectives even in difficult and uncertain circumstances and in a rapidly changing environment or changing priorities.

After setbacks, remains positive, motivated and focussed.

Maintains energy and willingly invests extra effort when required.

---

---

---

---

---

---

---

---

---

---

### How resilient am I?

1. I tend to bounce back quickly after hard times.
2. I have a hard time making it through stressful events.
3. It does not take me long to recover from a stressful event.
4. It is hard for me to snap back when something bad happens.
5. I usually come through difficult times with little trouble.
6. I tend to take a long time to get over set-backs in my life.

Scoring for 1, 3, 5:  
1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree

Scoring for 2, 4, 6:  
5 = strongly disagree, 4 = disagree, 3 = neutral, 2 = agree, 1 = strongly agree

**Total: Higher score = higher resilience**

Smith, B W, Dalen, J, Wiggins, K, Tooley, E, Christopher, P and Bernard, J. (2008). The Brief Resilience Scale: Assessing the ability to bounce back, International Journal of Behavioral Medicine, 15: 194-200, 2008

---

---

---

---

---

---

---

---

---

---

## Developing resilience

Human Capital <b>Signature Strengths</b>	Social Capital <b>Building Bridges</b>	Psychological Capital <b>Self Matters</b>
<ul style="list-style-type: none"> <li>Education, experience, knowledge, skills and abilities</li> <li>Refreshing career strengths with SMART personal goals</li> <li>Physical and mental fitness</li> </ul>	<ul style="list-style-type: none"> <li>Friends and family</li> <li>Professional networking and resilient role models</li> <li>Community and civic engagement</li> </ul>	<p><b>Hope</b> – the will and the way – expect the best and have a plan to achieve it</p> <p><b>Efficacy</b> – ‘can do’ – the confidence to succeed</p> <p><b>Resiliency</b> – bouncing back and beyond</p> <p><b>Optimism</b> – realistic and flexible</p>

---

---

---

---

---

---

---

---

---

---

---

---

## Developing your ... *signature strengths*

1. Review your existing education, experience, knowledge, skills and abilities
2. Refresh your career strengths - set SMART personal goals
3. Physical and mental fitness

---

---

---

---

---

---

---

---

---

---

---

---

## Review and Refresh

- Your brilliant career (so far) – what are your signature strengths?

<http://www.viacharacter.org/www/>

- Life-long learning – what is next?

<http://www.dhhs.tas.gov.au/intranet/scwr/education>

SMART Goals	
<b>S</b>	<b>SPECIFIC and Clear</b> • What exactly should be realised?
<b>M</b>	<b>MEASURABLE</b> • How will we measure this?
<b>A</b>	<b>ACHIEVABLE</b> • Is it feasible? • Do we have control/infuence over it?
<b>R</b>	<b>RELEVANT &amp; RECORDED</b> • Is this goal recorded and relevant to my life or business right now?
<b>T</b>	<b>TIME-BOUND</b> • What is a realistic timeframe?

---

---

---

---

---

---

---

---

---

---

---

---

## Developing your ... *signature strengths*

Review your existing education, experience, knowledge, skills and abilities	
Refresh your career strengths - set SMART personal goals	
Physical and mental fitness	

What is in your schedule?

---

---

---

---

---

---

---

---

---

---

## Developing and ... *building bridges*

1. Connecting with friends and family
2. Professional networks and role models
3. Community and civic engagement

---

---

---

---

---

---

---

---

---

---

## Developing and ... *building bridges*

Friends and family	
Professional networking and resilient role models	
Community and civic engagement	

What is in your schedule?

---

---

---

---

---

---

---

---

---

---

## Self Matters

- Hope { • The will and the way
  - Efficacy { • Confidence to succeed
  - Resiliency { • Bouncing back and beyond
  - Optimism { • Realistic and flexible
- + Engaged Spirituality

---

---

---

---

---

---

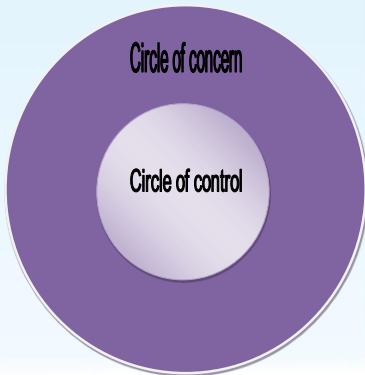
---

---

## Hope

Expect the best (and have a plan to achieve it!) through 'the will' and 'the way'

Know what you can control and what you cannot. Focus on the first one!



---

---

---

---

---

---

---

---

## Efficacy

The 'can do' confidence to succeed

It encourages and energizes you to pursue your goals

It helps you invest the time and hard work to effect the results you want



---

---

---

---

---

---

---

---

## Resiliency

The ability to bounce back from adversity

Also the will to go *beyond* the average to the extraordinary




---

---

---

---

---

---

---

---

## Optimism

ANTS – automatic negative thoughts    MATHS – more accurate thoughts

- **Personalisation** – People who have resilience don't blame *themselves* when bad events occur. They see other people, or the circumstances, as the cause.
- **Permanence** – People who are optimistic see the effects of bad events as *temporary* rather than permanent.
- **Pervasiveness** – Resilient people don't let setbacks or bad events affect other *unrelated* areas of their lives.




---

---

---

---

---

---

---

---

## Self Matters

Hope	
Efficacy	
Resiliency	
Optimism	
Engaged spirituality	

What is in your schedule?

---

---

---

---

---

---

---

---




---

---

---

---

---

---

---

---

## Resources



Download from:  
[http://www.dhhs.tas.gov.au/tranet/scw/education/education\\_and\\_training\\_units/resilience\\_leadership/Resilience\\_-\\_A3\\_Poster\\_Management\\_and\\_Leadership\\_Development\\_DHHS.pdf](http://www.dhhs.tas.gov.au/tranet/scw/education/education_and_training_units/resilience_leadership/Resilience_-_A3_Poster_Management_and_Leadership_Development_DHHS.pdf)

- **Leadership and Management Development** including the continued implementation of the Leadership and Management Framework, comprising
  - The **Development Program**
    - provides managers or aspiring managers with an understanding of management and leadership issues within health and human service settings, to support their further development as managers and leaders.
  - The **Academic Program**
    - a series of postgraduate tertiary qualifications, developed in partnership with the University of Tasmania, for those who wish to further develop their skills and knowledge in the field of health and human services.

Leadership and Management

---

---

---

---

---

---

---

---

## Sources

Avolio, B. J., Luthans, F. and Youssef, C. M. (2006). Psychological capital: Developing the human competitive edge. Oxford University Press. Kindle Edition.

Department of Premier and Cabinet. (2013). Tasmanian State Service Senior Executive Leadership Capability Framework. Hobart: Tasmanian Government.

Gibbons, A. and Shannon, E.A. (2013). Tertiary study: Barriers and benefits for health and human services professionals, Australian Journal of Adult Learning, 53 (2) pp. 436-456.

Sherlock-Storey, M., Moss, M. and Timson, S. (2013). Brief coaching for resilience during organisational change – an exploratory study, The Coaching Psychologist, 9 (1) pp. 19-26.

Smith, B.W., Dalen, J., Wiggins, K., Tooley, E., Christopher, P and Bernard, J. (2008). The Brief Resilience Scale: Assessing the ability to bounce back, International Journal of Behavioral Medicine, 15: 194–200, 2008

Southwick, S. M. and Charney, D. D. (2012). Resilience: The science of mastering life's greatest challenges. Cambridge University Press.

---

---

---

---

---

---

---

---

developing  
our managers  
and leaders

# Developing Resilience *presentation for Managers and Team Leaders*

Department of Health and Human Services



---

---

---

---

---

---

---

---