



JO HIGGINS-CEZZA

A six-step guide to
RESILIENCE

TOWARDS A RESILIENT YOU

About the Author

Hello, and welcome to my e-book on Resilience! If you're not entirely familiar with the concept of Resilience, you may be wondering what has inspired me to write this book. The answer is simply that I am passionate about Resilience and I have seen, and continue to see, the difference it makes to people's lives.

Years after they have attended one of my Resilience Training Workshops, people still contact me to tell me how grateful they are for the strategies they are implementing to such great effect. And that's what gives me a buzz! Knowing that I'm helping people is the best feeling in the world for me.

I've always been interested in supporting people to develop new skills and get more out of their lives. I am fascinated by how some people find it easier to achieve success within their working and personal lives than others do.

It was when I was working alongside some very clever people that I began to realise that intelligence didn't really matter much if you couldn't keep your emotions under control. I saw so many instances of people sabotaging their own relationships and careers because they were unable remain calm when it really mattered, and so I became curious about behaviour, and the impact of the choices that we make in life. I set up my own business and became an Executive Coach, and I felt that I was having some real impact. And then one day my whole world changed.

Out of the Blue

One day, out of the blue, I was approached by another coach who had seen my profile and my feedback popping up in places like LinkedIn. She had discovered Resilience in the US and wanted me to co-write a Resilience Training course with her, as she felt she couldn't do it on her own.

That is when my journey into Resilience began. By the time the coach had finished explaining the concept of Resilience, I was completely bought into the idea and so I read every bit of research on it that I could find. I was on an absolute high.... But, as you'll read in the book, life is a rollercoaster – and it has its ups and downs. My rollercoaster hit a “down” when my co-writer decided to withdraw from the project and focus on starting a family instead.

However, like all Resilient people, I picked myself up, dusted myself down, and got back in the saddle. That was back in 2009. Since then I've trained over 2,000 people in the art of Resilience, including corporates, schools, universities and the public sector. I've authored an

e-learning version of the training, designed a Resilience Framework, developed a Resilient Conversations Coaching course, and created a fantastic Resilience card game. You can find out more about these on my website: www.Resilience-training.org.uk.

Resilience with a capital R

And by the way, I always write Resilience with a capital R – because it's too important not to! After you've read the book, I'd love it if you could connect with me via one of the links below and tell me why you think Resilience is important too.

Facebook: <https://www.facebook.com/elearningResilience>

Twitter: <https://twitter.com/ResilienceTrain>

LinkedIn: [linkedin.com/company/beaumont-training-&-consultancy-ltd](https://www.linkedin.com/company/beaumont-training-&-consultancy-ltd)

And finally, here's the standard bio blurb about the author:

Jo Higgins-Cezza, British by nationality, Italian by preference, began her career in helping other people get more out of their lives by:

- Training to be a teacher of English as a Foreign Language in Italy
- Working with overseas students in the UK to develop better study skills as a University Senior Lecturer
- Training, developing and quality assuring Lead Facilitators delivering coaching and leadership programmes to school leaders
- Gaining coaching accreditation and founding Beaumont Training & Consultancy Ltd, in Nottingham, England in 2008
- Becoming a part-time tutor for the Open University
- Volunteering as a mentor in local schools
- Adopting a greyhound and using him to conquer children's fear of dogs
- Delivering awesome leadership programmes

Jo Higgins-Cezza is currently engaged on a mission to bring Resilience to everyone who needs it (that pretty much means everybody in the world!).

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Chapter 1

What is Resilience?

What do we mean by Resilience? Put simply, it is a necessary skill for helping us to cope with the obstacles and challenges that life throws at us. Think of someone who has had a particularly tough experience in life, but instead of just getting knocked down by it, they came back stronger than ever. Resilience is a mind-set which gives us the ability to bounce back from adversity and not let failure overcome us.

Resilience is about being able to adapt well to any adversity that causes a great deal of stress, such as tragedy, trauma, threats or anything that makes you feel under pressure. Challenges can come in all shapes and sizes, from problems in your personal life (family feuds, relationship breakdown, poor health, financial issues) to those common in the workplace (tight deadlines, difficult bosses and colleagues, fear of failure, etc.).

Whilst some of these challenges will be tougher than others, why is it that some people seem to cope better with adversity than others? It's not that these people feel the weight of these problems less intensely; the answer is simply that they have a more Resilient attitude, which means that they know how to find ways to deal with their challenges.

According to Edith Grotberg¹, the factors which help our Resilience can be summarised into three groups: *I have, I am, I can*.

I have = the external supports and resources which help us in tough times (for example, family and friends)

I am = the beliefs I have about myself as a person (for example, I am good, I am hard-working, I am honest)

I can = the social and interpersonal skills I have learned which help get through difficulties (for example, I can make, negotiate and persuade, I can resolve problems, I can do this). This is also known as self-efficacy – the belief that in times of difficulty you can act and that your actions will and do make a difference.

¹ Grotberg, E.H., 1995. A guide to promoting resilience in children: Strengthening the human spirit. The Hague: Bernard van Leer Foundation

The Resilience-building strategies you will work through later in the book are designed to promote these factors.



We all have Resilience, but some of us have more than others. However, we can learn to build our Resilience – in later chapters we will look at some key strategies for doing just that, as well as what helps our Resilience and what gets in the way of us being more Resilient.

For now, let's start with some analogies that may help to increase our understanding of the concept of Resilience. When we think of something Resilient, we think of something flexible, that can take a lot of strain and keep on bouncing back, just like a spring.

When we stretch a spring, we don't normally worry about it breaking because we know it will snap back into shape. No matter what it will never lose its shape, continuing to function as a spring as though the strain never happened.

We can be as Resilient as a spring.

When we face a challenge, it's possible for us to spring back and move on. The body of a spring is made to be Resilient; and in exactly the same way, we can train our minds to do the same. For us to spring back (or bounce back, as it's often called), one of the first things we can do is change the way we think about our problems. First and foremost, by viewing them as opportunities for growth and personal development, rather than hindrances that could set us back.

The Oak and the Reed

Which of these is stronger – an oak tree or a grass reed? According to the longest-established Resilience training company in the UK, Beaumont Training & Consultancy Ltd., *“The essence of Resilience lies in the difference between the oak tree and the reed”*. This analogy explains how the oak tree relies on its strength to withstand adversities.



An oak tree can survive the toughest of tempests because its roots are planted deep into the ground. It will stand strong through rain or shine, but is pure strength enough on its own? If we compare the strength of the oak to that of a reed, we assume that the oak would win, but a grass reed has other desirable qualities; it is flexible and bends against the elements, but always manages to snap back into shape. When a very strong gale force wind blows, the oak tree is likely to get knocked down. If you can pardon the pun, the very root of its strength is also its downfall. The power of its roots and its sturdy trunk mean that in a strong wind it will not bend or stretch, it will snap in half. The grass reed, on the other hand, will get mown down by that very same wind, but sooner or later it will regain its shape and stand back up straight again. The reed possesses certain qualities which are lacking in the oak; namely flexibility and

elasticity. So, in fact, when the adversity of a strong wind happens, the reed is far “stronger” than the oak.

The essence of Resilience lies in the strength of the oak tree combined with the flexibility of the reed. As far as trees and plants are concerned, the story stops there. But we are humans, in possession of the ability to think and reason (should we so choose!). Therefore, for humanity, Resilience means having a strong mind-set (the grit and determination to succeed) together with the essential characteristics of the reed (flexibility and adaptability of mind-set). It is for this reason that the company mentioned above (Beaumont Training & Consultancy Ltd.) chose grass reeds swaying in the wind as their logo.

PRACTICE ACTIVITY 1

Now, think back over the past week or so. Take a piece of paper and make a note of all the things that have annoyed or frustrated you, caused you to feel anger, fear, sadness or hopelessness. Next, take a moment to reflect on how you handled each of these. Here's an example below:

Situation	How I Felt	How I Reacted
My boss asked me to work late so I had to miss a friend's birthday party	Angry, upset and frustrated. Embarrassed to tell my friend that I couldn't be there for her. Angry and humiliated that my boss sees me as a "resource" and not as a human being.	Slammed the door. Stomped around the office, making it clear that I wasn't happy about working late. Phoned my friend and let my frustration get the better of me - ended up arguing with her.
We were all feeling frustrated at the heavy traffic when some idiot decided the rules don't apply to them and took an illegal short-cut to avoid having to wait.	Even more frustrated. Why do some people think they're better than others? Annoyed that the person got away with it.	Honked my horn, shouted abuse at the driver and tried to block his way.
Now create your own personal situation		

To help you reflect, ask yourself how often you have lost your temper or got angry with someone (particularly if it was someone who just happened to be on the receiving end of your bad day). Did you find yourself swearing at the television, muttering about slow customers, or complaining about how badly behaved your clients/colleagues/bosses are?

PRACTICE ACTIVITY 2

When you look over what you've written down in the last exercise, can you honestly say that you are entirely happy with all of your reactions and responses? If you could, would you go back in time and change how you acted? Now complete the exercise below.

How I reacted	What the outcome was (including the knock-on effect)	What would have been a better way to react
<p>Slammed the door. Stomped around the office, making it clear that I wasn't happy about working late. Phoned my friend and let my frustration get the better of me – ended up arguing with her.</p>	<p>I knew that I had totally let my friend down, and that I had acted very childish in the office, damaging my chances of promotion.</p>	<p>Either reason with the boss to negotiate a compromise or accept it and promise to make it up later to my friend. It definitely would have been better not to have taken it out on my friend.</p>
<p>Honked my horn, shouted abuse at the driver and tried to block his way.</p>	<p>The driver got clean away but I nearly ended up ramming the vehicle in front. My heart was racing and my stress levels were through the roof. Even when I got home I was still angry about it and couldn't enjoy the lovely dinner my partner had cooked.</p>	<p>Ignore him – he's just one bad driver. Concentrate instead on staying calm, keeping my blood pressure and stress levels under control so that when I get home my partner is delighted to see me, not annoyed that I'm not appreciating the dinner.</p>
<p>Your own personal scenario here</p>		

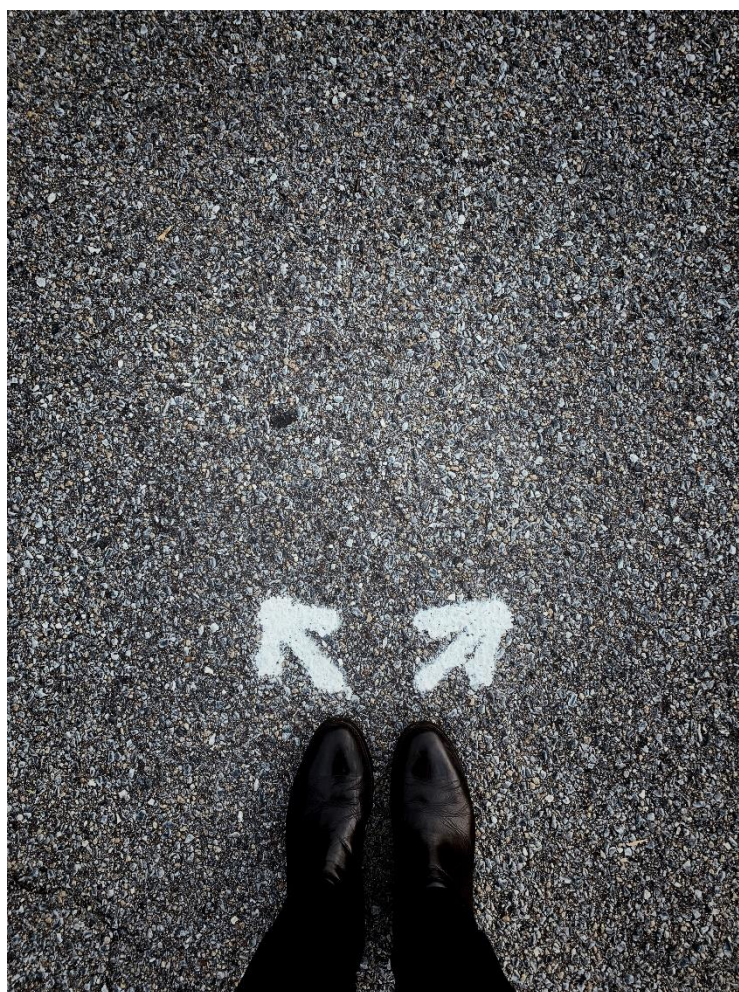
Clearly the easy option is to act on impulse and release our emotions in a way that is satisfying in the moment. Something that gives us a burst of adrenalin and makes us feel good (or at least righteous) in the moment can cause dire consequences later, either by us getting in trouble or by making us repent what we did later. In these cases, hindsight teaches us that we are damaging ourselves by giving in to our gut reactions. The solid unwavering quality of the oak is not the best option in these instances, as grit and determination only contribute to our Resilience when they are directed towards well-chosen goals (and hence to our physical and emotional wellbeing). The final column of the above table, instead, shows us how much we can benefit from adopting the flexibility and elasticity of the “reed”. By avoiding the rigid approach of simply following our gut instinct, we can see adversities from a more Resilient prospective and adapt our responses so that we get the best possible outcome from a challenging situation.

Surviving or Thriving?

So far, we have seen that Resilience is something that we all have to a varying degree, but that the more Resilient we are, the better equipped we will be to deal with whatever challenges life throws at us. No matter what our starting point is in terms of our existing level of Resilience, we can all develop it further. We will explore strategies for doing this in the later chapters.

For now, we will focus on what difference Resilience can make to us, to our daily lives, to those around us, and to our future success.

Your Resilience depends on the choices you make. As we explored just now in the practice activities, we are often tempted to make the easy choices rather than the ones which give us the best outcomes. But what difference does a Resilient choice actually make?



Resilient people thrive thanks to certain key characteristics they possess. Here are a few of them:

- Resilient people are optimistic. They always look for the positives rather than the negatives. They are confident that they can make better days happen.
- Resilient people know how to build and maintain strong relationships. They know that they have people they can rely on when times are tough.
- Resilient people know how to focus on things they can control, rather than on things they can't. They don't waste time and energy worrying about things that they can't fix or falling into victim-mode.
- Resilient people have a high level of self-esteem. Instead of comparing themselves negatively to others, they focus on being the best they can be.
- Resilient people are very good at setting goals for themselves. Because they have a strong desire to achieve these goals, they are more likely to be achieved.
- Resilient people are empathetic towards others. They practise kindness and gratitude, which in turn helps increase their own Resilience.

What if we consider that all the above contain elements of choices? That may sound strange at first because obviously some of us are fortunate enough to have families who are naturally supportive and loving towards us, whilst others are less so. Regardless of your family situation, you can still create and enjoy good relationships (whether these are with family members, partners or friends). Making the commitment to attempt this is entirely your decision. The same is true of making an effort to focus on what you can control, rather than on what you can't (we will explore a strategy for practising this in a later chapter).

As for self-esteem, we all have a certain degree of it, but it's entirely up to us what actions we take in order to foster it. It's important to stop comparing yourself to other people. Instead, focus on your own achievements and make decisions that help you, rather than focusing all your energy into what you haven't got. Setting goals and being kind to others needs little explanation because they are more choices that we can make, whether it's deciding what goals to aim for or simply doing a random act of kindness for someone.

So, the question to ask yourself now is "Am I surviving or am I thriving?" If you are merely surviving, then you may feel that you're constantly under pressure and only just making it through the end of the day.



Could it be that you're adopting too much of an "oak" attitude, so that you're limiting your capacity to be flexible? Whilst surviving the week may be considered a good thing, it's not the best outcome. If all you've managed to do is survive, you'll be knocked down once those problems arise again. You haven't taken the opportunity to learn from adversity, and so you're stuck in a loop that can have a drastic effect on your quality of life.

By learning to act like the reed, you're opening yourself up to a world of new opportunities. By thriving through everyday life, you're allowing yourself to face challenges head on, whilst learning how to cope with things you once hated doing. A Resilient attitude will help to change the way you think about things, whether in your professional or personal life, and it will help you wake up in the morning looking forward to the day ahead. Ultimately, thriving rather than surviving means making the best choices – the ones which will deliver the best outcome for us in the long term.

For extra resources on learning to make the right choices, see the Resilience-building card game Say What? <https://www.resilience-training.org.uk/product/resilience-card-game-say-what/>



CHAPTER 1

KEY LEARNING POINTS

- Resilience is what helps you bounce back from life's adversities
- Three key factors of Resilience are support (I have), beliefs (I am), and self-efficacy ('I can')
- We all have some Resilience, but we can learn strategies to continually build upon it
- Resilience means combining the strength of the oak tree with the flexibility and elasticity of the grass reed
- Thriving means making the right choices rather than the easy ones

Chapter 2

Where does your Resilience come from?

You may think that Resilience is something that you're born with—like the colour of your hair or eyes—but it is something that is developed through learning and from the experiences you go through, especially the tough ones. A major factor in your Resilience is your childhood; not where you lived, how much money your parents had, your academic ability or anything like that. It's not just the experiences you go through in early childhood, but the way you start to view the world as a result of them.

As you will see from the description of the experiment below, people develop different levels of Resilience, even within the same family unit. The way we are raised within that unit is crucial to our Resilience. It can, and will, impact on the choices we make, the beliefs we hold about ourselves, and the futures we build. The good news is that our Resilience is not something fixed; it changes according to circumstances and context, and of course we can always take steps to grow our Resilience.



Mark and Emily

Mark and Emily were a brother and sister, born one year apart to a family experiencing a whole range of difficulties from broken and/or dysfunctional relationships to housing, social, and money issues. Parenting skills were poor, and the two children struggled in life from an early age.

Sadly, we're not surprised when we find out that some youngsters who have suffered badly in their early years grow up to experience problems in later life. There is evidence that childhood trauma can lead to problems relating to alcohol, drugs, crime, violence, etc.

“Stress and neglect at home take an obvious toll on kids as they grow up. Many decades of research have documented the psychological consequences in adulthood, including struggles with depression and difficulties maintaining relationships²”

The research would prove all too true for Mark, as the effects of his difficult childhood haunted him for the rest of his adult life. He truanted from school, and his behaviour was poor when he was present. The result was that he left school with very poor qualifications. He took a series of jobs but struggled to keep any of them, and his dissatisfaction led him to experiment with drugs. By the age of 33, Mark had lost touch with his family, found himself homeless, and survived only by relying on charity for food and occasional shelter.



For Emily, on the other hand, life would turn out much better. She also struggled at school initially and was on the point of failing every subject when a teacher gave her some encouragement. Emily began to believe that she wasn't "stupid" (which is what other children called her) and soon noticed that her efforts at working harder paid off. She left school with

² Scientific American, Retrieved from: <https://www.scientificamerican.com/article/troubled-family-life-changes-kids-b/>

qualifications slightly above those of her age group and went on to become a personal secretary. She found a job she liked, married, and started her own family. Emily subsequently decided on a career change, enrolled at the local university and graduated with a good degree. By the age of 33, she had secured her dream job, and lived a happy home life (saddened only by the shadow of being unable to discover the whereabouts of her brother).



How can it be that two children from the same family, experiencing the same childhood, could turn out to have such radically different lives? In their case, as in many others, the answer lay in Resilience. What did Emily have that Mark didn't? A significant adult who acted as a positive role model, gave the right encouragement, and helped increase the child's self-belief. In Emily's case, the person concerned was a teacher, but it could equally have been a parent, a guardian, a member of the extended family, an elder sibling, a faith leader, and so on. The significant adult is someone who has a strong presence in the child's life, and thus can influence the child.



Mark did not have a significant role model to guide him and help shape a positive future for him. In fact, his significant adult was his father, who was often absent in his life for long periods. When his father was around, he treated Mark very badly, frequently saying things like “You’ll never amount to much.” “Life is so hard.” “You’re stupid and you mess everything up.” “You’ll end up on the scrapheap like your father.” Emily, on the other hand, was mainly ignored by her father, but began to blossom and reach her full potential once her teacher took note of her and gave her praise. The teacher would say things like: “You’ve worked really hard there – well done.” “How did you manage to solve that problem?” “You have a real talent for English.”

How do we know the role of the significant adult is so important? Well, it was a key finding from one of the earliest pieces of research into Resilience, which you can read about below.

Early Research into Resilience

Psychologists Dr Emmy Werner and Ruth Smith conducted a forty-year study³ into 698 infants born in 1955 on the island of Kauai, Hawaii. During all this time they followed the development of children who were exposed to risks whilst growing up, e.g. unstable households or mentally ill parents. The aim was to discover whether children exposed to such risks would grow into adults with mental and physical health problems, compared to children who did not grow up in high-risk environments.

³ Smith, R and Werner, E. 1977 Kauai's Children Come of Age, University Press of Hawaii.

Werner and Smith's most significant finding showed that one third of all high-risk children displayed Resilience when they had outside influences such as an alternative caregiver, e.g. aunt, babysitter, or teacher. These children were able to grow into caring, competent and confident adults despite the problematic factors impacting their development. The significant adults in these cases were able to balance out risk factors during critical periods in the children's development, and so helped the children to see that the situation wasn't hopeless. The children developed a healthy set of beliefs about their ability to cope with life's adversities.

Unfortunately, not all children had the same significant adult to help them, and so it happened that children like Mark and Emily (in our example above) did not always develop the same level of Resilience, which in turn impacted on their behaviour and success in life. As we will see later in the Circles of Influence and Control Model, the ability to identify what you do and do not have control over is a key trait of Resilient People.



What does this mean for us today, as adults? Firstly, that if we are, or intend to be, parents, or if we have children in our lives whom we care for, we need to be talking to them in ways which will increase, not decrease, their Resilience. Secondly, we know that our Resilience is not set in stone – we can develop it, for example by re-examining our beliefs (as we will see in the next chapter). Because we are no longer children we can also act as our own 'significant adult', and so modify the way we talk to ourselves, which in turn will increase our self-esteem. For now, let us examine how the words you use can have a different impact in both good and bad situations.

PRACTICE ACTIVITY 3

Based on what you have read above regarding the crucial role of the significant adult, choose the better response for the child/young person in the situations below. The correct answers are explained at the end of the exercise.

1. Peter has scored a very low grade in his test.

- a) “Work harder next time unless you want to be a failure.”
- b) “What do you think you could do to improve your grade?”

2. Sarah has made a lovely drawing.

- a) “You’re so clever! Well done.”
- b) “How did you manage to draw that bit so accurately?”

3. Chris has fallen out with his friend

- a) “Last time you fell out with him, how did you become friends again?”
- b) “Never mind. He’s a stupid boy anyway.”



PRACTICE ACTIVITY 3 KEY

Answer 1:

a) may be something you heard your parents say, in some cases because they were trying to prevent you from making the same mistakes they did. However, from a Resilience point of view it is not a good response. The phrase “work harder” is vague. Would a child know from this feedback how exactly they could “work harder”? And the threat of failure is likely to do more harm than good, for example making the child feel inadequate. What sort of impact does it have on us, as adults, when we are intimidated by fear of failure?

b) is a much better response because instead of focusing on pointing the finger of blame it encourages the child or young person to reflect on their performance (what they did well, what they could do better in future). The outcome is likely to be a positive, rather than a negative one. What would this mean for us as adults if we talked to ourselves in this way? Probably a great deal more self-confidence and self-esteem - key characteristics of Resilient people.

Answer 2:

a) may seem like a very encouraging way to respond to someone but it is not a Resilience-building response because it focuses on “being clever” rather than on things like the skills and hard work employed in order to produce the drawing.

b) asks the child to reflect on how they have done something, rather than on what they have done. A child may struggle in the future to repeat “being clever” but will be able to repeat the skills used to produce hard work and accuracy. As adults we like to be praised for who we are as well as what we do, but as we will see later on, feedback on how we perform is essential to our growth and Resilience.

Answer 3:

a) leads the child towards thinking about what it is that they do well when attempting to repair a broken friendship. Therefore she or he will be in a good position to adopt the right skill set in future.

b) doesn't teach the child anything useful, and in fact leads them to think badly of anyone they don't get along with. Not a great skill for the future. How many times do we, as adults, prefer to nurse our injured pride rather than taking active steps to mend a broken relationship?

Having worked through the Practice Activity above, we can see that the way we learn to view the world as children has an enormous impact on our adult Resilience. We also need to bear in mind that you can have different levels of Resilience at different times in your life. Whilst it can sometimes be a challenging skill to learn later in life, it can change the way you view the difficulties that once halted your progress⁴. If you take the opportunity to learn from bad situations you will be able to grow as a person. If you let bad things impact you, you're stunting your growth and reducing your potential for success.

⁴ As author Maya Angelou once said, 'I can be changed by what happens to me. But I refuse to be reduced by it.' (Angelou, M. ed., (2009). Letter to my Daughter. Random House).



CHAPTER 2

KEY LEARNING POINTS

- We all have different levels of Resilience, even children from the same family
- Your “significant adult” is a major factor in the development of your Resilience
- Going through tough experiences can help you develop Resilience
- Encouraging children to reflection how they achieved something rather than the outcome itself can develop their Resilience
- Being your own ‘significant adult’ is one way of building your Resilience

Chapter 3

How Our Beliefs Shape Our Resilience

We've already discovered that Resilience can be developed at any point in our lives, but it's not a process that can simply happen overnight. Resilience involves persistence. Becoming a Resilient person means changing your approach to life, and as with all lifestyle changes, you need to commit to making the necessary changes to your behaviour.

Sometimes it will seem easier to ditch the Resilient attitude in favour of 'quick fixes' that allow for instant gratification. It is essential that we are aware of what can help to improve our Resilience so we can implement those strategies when adversities come our way.

Let us begin with a brief exercise. Answer the questions below. When you've done that, you will find some possible responses in the Suggested Answers section.

PRACTICE ACTIVITY 4

- 1) Think about what the word "belief" means.
- 2) Write down a short definition of "belief".
- 3) What are some of the beliefs that you hold about the world and about yourself? Try writing a few sentences beginning "I am the sort of person who....." and "I'm not the sort of person who...."

Suggested Answers for Practice Activity 4

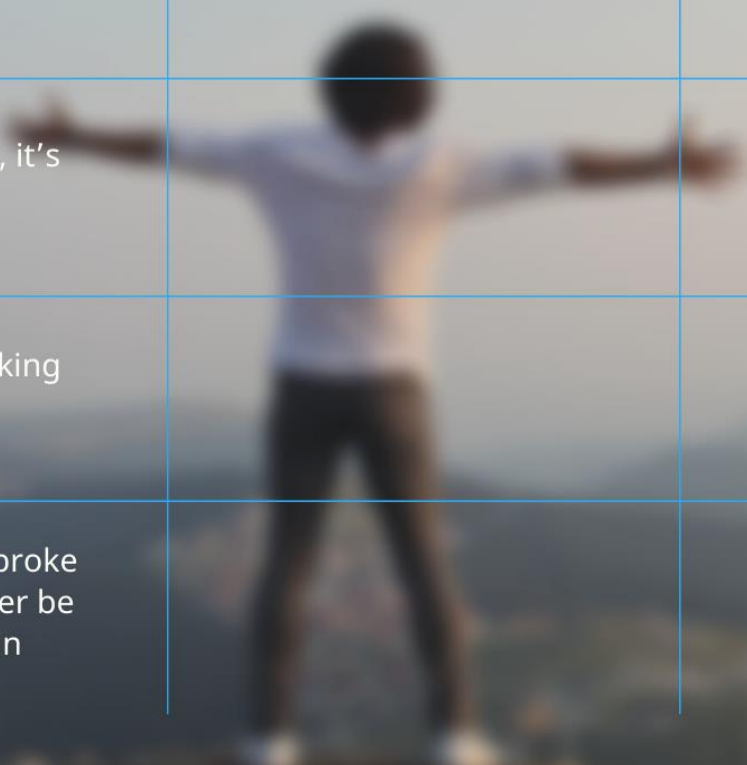
- 1) Belief means something that you believe in; something that you think or hold to be true; a way of seeing the world.
- 2) According to the Oxford Dictionary, a belief is "An acceptance that something exists or is true, especially one without proof". "Something one accepts as true or real; a firmly held opinion".
- 3) There are numerous possible answers - here are some examples:
 - "People should be kind."
 - "My country is better than anyone else's country."
 - "I'm the sort of person who always tries to do their best."
 - "I'm not the sort of person who would ever like to perform in public."

As we can see from the answers to question 3, your beliefs determine how you see the world. If you believe that people should be kind, then you are more likely to notice kindness when you see it (or when you don't). If you believe that your country is better than anyone else's country then you are going to have a very subjective view of many things such as culture, politics, food, etc. Amongst all these beliefs there are ones that could be categorised as "healthy", and ones that could be considered "unhealthy". In the same way that healthy food aids your overall wellbeing, and unhealthy food doesn't, healthy beliefs build your Resilience, while unhealthy ones lower it.

Believing you always need to try your best is a healthy belief; whereas defining yourself as someone who could never perform in public is an unhealthy belief. Maybe you could perform in public (many people who do it for the first time are amazed at their success) and maybe you couldn't. But deciding from the outset that you can't is called a limiting belief. As Henry Ford is often quoted as saying: "Whether you think you can, or whether you think you can't, you're probably right."

PRACTICE ACTIVITY 5

See if you can distinguish between the healthy and unhealthy beliefs in the Practice Activity below. Do the beliefs in the table below generally help increase or decrease your Resilience?

A person with their arms outstretched stands on a hilltop, looking out over a vast landscape. The person is wearing a white t-shirt and dark pants. The background shows rolling hills and a clear sky, suggesting a peaceful and open environment.

Belief	Healthy or Unhealthy?	Explanation
Life is fair		
My family help me get through difficult times		
If it's not perfect, it's not worth doing		
I am good at making friends		
My relationship broke down – I will never be able to start again		

Belief	Healthy or Unhealthy?	Explanation
Life is fair	Unhealthy	It is an unrealistic belief; when life is unfair you will find it harder to deal with.
My family help me get through difficult times	Healthy	Identifying who your support resources are is key to Resilience. Some people wrongly think that asking for help is a sign of weakness, whereas it's a sign of strength.
If it's not perfect, it's not worth doing	Unhealthy	Striving to be perfect in everything can only ever lead to failure and disappointment. Doing your best is much more achievable and will make you feel more motivated.
I am good at making friends	Healthy	Recognising your interpersonal skills is a sign of Resilience.
My relationship broke down – I will never be able to start again	Unhealthy	Just because one relationship has broken down it doesn't mean that you couldn't ever build and maintain another one.

The beliefs you hold are directly related to your success and happiness in life; they determine how you experience each day. Your beliefs are judgments about you and the world around you. These then shape your values (the things you hold to be important in life), such as trustworthiness, loyalty, freedom, etc. Values describe what you desire and seek to achieve; they form the basis of your behaviours and motivation. If one of your values is charity, then you aspire to be charitable. But because values are abstract concepts, one person's view of charitable behaviour may be very different from someone else's. We can see from the diagram

below that while your beliefs and values remain hidden (unless you choose to express them openly), only your behaviour is observable. That is why we tend to judge people on their behaviour, and on the results this generates.



If you want better results (for example, a better level of Resilience) then you need to start by examining your beliefs. Do they help or hinder you in life? Once you've identified the unhealthy ones, you can monitor every time you fall into the trap of repeating these limiting beliefs. Even better if you can identify what your personal values are, so that you ensure your behaviour matches them.

Having established that beliefs shape our view of the world, let's look at what that means for us in real life.

Imagine that you've previously been in a situation in which you had a lot of challenges to face, including having to deal with someone with very aggressive behaviour. It was hard but you managed to resolve it. When faced with a similar situation, how might you react? Based on your experience you're probably not going to relish addressing the situation but you know that you can do it and so you will grit your teeth and see it through. If you have developed a great deal of Resilience you might even feel motivated to put your new-found skills to the test and view the challenge as an opportunity for further personal growth. But what if you have beliefs such as "Life is impossible when you've got too much on your plate" or "I'm not the sort of person who can stand up to aggressive people." How might you react then?

Instead of thinking about your strengths, and what worked for you last time, you'll be focusing on how impossible it all seems and all the negative aspects of the challenge - what could go wrong, what might go wrong, what you will find hard, etc. In the end you become so worried about failing at it that you end up not doing it and running away from the problem.

I'm sure that we can all think of times when we've either avoided a problem or thought of doing so, based on our beliefs about ourselves. Or maybe we've not jumped at a thrilling opportunity,

which we've subsequently regretted. Our past beliefs, rather than our actual experiences, can really influence how we view the world. The benefits of identifying and dismantling all our unhealthy beliefs cannot be overestimated.

However, dealing with challenges such as aggressive people is no easy matter, especially when you have already got a lot on your plate. But if we return to the Grotberg research referenced in Chapter 1, it can be helpful to draw upon our resources (I have), our self-belief (I am), and our self-efficacy (I can). How would this look like in practice? Let's return to the examples of unhealthy beliefs we mentioned above in the following exercise.

PRACTICE ACTIVITY 6

- What resources might someone have at their disposal to help them combat the following belief?

“Life is impossible when you’ve got too much on your plate”

Resources (I have)	Self-Belief (I am)	Self-Efficacy (I can)
My partner is always very supportive	I am very good at prioritising	I can solve problems easily
My colleagues go the extra mile for me when necessary	I am good at staying calm when things are hectic	I can time manage myself well

Now see if you can identify resources to combat the second belief?

“I am not the sort of person who can stand up to aggressive people”

There are many answers that you could give. A few are given below:

Resources (I have)	Self-Belief (I am)	Self-Efficacy (I can)
I know I can phone my parents when I need advice	I am very good at calming angry people down	I can joint problem-solve to defuse conflict and aggression
I have a group of friends who regularly discuss issues like this	I am someone who has previously dealt with aggressive people successfully	I can use active listening skills to help deal with aggressive people

Being unable to leverage past successes isn't the only downfall of people who struggle with their Resilience. They're also likely to let criticism hinder them instead of either ignoring it (if it's unhelpful) or using it to get better at what they do. Some people become very downtrodden when they're told they can't do something – which is completely understandable as it's not a very nice thing to hear. The real problem arises when we receive comments of this nature and we simply agree with them. Instead of working to improve, we just give up completely and lose hope. So how do Resilient people cope with criticism, rejection and hardship? Let's look at the experience of one of the most successful children's authors in the world.



J. K. Rowling is a marvellous example of someone who demonstrated Resilience at the very beginning of her career as a writer. Now enjoying her well-deserved fame as the author of the Harry Potter book series, life was once very different for Rowling. A single mother with a young child to look after, she would sit in a café writing her novels, desperately hoping to make it as a writer. But every time she sent her manuscript off to the publishers she was turned down, allegedly even receiving feedback that children didn't want to read about "witches and wizards!" If she had listened to those words and given up, we wouldn't have seven books, eight films, and a world-wide phenomenon. Nearly everyone knows who Rowling is; her international success is due to her persistence, even when faced with a brick wall.

No matter how high the wall seems, there's always a way to get past it. Whether you go under or over it, or smash through it, there is always a way to the other side if you have self-belief, perseverance, and have correctly identified your strengths. It may take hard work and dedication, but you will get there. There is no reason to let life's hindrances get in the way of

success; you just need the right set of healthy beliefs. So how do we know what our strengths are? You can find an easy strategy to use in the next chapter.



KEY LEARNING POINTS

- Your beliefs determine how you view the world, as well as your success in life.
- Your values are abstract principles which govern your behavior.
- Healthy beliefs increase your Resilience, whilst unhealthy ones diminish it.
- Perseverance is another trait of Resilient people; they don't give up easily.

Chapter 4

Quick Wins to Increase Resilience

So far, we've discussed what Resilience is, where it comes from, why it's important and the difference it can make to your life. Now we need to look at getting some quick wins for building your Resilience.

Below you will find two easy-to-use daily strategies that you can put into practice straight away; both can give you that much-needed boost on the days where it may feel easier to throw the towel in. Practise these strategies even when you're feeling positive and Resilient – it will help to build your stores of Resilience for the days that aren't going so well.

The Gift List

The first of these strategies is called the Gift List – the opposite of a wish list. People are very good at compiling a wish list because it's natural to focus on wanting to get nice, new things. Unfortunately, that means we neglect to focus on the many things in life that we already have. One of the characteristics of Resilient people is that they are very good at appreciating what they have got, rather than focusing on what they haven't. The Gift List isn't about asking for the things we want - it means paying the right amount of attention to writing down what we are grateful for. The good things that happen to us can often get swept under the rug, and when we're prone to negative thinking, we may even fall into the pessimistic trap of forgetting that anything positive has ever happened.

Whatever you put on the list can range from something as small as admiring a ray of sunshine to something as big as getting a promotion at work. The contents of the list aren't important, what is important is that you write down everything that has made you feel happy and everything that you're grateful for. The longer you keep the list, the more impact it will have, and watching it grow is a good way to acknowledge that positive things can and do happen. When faced with adversity we can often forget that we've had good experiences – we may even forget about the good things that have happened on the same day! The list is a way to give the good things a heftier weight so that the bad things can't drag us down.

The items you add to your Gift List can be short, sweet and simplistic. If you don't enjoy going into too much detail, simply write a sentence or two for each positive instance. This way it won't feel like a chore. A short gift list would look something like this:

- 1) Clare noticed I'd been feeling negative and took me out for lunch to cheer me up.
- 2) I managed to buy the last chocolate muffin at lunch.
- 3) I finished everything on my to-do list much faster than I thought I would.



But a Gift List can also go into detail, if that's your style. Writing in depth about the things that have happened can help transport us back into the moment. An in-depth Gift List may look like this:

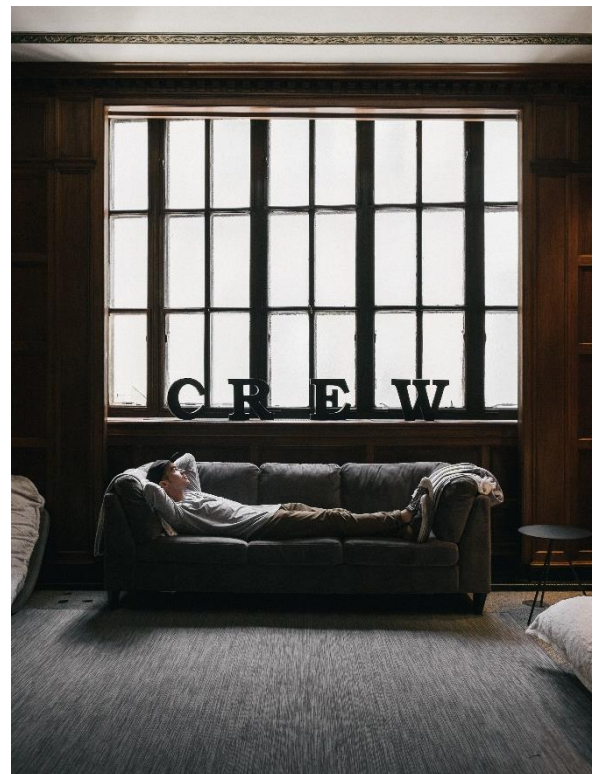
- 1) I had been feeling rather stressed lately, and I had let it get to me. I wasn't as responsive as I would have usually been, and Clare had noticed. She confronted me about it, but in a nicer way than I'd expected. We had lunch at a small café around the corner from our office, had a laugh, and it felt as though the weight had been lifted from my shoulders. I realise now that I just needed to open up to someone. I'm grateful for having Clare as a friend.
- 2) I had heard they were serving freshly baked chocolate muffins at the canteen. I was in a meeting just before lunch and, unfortunately, it overran. I had been looking forward to a muffin all morning, but I sadly thought that there would be none left by the time I made it out of my meeting. When I arrived at the canteen, I noticed that there was one

still sat on the shelf! I rejoiced! I happily ate the muffin, considering it a reward for making it through such a long meeting.

- 3) I'd been neglecting my chores recently, and so regrettably set aside my plans on Saturday to focus on getting everything done. I put some loud music on, set to work, and the time flew by! I finished in the early afternoon – far earlier than I thought I would – and managed to enjoy the rest of my weekend, feeling accomplished and thoroughly relaxed.

You could even combine longer and shorter entries depending on how you're feeling – it is completely up to you. It doesn't matter how you organise your list, just as long as each entry is something positive.

In the Practice Activity below there are two statements which go over the details of the same event. Read both and consider which one would be appropriate to put on your Gift List.





PRACTICE ACTIVITY 7

1) Someone in the office accidentally used the last of my coffee that I'd brought in from home. I was annoyed at first, but I asked my friend if I could try her blend and I ended up liking it even more than the one I normally drink! I'm grateful for my new discovery

2) Someone in the office stole the last of my coffee. I was really looking forward to it, and ended up having to drink my friend's blend instead. I'm not going to bring my own coffee to work anymore. I'm grateful that I found out what a bunch of thieves they are so now I know not to bring in anything expensive.

The first statement would generate more benefits for your Resilience than the second because the focus is on the positive, not the negative. It acknowledges that accidents happen, and instead of focusing negatively on feelings of disappointment (or acts of robbery!), the focus is on discovering something new and enjoyable.

The Success Journal

The Success Journal is similar to the Gift List in that it is a catalogue of positivity - the main difference is that instead of writing what you're grateful for, you're writing about your own personal achievements. Having a document of successes is a useful way to remind yourself of everything positive that you've done. There are times where we can forget what we've done and begin to belittle ourselves, comparing ourselves to the recent achievements of others around us. The Success Journal encourages us to look back on our past to remind ourselves that we're just as capable as the people around us. Not only that, but it also motivates us to do even more – the idea being that because you have already managed successfully to do x and y, you can now also do z.



It works as a sort of diary; every time you achieve something, you're proud of – no matter how big or small – you turn it into a dated entry. However, unlike a diary, you only write down your successes.

Your journal could look something like this:

1st-7th April

This week I started working at my new job. I found it scary but managed to pull through and enjoy my time, even though I felt nervous before I went into the office. My co-workers were lovely, and I wasn't afraid to ask them for help when I needed it. They seemed to enjoy showing off their expertise, and they have helped me to learn how to do my job to the best of my ability. I'm proud that I put my fear aside and allowed myself to enjoy this new opportunity.

On Wednesday evening I challenged myself to make a new pasta sauce that I'd been eyeing up for a while. It seemed rather tricky, the instructions seemed to go on forever! But I worked through it methodically, taking it one step at a time until, at last, I was devouring a bowl of the most delicious pasta I'd eaten in a long while. I even had enough to keep for Thursday's dinner! The effort really paid off and gave me a lovely, relaxing evening after work on Thursday.

Detailed paragraphs can help us relive the moments that we're proud of. Using vague language to describe our achievements will mean they won't be very memorable in the long run, making us likely to forget them. However, if you don't feel like writing large paragraphs every week, you could alternatively take a similar approach to the Gift List by using bullet points instead. Just make sure the language you use is memorable and write down the key points to help you remember why it is a success, so when you look back at it at a later date, you'll understand why it was written down.

A more concise success journal could look like this:

1st-7th April

- Great first week at my new job.
- Made some new friends and I'm slowly learning my way around.
- Challenged myself to work through a new pasta sauce recipe. It was difficult, but worth it in the end. Tasted amazing!

A shorter journal can save time both when writing it and when reading through it but might lack some of the detail and emotion you may want to look back on when re-reading.

The main thing to remember when writing a Success Journal is that you only write about your achievements. Don't include anything negative – only focus on the good things that you have accomplished.



PRACTICE ACTIVITY 8

The exercise below is similar to the one you completed for the Gift List. There are two separate journal entries written about the same event, but only one of them is an appropriate entry for a Success Journal. Read through both and decide which one you think is more appropriate and why.

1) I recently started volunteering for my favourite charity. Things have been going well and I'm hoping to apply for a higher role within the organisation. I don't think I qualify for it, and there are probably other people who would be better at it than I would, so I don't think I'll get the job.

2) I recently started volunteering for my favourite charity. I've been working really hard and it's been hard to adjust alongside my regular job, but the work I've been doing has helped me to feel really fulfilled and positive. I'm hoping to get a promotion so that I can help organise some of the bigger events. I've got a good chance of it because of all the skills I've developed so far.

The second journal entry is obviously far more positive than the first because it moves away from doubts and insecurities, instead celebrating the skills gained so far and how they will benefit a future role.

Both the Success Journal and the Gift List can be written in any way you want. You could perhaps get creative with it and draw images to go alongside your words, or you could take photos and keep memorabilia to commemorate the occasions. Write them in whichever way feels more natural and enjoyable to you – that way you're more likely to keep it up.

However, sometimes, it may feel as though you've got nothing worth writing down, or you may feel like you don't have enough time to write an entry up. It's important that you push through and write anyway. Doing the activities as a routine will help to keep you focused. Being able to write the entries, even when you think you're unable to, can help boost your Resilience because you're showing determination and focusing on something positive. It's also important to keep the journal up to date because over time you will be able to see it grow and expand in correlation with all the progress you make. After only a little time you will find yourself with a whole store of achievements – a real goldmine to dive into whenever you're having a rough day and your Resilience is flagging.

A handy tip is to put a reminder in your phone or on your calendar to remind you before you go to bed – you could set the reminder to as frequently as once a day or keep it to once a week, or every other week. This is a good way to reflect upon what has happened, and by doing this before bed you're putting the positive instances at the forefront of your mind. This can help you fall asleep faster, leaving you more refreshed in the morning, and more likely to wake up in a good mood ready to face the day with renewed Resilience.



KEY LEARNING POINTS

- Resilient people are good at appreciating what they have got, rather than what they haven't.
- Rereading your Gift List is a good way to give yourself a boost when times are tough.
- Resilient people are good at celebrating their successes.
- Keeping a Success Journal is a good way of identifying your strengths, and using them for future challenges.



Chapter 5

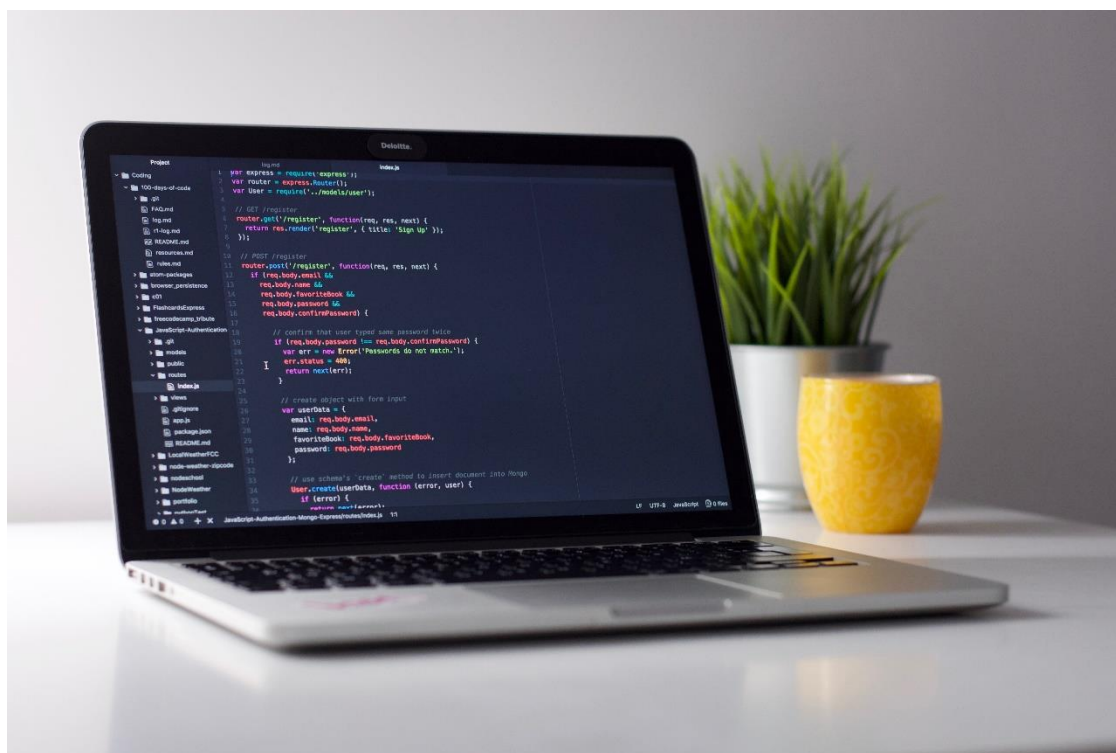
Key Resilience Strategies

Building on the quick and easy wins of the previous chapter, we can now look at some key models of Resilience which may take more time to become daily habits but will produce amazing results for your Resilience. You can either choose whichever ones you feel will benefit you the most or take a Resilient approach and just give them a go anyway; as always, the choice is yours!

The Puppy, The Computer and The Adult Model

This model was created by Beaumont Training & Consultancy Ltd. to explain which part of the brain is in control of you at any given time. It works because of its simplicity, which makes it easy to remember and drive behavioural change daily. The model explains how there are three different parts of the brain (the Puppy, the Adult and the Computer) which have the capacity to increase or decrease your Resilience, depending on which one is in control of you and your behaviour. It is therefore crucial that the right part is in control at the right time. A Resilient person can monitor and manage which part is in control and adjust their mind-set and actions accordingly.

Let's begin with the one you'll easily be able to identify with – the Computer.



The Computer

The Computer represents the part of our brain that reacts automatically, doing what it is programmed to do. That reaction depends on how well the computer has been programmed – if the computer is taught to respond in the wrong way, it will always do so until it is reprogrammed.

If you have bad habits, are used to self-deprecation instead of congratulating your successes, or you react negatively to the same situation, regardless of how it plays out, you have programmed yourself into normalising unhealthy habits. And the Computer is all about habits. Have you ever driven one of your regular routes only to find that suddenly you have arrived at your destination without even noticing? That is an example of the Computer being in control of your brain. It represents our subconscious, which oversees practically all our daily life.

If you were asked to write down every single tiny action completed by any part of your body, you would still be sitting there writing many hours later. The human body is an incredibly complicated organism; in order to function effectively it needs to “delegate” as much as possible to the subconscious mind, leaving the conscious mind to pay attention to potential dangers, as well as anything new and unfamiliar to us. Once we become familiar with it, we can file it away in our subconscious.

Driving is a perfect example. When you first learn to drive you are unfamiliar with the controls, the rules of the road, and the need to co-ordinate hand, eye and foot movements whilst listening to the person who is giving you instructions about where to go and what to do. With practice you become a more confident, competent driver, pass your test and begin to drive on a regular basis. During this time your Computer has carefully stored away all this information, with the result that eventually you do find yourself being able to drive without even having to think about it. What does this mean for your Resilience? If the Computer is in control, then you need to be absolutely sure that it is carrying out the right “orders”. Basically, what you put in is what you get out. By ‘programming’ the right responses, we can eventually react positively to situations without having to actively think about it. Think back to Chapter 3 when we examined the importance of beliefs; healthy beliefs are the key to a healthy mind-set in the Computer part of your brain.

Now let’s move on to the second part of the Model, the Puppy.

The Puppy

The Puppy part of our brain represents our hard-wired primal instincts. The puppy cannot make rational decisions, so resorts to panicking when things go wrong or he doesn't quite understand what's happening. Emotions such as fear and anxiety easily take control of this part of the brain, and so the responses generated by these negative emotions are therefore quite often inappropriate. I'm sure we've all seen people over-react because they don't have their emotions under control. Road rage is a good example of this. Let's not forget though that puppies also have lots of positive qualities; they represent the fun, curious, adventurous side of our brain.



How can puppies be so cute and yet at the same time so troublesome? The answer lies in the overwhelming urge to ensure survival. Puppies are instinctive animals, driven by the same survival mechanism that we humans have, and which was so vital to our cave-dwelling ancestors. When the puppy feels any form of threat, fear or anxiety, its primordial survival instincts kick in and it reacts rapidly (but not always logically) to protect itself.

Humans do much the same thing, but because we are more cognitively evolved than puppies, we can moderate those instincts (although some of us are much better at doing this than others). The Puppy represents the part of the brain which reacts instinctively to save us from danger, but it is also likely to get us into trouble. On the plus side, the Puppy is a risk-taker and so encourages us to step outside of our comfort zone, or to look for the fun elements of life which are so vital to combating stress.

The Puppy brain is not compatible with logic and reason, and so it is not the part of the Model that we want to be in charge during professional experiences, i.e. a business meeting, dealing with a difficult client, etc. Nor do we want it to be in charge of us when we are having a tricky time dealing with personal relationships and personal problems. In order to keep the Puppy under control, we must understand what triggers us to go into panic mode.



So, what are your triggers? Fear of looking stupid? Fear of not being a good enough mother/father/daughter/son? Fear of failure? Fear drives a lot of our responses. A Resilient person has first learned to identify their own personal triggers, and then has learnt not to go into Puppy mode, but instead to practise the Adult mode described in the next part of the Model.

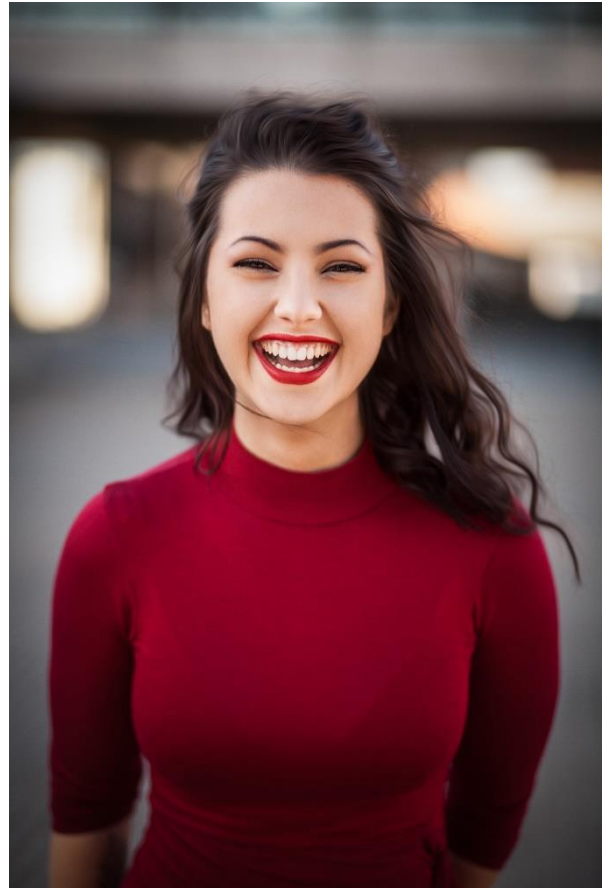
Once our trigger is identified, it is easier for us to get it under control. Think of it like training a dog – a well-behaved pooch is more likely to stay calm than one left to run rabid. In the same way that you can train a puppy to have good behaviour, you can also train the Puppy part of the brain to respond in a more Resilient way to the threats, fears and anxieties present in everyday life. What we're talking about here is the Adult part of the Puppy, Computer and Adult Model.

The Adult

The Adult is the only part of the brain in the Puppy, Computer and Adult Model that can make objective, rational decisions. The Adult isn't impulsive like the Puppy, or merely executing pre-programmed habits like the Computer. The Adult is calm and in control.

The adult is able to keep the other two mind-sets under control by understanding that a dog's primal instincts aren't always right, and by ensuring the computer is running as smoothly and efficiently as possible. When the adult is in control, we experience the best possible outcomes.

Sometimes it's quite easy to be in Adult mode, and other times it it's much harder. Let's look at an example of how we might find it easy.



PRACTICE ACTIVITY 9

Imagine that your best friend, Lisa, comes to you saying that she's really upset and worried because she made a huge mistake at work. She's so emotionally caught up in it that she's starting to panic and is no longer in Adult Mode. Think about how you would respond to her comments below if you were in Adult Mode and were able to look at it more rationally.

Lisa: I've had the most awful day ever. I made a huge mistake at work and sent someone the wrong envelope.

You:

Lisa: That's fine for you to say, but my boss is going to be furious. I'm so worried. I'm certain I'll be fired.

You:

Lisa: I feel terrible. I'm going to email my boss now and tell him I'll resign.

You:

How well do you think you did at trying to be sympathetic to Lisa, whilst at the same time trying to make her look at her dilemma rationally? Below you will find one possible version of an Adult Mode conversation.

Lisa: I've had the most awful day ever. I made a huge mistake at work and sent someone the wrong envelope.

You: I'm so sorry to hear that. But surely it's not a huge mistake if you just sent the wrong envelope?

Lisa: That's fine for you to say, but my boss is going to be furious. I'm so worried. I'm certain I'll be fired.

You: What evidence do you have for thinking that? I thought you'd told me many times how appreciative he is of you. Everyone makes mistake so even if he is angry he wouldn't go so far as to fire you.

Lisa: I feel terrible. I'm going to email my boss now and tell him I'll resign.

You: Don't do that. If you haven't already done so, apologise for the mistake and explain how you are going to put it right. Then sit down and forget about it because you can't do anything else until tomorrow anyway.

Even if it differed from what you would have said, does that sound like the sort of conversation you might have with a friend? And isn't it easy to do that and remain rational, as compared with how hard it is to stay rational yourself when it's you with the problem? The difference lies in the emotions driving us. When it's our friend's problem, our desire to help them puts our brain into Adult Mode. When it's our own problem, the Puppy Mode instinctively kicks in.

Now that you've read this section you will be in a good position to start identifying your Puppy behaviours and make a greater effort to stay in Adult Mode.

If you would like to know more about the Puppy, Adult, Computer Model and see more examples of it in action, then you will enjoy the Resilience e-learning training, a demo of which you can view here: <https://www.resilience-training.org.uk/courses/resilience-e-learning-course/>

Circles of Influence and Control

The next Resilience-building Model we're going to look at is one of the biggest stressbusters I have ever come across - the Circles of Influence and Control. At its heart lies the premise that unfortunately there are many things in life that we either can't control, or that we feel we have no control over. Our stress levels are impacted by feeling frustrated or even overwhelmed by these challenges. When we're unable to influence the way events turn out, we can become disheartened, making us more likely to give up. Or more likely, we get more and more agitated through trying to fix things that simply can't be fixed.

Most of us, when faced with a problem, will naturally try to solve it. However, Resilient people will know when to put the problem to one side and concentrate instead on something that can be fixed. One of the biggest causes of stress in the workplace is due to those little things that can really make our blood boil. And what benefit do we get from that? None. When we are stressed, our blood pressure rises, and this can have a long-term effect on our health and wellbeing.



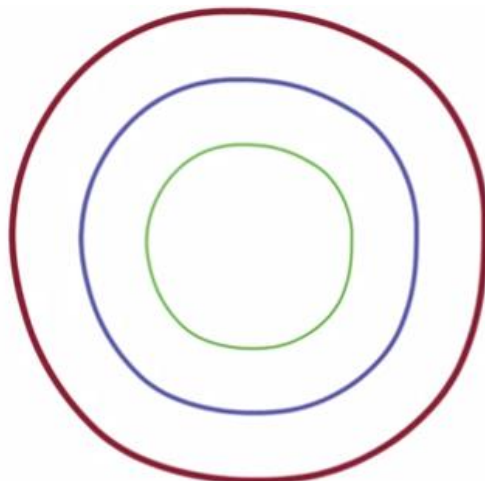
The things that tend to frustrate us are often those we have little or no control over, which in turn makes us feel vulnerable, threatened or desperate. There is a way to overcome these feelings – by not letting what’s out of our control have any power over us mentally. The Circles of Influence and Control strategy helps us to visualise our problems by separating them into differing categories. You can try this out for yourself in the exercise below.

Practice Activity 10

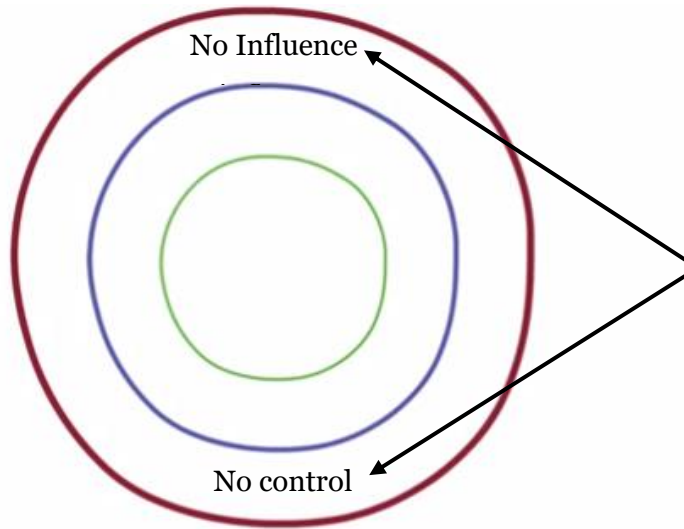
First, take a pen and piece of paper, and write down three things that often cause stress for you, either at work or at home. For example, making a difficult phone call, getting stuck in traffic, tight deadlines at work, inefficient systems, noisy neighbours, difficult boss, etc. When you’ve chosen your three challenges, put them to one side for a moment and create the drawing described below.

The Three Circles

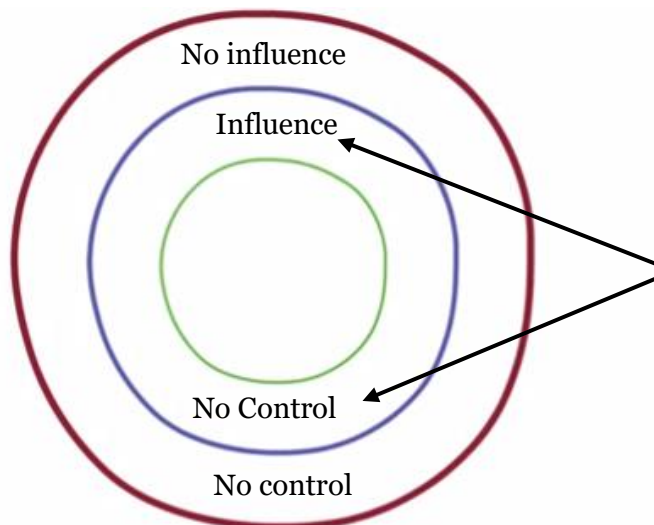
Draw three circles as shown in the diagram below.



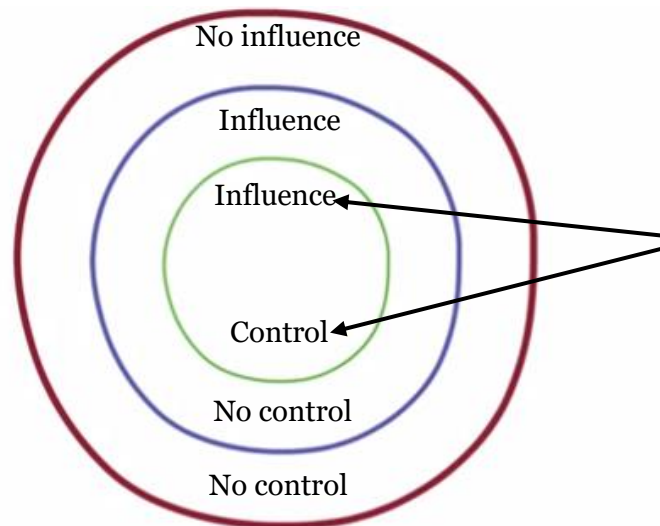
Label the outermost circle 'No influence' at the top and 'No control' at the bottom, as per the diagram below:



Label the second circle 'Influence' at the top and 'No control' at the bottom.



Finally, label the innermost circle 'Influence' at the top and 'Control' at the bottom.



We are going to try and place our challenges in one of the three circles, but only if they fit the criteria for that circle:

Outermost Circle (No Influence, no Control).

For a challenge to be placed in this circle, it must be something over which you have zero influence and zero control. For example, do you think that the challenge of a difficult boss could go into the outermost circle? While you may think that you have no control over him or her, you could always influence them, maybe by talking to them about what you need to do to please them or asking HR to get involved.

Middle Circle (Influence, but No Control)

Clearly the example above of the difficult boss fits into this circle, because you have the option to take some action. Don't be fooled into thinking things like "Well, that wouldn't work" or "HR would tell me to take the first step". You may consider that the option is unlikely to resolve the situation, but the emphasis is not on fixing the problem, it is about whether or not there are ways (even the tiniest of ways) in which you could influence the situation.

Innermost Circle (Influence and Control)

What fits into these criteria? What can we always influence and control (if we so choose)?

Before answering that question, have a go at the items listed below. They're all things which people regularly tell me create stress for them. See if you can sort them into the appropriate circle.

- Bad drivers

- Rude people
- Today's weather
- Noisy neighbours
- Your self-confidence
- Tight deadlines
- Natural disasters, such as earthquakes and tsunamis
- Piles of paperwork
- People who promise but don't deliver
- The passage of time
- Taxes
- The sun rising in the morning and setting in the evening
- Untidy family member
- The Government
- Getting angry at bad drivers
- Feeling bad because you failed a test
- People whose music you can hear on public transport

Key to Practice 10

You can check your answers below.

OUTERMOST CIRCLE

SECOND CIRCLE

INNERMOST CIRCLE

Today's weather

Bad drivers

Your self-confidence

Natural disasters, such as earthquakes and tsunamis

Rude people

Getting angry at bad drivers

The passage of time

Noisy neighbours

Feeling bad because you failed a test

The sun rising in the morning and setting in the evening

Tight deadlines

Piles of paperwork

People who promise but don't deliver

Taxes

Untidy family member

The Government

People whose music you can hear on public transport

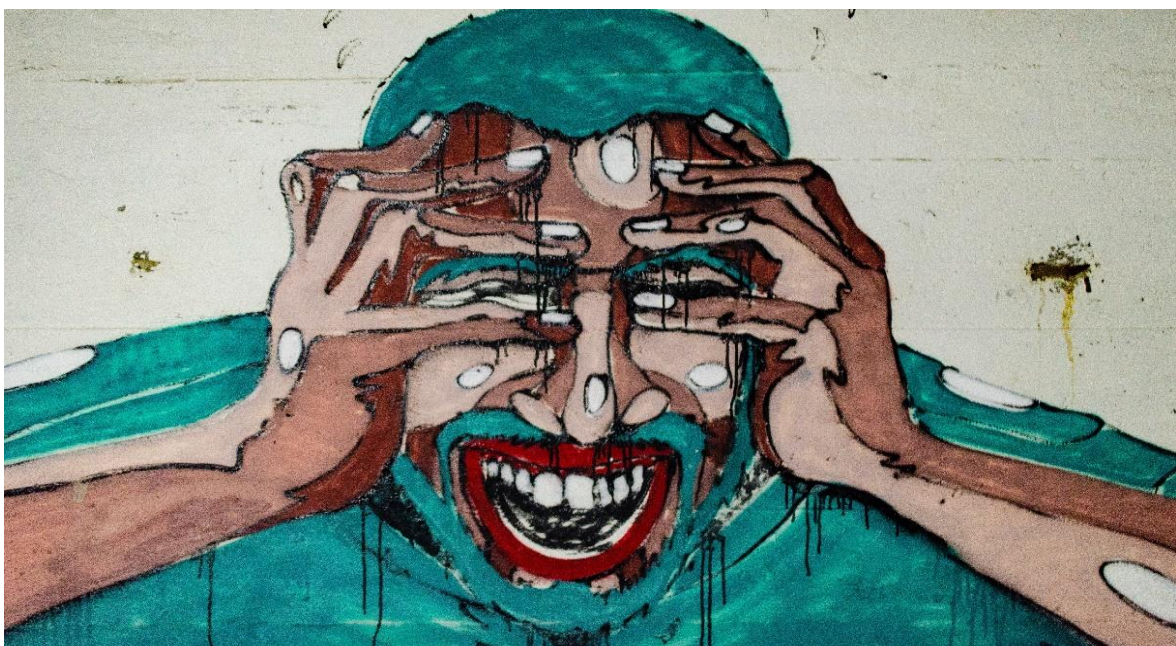
As you read through the columns above, can you notice the similarities between the items in each column? Those in the **Outermost Circle** are all things which we have no influence or control over, no matter which country in the world we are in. They are universally true. And because it is so obvious that we can't do anything to change them, very sensibly we don't even try to.

The **Second Circle** contains stresses and frustrations caused by other people. Isn't it interesting that this column has the greatest number of items in it? The reason for that is what often frustrates us the most is the behaviour of other people. And because we find their behaviour so annoying, we try and "fix" it. At times like this we need to remember that you can't change other people – they must want to change themselves.

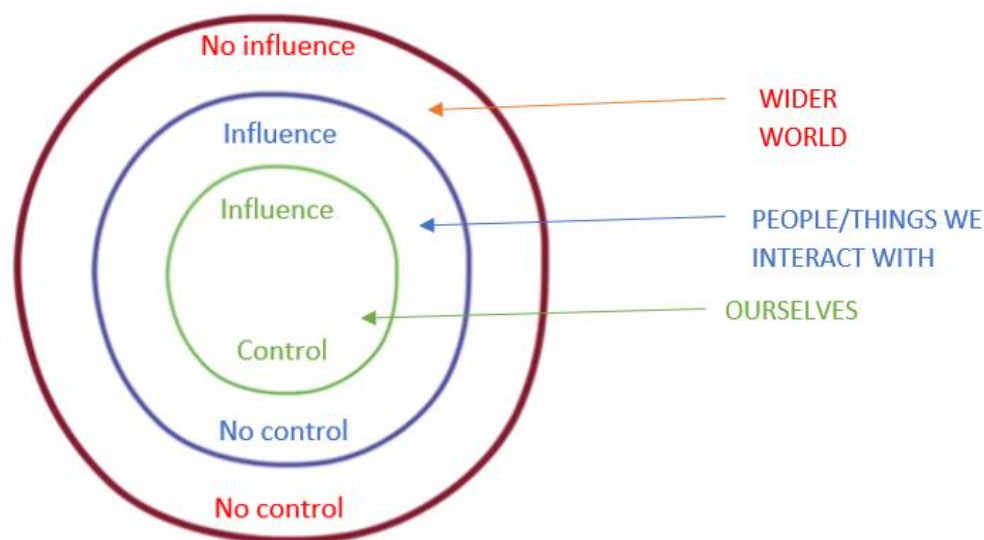
Some of the answers you may have had some problems with include things like the government and taxes. But government can be lobbied or voted out of power. Taxes can be protested about and the government can be persuaded to change them. There is absolutely no guarantee that your actions would have the desired effect, but at least you do have the option to take action.



Where people-related issues are concerned, you always have the option of talking to them, influencing and persuading them, pointing out how and why their behaviour is causing problems for you, but you can't control what they decide to do. That is why we get so stressed about work colleagues, office policies, etc. – because we keep trying to resolve situations that may be extremely difficult to resolve. And the harder we try, the more annoyed and frustrated we get. It's like constantly banging your head against a brick wall. All of this has a huge impact on your stress levels and your blood pressure.



The Innermost Circle, as you will have noticed by now, contains references to “you” and “your” behaviour. This is because we can always influence and control our own behaviour. Admittedly it’s not always an easy thing to do, but with practice it can become one of the most useful habits you could develop. In order to control our gut-instinct reaction to adversity we would need to first identify it (i.e. identify the Puppy Mode of behaviour) so that we could then change our response (to a more Adult one). Before we explore further how to ensure we are in the Innermost rather than the Second Circle, let’s summarise who or what we are interacting with in each circle.



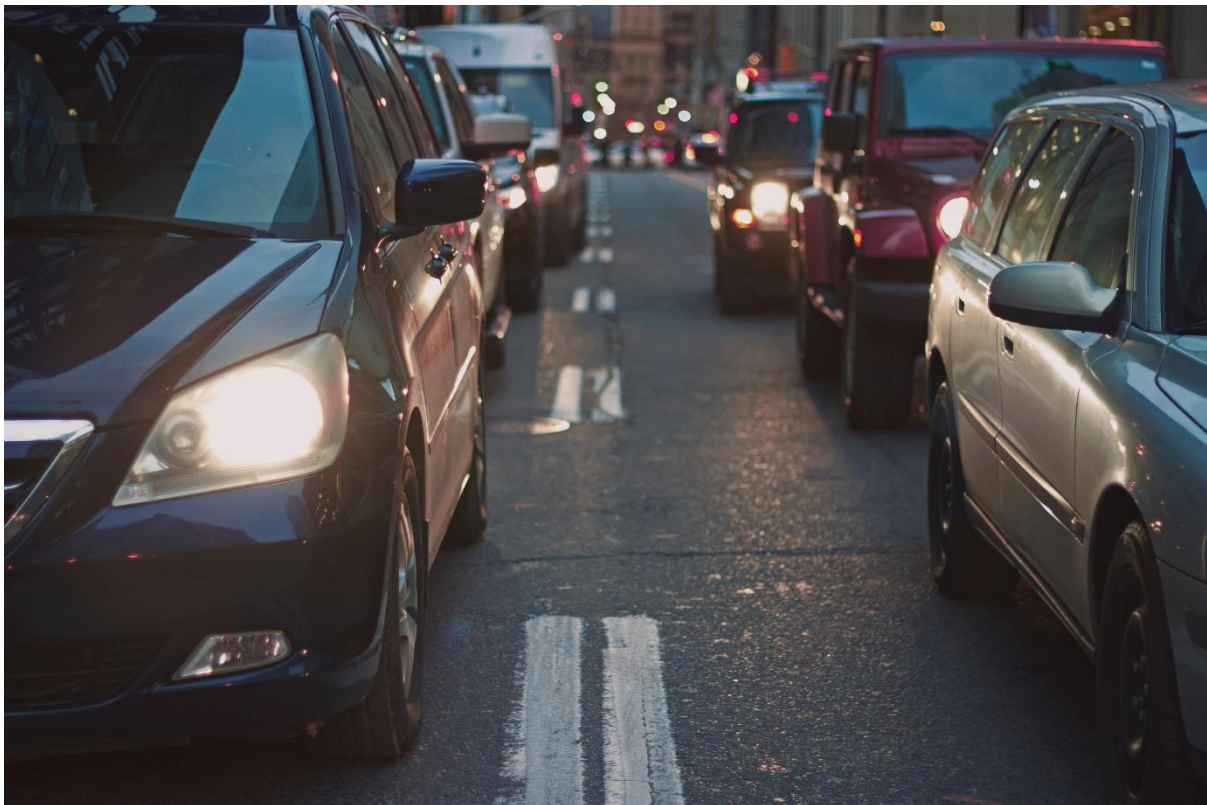
No-one would think it a good idea to wake up one morning and hope that by the end of the day they could somehow control things which are in the Outermost Circle, such as today’s weather. (That doesn’t mean we can’t make plans to influence future weather, e.g. by reducing our carbon footprint). Clearly the best place for us to be is in the Innermost Circle, because the one thing you always have both control and influence over is yourself and your actions.

Unfortunately, many people spend far too much time in the Second Circle, with the result that their stress levels just keep on increasing. By reading this e-book you are already working on your Innermost Circle; hopefully you are starting to rethink some of the choices you make daily and have already committed to putting at least one of the Resilience-building strategies to good use. Anything you do to help your personal development and grow your Resilience derives from the Innermost Circle.

Now let’s return to the three stressful things that you jotted down before the start of this exercise. Taking them one at a time and using The Circles of Influence and Control model

above, try and determine whether you have any influence or control over them. Remind yourself that having no influence means that you have absolutely zero options to take any action. The emphasis is on the ability to take an action, and NOT on resolving the problem. You might not like any of the options that are available to you, or you may think that they would not work, but that doesn't matter. The important thing to consider is whether you do have any options or not.

If, for example, one of the stressful situations you wrote down was being stuck in traffic, begin by asking yourself what level of control and influence you have over it. We can't determine how many cars are on the road, or whether the traffic jam is due to an accident or rush hour. The circumstance is out of our control. But we can influence traffic jams by simply not travelling during rush hour, or not taking a certain route, or by cycling instead. So, this challenge fits into the Second Circle.



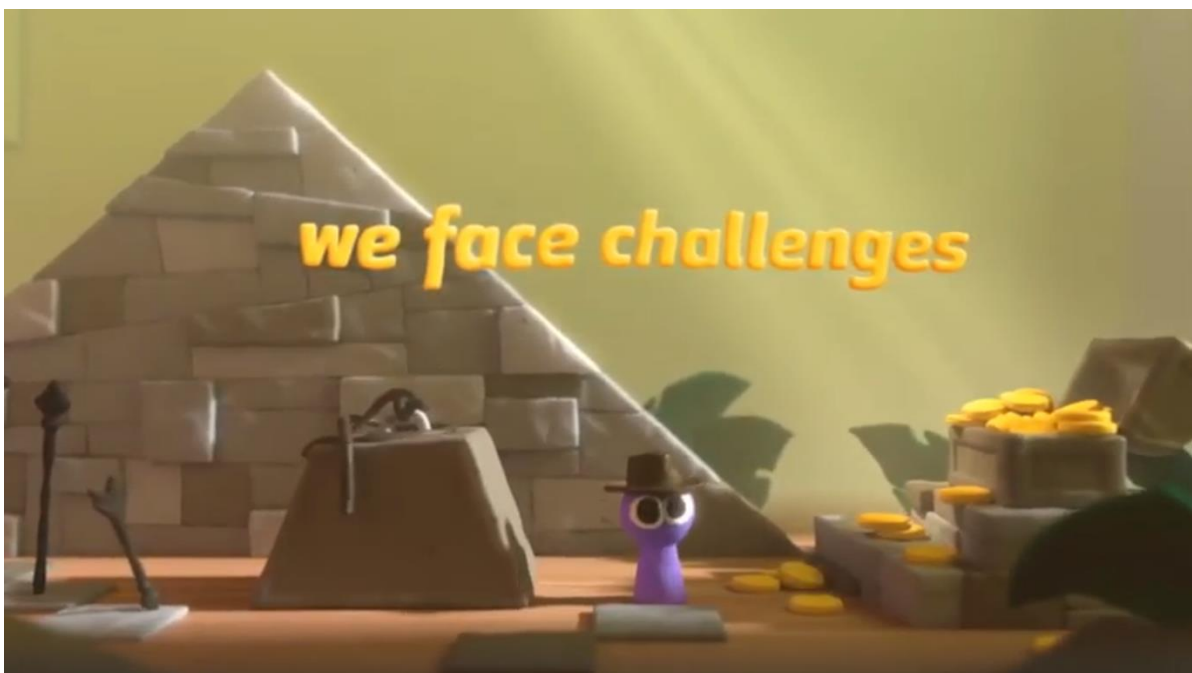
Interestingly though, if we look at the traffic jam through a different lens, we could move it into the Innermost Circle. For example, we could work on ourselves by influencing and controlling our reaction to the traffic jam. Here are some options:

- Stay calm and remember that sometimes things don't always go according to plan.

- Use it as an opportunity to listen to a new CD or audiobook that we were keen on listening to.
- Take the time to sit and think about our day, come up with new ideas for work or hobbies, plan our day or what we'll do when we get home.

When faced with frustrating situations, Resilient people can take a step back and see that in the bigger scheme of things these daily niggles are not as important as they once thought. Try and think of everything you consider important to you; I'd be surprised if driving to work through easy traffic makes the list! That's why focusing on the bigger picture is such an excellent tactic.

You have now explored the Circles of Influence and Control, but if you want to learn what the follow-up strategy from it is, or if you just want further practice in reducing your stress levels and seeing the bigger picture, you can find some great exercises in the online Resilience Training course here: <https://www.resilience-training.org.uk/courses/>



The Circles of Influence and Control teach us that the best way to control our stress and increase our Resilience is to focus on what we can control, rather than on what we can't. Resilient people have learnt how to do just that. They have developed high levels of self-control



and are good at self-management. They know which battles to fight for, and which to steer clear of (because they drain your Resilience rather than increasing it). They work hard to keep a positive mind-set and avoid beating themselves up over things that go wrong.

It's a much better option to stay positive, look for the silver lining, and use the challenge as an opportunity to concentrate on achieving things which will benefit our health and wellbeing. The easy response of course is to shout and swear at the traffic, thereby increasing our stress levels. The choice is yours. Extra help with making that right choice can be found in the Resilience e-learning training course mentioned above (www.Resilience-training.org.uk)

Optimism Verses Pessimism

During my Resilience Training workshops I always ask people two questions: Have you ever worked with someone who was pessimistic? And if so, what was it like? Very few people have been fortunate enough never to have come across a pessimist, but everyone who has responds in the same way to the second question. "It's draining!" It's also highly contagious. Being around someone who has a pessimistic attitude can be extremely demanding and have a detrimental effect on our own mental wellbeing.

It's important to maintain an optimistic mind-set when facing challenges. People who are optimistic believe they have control over what happens to them, so you can see how this links back to previous discussions about beliefs and the Circles of Influence and Control. Optimistic people can look past the problem, rather than seeing it as a roadblock.

Let's compare how two different people might handle the same situation.

Sarah and David were supposed to go on holiday together, but at the last minute their flight was cancelled. They'd driven all the way to the airport before they were told they couldn't board

the plane. The airline offered them a full refund or the option to rebook their trip at no extra cost.

Sarah became very angry when she heard about the flight cancellation. She went into Puppy Mode and shouted at the airport employees, becoming very disheartened that her trip had been ruined. She knew she wouldn't be able to get time off work again, and so blamed the airport for taking away her only chance of a holiday. She knew she wouldn't be able to enjoy her time off now at all, because she wouldn't be able to move away from wishing she were at her hotel pool in the sunshine. She ended up leaving the airport feeling discouraged, upset and frustrated.

David, on the other hand, felt sympathetic towards the airport staff. He realised that it wasn't their fault the flight was cancelled, and knew he had little choice but to accept the offer of a full refund. He decided to enjoy his week off from work in a different way by visiting all the landmarks on his bucket list that he'd never had time to visit before. He was also looking forward to finishing a book he'd been putting off for months. He left the airport feeling disappointed that he wouldn't be able to travel abroad, but he kept an optimistic attitude and managed to enjoy his time off regardless.

Who would you rather be? It is often easier for us to act like Sarah, but by having such a defeatist attitude we end up letting our future become affected, too. Sarah prolonged her misery by hanging onto the negative situation – her holiday was cancelled. Because she couldn't move past the incident, she ended up ruining the time off she had booked and stopped herself from having a relaxing break from work. David, on the other hand, allowed himself to be disappointed by his flight being cancelled, but then decided to move forwards and plan a range of activities that would still allow him to have a nice break from work. He didn't let the issue linger, and thus protected his future from negativity. Once again, we're talking about choices. Choosing a pessimistic attitude over an optimistic one will have consequences that we would much rather avoid.

So, what can we do to adopt a more optimistic mind-set? Well, there are a few key phrases that can help you detect pessimistic behaviour, thereby giving you an excellent opportunity to ensure that you don't fall into the trap of using them.

Always, Everything, Me

The first of these words, 'always', can be used in different ways in English. Compare the two usages in Sets A and B below:

Set A

- The sun always rises in the east and sets in the west

- New Year's Day is always celebrated one week after Christmas Day
- The law has changed so that now in the UK the eldest child of the monarch (not the eldest son) will always be next in line to the throne

Set B

- She's always complaining about something
- He's always late
- They always overcharge you in London restaurants

In Set A, 'always' is used in its literal sense, to mean 'invariably' (every time or all the time). Whilst in Set B 'always' is used in a disapproving way to complain about something that you think happens a lot, so it annoys you. Using 'always' in a Set B manner is an easy path towards adopting a pessimistic attitude. The same is true of antonyms and synonyms which belong to the word family of 'always', such as:

- Never, not ever, forever, typical(ly)

When you say things like "I'll never get the hang of this", do we mean that there is zero possibility of ever being able to do it? Or do we really mean that it's frustrating because it seems like an impossible task (and therefore it gives us an excuse to give up)? It might not seem like it makes a difference, but it does. The 'always/never/not ever' phrases are dangerous because they make us believe the situation can't be changed – they give the situation a state of permanence. And if we believe something is permanent then we feel hopeless about it because there's absolutely nothing we can do about it (except complain, which is a favourite pastime of the pessimist).

Let's move on to look at the second dangerous word – 'everything'. Similarly, to 'always', this word is used in a black or white manner, and has a related set of words as well (everything, nothing, not anything, everywhere, nowhere, not anywhere, everybody, nobody, not anybody, everyone, no-one, the whole world, etc.)

Set A

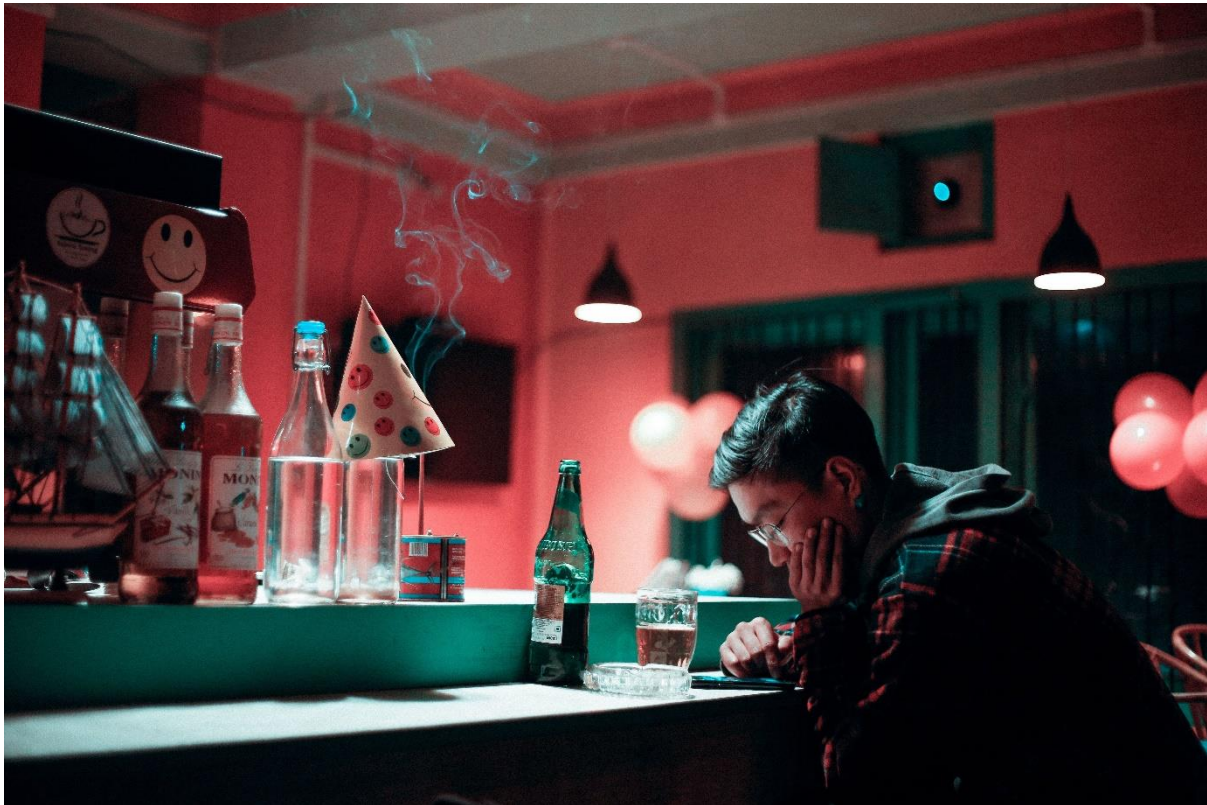
- I have put everything you need for the journey in your bag
- Nobody else came to my party so I went home at 9 o'clock
- Anybody who fails the exam will have to retake it

Set B

- The whole world is against me
- Everything's going wrong today

- Nobody came to my party, so we decided we'd just go home

You will have noticed that Set A uses the words literally, while Set B words have that complaining, pessimistic tone about them. Can you see the context behind the use of 'nobody' in both sets? In Set A you were the only person at the party, so you went home. In Set B, you were disappointed at the poor turnout so you (and the few people who did come but whom you are carefully ignoring) decided to go home.



Painting the world in black and white is a very convenient technique, but it does mean that you deny the positives, for example your friends who did try to come to your party. Is the whole world really against you, or is someone trying to help you out or comfort you just by listening to you? Is everything really going wrong or are you forgetting the fact that the bus driver let you on the bus even though you'd left your money at home?

The 'everything' family of words is used when one negative incident makes a person believe the entire event will go downhill – just like Sarah letting her flight cancellation ruin her time off. It's important to avoid these words as they can convince us that there is a chain reaction surrounding negativity that cannot be stopped. They allow pessimism too much space in our lives, affecting not only our mood, but our future contentment as well.

The final item in our dangerous words list is ‘me’, its opposite “not me”, and the pronouns ‘I’ and ‘my’. In this case, instead of looking at Set A and Set B usage, it would be more useful to examine how the words are used in different ways by pessimists and optimists.

Pessimistic

- The train is cancelled – why does this always happen to me?
- Hey, a winning lottery ticket – pure luck, nothing to do with me.
- Oh no! Three bad things have happened – my day will be ruined.

Optimistic

- The train is cancelled, but never mind I can get the next one.
- Great! I’ve got the job – I must have really impressed them at the interview.
- Oh no! I didn’t get the job, but the feedback tells me what I need to do to perform better at the next interview.

The way in which you choose to use the ‘me’ group of words paints a picture of you either as a victim or as someone who feels that they are in control of their present and can shape their future either by continuing to do what it is they do so well, or by amending their actions in order to obtain a better outcome. The easy thing to do is to assume the language of the victim and say “Poor me. Isn’t life hard on me? There’s nothing I can do that will make a tiny bit of difference”.

When bad things happen to pessimists, they blame anyone and anything but themselves. They don’t take the opportunity to think about what they could have done differently to prevent it from happening, or what they could do in the future. When good things happen to pessimists, they dismiss them because the successful outcome was nothing to do with their actions (attributing results to luck rather than doing the right things is a habit of pessimists).

People who use the pessimistic-style ‘me’ tend to give up in the face of adversity, as they believe there’s no point continuing – they will always fail, because they always do. This is detrimental because it allows the pessimism a cosy excuse in which to linger. If someone believes that they’ll never succeed because they never have, they won’t allow themselves an opportunity to grow and learn. Optimism is a key characteristic of Resilience, and you can see why this is so. Resilient people keep going, no matter what the difficulty is, and it’s so much easier to do this if you maintain an optimistic mind-set.

People who are guilty of using pessimistic phrases often don’t realise they’re doing it, and that is why it’s so dangerous. If you spot yourself falling prey to pessimism, try to counter the negative thoughts with an optimistic phrase. Instead of thinking that something will always go

wrong, try to remember that life is a balance of good and bad things. Good things are always waiting around the corner, and problems can always be resolved. Try to remember that one damaged brick can't cause a house to crumble.



Instead of convincing yourself that one bad event can ruin the entire day, try to focus on the problem as a singular incident. Figure out why it has gone wrong and work on finding a solution. You'll realise it wasn't as bad as you initially thought, and you'll be proud of yourself for controlling the situation. And if things have been going really wrong lately, do not blame yourself. Life is full of ups and downs, but that doesn't mean you are destined for failure. Remember to rationalise what is happening, find the root of the problem, and solve it. We are in control of our bad days – they can only influence us when we give them the power to. Try the exercise below to start putting into practice your ability to turn a pessimistic thought into an optimistic one:

Practice Activity 11

Below you will find a selection of scenarios, both good and bad, followed by a pessimistic view of the situation. Your task is to come up with a more optimistic way of looking at it.

Example:

Your car breaks down. “Oh no, why does this always happen when I need to get somewhere urgently?” A more optimistic way of dealing with this situation is to say something like: “That’s not great. It’s my fault because I knew there was a problem, but I didn’t get the car serviced. In future, I need to pay more attention to the car’s upkeep.”

There is more than one possible answer for each scenario, so at the end of the exercise you will find some suggested answers.

Scenario	Pessimistic Response	Optimistic Response
Your friend cancels a night out you were looking forward to.	Why are all my friends such selfish people?	
Your train is cancelled so you need someone to pick you up from the station.	Hmmph! I bet no-one’s going to be able to do it. They’re never there when I need them.	
Someone buys you a birthday present that you really like.	Well that’s a first. I never get anything I like for my birthday.	
You are about to buy a plane ticket on line, but while you’re trying to decide the price goes up.	Typical! Nothing ever goes right when you’re trying to book a holiday.	

Key to Practice Activity 11

Scenario	Pessimistic Response	Optimistic Response
Your friend cancels a night out you were looking forward to.	Why are all my friends such selfish people?	It's very rare for her to cancel so something urgent must have happened
Your train is cancelled so you need someone to pick you up from the station.	Hmmph! I bet no-one's going to be able to do it. They're never there when I need them.	Surely one of my friends or family will be able to help. I'll start ringing people now.
Someone buys you a birthday present that you really like.	Well that's a first. I never get anything I like for my birthday.	How thoughtful! I have made a good friend there.
You are about to buy a plane ticket online, but while you're trying to decide the price goes up.	Typical! Nothing ever goes right when you're trying to book a holiday.	This tells me that I need to be more decisive (or I need to learn that if I have doubts, I need to accept the risk of losing the lowest-priced tickets).

PRACTICE ACTIVITY 12

The next time you find yourself using the danger words - always, everything, me (including their related words) stop and ask yourself if you are being pessimistic. When bad things happen, counteract them by either thinking of all the good things that have happened recently, or by reading your Gift List.

There are many more strategies that may be helpful for you, individually. They can be found through Beaumont Resilience Training's e-Learning programme. <https://www.Resilience-training.org.uk/>



KEY LEARNING POINTS

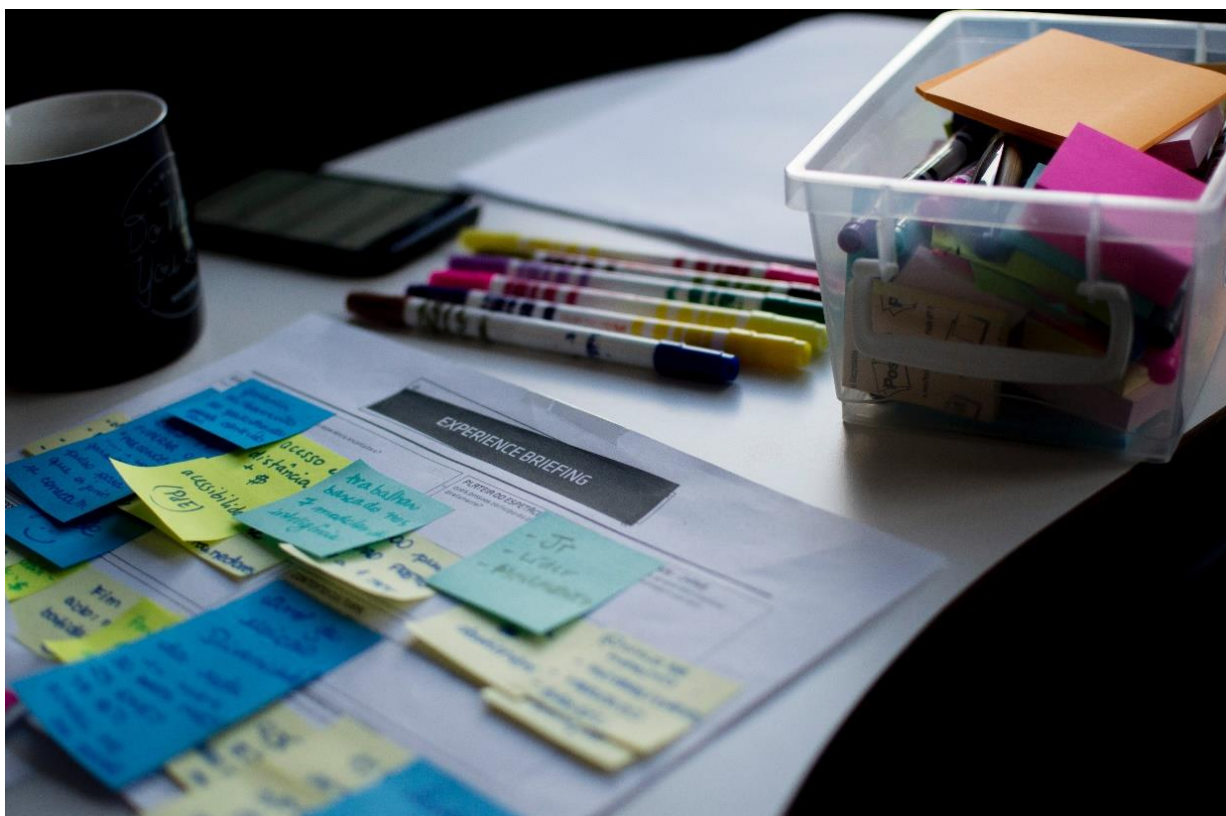
- In the Puppy, Adult and Computer Model, it is the Adult Mode which allows us to think things through rationally.
- We go into Puppy Mode when we get too emotionally involved in a situation
- The one thing we can always influence and control is ourselves and our behaviour.
- It's much better for your stress levels to focus on what you can control, rather than on what you can't.
- Optimism is essential to Resilience

Chapter 6

How to Stay Resilient

Life can be cruel at times. We never know what's going to come at us, but we do know life will always have its ups and downs, and even people with a high level of Resilience may feel overwhelmed at times. Someone who has coped perfectly well up until now by using the Resilience strategies can suddenly be faced with a situation for the first time and struggle to deal with it. When our Resilience is challenged, we may find ourselves slipping into old habits, such as doubting ourselves or getting angry at our problems. In instances like this we must remember that we are only human, and that we will make mistakes from time to time – it's unavoidable. What is important is that we don't let these mistakes define us or encourage us to give up. Remember the ever-Resilient reed – it gets knocked down, but it always bounces back up again. We can implement things that can cushion the fall when we're knocked down.

In order to become – and stay – Resilient it is essential that we retain the right mind-set. Resilience is something that should always be growing and expanding, and to do that successfully we need a proper plan in place. The plan doesn't have to be overly complex or complicated, all it needs to do is give you a framework to help you stay focused and prevent you from falling into bad habits.



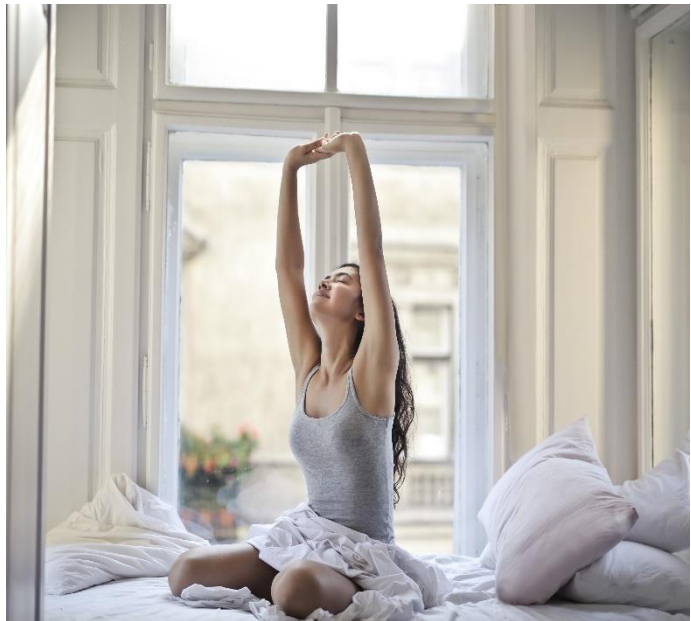
Creating your Resilience Action Plan

1. Discover where you need more Resilience.

Some of us may need a more Resilient attitude at work, others might need a boost within their private life. Some may need both. It's important to identify where you'd like to improve so you can focus upon the specific struggles you are facing. If you'd like to improve your Resilience at work then your action plan may focus on handling co-workers, or your confidence when presenting ideas. If you'd like to improve your Resilience within your personal life, your action plan could focus on frustrations with household chores (or the people who don't do them!) or trying to keep a manageable work-life balance. Once your areas are identified, you can begin to look at them in depth.

2. Locate the core of the problem

In order to locate the core of the problem, you need to identify what the specific problem is. There could be several areas that are affecting you, but if you try to work with areas that are too vague it can be difficult to understand why they're causing you issues. Ask yourself a few questions. Why is your co-worker bothering you so much? Why are you so easy to anger? Why is it so difficult to get out of bed in the morning? Once the problem is narrowed down it will be easier to find a solution that will allow you to thrive, instead of settling for just surviving.



3. Experiment with the Resilience strategies

Now that the problem is narrowed down, we can begin to try out different Resilience strategies. Some strategies will work better for you than others. You may find that you take to some of the strategies more naturally, or that your specific circumstance benefits more from one strategy than another. It is up to you to decide which one you think will work the best but try out as many of them as you can. You may be surprised by which one benefits you the most. And of course, if you take a Resilient approach to the strategies, you would try all of them out just to move outside of your comfort zone.

4. Implement long-term strategies

The Success Journal and the Gift List will aid your journey by allowing you to reflect on your progress. Keep them close at hand so that you can look at them retrospectively whenever you're facing a particularly tough challenge or feel that your Resilience is being tested.

5. Remember why.

Resilience is something that we need to continue working on throughout our lives, so it is important that we keep reminding ourselves as to why we wanted to make a change in the first place. It's so tempting to fall into our old habits, but if we have a goal that we can stick to we can motivate ourselves to continue growing and thriving within our work and home environments.

Putting it into practice

Below are three examples of people implementing an action plan into their life. Read through their stories and think about whether they're in a similar situation to yourself.

Mary: Work Resilience

Mary has been struggling at work. She has missed some of her deadlines because she is confused by the new software they've implemented in the office. At the outset she didn't want to feel like a failure by having to ask for help, and now she feels too anxious to tell her boss that she's having problems. She has had to work overtime on several occasions to try and keep on top of things, but it feels as though the workload is endless. Her stress levels begin to rise, and she doesn't know what to do. Her Resilience is very low, and she begins to think pessimistically.

A friend suggests that she should start thinking positively about her situation instead of focusing upon the negatives. Mary begins to implement the Optimism Vs Pessimism strategy to help her cope whilst she's at work. Instead of thinking, 'This is impossible, I'll never be able to do this!' she took it step by step and reminded herself that staying calm was important for success. Her mental health began to improve, but she was still hitting blocks in the road when trying to finish her work. Her improved attitude finally gave her the confidence to test what would happen if she asked her boss for help. Her boss was pleased that she wanted to learn and improve and gave her some tips and advice for how to get to grips with the new software. Mary learnt that asking for help was always the best solution and began to enjoy her job again instead of resenting it. She became extremely productive and the company was able to thrive with her help.

Mary wrote down what happened in her Success Journal. She decided that she would go back and read it whenever she felt afraid to ask for help, or her mood was dipped into pessimism.



Andrew: Personal Resilience

Andrew works as the manager for a popular restaurant in town. He often must work evenings and weekends to cope with the demands of the restaurant. He makes sure he has two days off per week but feels exhausted from the mental and physical strain of managing his employees, ensuring the food is up to standard, and keeping the customers happy. He finds he cannot keep himself motivated when he's at home, and only has the energy to watch television when he has time off. He has many hobbies that he hasn't touched in a long while, and his mental health has begun to suffer because of everything he's facing. His weeks feel repetitive and he struggles to find things to look forward to. He begins to feel as though there is no use in being excited over things because he'll never have the energy to do them.

He decides he wants to make a change. He knows that he is struggling because he feels out of control, so uses the Circles of Influence and Control model to help him visualise and rationalise. He comes to the conclusion that he is ultimately in charge of how his mood is affected by things. He can't help the fact he has responsibilities at his job, but he can begin to

think positively about his time outside of work. Andrew realised that some of his tiredness was purely from mental strain. By viewing his work in a more positive light, he's now able to dedicate some of his energy to activities he genuinely enjoys. He plans for how he will enjoy his two days off per week.

Andrew now has a Gift List that he updates regularly. On the list he writes why he's thankful for the job he has, what he enjoys about the job, and what his new hobbies have added to his life. Overall, he feels much more fulfilled.



Sam: Overall Resilience

Sam has decided he needs to completely rethink his life. He's unfulfilled both within his working life and personal life and has decided that something needs to change. He had originally enjoyed his job, but recently the work has felt stale and boring. He wants to apply for a promotion but is plagued with doubts about whether he has the skills and experience to cope with a higher demand role. Every time someone makes an innocent comment about his work or his promotion chances, he gets defensive and reacts aggressively.

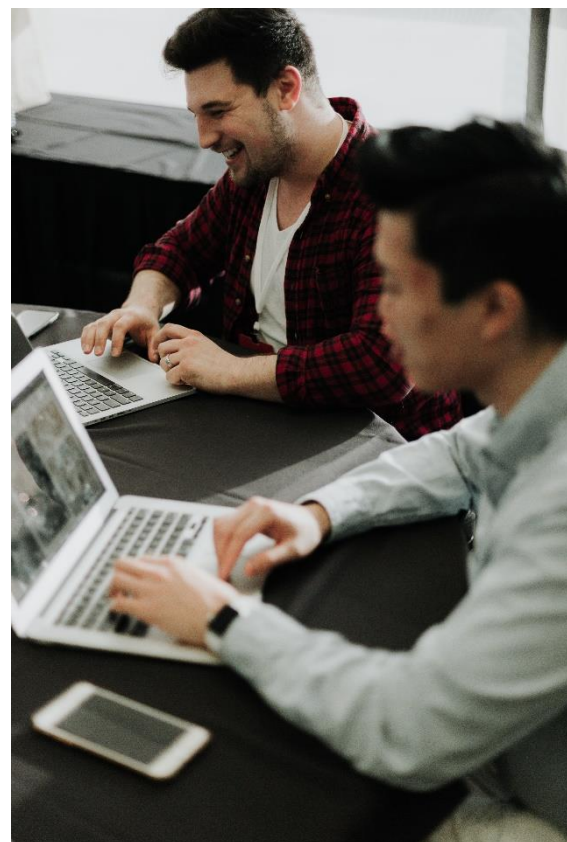
Sam identified that his fear of not being good enough to gain promotion stems from a 'Puppy' state of mind. Just like an anxious pup, he is constantly on guard and acting upon instinct around the people he sees every day. His puppy instinct causes him to respond to his inner fears by being touchy and aggressive. People have noticed the change in him and are worried

that he isn't coping well; some of them have suggested he take a break from work or reduce his hours to lessen the stress. This is the opposite of what Sam wants, and so he decides that he needs to approach his work and personal life in a different manner. He wants to prove to himself that he is capable of a promotion and wants his friends and family to stop worrying over him.

He decides to focus on leveraging the impact of the Puppy, Computer and Adult model. Sam realises that his Puppy behaviour, whilst useful in certain situations, is making him difficult to work alongside, as his stress has made him defensive and cautious. Instead of reacting with gut instinct, and assuming that every comment people make is meant to hurt or offend him, Sam decides to "be his own best friend" and give himself impartial advice about the comments. He weighs up his strengths, and rather than being worried about his areas for improvement, he makes a plan to address them. Sam is therefore able to stop reacting negatively to comments, and instead uses them to help him grow and develop. His attitude changes and people now feel relieved instead of worried for him. Sam's motivation and his love of his job return, and he finds himself always looking for new and interesting ways to complete his work and enhance his profile.

Eventually, Sam's boss notices the difference in him, gives him more challenging projects to work on, and even suggests that he applies for a promotion. His new love for his work has helped him become more innovative and has refreshed his mind with complex ideas and strategies to better the company. Sam achieves the promotion he has been craving, and his friends and family are relieved that he is back to his old self. Sam's Resilience has lessened his overall anxiety and has enabled him to strive for new opportunities that he once thought were impossible.

Sam has ditched the bad habit of thinking he can't achieve promotion, and acting like a puppy, and every day he assumes the good habit of reminding himself that only he is in charge of his own happiness.



Your Resilience

Your Resilience journey is right around the corner. Take Mary, Andrew and Sam as examples of what you can be capable of if you have the right tools at your fingertips. Using the expert techniques of [Beaumont Training & Consultancy Ltd.](https://www.beaumonttraining.co.uk/) you can strive to thrive through every adversity that comes your way. Start by telling yourself that you too can become a success story, both within your career and your home life.

If you are interested in discovering more strategies to build your Resilience, take a look at Beaumont's online Resilience Training course:

<https://www.resilience-training.org.uk/courses/resilience-e-learning-course/>

If you want to have some fun whilst boosting your Resilience, then the Say What? card game is for you. You can find more information on it here:

<https://www.resilience-training.org.uk/product/resilience-card-game-say-what/>

TOWARDS A RESILIENT YOU

I hope you enjoyed this book. Remember, you have to keep on practising to get the most out of it.

Do let me know how you get on. Feel free to reach me through the official website, social media or just send an email my way.

