

How to ensure you are heard

- Make sure you're invited
- Be prepared
- Don't be afraid to chime in (amplification strategy)
- Speak strongly
- Don't take interruptions personally
- Keep talking
- Say you'd like to finish
- Stay in the conversation

Seven Factors of Resilience

1. **Emotion regulation** - the ability to manage our internal world in order to stay effective under pressure.
2. **Impulse control** - the ability to manage the behavioural expression of thoughts and emotional impulses.
3. **Causal analysis** - the ability to accurately identify the causes of adversity.
4. **Self-efficacy** - the sense that we are effective in the world - the belief that we can solve problems and succeed.
5. **Realistic optimism** - the ability to stay positive about the future yet be realistic in our planning for it.
6. **Empathy** - the ability to read others behavioural cues to understand their psychological and emotional states and thus build better relationships.
7. **Reaching out** - the ability to enhance the positive aspects of life and take on new challenge and opportunity. Look for opportunities to do things for others.

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Tips to build resilience

1. Learning to recognise the impact of your 'in the moment' thoughts and beliefs on behavioural and emotional consequences of adversity.
2. **Thinking traps** - Positivity and negativity ratio: resilient people can find potential value in most challenges
Challenge reflexive thoughts - thinking patterns trigger emotional patterns - need to get literal in our self-talk.
What's the evidence for the messages?

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Tips to build resilience

3. Detecting icebergs - Building an awareness of the deep-seated beliefs we have of how the world works and how this can impact upon our emotions and behaviour. We are wired to pay more attention to negative events so starting to pay attention to positive events is important.

4. Live to learn - Look at the problem, what's the solution to that. Finding ways to step back from adversity, create breathing space and think more resiliently. Approach challenges with Learner Questions such as "What is useful here?" or "What are my available choices?" — as opposed to "Judger Questions" like "What's wrong?" or "Who's to blame?"

Tips to build resilience

5. Challenging beliefs - A process by which the breadth and thus accuracy of our understanding of events can be enhanced, leading to more effective and sustained problem-solving behaviours.

6. Putting it in perspective - Learning to stop the spiralling of catastrophic thinking and turn it into realistic thinking.

7. Health and Humour - Look after yourself, time in the outside, and be able to laugh

Resilience

- Emotion v Fact
- First response to Second response
- Positive and Negative ratio
- Reframing - who do you admire and role model
- Judger v Learner questions

OPERA for Priority Setting

- **O**utcomes - what is your priority?
- **P**arameters - how would you know you had achieved this priority?
- **E**ffects - why is this worthwhile, how does this relate to overall purpose of team, what are consequences of failure?
- **R**esources - time, money, equipment, skills
- **A**ccountability - by when will you have achieved this, who are you accountable to for achievement of the priority?

Staying positive in challenging situations

- Frame it as a new opportunity
- Think incrementally
- Watch and learn
- Be bold in your body language
- Heed red flags

Staying positive in challenging situations

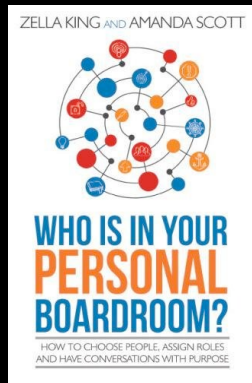
Do:

- Create goals based on making small, incremental improvements in your performance.
- Build your confidence with bold and expansive body language.
- Observe how your role models comport themselves in various professional situations.
- Seek ways to incorporate their strategies and tactics into your leadership repertoire.

Staying positive in challenging situations

Don't:

- Beat yourself up for feeling like an imposter — feeling nervous about a professional challenge is natural.
- Be overly daunted or scared by the challenge at hand. Consider it an opportunity to do something new and different.
- Fake confidence if you have legitimate concerns that the challenge you're being asked to take on is not feasible. If it's too much, say so.



Effective networking - your personal boardroom

Step 1 - Define your goal

Define your goal. This will help you plan who needs to be in your personal boardroom to help you:-

- Become the best leader you can be (aspiring to excellence)
- Tackle a specific challenge (results focused, business objective)
- Define your purpose as a leader (understand your purpose)

Power roles

- **Unlocker**- someone who provides access to resources (eg money, data, people's time)
- **Sponsor** - someone who speaks out to endorse you and your ideas to senior or important people
- **Influencer** - someone who works behind the scenes to win support, and helps you get things done
- **Connector** - someone who makes introductions and connects you with people who can help you

Development roles

- **Improver**- someone who gives candid, constructive feedback on your performance and development
- **Challenger** - someone who challenges your decisions and thinking, and helps you see your errors and blind spots
- **Nerve-Giver**- someone who strengthens your resolve at difficult times and gives you a sense of purpose
- **Anchor** - someone who keeps you grounded and holds you to account for the balance between your work and the rest of your life

Effective networking - your personal boardroom

Step 4 - have the conversations

- Review if one person fulfilling too many roles
- Plan your conversation and be clear about time needed
- Practice what you want to say
- Listen
- Reflect on conversation - what went well, what didn't
