

The Resilience Institute

WORKBOOK

Group Name _____
Facilitated by _____
Session Date _____

What is resilience?

A learned ability to:

BOUNCE

GROW

CONNECT

FLOW

Resilience Training Workbook

Group:

Facilitator:

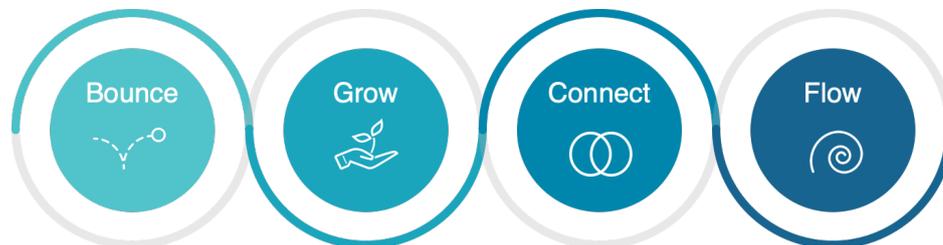
INTRODUCTION

Welcome to your resilience journey. The workbook is designed to support discovery and mastery and follows our digital and workshop content. Each journey will be different. Some concepts and practices will appeal, and others will not. Be patient and explore the ideas. This is a toolkit of life skills that you can apply when needed and share with those you care about.

As you progress, the ideas will become more complex and demanding. The basic skills of Bounce and Grow are essential to master Connect and Flow. As you develop your skills, you will discover situations where a mix of skills can help you achieve the outcomes you seek. These practical skills take time and deliberate practice to master.

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1. Defining Resilience: a learned ability to....



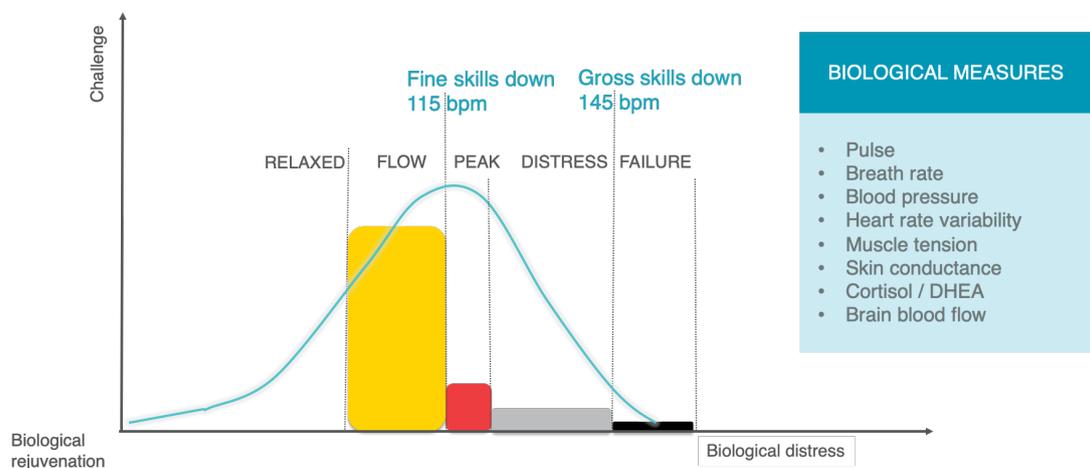
- 01** Toughness & recovery skills
- 02** Enthused by change & challenge
- 03** Respect & care for others & nature
- 04** Develop talents & opportunities

2. How we 'react' or 'respond' to challenge

An evidence-based view of Resilience is simply how we cope in a challenging moment:

- Some over-react with panic, anger and tears (condition black).
- Others rise to their best and then fatigue or burn out (red slowing into grey).
- Some take the challenge in their stride and enjoy the performance (condition yellow or flow).

Expert performers learn how to hold a calm, focused and connected state when needed and know how to rapidly rejuvenate when the pressure is off.

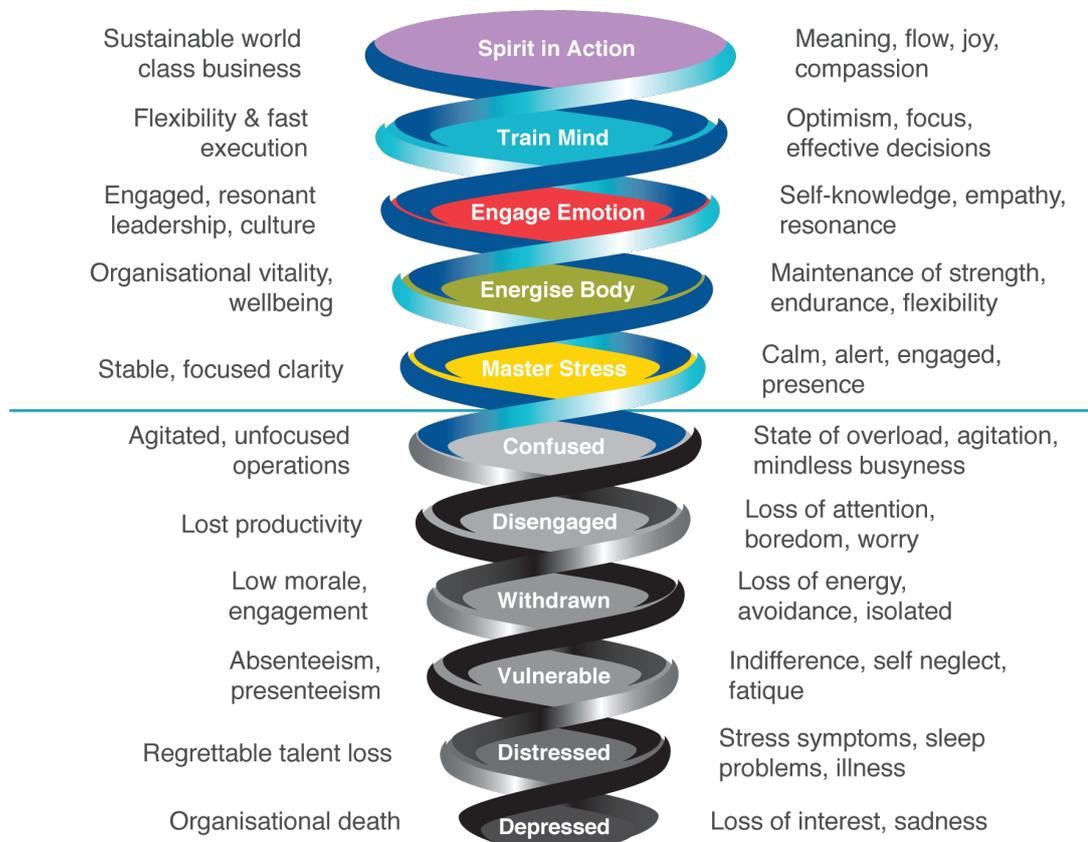


From: Lt. Col. David Grossman, *On Combat*, 2009

3. Resilience diagnostic and development model

ORGANISATIONAL

INDIVIDUAL



Take a moment to reflect on your experience of altitude:

- At what times in your career have you been at the top of your game?
- What words describe these times for you?
- To what degree did you experience calm, vitality, emotion or thinking support you?

Notes

The Four Lenses: Insight, Mastery, Empathy and Altruism

BOUNCE

4. Rapid bounce

By understanding how Resilience fails, the stages and the steps to prevent spiraling to the bottom, you can live your life with much more confidence. Further, you will be better equipped to manage periods of extreme pressure.



Take some time to define, in your own words, how you experience each layer of resilience failure. Once you can recognise the experience, define what it is that you need to do to move up fast. When you can build these rapid bounce practices into your day, you will build confidence – even in adversity.

Notes

5. Tactical calm (Relaxation)

We live in an age of hyperactivity and stretched attention. This **Volatile, Uncertain, Complex and Ambiguous (VUCA)** reality activates our most primal emotion – FEAR. Fear is an integrate experience that affects us physically (adrenaline, cortisol, distress symptoms, breath and muscle tightness), emotionally (fear, anxiety, panic, hyper-vigilance) and cognitively (self-doubt, worry, cynicism). Anxiety disorders affect 15 to 18%, with most of us experiencing some level of arousal and anxiety. In these states our capacity to focus attention, operate short term memory and hold empathy collapse.

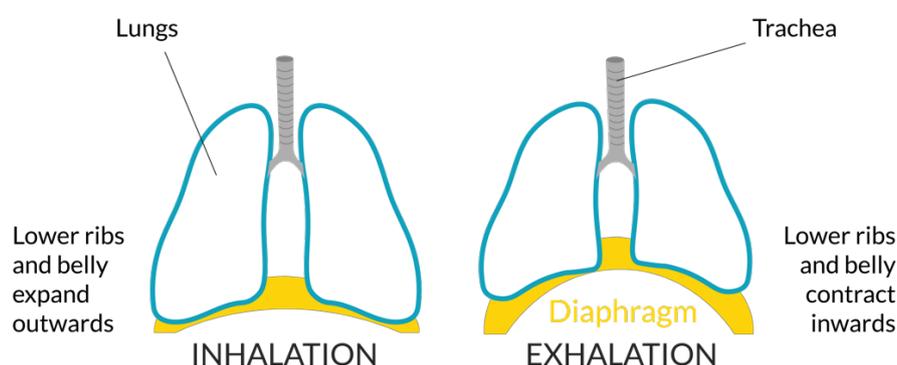
In short, the physical health, emotional wellbeing, thinking and brain function of those who practice calm regularly is markedly better than those who do not.

Tactical calm tips

- At first, simply practice breathing out slowly through the nose
- Second, take a look at our tactical calm practice below
- Third, consider a carefully selected meditation practice and teacher

Tactical calm practice

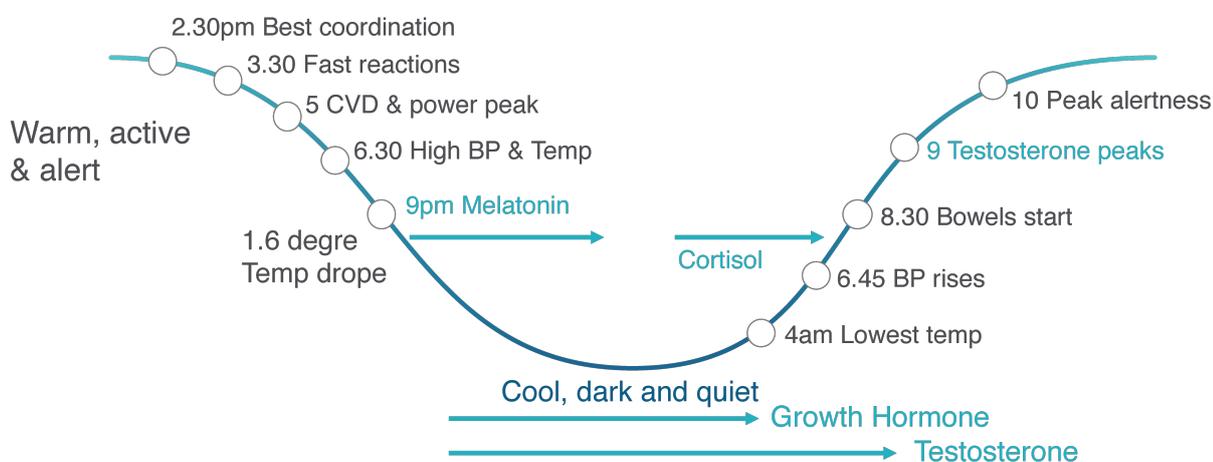
1. Lengthen your spine – sit or stand light and long
2. Inhale gently and bring attention to your belly
3. Breath out long and slow (5s) with a slight pause (2s)
4. Inhale low and slow (3 to 5s)
5. Repeat as needed breathing through nose
6. Anchor on positive state, loved one or goal
7. Focus attention back on the drama at hand



Notes

GROW

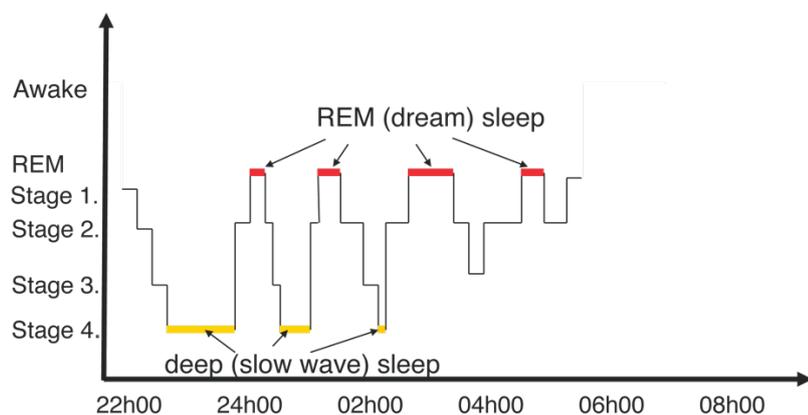
6. Sleep discipline



Adapted from: Environ Health Perspect, National Institute of Environmental Health, 2010

Our daytime effectiveness depends on regular, disciplined and structured sleep:

- Aim for 7 to 8 hours of sleep
- Discover your circadian rhythm (owl or lark)
- Commit to regular wake up – dawn blue light
- Discharge sleep debt by going to bed early
- Powernap – 15 minutes after lunch
- Sleep quality
- Small, early dinner, no caffeine after 2pm, limit alcohol and protein
- Cool down phase before sleep, relax into sleep
- Cool, dark and quiet bedroom with no technology
- Exercise early in day – including strength/speed



Challenges

- Desynchronised, blue light
- Anxiety, hypervigilance, stimulation
- Light, sound, too warm
- Snoring, asthma
- Depression

7. Exercise: five forms of fitness

By far the most powerful step you can take to improve your health, presence, longevity and resilience is to be active at least 5 days per week.

- 1. Flexibility: stretch each morning (30+ sec per stretch)**
Include diaphragmatic breathing
- 2. Strength: resistance training and core/ posture (2x per week)**
Learn good techniques, sit well and stand tall
- 3. Aerobic exercise: cardiovascular fitness (3 x 20 min)**
Brisk walk, swim, run, bike, paddle, gym
- 4. Balance exercise once per day (eyes closed-one foot for 30 sec)**
Yoga, Pilates, Tai Chi, Quigong and balance sports
- 5. High intensity Training (HIT): short intense bursts (1 min/day)**
Significant benefit for mind, body, emotion and sleep

8. Nutrition principles

- 1. Vegetables: aim for 9+ servings per day**
 - Enjoy fruit preferring berries, citrus, apples.
 - Easy on tropical (high fructose) fruit
- 2. Low glycaemic living:**
 - Understand Glycaemic index and insulin response (www.glycemicindex.com)
 - Limited processed, low value carbohydrates
- 3. Balanced meal: 30% vegetable carbs/fibre, 30% protein, 30% fats**
 - Avoid excess protein of paleo-style diets
 - Learn about value of fats
- 4. Healthy fats are good: avocado, nuts, olive oil, fish...**
 - Understand metabolic flexibility and how brain and body can burn fat (ketones)
 - Explore how intermittent fasting, low carb eating, or missing a meal might help you
- 5. Keep meals social and fun**
 - At the end of the day, enjoying a meal has multiple benefits over and above nutrition – friendship, family, social connection, fun and celebration.

9. Non-negotiables – Develop your own plan

Basic Setup	Current	Commitment	Optimal
Morning practice			
Good sleep (hrs)			Aim for 7- 8 hours of quality sleep each evening
Wake up time			Wake up at a consistent time each day even on weekends
Stretch & mindfulness			5 minutes stretching all major muscles, 10 min calm, focused breathing
Breakfast			Good breakfast including protein, egg, mushroom, nuts or oats
Daytime practice			
Exercise			Aim for 30 minutes daily include 1 session of strength work/week
Lunch			Veggies, fish or chicken, beans and good fats.
Powernap			If you require sleep to boost concentration – aim for a 10 minute powernap
Afternoon snack			Nuts, fruit, avocado and maybe dark chocolate
Evening practice			
Switch to home channel			Make a point of disconnecting from work & engaging family
Play time			Have some family or friend time that you can look forward to
Evening meal			Mixed veggies, small amount of protein and enjoy a bit of fat.
Sleep preparation			Cool down: avoid screen time at least an hour before bed, engage with family, intimacy or reading
Lights out practice			Relax your body fully. Engage diaphragmatic breathing. Gratitude.

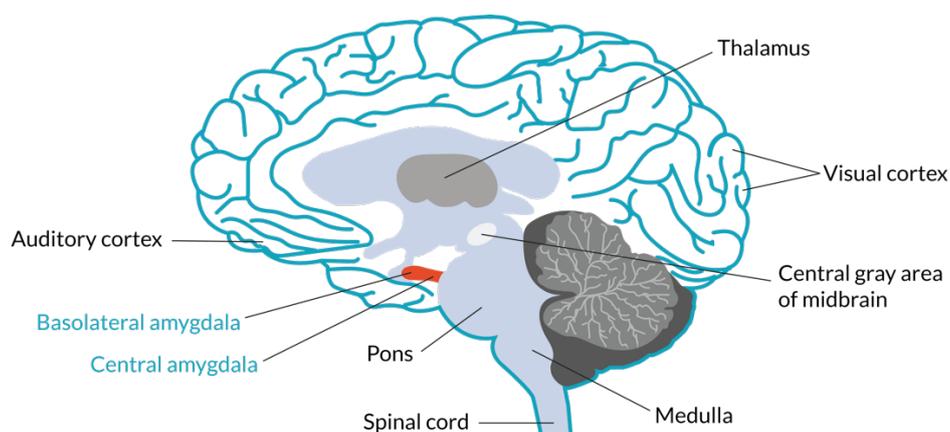
10. Master emotion

Understanding and mastering our emotions is, quite simply, an unnatural act. However, our research and that of many in the field shows clearly that emotional agility is one of the single most powerful factors driving resilience and a good life.

The first step is to understand the destructive impact of fear, sadness and anger.

The most serious obstruction to our life is the flood of destructive emotion that can follow challenging events. These are explosive reactions that generally create suffering. We refer to this style of reaction as an **amygdala hijack** – defined by:

- A trigger event (may be major or minor)
- An immediate reaction (internal or external at approximately 0.3 seconds)
- Strong emotion (fear, sadness, anger)
- Subsequent feelings of regret and remorse



Impulse control repeatedly emerges as a foundation for a good life. When it fails, many aspects of life are put at risk – health, learning, relationships, happiness, productivity and income. In leadership and professional service, it has become a basic expectation with few remaining exceptions. It is one of the first core skills that a young person must learn. (Dunedin Study and Walter Mischel’s marshmallow studies).

As you learn to identify these reactive situations – sadness, anger, fear or craving – you will have the opportunity to learn restraint and develop skill. As you learn to master these situations your brain will become alert to emotion and comfortable with managing them. One can think of this as maturity. You are now in charge of your emotions.

The first step is to learn to name the emotion.

Impulse Control: Practice Tips

1. Practice restraint (zip it!)

- Sleep adequately, maintain fitness, manage blood glucose
- Take time to relax on a daily basis
- Do hourly tactical calm breathing (3 long slow silent exhalations)

2. Calm down fast (breathe...out...)

- Exhale in the moment (practice in easy situations – traffic, queues)
- If needed walk out of emotionally explosive situations and reschedule
- Acknowledge the emotions in room and take a tea break or pause

3. Respond calmly and firmly (candour)

- Use pauses, repetition of what has been said and breathing to prepare to engage
- Acknowledge your feelings and commit to seeking a mutually beneficial outcome
- Use (or get) good evidence to define the situation and consequences. Be honest.

4. Steady and positive in adversity (no bad hair days)

- Be in great shape to achieve this, a meditation practice can be very helpful
- Upgrade your emotional literacy and practise.... practise..... practise
- Resolve to achieve this state regardless of what happens

Notes

11. Positivity or emotional combat

Once we have mastered, impulse control the next step, which the science of positive psychology has found particularly effective is to learn how to generate more positive emotion in life and leadership.

Humans tend to collect and remember negative emotion more easily than happy emotions. One way to approach this is to take note when you have a negative emotion (or feeling or thought), define it and then explore what might its opposite be. For example, if we feel sad say to yourself “I feel sad” and then see if you can bring anything happy or joyful to your awareness. Emotions are like muscles. Train them.



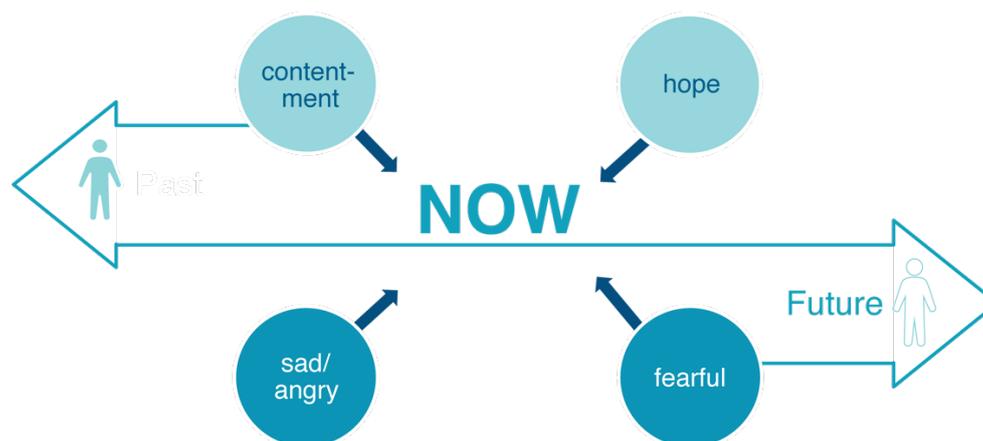
Positivity: Practice Tips

1. Identify negative emotions in real time
2. Commit to counter the negative feelings
3. Build positive, constructive emotions
4. Radiate positive emotion and presence

Notes

12. Focus (attention and presence)

When our mind drifts out of the present moment, we lose focus and begin to suffer. This happens when the mind drifts into the future (worry - fear) or the past (rumination – anger or sadness). Step one is learning to hold your attention and focus on what is happening right here and now.



Attention Training: Practice Tips

1. Practice noticing and then quieting thoughts and mental chatter

- Create a regular prompt (time, feeling) to stop and observe your mental activity
- Define the actual content (idea, belief, worry) and assess usefulness
- Soften your face, exhale and drop your attention to the feeling of your breath

2. Take time to strengthen your capacity for focussed attention

- Remove unnecessary distractions from your environment
- Select a point of focus for the task (e.g. deep understanding of who you are talking to)
- Work hard to remain open, attentive and curious as you stay focused

3. Complement your focus with broad situation awareness

- Take time between focused activities to hold a state of wide, open awareness
- Take time to absorb the environment – location, movement, nature and the “see” change emerging
- Practice cycling attention from point of focus to situation scanning and anticipation of change

4. Use your mind to explore and influence situations to the positive

- With a clear view of current reality, create and visualise at least 2 better alternatives
- Guide your posture, emotions and thoughts to support the selected alternative
- Make sure you communicate with body, heart and mind what you want to achieve

High Performance Mind

The brain requires high quality support:

- Rest, the default mode, is essential - daydreaming, idling, reflection and meditation
- Sleep is critical and if compromised dramatically compromises the brain
- Exercise is well proven to protect and grow the brain
- Nutrition is an essential complement to sustained attention, thinking and deciding
- Emotional insight and intuition drive learning and decision making
- A clear goal, purpose or meaning lifts the mind to the challenge

At the specific level of what can be trained and measurably improved in the brain, there is good evidence for specific practice at:

- **Insight and self-awareness** – Tuning into our physiology (pulse) and emotion
- **Bounce** – Recognizing resilience failure and practicing the skills of bounce
- **Positivity** – Recognising and countering the instinctive pull of destructive emotion
- **Focus** – Strengthening focus, concentration and clarity of attention (foundation)
- **Situation awareness** – Rapid assessment of situations and response selection
- **Empathy** – Paying attention to and read the physical and emotional signals of others

Basic Meditation Practice

Open Presence

- Relax, breathe and be present
- Notice and name, don't judge or fight thoughts and feelings
- Rest in a state of open awareness

Eg: Mindfulness, MBSR, Vipassana, Witness

Focused Attention

- Relax, quieten mind
- Seek clear, quiet, steady mind
- Select a focus such as breath, word, point, image
- Zero in on focus point
- Hold focus and then lengthen your focus

Loving Kindness

- Choose and focus on someone you love
- Generate loving kindness (may you be healthy, happy and successful)
- Expand this feeling to others
- Expand to all sentient beings

CONNECT

13. Emotional Intelligence/literacy

Being able to connect and work productively with others is perhaps the lead skill for young people entering the workplace. It supports you as a leader, parent or educator. Meaningful connection with others is a significant protector of our physical, emotional and mental wellbeing. Connecting through a device or on social media has the opposite effect. It increases the risk of physical, emotional and mental suffering.

First, master your own resilience:

- Demonstrate Tactical calm
- Show personal mastery
- Demonstrate impulse control

Second, be present, empathic and flexible

- Be present and attentive
- Be good at empathy (recognising and understanding the experience of others)
- Learn to understand and respect different perspectives

World class teams have been carefully studied. The evidence tells us that emotional intelligence or social skills is the key factor that defines team effectiveness. Many experts believe that the skill to work in and lead these high performing teams is the single most employable characteristic for the future. It is learned....

| The “EQ” competencies

	Awareness	Action
Others (Interpersonal)	Social awareness Empathy Social cognition Client focus	Leadership skills Influence Coaching Motivation Trust Flexibility Teamwork Conflict resolution
Self (Intrapersonal)	Self awareness Self awareness Accurate self assessment Confidence	Self mastery Impulse control Optimism Emotion regulation

14. Insight (Self Awareness)

Emotional self-awareness is the foundation of EQ. This is the ability to recognise, name and understand your own emotions. There are seven primary emotions and roughly 412 mutually exclusive emotions. The primary emotions are fear, anger, sad, happy, surprise, disgust and contempt. Your basic requirements for emotional insight were covered in Impulse control and Positivity.

A useful practice guide:

- What am I feeling? Describe it and name it
- What triggered that feeling or emotion?
- What is the likely implication of holding on to the emotion?
- What can I learn from this experience and how does it relate to other situations?

Insight as in Impulse control and Positivity leads to mastery.

15. Empathy

Empathy is simply defined as the ability to recognise and understand the experience of others. Being clear about what you mean by empathy is helpful. Empathy requires considerable resources, but it is a passive skill. You are not interfering with another person. Empathy has three distinct lenses:

1. Physical empathy: are you physically present, alert and in the right space and posture?
2. Emotional empathy: can you detect the emotions expressed in face, body and voice?
3. Cognitive empathy: can you understand what the other person is actually thinking?

Related concepts include:

- Empathic concern or compassion: you would like another person's suffering to stop
- Altruism: the action of helping another with skill to reduce suffering or improve life
- Empathic distress: discomfort or suffering you experience when another suffers
- Sympathy: taking action to remove your suffering and solving the immediate problem

Be careful when you feel another person's pain too strongly. You may be tempted to take the easy path rather than supporting the necessary growth of another. For example, giving a tearful child another treat may simply delay learning and encourage manipulative behaviour.

Empathy: Practice Tips

1. Be present, pay attention and listen

- Rest, recovery and preparation, short meetings
- Affirmative engagement (“yes”, “ah-ha”, “I understand”)
- Pause and reflect

2. Accurately read non-verbal cues

- Facial expression training
- Voice training, movies, theatre, opera
- Clarifying, testing, train in safe environs

3. Acknowledge others' / different perspective

- What I hear you saying is: “.....” is this accurate?
- Encouraging each voice (or style) to the table
- Acknowledge different feelings and thoughts
- Mirror, match facial expressions, body language

4. Understands the perspectives of others

- Take time to build this connection (Affiliative leadership)
- Notice functional and social groupings
- Respectfully get to know the whole person

Notes

16. Influence

The influence competence is the most important social skill for leaders. We require self-awareness, impulse control and empathy as foundations. It has four specific levels of behaviour:

1. Engage the attention of others

- Think through the timing of your contribution
- Prepare carefully, rehearse content and process
- Stand up, tell story, activate emotion
- Involve audience, make it meaningful

2. Communicate with audience response in mind

- Know your audience, seek to understand their perspective
- Demonstrate that you are tuned in to them
- Adapt and respond to cues from audience

3. Influence agenda and advance socialisation

- Be involved in agenda – make items relevant and achievable
- Socialise your ideas, seek views and support well in advance
- Know and involve your supporters, constrain your detractors

4. Maintain and build diverse support networks

- Know and map your networks – personal, business and strategic
- Grow your network with long term in mind
- Maintain your network – call, help, share, surprise and involve

Notes

17. Style Flexibility

Considering how you operate at work, check off the characteristic others would notice:

- | | | | |
|--|---|--|--|
| <input type="checkbox"/> Outgoing | <input type="checkbox"/> Quantitative | <input type="checkbox"/> Methodical | <input type="checkbox"/> Diplomatic |
| <input type="checkbox"/> Big picture focus | <input type="checkbox"/> Logical | <input type="checkbox"/> Reserved | <input type="checkbox"/> Empathic |
| <input type="checkbox"/> Spontaneous | <input type="checkbox"/> Focused | <input type="checkbox"/> Detail-oriented | <input type="checkbox"/> Traditional |
| <input type="checkbox"/> Drawn to risk | <input type="checkbox"/> Competitive | <input type="checkbox"/> Practical | <input type="checkbox"/> Relationship oriented |
| <input type="checkbox"/> Adaptable | <input type="checkbox"/> Experimental | <input type="checkbox"/> Structured | <input type="checkbox"/> Intrinsically motivated |
| <input type="checkbox"/> Imaginative | <input type="checkbox"/> Deeply curious | <input type="checkbox"/> Loyal | <input type="checkbox"/> Non-confrontational |

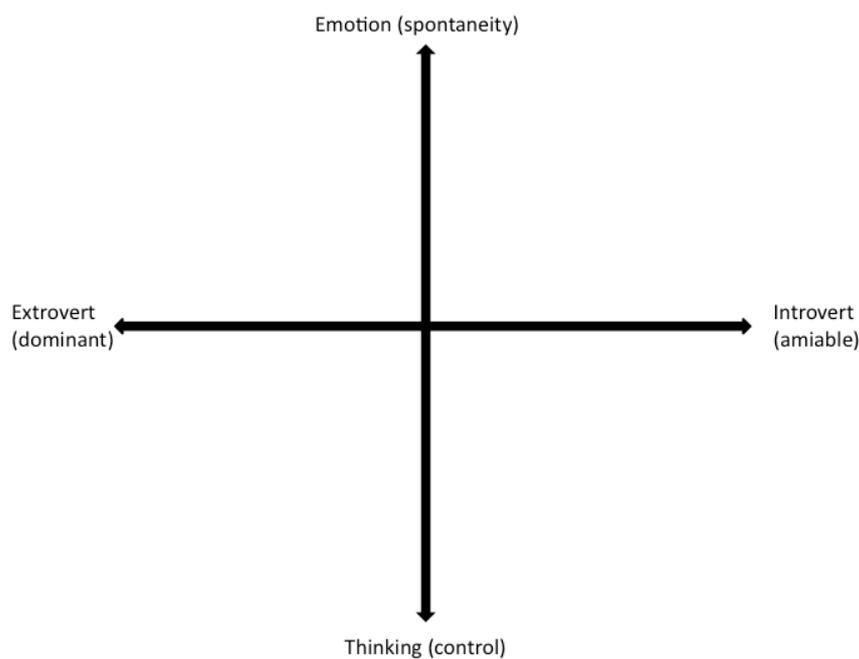
Score yourself on each of the main styles of operation:

Pioneer:

Integrator:

Driver:

Guardian:



What is your primary style?

What is your back-up style?

What style can you default when under distress?

The goal is to be alert to the needs of the people and the situation so that you can choose the style most appropriate to influence constructive change.

1. Acknowledges value of different influence styles
2. Reads and uses different influence approaches
3. Matches influence style to the situation
4. Adapts leadership style effectively

FLOW

18. Optimal performance states

“thinking stops, time stops, effortless grace, rich afterglow”

At our best (Flow, Peak, Expert Performance) thinking stops. Brain scanning shows that the prefrontal cortex is peaceful (hypofrontality). We do need to be super alert, aware and responsive. The skills have been learned through deliberate practice – they are intrinsic, instinctive and available under pressure.

Flow is our state of optimal performance – we apply our skills to a meaningful challenge. Flow is highly productive, enjoyable and supports our health. Reflect on three situations in your life or work where flow is active – quiet mind, time-keeping fades, graceful and effortless and rich memory.

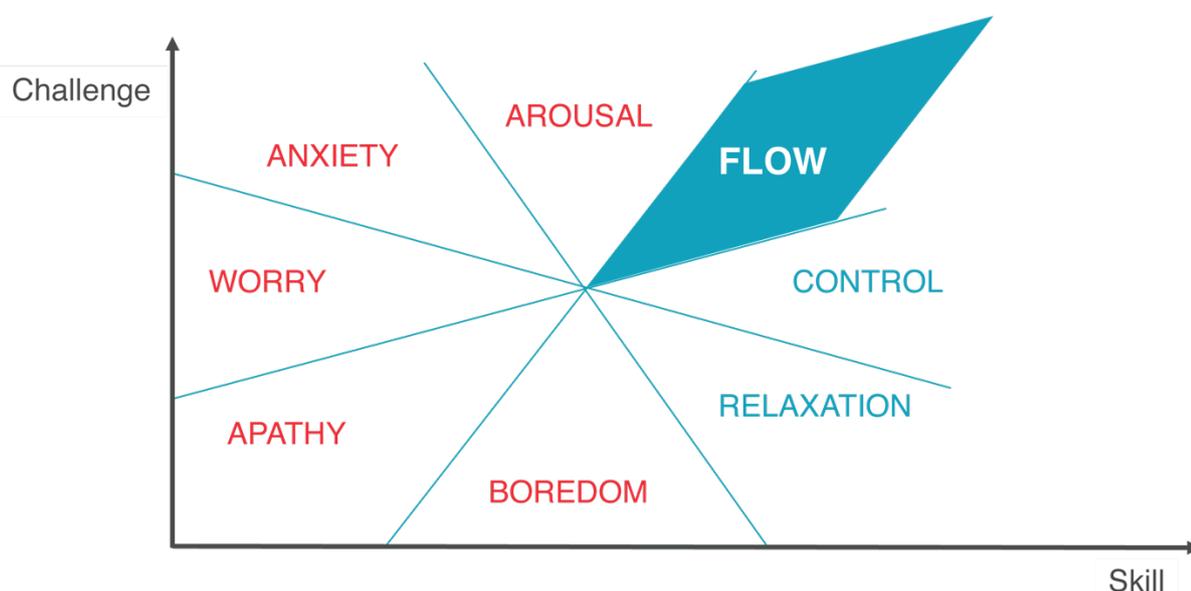
Notes

Mihaly Csikszentmihalyi and his colleagues propose nine characteristics of a Flow state. Being in Flow is can double team productivity and increase personal productivity 500%. It makes work joyful.

1. Clear goals
2. Immediate, direct feedback
3. Match challenge with skill
4. Sense of personal control
5. Focused concentration on task
6. Deep engagement or absorption
7. Quiet mind (action & awareness merge)
8. Time distortion (compression or dilation)
9. Lack of awareness of bodily needs
10. Intrinsic reward

Reflect on which of these criteria are really important for you to be in flow:

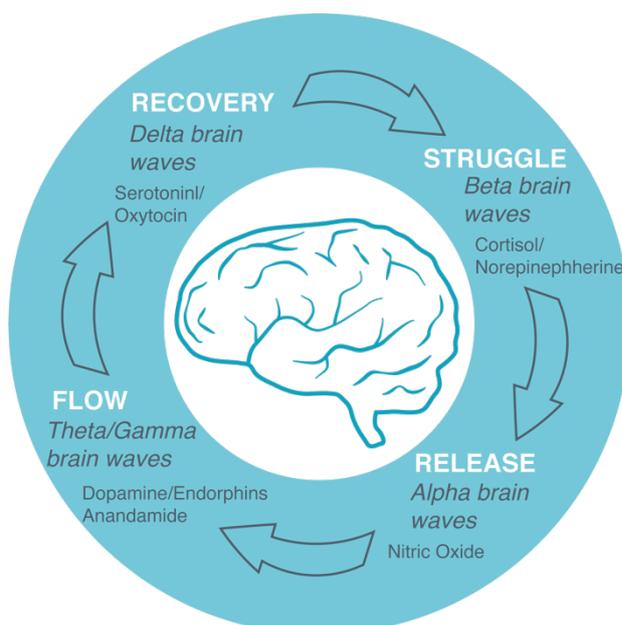
Our day will deliver a range of experiences. Understanding the feelings in the graphic below can help you recognize when you are not in Flow and whether you need to adjust the challenge or develop new skills. Take a moment to estimate the approximate percentage of each state you currently experience in your work.



Source: Mihaly Csikszentmihalyi, *Good Business*, 2003

Finally, there is a natural rhythm to the flow state:

- It is necessary to be challenged. When we set and engage in a meaningful stretch goal, we activate the sympathetic system and experience 'struggle'
- Rather than 'rise to the challenge', learn to relax, exhale and sink into the task
- Flow is an altered and very expensive state. Use it well but not too long
- Deliberate, deep recovery is essential to restore your resources and prepare for the next cycle



Adapted from *Flow Genome Project*, Steven Kotler Jamie Wheal, *Stealing Fire*, 2017

Practice Notes:

1. Take a moment at the end of your day to reflect on your experience. Take a note of the different states you experienced and how much flow you secured
2. Check your diary at the start of each day to look for flow opportunities. Make sure you have preparation time to relax and recovery time after demanding activities
3. What skills do you need to develop to meet the challenges that matter to you?
4. Your daily practice must secure the sleep, fitness, relaxation and nutrition to support you

Notes

19. Situational Awareness

As we improve our ability to cope in complex, fluid or risky situations, the foundation skill is situational awareness. It is an ability to understand and master yourself while you pay attention to reality of the situation. The ability to catch yourself in action opens your perception. If not, your ability to function will be compromised by body reactions, emotions and inaccurate thinking. For example, if someone raises their voice your arms might fold across your chest, fear makes your voice shaky and you imagine terrible consequences.

Once you can catch and check your own reactions, you can make the necessary adjustments to recognise and master a situation effectively (situational agility). Situational awareness is simply a method to ensure that you are in the best state to succeed. Our recommendation:

- Check body: tension, closed or slumped posture, hands behind head, tight breath
- Check emotion: name your feelings accurately
- Check mind: identify the thoughts running through your mind

With time you will be able to recognise common patterns as described below:

BODY	EMOTION	MIND	ACTION
Adrenaline & cortisol Restricted breathing Poor immune function Heart disease	Anger Frustration Hostility Rage	Restricted focus and blame Loss of choice/impulsivity Poor risk assessment Escalating rumination	Tense & stiff Clenched fists Aggressive outbursts Offend & repel
Adrenaline & cortisol Stress symptoms Hyperventilation Digestive problems	Fear Worry Anxiety Terror	Narrow, limited focus Future- based rumination Loss of creativity Mind blank	Insomnia Fatigue/freeze Avoidance flight reactions
Fatigue Digestive & sleep disturbance	Sadness Disappointment Grief	Slow, dull, repetitive Personalisation (my fault) Rumination on past Poor decision-making	Low energy Withdrawal Insomnia Drag others down
Energised Longevity & Health Improved immunity	Happy Joy Love	Fast, idea-rich, hopeful Generous world Think about others	High energy Risk tolerant Reach out to others
Relaxation Recovery Improved sleep	Gratitude Appreciation	Efficient thinking Steadiness Responsive	Relaxed & contented Fewer cravings Relaxed readiness

The common connected patterns show how body, emotion and mind are involved in our response to a situation. People may only see part of it. For example, in cultures without a language for mental illness it is common for the mental distress to be felt in the body (pain). This is called somatisation – a body focus. Others will be alert to emotions and some to thoughts.

We are always looking for simple algorithms in life to save the expensive biological effort of thinking through everything. You may find one or other of the scripts or schemas above may be common and repetitive in your life. You will know people who are often anxious and retreat from opportunity. Others are quick to anger and dominate situations. Others are surprisingly happy and upbeat. Knowing your likely patterns can be helpful.

Situational awareness takes considerable effort at first. To take the time and make the effort to check body, emotion and mind is testing. A method is useful. We will use this in Agility.

When you find yourself in an interesting situation work through the following steps to increase your awareness. With time it will become easy and natural.

1. See the situation like a video. Focus on the action like an athlete views the recording
2. Define the thoughts. What are you thinking? Note chatter, ideas and beliefs
3. Feel and name the emotions you are experiencing
4. Check your body signals – specifically posture, muscle tension, face, breathing.

20. Situational Agility

Agility builds on awareness. If you can see a situation unfolding, you have the choice of making an adjustment. Now you have the ability to make rapid skillful adjustments. We have already covered the basics of each of these adjustments. In situational agility you will learn to put these adjustments together to deal with challenging situations. If possible, your goal is to work back to flow.

This is the method. Use the numbers to establish a process to check and adjust.

BODY	EMOTION	THOUGHT	ACTION
8. What is required of your body?	7. What feelings support you?	6. What thoughts will drive this?	2. Describe desired outcome
Sleep Fitness Nutrition Posture & breath	Name emotion Impulse control Positivity Empathy & altruism	Attention and focus Name the thoughts Reframe your thoughts	Daily practice Breath control Use a coach Practice situation
5. What is the effect on your body?	4. What feelings do you have?	3. What are you thinking?	1. Describe situation to change?

Here is an example of situation relating to physical activity:

BODY	EMOTION	THOUGHT	ACTION
8. What is required of your body? <i>Good energy and calm. Sleep established.</i>	7. What feelings support you? <i>Confident and proud. Feel engaged and so good afterwards.</i>	6. What thoughts will drive this? <i>I love exercise. Gym is a highlight of my day. It makes such a difference.</i>	2. Describe desired outcome <i>Scheduled into my day. Booked coach. Integral part of my day</i>
BODY	EMOTION	THOUGHT	ACTION
5. What is the effect on your body? <i>Low energy, dull and depleted. Sleep is a problem</i>	4. What feelings do you have? <i>Ashamed, anxious and feeling withdrawn. Fear.</i>	3. What are you thinking? <i>Exercise is hard. I will never get this right. I look terrible. I hate exercise....</i>	1. Describe situation to change? <i>Never get started with gym. Day too busy. In poor shape and getting injured</i>

Personal practice example:

BODY	EMOTION	THOUGHT	ACTION
8. What is required of your body?	7. What feelings support you?	6. What thoughts will drive this?	2. Describe desired outcome
BODY	EMOTION	THOUGHT	ACTION
5. What is the effect on your body?	4. What feelings do you have?	3. What are you thinking?	1. Describe situation to change?

Work relationship/conflict example:

BODY	EMOTION	THOUGHT	ACTION
8. What is required of your body?	7. What feelings support you?	6. What thoughts will drive this?	2. Describe desired outcome
BODY	EMOTION	THOUGHT	ACTION
5. What is the effect on your body?	4. What feelings do you have?	3. What are you thinking?	1. Describe situation to change?

21. Development Plan:

Key practices to work on to improve my own resilience:

Situations to apply resilience skills for step improvements at work:

22. Further reading and resources

Inside-Out	Sven Hansen, 2015
Perform Under Pressure	Ceri Evans, 2019
Lost Connections	Johann Hari, 2018
Why we Sleep	Matthew Walker, 2017
Lifespan	David Sinclair, 2019
Peak	Anders Ericsson, 2016
Smarter, Faster, Better	Charles Duhigg, 2016
Humans are Underrated	Geoff Colvin, 2015
Behave	Robert Sapolsky, 2017
Presence	Amy Cuddy, 2015
Altruism	Matthieu Ricard, 2015
Emotional Life of your Brain	Davidson, Begley, 2012
Focus	Daniel Goleman, 2013
What the Fast	Grant Schofield, 2018
Stealing Fire	Kotler S, Wheal J, 2017
Against Empathy	Paul Bloom, 2017
The Undoing Project	Michael Lewis, 2016

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