

DEVELOPING RESILIENCE STARTER KIT

AT THE ORGANIZATIONAL LEVEL



WHAT TO DO

Assess your training curriculum and double down on training that supports the development of empathy, a growth mindset, and prioritization.

Talk about the mental health issues that your people may be facing.

Create a space for people who may be struggling to get help.

Ensure employees are aware of all the support that's available to them.

Provide people leaders with talking points and conversation starters.

WHAT NOT TO DO



Don't assume people are okay because they're not telling you otherwise.

Don't assume this is only affecting a small subset of your employees; this situation is different because it affects everyone.

Don't assume this is something you can wait out.

AT THE PEOPLE-LEADER LEVEL



WHAT TO DO

Review your company's coaching model and take the time to practice or role play some scenarios.

Make time to check in with team members on a personal level. If bandwidth allows, consider more frequent check-ins with your team (for example, if you used to do it monthly, now consider doing it biweekly).

Demonstrate a commitment to the things that develop resilience: empathy, proactive mindset, and prioritization. You are a role model for your team.

Ask for help if someone on your team is struggling.

Be sure to let each person know that their contributions are valued and their work is making a difference.

Bring the team together frequently to encourage connection and sharing – a work group can be a key part of a person's support network.

WHAT NOT TO DO



Don't assume that leading remotely is exactly the same as leading face to face.

Don't dismiss the feelings of others because they don't know what to do.

Don't mistake a growth mindset for positive thinking.

Don't criticize team members when they don't demonstrate resilience-building behaviors.

Don't assume you need all the answers to engage. It's okay to share what you do know and update as you get more information.

AT THE PERSONAL LEVEL



WHAT TO DO

Be patient – you are building a muscle and it's hard work.

Improve your self-awareness. Assessments are a great way to do this, and Gallup's strengths finder is a great place to start.

Become curious about your default reaction to difficult situations.

When things go wrong, try to be curious and adopt a learning mindset versus blaming or shaming yourself or others.

WHAT NOT TO DO



Don't think you can do it on your own.

Don't view becoming resilient as a goal or something that has an end point; it's an ongoing process.

Don't be discouraged by setbacks. They will happen. Developing resilience is not a linear path. You may take two steps forward just to take one backward, and that's okay.

CONVERSATION STARTERS

GETTING TO KNOW YOUR PEOPLE PERSONALLY

"I know we might typically get down to business on these calls, but today I wanted to take a minute to check in with you personally..."

Options for what to say next:

- So, how are you doing?
- How is this affecting your family?
- What's feeling difficult right now?
- Where do you think you could use some more support?
- What's feeling unclear for you?
- Is there clarity that I or the organization could provide that would be helpful?



HELPING YOUR PEOPLE BECOME MORE SELF-AWARE

"I'm really interested in getting to know your strengths better so we can ensure you're getting to apply those in your work. So, tell me..."

- What types of work do you get completely absorbed in?
- Is there a contribution you think you could make but haven't had the opportunity to?



HELPING YOUR EMPLOYEES STAY CURIOUS WHEN THINGS GO WRONG

"I know that we didn't get the result we expected from [X initiative/project], but that doesn't mean we failed. It's an opportunity to examine how we do these things and figure out how to improve moving forward. Some questions we should explore are..."

- What did we do well this time?
- What should we do differently next time to get closer to the result we want?
- What are the top two or three lessons we can take away from this experience?
- What's our thinking about how to operationalize those learnings?



HELPING YOUR EMPLOYEES PRIORITIZE

Talk them through the following process:

1. What are some things that only you can do in your role to support the business?
2. Think about the three buckets: control, collaborate, and concede. What can you let go of, and where should you double-down and focus more time and energy?
3. What are the top three things you could do this week that will make the biggest difference to the results you are responsible for?
4. Put your top three for the week on your calendar. Do not allow them to just occupy space on your to-do list.

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