

Proposal ref 2011-0713  
2011

13 July

# BUILDING RESILIENCE

## Approach

We propose a series of concise, workshop style, facilitated discussion sessions. In doing this, we will touch upon a broad spectrum of concepts and disciplines, which include: corporate wellbeing, stress mastery, emotional intelligence, cognitive discipline, neurobiology and leadership. These will be supported by a number of tools and techniques, a tailored workbook, the full set of The Resilience Institute Series of books and a further reading list for all participants. A detailed summary of the programme content and the targeted outcomes is provided in the following pages.

Prior to the workshop, we will use our proprietary assessment tools, Resilience Diagnostic and HealthCheck in order to evaluate the current level of resilience at the individual and organizational level and identify the key issues to address.

**Number of Participants:** 10-15 People

**Suggested timeframes:** 15:00-17:00, August 1 or 2

## Resilience – the compelling case

Leading strategist Gary Hamel (Harvard Business Review-Sept 2003) advocates that Organisational Resilience is critical "... in the age of turbulence – when organisations are being challenged to change more profoundly, and more rapidly, than ever before."

We believe that **Organisational Resilience is in part driven by the resilience of the people**; foremost in the executive team and ultimately throughout the organisation.



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We define personal Resilience as one's ability to:

- **Bounce back from adversity**
  - Toughness and recovery skills
- **Thrive on challenges**
  - Engagement, optimism
- **Positive impact on others**
  - Empathy and compassion
- **Reach full potential**
  - Exercise talents in a meaningful way

In the quest for a resilient organisation we seek to build five personal competencies:

1. **Master Stress:** Be calm, alert, present and focused
2. **Energise Body:** Enhance life, energy and endurance
3. **Engage Emotion:** Assess & manage emotions, lead others
4. **Train Mind:** Develop creativity, decisiveness and optimism
5. **Spirit in Action:** Developing moral resilience, enlightenment and leadership

*A resilient person is fully engaged, has stamina for change and operates at peak performance because they:*

- Ø Spend more time in flow
- Ø Have less negative stress
- Ø Know when to rest, recharge, reengage
- Ø Have increased energy
- Ø Spend more time in positive emotion
- Ø Are emotionally intelligent
- Ø Reframe thinking
- Ø Generate opportunity and optimism in times of pressure or crisis
- Ø Understand and enact their values and passions
- Ø Periodically reinvent themselves (self, work and life) by taking on new challenges and opportunities

Building Resilience	Stress Mastery	Energise Body	Engage Emotion	Train Mind	Spirit in Action
<b>Practices &amp; disciplines</b>	Breathing Relaxation Sleep Biofeedback Meditation	Eating well Aerobic fitness Strength Flexibility Daily Practice	Self awareness Emotional mastery Empathy Influence & Leadership	Being present Attention control Cognitive Training Coaching the mind	Mindfulness Flow Compassion Life Purpose
<b>Outcomes</b>	Calm, alert & focused Effective under pressure	Energy Strength Endurance Work-life harmony	Confidence Credibility Resonance	Attention control Realistic optimism Accurate thinking	Creativity Judgement Execution in Flow

Table 1. Resilience Practices, Disciplines and Outcomes

### Resilience – the value proposition

When an individual implements these practices and disciplines they not only build their resilience they also increase their level of engagement. This view is further supported by Loehr & Schwartz when they say "...To be fully engaged, we must be physically energised, emotionally connected, mentally focussed and spiritually aligned with a purpose beyond our immediate self-interest." Achieving this pinnacle of resilience results in organisational resilience and a high performance culture with leaders and the broader employee base spending more time in a state called flow - a state where we can comfortably achieve greater levels of health, happiness, performance and engagement.

### Building a Resilient Organisation

Our approach to building a resilient organisation is shown in the model below:



The Resilience Institute Programmes are a flexible, empirically backed suite of interventions. It is possible to develop a tailored approach and programmatic rollout across leadership teams, supervisors and staff. Many of our clients utilise the integrated approach of combining program workshops with a selection of our diagnostic tools and supplementing the learning with on-going coaching sessions and providing copies of our book series to course delegates.

*"I've been in the business nearly 19 years and in Leadership roles for the last 10 or so, and it was great to do something new that can totally change the way you lead your team. I would love to see it rolled out to all People Leaders"*  
Participant  
Resilient!Leaders Program

# Resilience Programme

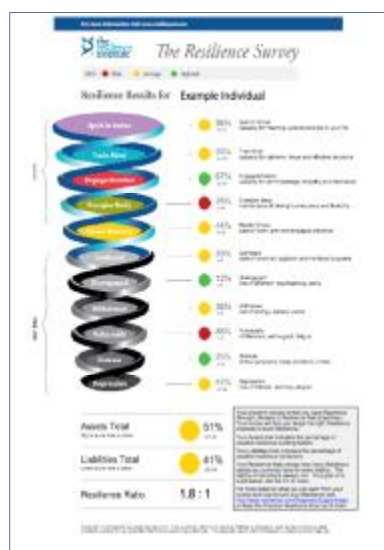
The Resilience Programme is an investment in the performance, health and happiness of yourself and your organization. The Resilience Programme consists of:

## Part 1 – Resilience Assessments

### 1. Resilience Diagnostic Assessment (optional)

The Resilience Institute offers a ‘world first’ human performance assessment tool that provide an individual and organisational assessment of resilience. The tool maps individuals and teams against our Resilience Model and Death Spiral using our proprietary survey instrument. This tool is an effective way of measuring behavioural change comparing pre and post-intervention footprints.

Ahead of the resilience workshops, it is recommended that your staff complete this assessment; it takes approximately 15 minutes to complete. The individual reports will help each individual better understand their resilience assets and liabilities and help focus their development efforts. The aggregated results will be provided and discussed in the workshops.



*"I really can't say enough about how this program changed my whole outlook to my role. Of course this also reflects in the way I lead my team. I'm much more relaxed and patient with them, because I took some me time and got 'my head straight'".*

Participant  
Resilience Programme

### 2. HealthCheck Assessment (optional)

HealthCheck is a secure on-line health assessment programme. This allows staff to create their own secure health profile, which is available for updating and monitoring over time. The non-clinical assessment takes only 15 minutes to complete and has a section for submitting the clinical measures. It will assess your health risk and give you specific guidance and resources to make life enhancing and extending changes.

The HealthCheck assessment consists of two components:

#### HealthCheck On-line Survey

Our proprietary Resilience Institute internet-based survey covers health, stress, lifestyle, nutrition, fatigue and readiness for change. Feedback is provided at different levels:

- *Individual* – confidential report and recommendations on their current wellbeing
- *Group* - education on their measures and how to implement recommendations
- *Organisation* - aggregate view of data and priorities



### HealthCheck Clinical Tests (Optional)

We recommend that participants undertake clinical testing. We will advise you on the required measures. Participants then enter their information into our on-line survey tool. You are responsible for management and funding of on-site testing with recommended third party providers.

Results from the HealthCheck provide strong preparation for the following workshop series and allows the individual to focus on their key priorities, while giving our clients valuable insight into organisational issues.

### 3. RESILIENT!360<sup>®</sup> Assessment (optional)

Participants can be offered the opportunity to undertake our proprietary Resilience Competency Assessment tool called RESILIENT!360<sup>®</sup>. This is an internet-based, confidential 360<sup>°</sup> tool that assesses our 5 defined resilience competencies. The purpose of the assessment is to facilitate greater self-awareness and provide a platform for learning. The tool assesses and maps the following competencies:

- Stress Mastery
- Physical Vitality
- Performance Mindset
- Leadership & Influence
- Spirit in Action

We suggest that in addition to a self-assessment, the participant nominates 8-10 reviewers made up of peers, customers, boss and subordinates (if applicable). Each assessment takes only 15 minutes to complete.

Each individual will get a confidential report that highlights development opportunities. Ensuing workshops will provide tools to address and improve on specific and important aspects identified in report. One-on-one coaching will also assist with making best use of the report findings.

## Part 2 - Resilience Keynote

RESILIENCE KEYNOTES are tailored to professional or general audiences seeking practical and evidence - based solutions to health, happiness, performance and meaning. Resilience is the learned capability to bounce back, overcome, lead and create purpose.

- u Body, heart, mind and spirit in the quest for results and meaning
- u The dynamics of human performance; pressure, stress, flow and distress
- u Physical vitality: extend and enhance your life (exercise, sleep, nutrition)
- u Mastering Calm Alertness (Sleep, Relaxation, Breathing)
- u EQ: the key to resonant leadership (empathy, emotion regulation)
- u Brain training: the attentive and creative mind

*"The Partner Development programme is great. In twenty years as a partner, it was the first time I had sat down with a group of colleagues and discussed personal development issues".*

Participant  
Resilience Programme

## Part 3 – Resilient Leaders Workshop

Following the completion of the Practical Resilience workshop, Commscope has the option to carry on with the modules 4 and 5 focusing on Resilient Leadership.

These modules are deeper, demanding and more reflective than Practical Resilience with intensive content mastery and leadership skill development. Participants are challenged to transform themselves, their leadership, their organization and our global community.

<b>Module Five</b> 1 day	<b>Leadership &amp; Influence</b> Mastering the interpersonal dimension	<ul style="list-style-type: none"> <li>• Empathy – reading others</li> <li>• Tipping points for outstanding leadership</li> <li>• Social intelligence</li> <li>• Influence</li> <li>• Leadership styles</li> <li>• Conflict resolution</li> </ul>	Workbook Resilience Diagnostic Ekman Expressions, RESILIENT!360® Resilience Competence Plan
<b>Module Six</b> 0.5 day	<b>Spirit in Action</b> Mastering enlightened Leadership	<ul style="list-style-type: none"> <li>• Discipline of transformation</li> <li>• Defining what really matters</li> <li>• Personal Purpose</li> <li>• Compassion</li> <li>• Sustainability</li> <li>• Presentation to team</li> </ul>	Workbook Resilience Diagnostic Em-Wave Biofeedback RESILIENT!360® Resilience Competence Plan

*"Forgot to mention it today in person, but that was the best 4 hours I have spent at IBM (21 years). I even used the Resilience - experienced, or genetic - at dinner with friends on the weekend."*  
Participant  
Resilience Programme

## Part 4 – Supporting and Sustaining the Change (optional)

### 1. Resilience Institute Books

To supplement their training manual we are able to provide to participants our five Resilience booklets which have been authored by our Founder Dr Sven Hansen.



### 2. Group Coaching

Group Coaching can be established during and after the workshop series. In these sessions progress is reviewed, experience is shared and skills are revised and practiced. We recommend at least one group coaching session after the workshops.

### 3. Resilience One-on-One Coaching

We can also work closely at the individual level in a one-on-one coaching situation, focussed on guiding the individual's Resilience Competency development. This typically follows a workshop series.

### 4. Sustaining the change

The most challenging part of building a resilient organisation is sustaining the motivation generated during the initial Resilience interventions and embedding



resilience into the culture. From our experience the most critical success factor for embedding resilience into your culture will be leadership by example from the Leadership Team. Using our “Sustaining the Change” methodology that embodies our experiences with previous client engagements, we can work with you to design a follow-on programme, which could include:

1. Reviewing the Change
2. Monthly Resilience Theme
3. On-going Group Practice Sessions
4. Practical Resilience Focus Workshops
5. Resilience in Action
6. Resilient Culture
7. Resilience Newsletter
8. Partner’s Resilience Program
9. RESILIENT! People Program for New Recruits
10. Resilience Coaching

## Programme Support

The success of the program will in part depend on a number of key support elements as follows:

- Data projector, whiteboard/flip-chart, markers
- Coordination of Resilience Diagnostic process (assisted by Resilience Institute)
- Logistical support for workshop venues, equipment, coffee breaks and lunches
- Coordination of participant feedback

## Your Resilience Consultants

### Thomas Tang – Senior Consultant, China



Thomas leads the Resilience Institute in China and is based in Shanghai. He is an experienced practitioner in East Arts and executive performance enhancement. His areas of expertise include body awareness, optimizing internal dialogue, handling emotions and stress in crucial events. Deeply convinced with the benefits of Practical Resilience, especially when combined with east arts & practices, he was the first certified facilitator of the Resilience methodology in PRC. Prior to joining the Resilience Institute, he was the chief executive for a US-based Strategic Design Consulting firm. Thomas is a Martial Arts Gold Medal Winner and a certified Public Dietician.

### Dr Sven Hansen – Founder, Auckland



Sven is the founder of The Resilience Institute. He is a medical practitioner who has specialised in preventative medicine, emotional intelligence, cognitive training and stress mastery. With a background in Sports Medicine, he has run corporate wellness programs since 1988.

He now spends most of his time training executives and professionals in the application of resilience. He works with both groups and individuals, helping people develop and refine the personal disciplines of success. He

*“Professional service firm thrive based on the technical advice we provide and the volume of work we take on. Why do we need to worry about Resilience? It’s important to us because if we help our people look after themselves emotionally and physically, they will perform better and still have time for life”*

Participant  
Resilience Programme

has a specific interest in developing leadership teams and the application of biological principles to leadership, strategy, influence, creativity and decision-making.

## The Resilience Institute Client Experience

The Resilience Institute has worked in many corporations, government and professional associations. We have run our programmes with over 10 000 people across Asia and Europe.



## Professional Fees

(Based on 15 participants and round trip Shanghai & Suzhou is in addition)

Resilience Keynote	Unit	No. of Units	Fees / Unit	Total
<b>Part 1- Assessments</b>				
HealthCheck Online				
Clinical Assessment				
Resilience Diagnostic				
<b>Part 2 - Resilience Keynote Facilitators: Dr Sven Hansen &amp; Thomas Tang</b>				RMB 16,250
Module 1 - Physical Vitality				
Module 2 - Stress Mastery				
Module 3 - Performance Mindset				
Development planning				
<b>SUB TOTAL</b>				
Travel & Accommodation (TBD)				
<b>Part 3 - Supporting the change</b>				
Resilience Books - set of 5 (optional)				
Other activities (TBD)				
<b>TOTAL</b>				<b>RMB 16,250</b>

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Participant  
Resilience Programme

I look forward to your feedback on this proposal and the opportunity to work with you to grow the resilience of the GM Club members.

Kind regards



Thomas Tang  
Senior Consultant  
Resilience Institute International

### Proposal Acceptance Agreement

<b>Client Organisation "Client"</b>	
<b>Proposal Title "Proposal"</b>	Resilience Programme
<b>Proposal Reference Number</b>	2011-0713
<b>Proposal Date</b>	13 July 2011

Having the power and the authority to enter into this agreement with The Resilience Institute on behalf of the Client, I hereby accept and agree to the Proposed Programme and to be bound by the terms contained in this Proposal submitted by The Resilience Institute.

Client Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Dated: \_\_\_\_\_