

How to build resilience in the face of redundancy

By Melissa Kidd

We will start at 1pm. Please make sure you have a pen and paper as you'll need to jot reflections and answers down.

The talk's Learning Objectives

- Determine the extent to which your identity is bound with your work
- Use a number of approaches to prevent enmeshment with work whilst still being productive
- Reflect on how your style and capacity for change can be different from your partner's, or those close to you, so that you can increase understanding and connection
- Apply a number of ways to build resilience in the face of change and challenge

What to expect...

- **Big topic: offer you long term and in-the-moment strategies to build your resilience**
- **Interaction: polls, time for questions at the end which can be anonymous.**
- **Display differs depending on your devices**
- **Afterwards: for resource list, copy of slide pls email me with your question if I didn't manage to answer yours**

How is this going to help you?

If we place too much significance on work as a source of **identity, self worth and belonging**, we make ourselves vulnerable to shocks and our resilience to handle setbacks and adversity is limited. You will have tools so you can start to develop or strengthen a “portfolio of selves”.

Change is the only constant. The Financial Times tells us to plan for 5 careers. The research is clear: those who can adapt to change are more successful and happier. This talk will help you adapt during periods of change.

**Work is now a major source of our
identity, belonging and self worth.
For many of us, it gives us meaning
and purpose.**

How did we arrive here?

Questions to help you determine how much your identity is enmeshed with your career?

How much do you think about your job outside of the office?

Is your mind frequently consumed with work-related thoughts?

Is it difficult to participate in conversations with others that are not about your work?

Questions to help you determine how much your identity is enmeshed with your career?

How do you describe yourself?

How much of this description is tied up in your job, title, or company?

Are there any other ways you would describe yourself?

Questions to help you determine how much your identity is enmeshed with your career?

How quickly do you tell people you've just met about your job?

Questions to help you determine how much your identity is enmeshed with your career?

Where do you spend most of your time?

Has anyone ever complained to you that you are working too much?

Questions to help you determine how much your identity is enmeshed with your career?

Do you have hobbies outside of work that do not directly involve your work-related skills and abilities?

Are you able to consistently spend your time exercising other parts of your brain?

**Questions to help you determine how much your
identity is enmeshed with your career?**

**How would you feel if you could no longer continue in your
profession?**

Poll questions...

How much has your identity become enmeshed with your career?

A lot

Mostly

Partially

Not at all

“Sandcastles are beautiful but we cannot live inside them. Because the tide rises, that is what the tide does. We must remember: I am the builder, not the castle.” Glennon Doyle



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What does enmeshment mean?

Enmeshment is a psychological term that refers to blurred, weak or absent boundaries between people, often occurring in families and romantic relationships. But more recently it's occurring with work, giving rise to "workism".

“Burn-out is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed.

It is characterized by three dimensions:

- 1: feelings of energy depletion or exhaustion;
- 2: increased mental distance from one's job, or feelings of negativism or cynicism related to one's job;
- 3: reduced professional efficacy.”

World Health Organisation

**How can we protect our
productivity and prevent
burnout?**

Deep work vs shallow work

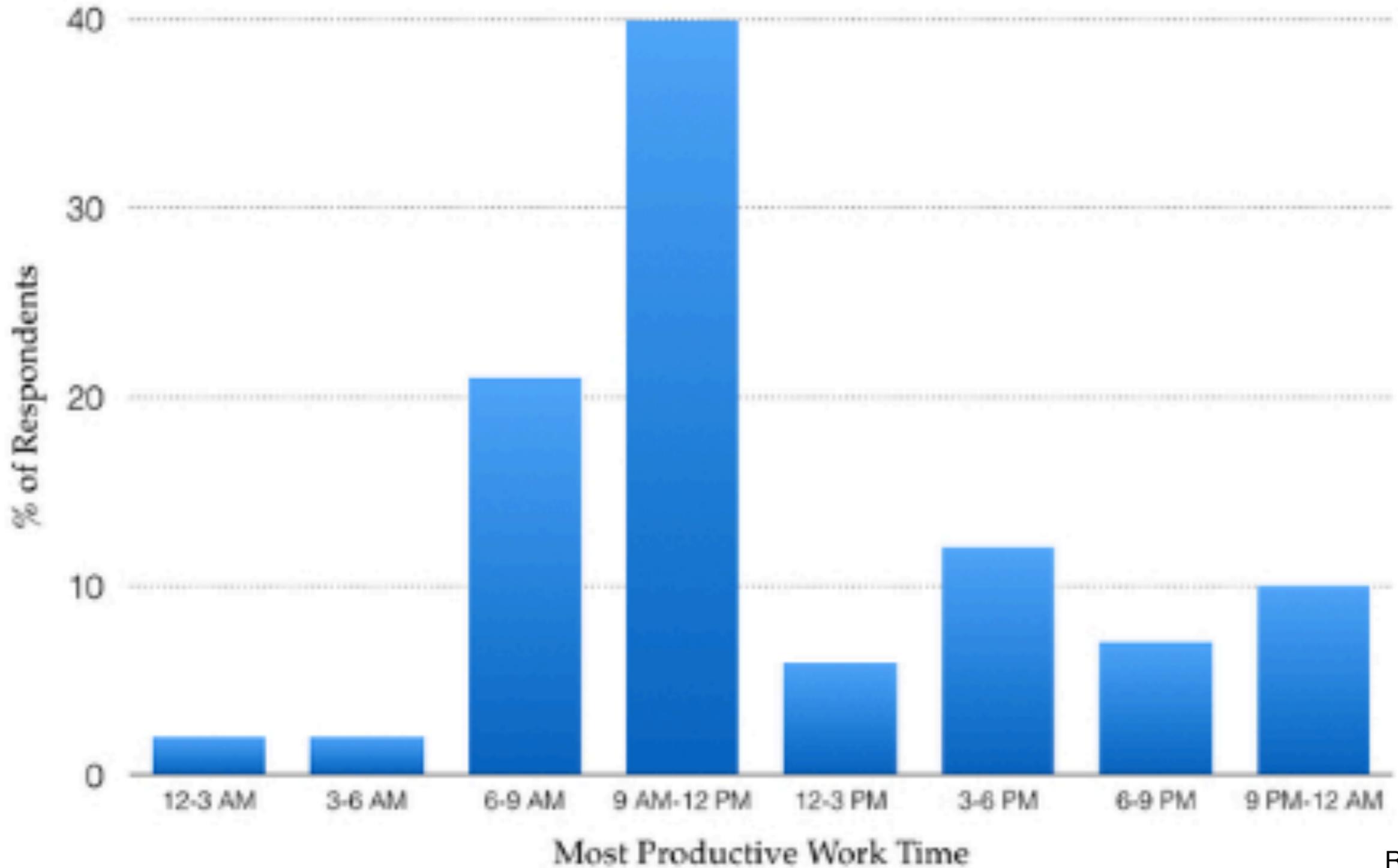


Deep work is a specific type of effort that returns a lot of value for the company or for you. It's the kind of work that gets you **promoted/hired**. It's often **challenging and requires a lot of focused concentration**.

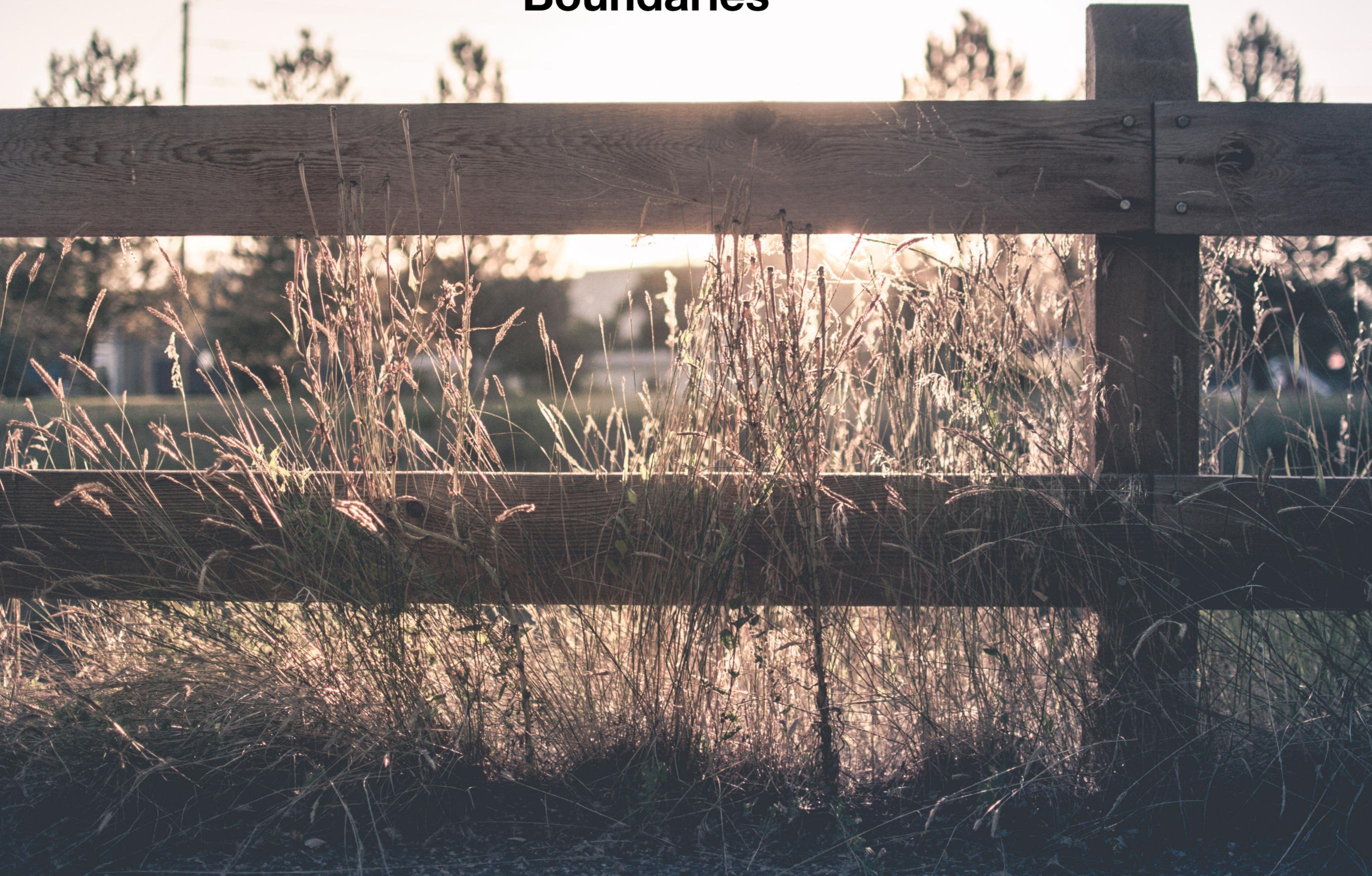
Shallow work - non-cognitive, logistical or minor duties performed in a state of distraction.

Cal Newport, Associate Professor, Georgetown University

All hours are not created equal



Boundaries



How can we prevent our **identity
becoming enmeshed with work and
broaden our **sense of belonging?****



**Working out
what's important
to you?**

	Importance rank 1 – 8 (1 most important)	“Alignment” looks like...	Alignment rank 0 (not at all aligned) to 5 (very closely aligned)
FAMILY <i>Your relationships with your close family members, however “family” is defined for you.</i>			
WORK <i>Your achievements and satisfaction in your job or career – financially, intellectually, and emotionally.</i>			
HOBBIES <i>What you do for fun, play & creativity – how you restore your energy and sense of vitality.</i>			
CHARACTER <i>Character traits that you would like to exemplify and have others notice about you.</i>			
FRIENDS/COMMUNITY <i>Involvement in your local community, whether through volunteering, associations, politics, or anything else.</i>			
RELIGION & SPIRITUALITY <i>Spiritual fulfilment, with or without a formal religious structure.</i>			
HEALTH & WELLNESS <i>Your physical and emotional health including activities and behaviours that help or hinder them.</i>			
INTIMATE RELATIONSHIPS <i>Fulfilment of your sexual and romantic needs, whatever they may be.</i>			

But by spending more time with other groups, finding more **tribes who share your values, your sense of belonging can broaden.**

**Change the conversation:
“What do you do?”**

“For fun or for work?”





How do we make sure
the inner critic doesn't
have a field day during
the redundancy
process?

The inner critic is a way that the self talks to the self about the self.



**It's the voice that
tells you you're not
good enough and
it's never enough.**

motem.

**If you have a strong inner critic,
there are three ways that you may
be defining this set back.**

**HOW you define it, is related to the
time it takes for you to recover from it...**

3 P's (Martin Seligman)

Personalisation (it's all my fault, if only I had...)

Permanent (always/never)

Pervasive (this affects everything)

**Recognising your
self talk is a crucial
first step in
changing your story
and building your
resilience**



**Self worth: what is it
and how is it different
from self esteem?**

*“Self-esteem is what we **think, feel and believe** about ourselves.*

*Self-worth is a **deep knowing** that I am of value, am loveable, necessary to this life, and of incomprehensible worth”*

Self worth theory





The theory says that an individual's main priority in life is to find self-acceptance.

For me, self acceptance is when you can realise you're flawed or imperfect (we all are!) AND still hold yourself in high regard.

Which factors contribute to our sense of worth?

According to the theory, self-worth is determined mostly by our self-evaluated abilities and our performance in the activities that **we deem valuable**

Things that should **not** determine your self-worth:

- **Your to-do list:** Achieving goals is great but it doesn't have a direct relationship with your worth as a human;
- **Your job:** It doesn't matter what you do. What matters is that you do it well and that it fulfils you;
- **Your age:** You aren't too young or too old for anything. Your age is simply a number;
- A lot more too: **your relationship status, net worth, your social media following, number of friends. It's about what you value, what fills you up and the qualities you admire and respect.**

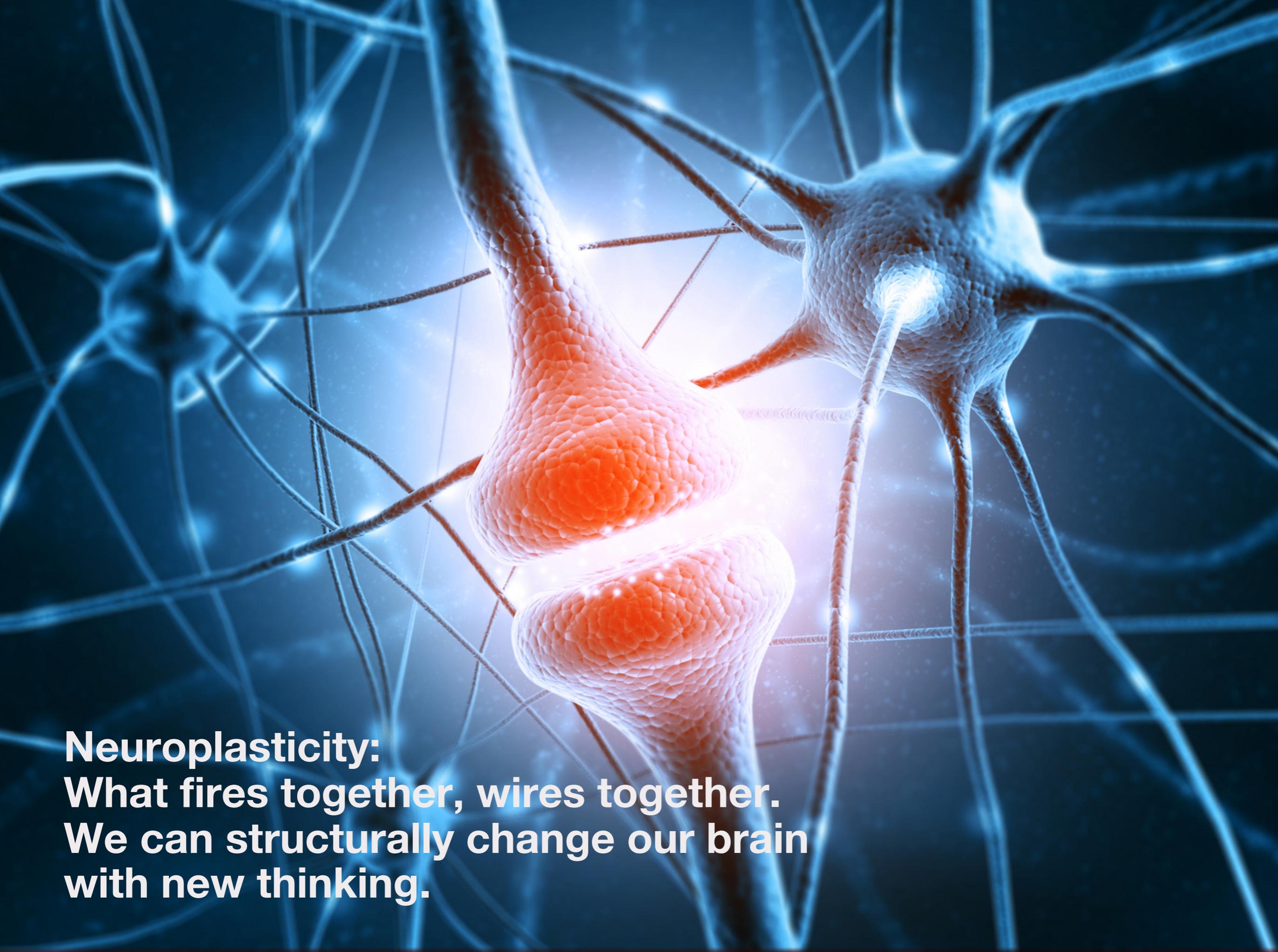
**How can we build our self worth
so it's not inextricably linked to
our job and career?**

Be-your-own-best-friend practice:

“May I know my own goodness”

“May I live with trust, ease and confidence”

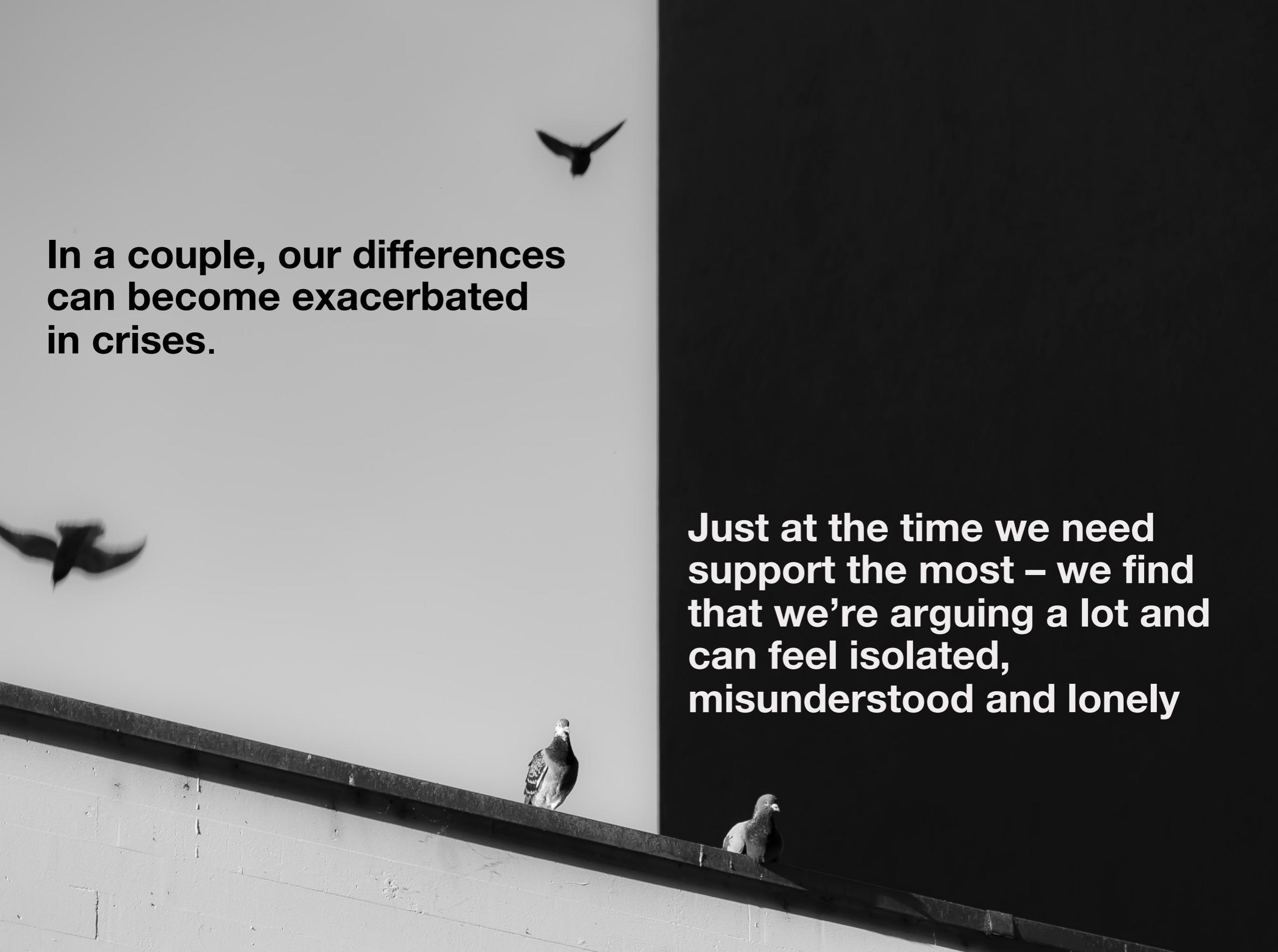
“May I begin to accept myself”



**Neuroplasticity:
What fires together, wires together.
We can structurally change our brain
with new thinking.**

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A black and white photograph of pigeons. Two pigeons are perched on a dark ledge in the foreground. Two other pigeons are in flight against a light sky. The image is split vertically by a dark line, with text on both sides.

**In a couple, our differences
can become exacerbated
in crises.**

**Just at the time we need
support the most – we find
that we’re arguing a lot and
can feel isolated,
misunderstood and lonely**

**It's often not the difference
that causes the problem, it's
what we make it mean.**

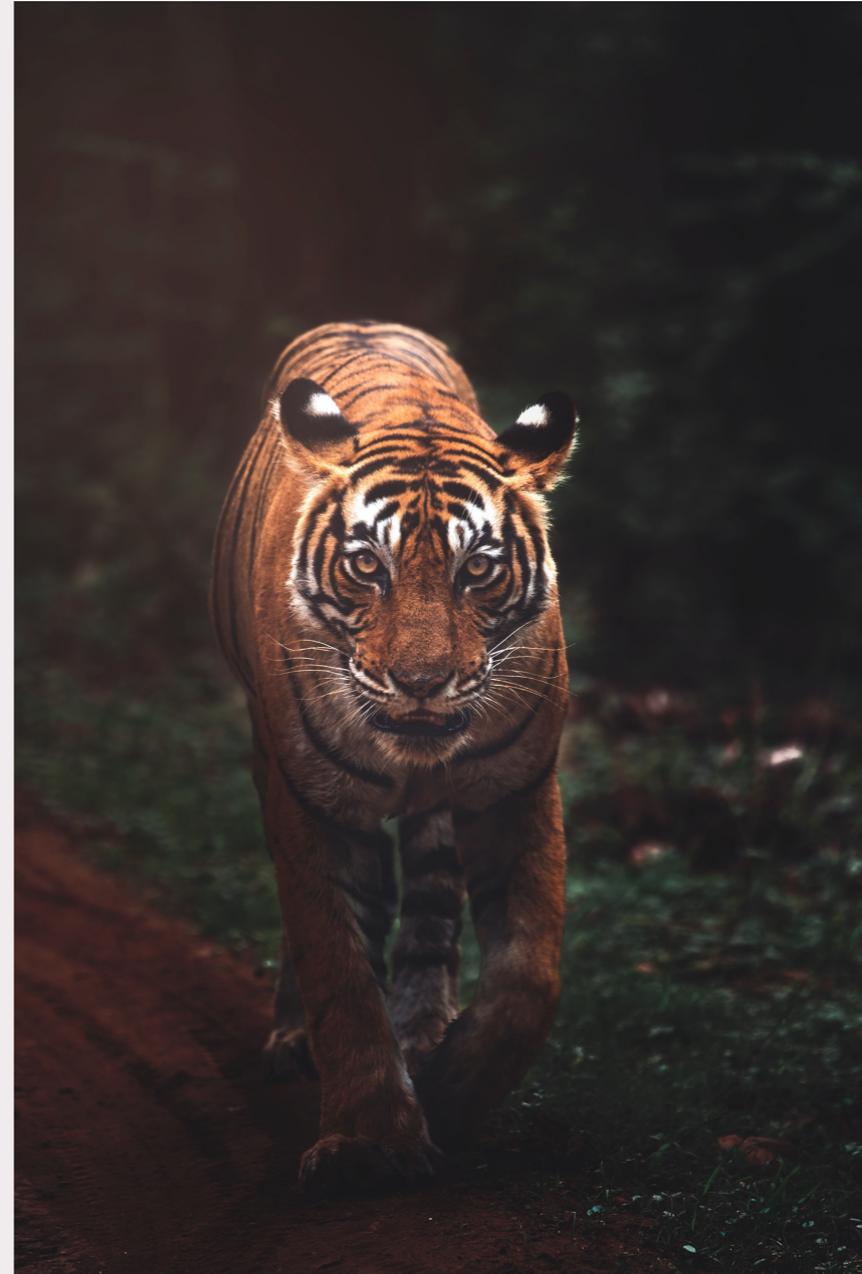
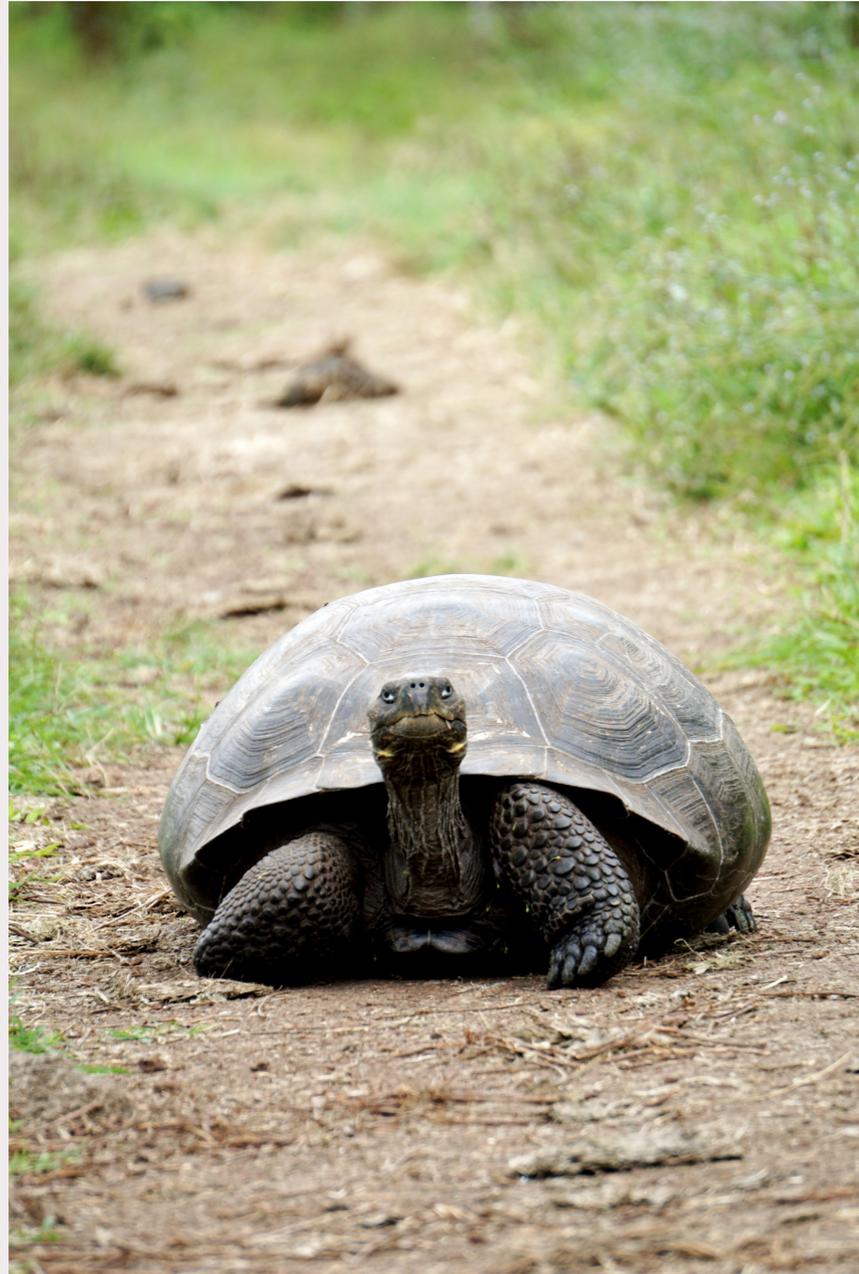
Differences can include:

Pace

Priority

**Communication style
(minimiser and maximiser/turtle and tiger)**

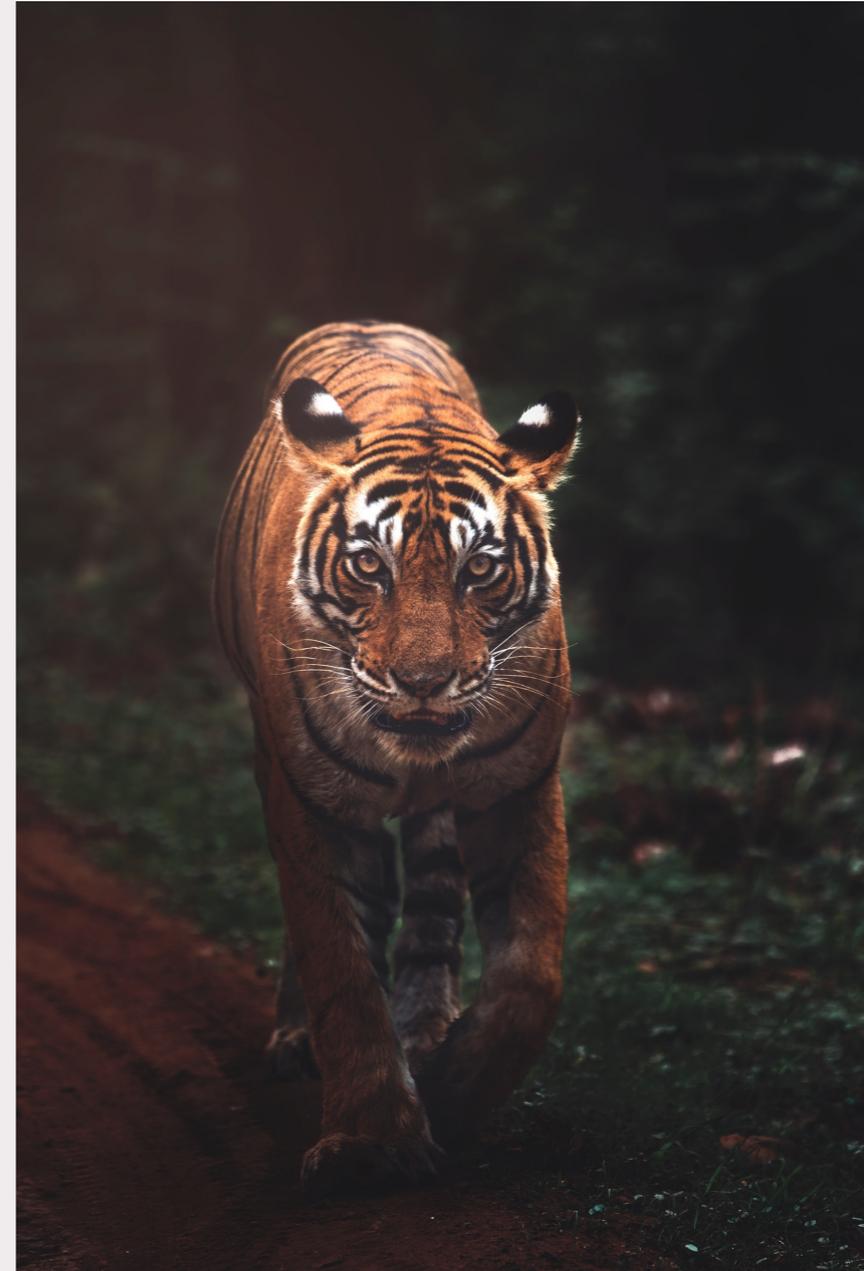
Turtle vs Tiger



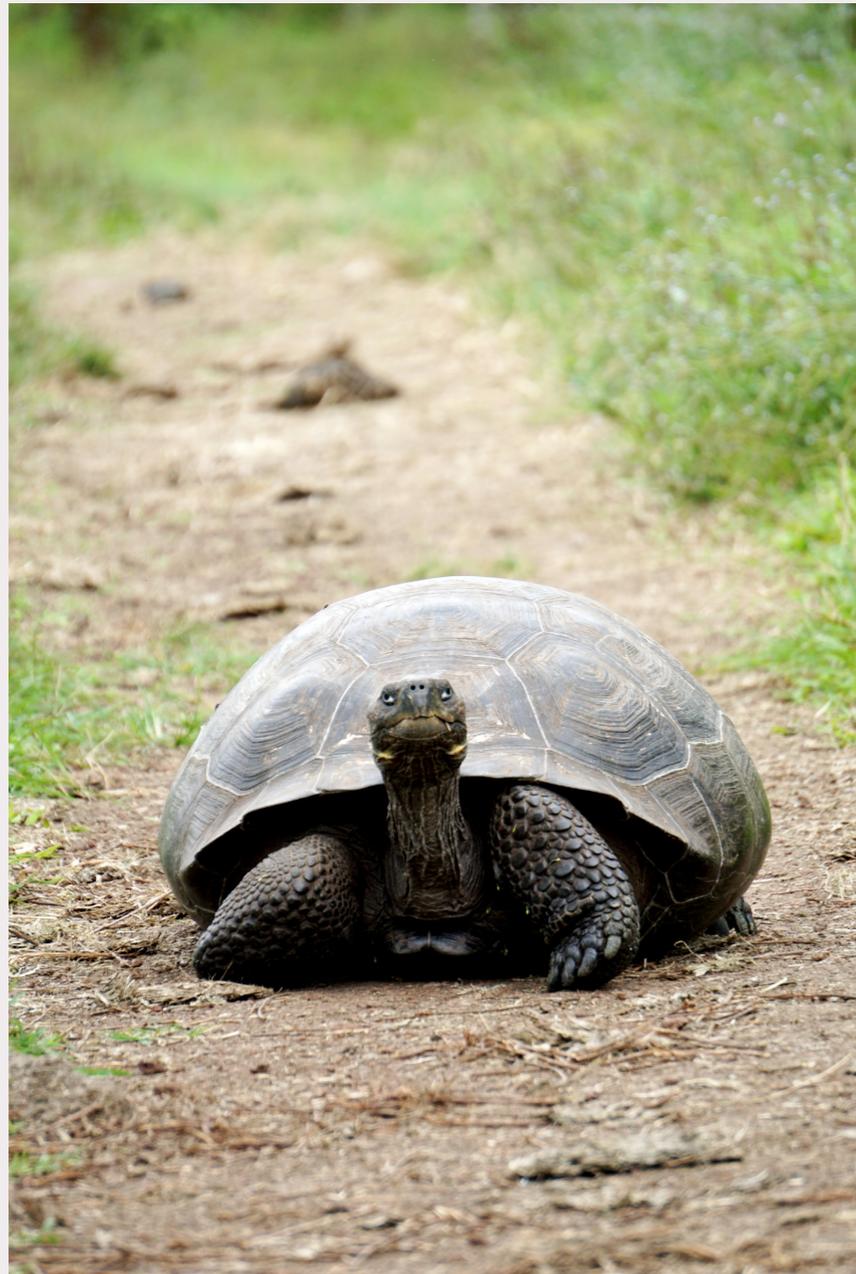
Tigers/Maximisers

They maximise the situation —turn it into a catastrophe & tend to amplify the effects of a troublesome situation.

They may become extremely worried, cry, shout, or completely shut down as the stressor they experienced causes them great overwhelm. A maximiser's motto is: *it couldn't get any worse.*



Turtles/minimiser



They diminish disagreements, difficulties, and stress by downplaying the effects on their well-being, the family unit, or the relationship at play.

A minimiser's motto is: *it could be so much worse.*

Common issues at the root of conflict in relationships (work and home) include:

Power and control

Care and Recognition

Respect and Trust

Poll

Which of these issues are causing you, or have the potential to cause you, issues in your relationship?

Power and Control

Care and Recognition

Respect and Trust



Effective communication (Imago Dialogue)

The Basic Dialogue Ground Rule

both parties agree to talk one person at-a-time.

you swap over when you have gone through the steps.

It is when you are in the **role of the listener** that you will be doing the three main steps of Dialogue.

For the listener, there are 3 main steps to the Imago Dialogue:

- **Mirroring**
- **Validation**
- **Empathy**

How to structure a conversation

- Invite a discussion:
Please can we talk about.....
- **Please can we arrange a time to talk about...(our finances, our plan etc)**
- If the other person says no, they need to say when they would be happy to talk about the subject.

When you're speaking, these phrases can help:

When you say/do this, I feel xxx

When you do this, xxx this comes up for me

When you do/don't do this... I tell myself a story that you xxx

I'd love it if you could xxx (make a request)

My wish would be that you xxx

How Caroline & Patrick could have used these phrases:

When you say/do this, I feel xxx

Patrick: when you say this, I feel angry because it's like you don't trust my ability to be able to sort it out myself

When you do/don't do this... I tell myself a story that you xxx

Caroline: When you take afternoon naps instead of job hunting I tell myself a story that you don't care as much about our future as I do.

I'd love it if you could xxx (make a request)

I'd love it if you could talk to me first before calling people

My wish would be that you xxx

My wish would be that you would recognize how freaked out I get about our financial insecurity

Step 1 (you're the listener)

- Your partner speaks **without any interruption**. When he/she has finished then you:
- **Mirror back** what they said: You may paraphrase, but you will mirror without analysing, critiquing, modifying or responding.
- How to Mirror: **“If I got it, I think you said...”** or **“So you’re saying...”**
Ask if there’s more: **“Is there more?”** or **“Tell me more.”**

Step 2 : validation

This is where you, the listener, will attempt to validate and make sense of what the speaker has said.

If it doesn't make sense, share what **does make sense**, then ask the speaker to say more about the parts that do not yet make sense.

- **How to validate:**
“**That makes sense, I can see where...**”; “**You make sense to me because...**” or
- **Ask for clarification:** “**This part (X) makes sense, but help me understand, can you say more about...?**”

Step 3 empathizing

You can, as the listener, take a guess as to what your partner might be feeling with regard to what they've said.

If the speaker has already said how they feel, then you can reflect this back once more.

If you can think of an additional way your partner might be feeling, this is where you can add that.

How empathy can sound: “I can imagine you feel like (I betrayed your trust).”

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3 P's to reframe redundancy (Martin Seligman)

~~Personalization (it's all my fault)~~

Impersonal – “the position was made redundant, not you”

~~Permanent (always/never)~~

Impermanent – this too shall pass. Change is the only constant.

~~Pervasive (this affects everything)~~

Specific – it's only this area of my life in which I'm facing challenge. I'm grateful for: my health, hobbies, friends etc

How it can sound...

Pessimist: “I’ve just been made redundant. This is because I’m bad at my job. I make mistakes, I’m slow at my work, and some days I can’t do anything right. I will never get another job. Why bother trying? Any job interviews I go for, I’ll walk in believing I won’t have a chance.

VS

Optimist: “It’s not me, it’s the job itself that was made redundant. I’ve had several successes in my role here, and my manager is offering me some personal referrals and a really complimentary reference. So I have a good chance to get another job quite quickly if I put some positive energy into it.”

So...

When we catch the inner critic and challenge the negative thoughts, we can stop ourselves from spiralling down into a slump. That will help us to present confidently and competently in job interviews.

*“Happiness and freedom begin with a clear understanding of one principle: **Some things are within your control. And some things are not.**”*

It is only after you have faced up to this fundamental rule and learned to distinguish between what you can and can't control that inner tranquillity and outer effectiveness become possible.”

Stoic philosopher Epictetus



What is in your control?

What is not in your control?

Think about your current situation: jot down what is and is not in your control.





“You can't stop the waves, but you can learn to surf.”

Jon Kabat Zim
Father of Mindfulness

The talk's Learning Objectives

- **Determine the extent to which your identity is bound with your work:**
ponder those questions some more
- **Use a number of approaches to prevent enmeshment with work whilst still being productive:**
boundaries/burnout/ values clarification
- **Reflect on how your style and capacity for change can be different from your partner's so that you can increase understanding and connection:**
pace, priority, styles, 3 sources of conflict, how to structure a conversation to address your differences
- **Apply a number of ways to build resilience in the face of change and challenge:**
increase self worth – be your own best friend practice, PPP vs IIS, what's in your control and not in your control?

**“In the midst of every
crisis, lies great
opportunity.”**

Einstein



**Any questions?
(type through Q&A box)**

motem.

confidence connection clarity

Next steps...

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(For resource list/workshops/programmes/coaching)