Coaching for Resilience

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The NHS Leadership Academy - developing outstanding leadership in health
Resilient through change

Resilience:

.....*successfully adapting to adversity*

-bouncing back
What do resilient individuals do.....

Have an optimistic style
Use their strengths
Maintain perspective
Operate in their “circle of influence”
Seek meaning/purpose
Set goals
Think “can do”
Connect to others
Exercise self-care
Managers /leaders can build resilience during challenging change:

By:

• Being a role model for resilience and optimism
• Supporting individuals in bouncing back from setbacks
• Goal setting with individuals (using a Hope building approach)
• Creating experiences of positive emotions
• Fostering “can do” thinking
• Encouraging the use of strengths
So how do we coach for resilience?
Identify strengths

Diagnosing and using strengths within a coaching setting can be used to:

- Provide a profile of the coachee at his/her best
- Focus the choice of interventions to capitalise on strengths
- Highlight the key resources a coachee may have at their disposal
Identify strengths

Tools to identify strengths

• Realise2 (www.realise2.com)
• VIA Classification of Strengths (www.viastrengths.org)
• Clifton StrengthsFinder (www.strengthsfinder.com)
• Strengthscope assessment (www.strengthscope.com)
• And MBTI
• Leadership Framework 360 assessment (www.NHSLF360.tosurvey.com)
Enhance positive emotions

Make use of the “Broaden and Build”* theory –

Positive emotions increase our capacity for creativity and big picture thinking and helps us bounce back from negative events

What do we do in our coaching sessions to evoke positive emotion in our coachees and expand their thinking repertoires and resilience?

* Barbara Fredrickson 2001
Enhance positive emotions-continued

As coaches we can enhance positive emotions through:

• Best self visualisations and exercises
• Using strengths (eg using signature strengths in new ways)
• 3 Good things exercises – eg scanning the day/week for key use of strength experiences
• Creating positive coaching experiences
Heighten Hope

One of the strongest predictors of success and overcoming adversity is having HOPE
Developing Hope

Primary components of Hope:

Goals – Goal directed thinking

Pathways – Generating one or several alternative routes to goals

Agency – perceived capacity to utilize these routes to reached desired goals

See Rick Snyder “Handbook of Hope” 2000
Coaching for hope

We can support our coachees in developing hope by:

- Helping them to conceptualise clear goals which are personally valuable and realistically challenging
- Support the individual in generating numerous pathways
- Developing a sense of a “will to accomplish” (agency) by –
  - “stepping” goals into smaller sub goals and “quick wins”
  - Supporting coachees in anticipating and addressing obstacles
Coaching for “can do “ thinking

We can build our coachee’s confidence in their abilities and resources to perform by:

• validating their strengths
• helping them draw upon past success (eg using Appreciative Inquiry)
• supporting coachees to link their values to challenges they face
• the use of role models (including ourselves)
• positive feedback
• techniques for visualising/imagining success
Coaching for optimism

We can coach for optimism by:

• Coaching for hope and self-efficacy

• Challenging/raising coachee awareness of negative attributions/pessimistic style eg “all or none thinking”

• Increasing positive expectations about outcomes e.g. Supporting coachees in practising strategies to attain personal goals (thereby reducing negative expectations)

• Using techniques such as –one door closes-one door opens
Coaching for “bounce back” resilience

We can coach for resilience by:

Helping our coachees to develop a “staunch” view of reality by e.g.

- Reframing setbacks
- Encouraging realistic assessment of setbacks in terms of impact control and options
- Circle of influence/control type exercises
- Supporting the process of learning, insight, growth and development from setbacks and mistakes

Providing space, support or exercises that enable our coachees to re-energise/re-invigorate
Thank You