Supporting Resilience in Staff

The impact and effectiveness of leaders and managers

Managers should be able to demonstrate they provide a supportive environment for staff to develop and meet the specific needs of the young people in our charge.

Supervisions and appraisals should have the right balance between support and challenge to enable staff to reflect and grow. Gaining greater insight into their strengths and area for development builds confidence and self-awareness supporting the development of resilience.

Characteristics of a resilient culture

- ✓ Shared understanding of the vision – what we are here to do, what we are trying to achieve
- ✓ Discussions and conversations focus on solving problems rather than just talking about what went wrong – reflective practice
- ✓ Teamwork is valued and time is spent developing it
- ✓ If mistakes are made, they are learning opportunities, not reasons to blame
- ✓ Constructive criticism or professional challenge is embraced by ALL levels of staff
- ✓ Training, development and support is positive and ongoing
- ✓ Self-care is considered as vital and encouraged by all
- ✓ A space to share one's feelings and to receive validation and support on such feelings is paramount – demonstrates good role-modelling to young people
- ✓ Actions and behaviours are delivered with compassionate intent
- ✓ Everyone knows there is someone who they can enlist for support
- ✓ Everyone's good work practice is acknowledged to ensure balance

Practice Issues

In an environment where safeguarding is a priority, sometimes we fall into blaming when something goes wrong. Whilst there is a need for people to be accountable and responsible for their actions and decisions, there is also a need to learn from mistakes to prevent them happening again. Learning from mistakes is a key way of building resilience. It is important your culture promotes learning and reflection.

- o Staff debrief – identifying what went well, what did not and what will be done differently next time
- o Reviewing incidents as a whole team – creating shared understanding and developing consistency of practice
- o As a manager responding to incidents and issues, using positive language to gain information rather than asking questions which promote a blame culture, for example
  - ▪ "how did this come to happen?" rather than "why did you…."

Managing for resilience

It is important for us to take time to understand how we manage, to take time to develop ourselves in order to develop others.

- Develop an inspiring vision for your provision
- Behave in ways that brings out the best in individuals and teams
- Pay attention to others in ways that engages them and generates trust and commitment
- Show genuine concern for others
- Regular praise and support for tough work
- Be curious, be open to new ideas
- Develop a culture of collaboration rather than 'command and control'.

Building Resilience

Top Tips

Spend time on your own development – skills for resilience can be learnt, they are not inherent. You need to practice and display them to support others in developing them.

The Seven 'Learnable' skills for resilience

1. **Emotional Regulation**	*Identify and if necessary, manage your feelings using self-care strategies*
2. **Impulse Control**	*Tolerate uncertainty so you don't rush to make decisions; thinking before acting*
3. **Optimism**	*Being realistically optimistic in a way that facilitates problem solving*
4. **Causal Analysis**	*Thinking about the problems you face, looking at them from other perspectives and considering other associated factors*
5. **Empathy**	*Reading and understanding others' emotions, which helps to build relationships and gain support from others*
6. **Self-efficacy**	*Having confidence in your own ability to solve problems, knowing your strengths and weaknesses and relying on your strengths to cope*
7. **Reaching Out**	*Be prepared to take appropriate risk, be willing to try new things and thinking of failure as part of life and an opportunity to learn – become comfortable to ask for help.*