



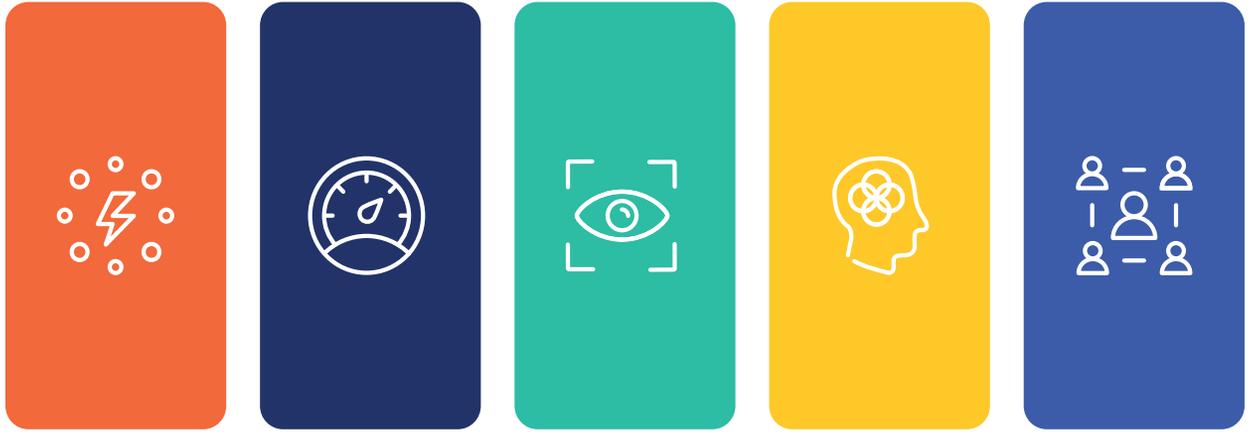
Mastering Resilience

INNER DRIVE TOOLKIT



Introduction

Wraw is founded on the 5 Pillars of Resilience, a validated and evidence-based model, offering a holistic view of five key elements that support wellbeing:



ENERGY Sustaining and renewing physical energy to have the capacity to keep going through challenging times.

FUTURE FOCUS Having a clear sense of purpose and direction to help to move forwards without getting stuck or feeling held back.

INNER DRIVE Sustaining self-belief when times get tough, displaying confidence, motivation and perseverance.

FLEXIBLE THINKING Having an open and optimistic mindset, enabling a positive and adaptive response to change and challenges.

STRONG RELATIONSHIPS Building open and trusting relationships, and being willing to call on these for help and support if facing a challenge.

We hope you enjoy working through the exercises and reflections in the Energy Toolkit. There is a Toolkit for each of the 5 Pillars.

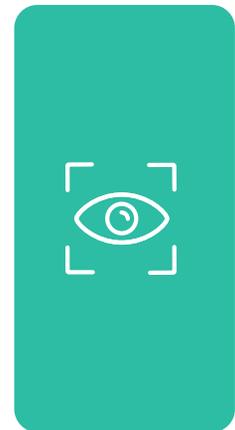


The Inner Drive Pillar

Inner drive is about sustaining motivation and selfbelief despite what may be going on. Those with high inner drive navigate through and around challenges with confidence. They show self-compassion in thinking about their own approaches and how they can draw and build on their existing knowledge and skills to respond positively to setbacks or adversity.

Inner drive centres on how you feel about your life – whether you feel positive or negative. Are you currently happy with your lot, engaged in what you are doing and feeling motivated, or are you feeling down, disenchanted and lacking in energy?

Throughout our lives, we will encounter situations which challenge us. When our inner drive is strong, we are able to tap into what we know we're already good at and channel this into helping us deal with adversity. We proactively seek to expand and exercise our strengths. Setbacks are viewed as temporary, something that we can overcome and learn from, thereby adding to our future resilience going forward.





Self-belief

How much you sustain confidence in your own ability or judgement.



Motivation

The extent to which you maintain effort to reach the best outcome, irrespective of difficulties encountered.

WHY IT'S IMPORTANT

Inner drive is key to resilience. It ensures you have plenty of mental energy in reserve when things get challenging or you're facing lots of change. Feeling positive about most things in life and optimistic about the future enables you to keep other things in perspective and to have a sense that you will be able to cope no matter what life or work throws at you. A really good place to be!

Inner drive comprises two key areas: self-belief and motivation.



SELF-BELIEF AND RESILIENCE

Having and sustaining confidence in our own ability or judgement is key to resilience because it can help us remain resourceful in the face of adversity. This applies to current challenges, and to the many different phases within our lifetime.

MOTIVATION AND RESILIENCE

Motivation can be understood as maintaining effort to reach the best outcome, irrespective of difficulties encountered. Self-belief has an important role to play here, particularly when we encounter obstacles or setbacks. Even if we find ourselves struggling to see a way forward, knowing that we can learn from the situation, that we can 'grow', can help us to remain motivated.

Research looking at resilience across an entire lifecycle identified self-reliance – a belief in one's self and capabilities – as integral to longer term resilience.

Source: B Lundeman, G Strandberg, M Eisemann, Y Gustafson, C Brulin, 'Psychometric properties of the Swedish version of the Resilience Scale' Scand J Caring Sci; 2007; 21; 229–237.'

Those who are driven and motivated to overcome challenges are more likely to have a growth mindset.

Source: C S Dweck, 'The journey to children's mindsets – and beyond.' Child Development Perspectives, 2017, vol. 11, issue 2, 139-144. Doi: 10.1111/cdep.12225.



Practical Exercises

EXERCISE 1 – WHERE IS MY LOCUS OF CONTROL?

Our sense of locus of control has a significant impact on our motivation, expectations, self-esteem, risk-taking behaviour, and even on the actual outcome of our actions. When we have a strong sense of our own ability to influence a successful outcome, we are more likely to work through and around challenges we encounter along the way.

A locus of control orientation is a belief about whether the outcomes of our actions are contingent on what we do (internal control orientation) or on events outside our personal control (external control orientation).

Source: Zimbardo, 1985, p. 275
"Psychology and Life"



External

Outcomes are outside your control, determined by 'fate' and independent of your hard work or decisions.

Internal

Outcomes are within your control and determined by your hard work, attributes and decisions.

Locus of control as a principle was originated by Julian Rotter in 1954. It considers the tendency of people to believe that control resides internally within them, or externally with others or the situation.



Like other preferences, this is a spectrum. Some people have a wholly internal or external locus of control, but many will have some balance of both views, perhaps varying with the situation they are facing. For example, some may be more internal at home but more external at work.

What is your locus of control? What forces are responsible for your successes and failures? Are there some areas in your life where your orientation is more internal or external than others?

External locus of control

People with a high external locus of control believe that control over events and what other people do is outside them, and that they personally have little or no control over such things. They may even believe that others have control over them and that they can do nothing but obey.

Internal locus of control

People with a high internal locus of control believe in their own ability to control themselves and influence the world around them. They see their future as being in their own hands and that their own choices lead to success or failure.

If you want to take more control of your life, act in a healthier way or become more successful at studies or work, then taking a more internal position may well help. When you draw on an internal locus of control you are more likely to believe you have the capacity to influence events and respond effectively to the challenges you're facing.



ACTIVITY

Use the following exercise to explore your own locus of control.

Consider a typical work situation you have had recently or right now that has tested your resilience and lowered your motivation and confidence.

What's your belief about how successful you are going to be in this situation?

What consequences might that have for you?

For example: reputation, confidence, future career prospects, feelings, frustration levels, ability to influence others, mood, general performance, health etc.

What is your locus on control in this situation?

Is it external, internal, or a mix of both?



If you were to focus on the aspects of this situation you CAN control, where would you put your attention?
For example: attitude, mood, self-talk, language and tone when communicating, perspective, influencing strategies, managing expectations, contingency planning, etc.

What do you notice when you direct your focus internally?

In reality, there will be many things which can influence and impact on the challenges we are facing. It's highly possible that there is a mix of internal and external factors in play. However, when we focus on what we can control (such as attitude, contingency planning, how we communicate), we foster a stronger sense of self-belief that we can, and will, be able to influence certain specific outcomes in our favour. At the same time, we may be reminded of skills and capabilities we can draw on which have supported us in the past and which will support our efforts again now. This will help us to feel more confident in tackling the challenge in hand.

If recognising your existing strengths is a new approach for you, the following exercise may help.

EXERCISE 2 – STRENGTHS INVENTORY

To cultivate greater inner drive, we can aim to focus on the positives, and not the negatives, of a particular situation. In times of challenge, it can be easy to feel drawn more to what we can't do or are not great at, rather than remembering our strengths, and this can erode our self-belief and motivation.

In this exercise we'll create a Strengths inventory.

ACTIVITY

Think back over the last few years. Consider examples of where you have demonstrated some of the strengths noted below.

Then ask one or two trusted friends or colleagues to do this from their perspective – what have they seen as your strengths?

Strength	Example
Wisdom and knowledge (curiosity, judgment, creativity, emotional intelligence, perspective)	
Courage (bravery, perseverance, integrity, honesty)	
Humanity (kindness, generosity, loving)	
Relationship skills (teamwork, fairness, leadership, loyalty, humility, selfcontrol)	
Contribution (optimism, sense of purpose, forgiveness, appreciation of others, playfulness, enthusiasm)	
Other...	



Once you've collated a list of your strengths, consider how these can be used to support you in navigating any current challenges.

By identifying concrete examples of times when you have demonstrated specific strengths, you will foster self-belief that you have the resources (skills, strengths) to meet different and varied challenges in the future.

If you find yourself doubting your abilities, or have been criticised, you can use this table to remind yourself of what you're great at. When we're in a more resourceful state of mind, we're better able to see how our existing strengths might be channelled to better support us, turning even the most challenging of situations into something positive.



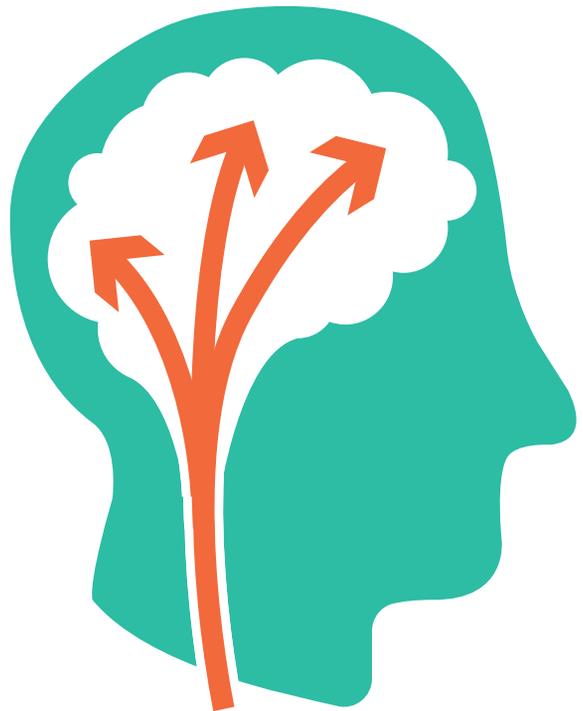
EXERCISE 3 – GROWTH MINDSET AND GRIT

Growth mindset is a concept which is now being widely used in schools and in sport. It comes from Carol Dweck's book *Mindset*. Fostering a growth mindset can serve as a powerful means of motivation when times are tough.

A mindset, according to Carol Dweck, is a self-perception or 'self-theory' that people hold about themselves. Believing that you are either 'intelligent' or 'unintelligent' is a simple example of a mindset. People may also have a mindset related to their personal or professional lives ('I'm a good teacher' or 'I'm a bad parent'). People can be aware or unaware of their mindsets, according to Dweck, but they can have a profound effect on learning achievement, skill acquisition, personal relationships, professional success, and many other dimensions of life.

Growth Mindset

Intelligence can be developed





Dweck's educational work centres on the distinction between 'fixed' and 'growth' mindsets. According to Dweck, 'In a fixed mindset, people believe their basic qualities, like their intelligence or talent, are simply fixed traits.

They spend their time documenting their intelligence or talent instead of developing them. They also believe that talent alone creates success - without effort.' Dweck's research suggests that students who have adopted a fixed mindset - the belief that they are either 'smart' or 'dumb' and there is no way to change this, for example - may learn less than they could or learn at a slower rate. They also shy away from challenges (since poor performance might either confirm they can't learn, if they believe they are 'dumb', or indicate that they are less intelligent than they think, if they believe they are 'smart').

Dweck's findings also suggest that when students with fixed mindsets fail at something, as they inevitably will, they tend to tell themselves they can't or won't be able to do it ('I just can't learn Algebra'), or they make excuses to rationalise the failure ('I would have passed the test if I had had more time to study').

Alternatively, 'In a growth mindset, people believe that their most basic abilities can be developed through dedication and hard work - brains and talent are just the starting point. This view creates a love of learning and a resilience that is essential for great accomplishment,' writes Dweck. Students who embrace growth mindsets - the belief that they can learn more or become smarter if they work hard and persevere - may learn more, learn it more quickly, and view challenges and failures as opportunities to improve their learning and skills.

We have all coped with change and achieved things in our lives. Sometimes we can forget those achievements and the resourcefulness we used to get there. Reflecting on positive outcomes in the past can help us remain focused and motivated in the present.

One way to consider learnings from past success is to complete what's known as a 'grit' interview, which focuses on identifying when perseverance has played a pivotal role in the eventual outcome.

ACTIVITY

Think of someone you admire for their resilience, perhaps in your family or at work. Arrange to spend some time with them to ask them a few questions:

What is the biggest goal you've set that you were able to achieve?

What did you have to do to accomplish that goal?

Did you ever think of giving up? If so, how did you overcome that thought?

How did you feel when you accomplished that goal?

What advice would you have for me when I am struggling to meet my goals?

It is likely that you find they met some obstacles on the way to their goal. They probably had some strategies that worked for them to keep going and persevere. Their experiences probably led them to view challenges and failures as opportunities to improve their learning and skills - a growth mindset.

Once you've completed this cycle with someone you know, why not conduct a grit interview with yourself? Simply reflecting on a time when you have worked to achieve a goal can be a powerful reminder of skills and capabilities that might help you navigate a current challenge. Reminding ourselves of when we've overcome adversity in the past can be a powerful motivator to help us persevere, 'hang in there' and stay focused on steering through adversity in the present.

ACTIVITY

Consider a past challenge or adversity which you overcame.

What did you have to do to navigate this challenge?

Did you ever think of giving up? If so, how did motivate yourself to push on and continue?

How did you feel when you successfully overcame the challenge?

What did you learn and how can you apply this learning going forward?

Reflecting on challenging times can be a challenge in itself. However, this offers us great insight into how resourceful we can be. It's a useful reminder that adversity and setbacks are not necessarily bad news. They can be an opportunity to channel existing strengths and to learn something new.



EXERCISE 4 – WHAT WENT WELL?

Fostering a positive mindset can be a tall order, particularly when we're juggling day-to-day demands on our time and our energy. Through habit, sometimes our brain tends to ignore what goes well and it focuses more on what might go wrong. In 2005, the famous psychologist Martin Seligman and others demonstrated the application of a simple technique to address this called 'What Went Well Today?'

The 'What Went Well Today?' exercise asks that as you end your day, you think about three things that went well and why they went well. These three don't have to be big things; they can be as small as the sun being out, the bus arriving on time or that a stranger smiled at you. This focuses your attention toward the positive and away from the negative.

Over time and with practice, this thinking style will become more automatic. You will go to sleep more positively and you can even dream more positively after using this method.

In fact, why not do the exercise yourself right now?

ACTIVITY

Write down three things that have gone well today:



They don't have to be exceptional things, just small things like a productive meeting or a good chat with a colleague or even a smooth journey into work - literally anything that went well.

If you get into the habit of noting down What Went Well every day (in a gratitude journal for example), you'll start to notice patterns. There might be certain activities that routinely show up in your list. These are giving you a sense of gratitude and making you feel good – so make sure you keep doing them.

This exercise is an excellent way to trigger a resourceful (growth) mindset and can be used individually or collectively, e.g. at the start of meetings. It generates a positive, and therefore more productive and creative, frame of mind. It can be used to both start and end your day – firing you up at the beginning of the day or putting you in a positive state of mind just before you go to sleep.

TOP TIPS FOR STRENGTHENING YOUR INNER DRIVE

- Recognise what drives and motivates you – what you really enjoy – and make more time for those things in your life and work.
- Aim to focus on the positives and not the negatives – when we're in a more positive frame of mind, we're more likely to be able to tap into our existing strengths to help us.
- Try to be optimistic about life. Research proves that people who see problems as temporary are less likely to suffer from stress-related illness.
- Ensure you create some down time in your life. Relaxation, rest and recovery are vital to inner drive because they allow our body and our mind to recharge and recalibrate.
- Acknowledge that stress and worry are barriers to inner drive. In the fullness of time, many of the things we worry about either resolve themselves or may never actually happen.



Summary

Inner drive is a key factor when it comes to resilience. It's the self-belief and motivation that allows us to keep going when times are tough; it's the realistic optimism and pragmatism that enables us to keep things in perspective and think things through when under pressure, and it's the capacity to channel our experience and our existing strengths to approach new challenges with a resourceful and positive mindset.

WANT TO KNOW MORE?

The Resilience Factor: 7 Keys To Finding Your Inner Strength And Overcoming Life's Hurdles, by Karen Reivich (Broadway Books, 2003)

The Resiliency Advantage, by Al Siebert, PhD (BK Publishers Inc, 2005)

Flourish: A New Understanding Of Health and Well-being And How To Achieve Them, by Martin Seligman (Nicholas Brealey, 2011)

The EQ Edge: Emotional Intelligence And Your Success, by Steven J Stein (John Wiley & Sons, 2011)

Mindset: Changing The Way You Think To Fulfil Your Potential, by Dr Carol S Dweck (Robinson, 2017)

Grit: Why Passion And Resilience Are The Key To Success, by Angela Duckworth (Vermilion, 2017)

Harvard Business Review: Building Resilience, an article by Martin Seligman
<http://hbr.org/2011/04/building-resilience/ar/1>



Management Today: When High Flying Executives Burn Out, an article by Emma De Vita

<http://www.managementtoday.co.uk/features/1171970/when-high-flying-executives-burn-out/>

TED Talk, Your Body Language Shapes Who You Are, by Amy Cuddy

http://www.ted.com/talks/amy_cuddy_your_body_language_shapes_who_you_are?language=en

TED Talk, The Power Of Believing You Can Improve, by Carol Dweck

https://www.youtube.com/watch?v=_X0mgOOSpLU

TED Talk, The Happy Secret To Better Work, by Shawn Achor

https://www.ted.com/talks/shawn_achor_the_happy_secret_to_better_work

“Psychology and Life” (p. 275), Zimbardo, 1985.

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Wraw® is a product of The Welbeing Project
The Wellbeing Project (Europe) Limited

8th Floor
20 St Andrew Street
London, EC4A 3AG

T 0800 085 6899

E team@wrawindex.com

W wrawindex.com

Registered Company No. 06052302