GEMMA LEIGH ROBERTS

Developing mental agility and resilience to thrive in uncertainty

KoganPage

CONTENTS

Figures and tables ix Extra resources 1

Introduction 3
Your coaching guide 4
Work today 6
Theory + coaching 7
My Mindset Matters resources 8
Getting the most out of this book 8

Working in a volatile, uncertain, complex and ambiguous environment 11

Navigating a pandemic at work 13

Dealing with change 15

What does it mean to be mentally agile? 24

O2 Resilience 30
The age of resilience 31
Resilience at work 33
The six pillars of resilience 36
Small shifts, big impact 52

- O3 Coaching: Bouncing forward 54
 Building your six pillars of resilience 56
 - © Confidence weekly reflection exercise 57
 - Flexible thinking exercise 59
 - Gratitude exercise 64
 - Detecting root cause exercise 65
 - Finding flow exercise 69
 - Building a board of supporters exercise 72Building resilience for the long term 74
- O4 Cognitive flexibility 75
 Thinking and responding 77
 Nurturing a mindset for success 79
 The adaptable thinking style 80
 Switching perspectives 82
 Accepting challenges 85
 Allowing thoughts to flow 88
 The agile emotional response plan 90
 Practising mental agility 91
 Embracing failure 94
 Failure makes us stronger 97
- 05 Coaching: The art of the everyday pivot 99
 - Reframing thoughts exercise 102
 - Observe your thoughts exercise 106
 - Busting confirmation bias exercise 108
 - Nurture a curious mindset exercise 110
 - © Embrace novelty exercise 112
 - Strategizing new solutions exercise 114

- Fixed, growth and mixed mindsets 122
 The talent trap 126
 Developing new skills for work 128
 Lifelong learning 130
 The failure advantage 131
 A mindset for creativity and innovation 134
 Psychological safety 137
 A thriving mindset 141
- 07 Coaching: Learning forward 142
 - Mindset identifier exercise 143
 - © Continuous improvement exercise 147
 - Belief exercise 150
 - Add 'yet' to your story exercise 151
 - Failing forward exercise 153
 - The challenge exercise 156
- The emotions in emotional intelligence 160
 The concept of emotional intelligence 163
 Self-awareness 164
 Self-management 167
 Social awareness 169
 Relationship management 172
 Leading with emotional intelligence 175
 Constructive conflict and emotional intelligence 178
 Stress and emotional intelligence 180
 Emotional intelligence, learning and performance 182
 Building emotional intelligence at work 183

- 09 Coaching: Interacting with the world 184
 - Personal reflection exercise 185
 - Gathering feedback exercise 189
 - © Breathing exercise 192
 - Make sense with your senses exercise 193
 - Intent and impact reflection exercise 196
 - Interacting with empathy exercise 200
- Connection 204
 Connecting with others 207
 Connecting teams 209
 Meaningful connection 212
 Authentic meaning 214
 What do you value? 217
 Micro-meaning moments 218
 Connection, meaning and community at work 220
- 11 Coaching: The meaning of connection 222
 - © Connection mapping exercise 223
 - Building connected relationships exercise 227
 - Value identifier exercise 230
 - Micro-meaning moment exercise 235
 - Setting values-based goals exercise 237
 - Building community exercise 240
- 12 Where do we go from here? 243
 Learning from the past 244
 Taking control of your career today 246
 Choosing your future 246

Notes 252 Index 263