

# Tips for Resilient Teams

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**Share responsibility for success within the team.** Each team member should feel personally accountable for the future success of the team (and the organisation) and that they all 'own' it.

**Adopt Psychological Responsibility as a basic principle that's embedded into the culture of your team.** Psychological Responsibility is a personal responsibility to remain psychologically well, and to ensure that you do no psychological harm to anyone else, by adopting Intelligent Behaviours.

**Provide encouragement to each other.** This is a process that stimulates courage to undertake activities beyond the norm or to provide courage to do something that appears daunting to the person. Mutual encouragement helps teams face up to, and overcome, challenges. Encouragement, therefore, is another key element to team resilience.

**Encourage Intelligent Behaviours.** Intelligent Behaviours are Attentiveness, Positive Attitude, Humour, Encouragement, Conflict Management, Reliability, Intellectual flexibility and Humanity (showing empathy, compassion and benevolence). These behaviours require you to think before you speak, or act, to prevent yourself from saying, or doing, anything that might cause a stressful reaction in others.

**Everyone should be attentive to each other.** You need to focus and concentrate on what the person is saying, behaving and expressing. Attentiveness requires a constant interpretation of the other person, from what they are saying to what they are meaning. Attention to detail is required, as the process of interpretation depends on you picking up clues from speech as well as body language.

**Resolve conflicts quickly, as they occur.** Conflicts between people occur, even in situations that are normally harmonious. Because conflicts can hijack your concentration, they cause psychological distress and under performance, and need to be resolved quickly, so that psychological wellbeing and performance may be restored without damage.

**Reliability and trust are essential for psychological wellbeing.** Encourage this within the team - it eases relationships and makes interaction effective.

**Remember - the team's skills are greater than the sum of its parts.** Teams expand the limitations of individuals by grouping people with complementary skills, knowledge and experience. Ensure this is utilised to the full.

**Become a sanctuary for individuals.** A team should be a place where team members develop sufficient trust and attachment that they share experiences with each other and become a collective 'safety valve' that helps protect individuals from the psychological effects of adverse events and difficult behaviours.

**Be a source of innovation, fresh ideas and experiments.** This happens when the common purpose of the team is reflected in the common interest of team members. They will spark each other off and generate the curiosity that results in fresh thinking and fresh ideas.

**Teams can spark humour, mutual support, mutual expectations.** This helps the group to be resilient against challenging events. Team members, who are attached to each other and work well, will feel happy and have the confidence to do anything they wish.

## 5 messages to help manage teams remotely

### 1. Less management; more leadership

- Team leaders place their team members as their top priority each day
- Team Leaders empower others
- Team leaders give control; they don't take it
- Team leaders set clear directions and have a clear vision
- Team leaders build trust by trusting team members

### 2. Instil an outcome driven culture

- Identify the team's 'big idea'
- Make the team a psychologically safe group to work with
- Instil a culture of productivity and caring
- Align team cultural values with personal values
- Establish a 'test and learn' mentality
- Chatty or formal?

### 3. Share responsibility for success

- We're all in this together!
- Expect and encourage independent thinking
- Oblige team members to come up with ideas, critiques, observations – anything to make the team more successful in the future
- Establish mutual expectations

### 4. Take Psychological Responsibility seriously

- Look after your own psychological needs
- Look after the psychological wellbeing of everyone else
- Make regular contact with your team, but don't overdo it
- Work out what makes you and each team member feel success and happiness and go for it!
- Build humour into your daily interactions

### 5. Manage with intelligence

- Mutually agree work patterns
- Virtual agenda should be questions for the team to answer
- Try to bring the team together on a regular basis
- Share with your team what you do each day



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Derek Mowbray is a Chartered Psychologist and Chartered Scientist with a doctorate in leadership. With CEO experience in public, private and voluntary sectors, Derek has held various top leadership positions prior to turning his attention to helping organisations understand the link between psychological wellbeing and performance.

Derek specialises in the primary prevention of stress at work (a major inhibitor to performance) by focusing on elevating psychological wellbeing in the workforce. He emphasises the requirement for a positive working environment that provokes the workforce to feel well and perform at its peak, by reducing the challenging events and poor behaviours that may trigger stress in others.

With a special interest in organisation health psychology, which aims to harmonise the relationship between organisations and their workforce, Derek's specialties are building organisation-wide positive work cultures, the performance related behaviour of leaders and managers in relation to their employees and strengthening mental resilience.

He is the originator of **Psychological Responsibility**, which places on the individual a responsibility for feeling psychologically well, as well as a responsibility to do no psychological harm to others. He is, also, a sponsor of the method of '**sharing responsibility for the future success of the organisation**' as a principle underpinning organisational success and high achievement.

His work approaches and interventions are well recognised and adopted throughout the UK and internationally.

Derek's mission is to create and sustain 'the workplace as a fabulous, high performing place to work'.

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