



Building Resilience

A Tool from the Corentus
Team Development Toolkit





Understanding State of Mind

3 Key Findings

Team Strategies & Tools



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Team Strategies
& Tools

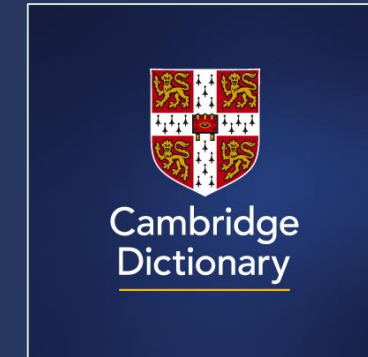
State of Mind: Definition

Psychology & Psychiatry:

An indication of a person's mental health.

Cognitive Psychology:

A hypothetical state that corresponds to thinking and feeling, consisting of a conglomerate of mental representations and propositional attitudes.



STATE OF MIND

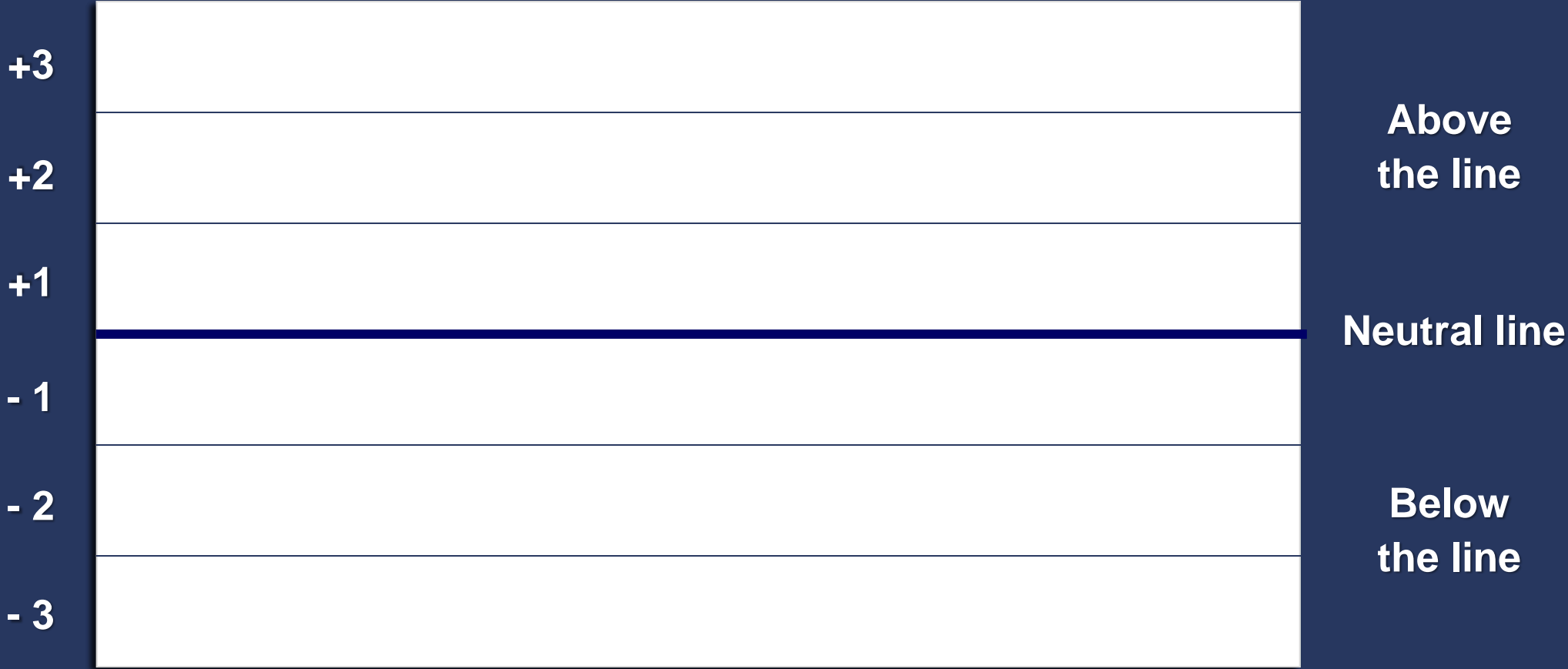
Noun [C] /'steɪt əv 'maɪnd/ :

A person's mood and the effect that mood has on the person's thinking and behavior.

State of Mind

Our
moment-to-moment
experience of life
as generated
by our thinking
and as expressed
by our feelings.

State of Mind Chart



State of Mind Chart

+3	Psyched Buzzing Vibrant Passionate Joyful Soaring	Above the line
+2	Excited Motivated Happy Connected Funny Optimistic	
+1	Curious Fine Fair Active Alert Calm Pleased	
	<hr/>	Neutral line
- 1	Listless Bored Apathetic Peeved Detached Antsy	Below the line
- 2	Disappointed Irritated Unhappy Frustrated Sad	
- 3	Depressed Miserable Defeated Despair Despondent	

State of Mind Impact Chart: *Collaboration*

+3	Passionate		Risk taking • Challenging each other • Creative Overzealous • Taking on too much
+2	Engaged	➔	Mutual support • High performance • Proactive listening • Receptive to others
+1	Content		Participatory • Constructive • Accepting Consistent pace • Consensus building
- 1	Tired		Going through the motions • Absent Disengaged • Bored • Non committed
- 2	Worried	➔	Skeptical • Lack of trust • Reactionary Lack of engagement • Unproductive
- 3	Despair		Isolated • Non-communicative Non-responsive • No interest • Not present

Domain

State of Mind Impact Chart

States of Mind

+3

+2

+1

- 1

- 2

- 3



Impact of State of Mind on Domain



State of Mind Impact Chart: Domains

- Leadership
- Collaboration
- Planning
- Organizing
- Decision Making
- Communication
- Feedback
- Managing Conflict
- Learning
- Listening
- Communication
- Curiosity
- Creativity
- Perspective
- Risk-taking
- Courage / Confidence
- Time
- Money
- Parenting
- Driving
- Friendship
- Family
- Marriage/Partnership
- Self-care



Understanding
State of Mind

3 Key Findings

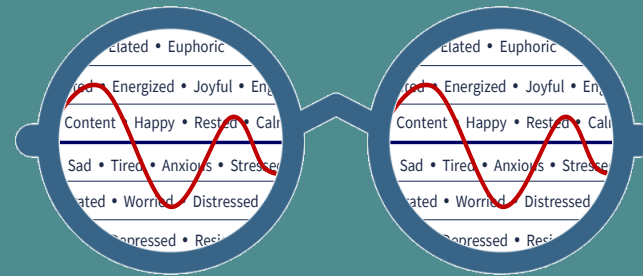
Team Strategies
& Tools

3 Key Findings

Variability



Personal Lens



Impact



Caillet, Hirshberg & Petti (2014, 2015, 2016)

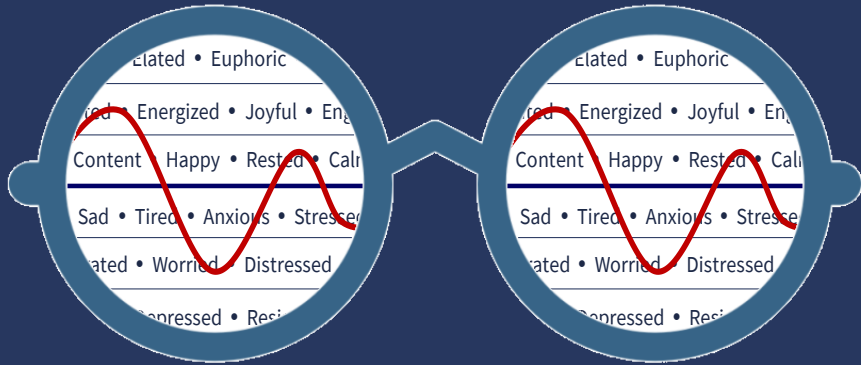
Finding #1: Variability



- Our States of Mind vary from moment to moment
- There is no “right” place to be on the chart: all States of Mind are legitimate
- It is good to become aware of our States of Mind and the frequency and range at which they vary

Finding #2: Personal Lens

- Our States of Mind are the lens through which we view the world
- We will experience the same event differently when we are above versus below the line
- Our ability to shift our States of Mind can change our experience of life



Finding #3: Impact



- Our States of Mind can impact those around us
- This impact can become contagious as others adopt our current State of Mind
- This is especially true if we are in a position of power, influence or authority

Caillet, Hirshberg & Petti (2014, 2015, 2016), Volmer (2012), Sy, Côté & Saavedra (2005), Goleman (2016)

Corentus State of Mind Research

+3	Elated	Ecstatic	Euphoric
+2	Happy	Energized	Excited
+1	Satisfied	Calm	Content
-1	Stressed	Tired	Anxious
-2	Frustrated	Disappointed	Angry
-3	Depressed	Hopeless	Desperate

Legend:

- ↑ 91.76% = 91.76% of the 740 leaders who responded to the survey said that a *calm* state of mind has a positive effect on leadership effectiveness.
- ↓ 66.82% = 66.82% of the 740 leaders who responded to the survey said the a *frustrated* state of mind has a negative effect on leadership effectiveness.
- ↓ 68.78% = 68.78% of the 740 leaders who responded to the survey said that a *hopeless* state of mind has a negative effect on leadership effectiveness.

State of Mind	Effectiveness	Performance	Interactions
Calm	↑ 91.76% ¹	↑ 85.82%	↑ 88.76%
Happy	↑ 94.01%	↑ 86.72%	↑ 94.49%
Energized	↑ 97.29%	↑ 96.01%	↑ 96.53%
Frustrated	↓ 66.82% ²	↓ 71.37%	↓ 67.46%
Anxious	↓ 62.59%	↓ 64.20%	↓ 63.04%
Tired	↓ 68.28%	↓ 69.01%	↓ 67.67%
Stressed	↓ 57.53%	↓ 56.33%	↓ 57.12%
Hopeless	↓ 68.78% ³	↓ 71.65%	↓ 68.66%
Angry	↓ 75.45%	↓ 77.42%	↓ 77.08%
Depressed	↓ 74.09%	↓ 74.67%	↓ 70.86%

Other Research Findings

Roughly 50 to 75 percent of how employees perceive their organization's climate can be traced to the actions of one person: The Leader.

Kelner, Rivers & O'Connell

Team leaders influence team member moods, affective tone, team performance, and potency. Team affective tone mediates the relationship between team leaders' mood and potency.

Volmer

The emotions of one team member can influence group behavior thereby impacting the team's mood, levels of cooperation, levels of conflict, and nature of outcomes.

Barsade et al.

When leaders are in a positive mood, group members experience more positive emotions. This leads groups to exhibit more coordination than when leaders are in a negative mood.

Sy, Côté & Saavedra

Positive moods appear to enable more flexible thinking and problem solving. Positive mood are associated with 50% greater likelihood of breaking out of a rigid mindset.

Haagera, Kuhbandnera, & Pekrun

When the team leader is in a positive mood, the group picks that up and their performance is enhanced. If the leader is in negative mood, the group catches it and performance suffers.

Goleman

Bottom Line

- We are accountable for our States of Mind
- Our ability to become aware of and shift our States of Mind is key to our experience of life and to the impact we have on our environment
- This is especially true if we are in positions of power, influence or authority



Caillet, Hirshberg & Petti (2014, 2015, 2016)

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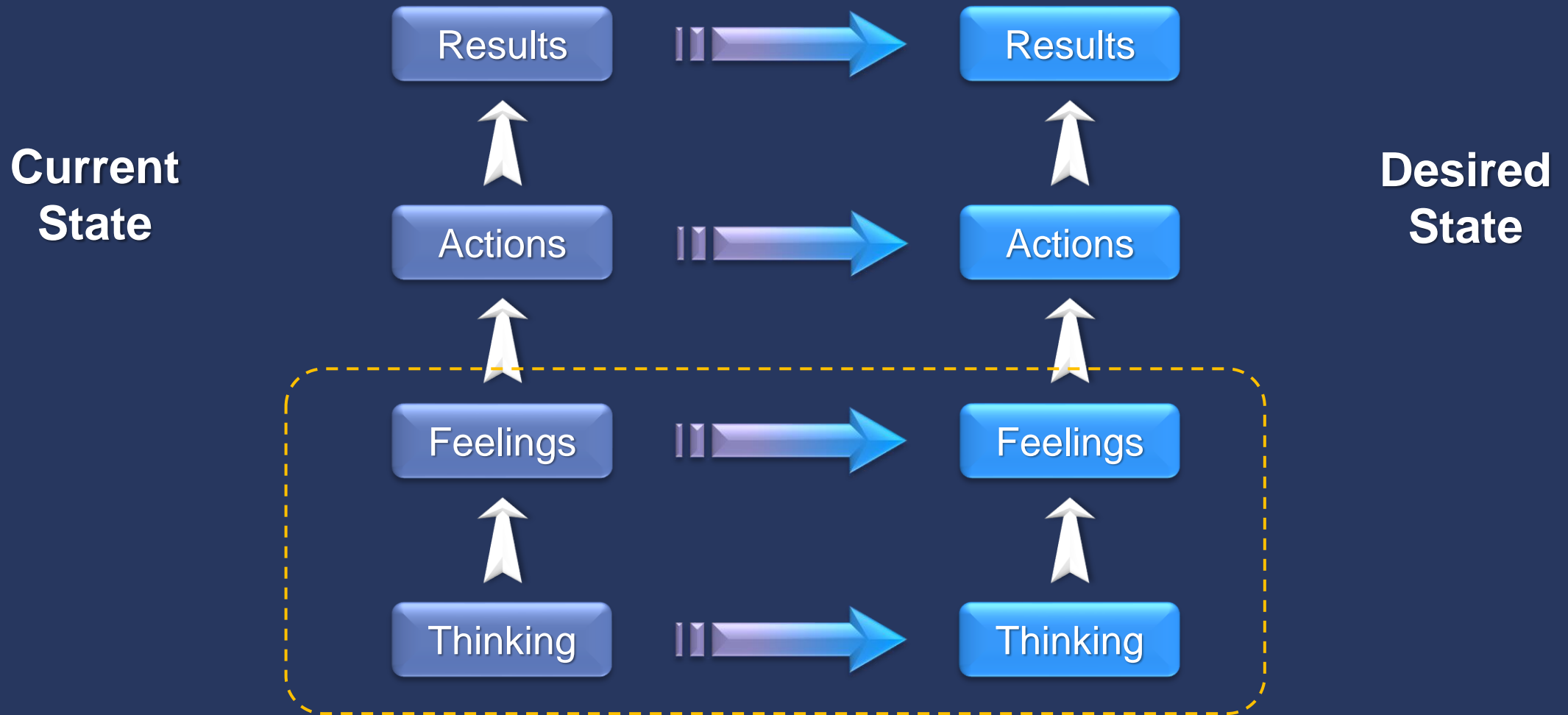


Understanding State of Mind

3 Key Findings

Team Strategies & Tools

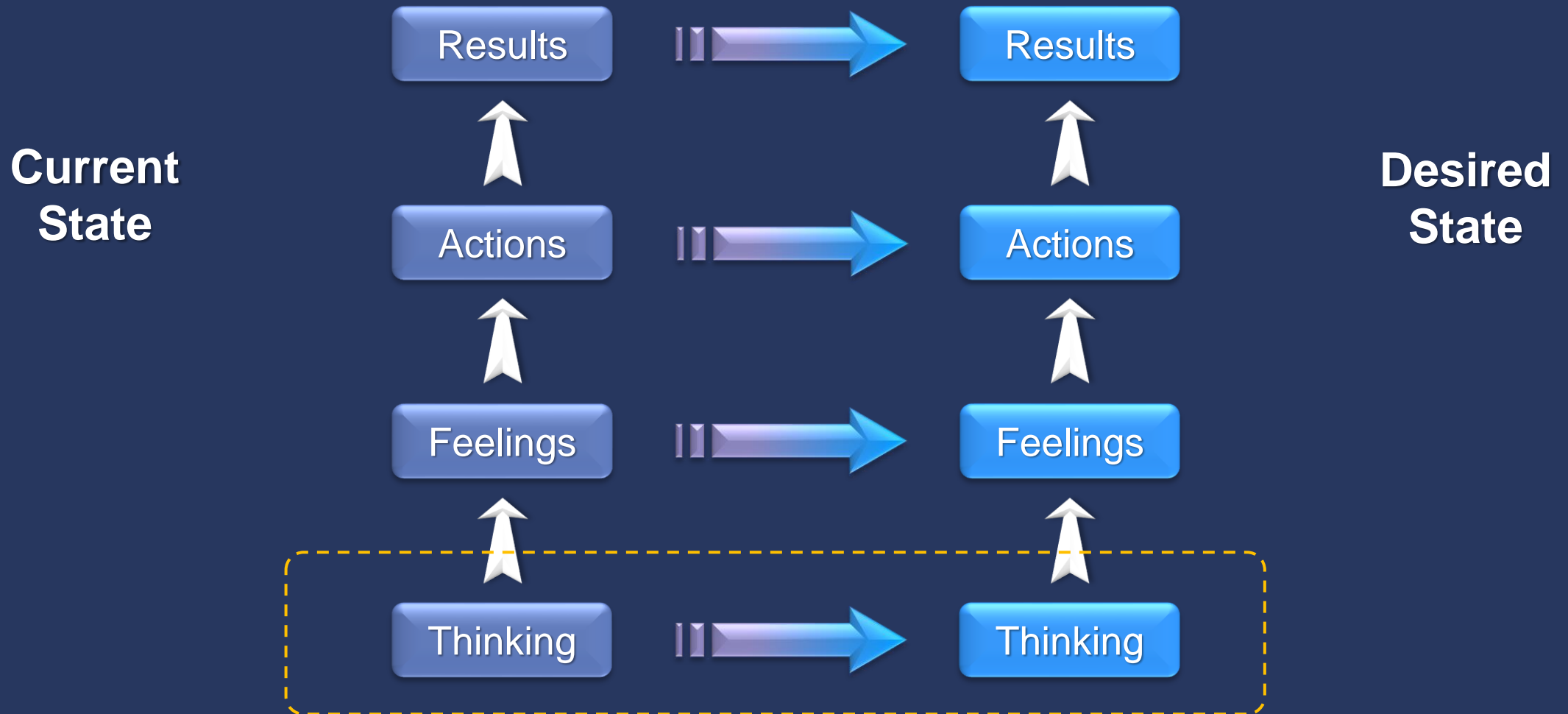
A Change in Team State of Mind ...



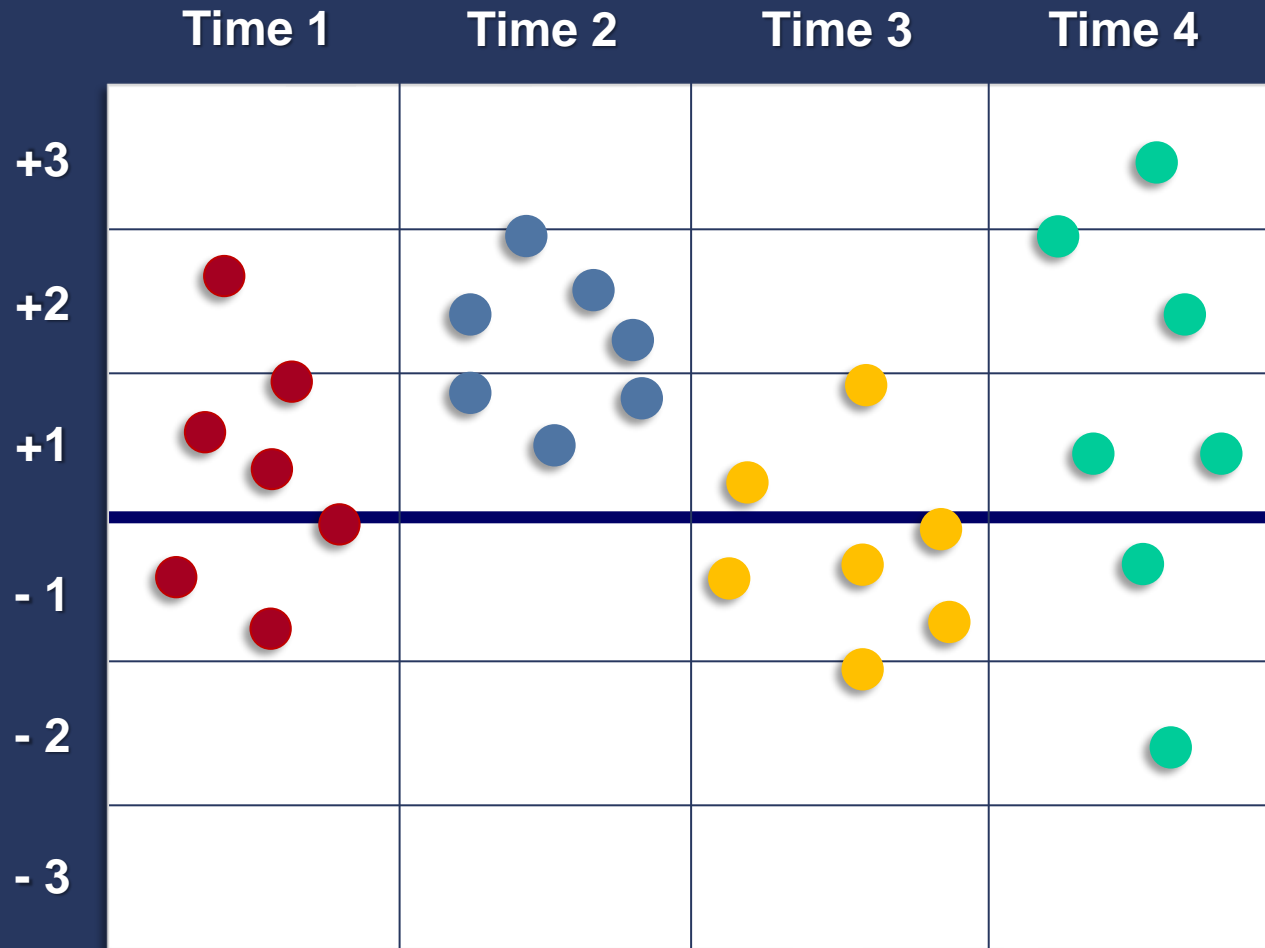
Caillet (2012, 2105, 2016)

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... May Require a Change in Team Thinking

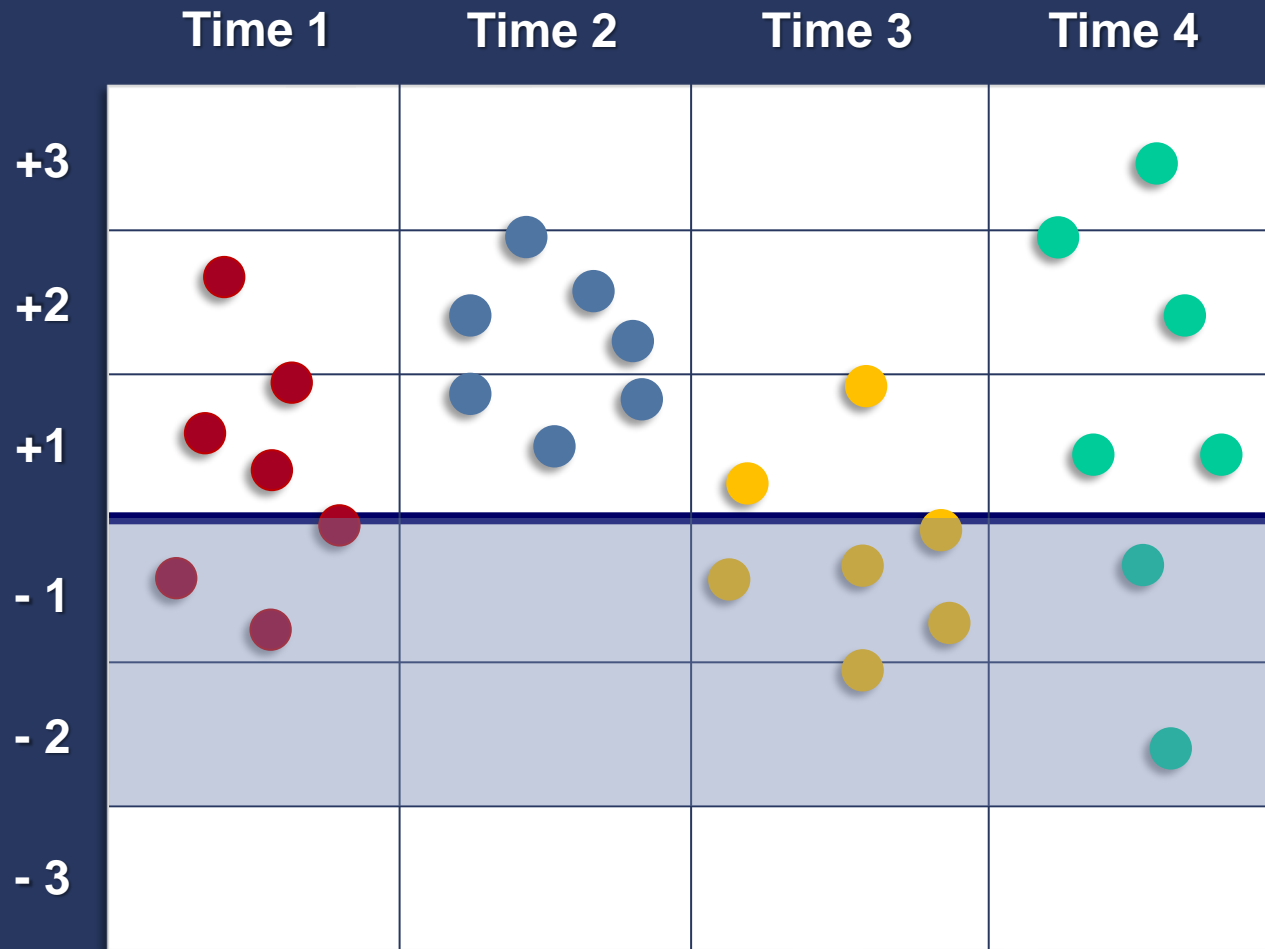


Team State of Mind Check-in



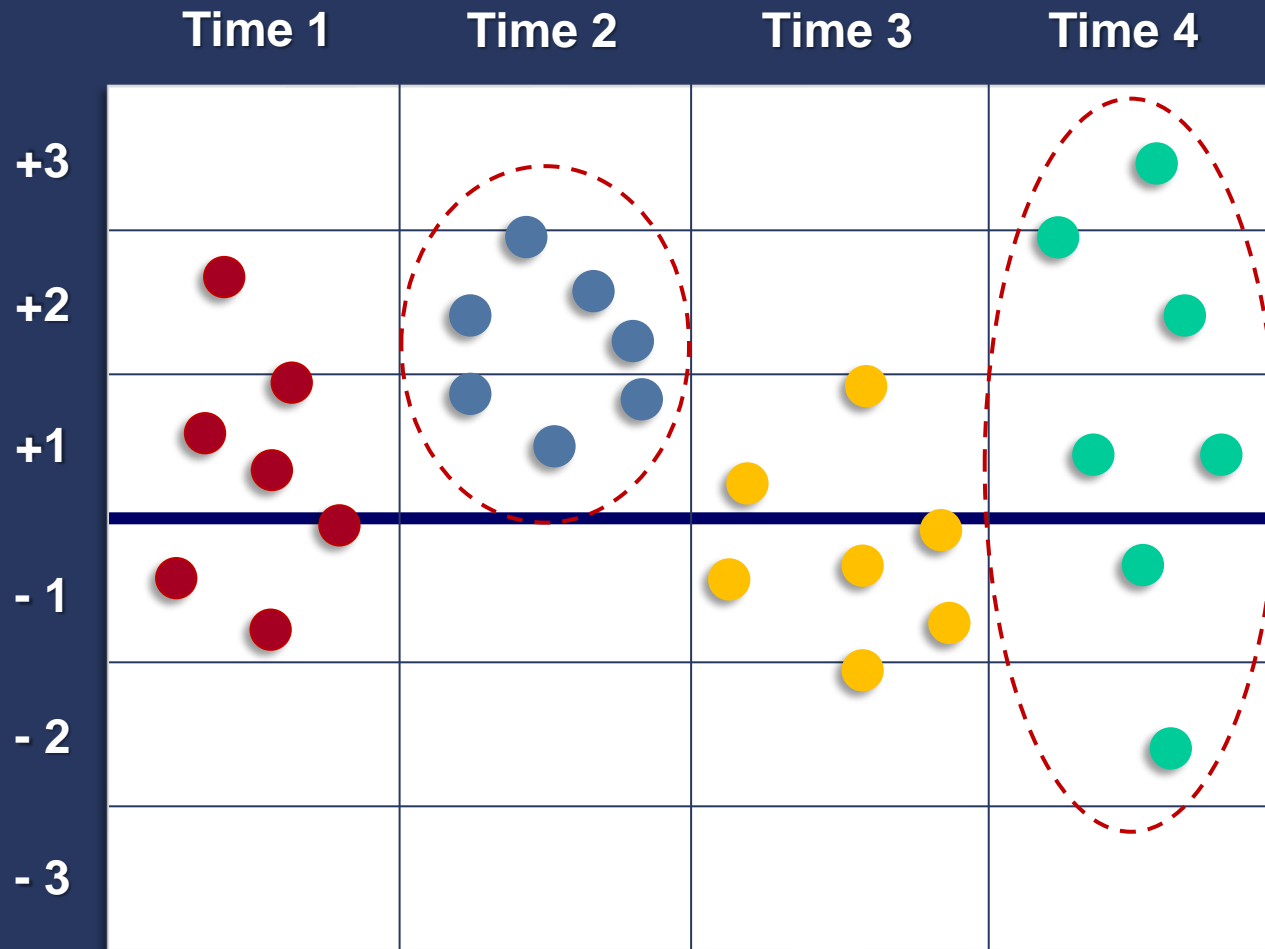
- This tool helps us gauge the states of mind of team members at various times (T) during a meeting
- Team members can use a numerical answer versus specific words (e.g., +1, -1.5)
- Team members can complement their number with descriptive words

Team State of Mind Check-in



- Once completed for a time (T), those who are below the line can be asked what they NEED in that moment
- This type of care and support can lead to longer terms feelings of safety and support

Team State of Mind Check-in



- The team can also explore what led to the various team state of mind profiles at various times (T)
- Much can be learned about team conversation patterns, ways of working and behaviors through such explorations
- Changes can be made following the capture of these learnings

The PAUSE

A Pause ≠ Break

In a Pause, there is nothing to do –
there is only to Be

Through stillness comes clarity, and
through silence emerges wisdom



PAUSE

“Silence is essential to bring about
coherence and wholeness.”

David Bohm
Changing Consciousness

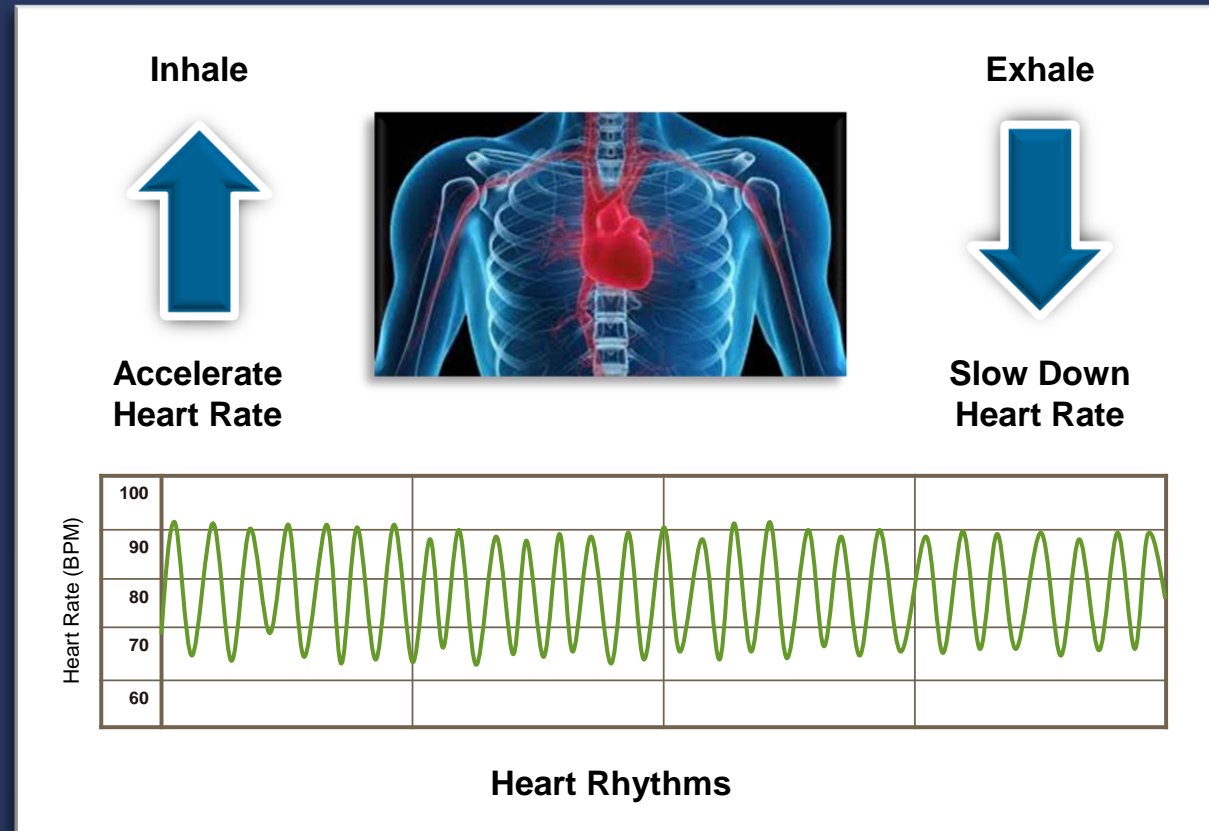
Or PAUSE + ...



- Centering practice
- Key Question:
 - ✓ Quiet reflection
 - ✓ Writing and journaling
- Dialogue-based sharing

Powerful Centering Practice: Breathing

Collective Team Breathing



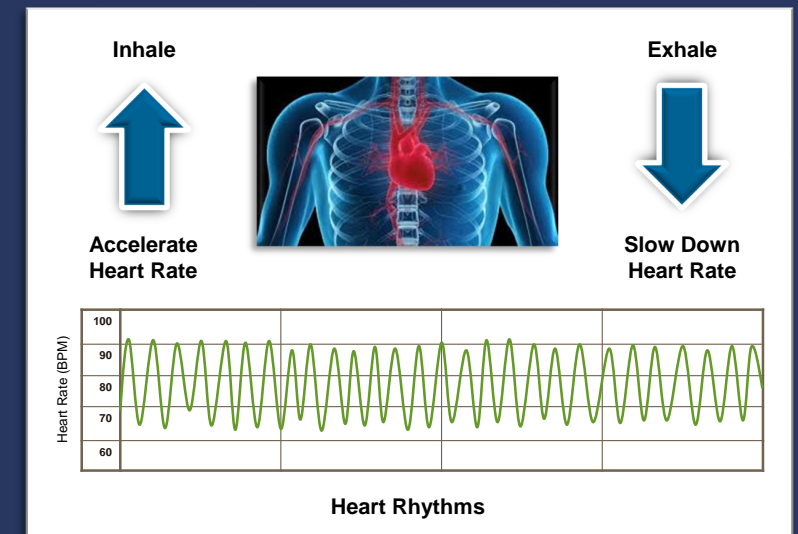
McCraty, Atkinson & Tomasino (2001); Caillet, Hirshberg & Petti (2015, 2016), Nagarajan (2014), Isen (1999)

Heart-Focused Breathing

Breathing is both involuntary and voluntary. We don't need to plan how and when to take each breath, but if we consciously change our breathing using a specific pattern, and we accompany this pattern with feelings of gratitude or appreciation, we can enter into a state called *Coherence* and shift our state of mind in the moment. Coherence is characterized by emotional stability, mental clarity, increased creativity, improved decision making, and greater focus and concentration.

This breathing pattern is achieved by breathing in and out deeply for a total of 10 seconds. (You can use 5 seconds in and 5 seconds out as a mantra). When breathing in this manner, you will complete a total of 6 breaths per minute which is critical. It is important to know that when we inhale, our heart rate accelerates, and when we exhale our heart rate slows down. This reciprocity in heart rate produces a highly rhythmic pattern which enables coherence.

Once you achieve this breathing pattern, you can focus your attention on the area around your heart, and imagine you are metaphorically breathing in and out through your heart as if there was an open space through which the air could flow. Finally, as you engage this heart-focused breathing, you can activate a genuine feeling of gratitude or appreciation and breathe this feeling in and out through your heart.



McCraty, Atkinson & Tomasino (2001); Caillet, Hirshberg & Petti (2015, 2016), Nagarajan (2014), Isen (1999)

Sample Questions to Reframe Thinking

- What is possible here?
- What is the opportunity in this situation?
- What really matters right now?
- What is important right now?
- What is a more productive / constructive / positive approach?
- What is the ultimate outcome we need to keep in mind?

- What do our hearts say?
- Who do we need to be right now?
- What do we need to learn right now?
- What do we need to do right now?
- What thoughts would serve us well right now?
- What do we know about our team?
- What do we know about what we are capable of achieving?

Meeting Energy Management

- Create space between meetings
 - ✓ Move from 30 to 20-minute meetings and from 60 to 45-minute meetings
- Schedule meetings after 10:00am
- Increase the number of breaks and change their timing:
 - ✓ 25 min work, 5 min break (“Pomodoro Technique”)
 - ✓ 52 min work, 17 min break (linked to peak productivity)
 - ✓ 90 min work, 15–20 min break (linked to biological cycles of alertness)
- Offer energy-boosting nutrition during long meetings
- Have stand-up meetings and engage in appropriate somatic activities

The JOY QUAD



Humor



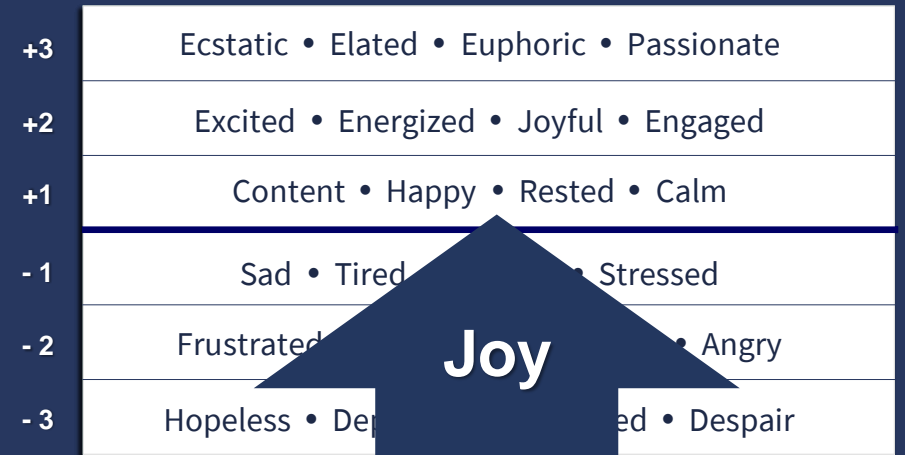
Music



Gratitude



Play



Appendix 1

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