



NICE · CXone

**Using the same
call center software
and expecting
different results?**

Stop the insanity.

Modernize your contact center.

About the Workshop

NICE CXone provides these workshop materials for you to use in training your staff. They are designed to last approximately 60 minutes making them ideal for conducting over lunch or as a short refresher where needed.

The workshop can be delivered either in person or virtually. Activities sometimes have to be slightly modified depending on the delivery mode, but instructions are in the speaker's notes.

The **ideal number of participants** for a workshop is 12-18 people. This allows for interactions without it becoming too unwieldy. A smaller group limits the participant interactions and puts pressure on a smaller number of people. A larger group may limit the amount of participant interaction simply because of space, time, noise, and other factors. But these workshops can accommodate the number of people you need for them to accommodate.

A **Participant Workbook** is provided. Print these out (black and white printing is fine) or email them to participants to print themselves. This serves as a record that participants can customize and keep as a reminder of the content for later reference. Encourage people to mark it up and truly make it their own. Note that in the upper right corner of each slide is the corresponding workbook page number so participants can easily re-orient themselves when necessary.

Activity should begin as soon as participants enter the training room (in person or virtually). This tells people that the workshop is participatory and starts to get them engaged immediately. The first slide (slide 5 in this file) gives instructions for what they should do once they get settled. Be sure to prepare flip charts, chat pods, open

answer poll questions, or whiteboards ahead of time. And be sure to circulate and talk to people, learning who they are and personally welcoming them as they complete this pre-workshop activity.

Introductions: Because this is a short workshop, no time was allotted for each participant to introduce themselves to everyone else. Introductions can easily take 20 minutes, and that's one-third of the time allotted for the entire workshop. Instead, use the pre-workshop activity time to circulate, learn who people are, and introduce them to people sitting nearby. Virtually, participants can introduce themselves in chat as part of the pre-workshop activity.

PRINTING THE LEADER'S GUIDE

The Leader's Guide is the Notes view of this PowerPoint file. The first 4 pages are instructions for the trainer and are hidden from presentation. You can print these pages in slide view to make them easier to read. For the rest of the PowerPoint file, print the Notes pages so that you will have a thumbnail of the slide with speakers notes beneath.

AUDIENCE

This workshop is appropriate for front-line agents handling customer contacts via any channel. With small modification, it can be used for other audiences who need to develop their resilience.

Preparing to Lead the Workshop

The **key factors for success** in the workshop are how comfortable you are with the material and inserting personal stories to help illustrate the content. To get comfortable with the material, plan to start preparing at least one week ahead of time.

- Read through the speaker's notes a number of times over the first couple of days.
- Make notes of stories you could add and points you want to emphasize.
- Do NOT plan to read the speaker's notes word-for-word. The notes provide background information for the trainer to make sure you are comfortable with all of the content.
- You also do not have to cover every bullet on every slide, and participants certainly don't need you to read them off the slide to them. For each topic, you can say here are some things you can do to support this topic, and then just highlight 2-3 of them. Or you can ask participants to look down the list and choose 1-2 they want to discuss. All of the points are in the Participant Workbook, so everyone has a record of them for reference.
- After you have read through all of the notes several times and made your own notations, practice with your own words, adding your stories. Do this at least once a day for several days ahead of time until you can deliver the entire workshop smoothly and confidently.

THE DAY OF THE WORKSHOP

If delivering in person:

- Make sure that the room is setup. If people are going to bring food and drinks, make sure they have enough space for those items. And it can be a good idea to have extra paper towels or napkins available.
- Set up flip chart pages with the pre-activity questions (slide 5) and place them in different places in the room with markers nearby.
- Print out copies of the Participant Workbook and have one at each place.
- Have tent cards at each place for people to write their names upon and display in front of them.
- Make sure you are in the room and ready at least 15 minutes before the workshop is scheduled to begin.

If delivering virtually:

- Make sure you are comfortable with the platform you are going to be using. You should have practiced the workshop on the platform several times ahead of the workshop.
- Email all the participants a copy of the Participant Workbook for their use during the workshop.
- Have the pre-activity set up as open-ended poll questions, a divided whiteboard, or chat pods (with maybe another chat pod for introductions).
- Be present in the virtual room at least 15 minutes before the workshop is scheduled to begin.
- As people enter the room, welcome them and start interacting with them.

During the Workshop

- **Relax and enjoy the experience.** You've done your preparation, you know the content, so now it is time to enjoy the final product – the delivery of the workshop.
- **Be aware of your time.** Because you want to encourage participation, questions, and discussion, watch out for “rabbit holes” that become a whole workshop in themselves. If time runs short, you might have to curtail participant interaction, but you definitely want to leave enough time for them to complete an action plan before they leave.
- **Encourage participation.** Virtually, let participants turn on their microphones and talk from time to time. Both in person and virtually, ask what participant think or if they would add anything to the topic. Many will already have experience with the topic and will have good points to contribute. Additionally, dealing with participants' questions as you go along helps to customize each workshop to the people who are present.
- **Tell stories.** Stories help make points clearer and help increase engagement. You want to tell personal stories that are short and to the point. A five-minute story has to be really gripping to keep people's attention, but a short 30 second story can help clarify the content and keep people engaged.
- **“Nudge Your Neighbor” activities:** Keep these to just 30-60 seconds and then move on. People don't have to share with everyone the things they share with just one or two other people during these activities. These activities get the participants to pause and reflect and decide what they might do with the information.

AFTER THE WORKSHOP

Take the time to reflect on your delivery – what went well and what could be improved. Write down a few notes for your future reference.

If you administered an end-of-training evaluation, read through people's responses to aid your reflection and improvement.

Congratulate yourself on leading a successful workshop.

Which workshop will you deliver next? NICE CXone has a number of 1 hour training workshops. Browse our catalog and choose your next topic.

Workshop Overview

Topic	Activity	Time Allotted	Materials
Introduction (7 min)	Pre-activity	5 min	PPT 5
	Presentation	2 min	PPT 6-7; PW
About Resilience (7 min)	Presentation	6 min	PPT 8-12; PW 4-5
	Nudge Your Neighbor	1 min	PPT 13
Developing Resilience (23 min)	Presentation	3 min	PPT 14-16; PW 5-6
	Nudge Your Neighbor	1 min	PPT 17
	Presentation	3 min	PPT 18; PW 6
	Nudge Your Neighbor	1 min	PPT 19
	Presentation	4 min	PPT 20-21, PW 7
	Nudge Your Neighbor	1 min	PPT 22
	Presentation	3 min	PPT 23; PW 8
	Nudge Your Neighbor	1 min	PPT 24
	Presentation	4 min	PPT 25-26; PW 8
	Nudge Your Neighbor	1 min	PPT 27
Managing Stress (13 min)	Presentation	12 min	PPT 29-35; PW 9-10
	Nudge Your Neighbor	1 min	
Close (10 min)	Review	4 min	PPT 36-39
	Action Plan	5 min	PPT 40; PW 11
	Final Comments	1 min	PPT 41

Total Time = 60 min

PPT = PowerPoint Slide

PW = Participant Workbook

Welcome!

Once you have set down your things, take a moment to answer the three questions posted in the room.

How would you define resilience?

Why is resilience important?

On the scale below, put your initials where you would rate your resilience. 1 is falling apart at the least little thing and 10 is handling everything without a problem

1	2	3	4	5	6	7	8	9	10
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Building Resilience

A Training Workshop

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Course Overview

The **goal** of this course is to understand what **resilience** is, why it is important, and how to build it. We will be looking at resilience as a **skill** that can be developed.

While resilience is not the same thing as stress, managing stress can contribute to higher resilience, so we are also going to look at **stress management**.

- Introduction
- About Resilience
- Developing Resilience
- Managing Stress
- Close

About Resilience

The Definition of Resilience

Resilience is the willingness to engage with challenge, change, and complexity actively; to **allow ourselves to be enhanced** by the experience, not diminished.

-Dr. Taryn Marie Stejskal
Resilience Leadership Institute



Resilient People are More Likely to:

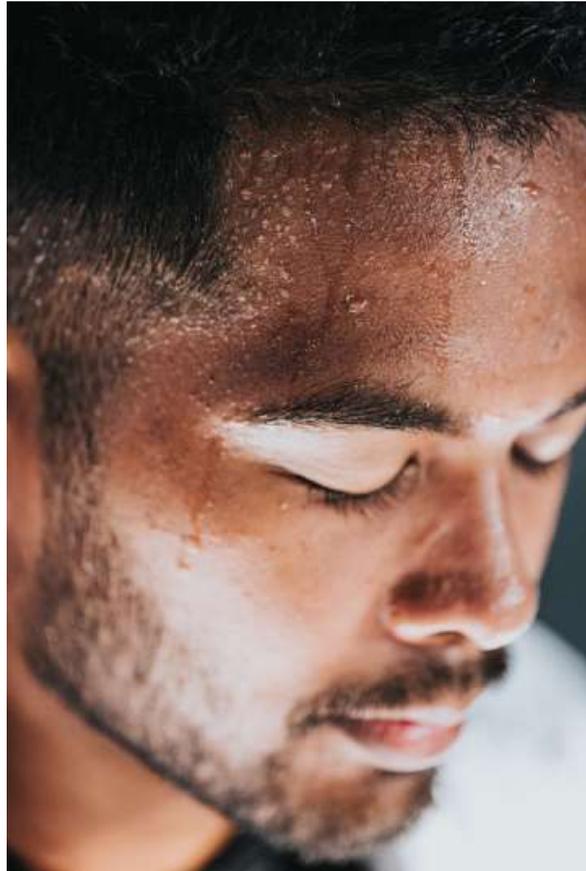
- Perform better
- Attain work-life balance
- Be more engaged with their work
- Manage change with less psychological distress
- Make a difference with their ideas
- Succeed





The Nature of Change

Characteristics of Resilient People



- Realistic but positive outlook
- Self-aware
- Use strategies for dealing with adversity
- Able to bring together cohesive solutions and actions
- Pivot and adjust with changing circumstances

Nudge Your Neighbor

Tell someone near you one thing that you most want to remember about resilience so far.



Developing Resilience

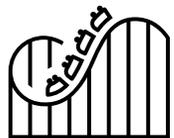
Qualities to Develop



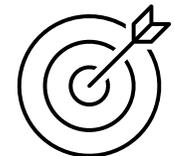
Confidence



Social Support



Adaptability



Purposefulness



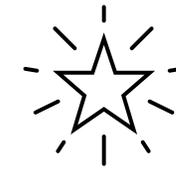
Positivity



Confidence

- Strive to do your best
- Focus on personal strengths and positive character traits
- Practice positive self-talk rather than negative self-talk
- Practice good posture
- Be grateful
- Compliment other people
- Speak up
- Exercise
- Look outwards

Nudge Your Neighbor



What is something you can do to boost your confidence and, thereby, build your resilience?



Social Support



- Express appreciation and show gratitude
- Be patient with other people
- Assume positive intent
- Listen more than speak
- Paraphrase to ensure understanding
- Be present and authentic with other people
- Help each other
- Have fun together
- Address problems
- Be kind to yourself

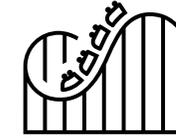
Nudge Your Neighbor



What is one thing you can do to build a stronger social support?



Adaptability



- Acquire a range of coping strategies, not just a few
- Practice persistence
- Challenge rigid thinking
 - Pause – Consider - Choose
- Accept what you cannot change
- Do emotionally expressive writing
- Listen closely
- Talk with someone with whom you disagree
- Watch for stories turning into facts

Pivoting



Ask yourself:

- Is my goal (still) attainable?
- How is the pursuit of this goal negatively impacting other important areas of my life?
- What will I save by pivoting?
- How will I feel about the decision in 10 days, 10 months, 10 years?

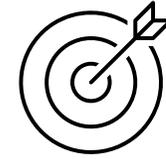
Nudge Your Neighbor



What is one thing you can do to be more adaptable?

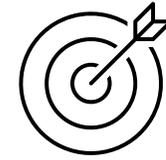


Purposefulness



- Determine your values and what is truly important to you
- Create a purpose statement
- Create goals
 - **S**pecific
 - **M**easurable
 - **A**chievable
 - **R**ecordable
 - **T**ime-sensitive
- Be curious and mindful
- Take decisive action

Nudge Your Neighbor



What is one thing you can do to be more purposeful?



Negativity Bias



Increasing Positivity



- Reset your primitive alarms
- Reframe your attitude
- Refresh your body
- Refresh your spirit
- Take personal responsibility rather than blaming
- Observe others
- Upon waking, what 1 thing will add the most value to my day? Put it on your to-do list.
- Before sleeping, list your small personal wins
- Increase positive emotions
- Use your social support

Nudge Your Neighbor



What is one thing you can do to increase your positivity?



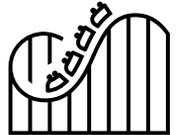
Qualities to Develop Your Resilience



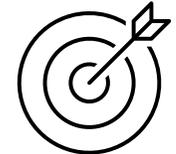
Confidence



Social Support



Adaptability



Purposefulness



Positivity

Managing Stress

What is Stress?

Stress is the feeling of being overwhelmed or unable to cope with mental or emotional pressure.

- Mental Health Foundation

Stress can be defined as any type of change that causes physical, emotional, or psychological strain. Strain is your body's response to anything that requires attention or action.

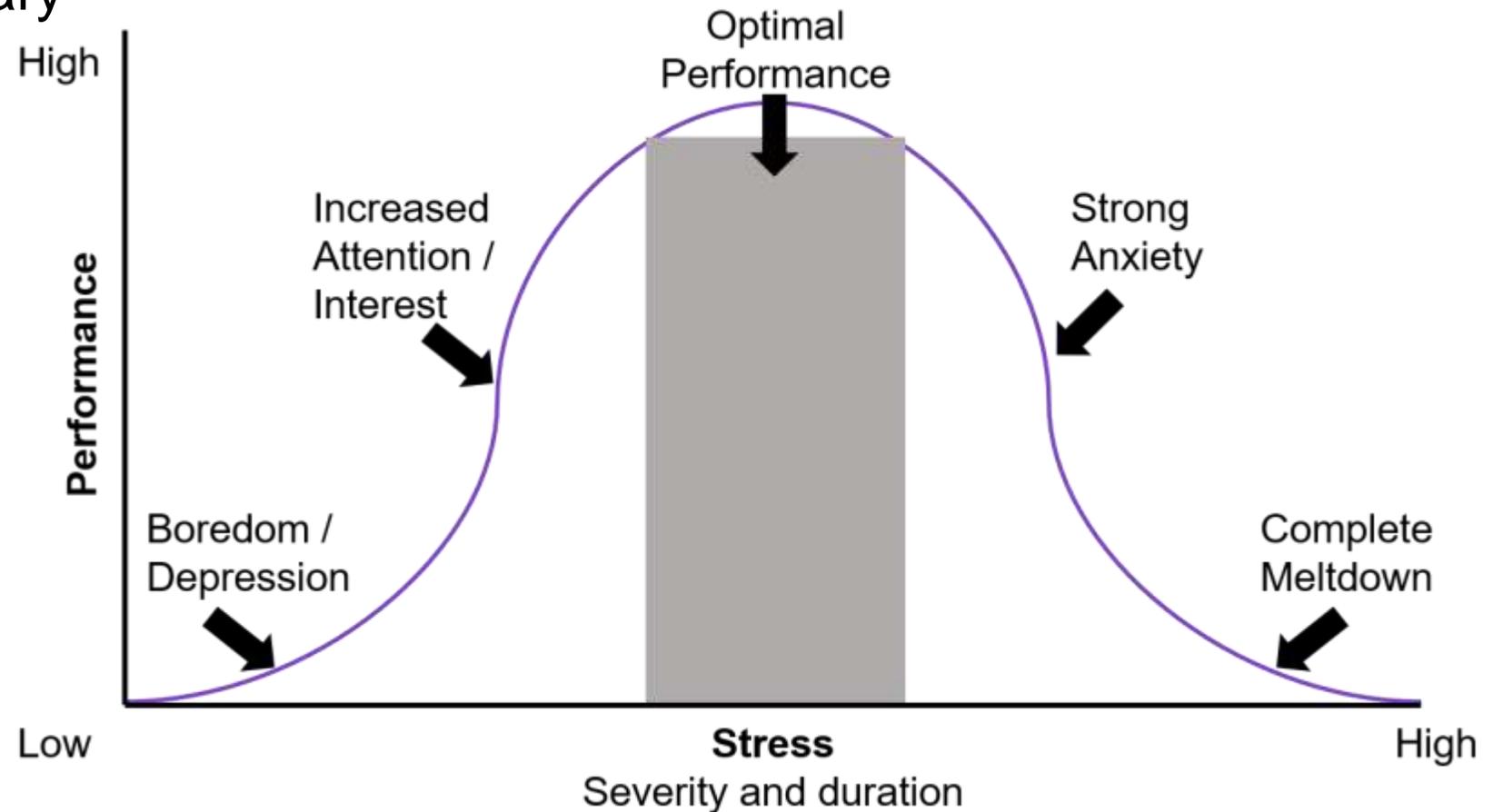
- VeryWellMind.com

Stress is a feeling of emotional or physical tension. It can come from any event or thought that makes you feel frustrated, angry, or nervous. Stress is your body's reaction to a challenge or demand.

- medlineplus.gov

Core Concepts about Stress

- Stress is a physical, emotional, AND psychological reaction
- Stress is unique to each individual
- Some stress is necessary



Wellness

- Exercise
- Sleep
- Eat healthy
- Limit caffeine
- Breathe
- Laugh



A Tale of Two Wolves



Managing Your Emotions

- Regulation, not repression
- Identify your feelings and interrupt them
- Accept your emotions
- Give yourself some space
- Keep a journal
- Breathe
- Meditate
- Talk to someone



Nudge Your Neighbor

What is one thing you can do to manage your stress better?



Close

About Resilience

Resilience is the willingness to engage with challenge, change, and complexity actively; to **allow ourselves to be enhanced** by the experience, not diminished.

-Dr. Taryn Marie Stejskal
Resilience Leadership Institute

Resilient People are More Likely to:

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Wellness

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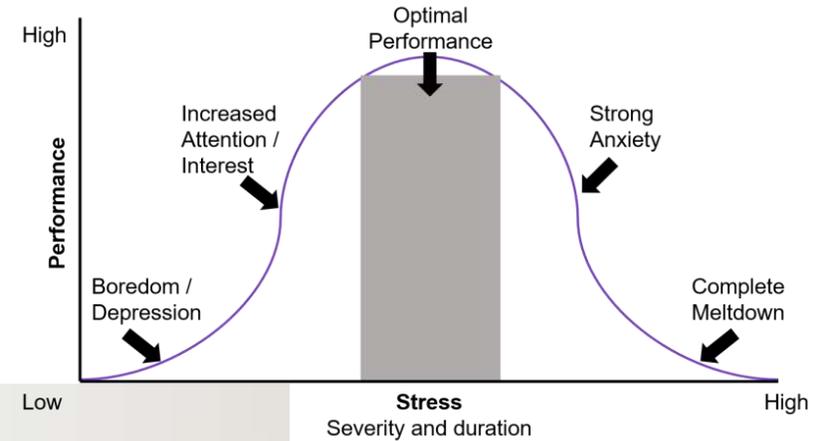


A Tale of Two Wolves



Managing Your Emotions

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- Talk to someone



Action Plan

What **goal** do you have in relation to building resilience?

What **barriers** might arise that get in the way of the goal?

What can you do to **enable** the goal?

What **actions** are you going to take to attain your goal?



Personal Resilience

A training workshop

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<https://www.niceincontact.com/>

Developed by Elaine Carr and Laura Grimes
of Harrington Consulting Group
(<https://www.harringtonconsulting.us/>)



Speakers Notes – Slide 6

PREPARATION: If **presenting in person**, prepare three flipcharts as above and scatter them around the room.

If **presenting virtually**, use three chat pods, a whiteboard divided into three parts, three open-ended poll questions, or just have everyone answer the questions in the chat.

As people arrive, welcome them and encourage them to find a place. Once they are settled, they should answer the questions.

Keep this slide displayed until you are ready to start the class – which will probably be a few minutes after the start time. This pre-activity not only engages people from the moment they arrive, signaling that this will be a workshop requiring their active involvement, but it also gets people comfortable interacting in the room (virtual or in-person) and with each other. Be sure to circulate and introduce yourself to people. Virtually, you should comment (without judgment) on the responses people are posting.

Speakers Notes – Slide 7

Welcome everyone and briefly introduce yourself (taking no longer than 1 minute).

Establish housekeeping rules – where rest rooms are located, how to handle cell phones, etc.

Speakers Notes – Slide 8

Go over the goal of the course and the agenda on this slide.

Speakers Notes – Slide 9

First, we are going to cover some basic information about resilience.

Speakers Notes – Slide 10

[Reference the definitions people have already volunteered]

Many people think of resilience in terms of:

- Bouncing back from a situation
- Returning to the same state as before the situation arose
- Being immune to stressors and adversity

But for the purposes of our workshop today, we will not be using any of those definitions. *[CLICK]* Here is the definition we are going to use today. With this definition, we see that resilience is the ability to use adversity to grow and develop for the better. It's not about returning to our previous state of being but about using adversity to move to a better state of being. It's not about acting like nothing has happened, but instead to embrace the possibilities of new opportunities.

Talk about how this definition does or does not agree with what people wrote down in the pre-activity. Can they see the subtleties in using this definition instead? Can they embrace this definition?

Speakers Notes – Slide 11

In the 21st century, more and more research is being done on resilience and this research has all revealed that resilient people are more likely to do these things. Just like the tree that is thriving and growing on the face of a rock cliff, resilient people grow and develop well in the face of adversity. More and more organizations, teams, leaders, and individuals are seeing how important resilience is to their success and are putting attention on developing their resilience.

Speakers Notes – Slide 12

Let's talk about change for a moment. Change is not going to go away. We can't control change – it is going to happen whether we want it to or not. And yes, the pace of change is increasing as well.

DISCUSSION:

Think back over your lifetime, what changes have you seen happen?

What happens when you resist change? [Some changes you can resist with little consequences, while others – if you resist – will cause you to get sick or even die.]

It is the nature of humans to change. Staying the same means we stagnant and die. So change is an important part of life. We can't control it, but we can control how we react to it. Resilient people look at change as an opportunity to grow, even if it means letting go of things they would rather hang on to. If we adapt an attitude towards change that accepts that it is inevitable and look for what good we can get out of the change, we will go a long ways to building our resilience.

Speakers Notes – Slide 13

- Resilient people are not always happy and optimistic, but they do try to see the good in all circumstances while maintaining a realistic view of the present. They aren't trying to fool themselves or anyone else. And they do mourn what is lost, are scared in the face of the unknown, or get frustrated, or are overly tired with the demands of stress, but they have learned to recognize and handle these emotions. They believe they will come through the present difficulties, but they are very aware of just what is happening in the present
- Resilient people are very aware of their strengths and assets, liabilities and weaknesses, and the threats and risks they are facing. They are not ostriches hiding their heads in the sand.
- Resilient people have devised strategies that help them deal with adversity, even things they have not faced previously, in order to manage and look for the good in the situation.
- By sharing information and relying upon a solid social scaffolding, resilient people are able to bring together solutions and actions that make sense and help them successfully cope with the current situation.
- And when it is called for, resilient people know how to pivot and adjust by developing new plans, new goals, new actions, new behaviors to better recover from disruption.

Speakers Notes – Slide 14

If presenting in person, have people pair up with someone sitting near them and share their one thing with each other.

If presenting virtually, have participants reply in chat or on a whiteboard.

Allow 60 seconds before moving on. This activity is simply to have participants reflect on the content and does not require a debrief.

Speakers Notes – Slide 16

To develop resilience, we are going to look at these five areas

Speakers Notes – Slide 17

Resilient people are confident, and that starts with being self-aware. Self-awareness and self-acceptance help resilient people understand why they behave in certain ways in different situations. That understanding makes them free to change things about themselves and create a more positive life. So how do you build confidence? By doing the following:

- Always strive to do your best rather than just doing enough to get by. By always putting your best foot forward, you can have confidence that you are doing your best.
- Focusing on our strengths rather than our weaknesses can help make us more confident, and therefore more resilient. Yes, sometimes we do need to address our weaknesses, but our primary focus should be on honing and using our strengths.
- We can be tougher on ourselves than anyone else and nowhere is that more apparent than in how we talk to ourselves (in our heads) about what we have done. You might call yourself a jerk, or say that you can't do anything right, or there you go again- messing up. That would be negative self-talk. Positive self-talk might be what can I learn from this?, I did my very best, sometimes things aren't about me, or even look at how well I responded. It can take awareness and practice to switch from negative self-talk that ultimately undermines you, to positive self-talk that will bolster and raise you up.
- Good posture actually not only makes you appear more confident, it can help you *feel* more confident, too. Practice striking a superhero pose (feet spread, hands on hips, head held high), breathing deeply, and telling yourself that you've got this – whatever this might be – to tap into your confidence.
- To be grateful, think of all the good things in your life – children, family members, co-workers, a car that works, a home, a job and lots of little, tiny things – waking up feeling refreshed, missing traffic on the way to work, a good cup of coffee, lunch with a friend, or getting off a few minutes early. Some people make it a practice to list all the things they are grateful for at the end of each in order to learn to be more grateful. By focusing on being grateful rather than difficult things, you will boost your confidence.
- Complimenting other people is also a good way to boost your own confidence.
- Confident people speak up rather than stay quiet. When something needs to be addressed, do so in an appropriate manner.
- Exercising promotes wellness which helps you feel more confident.
- Look outwards, smiling at and showing interest in other people to boost your own confidence.

Speakers Notes – Slide 18

If presenting in person, have people pair up with someone sitting near them and share their one thing with each other.

If presenting virtually, have participants reply in chat or on a whiteboard.

Allow 60 seconds before moving on. This activity is simply to have participants reflect on the content and does not require a debrief.

Speakers Notes – Slide 19

Research has suggested that good relationships with others may be the single most important factor in life satisfaction and emotional well-being. Having a good friend to share life's ups and downs with certainly makes life easier. Resilient people have built good relationships, so here are some tips for strengthening your social supports.

- Expressing appreciation and showing gratitude benefits both you and the other person and builds a stronger bond between you.
- Be patient with other people as they are probably doing the best they can, even if that best is somewhat prickly.
- Whatever someone does, assume that they mean well – even if they are expressing themselves poorly. We often do mean well but have a disconnect between what we intend and what we actually do and say. Look for positive reasons behind the other person's actions.
- A lot of times, we like to hear ourselves talk, but the best friends listen more than they talk themselves. With best friends, the talking/listening balance probably goes back and forth depending on each person's needs at the time. But generally, we have to work to be sure we are listening more than we are speaking.
- Just as when handling customers, we need to paraphrase what was just said to us in order to make sure we really do understand. It means keeping the focus on the other person and not jumping too soon to something else.
- When interacting with other people, be truly present with them (rather than distracted by multi-tasking, for instance) and being who we really are with them (rather than saying what I think they want to hear or acting like something I am not) help to build solid relationships. This is also respecting the other person.
- Great social support networks help each other without looking for praise. They want the best for each other and work to support that.
- To build a good relationship, it always helps to have fun together. Share jokes, pursue common interests, have lunch together, etc. Fun helps provide glue for when the hard things come.
- When you have problems with your relationship, address them rather than hide from them. Ask what you did to offend, apologize for anything that you did, explain your intentions, tell them how you felt when they did something to you, etc. The longer problems percolate, the harder it will be to address them.
- Don't forget to be kind to yourself as well. Just as they tell us on an airplane, we must fix our oxygen masks first before we help others. We need to look after ourselves and be self-compassionate with ourselves as well as with other people.

Speakers Notes – Slide 20

If presenting in person, have people pair up with someone sitting near them and share their one thing with each other.

If presenting virtually, have participants reply in chat or on a whiteboard.

Allow 60 seconds before moving on. This activity is simply to have participants reflect on the content and does not require a debrief.

Speakers Notes – Slide 21

Resilient people have a great deal of adaptability. To develop your adaptability, try these suggestions:

- Rather than always reacting to every situation the same way, work at developing a number of different coping strategies so that you have a more complete toolbox to help you be more resilient. Coping strategies might include humor, seeking support, going into problem-solving mode, doing a relaxing activity, getting exercise, adjusting expectations, denial, self-blame, and venting, among others. This will help you consider different and creative solutions to your situation.
- Resilient people are persistence in trying to reach their goals. They learn from failure and try again. They get up one more time than they are knocked down. They challenge their thoughts and actions to find new ways to move forward. It might mean just putting one foot in front of the other and taking baby steps rather than tackling everything at once.
- Resilient people challenge their own rigid thinking. Phrases often used in rigid thinking include “I should...” or “I have to...” (these phrases create a victim mentality of powerlessness), “He makes me feel...” (this phrase give other people power they do not possess), and “She thinks....” (it’s impossible to know what someone else thinks). To challenge rigid thinking:
 - Pause and observe your own thoughts without judgment.
 - Consider that there are multiple ways to view any situation, so challenge yourself to come up with several alternative views.
 - Choose the view or behavior that best suits the situation.
- Accept what you cannot change. There’s no sense in beating your head against a brick wall. Find another way to get around it.
- Writing can help people organize their thoughts, develop new understandings, and cultivate objectivity about difficult issues. For four days, people should write down their deepest thoughts and feelings about their most traumatic life experience and relate that experience to who they are, were, and want to be.
- For one week, listen to see how many times you and others say, “I need to,” “I have to,” or “I should.”
- Find someone with whom you disagree on a subject and listen to them objectively and without argument.
- People tell themselves stories based on their assumptions of what other people are thinking or feeling, such as, “They are all waiting for me to fail.” To become aware of these stories, put a rubber band on one wrist and move it to the other wrist every time you identify a potentially inaccurate story.

Speakers Notes – Slide 22

Sometimes, pivoting rather than persisting is the most resilient thing a person can do. Everyone has limits and some goals are not achievable. People who give up on impossible goals have stronger immune systems and lower levels of stress hormones. Pivoting means switching to a different goal – possibly in a totally different situation.

On the slide are some questions to ask yourself to determine whether pivoting is the right adaptability strategy or if you need to persist.

Speakers Notes – Slide 23

If presenting in person, have people pair up with someone sitting near them and share their one thing with each other.

If presenting virtually, have participants reply in chat or on a whiteboard.

Allow 60 seconds before moving on. This activity is simply to have participants reflect on the content and does not require a debrief.

Speakers Notes – Slide 24

Having a sense of purpose can help increase your resilience by giving yourself a good decision lens through which to view challenges and adversity. To create that sense of purpose, here are some things you can do.

- First of all, determine your values and what is truly important to you. If you search the web for a values inventory, you can find a number of exercises to help you do this. Note that you want to end up with just 3-5 values that are most important to you. Any longer list ends up being less useful.
- Create a purpose or vision statement for your life or just for this situation or a project. This is another decisions lens for viewing the current challenge and can help you make better decisions that are aligned with your values and purpose. Searching on the web can help you find some examples as well as worksheets for determining your own purpose. A purpose statement can help you make it through a long dark tunnel to reach your goal.
- Then create goals – for your life or just for this current situation. Creating SMART goals (on the screen) is a good way to make your goals useful.
- Being curious helps increase your focus, attention, and motivation, and it can help generate meaning in your life while helping to reduce anxiety. Mindfulness is paying attention in the moment, without judgment. Mindfulness can help you reduce the emotion in a situation and use your decision lens to make good decisions.
- Letting a situation “stew” too long can increase anxiety and stress. At the appropriate time, taking decision action creates a sense of purposefulness and allows you to focus on that purpose rather than your anxiety and stress.

Speakers Notes – Slide 25

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Speakers Notes – Slide 26

The last quality we are going to talk about is positivity, but first we are going to talk about the negativity bias. This is a cognitive bias that is common in human beings. It means that we tend to see the glass as half empty rather than half full. Negative information is processed more quickly and has a stronger, more long-lasting impact on us compared to positive or neutral information. For example, researchers have found that people have stronger activity in the cerebral cortex in response to negative images (such as a hospital patient) compared to positive (a pie) or neutral images (a plate). They also more quickly identify sad or angry faces compared to happy faces. This negativity bias is even evident in our language -- of the 558 emotion words in the dictionary, 62% of them are negative and only 38% of them are positive. And, of the most common emotion words that people use, 70% of them are negative.

This negativity bias has an evolutionary basis- it was crucial to the survival of our prehistoric ancestors. Cavemen had to be intensely vigilant for dangers such as attacks from predators, accidents, and other natural disasters. A constant vigilance towards threats was crucial for survival, because it mobilized us for activity; therefore, it perpetuated over time and was programmed into our brains. In modern times physical threats are less common -- threats are more psychological in nature -- threats to self-esteem, sense of control, and so on. However, they still trigger this acute negative emotional response, and this ancient part of the brain still exerts control over us. The negativity bias works against us in modern times because it means we see threats where none exist, we are overwhelmed by challenges, and we have difficulty identifying opportunities in difficulties.

But we can overcome this negativity bias, which is what the positivity factor is all about.

Speakers Notes – Slide 27

To increase your positivity, here are some things you can do.

- Reset your primitive alarms by becoming conscious of when your emotions get triggered and use conscious relaxation and breathing techniques to help you pause and overcome the trigger. One common, automatic way of interpreting events is something called “catastrophizing.” This is imagining the worst possible outcome and exaggerating the likelihood it will happen. Catastrophizers are likely to say things like, “If I don’t make this sale, I’ll be the laughingstock of the office,” or “If this project doesn’t go well, I’m going to get fired.” Once we can identify and name these negative thought patterns, we can confront them in a logical way to generate more positive responses.
- Reframe your attitude to something more positive. Consider creating a “joy kit” of items like treats, photos, quotes, souvenirs that inspire joy for you. Turn to these in the moment of need to adjust your perspective. This also includes looking for the good in the situation – the silver lining in every cloud.
- Refresh your body by making sure you are hydrated and that your blood sugar is good.
- Refresh your spirit by remembering your purpose, your vision, your goals. If possible, create a visual to help draw your attention to your purpose whenever it is needed.
- When we look for someone to blame, we become victims and allow other people to dictate our circumstances. It is much more empowering and freeing to take personal responsibility and then take action to change things.
- Observe others and what they do for inspiration on how to address your own situation.
- In the morning when you wake up, pause and consider what one thing will add the most value to your day. Then put that one thing at the top of your to-do list.
- Before going to sleep in the evening, make a list of your small personal wins from the day. Nothing is too small for this list. Finally getting the bedsheets changed, getting to work on time, helping x customers, choosing a healthy option for lunch, or whatever small positive thing happened in your day.
- Increase your positive emotions by reliving a positive moment, thanking someone else, taking a 5-minute walk outside, do an act of kindness, or many other activities. Regularly sprinkle these throughout your day to encourage positive emotions.
- Finally, use your social support – Tell someone you need some encouragement and ask them to tell you something positive, or what they think your best quality is, or the last thing that made you laugh, or a good joke.

Remember that the smiley face isn’t wearing dark glasses to hide from reality – that is not positivity. Positivity is believing that you will make it through the current challenge while accepting the realities, however harsh, of the current moment. The dark glasses are protection from the glare of all the positive things around you!

Speakers Notes – Slide 28

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Speakers Notes – Slide 29

Just a quick reminder of the five qualities we have discussed to help develop your resilience. Remember, we are not talking about “faking it until you make it,” but rather we are talking about taking genuine steps to exercise and develop your resilience muscle

Speakers Notes – Slide 31

As stated earlier, stress is not the same thing as resilience. Resilience is about coming out of a challenge in a better place than one went in. It is about the recovery from an adverse event. Stress, on the other hand, is the physical, emotional, or psychological reaction to adversity in the moment. So having good stress management can help you recover and be more resilient, but these two words do not describe the same thing.

Speakers Notes – Slide 32

There are three important core concepts about stress that is important to be clear upon.

- *[CLICK]* The first is that stress is not just something happening in our heads. It is a chemical and physical event that radically changes our physiology and chemistry. It is physical, emotional, and psychological. This is part of the “fight or flight” reaction developed in caveman that helped them respond to stressful situations physically – by fighting or fleeing. But while this is part of our DNA, in modern times we tend to short-circuit our physiological response causing the death of brain cells, insomnia, increased body fat and appetite for high-fat and high sugar foods, headaches, upset stomachs, frequent colds and infections, muscle aches and pains, chest pains, rapid heartbeat, and many other physical systems. Stress involves our entire system – not just physical or mental.
- *[CLICK]* Each individual feels stress in their own way and has their own individual stressors. What causes one person to stress out does not cause the next person to stress out. This may be a cumulative effect of many things going on in a person’s life that causes a small event to be “the straw that breaks the camel’s back” and bring out lots of stress reactions to something relatively minor, or it could be the degree of inconvenience a stress event causes in one person’s life is much higher than the inconvenience caused to another person’s life. The point is that we are individuals with unique circumstances that cause our stressors to be unique as well.
- *[CLICK]* And the final core concept is that we need stress to perform well. It can be difficult to take action without at least some level of stress. *[CLICK]* If we map stress to performance, we see that with very little stress, we are bored and depressed and it is only as stress increases a little that we start paying attention and are interested in what is going on. The peak of performance happens when stress is at a moderate level. Then, as stress continues to increase and last, we experience strong anxiety until we have a complete meltdown. Finding the right moderate level of stress for optimal performance is crucial but it is also very different for each individual. One recent study from the University of California, Berkley, found that when stress starts out the brain grows new cells responsive for improved memory. But if the stress endures, it suppresses the brain’s ability to develop new cells. In the modern world, we’ve learned to worry and hang on to stress events rather than just fighting or fleeing, so can easily tip the stress severity scale too far.
- Since stress is subjective, it is under our control. We can learn coping strategies that helps us control stress.

Speakers Notes – Slide 33

When physically drained, we are more emotionally reactive, our thinking is clouded, and our judgement is impaired. But we can help our stress management by practicing some wellness, including:

- Getting regular exercise as it builds physical. A simple walk around the neighborhood, around the contact center, outside the building will help to shore up your physical energy and drain off excess stress energy.
- Getting enough sleep as brain cells are cleansed and recharged during sleep. Lack of sleep slows down our cognitive function and increases emotional reactivity. While binge-watching Netflix into the wee hours may be a good way to escape reality for a while, the lack of sleep will reduce your ability to manage your stress. It's best to set a schedule that includes time for relaxing before sleep. Yes, sometimes life gets in the way of getting enough sleep, but that should be an isolated occurrence and not ongoing for an extended time.
- Our bodies need good fuel to run efficiently and a diet of snacks and fast food do not make for good fuel. As much as possible, making healthy eating choices will help you better cope with stress when it arrives.
- Drinking caffeine triggers the release of adrenaline, which is the source of the “fight or flight” response. When caffeine puts your brain and body into this hyper-aroused state of stress, your emotions overrun your behavior. You don't have to eliminate caffeine completely, but just limit it as it will add to stress.
- The practice of taking deep breathes helps you slow down and get out of the “fight or flight” response. It can help train your brain to be in the moment and help release some of that adrenaline coursing through your body. Take a moment, close your eyes and focus entirely on your breathing. Count your breathes slowly, letting go of all other thoughts. This seems like a really simple task, but it can help you feel calm and let go of distracting thoughts.
- Finding humor and the opportunity to have a good laugh is also a great way to release stress. Watch a funny movie or a comedians on Facebook or elsewhere on the internet – something that will really make you laugh. A good laugh can make everything else seem a little less heavy and help you to physically release tension.

Speakers Notes – Slide 34

There is an old native American tale about two wolves. One wolf is evil and full of anger, envy, jealousy, sorrow, and greed. The other wolf is good and displays peace, joy, love, hope, humility, and kindness. The wolf that triumphs is the wolf the person decides to feed. Feasting on negative emotions begets more negativity, while focusing on the positive tends to generate more positivity. Learning to take charge of your emotions and be more emotionally intelligent can help you cope better with stress. How do you do this?
[Next slide]

Speakers Notes – Slide 35

Here are some things you can do to manage your emotions in the moment.

- We are not talking about suppressing or repressing emotions as that can lead to a host of mental and physical symptoms that are not good. Instead, we are talking about regulating them for a healthy emotional expression.
- Take a moment and check in on your mood to help gain control. Identify what you are feeling and when that reaction is strong, interrupt yourself by asking some questions:
 - What am I feeling right now?
 - What happened to make me feel this way?
 - Does the situation have a different explanation that might make sense?
 - What do I want to do about these feelings?
 - Is there a better way of coping with them?

By considering possible alternatives, you are reframing your thoughts which can help you modify your first extreme reaction.

- Sometimes we try to downplay our feelings or ignore those we consider “bad.” Emotions are not good or bad, they just are. Accepting emotions as they come helps you get more comfortable with them. Increasing your comfort around intense emotions allows you to fully feel them without reacting in extreme, unhelpful ways.
- Getting a bit of space between ourselves and what is stressing us can help us regain some control. If you can take a short walk, move away from the situation, or do something else to distract yourself so that you can later come back to the situation when you are better able to deal with it. You are not trying to ignore or avoid the situation and your emotions, just allow yourself a little space to cope.
- Keeping a journal focused on emotions can also help you manage your emotions. If this is something you can carry with you throughout the day, then jot down the situation and the emotion briefly, and then later go back and trace the emotions back through your thoughts, noting the triggers and your response. Use the journal to develop more helpful, alternative ways of looking at the situation for the future.
- Breathing also helps us managing our emotions and sometimes can provide that little bit of “space” that we need to get a handle on our reaction. A few deep breathes can sometimes be enough.
- Meditation can help you increase your awareness of all feelings and experiences. When you meditate, you’re teaching yourself to sit with those feelings, to notice them without judging yourself or attempting to change them or make them go away. It helps you increase your acceptance efforts while also helping you relax.
- Talk to someone about what you are feeling. A good friend who can listen without judging or advising, or even a therapist when things really get bad. Just the act of explaining your emotional reactions can sometimes help you regain control and understand your reactions better.

Speakers Notes – Slide 36

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Speakers Notes – Slide 37

Time for a quick review and a wrap up of our workshop.

Speakers Notes – Slide 38

Here are some of the things we talked about in the section about resilience. Call out something that stood out to you from this section. *[Just allow 30-60 seconds for people to call out something, then move to the next slide.]*

Speakers Notes – Slide 39

In the developing resilience section, we focused on these five qualities to develop. Call out something that stood out to you from this section. *[Just allow 30-60 seconds for people to call out something, then move to the next slide.]*

Speakers Notes – Slide 40

Finally here are some of the things we talked about in the last section on stress management. Call out something that stood out to you from this section. *[Just allow 30-60 seconds for people to call out something, then move to the next slide.]*

Speakers Notes – Slide 41

Action Plan

Have everyone complete the action plan in their workbooks. Give them a few minutes to do this now, although they can fill in more detail later, if necessary.

Make your final comments and thank everyone for participating today. If you have an evaluation for them to complete, ask them to turn that in before leaving (in person) or before getting offline (virtually).