The greatest glory in living lies not in never falling, but in rising every time we fall.

NELSON MANDELA
Special Issue Theme: Resilience

Resilience is the ability to recover from difficulty. The County of Ventura faced many challenges in recent months with the experience of and ongoing response to the Thomas Fire while continuing to serve the community with excellence through regular duties. As part of our support of the County family, the Ventura County Management Council is providing information on resilience throughout this issue to help staff navigate tough situations and grow professionally and personally.

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The events of the past two months initially left me with a sense of dread over the calamity that ravaged through our community. The sheer magnitude is slowly coming to light as residents venture back into their neighborhoods to witness the devastation and start the arduous process of dealing with FEMA, insurance claims, finding temporary housing in a tight housing market, all while dealing with the emotional trauma of personal loss. If not personally affected by the Thomas Fire, it seems like everyone knows someone who has been impacted, including many in our own County family.

Yet despite my initial overwhelming sense of dread, it is our response to this disaster that gives me hope. While the tremendous response of our County family is important (and was recognized by our CEO at the recent awards ceremony), it is the response of our residents, businesses and non-profit partners that affirms our strength and resolve to come through this not only stronger and more resilient, but a tighter-knit community where compassion and empathy permeates our social structure.

For the first time, some members in our community found themselves without means to find shelter. They may have inherited their home from family, had no mortgage and tragically no insurance. Some people provided housing as partial compensation to their staff. Those employees now find themselves without work and no place to live.
Two apartment buildings were lost in the City of Ventura, and the vast majority of residents did not have renters’ insurance. To be eligible for public benefits recipients must demonstrate a connection to the Thomas Fire; a task that is proving difficult for those who may not have had written leases, were living in illegally converted structures, or even adult family members living at home.

As public agencies strive to assist those in need, everyone is stepping up, leaning in, and recognizing that those impacted are members of our community and thus deserve our help. Whether financial contributions, donating time or expanding an agencies’ mission to meet our neighbors’ needs we’re experiencing renewed sense of camaraderie and understanding for those less fortunate then ourselves. Witnessing this reaction gives me confidence that together we will be stronger and more resilient than before the tragedy. The opportunity is now to perpetuate this energy and integrate human kindness into our everyday lives, not only during and immediately following a disaster, but make this a way of life.

"...we are compelled to perpetuate human-kindness in everything we do."

I encourage each and every one of you to carry this mission – evidenced by the contributions of nearly every agency across our County family responding to the Thomas Fire – into your private lives. Use your influence with those in your personal circle to help the uninformed understand the magnitude of need.

The resiliency of our community depends upon it and I believe we are compelled to perpetuate human-kindness in everything we do.
Resilience in the Workplace

Workplace stress and its effect on employees

- **1 in 5 U.S. adults** are affected by depressive illnesses, including major depressive disorder and bipolar disorder. Routine stress can play a role in its onset.
- **$190 billion** for work-related stress
- **$211 billion** for poor mental health (depression & anxiety)

What is resilience?

**RESILIENCE:** The ability to withstand, recover and grow in the face of stressors and changing demands.

**WITHSTAND:** deal with a challenge

**RECOVER:** bounce back (including to levels better than pre-stressor levels)

**GROW:** Thrive in the face of adversity

Bouncing back after stressful situations is a helpful skill for a thriving workforce.

The World Health Organization names STRESS the health epidemic of the 21st Century. Workplace stress is linked with increased:

- Diabetes
- Heart Disease
- Disability
- Absenteeism
- Turnover
- Substance Abuse
- Premature Death

But resilient people appear to be better able to cope with stress and:

- Remain calm and lower risks
- Manage emotions
- Guard against burnout
- Remain productive

How can employees improve resiliency skills?
What do we know about **Resilience Training**?

Resilience training may be a useful primary prevention strategy to improve employee health.

- The American Heart Association CEO Roundtable and its Center for Workplace Health Research and Evaluation developed a report to examine existing evidence and most promising practices for resilience training: *Resilience in the Workplace*.
- Existing literature studies suggest that resilience training programs may be a primary prevention tactic for employees to reduce stress and depression in the workplace.\(^1\)
- Additional research is needed to better define resilience, measure it accurately, and understand how resilience leads to improved health and work performance outcomes.

A national employee survey on resilience training conducted by Harris Poll found: \(^2\)

<table>
<thead>
<tr>
<th>EMPLOYEES</th>
<th>TRAINING PARTICIPANTS</th>
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<tr>
<td><strong>value: 76%</strong> Employees perceive resilience training as <strong>VALUABLE</strong>, whether or not they've participated in training</td>
<td><strong>positive perception: 94%</strong> Majority of training participants agree: &quot;My employer gives me the training I need to withstand, recover and grow in the face of stressors in the workplace and changing work demands.&quot;</td>
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**Preferred Resilience Training Topics Include:**

- Dealing with difficult people: 82%
- Improving physical health: 81%
- Remaining calm under work-related pressure: 79%
- Coping with negative stress: 78%
- Accurately identifying causes of problems: 78%

**Suggested practices** for designing, implementing, and evaluating resilience programs:

1. Understand the Problem
2. Create a Culture Supporting Resilience
3. Assess Resilience and Outcomes at Baseline
4. Determine Program Design
5. Implement & Continuously Improve

Learn More and Advance Future Research

More research is needed on this vital topic. Together, we can improve health and well-being in the workforce.

Visit [healthmetrics.heart.org](http://healthmetrics.heart.org) to read the full report and explore additional resources.

The existing resilience literature suggests that resilience training programs in the workplace have low to moderate, but statistically significant, effects on a broad range of physical, mental health, well-being, psychosocial and work performance outcomes. Findings should be interpreted with caution with more research needed to better understand how effective resilience training programs are in specific workplace settings. Please see the full report for further explanation and additional details on the sources listed below.

**Sources:**
1. American Psychological Association, 2015
2. Kessler, et al., 2012
4. Greenberg et al., 2015
5. Chairman of the Joint Chiefs of Staff, 2011
9. Huth et al., 2014
10. Canivet et al., 2013
11. AHA Report: Resilience in the Workplace, 2017
Update your contact information in VCHRP to make sure you don't miss messages from the Ventura County Management Council.

1. Log in to VCHRP and go to "My System Profile" in the Main Menu

2. Verify the email entered for "Primary Email Account". This is the one used by the Management Council.

3. Enjoy communications from the Ventura County Management Council!
Thank you to the 119 respondents to the member interest survey.

Each and every response was read and reported with all answers considered by the Ventura County Management Council Board. Ongoing feedback from members and potential members are vital to the Council's ability to best serve YOU, the County's managers.

NOTE: The survey is always open and available on the NEW Ventura County Management Council website. Submissions will be collected on an ongoing basis and reviewed every quarter.

RESULTS

When should we get together?

Unsurprisingly, almost no one wants to meet on Sunday, only some people could meet on Saturdays, and the majority of managers would meet on a weekday evening. Future events will still be held at a variety of times to make involvement possible for as many people as possible, but will adjust to better meet noted schedules.

What do we want to do when we meet up?

Respondents were asked to rank their level of interest in 4 types of activities and strongly prefer educational events to networking.
What should the topic be?

From #1 (most interest) to #12 (least interest) here are what people want to talk about:

**Most Interest**
- At least 65% of respondents showed interest
  1. Better use of available technology
  2. How to develop effective professional relationships
  3. CEO or Agency updates
  4. Coaching/Mentoring
  5. Day-to-day management practices

**Some Interest**
- Between 50% and 65% of respondents showed interest
  6. How to project manage
  7. Fiscal responsibility/financial planning
  8. The basics of data analytics
  9. Improve speaking/presenting skills

**Least Interest**
- Less than 50% of respondents showed interest
  10. Sponsor or volunteer for charitable causes
  11. Member recognition/awards
  12. Book clubs

What's next?

Definitely not book clubs (less than one-fourth of all respondents indicated any interest). But do look out for even more educational activities on a range of topics based on your feedback and ongoing needs assessment.

If you have a specific idea, please let the Ventura County Management Council know by completing the Member Interest Survey.

**FOR A DETAILED LOOK AT THE MEMBER INTEREST SURVEY DATA VISIT HERE:**

MEMBER INTEREST SURVEY DASHBOARD TINYURL.COM/VCMCMEMBERINTERESTDATA
# How Do You View Change?

## A Resilience Questionnaire

Think how you usually view change. Next, read each statement and circle the number to the right that indicates how true the statement usually is for you. **Note** that the number order varies from left to right, **but** the starting number always represents what is most often (or always) true for you, and the ending number represents what is rarely (or never true) for you. After reading all the statements, total the answers you circled. Check the back of the sheet to evaluate your score.

| REMEMBER – From left to right: 1<sup>st</sup> number = Very true for me; 2<sup>nd</sup> number = Somewhat true for me; 3<sup>rd</sup> number = Neutral (sometimes true, sometimes false); 4<sup>th</sup> number = Somewhat untrue for me; 5<sup>th</sup> number = Very untrue for me. |
|---|---|---|---|---|---|
| 1. Change is threatening. | 5 | 4 | 3 | 2 | 1 |
| 2. Change is a normal and natural part of life. | 1 | 2 | 3 | 4 | 5 |
| 3. Change offers opportunities and challenges. | 1 | 2 | 3 | 4 | 5 |
| 4. I have an overarching purpose in my life. | 1 | 2 | 3 | 4 | 5 |
| 5. Although I strive for perfection, I accept that it is impossible. | 1 | 2 | 3 | 4 | 5 |
| 6. Change makes me feel insecure and uncertain. | 5 | 4 | 3 | 2 | 1 |
| 7. Whenever I am faced with change, I try to anticipate the sources of resistance to that change. | 1 | 2 | 3 | 4 | 5 |
| 8. I have no problem tapping into the special skills of those around me. | 1 | 2 | 3 | 4 | 5 |
| 9. Many changes are the result of personal vendettas or conspiracies. | 5 | 4 | 3 | 2 | 1 |
| 10. Life is supposed to be filled with choices that produce ever more demanding challenges. | 1 | 2 | 3 | 4 | 5 |
| 11. The cliché, “All comes to he who waits,” describes my philosophy about life. | 5 | 4 | 3 | 2 | 1 |
| 12. Life is unpredictable, confusing, and contradictory. | 5 | 4 | 3 | 2 | 1 |
| 13. The discomfort of change is just part of the adjustment process. | 1 | 2 | 3 | 4 | 5 |
| 14. When I feel angry and frustrated, I take it out on others. | 5 | 4 | 3 | 2 | 1 |
| 15. My problem-solving mode is triggered by disruption. | 1 | 2 | 3 | 4 | 5 |
| 16. Bureaucracies cannot really be changed. | 5 | 4 | 3 | 2 | 1 |
| 17. Change initiatives will always be mishandled. | 5 | 4 | 3 | 2 | 1 |
| 18. Any attempt at change merely triggers organizational inefficiency and ineffectiveness. | 5 | 4 | 3 | 2 | 1 |

**Total Score**  

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Interpreting Your Score

The lower your score on the “How Do You View Change?” resilience questionnaire, the more you view change proactively - as an opportunity. The higher your score, the more you view change reactively - as a loss. The more you view change proactively, the more resilient you are.

18 Proactive 90 Reactive

What Your Score Means

People with higher scores (reactive) focus mainly on the dangers that change presents and thus see change primarily as a loss. They expend precious time and energy on feeling threatened by the unexpected instead of taking action to deal with change. On the other hand, people with lower scores (proactive), demonstrate resilience by viewing change as an opportunity for growth.

Lower: If your score was on the lower end, you view change proactively most, or all, of the time. You already have a strong capacity for resilience so hang on to it, and look for ways to increase it even more. See “Resources for Building Resilience - and More” below for more information.

Middle: If your score was in the middle, your view of change varies somewhat with circumstances—proactive some times and reactive at other times. Your capacity for resilience is OK, but you could do better. Think about changes you faced in the past and how you behaved. When were you proactive? When were you reactive? Now think about the future. How can you take an even more proactive view of change? See “Resources for Building Resilience - and More” below for more information.

Higher: If your score was on the higher end, you tend to view change reactively, and you have a strong need to increase your capacity for resilience. How do you do that? See “Resources for Building Resilience - and More” below for more information.

Resources for Building Resilience – and More

You can increase your capacity for resilience by developing five characteristics: Positive, Focused, Flexible, Organized, and Proactive. You were introduced to those characteristics in this online course; to learn more about developing those characteristics, enroll in another of our online courses, “Staying Resilient in Times of Change.”

You can also find more tools for dealing with stress, getting through tough times, and building resilience on websites and in books at your local library. One book we recommend is Managing at the Speed of Change by Daryl R. Conner. In addition, check out the following websites:

- Families in Tough Times: Dealing with Stress - University of Minnesota Extension
  http://www1.extension.umn.edu/family/tough-times/dealing-with-stress/
- The Road to Resilience - American Psychological Association
- The role of resilience in mental and emotional health - HelpGuide.org
  http://www.helplineline.org/mental/mental_emotional_health.htm#role


© 2013, Regents of the University of Minnesota. All rights reserved. For more information on the Change: Loss, Opportunity and Resilience online course, visit http://www1.extension.umn.edu/family/tough-times/dealing-with-stress/change-loss-opportunity-resilience/online-course/ University of Minnesota Extension is an equal opportunity educator and employer. In accordance with the Americans with Disabilities Act, this material is available in alternative formats upon request. Direct requests to 612-626-6502.
NEW VC Management Council website launched!

vcmanagementcouncil.org

Emotional Intelligence & Diversity-Skills for Effective Leadership
April 5, 2018, 8:30a-12:00p * 5100 Adolfo Rd Camarillo, CA

Dr. Anita Rowe and Dr. Lee Gardenswartz from the Emotional Intelligence & Diversity Institute help us better understand our own emotional intelligence and diversity competencies then guide our development of strategies for building inclusive, harmonious, and productive relationships and teams.

Get your ticket here: https://vcmanagementcouncil.org/programs/seminars/

Member BBQ
Network over delicious food on
June 7, 2018
at the Freedom Center in Camarillo

More information coming soon!
Innovation

For an ability to “think outside the box” and develop new solutions to problems and demands. The winner exudes creativity and produces clever and insightful ways of doing things. Generating cost savings and greater efficiency is particularly worthy of recognition in these budget-conscious times.

Nominee(s):
Patricia Olivares, Probation Agency

Recipient: Patricia Olivares, Probation Agency

As the Chief Deputy of the Administrative Services Bureau Patricia Olivares leads Human Resources, the training unit, and the Professional Standards Unit (PSU). In less than six months her leadership led to filling all sworn openings and increased the hiring rate from 20% to 40%. She is responsible for implementing new hiring software, adding a firearms simulator to the training unit, enhancing the swearing in ceremony with a video montage of each new officer and incorporating a comprehensive orientation to the sworn recruitment process.

Integrity

Awarded to a person who is noted for his/her honesty, openness, forthrightness, always doing the right thing, and honoring commitments.

Nominee(s):
David Fleisch, Public Works, Transportation
Scott Barash, CEO, Human Resources
Dee Pupa, Health Care Agency
Dr. John Schipper, Behavioral Health
Pamela Grothe, Human Services Agency
Pete Pringle, Behavioral Health
Patrick Zarate, Behavioral Health

Recipient: David Fleisch, Public Works, Transportation

David Fleisch has created an integrity-driven culture within the transportation department where honesty, fairness, and “going the extra mile” is the norm. Under David’s guidance, staff relations with contractors became more professional and contract negotiations fair and reasonable. When some elected officials and residents wanted the County to shoulder the full cost of sidewalk repair, David pushed back with a better idea that saved homeowners money at no cost to the County. When asked to study an issue, David can be counted on to bring back complete, unbiased information - even if unpopular. David routinely applies a sense of fairness when dealing with peers, contractors, and county residents.
Ventura County Management Council
Award Recipients

**Superior Customer Service**
For dedication to consistently high levels of service to stakeholders and clients, be they taxpayers, citizens in general or fellow employees. Such managers give government a good name.

Nominee(s):
Charles Genkel, Resource Management, Environmental Health
Robert Paredes, Human Services Agency
Winston Wright, Resource Management, Planning
Jessica Kam, CEO, Clerk of the Board

**Recipient:** Charles Genkel, Resource Management, Environmental Health
Charles is recognized for his part in the Thomas Fire response. Beginning on December 5th, 2017, he understood the already catastrophic destruction, importance of protecting public health, and need for a debris clean-up process. He worked after-hours, weekends and on his scheduled days off to provide the citizens of Ventura County the information they need. Charles worked tirelessly with RMA colleagues, several county agencies and departments, the City of Ventura staff and State representatives to put into place debris clean-up programs which ensure residents in the burned areas can move forward timely in the recovery process. Charles’ response to this devastating fire and his day-to-day work efforts exemplify superior customer service.

**Best Kept Secret**
For contributions to the County and community that are uniquely ignored, unknown, or unappreciated. Recipients make valuable and even essential contributions but efforts are greatly undervalued or taken for granted.

Nominee(s):
Connie Mah, Treasurer-Tax Collector
Michael White, Behavioral Health
Lisa Wood, Human Services Agency
Greg Bergman, General Services Agency
June Chung, Health Care Agency, VCMC

**Recipient:** Michael White, Behavioral Health
Michael White, Clinic Administrator for the Oxnard Youth and Family Clinic has excelled while serving in the lead role for Behavioral Health’s response to the Thomas Fire. His leadership, skill, energy, and commitment, propelled him to lead the department in organizing, responding, and assisting in over 100 deployments of over 200 staff providing over 2000 hours of service to people impacted by the fire. Michael was visible at all emergency shelters, deployment sites, and one-stop centers. He has risen to the occasion quietly and without the need for praise - but certainly most deserving of it.

**Mentoring**
For a commitment to nurturing, supporting, guiding, and training new team members and encourages their success in public sector service. Other managers hope to emulate and employees hope to work for this person.

Nominee(s):
Rosa Gonzalez, CEO, Clerk of the Board
David Fleisch, Public Works
Transportation
Vickie Williams, VCERA
Deanna Weik, Human Services Agency

**Recipient:** Rosa Gonzalez, CEO, Clerk of the Board
Rosa Gonzalez is a great mentor - always open to discussing issues, debating solutions, and explaining why. Rosa discusses opposing positions and takes time to listen and understand others’ points of view. Rosa’s mentoring attitude encourages her team members to “think outside the box” and come up with creative solutions to problems. Rosa’s team is excited to engage and learn from her every day.
Ventura County Management Council

Award Recipients

**Directors' Award**

**Recipient:** Greg Bergman, General Services Agency

In dual deputy director roles over GSA Administration and Fleet, Greg created numerous efficiencies leading to immense savings for the County. Greg implemented a modern supply chain for parts in fleet operations that is projected to save over $500,000 annually. In collaboration with other agencies and the State, Greg led a revision of the Fleet Heavy Equipment rate structure that is expected to save Public Works hundreds of thousands of dollars per year through optimized use of equipment. Greg also oversaw the implementation of a web-based preventative maintenance appointment system for County Fleet which reduces overtime and is expected to save in excess of $100,000 per year.

**Champion for Change**

**Recipient:** Scott Barash, EAP

Scott built our outstanding County EAP program and is trusted by all. He uses a strategic approach to organization dynamics and helps change lives and organizations for the better. Scott truly makes our County (including agencies, employees and residents) stronger and a better place to work and live.

**Good Government**

**Recipient:** Jim Dembowski, HR, Labor Relations

After 34 years with the County Jim is the bedrock of our HR and Labor departments. He is our resident historian - what happened at the negotiating table in 1987 w SEIU and why was this term included in the contract or personnel rule? Jim knows. A major part of our successful labor negotiations and relationships are due to Jim's extensive skill and experience.

**Recipient:** Dustin Gardner, County Fire Department

CalOES Leadership compared the Thomas Fire to Sonoma which destroyed 6,000 homes and claimed 44 lives. When fire broke out it was a huge fire storm with no humidity and over 60 miles per hour winds. Assistant Chief Dustin Gardner ordered 70 strike teams of 310 fire engines and over 1,000 fire fighters. His bold and courageous decisions, that instant come from years of training and experience, saved lives and homes.

**Recipient:** Kevin McGowan, Office of Emergency Services

The Sheriff and County leadership know how important the OES office is. Kevin McGowan has dedicated time and energy to strengthening the organization through collaboration, cooperation, and breaking down barriers to serve the public. During the Thomas, 90,000 fire alerts and evacuation notices went out. These were targeted messages that saved lives. Kevin is calm, professional, positive, responsive and well-trained. He brings professionalism to the entire organization.
Ventura County Management Council

Award Recipients

Good Government

Recipient: Bill Stratton - Environmental Health Division

Following the Thomas Fire, properties have to be cleared and certified before reconstruction can begin. This happens in two phases - 1) household hazardous debris removal (which the State reported never seeing a County get phase 1 started that fast) and 2) property owners register with CalRecycle through Right of Entry (ROE) forms. The Statewide average for registration is 80%, but thanks to Bill’s leadership and team engagement, Ventura County reached 90%!

Recipient: Barry Zimmerman, Human Services Agency

Barry is one of the busiest directors and runs one of the largest most complicated Agencies in the County. Yet every time there is an extra project or something new needed, he steps up and volunteers. Recently, in response to the Thomas Fire, he led his team to implement the first ever Local Assistance Center to bring residents access to needed resources 7 days a week. With Barry’s guidance and support, HSA initiated a new housing assistance program for those displaced by the fire.

Recipient: Christy Madden - County Executive Office

Christy is dedicated to supporting Ventura County and its residents. She provides leadership and countless hours to the Management Council and Corporate Games year after year. Now during the fire and ensuing rain storm, she helped staff the EOC around the clock. While working tirelessly to help keep the county safe and informed, she watched the the disastrous slide in Montecito, where half inch of rain fell in 5 minutes (a once every 200 years event) right over her house! Her home, husband and daughter were safe but at the time of the awards, she still was not allowed to return home. So she stayed in Ventura County, never stopping her hard work and going all-in.

Recipient: Matt Carroll - County Executive Office

When it came to appointing someone experienced in complex project management to take on recovery efforts for the Thomas Fire, the goal was to appoint someone who has relationships throughout the county, is able to coordinate hundreds of people with local, state and federal programs. In just one short meeting with Sheriff, Fire, OES and CalOES there was unanimous agreement that Matt Carroll was the logical and perfect choice.
Ventura County Management Council

2018 Award Luncheon Photos

MORE pictures are posted on the Management Council website!
The Ventura County Management Council promotes excellence among its members by providing opportunities for professional growth through education, networking, exchanging information, celebrating success and developing future leaders.

To this end, the Council will work to host, create, develop, fund, market and evaluate events and resources that support its members to become active and effective participants in the governance of Ventura County.

**NETWORKING**

Responsible for organizing social events, welcome/farewell receptions, trips and activities, and the annual holiday party. We depend on your feedback to determine the types of events and activities that should be held each year.

**COMMUNICATIONS**

We liaise between members, the Council and partners. Our goal is to provide information that is relevant, effective and responsive to member feedback. The Kaleidoscope newsletter and Management Council website are in a process of evolution to better meet needs for diverse resources to support the work of County staff.

**MEMBERSHIP**

Responsible for member recruitment and recognition, planning of membership meetings and leading the development of Council priorities and goals - which is of particular focus this fiscal year.

**EDUCATION**

Responsible for providing forums and venues that are of significance or relevance in the professional development of our management workforce. We have been instrumental in bringing in quality speakers and trainers to address relevant topics to the public service environment and the role of managers. Please let us know what learning opportunities you would like to see from the Management Council.

**BOARD MEMBERS**

**PRESIDENT**
Christy Madden, CEO

**VICE PRESIDENT**
Cheryl Wade, VCSO

**TREASURER**
Mark Lorenzen, Fire

**SECRETARY**
Chris Cooper PWA

**EXECUTIVE COMMITTEE MEMBER**
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**BOARD MEMBERS**
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Cynthia Elliot, ITSD
Betty Huff, RMA
Melissa Livingston, HSA
Monique Nowlin, AAA
Johnson Gill, HCA
Bill De La Espriella, ITSD
Paul Drevenstedt, PDO
Think of resilience as similar to taking a raft trip down a river.

On a river, you may encounter rapids, turns, slow water and shallows. As in life, the changes you experience affect you differently along the way.

In traveling the river, it helps to have knowledge about it and past experience in dealing with it. Your journey should be guided by a plan, a strategy that you consider likely to work well for you.

Perseverance and trust in your ability to work your way around boulders and other obstacles are important. You can gain courage and insight by successfully navigating your way through white water.

Trusted companions who accompany you on the journey can be especially helpful for dealing with rapids, upstream currents and other difficult stretches of the river.

You can climb out to rest alongside the river. But to get to the end of your journey, you need to get back in the raft and continue.

Factors in Resilience

A combination of factors contributes to resilience. Many studies show that the primary factor in resilience is having caring and supportive relationships within and outside the family.

Relationships that create love and trust, provide role models and offer encouragement and reassurance help bolster a person’s resilience.

Several additional factors are associated with resilience, including:

1. The capacity to make realistic plans and take steps to carry them out.
2. A positive view of yourself and confidence in your strengths and abilities.
4. The capacity to manage strong feelings and impulses.

All of these are factors that people can develop in themselves.

Read the APA’s 10 Ways to Build Resistance on the next page for more strategies.
10 Ways to Build Resilience

The key is to identify ways that are likely to work well for you as part of your own personal strategy for fostering resilience.

Make connections. Good relationships with close family members, friends or others are important. Accepting support from those who care about you strengthens resilience. Some people find that being active in groups provides social support and can help with reclaiming hope. Assisting others in their time of need benefits the helper.

Avoid seeing crises as insurmountable problems. You can’t change the fact that highly stressful events happen, but you can change how you interpret and respond to these events. Try looking to how future circumstances may be better. Note any subtle ways in which you might already feel somewhat better as you deal with difficulties.

Accept that change is a part of living. Certain goals may no longer be attainable as a result of adverse situations. Accepting circumstances that cannot be changed can help you focus on circumstances that you can alter.

Move toward your goals. Develop realistic goals. Do something regularly — even if it seems like a small accomplishment — that enables you to move toward your goals. Instead of focusing on tasks that seem unachievable, ask yourself, “What’s one thing I know I can accomplish today that helps me move in the direction I want to go?”

Take decisive actions. Act on adverse situations as much as you can. Take decisive actions instead of detaching from problems and stress and wishing they would go away.

Look for opportunities for self-discovery. People often learn something about themselves and may find they have grown as a result of their struggle. Many people who experienced tragedies and hardship have reported better relationships, greater sense of strength even while feeling vulnerable, increased sense of self-worth, a more developed spirituality and heightened appreciation for life.

Nurture a positive view of yourself. Developing confidence in your ability to solve problems and trusting your instincts helps build resilience.

Keep things in perspective. Even when facing very painful events, try to consider the situation in a broader context and keep a long-term perspective. Avoid blowing the event out of proportion.

Maintain a hopeful outlook. Optimistic outlooks enable you to expect that good things will happen in your life. Visualize what you want rather than worrying about your fears.

Take care of yourself. Pay attention to your own needs and feelings. Engage in activities that you enjoy. Exercise regularly. Taking care of yourself helps to keep your mind and body primed to deal with situations that require resilience.
Optimism is the faith that leads to achievement. Nothing can be done without hope and confidence.

HELEN KELLER