



LEADING WELL

Developing Resilience

SESSION 2, TUESDAY 26 NOVEMBER (PM)



INTRODUCTION

A SCRIPTURAL UNDERTAKING

Keep watch over yourselves and the flock entrusted to you.
Acts 20:28

‘The exercise of Christian leadership is founded in watching over yourself: developing virtues, habits, disciplines and skills over a lifetime of formation, which undergirds and gives integrity to the leadership which is offered.’
Stephen Croft

HOW ARE CLERGY FEELING?

- **Truth 1** Clergy report high levels of satisfaction in their role.
- **Truth 2** Clergy report their role is demanding.
- **But** is that still true?

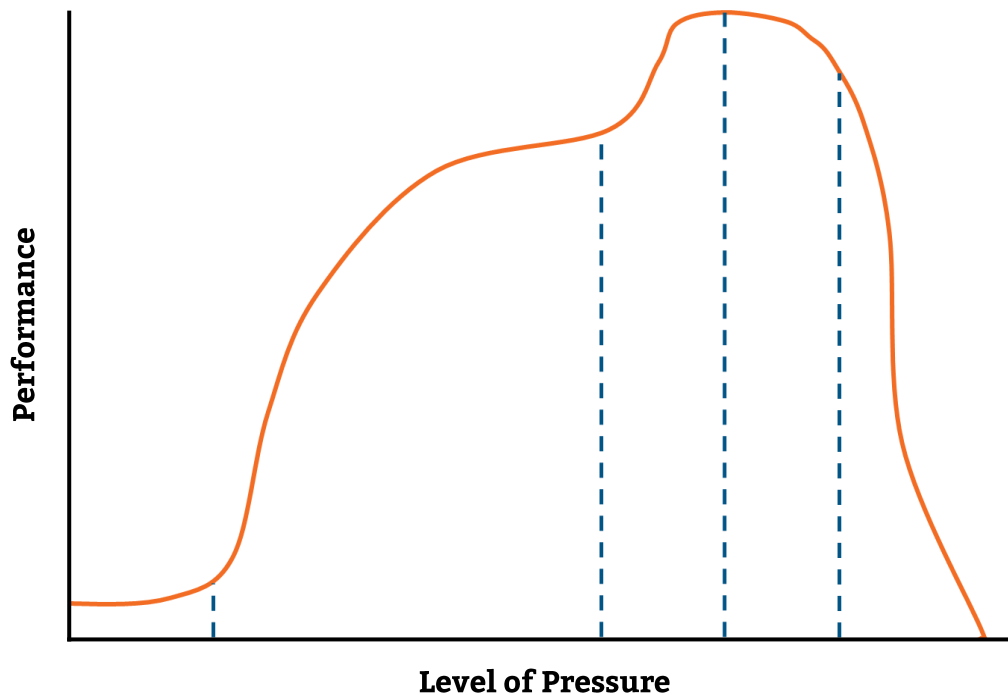


Exercise

REFLECT ON YOURSELF	STRONGLY DISAGREE					STRONGLY AGREE				
I am taking care of myself	1	2	3	4	5	6	7	8	9	10
I am finding work meaningful	1	2	3	4	5	6	7	8	9	10
I am being effective	1	2	3	4	5	6	7	8	9	10
I am enjoying positive social interactions	1	2	3	4	5	6	7	8	9	10
I am living life well	1	2	3	4	5	6	7	8	9	10



THE IMPACT OF PRESSURE ON PERFORMANCE



CHILL OUT

At low levels of pressure, there is often low performance i.e. on those days when nothing much needs doing, nothing much gets done. There is nothing wrong with this, we all need chill out days in which to recharge our batteries, change down a few gears and watch the sun set.

WORK OUT

In the 'work out' zone every increase in pressure brings a corresponding upturn in performance. As the pressure increases we think more rapidly, move faster and make decisions more quickly. The key aspect of this zone is that it is sustainable – we can do it again tomorrow and the next day and the next. We are well within our ability to cope and can often get a great deal of satisfaction from how much we feel we are achieving as we move up the curve.

STRETCH

In the stretch zone the performance curve is still going up. Now the adrenalin is flowing, we are pulling out all the stops, and we are delivering. Yet we are also aware that we are emptying the cupboard – depleting our reserves. Underneath all the activity is the awareness that we cannot carry on at this pace – we need an end point, a deadline, a stop date – after which time we know we will be able to relax. If our 'end point' gets postponed or cancelled, or the pressures continue to mount, then we may find ourselves in strain.

STRAIN

In the 'strain' zone we have gone past the maximum effective pressure point and are heading down the slippery slope. Now things are starting to go wrong – mistakes at work, failure to communicate, increased likelihood of illness and we are feeling unable to cope, with life getting out of control. Should the pressures continue, then we are at risk of damaging ourselves physically, emotionally, and in our relationships.

OVERWHELMED

People experiencing burnout often feel angry, helpless, trapped, and totally depleted. Usually people have been under considerable pressure for a prolonged period and this may have been aggravated by personal conflicts and unattainable goals. 'The major defining characteristic of burnout is that people can't or won't do again what they have been doing.' Cynicism and negativity often accompany the burnout experience. Christina Maslach, a researcher at University of California at Berkeley, says that burnout 'refers to a syndrome of emotional exhaustion and cynicism that frequently occurs among people who do "people work" – who spend considerable time in close encounters.'

Four Insights into Pressure

- 1. Pressure isn't a bad thing.
- 2. The amount of pressure has increased.
- 3. The linearity of pressure is the problem.
- 4. The key relationship is between activity and recovery.

When Pressure Becomes Stress



Exercise

TOP THREE ROLE STRESSORS What are your top three stressors in your ordained ministry?	1.
	2.
	3.
TOP THREE PERSONAL STRESSORS What are your top three personal stressors?	1.
	2.
	3.

Stress is: ‘the adverse reaction people have to excessive pressure or other types of demand placed upon them.’
The Health and Safety Executive

‘Contrary to popular opinion stress isn’t necessarily bad for us... But we’re designed to experience stress in short bursts.’
Rangan Chatterjee

THE TOP TEN STRESSORS ON CLERGY

1. The work is never finished, even when you have completed your to do list for the day.
2. The changing nature of the role.
3. Feeling undervalued.
4. Clergy housing not being sufficiently maintained.
5. Limited financial resources.
6. One day off a week.
7. An increasing sense of targets needing to be hit.
8. Structures that are widely fragmented and diverse across dioceses.
9. Concern about provision post retirement (pension and housing).
10. And for those with children, children's education being interrupted with every move.



Exercise

What do you think of this list?

What would you add?

If you were to identify one main stressor for you, what would it be?

Symptoms of Stress

Physical Symptoms	Psychological Symptoms	Behavioural Symptoms
☐ Physical exhaustion / fatigue ☐ Depression ☐ Insomnia or sleeping more than usual ☐ Headaches ☐ Gastrointestinal problems ☐ Frequent colds / flu ☐ Weight loss or gain ☐ Shortness of breath ☐ Hypertension ☐ High cholesterol ☐ Coronary disease ☐ Impaired speech ☐ Sexual problems ☐ Change in appetite ☐ Back pain ☐ Digestive problems ☐ Skin eruptions ☐ Aches and pains ☐ Feelings of long-term tiredness ☐ Blurred eyesight	☐ Rigidity to change ☐ Apathy ☐ Cynicism ☐ Emotional exhaustion / loss of emotional control ☐ Low morale ☐ Feeling irritable ☐ Inability to cope with unwanted stress ☐ Feelings of anger / resentment ☐ Boredom ☐ Low self-worth ☐ Feeling disillusioned ☐ Frustration ☐ Inability to make decisions ☐ Feeling of powerlessness ☐ Suspicion / paranoia ☐ Guilt feelings / feelings of failure ☐ Depression ☐ Alienation ☐ Increased worry ☐ Over-confidence	☐ Low job performance / low job satisfaction ☐ Decreased communication / withdrawal ☐ Frequently moving jobs ☐ Increased absenteeism ☐ Loss of enthusiasm for job ☐ Increased drug use ☐ Increased marital and family conflict ☐ High alcohol use ☐ Lack of focus on job ☐ Accidental proneness ☐ Increased complaints about job ☐ Forgetfulness / poor concentration ☐ Talking too fast or too loud ☐ Fiddling, twitching, nail biting, grinding teeth ☐ Being irritable ☐ Defensiveness ☐ Being critical ☐ Aggression

Source: MIND

DEFINITIONS

- The capacity to recover quickly from difficulties; toughness. (Oxford English Dictionary)
- The quality of being able to return quickly to a previous good condition after problems. (Cambridge English Dictionary)
- The ability to recover readily from illness, depression, adversity, or the like; buoyancy. (Google)
- The ability to perform sustainably when working under pressure in fast moving and continually changing environments. (Cognacity)



Exercise

Self Assessment of Psychological Resilience

Rating scale: 1 Almost never, 2 Sometimes, 3 About half the time, 4 Often, 5 Almost always

1. On a daily basis, how often do you keep all the agreements you make to take good care of yourself?	
2. How often do you stop and consciously think about the stressors in your life and think about your way of thinking?	
3. How often do you find that you have had just the right amount of sleep at night, such that you can reliably and enjoyably go full speed ahead all day long, without 'crashing' along the way?	
4. How often do you take an average of at least 15 minutes a day to just be still and intentionally do something such as deep breathing, meditation, prayer, or anything else relaxing?	
5. How often do you take an average of at least 30 minutes a day to exercise aerobically (i.e. vigorously, to the point of perspiring), such that your body feels well exercised and invigorated?	
6. How often do you spend time during an average week to engage intentionally in a 'creative' practice (i.e. an activity that falls outside of your work, such as your passions and hobbies)?	
7. How often do you find yourself enjoying the fact that you are consistently right 'at the top of your game'?	
8. How much of the time do you feel your life is satisfactorily under your control and moving forward in a desirable, positive direction?	
TOTAL	

Source: Cognacity.co.uk

How to Interpret Your Total Score

Here are some short (and possibly fallible) interpretations of your total score.

16 OR LESS

If your total score adds up to less than 16, you would do well to start taking better care of yourself right away. With such a low total score, your resilience-readiness is low, and you are highly vulnerable to the inevitable stresses caused by unexpected upsets and adversities.

BETWEEN 17 AND 23

If your total score falls between 17 and 23, you would still do well to start taking better care of yourself right away. Your resilience-readiness remains low, and you remain at risk.

BETWEEN 24 AND 31

If your total score falls between 24 and 31, you are likely to be riding along 'in the middle of the pack'. You have a reasonable measure of resilience-readiness. With good luck, you may be able to continue to 'get by'.

BETWEEN 32 AND 36

If your total score falls between 32 and 36, your resilience-readiness is most likely pretty solid. Others probably regard it as enviable. Where there is still room to take even better care of yourself, you might want to 'go for it'. The best is yet to come.

BETWEEN 37 AND 40

If your total score falls between 37 and 40, you're probably in the top one percent of the population in terms your resilience-readiness. Congratulations! Now all you need to do is sustain your high level of resilience and enjoy every day accordingly.

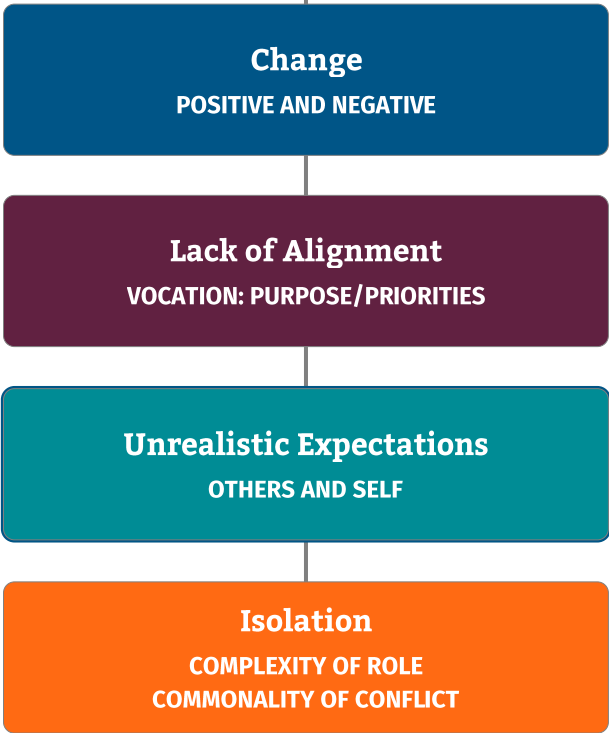
Cost in Ordained Ministry

SELF CARE IS NEVER A
SELFISH ACT. IT IS SIMPLY
GOOD STEWARDSHIP OF
THE ONLY GIFT I HAVE, THE
GIFT I WAS PUT ON EARTH
TO OFFER TO OTHERS.

PALMER PARKER

DEVELOPING RESILIENCE

1. Strengthen
the Spring



2. Reduce the
Weights

3. Get Support

The Weights

CHANGE

- Everything from death of a loved one, to new job, new baby, new parish added to benefice.
- Key is how we handle change, and knowing what level of change, what season of change we are in.

LACK OF CLARITY AROUND PURPOSE AND PRIORITIES (VOCATION)

‘Partnering with God’s work: flourishing clergy focus on working in alignment with God.’

Duke Clergy Health Initiative

Key is ongoing vocational discernment built on awareness of our strengths and healthy practices around orderliness.

UNREALISTIC EXPECTATIONS - OTHERS AND SELF

‘Creating boundaries: flourishing clergy are intentional about setting boundaries around their work and personal lives.’

Duke Clergy Health Initiative

‘Just 28% of clergy established clear expectations with relevant committees.’

Alban 2007

‘Effective management of expectations of all parties (e.g. congregations, colleagues, curates and TIs) is important to all aspects of wellbeing, especially at times of transition into new roles.’

Living Ministry Report Wave 1

‘Clergy, particularly in parochial ministry, may struggle to establish boundaries around their work in terms of time, space, thought, activity, relationships and finances. While blurred boundaries may be helpful in some respects for some people, often a lack of capacity to manage them challenges wellbeing across multiple domains.’

Living Ministry Report Wave 1

Key is expectation management and boundary setting.

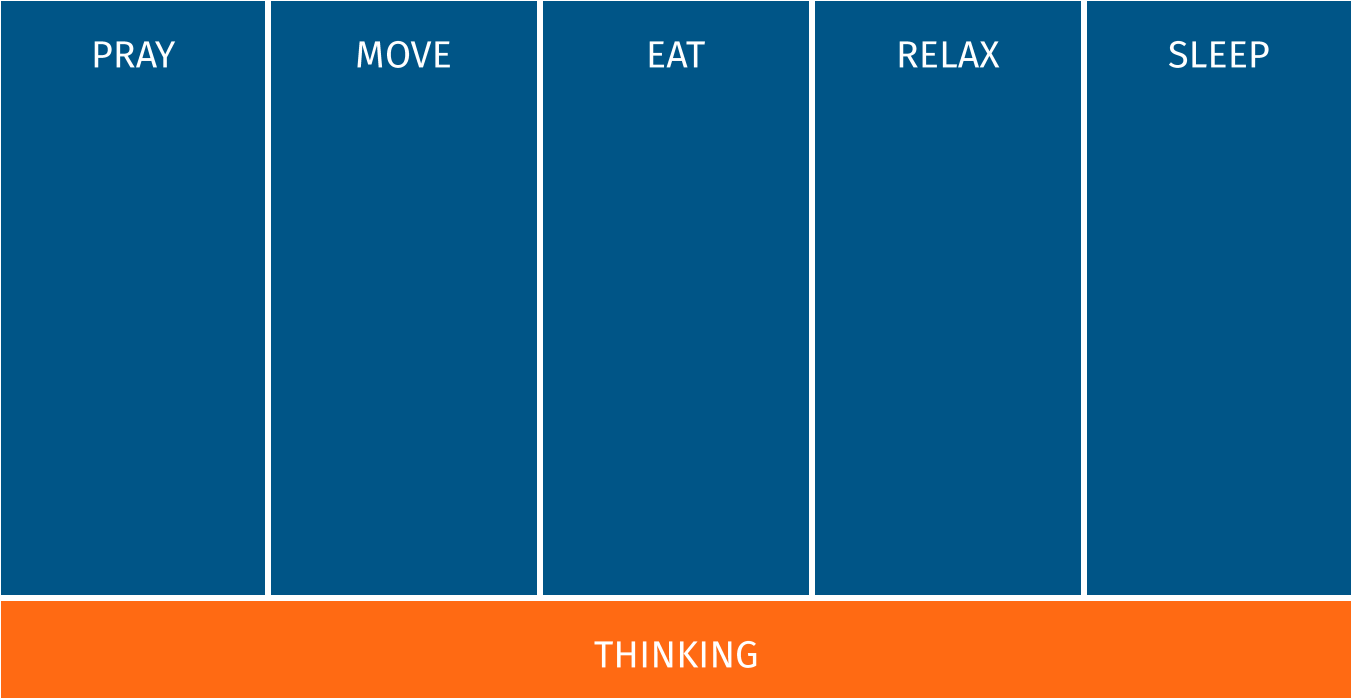
ISOLATION

‘Flourishing clergy nourish friendships and mutual relationships.’

Duke Clergy Health Initiative

- Realities of the role.
- Commonality of conflict.

FIVE WAYS TO STRENGTHEN THE SPRING



Source: The 4 Pillar Plan, Rangan Chatterjee (adapted)

1. Pray

THE PRAY PILLAR

Tick what you are already doing on the additional sheet.

Which one could you sensibly have a go at?

IN ADDITION

- Find a spiritual director.
- Take up a spiritual discipline.
- Put six quiet days in your diary for the next year.
- Use a Bible reading and/or prayer App.

Alongside these, four other activities can generate spiritual renewal without demanding significant energy:

- Walking in nature.
- Reading an inspirational book.
- Listening to music.
- Hearing a great speaker.

2. Move

'I believe we should stop talking about exercise altogether and start thinking, instead, about movement. We simply need to move more during the day, throughout the day, every day.'

Rangan Chatterjee



Exercise

Tick what you are already doing on the additional sheet.

Which one could you sensibly have a go at?



Xiaomi Mi Band 5 Smartwatch
(Other fitness trackers are available!)

3. Eat



Exercise

If you had to capture your approach to eating in a simple memorable phrase what would it be?

THE EAT PILLAR

Tick what you are already doing on the additional sheet.

Which one could you sensibly have a go at?

4. Relax



Exercise

Tick what you are already doing on the additional sheet.

Which one could you sensibly have a go at?

FOR REFLECTION

What does fun look like for you?

Where does it feature in your diary over the next three months?

5. Sleep

'No single behaviour more fundamentally influences our effectiveness in waking life than sleep.'

Tony Schwartz



Exercise

		YES/NO
1.	Do you wake feeling refreshed and rested?	
2.	Do you fall asleep within 15 minutes of trying to go to sleep?	
3.	Do you have a way of winding down after an evening meeting that doesn't involve TV or any other screens and doesn't take too long?	
4.	Do you stop drinking caffeinated products after 1pm?	
5.	Do you avoid screens (especially tablets and phones) for at least an hour before bed time?	
6.	Do you get between 7-9 hours sleep a night?	
7.	Do you go to bed at a regular time most nights?	
8.	Do you arise at a regular time most mornings?	
9.	Do you know how to get back to sleep if you wake in the middle of the night and your mind kicks in keeping you awake?	
10.	Do you leave your phone/tablet outside your bedroom at night?	
11.	Do you stop any strenuous form of exercise three hours before your bed time?	
12.	Do you have a cool environment in which to sleep?	
13.	Do you have a completely dark environment in which to sleep?	
14.	Do you have a TV/screen/phone free bedroom?	

Source: CPAS Sleep E-Learning Module

THE RESULTS

If you said 'Yes' to all the questions, well done, you have some excellent sleep practices. You may not need the ideas contained in sleep e-learning module.

If you said 'No' to any of them:

- 1-4 You're doing well, but may be able to make some improvements.
- 5-9 Actually, this about average, with plenty of room for improvement.
- 10-14 Definitely time for some changes.



Exercise

How to wind down from an evening meeting.

THE SLEEP PILLAR

Tick what you are already doing on the additional sheet.

Which one could you sensibly have a go at?

RESOURCES

THE ONE TO READ

- The 4 Pillar Plan, Dr Rangan Chatterjee (Penguin).

TOP READS

- How Clergy Thrive, Liz Graveling (CHP)
- A Resilient Life, Gordon MacDonald, (Thomas Nelson)
- Sustaining Leadership, Paul Swann (BRF).
- Daring Greatly, Brene Brown (Penguin Life).
- Zeal Without Burnout, Christopher Ash (The Good Book Company).
- Atomic Habits, James Clear (Random House).
- Why We Sleep, Matthew Walker (Penguin)

OTHER RESOURCES

- Zoe Podcast – Scientifically researched podcasts on personal nutrition. <https://joinzoe.com/learn/category/nutrition/podcast>.
- Better Sleep – an e-learning module from CPAS.
- For Chatterjee's podcasts and blog posts, www.drchatterjee.com.
- Apps: Prayer Mate; Lectio 365; Jesus' Words; 3 Minute Retreat; Inner Room; Centring Prayer; Daily Prayer.
- www.bibleinoneyear.org links to App and daily emails.
- TasteLife is a great course for those struggling with eating disorders www.tastelifeuk.org.
- TED talk, Brene Brown The Power of Vulnerability.



Lead On

A free monthly email with articles, resource recommendations, reviews for all interested in improving their leadership. Sign up at www.cpas.org.uk/leadon.



Leading Evangelism Learning Hub

Want to see the ministry of evangelism central to church life rather than on the periphery? Then sign up for our 14 month Hubs for incumbents to attend with others involved in leadership.

www.cpas.org.uk/hub.



How to Nurture a Faith Sharing Culture

An exciting and accessible new church resource to help leaders nurture a faith-sharing culture in their church, congregation, fresh expression or church plant.

www.cpas.org.uk/faith-sharing.



Venture and Falcon Holidays

CPAS runs around 70 fun-filled holidays for 8-18 year olds each year. The holidays are run by volunteers, and if you are interested in helping on one or know a young person who would benefit from a great holiday with a focus on Jesus visit www.ventures.org.uk.



Making Mission Possible

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