

# Surviving work

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A survivor's guide to work  
in a recession

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*the*  
**resilience**  
**s p a c e**  
how to survive work

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# About this guide

This guide was written a year after surviving work.

In 2011 I was put into a compulsory redundancy pool for the first time. Having spent my working life as a trade unionist and then a therapist I realised that I still did not know very much about how to protect myself at work. I wrote a [six part series](#) for the [British Politics and Policy at LSE blog](#), which was published from September to November 2011 about this experience. Coming clean about my redundancy and fear at work taught me how to stick up for myself and this guide is a summary of what I learned.

Asking people to be happy in the current economic climate is ludicrous. This guide proposes that a better bet might be to learn to build your resilience, the capacity to cope with and adapt to difficult situations. It is not an inborn character trait but a state of mind shown in response to external stress. This guide does not make a distinction between people who live with mental health problems and those that are just [ordinarily unhappy](#), believing that we are all capable of losing and building our resilience.

I am profoundly grateful to everyone who took part in this period of my life, from the LSE who took a risk on these ideas, those bearded blokes Freud and Marx, and all of the human beings who have taught me quite how resilient we can be when we set our minds to it.

### **Getting help**

This guide does not give you mental health advice. If you are concerned about yourself or someone you love then speak to the Samaritans on 08457909090 or NHS Direct on 08454647. Put these numbers in your phone right now. There are some great sources of information and online support at [Mind](#) and the Tavistock's [Big White Wall](#). You should also think about going to talk to your GP. The main thing is to find help as soon as you can.

# Be resilient not positive

Policy debates about measuring happiness in the current climate sound like something from a bygone era when men did not cry and women wore matching gloves. But the gloves are firmly off and we are now facing the harsh realities of work and the lack of it. With the longest recession in history predicted in the UK we are asking ourselves a very real question about how to survive it.

In the UK there are an estimated 2.9 million unemployed and a further 2.4 million adults outside of the labour force. The ONS estimates that there is one job available for every ten jobseekers. Lack of jobs and skills are largely responsible for the staggering drop in optimism of young people about successfully finding their way into the world of work with 72% of young people not believing they will find secure work. People who still have jobs are supposed to feel like the lucky ones, but in these deregulated precarious times, it might not feel that way.

Resilience responds to the voice that many of us wake bolt upright to at 4am asking 'how am I going to get through this?' Resilience can be defined as the ability to cope with and adapt to difficult situations, a squaring up to life. The term comes from infant development research about why some children who

have experienced trauma seem to get through it and others are subsequently unable to flourish.

Resilience is a fundamentally realistic concept that acknowledges the world as it is and the proposal that we have to adapt in order to survive it. Adaptation is quite literally my favourite word in the English language. It reflects our real beauty as human beings, that we are driven to get on with life despite its horrors, loves, hates, losses and betrayals. It is essentially iterative and not a character trait that people either possess or not - the 'Resilience-Tick' model. Rather it is something that is revealed and lost at various points in life, a life-long struggle and journey.

### **Do not be positive**

Much of the research around wellbeing and resilience at work is based on positive psychology, particularly the work of Martin Seligman and the PENN resilience programme. This approach has found its way into larger workplaces - promoting the idea that optimism is an essential and learned behaviour that promotes wellbeing and resilience. There is much debate about the value of this approach, specifically whether it denies the realities of people's experience of work. In a context of job insecurity, victimisation and workplace bullying being told to focus on positive thoughts and breathing exercises can be highly provocative in that it denies the significance of what can go wrong at work. In this context optimism and positive thinking are a poor response to feelings of anger and hopelessness.



One of the problems with workplaces resilience schemes is that they can easily look like a poster campaign for socialist realism. Your workplace needs you! Eat breakfast and you can produce twice as many widgets for the empire! I am not against breakfast, but what we do know is that "nanny" messaging by employers has at best no impact and at worst a negative effect. That is because it removes individuals from being in the driving seat of their own resilience.

### **Keep your hands on the steering wheel**

Being resilient is fundamentally about agency, knowing that what you are is enough to solve your own problems. It is not about lacking anything, rather liberating something from within. I am tempted to call this Radical Resilience™ but the use of cheap labelling might actually undermine the very political point I want to make here. The methods used in workplace schemes need to be consistent with this central objective of empowerment of the individual, what is sometimes called agency or self-efficacy, and increase capacity to take control over one's life and mental states. This means that if workplace resilience schemes do not help to address the internal soundtrack that says 'I'm not enough' then they provide a false sanctuary where following doctor's orders means you will be OK. An apple a day. Although we know that having a fruit bowl at work might improve concentration it is unlikely to empower people enough to

recognise that they can make really good decisions about how to live.

The trick to building your resilience is to give yourself a break for not being the very model of resilience, but rather a genuine piece of human-work-in-progress. Put your hands back on the steering wheel of your own life and sign up to the [resilience manifesto](#).

# The Resilience Manifesto

Resilience is the capacity to cope with and adapt to difficult situations, or reality as it is. It is not a character trait or an aspect of personality, rather a capacity and state of mind.

We, the undersigned, believe that:

Resilience is democratic and does not discriminate between people who see themselves as mentally ill and those that don't. We are all vulnerable to losing our resilience when things get tough;

We are all able to influence our resilience, regardless of wealth, looks and luck in life;

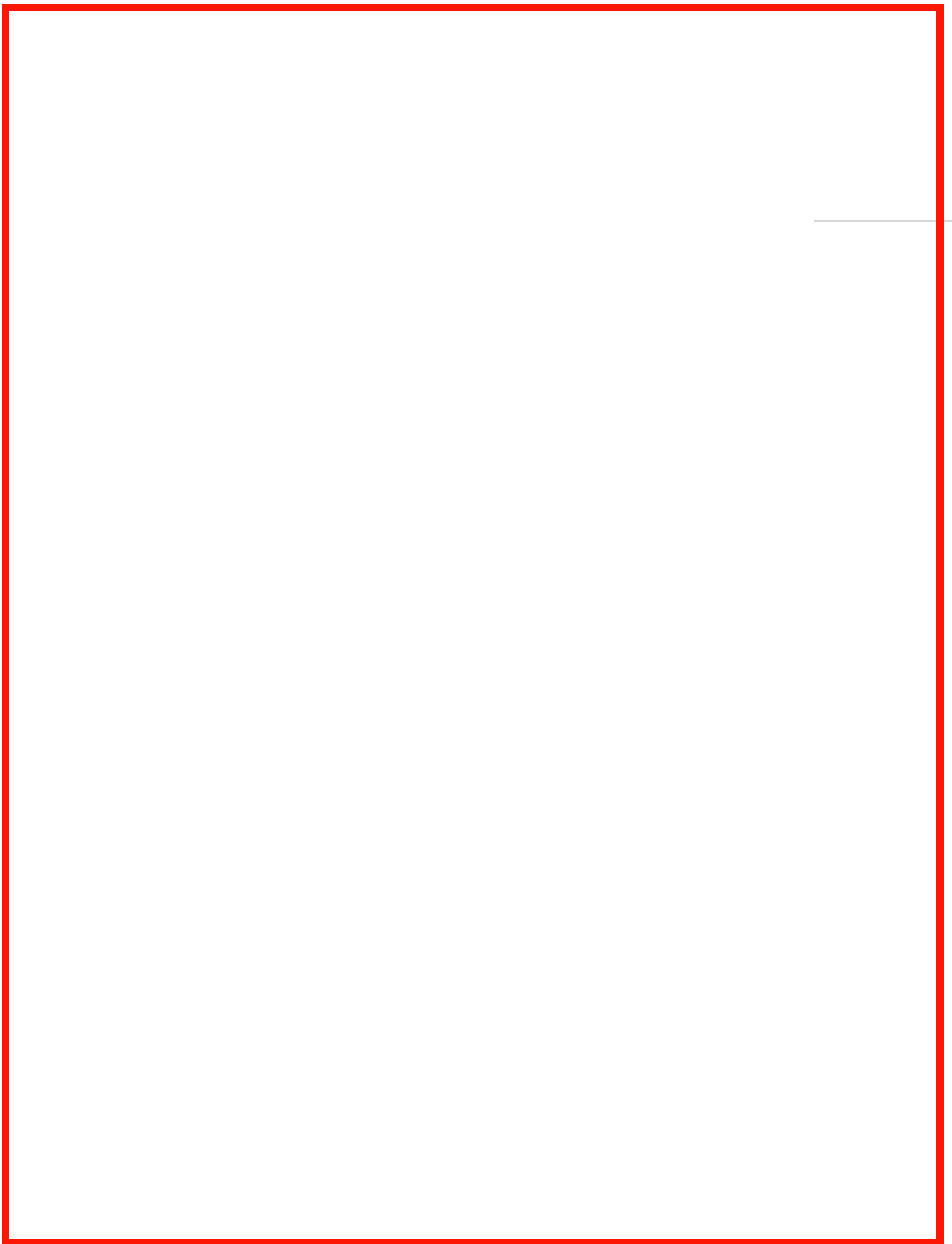
Productive work is central to human happiness and it's the collective responsibility of gaffers and workers to build resilience in the face of the realities of the recession;

Resilience means being brave and taking on the stigma attached to struggling with life;

We are all in the driving seats of our own resilience but we need each other to really nail it.

We the undersigned commit to try and keep trying, to challenge the wilfully destructive internal and external voices that tell us otherwise.

Sign here \_\_\_\_\_



# Risk and protection

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The thing about resilience is that it is profoundly political. Not just because of the fact that being vulnerable is the last taboo in our organised society (anyone who has had a breakdown at work can graphically walk you through any doubts you might have about that statement). It is political because resilience challenges a world view that genes, social position and money predetermine life. Less comfortable is the idea that resilience is stunningly democratic, a complete leveller not restricted to the disadvantaged or unlucky. We can all lose our resilience.

The research indicates that there are though broad ranges of internal and external factors that impact our resilience levels.

**Risk factors:** anything that stops our capacity to adapt.

- **Precarious work:** income, job, career, temporal, skills, representation insecurity.
- **Being broke:** Debt and in-work poverty.
- **Feeling useless:** Inequality and exclusion from employment and education.
- **Feeling vulnerable:** Stigma and discrimination on the basis of unemployment, socio-economic status, mental health.

- **Loss:** end of relationships, redundancy, separation.
- **Bad health:** physical and mental illness and problems, obesity, anxiety, cancer.
- **Bad relationships:** isolation, bullying, abuse, violence.
- **Toxic neighbourhoods:** crime, violence, low public services.
- **Toxic coping strategies:** alcohol, drugs, gambling, risk taking, self harm.

**Protective factors:** anything that promotes adaptation.

- **Meaningful work:** creative and productive.
- **Good relationships:** being able to rely on people.
- **Feeling able:** self-efficacy.
- **Hopefulness.**
- **Community:** being part of a group.
- **Learning** something new
- **Expression:** being able to express your feelings.
- **Self-regulation:** being able to manage our feelings.
- **Healthy coping strategies:** reality testing, non-catastrophising, avoiding damaging coping strategies.

Money and social status matter to resilience. The Marmot review is a powerful and important examination of health in the UK and made a clear research link between social inequality and health. Added to which, there is an area of

research, linked to Oliver James' work on 'affluenza' which explores Easterlin's paradox that after a certain level of affluence, wellbeing does not go up and in countries like the UK where there are high levels of inequality, it in fact goes down. The sad reality is that British children are the unhappiest kids in Europe. Our point here is not to depress you, rather to highlight that understanding our situation requires looking at issues of social justice and power.

### **Natural Born Liars**

As well as external factors, understanding resilience means looking at and taking responsibility for the internal factors that influence our resilience.

Secret Eaters, a Ch4 programme about overeating, is deep stuff. It should be wrong on every level - morbidly obese families and couples defiantly stating that they do not eat enough to feed a small kitten and cannot figure out why they are having to order pants from the US. Vague stories about thyroids, conspiracy theories about hidden calories and shrugging of fat shoulders set the scene. Crashing through our internal speakers we hear the lyrics 'you did it to yourself, you did' and the sound of a digital scaffold being set up. What follows is then 45 minutes of humiliating secret filming of what people are really shoving into their bodies. Sugar, lard, booze and car parts. Mechanical

chomping in front of the telly makes a profound commentary on UK home life.

A few weeks ago a mother responsible for feeding a massive family saw herself secretly filmed consuming enough fast food for four in one sitting, topped up with 12 - yes 12 - pints of cider a day. As the footage was being shown I hid behind my hands and started whimpering, my own sense of pride scuttling into a corner at how she could bear the secret footage. True, she looked devastated but then she just said 'Well, it's where I am and now I've got to get myself out of this. You'd better help me.'

Silence. Sound of old fruit and fridges being hurled from the gallery? No my friend, that is the sound of awe and me sobbing gently at the pure beauty of the woman. The world turned and did a cosmic high five. This queen amongst 5ft 2 women had taken it on the chin, swallowed hard and turned it round.

Another remarkable woman, Professor Angie Hart who is our guru in The Resilience Space summed up a life-time of working with disabled kids and their families in one sentence.

**Start where you are.**



That is technically just four words but this is the basis of what I know about building my own resilience. Until I knew where I was located on the map of life, I could not even start to find the trail home. Sometimes we get lost up a psychic mountain and literally do not know where we are.

### **Psychic sherpas**

This means that it is very hard to make the next step, and in my case required the work of a psychic sherpa, actually a team of them, to help me start the journey back to being who I really am (emphasis on the start, because I am currently located in Kyrgyzstan and some way from the rolling hills of south east England).

This is because we are natural born liars. It is the hardest thing in the world for us to look at ourselves as we actually are. This is when it becomes really sneaky because it is not just a question of not-knowing things, it is the elaborate rococo façade constructed to throw us off the scent. Because of this inbuilt deception, we need other people to act as psychic detectives and work out what is not being said and what we cannot allow ourselves to know. That is why being in relationships is essential to growing up, and so very very irritating at times.

This makes the selection of our psychic sherpas rather important because it is on the basis of their honesty and love that we find the trail home. Being loved means allowing someone else to see us. This love can come from the usual suspects we marry, childhood friends, family members, co-conspirators and collaborators. But there is also a whole world of wonderful random strangers who see something and have the confidence to tell us. Next time someone tries to tell you something about yourself do not panic, try to stand still, swallow and take it on the chin. This is the difference between delusion and knowing where you really are on the map of life.

### The Listening Swap

Ask someone to tell you about their worst job and how they survived it. Spend five minutes just listening, without any interruption or questions. When the five minutes are up thank them. Bet you learned something.

# Anger

The trouble with anger is that it is an ugly emotion. When you are going through the process of redundancy probably the most consistent piece of "advice" offered is do not, whatever you do, get angry. When you are angry this is less helpful than you imagine, underlining the profound difference between advice and help, the latter being a rare thing and the former given in abundance especially from a position of relative security. The thing about telling an angry person not to get angry is that it is something of a vicious circle. You are angry, a demand is made that you CALM DOWN and regulate your feelings, you feel this denies the legitimacy of why you are angry, you get more angry, even harder to calm down.

We live in a demanding age of communication - with the focus firmly placed on how to communicate something positively rather than the 'what' we are trying to communicate. Anger is often misunderstood to be a character failing rather than an emotion linked closely to fear. Anger is a deeply physical experience that can be frightening because it often feels like there is a real danger to life. It can be hard to remember that just because someone is frightening you it does not mean that they themselves are not frightened. Most of us struggle to express our anger, frightened to openly express our feelings for fear of

reprisals. Often we express our anger indirectly through what appear to be relatively benign behaviours such as withdrawal, passive aggression, aggressive humour, or gossiping. Sometimes we try to get rid of angry feelings by replacing them with other feelings, such as hunger, or redirecting them onto other things, such as phobias or scapegoating. Other times we replace the feeling with an action, such as binge eating, working late, cleaning and tidying or picking an argument. Oh please, you know it.

So given that there is a lot of anger around at work, what could be a healthy attitude towards it? It might lie in the understanding that anger is necessary to the process of change. The energy and focus that you have when you are angry is an important motivator in challenging things that we think are wrong. Not being able to direct our anger at the right things is one of the most important reasons why some people experience depression and others do not. If you can get angry you are really living, really experiencing and reacting to what is going on around you. Depression is a numbing and dumbing process, to try to avoid feelings of sadness and anger. And it is precisely this that makes depression essentially an experience of hopelessness.

So this is why I am all in favour of anger, because of its relationship to the future. If you are angry you are also hopeful that things should and could change.

## **Angerland**

When someone asked me recently where I was going on holiday I blurted out an uncomfortable truth, 'there's no point, I really only want to take a holiday from being me'. This has been the wallpaper of my identity since I can remember but it has been thrust into the fourth dimension during 2012. Taking a holiday from being me is merely self-preservation when you are this angry. In my defence here is why.

Redundancy, poverty on my doorstep, London transport, Olympics, teenagers on the Central line, unpaid corporate tax, Serco, internships, being unwaged, precarious, vulnerable, dying pensions, welfare reform, death of the NHS, the end of protest, gimps in control, the price of FOOD, Atos healthcare, Boris with a microphone, Work Programme, punishment of human frailty, implosion of every institution I believed in and the death of compassion. G4S.

So I am spending this summer refining the art of getting angry. I have chosen a sustainable option and will be spending my holidays building Angerland, the theme park for getting angry. Angerland will be built amongst the ruins of social housing that used to be the Elephant and Castle. We will create Olympic

standard spitting tracks, and hold master classes on Spitting with Confidence, International Swearing, Nutting for Beginners and Harmonic Screaming. Big sticks, fridge diving and bungee jumping minus the bungee. Services will include an authentic anorexic canteen and individual padded booths for the anger novice. Throughout Angerland there will be piped music that you can only scream to and my personal favourite the Passive Aggressive Obstacle Course where you are the obstacle.

We now invite you to design your own Angerland.

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Welcome to ANGERLAND





# Anxiety

The deregulation of work is also a deregulation of our states of mind, sending an open house invitation to chaos, fear, anger and their BFF, anxiety. Workplaces are really stressful. Only rich people still hold the sentimental idea that we are not suffering a mental health crisis at work. That is why it is sometimes so hard to work out the difference between privilege and low IQ.

An increasing percentage of working people now work under precarious or vulnerable work conditions and delusions of safety of employment has truly been bred out of us, along with expectations of social and employment protections, pensions, training or career progression. Britain is a low pay economy with an estimated 20% of UK workers earning less than the living wage concentrated outside of the south east and mostly affecting sectors such as sales, customer services and manual work. The average female private sector wage is £14,000, below the estimated minimum income for a single person.

The increased anxiety at work is reflected in absence figures with the number one cause for absenteeism in the UK being stress. As the recession kicks in more people are reluctant to take absence from work for fear of losing their jobs.

An increasing percentage of working people now work under precarious work conditions, a radical change in the way we work over the last 30 years. Precarious work has been around for so long in this country the last time I used the term 'permanent work' in conversation I was sprayed with coffee as the person I was talking to sputtered that it was preposterous that anyone should expect any guarantee of work. I had to explain the difference between having a permanent contract and a lifetime guarantee of work. This person was the UK Director of the second largest Private Employment Agency in the world, a rapidly growing \$44 billion (yes you read that right, billion) a year industry and that is just the legal and visible tip of the contract and agency labour iceberg. The delusion of safety of employment has truly been bred out of us leaving us in a state of naked fear most Sunday nights.

Although everyone experiences anxiety as an ordinary part of daily life, sometimes we develop difficulties keeping them in their place. An anxiety disorder is when the feeling of being anxious is hard to control and not obviously linked to what is happening around us. Anxiety here is not based on a real threat, rather a fear of what may happen. It is estimated that 5% of the UK population will have a generalized anxiety disorder at any point in

time and 1 in 100 people suffer from recurring anxiety attacks.

### **Dealing with anxiety**

The first stage in dealing with anxiety is to try to reduce the anxiety. Although it might not feel as if you have any control over it, it is important to take some initial steps to calm yourself down, before trying to work out what to do next. First aid takes a very simple and useful approach to take some immediate control over your anxiety, and we have developed a five stage approach to this which we are calling CABIN (nice mental picture of a safe place in a wood, birds and Bambi).

**C**ontain: remove yourself from whatever is making you anxious and find somewhere where you feel safe. If you can, call a friend or find someone at work you trust to help you.

**A**cknowledge: don't try to ignore what has just happened and acknowledge the anxiety.

**B**reath: try to control your breathing, lengthening your breath and, if it helps, count one-two-three slowly in your head. Keep going until your breathing has normalized.

**Identify:** work out what you are worried about right now.

**Next steps:** work out what the next steps should be. This stage is always better if you can find a friend to do this with.

Probably the most effective way of reducing anxiety is to **contact a friend** or someone you trust at work and ask them to help you. When you are anxious you are unlikely to be thinking straight so find a time when you are relatively relaxed and think through who you would call and make sure you have their number on your phone. It also helps to think through what is likely to happen when you are anxious and let them know.

### **Don't go**

There is something deeply anti-relationship about many people's reactions to threat, often a very real sense of 'fight or flight'. Adrenaline shoots through our veins and fists start forming. At this point if your sense of being rooted in your workplace or your relationships is weak, the obvious reaction is to run. This retreat into flight is fundamentally rejecting, leaving behind people, organisations and careers that have often been built up over entire lifetimes.

The majority of these flights though are internal, resulting in a retreat from contact with others. We are more than capable of resentfully wheeling out the statement 'I stayed didn't I?' but actually living in a mental bunker that cuts us off from others and, therefore, reality. This predictable, assured and relatively secure psychic reality is a delusion because it says that only I can sort out my own problems. Because it is a delusion, it comes at the expense of living in the real world where we are dependent on the care of other people and, if you want to get hippy about it, a benevolent universe.

If you are struggling to survive work this week and you feel like packing your psychic bags, don't. Instead, take the risk and tell someone that you need their help. Life only exists outside of the bunker.

# Crisis Card

Sometimes people don't know how to help us, particularly when we're in a crisis. That can even include ourselves. In preparation for any crisis fill in the crisis card and give it to someone you trust.

**Crisis Card**

What to call me \_\_\_\_\_

What I am likely to do \_\_\_\_\_

\_\_\_\_\_

Worst case scenario \_\_\_\_\_

\_\_\_\_\_

What you must not do \_\_\_\_\_

\_\_\_\_\_

What you can do to help me \_\_\_\_\_

\_\_\_\_\_

Who to call \_\_\_\_\_

Telephone \_\_\_\_\_

# Loneliness

I am lonely.

I know, you just got the urge to do click off, repelled by this shocking disclosure of human frailty. Lonely = loser right? I realise that this is something of a taboo to admit to the humble state of loneliness, but try to stay with me in this embarrassing moment because there is a point we need to get to and it is called self-love.

Most of us will do almost anything to avoid pain. Being lonely - really feeling - it is indeed very painful. It turns vibrant cities into a catwalk for couples and parties become an audit of the things you have failed to achieve in life. Feeling lonely can put an eclipse over anything good. It does not, under this regime, matter if you really are a kind-hearted-rich-funny-sporting-hero with good cheek bones because being lonely means you have failed.

Apparently.

The pain of feeling lonely can throw us into a frenzy of narcissistic withdrawals. Sharp in-take of breath. Yes, I did

just call you a narcissist. If it helps RiRi's just been diagnosed with Narcissistic Personality Disorder and she's still rockin' it. Sometimes, when we try to avoid the pain of being alone we create a marriage with something that is entirely under our control. This can be drugs, booze, a fetish or two, a career, fashion, religion, politics, dog homes, anything at all that we can tie ourselves to with complete abandon precisely because it is essentially a relationship with ourselves. This appears to be a safer bet than risking a relationship with someone who is outside of our control and who might turn out not to offer a lifetime of undiluted devotion and even, gulp, reject us. For some people this withdrawal is actually another person, but one that follows orders. Some people call this co-dependency, I call it by its psychoanalytic name sadism but then I am a bit like that.

Uh oh, she just called us narcissists and perverts.

I apologise for the bluntness of the language here but at least you are in good company, Freud bottomed the whole thing out and apparently we are all perverts in that we regularly fill our hearts with all manner of fakery and random objects of desire, to the point that there is no room left for true love.

The good news is that there is a one way ticket out of this psychic predicament, which is to fess up to being lonely. Being



lonely means an acceptance that you need other people to introduce the very real prospect of love. Although it might feel extraordinarily difficult to face up to the pain of loneliness, that is a good deal if you think about it. Humbling human disclosure for the thumping heart stuff of love. Do not be scared to put on your L plates because it means that you are Lonely and Lovable rather than a Loser.

## Phone a friend

Thinking back to a work crisis, who helped you get through it and why? Write down on your 'phone a friend' card what qualities that person had that helped you. Spend a few minutes thinking about who in your life now fits the bill. If you know someone already write their name down on the card. If you don't, set yourself a deadline for finding them. As you go about your life next week ask yourself whether any of the people you encounter could do the job.

### Phone a Friend Card

Name \_\_\_\_\_

Why you chose them \_\_\_\_\_

Telephone \_\_\_\_\_

Email \_\_\_\_\_

When you have identified your Phone a Friend tell them that you have their number.

# Campaign for Me

The bubble has well and truly burst but this time is a psychic one. The age of narcissism and omnipotence has been shattered in the current economic crisis, in which previously 'untouchable' people have found themselves unemployed. Omnipotence has been seen a powerful driver for many successful (and presumably unsuccessful) people. If you are rich/ perfect/ fashionable/ young/ beautiful/ charming (tick at least six boxes) then you are obviously brilliant and therefore valuable. The problem with this logic is what happens if you are not brilliant. That sounds almost like failure - admitting that you are not brilliant. Although agreeably not a great interview strategy, why is it so hard to admit to being ordinary?

## **Do not try to be successful**

This question touches on the dualistic nature of the bubble that many of us have been living in. You are either fantastic or rubbish and if you are not entirely fantastic then it must mean that you are entirely rubbish. There is no other option currently available; computer says 'no'. In a working environment where people feel they are or must be masters of the universe it is not surprising that mental illness goes undetected - rather, it is encouraged. How could you tell the

difference between someone struggling with Bipolar Disorder and someone running a major multinational company?

Being 'fantastic' is literally a fantasy and it obscures the very real possibility that being ordinary is being human, and that is quite enough. These obvious facts of life are painful to accept because it hurts to lose our dreams, no matter if they are actually dangerous delusions that stop us from living in the real world. Unattractive as it might seem, the reality is that now the bubble has burst and we have our feet firmly on the ground again. We have lost our superpowers and now have to rely on our ordinary human powers.

### **Revolt against mental slavery**

This is not very PC but there is a psychic fascist living inside me. He is called Gary and wears tight squeaky shoes and has a throat-clenched voice. He is the one that pipes up at 3am asking faux-naïve questions like 'Are you sure you didn't mean to alienate your entire office today with your ill-timed sarcasm?' or 'Are you angry? You seem angry?'

Cue wake up sweating.

For any of us that have been on the receiving end of a redundancy it is often not the fact that an employer undervalues our work. Rather that an impending redundancy seems to trigger a Tourette of criticism and reflections on how we came to this point. Facing redundancy taught me a great deal. That I am really OK living without eye cream and I do not really like sashimi. But profoundly it taught me that the attack from my employer only felt so bad because I agreed with them. There is nothing that has been done to me that comes anywhere near the impact of this cheese-grate-my-soul internal commentary about who was to blame for the shame and violence of losing my job.

There is not much we can do about living in redundant times and the very real prospect of facing this situation again but there is a major battle to be had internally, to evict this internal bully. I am not doing a CBT on you, nor do I put much store in positive thinking in the wee hours, but I am up for an argument with the part of me that threatens my chances of bouncing back.

### **The resilience 12 steps**

I am a big fan of AA because it has got some rules and sometimes I need a good talking to. The delinquent loon that lives inside me does not rationalize, no nice parental calm explanatory stuff here. Its vocabulary is more limited than a chimp's and some days it has to be met with a firm hand. And that is why the 12 steps seem to work, because they speak directly and clearly to the crazed adolescent inside intent on lying in bed dramatically depressed for a decade. The 12 steps are actually based on some

sound and profound understandings of emancipation from self-destruction, whether it is self-harm, booze, fags, drugs, sex, food, work or feeling bad about yourself. So we have excluded God (no harm done, he does not exist, sorry) and had a bash at the 12 steps to resilience.

**Step one:** start where you are. Really where you really are in life rather than where you'd like to be.

**Step two:** swallow the fact that you can't do these steps on your own. Don't bother fighting against the entire history of human experience on this, it's a fact.

**Step three:** acknowledge there are some familiar patterns in your life that you would not put on your CV and that you might have something to do with them.

**Step four:** try not to beat yourself up about it not being entirely someone else's fault.

**Step five:** have a good cry, a really big howler. It's called remorse.

**Step six:** say sorry to yourself for anything that you think you could have done differently.

**Step seven:** say sorry to the people that matter to you for anything that you think you could have done differently.

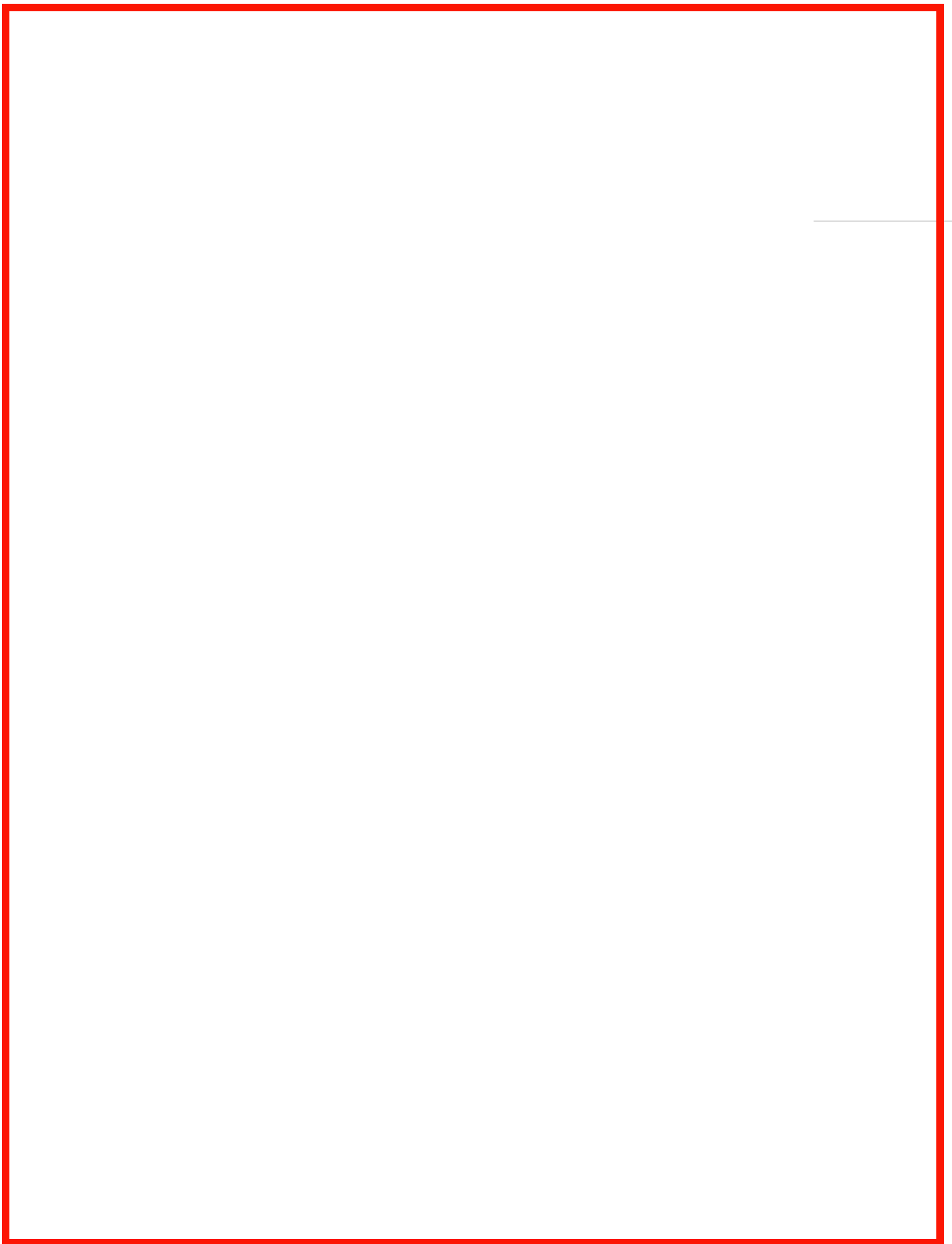
**Step eight:** ask for help from someone that you think will understand. If you skip this step you may as well give up now.

**Step nine:** Don't hate yourself or other people if the person you ask is not your parent/lover/friend/sibling.

**Step ten:** Put your drug of choice down. Put it down right now and walk away. Then mark the occasion with another good cry or a street party.

**Step eleven:** start your daily campaign to stick up for yourself, damn it.

**Step twelve:** start your global campaign to stick up for anyone else that is part of your life.





## Campaign for Me

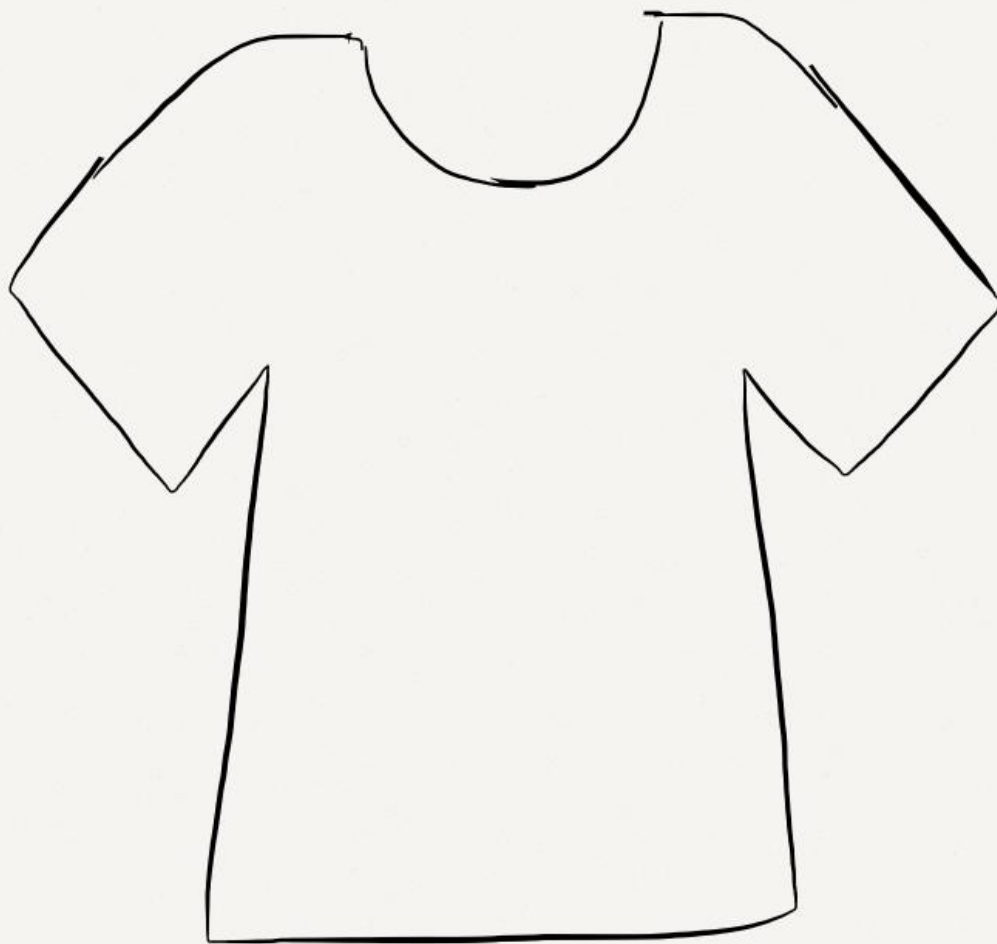
Sometimes we're our own worst enemy, putting ourselves down and not standing up to that voice that says 'loser'. So, we all need to launch a campaign to stick up for ourselves at some point. Here's your chance.

Write down three brilliant things about yourself here:

- 1.
- 2.
- 3.

Now design a campaign t-shirt for your new campaign.

CAMPAIGN FOR  
ME!



## About the Resilience Space

The Resilience Space is a new not-for-profit helping people and organisations to build their resilience at low cost. Our activities include training and curriculum development, peer mentoring, resilience spaces for local groups and online learning. For more information go to our [website](#) or contact us on [info@theresiliencespace.com](mailto:info@theresiliencespace.com). Our weekly blog is [Surviving Work](#).

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