

Minnesota NAHRO

Resiliency:

Become the Person that Can Bounce Back

Professionally, many people have had to deal with a lot of change and face a lot of challenges at work.

Personally, with aging parents, adult children, friends with serious health concerns, and the pandemic; life can be overwhelming.

We all need a dose of resilience.

Resiliency: Making the Most of Change

Change: Physical/External/Mechanical/Situational

New technology, working remotely, policy, procedure, role, responsibility, site, office, more demand, increased workload, PPE, essential workers, loved ones losing jobs and stability, construction costs, inflation, rent increases, supply chain issues, or simply the pandemic!

Transitions: Psychological / Internal / Personal

Doubt, pressure, blank stares, muttering, foot-dragging, frustration, confusion, concern, worry, awkwardness, anxiety, fear of exposure, embarrassment, hand-wringing, mental health decline

Three Key Drivers of Change

Technology

Information

People

Technology

It is said that well over 80% of the world's technological advances have occurred since 1900.

The first practical industrial robot was introduced in the 1960's. By 1982 there were approximately 32,000 robots being used in the United States. Today there are over 20,000,000.



Studies say that smartphone addiction causes loneliness and isolation.

Fortunately, there's an app for that.

Scientists are saying they can create dinosaurs from a blood-filled tick, encased in amber.

My question: *Did they not see the end of this movie?*

Because of technology and mobile devices, the world has become smaller, and it seems that everybody is getting into the act.

Let's take China for a Second

The Chinese government cranks out 488 million social posts a year.

Do you know what we call that in America?

A teenager.

Information

There was more information produced in the last 30 years than was produced in the entire 5,000 year period from 3,000 B.C. to today.

A weekday edition of the NY Times contains more information than the average person was likely to come across in a lifetime during the 17th century England.

Gen Z / iGen

Place a priority on how fast they can *find* the right information rather than on whether or not they *know* the right information.

A Stanford study says social media has made Gen Z smarter. They examined essays written by college freshmen over the last hundred years and today the papers were longer, better researched, and more complex.

But that could be because kids cut and pasted them from Wikipedia.

People

It took 7 million years to 1 billion people, another 130 years to reach 6 billion, and will reach 10 billion by the year 2050.

More knowledge, reaching far more people faster, means better chances for change.

A 101 year-old man graduated from high school and is going to college.

What does he have in common with his college classmates?

*He as exactly the same chance of paying
off his student loans.*

A new report shows Millennials have terrible conversation skills.

When asked for comment, they texted a series of crying and frowny emoji faces.



You really can't force social skills on people.

I went into a coffee shop that didn't have WiFi because they wanted people to actually talk to one another.

The only thing we talked about was we wished we had WiFi.

Three Key Drivers of Change

Technology

Information

People

Now add a pandemic to the list.

Resiliency

Curiosity, not certainty, is a critical skill.

We must engage with each staff member,
experiment to find what works and doesn't work,
and support one another through the process.

Resiliency

People need to be connected to the fundamental *identity of the organization.*

People need to be connected to *new information.*

People need to be able to develop *relationships* *with people anywhere in the system.*

Resiliency: Making the Most of Change

Change vs. Transition

Stages of Transition

Transition Starts with an Ending

Managing the Neutral Zone

Launching a New Beginning

Taking Care of Yourself

Transition Starts with an Ending

What is actually changing and who is, in fact,
losing what? Beyond the specific losses, ask,
“What is over for everyone?”

Don't be Surprised by Overreaction: Expect and
Accept Signs of Grief

Acknowledge the Losses Openly and
Sympathetically.

Transition Starts with an Ending

Give people information; and do it again, and again.

Define What is Over and What Isn't

Treat the Past with Respect

Look for How Endings Ensure **Continuity** of
What Really Matters

Mark the Endings

It Helps to Be Resilient.

So...What is Resilience?

If you look up the word resilience in the dictionary it would say something like this: Resilience is the capacity to recover quickly from difficulties; toughness, the ability of a substance or object to spring back into shape; elasticity.

The American Psychological Association describes resilience as the process of adapting well in the face of adversity, trauma, tragedy, threats or significant sources of stress – such as family and relationship problems, serious health problems or workplace and financial stressors.

It means “bouncing back” from difficult experiences.

Some purport that resilience is more like a virtue; a virtue that enables people to move through hardship and become better.

If we have the virtue of resilience, from pain can come wisdom, from fear can come courage, from suffering can come strength.

Discuss with Your Table Partners:

What Endings are You or Your Department Experiencing?

What is Over for You?

What is Over for Everyone?

What is Continuing?

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When In the Neutral Zone

Resiliency Can Help.

Being Resilient Through the Neutral Zone

**Managing the Neutral Zone – a nowhere
between two somewheres.**

Anxiety Rises and Motivation Falls.

People in the Neutral Zone miss more workdays than at any other times.

In the Neutral Zone, personnel are overloaded, signals are often mixed, systems are in flux, and therefore unreliable.

Emotional Intelligence

Motivation

Maslow's Hierarchy of Needs

- **Physiological needs** (such as needs for oxygen, water, food, shelter, physical health, clothing and comfort).
- **Safety needs** (safe from danger, attack, threat, financial/job security).
- **Belongingness and love needs** (needs for positive and loving relationships with other people and friendship).
- **Needs for esteem** (to feel valued and to value oneself, feel respected and recognized).
- **Needs for self-actualization** (needs to develop to one's fullest, to actualize one's potential).

Herzberg's Two-Factor Theory

Extrinsic Conditions - the job context:

- Salary
- Job security
- Working conditions
- Status
- Organizational procedures
- Quality of technical supervision
- Quality of interpersonal relations

Herzberg's Two-Factor Theory

Intrinsic Conditions - the job content:

- Achievement
- Recognition
- Responsibility
- Advancement
- The work itself
- The possibility of growth

McClelland's Learned Needs

Learned Needs:

- **Need for Achievement**
- **Need for Affiliation**
- **Need for Power**

Take a couple of minutes and discuss with the people sitting next to you:

So, what motivates you?

“Why” did you choose this as your profession?

Three Questions We Need to Ask Ourselves

How well are we avoiding unnecessary stress?

How well are we responding to unavoidable stress?

How well are we practicing good health?

How Well are You Avoiding Unnecessary Stress?

How much pressure or stress are you putting on yourself?

What does your personality have to do with it?

Doesn't mind leaving things temporarily unfinished

vs.

Must get things finished once started

Able to wait calmly

vs.

Uneasy when waiting

Slow doing things

vs.

Fast doing things
(eating, walking, etc.)

Expresses feelings openly

vs.

Holds feelings in

Has a large number of interests

vs.

Few interests outside work

Feels limited responsibility

vs.

Always feels responsible

Never judges things in terms of numbers

vs.

Often judges performance in terms of numbers
(how many, how much, etc.)

Casual about work

vs.

Takes work very seriously

Not very precise

vs.

Very precise, detail-oriented

So, how well are you avoiding unnecessary stress?

How Well are You Responding to Unavoidable Stress?

What have you dealt with in the last couple of
years?

Self-Test for Stress Levels

Change in health of family member	44
Business/Organization re-adjustment	39
Change in financial state	38
Change in responsibilities at work	29
Spouse begins or stops work	26
Begin or end of school	26
Change in living conditions	25
Revision of personal habits	24

Self-Test for Stress Levels

Change in work hours or conditions	20
Change in recreation	19
Change in church activities	19
Change in social activities	18
Change in the number of family get-togethers	15
Change of sleeping habits	15
Change in eating habits	15
Other stressful events/circumstances	?
	<u>372</u>

Analysis of Your Score

150 or fewer: normal range

150-199: 37% appreciable health problem

200-299: 50% illness or injury

300-349: 80% illness or injury

350 or more: 90% significant changes in health status

Research by K.W. Sehnert, M.D.

So, how well are you responding to unavoidable stress?

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Being Resilient Through the Neutral Zone

The Neutral Zone Can Also be the Creative Zone.

The task is to capitalize on the confusion.

Normalize the Neutral Zone.

Redefine the Neutral Zone.

Research and Development.

We're learning, not losing.

Being Resilient Through the Neutral Zone

It's a time to **question the “usual”** and a time to come up with new and creative solutions to the organization's difficulties.

Encourage Experiment.

Look for opportunities to **Brainstorm New Answers** to Old Problems.

When faced with a challenge, resilience pushes us to gain the knowledge, to develop our skills, and hone our talents to overcome and grow. With resilience we can face the struggles and rely on our strengths and succeed.

Maybe things won't turn out exactly the way we would like, but resilience will give us the ability to accept the outcome and move forward in a positive way.

Consider creating a guiding philosophy or metaphor to drive your thoughts, assumptions, and actions, and be better prepared for the challenges.

A philosophy or life script provides the benefit of endurance with direction and we won't throw up our hands and give up.

Instead we know where we are headed, we take personal responsibility for who we are, we make decisions with confidence, and take things in stride.

We will feel powerful rather than appear pathetic.

Discuss with Your Table Partners:

What are the Neutral Zones that You or Your Department are Experiencing?

What is Causing You Anxiety?

What Metaphor or Philosophy Can You Use to Redefine the Neutral Zone?

What Can You Temporarily Do that will Help?

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It Takes Resilience
to
Launch a New Beginning.

Launching a New Beginning

Beginnings Feel Frightening. The new way of doing things represents a **Gamble**. There is always the possibility it won't work.

The prospect of a new risky beginning triggers old memories of failures.

Clarify and Communicate:

Purpose, Plan, Picture, Part People Play

Launching a New Beginning

Reinforcing the New Beginning: Ensure Quick Successes.

Quick successes reassure the believers, convince the doubters, and confound the critics.

Successes can come from small tasks, sure wins, and from ongoing efforts.

Celebrate the Successes!

Resilience Moves Us Forward:

Return to former activities and old interests that are easy to enjoy. Then continue to engage in those activities that you still find satisfying and relaxing.

Resilience Moves Us Forward:

Some experts suggest journaling your thoughts and feelings, thus being able to track progress and review choices made.

Resilience Moves Us Forward:

Writing a “Good-Bye Letter” to those things that have been lost or unable to recover helps to acknowledge the value of it and helps us accept the new reality.

Discuss with Your Table Partners:

What New Beginnings are You or Your
Department Launching?

What is the Purpose?

What is the Picture?

What is the Plan?

What Part Will You Play? Others Play?

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With Resiliency

You Can Moving Forward

Taking Care of Yourself

Figure Out What is Actually Changing and What is Over for You.

It could be a **Dream** that has motivated you thus far in your life or career.

It could be an **Understanding About Your Value** to the organization.

It could be a **Belief** you held about your boss or the organization's mission.

It could be the **Image** you have had of yourself.

Taking Care of Yourself

Identify Your Continuities: Interests,
Relationships, Recreational Activities

Experiment a Little Everyday: Design a Learning
Adventure

MAKING THE MOST OF CHANGE IN A NUTSHELL:

Show Up / Be Present / Tell the Truth / Let Go

Recalibrating Work & Life Balance

Family, Educational, Social, Physical, Career, Financial, Spiritual

1. What do I want? Objective? Goal?
2. Deadline for Accomplishment?
3. Obstacles to Overcome?
4. People, Groups, Orgs. I Need to Work With?
5. The Knowledge and Skill to be Acquired
6. My Plan of Action

The benefits of prioritizing work-life balance include increased productivity, higher work engagement, reduced stress, and more time to devote to leisure activities.

Employees who can find a healthy balance between work and life are generally happier, healthier, more focused, and less likely to miss work.

Five Ways to Boost Your Resiliency at Work

1. Invest some time in relationships with people that genuinely care about you and get their feedback and support.

These conversations can help you interpret and respond to challenges and changes differently.

Five Ways to Boost Your Resiliency at Work

2. Consider what parts of the problem are controllable or at least negotiable. Focus on elements that you can impact or alter. You may not get exactly what you want, it could be even better.

Five Ways to Boost Your Resiliency at Work

3. Start making small decisions and regain your confidence in your common sense and problem-solving and decision-making skills. Find a simple problem-solving formula or decision-making model that balances logic with emotion and use it.

Five Ways to Boost Your Resiliency at Work

4. Invest some time in rediscovering your strengths and abilities. Be kind to yourself and give yourself credit for past accomplishments and rebuild your self-esteem.

Five Ways to Boost Your Resiliency at Work

5. One of the best ways to move forward is to set some realistic goals. Nothing outrageous, nothing sensational, just set some simple goals that are sensible.

Self-Reflection

How Are You Taking Care of Yourself?

What are You Going to Do to Take Care of Yourself?

What Interest, Hobby, Recreational Activity, or Relationship are You Going to Invest Time?

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Mistakes We Make

Failing to manage the stress

Joining the anti-change crowd

Acting like a victim

Playing the new game the old way

Requesting a low-stress work environment

Mistakes We Make

Trying to control the uncontrollable

Pacing Yourself

Continuing doing the old and the new

Being cautious – we freeze

Being afraid of the unknown

Mistakes We Make

Making a big deal out of little things

Psycho disengaging from your work

Avoiding new challenges

Trying to get all the answers/directions

Assuming “caring adm./mgmt.” should
keep you comfortable

What is Stress?

Wear & Tear Caused by Life – Change

Three Stages of Stress

Alarm – Response – Exhaustion

Three Stages of Burnout

Physical – Psycho – Spiritual

We can't be distracted.

Self-Regulation could also simply be called “*the ability to bite your tongue.*”

A man and a woman are in a supermarket.

The woman says to the man, “*Hi there.*”

The man responds, “*Do you know me?*”

The woman replies, *“I think you’re the father of one of my kids.”*

He asks, *“Are you the woman I ran into after the pork producers’ convention, when we drank late into the night, and I woke up in the bean field out by the fairgrounds?”*

“*No,*” she replies, “*I’m your son’s teacher.*”

It's what you say and how you say it.

Saying, “*Have a nice day*” to someone sounds friendly.

But saying, “*Enjoy your next 24 hours*” sounds threatening.

We can't be distracted.

Self-Regulation could also simply be called “*the ability to bite your tongue.*”

What is Stress?

Wear & Tear Caused by Life – Change

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Physical – Psycho - Spiritual

Physical Remedies

1. Get Organized
2. Proper Diet
3. Exercise
4. Massage
5. Relaxation Exercises

I read an article on the best home treadmills.

They were rated for speed, durability, *and the amount of clothes you can hang on them.*

There's a popular workout where you crawl like a baby.

They claim it shapes your core, shoulders, and arms.

I'm not sure this works.

Have you seen a baby lately?

Physical Remedies

1. Get Organized
2. Proper Diet
3. Exercise
4. Massage
5. Relaxation Exercises

Physical Remedies (cont)

6. Deep Breathing
7. Stretching
8. Rut / Routine
9. Walking Breaks
10. Music

Physical Remedies (cont)

11. Sing

12. Hobby

13. Smile

14. Laugh

15. Date Night / Take Scheduled Time Off

Psychological Remedies

1. Think of Yourself as Self-Employed
2. Continue Your Education
3. Set Long Term Goals
4. Past Accomplishments Reference
5. Positive Visualization

Psychological Remedies (cont)

6. Positive Affirmations

7. Mental Vacation

8. Alter Interpretations / At least...

9. Understand Your Emotions

Senses – Interpretation – Feeling – Options – Express

10. Controllable?

A couple drove down a country road for several miles, not saying a word.

An earlier discussion had led to an argument and neither of them wanted to concede their position.

As they passed a barnyard of mules, goats, and pigs, the husband asked sarcastically, “*Relatives of yours?*”

“Yep,” the wife replied, *“in-laws.”*

Psychological Remedies (cont)

6. Positive Affirmations

7. Mental Vacation

8. Alter Interpretations / At least...

9. Understand Your Emotions

Senses – Interpretation – Feeling – Options – Express

10. Controllable?

Psychological Remedies (cont)

- 11. Quality Time
- 12. Nickname
- 13. Contingency Plans
- 14. Volunteer
- 15. Pray

A survey revealed that people drink twice as much alcohol during the holidays.

They also spend twice as much time with their families.

Coincidence?

Psychological Remedies (cont)

- 11. Quality Time
- 12. Nickname
- 13. Contingency Plans
- 14. Volunteer
- 15. Pray

Work Behaviors of the Resilient

1. Resiliency: Set Goals and Take Action

Become a Quick-Change Artist

Remind yourself of your past accomplishments and provide yourself positive affirmations.

SMART Goal Setting

Work Behaviors of the Resilient

2. Develop the Right Image

Commit Fully to Your Job

Six Criteria of Personal Credibility

Consistently:	Appear Warm & Friendly
	Express Intentions & Motives
	Demonstrate Trustworthy
	Be an Information Source
	Develop Relevant Expertise
	Demonstrate Dynamism

Work Behaviors of the Resilient

3. Master Time Management

Speed Up

Minimize Self Generated Time Wasters

Minimize Environmental Time Wasters

What do I need to do

Less of? More of? Stop doing? Start doing?

Self-Generated Time Wasters

Disorganization

Procrastination

Inability to say “No”

Lack of Interest

Burnout

Gossip

Unnecessary Perfectionism

Environmental Time Wasters

Visitors

Telephone calls

Mail / email

Waiting for someone

Unproductive meetings

Crises – other peoples' problems

Coffee conversations

Unused / Unnecessary reports

Work Behaviors of the Resilient

4. Write Your Own Personal Mission Statement Accept Ambiguity and Uncertainty

What do you do for people? Really

What do you do for the organization? Really

Prioritize Only Two Tasks at a Time

Most Urgent? Most Important?

Work Behaviors of the Resilient

5. Behave Like You're a Consultant

Act Like You're in Business for Yourself

What would you do differently?

How could / will you pursue these ideas?

Work Behaviors of the Resilient

6. Continue Your Education

Stay in School

Brainstorm Options:

Role Models?

Work Behaviors of the Resilient

7. Think Broadly and Consider the Big Picture
Hold Yourself Accountable for Outcomes

Ideas:

- Get Mentors
- Be Visible
- Become Indispensable

Work Behaviors of the Resilient

8. Uniquely Add Value

Make Sure You Contribute More than You Cost

If you were Paid for Performance?

Would you get a bonus ? Or a bill?

Your Personal Attributes? What's it like to work with you?

Work Behaviors of the Resilient

9. Exceed Internal & External Customers' Expectations See Yourself as a Service Center

What do your customers do?

How do you fit in the picture?

What are your customers' needs? Pleases them?

How do you contribute to their success?

Work Behaviors of the Resilient

10. Put Yourself in the Right Frame of Mind

Manage Your Own Morale

When things change – expect & accept the signs of grief.
Then move on.

What could you do/What do you do to put yourself in the
right frame of mind?

Work Behaviors of the Resilient

11. Continuously Improve Yourself

Practice Continuous Improvement

Identify Seven Areas of Competency Necessary in your Occupation:

Become 1% more effective each month.

Work Behaviors of the Resilient

12. Point Out Problems and Provide Solutions

Be a Fixer, Not a Finger-Pointer

What's the Problem? What are your suggestions?

Have the courage: Ask – Suggest – Fail – Try again

Become a Good “Failer”.

Work Behaviors of the Resilient

13. Believe in the Law of Self-Expectancy

Alter Your Interpretations

Self-Fulfilling Prophecy

Start Everyday with an Attitude of Gratitude

In one minute
I can change my attitude
and in that minute
change my entire day.

If I was an actor,
I would get paid to play a role.
At work I get paid to play a role.

If you would like additional information:

kit@welchlin.com

kit@seminarsonstress.com

Youtube/[kitwelchlin](https://www.youtube.com/user/kitwelchlin)

Youtube/[SeminarsOnStress](https://www.youtube.com/user/SeminarsOnStress)

www.welchlin.com

www.SeminarsOnStress.com

