

Adaptation & Resilience

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Solutions & Support

CHARLES DARWIN

“Survival of the fittest”

**does not mean the strongest, fastest,
or smartest.**

**Rather, those who survive and thrive,
have shown to be capable of
adapting to fit their environmental
conditions.**

As we think about the last 3 years and where we might be going in the future,
What comes to your mind?

Acknowledge responses. How have you felt the last 6 months?

We might have felt anything from being overwhelmed, to just tryin’ to ‘go with the flow’, to excited we are finally changing antiquated policies and procedures. Not right or wrong but important to acknowledge we don’t see or feel things the same way.

RESILIENCE



The ability to
WITHSTAND,
RECOVER &
GROW
in the face of stressors and challenges.

WITHSTAND: Deal with the challenge

RECOVER: Bounce Back

GROW: Thrive and learn in spite of adversity

Resilience is multi-layered and includes thoughts, behaviors, actions, skills and attitudes. Many in the field **who study resilience would say emotional intelligence plays a key role because you need to know how to understand and handle emotions – your own and others.**

Resilience is a **skill that can be learned**. Resilient employees build relationships and connections with others

characterized by good communication and an understanding that not everyone sees or hears things the same way. Resilient employees work hard but don't take workplace too seriously.

Here's the thing about resilience: in the realm of so many school shootings, I kept hearing people say, "Kids are resilient, they'll bounce back"

While we know that resilience and character are built in the face of adversity, ongoing and constant stress puts toll on people that eats away at their ability to be resilient. We either get weighed down by the constant barrage of adversity and get numb to it (common shock) or we get paralyzed by it.

So if we are to be resilient, we need to learn to be adaptable – that's really hard for some people. It may be hard for you. Think about your DISC style....

ADAPTABILITY

The Ability To Be Flexible And Adjust To New Conditions And
Maintain A Positive Attitude

Workplace adaptability is the ability to respond effectively to different scenarios and challenges. It's a set of skills, processes and frameworks that allow us to deal with a changing environment.

Sometimes, our personalities get in the way. **We may need and want structure to function** well so being adaptable **feels counterintuitive** – it if not broke, don't fix it...

Maybe **I'm ok with being adaptable** but **I see others not being adaptable** and I get caught in the emotion of paying attention to why they aren't instead of focusing on myself.

ACTIVITY: How Adaptable Are You? (Pair and share)

Some personalities thrive on consistency and structure so think about how you help them not get stuck on the only thing in life that is constant and that is CHANGE.

Here's the thing about change: for many people its not the change itself that is the stressor but the ambiguity and uncertainty around it.

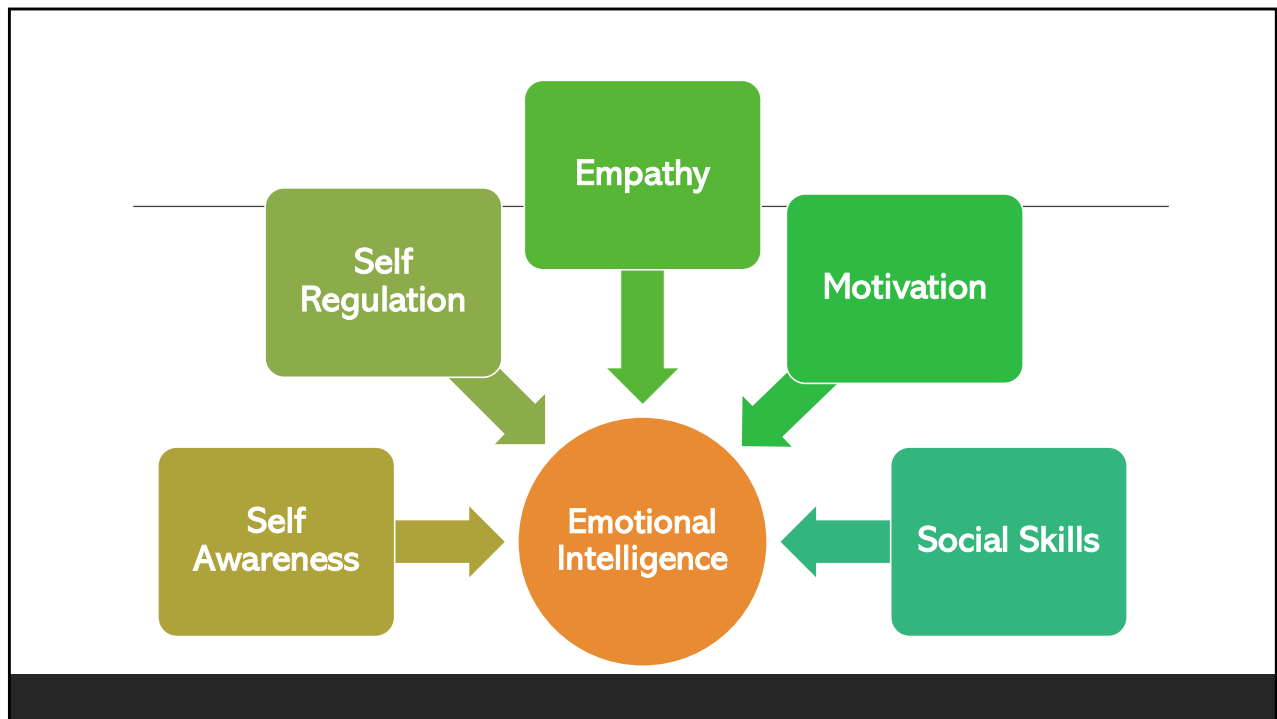
Cognitive Adaptability > think thru different scenarios and plan for various outcomes

Emotional Adaptability > ability to feel & adjust those feelings because we can see a situation for what it is & what it can become. We can see the big picture & acknowledge imperfections (while seeing opportunities)

Questions to Ponder

- What worked in your transition to remote and hybrid work environments? What didn't?
- What were your teams' individual - and collective skills that allowed the team to adapt and become resilient?
- What is still getting in the way?
- Where did you personally struggle to adapt?

Our job is to understand the human dynamics of our people and **while resilience can be learned, we want to create the environment that minimizes the constant need to bounce back. “Fill the cup” before it gets empty.**



The **Intentional Leader** possesses a high degree of emotional intelligence and uses that intelligence to relate and connect with staff, clients, vendors and the community.

Review each component.

Self awareness: Who am I? What do I stand for? What motivates me? Stresses/drains me at work? What do I value? What is non-negotiable to me? How do I communicate? Tone, body language

Self Regulation: Am I aware of my triggers? Am I able to hit PAUSE before reacting? Am I able to challenge my assumptions? Am I able to adjust my tone and body language?

Empathy: Do I care enough to believe that your truth is your truth even if I can't understand or agree with it?

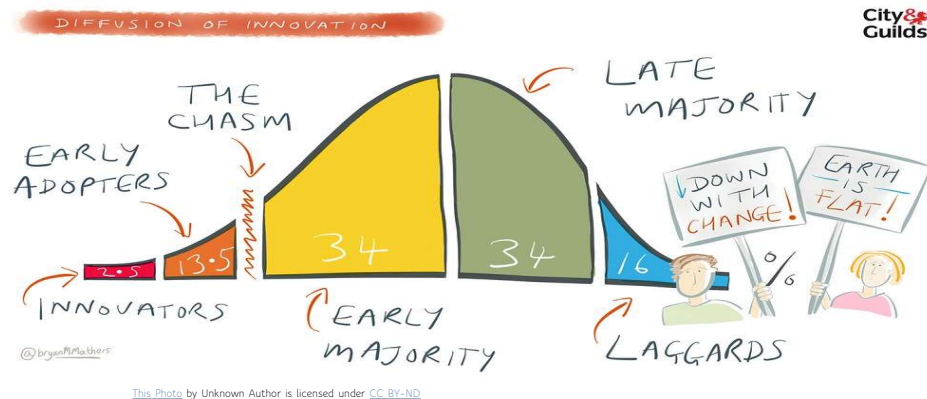
Motivate: Do I know what motivates my people? Demotivates

them?

Social Skills: Do I have the communication skills to help people navigate change? Am I able to show some vulnerability so I give others the courage to speak up, show up in the face of adversity? Am I able to explore options and be curious with other

Pair & Share > which component of EI do you think you shine? Where do you struggle?

CHANGE



Everett Rogers theory of innovation model, 1962. Rogers was an American communication specialist and social theorist and was fascinated by how some people could adapt to change while others struggled.

Left side of the bell curve – share benefits to change. Right side, how will you minimize their pain point??? It's psychology.

Just “telling” doesn't work anymore. WHY???

Right side can't hear benefits because our brain is hardwired for more negative affect. If they are in conflict or fearful of the change, they will push back. We get caught in

**the push back instead of asking what else could be going on?
What might they be afraid of?**

**This is where having emotional intelligence comes in handy.
Fear may be real or it may be perceived. Minimize
ambiguity, uncertainty & doubt the best you can.**

**Ask your doubters: What concerns you most? What gives
you your greatest struggle?**



Resilience is complex and a multi-pronged approach in business. It's aligning Leadership & Culture with building networks and relationships and being change ready with what we do and how we do it.

So let's talk about that a bit from **your break-out session**.
Let's look at 'what worked' and how that ties into this graphic.

What about what didn't work? Is that represented here?

Research on high school high achievers; grad school workplace thesis – same result > next slide

MASLOW AND MOTIVATION



Environment plays a HUGE role in meeting people's needs. When our needs are met, intrinsic motivation emerges.

Survive: Will I make it here? Will I have the tools and support to do my job?


Safety: Will I feel comfortable speaking up and adding value? Will people listen to learn, understand and feel where I am coming from?

Belong: Will people see me as a people/part of the team?

Respect: Will others listen and care?

Make Most of Myself: Will I add value because it's the right thing to do?

Remember, motivation is intrinsic so a leaders job is to create an environment that sparks ones motivation.



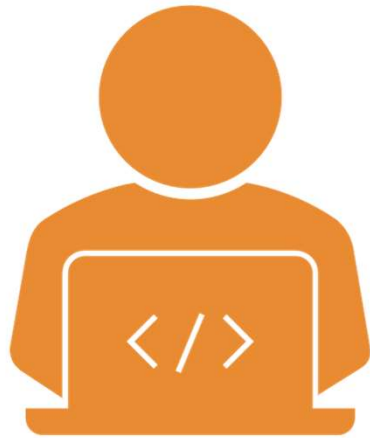
Adaptability Skills

- Communication Skills
- Ability to Learn Quickly
- Problem Solving
- Organization
- Decision Making
- Resourcefulness
- Stress Management

ACTIVITY:

Round One> what are the skills needed under each?

Round Two > what can you do to build these skills in yourself and others?



Remember...

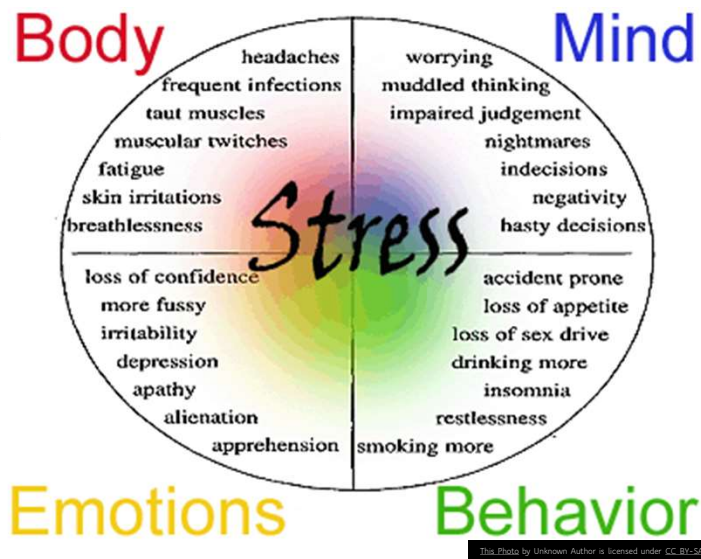
Your job is not to have all the answers.

Your job is to know how to get the answers by tapping into research of best practices, and by tapping into the insights, perspectives, experiences, and knowledge of your team.

Engagement helps with adaptation and resilience

BURNOUT

A chronic condition that has not been managed and caused a depletion of energy and an increase in negativity, cynicism, distancing from others, dread, irritability, etc.



Sometimes we keep adding to the plate of our high achievers because they want to show their worth, they get things done, they care...but without clear boundaries, they can end up being taken advantage of and they leave. We contributed to their burnout. ☹️

Burnout =

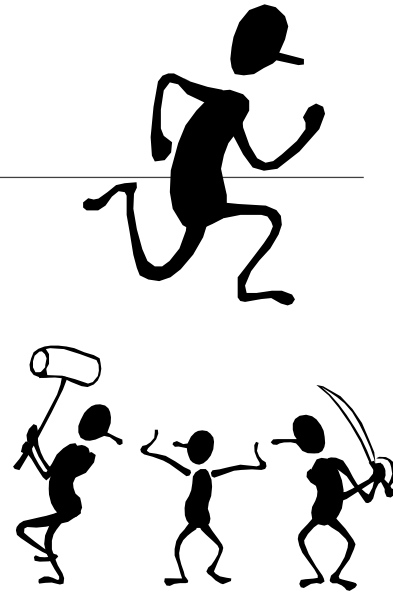


Why Does Emotion Win?

In *Fight Or Flight*, Adrenaline Causes Blood To Rush From Our Brains To Our Limbs.

Higher Level Reasoning Section Of Our Brain Gets Less Blood, I.E. Less Oxygen = **STUPID!**

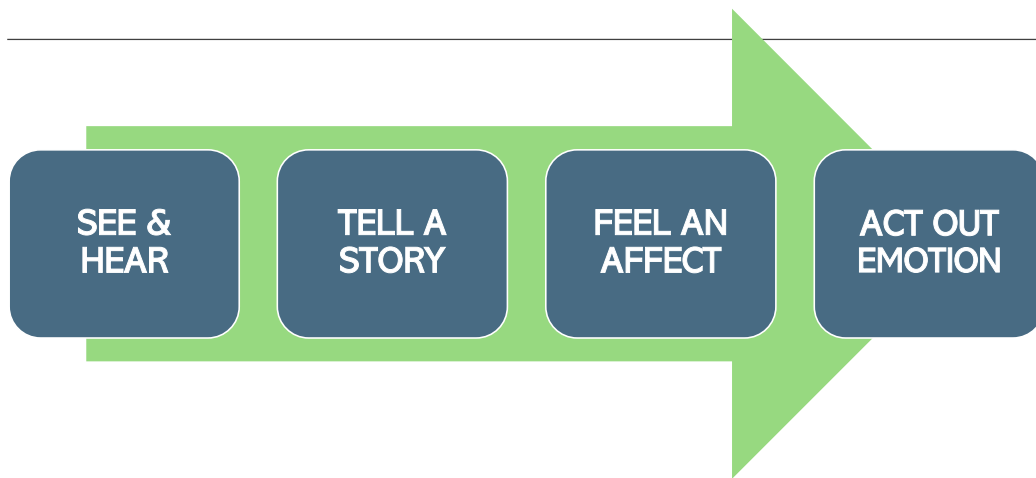
Under Pressure, Our Brain Is Drunk On Adrenaline.



Under pressure – it's why we talk irrational, we babble, make mistakes. Our own strategies keep us from accomplishing what we set out to do.

The problem is –we get pulled into conflict and our motives change –very quickly and almost without realizing it unless we PAUSE and listen.

HOW DOES THIS HAPPEN???



Emotions just don't happen –regardless of the fact that we THINK others make us mad –the reality and research behind emotions is that we make ourselves mad.

We see or hear something and often in a split second we tell ourselves a story. That story or assumption creates an emotion in us and we act on that emotion. Stories provide our rationale for what's going on They are our interpretation of the facts. (Think about all the political stuff you read around election years –you head could spin on how the stories/facts are spun. How could anyone really know what to believe –where the truth lies)

The problem is without a PAUSE button, we sometimes don't stop to challenge those assumptions and as a result can damage our thinking -or worse – our relationships

Our tendency is to assume the best in ourselves and the worst in others in conflict situations. We must think about the IMPACT our actions may have on whether the situation escalates or de-escalates.



We judge ourselves by our
best intentions,
yet we tend to judge others
by their
worse actions.

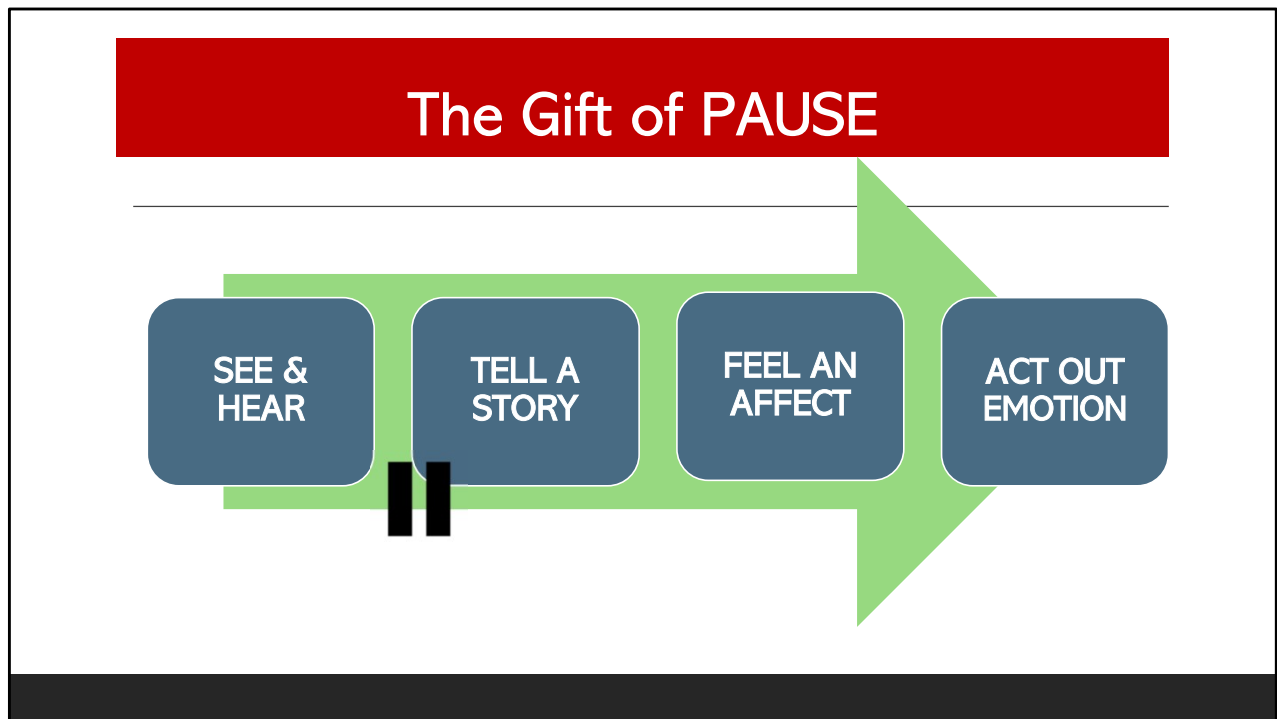
MAKE A NOTE: Our emotional brain is 2x larger than our logic brain so when I am stressed, burnout or adverse to constant change, my brain gets stuck in fight, flight or freeze and down the rabbit hole I go - and I may take you with me.

Control vs. Influence

- **Control:** A Myth. We Cannot Control Others. We Can Only Control Ourselves.
- **Influence:** A Reality. The Environment We Establish, The Relationships We Forge, The Focus We Encourage And The Kindness We Share Can Influence The Beliefs, Attitudes, Behaviors And Outcomes In Our Organizations.

Influence is about having empathy that not everyone has the same personal characteristics and skills needed to adapt at that moment. They may be slow to process or need more information. They may be impatient at the pace things are moving.

May need to understand cause and effect not just “do it”



The problem is without a **PAUSE** button, we sometimes don't stop to challenge those assumptions and as a result can damage our thinking -or worse – our relationships

We must think about the IMPACT our actions may have on whether the situation escalates or de-escalates.

SELF REGULATION

Skills for Mastering Your Story

Slow Down

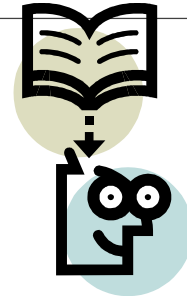
Retrace Your Path

Notice Your Behavior

ID What You Are Feeling

Challenge Your Story/ Your Assumptions

Get Back To The Facts –What Evidence Do I Have That My Story Is Real?



Tell The Rest Of The Story (*Re-write The Story*)

Engage in mental gymnastics. Stop what you are currently doing –get in touch with what you are doing. Ask why am I doing this?

ACT: Notice your behavior –ASK> Am I in some form of silence or confrontation (when you can admit this, you are able to get better at handling critical conversations)

FEEL: What emotions are encouraging me to act this way. The first step in regaining emotional control is to challenge the illusion that what you're feeling is the only right emotion under the circumstances.

TELL A STORY: What story is creating these emotions? Don't confuse the story with facts. Sometimes your story feels like facts.

SEE & HEAR: What evidence do I have to support this story? Separate the sort from the facts by focusing on behavior. Can you see or hear the thing you are calling a fact? Was it an actual behavior?



GEORGE BERNARD SHAW

The single
biggest
problem
in communication
is the illusion
that it has taken place.

Start with *WHY*

INTENT

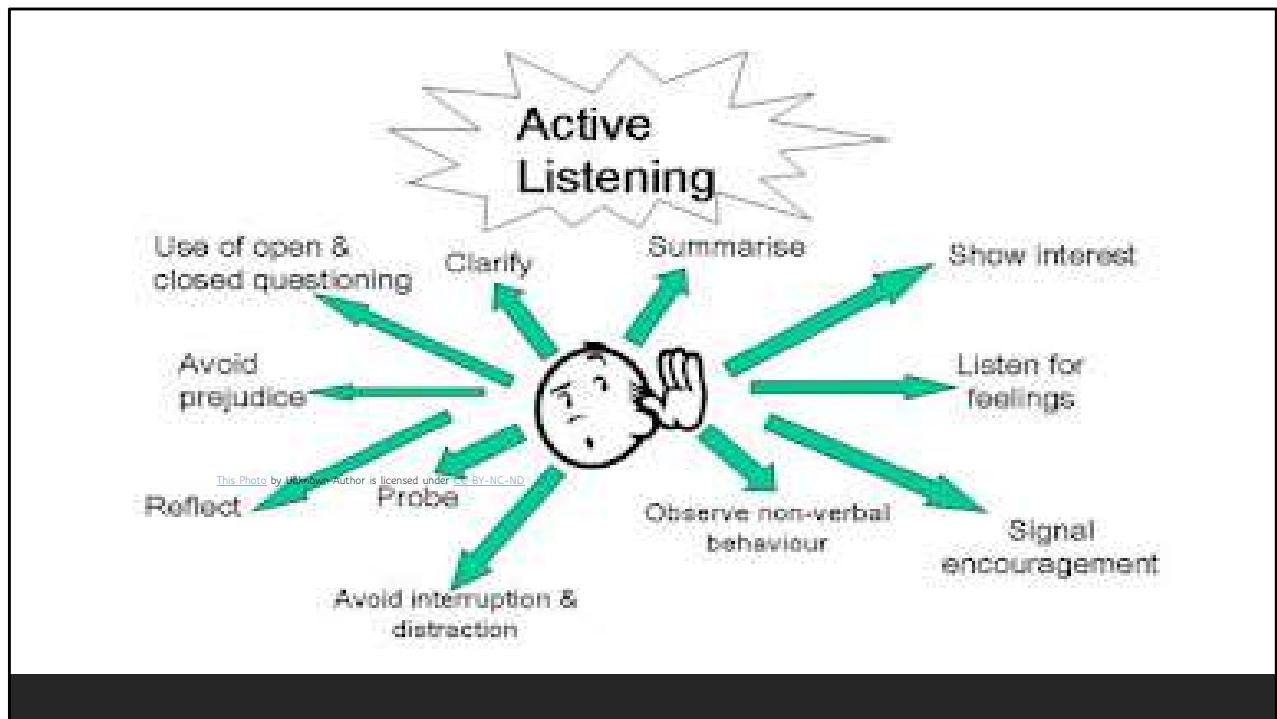
- Intent is your *why*

OUTCOME

- What do you want?
- What *don't* you want?

IMPACT

- Positive
- Negative



Two main components: Active Listening & Empathy

VIDEO: Brene Brown Animation on Empathy

DEVELOP CURIOSITY

Move from Certainty to Inquiry

- ✓ What Is Your Understanding Of The Situation?
- ✓ What Is Most Important To You In This Situation?
- ✓ Why Is That Important?
- ✓ What Do You Think A Good Outcome Might Look Like?
- ✓ What Are The Obstacles For Reaching That Outcome?



- ✓ What Would You Like To See Happen Now?
- ✓ Why Is That Important To You?

This is a great exercise for personal reflection AND coaching others.

Components Of LANGUAGE in Conflict



1. In a conflict Words 7% Tone 38% Body Language 55%
Not always WHAT you say but HOW you say it. >>> trips triggers
Example “thank you”
Triggers

2. Listening –our listening capacity is only 11-18%

It’s estimated that the average person spends 70% of their waking hours in some form of communication. The average person processes information faster than most people speak.

Our interpretation of what we hear comes from our own beliefs, values & attitudes about people and the subject at hand

An illustration of several hands with smiling faces, each holding a different colored speech bubble or thought bubble. The bubbles are in various colors: pink, yellow, green, orange, and blue. The background is black.

COMMUNICATION DIFFERENCES

- We Process Information At Different Speeds.
- We Organize Information Differently.
- We Interpret Information According To Our Experiences.
- We Have Different Learning Styles.

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Organize = Pictures, Bullet Points, categorize

We teach how we care to learn

We multi-task

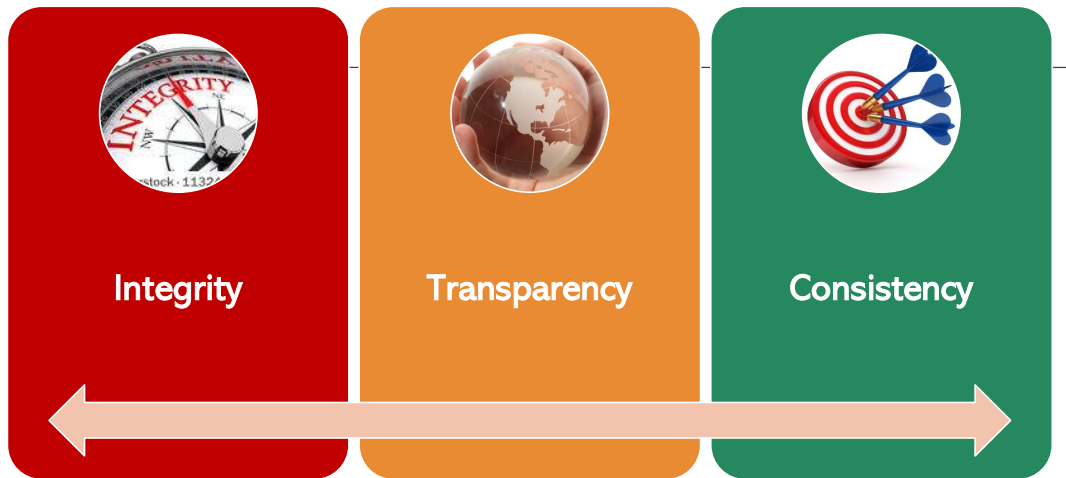
HANDOUT: The Art of Listening

QUESTIONS TO PONDER

Have I listened to - or dismissed different perspectives, opinions, ideas?

Have I embraced disagreement because it can make me better - or shut it down because it felt personal?

TRUST



Discuss.



Consider This...

Priorities, problems & joy impact attention.
Between stimulus and response there is space.

In that space, we have the power to chose our response. In that response, lies our growth and our freedom.

What fulfills you about working with your team?

What do you respect about this frustrating situation/person?

What opportunities lie within the obstacle?

What solution might improve this nagging concern?

RESILIENCE



Safety



Care



Trust



The Leadership Challenge

Share the Vision
Model the Way
Challenge the Process
Enable Others to Act
Encourage the Heart

Posner & Kouzes, 2010

Table Exercise: Using what you've learned, how can you build adaptability and resilience to an ever-changing environment using the 5 principles?

How do we help people get change ready?

Minimize ambiguity to the extent possible. Be clear. Be transparent, consist and operate with integrity. Help them see where we are going and why that's important.

COMMUNICATION REFLECTIONS

- Clear And Concise Directions/Expectations
- Clear And Concise Explanations
- Urgency Vs. Not Urgent
- Level of Importance
- Specific Vs. General
- Step By Step Vs. All At Once



Are we communicating consistent and clear messages even in the face of change?

Don't let the BS meter go off the charts.

Are we highlighting priorities?

How are we creating inclusive workplace environments with respect for all?

Are we showing how each person's contributions are adding value?

BUILDING RESILIENT TEAMS



- Checklists and Guides
- Training
- Proactive Setup Questions
- Define the Culture – coach to live and breathe the culture
- Hold regular one on one check-ins.

Checklists and guides: Tips on IT troubleshooting; guides for de-escalation techniques; key questions to ask in difficult situations; tips for assessing burnout; steps to effective decision making;

Training on problem solving, decision making, communication skills, creating cohesive teams remotely, building accountability

Setup Question: Imagine the project was a total disaster/failure? What did we fail to do that contributed to the failure? Gets the team in problem solving mode before the problem arise. Set the stage by first saying, “I want to

tap into your problem solving skills before a problem arises, so...Imagine..." "Fail to Do" is designed to extract actions. If you ask "What went wrong?" it can take people into blamer game and focused on things out of their control.

Debrief sessions: what went well? What could we have done differently? Why? (no blame just root cause analysis); encourage reflection and problem solving. Do this not just for big issues but ongoing low level chronic stressors and challenges.

Talk about your values and expected behaviors. Discuss what they would look and sound like day to day.

We are all connected 24/7 but what are our expectations regarding availability?

Don't assume everyone is "OK" if they are not acting out. Checking in one on one shows care and concern and gives you the opportunity to get ahead of a potential problem.

Sharing honest news shows integrity and transparency.

BREAKOUT >12 MINUTES Discuss – what kinds of things on this list have you done to help your teams adapt to the changing environment and stay engaged and resilient? What might you need to stop, start, continue, change to build resilient teams?

BUILDING RESILIENT TEAMS



Encourage
fun, non
work-
related
networking



Openly share bad
news versus hiding
it. Explain why when
possible.



Create
opportunities
for people to
think and act
creatively

What are ways you add a little fun and playfulness to the job?

People usually don't do well with ambiguity or confusing work details.

Use a few minutes of meetings for simulations (what would you do)

Adaptable people are creative thinkers – thinking creatively helps teams consider different ways to complete a task, making them more flexible and resilient. Don't just ask: what should we do, instead give them opps to brainstorm in small teams, role play, -make both the question and process

creative.

REDUCE VULNERABILITY...

...By Building Courage

- ✓ Help them get excited & feel pride about the work they are doing (they are more than a task-completer).
- ✓ Give them the opportunity for emotional insight. Use a coach approach when they are struggling with negativity.
- ✓ Technology may connect us 24/7, but we need disconnect time from devices and add more real personal & professional connections.

Essential Questions

MORE TIPS FOR BUILDING RESILIENCY

Help them find meaning in their work. How does it contribute to the greater good?

Spend time defining the culture where competence and care intersect.

Stop the Blame & REFRAME: Instead of what happened? Who did this? **Consider:** What can we learn from this experience? How can we keep this from happening?

Ask employees how they are doing, where their stress level is and how to pay attention to triggers.

Discuss how to be aware of triggers and reflect on the effects of stress.

NELSON MANDELA

Do not judge me by
my successes. Judge
me by how many
times I fell down ad
got back up again."





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**Workplace Culture, Leadership Development, &
Personal Growth.**