

## Module 3: Building Resiliency in Your Organization

### Time Required

2 hours

### Purpose

The purpose of this module is to enable participants to identify their own organizations' challenges; create their own strategies that can be implemented through policy, supervisor techniques, or competency-based training; and discuss how these strategies can be implemented.

### Lessons

1. Challenges and Strategies (1 hour, 15 minutes)
2. Implementation Ideas (45 minutes)

### Learning Objectives

By the end of this module, participants will be able to:

- Create strategies to build capacity in each core element within their own organizations.
- Discuss ways to implement strategies within their own organizations.

### Participant Worksheets

No worksheets are required.

### Equipment and Materials

- Note cards, one per participant, for the “Resiliency Challenges and Strategies” activity.

### Preparation

No special preparation is required.





**Show Visual 3-1.**

**Introduce** the module.



**Show Visual 3-2.**

**Review** the learning objectives.

By the end of this module, participants will be able to:

- Create strategies to build capacity in each core element within their own organizations.
- Discuss ways to implement strategies within their own organizations.

## **1. Challenges and Strategies (1 hour, 15 minutes)**

**Paraphrase:**

Earlier we discussed some strategies for building the elements of resiliency. We talked about how – through the organizational resiliency model – an organization can implement those strategies through policy, supervisory techniques, or competency-based training.

Now we're going to focus on *your* organizations. We will walk through the entire process of identifying an organization's resiliency challenges, developing activities and strategies to address those challenges, and implementing the strategies at an organizational level.



**Show Visual 3-3.**

**Introduce** the activity.



**Activity: Resiliency Challenges and Strategies (1 hour)**

The purpose of this activity is for participants to work individually to identify resiliency challenges and group similar challenges.

- 1. Have participants suggest challenges they face in their organizations.**
- 2. Write a key word representing each participant's challenge on a tear sheet.**
- 3. With the participants' assistance, group all the challenges into five or six categories. For example, "turnover," "absenteeism," and "case overload" might fall under one category, "employee morale."**

4. *Write the categories on a new tear sheet.*
5. *Ask participants to identify which challenge they would like to work with, and to form groups based on the challenge they selected.*
6. *Distribute one note card to each group, write the group number on the top of the card, and tell the groups to appoint a scribe who will write on the card.*
7. *Tell participants to write their challenge at the top of the card, and the word “Strategies” below it.*
8. *Ask the groups to think carefully about a sound strategy for their challenge, and to write it on the note card. Remind participants to write legibly, on one side only.*
9. *After describing the strategy, they are to identify it as policy, supervision, or competency-based training.*
10. *Allow about 10 minutes.*
11. *When participants have finished, have them pass their note card to another group.*
12. *Tell participants to read the challenge and the strategy on the cards they received, then write another brief strategy on the card that also could be used to address the challenge. The strategy should be one that does not duplicate the strategy already described on the card, and is different from the strategy they wrote on their own card. Allow about 5 minutes.*
13. *Repeat the last 2 steps, so that each card lists three strategies.*
14. *When participants have finished writing, collect the cards. You should have one from each group. Below is one example of how the front of a card might look when completed:*

<u>2</u>
<u>Challenge</u> Employee Morale
<u>Strategies</u> <ul style="list-style-type: none"><li>• Resiliency training</li><li>• Flex-time</li><li>• More vacation days</li></ul>



**Show Visual 3-4.**

15. *For each card, read and discuss the challenge and the strategies:*
  - Do you think this strategy would effectively address the challenge?
  - Why do you think this strategy would work?

- Could this strategy be replicated in your agency?
- Can you think of other strategies that might be used for this challenge?

**Allow** for several responses.

**Debrief** the activity by explaining that for any given challenge, there may be multiple strategies that will address it.

**Ask** for questions before continuing.

**Collect** the cards.

## **2. Implementation Ideas (45 minutes)**

**Paraphrase:**

Now that we have identified strategies, let's discuss ways to implement those strategies.



**Show Visual 3-5.**

**Introduce** the activity.



**Activity: Implementation Ideas (30 minutes)**

The purpose of this activity is for participants to work as a group to identify ways to implement the strategies described in the previous activity.

- 1. Redistribute the cards.**
- 2. Tell participants to write "Implementation" on the back of the card they receive.**
- 3. Instruct them to read the strategies on the front, then turn again to the back and list one concrete suggestion for implementing that strategy. For example, if your strategy is to institute flex-time to address the challenge of employee absenteeism, your steps might be:**
  1. Identify the parameters of flex-time, such as the hours and days of the week that will be included in the flex-time policy.
  2. Determine whether flex-time will impact case load, and if so, what to do about it.
  3. Identify who needs to buy in to the flex-time program and decide how to approach them.
- 4. Allow about 15 minutes.**

**5. When participants have finished writing, collect the cards. Below is one example of what the front and back of the card might look like.**

<p><b><u>2</u></b> <b><u>Challenge</u></b> Employee Morale <b><u>Strategies</u></b></p> <ul style="list-style-type: none"><li>• Resiliency training</li><li>• Flex-time</li><li>• More vacation days</li></ul>	<p><b><u>Implementation</u></b></p> <ul style="list-style-type: none"><li>• Identify parameters</li><li>• Determine impact</li><li>• Identify buy-ins</li></ul>
Front	Back

 **Show Visual 3-6.**

**6. For each card, review the challenge and the strategies first, then discuss implementation for each strategy.**

- Why do you think this strategy would be implemented successfully?
- Could this strategy be implemented in the same way in your agency?
- Can you think of other ideas for implementing these strategies?

**Allow** for several responses.

**Instructor Note:**

You will use the cards in another activity in the next module.

 **Show Visual 3-7.**

**Review** the learning objectives for this module and **ensure** they were met.

By the end of this module, participants will be able to:

- Create strategies to build capacity in each core element within their own organizations.
- Discuss ways to implement strategies within their own organizations.

 **Show Visual 3-8.**

**Ask** if there are any final questions or comments before moving to the next module.