

## Module 2: The Organizational Resiliency Model

### Time Required

1 hour

### Purpose

The purpose of this module is to explain how the five core elements of resiliency relate to the organizational resiliency model. The module also indicates how strategies can be implemented through policies, supervisory techniques, and competency-based training.

### Lessons

1. The Organizational Resiliency Model (30 minutes)
2. Example Strategies for Implementation (30 minutes)

### Learning Objectives

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

- Describe how the five core elements of resiliency relate to the organizational resiliency model.
- Describe three ways organizations can implement strategies through the organizational resiliency model.

### Equipment and Materials

No special equipment or materials are required.

### Preparation

- Preview the videos.



 **Show Visual 2-1.**

**Introduce** the module.

 **Show Visual 2-2.**

**Review** the learning objectives.

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

- Describe how the five core elements of resiliency relate to the organizational resiliency model.
- Describe three ways organizations can implement strategies through the organizational resiliency model.

## **1. The Organizational Resiliency Model (30 minutes)**

 **Show Visual 2-3.**

### **Paraphrase:**

The five core elements of resiliency are the foundation of the organizational resiliency model. The model is based on the premise that an organization can take action to build strengths in these core elements in staff and volunteers.

Essentially, the organizational resiliency model takes the five core elements of resiliency and identifies strategies that will build staff and volunteer strengths in each of those elements. Those strategies can be implemented in three ways; through:

- The policies adopted by the organization.
- The supervisory techniques practiced by managers and supervisors.
- The competency-based training offered to staff and volunteers.

 **Show Visual 2-4.**

**Paraphrase:**

The organizational resiliency model recognizes that there is always stress within an organization and the organization should always be taking steps to address it. The model also supports the ideas that:

- Organizational resiliency is pro-active, not re-active.
- The organization should be engaged in an ongoing effort to promote resiliency in all areas that are resiliency strengths, that is, the five core elements.
- Where the curriculum for NVAA provided strategies on what individuals could do to build resiliency in themselves, the organizational resiliency model provides strategies in areas where the organization has authority; that is, in the policy, supervisory techniques, or competency-based training provided or made available.
- These strategies all come from evidence-based research, expert judgment, and practice wisdom.

Building resiliency in staff and volunteers is one way organizations can minimize the negative effects of child abuse work. When they are more resilient, staff and volunteers are more capable of providing the services children need. As individuals, we can take steps to increase our resiliency by building capacity in these elements. As managers, we can also apply the five elements of resiliency at the organizational level.

As an example, we're going to take a look at a video that shows how one organization developed a training program to build resiliency in CASA and CAC volunteers.

The purpose of the training you'll see in the video is to normalize reactions and reduce the negative impact of child abuse on volunteers. During the training, volunteers identify concerns or issues, which are listed on a tear sheet. Each concern or issue is then addressed by one of the facilitators or by the participants themselves, showing the strong relationships at work in this peer support model.

This video is an example of how an organization could build strong relationships (one of the core elements) through training – one of the three ways that strategies can be implemented. The strategy is evidence-based and described in books by Dutton and Rubenstein (2013) and Figley (2013). These researchers found that compassionate problem solving among staff and volunteers reaps significant long-term benefits in terms of productivity, commitment, and enhanced resilience.



**Show Visual 2-5.**

**VIDEO** Show the video *Building Resiliency Through Training* (4:23) that is embedded in the PowerPoint presentation by clicking on the slide.

**Ask** for questions or comments about the video.

**Paraphrase:**

Remember, training is only one way you can build resiliency. Implementing policies and supervisory techniques are other ways that organizational resiliency is built.

- When we refer to policies, what are some of the policies that your organization develops that affect resiliency? Do you have any influence over policy making?
- How about supervision and supervisory techniques? Most if not all of you attending this training are supervisors or managers. What can you do, at your level, to influence the resiliency of your staff?
- Finally, let's address competency-based training. Do any of your organizations have training related to resiliency? Can you tell us about them?

## **2. Example Strategies for Implementation (30 minutes)**



**Show Visual 2-6.**

**Paraphrase:**

The strategies you put into practice to build resiliency in your organization depend in large part on the challenges your organization is facing.

Today you'll begin identifying and working with the challenges in your own organizations. But before we do that, we're going to look at some examples.

We're going to identify one common challenge that relates to each of the five elements of resiliency. We'll show you how the challenge has been successfully addressed by one strategy, and whether the strategy represents policy, supervisory techniques, or competency-based training.

Remember that the challenge we'll discuss does not represent a comprehensive list of challenges faced by child abuse organizations, nor do they apply to all organizations.



**Show Visual 2-7.**

**Introduce** the activity.

In this activity, you will review various challenges, and brainstorm to come up with strategies for dealing with each challenge.

 **Activity: Resiliency Challenge, and Strategies (25 minutes)**

1. For slides 2-8 through 2-17, review the challenge for each core element of resiliency, ask for suggestions, then reveal one possible strategy.
2. For example, show slide 2-8 and allow participants to read the challenge.
3. Then ask participants for strategies that would address this challenge related to *Personal Perspective and Meaning*.
4. For each suggested strategy ask, “Would this strategy be based on organizational policy, supervisor techniques, or competency-based training?”
5. Comment on the suggested strategies, then show slide 2-9, which describes a strategy and implementation method for that challenge.
6. Repeat for slides 2-10 through 2-17.

**Instructor Note:**

You can use the following script as a guide through the activity.

 **Show Visual 2-8.**

**Paraphrase:**

This challenge relates to the resiliency element, personal perspective and meaning:

The challenge is that several staff in an organization are having difficulty accepting that they can't fix everything. They want to but they simply can't. They're becoming disheartened.

In a moment I'll show you how an organization might address this challenge. But before I do that, think for a moment about a strategy that would address the challenge. And keep in mind the implementation methods – instituting a new policy or changing one that exists, making competency-based training available, or using supervisory techniques that address this issue from a strength-based perspective.

**Ask:** Who has a strategy that might address this challenge?

**Allow** time for responses, then **describe** the following strategy and the related research.

 **Show Visual 2-9.**

**Paraphrase:**

As a supervisor you could help your employees by encouraging them to engage in reflective practice. Reflective practice involves thinking about your work and analyzing your decisionmaking. This critical evaluation refocuses your thinking on your existing knowledge and helps generate new knowledge and ideas. As a result, you may modify your actions, behavior, treatments, and learning needs. Reflections can be shared in a group or written in a personal journal.

There is significant evidence that reflections and narrative writings can help providers make meaning of the difficult work they do. In a 2009 article in *Progress in Palliative Care*, Sexton et al. found that expressive writing is a time-efficient and easy-to-use intervention to help caregivers cope with job stress and turnover.



**Show Visual 2-10.**

**Paraphrase:**

Let's move on to the next element – a sense of hope. The challenge is that the organization doesn't do anything to help employees relax or have fun at work.

**Ask:** Who has a strategy that might address this challenge?

**Allow** time for responses, then **describe** the following strategy and the related research.



**Show Visual 2-11.**

**Paraphrase:**

To address this challenge – an organization's failure to appreciate the importance of fun – you could hold an enjoyable activity like a "Movie Day" and show a popular uplifting movie at work, one day a month. By doing this, the staff can relax and let go of some of the stress associated with the work.

If the organization is reluctant to incorporate any sort of activity that distracts employees from work, explain that there are many studies that correlate positive employee outlook to better engagement with the organization. For example, a 2008 study by Avey, Wernsing, and Luthans found that positive employees foster positive organizational change, and that they were more engaged and connected to the organization.



**Show Visual 2-12.**

**Paraphrase:**

Healthy coping is the third element. The challenge here is the effect of stress on health. Employees are complaining of exhaustion and are very prone to illnesses. There are numerous studies that show the effects of stress on health, and by not applying healthy coping skills, the stress is even greater on those who work in this field.

**Ask:** Who has a strategy that might address this challenge?

**Allow** time for responses, then **describe** the following strategy and the related research.



**Show Visual 2-13.**

**Paraphrase:**

To address this challenge, an organization could develop a training program to focus on exercise, health, and nutrition. The staff could implement the latest techniques to stay healthy, both physically and mentally, to reduce the effects of stress in their lives.

A 2008 study on compassion fatigue by Killian, *Helping til it hurts?*, revealed that therapists detect job stress through bodily symptoms, mood changes, sleep disturbances, becoming easily distracted, and increased difficulty concentrating. Self-care strategies included processing with peers/supervisor, spirituality, exercise, and spending time with family.



**Show Visual 2-14.**

**Paraphrase:**

Let's move on to the next resiliency element, strong relationships. The challenge is a lack of communication within the organization. Lack of communication can make staff feel isolated, and can challenge the relationship-building processes.

**Ask:** Who has a strategy that might address this challenge?

**Allow** time for responses, then **describe** the following strategy and the related research.



**Show Visual 2-15.**

**Paraphrase:**

To address a challenge such as lack of communication, an organization should proactively create a safe environment – an organizational culture – where staff feel comfortable speaking up about issues they may have on their minds. Disseminate messages letting staff know it's okay to speak up. Staff should also be encouraged to let the organization know if they feel that communication is lacking.



**Show Visual 2-16.**

**Paraphrase:**

Let's take a look at the last element, self-knowledge and insight. The challenge here is excessive employee turnover. Employees leave because they did not realize the emotional demands of the job, and were unprepared to handle them.

**Ask:** Who has a strategy that might address this challenge?

**Allow** time for responses, then **describe** the following strategy and related research.



**Show Visual 2-17.**

**Paraphrase**

Employee dissatisfaction and turnover can indicate issues within the organization, but it can also indicate that the right people are not being hired. Considering statements from exit interviews, it might be useful for this organization to develop a policy that incorporates an employee selection protocol, with questions that could eliminate candidates who would not be right for the job. Research backs up the benefit of interviewing protocols.

A 2009 article by Ellett, Ellett, Ellis, and Lerner in *Child Welfare* describes the development and initial implementation of a new employee selection protocol (ESP) for child welfare workers. The protocol helps employers make informed decisions about an applicant's fit for child welfare work and its unique demands and pressures. A major goal of implementing the ESP is to select more professionally committed and highly qualified applicants to strengthen employee retention and outcomes for children and families.

We've discussed several strategies that can build the elements of resiliency through policy, supervisory technique, or training. But there are many more ideas you can use. You can find additional suggestions for strategies and the research on which they're based online at [www.ovcttac.gov/views/TrainingMaterials/dspBldgResiliencyChildAbuseOrgs\\_InstructorMaterials.cfm](http://www.ovcttac.gov/views/TrainingMaterials/dspBldgResiliencyChildAbuseOrgs_InstructorMaterials.cfm).



**Show Visual 2-18.**

In this next video you'll see how other organizations have developed strategies the build resiliency in their organizations.

**VIDEO** Show the video *Strategies That Work* (5:31) that is embedded in the PowerPoint presentation by clicking on the slide.

At the conclusion of the video, **discuss** the several strategies that were mentioned. **Ask:** Which elements do you relate to? **Pause** after each strategy to **discuss** responses:

- Providing footballs to recruit men (sense of hope)
- Dressing up for Halloween (sense of hope)
- Meetings to educate staff on resiliency (healthy coping)
- Modifying the work week (healthy coping)
- Working closely with other disciplines (strong relationships)
- Developing a monitoring program (strong relationships)
- Holding an appreciation lunch (sense of hope)

**Paraphrase:**

You've seen several activities and strategies up to this point, but we haven't yet focused on your *own* organizations. So in the next module we'll be doing some activities that focus on your organization's specific challenges.



**Show Visual 2-19.**

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

After completing this module participants will be able to:

- Describe how the five core elements of resiliency relate to the organizational resiliency model.
- Describe three ways organizations can implement strategies through the organizational resiliency model.



**Show Visual 2-20.**

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