

Module 3: Building Resiliency in Your Organization

Time Required

1 hour, 15 minutes

Purpose

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

Lessons

1. Challenges and Strategies (50 hour)
2. Implementation Ideas (25 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.
- Identify potential roadblocks to implementing specific strategies.

Equipment and Materials

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

Preparation

- Prepare a tear sheet as shown below. You will show this tear sheet when you discuss how to implement strategies.

Strategy: Institute Flex-Time

Implementation Steps:

- ♦ Identify parameters
- ♦ Determine impact
- ♦ Identify who needs to buy in



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:

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- Discuss ways to implement strategies within their own organizations.
- Identify potential roadblocks to implementing specific strategies.

1. Challenges and Strategies (50 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 and write the challenge on the tear sheet. Write down 2-3 more challenges than there are groups. Do not duplicate challenges.***

2. *Ask participants to identify which challenge they would like to work with, and to form groups based on the same challenge. Each group should select a different challenge.*
3. *Distribute one note card to each group and tell the groups to appoint a scribe who will write on the card.*
4. *Tell participants to write the word “Challenge” at the top of the card, then the challenge they selected.*
5. *Write the word “Strategies” below the challenge.*
6. *Ask the groups to think carefully about a sound strategy for their challenge, and to write it in just a few words on the note card. Remind participants to write legibly, on one side only.*
7. *After writing the strategy, they are to identify it as policy, supervision, or competency-based training.*
8. *Allow about 10 minutes.*
9. *When participants have finished, have them pass their note cards to another group.*
10. *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.*
11. *Repeat the last two steps until each group has written a strategy on each card.*
12. *When participants have finished writing, collect the cards. You should have one strategy from each group. Below is one example of how the card might look when completed:*

Challenge: Employee Morale

Strategies

- Resiliency training (training)
- Flex-time (policy)
- More vacation days (policy)

13. *Select a few cards, then read and discuss the challenge and the strategies.*



Show Visual 3-4.

13. Identify one especially compelling or original strategy, and ask:

- 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.

2. Implementation Ideas (25 minutes)

Paraphrase:

Now that we have identified strategies, let's discuss ways to implement those strategies. By implementation, I'm talking about the specific steps you would need to go through to put the strategy in place.



Show Visual 3-5.

Refer to the tear sheet you prepared earlier and walk through examples of steps for implementing a strategy.

Paraphrase:

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.



Show Visual 3-6.

Select a few cards, then **read** the challenge and one strategy from each card. For each strategy you read, **ask** participants:

- How could you implement this strategy? List some specific steps.
- What sort of roadblocks or obstacles might you run into during implementation?
- How would you overcome these roadblocks?

Allow for several responses.



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.
- Identify potential roadblocks to implementing specific strategies.



Show Visual 3-8.

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