

## **Module 2: The Organizational Resiliency Model**

### **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
2. Example Strategies for Implementation

### **Learning Objectives**

By the end of this module, you 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**

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.

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.

The video, *Building Resiliency Through Training*, 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.

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**

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.

In the video *Strategies That Work* you'll see how other organizations have developed strategies to build resiliency in their organizations.