

## **Module 1: The Organizational Resiliency Model**

### **Purpose**

The purpose of this module is to review the five core elements of resiliency and the organizational resiliency model, which were discussed in the preceding Webinars. You also will engage in activities that provide an opportunity to review the five core elements of resiliency and dig deeper into their components.

### **Lessons**

1. Review of the Five Core Elements and the Organizational Resiliency Model
2. Activities and Strategies

### **Learning Objectives**

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

- Review how the five core elements of resiliency are integrated into the organization through policy, supervisory techniques, and competency-based training.
- Identify an activity for each of the five core elements that organizations can use to create strategies for building resiliency in staff and volunteers.

### **Participant Worksheets**

- Worksheet 1.1, A Day in the Life
- Worksheet 1.2, What Would You Do?

## **1. Review of the Five Core Elements and the Organizational Resiliency Model**

Because it has been some time since we've worked with the five core elements of resiliency and the organizational resiliency model, we should take some time for a brief review. In this lesson we'll do activities that focus on each core element of resiliency and look at some of the components more closely.

Then we'll see how we can convert or modify those activities so that they can become strategies organizations can use to build resiliency in staff and volunteers. By digging deeper into each core element, you'll become more familiar with its characteristics, and it will be easier for you to create strategies on your own.

As you'll recall from the Webinars, there are five core elements of resiliency: personal perspective and meaning, a sense of hope, healthy coping, strong relationships, and self-knowledge and insight.

The activity provides an opportunity to review the five core elements of resiliency and dig deeper into their components.

### **What are the components of personal perspective and meaning?**

Personal perspective and meaning includes three components:

1. **Morality and integrity.**

Morality means knowing right from wrong, having low tolerance for outrageous behaviors, and having the courage to act to right a wrong.

Integrity is about consistency, that one's actions and beliefs are consistent with one's moral code.

2. **Spirituality.** Spirituality is a connection with the divine or sacred which helps form our values.

3. **Coherent life meaning.** Life meaning is about coming to a personal understanding of the "why," both in terms of one's life purpose ("Why am I called to work with children?") and the more general question, "Why is the world the way it is?"

Each of these components builds upon the previous one to result in "meaning-making." For example, a person may use their morality and integrity values and/or spirituality values to make meaning of the work they do with children.

### **Self-compassion is a component of which element?**

Self-compassion is a component of self-knowledge and insight, which includes three components:

1. Self-esteem – knowing who you are and what you stand for, and liking it.
2. Sense of control – recognizing that you have the ability to influence many outcomes in your life.
3. Independence – the ability to act freely, and the confidence to act.

Identifying your strengths and challenges means being honest with yourself. You know what you are good at and take pride in your mastery and competence in this work. When you identify a challenge, such as a skill you need to do the job better, you are confident in your ability to seek out the knowledge needed and learn something new.

### **What is commitment to the truth, as it applies to the element of healthy coping?**

Commitment to the truth relates to acknowledging that this work has an impact on all of us.

The component of healthy coping has two other components:

- Empathic attunement – what supervisors and managers model and develop in workers.
- Intentional practice – applying policies, practices, and resources to put people first.

As you've learned, resiliency is one's ability to maintain one's equilibrium or balance in the face of adversity. Healthy coping is central to achieving this balance and these three components – commitment to the truth, empathic attunement, and intentional practice – are instrumental in allowing a supervisor to support workers, retain staff, and promote resiliency.

### **What are the components of a sense of hope?**

A sense of hope includes three components:

1. A sense of humor – looking for things that help us shift our perspective. Healthy humor can often reframe a problem as a challenge rather than a catastrophe.
2. Ability to have fun – like humor, the ability to have fun is something that can shift the focus in the workplace.
3. Optimism – “One's expectancy that good things rather than bad will happen” (Scheier and Carver 1985).

Hope is one of those areas where the work begins inside of us. We have to “get it” and practice it in our work and our lives first, before moving to where we can strengthen a sense of hope in our staff and volunteers. If we as leaders can be hopeful and model for our staff and volunteers that we believe that what we are doing can have a positive impact on helping children survive adversity, our demonstrated hope may help to develop and reinforce their capacity for hope.

### **Organizational culture is at the center of which element? And what are the three components of this element?**



Organizational culture is at the center of strong relationships. The three components are:

1. Attachment to others – being able to form bonds.
2. Seeking support – recognizing when you need help, and asking for it from those who can provide the type of help you need.
3. Giving support – having a willingness to provide others with what they need to accomplish a task or work through an issue. It also means *recognizing* when someone may need help, even if they haven't asked for it.

The ability to connect with others and to seek and give support enhances our lives as individuals, as well as our lives within an organization. Trust is a critical part of these components in our organizational model.

The organizational resiliency model is built on the five core elements of resiliency. It offers strategies organizations can use to integrate the five core elements into the organization to build resiliency in their staff and volunteers through policy, supervisory techniques, and competency-based training. These strategies are grounded in evidence, expert judgment, or practice wisdom.

## **2. Activities and Strategies**

We have some activities that are intended to build your understanding of each core element, and develop strategies you could implement through policy, supervision, or competency-based training.

The activity provides an opportunity to look at stress at work, and what the organization can do to help staff and volunteers address it.

This activity encouraged you to think of ways to help Ellie, a fictional character, cope with stress she was feeling.

In competency-based *training*, you can use this same scenario as a training activity to introduce your staff to effective coping mechanisms. You could also use a real-life day-in-the-life case study to document exactly what your staff does throughout the day, then use this documentation to push for *policies* that address healthy coping.

What are some other ideas, techniques or strategies for strengthening these resiliency elements through policy, supervisory technique, or training?

The activity is an opportunity to have some fun, tap your sense of humor and creativity, and reflect on what gives you hope.

It's important for the organization to create an atmosphere – a culture – where expressing one's feelings in a positive way is modeled and appreciated.

Let's think about strategies for building strong relationships within your organization. Do you think your staff and volunteers feel supported? One strategy your organization can apply through *policy* is creating debriefing protocols. One *supervisory technique* for building stronger relationships is reviewing a difficult conversation you had with one of your staffers, asking yourself how you could have offered more support, then discussing it with the person involved.

The activity allows you to explore another of the five core elements. .

Let's think about strategies using What Would You Do? Case studies like this are useful for reviewing how to handle cases – not only to review procedural and ethical considerations, but to help staff understand how easy it is to become involved in a situation.

As *training* activity, present and discuss several anonymous, difficult cases at a staff meeting. Have staff comment on how they would handle the cases.

As a *supervisory technique*, make it a practice to spend some time at the end of each week meeting with staff members and volunteers to review selected cases. Walk through details of the case to get a sense of the staff member's insight into the case, the boundaries he or she is setting, and the coping mechanism they are taking, especially if the case is difficult.

The activity explores another core element of resiliency.

Let's think about strategies using Know Yourself. You can take this activity back to work and modify it for strategizing at the *policy* level with management. But rather than posing the questions as, "How am I demonstrating self-esteem, sense of control, or independence..." rephrase the question as:

- How can we build self-esteem, sense of control, allow for practice of independence and self-compassion?
- What are we doing now that is a barrier to these components, and what can we do to eliminate those barriers?
- What are some other ideas, techniques or strategies for strengthening this resiliency element through policy, supervisory techniques, or training?

You've seen several activities and strategies up to this point. In the next module, you're going to be developing your *own* strategies based on the specific needs of you organization.

