

Module 1

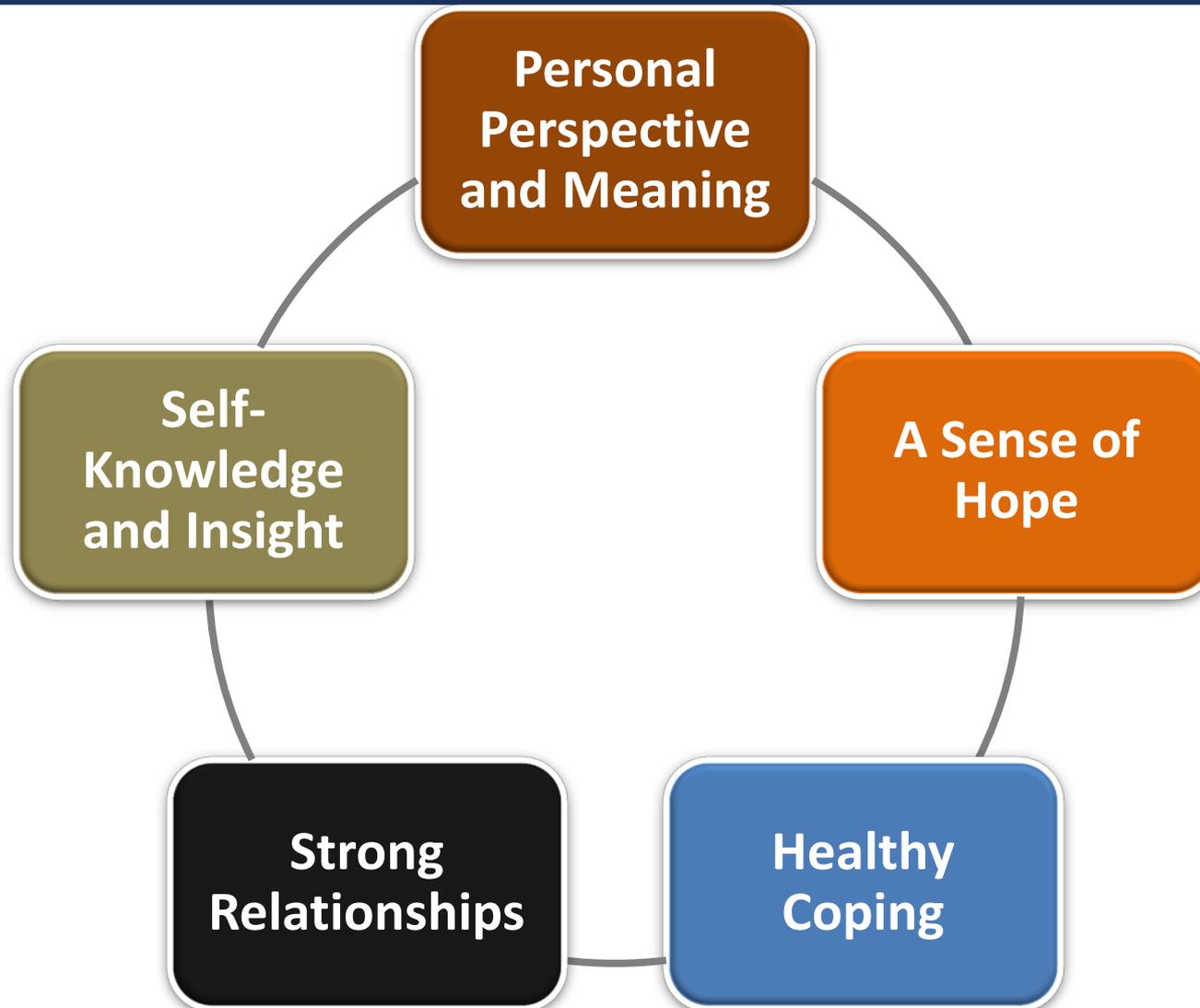
The Organizational Resiliency Model



Learning Objectives

- 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.

Individual Resiliency Model



Activity

The Five Core Elements of Resiliency

Activity

What are the components of personal perspective and meaning?

Activity

Personal perspective and meaning includes three components:

1. Morality and integrity

Morality – knowing right from wrong, having low tolerance for outrageous behaviors, and acting to right a wrong.

Integrity – practicing consistency, and knowing that one's actions and beliefs are consistent with one's moral code.

2. Spirituality – knowing that a connection with the divine or sacred helps form our values.

Activity

Personal perspective and meaning includes three components, continued:

3. Coherent life meaning – coming to a personal understanding of the “why.”

Each of these components builds upon the previous one to result in “meaning-making.”

Activity

Self-compassion is a component of which element?

Activity

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.

Activity

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

Activity

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.

Activity

What are the components of a sense of hope?

Activity

A sense of hope includes three components:

1. 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).

Activity

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

Activity

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.

Organizational Resiliency Model

- Built on the five core elements of individual resiliency.
- Offers strategies organizations can use to integrate the five core elements into the organization to build resiliency through policy, supervisory techniques, and competency-based training.
- Strategies are grounded in evidence, expert judgment, or practice wisdom.

Video

[Link to Three Functions of Supervision WMV Video
\(Windows Media Player\)](#)

[Link to Three Functions of Supervision MOV Video
\(QuickTime\)](#)

Truth = Snap your fingers.

Empathy = Clap your hands.

Practice = Drum your fingers on the table.

Activity

A Day in the Life *Worksheet 1.1*

- Read the worksheet.
- In groups, discuss the questions and develop coping strategies.
- Report out to the large group.

Debrief – A Day in the Life

- Which elements is Ellie already addressing in her own self-care practice?
- Which elements are not serving as a source of resilience for Ellie?
- What could Ellie's organization do to eliminate some of these stressors?

Debrief – A Day in the Life

- 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.

Activity

Design a T-Shirt

- Use markers and adhesive decorations to design a T-shirt that answers the question, “What gives you hope?”
- Hang (tape) completed “T-shirts” on the “clothesline.”
- Why did you design your T-shirt the way you did?

Debrief – Design a T-Shirt

What resiliency elements, or strength, is this activity designed to address?

Debrief – Design a T-Shirt

- Apply this activity at work by having staff design items for their offices, or for the organization.
- Use as a good *supervisory technique* to boost morale and promote a sense of hope.
- Conduct at a staff meeting to allow staff and volunteers to share their personal perspectives with one another.

Building Strong Relationships

- Create an atmosphere where expressing one's feelings in a positive way is modeled and appreciated.
- Through *policy*, create debriefing protocols like those in the video.
- As a *supervisory technique*, review a difficult conversation you had with someone you supervise, asking yourself how you could have offered more support, then discussing it with the person involved.

Activity

What Would You Do? Worksheet 1.2

- Review the scenario.
- Discuss responses in small groups.

Debrief – What Would You Do?

- Which element is Samantha is already addressing in her own self-care practice?
- Which elements are not serving as a source of resilience for Samantha?

Debrief – What Would You Do?

- Case studies are useful for reviewing how to handle cases.
- As a *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.

Activity

Know Yourself

- Working in your assigned groups, think of ways your component can be demonstrated.
- Use one- or two-word responses.
- Work for 2 minutes.
- Report out to the large group.

Debrief – Know Yourself

- At work, modify the activity for strategizing at the *policy* level with management.
- Rephrase the questions as they apply to the organization.

Review of Learning Objectives

- 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.

End of Module 1

Questions? Comments?

