

Madison Nonprofit Day

Developing Resilience in Yourself and Others

Keys to Surviving in this Age of Uncertainty

October 13, 2016
9:30 a.m.



Helping Build and Sustain GREAT Organizations!

Jeffrey L. Russell



Jeff Russell, co-director of **Russell Consulting, Inc. (RCI)** with his wife Linda, specializes in helping leaders build productive, supportive, and motivating work environments. *RCI* helps companies develop their leadership and strengthen team performance to achieve their great performance goals and outcomes. By guiding the

exploration of key values held in common by organizational members and developing strategies and actions to express these values-in-action, *RCI* helps organizations achieve their strategic vision.

Through processes that include "visioning" retreats, Future Search conferences, process redesigns, improving decision making processes, implementing quality improvement strategies, and providing a variety of skill-building seminars, *RCI* enhances long-term organizational effectiveness and performance.

Consulting Expertise

Jeff consults with companies in the areas of:

- Visioning and strategic planning
- Leadership development
- Leading and implementing change
- Performance management systems
- Employee engagement assessment
- Customer and employee focus groups
- Team assessment and intervention
- training needs assessment
- Organizational design
- Self-managed teams
- Problem solving and decision making

Training Expertise

Jeff conducts an array of leadership and team development seminars on such topics as:

- Surviving difficult conversations
- Fearless performance reviews
- Leadership and strategic thinking/planning
- Leading fearless change
- Communication skills
- Dealing with difficult people
- DiSC Behavioral Profiles
- 360 leadership assessment and development
- Effective meeting management

- Decision making and problem solving
- Managing conflict and win/win negotiations
- Performance management and coaching skills
- Team building fundamentals
- Team leadership and facilitation skills
- Customer service

Professional Background

Jeff serves as an adjunct faculty member at University of Wisconsin-Madison and UW-Milwaukee. He also teaches for the UW-Madison, UW-Eau Claire, and UW-La Crosse Small Business Development Centers.

Jeff has a bachelor's in Humanism and Cultural Change and a Masters of Science degree in Industrial Relations from UW-Madison.

Before forming *RCI*, Jeff served as human resource coordinator for the Wisconsin Department of Administration (DOA). At DOA, Jeff developed and coordinated their employee assistance, leadership and employee development, and equal employment opportunity/affirmative action programs.

Jeff was a past president of the Board for the Greater Madison Area Society for Human Resource Management serving over 800 HR professionals in the Greater Madison area.

Conference Presenter and Author

Jeff is a sought-after speaker at state, national and international conferences. Recent presentations include:

- ♦ ASTD International Conferences — 2001 through 2011
- ♦ Jamaica Employer's Federation Conference, Ocho Rios, Jamaica, 2004, 2006, 2007, 2009
- ♦ 2005 Minnesota Quality Conference
- ♦ Minnesota Project Management Institute, PDD 2007, 2008, 2009, 2011, 2012, 2013, 2014, 2015, 2016
- ♦ Wisconsin SHRM Annual Conference, 2004 through 2007, 2010, 2011, 2012, 2013, 2016
- ♦ Wisconsin Child Welfare Annual Conference, 2012
- ♦ *Leading Change*, Shanghai, China
- ♦ *Emotional Intelligence in Action*, Kuala Lumpur, Malaysia, 2012

Jeff and his wife Linda have co-authored nine management books including ***Leading Change Training, Strategic Planning Training, Change Basics, Strategic Planning 101, Ultimate Performance Management***, and ***Fearless Performance Reviews*** (McGraw-Hill, 2014).

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Resilience and Its Importance

What Does it Mean to be Resilient?

Based upon the examples given and your own experience . . . identify what it means to be resilient in the face of life's challenges.

Resilience is Important . . .

To us personally because: _____

To our organizations and those we serve because: _____

Resilience is . . .

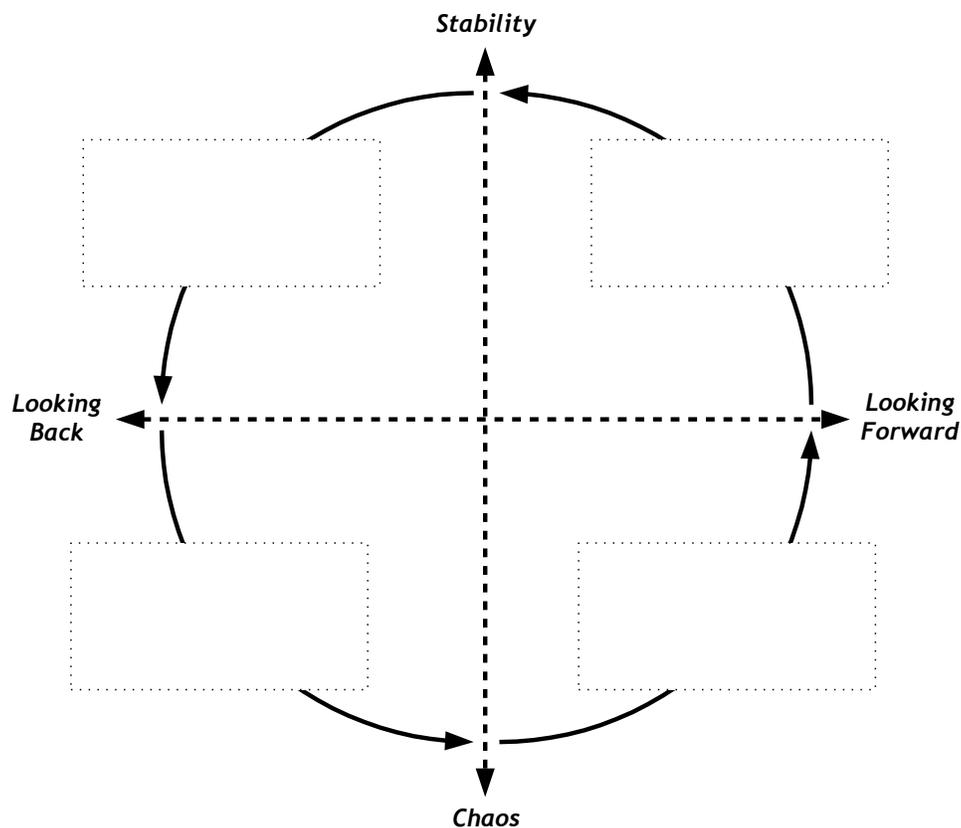


The Importance of Resilience

When change is thrust upon us, it often pushes us out of a place of comfort, control, and complacency (**Comfort and Control** in the model below). Change introduces *instability* into this safe environment by attempting to pull apart the personal, social, and organizational structures that provide us clarity, direction, and cohesion.

When we are pushed out of this “comfort zone,” we are likely to experience confusion, anxiety, self-doubt, anger, and fear. Many of the old rules, pathways, structures, and methods of the past have been taken away. Resilience gives us the capacity to more effectively deal with the uncertainty of this chaotic place (**Fear, Anger, and Resistance**). Without resilience, the anxiety that emerges can erode our personal effectiveness and job performance, create higher levels of distrust and resistance, and decrease our ability to find the “hidden opportunity” that is essential if we are to make the change work for ourselves and the organization. Resilience enables us to complete the change journey by finding integrative, forward-looking solutions (**Inquiry, Experimentation and Discovery**) and embracing the structures of the new and emerging world (**Learning, Acceptance, and Commitment**).

A Model for Understanding the Emotional Response to Change



From **Change Basics** (ASTD Press, 2006) by Jeff and Linda Russell

Human Nature and the *Character* of Change . . .

There are certain characteristics of being human that pose a special challenge when change — especially radical or traumatic change — occurs.

1. People find comfort in being able to maintain control over the events and circumstances of their lives. The most basic and fundamental level in Abraham Maslow's *Hierarchy of Needs* represents this core characteristic of human nature. Satisfying this basic need gives people a sense of stability, security and safety.

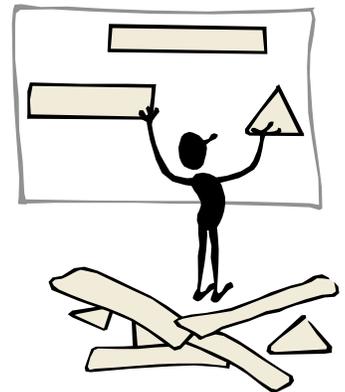
2. With this basic need being met, people develop self-confidence and psychological health and integration by building stable and effective relationships with others.

3. Much of our sense of control, comfort, and psychological well-being results from the degree of certainty we have about the path of our life. When our experience matches our own expectations about our future, we feel a measure of control and certainty.

4. Change disrupts our ability to predict with certainty what's in store for us tomorrow. When change threatens our capacity to envision our own future, when it seems to jeopardize our future safety and security, and when it jeopardizes our relationships with others, we can be plunged into insecurity, self-doubt, confusion, fear, anxiety, and even depression.

5. The more that a given change or set of changes disrupts our sense of self and our ability to envision our future with a degree of certainty, the more confusion, fear, anxiety, and self-doubt we are likely to experience.

6. Resilience gives us the capacity to survive — even thrive in — a radically changing environment.



The Characteristics of Resilient People

The Eight Dimensions of Resilience

- ❑ _____: Display a sense of security and self-assurance that acknowledges that life is complex and challenging but filled with opportunity. Develop a positive outlook about yourself, your work unit or team, the organization, and life in general.
- ❑ _____: Develop a clear vision of what you want to achieve or accomplish and where you want to go in your job, career, and life. Identify what you believe, what you value, and what you need to do to translate your personal and professional goals into reality. This dimension can include your faith and spirituality.
- ❑ _____: Be sensitive to the forces of change. Demonstrate adaptability and flexibility in the face of uncertainty and stress. Accept the need to shift and redefine (if necessary) your direction, focus, and vision as you learn new information from the environment, peers, customers, family, and other sources.
- ❑ _____: Develop personalized methods, structures, and systems for organizing and managing the confusion, chaos, and ambiguity. Develop stable structures to ride out a turbulent storm. If necessary, focus on one day, one week, one project, etc. at a time.
- ❑ _____: Develop the capacity to effectively think through and resolve personal and professional problems. See problems as challenges and opportunities. Fine-tune your skills of collaboration with others and such fundamental skills as critical, systemic, and creative “out-of-the-box” thinking.
- ❑ _____: Demonstrate responsiveness, empathy, and caring for others. This quality also involves communicating effectively with others, displaying a sense of humor—an ability to laugh at yourself, and valuing diverse perspectives.
- ❑ _____: Build bridges and form partnerships with the people around you. Work with others to discover ways to make sense of the changing environment. Share ideas, solutions, problems, frustrations, opportunities, and accomplishments. Focus on discovering areas of common ground and answers to common problems.
- ❑ _____: Engage change directly rather than denying, fighting, or working against it. Accept that change is inevitable, growth is optional, and find a way to make it work FOR you. Focus on what YOU can do, not on what others are doing to you. Actively work to improve or positively influence an unwelcome change.

Developing Resilience in Yourself and Others

Developing Your Own Resilience

Reflect upon the eight dimensions of resilience on the previous page. What actions can you take to strengthen and enhance your own resilience? Identify specific steps that could help build your personal resilience in the face of adversity, stress, trauma, and change.

Helping Others Develop Their Resilience

What actions can we take to encourage the development of resilience and strengthen it in others – especially in those whom we are here to serve?

Resilience Resources

American Psychological Association (various authors). *The Road to Resilience*. Washington, D.C.: Online booklet, American Psychological Association, <http://helping.apa.org>, 2004.

Bridges, William (1991). *Managing Transitions*. Reading, MA: Addison-Wesley Publishing Company, Inc.

Brooks, Robert, and Sam Goldstein (2004). *The Power of Resilience: Achieving Balance, Confidence, and Personal Strength in Your Life*. New York: McGraw-Hill, Contemporary Books.

Connor, Daryl R. (1992). *Managing at the Speed of Change*. New York: Villard Books, Random House.

Frankl, Viktor (1963). *Man's Search for Meaning*. New York: Pocketbooks, Simon & Schuster.

Reivich, Karen, and Andrew Shatté (2002). *The Resilience Factor: 7 Essential Skills for Overcoming Life's Inevitable Obstacles*, New York: Broadway Books, Random House.

Russell, Jeffrey, and Linda Russell (2006). *Change Basics*. Alexandria, VA: ASTD Press.

Russell, Jeffrey, and Linda Russell (2003). *Leading Change Training*. Alexandria, VA: ASTD Press.