

ANNUAL  
CONFERENCE  
& SHOWCASE  
**OCTOBER 27 - 29** **VIRTUAL**  
**2020**

**Boosting  
Resilience in the  
Workplace *Part 1 & 2***

# Boosting Resilience in the Workplace

**Jackie Martin**

**TSI** | Training Systems, Inc.

# Our road map for better understanding change



•Copyright protected CCMC Inc.  
All Rights Reserved  
[www.ChangeCycle.com](http://www.ChangeCycle.com)





# COVID-19 OUTBREAK





# Which One?

1



2



3



4



5



# What IS Change?

- The experience of something new...
- Things aren't the way they used to be...







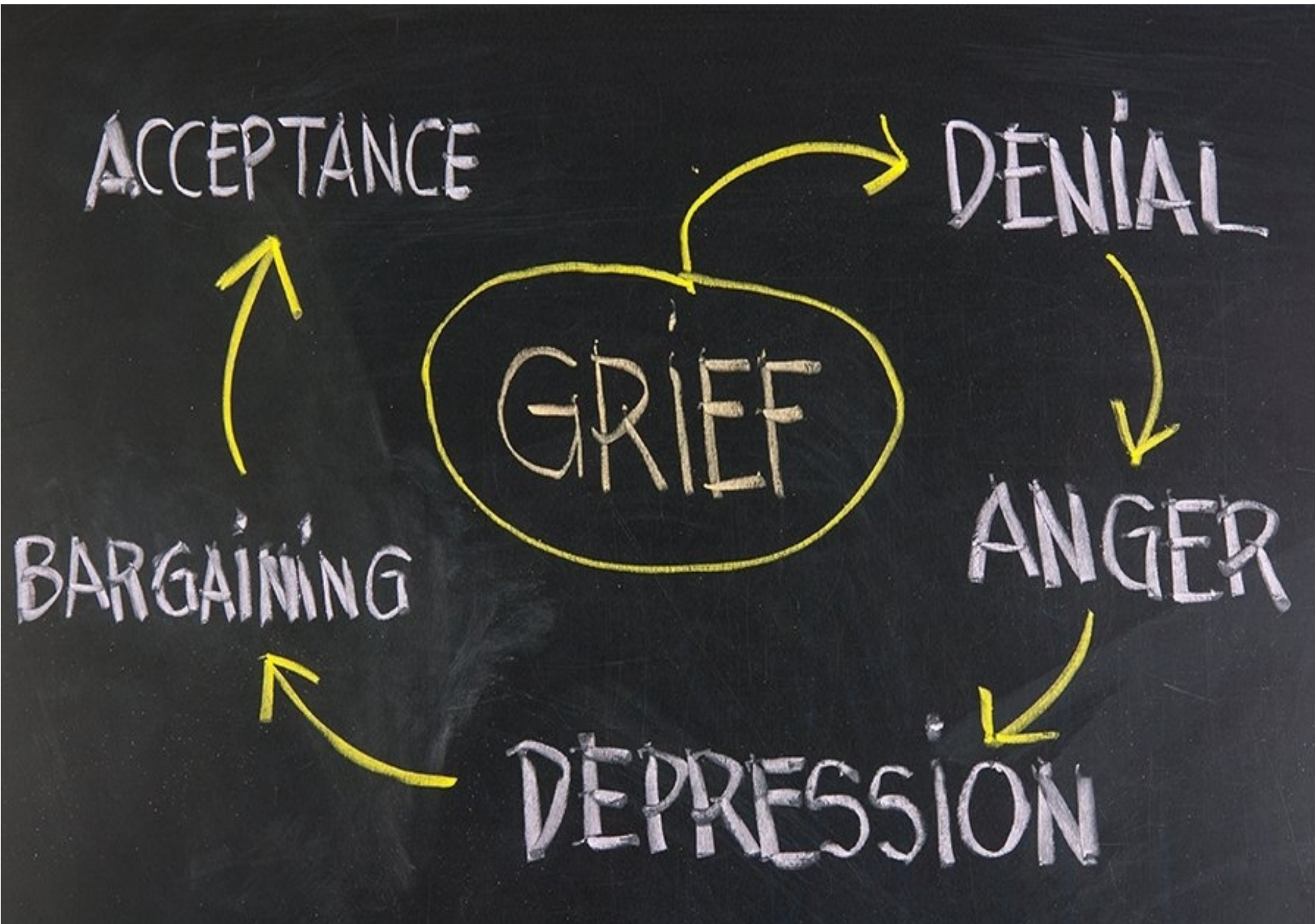
**What types of  
changes are YOU  
experiencing  
now?**





**What types of  
pushback are you  
feeling personally  
toward your  
change?**

**Select all that apply.**



---

“The secret to change is to focus all of your energy, not on fighting the old, but on building the new.”

---

Socrates

**The TRUTH Is:**

**Personal  
change MUST  
precede  
organizational  
change**





# The Science of Change in The Change Cycle

**Fight or Flight**



**Maslow's  
Hierarchy  
of Needs:**



Layers of the BRAIN:



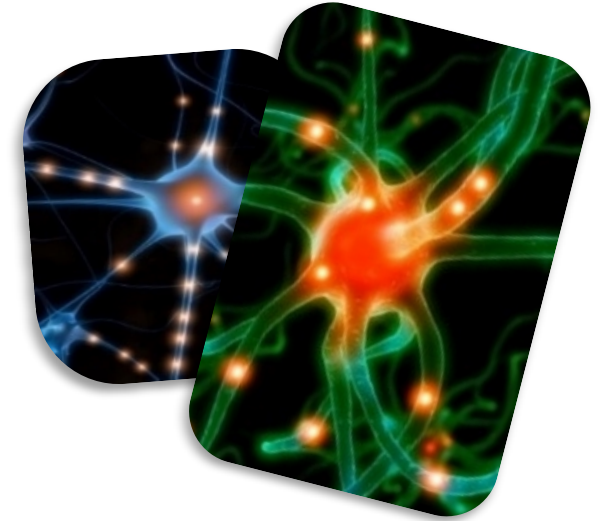
Primitive

Mammalian

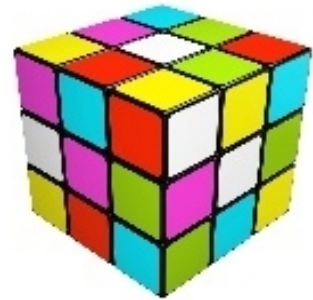
Complex



## Building Neuro-Networks



Quantum  
Physics





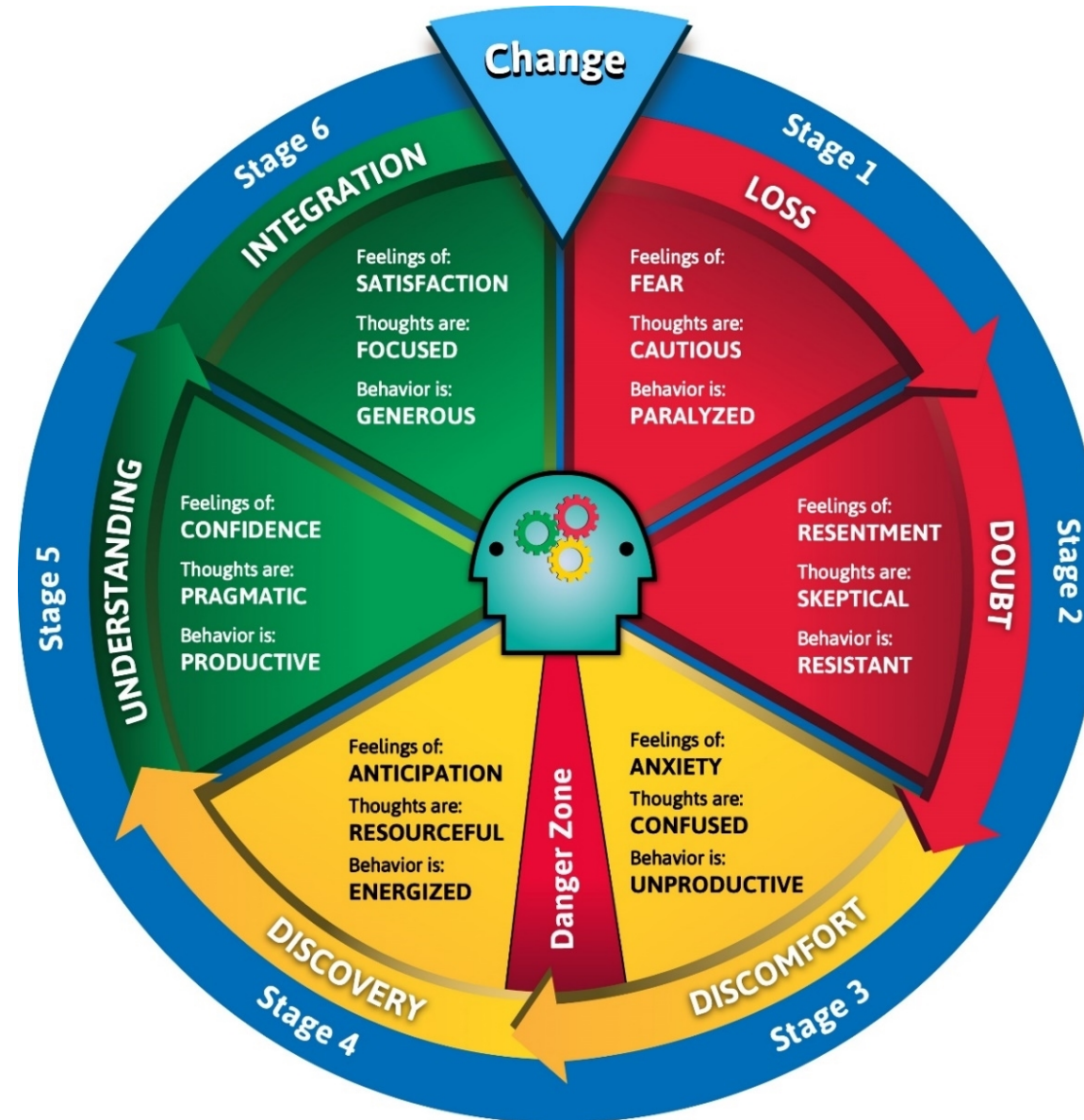
## The Change Cycle™

*There is no better map to assist you in navigating through the changes you'll face. Understanding the cyclical nature of the human change process helps you move through previously unknown territory in a conscious way.*

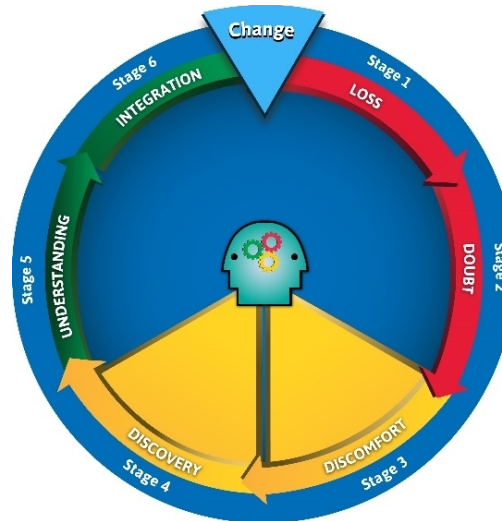
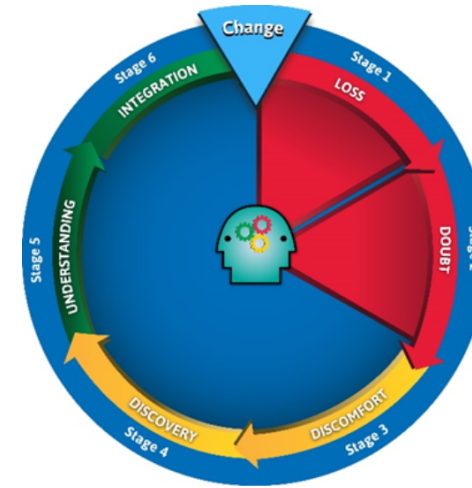
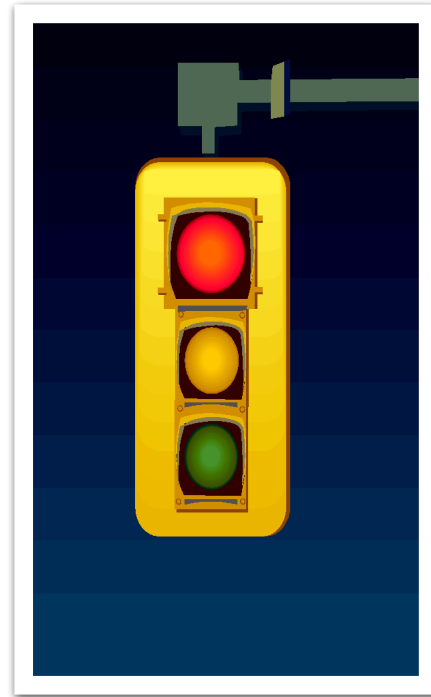
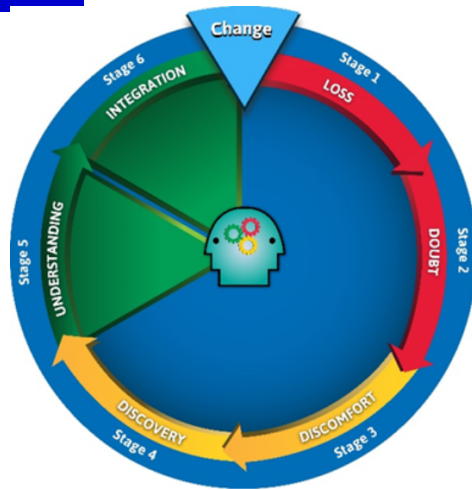
- Identifies the 6 predictable and sequential stages of change
- Provides a map of how we move through the stages of change
- The stages validate the thoughts, feelings and behaviors that are typical in a changing situation
- There are specific coping skills that can be learned to assist you in moving forward to the next stage



## The Change Cycle™ Model

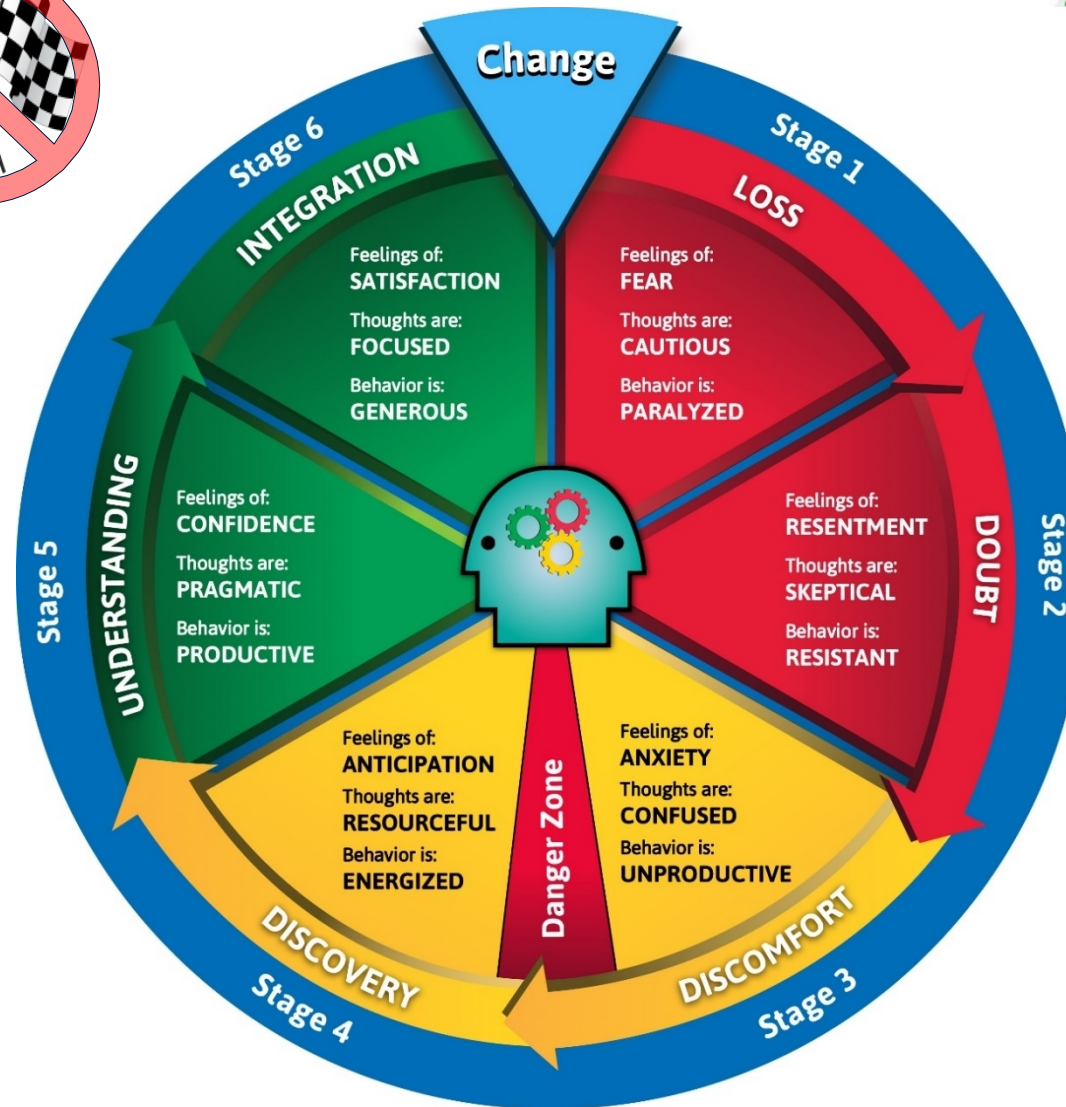


# Primary Experience



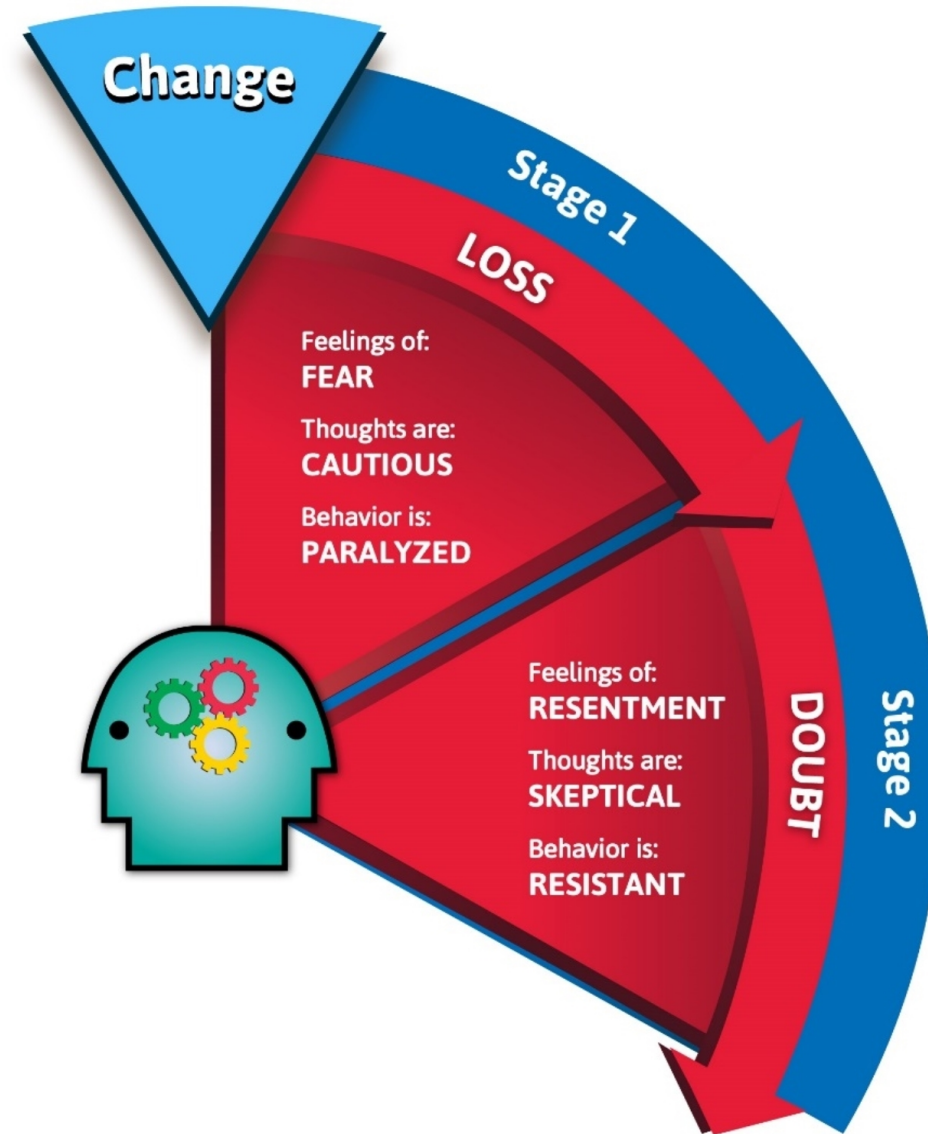


Each stage has value



## Red Stages

*Why do so many of us have a seemingly instinctive resistance to change?*





## Profile of Stage 1: Loss



### Profile of Stage 1: Loss

Primary Experience: Loss

Dominant Emotion: Fear

Major Focus: Self-protection

Stage Objective: Creating personal safety

Motivated by: Pain or security needs

Overuses: Paranoia

Challenge: Avoid a victim mentality

Opportunity: Learn to channel fear into appropriate action





# Profile of Stage 1: Loss to Safety

Dominant Emotion:

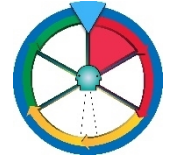
# FEAR



# What do people need in Stage 1?



**Safety**



- What's the worst that could happen?  
*Can I live with that?*
- What's most likely to happen?  
*How will I deal with that?*
- What are my specific top 4 concerns?



- Isolates and withdraws
- Feeling out of control
- Generalizes all as bad
- Worried, cautious, tentative
- Trust issues



- *This isn't fair.*
- *I don't know who or what to believe.*
- *Why me?*
- *I'm afraid of what this might mean.*
- *I feel paralyzed.*

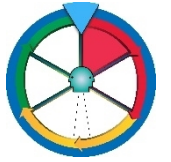


- ▼ List what will remain the same
- ▼ Identify real vs imagined fears
- ▼ Clearly define the change
- ▼ Create a sense of safety
- ▼ Ask for help and support



Skill: Real vs. Imagined  
Fears

# Real vs. Imagined Fears




Real Fear = There is **EVIDENCE**, (facts, past experience) that suggest you should be afraid.

Imagined Fear = Contrary to how you are thinking or feeling, imagined fear is based on **SPECULATION**, with no concrete facts or evidence to prove it true or probable, now or in the future.




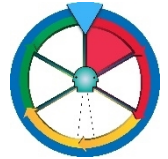


## Real vs. Imagined Fears



FEARS	Real	Imagined
Can't afford a house	XXX	
Not liking the job		XXX
Not being competent		XXX





## Skill: Defining the Change

**Your sense of safety is directly related to your perceived sense of control. Human nature in action.**

- ☒ **Define your change**
- ☒ **List your losses and concerns**
- ☒ **Determine their impact upon your ability or willingness to take action.**

Stage 1: Recap

## What's driving people's thoughts, feelings and behaviors?

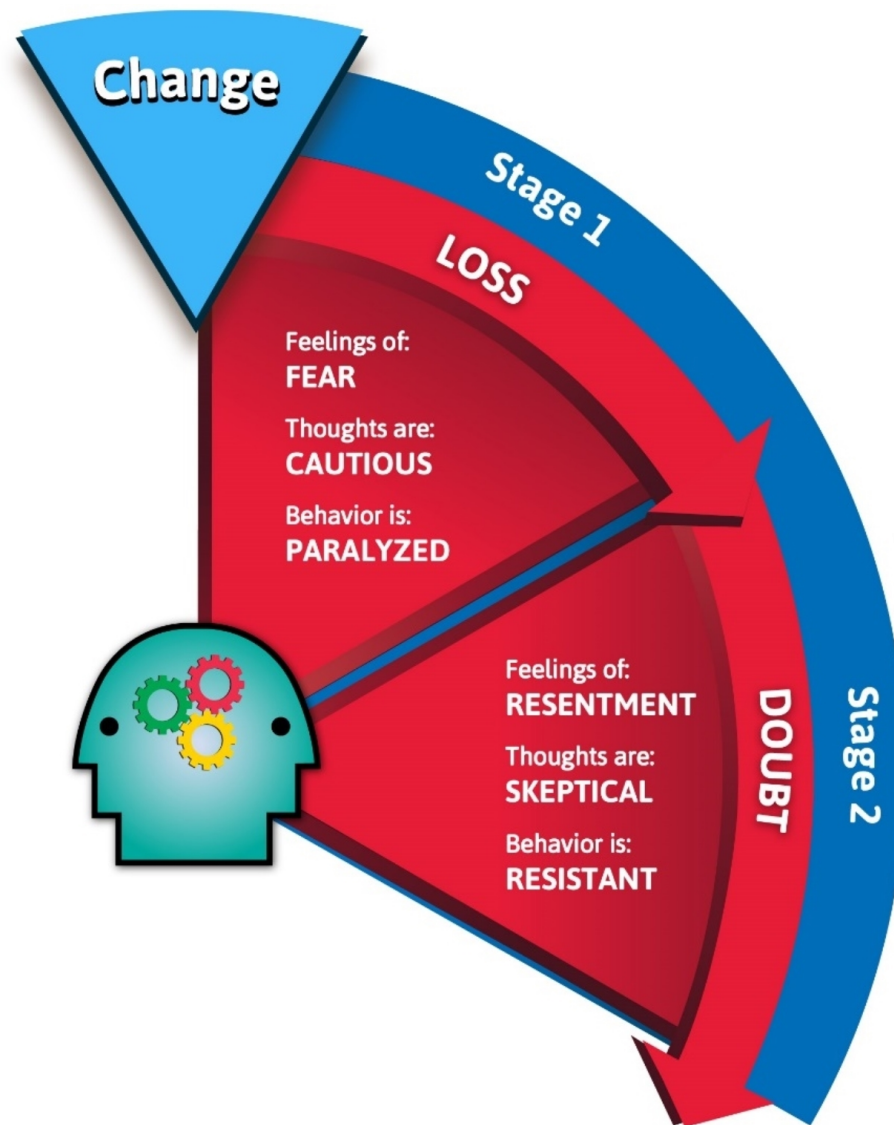
- ▶ Feeling out of control
- ▶ Confusing the real vs. imagined fears
- ▶ Cautious attitude – wondering who and what can be trusted
- ▶ Isolating



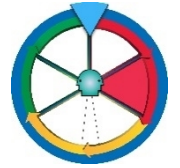
*Things might be out of your control, but you are in control of you.*



## Stage 2: Doubt to Reality







Profile of Stage 2: Doubt

Profile of Stage 2: Doubt

Primary Experience: Doubt

Dominant Emotion: Anger

Major Focus: Ego strength; being right

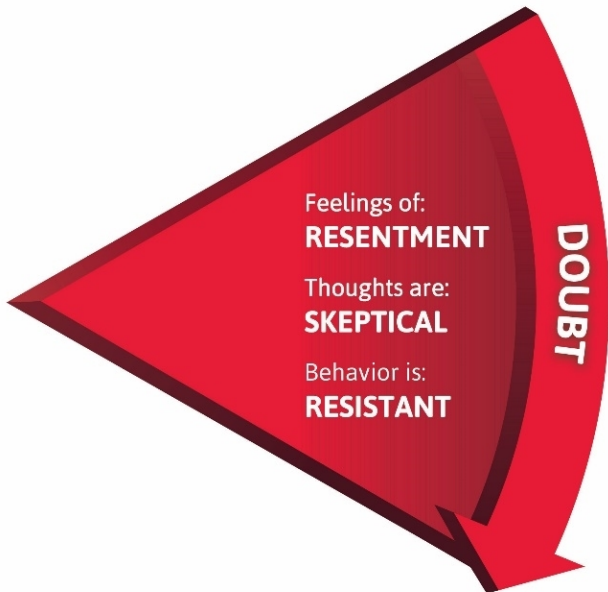
Stage Objective: Gather accurate and valid information

Motivated by: Opinions or Facts

Overuses: Blaming self and others

Challenge: Manage anger, both passive and aggressive

Opportunity: Getting from doubt to reality



*Information and communication are never synonyms, information is giving out, while communication is getting through.*

SJ Harris

# Stage 2: Doubt to Reality

Dominant Emotion:

# ANGER



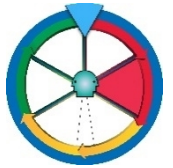
# What do people need in Stage 2?



# Accurate Information

(and lots of it)

## Recognizing Stage 2: Doubt



# Taking charge and regaining control – of you.

- What specific facts do I know now?
- When and how am I going to get more?
- What is the real truth – the reality I must accept?
- What would I tell someone in my shoes to do?



- 'Me' vs. Them mentality
- Defensive and blaming
- Stubborn, close-minded
- Judgemental and suspicious
- Skeptical and resistant
- Angry



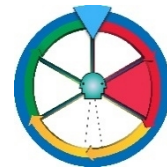
- *This makes no sense.*
- *There's no way this is for the best.*
- *This isn't fair.*
- *This really makes me mad.*
- *This too shall pass.*
- *I have serious doubts.*



- ▼ Determine what info is missing
- ▼ Define current reality
- ▼ Manage passive and aggressive anger
- ▼ Get specific, timely and valid info



**Skill: Gathering Info to Create an Accurate Picture**



**Let's test your skills of recall...**



## Practice: Gathering Info

- bed
- rest
- awake
- night
- dream
- eat



nooze

ap  
ur

relax

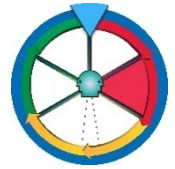
v  
ound

lumber

nore

## Practice: Gathering Info

- bed
  - rest
  - awake
  - night
  - dream
  - eat
  - snooze
  - nap
  - relax
  - sound
  - slumber
  - snore
-



**Skill: Gathering Info to Create an Accurate Picture**

## Schema:

To form a pattern, based on past experience, for use at present and in the future.



Remember, the brain distorts, deletes and generalizes information.







*Information and communication are never synonyms –*

*Information is giving out, while communication is getting through.*



Write down the first question  
you



- ▶ Ru
- ▶ No
- ▶ Ne
- ▶ De
- ▶ Mi
- im



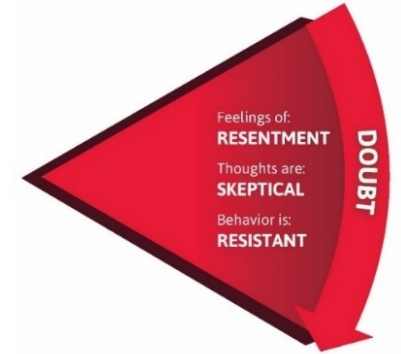
by 6pm.  
t few  
uring



## Stage 2: Recap

# What's driving people's thoughts, feelings and behaviors?

- ❑ Memories of past, negative experiences that bring baggage



- ❑ Feeling out of control about implications of what's new or different

*One thing we can all control is our effort.*  
M. Cuban



**When you're in  
Stage 1 what  
Coping Skill do  
you need to  
move on?**





**When you're in  
Stage 2 what  
Coping Skill do  
you need to move  
on?**

**AVOID  
In the Red Stages**

Them

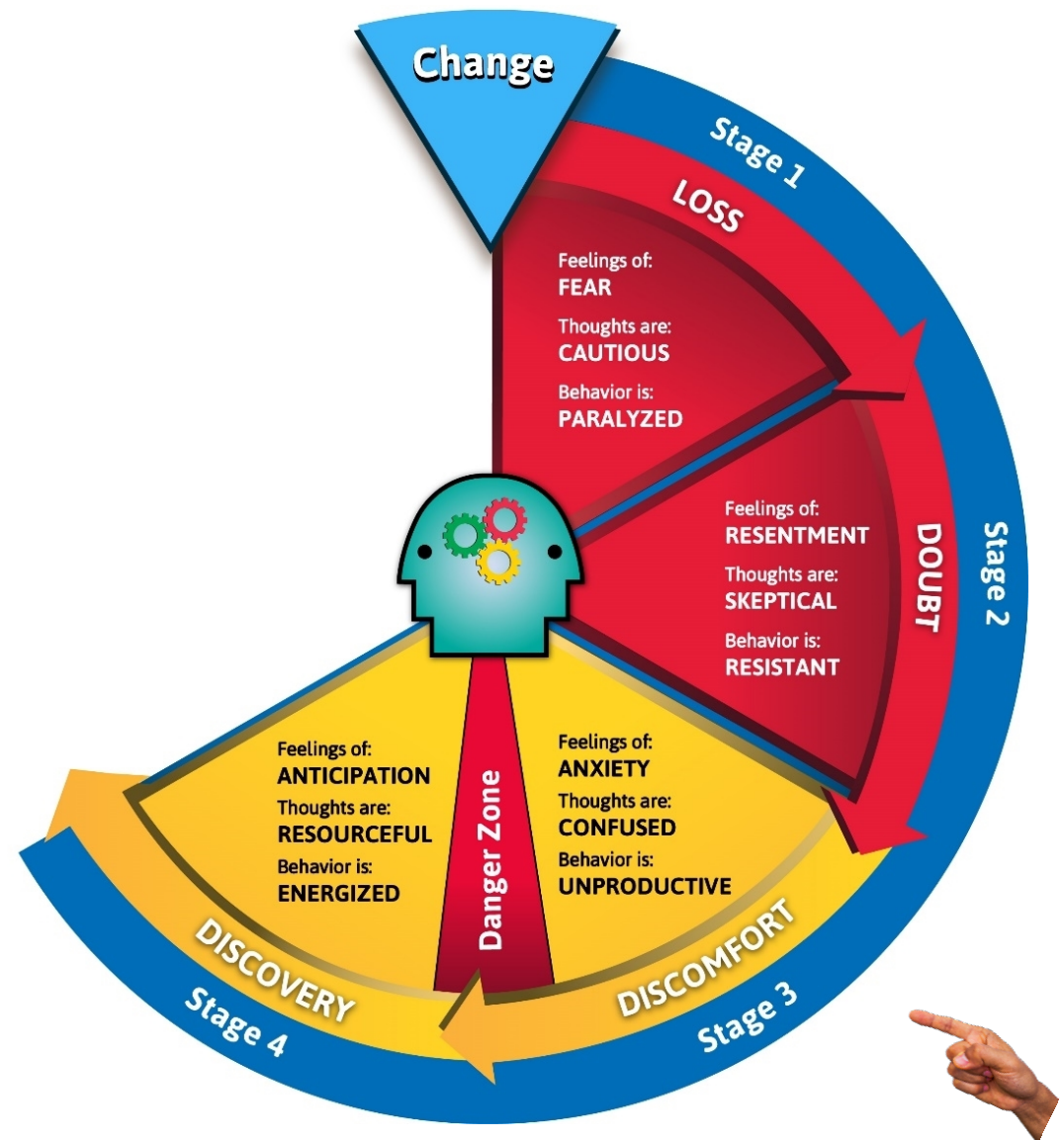
Us

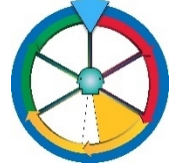


**Likely more will remain  
the same than become  
different.**



**The Yellow Stages**





## Profile of Stage 3: Discomfort

### Profile of Stage 3: Discomfort

Primary Experience: Discomfort

Dominant Emotion: Frustration

Major Focus: The "problem"

Stage Objective: Self-motivation

Motivated by: Frustration or possibility

Overuses: Being overwhelmed

Challenge: Keeping anxiety from becoming fear, depression or despair

Opportunity: Learn to take small, breakthrough steps



*Not everything that is faced can be changed, but nothing can be changed until it is faced.*

*A. Baldwin*



# Stage 3: Discomfort to Motivation



Dominant Emotion:  
**FRUSTRATION**



What do people need in  
Stage 3?

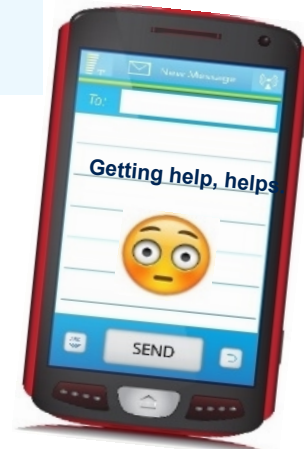
# Motivation



## Recognizing Stage 3: Discomfort



- What specific steps can I take now to start moving in the right direction?
- Who can help me?



- Being overwhelmed
- Lethargic and frustrated
- Disorganized and sloppy
- Dismal outlook
- Confused and anxious



- *I am tired and worn out.*
- *I can't make sense of all this.*
- *I'll never get everything done.*
- *I get it - I just don't know how to implement what's next.*
- *Sometimes I just don't care.*



- ▼ Make a list
- ▼ Prioritize and focus
- ▼ Ask for help
- ▼ Plan for things to take longer than they should
- ▼ Under promise, over deliver



**Skill: Create Mental Distractions**

# Create Mental Distractions

**A little distraction goes a long way**

- ✓ Have a movie night – comedies only!
- ✓ Get a buddy and check in every day.
- ✓ .....



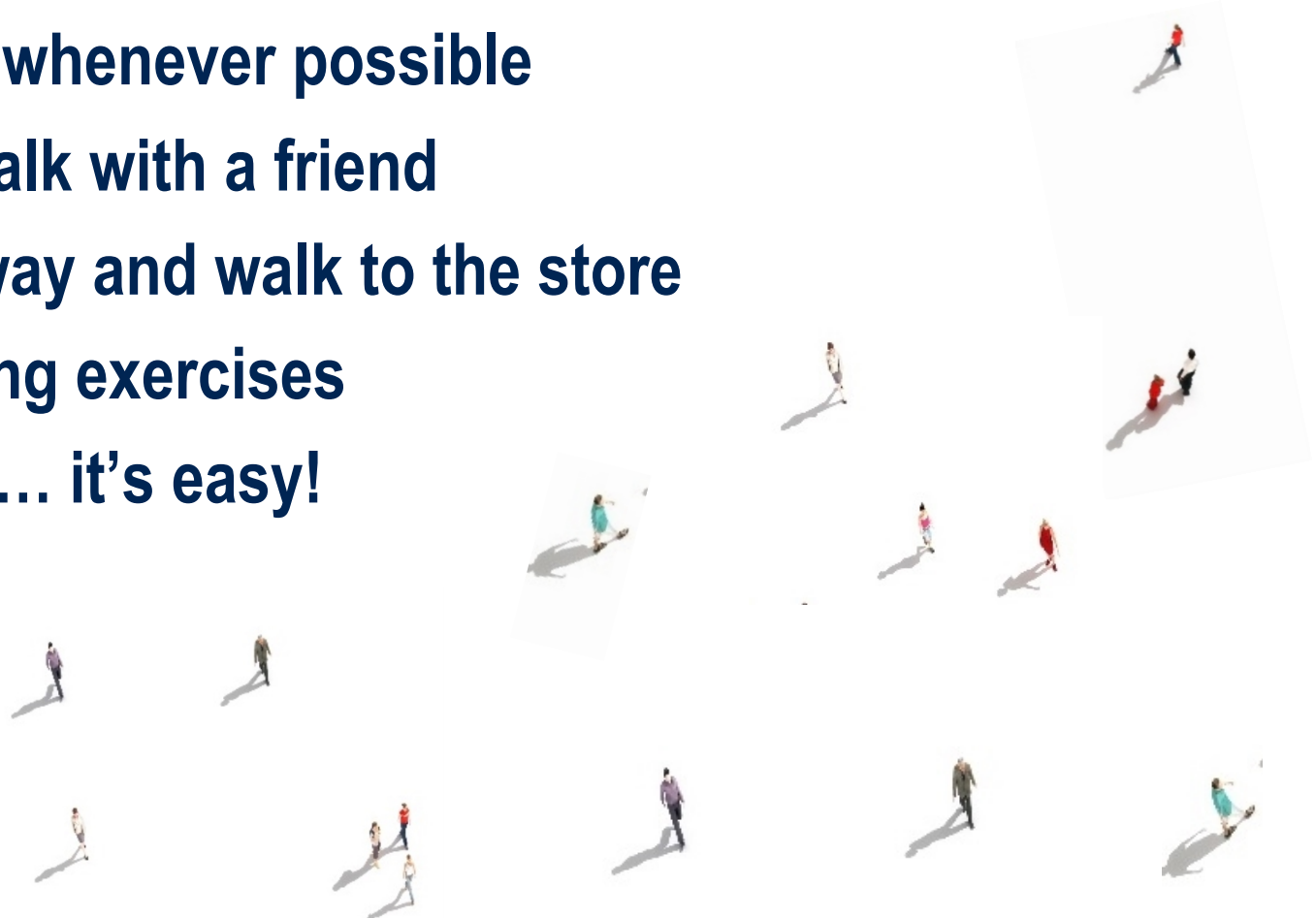




**Skill: Take Physical Action**

# Take Physical Action

- ✓ Use stairs whenever possible
- ✓ Walk and talk with a friend
- ✓ Park far away and walk to the store
- ✓ Do breathing exercises
- ✓ Walk more... it's easy!





Skill: Reframing the Meaning of Events

# Meaning Reframes

Better self-talk for better results!

**Half empty? Half Full?**  
**or**  
**All Full!**





Skill: Reframing the Meaning of Events

## Meaning Reframe Example

*I feel so tired and lethargic,  
I must be coming down with something.*

or

*I feel so tired and lethargic, my body  
must be telling me to take a break!*



## Stage 3: Recap

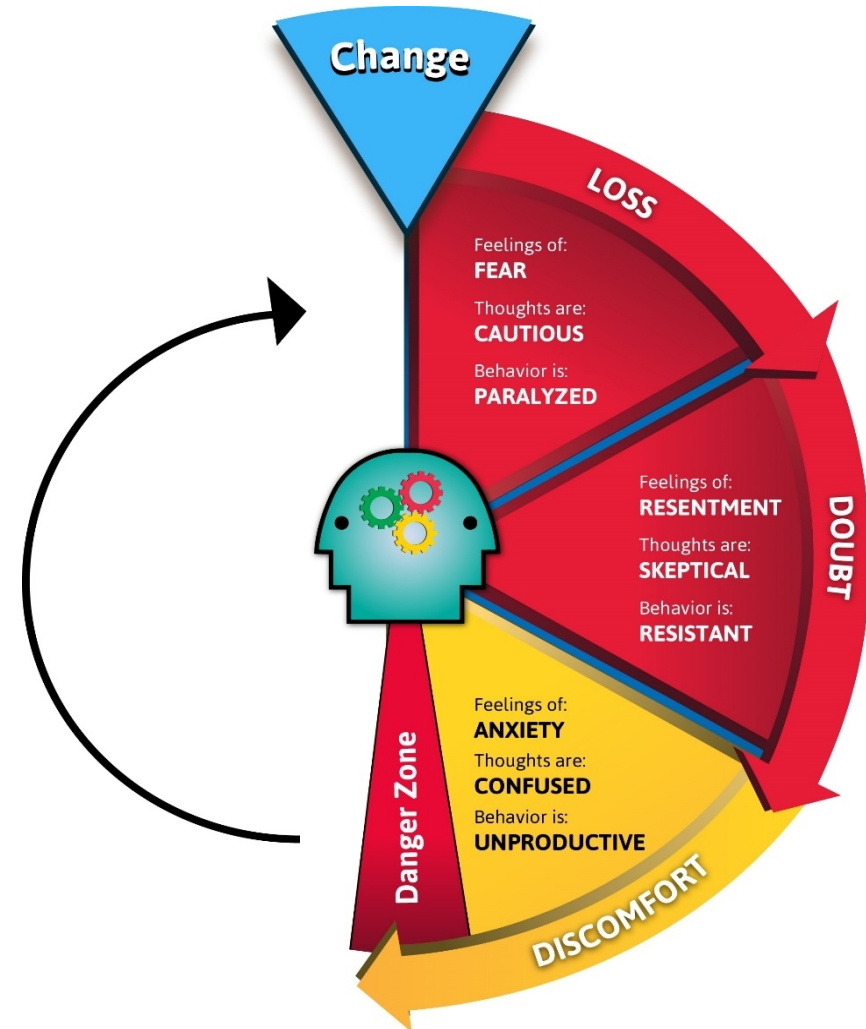
# What's driving people's thoughts, feelings and behaviors?

- ▶ Frustration
- ▶ Being overwhelmed
- ▶ Confusion
- ▶ Lethargy



# The Danger Zone

Break Down  
and go back to  
**Stage 1, Loss**  
or  
**BREAK THROUGH**  
and go on to  
**Stage 4 Discovery!**



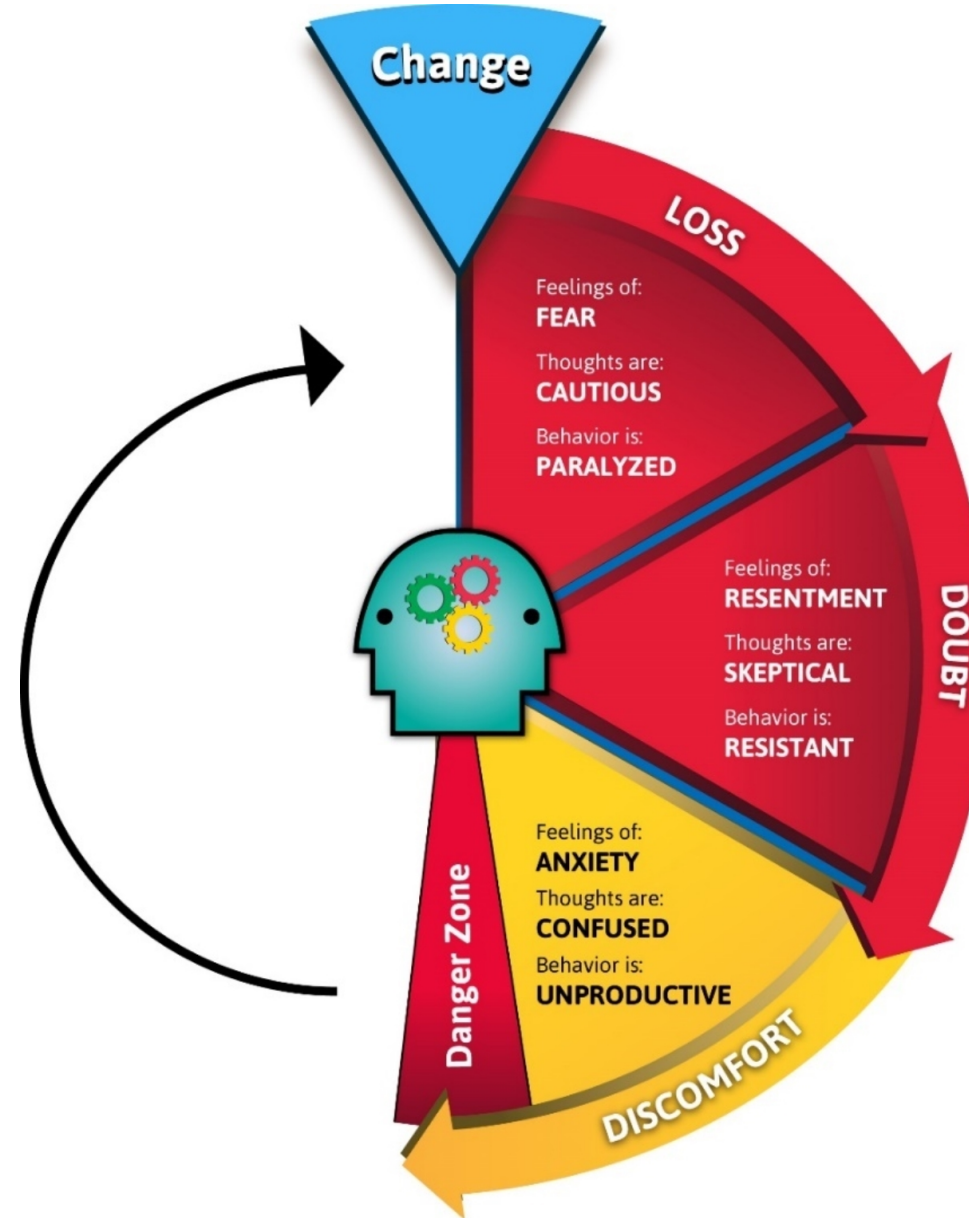




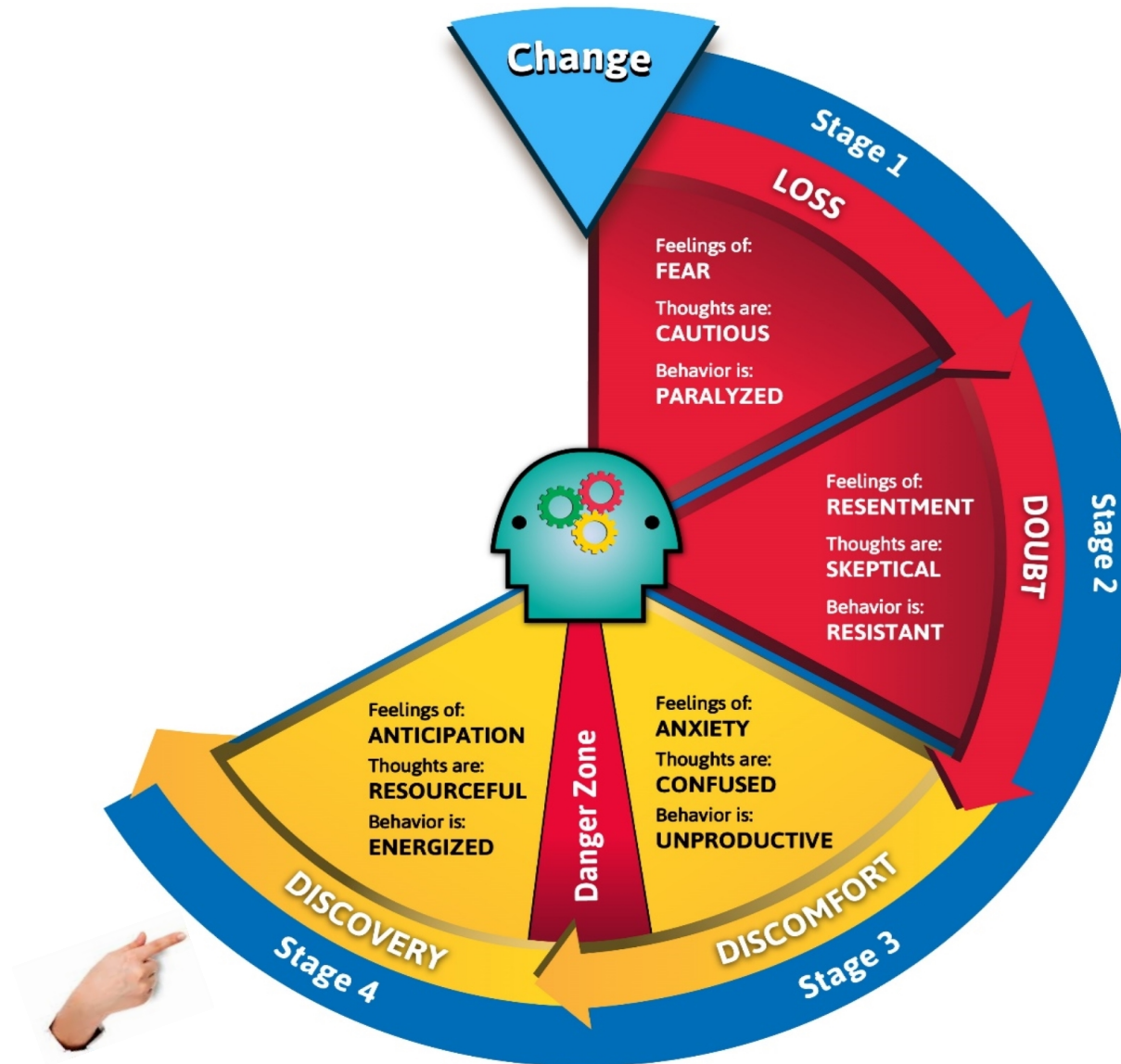
**The Danger Zone**

**If you are  
going  
through  
Hell – *Keep  
Going!***

**W. Churchill**



**The Yellow Stages**





## Profile of Stage 4: Discovery

### Profile of Stage 4: Discovery

Primary Experience: Discovery

Dominant Emotion: Hope

Major Focus: Solution finding

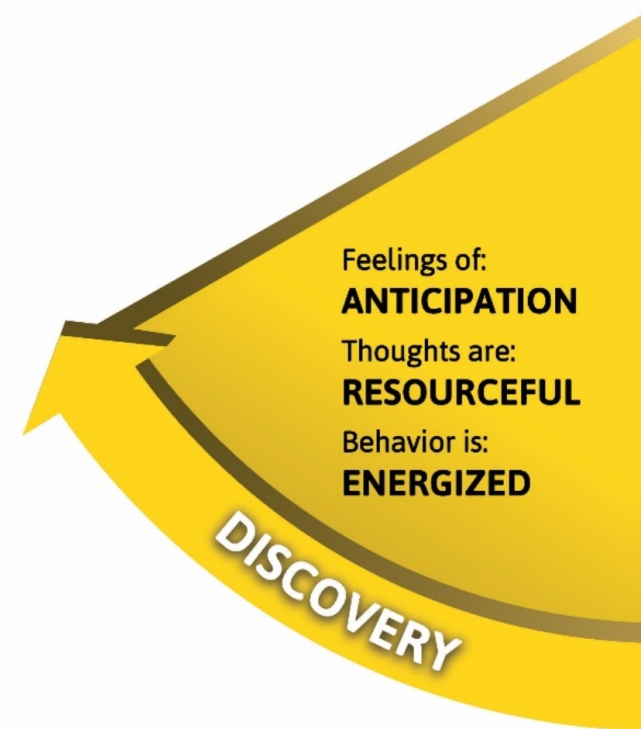
Stage Objective: Making decisions

Motivated by: Frustration or multiple choices

Overuses: Enthusiasm

Challenge: Choosing and acting on options

Opportunity: Upgrade your decision-making strategy



*If you want something you've never had,  
you have to do something you've never done.*



# Stage 4: Discovery to Decision -Making

Dominant Emotion:  
**HOPE**



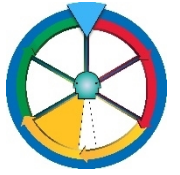


# What do people need in Stage 4?



## Make a Decision





## Profile of Stage 4: Discovery



- What are my 3 next best steps?
- What will happen if I take them?
- What will happen if I don't take them?



- Overprepares
- Enthusiastic
- Willing to brainstorm
- Talks about options
- Hopeful and optimistic

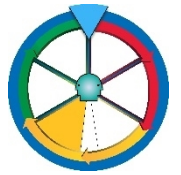


- *I have learned from this.*
- *Tough road, but worth it.*
- *Hindsight is 20/20.*
- *If I can, anybody can!*
- *I have made peace with the pieces.*



- ▼ Brainstorm ideas and possible solutions
- ▼ Use good decision-making strategies
- ▼ Determine timeframes
- ▼ Take my next step!

**Skill: Practice Perspective**



**Having perspective, is being willing to practice 'out-of-the-box,' creative, 'look at it from another angle' types of thinking.**

Perspective



Sometimes what we see and what we know  
confuse more than help!  
*Perspective provides a way to see beyond the obvious.*

---

Say aloud the **COLOR** of each word.

**YELLOW BLUE ORANGE**  
**BLACK RED GREEN**  
**PURPLE YELLOW RED**  
**ORANGE GREEN BLACK**  
**BLUE RED PURPLE**  
**GREEN BLUE ORANGE**

What do you see?



**OPPORTUNITY IS NOWHERE**

**OPPORTUNITY IS NO WHERE**

**OPPORTUNITY IS NOW HERE**

**Skill: Practice Perspective**



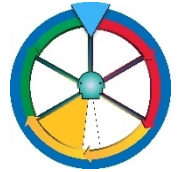
**Having perspective, is being willing to practice 'out-of-the-box,' creative, 'look at it from another angle' types of thinking.**

**Think and feel as if you are in Stage 4, Discovery and consider 1 different perspective – and the up and downside of it.**





Skill: Taking Your Next Step



## I Have Decided....!

- What is the next step?
- What are the possible risks?
- What strengths or skills do I have that will help me take the next step?



What is the up and down  
side if I **DON'T** take the next  
step?



## Stage 4: Recap

# What's driving people's thoughts, feelings and behaviors?

- ▶ Having hope and perspective
- ▶ Having options – taking action steps
- ▶ Seeing the light at the end of the tunnel



*In a moment of decision, the best thing you can do is the right thing.  
The worst thing you can do is nothing.*

- Theodore Roosevelt

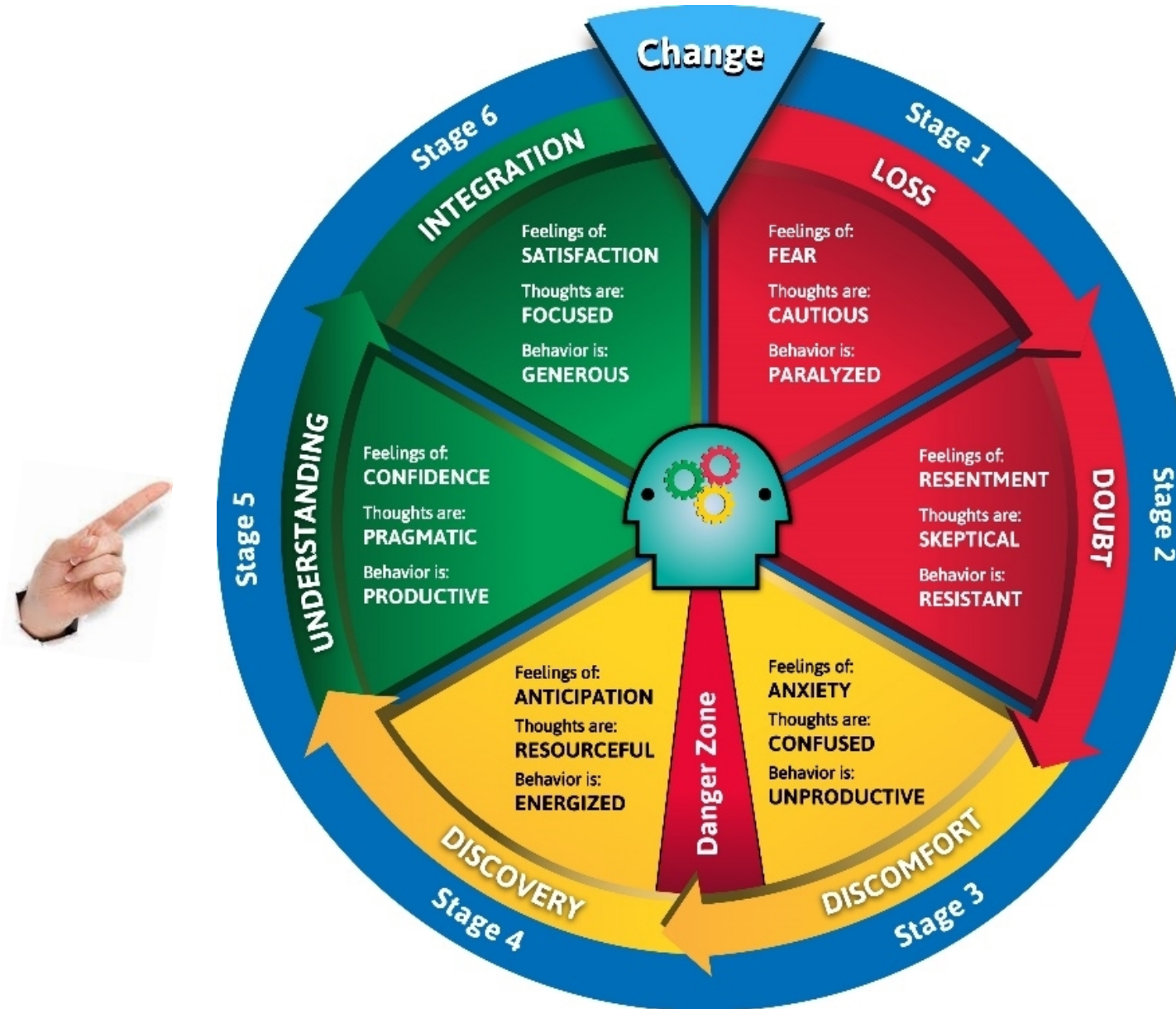


**When you're in  
Stage 3 what  
Coping Skill do  
you need to  
move on?**

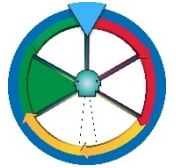


**When you're in  
Stage 4 what  
Coping Skill do  
you need to  
move on?**

The Green Stages







## Profile of Stage 5: Understanding

### Profile of Stage 5: Understanding

Primary Experience: Understanding

Dominant Emotion: Determination

Major Focus: Accomplishment

Stage Objective: Knowing the benefits

Motivated by: Features or benefits

Overuses: Pride

Challenge: Complete The Change Cycle™

Opportunity: Acknowledge assistance and support from others



*Nothing we do changes the past, but everything we do changes the future.*



# Stage 5: Understanding the Benefits

Dominant Emotion:

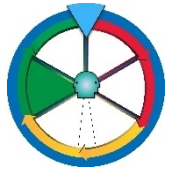
# DETERMINATION



# What do people need in Stage 5?



## Focus on Benefits



## Profile of Stage 5: Understanding



What specifically can I always do to move more quickly and effectively through change?



- Productivity increases
- Displays competence
- Open-minded
- Appreciative
- Patient



- *I'm making progress.*
- *I appreciate everyone's help.*
- *I finally feel back in control.*
- *I am confident and determined.*
- *I still don't like it, but I get it.*

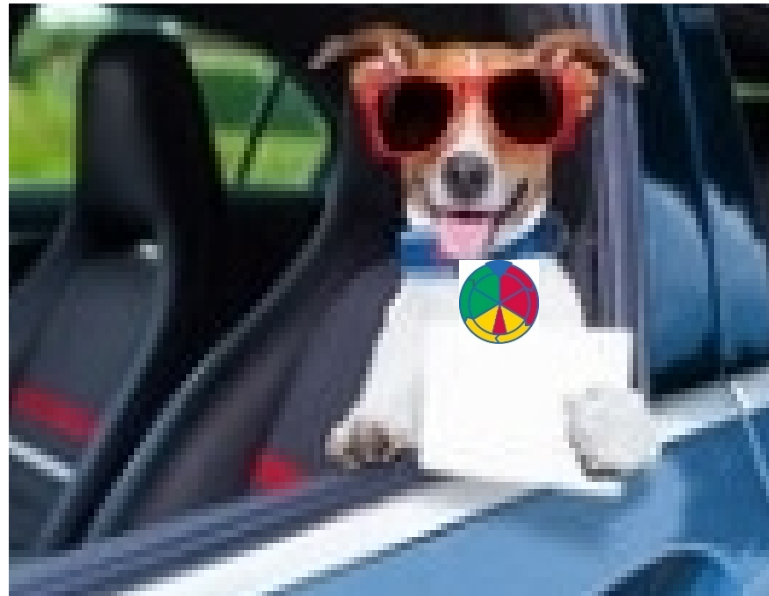


- ▼ Acknowledge my results
- ▼ Assist others in understanding
- ▼ Celebrate my progress!
- ▼ Give credit to others

Features vs. Benefits



**Sometimes features drive  
benefits and sometimes,  
benefits drive features.**







**Skill: Celebrate Your Victories!**



**Celebrate victories!  
Big and Small  
Yours and Others!**



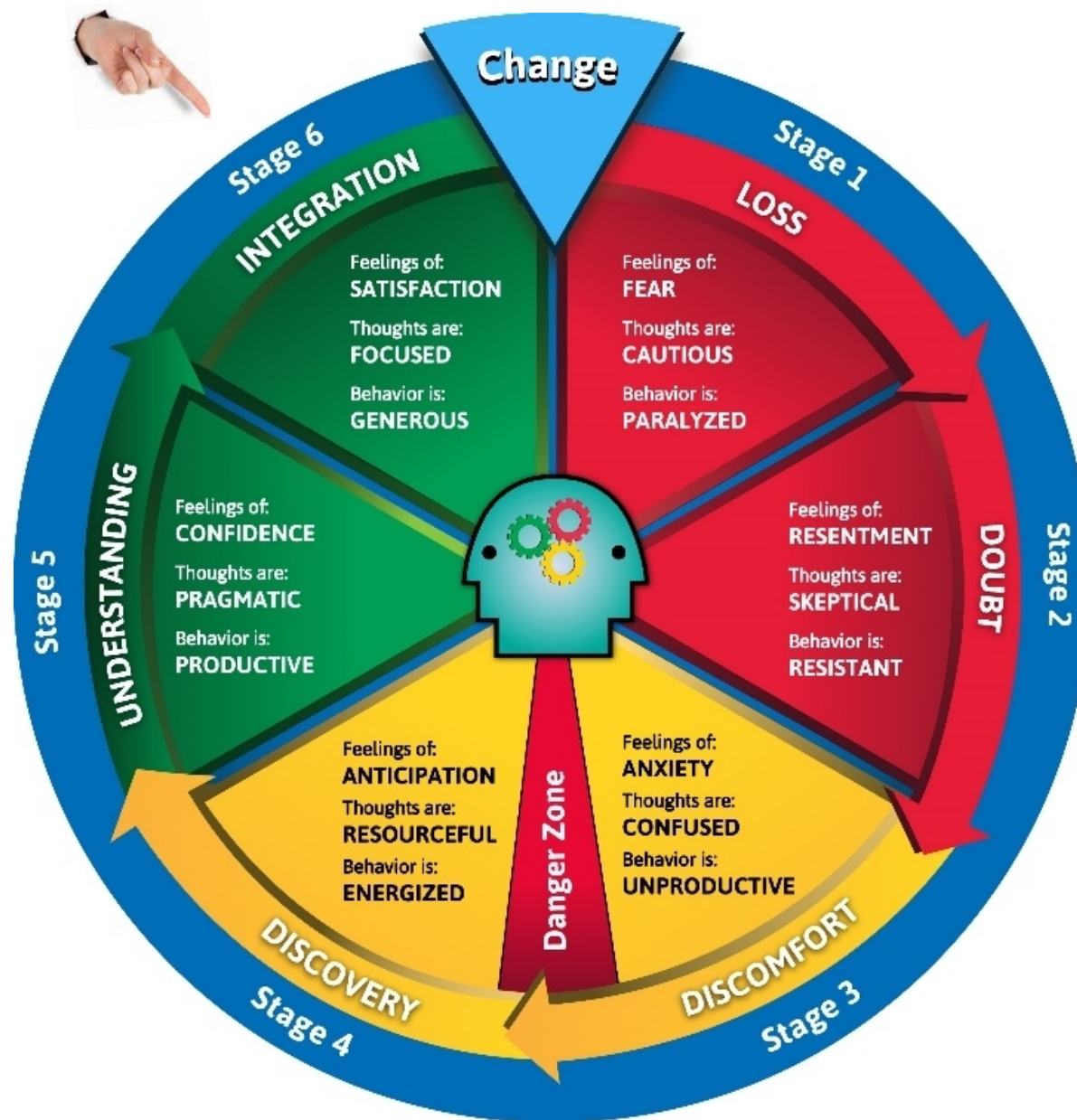
Stage 5: Recap

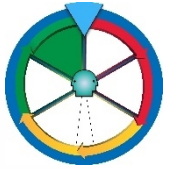
# What's driving people's thoughts, feelings and behaviors?

- ▶ Being confident and productive
- ▶ Understanding what was, what is and what might be.
- ▶ Quality, loyalty and productivity increase.



## The Green Stages





## Profile of Stage 6: Integration

### Profile of Stage 6: Integration

Primary Experience: Integration

Dominant Emotion: Compassion

Major Focus: Expanding knowledge

Stage Objective: Flexibility

Motivated by: Recognition or ego

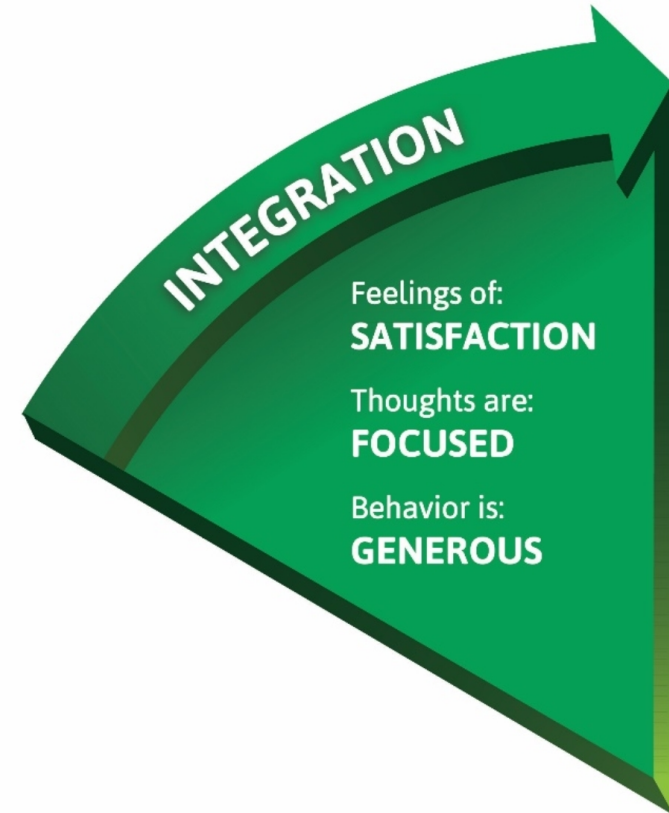
Overuses: Arrogance

Challenge: Avoid becoming complacent

Opportunity: Successfully make change a life skill



**Learn as a skill, Respect as a value.**





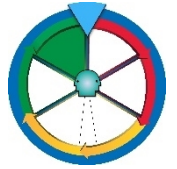
# Stage 6: Integration



Dominant Emotion:  
**COMPASSION**



# Flexible Self Talk



## Inflexibility Principles

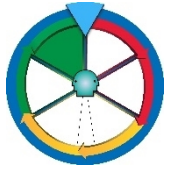
- a) What problems does this create for me?
- b) How does this take advantage of me?
- c) How do I feel about this now?
- d) "They" are responsible for ruining my day...



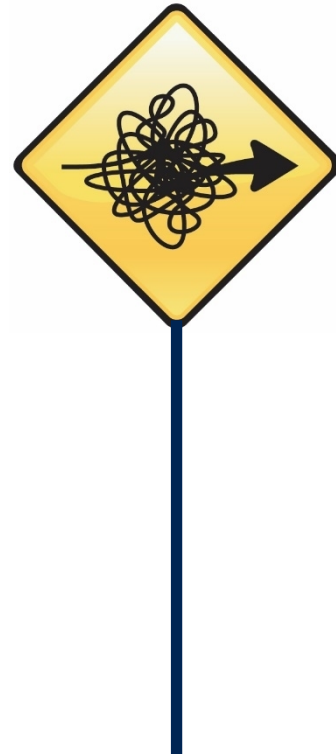
## Flexibility Principles

- a) How can I make this work?
- b) What is the advantage in this?
- c) How will I feel about this one week from now?
- d) I can be responsible for what to do next.

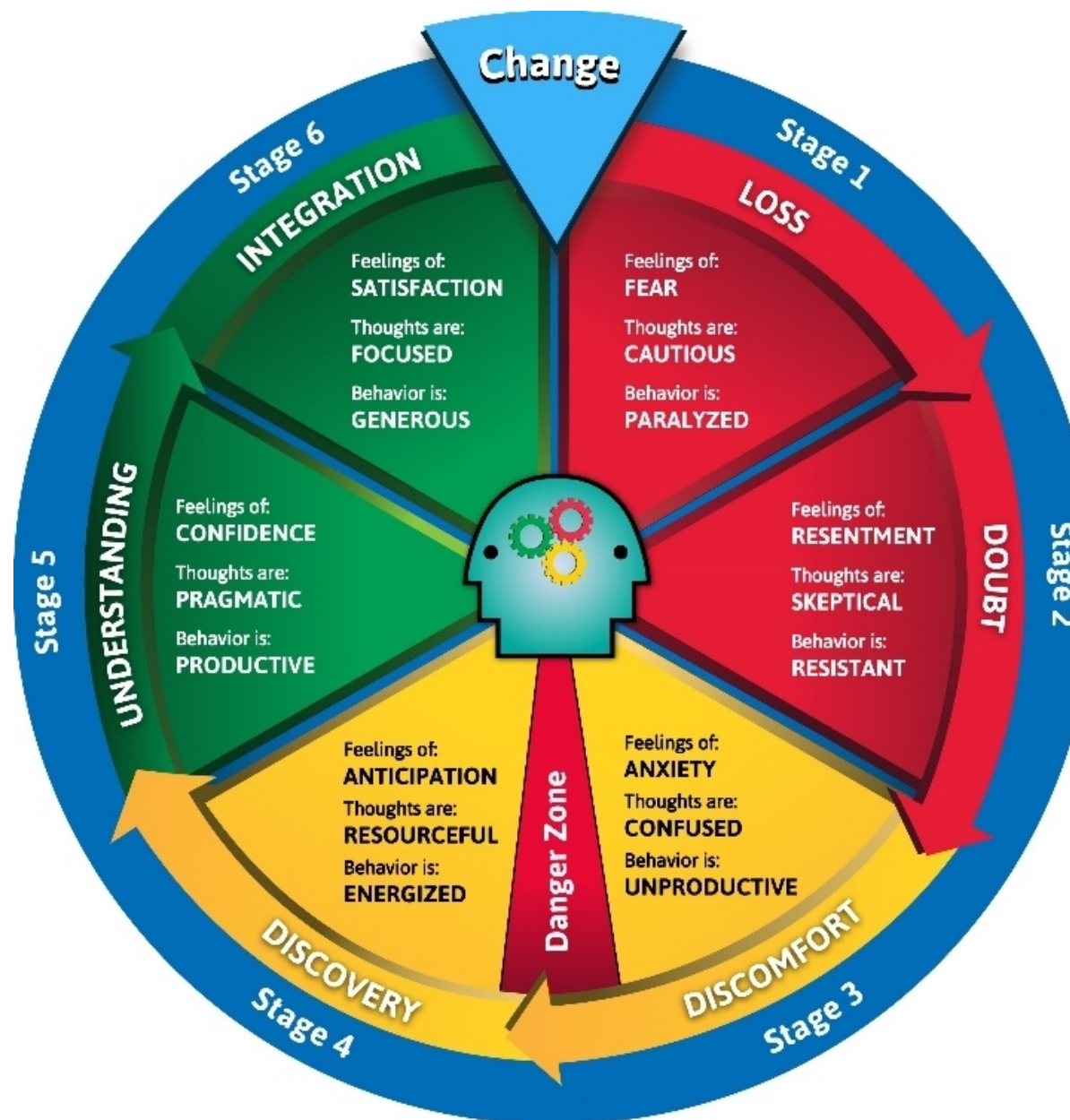
Skill: Gain New Knowledge



**What specifically have you learned today about yourself and how you react and respond to change?**



The Change Cycle™





**When a change is first announced, and people are in the Red Stages you have to expect them to feel these things.**



**When people are in the Red Stages they need the following coping skills to help them move to the Yellow Stages**



**Summary**

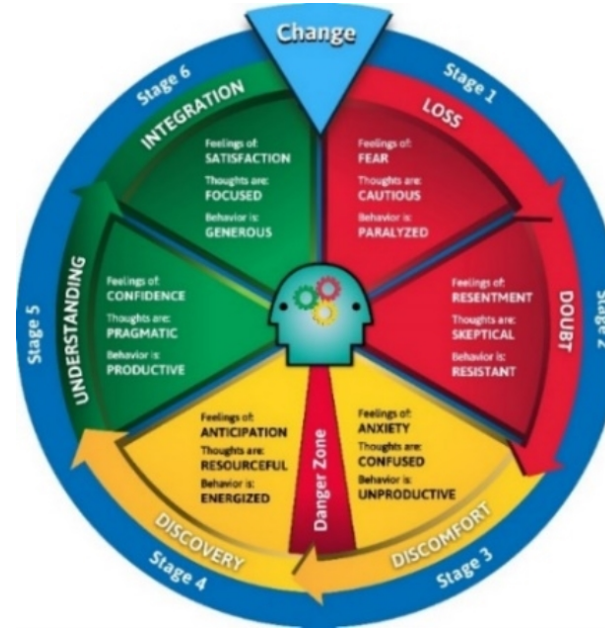
## Change Cycle

**Red** stages helped you deal with what was

**Yellow** stages helped you assimilate to what is and was ahead

**Green** stages encourage you to step in and own the change

Thank You!



**It's not the strongest of the species that survives,  
nor the most intelligent,  
but rather, the one most responsive to change.**

**CHANGE**

## The eLocator™ Assessment Profile

# Want to see what you can learn about where you are in The Change Cycle?

We'll email you access to 1 free eLocator:

Type in Chat or email [tsi@trainingsys.com](mailto:tsi@trainingsys.com) with the word **NCSHA**



**TSI** | Training Systems, Inc. 800-469-3560

