



Managing Change and Building Resilience

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Message from TAG



“I am grateful for your continued passion and dedication to our cadets, service members, veterans, and their families. By taking this training, you are making that same commitment to our employees. Your personal commitment to this effort will lead to even greater achievements. Thank you for coming together in supporting the success of our organization and taking it to the next level.”

Major General Mark J. Schindler

Pennsylvania’s Adjutant General and head of the DMVA

Introduction

Overview of DMVA Improving Our Culture

- Results from 2022 DMVA Climate Assessment
- Efforts to develop DMVA culture and address challenges

DMVA Improving Our Culture

DMVA Climate Assessment initiative that started in 2022 identified both strengths and challenges for the organization. (Focus groups were held in all 6 Veteran’s Homes, at Fort Indiantown Gap, and at several of the Readiness Centers across Pennsylvania in the Fall 2022.)

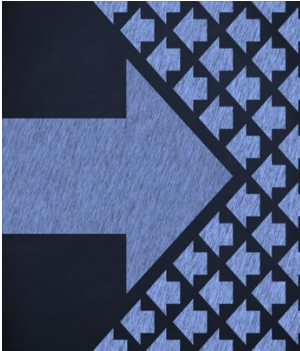
DMVA Leadership wants to keep the strengths of the organization, such as the pride employees have in caring for veterans and the amazing support the local community provides to veteran homes. DMVA Leadership wants to create a successful work culture that is strong, healthy, sustainable, and a culture that:

- Provides meaningful work for employees
- Supports teams in fulfilling the organization’s mission
- Encourages employees to fulfill their potential
- Values employees
- Promotes employee connection to a larger purpose
- Includes efficient systems to reinforce employee work and veteran care

The DMVA Improving Our Culture effort is the response to the DMVA Climate Assessment initiative that started in 2022.

Challenges Identified

In order for DMVA to create a strong culture, the challenges that exist need to be addressed. The focus groups results revealed several challenges in the organization to include:



- DMVA Organizational Culture
- Leadership
- Relationship with Supervisor
- Training/Educational Offerings
- Pay/Benefits
- Employee's Job as Meaningful/Satisfying
- Managing Job Stress
- Work-life Balance

What is Organizational Culture?

- Mission, Vision, Values
- Physical work environment
- Policies and processes
- Symbols, language, ideology, and meanings
- Behaviors and thoughts of individuals
- Social interaction
- Complex – includes visible & invisible aspects



Organization culture is all these things, both that which is visible, and that which is invisible. It is complex.

But organization culture can be changed. That is what DMVA Improving Our Culture is all about—changing the DMVA culture to be stronger, healthier, and more effective.

Efforts to Address Challenges

To address the challenges that were identified from focus group results, DMVA Leadership agreed to work on several efforts in the next couple of years to include:

- Defining DMVA's Vision of Ideal Workplace Culture
- Incorporating a Change Management Framework

- Developing an Employee Engagement Process
- Implementing Six Priority Projects
- Dementia Training Program
- Succession Planning Program
- Consistent Leader Program
- Mentoring Program
- Balancing Family/Work Life Program
- Trust Program



For each project, working groups with representatives from different levels of employees within DMVA will identify how to address the issue.

Change Impacts Employees



Examples of DMVA Workplace Changes in the day-to-day work environment:

- Communication
- Interacting with Each Other
- Respect for Others
- Procedures

The only way an organization successfully changes is if each and every employee changes!

Goal of Training

To provide you with the knowledge and skills on best practices in managing change so you can successfully and confidently adapt to the changes that will occur through the DMVA Improving Our Culture efforts.



Training Objectives

- Understand and apply the DMVA Change Management Framework in daily work life
- Assess individual response to change
- Identify tools to develop resilience
- Share resources available for employee support during change

Ground Rules

To allow everyone to get the most out of training, the following are the ground rules.

- Cell Phones off or on vibrate
- Collaborate with your team members
- Participate fully
- Respect one another
- Limit side-bar conversations
- Listen to the opinions of others
- Stay out of the weeds

Introductions

What is your name?

What is your role at DMVA?

Individual Activity

How do you feel about change?

Recall a recent change at work or in your personal life.

Below write three to five adjectives to describe how you felt.

Small Group Activity

In your small group take turns and share:

One or two of your adjectives that describe how you felt about a recent change.

Module 1: Overview of DMVA Change Management Framework

- Overview of Kotter's 8-Step Change Model to Manage Change at Organizational Level
- Overview of ADKAR Model to Manage Change at the Employee Level

Kotter's 8-Step Model



Dr. John P. Kotter was a professor at Harvard Business School. He is an author and a consultant. John Kotter's 8-Step Change Model is a comprehensive framework for managing significant organizational change.

Create a Sense of Urgency: The first step in Kotter's model is to generate a sense of urgency around the need for change. This involves communicating the reasons for change, highlighting potential threats, and illustrating opportunities that can be seized by taking immediate action. Establishing a sense of urgency helps employees understand the need and benefits for the change effort.

Build a Guiding Coalition: Building a guiding coalition is critical in driving the change process. This coalition should consist of influential leaders, employees, and change champions who possess the resources to support and lead the change effort. The coalition works together to steer the initiative, build momentum, and ensure that employees are aligned with the change goals.

Form a Strategic Vision for Change: Having a clear vision is essential for guiding the change effort and providing a sense of direction. This vision should articulate the desired future state and the benefits of achieving it. Alongside the vision, developing strategies or initiatives for achieving the change is crucial. A well-articulated vision helps to inspire and align the organization around common goals.

Enlist a Volunteer Army: Involving all employees in the effort is essential. This includes effectively communicating the vision and initiatives/projects so all employees understand and are committed to the change. This involves using multiple channels and formats to reach different audiences, ensuring consistent messaging, and addressing concerns and feedback. Regular, transparent communication helps to build trust and reduce resistance.

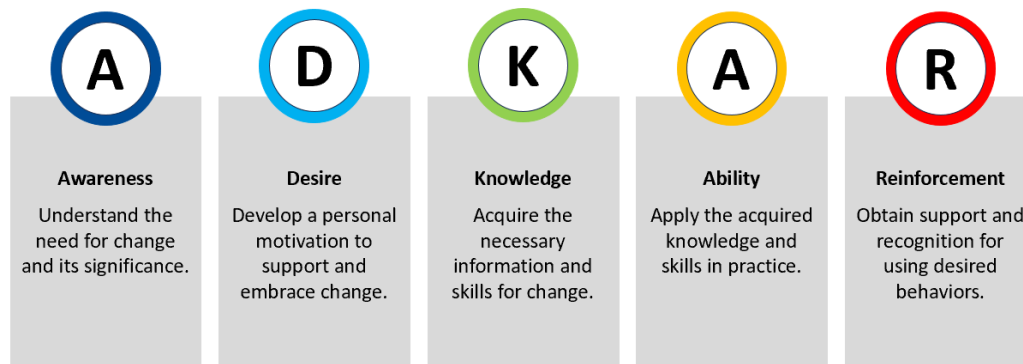
Enable Action by Removing Barriers: Identifying and addressing barriers that could impede the change process is a critical step. This may involve changing organizational structures, policies, or systems that are misaligned with the vision. Empowering employees by providing the resources, training, and support they need to implement the change effectively is also essential. Removing obstacles helps to facilitate smoother progress and encourages broader participation.

Generate Short-Term Wins: Generating and recognizing short-term wins can provide evidence that the change effort is working and help to build momentum. These wins should be visible, unambiguous, and clearly related to the change initiative. Celebrating short-term successes helps to reinforce the commitment to change, boost morale, and demonstrate the benefits of the new way of working.

Sustain Acceleration: After achieving initial successes, it's important to maintain the momentum by consolidating gains and continuing to push for further improvements. This step involves analyzing what went right and what can be improved, using the credibility from early wins to drive deeper changes, and ensuring that new practices are anchored in the organization's culture.

Institute Change: The final step is to ensure that the changes are deeply embedded in the organizational culture. This involves making continuous efforts to sustain the change, aligning it with the organization's values, and ensuring that leadership development and succession planning support the new way of operating.

ADKAR Model



Awareness is the first step in the ADKAR model, emphasizing the need for individuals to understand why change is necessary. Without awareness, individuals are unlikely to support the change effort. This stage involves communicating the reasons for the change, the risks of not changing, and the benefits that the change will bring. Effective communication strategies, such as town hall meetings, newsletters, and one-on-one conversations, can help build awareness and create a sense of urgency around the change initiative.

Desire, the second step, focuses on fostering a personal motivation to participate in and support the change. Even if individuals understand the need for change, they must also want to be part of it. Creating desire involves addressing the personal impacts of the change, demonstrating leadership support, and building a coalition of advocates. Incentives, rewards, and recognition can also play a significant role in enhancing individuals' desire to embrace the change.

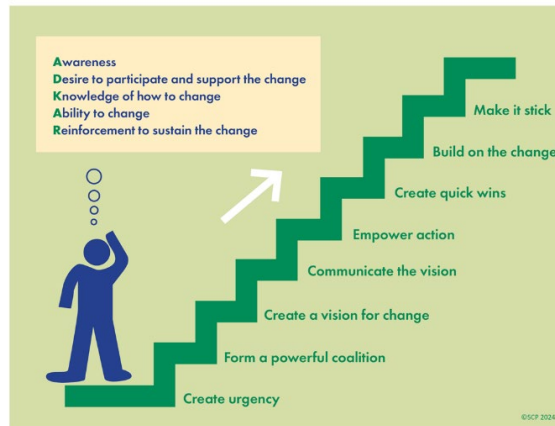
Knowledge is the third step in the ADKAR model and involves providing individuals with the information, training, and education they need to know how to change. We are doing just that with our time together in this training session! This also includes understanding new processes, systems, roles, and responsibilities. Effective training programs, workshops, and access to resources are essential to ensure that everyone has the necessary knowledge to implement the change successfully. Ongoing support and clear communication help reinforce this knowledge and address any questions or concerns that may arise.

Ability is the fourth step and is about enabling individuals to apply their knowledge and skills to achieve the desired change. This involves overcoming barriers, providing hands-on training, and offering coaching and support to build competence and confidence. Practice, feedback, and performance monitoring are critical components of this stage. By ensuring that individuals have the ability to make the change, organizations can minimize resistance and enhance the overall effectiveness of the change effort.

Reinforcement is the last step in the ADKAR model, focusing on sustaining the change and preventing regression. This stage involves implementing mechanisms to reinforce the change, such as celebrating successes, recognizing achievements, and integrating the change into organizational culture and practices. Continuous monitoring, feedback loops, and addressing any remaining resistance are essential to ensure that the change is maintained over time. By reinforcing the change, organizations can ensure that the new behaviors and processes become the norm, leading to lasting success.

DMVA Change Management Framework

Kotter’s Model + ADKAR Model



Kotter’s Model and the ADKAR Model are both widely recognized frameworks for managing change in organizations.

- Kotter’s model provides a broad, strategic overview of the change process.
- ADKAR offers a more detailed focus on the individual stages of change.

Together, they provide a robust framework for addressing both organizational and individual needs during a change initiative, increasing the likelihood of successful and sustainable transformation.

Individual Activity

Related to the DMVA Improving Our Culture efforts, where do you see yourself in the ADKAR model?

Awareness | Desire | Knowledge | Ability | Reinforcement

Group Activity

Where Am I in ADKAR?

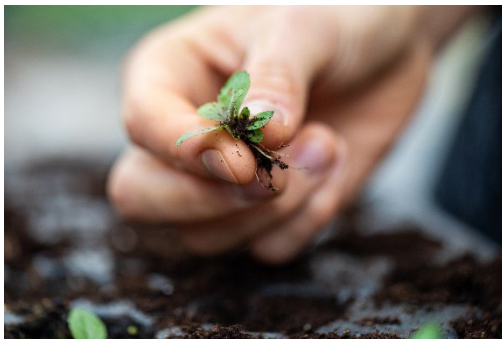
In the Chat box, type the phase of the ADKAR model that represents where you are in the change process.

We each go through change in our own unique way. What is most important is to recognize that there is a process that we each go through in managing change. Understanding the ADKAR and Kotter models can help us validate our responses to change based on the phases or steps of change that we are experiencing.

Module 2: The Impact of Change

- Understanding Two Types of Change
- Identifying Individual Response to Change
- Managing Triggers from Change

Incremental Change



Characteristics:

- Small-scale adjustments
- Low risk
- Short-term focus
- Employee familiarity
- Resource efficiency

Incremental change refers to a gradual and continuous improvement process within an organization or system.

Small-Scale Adjustments: Incremental change involves making minor improvements or adjustments to existing processes, systems, or products. These changes are often continuous and part of an ongoing effort to optimize performance.

Low Risk: Because incremental changes are small and gradual, they typically involve lower risk compared to larger, more radical changes. They are easier to manage and control.

Short-Term Focus: Incremental changes often focus on short-term goals and immediate improvements rather than long-term strategic shifts.

Employee Familiarity: Since the changes are minor, employees are usually more familiar with the changes and can adapt more easily. This leads to lower resistance and easier implementation.

Resource Efficiency: Incremental changes usually require fewer resources, both in terms of time and money. They can often be funded within existing budgets.

Impact of Incremental Change



Characteristics:

- Improve efficiency
- Enhance competitiveness
- Reduce disruption
- See incremental gains

Improved Efficiency: Incremental changes can lead to continuous improvements in efficiency and productivity as processes and systems are refined over time.

Enhanced Competitiveness: Small, ongoing improvements can help an organization stay competitive by keeping its products and services up-to-date and responsive to customer needs.

Reduced Disruption: Because changes are small and gradual, they cause less disruption to daily operations and minimize the impact on employees and customers.

Incremental Gains: While each change might bring small benefits, over time, these can accumulate to significant improvements in overall performance.

What incremental changes have you experienced at DMVA?

Transformational Change



Characteristics:

- Radical shifts
- High risk
- Long-term focus
- Significant resistance
- Resource intensive

Transformational change refers to a profound, fundamental shift that alters the fabric of an organization or system. The Transformational change focus is to achieve substantial

improvements in performance, and overall effectiveness. It requires visionary leadership, strong communication, and a comprehensive approach to managing the transition, ensuring that all aspects of the organization are aligned with the new direction and goals.

Radical Shifts: Transformational change involves significant, radical shifts in strategy, structure, systems, processes, or culture. It is often driven by major external factors like technological advancements, market shifts, or competitive pressures.

High Risk: Due to its scale and complexity, transformational change carries a higher level of risk. It requires careful planning and management to avoid failure.

Long-Term Focus: Transformational changes are focused on long-term strategic goals and often involve a complete rethinking of how the organization operates.

Significant Resistance: Because transformational change can significantly alter the way employees work, it often faces substantial resistance. Effective change management strategies are crucial to address this.

Resource Intensive: Transformational changes require considerable resources, including time, money, and human capital. They often need extensive investment and commitment from leadership.

Impact of Transformational Change



- Breakthrough Performance
- Cultural Shifts
- Strategic Realignment
- Significant Disruption
- Sustainable Growth

DMVA Improving Our Culture is transformational change.

Breakthrough Performance: When successful, transformational change can lead to dramatic improvements in performance, opening up new opportunities and markets.

Cultural Shifts: Transformational changes often involve shifts in organizational culture, leading to new ways of thinking and working. This can be both a challenge and an opportunity.

Strategic Realignment: Transformational change can realign an organization’s strategy with external realities, ensuring long-term viability and competitiveness.

Significant Disruption: The scale of change can cause significant disruption in the short term, affecting employees, processes, and systems. Managing this disruption is a key challenge.

Sustainable Growth: Successful transformational changes can position an organization for sustainable growth and long-term success, creating a foundation for the future.

Both incremental and transformational changes are essential for organizations to adapt and thrive. Incremental change focuses on continuous improvement and operational efficiency, while transformational change drives radical shifts to realign with strategic goals. Both types of change have distinct characteristics and impacts.

Responding to Change

- Feeling awkward
- Initially focusing on what you have to give up
- Feeling alone even though everyone else is going through change
- Handling only so much change
- Being at different levels of readiness for change
- Being concerned you don’t have enough resources
- Reverting back to old behaviors if you take pressure off



Everyone responds to change differently.

Individual Activity

How do you respond to change?

1. Complete the **My Response Towards Change** assessment below.
2. Write a 'y' for yes in the column that best describes your personal response to change.

| Change-related indicators | Low | Average | High |
|--|-----|---------|------|
| Need for consistency | | | |
| Need to be conventional | | | |
| Anxiety about the unknown | | | |
| Preference for accepted standards | | | |
| Need for control | | | |
| Self-confidence associated with the familiar | | | |
| Self-esteem associated with established position | | | |
| Need for security | | | |
| Tendency to resist change | | | |
| Believing that the change will not lead to positive outcomes | | | |
| Accepting the change passively without enthusiasm | | | |
| Not working with others to navigate the change | | | |
| Lack of clarity about what the change entails | | | |
| Anxiety about the unknown or potential negative outcomes | | | |
| Feeling lost or unsure about one's role in the new environment | | | |

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Stress Triggers from Change

- Communication gaps
- Role uncertainty
- Loss of control
- Increased workload
- Skill gaps
- Technology changes
- Personal impacts
- Resistance from peers



The change process can be complex and multifaceted, often leading to various triggers that can evoke stress, resistance, or other emotional reactions. Recognizing these triggers can help leaders anticipate challenges and develop strategies to manage them effectively.

Communication Gaps

- **Lack of Information:** Insufficient or unclear communication about the change can cause confusion and anxiety.
- **Misinformation:** Rumors and incorrect information can spread quickly, leading to mistrust and fear.

Role Uncertainty

- **Role Changes:** Changes in job roles, responsibilities, or reporting structures can create uncertainty and stress.
- **Job Security:** Concerns about job loss or changes in employment status can trigger fear and resistance.

Loss of Control

- **Decision-Making:** Feeling excluded from the decision-making process can lead to a sense of helplessness and frustration.
- **Autonomy:** Reduced autonomy or increased oversight can make individuals feel micromanaged.

Increased Workload

- **Additional Tasks:** The need to learn new systems or processes can increase workload and pressure.
- **Time Constraints:** Tight deadlines for implementing change can create stress and burnout.

Skill Gaps

- **Training Needs:** The requirement to acquire new skills or knowledge can be daunting and stressful.
- **Competence Doubts:** Individuals may doubt their ability to perform new tasks effectively.

Cultural Shifts

- **Values and Norms:** Changes that affect the core values or cultural norms of the organization can cause discomfort.
- **Team Dynamics:** Alterations in team composition or dynamics can disrupt established relationships and trust.

Technology Changes

- **New Tools:** Introduction of new technology can be overwhelming and create resistance, especially among those less comfortable with technology.
- **System Integration:** Challenges in integrating new technology with existing systems can cause operational disruptions.

Personal Impacts

- **Work-Life Balance:** Changes that affect working hours, location, or travel requirements can impact personal life and increase stress.
- **Financial Concerns:** Any changes that affect compensation, benefits, or financial stability can trigger anxiety.

Organizational Changes

- **Leadership Changes:** New leaders or changes in leadership style can create uncertainty and resistance.
- **Structural Changes:** Restructuring, mergers, or acquisitions can lead to confusion and fear about the future.

Resistance from Peers

- **Group Dynamics:** Resistance from colleagues or peers can influence an individual's perception of the change and their willingness to accept it.
- **Social Pressure:** The desire to conform to group norms can lead to resistance if the group is opposed to the change.

Managing Stress and Triggers

- Effective communication
- Inclusive decision-making
- Support and resources
- Gradual implementation
- Leadership and culture
- Stress management



Effective Communication

- **Clarity:** Provide clear, consistent, and transparent communication about the change process, reasons, and expected outcomes.
- **Feedback:** Establish channels for feedback and address concerns promptly.

Inclusive Decision-Making

- **Participation:** Involve employees in the decision-making process and seek their input on changes that affect them.
- **Empowerment:** Give individuals a sense of control by involving them in planning and implementation.

Support and Resources

- **Training:** Offer comprehensive training and development programs to equip individuals with the necessary skills.
- **Support Systems:** Provide access to support systems, such as coaching, counseling, and peer support groups.

Gradual Implementation

- **Phased Approach:** Implement changes gradually to allow individuals to adapt incrementally.
- **Pilots and Trials:** Conduct pilot programs or trials to identify potential issues and refine processes before full implementation.

Leadership and Culture

- **Role Modeling:** Leaders should model the desired behaviors and attitudes to inspire confidence and trust.
- **Cultural Alignment:** Ensure that changes align with the organization's values and culture to minimize disruption.

Stress Management

- **Wellness Programs:** Offer stress management and wellness programs to help individuals cope with change.
- **Work-Life Balance:** Provide flexibility and support to help employees maintain a healthy work-life balance.

By identifying and addressing these triggers, leaders can create a supportive environment that reduces stress and resistance, facilitating a smoother and more successful change process.

Group Activity

Managing Stress & Triggers

In your small group:

Share what you'd like to see done at DMVA to help you manage the stress or triggers from change.

Module 3: The Human Side of Change

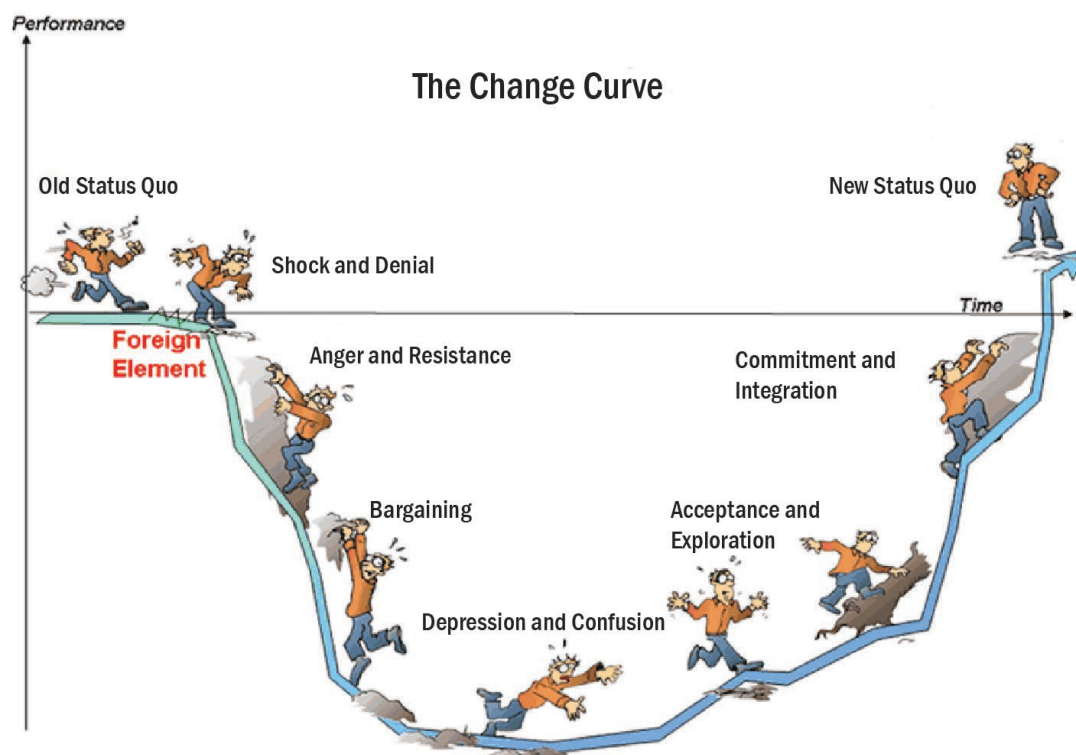
- Managing the Change Process (Curve)
- Self-Assessment on Approaching Change

The human side of change refers to the impact that organizational changes have on individuals within the workforce. It encompasses the array of reactions and responses that employees experience as they navigate transitions, from initial shock and resistance to eventual acceptance and adaptation.

Effective change management strategies prioritize addressing these emotional needs, fostering open communication, providing support mechanisms, and empowering individuals to cope with and thrive amidst change.

By understanding and addressing the human side of change, organizations can cultivate resilience, engagement, and commitment among their employees, ultimately facilitating successful change implementation.

The Change Curve



The Change Curve, also known as the Kübler-Ross Change Curve or the Transition Curve, is a widely recognized model that describes the emotional journey individuals experience during change.

This model was initially developed by Elisabeth Kübler-Ross to explain the stages of grief, but the model has been adapted to understand the process of change and transition in organizations. The Change Curve consists of several stages that reflect the typical emotional responses people go through when confronted with significant change.

Shock and Denial

- **Characteristics:** Initial reaction to change often involves shock and denial. Individuals may be stunned by the announcement and refuse to accept that change is happening. They might downplay its significance or believe it will not affect them personally.
- **Impact:** Productivity may drop as people struggle to process the news. Denial can lead to a lack of engagement and a delay in taking necessary actions.

Anger and Resistance

- **Characteristics:** As the reality of the change sets in, individuals may feel anger and resistance. They might express frustration, resentment, or blame others for the change. Resistance can manifest as open opposition, passive-aggressive behavior, or withdrawal.
- **Impact:** Morale and cooperation can suffer, leading to conflicts and reduced teamwork. Resistance can slow down the implementation of change and create a negative atmosphere.

Bargaining

- **Characteristics:** In this stage, individuals may attempt to negotiate or bargain to avoid the change or minimize its impact. They might make deals with themselves or others, seeking to delay or alter the change.
- **Impact:** Bargaining can lead to temporary reprieves but often delays the acceptance and adaptation process. It can also create false hope or unrealistic expectations

Depression and Confusion

- **Characteristics:** When bargaining fails, individuals may experience feelings of sadness, confusion, and helplessness. This stage is marked by low energy, lack of motivation, and a sense of loss or despair.
- **Impact:** Productivity and engagement can reach their lowest point. Individuals may struggle with decision-making and feel disconnected from their work and colleagues.

Acceptance and Exploration

- **Characteristics:** As individuals begin to accept the reality of the change, they start to explore new possibilities and opportunities. They become more open to learning and adapting to the new situation.
- **Impact:** Energy and engagement begin to recover. Individuals show more willingness to experiment, take initiative, and contribute to the change process.

Commitment and Integration

- **Characteristics:** In the final stage, individuals fully embrace the change and integrate it into their daily routines. They develop new skills, behaviors, and ways of thinking that align with the change.
- **Impact:** Productivity and morale improve as individuals feel more confident and competent in the new environment. Change becomes the new norm, and the organization moves forward with renewed strength and focus.

Managing the “Change Curve”

- Communication
- Support
- Involvement
- Recognition
- Flexibility



Communication

- **Transparency:** Provide clear, consistent, and honest communication throughout the change process.
- **Feedback:** Encourage open dialogue and listen to concerns and questions.

Support

- **Training:** Offer training and development opportunities to help individuals acquire new skills.
- **Resources:** Provide access to support resources, such as counseling or coaching.

Involvement

- **Participation:** Involve employees in planning and decision-making to give them a sense of control and ownership.
- **Collaboration:** Foster teamwork and collaboration to build a supportive network.

Recognition

- **Acknowledge Feelings:** Recognize and validate the emotional responses of individuals at each stage.
- **Celebrate Progress:** Celebrate milestones and achievements to build momentum and reinforce positive behaviors.

Flexibility

- **Adaptation:** Be flexible and willing to adjust plans based on feedback and evolving needs.
- **Phased Approach:** Implement changes gradually to allow individuals to adapt at their own pace.

The Change Curve provides valuable insights into the emotional journey individuals experience during change. By understanding and addressing the stages of the Change Curve, leaders can better support their teams, reduce resistance, and facilitate a smoother transition. Effective communication, support, involvement, recognition, and flexibility are key strategies to help individuals move through the stages and achieve successful and lasting change.

Individual Activity

How do you respond to change?

1. Complete the 'How Do I Approach Change' assessment on the next page.
2. For each row, read both statements.
3. Check the box for the statement that best reflects your attitude about change at work.
4. Once you have read and identified a statement for all rows, add the number of check-marked boxes in each column and write the total number in the last row.

How Do I Approach Change?

When a new policy, procedure, or process is introduced into DMVA, what reaction are you likely to have?

| | |
|---|--|
| <input type="checkbox"/> I relish change because it's exciting and challenging. | <input type="checkbox"/> Changes are superficial and never stick, so what's the point? |
| <input type="checkbox"/> I'll go along with the new way even if it doesn't make any sense to me. | <input type="checkbox"/> I'll act as if I'm going along with this change, but I'll keep on doing things the old way. |
| <input type="checkbox"/> Change makes the organization more innovative and creative, and I like feeling part of it. | <input type="checkbox"/> There's nothing new under the sun. This is the same old thing repackaged. I'll participate for a few days until they lose interest. |
| <input type="checkbox"/> I like trying new things and learning new skills. | <input type="checkbox"/> It feels like I'm the only one who's not on board with this. |
| <input type="checkbox"/> New systems and processes help us improve our morale and productivity. | <input type="checkbox"/> Implementing change is a downer. It never works and people just get stressed in the process. |
| <input type="checkbox"/> Implementing this change is my highest priority. | <input type="checkbox"/> I don't have time to learn all this stuff. It's a waste of time. |
| <input type="checkbox"/> We'll never get into ruts as long as we keep trying to improve. | <input type="checkbox"/> Why do we keep fixing things that aren't broken? |
| Total Checked Boxes: | Total Checked Boxes: |

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Small Group Activity

How Do I Approach Change?

In your small group take turns and share:

- Where do you think you are on the change curve?
- Your results of the assessment

Module 4: Building Resilience

- Defining Resilience and its Importance in Change Management
- Growth Mindset vs Fixed Mindset
- Techniques for Building Personal Resilience

Resilience

The ability to adapt and bounce back from adversity, trauma, challenges, or significant sources of stress.

It involves the capacity to recover quickly from difficulties, to cope effectively with change, and to face setbacks and obstacles without being overwhelmed or giving up.



Resilience is crucial during times of change because it enables individuals and organizations to navigate uncertainty, adapt to new circumstances, and emerge stronger from challenges.

Resilience promotes learning and growth within teams and individuals. When confronted with change, resilient individuals are more likely to view obstacles as opportunities for development rather than as insurmountable barriers. This mindset encourages continuous improvement and innovation, as employees feel empowered to experiment, learn from failures, and adapt their approaches.

Resilience enhances overall well-being and mental health. Change can be stressful, triggering feelings of anxiety, uncertainty, and resistance. Resilient individuals, however, are better equipped to manage stress and maintain a positive outlook.

Why is resilience important in times of change?



The Importance of Resilience

- **Adaptability:** Resilience enables individuals and organizations to adapt to change more effectively.
- **Coping with Uncertainty:** Resilient individuals are better able to navigate ambiguity, maintain focus, and stay motivated despite not having all the answers.
- **Maintaining Well-being:** Resilience helps individuals manage stress, maintain emotional balance, and preserve their well-being during turbulent times.
- **Promoting Growth and Learning:** Resilient individuals see setbacks as opportunities for growth and learning rather than as failures.
- **Supporting Leadership and Decision-Making:** Resilient leaders are better equipped to make tough decisions, inspire confidence in others, and provide stability during times of change. They can lead with optimism and determination.
- **Building Trust and Relationships:** Resilience fosters trust and strengthens relationships within teams and organizations. It encourages open communication, collaboration, and support among colleagues.
- **Enhancing Organizational Agility:** A resilient organizational culture promotes agility and responsiveness to changing market conditions, customer needs, and competitive pressures.

Resilience is crucial in change management because it empowers individuals and organizations to not only survive but thrive in the face of adversity and uncertainty.

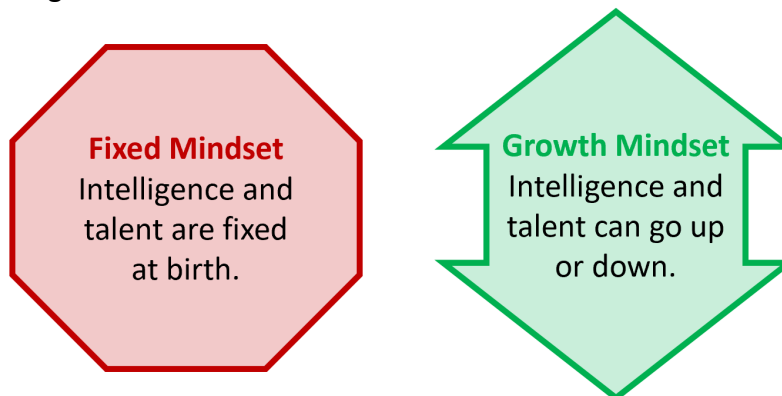
Fixed Mindset & Growth Mindset



The difference between a growth mindset and a fixed mindset lies primarily in how individuals perceive their abilities, intelligence, and potential for growth:

Growth Mindset

- **Belief:** Individuals with a growth mindset believe that their abilities and intelligence can be developed through dedication, effort, and learning. They view challenges as opportunities to learn and grow, and setbacks as temporary setbacks that can be overcome with perseverance and strategies.
- **Attitude towards Effort:** Embraces effort as a necessary part of learning and improvement. They see hard work and persistence as essential for achieving goals and mastering new skills.



- **Response to Feedback:** Welcomes feedback as constructive input that helps them improve. They see criticism as a way to learn and adjust their strategies for future success.
- **Inspired by Others' Success:** Feels inspired and motivated by the success of others, viewing it as evidence that their own efforts and strategies can lead to similar achievements.

Fixed Mindset

- **Belief:** Individuals with a fixed mindset believe that their abilities and intelligence are static traits that cannot be significantly changed. They may believe they are inherently good or bad at certain things, and that effort is less influential in their success.
- **Attitude towards Effort:** Avoids effort or sees it as a sign of inability. They may believe that if they must work hard at something, it means they are not naturally talented in that area.
- **Response to Feedback:** Takes feedback personally and defensively. They may interpret criticism as a reflection of their innate abilities rather than an opportunity to improve.
- **Threatened by Others' Success:** Feels threatened or discouraged by the success of others, seeing it as evidence of their own limitations or inadequacies.

Bottom Line: A growth mindset fosters resilience, learning, and a willingness to take on challenges, while a fixed mindset can limit potential and hinder personal development by viewing abilities as fixed and unchangeable. Developing a growth mindset involves cultivating a belief in one's ability to improve through effort and learning, which can lead to greater motivation, achievement, and resilience in the face of challenges you may encounter.

Building Resilience

Building personal resilience involves adopting various techniques and practices that enhance your ability to cope with stress, adversity, and challenges. Here are several effective techniques:

Positive Thinking

- Practice of focusing on the good in any given situation
- Recognize negative thoughts and reframe them into positive ones
- Benefits of positive thinking are extensive and well-documented
 - Lower levels of stress and anxiety
 - Recover more quickly from setbacks
 - Stronger immune systems, lower blood pressure, and a reduced risk of cardiovascular disease



Gratitude

- A conscious effort to recognize and appreciate the positive aspects of life
- Grateful individuals often experience increased levels of life satisfaction
- Builds resilience, making it easier to cope with stress and recover from difficult situations
- Research has shown that grateful people tend to have stronger immune systems, lower blood pressure and better sleep quality



Mindfulness Practices

- Techniques that help individuals focus on the present moment
- Help you from becoming overwhelmed by negative thoughts or stressful situations
- Reduce anxiety and stress
- Improve overall well-being
- Examples: meditation, deep breathing exercises, or mindfulness-based stress reduction (MBSR) techniques



Optimism

- An overarching trait or disposition
- A general expectation that good things will happen in the future
- Involves a hopeful perspective, believing challenges can be overcome
- Optimism and positive thinking are related
- Positive thinking is actively choosing to view situations in a positive way to manage daily challenges
- Optimism influences long-term outlook



Stress Management Techniques

- Strategies to help people cope with and reduce stress

- Need to incorporate into daily routine to significantly reduce stress levels and enhance overall well-being
- Recognize sources of stress in your life
- Identify which sources of stress you can control
- Select a technique that is realistic goal for you
- Examples: Physical Activity/Exercise, Balanced Diet, Adequate Sleep, Meditation



Building Your Social Support System

- Crucial for emotional and psychological well-being
- Significantly reduces feelings of isolation and anxiety
- Offers practical assistance, such as advice, resources, or a helping hand, making challenging situations more manageable
- Contributes to overall health, lower rates of mental health issues, and better physical health outcomes, including lower blood pressure and a stronger immune system



Adaptive Problem-solving

- Involves being flexible and open-minded to assess situations from multiple perspectives and generate a variety of solution
- Fosters a growth mindset where individuals view challenges as opportunities
- Helps in immediate crisis resolution
- Promotes long-term resilience

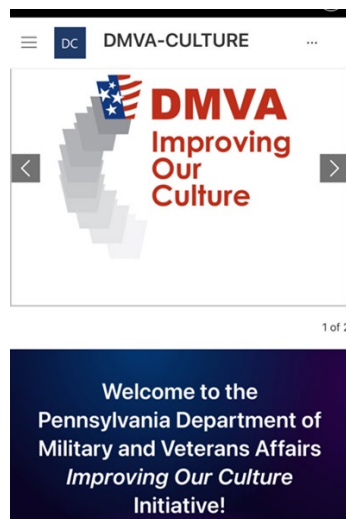


Individual Activity

Action Plan for Building Resilience

| ✓ | Task | Action |
|---|---|--|
| | <p>1. Reflect on Initial Thoughts about Change. Look back at Page 5 and read the initial responses you listed for managing change in your work or personal life. Write a few of the adjectives in the box to the right.</p> | |
| | <p>2. Identify Tools. Review the list of methods for building resilience and developing a growth mindset. Check each box next to the technique that you think could help you better manage change.</p> | <ul style="list-style-type: none"> <input type="checkbox"/> Positive thinking <input type="checkbox"/> Gratitude <input type="checkbox"/> Mindfulness practices <input type="checkbox"/> Optimism <input type="checkbox"/> Stress management techniques <input type="checkbox"/> Building your social support system <input type="checkbox"/> Adaptive, problem-solving |
| | <p>3. Select One Tool to Use. In the box to the right, write the one tool or technique that you are going to use in developing your resilience.</p> | |
| | <p>4. Identify Accountability Person. Identify a person who can hold you accountable for creating a new habit. This can be a coworker, friend, or your supervisor. Write the person's name in the box to the right.</p> | |
| | <p>5. Regularly Assess Progress. Identify a day of the week that you would like to check-in with your Accountability Person. Identify the way you want to have the check-in (e.g., text, email, phone call, in-person). In the box to the right, write the day and method for check-in.</p> | |
| | <p>6. Monitor Progress. Ask your Accountability Person to send you a message on the day you selected for the next three weeks. Be prepared to share with them:</p> <ul style="list-style-type: none"> • What is going well in using the tool? • What needs to be adjusted to make the tool more effective? | |
| | <p>7. Adapt Plan. Ask your Accountability Person for honest feedback on how you can improve or modify your plan to ensure the tool is helping you develop resilience.</p> | |

Stay Informed



- **Visit** the DMVA Culture SharePoint Site to see latest news on the culture efforts
- **Stay** current on status of the 6 Priority Projects
- **Ask** questions or provide feedback/comments anonymously
- **Complete** a DMVA Culture Survey
- **See** the status of Questions raised during Town Halls
- **Learn** what events are coming up
- **Go to** <https://pagov.sharepoint.com/sites/DMVA-CULTURE>

Resources Available to Employees

DMVA Change Champions

- For DMVA Improving Our Culture project related questions or communications, reach out to a Change Champion
- Go to DMVA Culture SharePoint Site to find a Change Champion at your location



Direct Supervisor

- For day-to-day work-related questions, talk to your direct supervisor

Human Resource Staff

- For work related or personal concerns, talk to the Human Resource person at your location

Employee Assistance Program

- For work related or personal concerns that need more support, contact the State Employee Assistance Program, 800.692.7459, www.liveandworkwell.com

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