

PARTICIPANT GUIDE

THE TOP **3** STRATEGIES TO BE **RESILIENT**

IN TIMES OF CHANGE



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change management | diversity & inclusion consulting
leadership development | organizational learning

HOLD ON A DOGGONE MINUTE: WHO'S THIS "STEVE" GUY AND WHAT'S "TOPDOG"?

ABOUT DR. STEVE "DOC YOCK" YACOVELLI

Dr. Steve Yacovelli (a.k.a. "The Gay Leadership Dude®") is Owner & Principal of TopDog Learning Group, LLC, (see what the heck is "TopDog" below). Steve holds a B.S. in Public Relations from Millersville University of Pennsylvania, an M.A. in Educational Policy & Leadership Development from The Ohio State University, and an Ed.D. in Instructional Technology & Distance Education from Nova Southeastern University. A published author, Steve has written books and articles focusing on how adults adopt and learn using technology and employee and organizational perceptions and readiness for technology-enabled learning solutions. His latest book, **"Pride Leadership: Strategies for the LGBTQ+ Leader to be King or Queen of their Jungle,"** "came out" in June 2019, and his next book, **"Your Queer Career®: Workplace Advice from 'The Gay Leadership Dude®'"** hits shelves later this year.



Steve, contemplating life (or his next cup of coffee)

Steve has spent much of his career consulting with clients on the right solutions for their business; specifically, as it relates to leadership development, effective communication, using learning technologies, learning, and measuring the impact of training and change. With over twenty-five years' experience in strategy, education, and communication, Steve is a rare breed of professional that understands the power of using academic theory and applying it to the corporate setting to achieve business results. Steve can be reached at steve@topdoglearning.biz.



WHAT'S A "TOPDOG" ANYWAY?

TopDog Learning Group, LLC is a learning and development, change management, leadership, and diversity and inclusion consulting firm based in Orlando, Florida, USA but with affiliations throughout the world. TopDog provides guidance and solutions in change management, instructional design, leadership and

organizational development, learning, strategies, diversity and inclusion consulting, and custom e-learning creation. We've had the pleasure of working with such great organizations as The Walt Disney Company, IBM, Bayer, Covestro, Tupperware Brands Corporation, Hilton Worldwide, George Washington University, The Public Library Association, The Bill & Melinda Gates Foundation, The Ohio State University, accenture, and BellSouth / AT&T, among many others members of our "pack."

In addition, TopDog has partnered with several organizations to provide both face-to-face, webinar, and asynchronous (self-paced) online learning solutions on such topics as understanding diversity and inclusion, unconscious bias in the workplace, effective customer service, and stellar leadership development and talent management.

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Here's just a few members of the TopDog Learning Group:





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INTRODUCTION

Q: HOW MUCH DOES THIS WEIGH?



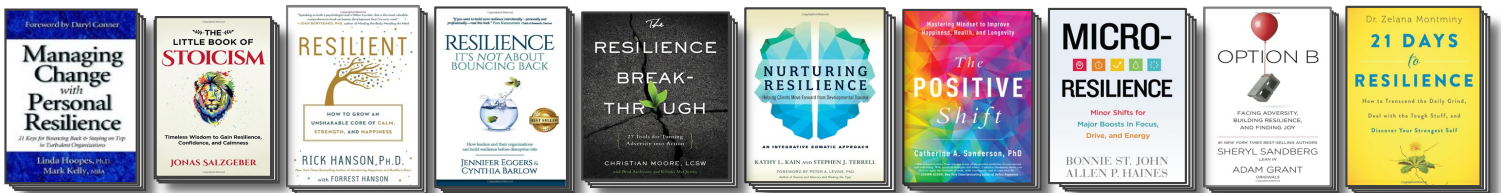
DR. STEVE YACOVELLI
OWNER & PRINCIPAL



~ a.k.a. ~



LOTS of great resources / books / websites that focus on “resiliency” to change ...



... and many similarities and trends between them!

*FYI inclusion of these images is not a specific endorsement ... we don't endorse any particular book or resource!

OUR GOAL:

To provide you with 3 strategies / tactics you can immediately use to begin to build your own resilience

UNDERSTANDING THE BASICS OF “CHANGE”

The Change Curve according to Schmidt-Tanger, based on the work of Kübler-Ross Model (1969).

Q: Is this REALLY how humans go through their emotions during times of change?





THE FOUR ROOMS OF CHANGE

Concepts from “The Four Room Apartment Model of Change for Understanding and Choosing Action Strategies” by Jim Dezieck (Cornell University, 2009).

CONTENTMENT

In **Contentment** you are just that – content and without a change need or demand. Your energy is focused on sustaining a good working system. Life is good – you are centered, focused, and in control.

Then: a need for change emerges. It might be internal – for example, a need for you or your group to take your work to a new level, perhaps automating a system to free up time for other pursuits. Or it could be external, like an imposed budget cut, a merger, or new organization-wide program that demands a response.

DENIAL

Because both people and organizations are seldom without plenty to do, your first reaction to change is characterized by the **Denial Room**.

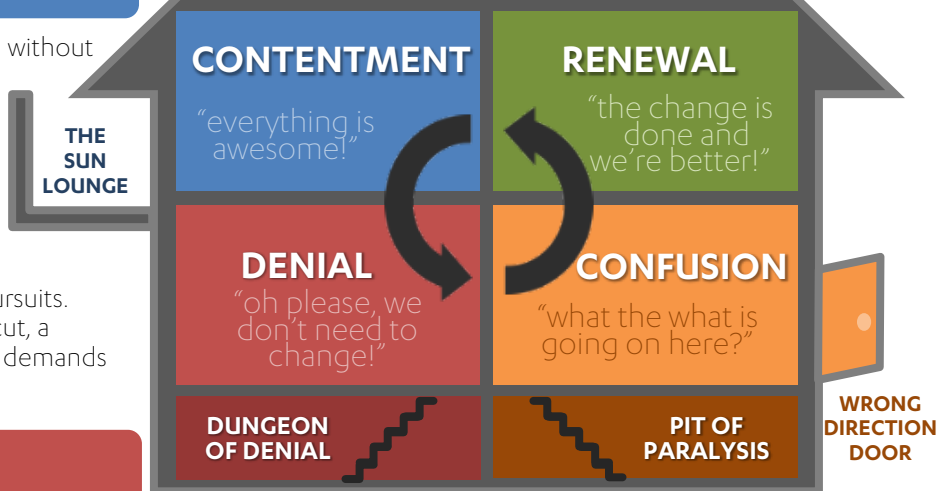
Denial isn't always bad – it's a vital defense mechanism that helps us keep priorities in mind while keeping less-pressing issues from interfering. In **Denial**, you are focused on other things. In the early stages of **Denial**, people typically submerge the pressures of change. With persistence, the change becomes an annoyance to which you may respond with varying degrees of anger, avoidance, and frustration. Most of the time, though, sooner or later you acknowledge the information, feelings and advice around you, and you become convinced that the change before you is real, significant and requires an intelligent response. Your reward for seeing the light: movement from the **Denial Room** into ... **Confusion**.

CONFUSION

When you're in the **Confusion Room**, you're neither here nor there. The old way is unraveled, the new way unclear. A new leadership team at the top – what do we keep doing and what do we change? Living in this room means living with uncertainty. Ambiguity. Suspicion. Rumors and flights of imagination fill in gaps of scattered information. You may begin putting together pieces of the puzzle, if only tentatively.

(con't next column)

THE FOUR ROOMS OF CHANGE*



CONTENTMENT

“everything is awesome!”

RENEWAL

“the change is done and we're better!”

DENIAL

“oh please, we don't need to change!”

CONFUSION

“what the what is going on here?”

DUNGEON OF DENIAL

PIT OF PARALYSIS

WRONG DIRECTION DOOR

[CONFUSION, con't] ... You can languish in **Confusion** and endure a daily grind of busywork that seems poorly connected to your goals – both those you once served or those unknown that lie ahead, out there, somewhere.

Usually the information starts to trickle in, and the new picture begins to form. At this point you move out of **Confusion** and into **Renewal**.

RENEWAL

This is a heady place, once you get here. It's a place full of possibilities to best bring about a great solution or outcome to the change. Happy are you, if you can make space in your life to fully be in this room with this change (as opposed to letting your mind pull away from **Renewal** to attend to the **Denial** and **Confusion** calling you from the other rooms from other changes). **Renewal** is a time of great energy yet poses the challenge of relative lack of structure. Offering the right balance of structure – goals, timelines, memberships – and freedom within these structures is the key to enjoying the rush and harvesting the rewards of **Renewal**.

Make it through renewal and you're back where you started, in **Contentment**, at least with that change. Give it time, though – a new leader, or technology, or some other change is probably just around the bend.



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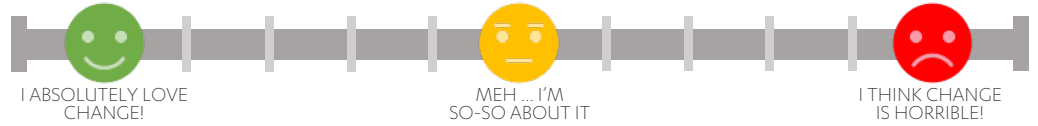
WHAT IS 'RESILIENCE'?

THE PROCESS OF OF CHANGE, ADVERSITY, TRAUMA, TRAGEDY, THREATS OR SIGNIFICANT SOURCES OF STRESS

AS MUCH AS RESILIENCE INVOLVES "BOUNCING BACK" FROM THESE DIFFICULT EXPERIENCES, IT CAN ALSO

REFLECTION: DO YOU LIKE CHANGE?

1 Where would you rank your comfort level with "change"?



HAVING A POSITIVE PERSPECTIVE

What is "HAVING A POSITIVE PERSPECTIVE" anyway?

<input type="text"/>	<input type="text"/>	<input type="text"/>

GENERALLY UPBEAT ABOUT THE FUTURE

STUDY: ~7 WORDS THAT HAVE THE SAME MEANING ACROSS 37 DIFFERENT LANGUAGES

GUILT ANGER DISGUST

SHAME JOY SADNESS

FEAR



Dr. Robert Schrauf, Professor of Applied Linguistics & an Anthropologist at Penn State University (2005)



ACTIVITY: THE "WHAT-WENT-WELL" JOURNAL

How hard was it for you to identify 5 things that went well in the last day?

1	
2	
3	

A	
B	

SELF-REFLECTION: POSITIVE PERSPECTIVE

1 How hard was it for you to identify 5 things that went well in the last day?





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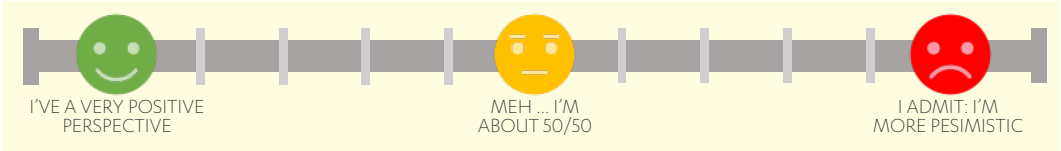
SELF-REFLECTION: POSITIVE PERSPECTIVE (CONT)

2 What do you think this says about your level of “positive perspective” in general?

3 What will you do with this new knowledge?



Where would you place your overall rating on **HAVING A POSITIVE PERSPECTIVE?**



HOMEWORK: THE “WHAT-WENT-WELL” JOURNAL

Like the activity we did, each night identify the five things that went well during the day—could be big things (landed that big client!) to small things (the cafeteria had liver for lunch!). Some nights it will be easy to rattle off five, while other nights you’ll struggle to get just one.


What you’re doing is reprogramming your mind to look for the positive things in your world each day, especially on those really, really hard days.

Studies show within two to three months it will actually change your perception to be more positive. Oh, and use a separate notebook or even your smartphone to record your thoughts.



HEALTHY SELF-CONCEPT

What do we mean by “HEALTHY SELF-CONCEPT” anyway?

		
<div style="border: 1px solid orange; height: 80px;"></div>	<div style="border: 1px solid orange; height: 80px;"></div>	<div style="border: 1px solid orange; height: 80px;"></div>

GENERALLY FEEL THEY ADD VALUE & WORTH

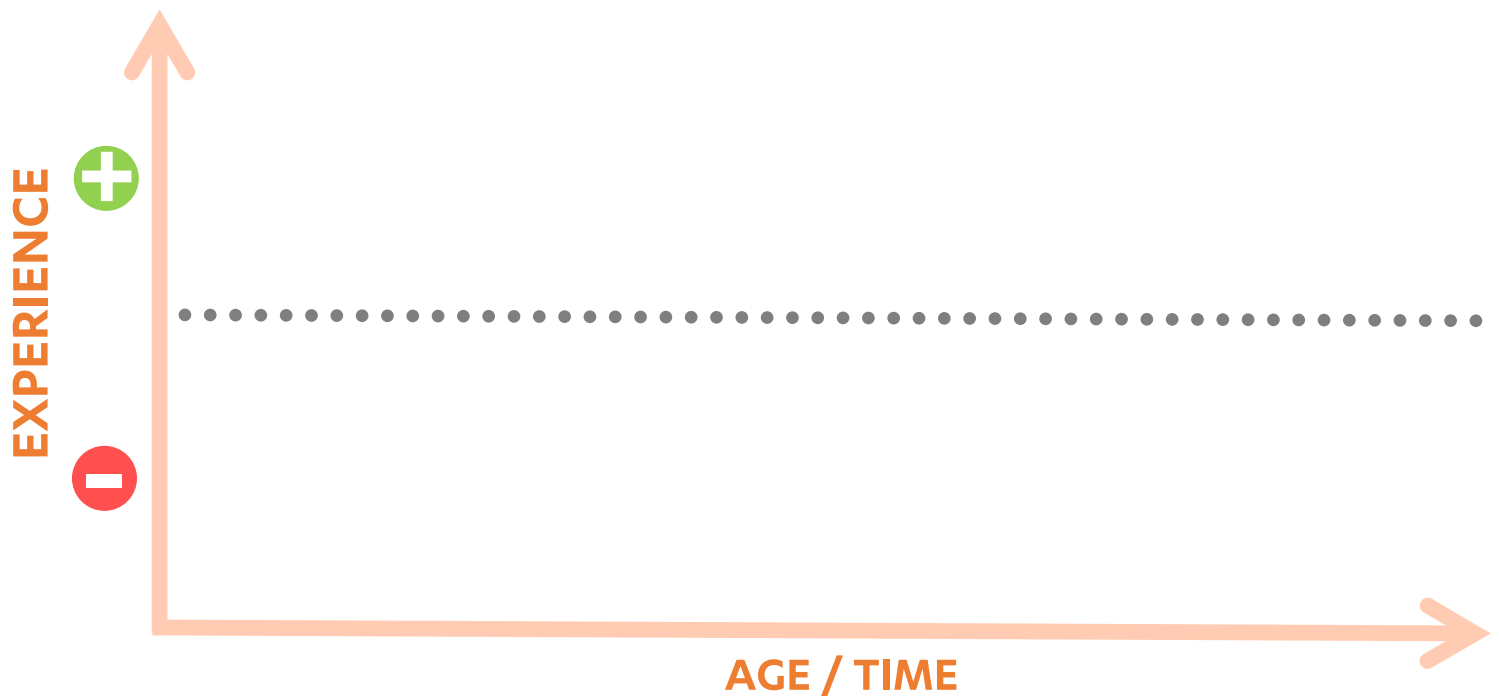


ACTIVITY: YOUR LIFELINE

INSTRUCTIONS: Think about the last five or so years (it can be longer). You can begin to reflect on either your personal or professional life, or a combination of the two.

Like most folks, there's some good things that happened to you during this timeframe and some not-so-good things. Your first step is to plot these milestones on the graph below, similar to the example you saw in the training.

Be sure to "connect the dots" to form one lifeline.



INSTRUCTIONS (con't): After you plot out your "highs" and "lows" and connect the dots, reflect on what got you from those "low points" to those "high points." Write those adjectives / descriptor words in the space below.

REFLECT ON THIS: What does this "Lifeline" activity help you see? Capture your thoughts in the space below.



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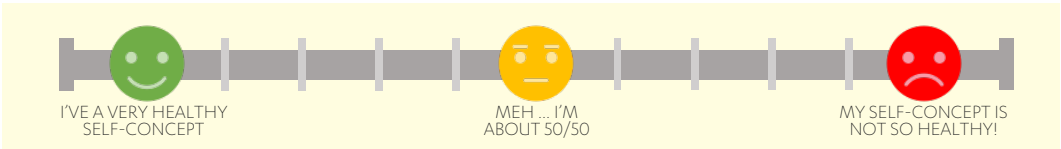
SELF-REFLECTION: SELF-CONCEPT

1 Hopefully the "Lifeline" activity helped you see that you've been in adverse situations before and you survived, and usually thrived. How will you remember this fact going forward?

2 What will you do with this new knowledge?



Where would you place your overall rating on **HEALTHY SELF-CONCEPT**?

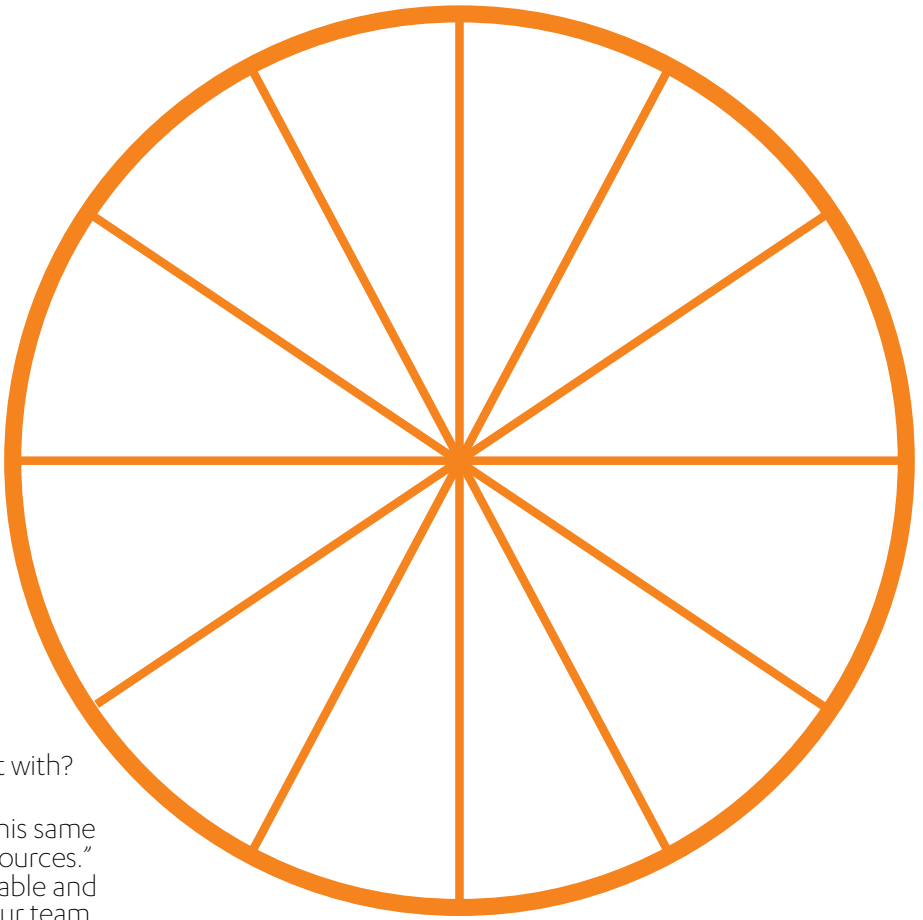


HOMEWORK: YOUR RESOURCE WHEEL

INSTRUCTIONS: Every single one of us has our own resources a.k.a. our own strengths, skills, competencies, gifts, traits, that we "bring to the table" in any given situation. It could be your optimism, your humor, your attention to detail, etc. Your challenge is to reflect on **WHAT "resources" you have.**

Fill in the wheel as best as you can with as many resources as you can think of. Use the following questions to help identify your personal "resources."

- What has made me strong?
- Where am I from?
- How do I view myself?
- How do others see me?
- What can I do better than others?
- What am I proud of?
- Which challenges have I successfully dealt with?



CHALLENGE: have your team members do this same exercise to determine perceptions of their "resources." Take inventory of what they each bring to the table and where there's omissions that are needed for your team.



COMFORT WITH UNCERTAINTY

What do we mean by “**COMFORT WITH UNCERTAINTY**” anyway?



GENERALLY FEEL OK WITH AMBIGUITY

ACTIVITY: CIRCLE OF UNCERTAINTY

1 What's your issue or challenge you want to explore where you don't know the outcome (ambiguity!)?

2 List the things that concern you about this main issue / challenge (#1, above):

3 Classify this concern into ONLY 1 of these categories:

A		<input type="radio"/> CONTROL <input type="radio"/> INFLUENCE <input type="radio"/> NO CONTROL NOR INFLUENCE
B		<input type="radio"/> CONTROL <input type="radio"/> INFLUENCE <input type="radio"/> NO CONTROL NOR INFLUENCE
C		<input type="radio"/> CONTROL <input type="radio"/> INFLUENCE <input type="radio"/> NO CONTROL NOR INFLUENCE
D		<input type="radio"/> CONTROL <input type="radio"/> INFLUENCE <input type="radio"/> NO CONTROL NOR INFLUENCE
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G		<input type="radio"/> CONTROL <input type="radio"/> INFLUENCE <input type="radio"/> NO CONTROL NOR INFLUENCE
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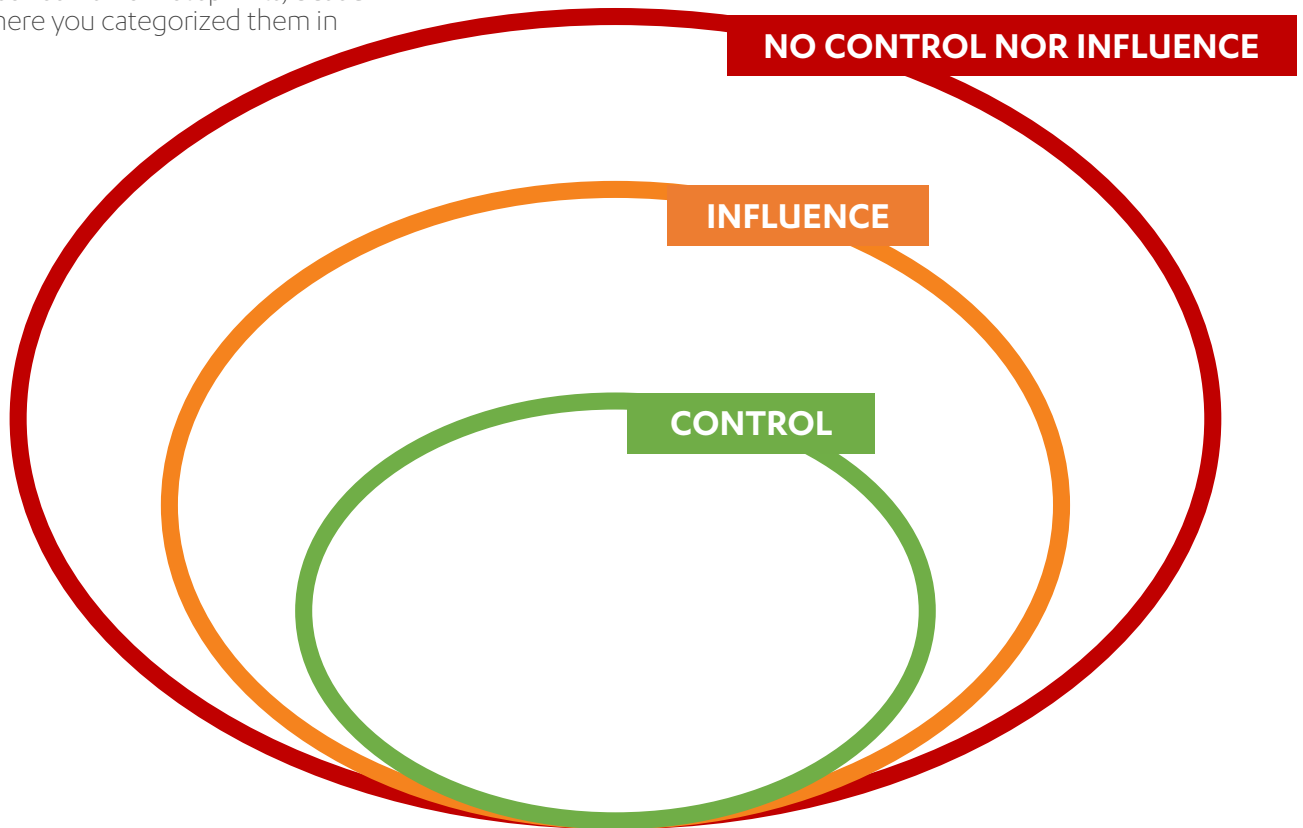
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ACTIVITY: CIRCLE OF UNCERTAINTY (con't)

4 Using the letters (A-H), plot where each of your concerns from Step 2 fits, based upon where you categorized them in Step 3.



1 Look at the circles above. What do you see? Are there any patterns in where your concerns fell?

2 What's one "take away" from looking at your Circle of Uncertainty?





ACTIVITY: CIRCLE OF UNCERTAINTY (con't)

5 In the space below, create your **ACTION PLAN** for the items you've identified you can **CONTROL** or you can **INFLUENCE**:

CONTROL or INFLUENCE CONCERN	DESIRED OUTCOME	ACTION STEPS TO GET TO YOUR DESIRED OUTCOME

6 In the space below, create your **ACTION PLAN** for the items you've identified where you have **NO CONTROL OR INFLUENCE**:

NO CONTROL or INFLUENCE CONCERN	DESIRED OUTCOME	ACTION STEPS TO GET TO YOUR DESIRED OUTCOME



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ACTIVITY: CIRCLE OF UNCERTAINTY (con't)



When you have things in that “outer ring” that you can’t **CONTROL** nor **INFLUENCE**, it boils down to three things you can do:

1 IS IT **REALLY** OUT OF MY **CONTROL**? REALLY?

WHY? Some people fall “victim” to changing times and will just throw their hands up in frustration and despair and say, “well, it’s out of my control.” However, a resilient person will stop, take a breath, and reflect if the concern in that outer ring is **REALLY** out of their control. Perhaps, on second thought, you may be able to influence that concern. Don’t feel victimized in times of change.

2 IF SO, CAN YOU **TAKE ACTION** ON SOMETHING ELSE?

WHY? Once we do agree that yes: the concerns in the outer ring are indeed out of your control and influence, think: what else can you do? Are there other actions you can take to channel that energy somewhere else? This allows us to move that “worry” to action and helps us feel some semblance of control in an uncontrollable situation. But when that action is done there’s one more thing to consider ...

3 ... OR CAN YOU SIMPLY **LET IT GO**?

WHY? Arguably one of the most challenging things to do in changing times, but often the healthiest. With those concerns in the outer ring can you shift your thinking to just be OK with them being out of your control? We don’t want to totally ignore them, but we don’t want to waste our precious energy on a concern that we can’t control or influence. So pull and Elsa and just “let it go!”

“DON’T BE CONSUMED **WORRYING ABOUT** THE WEATHER ... INSTEAD SPEND YOUR TIME LEARNING TO **DANCE IN THE RAIN.**”

~ AUTHOR UNKNOWN

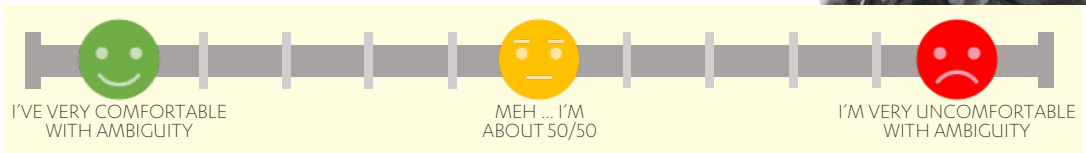
SELF-REFLECTION: COMFORT WITH UNCERTAINTY

1 Uncertainty tends to be people’s biggest challenge in times of change. Why do you think people finds this to be their biggest pain point during times of change?

2 What’s one action item you’ll now use so you can be more comfortable in uncertain situations?



Where would you place your overall rating on **COMFORT WITH UNCERTAINTY**?



NO HOMEWORK! JUST REMEMBER TO USE THE CIRCLE OF UNCERTAINTY IN TIMES OF CHANGE FOR YOU!



CLOSING

Based on what you heard today, what's one thing you'd like to ...

 ... STOP?

 ... START?

 ... CONTINUE?



ESSENTIAL LEADERSHIP	INCLUSIVE LEADERSHIP	LGBTQ+ LEADERSHIP	RESILIENT LEADERSHIP
SOLUTIONS FOCUSED ON THE FUNDAMENTALS THAT EVERY LEADER SHOULD KNOW & GROW ... WHEREVER THEY ARE IN THEIR CAREER	SOLUTIONS FOCUSED ON TOOLS & STRATEGIES FOR LEADERS TO CREATE A SENSE OF BELONGING FOR EVERYONE WITHIN YOUR WORKPLACE	SOLUTIONS FOCUSED ON GROWING & CULTIVATING THE LEADERSHIP SKILLS OF YOUR QUEER PROFESSIONALS & ALLIES AS WELL	SOLUTIONS FOCUSED ON EQUIPPING EVERYONE IN YOUR WORKPLACE TOOLS TO BE MORE RESILIENT IN TIMES OF CHANGE