

Organizational Resiliency ION Talk Discussion Guide

The Organizational Resiliency ION Talk video, along with this companion Discussion Guide, can be useful as a thought piece for an administrator who wishes to implement a change for his/her group, office or team. Or you might also use this guide with the video as a process for the entire group to plan, discuss and work through a pending change. To get started with this Discussion Guide, follow these three steps below:

1. Identify one change you would like to see at your organization or workplace or in working with your employers, service providers and/or partners.
2. View the ION Talk on Organizational Resiliency with that change in mind.
3. Using the attached work sheet that displays the six elements of **Organization Resiliency** – identify 2-3 action steps that will support and influence the process of implementing the desired change. You are encouraged to continue to update the worksheet as progress is made.

Because innovative change does not usually occur overnight, it might be useful to work on one element at a time. Questions to consider as you work with your group, might be:

❖ Transformational Leadership

- Does our vision help us refocus on the customer or reimagine how we can work together?
- Does it “paint a picture” of an aspirational future that our employees can connect with emotionally and will want to support?
- Who is best equipped to serve as the champion for our vision?
- What role(s) can leadership play to support our vision for change?
- What will motivate us to believe and work toward that vision and put aside our personal interests?

❖ Organizational Justice

- How will positive progress be recognized and rewarded fairly, consistently and uniformly?
- How will those who avoid changing be encouraged, supported, included and trained?
- What will ensure that continuous improvement and lessons learned will be the implementation model?

❖ Positive Communications

- How can we explain why we’re changing and why there is a need to do it now?
- How will the change affect our employees, customers and partners? Work flow, process, relationships?
- Who needs to know about the change?
- What is the best way/method to convey the message?
- How often should the message be relayed?

❖ Participatory Management

- Have we engaged the right “stockholders” in our planning, conceptualizing and application?
- What is our process for collecting feedback, airing issues and asking for input from all affected parties?
- How will we mitigate potential issues stemming from turf, silos and ownership to encourage and sustain active and committed participation?

❖ Social Support

- What supports do we need to strengthen or put into place to ensure buy-in?
- How will we support individuals who are willing but afraid to fail?
- What training might be necessary?
- Would implementation benchmarks be helpful? If so, what are they?

❖ Group Engagement

- Are the decision-makers and opinion leaders from all key groups identified and are they at the table?
- Have we made the necessary effort to understand and appreciate the common desired outcomes, customers, challenges and contributions of all the groups whose participation is needed to be successful?
- What metrics can be used to gauge engagement?

Organizational Resiliency Worksheet

Identify 2-3 action steps that will support and influence the process of implementing the desired change.

Positive Communications

Communicate to inform about plans that affect well-being, or about successes (and failures) related to the change.

Organizational Justice

Foster fairness in the workplace – real or perceived.

Participatory Management

Encourage contribution of ideas to identify, set and achieve organizational goals, solve problems, and reach decisions.

Desired Change

Transformational Leadership

Motivate followers to identify with a vision so compelling that it rallies participants to the broader organizational goal.

Social Support

Provide support to help during difficult, changing times.

Group Engagement

Enable staff to want to do whatever is necessary to ensure continuous high performance and success of the organization.
