

# Maher & Maher

Where Significant Change Occurs



## Managing for Resiliency:

*Keeping the Workforce Focused on Innovation  
During Transformational Times*

Maher & Maher  
[www.mahernet.com](http://www.mahernet.com)



# Our Agenda



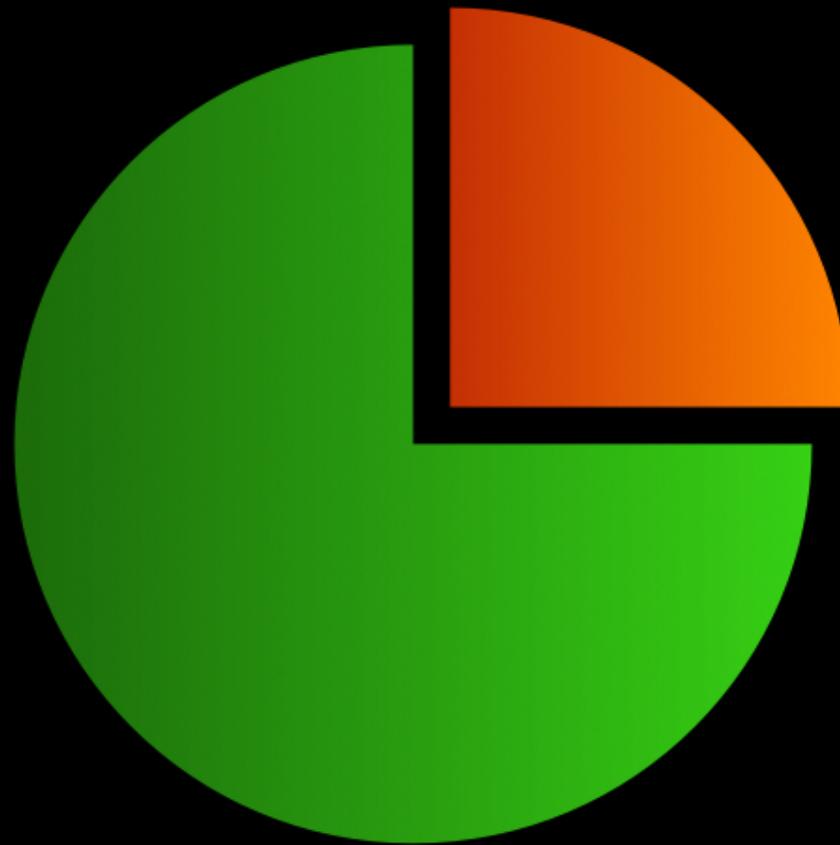
- **Understand the importance of resiliency today**
- **Review the elements of resilient individuals and organizations**
  - **Use a quick “self-assessment”**
- **Explore a roadmap for change**
- **Develop an action plan for you to use to be a positive influence when you go home!**



# Think global ...



**The 25% of the population in China  
with the highest IQ's...**



**...is greater than the total population  
of North America.**

# Translation:

**They have more honors kids  
than we have kids**



# Recognize that Your Business Has Changed . .



## Legacy Business



- Traditional/Existing Customers
- Driven by Job Order Intake
- Reactive Approach
- Funding Allocation - Lower

## Strategic Business



- Driven by Economic Data & Strategic Plan
- Targets Selected Growing or Essential Industries/Occupations
- Proactive Approach - "Sell" Services
- Funding Allocation - Higher

# Job Training vs. Talent Development



## Job Training:

- Transactional
- Individual
- Jobs that exist NOW
- Immediate results
- Workforce System operates more independently

## Talent Development:

- Strategic
- Sector focused
- Designed to CREATE jobs
- Longer-term, sustainable results
- WIS operates with and through partners
- Transformative in nature



*“If you don’t like change,  
you’re going to like  
irrelevance even less.”*

—General Eric Shinseki, Chief of Staff,  
U. S. Army



# Why YOU?



*“Someone has got to do something, and it’s just incredibly pathetic that it has to be us.”*

- The Grateful Dead





## How would you define resilience?

re-sil-i-ence (r-zlyns) *n.*

1. The ability to recover quickly from illness, change, or misfortune; buoyancy.
2. The property of a material that enables it to resume its original shape or position after being bent, stretched, or compressed; elasticity.

Source: The Free Dictionary by Farlex (<http://www.thefreedictionary.com/resilience>)



# Resiliency Explored



- **What makes “resilient organizations”?**
- **Why are they important – particularly in light of globally challenging times?**
- **How do you assess your own “R-Factor”?**
- **How about your organization’s?**
- **What can (and should) you do to influence both positively?**



# Change – A Closer Look



## ■ Continuous Change

- ▢ Tends to be on-going (i.e.: continuous process improvement)

## ■ Episodic Change

- ▢ Tends to be more dramatic, abrupt
- ▢ “Transformative”
- ▢ Usually caused by a failure to adapt

What do you think?

*“People just naturally resist change.”*

# Growth Cycle

Attitude

Behavior

Opportunity

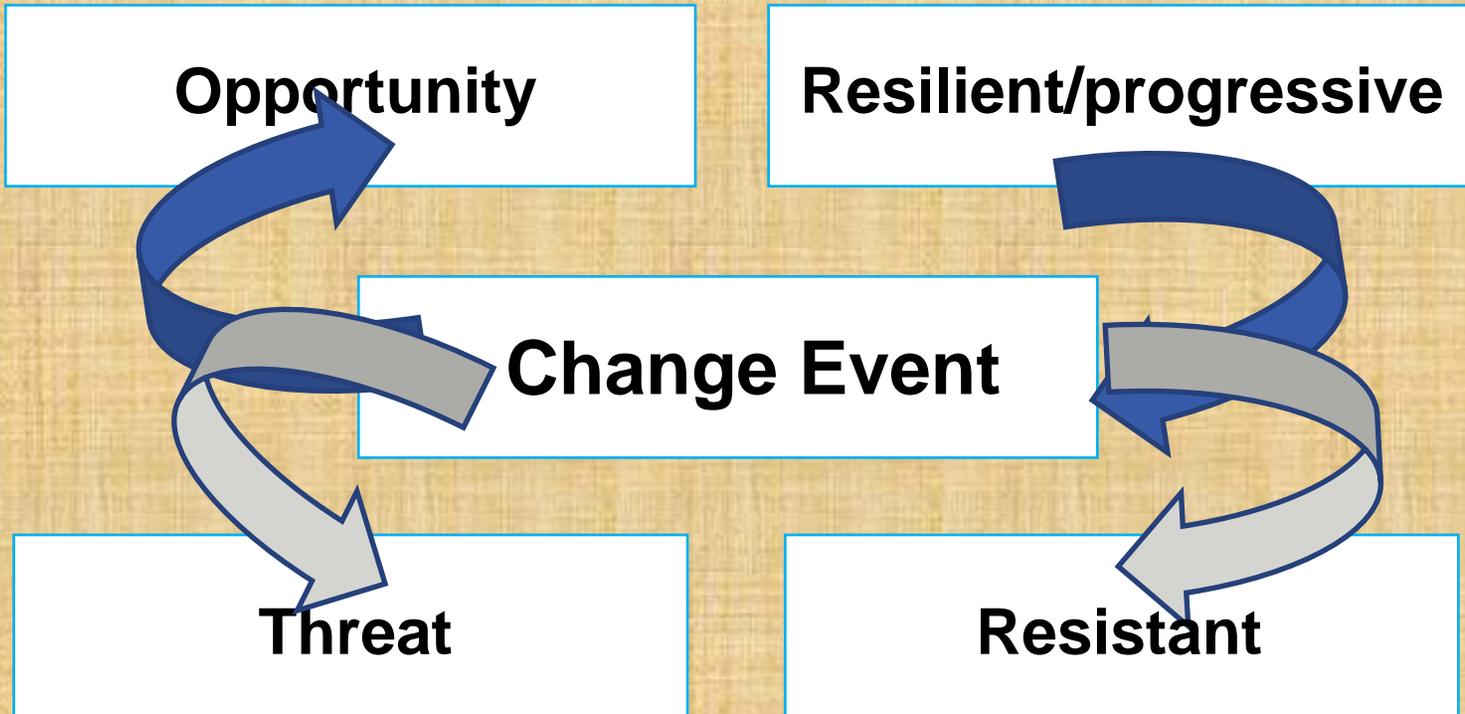
Resilient/progressive

Change Event

Threat

Resistant

# Maintenance Cycle



What do you think now?

*“Why do some **people**  
**just naturally**  
**resist**, while others  
embrace **change?**”*

# Factors Influencing Response to Changes\*



- **The Reason behind the change**
- **Person leading the change**
- **The personality of the person being changed**

\* Source: Aamodt, M. G. (2004). Applied Industrial/Organizational Psychology, 4<sup>th</sup> ed, Belmont, CA: Wadsworth/Thompson Learning.



# Two Sources of Organizational Resilience



- **Generally speaking, resilience (or the lack thereof) comes from 2 major sources:**

- 1. Context-based (characteristics of the organization)**
- 2. Individually-based (characteristics of individual workers within the organization)**



# Exploring Individual Factors



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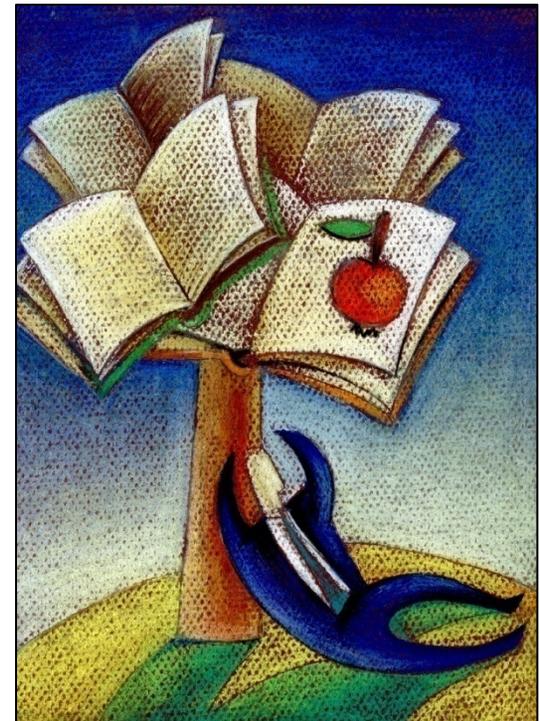
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# Driving Episodic Change – Understand Human Reactions to it!



- **Receptive Changers**
- **Resistant Changers**



# Correlates to Personality



## The Five Factor Model (FFM) of personality:

Domain	Correlation
Neuroticism	Lower scores (indicates Emotional Intelligence)
Extroversion	No strong correlation
Openness to Experience	High Scores
Agreeableness	Lower scores (not overly driven by other's impressions of their actions)
Conscientiousness (Achievement Motivation sub-domain)	High scores – particularly for AM sub-domain (highest correlation)



# Environment Focus: Self-efficacy



**Unfavorable**

**Favorable**

**More  
Powerful**

**Less  
Powerful**

**Favorable**

**Unfavorable**



# The “means-ends calculation”



- **People respond to change by making a “means-ends calculation”**
  - Do I trust you?
  - What does this mean to me?
  - What does it mean to my organizational group? Is this an **Opportunity, or a Threat?**
- **Based on their appraisal, they then decide how to respond:**
  - I will engage and/or adapt;
  - I will resist
    - Withdraw (indirect)
    - Argue/actively oppose (direct)



# Attribution & Appraisal (based on means/ends)



- **Calculations are made by individuals**
- **But individuals belong to “groups”**
  - (remember *tribes*?)
- **These groups create sub-cultures – and group members follow “opinion leaders”**
  - (Social Comparison Theory)
- **Does this give you any hints on how you might approach episodic change?**



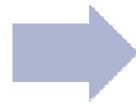
# You as the Change Leader



## Attribution

- Is this being done to me or for me?

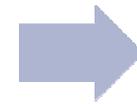
YOU -- Communicate the reason for the change



## Appraisal

- Is this a threat or an opportunity?

YOU -- Can real or perceived threats be eliminated?



## Social Comparison

- How are the leaders I respect responding?

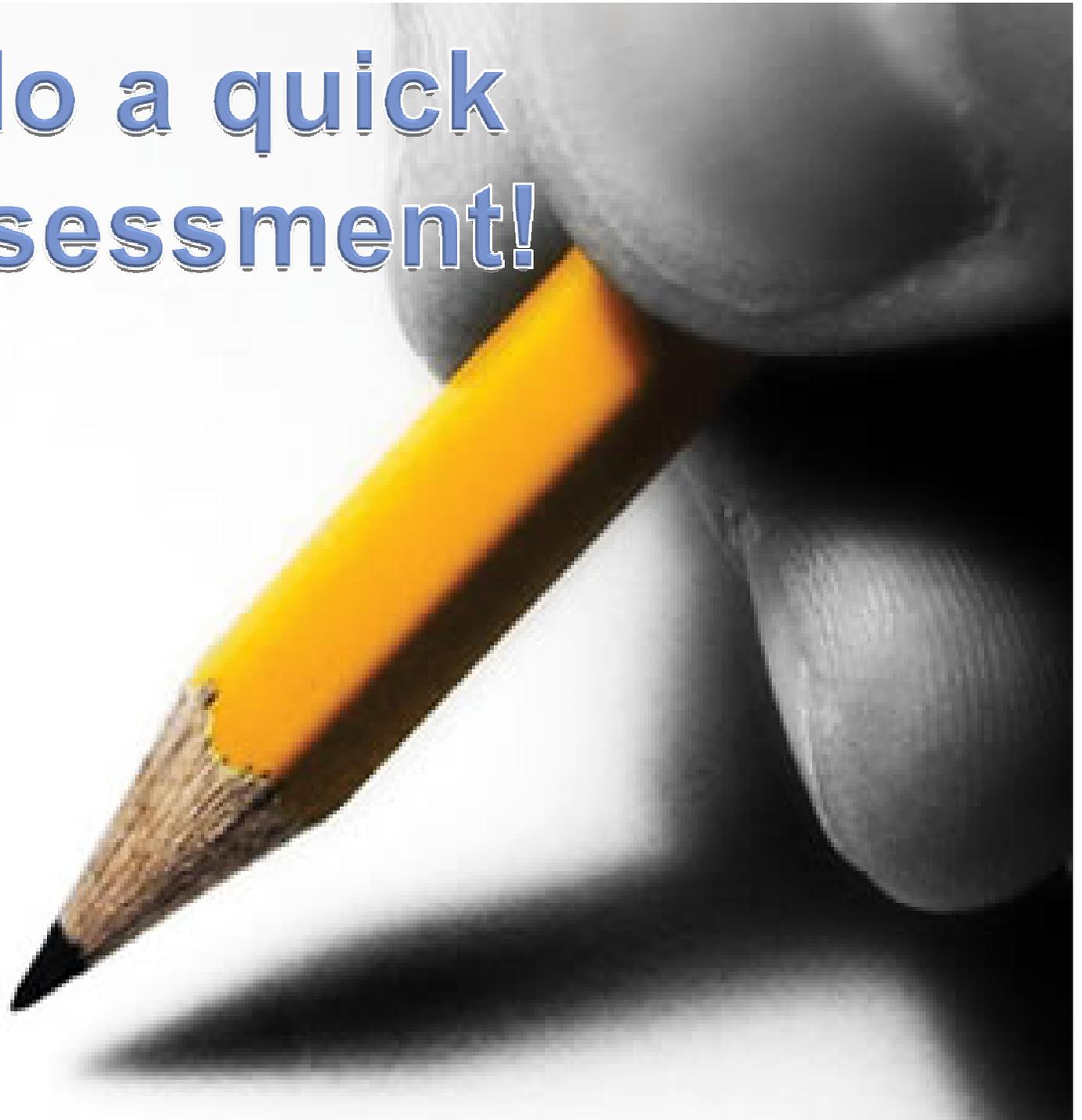
YOU – Identify and involve “opinion leaders”



# Exploring Organizational Factors



**Let's do a quick  
self-assessment!**



# Organizational Resiliency Factors



- **Presence of Transformational Leader(s)**
  - ▢ Compelling vision of the future is shared
  - ▢ Work ethic serves as model for others to follow
- **Use of strong messaging and training**
  - ▢ Good communication strategy provides reasons for changes
  - ▢ Clearly articulated change in performance expectation
  - ▢ Clear consequences, seen as fairly applied
- **Participatory approach**
  - ▢ Stakeholders are involved in the change – from planning to execution
- **Openness to new ideas**
  - ▢ The culture awards innovation and is tolerant of errors.



# Techniques for Managing to Resilience

1. **Know the organization – Map the organizational culture (sub-cultures) and identify opinion leaders.**
2. **Define a transformational vision – carefully create compelling future vision to define reasons for the change.**
3. **Communicate Early and Often – Use communications strategy and training “boardroom to mailroom”**
4. **Create a “parallel organization” – Involve others (particularly opinion leaders).**
  - **Widen circle of involvement**
  - **Connect people to each other and ideas**
  - **Create opportunities for action**
  - **Embrace democratic principles**
5. **Encourage risk taking – Remove penalties for failure.**
6. **Celebrate (even small) successes!**

# Bolstering Workforce Resilience as you Transform



- **Clearly define and articulate your vision**
  - ▢ Create dissatisfaction current culture in order to develop support for a new one
- **“Map” your organizational culture and sub-cultures**
  - ▢ Which sub-cultures will be responsive?
  - ▢ Which groups might resist?
- **Find the “opinion leaders”**
  - ▢ Identify responsive groups
  - ▢ Identify responsive leaders



# Bolstering Workforce Resilience as you Transform



- **“Draft” responsive Opinion Leaders – make the “shareholders” (not just stakeholders)**
  - Inform and involve them early
  - Engage them actively in a communications strategy
    - Create clear and consistent messages
    - Don’t skimp on training!
  - Pay attention to & leverage social networks



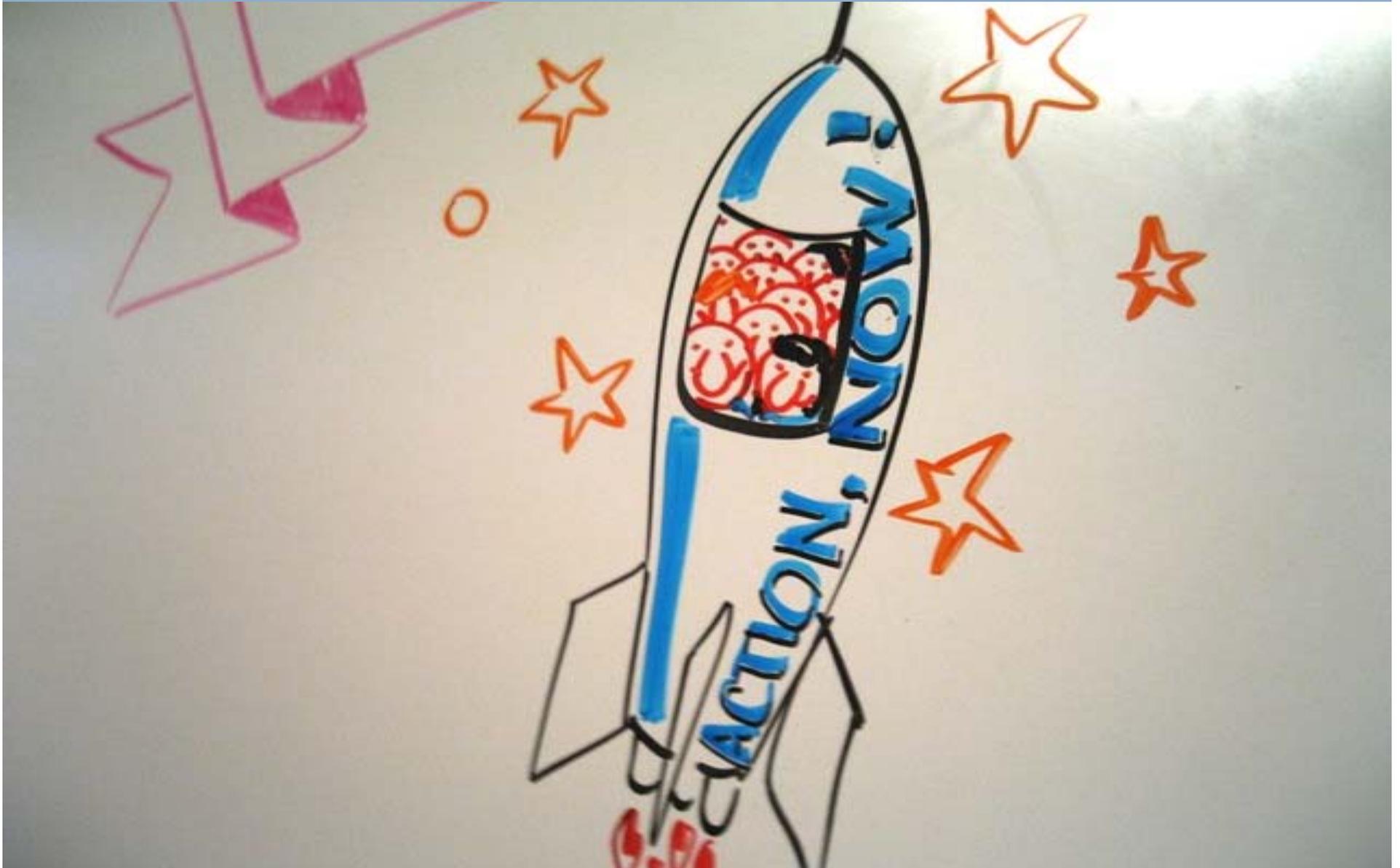
# Bolstering Workforce Resilience as you Transform



- **Using parallel organizations that are team based to generate innovation**
  - Proven and supported by I-O research
  - People adapt more readily when they perceive they have:
    - Higher levels of involvement
    - Higher levels of influence
    - Higher levels of trust in a leader



# Action Plans – What can YOU do?

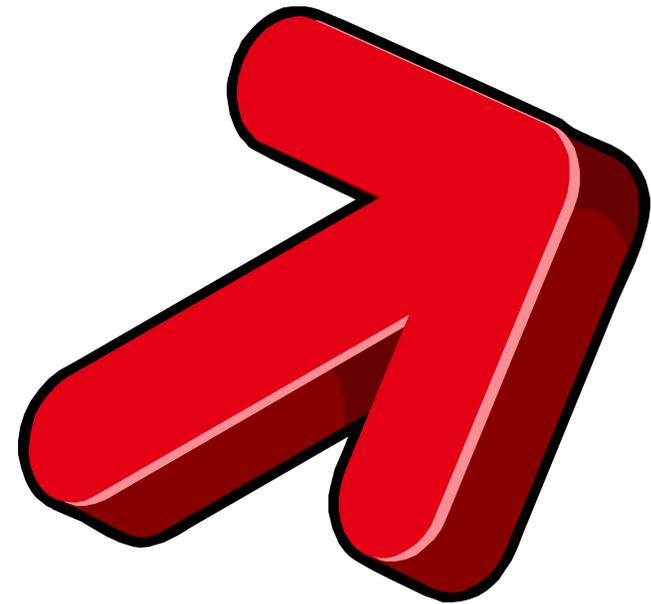


It is YOUR Turn!



*“The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it.”*

— Michelangelo





**We're on our way to a brighter future!**

*Thanks!*

# A Six-Step Approach to Changing Organizational Culture



- 1. Map organizational culture & sub-cultures**
- 2. Identify receptive changers/opinion leaders**  
*(King and Summers opinion leadership scale)*
- 3. Create clear and consistent messaging**  
*(Adjusted to reflect nuances of group-based pockets of resistance)*
- 4. Organize and facilitate innovation teams**
- 5. Provide adequate training support**
- 6. Identify metrics to measure and adjust**



# Processing Change (cognitively)

Responding to Events	Cognitive Process
1. Why did this change happen? Who is responsible?	Attribution
2. How does it impact me and my “group”?	Appraisal
3. How shall I respond?	Social Comparison



## Opinion Leadership Scale – Example Survey

1. In general, do you like to talk about \_\_\_\_\_ with your friends?  
 Yes  
 No
  
2. Would you say you give very little information, an average amount of information, or a great deal of information about \_\_\_\_\_ to your friends?  
 You give little information  
 You give an average amount of information  
 You give a great deal of information
  
3. During the past six months, have you told anyone about some \_\_\_\_\_?  
 Yes  
 No
  
4. Compared with your circle of friends, are you less likely, about as likely, or more likely to be asked for advice about \_\_\_\_\_?  
 Less likely to be asked  
 About as likely to be asked  
 More likely to be asked
  
5. If you and your friends were to discuss \_\_\_\_\_, what part would you be most likely to play? Would you mainly listen to your friends' ideas or would you try to convince them of your ideas?  
 You mainly listen to your friends ideas  
 You try to convince them of your ideas
  
6. Which of these happens to you more often? Do you tell your friends about some \_\_\_\_\_, or do they tell you about some \_\_\_\_\_?  
 You tell them about some  
 They tell you about some
  
7. Do you have the feeling that you are generally regarded by your friends and neighbors as a good source of advice about \_\_\_\_\_?  
 Yes  
 No

Source: King and Summers Opinion Leadership Scale.

## Organizational Resiliency Assessment

1. Senior leadership articulates a clear vision of our organizational future vision.

Very Inaccurate <input type="checkbox"/>	Moderately Inaccurate <input type="checkbox"/>	Neither Inaccurate nor Accurate <input type="checkbox"/>	Moderately Accurate <input type="checkbox"/>	Very Accurate <input type="checkbox"/>
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2. We communicate well – boardroom to mailroom – so we’re all aligned around our future vision.

Very Inaccurate <input type="checkbox"/>	Moderately Inaccurate <input type="checkbox"/>	Neither Inaccurate nor Accurate <input type="checkbox"/>	Moderately Accurate <input type="checkbox"/>	Very Accurate <input type="checkbox"/>
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3. We empower people to innovate. We have a culture that rewards new ideas and fosters risk-taking.

Very Inaccurate <input type="checkbox"/>	Moderately Inaccurate <input type="checkbox"/>	Neither Inaccurate nor Accurate <input type="checkbox"/>	Moderately Accurate <input type="checkbox"/>	Very Accurate <input type="checkbox"/>
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4. We have a continuous improvement culture in our organization.

Very Inaccurate <input type="checkbox"/>	Moderately Inaccurate <input type="checkbox"/>	Neither Inaccurate nor Accurate <input type="checkbox"/>	Moderately Accurate <input type="checkbox"/>	Very Accurate <input type="checkbox"/>
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5. We invest in training for our workers on a regular basis.

Very Inaccurate <input type="checkbox"/>	Moderately Inaccurate <input type="checkbox"/>	Neither Inaccurate nor Accurate <input type="checkbox"/>	Moderately Accurate <input type="checkbox"/>	Very Accurate <input type="checkbox"/>
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6. Our performance appraisal system reinforces an organizational commitment to innovative thinking.

Very Inaccurate <input type="checkbox"/>	Moderately Inaccurate <input type="checkbox"/>	Neither Inaccurate nor Accurate <input type="checkbox"/>	Moderately Accurate <input type="checkbox"/>	Very Accurate <input type="checkbox"/>
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7. We enjoy a high level of trust between leadership and all workers. We operate with integrity in all we do.

Very Inaccurate <input type="checkbox"/>	Moderately Inaccurate <input type="checkbox"/>	Neither Inaccurate nor Accurate <input type="checkbox"/>	Moderately Accurate <input type="checkbox"/>	Very Accurate <input type="checkbox"/>
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8. Our change initiative will not create the displacement of workers, except those done through structured buy-outs or early retirement.

Very Inaccurate <input type="checkbox"/>	Moderately Inaccurate <input type="checkbox"/>	Neither Inaccurate nor Accurate <input type="checkbox"/>	Moderately Accurate <input type="checkbox"/>	Very Accurate <input type="checkbox"/>
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9. Our workforce has expressed a high level of job satisfaction in regular employee surveys.

Very Inaccurate <input type="checkbox"/>	Moderately Inaccurate <input type="checkbox"/>	Neither Inaccurate nor Accurate <input type="checkbox"/>	Moderately Accurate <input type="checkbox"/>	Very Accurate <input type="checkbox"/>
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10. Our workforce is committed to our future vision.

Very Inaccurate <input type="checkbox"/>	Moderately Inaccurate <input type="checkbox"/>	Neither Inaccurate nor Accurate <input type="checkbox"/>	Moderately Accurate <input type="checkbox"/>	Very Accurate <input type="checkbox"/>
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