

Adaptiv

Leading Change With Resilience



Change in the corporate world is inevitable.

The constancy and the increasing pace of change are making it tougher for even the most stress-hardy business professionals to lead, manage and successfully implement important new initiatives. And as change demand increases, talent management professionals are challenged to develop and deliver effective change management initiatives. For more than four decades, psychologists at the University of Pennsylvania and at Adaptiv Learning Systems have explored why some people survive and even thrive while others fall flat when facing high levels of change and uncertainty. The answer, in a word, is Resilience.

What is Resilience

What is resilience? Resilience is ability to stay focused, flexible, energized, and optimistic that we can overcome the challenges, and take advantage of the opportunities that come our way – both at work and in our lives at large. Our research has identified 7 factors, or inner strengths, that combine to form resilience:

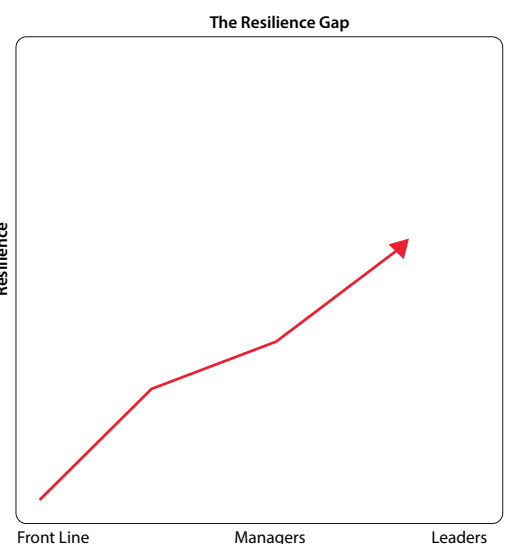
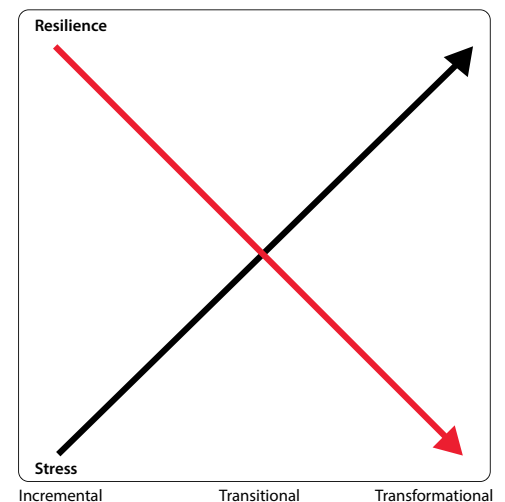
- **Emotion Regulation** – The ability to keep emotions in check and remain goal-focused
- **Impulse Control** – The ability to keep behavior in check and remain goal-focused
- **Causal Analysis** – The ability to accurately determine root cause and use resources wisely
- **Self-efficacy** – The confidence to handle challenges and opportunities that arise
- **Empathy** – The ability to identify the emotional state of others – and of oneself
- **Realistic Optimism** – The belief in and hope for a reasonably bright future
- **Reaching Out** – The ability and desire to seek out new challenges and opportunities



Change Demand, Resilience and Stress

The intensity of change has a dramatic impact on our ability to remain resilient and stress hardy. Most people can stay resilient and productive in the face of Incremental Change – the inevitable minor shifts in the way we operate. Transitional Change – moving from one operating state or system to another, increases stress and taxes our resilience resources. Transformational Change – a wholesale shift in how business is transacted, can further deplete resilience and raise stress in people that lack the skills to remain productive and successful in the face of large scale change, uncertainty and ambiguity.

Low resilience can interfere with successful change execution in two primary ways: First, low levels of resilience in change agents and in those directly responsible for implementing new systems and processes can derail large scale change initiatives. Second, the “resilience gap” that often exists between leaders and the people they lead, can create high levels of change resistance. Here’s why:





Leading Across The Resilience Gap

Our research shows that resilience increases with position level. The higher you go in an organization, the more resilient and optimistic people tend to be. The lowest levels of resilience in an organization occur with front line individual contributors. Resilience rises almost stepwise going up through management and leadership ranks.

This is because resilience and optimism are precisely the qualities that advance careers. But this creates a problem. Resilient and optimistic leaders are trying to lead their relatively less resilient and more pessimistic staff. Worst of all, leaders are often blind to these differences.

When leaders communicate about major change initiatives, many lower-level staff perceive the messages to be overly optimistic and unrealistic. They dismiss their leaders' vision, strategies and directives as unattainable and so do not fully engage in activities that will accomplish the mission. The result is often failure to achieve key organizational and strategic objectives in a timely way.

By equipping employees at all levels with resilience skills, an organization can directly impact these two major impediments to successful change execution.

Resilience Assessment

The Adaptiv Resilience Factor Inventory® (RFI) is a valid and reliable measure of resilience. The RFI is offered as pre-work to every Adaptiv Resilience Training participant. This web-based 60 item survey measures individuals across the 7 Adaptiv Resilience Factors (described above). Because resilience exists along a continuum, no matter where one scores on the RFI, their resilience can be boosted through skills-based training.



Resilience Training

Adaptiv Resilience Training is not an off-the-shelf, one size fits all solution. We customize our content and delivery to meet the specific needs of the client organization and each target audience, throughout the entire change management lifecycle. Our training content can be blended with your planned or existing change management curriculum to provide a truly integrated learning experience for your audience.

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Expected Outcomes

The Adaptiv Resilience Skills are foundational. Once learned, they can be applied to help individuals, and the organizations they serve, achieve measurable improvements in productivity and performance.