



# FEBRUARY BREAKFAST PROGRAM





# MISSION

## About Human Resource Leadership Forum (HRLF Atlanta)

The Human Resource Leadership Forum (HRLF Atlanta) is a nonprofit professional association and network of human resource executives and senior level professionals. The association consists of more than 200 members in the Atlanta area.

- Our Mission
  - Provide programs and roundtables that enrich the professional development of our members.
  - Provide networking opportunities that foster the sharing of innovative concepts and exceptional practices.



**WELCOME  
GUESTS**



# WELCOME NEW MEMBERS

(OCTOBER 2021 – PRESENT)



## **Jennifer Bristol**

Senior Director, Global Talent Management  
Habitat for Humanity International

## **Wendy Race**

VP, HR  
Graphic Packaging

## **Katherine Creek**

VP, HR  
Shepherd Center

## **Stacy Robinson**

CHRO  
Sebia

## **Caroline Grubbs**

Director of Talent Acquisition and Employee Experience  
RaceTrac Petroleum

## **Uriel Sanabria**

Director, HR – Support Services  
Printpack

## **Monique Honaman**

EVP, CHRO  
International Market Centers

## **Jill Van Pelt**

VP, HR  
RaceTrac Petroleum





# 2022 EXECUTIVE COMMITTEE



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CHRO  
DS Smith North America



**Co-President**  
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**VP Board Development**  
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**VP MS&E**  
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Head, Global TM and Org  
Effectiveness  
The Home Depot



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**VP Finance & Operations**  
**Kim Fleming, Ph.D.**  
SVP, People Strategy  
Executive  
Truist



**VP Programs**  
**Valerie Norton**  
Chief People Officer  
Habitat for Humanity



# 2022 BOARD OF DIRECTORS



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Beyond Trust



**Elizbeth Spence**  
CHRO  
Gypsum Supply Management



# 2022 PROGRAMS



## BREAKFAST PROGRAMS

(HRLF members, prospects and approved guests)

**In-person Location:** ROAM Perimeter Center, 1151 Hammond Dr. #240, Atlanta, GA 30346

**Program Time:** In-Person Hybrid (includes virtual participation option) - 7:30am - 10:00am, breakfast will be served / Virtual Program 8:00am - 9:45am

- **May 10, 2022**  
Hotdogs and Ice Cream: Crafting the Authentic Culture Story  
Michelle Hairston, SVP/CHRO of PulteGroup, Member HRLF Board of Directors  
Chad Strickland, Co-Founder NICH + Culture
- **July 12, 2022 (VIRTUAL)**  
Changing Labor Dynamics: Should Employers Rethink What They're Offering Workers?  
Peter Cappelli, George W. Taylor Professor of Management & Director - Center for Human Resources, The Wharton School and Professor of Education, University of Pennsylvania
- **September 13, 2022**  
The Future of Work  
Jay Jamrog, Co-Founder and Futurist, Institute for Corporate Productivity (I4CP)
- **November 15, 2022**  
Digital Transformation: How to prepare for HR's role in the digital transformation of our organizations  
Ben Granger, Ph.D., Employee Experience Principal Consultant, Qualtrics

## ROUNDTABLE MEETINGS

### CORPORATE MEMBER ROUNDTABLES

#### Senior HR Roundtable

**In-person Location:** Novelis, Two Alliance Center, 3560 Lenox Road, Atlanta, GA 30326

- Thursday, April 7
- Wednesday, July 27 (VIRTUAL)
- Friday, December 9

#### Lean HR & Small Cap Roundtable

**In-person Location:** Novelis, Two Alliance Center, 3560 Lenox Road, Atlanta, GA 30326

- Tuesday, March 15 (VIRTUAL)
- Wednesday, May 18
- Thursday, August 11 (VIRTUAL)
- Friday, November 18

#### Talent Management Roundtable

**In-person Location:** Rheem, 1100 Abernathy Road, Bldg 500, Ste 1700, Atlanta, GA 30328

- Wednesday, February 23 (VIRTUAL)
- Thursday, April 28 (VIRTUAL)
- Friday, August 26
- Tuesday, October 18 (VIRTUAL)

### SERVICE PROVIDER MEMBER ROUNDTABLE

**In-person Location:** Marsh McLennan Agency, 5555 Glenridge Connector, Ste 600, Atlanta, GA 30342

- Tuesday, April 12
- Tuesday, June 7 (VIRTUAL)
- Tuesday, October 11

## POP-UP MEETINGS

SCHEDULED AS NEEDED



# WEBSITE



*hrQ is proud to sponsor the HRLF website for 2021*



## Landing Page Members Launch Pad:

- Postings from Community Resources
- Links to Previous Recordings, Member Directory, and Event Registrations
- Plus – FAQs, Policies, & Job Postings



## What to do:

- Log in to new site and bookmark
- Make sure your profile is up to date
- Register for Events



## New App!

The new HRLF app is NOW available – download TODAY

Stay up-to-date with HRLF news and content, collaborate in discussion forums, register for events, renew membership and message with other members all in one place! Use the QR code to download now and start connecting!

Apple iOS



Android



### Next steps and what to do:

- Delete the old HRLF app and install the new app using the QR code above
- Login with your website credentials
- **One time setup:** Go to More (iOS) or the three lines in the top left-hand corner of the screen (Android) and **Membership Directory**, login again and choose the “remember me” option to keep your connection current
- Reach out to [info@hrlfatlanta.org](mailto:info@hrlfatlanta.org) if you need assistance

Marsh McLennan Agency is proud to sponsor the HRLF app for 2022.

Your future is limitless. Let us take you there.

- Employee Health & Benefits
- Business Insurance
- Private Client Services
- Retirement

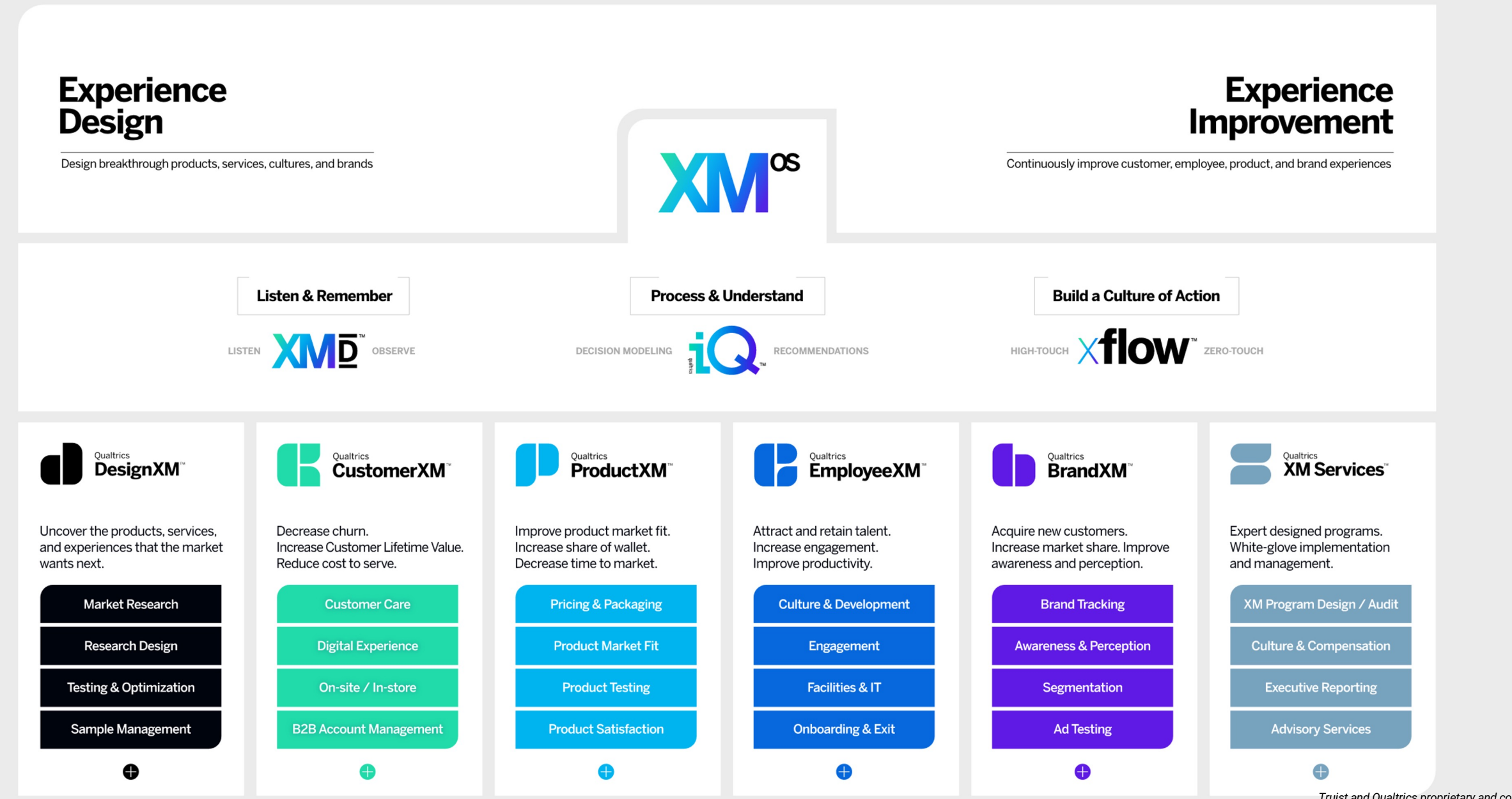




Qualtrics  
**EmployeeXM™**



Qualtrics integrates Experience data across the four pillars into a single platform with built in analytics and automated actions, bookended by service offerings in Design and Managed Services



# Modern & Holistic Employee Experience Management (EXM)

## Organizational EXM

Organizational Culture  
My Manager Interactions  
Team Collaboration  
Organization Diversity, Equity and Inclusion

## Workplace EXM

Systems & Technology experience  
Workspace experience  
Internal Support experience  
My Health and Safety

## Individual EXM

My Leadership Development  
My Learning & Growth  
My Overall Wellbeing  
My Pay, Benefits, and Financial Security

## Transition EXM

My Candidate experience  
My Onboarding experience  
M&A Activities  
Organizational Changes  
My Exit experience



Strategically understand key drivers and drive actions to improve engagement and overall employee experience



## Qualtrics Giveaway

Qualtrics is excited to give away some incredible items to the group! Our swag boxes range from On the Rocks and B.Y.O.Beverage kits for our whiskey and wine lovers, to cheese boards and pooch pack kits. There's something for everyone!

Scan the QR code on the right or click/copy and paste the link below to access the Qualtrics survey, select your kit option, and provide us with your preferred shipping address.

***Please submit the survey no later than Friday, February 11.*** The items will be delivered to you in a week or so.

Thank you and enjoy!

[https://qxm.co1.qualtrics.com/jfe/form/SV\\_6qYeAXNetsfFQsm](https://qxm.co1.qualtrics.com/jfe/form/SV_6qYeAXNetsfFQsm)



# BREAKOUTS

## 10 MINUTES TOTAL



- Introduce yourself to the group
- Discuss the following questions:
  - What is one thing that has drained your energy in the past week?
  - What is one thing that has boosted your energy in the past week?
  - What reactions do you hear from people in your organization when the topic of "resilience" is raised?





## PROGRAM REMINDERS

- PDF file in the chat with program information, speaker handout, sponsor information, and website info.
- Keep yourself muted during the presentation.
- If you have a question, please raise your hand or post it in the chat and we'll address questions as we can during and at the end the presentation.
- Submit your poll response at the end of the event.
- Join us for an open discussion after the program, 9:30am – 10:00am.



# OUR PROGRAM



**Resilience is a Verb: How organizations can help people build and flex their "challenge muscles"**



**DR. LINDA HOOPES**

*Author and President  
Resilience Alliance*



**VALERIE NORTON**

*Chief People Officer  
Habitat for Humanity International*







# **Resilience Resources**

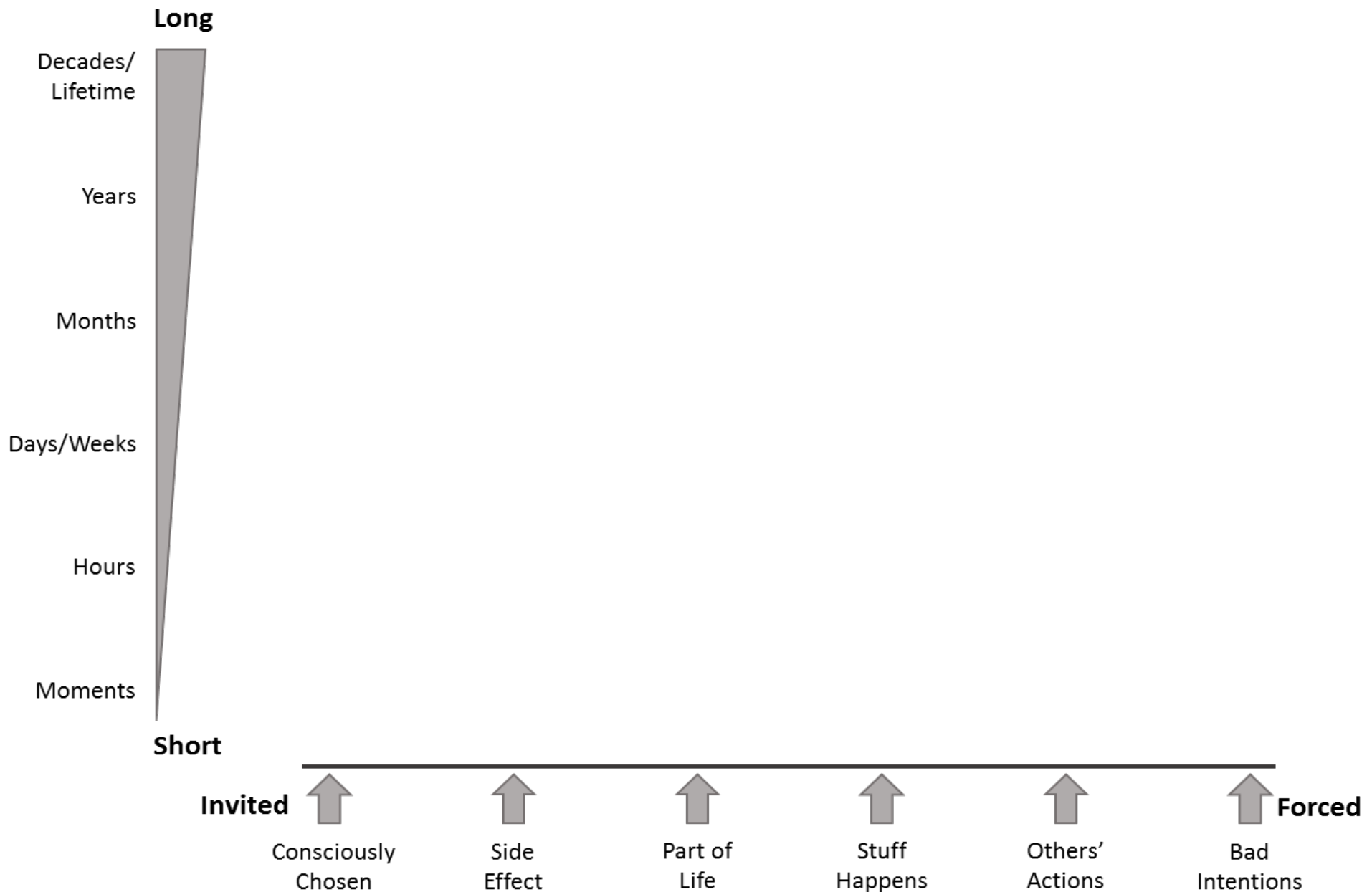
**HR Leadership Forum**

**Feb. 8, 2022**

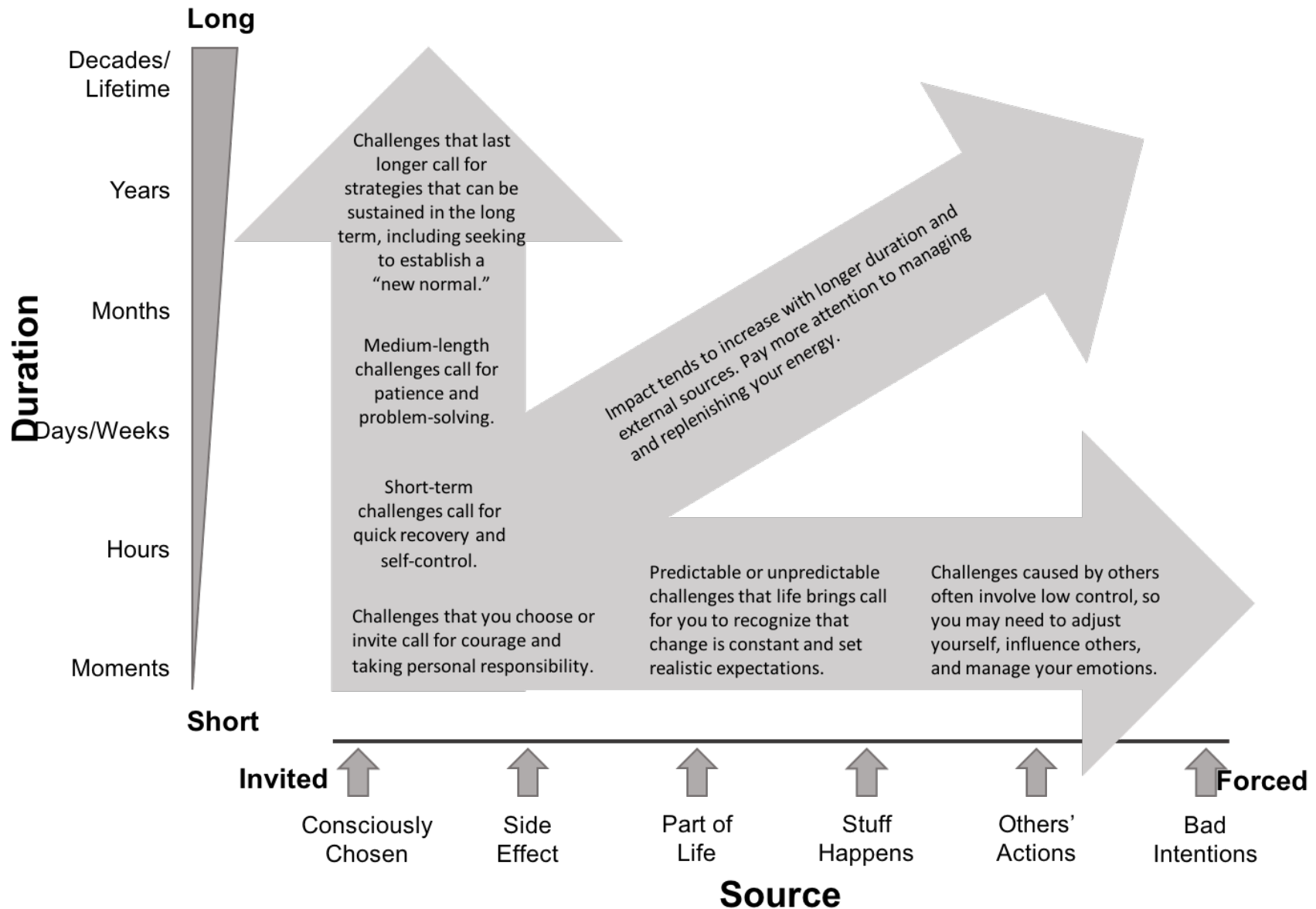
**Dr. Linda Hoopes**



# Your Challenge Map



# Strategies for Addressing Challenges



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# BUILDING YOUR RESILIENCE

## Development Suggestions

Now that you know a little more about resilience, see how many of the characteristics you can spot in your workplace, your home, and other places. They're everywhere! Here's a list to remind you:

<b>Positivity</b>	Resilient individuals effectively identify opportunities in turbulent environments.
<b>Confidence</b>	Resilient individuals believe they can succeed in the face of uncertainty.
<b>Priorities</b>	Resilient individuals have a clear vision of what they want to achieve and use this as a guide when they become disoriented.
<b>Creativity</b>	Resilient individuals generate a wide range of ideas and approaches for responding to challenges.
<b>Connection</b>	Resilient individuals draw readily on others' resources for assistance and support.
<b>Structure</b>	Resilient individuals effectively develop and apply systems, processes, and structures when dealing with challenges.
<b>Experimenting</b>	Resilient individuals initiate action in the face of disruption, taking calculated risks rather than seeking the comfort of the status quo.

We'd like to leave you with a few ideas to help you build your "resilience muscles."

1. Pick one of the characteristics you'd like to strengthen.
2. Find a coach to help you stay on track. A coach does not need to be a trained specialist, just someone who is strong in the area you wish to develop and willing to provide you with support and feedback. (Yes, you can do this without a coach, but it's more fun and effective to work with one.)
3. Identify some small actions you can take each day to practice the characteristic you're working on. See the suggestions below, or make up your own.
4. Set up times to periodically review your progress with your coach—weekly at first, and then monthly. As you see improvement in a particular area, you may want to shift your attention to another characteristic. Seek feedback from others to check your progress.



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## Action Suggestions

### Positivity

- ◆ When encountering a challenge, make a list of the negative factors that come to mind. For each negative factor, ask yourself what you can do to turn this into a positive one.
- ◆ As you communicate with others, monitor your internal dialogue. Notice when you are focusing on problems and when you're focusing on possibilities.

### Confidence

- ◆ Keep a journal for recording daily accomplishments. At the end of each day, list one or two positive goals that you accomplished.
- ◆ List five personal strengths and consider specific examples of how you've used them to perform effectively in unfamiliar situations.

### Priorities

- ◆ Identify your top five personal priorities and create a highly visible reminder in your day planner.
- ◆ Keep a time log of your activities. See if the items you're spending time on are the most important both personally and professionally.

### Creativity

- ◆ Swap sides in a discussion with a friend or colleague—take their point of view and have them take yours.
- ◆ Replace "yes, but" with "yes, and" when you find yourself disagreeing with someone.

### Connection

- ◆ Ask for the opinion of a friend or colleague about something important to you; listen carefully without interrupting or judging.
- ◆ Identify someone in your organization who has resources that would be helpful for a challenge you're dealing with. Contact him or her and ask for assistance.

### Structure

- ◆ Make a list of things to do for a challenging project. Start by clearly visualizing the end state and then work backwards from there. Outline each step that must be taken.
- ◆ Choose one system for managing your time (day planner, online calendar, etc.) and set aside regular time to keep it up to date.

### Experimenting

- ◆ Think about something you want to accomplish. Take one small step outside your comfort zone to move you toward that goal.
- ◆ Find a friend or colleague who you view as a successful risk-taker. Talk through your concerns about a particular project or situation and compare this person's point of view to your view of the risks.

# Replenishing Energy During Extended Challenges: Charging Your Battery

Dr. Linda Hoopes  
Resilience Alliance

We use physical, mental, emotional, and spiritual energy to deal with the range of challenges we encounter—both those that come to us and those we choose to take on. Each of us only has one energy supply, and it has to stretch to cover our challenges at home, at work, and in our local, national, and global communities.

While there are many components of resilience that help us deal with immediate demands and work through day-to-day challenges, there is a particular element of resilience that is especially useful for maintaining and/or regaining our well-being in periods of extended challenge. This is the capacity to replenish our energy when it is depleted.

Research suggests that burnout—a state that includes exhaustion, cynicism, and reduced effectiveness—results from a combination of high levels of *demand* (requirements to expend energy) and low levels of *resources* (things that help us meet demands, achieve our goals, and experience growth).

This perspective suggests that we need to work on both parts of the equation—limiting demand *and* increasing resources—to lessen burnout and increase well-being. Here's how I think about it: when the battery on your phone is low, you reduce demand by shutting down apps and limiting your calls and other activities to the essentials. But even if you shut the phone down completely, it still won't recharge the battery. For that, you need to connect to a power source.

It's the same for humans. When you're exhausted, you certainly need to think about how to limit the demands on your energy, and make sure you are minimizing large energy drains and taking time to rest wherever possible. However, this will never be enough to fully restore you. You need to do your own version of "plugging in."

I recently convened a group of about 30 resilience practitioners to learn about their strategies for replenishment and to brainstorm themes to share. Here are some of the things we identified:

1. **Walking** The most common replenishment strategy mentioned was getting outdoors for a walk. This combines physical motion, a change of scenery, deep breathing, and a chance to think. My favorite quote from this discussion: *"There's no such thing as bad weather, only the wrong clothes."*

2. **Hobbies** Finding an enjoyable activity and making time for it was another frequently-mentioned strategy. Building things, cooking for pleasure, craft projects, playing a musical instrument, photography, and many other hobbies give you a chance to exercise your creative brain and focus on learning and growth.
3. **Curiosity** The human brain needs variety and change as well as stability and predictability. Several people described activities that exercised their curiosity—connecting online with people they don’t know, reading to learn about new things, and taking time to explore and discuss interesting questions are some examples in this area.
4. **Family** Several people mentioned spending time with family as a powerful source of replenishment. The people you choose to define as your family or “inner circle” can provide a sense of connection, belonging, support, and intimacy.
5. **Mindfulness** Quite a few people mentioned engaging in some form of mindfulness practice such as meditation, mindful eating, attention to being fully present in the moment, and paying particular attention to transitional times. These activities allow you to deepen your experience and focus your attention.
6. **Entertainment** Attending and/or participating in music, theater, and other live events is a source of energy for many people. These situations provide high levels of visual and auditory stimulation, social interaction, creativity, and sometimes energy-lifting movement and laughter.
7. **Exercise** One of our participants is a rugby player, and described the value of the physical activity as well as the joy of being with the group in their team practice. Others use gym workouts, yoga, bicycling, and running as their preferred form of exercise. Activating our muscles and moving our bodies fills our batteries in many ways.
8. **Solitude** For some people, stepping away from the day-to-day world through a weekend alone, making time to focus on oneself, or even just unplugging from the news and social media for a while, is a wonderful way to recharge. It allows a respite from the many distractions and competing priorities to create a sense of calm and an opportunity for reflection.
9. **Spiritual Practice** Several people identified spiritual practices such as prayer, worship, journaling, and meditation as ways they nourish their spirit. These activities are sometimes solitary and sometimes in community, but always involve some level of connection with something larger than oneself.
10. **Intimacy** Deep connection with other humans on physical, mental, emotional, and spiritual levels can be hugely restorative. Several participants mentioned the importance of building a few deep connections that they can tap into as a source of energy.
11. **Work** Many people derive significant meaning from their work, and several participants mentioned steps they were taking to improve, redesign, or reflect on various aspects of their business activities as a meaningful source of energy.
12. **Fun** Whether it’s playing a game, singing while running, or enjoying “guilty pleasures” such as binge-watching a favorite show, participants described how doing things that bring joy and laughter lead them to breathe more deeply, smile more frequently, and live in the present moment.

What these activities have in common is that they feed some combination of important human needs—movement and strength, connection, meaning and purpose, accomplishment, joy, and all the other things that help us feel alive and strong.

As you think about your own well-being, I invite you to notice, as you go through your day, those things that actively charge your battery. What new priorities can you set and what new habits can you build to make sure these are a regular part of your life?

# Personal Resilience Overview

## Introduction

As the pace of change in the world continues to increase, managing the many disruptions in our lives has become one of the most important tasks we face. If you work in an organization, you are almost certainly involved in a number of major transitions, such as new technology, shifts in systems and structures, and reorganizations of teams and functions. You probably have additional challenges affecting you and those close to you, such as health issues, moving to a new home, or changes in relationships (such as marriage, divorce, having kids, or losing loved ones).

When you face multiple, overlapping challenges, chances are that you won't always be able to get the results you hope for. Research suggests that a large number of organizational changes fail to accomplish their desired goals, and our personal lives don't always fare better, even when we think we're doing the right thing—consider the number of marriages that fail, and the New Years' resolutions that are never kept.

At its core, successfully navigating challenges and achieving desired outcomes depends on whether you as an individual can adapt to new ways of thinking and operating, solve problems, and overcome obstacles. But many people lack an understanding of how adversity and change affect them and what they can do to better anticipate and adapt to challenges that come their way.

## Challenge, Change, and Adversity

As human beings, we face a wide range of challenges in life. Whether personal or work-related, planned or unplanned, and brief or lengthy, our ability to navigate these challenges is what enables us to *flourish*—to maintain or regain a sense of well-being and to achieve the outcomes we desire. Sometimes challenges are fun, but sometimes they present danger, risk, or threat—we experience these as *adversity*.

*Change* is one of the most common sources of adversity we face. Although we don't always like to admit it, humans seek control. We use our past experiences to establish expectations about how things in our life are likely to unfold. When we encounter change, or unexpected circumstances occur, we experience a gap between our expectations and reality, our sense of stability is disrupted, and we are motivated to regain a sense of control.

*Adaptation* is the process we use to adjust to the positive or negative implications of a major shift in expectations. Adapting to change and dealing with other types of challenges is costly because it requires personal resources to make the shift. The resources we use include physical energy (to get things done and engage in new behaviors), mental energy (to solve problems and

learn new ways of thinking), emotional energy (to work with our feelings and reactions), and spiritual energy (to connect with a sense of meaning and purpose).

Some people have more energy than others do, but no one has an unlimited amount. Think of your adaptation capacity as a “bank account” of points you can use to pay for challenges that take place in your life—each one draws on this account. When the level of demand for adaptation exceeds the energy available, people display a wide range of behaviors that do not contribute to their own well-being or that of their organizations, families, or others. This unproductive behavior can show itself in a variety of ways, including defensive behavior, stress-related illness, depression, and increased errors and accidents.

## Personal Resilience

Of all the factors that contribute to dealing with challenges and adapting to change, the single most important factor is *resilience*—the capacity to maintain or regain high levels of performance and well-being when dealing with high levels of disruption and turbulence. When facing the ambiguity, anxiety, and loss of control that accompany difficult challenges, people demonstrate resilience by avoiding harm, staying or getting back on track, and sometimes even by learning and growing from their experiences.

What is resilience? Based on a great deal of research and observation of people going through difficult times, we have identified a set of characteristics that help people use their adaptation energy more effectively. We think of these characteristics as “resilience muscles.” We believe that everyone has the ability to apply and develop each one. Just as certain physical muscles are stronger in some people than others, people differ in the strength of their resilience muscles. And, just as regular exercise will strengthen physical muscles, so resilience muscles can be strengthened through practice. When one of these muscles is weak, it can certainly still be used, but the person must apply more effort to get the same result as a person who has developed greater strength in that area.

There are seven resilience characteristics:

1. **Positivity:** Resilient individuals find hope and possibility in the midst of difficult situations.
2. **Confidence:** Resilient individuals recognize and use their skills and abilities.
3. **Priorities:** Resilient individuals identify and pay attention to the most important things.
4. **Creativity:** Resilient individuals generate a range of possibilities and options.
5. **Connection:** Resilient individuals reach out to others for help or support.
6. **Structure:** Resilient individuals create and apply disciplined approaches.
7. **Experimenting:** Resilient individuals try new and different strategies.

Each of these characteristics plays a role in the effective use of energy when you encounter difficulties.

- *Positivity* and *Confidence* allow you to engage your energy in addressing the challenge, rather than draining energy by retreating into worry and defensiveness.

- *Priorities* allows you to direct energy toward your most important goals, rather than diffusing it across too many options.
- *Creativity* and *Connection* allow you to open up a wide range of possibilities and resources rather than limiting yourself to the familiar.
- *Structure* allows you to generate efficient, effective approaches rather than applying your energy unsystematically.
- *Experimenting* allows you to try new actions in the face of uncertainty rather than holding back until everything is clear.

Each of these seven characteristics of resilience is important by itself, yet they are most effective when combined in action. This allows you to call on the specific change muscles that are most needed to address a particular challenge. As an example, you might run into a situation where the most important element is the ability to be extremely creative and think of a wide range of possible actions. Another situation might call for you to stay deeply focused on your priorities. At various points in time, all the characteristics are important. For this reason, it is impossible to say that there is a single “trait” called resilience. Instead, we view resilience as the ability to draw on whichever characteristic, or combination of characteristics, is called for in a particular situation.

## Developing Resilience

Each of the resilience characteristics can be developed through consistent practice and development of new mental habits. For example, developing strength in the *Positivity* characteristic involves taking time to look for possibilities and opportunities in situations that may at first seem primarily negative, and doing this consistently enough that it becomes a regular part of your thought process. It’s important to practice during the times when you are not overwhelmed with disruption, so your muscles are ready when the challenges hit. It may also be helpful to identify someone who can serve as a resource or a coach as you work to develop one or more of the characteristics.

The payoff for increased resilience is strong for both organizations and individuals. Organizations benefit from being able to implement changes more quickly and effectively, which gives them a competitive advantage compared to organizations with less-resilient people, and from lower levels of unproductive behavior during turbulence. Individuals benefit from being able to achieve their own goals in the midst of uncertainty with less wasted energy, leading to greater productivity and greater satisfaction.

## Team and Organizational Resilience

While the focus of this article is on individual resilience, we can also describe resilience of teams and organizations using the same basic set of resilience characteristics. A team with strong *Positivity* for instance, is one that is able to effectively engage the energies and talents of all its members. An *Experimenting* team is one that can effectively evaluate risk and take action

in the face of uncertainty. Team resilience is a function of both the resilience of its individual members and the process by which the team draws on its combined strengths.

An organization's resilience is, of course, partly determined by the resilience of the individuals and teams within it, but it is more than that. Various aspects of the organization's leadership, context (vision/mission/strategy), and culture set the stage for effective performance during change. For instance, an organization with high Creativity typically has effective capabilities to innovate as market conditions change, while one with a strong Structure muscle has effective disciplines around the use of processes and systems.

While challenge and change place significant demands on everyone, both inside and outside organizations, identifying and developing resilience can help individuals, teams, and organizations effectively use their available physical, mental, emotional, and spiritual energy to respond to these challenges with higher levels of performance.

**Dr. Linda Hoopes**

[linda@resiliencealliance.com](mailto:linda@resiliencealliance.com)

404-371-1011

[linkedin.com/in/lindahoopes](https://www.linkedin.com/in/lindahoopes)

**Books**

*Prosilience: Building Your Resilience for a Turbulent World*

*Managing Change with Personal Resilience: 21 Keys for Bouncing Back and Staying on Top in a Turbulent World*

**For More Information**

[resiliencealliance.com](https://resiliencealliance.com)

[prosilience.com](https://prosilience.com)

[realizationinstitute.com](https://realizationinstitute.com)

**Newsletters**

Prosilience: [prosilience.substack.com](https://prosilience.substack.com)

Organizational Change Intersections: [changeintersections.substack.com](https://changeintersections.substack.com)



# RESILIENCE IS A VERB

Dr. Linda Hoopes, Resilience Alliance

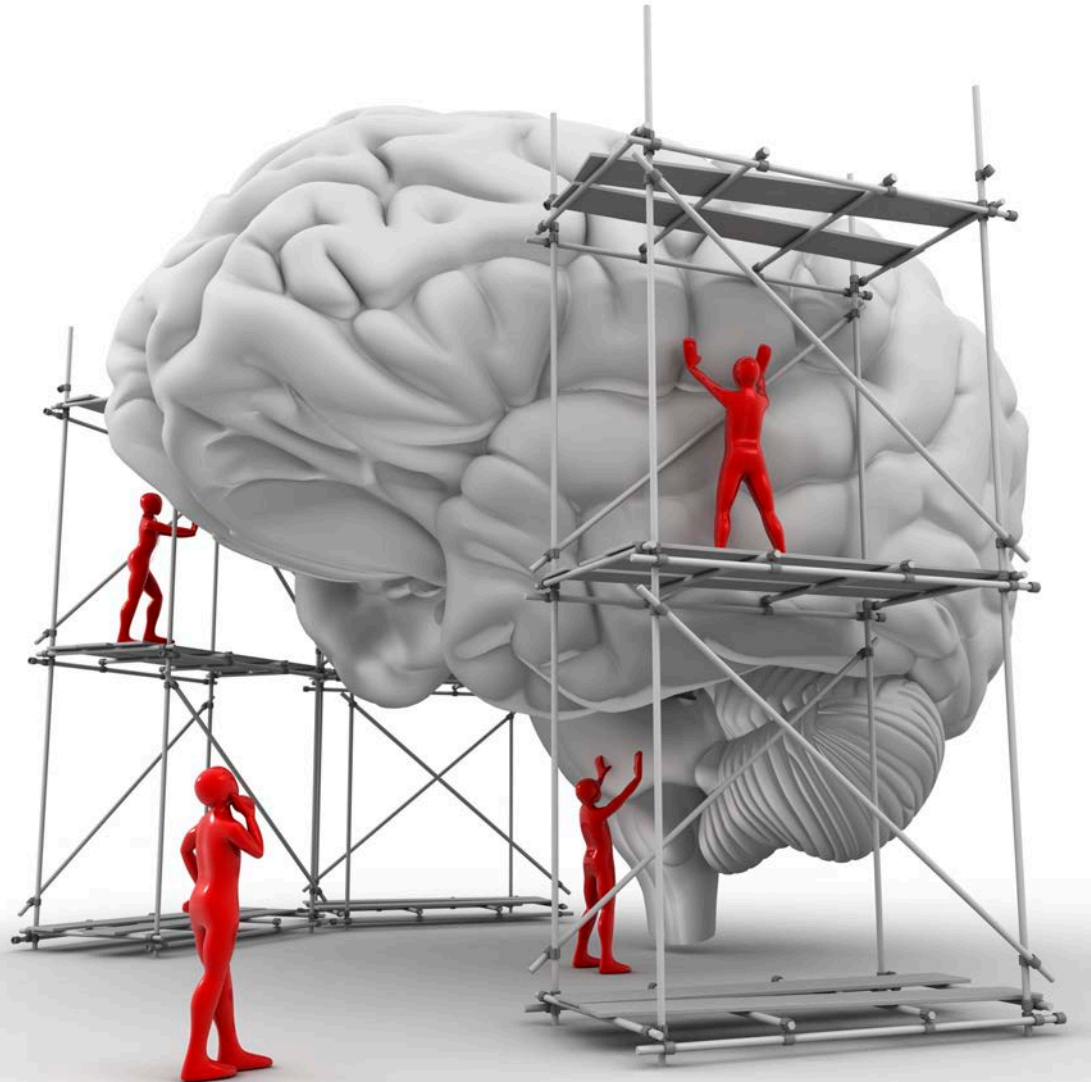
Valerie Norton, Chief People Officer,  
Habitat for Humanity International



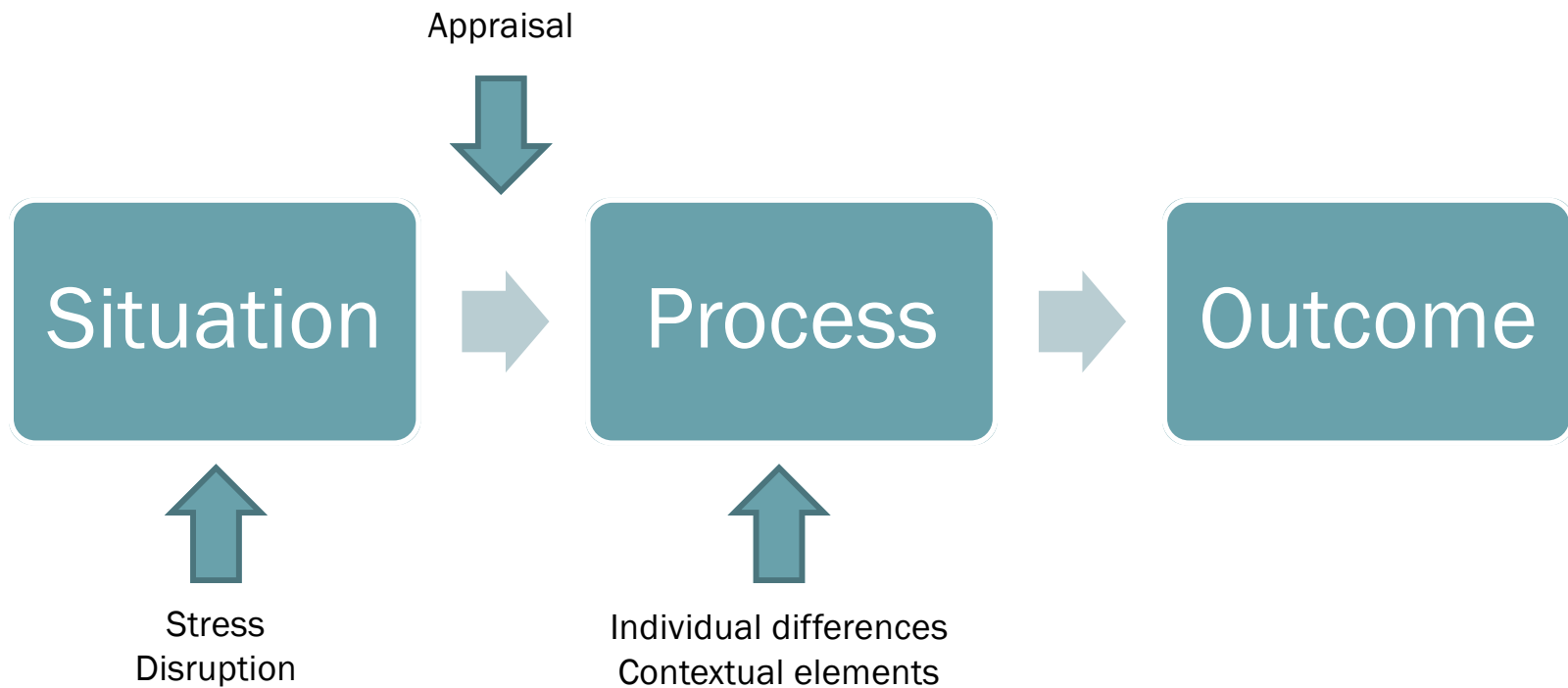


# What's Your Mental Model of Resilience?

- Individual difference?
- Outcome?
- Process?
- ???



# Resilience: The Big Picture



OUTCOME



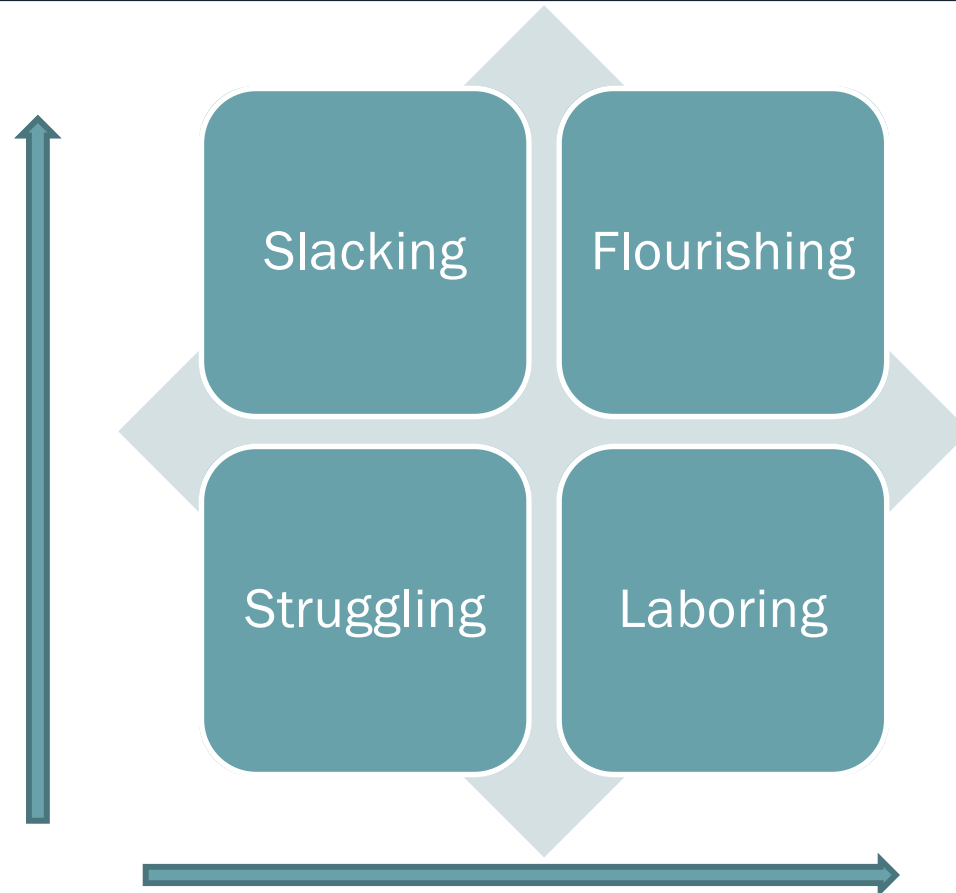
# What is Resilience?

Maintaining *high levels of effectiveness and well-being* while dealing with *high levels of challenge and disruption*.



Flourishing/  
Thriving

Feeling  
Good  
(*well-being*)



Being Productive  
(*effectiveness*)

# Resilient Outcomes



# Research: Outcomes Linked to Resilience

Transformational  
Leadership  
Behaviors

Sales Team  
Performance

Call Center  
Performance

Reduced  
Depression

Employee  
Engagement

Change  
Readiness

Adjustment to  
College Life

Well-Being in  
Parents of  
Autistic Kids







SITUATION



# Challenge

Gap between current state and desired state

Physical, mental, emotional, and/or spiritual effort

Problem- or opportunity-based

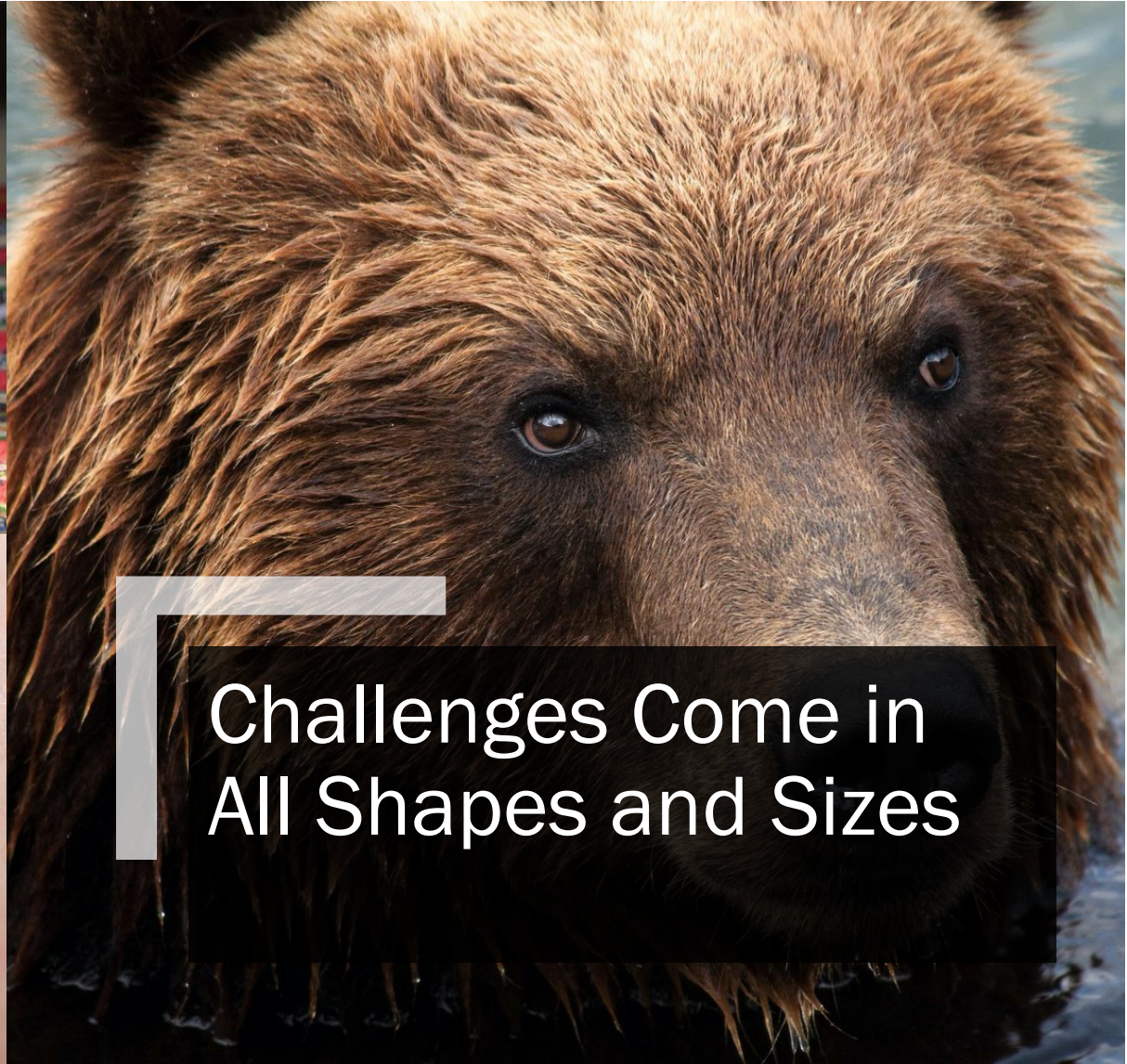
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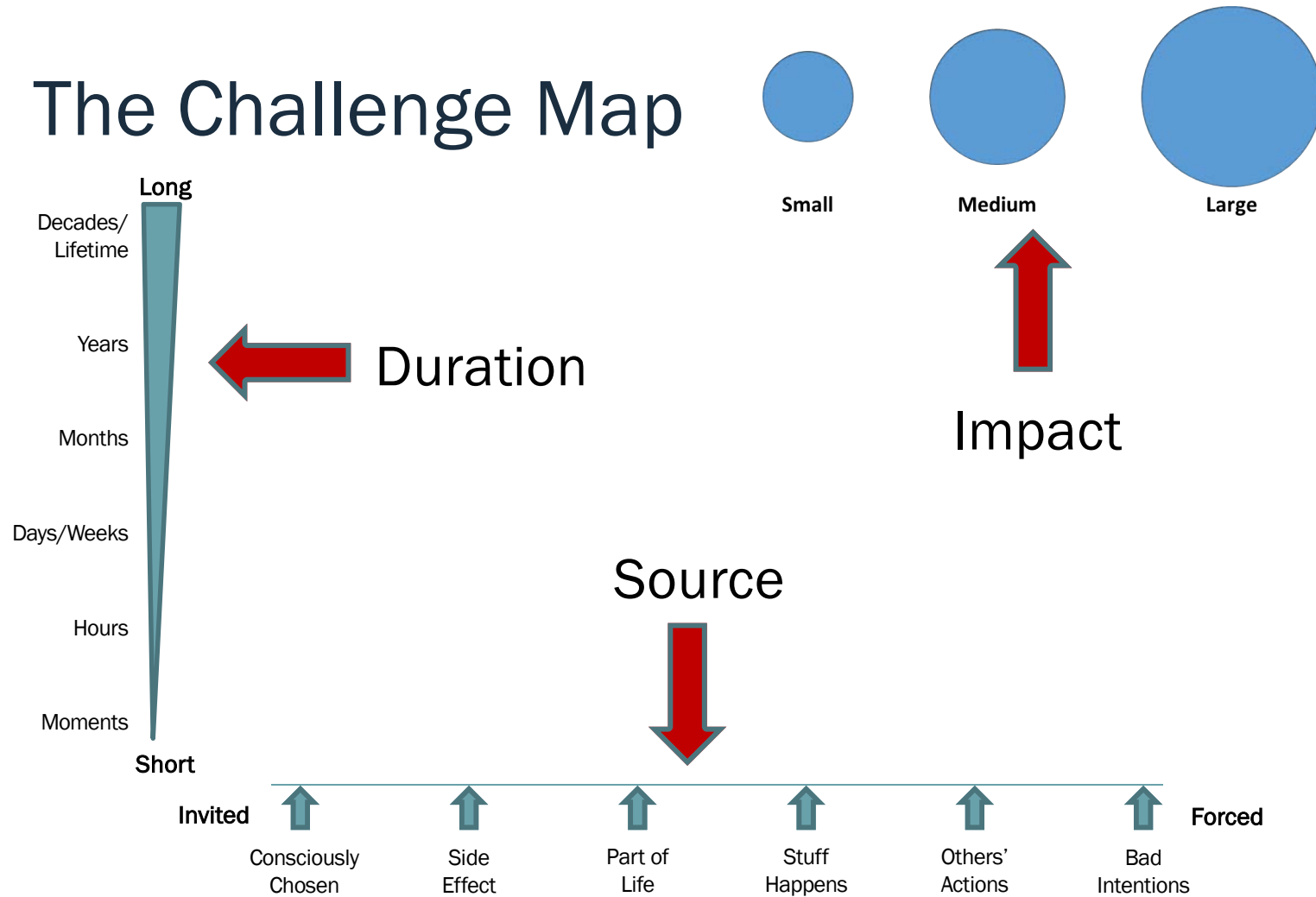


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Challenges Come in  
All Shapes and Sizes

# The Challenge Map





# Workplace Challenges

- Relationships
- Learning New Skills
- Important Projects
- Change Initiatives
  - *Technology*
  - *Reorganization*
  - *Processes*
  - *Culture*
  - *Etc.*
- Customer Demands
- Layoffs
- Performance Evaluations



# Challenges: 2020-2022

- High workload, competing priorities, urgency, lack of resources
- Virtual work, long hours, meeting fatigue, work/life balance
- Low morale, exhaustion, burnout
- Turnover, training new employees
- Structure, hierarchy, low trust, friction
- Business challenges, stress, job uncertainty
- Additional initiatives and process changes
- Disconnection, isolation
- COVID numbers, concerns, restrictions, economic impact
- Social/political divisions, media, pervasive negativity
- Family/child concerns, pregnancy
- Personal and family physical and mental health
- Dual-career issues
- Aging parents, distance from loved ones
- Budget concerns
- Opportunities

# Challenges Use Energy



**Physical**  
Using the  
body to get  
things done



**Mental**  
Thinking  
clearly and  
quickly



**Emotional**  
Working  
with difficult  
feelings



**Spiritual**  
Connecting  
with  
meaning  
and purpose



# Adversity

A close-up photograph of a bright yellow snake with a textured, scaly skin. The snake is positioned diagonally across the frame, resting on a large, green, glossy leaf. The background is dark and out of focus. The snake's head is on the right, showing its eye and nostrils. The lighting highlights the intricate patterns of its scales.

Danger, threat, or loss  
Affects our psychobiology  
Makes challenges harder



# Beyond the Individual: Resilience in Context



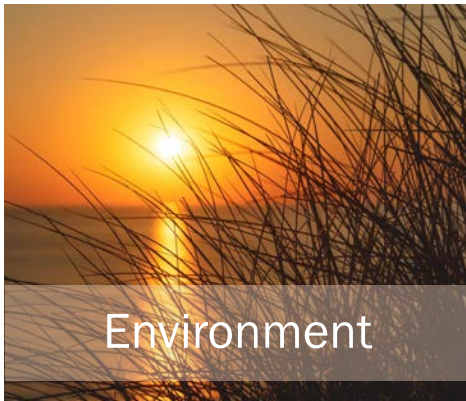
Individual



History



Resources



Environment

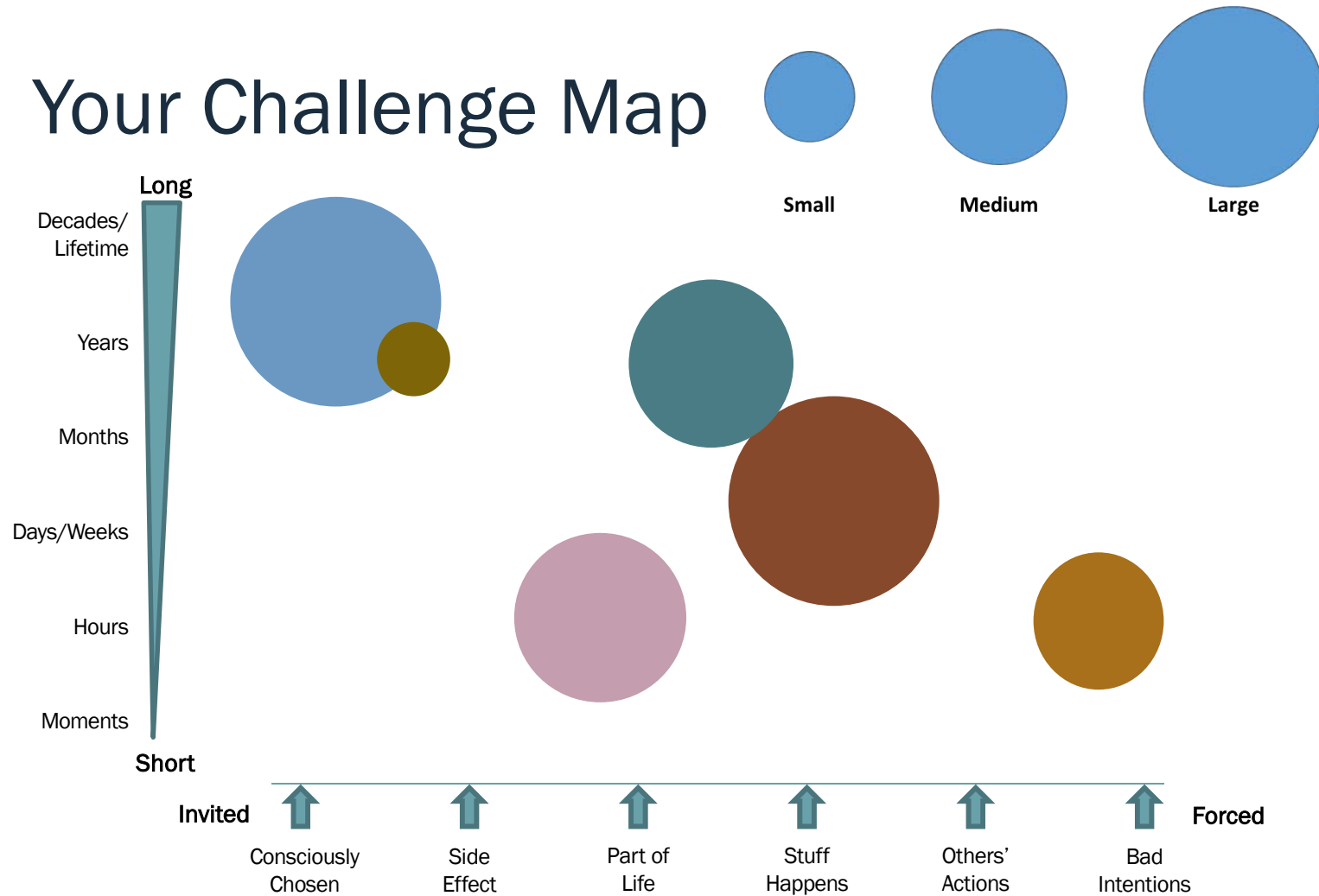


Social Connection



Psychological Safety

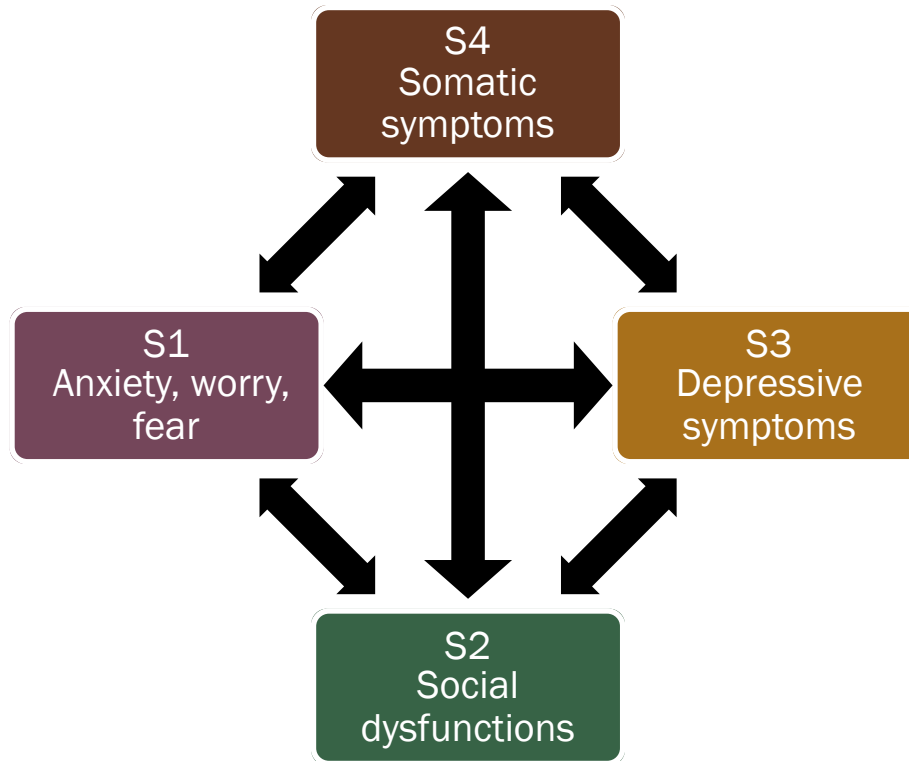
# Your Challenge Map



PROCESS



# A Process View of Resilience



Resilience is the result of a dynamic process of successfully adapting to stressors.

Mental disorders can be understood as networks of symptoms that interact. Activation of one “node” promotes the activation of others via biological, psychological, and social mechanisms.

Underlying causal interactions may be unidirectional or reciprocal.

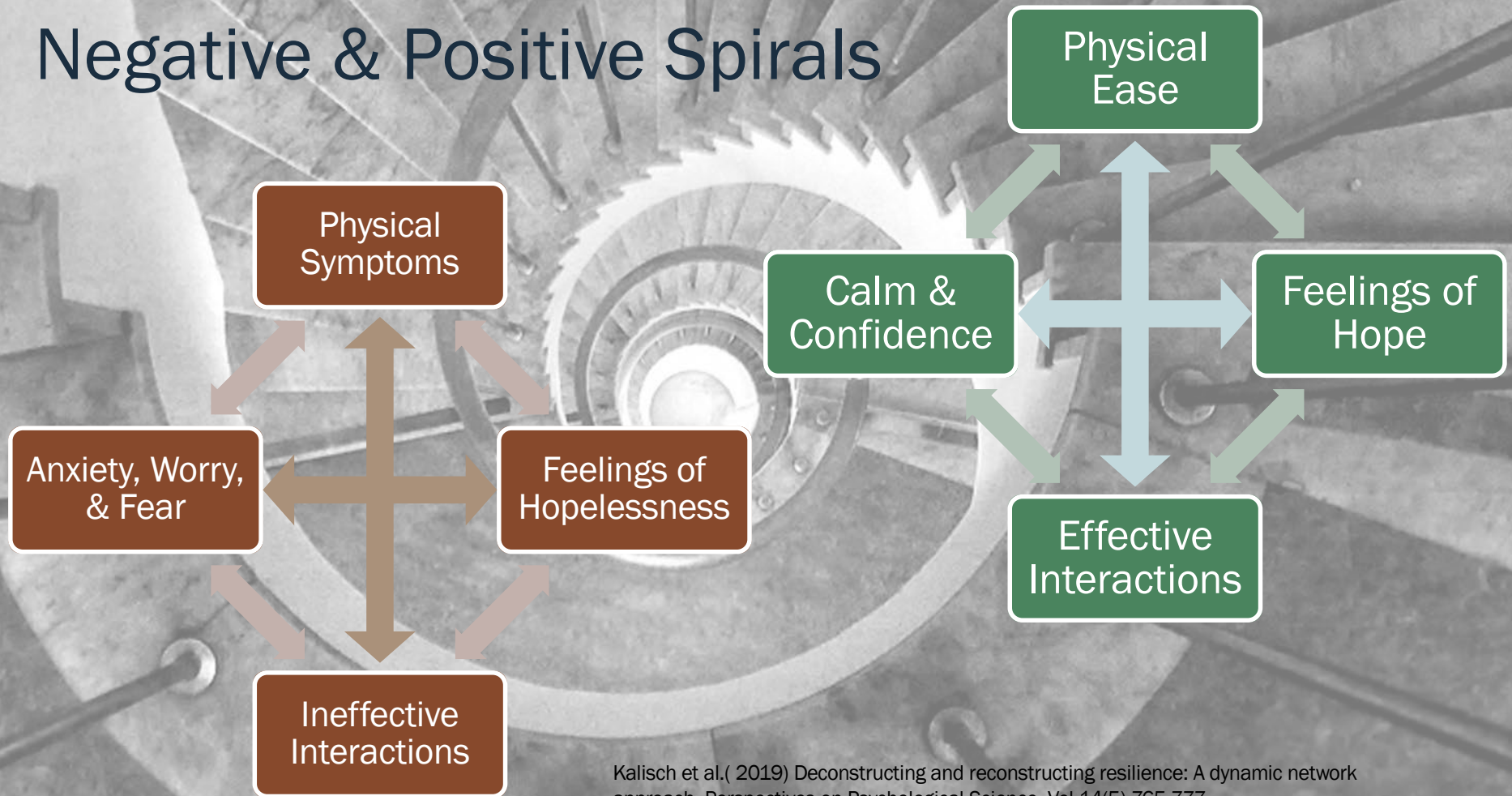
Networks with strong connectivity are vulnerable; at a certain level of activation, they tend to develop self-sustaining states of general high activation, with external activation no longer necessary to maintain network activation.

A resilient network would be one with a high energy barrier between health and disease state or dampened overall network activation.

Individual properties and social factors (e.g. volitional reappraisal/reframing) may influence the network.

Kalisch et al. (2019) Deconstructing and reconstructing resilience: A dynamic network approach. *Perspectives on Psychological Science*, Vol 14(5) 765-777.

# Negative & Positive Spirals



# Four Building Blocks of Resilience



Calming



Choosing Strategies



Solving Problems



Managing Energy



# Calming

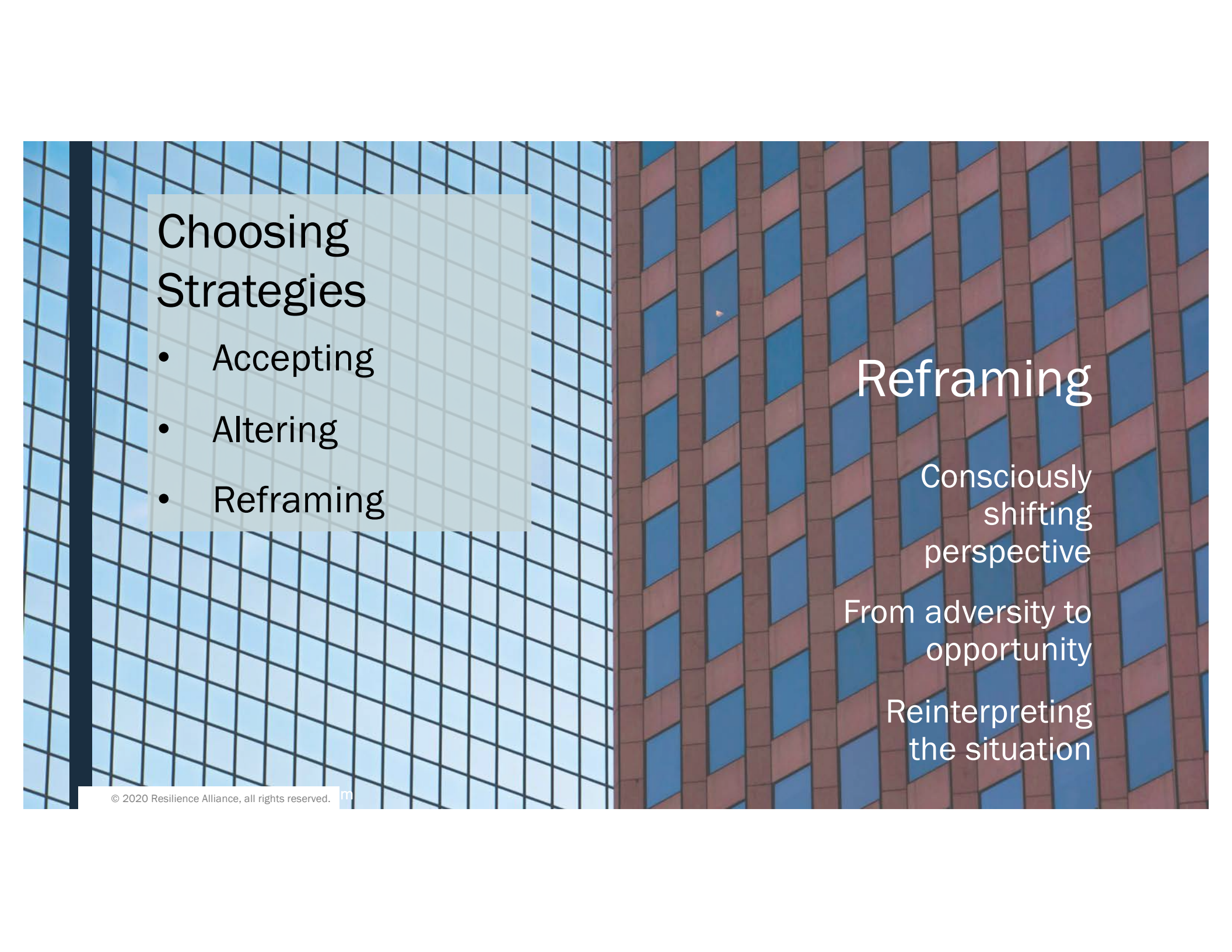
Different from  
relaxing

A positive, alert  
emotional state

Self-regulation

Parasympathetic  
nervous system  
activation





## Choosing Strategies

- Accepting
- Altering
- Reframing

## Reframing

Consciously  
shifting  
perspective

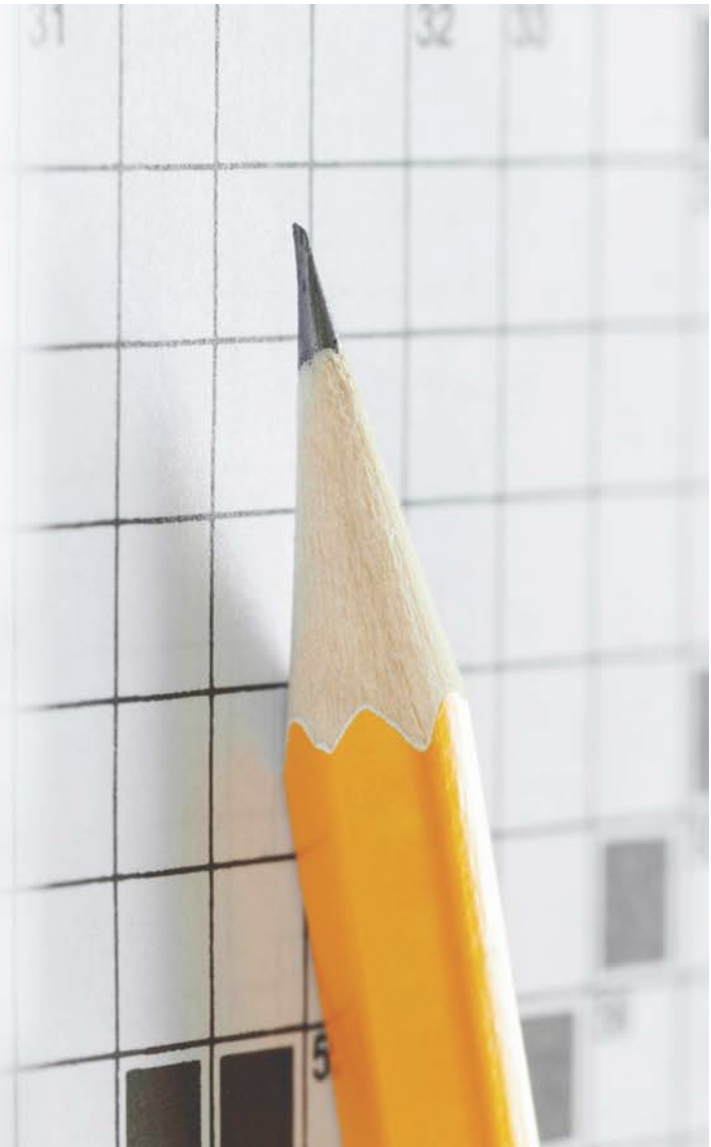
From adversity to  
opportunity

Reinterpreting  
the situation

# Solving Problems

Applying a core set of tools and capabilities (“resilience muscles”) to effectively address challenges.

- Everyone has them
- Some are stronger than others
- Weaker muscles take more energy to use
- They can be developed
- Regular practice is best
- Develop through challenge and recovery





# Seven Resilience Characteristics



Positivity



Confidence



Priorities



Creativity



Connection



Structure



Experimenting

# Managing Energy

- ✓ Energy fuels our resilience muscles. When it runs low, we have nothing to draw on.
- ✓ We can protect, build, and replenish our energy.


# STRATEGIES

Practical Applications and Examples





# Creating Lift: Micro-Boosts

A person is seen from behind, holding a large, glowing paper lantern. The lantern is lit from within, casting a warm, yellow light. The person is wearing a light-colored t-shirt and a cap. The background is a dark night sky filled with numerous other smaller, glowing paper lanterns, creating a sense of many people participating in the event. The overall atmosphere is peaceful and hopeful.

Share some examples! What micro-boosts have you given or received lately?

# Three Levels of Application

## Individual

- Understand/ manage own energy and responses to challenge
- Prepare and support individuals in dealing with challenges

## Team

- Leverage individual energy and resilience strengths for team performance
- Development activities at team level

## Organizational

- Systemic readiness for challenge
- Leadership and culture that support resilient responses
- Human energy sustainability

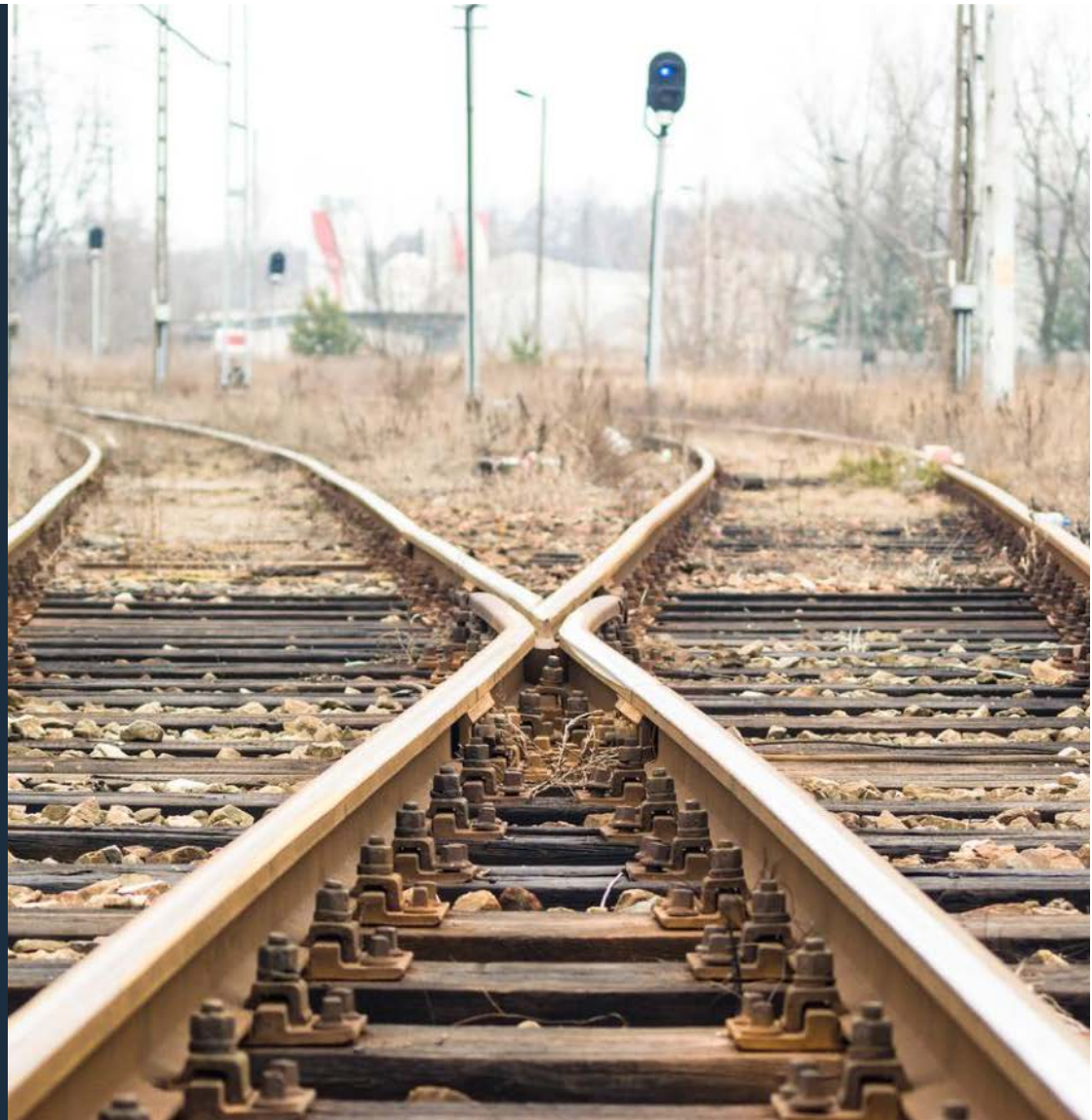
# Employee Workshops

Merger/divestiture resulted in many job changes

Initial workshop to introduce concepts and awareness

Follow-up workshop to apply resilience concepts to job uncertainty, plant closures, and readiness for future

*Feedback showed increases in perceived readiness for change*

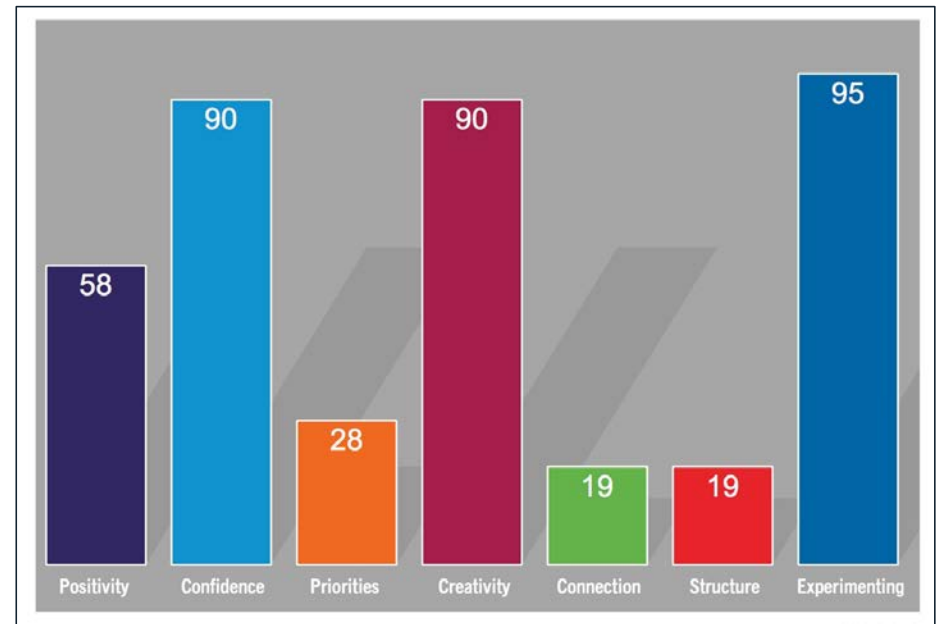


# Leader Coaching

Leader was strong individual contributor.

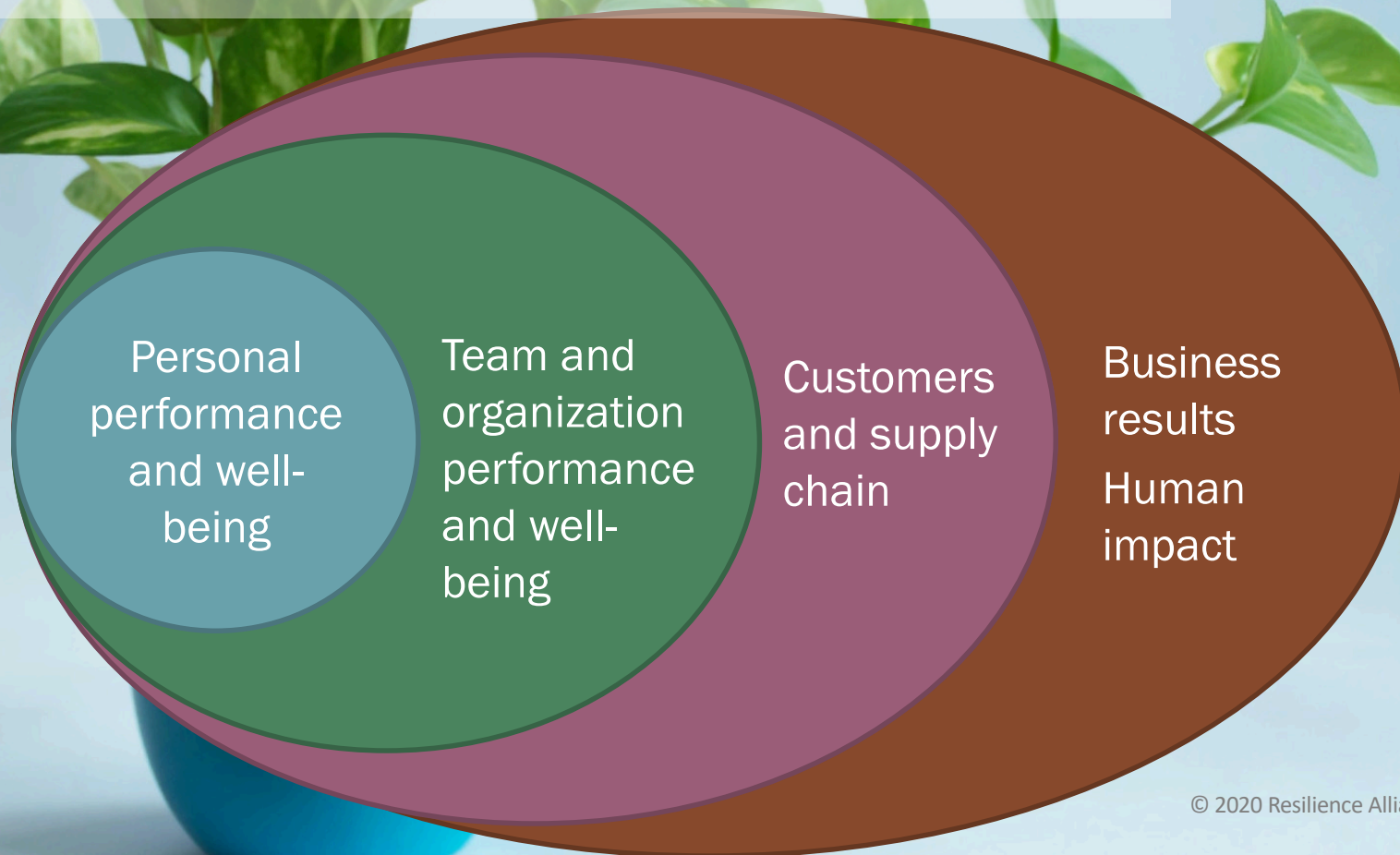
Difficulty in planning and implementing a compensation change for his team.

Helped him articulate his vision, engage others, and design a solid structure.



*Personal Resilience Profile* used to identify predispositions in dealing with challenge.

# Leader Resilience is Contagious





# How Leaders Support Resilience

1. Be a role model
2. Create psychological safety
3. Reframe challenges
4. Educate and develop
5. Shape culture
6. Monitor overload
7. Build energy sustainability

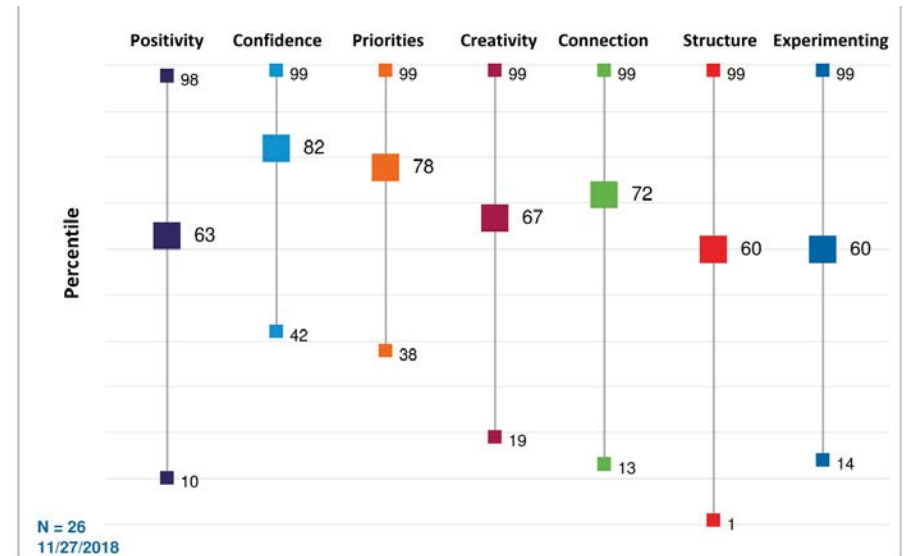


# Team Development

Leadership team engagement high; rest of organization low.

Created insight around implications of strong resilience muscles, particularly high confidence.

Developed action plan for employee discussions.



*Group Resilience Summary* used to create an aggregate picture of resilience for a senior leadership team.

# Division Development

Sales division of large pharma  
company

VPs worked on personal  
development

Breakout sessions at annual sales  
meeting

Increased “change index” results on  
employee survey

Resilient leaders' teams showed  
stronger results after challenging  
year





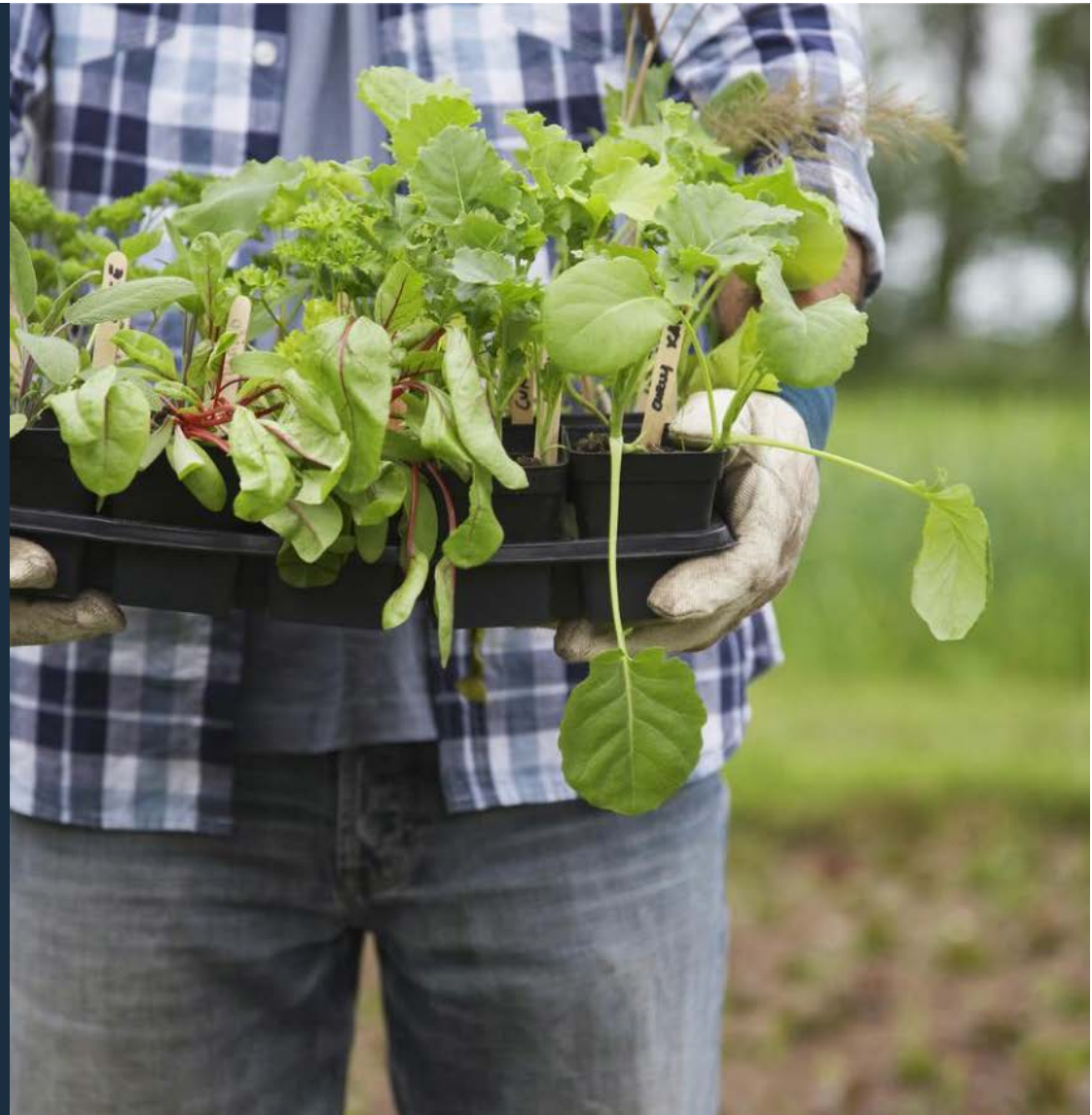
# Human Energy Sustainability

An organization has achieved *human energy sustainability* when:

Day-to-day energy demands are balanced by effective practices to build, sustain, and replenish physical, mental, emotional, and spiritual energy.

People may feel overwhelmed or overloaded periodically, but they are quickly able to recover.

Most people in the organization are not experiencing burnout.



# CASE EXAMPLE

Habitat for Humanity International





Building Resilience to Drive  
Transformational Change at Habitat

Valerie Norton, Chief People Officer

**Through shelter we empower.**





## vision

**A world where everyone has a decent place to live.**

## mission



Seeking to put God's love into action...

...Habitat for Humanity brings people together...

...to build homes, communities and hope.



## global strategic goals and objectives for 2020

Seeking to put God's love into action by addressing urgent housing needs in our communities, nations and world, Habitat for Humanity will be a partner and catalyst to:



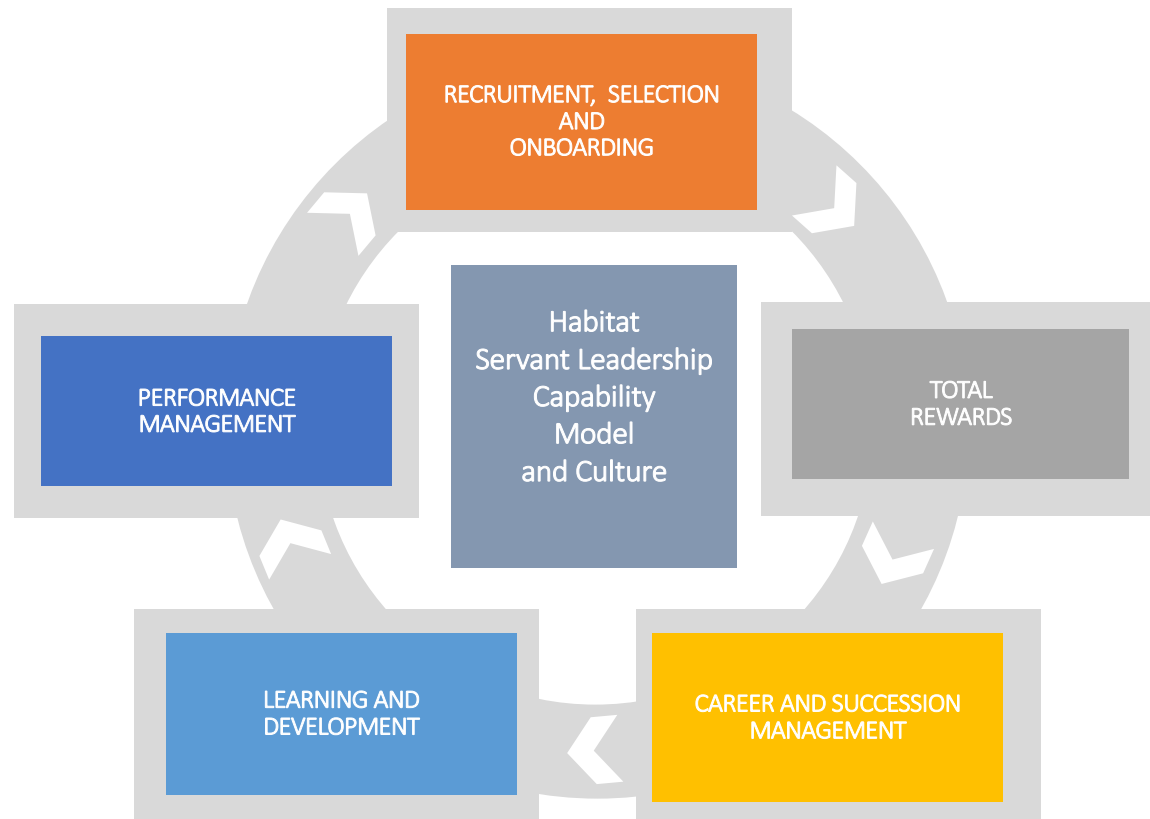
## Our Habitat for Humanity International Values







**Our culture, values, and Servant Leadership Capability Model are aligned with our HFHI strategy and portfolio of business changes. These are integrated into all aspects of our people strategy...**





## HFHI's Servant Leadership Capability Model 12 Capabilities in 4 Anchor Groups

### Anchor - Lead for Results

Creating Innovation  
Driving Success and Accountability  
Making Decisions

### Anchor - Lead the Mission

Articulating the Vision  
Knowing the Organization  
Focusing on the Constituent

### Anchor - Lead Self

Leading Change  
Inspiring Confidence and Trust  
Managing Self-Development

### Anchor - Lead Others

Building and Managing Relationships  
Communicating Effectively  
Demonstrating a Global Mindset

**Resilience supports our Servant Leadership Capabilities and Cultural Values,  
which are essential to carrying out our transformational change agenda**

# Objectives of Resilience Work at HFHI



Create a common language

Build awareness, knowledge, & skill

Offer resources to the larger community

# Overview of Activities

## SLT/IBOD Sessions

- Awareness
- Development
- Leadership
- Sponsorship

## Staff Session(s)

- Awareness
- Application

## Practitioner Certification

- Education
- Development
- Support

## Expansion

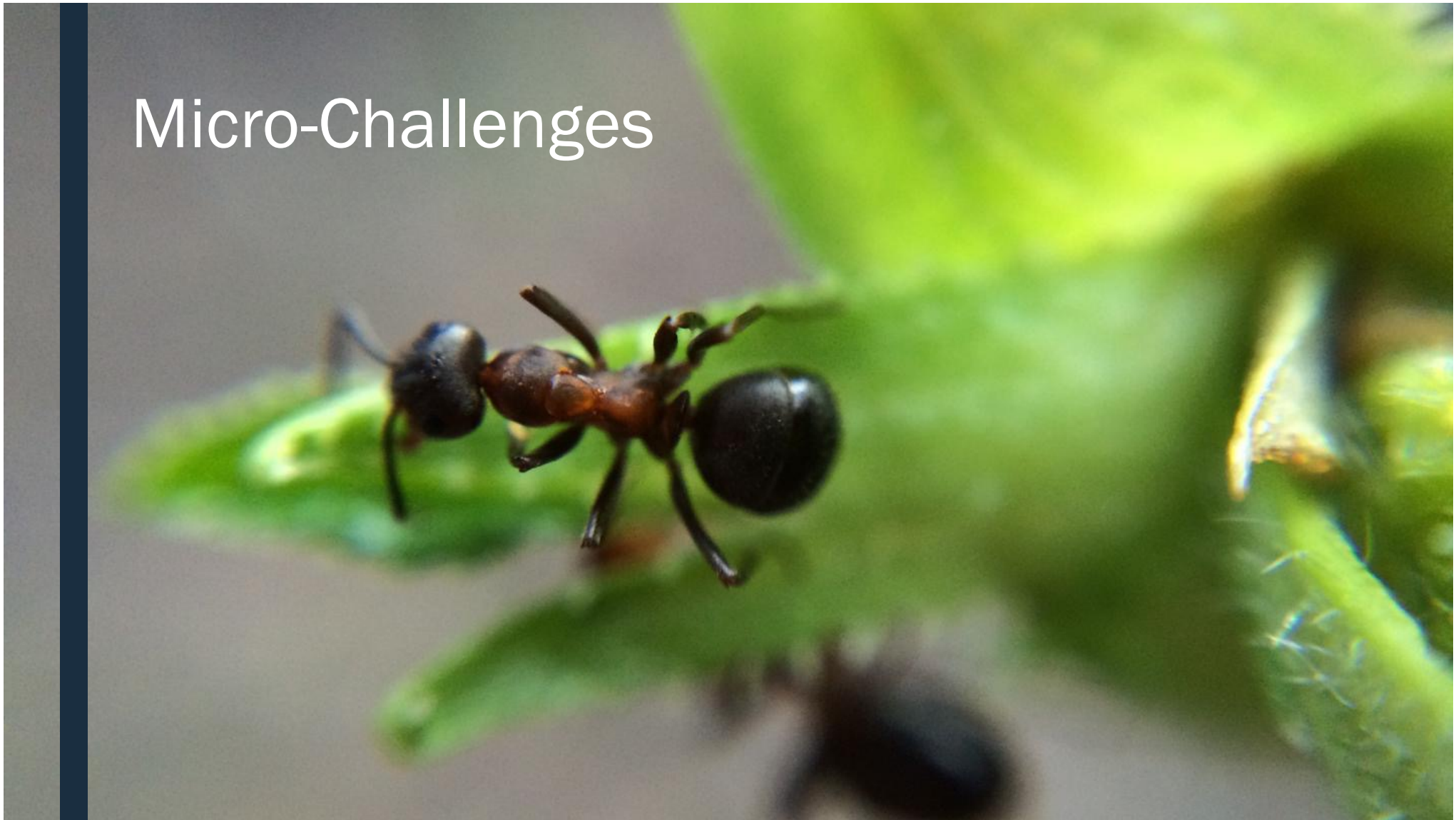
- Community
- Customization
- Resources
- Evaluation

CLOSING





# Micro-Challenges



# The Blessings of Online Meetings





A close-up photograph of several dandelion seed heads. The seeds are white and wispy, radiating from dark central points. The background is a soft, out-of-focus teal color. The text "Thank You!" is overlaid in the center-left area.

**Thank  
You!**