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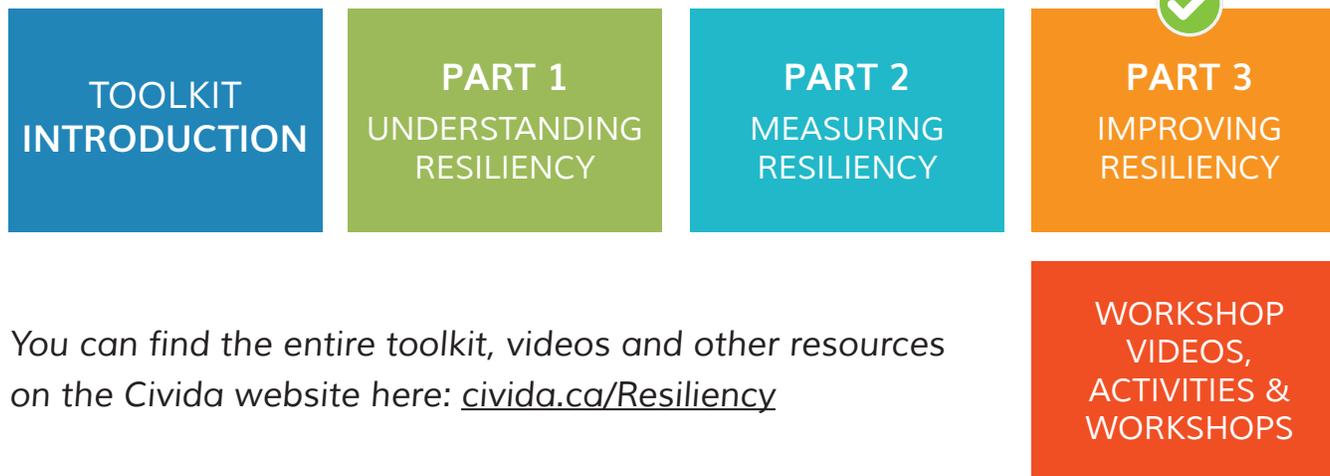


Civida

Resiliency Toolkit

PART 3 / Improving Resiliency

Resiliency Toolkit **PART 3 Improving Resiliency**



You can find the entire toolkit, videos and other resources on the Civida website here: civida.ca/Resiliency

How to use this section of the Toolkit:

The information and tools in this section will help you improve resiliency in your organization.

We have designed this section so that the workshop activities, videos and worksheets can be adapted and used according to the time and capacity of your staff. You can choose to:

1. Organize a half-day all staff workshop using all the materials and activities,
2. Use specific activities and videos as part of other staff meetings and team-building exercises, and/or
3. Provide individual staff with materials they can work through on their own time.

We recommend having some of the activities be group-based. Engaging across teams and learning with and from one another is a great way to contribute to organizational culture and to build resiliency.

There may be times that you want leadership to be included with staff and times when you want them to engage separately. Different conversations and learning will happen depending on whether staff and leadership do the activities together or apart.

What's in this section?

Activities

Once you have engaged in some form of measuring resiliency (see Part 2 of the toolkit) you will have an idea of what changes will benefit your organization. You can implement these activities in your organization in a variety of ways:

1. Facilitate a half-day all-staff workshop (~3.5 hours).
2. Use the activities across several team meetings.
3. Individual.

This toolkit is not an exhaustive list of ways to build and encourage resiliency. We have listed some other useful resources at the end of this section.

Videos

We have provided 6 videos that will help facilitate discussion and support the workshop activities by guiding you through the workshop content:

1. Introduction.
2. Resilient Mindsets and Behaviours.
3. Problem Solving.
4. Decreasing Stress through Communication.
5. Encouraging Contribution through Communication.
6. Wrap Up.

Worksheets

There are 3 worksheets provided to supplement the activities and the videos:

1. Reflecting on Values.
2. Personal Resiliency Continuum.
3. Organizational Resiliency Continuum.

The videos and worksheets can be accessed on our website at civida.ca/Resiliency.

What to consider when choosing and implementing the activities in this section:

Ensure that staff feel like they are encouraged and supported to engage.

If staff complete these activities together, here are some ways to demonstrate value:

- Have leadership participate.
- If you ask for feedback, be sure to truly consider and respond to it. This will likely mean taking suggestions away for discussions at other tables. Don't make promises that you can't keep.
- Recognize staff for showing up – mention it in their performance review. Ask about their resiliency and refer back to the group sessions as a benchmark.

If staff complete these activities on their own time, here are some ways to demonstrate value:

- Have leadership go through the activities in advance and create a few short reflection videos on what they have learned that people can watch.
- Provide a space (electronic or otherwise) that people can provide feedback and suggestions that come out of their engagement.

Think about any ongoing group dynamics that may come up:

- Are there teams that have conflict that would prevent them from being productive at this kind of group activity?
- Will staff speak freely if leadership is present or if they know leadership will review their comments?

Support other learning opportunities. E.g., share the additional resources at the end of this toolkit.

Give people opportunities to talk to their peers and engage in the material.

- We know that the best way for people to learn is by talking with each other and teaching each other – provide as many opportunities for this as you can.

Using the 'Increasing Resiliency' Activities

The following section provides detailed plans for using the resiliency activities in different ways in your organization, depending on time and capacity:

1. Facilitating a half-day (3.5 hours) workshop with team/organization.
2. Using the activities separately across several regular team meetings, linking the activities to the resiliency indicators measured in Part 2 of the toolkit.
3. Providing the activities as individual, self-led activities.

1. Half-day workshop, all staff – 3.5 hours

Suggested Time	Activity	Facilitation Details	Rationale
5 minutes	Icebreaker	Icebreakers can be as simple as a check-in, doing a meditation, or sharing something about yourself. Here's a list of other suggestions. Allow people to share as much as they feel comfortable with. (https://www.sessionlab.com/blog/icebreaker-games/)	Even if people know each other, learning more about colleagues and working in fun ways on tasks helps to further develop relationships and trust, the basis of a resilient culture.
5 minutes	Video 1: Introduction	Watch the Introduction video.	
20 minutes	Worksheet 1: Reflection on Values and Discussion	Part One: Reflection Ask each participant to spend five minutes reflecting on their personal values using Worksheet 1: Reflecting on Values. You can ask them to think about what is important to them, what makes them feel fulfilled or content, and when they feel they have contributed. They can write this or just think about it. Give people five minutes. Part Two: Share the organization's values (or vision or mission statements) with the group on a PowerPoint or in handouts. Ask participants to spend a few minutes thinking about how their personal values relate to the values. Open this up for discussion. You can prompt people to share how they see their role fulfilling both their values and those of the organization.	We know that more resilient organizations have clear messages about their values and vision and that changes they may make are in line with those values. More resilient people understand their values and see them in their work and lives. This activity roots people in considering their alignment between personal and organizational values.

Suggested Time	Activity	Facilitation Details	Rationale
15 minutes	Video 2: Resilient Mindsets and Behaviours	As a group, watch the video.	This video introduces understanding different kinds of resiliency and their relationship to the housing sector.
10 minutes	Discussion	If you have a large group, ask people to break into groups of 4-5 if you have 15-20 people, facilitate a group discussion. Use any of the following prompts: <ul style="list-style-type: none"> • What do you think it means to say that resilient behaviours can be learned? • What do you think of the distinction between individual, organizational and community resilience? 	Having a discussion will help people to understand the materials better, and to think about how they apply to their work.
10 minutes	Individual activity: Worksheet 2: Personal Resiliency Continuum	Using the resiliency continuum diagram on Worksheet 2, map some of the resilient and not resilient mindsets and behaviours that you have. What gifts are you bringing to work? What are some of the challenges that you are encountering? What is one small thing you can do to help build resiliency (think of something that is reasonable and within your control and capacity right now)?	Allow people to do this activity alone and do not ask them to share – this is a personal activity. Individuals will reflect on where they are and what might be ways to be more resilient.
15 minutes	Group Activity: Worksheet 3: Organizational Resiliency Continuum	Using the resiliency continuum diagram on Worksheet 3, map some of the resilient and not resilient mindsets and behaviours that your workplace has. What is going well at your workplace? What are some of the challenges? What are some ways to help build resiliency (think of something that is reasonable and within your control and capacity right now)? Feel free to be creative with this activity, if you have the space use sticky notes on a wall, draw it on a white board, or designate space in the room as high/low resiliency areas and have people move to those sections. End with a group debrief.	This activity will help people think about the workplace and how to increase organizational resiliency
10 Minute Break			
15 minutes	Video 3: Problem Solving	As a group, watch the video.	This video outlines the three main approaches to problem solving that rely and enable resilient behaviours.
10 minutes	Discussion	Prompt small group or large group discussion: <ul style="list-style-type: none"> • What kind of problem solving do you think you use most often? Why? • What problem solving method is used the most on your team? In our whole organization? • How effective are these techniques to the problems facing us? 	This discussion will help participants identify what kind of problem-solving techniques they are most comfortable with, what type happens most often at work and how effective they are. You can encourage people on their own time to do the <u>RAT test</u> .

Suggested Time	Activity	Facilitation Details	Rationale
15 minutes	Video 4: Decreasing Stress through Communication	Watch the video as a group.	This video discusses some of the ways that stress can be increased or decreased through communication. We know that throughout organizational change communication is key to ensure success – thus, working on communication techniques helps to build resilience through the stress and challenges of change.
15 minutes	Activity and Discussion: Decreasing Stress through Mindful Communication	<p>It is important to be mindful about how, what, and why we communicate and also why others might be communicating in different ways (e.g., cultural differences, neurodiversity, language barriers). Being mindful about communication can help decrease stress, especially during times of change.</p> <p>Facilitate the following activity:</p> <p>In pairs or small groups, ask people to come up with a relevant workplace scenario about change. Ask them to act it out twice and play with delivery – body posture, eye contact, emotion, etc. Think about what you are communicating, as well as how.</p> <p>When debriefing share the scenario and the different ways that groups played with delivery. As they share, prompt other participants to share why someone might be communicating in a different way and what else we could do when communicating to help decrease stress.</p> <p>For example:</p> <ul style="list-style-type: none"> • Having information available in multiple formats is one way to increase accessibility and consistency. • Communicating frequently. • Having multiple levels of communication about change (from leadership, from management, from staff or peers). • Encourage and then show that you have been listening to feedback. <p>You can prompt some small group or large group discussion and consider:</p> <ul style="list-style-type: none"> • What would you like to do when communicating with others? • How would you like to be communicated to? • What are some examples or scenarios you've experienced that have decreased stress during times of change? 	The activity will prompt people to think about what we think and assume about communication and how to build confidence and understanding in an organization, especially during times of change.

Suggested Time	Activity	Facilitation Details	Rationale
10 minutes	Video 5: Encouraging Contribution through Communication	Watch the video as a group. Pause for discussion when indicated.	This video details how organizations can contribute to organizational resiliency through communication. We know that communication is a central component of resiliency. Resilient organizations offer opportunities for contribution to staff members, and in return staff feel dedicated, connected and like they matter.
15 minutes	Individual Brainstorm	<p>Ask participants to spend 10 minutes brainstorming the following:</p> <ul style="list-style-type: none"> • When have I felt a sense of belonging at work? What was happening and what did it feel like? • When do I feel like I have control and choice in my work? What has happened to help me feel this way? • When have I felt encouraged to grow and learn at work, and feel like I am doing a good job? How is that communicated to me? <p>If you have a group that feels comfortable and confident with one another, you can ask them to share in groups and debrief.</p> <p>Ask the groups to brainstorm two small organizational practices that could be implemented to improve any of the above.</p> <p>If you don't think group work is appropriate, ask individuals to write anonymously two small organizational practices that could be implemented to improve the above. Also allow them time to brainstorm what could change in their team or their supervisor that they could bring back.</p>	This activity will help participants apply what they have learned to their organization and suggest some practices that could improve resiliency in the organization.
10 minutes	Closing reflection	Ask participants to share one thing they have learned, one thing they would like to learn, and one thing that they are still thinking about.	This is a great closing activity to help see what resonated for people and to identify future learning. This can be done by going around the room or participants can write their feedback down.

2. Using the activities during regular team meetings

If you don't have the time for a full workshop, you can break the activities up across your regular team meetings. Remember you can access the worksheets anytime through the Civida website civida.ca/Resiliency. How your team will engage with and want to reflect on these activities and videos will depend on your organization and team dynamics. Here are a few tips:

- Prior to incorporating any of the activities into meetings, we suggest sharing the introduction video with staff first, with a description of why these resiliency activities are being implemented.
- Consider introducing icebreakers to all meetings (even a simple check-in) to help people arrive at the space together.

- Choose activities that will have the most meaning for your staff (see the resiliency target chart below).
- Some of the activities and reflections (like the brainstorms and values) can be done between meetings as preparation for or reflection after activities.

Example: Incorporating the Reflection on Values and Resiliency Continuum sections from the workshop:

- Send an email to staff members coming to a team meeting a week in advance informing them that you will be discussing resiliency and share the introduction video. Ask participants to spend time reflecting on their personal values and come prepared with 3-4 to share at the meeting, using Worksheet 1: Reflection on Values.
- At the meeting, talk about the vision and values of the organization (if you are implementing change, this could be an opportunity to provide that change as an example of aligning with the values and vision of the organization). As a group, do Part Two of the Reflection on Values activity in the workshop outline, above, and on the worksheet.
- Ask participants to watch Video 2: Resilient Mindset and Behaviours prior to coming to the next team meeting.
- At the next team meeting, facilitate the Resiliency Continuum activities from the workshop outline, above, using Worksheet 2: Personal Resiliency Continuum and Worksheet 3: Organizational Resiliency Continuum.

Activities for Building Resiliency Targeted to Aspects of the Organization

This chart matches some activities, videos, worksheets, and tips to the different resiliency indicators described in Toolkit Part 2 and in the Benchmark Resiliency Survey. For more information on how to measure these indicators and why they are connected with resiliency, you can refer to Toolkit Part 2 (civida.ca/Resiliency).

Resiliency Indicator/ Target Area	Activities, Videos, Worksheets	Implementation Tips & Suggestions
Leadership and Culture		
Leadership	Ensure that leaders participate and demonstrate interest in the activities in this toolkit and the learning of others.	E.g., Leaders post video reflections about the activities, provide group meetings with leaders to share feedback.
Engagement	Watch Video 5: Encouraging Contribution through Communication Complete Worksheet 1: Reflection on Values	Provide avenues for staff to provide feedback and warning signs for problems early on.

Resiliency Indicator/ Target Area	Activities, Videos, Worksheets	Implementation Tips & Suggestions
Situation Awareness	Watch Video 2: Resilient Mindset and Behaviours Watch Video 4: Decreasing Stress through Mindful Communication and complete the communication activity and discussion in the guide above. Additional resource: Liberating Structures website https://www.liberatingstructures.com/	Prior to the workshop lead a short brainstorming session with managers and leadership. Refer to the Liberating Structures resource for facilitation methods. Conversation should include topics about: why resilience is difficult in your organization, what changes are happening in the sector and in the organization, who else is impacted.
Decision Making	Watch Video 3: Problem Solving Watch Video 5: Encouraging Contribution through Communication	Prior to the workshop, review key decision making tools such as strategic plans, operational plans, and policies and procedures, and consider how these tools support resiliency.
Innovation and Creativity	Watch Video 3: Problem Solving Additional resource: Liberating Structures website https://www.liberatingstructures.com/	Review the Liberating Structures resource and select one of the activities to encourage and allow creative thinking.
Networks		
Effective Partnerships		Provide opportunities for staff to collaborate internally (e.g., with other teams) and externally (e.g., with other organizations and partners). This could be as simple as making teams work together on activities, to forming committees for policy or form reviews.
Knowledge	Watch Video 4: Decreasing Stress through Mindful Communication and complete the communication activity and discussion in the guide above. Watch Video 5: Encouraging Contribution through Communication	Develop moments for people to work together across teams to understand the roles and impact of others.
Breaking Silos		When facilitating activities make sure that people work across teams rather than those they usually work with.
Internal Resources	Watch Video 2: Resilient Mindset and Behaviours Complete Worksheet 2: Individual Resiliency Continuum Complete Worksheet 3: Organizational Resiliency Continuum	Develop an inventory or list of internal resources that can be accessed or re-allocated during times of change to support resiliency. You can discuss this list during the workshop. Your personal and organizational resiliency is also a resource to support you and your organization during times of change.

Resiliency Indicator/ Target Area	Activities, Videos, Worksheets	Implementation Tips & Suggestions
Change Ready		
Unity of Purpose	Complete Worksheet 1: Reflection on Values	In regular communications and with changes ensure that you link to values. The <i>Nine Whys</i> activity is useful to determine the core purpose of changes or processes.
Proactive Posturing	Watch Video 2: Resilient Mindset and Behaviours Complete Worksheet 2: Individual Resiliency Continuum Complete Worksheet 3: Organizational Resiliency Continuum	Provide multiple avenues for feedback early in change processes. Encourage leaders and managers to learn about receiving and building off feedback from all staff.
Planning Strategies	Watch Video 4: decreasing stress through mindful communication and complete the communication activity and discussion in the guide above.	Consider involving staff earlier in transformations and change.

3. Working Through the Workshop Materials Individually

If your organization can't go through the materials as a group, you can provide the lesson plan below for people to work through at their own pace. If your leadership has already participated and made videos reflecting on certain activities, add those to the lesson plan so staff know when to watch them.

The worksheets have spaces where you can write down, draw, or otherwise brainstorm some thoughts and notes as you go along. If that's not enough space, feel free to journal or use a method that works for you.

Activity	Details
Video 1: Introduction	Watch the Introduction video.
Worksheet 1: Reflection on Values	Using the worksheet, spend some time reflecting on your values. We know that more resilient organizations have clear messages about their values and vision and that changes they may make are in line with those values. More resilient people understand their values and see them in their work and lives.
Video 2: Resilient Mindsets and Behaviours	Watch the video.
Reflection	<ul style="list-style-type: none"> • What do you think it means to say that resilient behaviours can be learned? • What do you think of the distinction between individual, organizational and community resilience?
Worksheet 2: Personal Resiliency Continuum	Using the resiliency continuum diagram in Worksheet 1, map some of the more resilient and less resilient mindsets and behaviours that you have. <ul style="list-style-type: none"> • What gifts are you bringing to work? • What are some of the challenges that you are encountering? • What is one small thing you can do to help build resiliency (think of something that is reasonable and within your control and capacity right now)? <p>You can find out more about more resilient mindsets and behaviors in Part 1 of the Toolkit.</p>

Activity	Details
Worksheet 3: Organizational Resiliency Continuum	<p>Using the resiliency continuum diagram, map some of the more resilient and less resilient mindsets and behaviours that your workplace has.</p> <ul style="list-style-type: none"> • What is going well at your workplace? • What are some of the challenges? • What are some ways to help build resiliency (think of something that is reasonable and within your control and capacity right now)? • How could you bring this up to your team? Your supervisor? <p>You can find out more about more resilient mindsets and behaviours in Part 1 of the Toolkit.</p>
Video 3: Problem Solving	Watch the problem-solving video.
Reflection	<ul style="list-style-type: none"> • What kind of problem solving do you think you use most often? Why? • What problem solving method is used the most on your team? In your whole organization? • How effective are these techniques to the problems facing you and your organization?
Video 4: Decreasing Stress Through Mindful Communication Activity: Decreasing Stress Through Mindful Communication	<p>Watch the video and review the activity. It is important to be mindful about how, what, and why we communicate and why others might be communicating in different ways (e.g., cultural differences, neurodiversity, language barriers). Being mindful about communication can help decrease stress, especially during times of change.</p> <p>Consider a stressful situation during a time of change you may have encountered. How did you communicate? How was information communicated to you? What would you like to do when communicating with others? How would you like to be communicated to?</p> <p>You might feel silly, but it helps to embody the scenario, play with your posture and notice any emotions coming up. Be mindful of what you are thinking, how you are feeling, and what you are saying.</p>
Video 5: Encouraging Contribution through Communication	Watch the video. Pause for reflection when indicated.
Individual Brainstorm	<p>Spend 10 minutes brainstorming the following:</p> <ul style="list-style-type: none"> • When have I felt a sense of belonging at work? What was happening and what did it feel like? • When do I feel like I have control and choice in my work? What has happened to help me feel this way? • When have I felt encouraged to grow and learn at work, and feel like I am doing a good job? How is that communicated to me? • Write down two small things the organization could be doing differently – is there someone you feel comfortable suggesting this to?
Closing reflection	<p>Write down one thing they have learned, one thing you would like to learn and one thing that you are still thinking about.</p> <p>If you feel comfortable – share it with someone in your organization; this could be whoever organized the training, your manager, or with whoever you feel comfortable with,</p>
Personal reflection	<p>Note two small changes that you would like to make to increase your own resiliency or to increase organizational resiliency.</p> <p>Remember, we operate in community – ask your friends, family or coworkers to support you through reminders, encouragement or accountability.</p>
Video 6: Wrap up/Closing Video	Watch the closing video.

Additional Resources

Canadian Housing and Renewal Association (CHRA) Webinars

<https://chra-achru.ca/webinars/>

- Offers many development opportunities for housing professionals.

Canadian Mental Health Association (CMHA) Tool Kit

<https://cmha.ca/brochure/mental-health-for-life/>

- A great toolkit for building individual resiliency.

Emotional Intelligence

<https://www.danielgoleman.info/>

- Daniel Goleman's personal website - a well known expert in emotional intelligence. It includes links to some emotional intelligence assessment resources as well as his podcast.

Five Science-Backed Strategies to Build Individual Resilience

https://greatertgood.berkeley.edu/article/item/five_science_backed_strategies_to_build_resilience

- Outlines five strategies to build your individual resilience that are all back by research.

Housing Partnership Canada

<https://www.housingpartnership.ca/resources-1>

- Helpful to understanding current trends in non-profit housing in Canada. Especially of interest are the two reports on business transformation in the housing sector.

Liberating Structures

<https://www.liberatingstructures.com/>

- Great website with facilitation tips and activities to help teams engage with one another and improving community.
- Some of the activities that are especially useful for the context of affordable housing and resiliency include:
 - > Nine Whys
 - > Wicked Questions
 - > Appreciative Interview
 - > User Experience Fishbowl
 - > What I Need From You
 - > Troika Consulting

Meditation Introduction

<https://www.mindful.org/how-to-meditate/>

- Provides an excellent primer on understanding and adopting meditation practices. Some of the short beginner videos could be used to open meetings or be shared with staff as a resource.

Remote Associates Test - <https://www.remote-associates-test.com/>

- A test of creative potential. Each RAT question presents three cue words that are linked by a fourth word, which is the correct answer. A typical person can solve most of the items marked as "Easy", about half of the "Medium" ones, and few of the hard ones.

Resilient Routines

<https://charlesduhigg.com/>

- Website of a researcher on habits. There are many useful resources here such as a flowchart to break and create habits, and some videos that can be used in staff meetings or shared.