



*Resiliency: Change Mastery Skills
for a Whitewater World*

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Resiliency

Change Mastery Skills for a Whitewater World.

Presentation by Eileen McDargh, CSP, CPAE

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Human Resiliency is NOT “bouncing back”. It is growing THROUGH adversity OR opportunity while maintaining personal integrity.

Three Characteristics of Resilient Change Masters:

(1)

(2)

(3)

<p><i>Quadrant #3:</i></p>	<p><i>Quadrant #4:</i></p>
<p><i>Quadrant #1:</i></p>	<p><i>Quadrant #2:</i></p>

Quadrant 1: *Common Knowledge--*

Establish what is

Quadrant 2: *Inquiry-- potential Blind Spot--*

Seek what others know

Quadrant 3: *Revelation and Risk--*

Disclose what is unrevealed

Quadrant 4: *Creative Opportunity-*

Work toward what can be

How to challenge the COMMON KNOWLEDGE quadrant:

What are trends we need to notice?

What gets in our way?

Success; Comfort; The Red Ant Syndrome

The way we've always done it. Failure to question No. 6

Failure to learn from the past-- the old "new" clock. What should we NOT lose?

How to open the INQUIRY Quadrant.

Biggest solution: Come from a viewing point versus a viewpoint. LISTEN!!!!

Why stops the expansion into the Inquiry quadrant?

Emotionality of change

Personal History- - People problems?

We ask the wrong people.

Cognitive dissonance

How to expand the REVELATION & RISK Quadrant

Tell the truth. Don't salute and stay mute! *"The single most important characteristic of a good follower may be a willingness to tell the truth. Followers who tell the truth and leaders who listen to it are an unbeatable combination."* Warren Bennis

Are there sacred cows or kill-the-messenger precedents which might stifle this quadrant? What will I gain by this revelation? Will it help the organization? Will it help my customer? What can we do to make feedback "safe"? If there is a perceived level of risk in speaking out, ask "Will it help the organization? Will it help the people we serve?"

AGILITY IS ACTION

Action is _____

How to expand into CREATIVE OPPORTUNITY Quadrant

Simple answer: Open the other quadrants.

Another resiliency skill: Laughter

The ultimate resiliency skill: ALIGNMENT

NOTES:

ADDENDUM

Considerations for Change Mastery

Some change is self-selected. Other change is external to us. While self-selected change is easier to master, there are commonalities about them both.

Ask yourself these initial questions:

What do I have at stake that makes me hang in there in this situation?

Who else in my world (professional/ personal) is affected by these changes in a significant way?
To what degree do I feel my handling of this change will impact them?

Emotional CYCLES of CHANGE

1. Disbelief, Shock, Denial, Yahoo
2. Self-doubt, resistance, negativity
3. Search, experiment, exploration
4. New form commitment (Acceptance and resolution)

Consider Transition

William Bridges identified an important difference between “change” and “transition”. Transition is the gradual, psychological reorientation process that happens inside us as we respond and adapt to the change. It can actually start before the actual change takes place. It has no time frame, but rather progresses on its own internal clock... *your* internal clock.

Three Phases of Transition:

Phase One: Endings

Letting go and giving up of what “was”. Even if the change is positive, there is always loss.

Reflective Questions:

What is ending? Role or identity? A chapter in your life? A dream?

What are you losing in this change-people, systems, structure?

What impact will these losses have on my life? Will you be put in a place to be more challenged? More creative?

Phase Two: The Neutral Zone

An in-between state when you are neither "fish nor fowl".

Reflective Question:

What can you do to establish control, awareness, support and meaning?

Phase Three: New Beginnings

You are now ready to identify with the new situation you are in.

Managing Through Change

People feel awkward, ill at ease. More information makes them more comfortable

People think first about what they'll lose; what they have to give up.

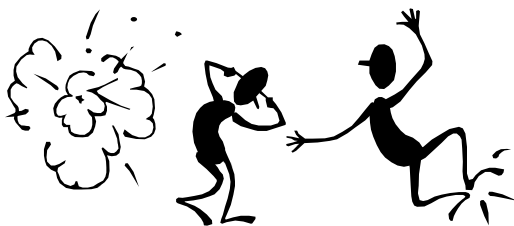
People feel alone even if everyone else is going through the change. Structure interaction during changes.

People can only handle so much change. Prioritize.

People are at different levels of readiness for change. Don't label people.

People are concerned they won't have enough resources.

Once you take the pressure off-- people revert to old behavior. Relapse is natural. We call fall back into old patterns.



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BONUS: Downloadable Resiliency quiz and free e-book:
<http://www.eileenmcdargh.com/FreeEbook.htm>

Resources

The Energizer – Sign up for the free e-zine published quarterly by Eileen McDargh, CSP, CPAE.
<http://www.EileenMcDargh.com/subscribe.html>

Positive Psychology Center - A not-for-profit organization located at the University of Pennsylvania, directed by Martin E.P. Seligman, Ph.D. We conduct research on Positive Psychology, learned helplessness, depression, and on optimism and pessimism.
<http://www.positivepsychology.org>

APA Help Center - Your online resource for brochures, tips and articles on the psychological issues that affect your physical and emotional well-being, as well as information about referrals.
<http://helping.apa.org/>

Psychology Today – Includes articles, tests and other free resources on the topic of resiliency and coping with change.
<http://cms.psychologytoday.com>

Change Management Resource Library – Links to many excellent articles focusing on change.
<http://www.change-management.org/articles.htm>

About.com Skills For Coping With Stress – Articles and links to help you cope with stress.
<http://stress.about.com/cs/copingskills/a/>

Active Karma: Take Charge Of Your Life – A community focused on stress management that includes teams and clubs, discussion forums, chats and articles.
<http://www.activekarma.com/activekarma/categories/category.asp?catid=6>



Recommended Resiliency Reading List

Daniel Duck, Jeanie, *The Change Monster*, Three Rivers Press, 2002

Bridges, William, *The Way of Transition: Embracing Life's Most Difficult Moments*, Perseus Publishing, 2001

Fullan, Mike, *The Six Secrets of Change: What the Best Leaders Do to Help Their Organizations Survive and Thrive*. Jossey Bass 2008

Henderson, Nan, *Resiliency In Action: Practical Ideas for Overcoming Risks and Building Strengths in Youth, Families, and Communities* , 2002

Kinni, Theodore and Reis, Al, *Future Focus: How 21 Companies are Capturing 21st Century Success*, Capstone, 2001

Conner, Daryl, *Managing at the Speed of Change*, Villard, 1993

McDargh, Eileen, *Talk Ain't Cheap-It's Priceless*, Walk the Talk, 2007 and *The Resilient Spirit*, Loch Lomond Press, 2006

Moltz, Barry J, *Bounce! Failure, Resiliency, and Confidence to Achieve Your Next Great Success* Wiley & Sons, 2008

Sadler, William, PhD, *The Third Age - Six Principles of Growth and Renewal After Forty*, Perseus Publishing, 2001

Siebert, Al, *The Resiliency Advantage: Master Change, Thrive Under Pressure, and Bounce Back from Setbacks*, Berrett Koehler, 2006

Orsborn, Carol, *The Art of Resilience: One Hundred Paths to Wisdom and Strength in an Uncertain World*, Three Rivers Press, 1997

Recommended Work/Life Balance Reading List

Albion, Mitch, *Making a Life; Making a Living: Reclaiming Your Purpose and Passion in Business and in Life*, Warner, 2000

Bateson, Mary Catherine, *Composing a Life: Life as a Work in Progress*, Plume, 1990; *Peripheral Visions*, Perennial, 1995.

Bedrosian, Maggie, *Life is More than Your To Do List*, BCI Press, 1995

- Blanke, Gail, *In the Wildest Dreams: Living the Life You Long For*, Simon and Schuster, 1998.
- Cameron, Julie, *The Artist's Way*, Tarcher, 1992
- deGraaf, John, *Take Back Your Time. Fighting Overwork and Time Poverty in America*, Berrett Koehler, 2003
- Fernandez, Carolina, *Rocket Mom! 7 Strategies to Blast You into Brilliance*, FourQ Press, 2003
- Fox, Matthew, *The Reinvention of Work*, Harper Collins, 1994
- Gordon, Gil, *Turn it Off: How to unplug from Anytime- Anywhere Office without Disconnecting Your Career*, Three Rivers Press, 2002
- Harper, Linda, *Give to Your Heart's Content...Without Giving Yourself Away*, Innisfree Press, 2002
- Haughey, John C., *Converting 9 to 5: A Spirituality of Daily Work*, Crossroad, 1993
- Hawley, Jack, *Reawakening The Spirit In Work*, Berrett-Koehler Publishers, 1993
- Hemphill, Barbara, *Love it or Lost it: Living Clutter-Free Forever*, BCI Press, 2003 also *Taming the Paper Tiger at Home*, Kiplinger Books, 2002
- Hudson, Frederic and McLean, Pamela, *LifeLauch*, Hudson Institute, 1995
- Jensen, Bill, *The Simplicity Survival Handbook. 32 Ways to Do Less and Accomplish More*, Basic Books, November 2003
- Kaye, Beverly, *Love It Don't Leave It*, Berrett Koehler, 2003
- Keeva, Steven, *Transforming Practices. Finding Joy and Satisfaction in Legal Life*, Contemporary Books, 1999
- Lazear, Jonathon, *The Man Who Mistook His Job for a Life... A Chronic Overachiever Finds His Way Home*, Crown, 2001
- Leider, Richard and Shapiro, David, *Repacking Your Bags*, Berrett-Koehler Publishers, 1995
- Lindberg, Anne, *A Gift from the Sea*, New York: Vintage, 1965

- Mason, Linda, *A Working Mother's Guide to Life*, Three Rivers Press, 2002
- McCarthy, Kevin, *The On-Purpose Person: Making Your Life Make Sense*, Pinon Press, 1992
- McDargh, Eileen, *Work for Living and Still Be Free to Live*. Sixth Edition, Loch Lomond Press, 1007 also CD Series: *Sailing from Burnout to Balance*, Loch Lomond Press, 2004
- McDonald, Kathleen, *How to Meditate: A Practical Guide*, Wisdom Publications, 1984
- McGee Cooper, Anne, *You Don't have to Go Home From Work Exhausted*, Bantam, 1992
- Morgenstern, Julie, *Time Management from the Inside Out*, Holt, 2000
- Needleman, Jacob, Ph.D, *Money and the Meaning of Life*, Bantam, 1983
- O'Neill, John R., *The Paradox of Success, When Winning at Work Means Losing at Life*, New York: Tarcher/Putnam, 1993
- Palmer, Parker, *Let Your life Speak. Listening for the Voice of Vocation*, Jossey Bass, 2000
- Richard, Dick, *Artful Work*, Berrett-Koehler Publishers, 1995
- Richardson, Cheryl, *Take Time for Your Life*, Broadway Books, 1999
- Sadler, William, *The Third Age, Six Principles of Growth and Renewal After Forty*, Perseus, 2001
- Salsbury, Glenna, *The Art of the Fresh Start*, 1995
- Scott, Cynthia, *Take This Job and Love It*, Simon & Schuster, 1988
- Sher, Barbara, *Wishcraft - How to Get What You Really Want*, Ballantine, 1985 and *I Could Do Anything If I Only Knew What It Was: How to Discover What You Really Want and How to Get It*, 1995 and *It's Only Too Late If You Don't Start Now: How to Create Your Second Life at Any Age*, Delacorte, 1999
- Sinetar, Marsha, *Do What You Love and the Money Will Follow*, New York, Dell, 1990
- Treuille, Beverly, *Managing it All*, Master Media, 1988
- Welwood, John (ed.), *Ordinary Magic: Everyday Life as Spiritual Path*, Shambala Press, 1992

About Eileen McDargh, CSP, CPAE

Since beginning her consulting and training practice in 1980, Eileen has become noted for her ability to speak the truth with clarity, wisdom, humor and compassion. Long-standing clients and repeat engagements attest to her commitment to make a difference in minds, hearts and spirits of organizations and individuals. These qualities were among those considered when *Executive Excellence* magazine continually ranks her among the top 100 thought leaders in business.

She draws upon practical business know-how, life's experiences and years of consulting to major national and international organizations that have ranged from global pharmaceuticals to the US Armed Forces, from health care associations to religious institutions. Clients have ranged from American Airlines to Xerox, from 3M to IBM, from drill foremen in the Arctic to juvenile offenders in prison. She served as one of ten faculty members in a business television series, *Reclaiming Business Excellence* and has headlined with speakers like NBA Coach Pat Riley, Notre Dame's former coach Lou Holtz, Dr. Ken Blanchard, executive strategist Marshall Goldsmith, William Bridges, and boardroom poet, David Whyte.

As an award winning writer and author, Eileen's flagship book is *Work for a Living & Still Be Free to Live*. It was the first book ever published on work/life balance -- a topic that places her as a futurist in this issue and it continues to be reprinted in revised editions. Her second book, *The Resilient Spirit*, is found from South Africa to California. She is a featured author in *A Women's Way to Incredible Success: Real Life Lessons from 20 Prominent Business Women* and a contributing author in *Meditations for the Road Warrior*. Her three-part video training program, *Engaging the Spirit of Nurse Leadership* is in constant demand within the healthcare arena. And her latest book *GIFTS from the Mountain- Simple Truths for Life's Complexities*, winner of the 2008 Benjamin Franklin Award for best gift book/small format. She's been a guest on CNN as well as other television and radio programs and has created an exciting Chicago-based radio commentary, *Celebrating the Human Spirit*.

Eileen is a certified speaking professional (CSP) and her election into the CPAE Speaker Hall of Fame places her among the top 3% of the 3500-member National Speakers Association.