

Get a Grip!

Strategic Planning for More Resilience

Dominique Giguère, Ph.D.

OCASA Leaders & Innovators Conference

June 2018

Value proposition

Do you have a firm hold on the things that will give you the **resilience you need during tough or DISRUPTIVE times** at work?

We will **connect the dots** between **strategic planning**, operational planning, change management and **resilience**.

We will take a practical look at the **tools already at your disposal** or **add to your tool box**.

When things get tough we need to **make sure we are holding on to the right things**.

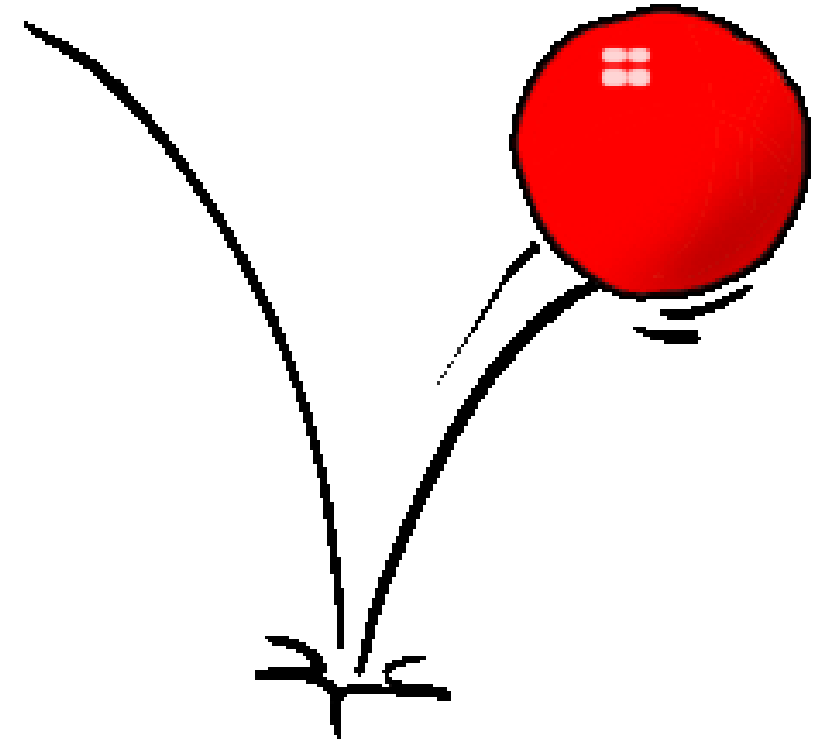


What is resilience?

PHYSICS: the capability of a strained body to **recover** its size and shape after deformation caused especially by compressive stress.
(Webster)

BUSINESS: the quality of being able to **return quickly** to a previous good condition after problems (Cambridge Business English Dictionary)

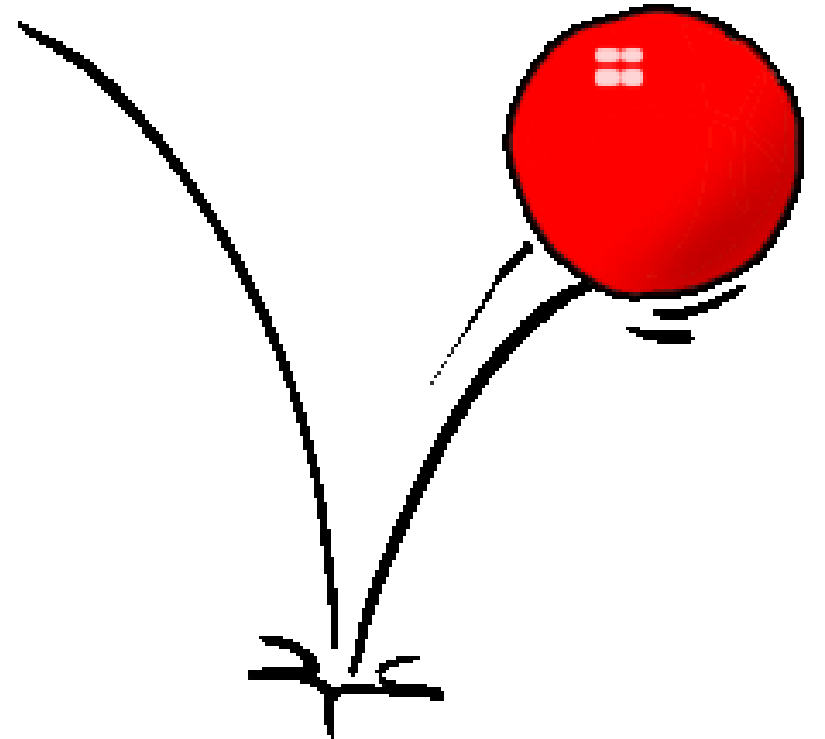
PSYCHOLOGY: Resilience is the **process of adapting well** in the face of adversity, trauma, tragedy, threats or significant sources of stress (APA).



What it is not.

Resilience is not a trait that people (or businesses!) either have or do not have.

It involves behaviors, thoughts and actions that can be learned and developed in anyone. (APA)



Why resilience?

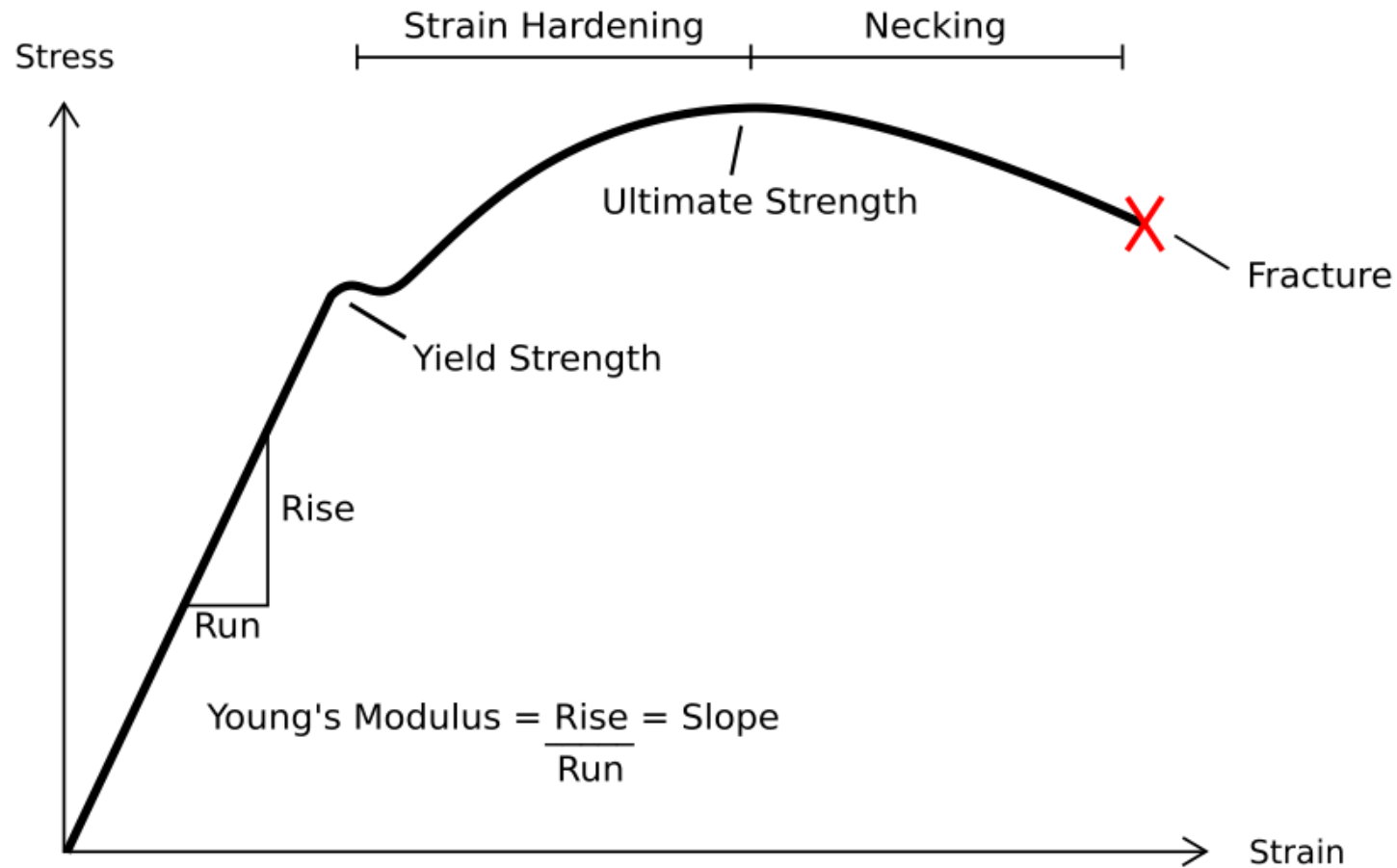
- Top quality of **leaders** today
- **Pace** of change: no longer time / possible to anticipate, prepare
- The future is **uncertain** - Unchartered territories
- **Evolutionary** lessons learned: proven survival behaviour among many species or civilizations



Can I order more resilience online?



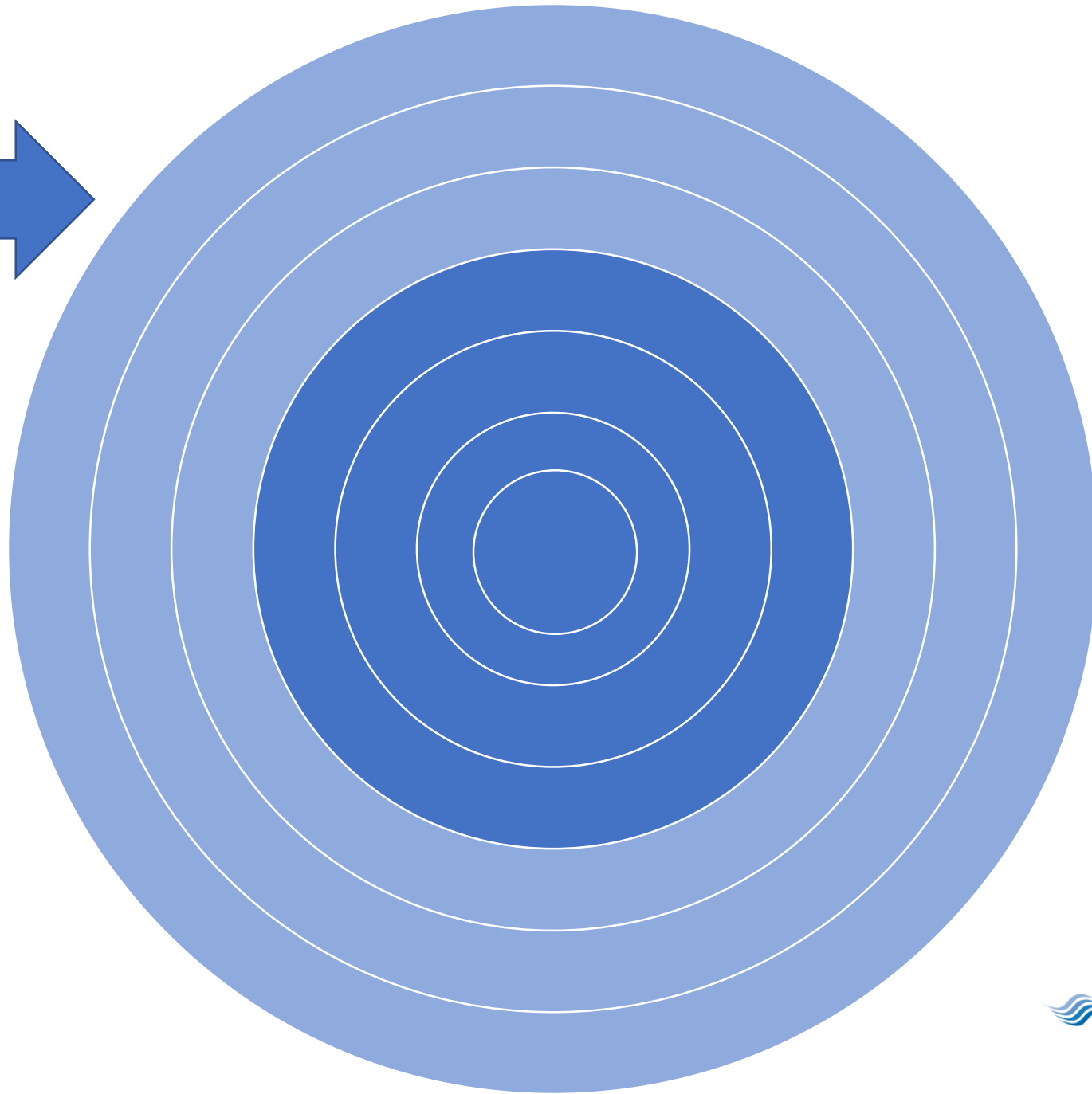
First, seek to understand...





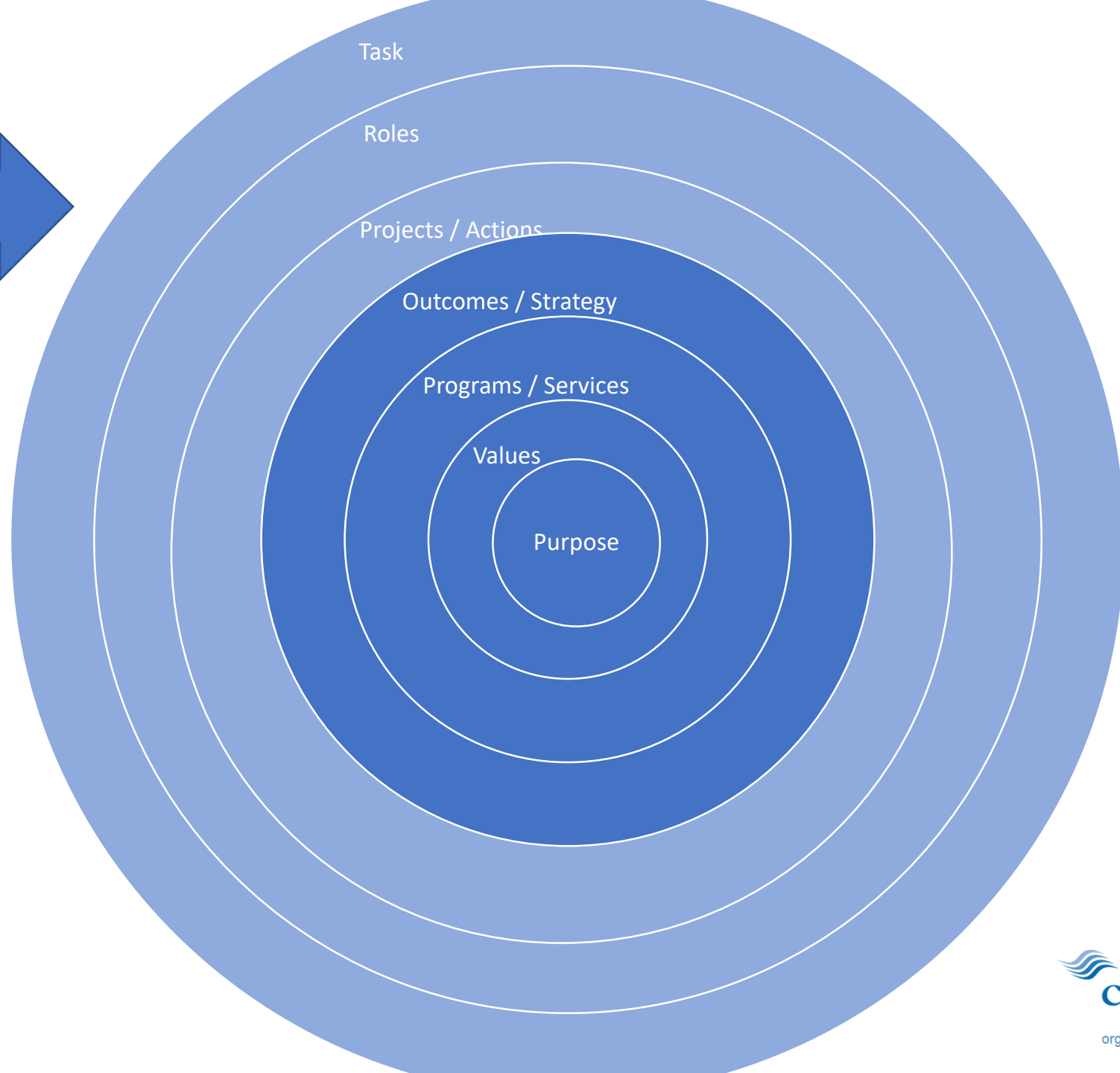


Environment





Environment



Environment



Tasks

Roles

Projects / Actions

Outcomes / Strategy

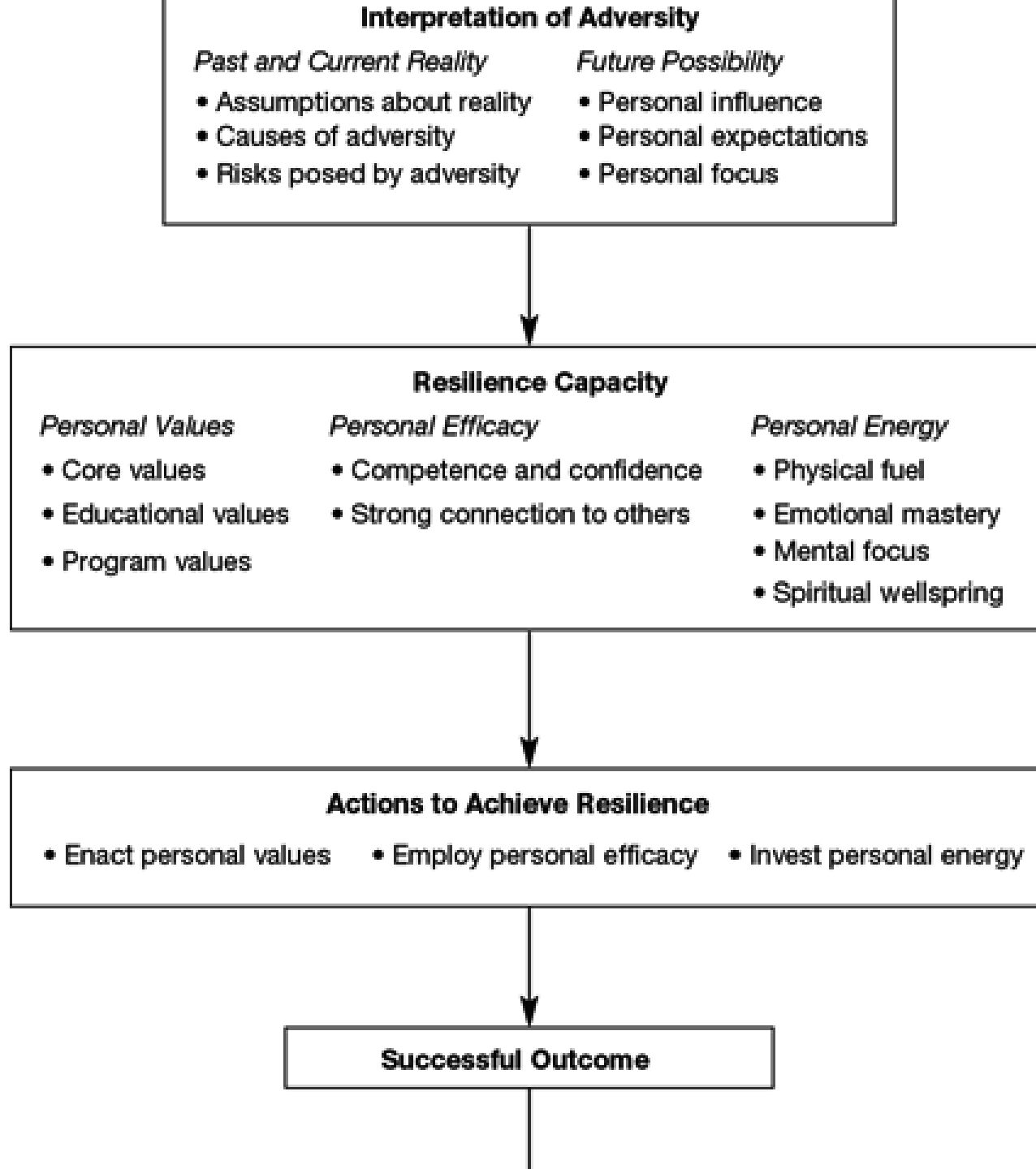
Programs / Services

Values

Purpose



Psychology model



Environment



Tasks

Roles

Projects / Actions

Outcomes / Strategy

Programs / Services

Values

Purpose



Develop more resilience: Clarity and alignment

Identify your CORE

Personal Level

What fulfills me?	What is my contribution to society?
How will I grow and develop?	What is my contribution to the team / family / community?

Departmental / Organizational Level

What fulfills us?	What is our contribution to society?
How will we grow and develop as a department / organization?	What is our contribution to students / college?

From Richard Barrett

Develop more resilience: Clarity and alignment

Identify your purpose

Personal Level

<p>What fulfills me?</p> <p><i>VALUES</i></p>	<p>What is my contribution to society?</p> <p><i>PURPOSE</i></p>
<p>How will I grow and develop?</p> <p><i>STRATEGY</i></p>	<p>What is my contribution to the team / family / community?</p> <p><i>PRODUCT / SERVICES</i></p>

Departmental / Organizational Level

<p>What fulfills us?</p>	<p>What is our contribution to society?</p>
<p>How will we grow and develop as a department / organization?</p>	<p>What is our contribution to students / college?</p>

Other tools

Use of other prompting questions

Lance Secretan:

Your destiny; Your character; Your calling

Patrick Lencioni:

**Why do you exist; how do you behave;
what do you do**

Simon Sinek:

Why; how; what

Examples of Purpose Statements

- Southwest airlines: Connect People to what's important in their lives...
- Paving company: Providing good jobs in the community.

Purpose statements have the most longevity and can withstand even drastic changes in the environment.

Examples

Personal Level

<p>What fulfills me? <i>Reciprocal learning, compassion, interdependence</i></p>	<p>What is my contribution to society? <i>Dignity of workers in the workplace.</i></p>
<p>How will I grow and develop? <i>Teaching/facilitating/training, researching, new projects in new organizations or sectors or places.</i></p>	<p>What is my contribution to the team / family / community? <i>OD consulting and training, strategic planning, workplace learning design and delivery.</i></p>

Environment



Tasks

Roles

Projects / Actions

Outcomes / Strategy

Programs / Services

Values

Purpose



Conclusion: more resilience in 4 steps

Step 1. Identify your core =

STRATEGIC PLANNING

Step 2. Communicate the core and develop a line of sight =

OPERATIONAL PLANNING

Step 3. Help your team shift their grip toward the centre =

CHANGE MANAGEMENT

Step 4. Hold on to the core when disruption strikes =

RESILIENCE!!!!

Thank you!

When you need help bouncing back....

dominique@currentsgroup.com