

The logo for Changefirst, featuring the word "Change" in a white sans-serif font and "first" in a smaller, lighter font, both contained within a white circle. The background of the entire page is a close-up photograph of a tree trunk with a small, vibrant green sprout growing from a crack in the weathered, cracked bark.

Changefirst

# WHY INCREASING ORGANISATIONAL RESILIENCE MATTERS

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For transformation success

# The role of Individual and Team resilience in delivering effective transformation

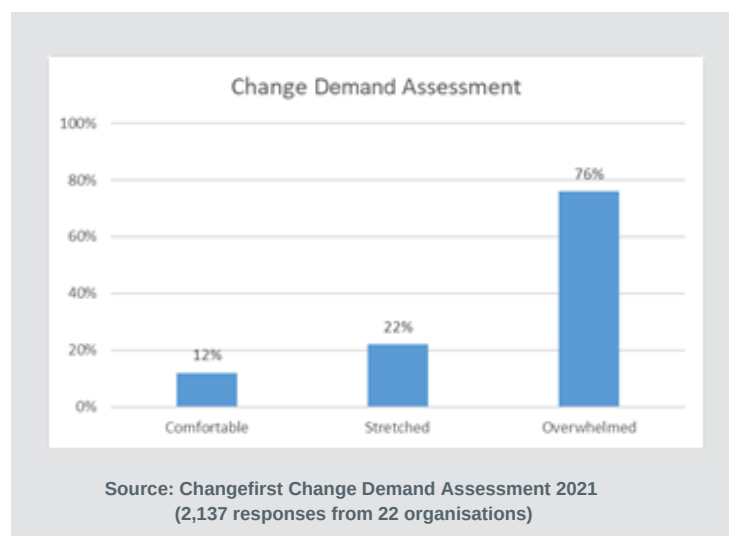
Individual and Team Resilience are essential cornerstones for building the change-related capacity needed to deliver on your transformation goals.

At times of major disruption, organisational resilience comes into sharper focus. As it is the most resilient businesses that bounce back and survive the turbulence in their respective marketplaces.

The real value of resilience for organisations lies in their ability to successfully pivot as needed. To respond to market changes and to implement business critical changes and projects. Right first time and with capable resources that can do it quickly. However, most change projects fall short of their intended outcomes because the people involved are just not resilient enough to deal with the level of perpetual change loading that is impacting on them.

Our own data - from our Change Demand Assessment - affirms this. That people are feeling overwhelmed by change. In fact, **over 70% of people responding to this Assessment tool felt their own organisation was facing too much change** - and lacked the focus and bandwidth to get business critical projects delivered in a sustainable way.

And the reality is that **organisations don't change until and unless the people inside them do. Both as individuals and teams committed to working and interacting differently.**



In this ebook, we look at the necessary interrelationship between building adaptability in individuals and elevating the collective resilience of the organisation as a whole. To create the foundational capability needed to deliver against your organisational transformation goals.



**Audra Proctor**  
CEO, Changefirst

## The importance of personal resilience

Our experience of working with leaders and their teams shows that resilient people gain emotional balance quickly. They adapt and cope well with the disruption normally associated with major organisational change

Whilst they are still affected by change, and not immune to the turbulence, their recovery from its effects is generally quicker. Part of what makes individuals resilient is probably innate. Research on adaptability shows that people tend towards either being optimistic (glass half-full) or pessimistic (glass half-empty).

**Optimistic people** tend to see adverse events as temporary, specific and general

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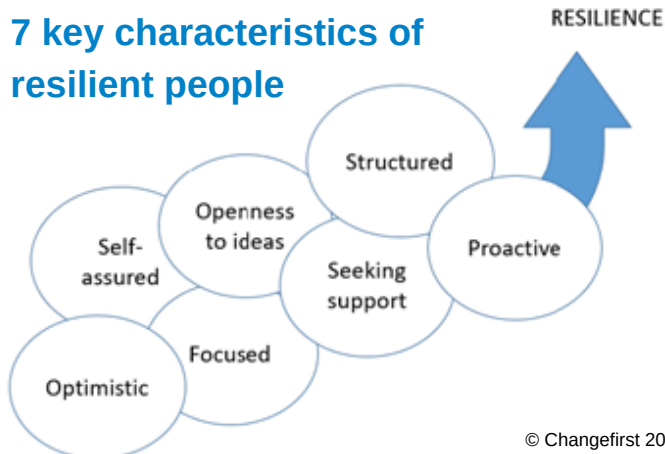
**Pessimists see** adverse events as permanent, pervasive and personal

This 'self-talk' is learned over time. And can significantly impact the way we explain, or make sense of, the effects of major organisational change. The good news is that - just as we learnt before - we can also learn again from experiences and education. To become more adaptable.

At Changefirst we have been working with people and organisations undergoing significant change since 1995. Our research and work with clients during this time has helped us to pinpoint the most important qualities that can make some people more resilient than others. Even though they are faced with the same level of disruption. And these qualities we've organised around 7 characteristics which are shown in the diagram below.

We all tend to draw heavily on some characteristics in our normal working lives. But resilient people can **draw on the right characteristics for the situation**.

For example, they might have an instinctive understanding of when **being proactive is more important than seeking support**.



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More detail on individual characteristics and their context is shown below:

- **Optimistic** – have a strong belief that change will have a positive outlook
- **Self-assured** – possess powerful but realistic belief in their own capabilities
- **Focused** – have the focus needed to be able to prioritise activities to pursue key goals
- **Open to ideas** – are open minded to different tactics and strategies, generating alternative approaches
- **Seek support** – are looking for opportunities to involve the skills and experience of other people as well as their own
- **Structured** – possess the ability to analyse the situation and create an effective – flexible – plan
- **Proactive** – are prepared to step out into the unknown and take action necessary to make change

Resilience is as important for leaders as it is for their teams. So they are able to step out with confidence, effectively embrace change themselves and find a way to recalibrate chaotic and disruptive situations. With leaders beginning to understand how to boost their own resilience levels, they are better equipped to recognise and address the characteristics they see in others.

## Recognising resilience in yourself and others

Changefirst’s proprietary Personal Adaptability Inventory (PAI), is used to first create a profile of an individual’s resilience against the 7 characteristics.



Using an ipsative question format – tied to the resilience characteristics – the PAI profile identifies areas of ‘over-use’ and ‘under-use’. And provides integrated development tactics for practical, personal action planning that can provide tangible and lasting improvements to personal resilience.

Adaptable people regain emotional balance quickly and organisations need resilient people who can:

- **experience less turbulence** during transition
- **maintain better results** (productivity and quality) during change
- reach acceptance and **change solutions faster**

	Statement	Write the number of your preferred statement
13	I see difficult tasks as challenges to be mastered	13
14	I see myself as an action-orientated person	

	Statement	Write the number of your preferred statement
3	I want to take charge	3
4	I want to set clear priorities	

Excerpt from the PAI.

# Building resilience at an organisational level

An organisation is a collection of diverse individuals who are grouped together by purpose.

Which means understanding the collective resilience levels of teams and groups across an organisation helps to determine whether there can be critical mass, when it comes to connecting and engaging with change. This also determines how quickly and deeply the organisation can take on the new methods, skills and tools needed for success. And the extent to which early efforts can be **sustained to 'make change stick'**.

To build resilience at an organisational level, we need to create the right infrastructure that will foster and maintain it. In particular, this means:

## 1. Organisations hiring people for key change roles who have high levels of personal adaptability

In addition to the knowledge, skills and abilities needed to perform core job activities, organisations need to factor resilient characteristics into assessment centres, recruitment and selection processes.

## 2. Managers having practical ways to role-model resilience for their teams



*Leading by example* is not a new concept, and it has been found to be one of the most powerful forces for change in an organisation. In fact, managers and team leaders being conscious about their own resilience - demonstrating how things should be done and making their own development process visible to others - are the model and real example of growth and learning for their team.

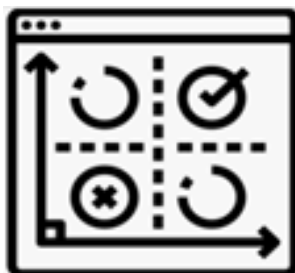
## 3. Leaders aligning a culture to support resilience building

Culture plays a major role in any organisational adjustment. Initiatives that are counter-cultural are less likely to succeed. So it's important that leaders create a culture that:



- places high **value on people's adaptability**
- provides the **training, coaching and reinforcement** to strengthen people's adaptability levels to their full potential
- **rewards positive responses** to adversity
- **collects and shares stories of resilience** to facilitate organisational learning and development

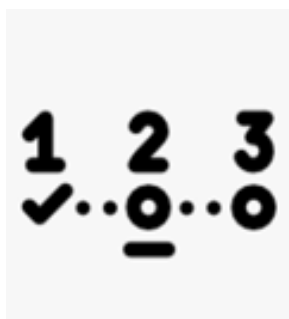
#### 4. Leaders actively managing the change load on the organisation



Resilient organisations and adaptive change leaders are constantly and proactively scanning the environment. Assessing change demand and reviewing priorities to ensure that there is capacity in reserve to deliver business critical initiatives.

And ensuring that levels of resilience are not severely depleted by change overload.

#### 5. Encourage people to step out and take risks



People need to know it is 'ok' to step out, take a risk and try new things. An organisation can unwittingly discourage risk-taking if it makes it difficult for people to try out new behaviour by:

- measuring people's results and performance with those **new behaviours too soon**
- or **punishing failures** rather than using them as platforms for learning

Resilience  
and personal  
adaptability  
is not a  
panacea.

And it needs to be developed **in conjunction with broader change capability building** activity. However:

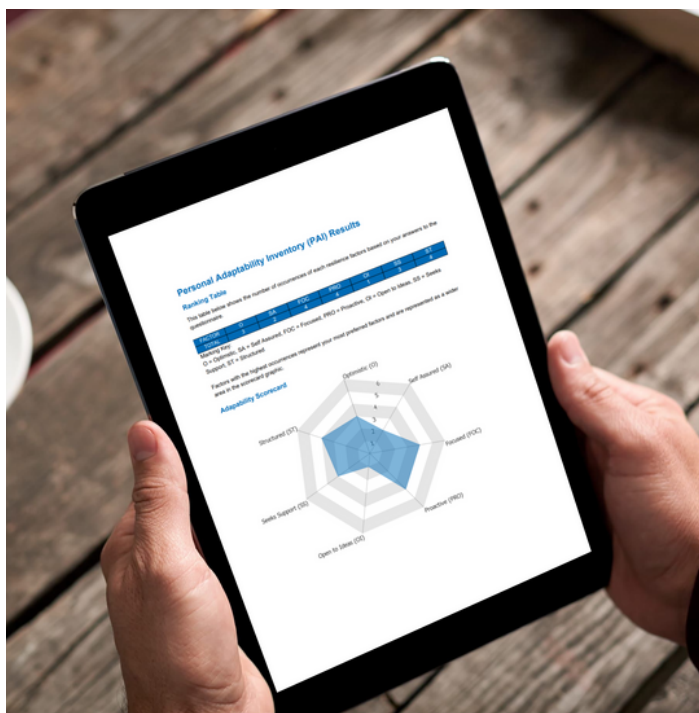
- An organisation with resilient people - as well as systems, processes, and accessible learning - is an organisation that can **be more agile and proactive in its approach.**
- And a proactive organisation is **better able to adapt to meet the changing needs** of its market - which becomes even more essential in times of high disruption.

# Introducing our Personal Adaptability Inventory (PAI) and development system.

If you are looking to boost change capacity, with highly resilient individual and teams, then talk to us about how our **Personal Adaptability Inventory** with its built-in development system can help:

- you **identify the right resources** for your business-critical initiatives
- your **teams learn how to be more resilient** – drawing on the right mindset and behaviours in times of heightened disruption
- leaders **build the adaptive culture** needed for major transformations

All in an easy to use, highly cost-effective solution that is available 24/7/365.



## Talk to us



Try the PAI for yourself and start a conversation about licensing this for your team or organisation.

Talk to us about our:

- **cost-effective e-learning about Resilience** which is available on-demand for large groups
- **immersive Bootcamp for leaders** helping their organisations recover and thrive quickly after periods of high disruption

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# About Changefirst

Since 1995, we have been enabling private and public sector organisations globally with the skills, tools and process know-how to become more Change capable. To enable them to plan and execute sustainable Change – and to do so quickly and cost-effectively. In a people-centred way.

Our research-based, proprietary methods and tools, together with an innovative use of digital technology allows us to scale and get capability to where it is most needed. Either 'off-the-shelf' or with quick configuration for a closer fit.

We are the home of:

- **PCI® (People-Centred Implementation)** - recognised as one of three Change Management methodologies most used globally by practitioners, leaders and their teams.
- **Roadmap Pro®** - a leading digital Change Management toolkit. The first, best-of-breed digital application to provide on-demand learning, a suite of assessment tools and project planning capability. All in one place and available 24/7 in the Cloud.
- **PAI™ (Personal Adaptability Inventory)** - our psychometric and development system providing a structured way to build resilient, adaptable leaders and teams. To ensure they can survive and even thrive during disruption.

## Who we work with

FTSE 500 companies, medium-sized Consultancy Firms and Technology Companies are all benefiting from our methodology and digital platform. Enabling them to build productivity into their teams and drive-up user adoption of technologies, structures and processes.

## Global delivery, local expertise

We deliver our solutions globally across EMEA, the Americas and ASIA-PAC through a network of selected strategic partnerships. This includes Change Synergy (AU/NZ), Dextera (South America), Transformation Life Solutions (Caribbean) and a special association with the Pan-African Leadership Institute (Africa).



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