

How Leader's Sustain Hope and Resilience in High-Performance Teams



*fresh ideas and tools
to build welcoming and
productive communities*

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facebook.com/communityactivators
www.communityactivators.com

Today We Will:

- Clarify common terms
- Quick assessment of current hope levels
 - Describe recipe for hope-building
 - Give examples

Part I: Wading Into Hope

TEN evidence-based reasons to create and sustain a hopeful group:

Our cognitive problem solving abilities are stronger...we can actually THINK clearer and better.

Individuals who are hopeful both request help and offer help more readily than those who are not hopeful.

The more hopeful a person is, the more willing they are to forgive and let go of resentments.

We know that productivity—work output—increases when people are hopeful.

Hopeful individuals are more creative and have a greater quantity of ideas.

There is reduced incidence of unresolved long-term conflict in groups when individuals are hopeful.

Our immune systems and overall health are strengthened. For businesses in particular, this means less sick leave and reduced health-care costs.

Individuals stay with groups longer when they are hopeful. For businesses, this means less turnover, and reduced orientation and training costs. For community groups this means less recruitment of new members and a group who carries a longer mutual story together—a more solid group committed to the cause.

Groups who are hopeful are more willing to pursue collaborative strategies with other groups.

Finally, we know that hope in a work or community group spills over into a person's home life. There is a contagion factor to hope.

Most important job of a leader is to build a container for hope to thrive

- Shift responsibility for hope from you to whole group
 - Create a boundary
- Get smart about hope and culture-change science

Deck is stacked against D. D leaders:

The “we have no time” rule

Contagion

Workforce characteristics

Systemic barriers

3:1

Gonna get worse

The Story:

85 years old

Occasional fainting from exertion

Degenerative heart valve

Otherwise healthy

Do nothing: 3 years left/slow decline

Open heart surgery: 5 years left

One year to fully recover

Has spouse in reasonable health

Without intentional
intervention,
GxE dictates response:

Feelings, feelings, and
more feelings.



Brain Change Rules

**Neuroplasticity gives us the
opportunity to build circuits of hope**

Grassy Field Rule:

The neural path doesn't just facilitate your thinking, it dictates your thinking.

Explicit and Implicit Rule:

We are driven not by the facts of the events but by our felt memory of the event.

Velcro and Teflon Rule:

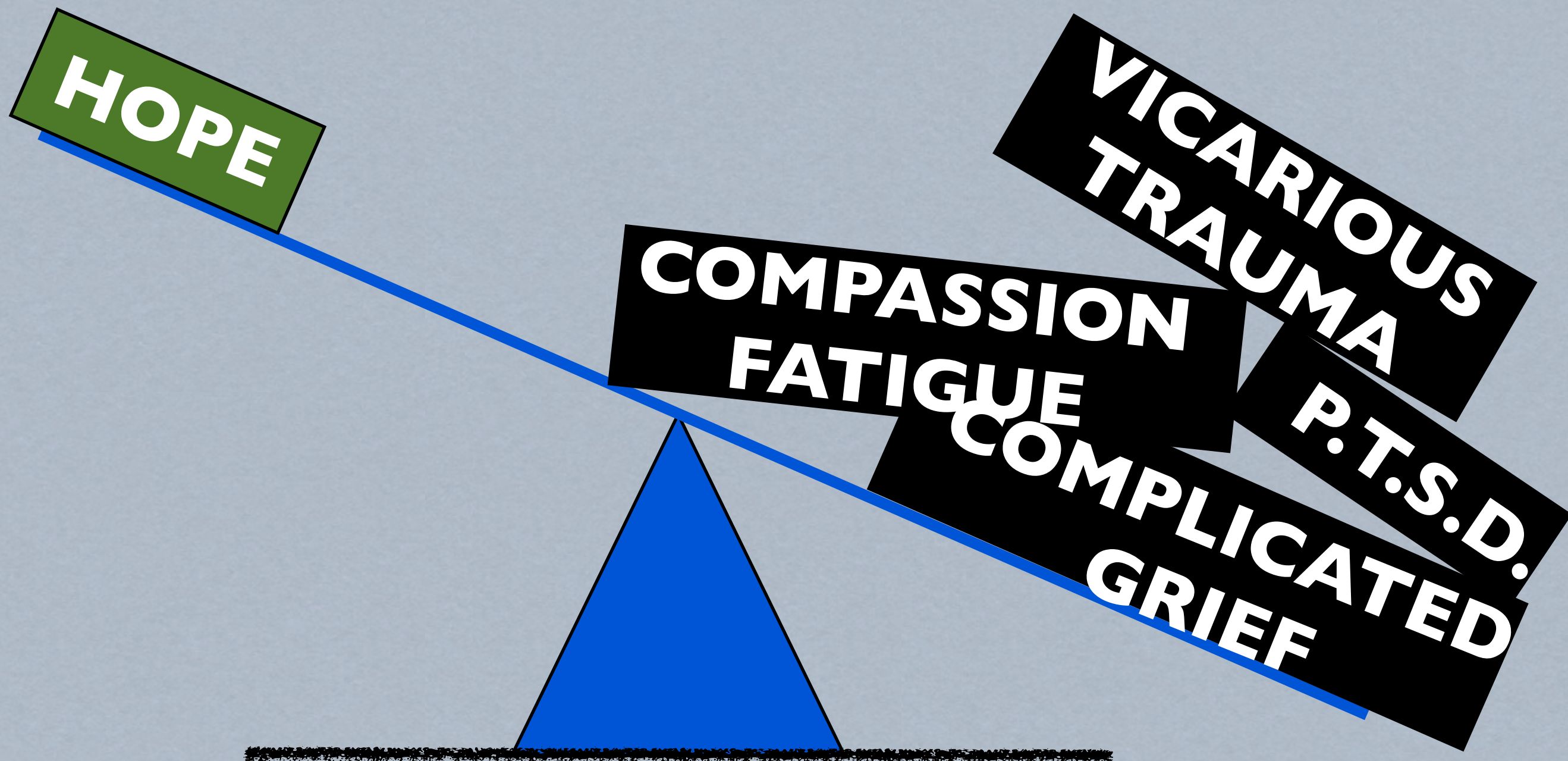
The amygdala is hardwired to label experiences as negative. Negative thoughts are more easily accessible than positive thoughts.

Words Matter Rule:

Decide about what frame of thinking you want. Use that language. It WILL alter your emotion.

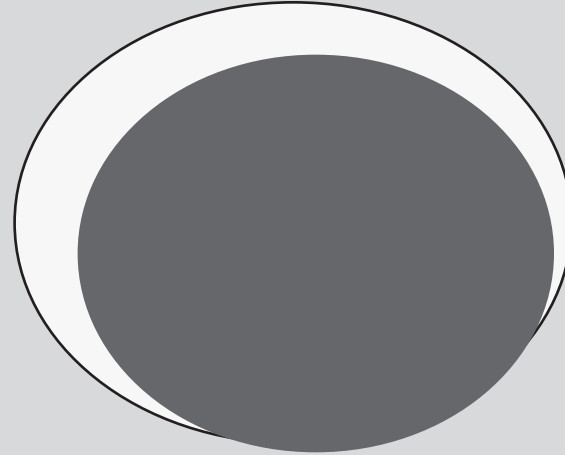
adapted from:
Rick Hanson, Ph.D. and Rick Mendius, MD
Positive Emotions and Taking in the Good
www.wisebrain.org

Part 2: Where Did Our Hope Go?



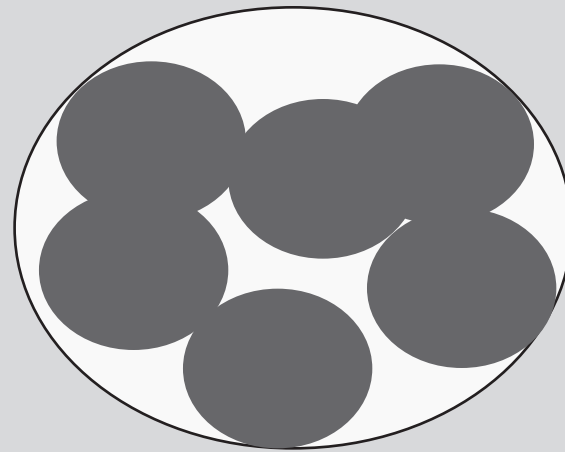
What's Tipping the Scales?

How Resilience Is Depleted



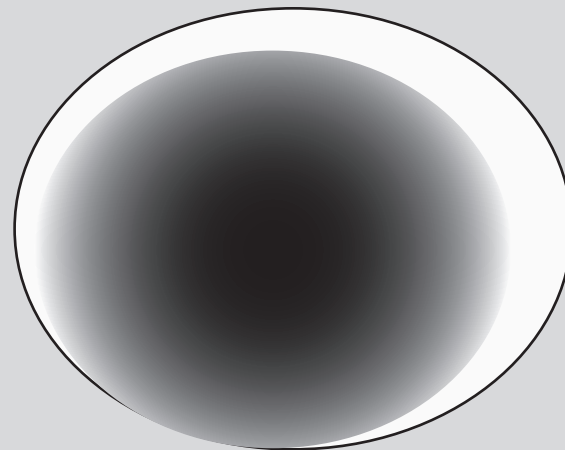
One Large Event:

-
-
-



Multiple Smaller Events:

-
-
-



Mythologized Event:

-
-
-

“Does Anybody See Me?”

How Helping Organizations Create Hopeless Helpers

If the assumptions about the daily work are:

What I’m doing is for somebody else, not for me, and
 What I’m doing right now is important and can’t be postponed, and
 There are so many people to help that our work will never be done, and
 I agree to sacrifice my own needs in the moment to serve another, and
 Because we’re so busy there is little time during the day for me to recharge and reflect, then

Individual helpers may respond by:

Assuming this is how it’s going to be, and I have little power to change it.
 Feeling increasingly unseen and unappreciated.
 Making the choice to either leave or exhibit unhealthy behaviors in an attempt to get noticed.

Helpers who don’t leave often develop one or more of these typical behaviors in an attempt to be seen:

Hiding Out:

*“If you’re not going to see what good work I am doing,
 I’ll show you how I can disappear. You’re going to miss me!”*

Working too much:

“Does anyone see how hard I am trying?”

Being overly compassionate:

“Look at how much I care. Doesn’t anybody care about me?”

Become rigid and authoritarian with customers and other helpers:

“Maybe they’ll start noticing me if I start becoming inflexible.”

Become excessively irritable and angry:

“If you aren’t going to appreciate me, I’ll show you how unpleasant I can be.”

Trying to be the smart one:

“If you people would listen to me, everything would be a lot better around here.”

Part 3:

What is Hope?

THREE HOPE TOOLS

Future Forecasting

Mystical Hope

Psychological Hope

PSYCHOLOGICAL HOPE: THREE COMPONENTS



- **All three are necessary for hope**
- **Vision and Plan are cognitive thinking activities**
 - **Resilience is a feeling**
- **Resilience has an existing pool and also is built in the moment**

Foundations of Resilience

What Is Resilience?

The maintenance of high levels of positive feelings and well-being in the face of significant adversity.

Why Is It Important?

Resilience is fuel. It is tapped at the beginning of a vision to get going and along the way to keep going. Without resilience, a person or group will stop working towards their vision.

How Is It Created and Maintained?

Resilience is created when meaning is made out of life events before, during, and after they happen. This meaning creates a positive feeling state which causes the person or group to decide it's worth it to keep going. Meaning-making can also create a pool of residual strength that can be used for this or other visions. In individuals or groups, maintenance of a resiliency pool can be accomplished through "ritualized" activities.

Pivot Points in Understanding Hope

Busting the myths and facing the facts:

Hope and despair both have a contagion factor.

Increasing quality of services and creating hopeful work cultures are separate but parallel tasks.

Over time, employees will treat customers in the same way they feel treated by their organization.

Stress and pace are not deterrents to hope. The real enemy is the lack of disciplined, intermittent recovery periods.

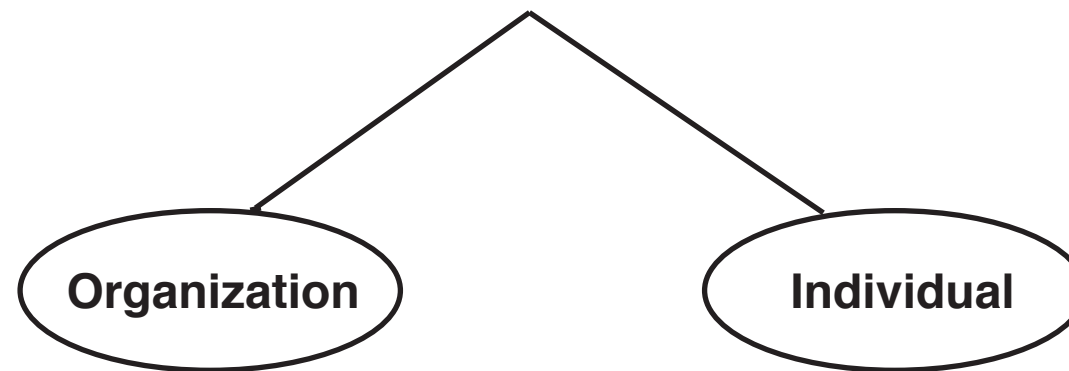
Making hope conditional on someone else doing something, or the receipt of adequate resources are the two most common blockages to hope in an organization.

Hopeful organizations are built by focusing on increasing the third ingredient, which is called resiliency.

Part 4:

Resilience Responsibility

Two sources of RESILIENCE RESPONSIBILITY in an organization



“Most organizations hold employees accountable for maintaining their own workplace resiliency. When the employee shows signs of burnout, the organizational response is “You need to take better care of yourself.” This allows the organization to continue resilience draining activities and place the blame for burnout back on the individual.”

Personal Sources of Resiliency Checklist

Put a checkmark to the left of the items that are generally true:

Physical

- I get enough sleep to feel rested while at work.
- I take regular breaks at work throughout the day.
- I eat my meals away from my desk.
- My body feels energized at work.
- I get adequate physical movement during the workday.
- I pace myself so I do not feel unhealthy levels of stress.

Emotional

- I express appreciation to co-workers often enough.
- I enter my workplace with positive feelings on a daily basis.
- I leave my workplace with positive feelings on a daily basis.
- I have a healthy balance between time spent with work, family, and other interests.
- I do not take work home with me.
- I get deep satisfaction from many work tasks.

Mind

- I focus on one task at a time.
- I do not let email interrupt my tasks.
- I have an organized task list.
- I focus equally on short-term and long-term tasks.
- I have adequate opportunity to use my creativity skills.
- I have adequate time for long-term visioning.

Spirit

- I spend considerable time at work doing the tasks I love to do.
- I use the power of my own life difficulties as a source of strength.
- I am aware of and have adequate opportunity to use my primary gifts and talents at work.
- I believe my workgroup is making a substantial contribution to the world.
- There is little difference between what I say is important about my work and what I do at work.
- I have a regular spiritual practice.

Questions:

1. Which one of the four main areas is your strongest?
2. Which one of the four main areas is your weakest?
3. Which single item are you most proud of?
4. Which single item are you most concerned about?

Partial Source:
Manage Your Energy, Not Your Time
 Tony Schwartz
 Harvard Business Review • October 2007

Organizational Hope Quick Assessment

Instructions:

Please complete this quick assessment according to the current condition of you and your organization. There is a summary box on the second page for you to compile your ratings. Please put a checkmark next to the two different items on the assessment which are most interesting and compelling for you to pursue.

	Never	Seldom	Sometimes	Frequently	Always
1. Staff meetings have regular, structured time for staff to tell stories of success and failure.	1	2	3	4	5
2. We have systems in place to discover, acknowledge, and utilize employees' skills/talents/gifts.	1	2	3	4	5
3. I know the specific outcomes for our workgroup.	1	2	3	4	5
4. We have a mentoring process for new employees.	1	2	3	4	5
5. We have established rituals for significant employee events (birthdays, funerals, graduations, etc.)	1	2	3	4	5
6. My supervisor has clarified and agreed with each employee their specific task assignments.	1	2	3	4	5
7. We recruit employees who have personal experience with the issues faced by people using our services.	1	2	3	4	5
8. My supervisor has presented a clear organizational vision and dialogued about it with employees.	1	2	3	4	5
9. Leaders regularly affirm employees for innovative ideas that have not worked.	1	2	3	4	5
10. My supervisor has shared the shadows of his/her leadership style and asked employees for help.	1	2	3	4	5
11. I tell stories of successful organizational change.	1	2	3	4	5
12. We have regular opportunities to recognize the success individual employees have with customers.	1	2	3	4	5
13. I am regularly acknowledged for success in meeting my target goals as an employee.	1	2	3	4	5
14. Our team has identified and has action plans for working on the systemic barriers to hope in our organization.	1	2	3	4	5
15. Our workgroup is regularly acknowledged for achieving our group goals.	1	2	3	4	5
16. Each employee has time-limited learning goals related to his/her job tasks.	1	2	3	4	5
17. Employees have structured opportunity to share stories of how/why they got into this work.	1	2	3	4	5

18. The status of our progress towards outcomes is known by all employees.	1	2	3	4	5
19. Our workgroup has learning objectives with measurable goals.	1	2	3	4	5
20. Our workgroup has regular opportunities for sharing of personal stories of progress and setbacks.	1	2	3	4	5
21. We have established rituals for welcoming new employees and acknowledging employees who are leaving.	1	2	3	4	5
22. My supervisor has shared a strong and compelling vision for a healthy and productive workgroup.	1	2	3	4	5
23. Our workgroup looks outside its own organization for innovative ideas.	1	2	3	4	5

Add-up each item you circled to get your total score: _____

Identify the two items MOST urgent in your group: _____

Scoring Guide:

90 – 115 Your group can induce spontaneous recovery in wilting plants and sick puppies. Staff carry each other into the building on their shoulders, cheering all the way. You have successfully integrated hope-building practices into the regular routines of your organization. Hope building is one of your strongest organizational qualities.

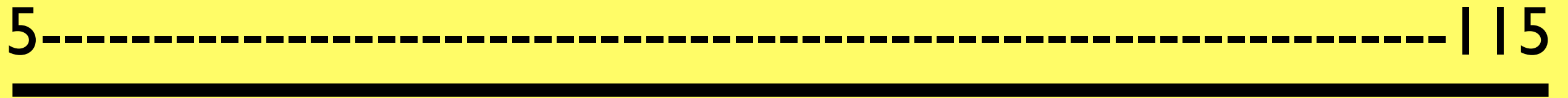
75 – 89 Your group routinely and effectively integrate many of the habits of hope into your organization's culture. The leaders are seen as hopeful, and concerned about fostering healthy relationships between co-workers. Their leadership style naturally gravitates towards empowerment of others. Asking co-workers to help fine-tune the hopefulness of the work culture, with specific action plans, is your next step. Creating hope is a natural ability in your group.

60 – 74 Your group believes creating hope is an important part of your work, but you are pulled in many different areas and haven't been able to focus on this as much as you would like. The demands of service delivery at times consume everyone's focus, and staff hopefulness has suffered because of it. Your group has an intermittent history of supporting hopeful activities. You do not have a structured plan for creating more hope and resilience, but would like to. The leaders are seen as caring, but not as leaders who see the health of the workforce as having the same level of importance as the service to the customer.

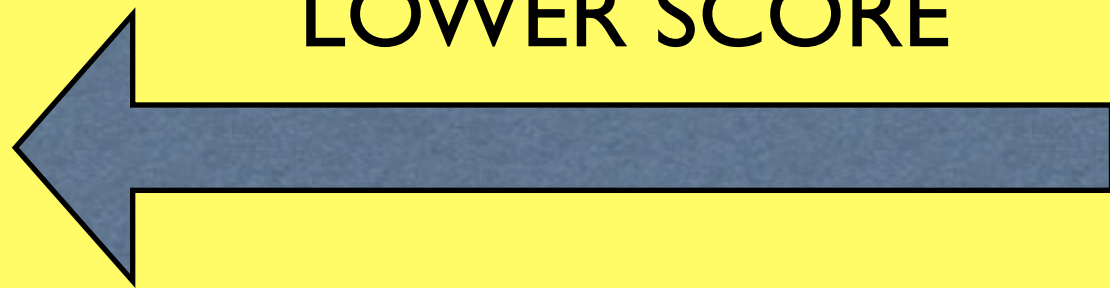
45 – 59 Your workgroup is hunkered down and just trying to get through the day. There are significant pockets of resentment, anger, and hopelessness in your workgroup. Staff generally see the condition of their workplace as resulting from a lack of resources, and blame both you and other leaders for their condition. There is strong resistance amongst staff to being hopeful, and there may be key leaders who promote an us-against-them attitude. Although you would like to change the work culture towards more hopefulness, it feels like a huge job and you may not be sure where to start. The condition of the workplace is affecting your own resilience.

23 – 44 Your workplace is not structured for employee health. The leadership team has no focused plan for creating hope and resilience. There is a culture of both enforcement and hiding that is pervasive within employees. Your resilience level is low. The level of desire for change is the first thing for you to acknowledge. Gathering co-workers who share your interest in hope, and are willing to talk about it, is the first place to start. Remember: any workplace can build a culture of hope and resilience.

Score reveals locus of responsibility for hope

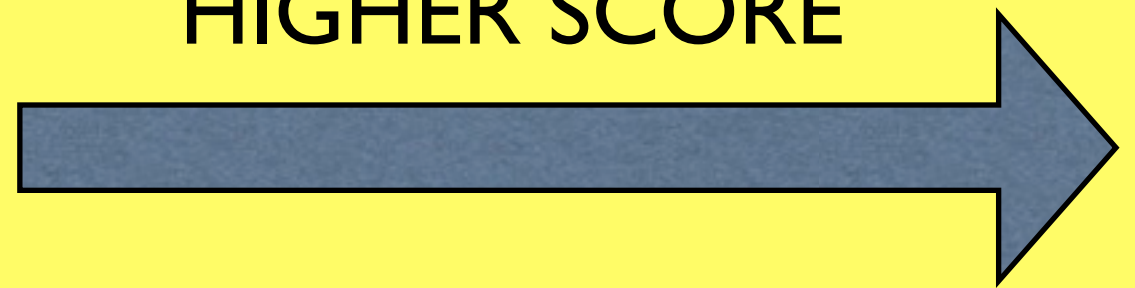


LOWER SCORE



Individual Responsibility

HIGHER SCORE



Organizational Responsibility

Part 5:
**Hope Building is a
Culture Change Activity**

Fun Facts About Culture

CULTURE Definition:

Normative experiences, beliefs, and actions of a group.
Experiences = beliefs = actions.

CULTURE DNA:

- CULTURE is constantly evolving.
- Ritualized action stabilizes culture.
- Current CULTURE produces exactly the outcomes it intends to produce.

Steps To Change a CULTURE:

1. Identify the results you want the individual or group to have.
2. Identify the beliefs that would drive those results.
3. Identify the actions that would result from those beliefs.
4. Try/Test/Modify

Ritualized behavior is the
universal device for
establishing culture.

ABOUT RITUALS

WHAT IS A RITUAL?

A process used by an individual or group which allows each participant to increase health through further understanding, celebrating, grieving, or taking action. Although the structure is planned, the outcome for each person can be different.

Rituals build resiliency by:

- encouraging individual health to build group resiliency
- structure for working through difficult events
- bringing people “home” to their group
- planned time for gaining strength
- supporting various viewpoints on a topic or event
- release of emotion, tension, and reducing toxicity
- each person accurately seen by others

Ritual Criteria

1. Designed by participants
2. Stated purpose is health of group
3. Frequency determined by group
4. Everyone is involved
5. Not focused on customer issues/service

Remember How Resilience is Built?

“Just having positive experiences is not enough. They pass through the brain like water through a sieve, while negative experiences are caught. We need to engage positive experiences to weave them into the brain.”

Rick Hanson, Ph.D
Wiring Happiness Into Your Brain
Stanford University, 2011
www.wisebrain.org

Examples of organizational rituals:

**story-sharing • conflict resolution between employees
clarification of group's vision • clarifying employee job descriptions
discovering and using employee talents and gifts
celebrating birthdays • welcoming new employees
learning new things • mentoring new employees and tasks
grieving employee/client deaths or serious illness
creating continuous learning cultures • holiday celebrations
learning visits to other organizations • vision dialogue
new staff orientations • outcome celebrations
grieving loss of contract or grant • team strength assessing
historical values changes • operating principles**

Part 6:
Rituals for Resiliency
Action Model

Positive
Psychology

RESILIENCE THROUGH
MEANING-MAKING AND
PHYSICAL ACTIVITY

Cultural
Anthropology

RITUAL PATTERNS ARE
MULTICULTURAL IN
FOUR DOMAINS

Holistic
Organizational
Hope Building

Organizational
Development

RITUALIZED ACTIVITY
CREATES/SUSTAINS
CULTURE

Rituals for Resiliency Action Model

Focus Area One: Celebrating and Grieving

Activities which acknowledge both accomplishment and loss for individual members of the workgroup, entire workgroup, or individuals being served.

Focus Area Two: Community Engagement

Activities which reinforce purpose of group and clarify specific group and individual responsibilities, roles, and working agreements.

Focus Area Three: Personal Identity

Activities which result in individual employees becoming more well-known to their coworkers.

Focus Area Four: Learning

Activities which increase knowledge and skill in carrying out the purpose of the group.

Focus Area Five: Physical

Activities which increase physical health of individual members so they can further carry out the purpose of the group.

Two Action Choices

OPTION ONE:

Using Hope Assessment as
basis for action

Option One: Hope Assessment Action Planning

Overview: Use the Hope Quick Assessment to choose activities that will increase hope.

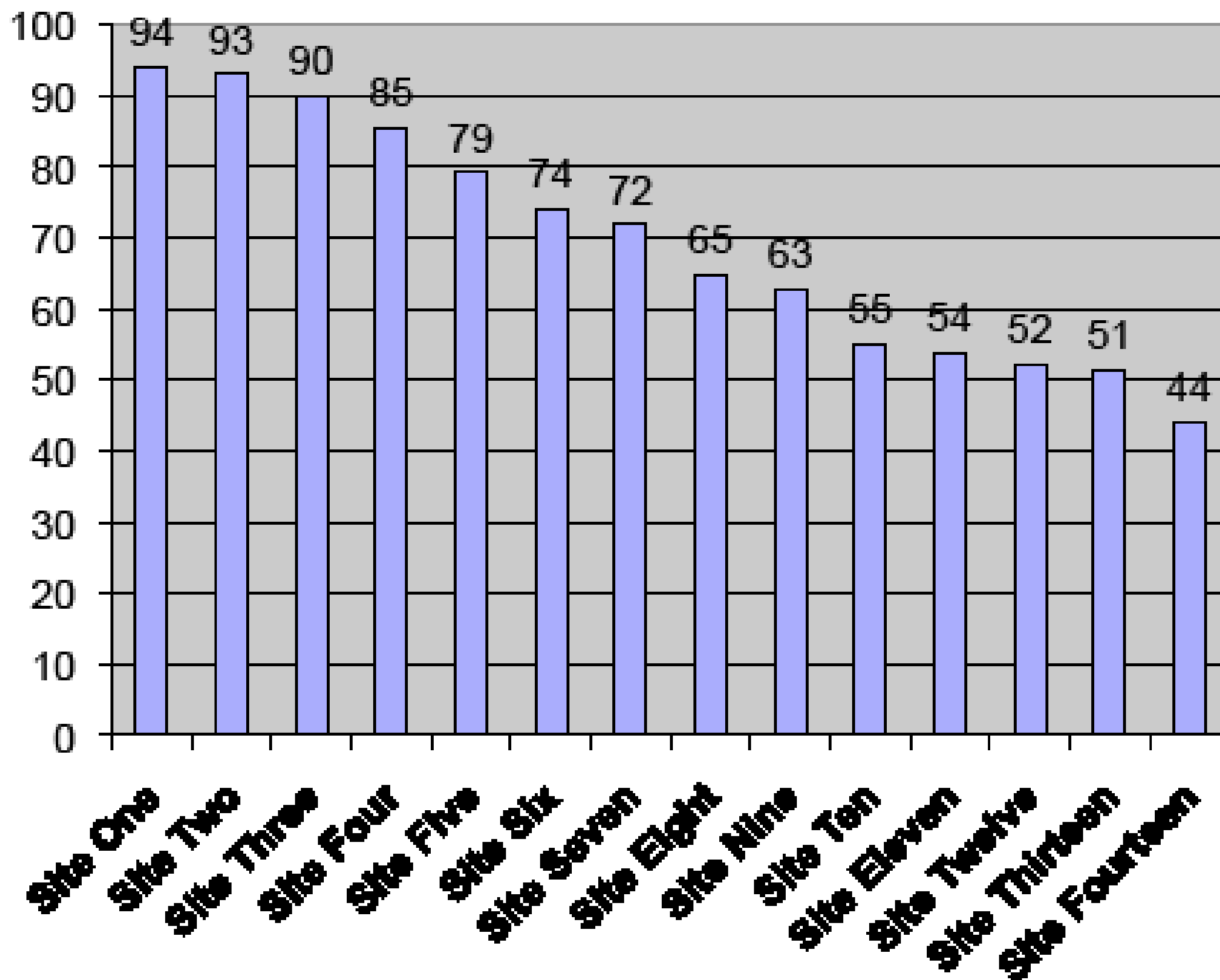
Goal: Develop and implement two items from the Hope Quick Assessment

Steps:

1. Meet with your team, do the Hope Quick Assessment on pages 22-23 and talk about it. Have each team member say his/her total score and identify the two top priorities for change on the assessment. Have one group member keep track of what each person identifies as the top two priorities, to see what patterns begin to develop as the choices are identified.
2. Come to an agreement as a team on the two top priorities on the assessment and decide how your team will begin working on those two things.
3. Complete the attached Assessment Action Planning sheet in this packet on Page 36.
4. When these rituals are developed and successful, choose one or two other items on the Hope Quick Assessment to begin working on.

Hope Assessment Action Planning Team Name: Date:		
	Goal One	Goal Two
Assessment Item:		
Evidence that change is needed:		
List the action steps:	1. 2. 3. 4. 5.	1. 2. 3. 4. 5.
Who will be the primary contact for this activity?		

Average Organizational Hope Score By Location or Program



Two Action Models

OPTION TWO:

Designing unique rituals
based on *Rituals for Resiliency*
Action Model

Rituals for Resiliency Action Model

Focus Area One: Celebrating and Grieving

Activities which acknowledge both accomplishment and loss for individual members of the workgroup, entire workgroup, or individuals being served.

Focus Area Two: Community Engagement

Activities which reinforce purpose of group and clarify specific group and individual responsibilities, roles, and working agreements.

Focus Area Three: Personal Identity

Activities which result in individual employees becoming more well-known to their coworkers.

Focus Area Four: Learning

Activities which increase knowledge and skill in carrying out the purpose of the group.

Focus Area Five: Physical

Activities which increase physical health of individual members so they can further carry out the purpose of the group.

Rituals for Organizational Resiliency

Focus Area One: Celebrating and Grieving

Activities which acknowledge both accomplishment and loss for individual members of the workgroup, entire workgroup, individuals being served, or groups of individuals being served.

“I am part of a group that believes in honoring and respecting each other by acknowledging significant passages in the lives of everyone involved.”

We want to affirm...

We want to have antidotes for...

Rituals for Organizational Resiliency

Focus Area One: Celebrating and Grieving

Activities which acknowledge both accomplishment and loss for individual members of the workgroup, entire workgroup, individuals being served, or groups of individuals being served.

“I am part of a group that believes in honoring and respecting each other by acknowledging significant passages in the lives of everyone involved.”

We want to affirm...

Staff who leave or get promoted
Staff who get fired
Holidays
Employee accomplishment
Meeting team or organizational goals
Employee birthdays
Employees who try something and it doesn't work
Small moments that may go un-noticed
Spiritual significance of Recovery to some staff and clients

We want to have antidotes for...

Illness or death of staff or clients
Frustration that comes from paperwork
Quiet people that don't get rewarded
Acknowledgement of organizational failure
Not getting grants or contracts
Non-stop pace of daily grind

Rituals for Organizational Resiliency

Focus Area Two: Community Engagement

Activities which reinforce purpose of group and clarify specific group and individual responsibilities and roles.

“I am part of something much larger than myself, my role is clear, and we are making a difference in the world.”

We want to affirm...

We want to have antidotes for...

Rituals for Organizational Resiliency

Focus Area Three: Personal Identity

Activities which result in individual employees becoming more well-known to their coworkers.

“I am part of a group that welcomes me for who I am, has an interest in my story, and believes I bring a significant contribution to the group’s purpose.”

We want to affirm...

We want to have antidotes for...

Rituals for Organizational Resiliency

Focus Area Four: Learning

Activities which increase knowledge and skill in carrying out the purpose of the group.

“I am part of a group which is committed to learning new things from each other and eagerly searching outside of ourselves for good ideas and solutions.”

We want to affirm...

We want to have antidotes for...

Rituals for Organizational Resiliency

Focus Area Five: Physical

Activities which increase physical health of individual members so they can further carry out the purpose of the group.

“I am part of a group which is committed to individual health, knowing that bringin our whole self is necessary for us to be able to offer sustained help.”

We want to affirm...

We want to have antidotes for...

HOPE-BUILDING ACTIVITIES

Focus Area	Describe Activity	Who Participates	Who Leads	How Often

Employee Ideas for Resiliency Rituals

Government Division of Social Services • 350 Employees

Instructions: Please cast your vote for your favorite FOUR ideas in each of the four ritual areas. You get a total of sixteen votes. Thank you.

Focus Area One: Celebration and Grieving

- ☐ Monthly celebration of birthdays
- ☐ Morning team check-ins
- ☐ Monthly team meetings
- ☐ Recognitions for job well done
- ☐ Farewell lunches
- ☐ Develop a variety of activities to acknowledge loss
- ☐ Celebrations for accomplishments of people being served by the organization
- ☐ Memorial/celebration events for elimination of old methods & processes
- ☐ *Years of Service* **recognition**
- ☐ Recognition of staff for community volunteer service
- ☐ Establishing *Compassionate Leave* **policy**
- ☐ Quarterly all staff meet-n-greet
- ☐ Standardized recognition of staff losses (same for all, not dependent on popularity or supervisor)
- ☐ Annual building-wide potluck
- ☐ Release time to attend funerals of people receiving services
- ☐ Baby showers
- ☐ Group lunches by team
- ☐ Celebrating and acknowledging failed ideas
- ☐ Group recreation (bowling, baseball, and tai chi)
- ☐ Employee of the month
- ☐ Team of the quarter
- ☐ Recognize group accomplishments (for what we value accomplishing)
- ☐ Staff Cookie Day (bring unique cookies to share with co-workers)
- ☐ Email reminders about Birthdays
- ☐ Each team sponsors an open house and welcomes other employees
- ☐ Personal accomplishment celebrations for employees
- ☐ Monthly cakes
- ☐ Supervisor/Boss appreciation event
- ☐ Staff rummage sale to raise money for fun events
- ☐ Breakfast for new employees

Focus Area Two: Community Engagement

- ☐ Annual vision retreat
- ☐ Orientation across different program services
- ☐ Support for reception staff so they are always included in what we do
- ☐ Newsletter of staff transitions
- ☐ Mediation services available for conflicts
- ☐ Telling the history/story of the organization to newcomers
- ☐ Conflict resolution rules for us to use

that's not all...more community engagement ideas on the next page!

Community Engagement, cont'd

- ☐ Develop meaningful vision statement
- ☐ Use a “team strength” rating sheet and work on improving team
- ☐ Establish protocol for backup when one of us is gone
- ☐ Cross training
- ☐ Discussion of historical values changes in the work of our organization over time
- ☐ Dialogues about why vision is meaningful and each staff person’s contribution to it
- ☐ Methods for safe and constructive feedback between co-workers and units
- ☐ Celebrate monthly statistics for each team in visible location
- ☐ Participation by staff in community outreach events
- ☐ Clarify decision-making authority in all job descriptions
- ☐ Regular meetings for peers within same job class
- ☐ All-staff meetings focusing on vision/goals of organization
- ☐ Re-evaluation of our business practices according to our changing paradigm
- ☐ Establish on-going action teams for developing new ideas/practices
- ☐ Employee evaluation of supervisors
- ☐ Team building events
- ☐ Develop ways for all employees to be involved in decision-making
- ☐ Organizational blog for sharing ideas
- ☐ Establish priority list of workload and tasks
- ☐ More positive and direct feedback from supervisors to staff
- ☐ Clarify and agree on individual job descriptions
- ☐ Develop a good mission/vision statement

Focus Area Three: Personal Identity

- ☐ Game of the month/getting to know each other
- ☐ Develop categories of stories to tell and start staff meetings with them
- ☐ Themed potlucks
- ☐ Cultural/interest/hobbies show n’ tell
- ☐ Daily check-ins
- ☐ Sharing of interests outside of work
- ☐ Facebook page for employees
- ☐ Name the baby picture
- ☐ Developing meeting icebreakers
- ☐ Formal venting opportunities (screaming closet)
- ☐ Share the food
- ☐ Blogs or twittering
- ☐ Discovery and sharing of talents and gifts amongst staff
- ☐ Discuss how staff gifts could conflict with each other
- ☐ Discuss how staff gifts could be used in different ways in the workplace
- ☐ Meyer’s Briggs by workgroup
- ☐ List of stories to tell/storytelling jar
- ☐ For new staff on first day—3 current staff drop by to tell a story about what the work is really like and what they value about it.

One more area to look at on next page...

Focus Area Four: Learning

- ☐ One-on-one mentoring for all
- ☐ “What Would You Do’s?” — Asking three other employees for ideas
- ☐ Senior staff “Go To’s”
- ☐ “Go To” Boards as resources for help
- ☐ Newsletter of Learning
- ☐ Establish Learning Communities in different topic areas
- ☐ Professional development opportunities
- ☐ Dept-wide information fair
- ☐ Quarterly all-staff meetings
- ☐ Regular meetings get reformatted with more time for learning
- ☐ Promoting from within
- ☐ Job shadowing
- ☐ Cross training
- ☐ Two-days a year to shadow two other job classes of interest
- ☐ Rotation of duties
- ☐ Self-testing of competencies in other job classes
- ☐ Field trips to community partners
- ☐ Bring in speakers of all kinds
- ☐ Visiting other places to see what they are doing
- ☐ Clarify job standards and tasks

- ☐ Procedure manuals-easy to use

Part 7:
Full Instructions
+
Five Deal Breakers

Getting Started: Common steps to designing and implementing rituals in any group

- 1. Get sponsorship and approval from your supervisor** to proceed with implementing rituals in your team.

- 2. Get all team members familiar with hope concepts.** If not all of the members of your team were at this training, you will need to orient them to the idea of hope and what rituals are. We suggest you have a brief discussion of pages 4, 9, 12, 13, 17, 18, 20, 29 and any other pages in the packet which were helpful to you in understanding the concepts.

- 3. Have your team do the Hope Quick Assessment on pages 22-23.** Share your scores and the two most important items to each team member on the assessment.

- 4. Use page 25 in the packet to record any rituals** which your group is currently doing. Be sure the activities meet the criteria for ritual listed at the top of that page.

- 5. Organize yourselves for ritual design.** Think about how you will group yourselves. There should be rituals that each team does in it's own, but also rituals that the entire organization does. Who needs to be in which group? Our suggestion is that the administrative group takes responsibility for both it's own rituals and also rituals that the entire organization participates in, and each of the smaller teams designs rituals they will use when they meet.

- 6. Decide whether you want to use Option One or Option Two outlined in this packet for designing and implementing your rituals.** (Note: If you choose Option Two, do not be concerned if the groups for each of the four ritual theme areas are different sizes. It is important for people to select a group based on their own passion, rather than an obligation for the groups to be equal size.

- 7. Design your rituals.** After you have decided the Option you will use in Step 5, it's time to design rituals. Remember:
 - a. A ritual has started at the moment you begin to design it. Immerse yourself in the pleasure and meaning of the entire ritual experience, including the design.
 - b. Plan rituals that are interesting to you and will create enthusiasm rather than feel like a burden.
 - c. Many kinds of rituals can be done before or after already scheduled meetings and don't require a lot of extra time.

- 8. How many rituals is enough?** If you are using Option A, you have chosen the top two priorities on the assessment to develop rituals. Ritualize those, and then go back to the assessment and pick others you would like to ritualize. If you chose Option B, and are a small team (12 members or less) and are designing rituals in all four areas, develop 2-3 in one of the theme areas, implement, and then go back and pick another theme area in a few months and design a few more. If you chose Option B and are a large organization, you can divide employees into the four areas, have them design 1-2 rituals in each area, and implement one theme area at a time. Some organizations roll out each theme area about three months apart, so at the end of one year you will have new rituals in each of the four theme areas.

Getting Started, cont'd

9. Document your rituals. Use page 36 or 40 in the training packet, depending on whether you chose Option A or Option B, to record your rituals so the organization has an on-going record of how and when you do ritual.

10. The first time you do a new ritual. Be sure to allow time at the end for a short feedback discussion. Remember, rituals will sometimes seem silly, sometimes not work, and sometimes produce unexpected results. Keep at it until you find what works. Was it meaningful? Was it interesting? How could you change it to make it more meaningful or interesting? Rituals often need to be altered slightly, or sometimes abandoned in favor of new ideas. Be open to change.

11. Periodically, review your rituals. Groups often review their rituals each year, offering the opportunity for old rituals to be altered or abandoned, new rituals to be added, and group members switching into different ritual design areas.

Keeping It Going

We've discovered four things that will likely make rituals continue in your organization. Be aware:

- **Don't postpone a ritual.** We're all busy, and the tendency is to say, "We'll do this next week when we're not so busy."
- **Have a designated leader for each ritual.** Rituals won't sustain themselves without somebody being in charge and making sure it happens.
- **Everyone participates.** Everybody who can be there should be there. Be sure to have group agreements that outline the conditions under which a person may be absent. If you don't, eventually everybody will just be too busy and no-one will show up to participate. Remember, rituals are the glue that holds your group together, so the whole group needs to participate.
- **Don't continue rituals that have lost their meaningfulness.** There is nothing worse than a boring ritual. Redesign it, abandon it for something else, but don't keep doing it. Many rituals lose their effectiveness over time. NOTE: Many groups get to a "hump" phase after their initial kick-off of rituals, and have to recommit to the idea of rituals and their usefulness in the group.

Deal Breakers:

Don't postpone

Don't cave to resistance

Designated leader/not you

Everyone participates

Keep giving it back to the group

For Leaders:

What is your commitment to building hope in your workplace?

“...research suggests that entire organizations can take on the personality of the executive and be influenced by his or her behavior.”

Anne Wilson Schaef and Diane Fassel
The Addictive Organization

- ☐ I believe the health of the workforce is as important as the services we provide.
- ☐ My current understanding of hope/resiliency concepts is sufficient for committing and defending the allocation of staff-time and resources to activities which will build a hopeful work culture.
- ☐ I possess a significant enough pool of personal resiliency to commit to the tasks of creating a more hopeful workplace.
- ☐ I can design my own workday in a way that supports personal resiliency.
- ☐ I am modeling the hope and resilience behaviors that I expect from the people I supervise.
- ☐ I believe I have the authority to design, with other employees, a workplace culture that supports hope and resiliency.
- ☐ I have the leadership skills necessary to support staff in creating and implementing these activities.

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