

Building a Mentally Strong Organization:

Navigating Change for a Successful Workplace Re-Entry



FEATURING:

Jeremy Hunter Associate Professor of Practice,

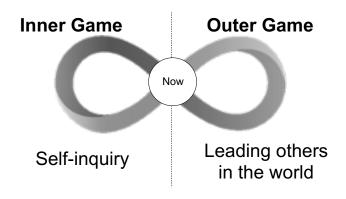
Associate Professor of Practice, Drucker School of Management; Founding Director of Executive Mind Leadership Institute



1

First... where are you?

Have to consider both games



3

Red Zone: Attack/Defend, Avoid, Escape (Greater Internal Chaos)



Black Zone: Freeze, Shut-Down, Burnout (Greater Internal Rigidity)

© Jeremy Hunter 2021

Source: Trauma Resource Institute

Agenda For Today

How do you deal with change?

Transitions and how you (and your company) navigate them...

How do I get through this??

What are the questions you need to ask to navigate transition?

© Jeremy Hunter 2021

5

How are you dealing with change?

Please take a moment and contemplate, in the past 18+ months, what changes have you experienced in your life?

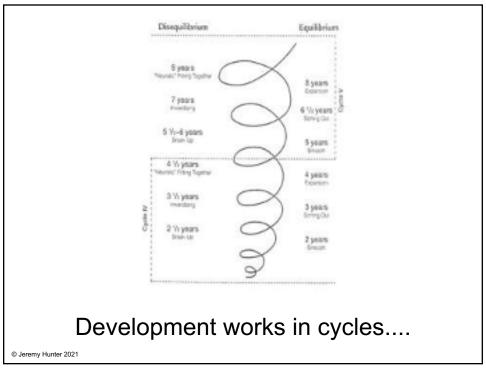
7

7



Do you assume time moves in cycles or in a straight line?

Q



Six D's of Change

Death

Divorce

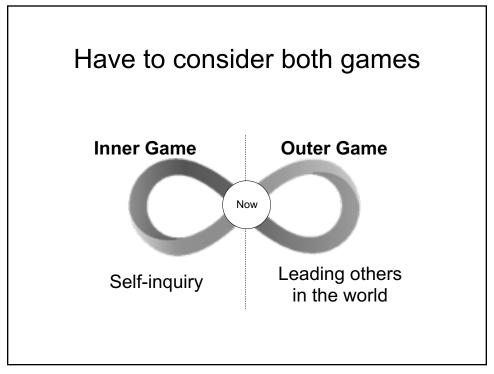
Disease

Disaster

Downsized

Drug Addiction

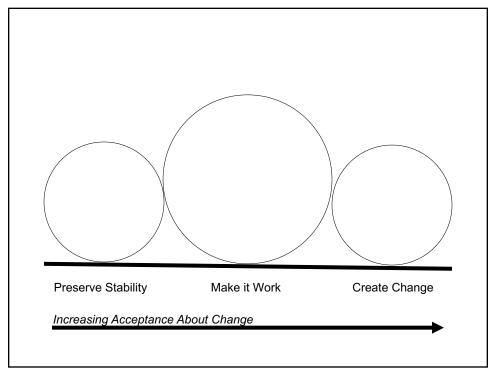
© Jeremy Hunter 2021





How do you meet change?

13



Transitions

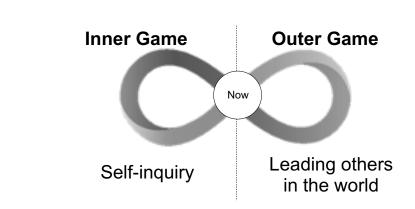
15



Transitions are Internal

17

Have to consider both games



Shifting the story of who you

(Your organization?)

are.

19

Name:

Heather Dyer

Occupation:

Endangered Species Biologist

"I had a hard slog through trauma, motherhood, family, school, job, caring for someone with dementia - all while trying to save the world...:-P"



"I powered through my day by sheer strength of character and determination not to let anyone down.

I couldn't acknowledge I was overloaded and overwhelmed.

I feared what would happen if I stopped hiding behind my never-ending list of duties?"



21

"I learned I am so strong and so resilient that my strength has actually become a weakness ...

Because I *can* carry the weight of the world on my shoulders, I did."



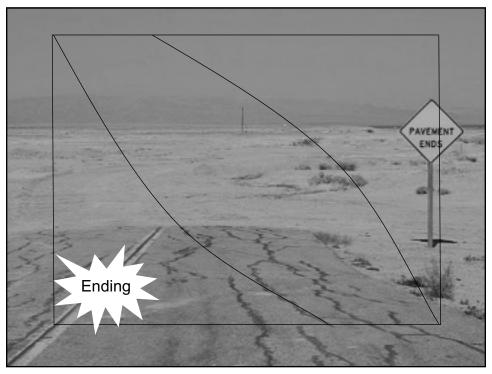
"When I met you, I was about two months from a nervous breakdown."

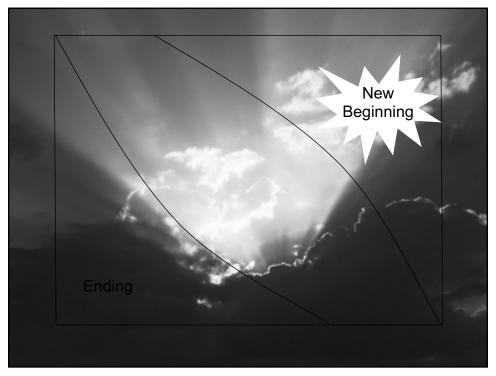
"My life was an uncanny reflection of the endangered species I'm trying to save.

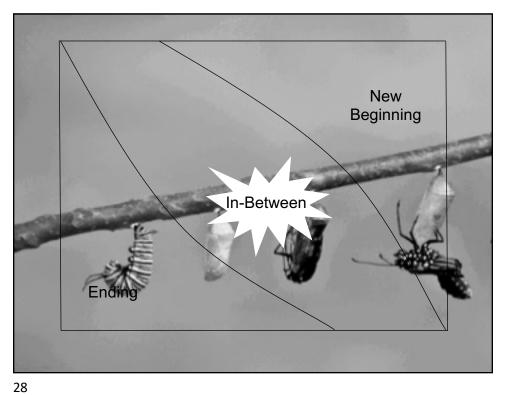


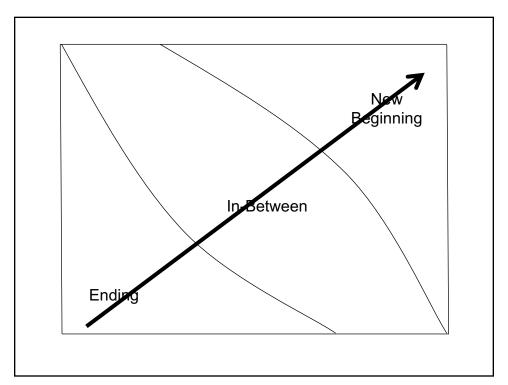
23

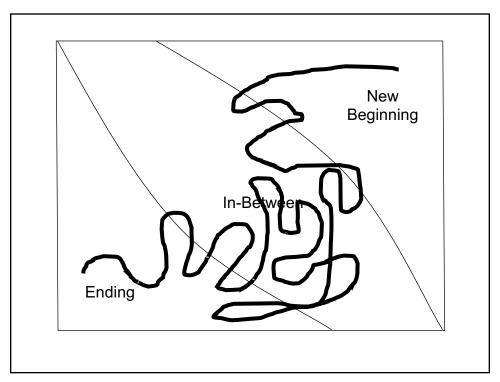
Transitions have three stages



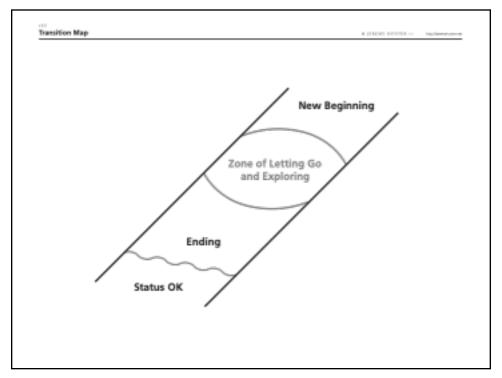


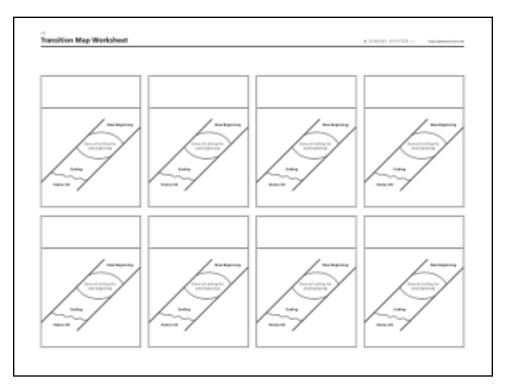






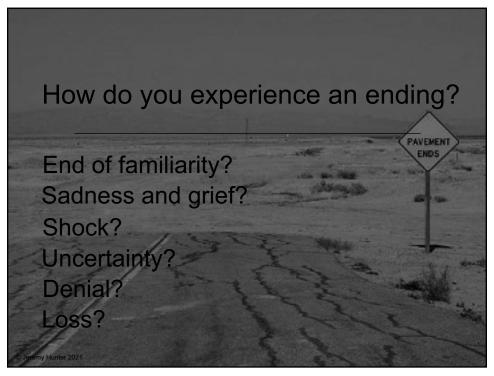
Let's take stock...





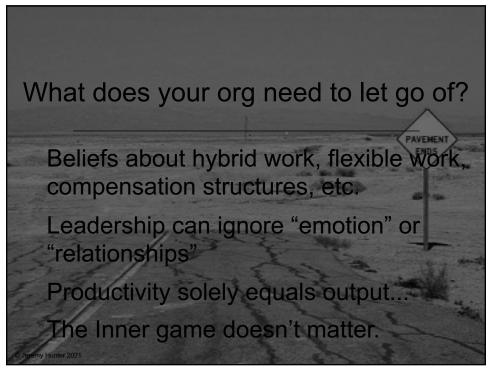
Transitions require effort.

34









"I powered through my day by sheer strength of character and determination not to let anyone down.

I couldn't acknowledge I was overloaded and overwhelmed.

I feared what would happen if I stopped hiding behind my never-ending list of duties?"



How do you experience this?

"I'm lost in limbo."

Disoriented and uncertain?

A loss of purpose, value, motivation?

Want to run back to the familiar past

Anxiety, depression and hopelessness?

Excitement, opportunity, new choices

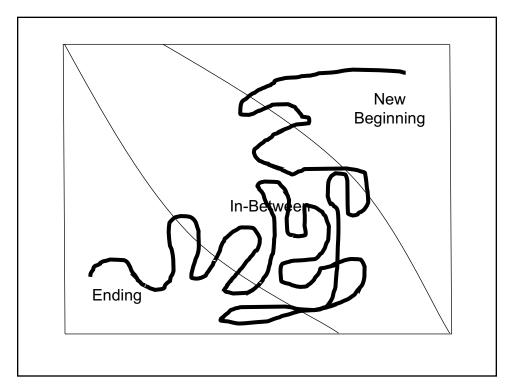
40

What do you need to do?

Period of repatterning
Learn new ways of working
Exploration/Experimentation
Become comfortable with discomn to to the common of the common of



"I have to do it all myself."



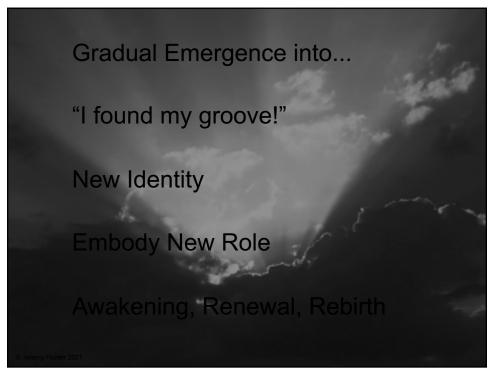


"I have to do it all myself."

"I learned to create a support system for myself."

44

44





"I have to do it all myself."

"I learned to create a support system for myself."



Heather's Results:

Lead development of Habitat Conservation Plan, negotiating with 11 public water agencies to secure permits for nearly 80 water infrastructure projects while also promoting recovery of 22 native species to the Santa Ana River.

Became CEO in 2019 First Female GM



48

"I learned to create a support system for myself.

As a biologist, I know we're all interconnected, but now my leadership reflects that understanding.

It's all about the quality of our relationship.

I start with inquiring 'What do you need?' "



"I learned to be a truly effective leader, I have to keep myself in the green zone.

Then I help my staff function from their green zone.

Together we help our stakeholders live from their green zone.

The circle widens and grows."



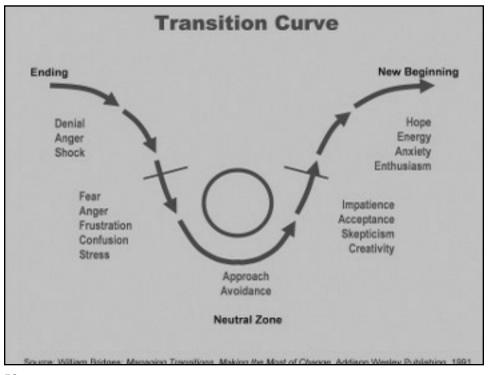
50

"That helps people feel safe.

When they understand their needs are acknowledged ... then they're willing to give and take to reach a collective solution.

That safety creates the foundation for **us to achieve impossible things.**"





What has ended? Do you accept that?
What might you have to let go of?
What support for your growth do you have
What new relationships can you forge?
What capabilities do you need to learn?
What do you need to <u>STOP</u> doing?
What do you need to <u>START</u> doing?

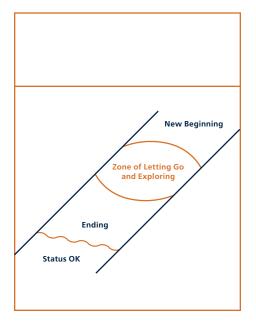
Takeaways?

54

Thank you!

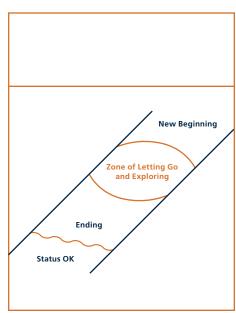
If you'd like to continue the conversation, email me:

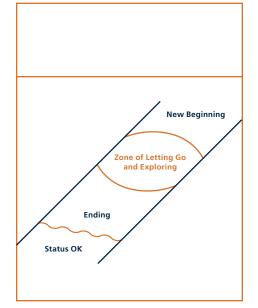
info@JeremyHunter.net

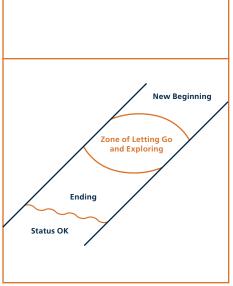


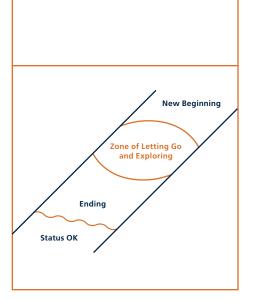














RED ZONE Defend, Attack, Escape: Gas Pedal Stuck on "ON"

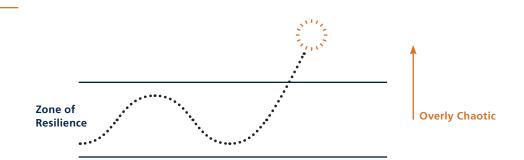
Frustration Fat! Sugar! Carbs!

Nonstop hamster wheel Short-fuse
Hard to sleep or relax Hyper-vigilance
Muscle tension Racing thoughts
Tunnel vision Chronic pain

Poor decision-making Worry Inpulsive actions Panic

Short-term view Loss of creativity

Irritability-anger-rage FDS



GREEN ZONE Leading From Your Resilient Zone: Engage, Integrate, Adapt

Sleep well Patient
Relaxed Feeling safe
Confident Spacious
Calm Engaged
Broad perspective Curious
Humorous Fun

Flexible Easy to be with Peaceful Adaptable



Dynamic Balance

BLACK ZONE Freeze, Appease, and Shut Down: Brake Stuck on "ON"

Giving in/Giving up Low heart rate

Sadness Don't want to get out of bed

Disconnection Apathy

Depression Immune System Malfunction

Exhaustion Poor Digestion Low Energy "Why bother?"

Deadness



What has ended? Do I accept that?
What might I have to let go of?
What support do I have?
What new relationships can I forge?
What new skills do I need to learn?
What do I need to STOP doing?
What do I need to START doing?