



Module Two Workbook

Introduction

This is the second of three workbooks that supports the online Workforce Resiliency modules. The workbook includes exercises that you can fill out during training and use again later, case studies, and some practical examples of the basic concepts and principles of workforce resiliency. The workbook also identifies other related resources and materials that you can explore for more information on the topics in this module.

Exercise 1: Personal and Organizational Coping Strategies

Coping strategies are social, behavioral, cognitive, and emotional strategies that organizations and individuals use to deal with the threats associated with stressful events. Effective coping strategies can help individuals and organizations increase resiliency and counter the effects of stress, helping to ensure a more effective response to an emergency.

Effective Personal Coping Strategies

List two or three ways that you personally cope with your job-related stressors. Also, note why these responses help you to cope.

- 1. _____

- 2. _____

- 3. _____

Effective Organizational Coping Strategies

Organizations such as public health agencies also have characteristic ways of responding to system-wide or systemic challenges. List two or three ways in which your work organization responds to system challenges or stressors. Note why these organizational responses are effective.

- 1. _____

2. _____

3. _____

Ineffective Personal Coping Strategies

Most people and most organizations have at least a couple of maladaptive or ineffective coping strategies. List one or two personal maladaptive coping strategies and describe what you might do or could do instead to cope more effectively.

1. _____

2. _____

Ineffective Organizational Coping Strategies

List one or two examples of what you feel are your work organization's maladaptive or ineffective coping strategies. Also, describe what your organization could do differently to cope more effectively.

1. _____

2. _____

Exercise 2: Self-Change DREAM Stress-Management Program

Adapted from: Goldberg, S. (2005) The 10 Rules of Change, in Personal Growth & Behavior 6/7, Karen Duffy (Ed.), New York: McGraw-Hill.

If this module has helped you identify certain areas of your life in which you want or need to implement more healthy and adaptive skills, consider exploring the following rules and steps for self-change. Be aware, though, that actually changing your stress management skills takes time, energy, and motivation. If you are successful, you can help manage your personal and occupational stress and increase your personal resiliency.

Basic assumptions around behavior change:

- Self-change is tough, but not impossible.
- Self-change does not have to be traumatic.
- Attempt one self-change using one component from the DREAM acronym at any one time.

Rule 1. All behaviors are complex.

- Change occurs in stages
- Break down the behavior you wish to change into parts—smaller units of behavior

Example: You would like to exercise at the gym after work—you need to allow time after work to go to the gym, you need to go to the gym, change into your gym clothes, exercise for X minutes, and shower.

What is one behavior that you want to implement in your life? How will you know when the change has been successful? (For example, how long must you maintain the behavior to be confident that the change has taken place?)

Can you break that behavior into multiple components? What are the smaller units of behavior that you need to accomplish to help you achieve the larger desired behavior?

Rule 2. Change is usually frightening.

- Fear of the unknown can result in clinging to familiar unhealthy patterns of behavior.
- Examine the consequences and list the pros and cons of changing and not changing.
- Prepare the people around you for your planned change. Introduce your new behavior or choice slowly so it doesn't frighten them.
- Be realistic—don't set too many or unrealistic goals which can be a set-up for failure.

What has caused you to maintain the ineffective behavior so far?

What are the pros of implementing this new behavior in your life?

What are the cons of choosing not to implement this new behavior?

Rule 3. Change must be rewarded.

- Ideally, you should enjoy the act of changing.
- If not, you should enjoy the outcome, or
- Reward yourself for the desired behavior.

Example: When you meet your target of exercise for X days in a row, you can put \$20 into your Hawaii vacation fund.

What rewards can you promise yourself for implementing the new behavior successfully? Are there smaller rewards for meeting smaller goals as you progress toward the larger behavior?

Rule #4 Being is easier than becoming.

- Move slowly toward the desired behavior. Continually make refinements to your behavior until you have accomplished the change.
- Simplify the change. Instead of going to the gym, just take walks at lunch.
- Anticipate problems that will invariably arise. Incorporate these lapses/failures into your overall change plan by acknowledging these as steps within the process.

What problems do you foresee in meeting your desired change? How will you handle that problem so that it doesn't derail your efforts?

Rule 5. Slower is preferable.

- Change that occurs slowly allows behaviors to become more automatic.
- Establish a calming routine or relaxation technique to “take a step back” so that you can focus on the change process.
- Appreciate the path to change and not just the end result.

What calming or relaxing routines can you use to help you cope with the stress of making a change in your life?

Rule 6. Self-monitoring is a must.

- Monitor the behavior you wish to alter to give you needed feedback as to how well the change is taking hold.
- Try to identify and analyze barriers to change.

How will you monitor your progress towards the desired change (e.g., journaling, requesting feedback from family or friends)? How often will you monitor yourself? How will you use that monitoring to identify the barriers that are keeping you from change?

Rule 7. Change requires structure.

- Identify what works to promote change.
- Revisit and update your change plan often.
- Logically sequence activities that are you are using to promote your change. Order them either chronologically or in order of increasing complexity.

What will be your first step in implementing this change?

What will be your next step? How will you build on your first step to keep moving toward your overall goal?

Rule 8. Practice makes (nearly) perfect.

- Very few behaviors can be learned in one trial—practice, practice, practice!
- Practice behaviors in different settings to make sure they become part of your whole life.

Identify two or three situations in which you can practice your new behavior. How will you incorporate this new behavior? Make sure these situations are in several areas of your life—at home, at work, etc.

1. _____

2. _____

3. _____

Rule 9. New behaviors are fragile.

- Control your environment—for example, if you can't relax in a room with too much noise, move to a quiet place.
- Use memory cues or reminders of the change.

Example: A post-it note on your dashboard reminding you to practice your breathing exercises during your commute.

What reminders can you use to help you focus on the change in your day-to-day life?

Rule 10. Small successes are not so small.

- Focus on small successes and build on them. Each success will serve as a step to more and bigger changes.
- These successes also build your self-esteem and sense of self-efficacy.

What residual effects do you think this change will have on your life? Will it help develop your confidence in certain areas? Will it trigger more changes in your life?
