



**Be Well at Work**

*Faculty/Staff Employee Assistance*

# Bridging the Gap: Building Resilience in Times of Change

**Leslie C. Bell, PhD, LCSW, CEAP**

**Employee Assistance Counselor for Faculty and Staff**

# Objectives

- Discuss the changing nature of the workplace
- Provide an overview of the change process and principles
- Examine and strengthen your self-care and coping skills in order to build your resilience during times of change





# Changes at UC Berkeley

- Budget shortfalls and structural deficits
- Consolidation of work positions
- New means of generating revenue
- Increased “efficiencies”
- New leadership, reporting lines and work expectations
- Reorganizations, layoffs and staff reductions
- New duties and increased workload
- Changing workforce and retirement



# Change vs. Transition

Change is **situational**, while transition is **psychological**

## Change:

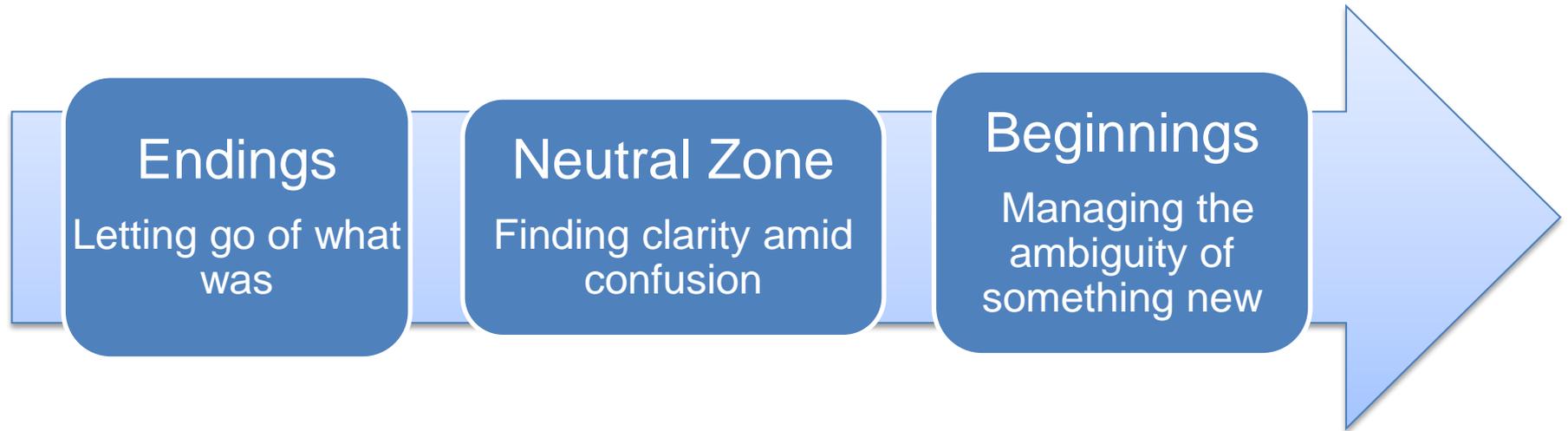
- Happens quickly
- Leads to disruption of expectations
  - New Site
  - New Boss
  - New Team Roles
  - New Policy
  - New Processes

## Transition:

- Understood in terms of endings, begins with leaving something behind, letting go, etc. before you make a new beginning
- Takes more time
- Experienced internally

# Why is Change Difficult?

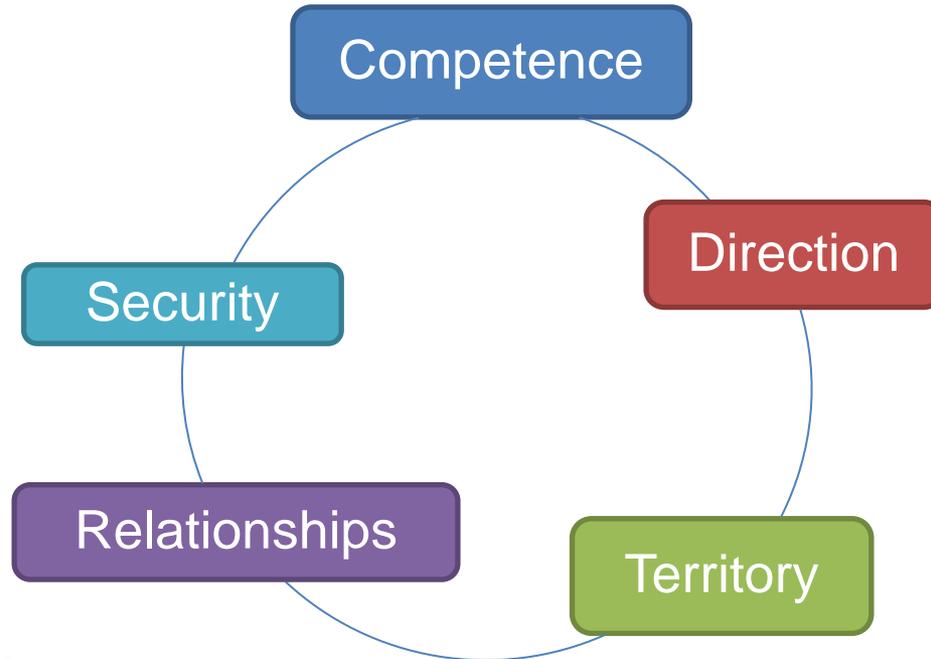
*People don't fear change typically as much as they fear loss. Change requires letting go of what was including your routine. It involves acknowledging what will end and what will be retained.*



# Fear of Loss

During organizational transitions, people normally experience some form of loss - often on several different levels - physically (in a practical sense), emotionally and psychologically.

## *Work Identity*





# The Leader's Role in Change

## **Provide Direction**

- Communicate case and vision for change
- Describe impact on the work
- Set goals and priorities
- Clarify roles
- Indicate targeted behaviors

## **Motivate**

- Act as a role model
- Inspire and energize
- Show empathy
- Listen
- Define success
- Reinforce behaviors

## **Build Capability**

- Provide training, developmental assignments and coaching

## **Provide Resources**

- Provide information and facts
- Remove/overcome barriers
- Make available necessary systems, processes and policies
- Remind your workgroup of campus resources available to them.



# Change Principles

- **UNDERSTAND**, as much as possible, the nature of the change and how it will affect you & your work
- **CONTROL** what you can and accept what you cannot
- **TAKE STOCK** of your current coping skills around *change*, *challenges*, and *stress* while also seeking to gain or expand additional coping skills and healthy self-care practices
- **GET SUPPORT** to manage the ups and down of change and to help relieve stress



# What We Can Control vs. Cannot Control

## Inside our control:

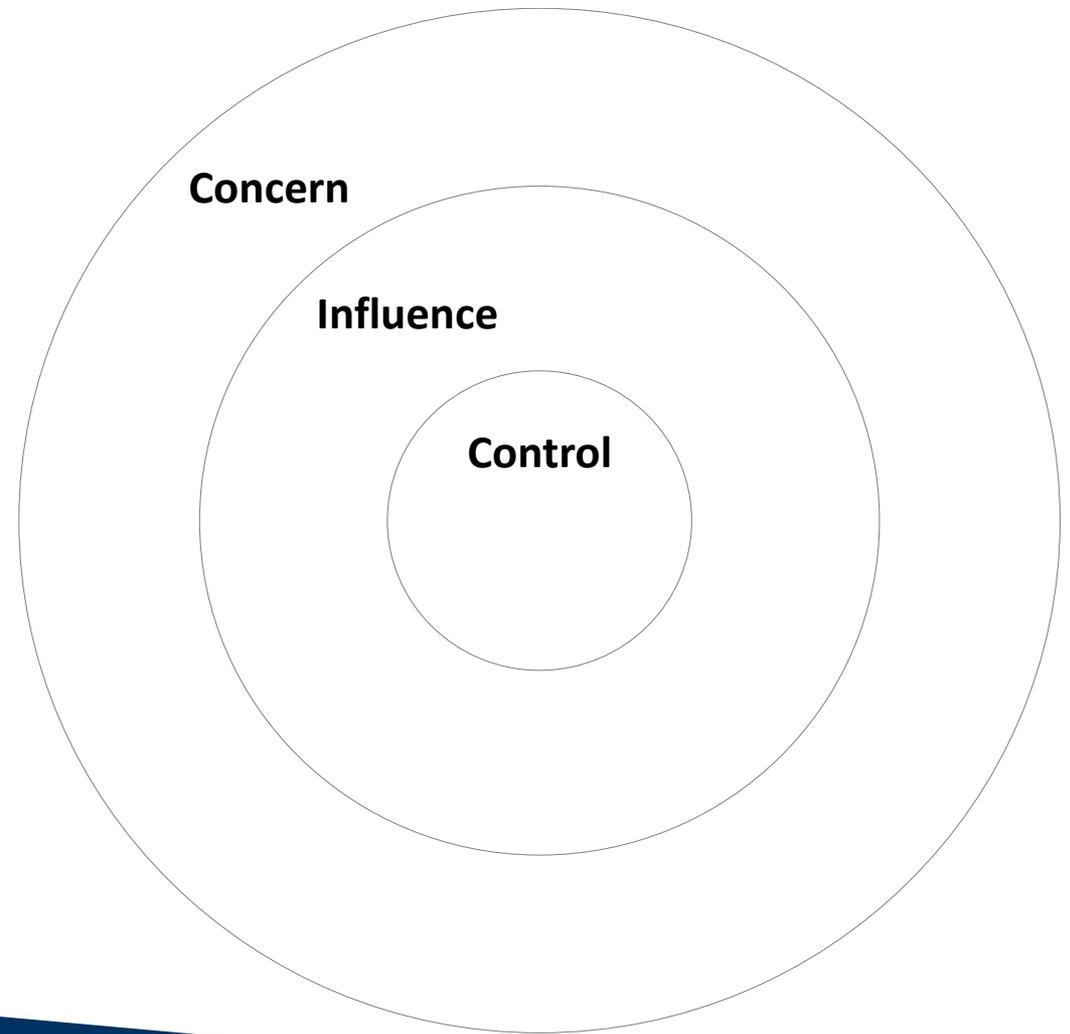
- Our attitude
- Our actions
- Our words
- Skills we choose to develop for the future
- Whether we use helpful resources
- Self-care and work/life balance
- Influencing people

## Outside our control:

- Effects of the global economy
- Ups and downs of the state budget
- UCB budget cuts/layoffs
- Federal grant changes and reductions
- Technology and new information systems
- Changing trends in research funding
- Making people change

# Sphere of Control

“Grant me the ability to accept the things I cannot change, courage to change the things I can, and wisdom to know the difference.”



# Resilience

- **Resilience** is the ability to bounce back from life circumstances or situations that initially appear disruptive or overwhelming.
  - To also learn & grow from experience as you face future challenges and adversity
- Pause and reflect on previous life circumstances you have overcome in your past.
  - What characteristics or actions helped you through tough times?





# Resilience Benefits

- Reduces intensity of stress/distress
- Decreases signs of negative emotions (e.g., anxiety, anger, or depression)
- Enhances the ability to face adversity which can lead to further personal growth



# Exercising your resilience muscle

Although there can be an inherent element to resilience, practice and effort also count.



# Tips for Building your Resilience

- **Practice positivity**
  - Imagine the best outcome, not the worst
  - When faced with challenges and/or problems, focus on what you learned or can improve on next time
  - Acknowledge positive accomplishments during challenging times



# Tips for Building your Resilience

- **Practice flexibility**

- Exercise patience and keep a sense of perspective
- Practice: **S.T.O.P**
- In this current environment, view disruptions and ambiguity as a natural process of life
- Try new things – don't get stuck in a rut; be unwilling, or unable to change



# Tips for Building your Resilience

- **Practice focus**
  - Evaluate your commitments and create some short and longer term goals.
  - Identify what is and what is not under your control.



# Tips for Building your Resilience

- **Practice organization**
  - Identify and schedule time to complete your immediate priorities
  - Set (and reset) reasonable expectations for yourself





# Tips for Building your Resilience

- **Practice proactiveness**
  - Address problems in early stages
  - Have contingency or back-up plans
  - When feeling overwhelmed or stuck, don't be afraid (at times) to reach out or ask for help



# Tips for Building your Resilience

- **Establish healthy routines**
  - Exercise/Meditation programs
  - Healthy eating
  - Regular sleep/rest
  - Positive work and personal activities
  - Community and social support
  - Spiritual practices
  - Manage energy



# Positive Flip

## **Dyad exercise:**

What is one thing in your life that isn't working? Can you change your perspective?

*Example:* I have a terrible 2-hour commute on public transportation vs. my 2-hour commute allows me to read, watch TV, get caught up on the news and reflect on my day.

# Campus Resources

- **Employee Assistance (formerly CARE Services)**
  - Confidential assessment and referral counseling services for employees and dependents (over age 18)
- **Wellness (formerly Health\*Matters)**
  - Provides faculty and staff with tools and skills for leading healthy lifestyles and preventing injury and illness.
- **Health and Wellness Workshops**
- **Wisdom Café** – social learning community for faculty and staff