

Building resilience.

Activity: Industrial Grade Reframing

BACKGROUND

During the Building Resilience program, we discussed the importance of consciously looking for opportunities in challenging situations. Holding an optimistic perspective is strongly linked to resilience. Focusing solely on the threats in a situation drains your energy and leads to inaction rather than action. If you can learn to round out your perspective by also seeing the opportunities in a challenging situation, you will be more resilient in the face of difficulties and setbacks.

Reframing helps create a shift at the emotional and physical level in order to relate to the same situation in a different way, which reduces sources of energy drain both emotionally and physically. Practically speaking, reframing can help you stay focused and action-oriented through adversity, as well as reducing the anger, fatigue, etc. that you may be holding inside you as a result of the situation you are in.

During the program, you had the opportunity to work through both a 'Business as Usual' Reframing process, which can be used for smaller setbacks, and an 'Industrial Grade' Reframing process, which is helpful when you are facing a challenge that carries greater emotional weight. This activity guide will help you to apply the Industrial Grade Reframing process to a challenge you are facing or to guide you through helping a team to apply the process to a challenge they are facing.

Step 1: Book time and gather what you will need

This activity will take approximately 20-30 minutes, depending on the size of your team and depth of discussion. If you are doing this activity **in person** you will need the following items:

- The Industrial Grade Reframing template on the last page of this document
- The team seated around the table
- Flipchart or whiteboard to focus and capture the discussion

If you are doing this activity **virtually** in addition to the Industrial Grade Reframing template, you will need:

- Collaboration software that allows everyone to see and contribute.

- Someone who is assigned to capture the group's discussion and screenshare the results with the rest of the group as you work through the process.
- A method of capturing the group input, such as, a Word document, a virtual whiteboard, or the Industrial Grade Reframing template on the last page of this document.

Step 2: Kick off the discussion

You will want to outline a couple of things before the activity to provide context and frame the discussion, including:

- The purpose of the discussion
- A broad outline of the six steps of the process:
 1. Choose the situation to reframe.
 2. List the potential threats, negatives, and downsides.
 3. Identify the threats over which you have some control or influence and identify those over which you have no control.
 4. Develop plans for the items over which you have influence and resolve to 'let go' of the items out of your control.
 5. Find the opportunities in the adverse situation.
 6. Summarize and debrief

Step 3: Facilitate the Industrial Grade Reframing activity

On the following page is a leader's guide that walks you through how to facilitate the activity.

Leader's Guide: Industrial Grade Reframing

STEPS TO FACILITATE THE INDUSTRIAL GRADE REFRAMING ACTIVITY

1. Choose the situation you will reframe

Clearly identify the challenge the group will be reframing. It is helpful to write it out where everyone can see – on the top of the whiteboard, PDF or whatever tool you are using to capture the discussion.

2. List the potential threats, negatives, downsides

After choosing your challenge, work as a team to generate a list of all the threats associated with this adversity: the negative aspects of the situation, your concerns, and the downsides. The downsides don't need to be unanimous; if it's a threat for one person, write it down. All concerns need to be acknowledged.

3. Identify the threats over which you have some control or influence

Next identify the threats over which you have some control or influence. Often in the organizational world there is very little you have 100% control over, so the key test is to ask yourself, "Do I (or we) have enough influence over the situation that I/we could take meaningful action?" Draw a **C** next to those threats you believe you can control and an **X** beside those you believe are outside your control.

Remember, ask yourself whether you have enough influence or control to take **meaningful action**.

4. Plan to act or choose to let go

Once you have the Cs and Xs on your chart, you can do two things:

- For the threats over which you have some control, identify a next step you can take to mitigate risk, decrease the downside or nudge things in a more positive direction.
- For the threats over which you have no control, resolve to let them go. This may take some discussion and symbolic actions; letting go can be challenging if strong emotions are involved. However, inability to let go creates fallout for everyone and increases the negative impact of the situation.

5. Find the opportunities in the situation

And, finally, once you have done those **two steps**, you will brainstorm possible opportunities related to this adversity you are facing. Note that you are not trying to generate a 1:1 list of opportunities related to the threats you just identified. You are generating a list of the opportunities that have opened up as a result of this adversity. Then, in looking at the list of opportunities, identify the ones that are most **compelling** and **believable** to the team. To find opportunity you might find it helpful to consider the following prompts:

- How might this be worse?
- Are there lessons for the future?

- How might this situation foster growth of abilities or skills?
- Given the new reality, what avenues are now available that weren't before?

6. Summarize the findings of the discussion

After you and your team reframe the situation, summarize the key findings you have come up with in terms of threats, where you have control (and can make plans to mitigate downside), where you need to let go and the most compelling opportunities that are presented by the situation.

DEBRIEFING THE INDUSTRIAL GRADE REFRAMING ACTIVITY

When you and your team finish Industrial Grade Reframing, it's helpful to reflect on the discussion:

- How challenging was it for people to come up with opportunities in this challenging situation? What was their reaction to being asked to do so?
- How can we make sure that the opportunities we identified stay front and centre as we work through this challenging situation?
- How can we reinforce and leverage the benefit from this activity? Would there be value in checking back on a regular basis to review how things are going? We could ask ourselves:
 1. Are we still taking meaningful action on the aspects of this situation over which we have control rather than ceaselessly striving to change the parts we cannot control?
 2. Are we still staying focused on the most compelling opportunities we identified to round out our perspective and help us stay resilient?

Industrial Grade Reframing

What is the challenge / adversity you want to reframe?

THREATS / DANGERS	Do you have any control?		IF YES, WHAT IS THE NEXT BEST ACTION?
	Y	N	

What are the opportunities in this crisis?