Creating Commitment to Resiliency Efforts Across All Levels of Your Organization

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When every one in every department at every level of the organization share a common positive commitment to a resiliency readiness endeavors.
Commitment?

Buy-in is a precious product of trust, motivation and follow-through efforts. It involves personal ownership and accountability to the goals and the process.

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Commitment is a Transcendence of Individual Needs For Greater Purpose, Where People Actively Focus on The Resiliency Tasks and Are Genuinely Interested in Accomplishing Them

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General Benefits of High Commitment Employees

• 37% lower absenteeism
• 25% lower turnover (in high-turnover organizations)
• 65% lower turnover (in low-turnover organizations)
• 28% less shrinkage occurrences
• 48% fewer safety incidents
• 41% fewer hazard - safety incidents
• 41% fewer quality incidents (defects)
• 10% higher customer satisfaction metrics
• 21% higher productivity metrics
• 22% higher profitability metrics

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Higher Levels of Commitment Produce:

- Increase motivation for the work (commitment to performance)
- Greater and more timely task completion compliance
- Higher satisfaction with the assigned tasks
- Increased Cooperative/Teamwork
- Long Term (maintenance) Efforts
- Positive interdepartmental relationships
- Overall job satisfaction
Specific Benefit: Commitment “Buy-In” Can Boost Organizational Resiliency Efforts
Added Benefit

High Commitment “Buy In” Improves Employee Morale and Satisfaction with Resiliency Efforts
Commitment Level is the Key Difference Between Resisting, Tolerating, or Supporting Resiliency Efforts
High Commitment = Embrace the Resiliency Objectives.
High Commitment = More Diligence for Resiliency Objectives.
High Commitment = Greater Follow up and Follow Through For Resiliency Objectives.
High Commitment =

Reported Higher Satisfaction With Resiliency Objectives
Committed Employees Are Intrinsically Motivated

THE 4 SOURCES OF INTRINSIC MOTIVATION

1. MEANINGFULNESS
   You feel that what you are doing is important and you feel that you are contributing to something with real value.

2. CHOICE
   You perceive a possibility to influence your work. Connects to feeling of ownership and responsibility of your own work.

3. COMPETENCE
   You feel like you perform your work tasks exquisitely and feel proud of your high quality performance.

4. PROGRESS
   You have confidence in future and think that you are doing the right things. There is always a light at the end of the tunnel.
Committed Employees Are Less Resistant

Resistance that damages engagement may include those who roll their eyes at the project, passive or active aggression, expression negative pessimism, foot dragging, “going through the motions,” actual project sabotage, or just consistently complaining about the resiliency project.
“Commitment” Across All Levels Can Be A Challenge to Achieve and Sustain
Key To Building Commitment
Motivational Factors

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Motivation For Resiliency Commitment

Rational and Non-Rational Measures

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Base Commitment Building Motivational Sequence

Rationale
Objectives
Visualization
Actuate
Accountability
Why
What/When
How
Start
End Where

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The M. A. T. C. H. Motivational Model

Creating Matching Commitment to Resiliency Efforts Across All Levels of Your Organization

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Motivation (Value)

Can They (Not Just You) Answer the Core Questions:
• “Why are we doing this?”
• Is this important (worthwhile) to do?

Do they feel:
• Their perspectives are valued.
• Their contributions make a difference.
Recognize and Reward Desired Resiliency Performance
Performance Appraisal

Put Resiliency Commitment Accountability In The Evaluation System

COMPONENTS OF PERFORMANCE APPRAISAL

DEFINE EXPECTATIONS

RECORD PERFORMANCE

MEASURE AND EVALUATE

PROVIDE FEEDBACK

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Motivation (Expectancy)

Make Them Believe That What Needs To Be Done, Can Be Done, and That They Can Do It.

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“Whether You Think You Can, or Can’t Do Something, You’re Right.”
– Henry Ford

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Actuate (Action)

• Challenging (not boring) but “doable” task assignments.

• Take small first steps and note accomplishments.

• Move on to more complex tasks as they mature their skills.
Actuate (Knowledge & Competencies)

Do They Know What They Need to Know to Accomplish the Tasks?
How Are They Going to Learn What They Need To Know?
Tasks (Specific & Meaningful)

What precisely do you want them to do?

- Behavioral Specificity
- Defined Outcomes
- Be Specific

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Consider Badging For The Resiliency Effort
Connections

Communicate the “Big Picture” Perspective

✓ How do their tasks fit into the larger resiliency picture?
✓ How important are their efforts to the larger project?
✓ How does it all fit together with the work of other levels, departments and teams.
✓ Help them see the connections for what they are doing.
Holistic

Consider all motivational factors.
• Emotional, Cognitive and Behavioral.
• Rational and Non-Rational.
• Individual, group or organizational wide factors.
• Broad vision for motivating is better than narrow focus.

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Resistance to Resiliency Efforts

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Employee buy-in is an important first step to carrying out any resiliency effort. It is worth the effort to secure it. Figure out how to overcome resistance.
Resistance Factors

Commitment, however, is never really guaranteed no matter what steps you take.

But it is worth the effort to secure it.
Sources of Resistance?

It may not be personal.
It May Be Personal (or Political)
How to Fail

✓ Seek Resiliency without any plan for securing commitment and buy-in for the efforts.

✓ Announce a resiliency initiative without any strategic campaign for adoption or support.

✓ Demand employee buy-in with “no questions can be asked” commands, threats, or use of fear appeals or compulsion orders.
How to Succeed

Resiliency effort leaders can do things to make it easier on themselves their fellow employees, make the project successful, and get everyone excited about resiliency.

Lead!
How Does An Orchestra Conductor Gain Commitment from the Orchestra Members?
Leadership
The conductor's craft may be described as an art of persuasion by which musicians, audiences, and communities come to share a deep connection with the orchestra and its repertoire.

Passion, intellect, insight, musical talent, and charisma all come into play.

A conductor's authority flows from the respect he or she commands, the power of his or her musical vision, and the skill and facility by which musical ideas are communicated through physical movement as well as verbal instructions.

• -League of American Orchestras

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Characteristics of a Great Conductor

- “Ability to communicate effectively with the musicians of the orchestra, both in and out of rehearsal, engendering an environment conducive to a satisfying professional experience and performances of high quality. Ability to gain respect by leading through an example of creativity, knowledge, and dedication.”

Traits and Skills of a Great Music Director
- League of American Orchestras

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Characteristics of A Great Resiliency Leader

Ability to communicate effectively with all of the people in the organization at all levels; both during preparation and exercises; engendering an environment conducive to a satisfying professional experience and encouraging work performance of high quality. Ability to gain their respect by leading through an example of creativity, knowledge, and dedication.

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Resiliency Leadership Affects Commitment
Key Points To Put on Your List For Leading Resiliency For Maximum Commitment Across the Organization on All Levels

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Commitment to Efforts Is Higher when the Project Leader is Seen as:

Respectful and Has Developed a Positive Working Relationship with All Employees at All Levels
Commitment to Efforts Is Higher when the Project Leader is Seen as:

- Makes the Project Relevant (justifies why is this work important) To Individuals at All Levels

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Commitment to Efforts Is Higher when the Project Leader is Seen as:

Listens To and Seeks Input and Views From Others on Issues Related to the Project
Key Take Away Point:

Your Listening Style Affects Their Commitment and Engagement
Research Finding

Commitment to Efforts Is Higher when the Project Leader is Seen as:

| Communicating Transparently and Positively About the Project on a Regular Basis |

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Commitment to Efforts Is Higher when the Project Leader is Seen as: Handling Mistakes, Errors, Conflict or Mistakes Constructively, Fairly, and Openly
Commitment to Efforts Is Higher when the Project Leader is Seen as:

Collaboratively Creating Well Defined Goals and Objectives in a Collaborative Process

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Commitment to Efforts Is Higher when the Project Leader is Seen as:

Problem Solving Issues by Including All Who are Affected as Appropriate
Commitment to Efforts Is Higher when the Project Leader is Seen as:

Coaching Each Person on an Individual Basis so Each Person Knows What and How They are Doing at all Times on Their Tasks
Commitment to Efforts Is Higher when the Project Leader is Seen as:

- Challenging Individuals by Setting Expectations with High Standards for Performance While Providing Every Opportunity for Ongoing Training, Support, and Education
Commitment to Efforts Is Higher when the Project Leader is Seen as: Handling Deadlines, Deliverables and/or Performance Issues Fairly and in a Timely Framework
Research Finding

Commitment to Efforts Is Higher when the Project Leader is Seen as:

- Recognizing, Rewarding and Encouraging Individuals Effectively and Giving Credit for Progress and Accomplishments
Research Finding

Commitment to Efforts Is Higher when the Project Leader is Seen as:

Focusing on Continuous Improvement through Feedback
Commitment to Efforts Is Higher when the Project Leader is Seen as:

- Demonstrating Genuine Passion for the Project

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Commitment to Efforts Is Higher when the Project Leader is Seen as:

Modeling the Desired Behaviors Through Leading by Example
Overcoming Obstacles and Challenges to Commitment

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Obstacles and Challenges to Commitment

Identify the Obstacles and Barriers, Then Find Solutions for Overcoming These Challenges.
Obstacle: An Unclear Rationale

Lack of communicating a rationale for the effort is a major cause for low employee buy-in (or for organizational inefficiency in general).
Do not Make Top-Down Decisions in A Silo, Issue Mandates and Then Expect High Commitment Across All Levels of the Organization
When tackling the issues with employee buy-in, the first question you have to answer is “why?”

- Why is resiliency important?
- Why are these steps or measures important?
- Why are they being asked to do these chores?
  - Why now?
Obstacle: Lack of Clear Vision and Objective

Make sure that everyone know where we are going and how we’re going to get there.

If the employees at all levels are aware of the exact vision, anticipated outcomes and specific objectives of the effort, they’re a lot more likely to embrace it.
One might say, “from here-on-out, we’re going to make the company more resilient,” but the meaning of that goal – and each person’s role in achieving it, may not be clear to everyone at all levels.
Obstacle:
Lack of Resiliency Project Scaffolding
Building Commitment Requires You to Communicate Specific Expectations & Support: What to Do and How to Do it
Resiliency Project Scaffolding

Essential Support for Tasks

- Training Wheels
- Incremental Steps/Phases
- Safety Nets
- Coaching
- Role Models
- Confidence Building Exercises

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Obstacle: Systemic Issues

There may be structural, hierarchical, policy or procedural factors that inhibit the resiliency efforts.
Obstacle: Systemic Issues

There might be a specific systemic reason as to why your people are unable to comply or cooperate.

For example, compliance with one policy prevents compliance with another requested task.
Obstacle: Systemic Issues

- Attitudinal Barriers
- Counter Motives
- Appraisal or reward structures
- Power and Control Issues
- Competition for Resources

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Obstacle: Lack of Essential Resources

• Time
• Personnel
• Tools
• Knowledge
• Skills
• Authority
Identify & Provide the Essential Resources Needed for the Task
Without the Right Tools Failure is Never a Surprise
Obstacle: Lack of Ownership Accountability

- Empower Everyone at Every Level
- Delegate Specific Expectations
- Hold People Accountable
Final Summary

Double-Time March to the Finish

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10 Best Practice Steps For Creating Commitment to Resiliency Efforts Across All Levels of Your Organization
Step #1: Meta-Messages Matter

How you seek to engage employees across all levels of the organization plays a key role in whether it will facilitate or discourage commitment buy-in to resiliency efforts.

• Framing Matters
• Words Matter
• Context Matters
Perception Alignment
Create Shared Perspectives

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Framing & Reframing

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Step #2: Use A Participative Process

- Participative processes are the essential foundation for Creating Commitment to Resiliency Efforts Across All Levels of Your Organization

- Openness, transparency, and providing the “why” rationale.

- When they believe their input was considered then they are less likely to resist.
The Problem With the Panopticon
Be Transparent and Provide Project Rationale

Communication is key to prevent underlying concerns and gossip about how the change is panning out.

- Be open and transparent early and often.
- This includes being clear about what's going well and what's not working.
- Ask Questions.
- Listen.

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Step #3: Have A Plan to Secure Commitment

After announcing your grand resiliency project, you need to have a very clear action plan as well as strategic and tactical plans for securing commitment and buy-in across all levels of the organization.
Get Them Moving in the Right Direction

One Step at a Time

Get Them to Take The First Step First

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#4: Involve Everyone At All Levels

• Have A Task in the Project for Everyone At All Levels and All Employees

• Identify what you want to accomplish (the goals and objectives)

• Determine what you need from whom and by when.

• Communicate with everyone
Establish Expectations

Piled Higher and Deeper by Jorge Cham

I WANT YOU TO KNOW, I EXPECT ALL MY STUDENTS TO BE IN THE LAB DURING REGULAR WORKING HOURS.

YOU MEAN 9 TO 5?

I MEAN 6 AM TO MIDNIGHT.

BUT MY STIPEND ONLY COVERS 20 HOURS A WEEK.

OF QUALITY WORK, NOT GRAD STUDENT "WORK".

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THIS ISN'T WHAT I WANTED.

I KNOW.

YOUR COMMUNICATION SKILLS ARE SO POOR THAT I GAVE UP TRYING TO UNDERSTAND WHAT YOU WANTED AND INSTEAD PUT SOME RANDOM NUMBERS ON A SPREADSHEET.

WHY DIDN'T YOU JUST ASK ME TO CLARIFY?!

APPARENTLY YOUR LISTENING SKILLS NEED WORK TOO.
We Don’t Always Speak the Same Language. We’re Not Always Even From The Same Universe!
There Must Leadership

Someone Must Lead the Resiliency Efforts to Secure Commitment and Buy-In

- Coordination
- Coaching
- Assistance
- Secure Resources:
  - Set the Example
  - Accountability
  - Cheerleader/Encourager

#5: Lead

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Step #6: Seek Buy-In From the Top To The Bottom
And All the Way Across

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Conduct the Orchestra

- Know everyone’s role and instrument
- Make Sure they know their part(s)
- Make sure that they know each other’s roles and parts
- Coach, Teach and Mentor
- Follow the Musical Score
- Rehearse
- Adapt
- Conduct with Passion

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Step #7: Listen

It can be challenging to collect and address feedback and questions from everyone at all levels but it is important for securing their commitment and buy-in.
Step #8: Support Employee Actions

• Create Individual Assignment Plans:
• Provide Resources and Support
• Provide Performance Metrics:
• Provide Opportunities Outside of Job Function:
• Give Constructive Feedback:
• Remove Barriers
Step #9: Communicate, Communicate, Communicate
Step #10: Close the Continuous Loop

- Continuous ongoing training, assessment, adjustment and process
- Have finish lines and acknowledge accomplished tasks
- Monitor progress, measure success, and celebrate (even the small achievements) along the way
Questions?

THAT CONCLUDES MY TWO-HOUR PRESENTATION. ANY QUESTIONS?

DID YOU INTEND THE PRESENTATION TO BE INCOMPREHENSIBLE, OR DO YOU HAVE SOME SORT OF RARE "POWER-POINT" DISABILITY?

ARE THERE ANY QUESTIONS ABOUT THE CONTENT?

THERE WAS CONTENT?
Supplemental Materials for Possible Q & A
Four Quadrant Motivational Commitment Model ©

Expectation of Success – Motivation Dimension

Value - Task Motivation Dimension
Four Quadrant Motivational Commitment Model ©

Low Commitment Zone
- Low Perceived Value of the Tasks
- Low Expectation of Accomplishment Success
- Higher Resistance to the project
- No Follow up or follow thorough effort
- Higher Complaining
- Perceives no rewards or benefits for their effort
- Failure Predicting and Failure Accepting Orientation

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- **Minimal Commitment Zone**
  - Evasive “lip service” only
  - Believing that tasks can be done but there is lack of enthusiasm for doing them
  - Doesn’t understand **why** tasks need to be done
  - Distracted and bored
  - “Not in my job description”
  - Seek to let someone else do the tasks
  - Make just minimal effort to project tasks
  - Just do what needs to be done to avoid negative feedback
  - Failure Avoiding Orientation
Four Quadrant Motivational Commitment Model ©

Expectation of Success – Motivation Dimension

**Minimal Commitment Zone**
- Recognize Value of Tasks
- Don’t think it will succeed or make any real difference
- Often “Looking Busy” but little actually accomplished
- Deep down don’t really believe that the project will produce results
- Want to commit but don’t really think it makes any real difference so they don’t

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**High Commitment Zone**
- Recognize Value of the Tasks and Confident that it will make a difference (success)
- Engagement
- Positive Attitude – “Really Care” about the Project
- Great Effort and Optimal Accomplishment
- Seek additional knowledge and skills needed to accomplish tasks
- Enthusiasm for Project & Tasks

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WHO NEEDS TRAINING TO KEEP UP WITH TECHNOLOGY TRENDS?

ME.

YOU'RE FIRED. I ONLY WANT PEOPLE WHO ALREADY KNOW HOW TO DO THEIR JOBS.

I DID NOT SEE THAT COMING. THEY DON'T HAVE A CLASS TO FIX THAT.
Here's a list of the twelve elements of great managing.

If you do everything on that list, it will make me feel what experts call "engaged."

If you fail to do your job properly, I will feel all disengaged and do poor work.

This would be a convenient time to give me some praise and recognition.

You might also want to encourage my development and tell me my job is important.

Remember to care about me as a person and tell me my opinions count.

If you do all of that, plus seven more things on the list, you might get some productivity out of me.

Leave my office and drop dead. Will that help me learn and grow?
WE'RE HIRING A DIRECTOR OF CHANGE MANAGEMENT TO HELP EMPLOYEES EMBRACE STRATEGIC CHANGES.

OR WE COULD COME UP WITH STRATEGIES THAT MAKE SENSE. THEN EMPLOYEES WOULD EMBRACE CHANGE.

THAT SOUNDS HARDER.
Robert C. Chandler, Ph.D. (University of Kansas) is an internationally recognized expert on multiple aspects of crisis management, leadership, decision-making, communication and human interaction in specialized contexts. He currently holds an academic appointment as a Professor at Lipscomb University where he oversees graduate level and professional programs. With more than 35 years of applied research into factors impacting effective communication and performance exploring key psychological and physiological variables he has produced nine books and more than 175 scholarly and professional articles. He has consulted globally with public and private sector entities as well as with leading emergency communication solutions providers. His proprietary human behavioral models and normative communication templates are widely used for training and practical applications. He is a widely-lauded speaker and presenter to professional audiences in both the public and private sectors.

Dr. Chandler is also a principal at AVINDEX, which focuses on crisis and consequence management consulting, which serves clients globally providing solutions and services for risk management, site security assessment, crisis and consequence management event consulting, crisis and emergency communication planning and support, safety and workplace violence mitigation, and recovery guidance. AVINDEX provides supplemental professional services in these areas such as business impact analysis (BIA), operational continuity planning (COOP), crisis management plan creation, emergency response plan creation and response, cyber-security risk management, IT disaster recovery plans, behavioral threat - risk assessment, training, personnel and staffing solutions, intelligence and monitoring, crisis team and crisis leader selection, assessment, training and evaluation, as well as a full range of diagnostic and metric analyses.
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