



Introduction to Building a Culture of Transformational Resilience Within Groups & Organizations

Bob Doppelt

Coordinator, International Transformational Resilience Coalition

Email: tr@trig-cli.org

Website: <http://www.theresourceinnovationgroup.org/transformational-resilience/>

**A Very Dangerous Ecological--Turned Mental Health—
Turned Psycho-Social-Spiritual—Turned Humanitarian Crisis—
is Rapidly Growing...**

The Harmful Human Reactions to Climate Impacts!



**The Adverse Psychological & Psycho-Social-Spiritual
Reactions to Climate-Enhanced Traumas & Toxic Stresses**



The Climate Crisis is Unlike Any Modern Society Has Faced!

Even With Aggressive Emissions Reductions:

- It will worsen for decades and increasingly intermix fast-growing disasters with ongoing and intense or toxic stresses offering less & less time for recovery.
- It will aggravate racism & other systemic oppressions, disrupt social support networks & other critical protective systems, & magnify many health inequities
- The resulting psychological and psycho-social-spiritual maladies might be as bad as the physical impacts and could stall or derail efforts to cut emissions.

But the Climate Crisis Also Offers The Opportunity for Profound Transformation!

It is a primal truth that, as painful as it can be, adversity is often our greatest impetus for learning, growth, and transformation.



Groups and Organizations Can Use the Climate Crisis as a Catalyst to

Build a Culture of Transformational Resilience

Among Members, Clients, and Stakeholders



Business and Non-Profit



Public Agency



School

Transformational Resilience Zone

Transformational Resilience Zone

Transformational Resilience Zone



Why “Transformational” Resilience?

Because growing climate change-enhanced adversities will often make it **impossible** to “**bounce back**” to pre-impact conditions so...



Resilience capacity must help group and organizational members think and act in healthy ways even in unhealthy conditions...

and

use adversities as transformational catalysts to learn, grow, and increase personal, social, and environmental wellbeing.

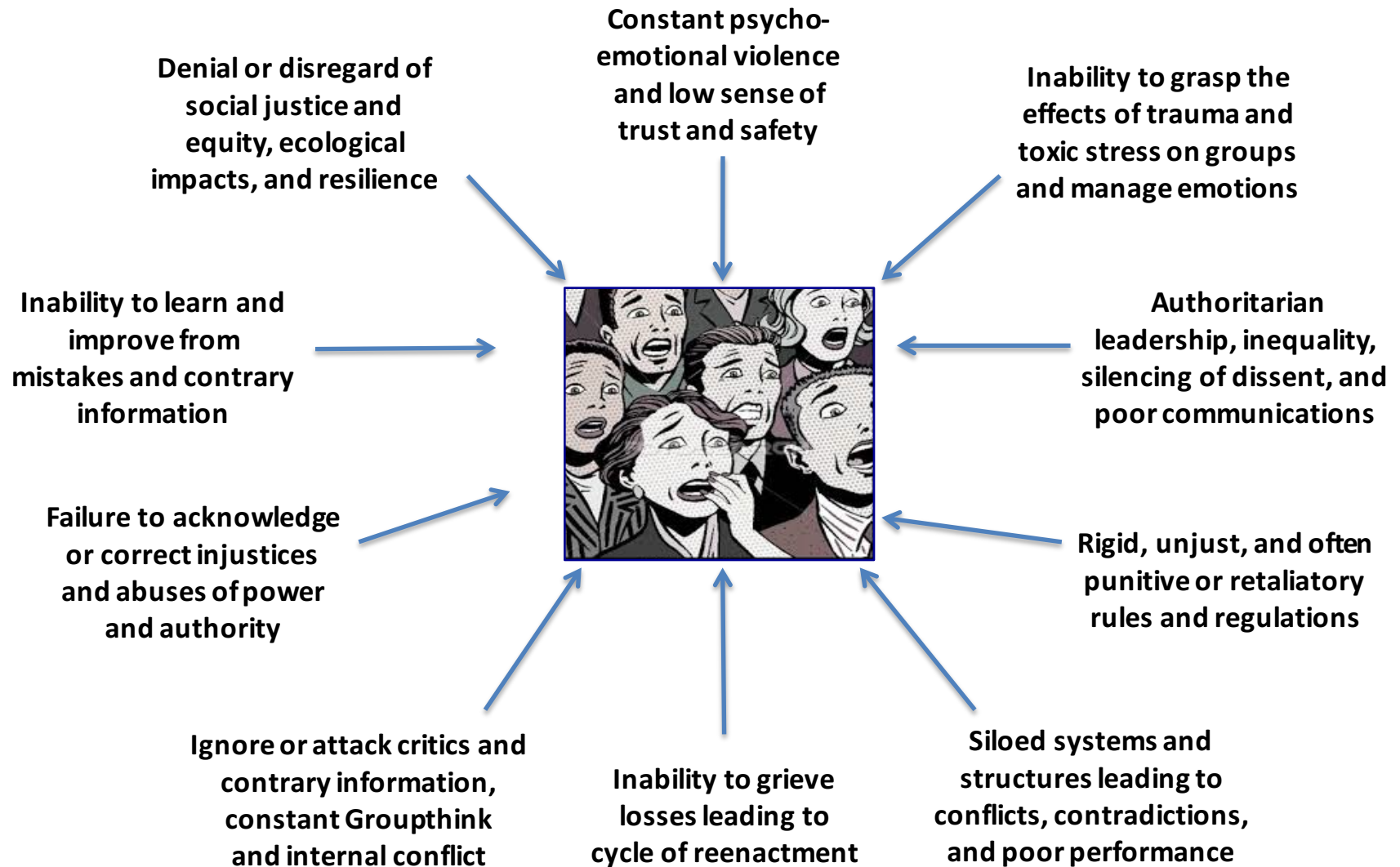
Groups and Organizations are Composed of People and Thus are Living, Complex and Adaptive Social Systems

As with any other living system, they are vulnerable to acute trauma and stress—especially **toxic—stress**.

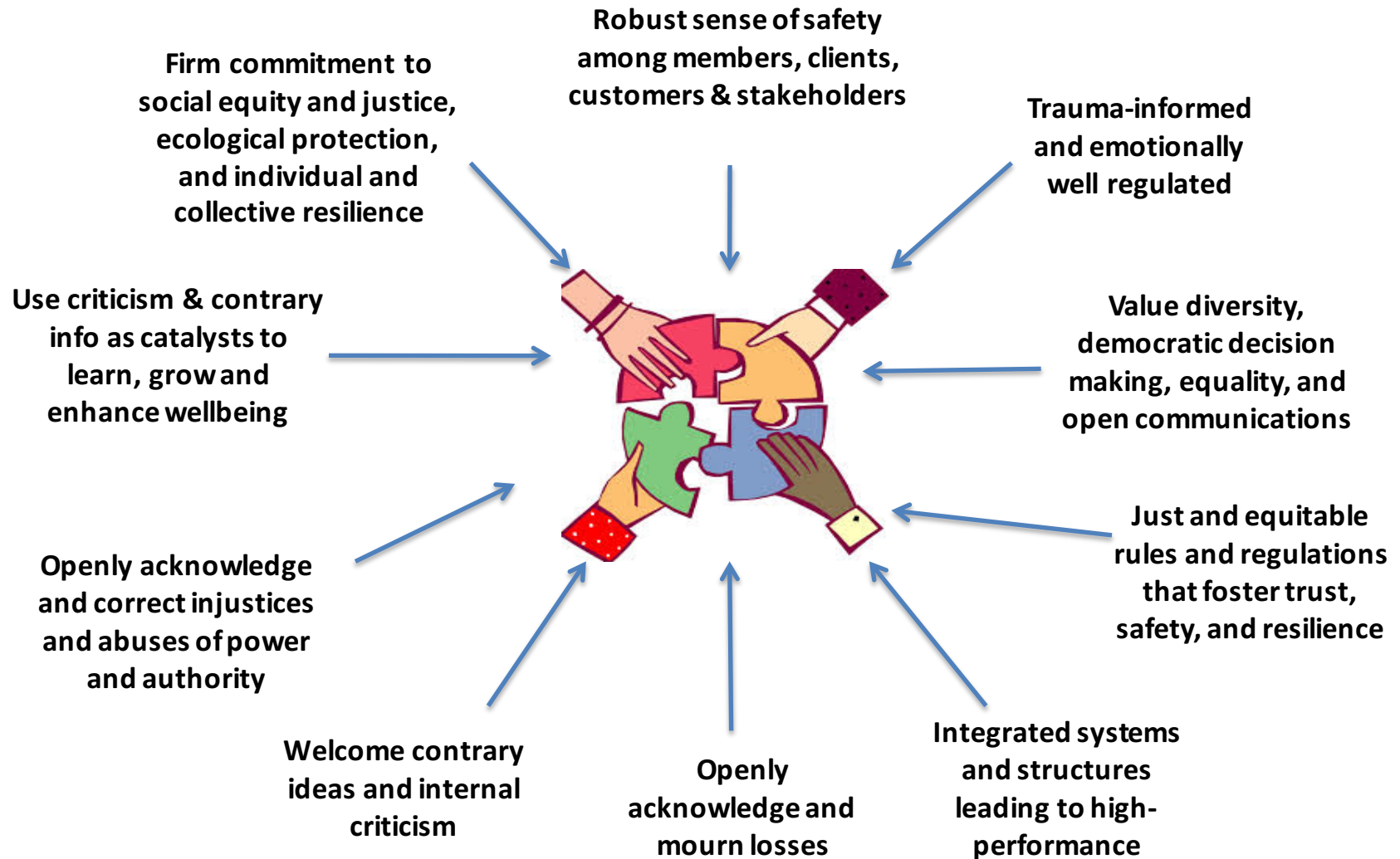


Groups and organizations, like individuals, can be traumatized and the result can be as devastating for the social system as it is for individuals.

Common Traits of “Trauma-Organized” Groups and Organizations



Common Traits of Groups and Organizations With a Culture of Transformational Resilience



Building Transformational Resilience Within Groups & Organizations Requires Culture Change!

Over time, as people respond to changes in their environment, feedback is received that establishes and continually reinforces a dominant set of group specific:



- Thought patterns
- Perspectives
- Values
- Norms
- Management styles
- Problem-solving approaches
- Acceptable behaviors

These traits constitute the *culture* of an organization.

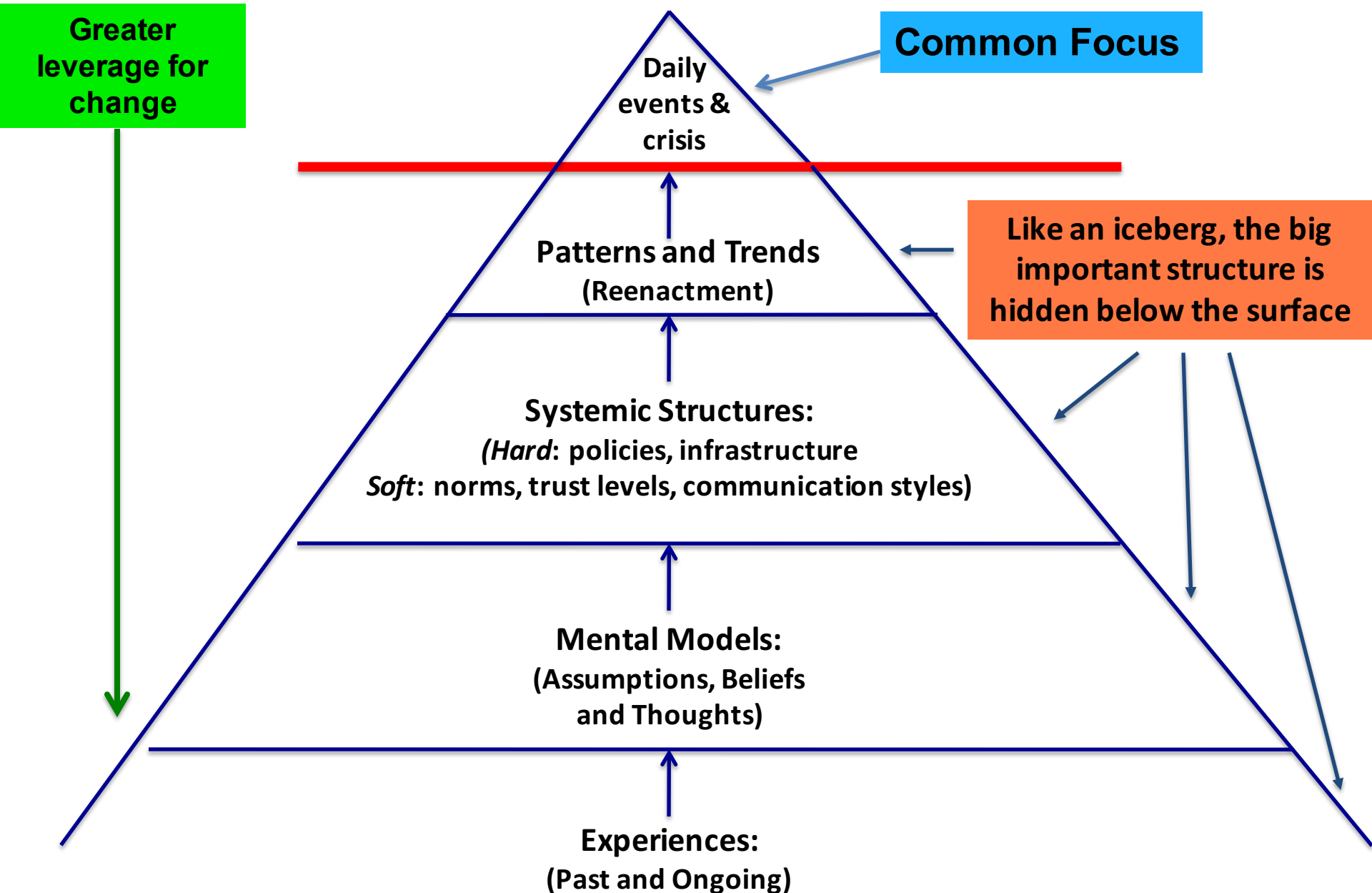
Building Transformational Resilience Within Groups and Organizations Requires Culture Change!

- Every culture reflects widely held beliefs about the nature of reality.
- These shared worldviews hold a culture together.
- Culture synchronizes thought patterns, perspectives, and behaviors within a social system.



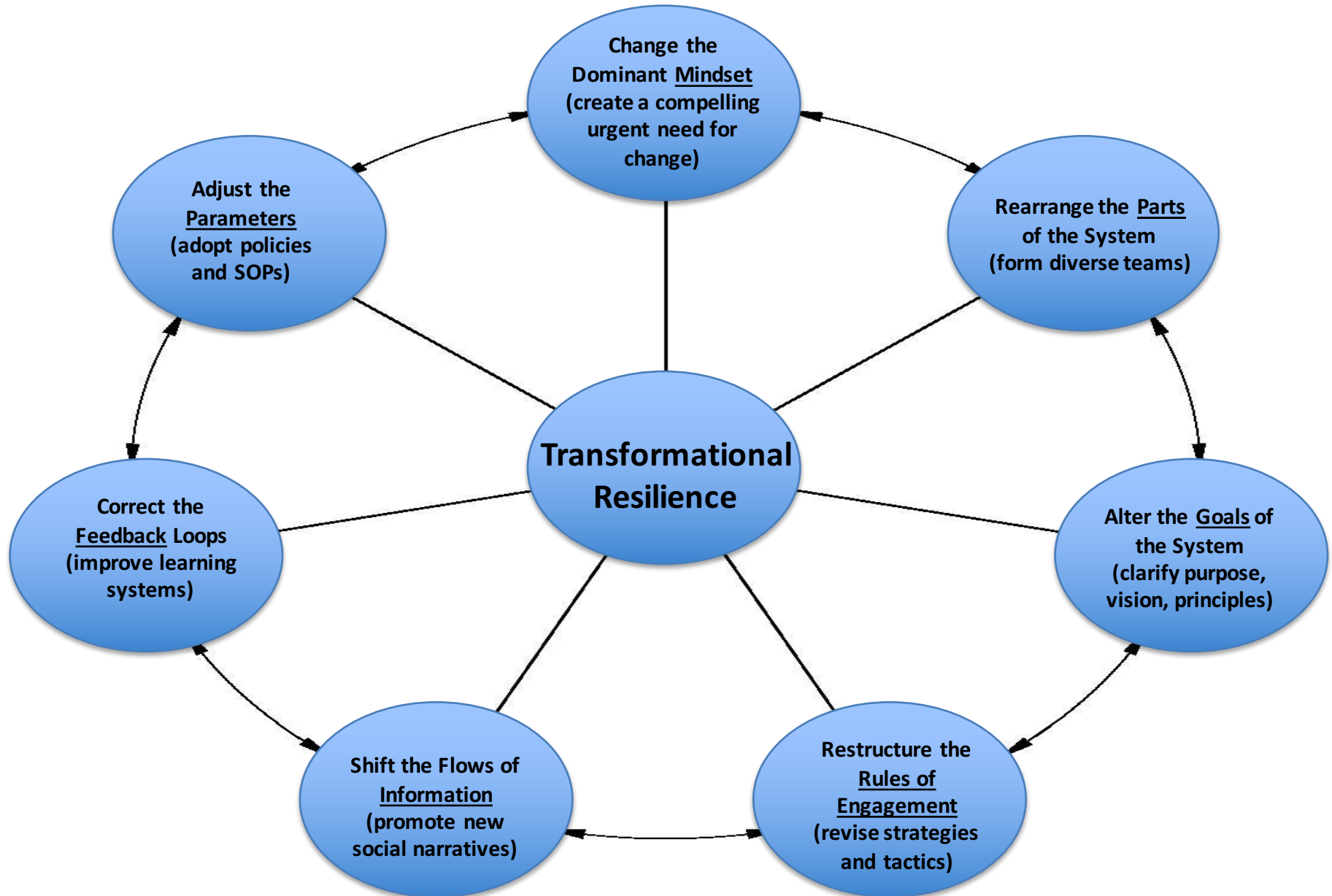
Only by changing the dominant thinking, perspectives and behaviors
can a culture of Transformational Resilience be built!

Starting Point: Understand Systems Transformation



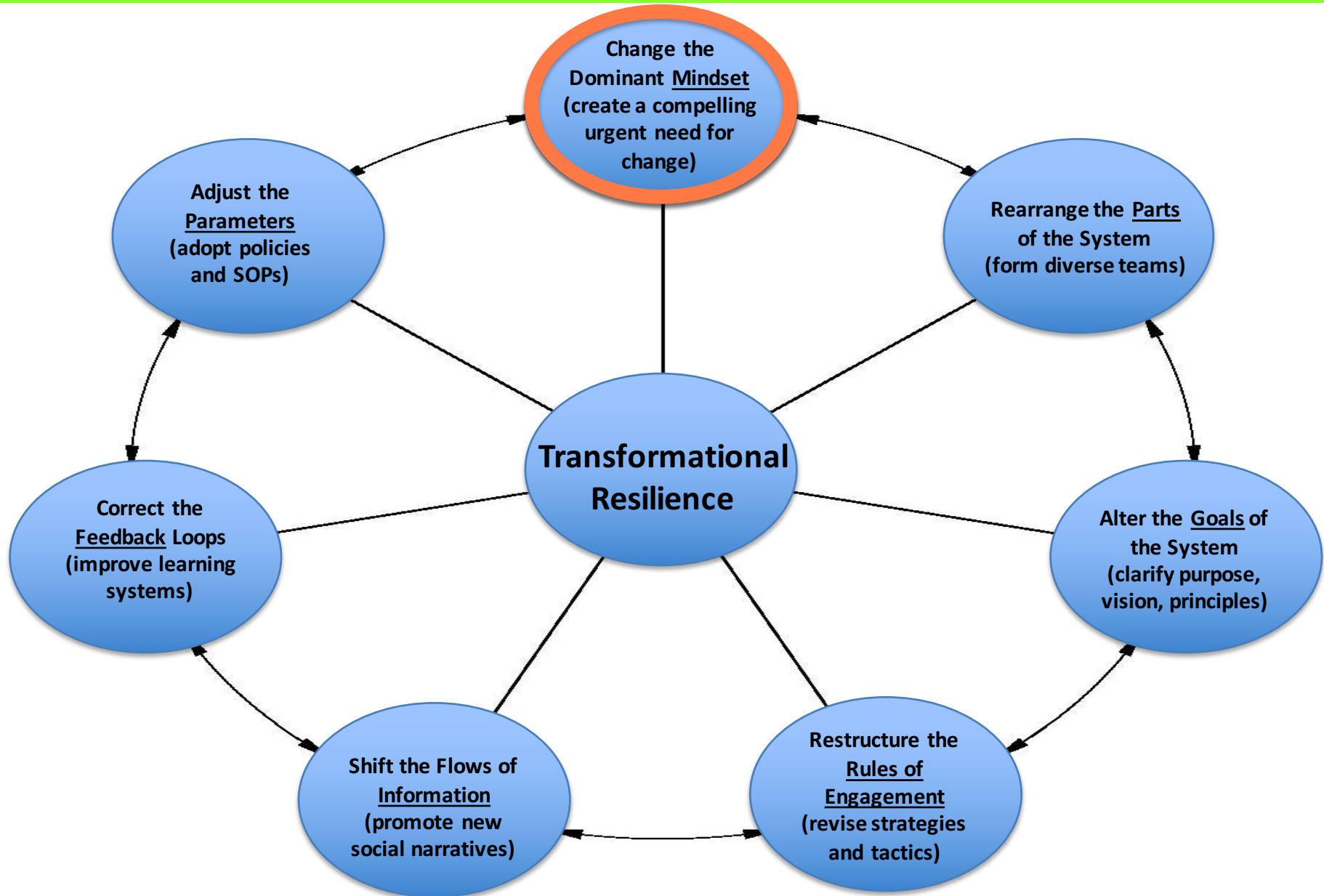
Then Use the “Wheel of Change Toward Transformational Resilience”

Focuses on Key Leverage Points for Change in Social Systems



The “Wheel of Change Toward Transformational Resilience”

Focuses on Key Leverage Points for Change in Social Systems



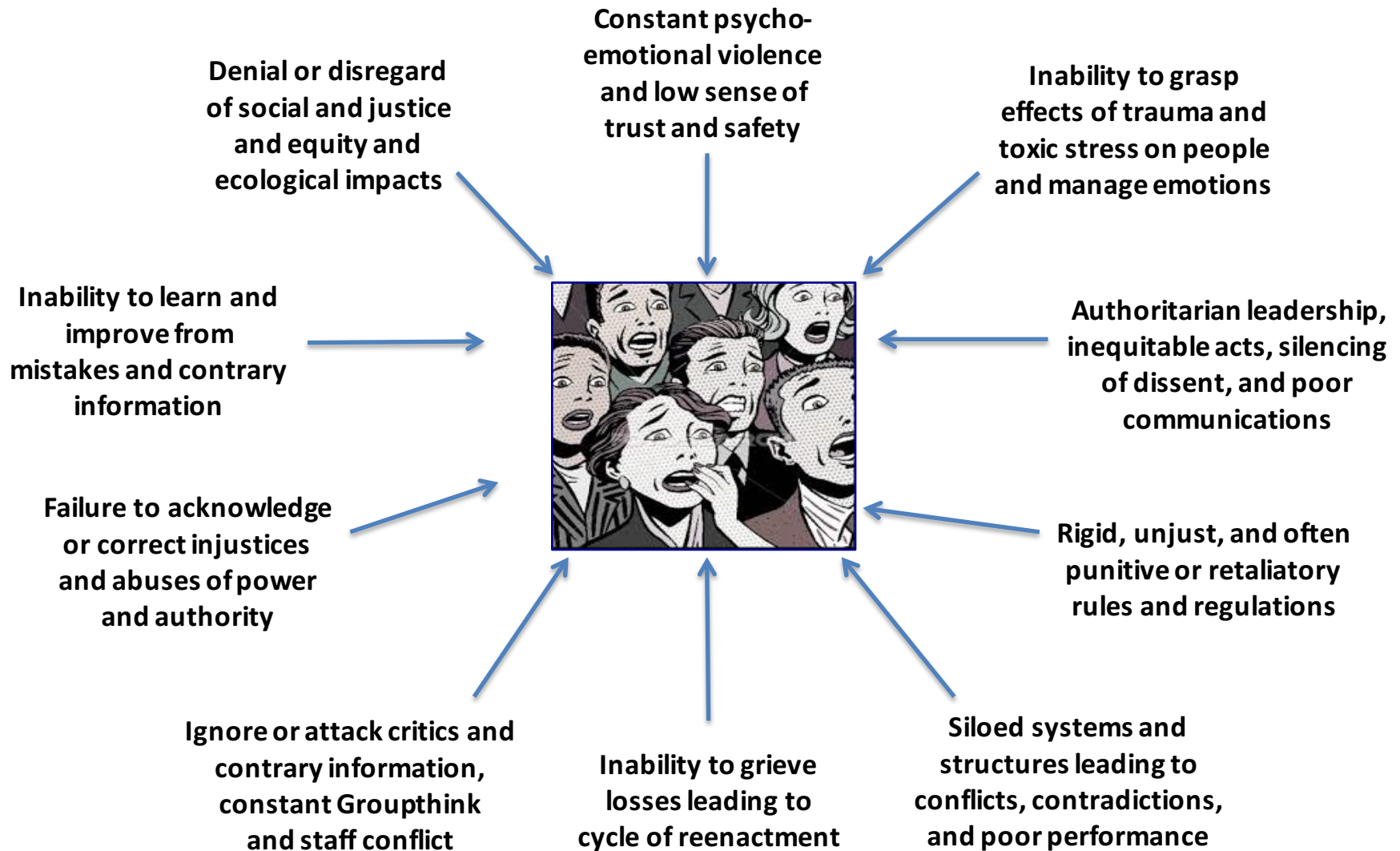
Step 1: “Change the Dominant Mindset” by Establishing an Urgent Compelling Need

Help People Become “Trauma-Informed”

Use age and demographically-appropriate information, graphics, and tools to help all group and organizational members develop a basic understanding of:

- How trauma and toxic stress **affect their own body, mind and behavior--and the thinking and behavior of groups**
- How to identify **symptoms of traumatic stress in their body and mind** and in their **group or organization**
- **The long-term effects** of trauma and toxic stress **on personal health and wellbeing**
– and on **group/organizational wellbeing**

Assess The Extent To Which The Group or Organization Is “Trauma-Organized”



Use this information to assess the culture of the group/organization

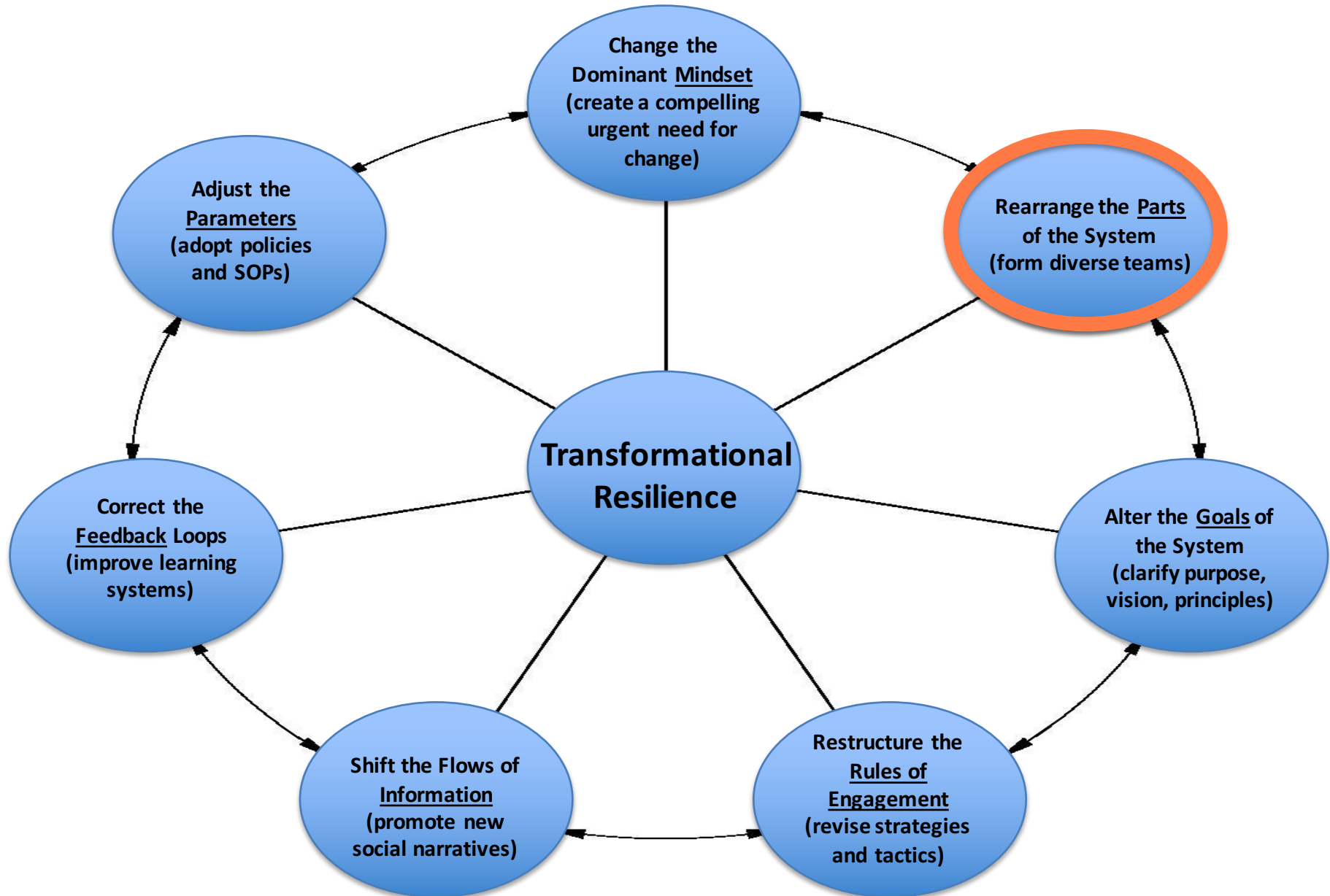
and

Create an Urgent Compelling Need for Change!



The “Wheel of Change Toward Transformational Resilience”

Focuses on Key Leverage Points for Change in Social Systems



The Value of Engaging Different People in Planning & Decision-Making

In most groups & organizations the same people always make key decisions.

They usually see every problem in similar ways—

and thus consistently make similar types of plans and decisions.



Getting diverse new sets of different people involved offers new perspectives of both challenges and possible solutions.

“Rearranging the Parts of the System”

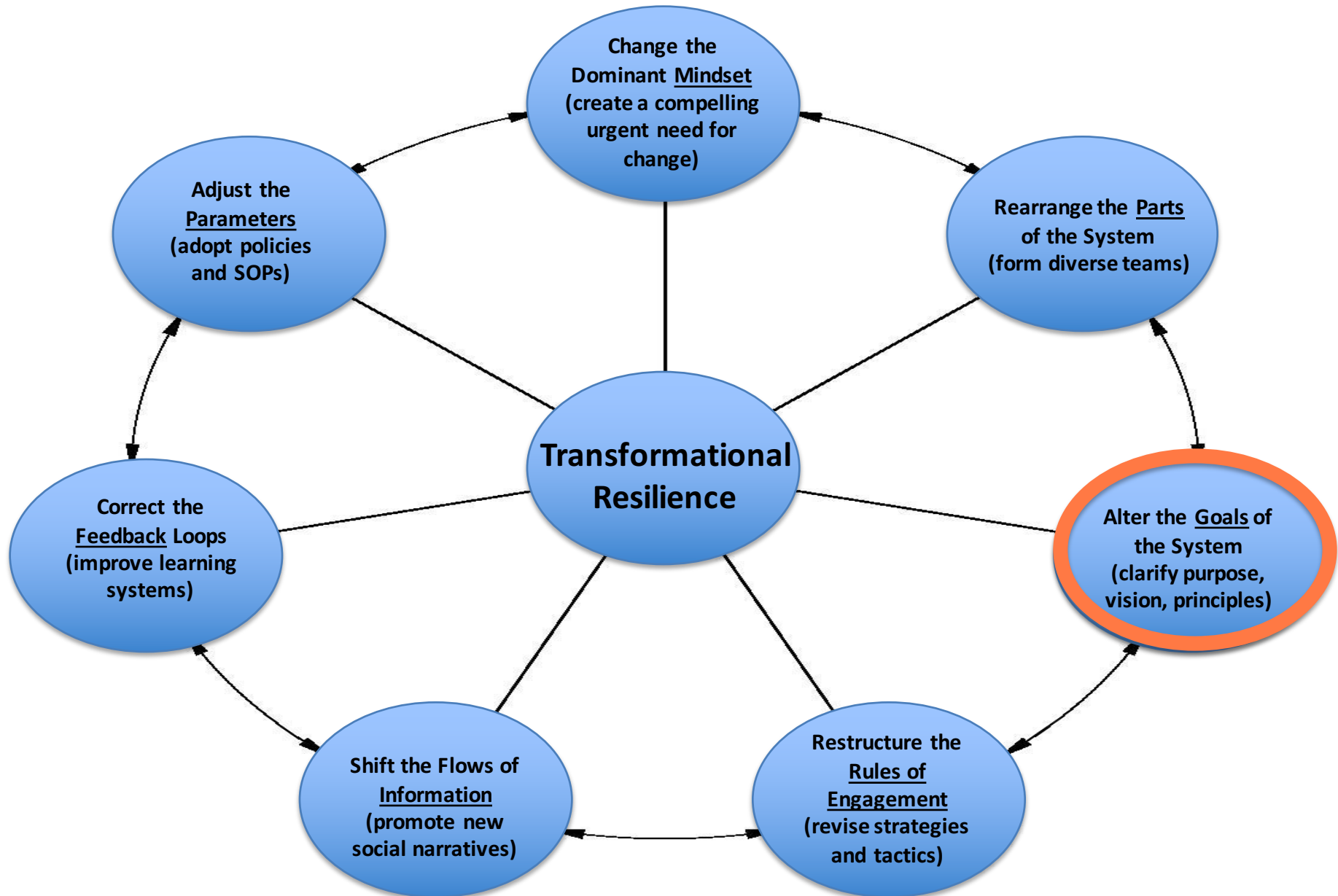
Starts by Engaging Different People in Decision Making

Invite diverse people from all levels and units of the organization to participate in assessing the challenges and making decisions— or at least recommending—a path forward.

Who can you invite to participate?

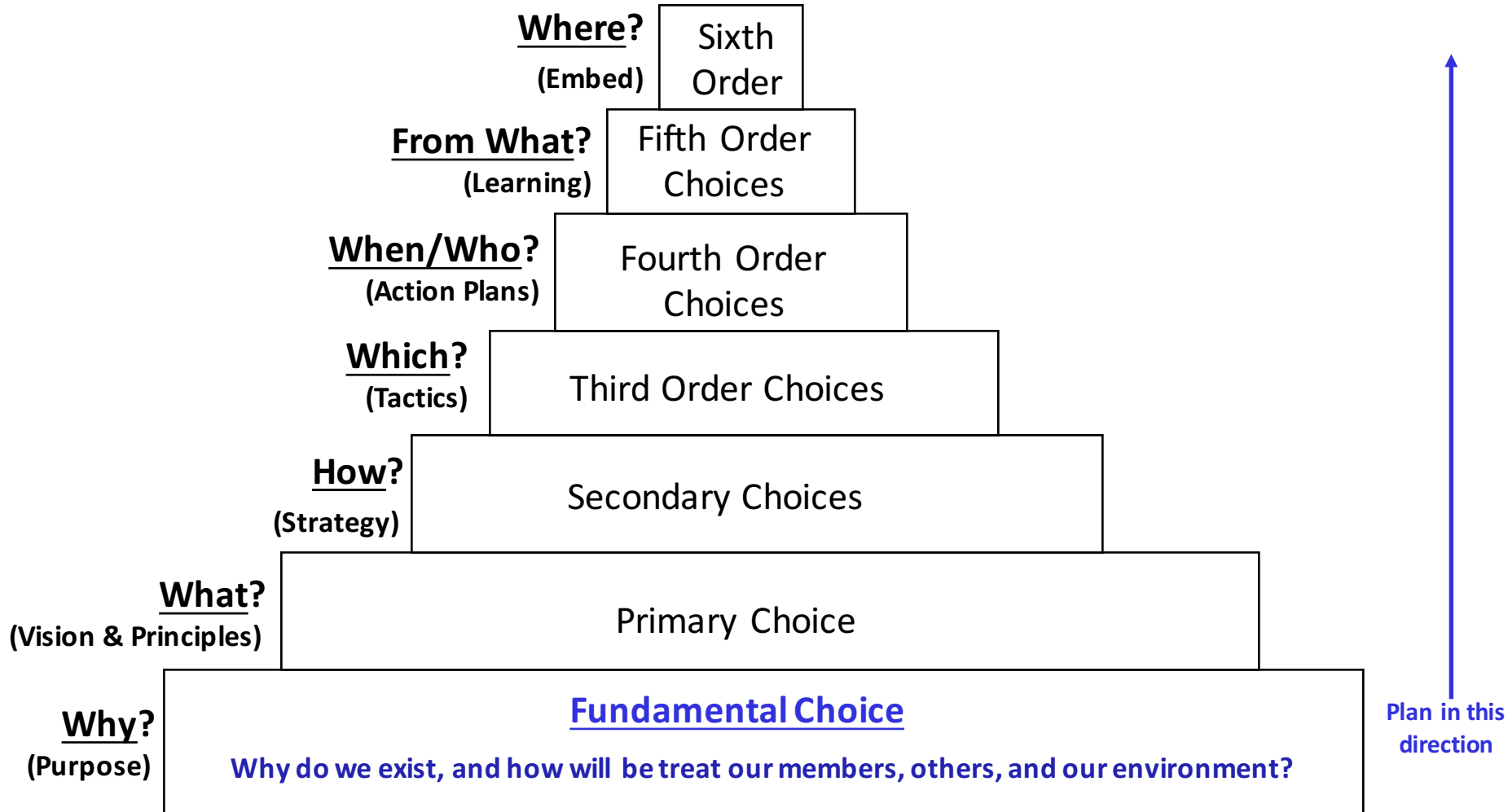
The “Wheel of Change Toward Transformational Resilience”

Focuses on Key Leverage Points for Change in Social Systems

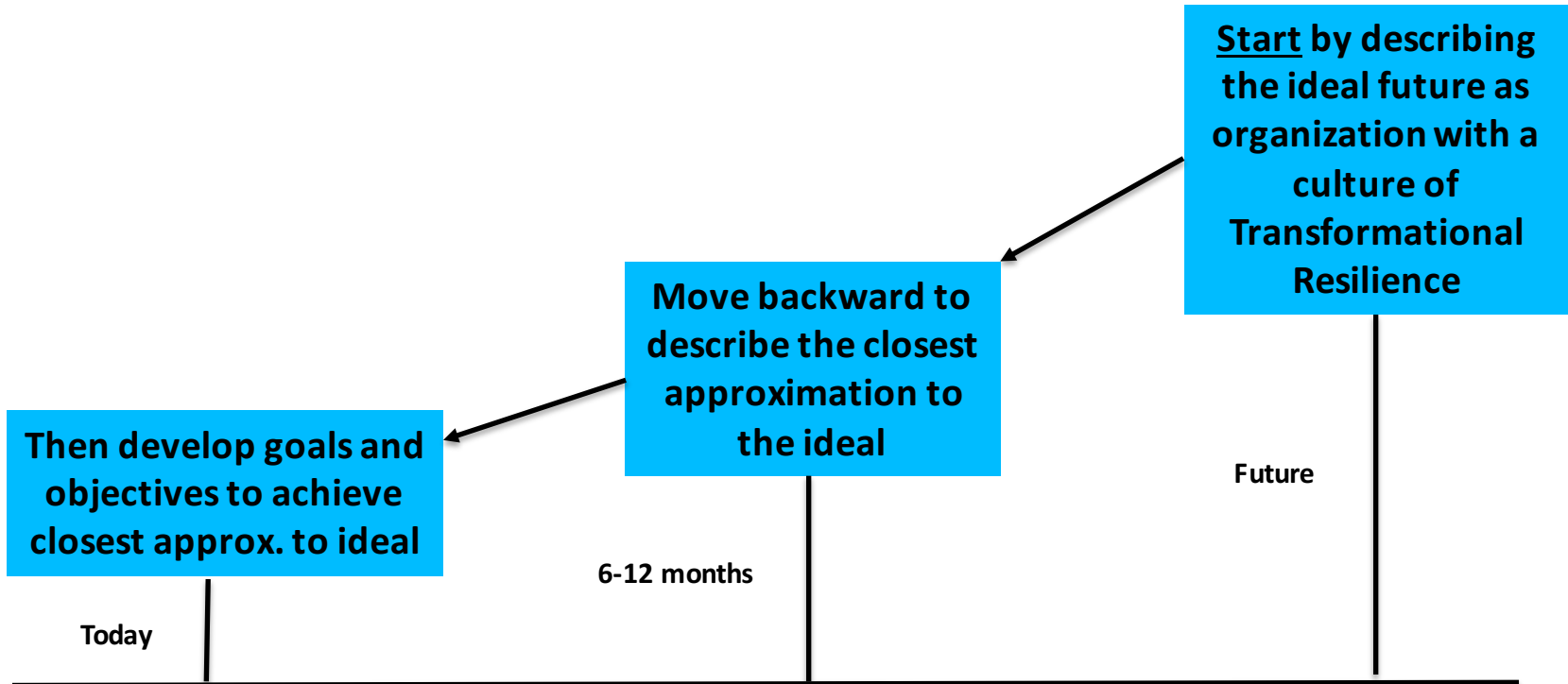


Step 3: "Alter the Goals of the System" by Developing New Vision & Principles

Follow The "Hierarchy Of Choices"



Use “Ends-Planning” to Develop a New Vision, Goals, and Principles

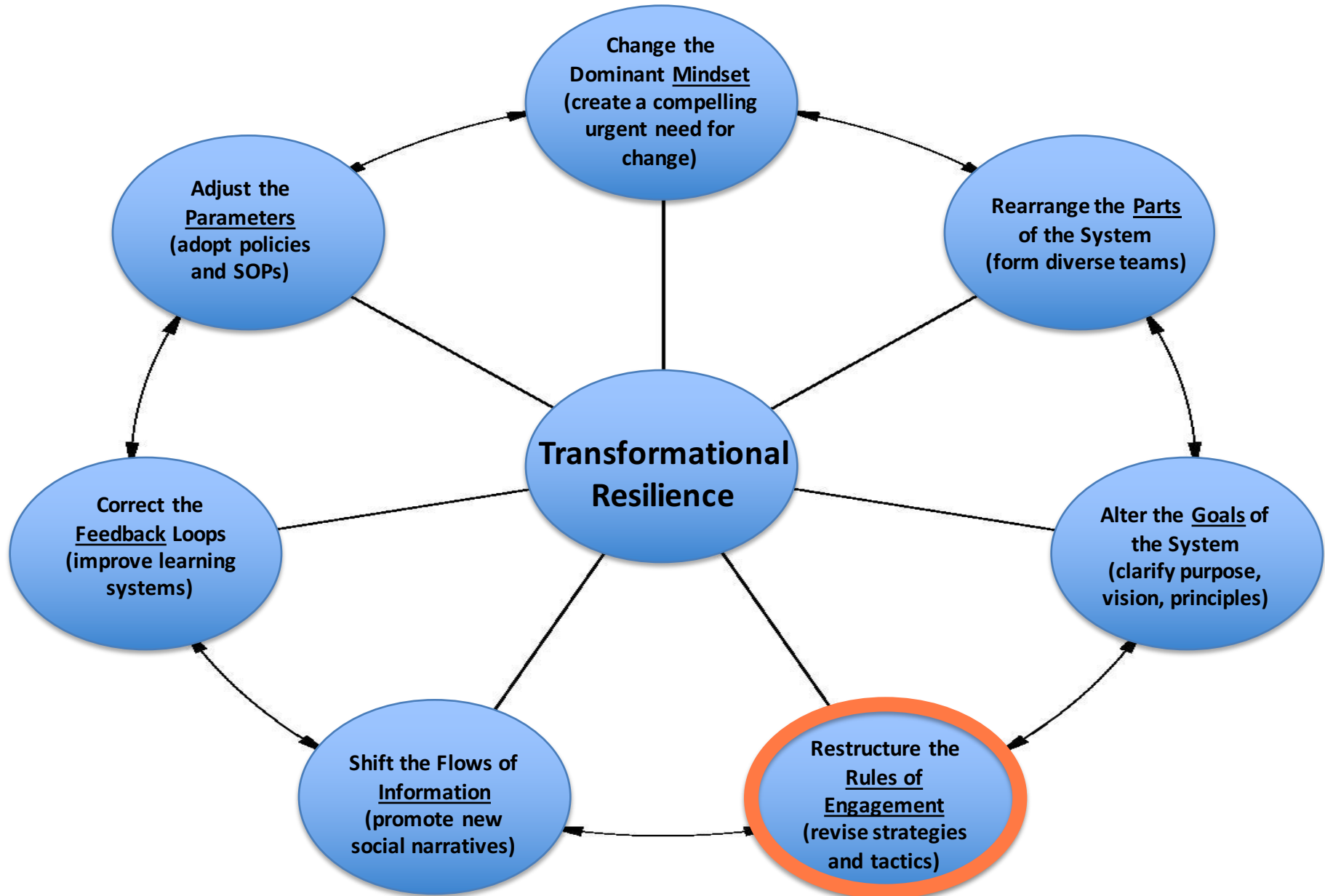


Key Elements of Developing a Culture of Transformational Resilience



The “Wheel of Change Toward Transformational Resilience”

Focuses on Key Leverage Points for Change in Social Systems



Step 4: “Restructure the Rules of Engagement”

By Engaging Teams in Developing New Strategies and Tactics

Remember

Strategy is the “How” and Tactics are the “Which”

Suggestions for Crafting Strategies:

- **Ask group members for their ideas** on how to build a culture of Transformational Resilience grounded in revised purpose, vision, and goals
- **Prioritize** all the ideas
- Run **scenarios**
- Identify **successes**, **limitations**, **gaps**, and **unintended outcomes**
- **Ensure that everyone sees** which work best and how to best organize them.

Tactics follow—and can be identified in the same way.

Focus On Opportunities Not Problems

Problem Solving

Tactical

Near term

Narrow definition of problem

Reactive/negative

Usually focused on symptoms

Promotes conflict

Works best with one cause

Looks backwards

Shuts down communications

Begets more problem solving

Can trigger brain's 'Fear & Alarm Center'

Opportunity Seeking

Strategic

Long term

Broad definition of opportunity

Proactive/positive

Addresses underlying causes

Promotes cooperation

Works with multiple causes

Looks forward

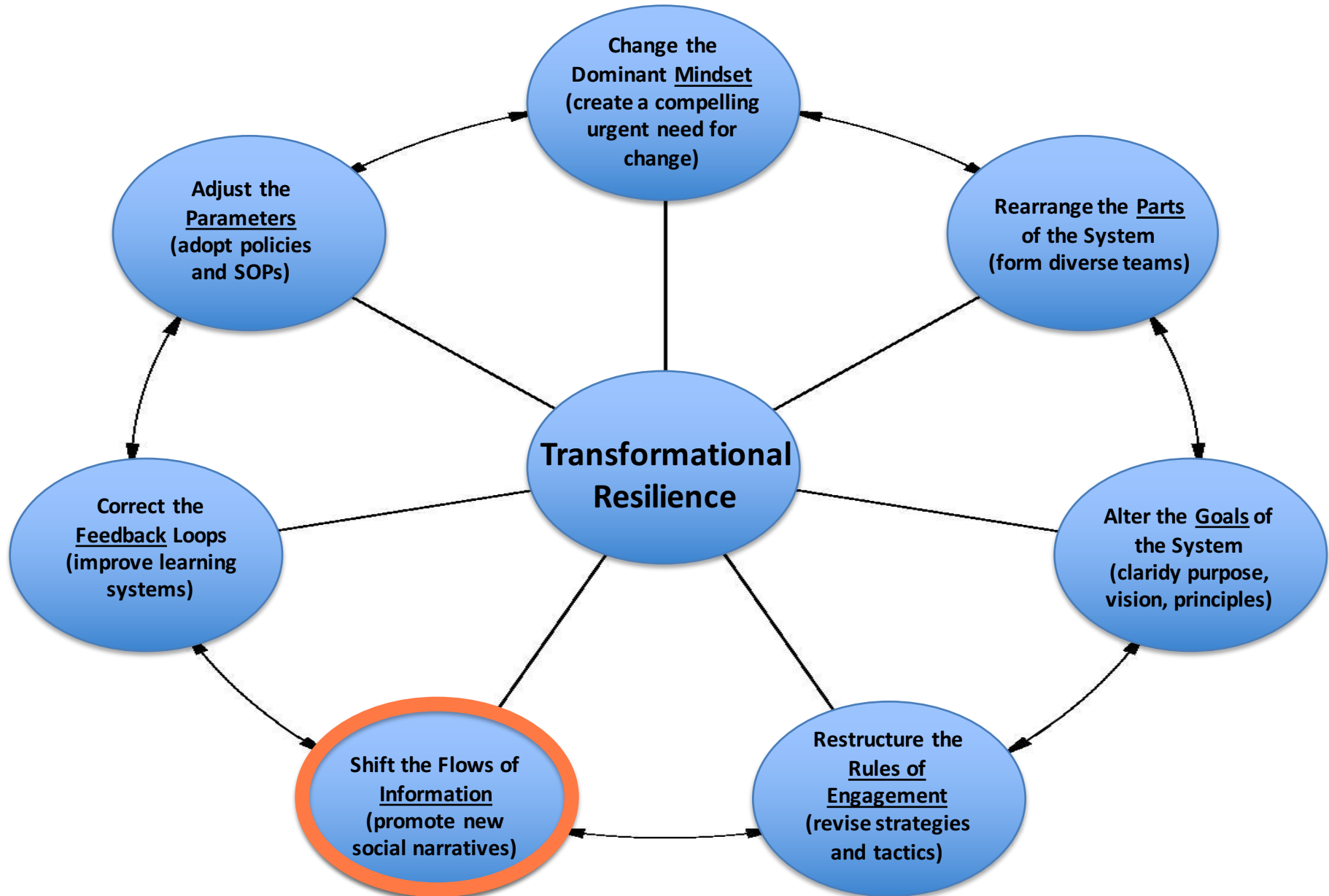
Opens communications

Focuses on prevention

Engages the 'Executive Center' of brain

The “Wheel of Change Toward Transformational Resilience”

Focuses on Key Leverage Points for Change in Social Systems

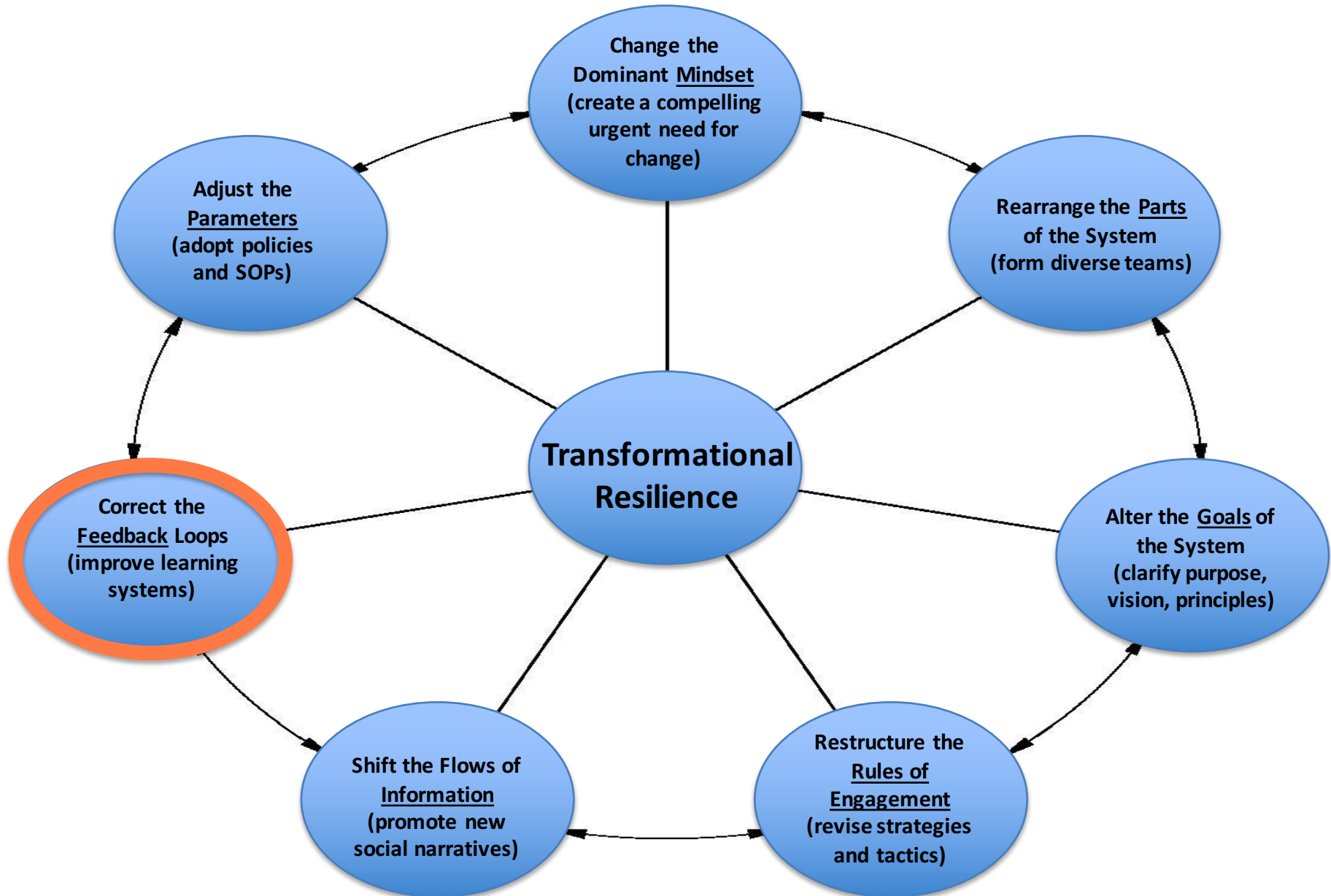


The Default Narrative in Most Groups & Organizations is the *Status Quo*: New Social Narratives are Needed to Promote Culture Change

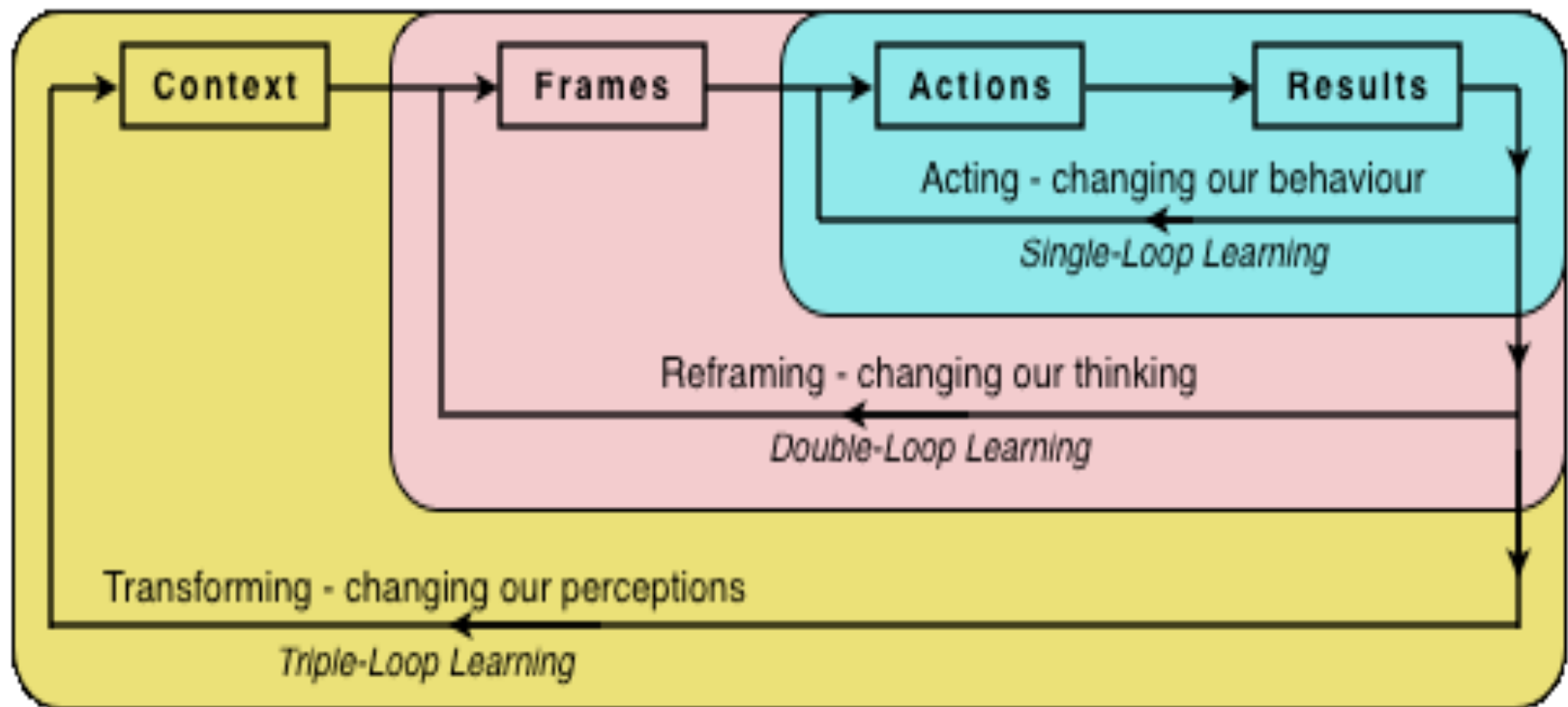
- Identify the desired ways of thinking and acting among members, clients, & stakeholders.
- Identify specific behaviors and outcomes that illustrate how that new form of thinking and acting would look and feel—and how people will experience them.
- Write new social narratives using terms and images that will resonate with the age, functional levels, and demographics of group or organizational members & stakeholders.
- Include visuals, such as pictures, photos, or symbols to bring the new approach to life.
- Test effectiveness and collect data on how people respond to the narratives.
- Review the data, and alter and improve the narratives as needed, so they powerfully resonate with a majority of group members, stakeholders and others.
- All leaders must repeatedly communicate and role model the new narratives.

The “Wheel of Change Toward Transformational Resilience”

Focuses on Key Leverage Points for Change in Social Systems



Step 6: “Correct the Feedback Loops” By Using “Triple Loop Learning”

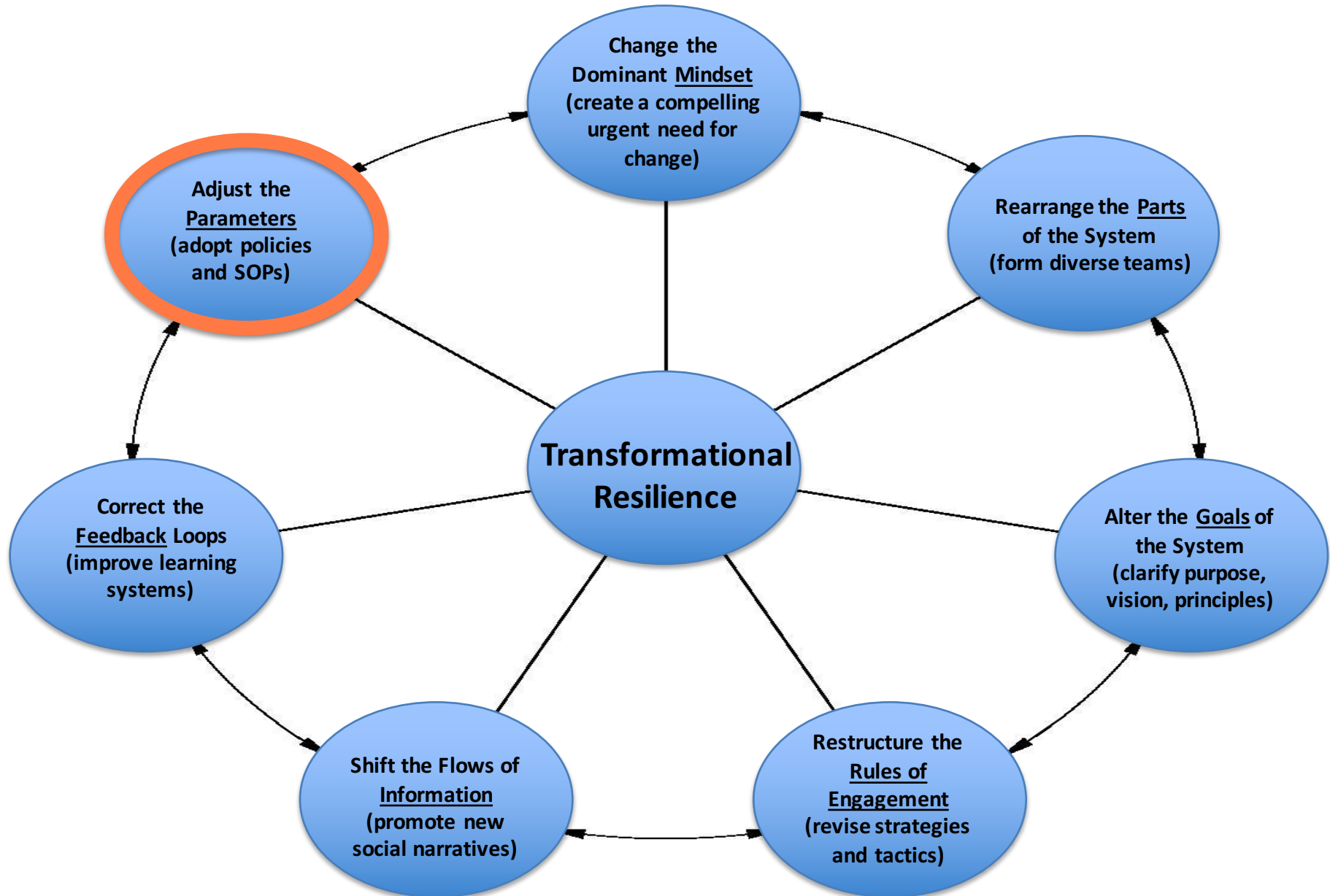


The third learning loop should continually ask:


“How can we use the experience to learn, grow, and increase personal, group, and ecological resilience and wellbeing?”

The “Wheel of Change Toward Transformational Resilience”

Focuses on Key Leverage Points for Change in Social Systems

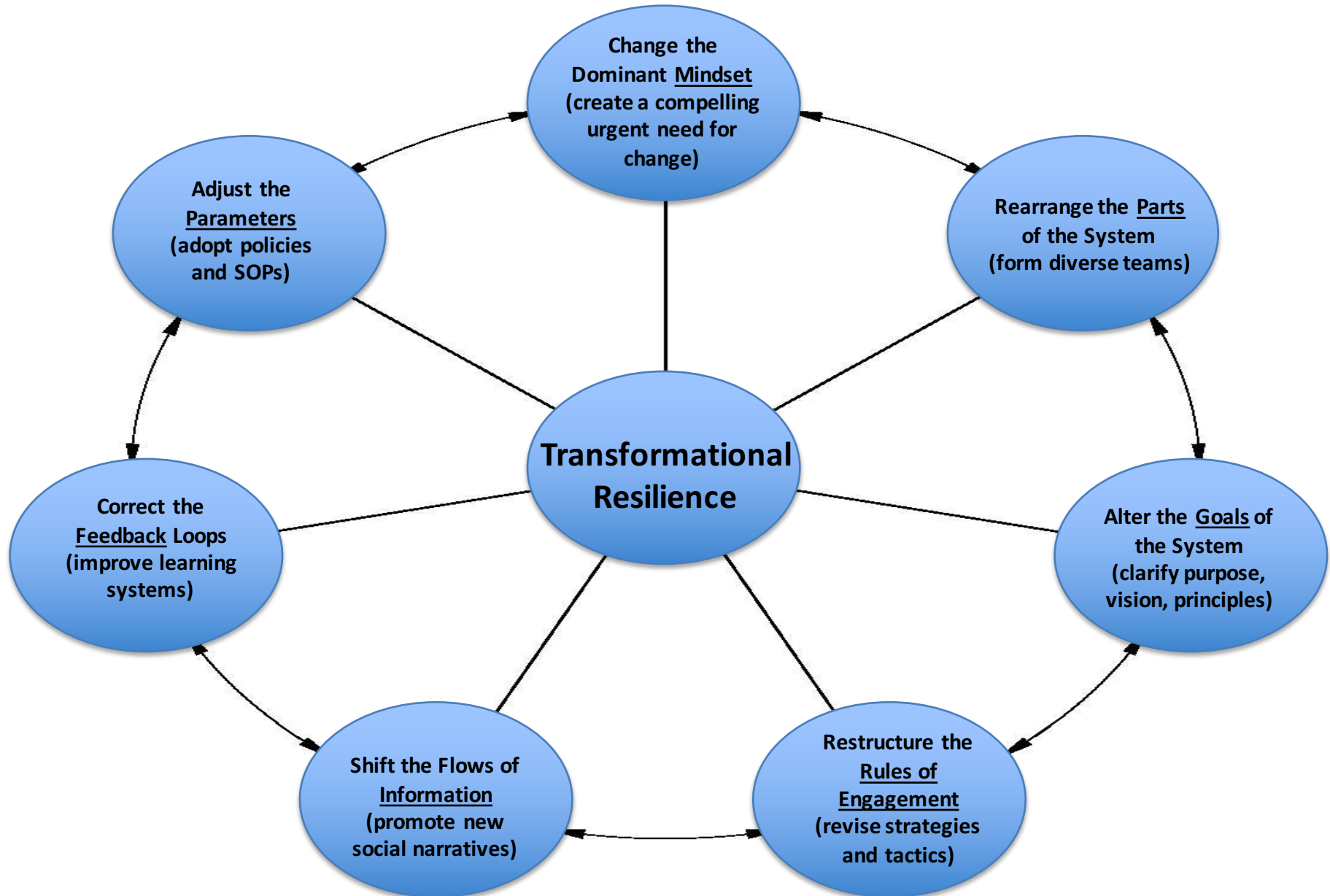


Highest Leverage Points for Change in a Social System

- 
- Least Impact**
7. Change the parameters (policies)– the last step in process.
 6. Change the feedbacks processes into the system.
 5. Change the feedbacks flows within the system.
 4. Change the rules of engagement (strategies) of the system.
 3. Change the goals of the system.
 2. Rearrange the parts (elements) of the system.
 1. Alter the mindset out of which the current system arises.
- Greatest Impact**

(Adapted from Donella Meadows)

The Wheel of Change Toward Transformational Resilience



MANAGEMENT

A set of processes that keeps complicated systems of people and technology running smoothly:

- Planning
- Budgeting
- Organizing
- Staffing
- Supervision
- Controlling
- Problem Solving



These Are Qualities of Control

LEADERSHIP

A set of processes that helps a human community shape its future and embrace and sustain significant change:

- Helps define what future should look like.
- Mobilizes the forces to align people with that vision.
- Inspires them to make it happen despite obstacles.
- Encourages & role models good emotional management
- Responds to crisis by motivating people to use it to learn, grow, and increase individual and collective wellbeing.



These Are Qualities of Influence



Management and Leadership are *Both* Needed

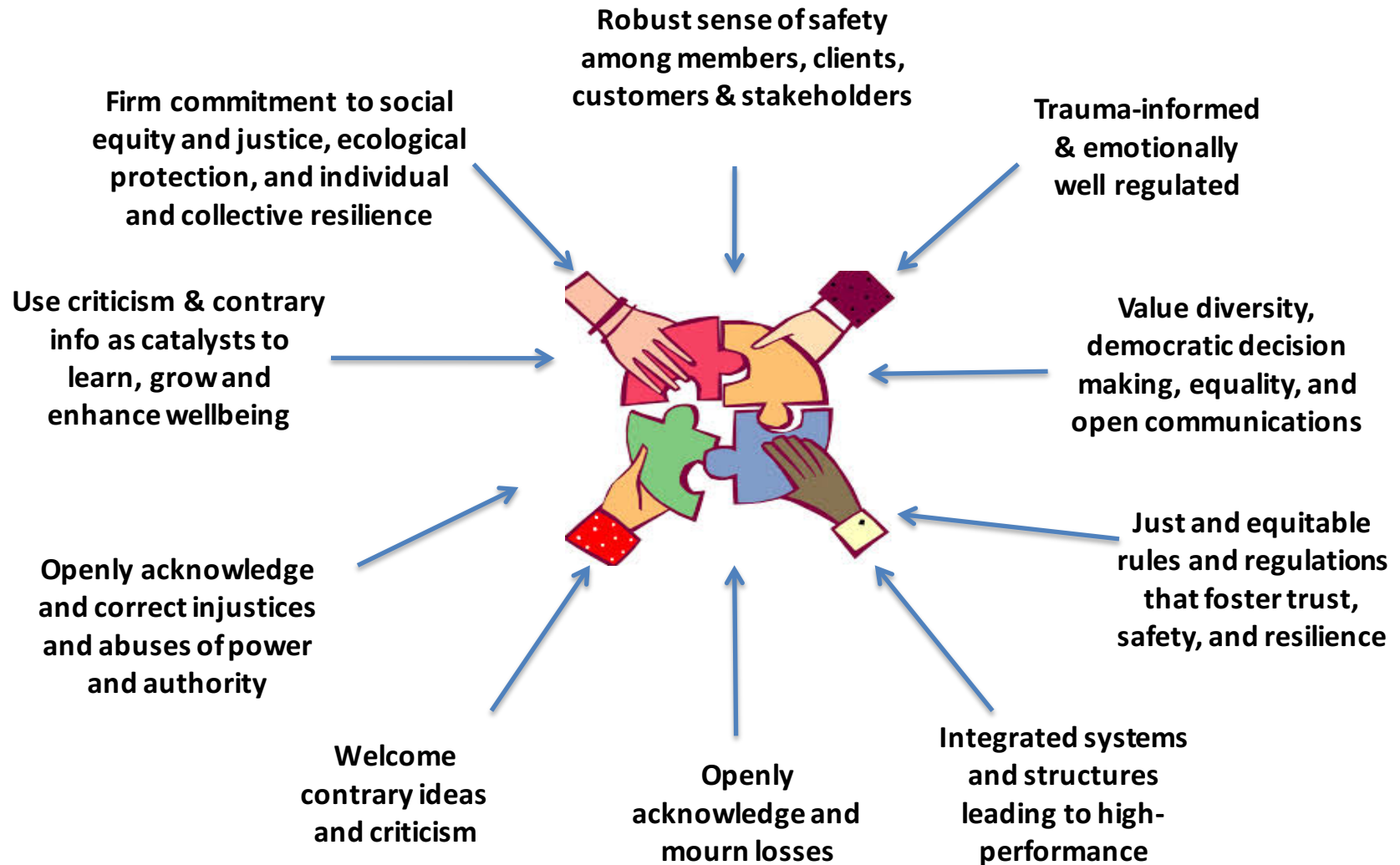
But most human resilience building initiatives are vastly

Over-managed and *Under-led*

We cannot manage our way to Transformational Resilience...

Exemplary Leadership Is Required!

Always Remember What You Are Aiming For: Building a Culture of Transformational Resilience



How Can You Be Involved?

- Get Educated
- Connect With Like Minded People
- Organize Planning Team
- Educate Others Using Multiple Means and Grow Support
- When Sufficient Support Exists: propose the new approach to top leadership

Join the ITRC: Meet like-minded people, get news updates, share events. Sign up at: <http://www.theresourceinnovationgroup.org/intl-tr-coalition/>

**Building a Culture of
Transformational Resilience *Is Possible!***

**“The ideas of one generation become the
instincts of the next.”**

— D.H. Lawrence

**Let's Launch a Movement to Make The U.S.
and All Other Nations...**



**Trauma-Informed
Human Resilience-Enhancing Societies for
Climate Traumas & Toxic Stresses!**

Thank You!

About the Presenter

Bob Doppelt is Executive Director of The Resource Innovation Group, a social science climate change and sustainability organization affiliated with Willamette University. As part of his job he organized and coordinates the International Transformational Resilience Coalition (ITRC). Bob is trained as a counseling psychologist and in environmental science and has combined the two fields throughout his career. He is also a long-time mindfulness teacher and Mindfulness-Based Stress Reduction Instructor. In 2015 he was named one of the world's "50 Most Talented Social Innovators" by the CSR World Congress.

Bob is the author of 4 best-selling books on the processes involved with altering human thinking and behaviors to enhance social-ecological wellbeing. His newest book *Transformational Resilience* (Greenleaf Publishing, 2016) describes the need, methods, and benefits of building widespread capacity for Transformational Resilience within individuals, organizations, communities, and societies for climate change enhanced traumas and toxic stresses.

Email: tr@trig-cli.org

