SUSTAINED
PRE-RESILIENCY
TRAINING

13-Week Curriculum

Confronting the Truth….Together. Awareness of our Red Arrow Behaviors

Version 2.1

Developed by
Next Jump, Inc.

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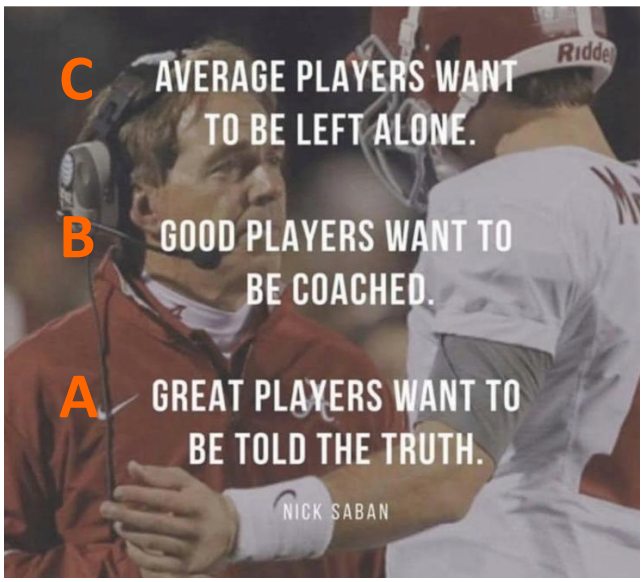
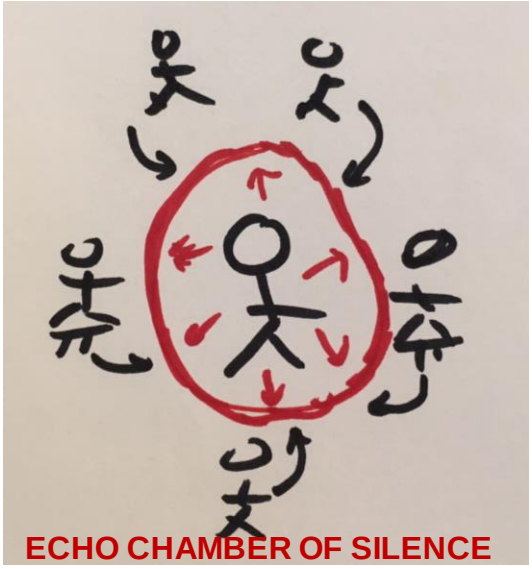
WHAT IS RESILIENCY TRAINING?

- The desired outcome of resiliency training is to develop awareness of our behavior that prevents others from giving us the TRUTH. Then to demonstrate practice on DIALING DOWN this behavior.
- KEY DATA INSIGHT: Getting a lot of feedback doesn't guarantee performance, but NOT getting feedback guarantee's failure (low performance).
- A team of 8-12 peers as a group working on their own awareness and giving each other support and feedback is the foundation of helping to build "resiliency".



Resiliency skills equate to increasing our ability to seek the "truth". Individuals who want to be left alone often have "eggshells" around them that affect team dynamics.



Our peers are often the source of our most valuable feedback, but we rarely get candid, critical feedback from peers. It's hard to tell peers "hard truths" (it requires an investment of social capital to do so).

Additionally, we each have behaviors that shut-down peers from telling us the truth. We can identify these behaviors and work on "dialing" them down.

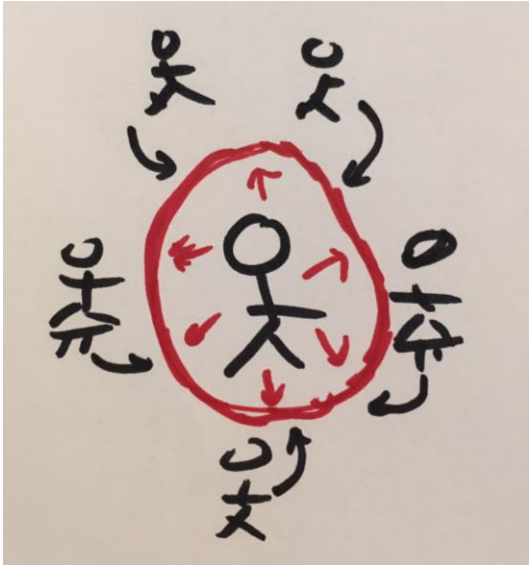
WHAT IS RESILIENCY TRAINING?

We have found in working on ourselves and having trained leaders within military, education, sports and medicine that the foundation of a growth mindset is a balance of humility and confidence. Being able to be open-minded to new ideas, seek feedback, be coachable, while also risk taking and being able to self-advocate. Both of these traits can be trained/developed, much like muscles in a gym. For most adults today, we have found need to increase their humility requires training "open mindedness" of which at the foundation is resilience.

The ability to bounce back from adversity. This training emphasizes initially seeking out truth (and the difficult truth) about yourself. That training done with a team, increases the ability to talk about problems, challenges, seek help - in short improve authentic communication with others.

This 13-week program consists of individuals working on really hard stuff (themselves) with a group of 8-12 peers designed to accomplish two main outcomes in increasing resiliency: self-awareness and connectedness.

Red Arrow Behaviors



Our Red Arrow Behaviors are often little behaviors and habits that prevent or make it difficult for others around us to tell each other the truth.

We can identify these behaviors and work on “dialing” them down. Done as a team, individuals start to understand we can remove our “masks” as humans and be able to talk more openly on problems, challenges and be more authentic.

"I feel grateful for being part of this. Felt really emotional while presenting during resiliency training. It has definitely given me a new perspective and energy and I feel more confident today. I feel, I am really enjoying what I am doing ... I feel touched and grateful to be part of this."

13-WEEK CURRICULUM OVERVIEW

- This is designed as a 13-week course, but peer groups are encouraged to continue (optionally) with the group post 13 weeks
- Recommended group size is 8 to 12 peers

PHASE 1: Investment

Week 1

Resiliency Worksheet 1

- On My Mind
- Resiliency Training Worksheet: Part 1
- Share with group

Duration: 1-hour

Week 2

Resiliency Worksheet 2

- On My Mind
- Resiliency Training Worksheet: Part 2
- Share with group

Duration: 1-hour

Week 3

Add Group Feedback

- On My Mind
- Emphasis on Part 2
- Feedback: who working hardest/not

Duration: 1-hour

Week 4

Checkpoint 1

- Reflection of feedback
- Share changes to worksheet
- End with feedback

Duration: 1-hour

PHASE 2: 1ST Signals of Success

Week 5

Group 1 Presentation

- On My Mind
- Group 1 presents practice ground, Q&A
- Feedback to Group 1

Duration: 1-hour

Week 6

Group 2 Presentation

- On My Mind
- Group 2 presents practice ground, Q&A
- Feedback to Group 2

Duration: 1-hour

Week 7

Group3 Presentation

- On My Mind
- Group 3 presents practice ground, Q&A
- Feedback to Group 3

Duration: 1-hour

Week 8

Group 4 Presentation

- On My Mind
- Group 4 presents practice ground, Q&A
- Feedback to Group 4

Duration: 1-hour

PHASE 3: ROI Period

Week 9

Group 1 Presentation (version 2)

- On My Mind
- Group 1 presents practice ground, Q&A
- Feedback to Group 1

Duration: 1-hour

Week 10

Group 2 Presentation (version 2)

- On My Mind
- Group 2 presents practice ground, Q&A
- Feedback to Group 2

Duration: 1-hour

Week 11

Group 3 Presentation (version 2)

- On My Mind
- Group 3 presents practice ground, Q&A
- Feedback to Group 3

Duration: 1-hour

Week 12

Group 4 Presentation (version 2)

- On My Mind
- Group 4 presents practice ground, Q&A
- Feedback to Group 4

Duration: 1-hour

Week 13

Checkpoint 2

- Reflection of changes since start of program
- "Dial Up" exercise [What to do more of]

Duration: 1-hour

Week 14+ (Ongoing): Optional continuation after formal program ends

GETTING STARTED

Recommended Setup

- Select a group of 8-12 individuals of peers
- Designate one individual to be the facilitator (or "RT CAPTAIN") of the peer team
- Set aside one hour per week (we have found beginning of the week to be ideal) for resiliency training
- Share context ahead of first session (email, short meeting) or invite group to Community Online Academy offered every Thursday to attend "Resiliency in the Workplace"
- Part 1 of the worksheet should be filled out as homework AHEAD of the meeting

CAPTAIN ROLE : HOW IT GOES WRONG

We often find it's helpful to understand first and foremost how it can go wrong (vs the rules of what to do)

1. **Captain lectures** and does not create an open environment. As a captain, act as a role model – sharing your own challenges/behavior first.

2. **Doesn't keep meeting to one hour**– mistake is that sessions can go well past an hour because of lively discussions. Ask group to be prepared ahead of time in worksheet and in phase 1 (harder to keep to an hour), it's ok to pause and start next session from where left off.

3. **Don't rush phase 1**. it's better to build an authentic atmosphere that invests in each person in phase 1, so if it takes 5 weeks instead of 4, that's OK!

4. **Allow people to stay quiet, or group to play "nice"**. Often some captains will view their role to "cheerlead" everyone. Resiliency training works when the full team is working hard on things that matter-themselves. These are difficult topics and often the captain will regret later not moving towards facilitating more honest conversation earlier in the process.

Recommended Tech Setup

- Hold sessions over video enabled platform
- Encourage everyone to have their camera's on for the entire session
- Encourage the group to view on "Gallery View" to see everyone's faces
- Optional: Set up an email group, Slack or other communication channel for the group to organically communicate between sessions.

PHASE 1
Week 1

WEEK 1: SESSION GUIDE

- **Pre-Work**: Ahead of meeting, send Part 1 of the Worksheet to be filled out individually prior to the session

- **On My Mind:** Assuming context has already been set, start with an "On My Mind". Each person each person shares what is on their mind about the training. This helps the group to understand the group's mindset coming into the conversation. The expectation is that this is a safe space to share candidly, and is not about responding or addressing the presenter, but rather getting things out into the open.

- **Sharing Worksheet:** Once everyone has shared OMM's, then start same circle of sharing Part 1 Worksheet individually. As each person walks through their experience and content from the Worksheet, the rest of the team should ask questions and give any feedback/reactions. Allow the presenter time to reflect and respond in real time.

RESILIENCY TRAINING Worksheet
Part 1: Awareness

Name

Q: For this exercise, imagine GETTING WORSE (in your #1 most important JOB) 6 months from now. What is your worst case scenario – be specific. What do you REALLY NOT WANT to happen? Your FEARS on what will happen. "What I really don't want to happen is…" (**Be specific**)

Q: How will GETTING WORSE impact the people around you?

Tips:

•**Take Your Time**: For this first session, take the time needed to go in-depth on each person's worksheet vs rush trying to get through everyone in an hour. It is ok if this spills into two sessions—it is more important to set the basline as a group.

•**Focus on Curiosity**. If others are staying surface level and generic, probe to help bring out more specifics or how a participant can reframe they exercise to things they have direct control over (or at least 51% vs 49%).

•**Role Model:** As a captain it is important that you set an example and can be courageous to be that first person to really "go there" and set a high bar. Authenticity is contagious.

•**Give Space for Skepticism**: It is perfectly ok for some in the group to have skepticism of the training/format/concepts and that is ok. Give space for everyone to honor their thoughts & feelings.

How It Can Go Wrong:

- Don't give space when meeting starts for "On My Mind"
- Trying to "solve for it" and inadvertently shut down any complaints/venting. This can be uncomfortable especially if topics are personal and vulnerable, but that is intentional.
- Worksheet answers are generic and not specific. Example :"In 6 months, my sales group will see our results go down" VS "in 6 months, I fear that worst case scenario for our sales group is they will drop 30%." (The latter is easier to give reactions to)
- Exercise answers focus mainly on outcomes that are outside of their individual locus of control.

Week 2

WEEK 2: SESSION GUIDE

- Ahead of the second session, send Part 2 of the Worksheet to be filled out prior to the session
- Start with 5 minutes of any open questions, and then go around and each person shares insights from last week and their "Red Arrow" behaviors from part 2 of worksheet
- **Keep to ~5 minutes per person presenting.** Then use the group to receive coaching on if there are more behaviors to include, or different ways to look at them

RESILIENCY TRAINING Worksheet
Part 2: RED Arrow Behaviors

Name

Q: How do I make it difficult for others to tell me truth (and fast) - in both big and little ways? [DIAL DOWN list]

"Red Arrow" Behaviors (avoidance behaviors, hostility to truth, body language, signal fragility...)	BIG WAYS (big memorable events, blow outs...)

What are your RED ARROW behaviors?

Red arrow behaviors are signals that we send to those around us, that tell others: “I don’t want to hear what you truly think.” In many of these cases, the signals are very subtle, and require an almost confrontational person to overcome. Below are common examples of red arrow behaviors.

“Echo chamber of silence”

Actual Examples:

- I say “I’m trying my best”
- I say “I got it”
- I say “I’m good,” "I'm fine"
- I deflect my energy on to someone else
- I get defensive, frustrated – attack back
- I always try to explain myself (emphasize being understood first)
- I shut down (don’t say anything)
- I appear anxious, in my head and that holds others back
- Heavy conviction/authoritative in sharing my point of view
- I stay high level, generic or tactical responses
- I keep real opinions to myself.
- I make a joke of everything
- I self-deprecate or blame myself
- I only share conclusions

How It Can Go Wrong:
Group tends to be very polite

Tip:
Give a real example or "for instance" when you do this behavior

It can be intimidating to provide direct coaching to individuals especially if not used to this level of feedback on a day to day basis. In addition to the mindset of coaching to help the individual, below are some phrases which can be helpful to deliver more direct feedback.

Examples:

•"Exploring another way to look at it…."

•"If I can play devil's advocate…."

•"This might/will be difficult to hear (or difficult for me to say)…."

•"Can I challenge that for a bit?"

•"Let's just assume for a second that your thesis is 180 degrees backwards…."

•"Let me take an opposite point of view, have you thought about X…"

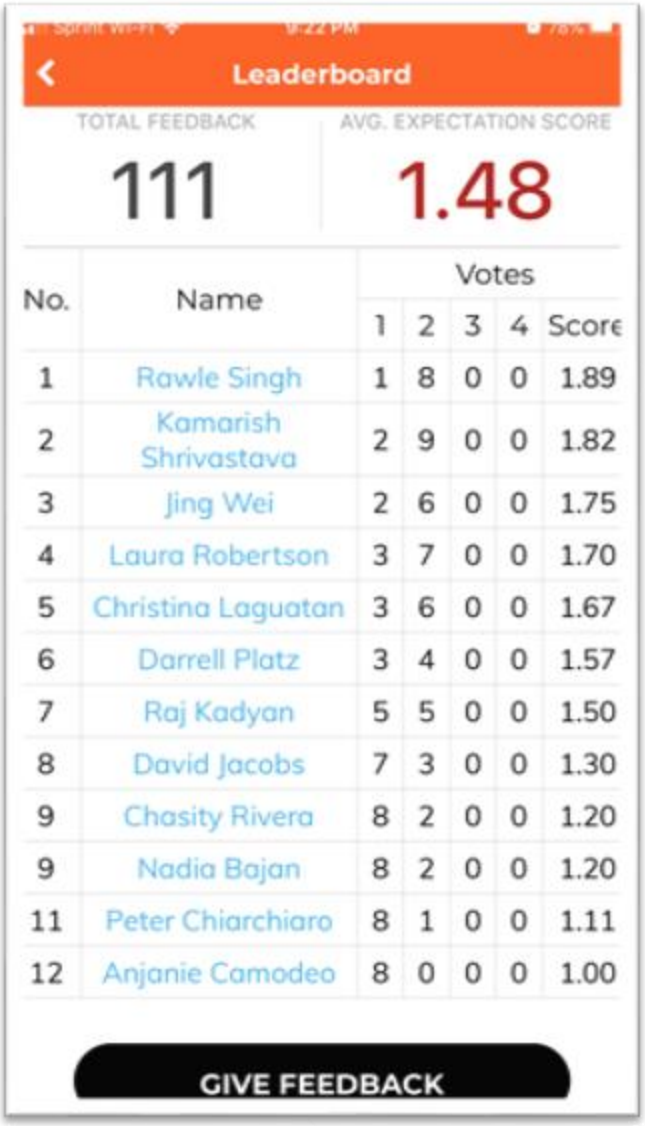
Tips:

- Start with the assumption that we are all missing something in our self-awareness.
- Approach with a curiosity or exploratory mindset and tone.

Week 3 and 4

GROUP FEEDBACK OF SESSIONS 3 and 4+

- Sessions 3 and 4 are similar – each person discuss refinements from worksheets and what they have observed, practiced since last session
- At the end of sessions 3 and 4, the last 10 -15 minutes of the meeting is for the group to give feedback (anonymous via the app will increase truth)
- Instructions: Give a "2" to those individuals training the hardest (or hard) Give a "1" to those who are not training hard or seriously. Along with details/reasons why
- At end of session, pull up the leaderboard – this will give an instant "score" of how someone is training. And UP/DOWN arrow the feedback you agree with (helps give signal)

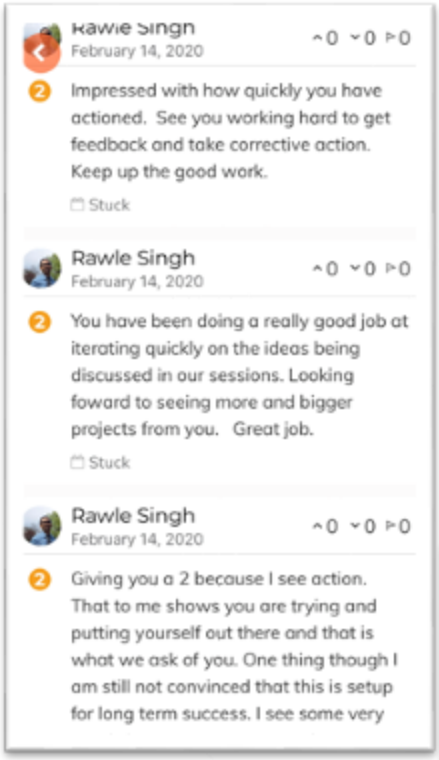


Leaderboard

TOTAL FEEDBACK	AVG. EXPECTATION SCORE
111	1.48

No.	Name	Votes 1	2	3	4	Score
1	Rawle Singh	1	8	0	0	1.89
2	Kamarish Shrivastava	2	9	0	0	1.82
3	Jing Wei	2	6	0	0	1.75
4	Laura Robertson	3	7	0	0	1.70
5	Christina Laguatan	3	6	0	0	1.67
6	Darrell Platz	3	4	0	0	1.57
7	Raj Kadyan	5	5	0	0	1.50
8	David Jacobs	7	3	0	0	1.30
9	Chasity Rivera	8	2	0	0	1.20
9	Nadia Bajan	8	2	0	0	1.20
11	Peter Chiarchiaro	8	1	0	0	1.11
12	Anjanie Camodeo	8	0	0	0	1.00

GIVE FEEDBACK



Rawle Singh
February 14, 2020
^0 ~0 ⊳0

2 Impressed with how quickly you have actioned. See you working hard to get feedback and take corrective action. Keep up the good work.

Stuck

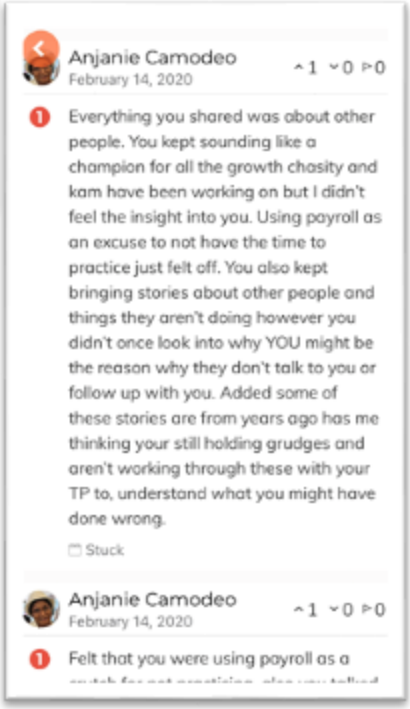
Rawle Singh
February 14, 2020
^0 ~0 ⊳0

2 You have been doing a really good job at iterating quickly on the ideas being discussed in our sessions. Looking foward to seeing more and bigger projects from you. Great job.

Stuck

Rawle Singh
February 14, 2020
^0 ~0 ⊳0

2 Giving you a 2 because I see action. That to me shows you are trying and putting yourself out there and that is what we ask of you. One thing though I am still not convinced that this is setup for long term success. I see some very



Anjanie Camodeo
February 14, 2020
^1 ~0 ⊳0

1 Everything you shared was about other people. You kept sounding like a champion for all the growth chasity and kam have been working on but I didn't feel the insight into you. Using payroll as an excuse to not have the time to practice just felt off. You also kept bringing stories about other people and things they aren't doing however you didn't once look into why YOU might be the reason why they don't talk to you or follow up with you. Added some of these stories are from years ago has me thinking your still holding grudges and aren't working through these with your TP to, understand what you might have done wrong.

Stuck

Anjanie Camodeo
February 14, 2020
^1 ~0 ⊳0

1 Felt that you were using payroll as a

How Feedback Can Go Wrong:

Feedback not anonymous

) Without the psychological safety of anonimity, it is likely many will 'play it safe' and feedback that might be harder to say in-person won't come to light.

Feedback not transparent to the entire group:

) Lack of transparency - This is likely to fuel LESS Resiliency – i.e if get difficult feedback, you will feel ALONE (i.e not TOGETHER) – will feel like only one getting critical feedback..will lead to LESS trust vs more. Won't see other patterns for others

) If INAPPROPRIATE or unhelpful coaching/feedback, no opportunity for rest of team to signal their disagreement (i.e no opportunities for signals or feedback to coaches)

) Harder to see patterns for receivers

Tip:
The binary 1 vs 2 is by design as it forces you to take a viceral stand one way or the other. Keep in mind this is directional feedback for the receiver which is a snapshot in time, not representative of this person as an individual but rather their commitment to the training thus far.

Weeks 5-8

Round 1
In-Depth Presentations

PRESENTATIONS TO THE GROUP- DEEP DIVES

Pre-Session Worksheets:

1. My Behaviors
2. My Behaviors Ranked

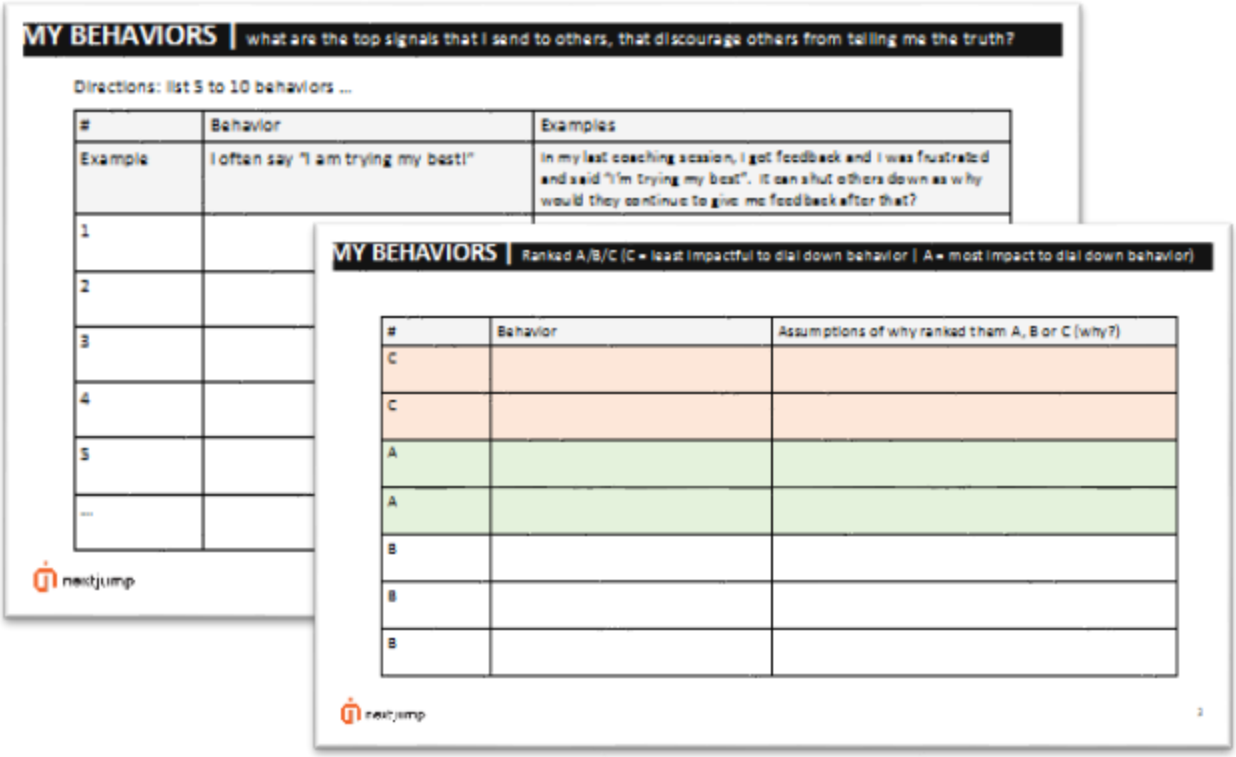
Rank RABs (As, Bs and Cs) with **C** being **least** impactful to dial down and **A** being **most** impact to dial down behavior in column B. Write out your assumption of why you ranked them A, B, C in column C.

Session:

The pre-selected presenter(s)-- typically 1-2 ppl per session-- will share with the group, their C and A RABs along with reason they decided these were their C and A RABs. The group will probe and ask questions for 10 minutes. In the spirit of growth we will want to challenge the presenter's logic and assumptions; do they have details/examples to back it up? At end of the session, the group will leave Feedback in the app to each of the presenters.

They will walk the group through their full list and the logic and assumptions behind which ones they feel are MOST important to dial down and which ones are the LEAST important The group will then probe and ask questions for 10 minutes.

At end of the session, group will leave Feedback in the app to each of the presenters + any peers on their coaching during the session.



MY BEHAVIORS | what are the top signals that I send to others, that discourage others from telling me the truth?

Directions: list 5 to 10 behaviors ...

#	Behavior	Examples
Example	I often say "I am trying my best!"	In my last coaching session, I got feedback and I was frustrated and said "I'm trying my best". It can shut others down as why would they continue to give me feedback after that?
1		
2		
3		
4		
5		
...		

nextjump

MY BEHAVIORS | Ranked A/B/C (C = least impactful to dial down behavior | A = most impact to dial down behavior)

#	Behavior	Assumptions of why ranked them A, B or C (why?)
C		
C		
A		
A		
B		
B		
B		

nextjump

Tip:

The Presenter starts with their C's

) We would encourage the presenter to start articulating their reasoning behind their C's first, as there is oftentimes assumptions or other factors that the presentor is not aware of, the wider group may disagree.

) It is also helpful to break the ice, it is oftentimes easier to talk about our C's or what we think is least important than the A's

How It Can Go Wrong:

Similar to earlier sessions, things can get off the rails if the group is more focusd on being polite than getting to truth.

Weeks 9-12

Round 2
In-Depth Presentations

PRESENTATIONS TO THE GROUP

Session:
The presenter(s) will walk the group how they've been practicing (**actioning**) dialing down their A (most important) RAB's. They should also cover a reflection—what worked and what didn't? What surprised them? Would they change anything about their RAB's or their approach?

Then use the group to receive coaching on if there are more behaviors to include, or different ways to look at them

At end of the session, group will leave Feedback in the app to each of the presenters + any peers on their coaching during the session.

Tip:
Encourage members who aren't presenting to actively take shots in coaching, what would actually help the presenter? There is significant practice opportunity each week for the peer coaches outside of when they present themselves.

Note: There is no set template, but below is an example of a sheet some teams have used to illustrate what's happened—feel free to get creative and each person may have a different style...

MY RED ARROW BEHAVIORS | What are the top signals I send to others, that discourage others from telling me the truth?

#	Behavior	Examples	Mistakes/Surprises/Learnings	Practices
A	Permission Seeking	Hold back until others give me "permission" to go there or open the door for me to share a POV. Holds me back from having more authentic conversations regularly	• Architect Billing– Second Guessing • Applies to ACTION too • Mental model need to be "on the same page w/ TP" before action	• Awareness Phase → waiting for what? • What is holding me back from making a decision/action • Paper stories in my head vs the facts/reality when feeling stuck

A	Everything buttoned up, air of 'I've got it'	• Crutch words-- "ok" "great" "fine" "I got it" = blocking, sending signals on **inauthenticity**, in person + email (stay surface level)
		• Others don't want to bring their problems around me b/c it looks like I don't have any, surface level
			• Missed opportunity for practicing more at home here
			  • Safest– but creates tension btw us
				• **BIBs to share more consistently**
				  • OMM
				  • Can't answer one-word answers → forces me to elaborate
				  • Green Arrow crutches
				• Home: Dial down eating in front of the TV to dial up authentic convos

B	Avoiding conversations/ Very tight trust circle, won't let others into my messy-ness (surface level)	• Hiding- not putting myself out there for more interactions, maybe situations will go away.
		• **Creates a bag lock of unprocessed emotions (not letting them out consistently, only intensely)**
			• Most people don't know what to do either → why would my call be worse?
			• Hearing other people's messy helps me (less alone)
				• **Aggressively share my POV**
				• **Dedicated time to myself to tune into emotions– meditate, paper it**
				• **Take more shots**
				  • Sharing beyond TP level– N/X + COA Core
				  • PRT
				  • PLB

B	Crying/Emotional, Facial expressions	Wear my heart of my sleeve, my thinking face is off-putting		
B	Dramatic reactions when I viscerally disagree	TP Convos, can make the other person second guess/back down/less likely to share a counter POV → "Well…"		
C	Air of "I'm busy"	People don't want to bother me		

Week 13

RESILIENCY TRAINING WORKSHEET PART 3

- Before the session, each person prepared Worksheet Part 3
- In the last session each person takes 5 minutes to share what they learned and rituals they will set going forward.
- End with an acknowledgment of progress (and leave Feedback!)

RESILIENCY TRAINING Worksheet
Part 3: Action Plan

Name

Q: How could I actively seek feedback and truth? [DIAL UP list]

LITTLE WAYS (actively crush eggshells...)	BIG WAYS (signing up, scheduling ways to put self out there, not hide...)

OPTIONAL -- ONGOING SESSIONS

After the 13 weeks, many groups have elected to continue meeting as a PRT group either formally or informally.

Session:
At this point the sessions have become more casual and groups have played around with different formats and making it their own.

For example, use it as a place to bring up a current situation or challenge and use the group to reflect on what the presenter is missing, or patterns attributing back to RAB's. It's less about 'what to do,' but what options and choices the presenter may have.

We recommend keeping a formal presentation schedule so it is clear who is presenting each week & will come prepared.

At end of the session, we encourage the group to continue to leave Feedback in the app to each of the presenters + any peers on their coaching during the session as this provides a platform to summarize advice and/or things that are harder to say in person.

Appendix

OPTIONAL- GRADUATION

If you are planning to conclude the training, we recommend a way to achknowelege and celebrate the group's training and strides made by individuals

A Few Ideas:

- Spolighting individuals who went above and beyond with personal progress
- Thank you's to peer coaches who really invested in other team members
- Share expeirence with a wider company/organizational group
- Some groups decided to create team T-shirts as a way to remember the training group

Light, Break, Revisit

Processing Feedback: LBR

An outline on how to process feedback or an experience with a TP, a trusted partner who can set up safety to express how you are truly feeling.

Bring to Light, take a Break, and then Revisit to find the lessons.

L (Bring it to light)

- ⟶ Read the feedback in the app (scan for the extremes--the "1's" and "4's")
- ⟶ Watch video
- ⟶ Talk about it and "vent" with a trusted partner ("burn off" emotion) in real time

B (Take a break)

- ⟶ Oscillate: exercise/walk around the block, snack, at most an overnight sleep

R (Revisit to find the lessons)

- ⟶ Print out feedback, cross-out what doesn't resonate, highlight patterns
- ⟶ Document & share takeaways

RESOURCES- COA VIDEOS

Resiliency In the Workplace: *Context + Participant Experience*

https://edu.perksatwork.com/course/resiliency-in-the-workplace/?class_uuid=eb348dc2-ab88-11ea-8e51-02fbb073ee2f

Rituals to Build Team Resiliency: *Organizational Expeirence + Tips*

https://edu.perksatwork.com/course/Building-Adaptive-Learning-Teams-Series/?class_uuid=5b710b7a-1fc9-11eb-9bd4-02461ec02d07

No Lying, Hiding, Faking

https://edu.perksatwork.com/course/Building-Adaptive-Learning-Teams-Series/?class_uuid=5be6ff93-b246-11ea-8e51-02fbb073ee2f