

The Change Agent's
Handbook:

RESILIENCE
MARTIAL
ARTS

Practical Resilience Tools
for Turbulent Times
in the Public Service

Jean Marleau

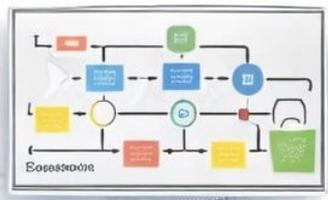
CHANGE AGENT !



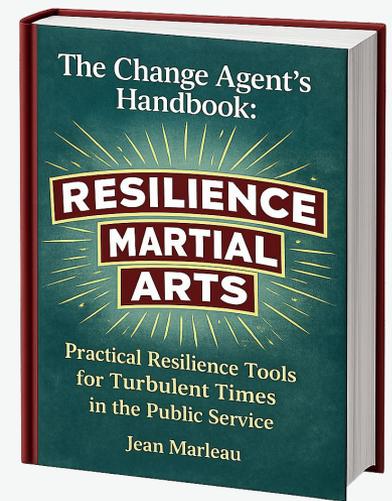


LEAN

- working processes
- investigating options
- applying principles and practices to eliminate waste
- aligning people
- communicating, communicating, and communicating!







3 Tools



Focus on Effort not Outcomes

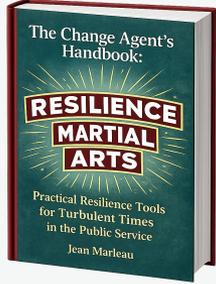


Call them Journeys



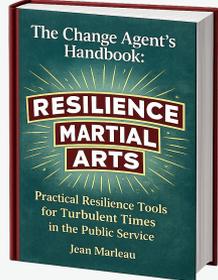
Singular Empathy

**“I couldn’t do it ...
but I beat myself up
over this like you
wouldn’t believe.”**



Tool#1 - Focus on Effort not Outcomes





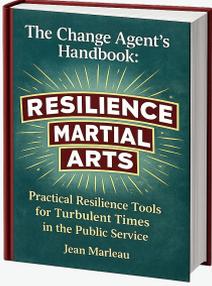
Tool#1 - Focus on Effort not Outcomes

Breaking things down into steps

Like looking up a staircase,
One step at a time



**“What if I am not
strong enough to
defeat it?”**



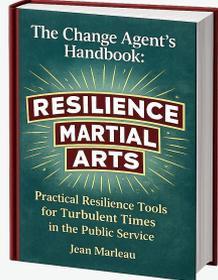
Tool#1 - Focus on Effort not Outcomes

The Power of Accountability Measures

- Journaling
 - setting short term actions and reporting on them
- Accountability Buddy
 - someone you trust



**“The worst part
about being strong
is that no one ever
asks if you’re okay”**



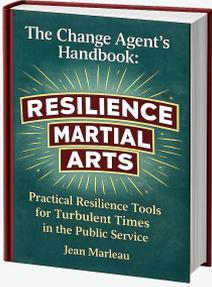
Tool#2 - Call them Journeys



Calling them journeys allows you to place them in time, acknowledges that you've been there and done that, and also reminds you that it's one element of your broader life journey.

“I doubt myself.

**I worry that I’ll fail
my people.”**



Tool#3 - Singular Empathy

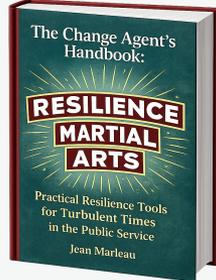
Empathy



vs



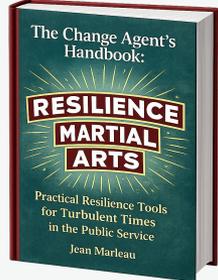
Sympathy



Tool#3 - Singular Empathy

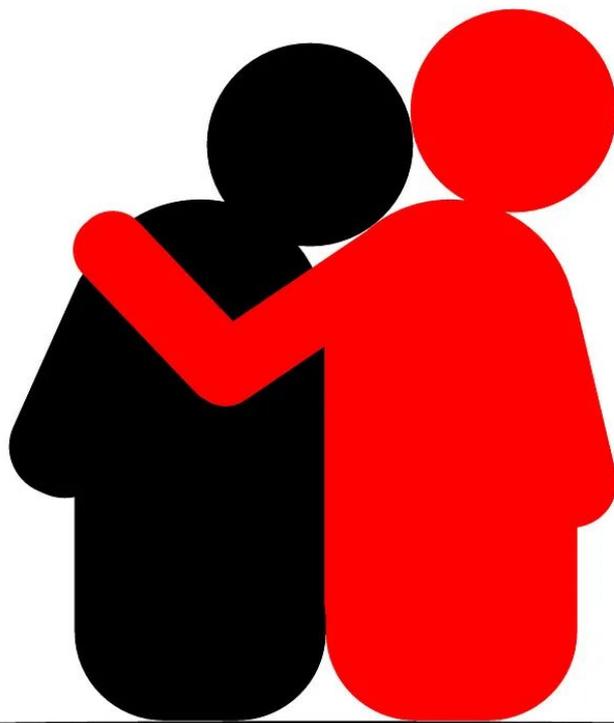
Empathy of understanding

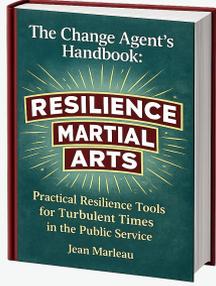




Tool#3 - Singular Empathy

Empathy of Feeling

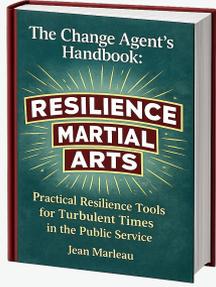




Tool#3 - Singular Empathy

Empathy of Caring

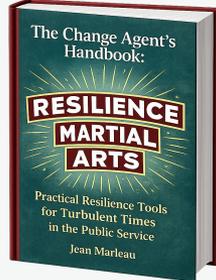




Tool#3 - Singular Empathy

Empathy of Doing

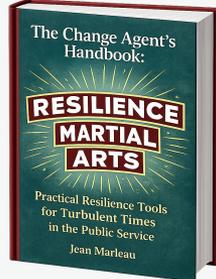




Tool#3 - Singular Empathy

Singular Empathy

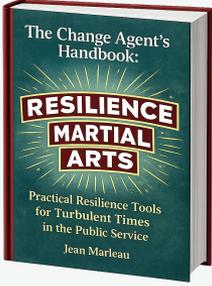
- Ability to be empathetic in a singular moment.
- To be with somebody one-on-one, give them your full emotional attention at that moment.
- You cannot be inauthentic
- You're not disrespecting other people from other previous moments in your life
- You are demonstrating empathy to the only people who can appreciate it, the people who are with you now.
- The recipient feels like they're being heard and understood.



Tool#3 - Singular Empathy

Awareness

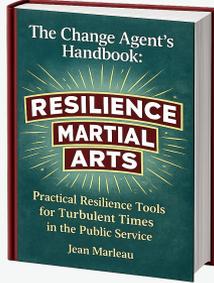
- It starts with self-awareness
- We all handle emotions differently, it's important to note:
 - How it lands in your body
 - How you knew or didn't know it was going to be a high empathy discussion
 - How you go about releasing it



Tool#3 - Singular Empathy

Practice

- Create reminders for yourself during and after meetings
 - Visual aids and reminders
 - Key words and sayings
 - Meditating heading into, or heading out of



Tool#3 - Singular Empathy

Singular Empathy Mantra

I'm a person and leader who cares for others

It's normal for me to be impacted by what I've heard

I was there to be with (name here) to bear witness, not to rescue them from their pain.

By being with them, I have played my part and was focused

Now, I'll letting it go so I can continue to be the caring leader and person I hope to be for others and for myself.

QUOTES

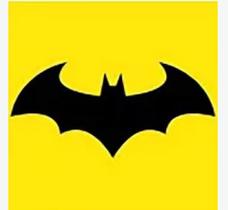
“I couldn’t do it ... but I beat myself up over this like you wouldn’t believe.” - Spider-Man



“For as long as I can remember, I just wanted to do what was right. I guess I’m not quite sure what that is anymore.” - Captain America



“What if I am not strong enough to defeat it?” - Batman



“The worst part about being strong is that no one ever asks if you’re okay.” - Superman



**“I doubt myself. I worry that I’ll fail my people”
- Black Panther**



Suspenders:

Because having a belt is not enough

Les bretelles :

Parce qu'il ne suffit pas d'avoir une ceinture



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