



LEARN TO BOUNCE

SURVIVING & THRIVING DURING CHANGING TIMES

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USERS BACKLASH

“Users are known for complaining fiercely.....
then adapting and sticking with the online community.”

<http://www.whoop.com/news/2011/28/facebook-users-complaints.html>

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WORLD ECONOMY SLIDES



European
Debt Crisis

USD per 1 CAD

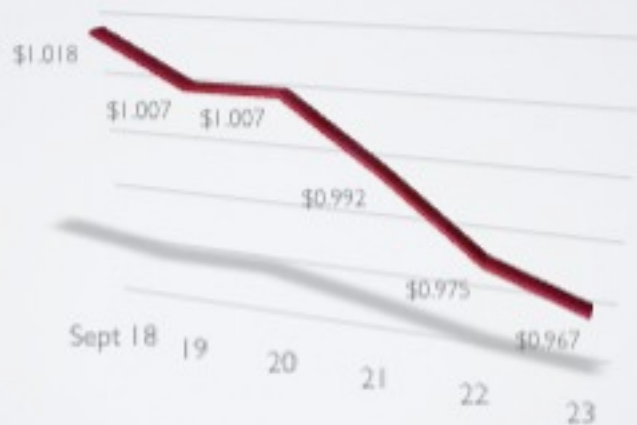
TSX



DOW



US Debt
Crisis



S&P



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Fears mount about double dip recession, could mean job losses, more debt

By The Canadian Press | The Canadian Press - September 23, 2011

More public sector layoffs to come, Clement warns

By Laura Payton, CBC News | Posted: Jun 20, 2011 4:24 PM ET



Some 687 jobs at PWGSC on chopping block

Auditors, consultants and translators among first to go.

By JESSICA BRUNO
The Hill Times, Published August 15, 2011

FRIDAY, JULY 22, 2011

[Canadian Conservatives Slash NRC Budget](#)

MONDAY, JULY 25, 2011

[Conservatives Cut Budgets and Slash Jobs at Environment Canada](#)

Unions worry about \$800 million in reported provincial government cutbacks \$180 million to be trimmed from education, \$350 million from health

By Paul Cherry, The Gazette September 18, 2011

Environment Canada in 'complete and utter turmoil' as feds prepare to slash 776 jobs

Bill Pynn, president of the Union of Environmental Workers, says department reeling as feds poised to cut department by 11 per cent.

By JESSICA BRUNO
The Hill Times, Published August 8, 2011

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35,000 jobs lost in 2001 in Computer & Telecommunications in Canada

<http://www.cta.org.ca/pdf/CTA-01-0100L000023.pdf>



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AGENDA

- Introduction to Change and Uncertainty
- Models/Tools that help us understand Change
- Managing during changing times
 - Self - Perspective and Resilience Strategies
 - Others - Best Practices
- Q & A

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CHANGE IS SITUATIONAL
TRANSITION IS PSYCHOLOGICAL

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CHANGE TURNS OUR WORLD UPSIDE DOWN

- forces us to go from what we know to what we don't know
- moves us from our comfort zone
- forces us to do things differently
- drives uncertainty in future



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CHANGE CREATES UNCERTAINTY

WHAT IS ONE WORD YOU
THINK OF WHEN YOU THINK OF
UNCERTAINTY ?

On a piece of paper write down the first 10 words you
associate with the word "uncertainty".

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EMOTIONAL SIDE OF UNCERTAINTY

How does uncertainty affect you?

What is the most difficult part of
uncertainty?

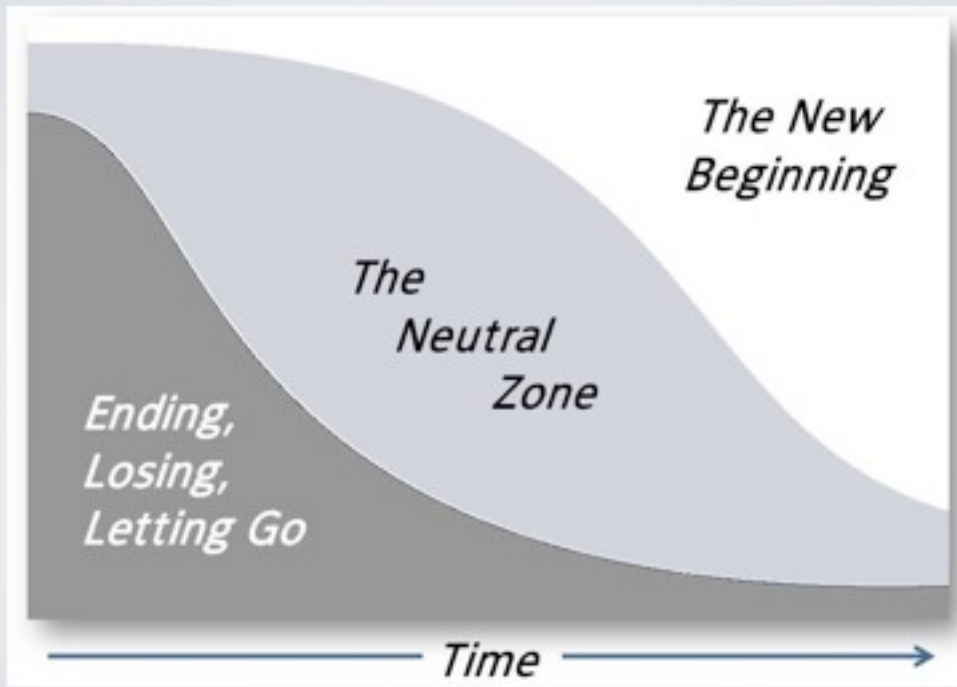


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TRANSITION
IS AN EMOTIONAL JOURNEY
THROUGH TIME

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WILLIAM BRIDGES MODEL



Managing Transitions, William Bridges, Page 5

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LAYOFF IS AN EMOTIONAL JOURNEY



Learn to Bounce: from a high-tech layoff to your ideal work, Anita Caputo and Lee Wallace, Page 179

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THE WRITING IS ON THE WALL



Tony Hoe

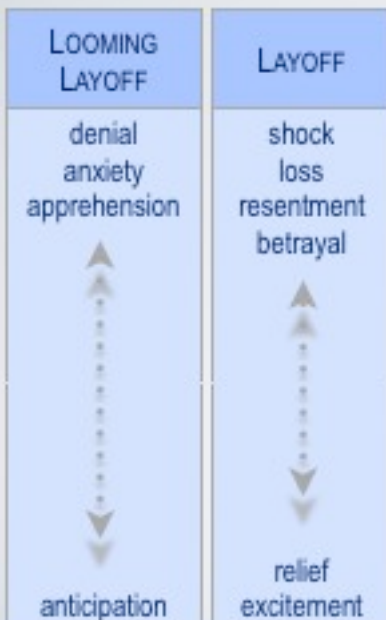
"I was hanging on and feeling stuck"

Mark Taber

Looked forward to receiving a "very nice package" used to start a new company

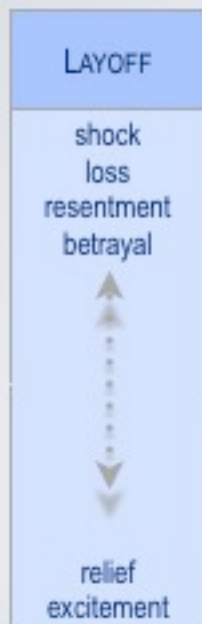
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LAYOFF IS AN EMOTIONAL JOURNEY



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A BITTER SWEET EXPERIENCE



David Lang

Upset and frustrated, he did what he could to stay with the company.

Carrie Hall

"I was truly happy. I danced with my envelope. I'm out of here, I've got my freedom"

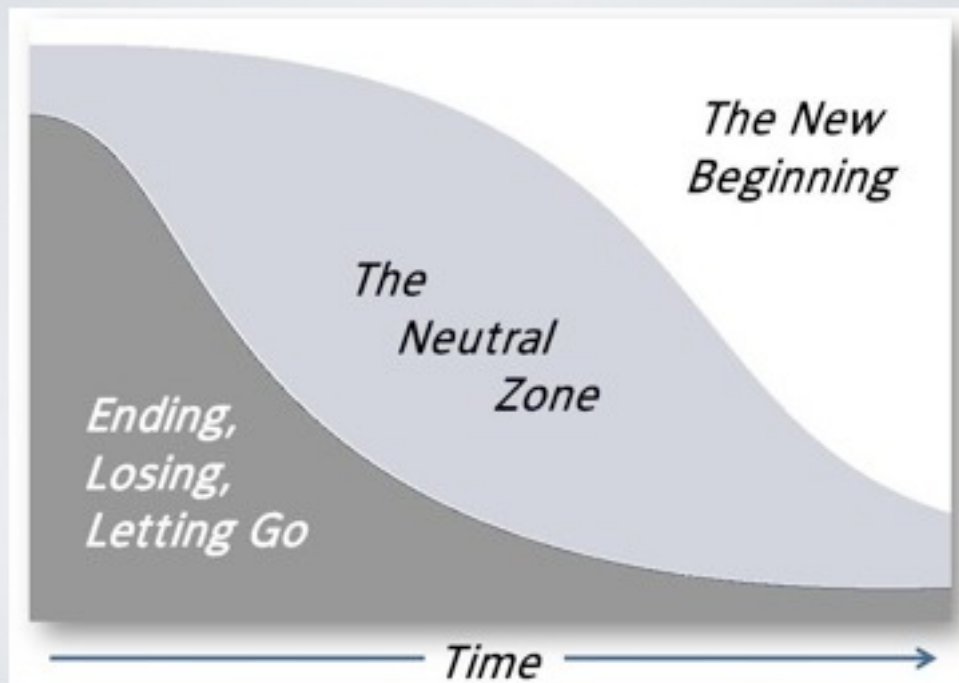
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MOVING FORWARD

- Recognize that change is a loss
- Transition is a personal emotional journey
- Uncertainty is driven by fear of the unknown
- Transitions take time

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WILLIAM BRIDGES MODEL



Managing Transitions, William Bridges, Page 5

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The Right
Transition Time



Too Fast

generates resistance & transition takes longer

Too Slow

Lose momentum, trust, & belief things will change

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TOO FAST OR TOO SLOW

What has been your experience with change?

What were the consequences?

What would make it ideal?

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CHANGE IS OPPORTUNITY
PERSPECTIVE IS A CHOICE

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OPPORTUNITY IS NOWHERE



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WE CREATE OUR OWN REALITY



- What we think drives how we behave
- Our behaviour creates the life we live
- How we live our life creates the situations we get ourselves into

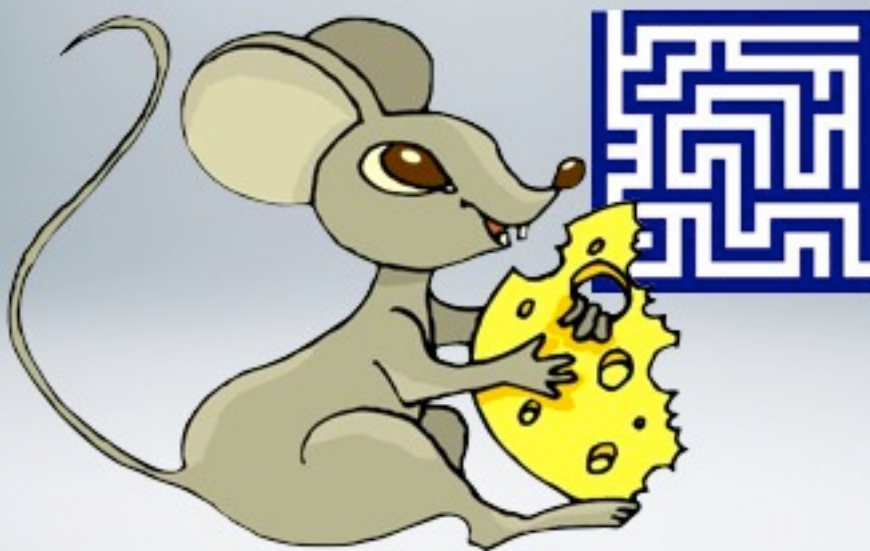
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STRESS MASTERY FLOW CHART



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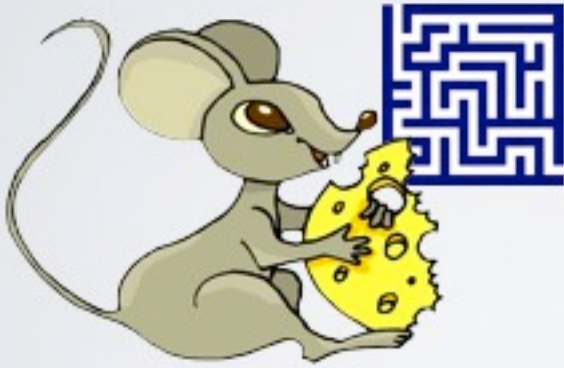
CHOOSING HOW TO REACT



"Who Moved My Cheese" by Spencer Johnson

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WHY WE CHANGE

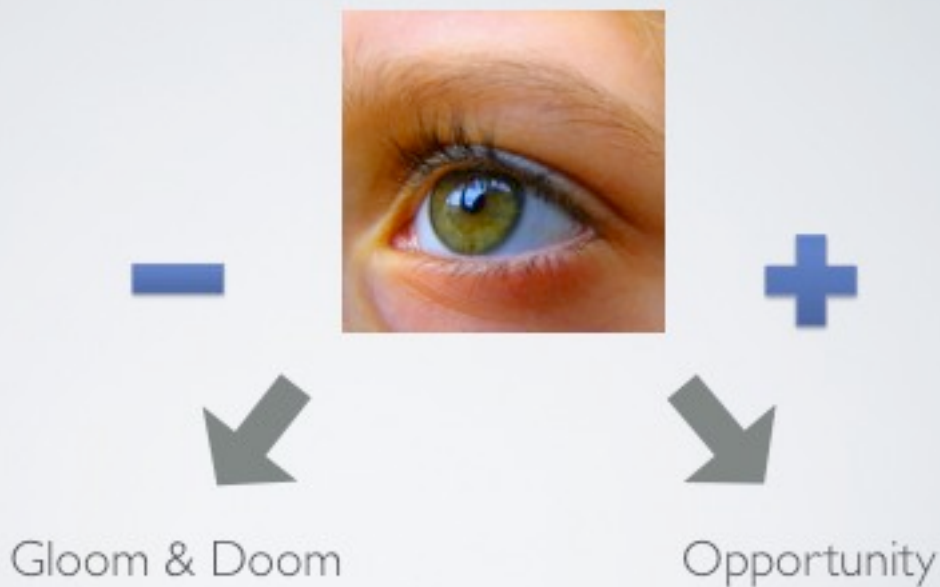


- Change is imposed
- Cost is too high not to change
- Opportunity is too good to pass up

"Who Moved My Cheese" by Spencer Johnson

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Federal Departments & Agencies must trim their Budgets by 5 - 10%



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REFRAMING

IT IS NOT SO MUCH WHAT HAPPENS
IT IS HOW YOU CHOOSE TO REACT

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BUILDING RESILIENCE THROUGH REFRAMING

1. Choose a situation that currently is impacting you or choose a situation that you think is going to impact you e.g. budget cuts
2. Write down that situation in the left hand column of the form
3. Answer the questions in each of the columns to the right of the situation that you wrote down.

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SHARE YOUR INSIGHTS



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LAYOFF

relief
excitement

CARRIE HALL

- Confined
- Put down
- Uncertain
- Waning confidence
- Stifled growth



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LAYOFF

relief
excitement

CARRIE HALL

- Thankful
- Eager to Move On
- End to Uncertainty
- Liberating
- Joy



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WHAT HELPED CARRIE

- kept positive perspective even when going got rough
- maintained focus on future direction
- reinforced confidence in self with assessment testing "I really am who I thought I was"
- she believed in herself & others believed in her
- continuous encouragement, inspirational statements to self
- recognized importance of transferable skills
- networks of support - encouragement to stretch & achieve greater potential

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MANAGING OTHERS DURING CHANGING TIMES

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MANAGERS MUST COMBAT THE LOSS OF PRODUCTIVITY

- When your world is turned upside down, everything changes
 - the way you work
 - what you work with
 - who you work with
 - how you get your job done
 - the power you felt you had
 - your relationship with co-workers
 - your relationship with where you work



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MANAGERS MUST COMBAT THE LOSS OF MOTIVATION

- people want to feel important and valued
- people want to protect themselves and their turf
- people are suspicious
- people are afraid of the unknown
- when people don't know what they don't know they fill in the blanks

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YOU ARE HAVING A NIGHTMARE!!!

- Form two groups
 1. People who do **not** manage people
 2. People who do manage people

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YOU ARE HAVING A NIGHTMARE!!!

- Instructions for **people who do not manage other people**
 - You have the **worst manager in the whole wide world**
 - To make matters worse, government departments have been asked to freeze all spending and hiring and find savings in their budgets
 - Create a list of what your manager is doing that makes life at work so miserable

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YOU ARE HAVING A NIGHTMARE!!!

- Instructions for **people who do manage other people**
 - You have been asked to freeze all spending and hiring and find savings in your budgets
 - There are endless numbers of meetings, you have been sworn to secrecy, and you feel a rift growing between you and the people who report to you
 - What do you find most difficult about managing during these uncertain times?
 - What things make you feel helpless?

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MANAGING BEST PRACTICES

Give your output to the other group.

People Who Do Not Manage Others

- Based on the information the managers generated, give them some advice as to how they can effectively deal with their challenges.

People Who Manage Others

- Based on the information generated by the people who don't manage, what are some best practices managers can exercise during changing times?

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AUTHENTIC MANAGERS

- Put **employees' best interests first**
- Manage with **heart**
- Genuinely **care**
- Invest in **relationships**
- Develop environments based on **trust & respect**



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Trust Busters



Failure to:

- Tell the Truth
- To keep people informed
- Walk the Talk
- Give Recognition
- Take Action

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PEOPLE REMEMBER HOW
YOU MAKE THEM FEEL



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How would
you like to be
remembered?



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Q & A

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WORRYING IS A WASTE OF IMAGINATION

- 40% Never Happens
- 35% Turns out okay or even better
- 15% Can be solved, changed or altered
- 8% Needless concerns
- 2% Legitimate worry

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CHANGING TIMES ARE
OPPORTUNITIES
FOR REINVENTION

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Prepared, Plan & Promote Yourself

Optimistic

Seen & be Sensitive

Innovative

Tenacious & Timing is everything

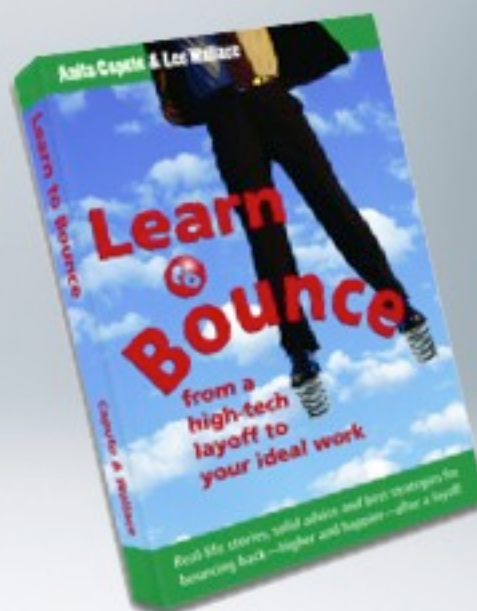
Inspirational

Vision

Enthusiastic

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Books are for sale
\$20 each or
2 for \$35



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