

# The Artistry of Change



## The Top 3 Habits of Highly Resilient People



**RESILIENCE IS 80% MINDSET**







## ***We retain...***

**10% of what we read**

**20% of what we hear**

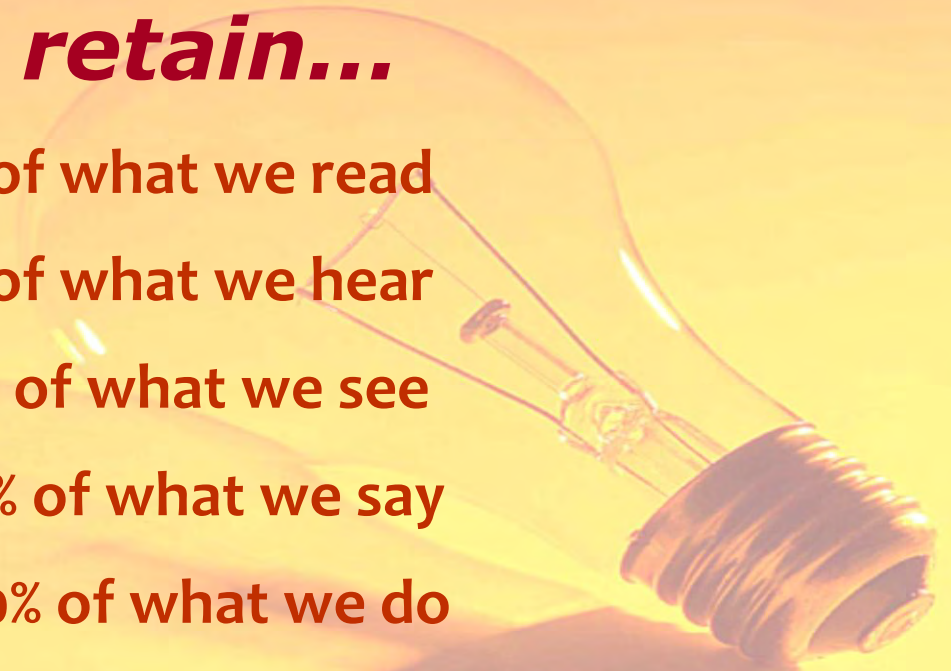
**30% of what we see**

**40% of what we say**

**50% of what we do**

**60% of what we read,**

**hear, see, say and do**



# Surveying of Safety Professionals



1. **Construction**
2. **Oil & Gas**
3. **Government**
4. **Manufacturing**



**The Secret  
Behind  
Highly Resilient  
People**





**The ability to choose your  
State, Perception and Capacity**

# Teams

A scenic landscape featuring rolling green hills under a vibrant blue sky with scattered white clouds. A dirt path winds through the foreground, flanked by tall grasses. Two palm trees stand prominently on the hills. The overall atmosphere is bright and natural.

Leader

Recorder of Ideas

Team Name



# Caption Contest



# Teams



1. What habits of mind make people stressed?
2. What habits of mind make people more resilient, calm, productive, innovative?

# Choose a Situation

A photograph showing two people at a table. One person, wearing a white lab coat, is pointing at a document on the table. The other person, wearing a tan jacket, is looking at the document. The background is slightly blurred, suggesting an indoor setting like a meeting or a classroom.

- ✓ Work load
- ✓ Chaos of change
- ✓ Interpersonal
- ✓ Personal life

# #1 – Change Your State in an Instant

*Carla Rieger*  
Rieger  
.com



# Vs. Letting Your “State” Own You



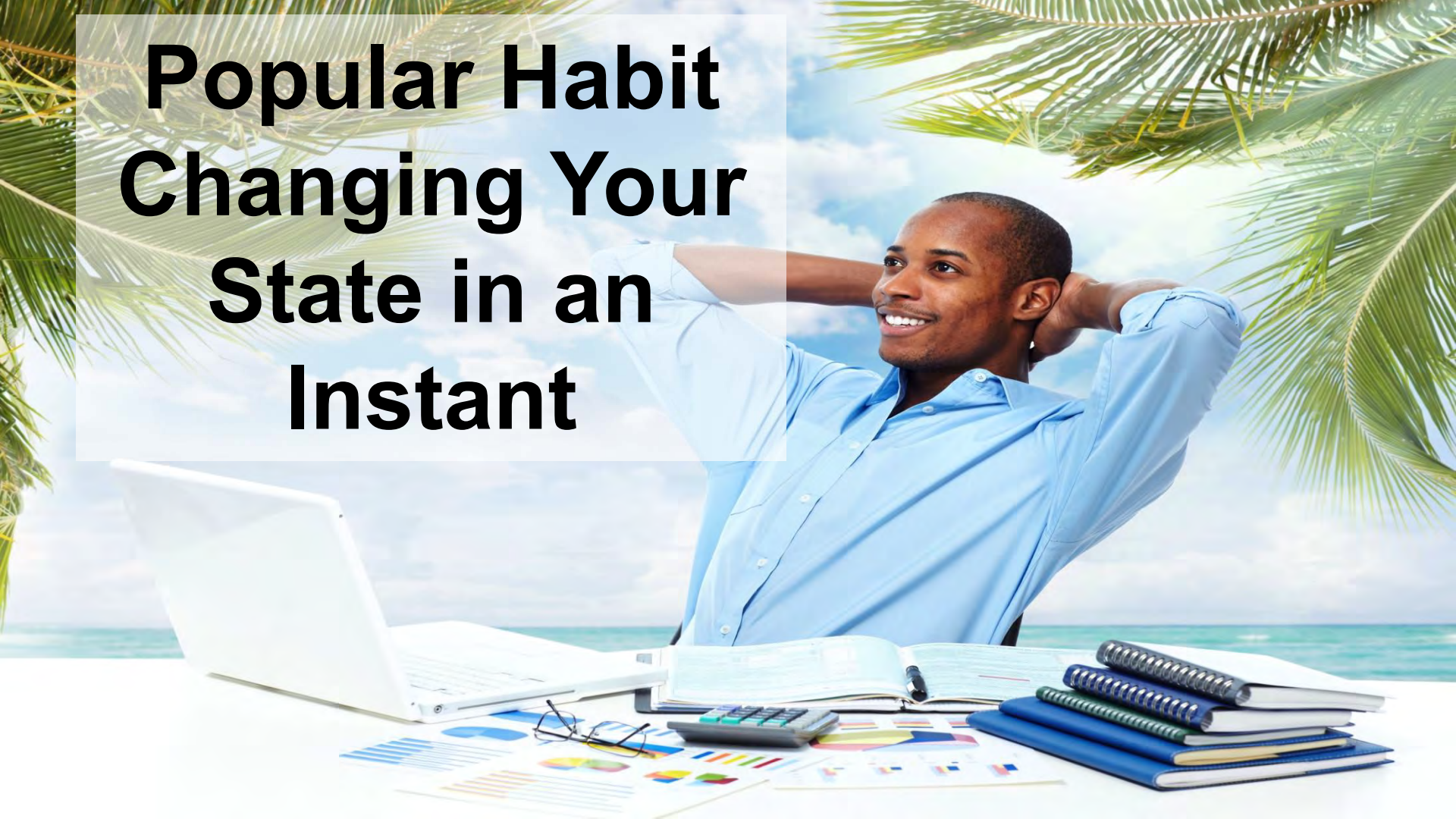
# Pro Athletes



**The #1  
skill HR people look for  
today is the ability  
to un-learn and re-  
learn.**



# Popular Habit Changing Your State in an Instant





# Quick Start Guide to Your Mind



# All through history....



*The mind can make a  
hell of heaven or a  
heaven of hell.  
- John Milton, Poet  
(1634)*

*What we think we become.  
- Buddha(500 BC)*

*We are meaning making  
machines. - Richard Bandler, Co-  
Founder of NLP (1983)*

*If you think you can do a thing or  
think you can't, either way you  
will be right. ~ Henry Ford,  
Industrialist (1899)*

*People are just about as happy as  
they make up their minds to be. -  
Abraham Lincoln (1850)*

*The last of the human  
freedoms is to choose  
one's attitudes.  
- Victor Frankl,  
Holocaust survivor  
(1953)*

# Unconscious mind



```
127     E = S;  
128 }  
129  
130 template< class T >  
131 void SortPointers( T** Array, int Size )  
132 {  
133     if ( Size <= 1 )  
134     {  
135         return;  
136     }  
137  
138     T** NextSlot = Array;  
139     T** NextCheck = Array;  
140     Swap( Array[ rand() % Size ], Array[ Size - 1 ] );  
141     T PivotValue = *( Array[ Size - 1 ] );  
142  
143     while ( NextSlot < Array + Size && **NextSlot <= PivotValue )  
144     {  
145         ++NextSlot;  
146     }  
147  
148     for ( NextCheck = NextSlot; NextCheck < Array + Size; ++NextCheck )  
149     {  
150         if ( **NextCheck <= PivotValue )  
151         {  
152             Swap( *NextSlot, *NextCheck );  
153             ++NextSlot;  
154         }  
155     }  
156  
157     SortPointers( Array, (int)( NextSlot - Array ) - 1 );  
158     SortPointers( NextSlot, (int)( NextCheck - NextSlot ) );  
159 }  
160
```

Source Code



Your mind is full of  
programs for  
good and useful  
things

**Programs go on auto pilot  
in the unconscious mind**



**Your mind is also full of programs that  
block your success and well being**



**You are still being programmed all the time**



Some of these programs are good





# Some maybe not so good ...

A black and white advertisement for soda. At the top, the text reads "For a better start in life start **COLA** earlier!". Below this, a baby is shown smiling broadly, looking towards a woman on the right who is also smiling. In the bottom left corner, there is a glass bottle of soda. To the right of the bottle, there is a list of benefits: "- Promotes Active Lifestyle", "- Boosts Personality!", and "- Gives body essential sugars!". Below the list, the text asks "How soon is too soon?" and provides a paragraph of text explaining that laboratory tests have proven that babies who start drinking soda during their early formative period have a higher chance of gaining acceptance and "fitting in" during their pre-teen and teen years. The advertisement concludes with the name "The Soda Pop Board of America" and their address: "1515 W. Hart Ave. - Chicago - ILL." data-bbox="232 212 700 1000"/>

For a better start in life  
start **COLA** earlier!

- Promotes Active Lifestyle  
- Boosts Personality!  
- Gives body essential sugars!

**How soon is too soon?**

Not soon enough. Laboratory tests over the last few years have proven that babies who start drinking soda during that early formative period have a much higher chance of gaining acceptance and "fitting in" during those awkward pre-teen and teen years. So, do yourself a favor. Do your child a favor. Start them on a strict regimen of sodas and other sugary carbonated beverages right now, for a lifetime of guaranteed happiness.

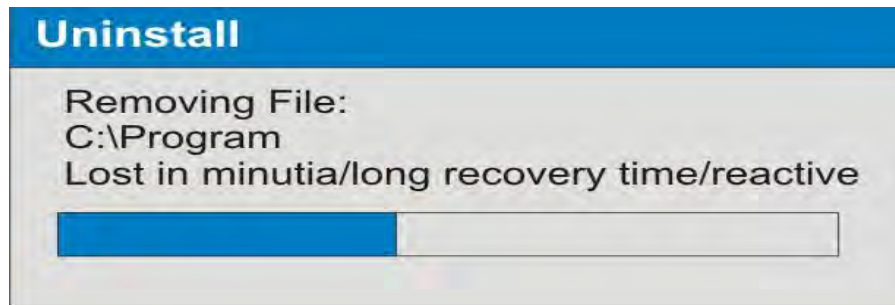
**The Soda Pop Board of America**  
1515 W. Hart Ave. - Chicago - ILL.

A microscopic image of neural tissue, showing a complex network of neurons and their connections. The image is predominantly blue, with some yellow and white highlights that suggest specific areas of interest or activity within the neural network. The neurons are interconnected, forming a dense web of connections.

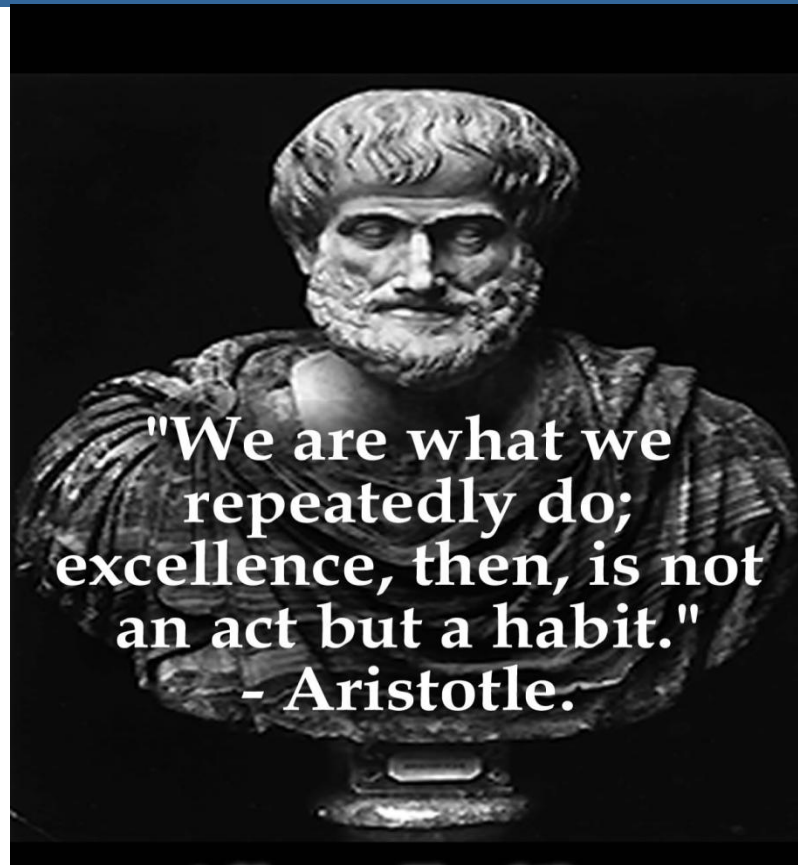
# NEUROPLASTICITY

***Your core perceptions are NOT hardwired  
You can choose new brain connections***

# How to Uninstall and Re-install?



# The Power of Habits



"We are what we  
repeatedly do;  
excellence, then, is not  
an act but a habit."  
- Aristotle.

# Habits of Mind = Programs

Once the brain has been shown a less stressful way of operating it will tend to default to that new program.

From the book “Biofeedback for the Brain” by Dr. Paul Swingle, Neurotherapist



# 80% of Your Results = Mindset

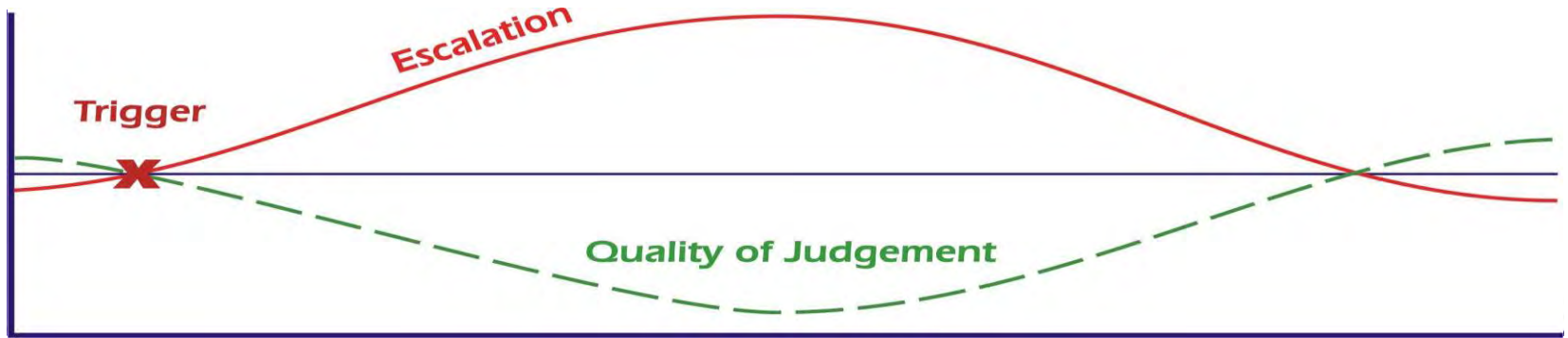


**A 2010 University of Georgia study showed that 80% of your ability to stay healthy into old age is caused by your attitude and your ability to adapt to challenges rather than from health habits or genetics.**



**Bob Delmonteque  
– 84 years old**

# Survival Brain Trigger Cycle

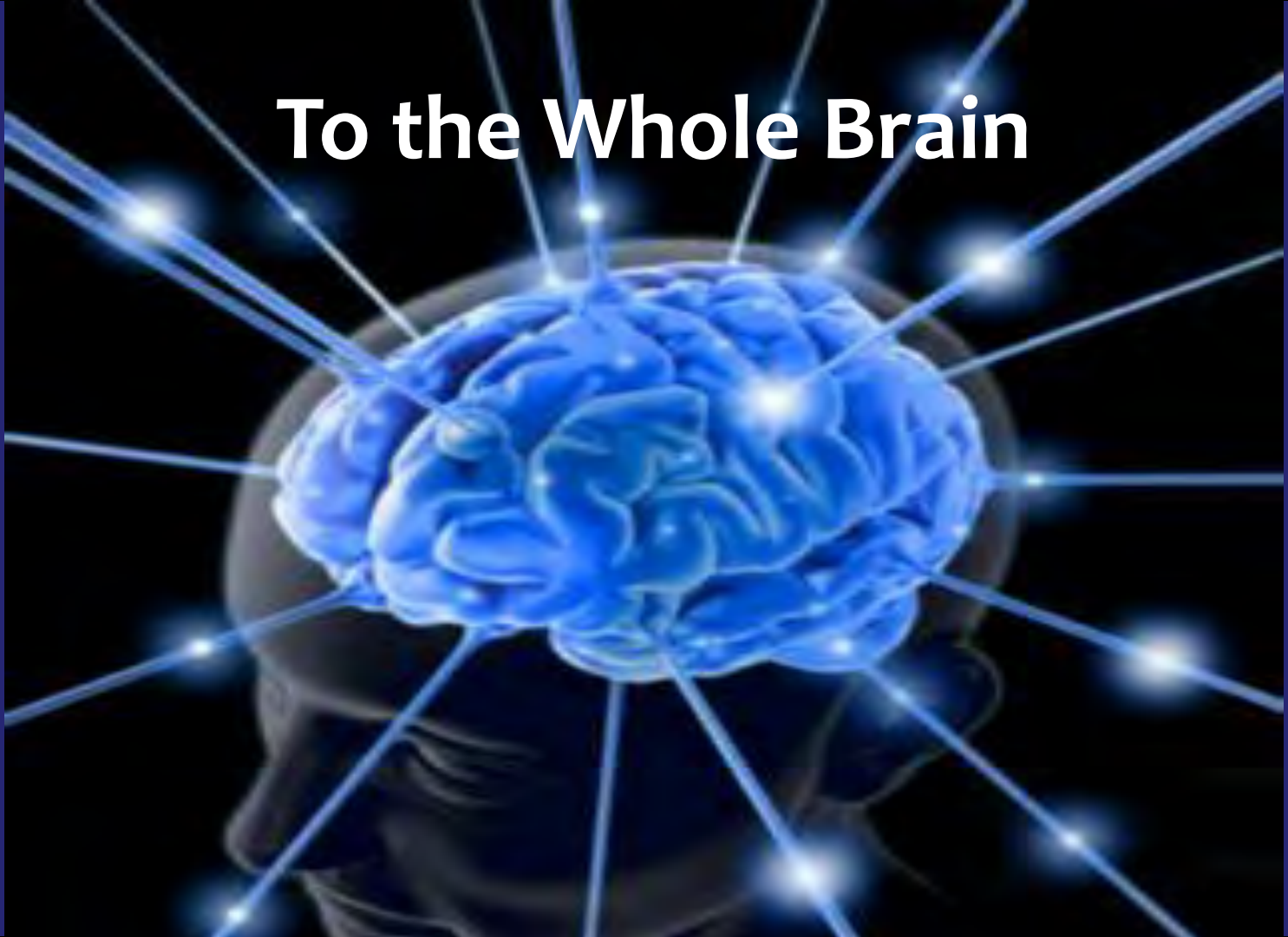




# **Moving from the Survival Brain**



# To the Whole Brain



**My thoughts  
are real**



**Psychotic**



**My thoughts  
are just  
thoughts**



**Mental health**

# Monkey Mind



*William James, an American sociologist, once said...*

*“If you want a quality, act as if you already...*

*had it.”*



# Pet Peeves



# **Issue (personal or group)**

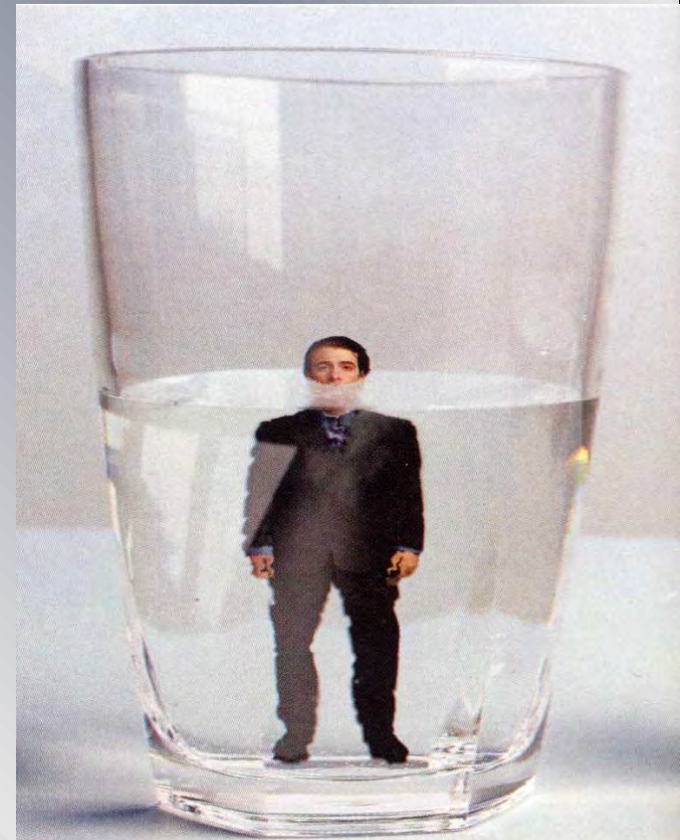
**What might be good about it?**

**What might you learn from having to resolve it?**

**How might you become a wiser, more skilled,  
more empathic or more resilient person?**

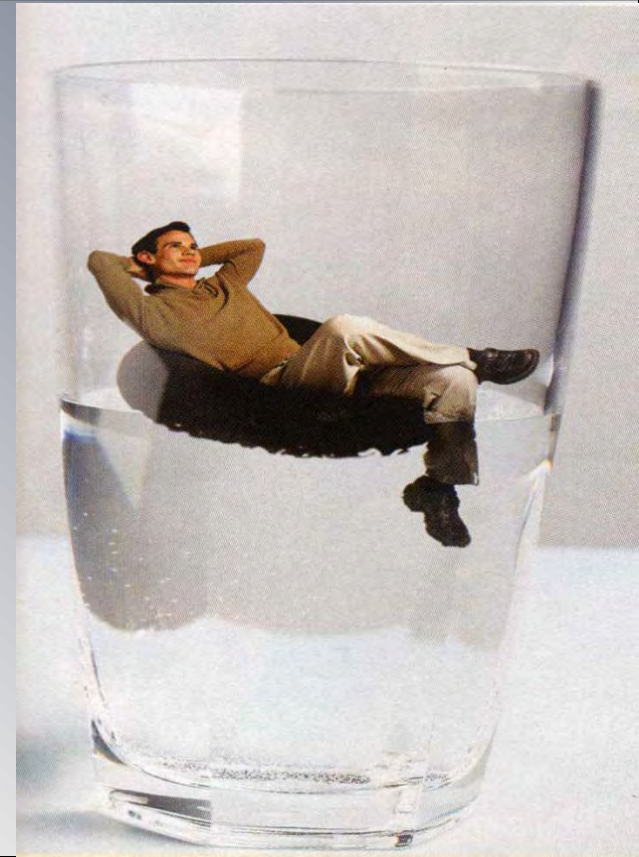
# Depreciative Inquiry

1. What if I can't get this situation to work out?
2. What if I don't have enough resources to do this?
3. What if this situation causes me to lose ...



# Appreciative Inquiry

1. What if I DO get this situation to work out?
2. What if I DO find enough resources to solve this?
3. What if this situation causes me to gain ...







*Leaning  
Into the  
Adventure*

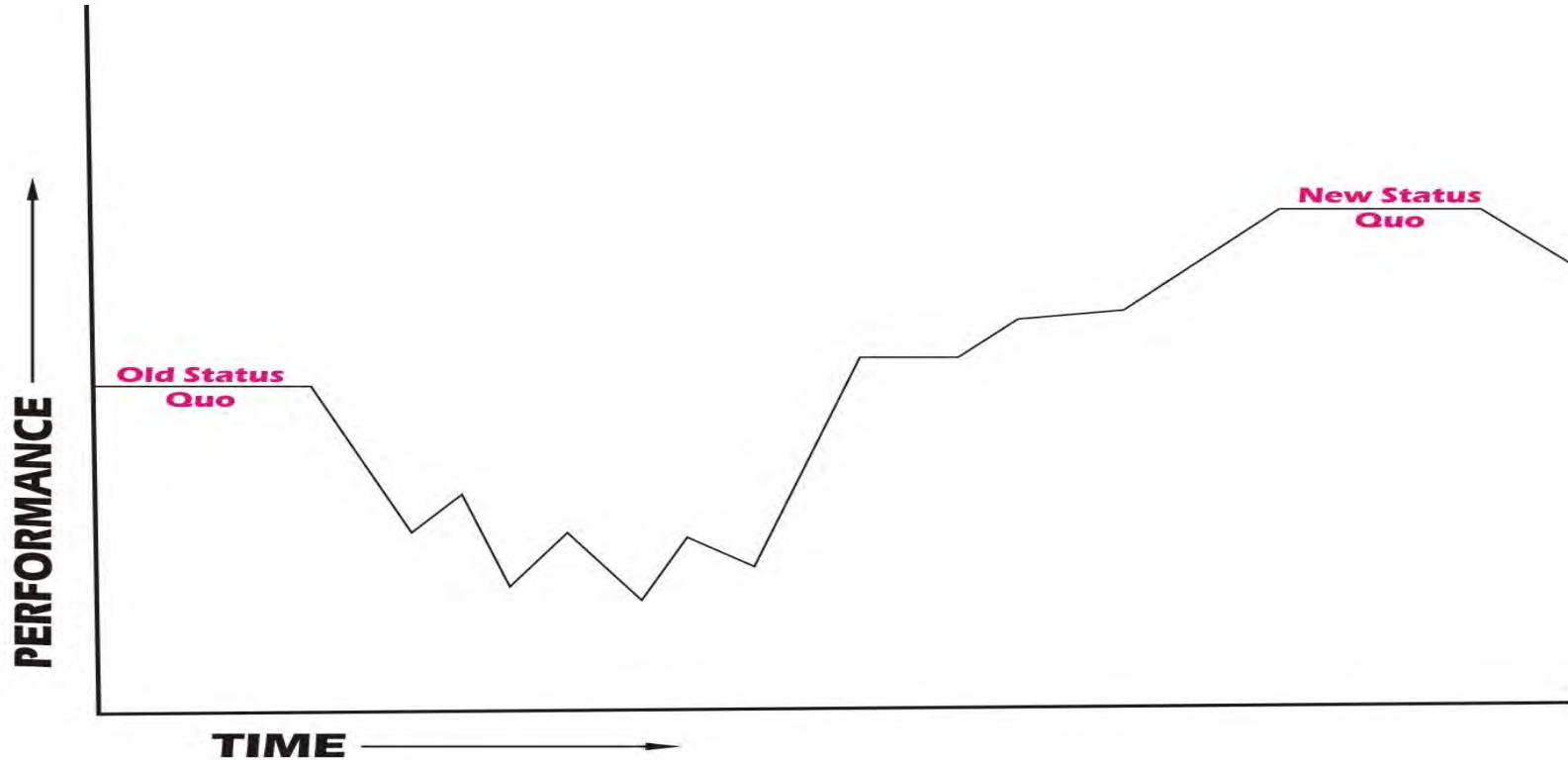
# #2 - Seeing the Big Picture



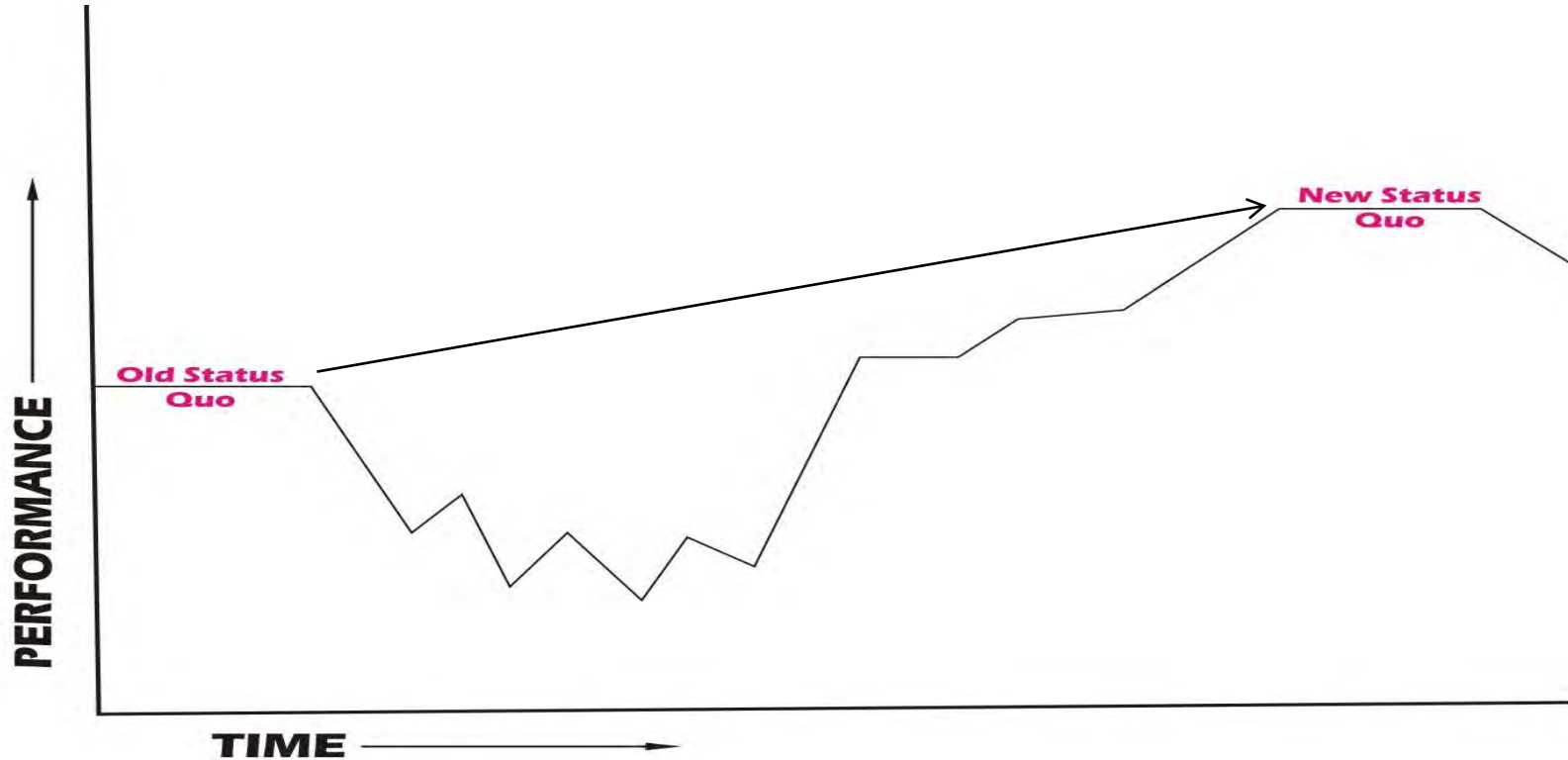
# Versus sweating the small stuff



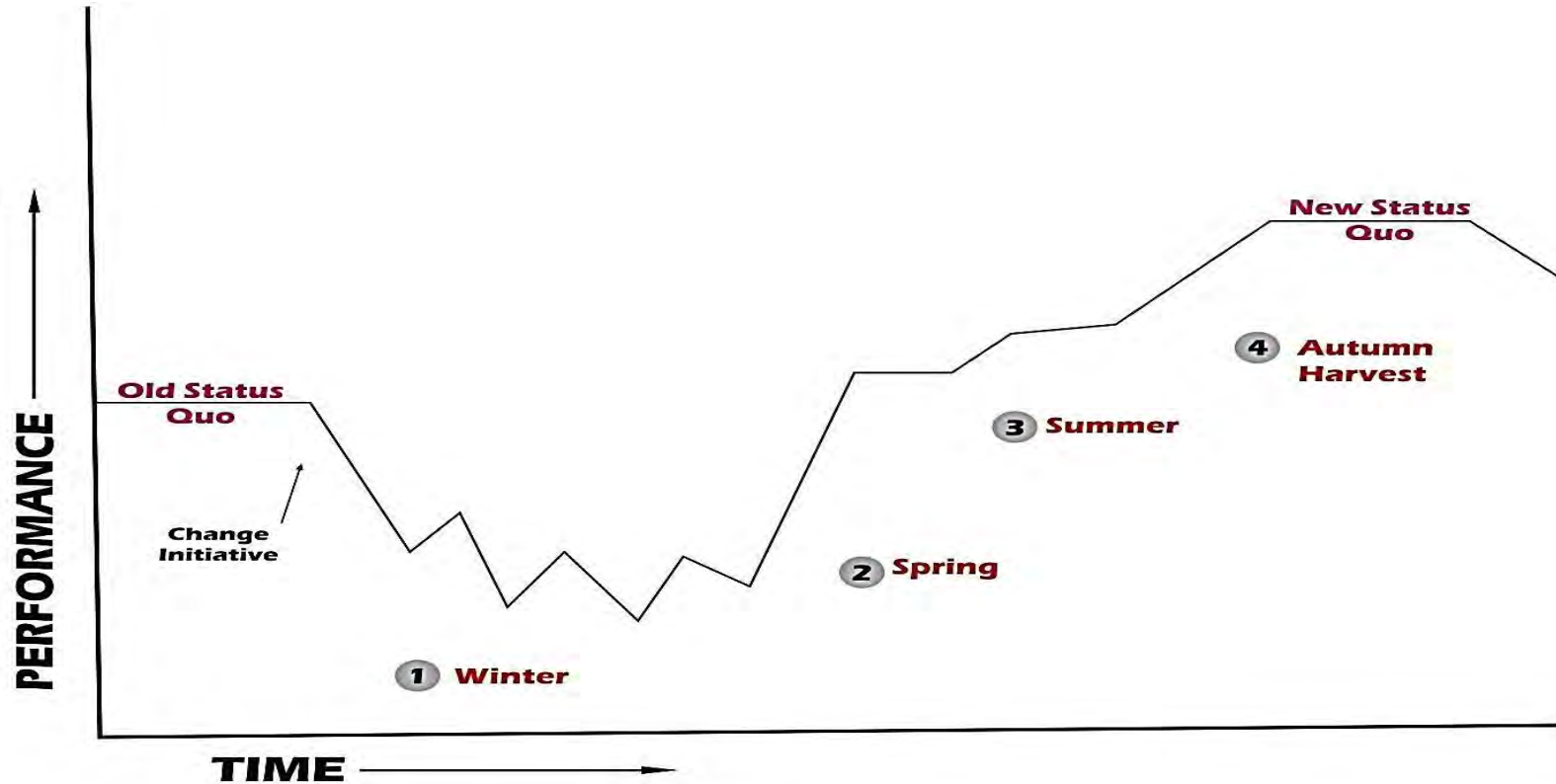
# Change Model



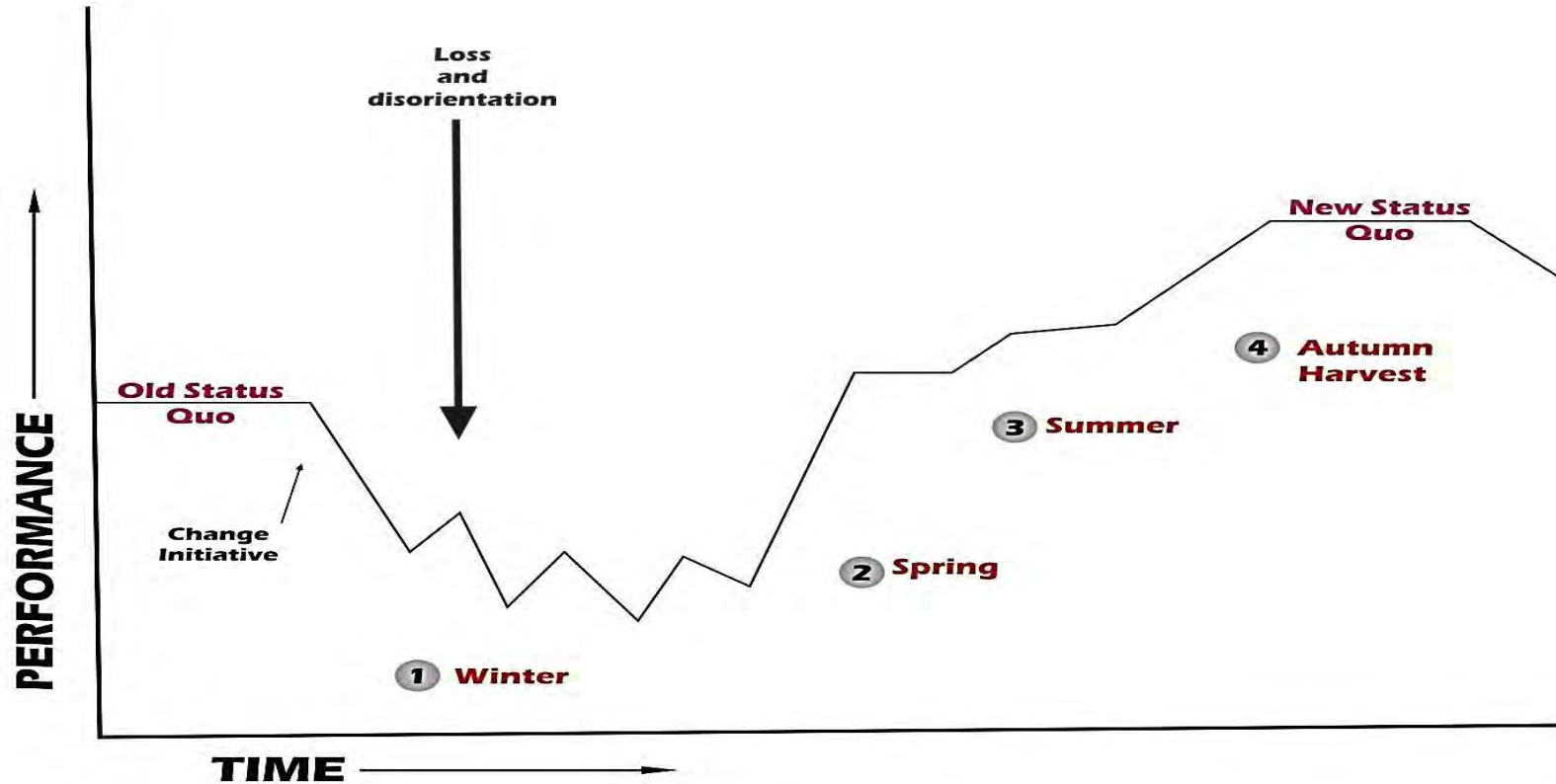
# Change Model



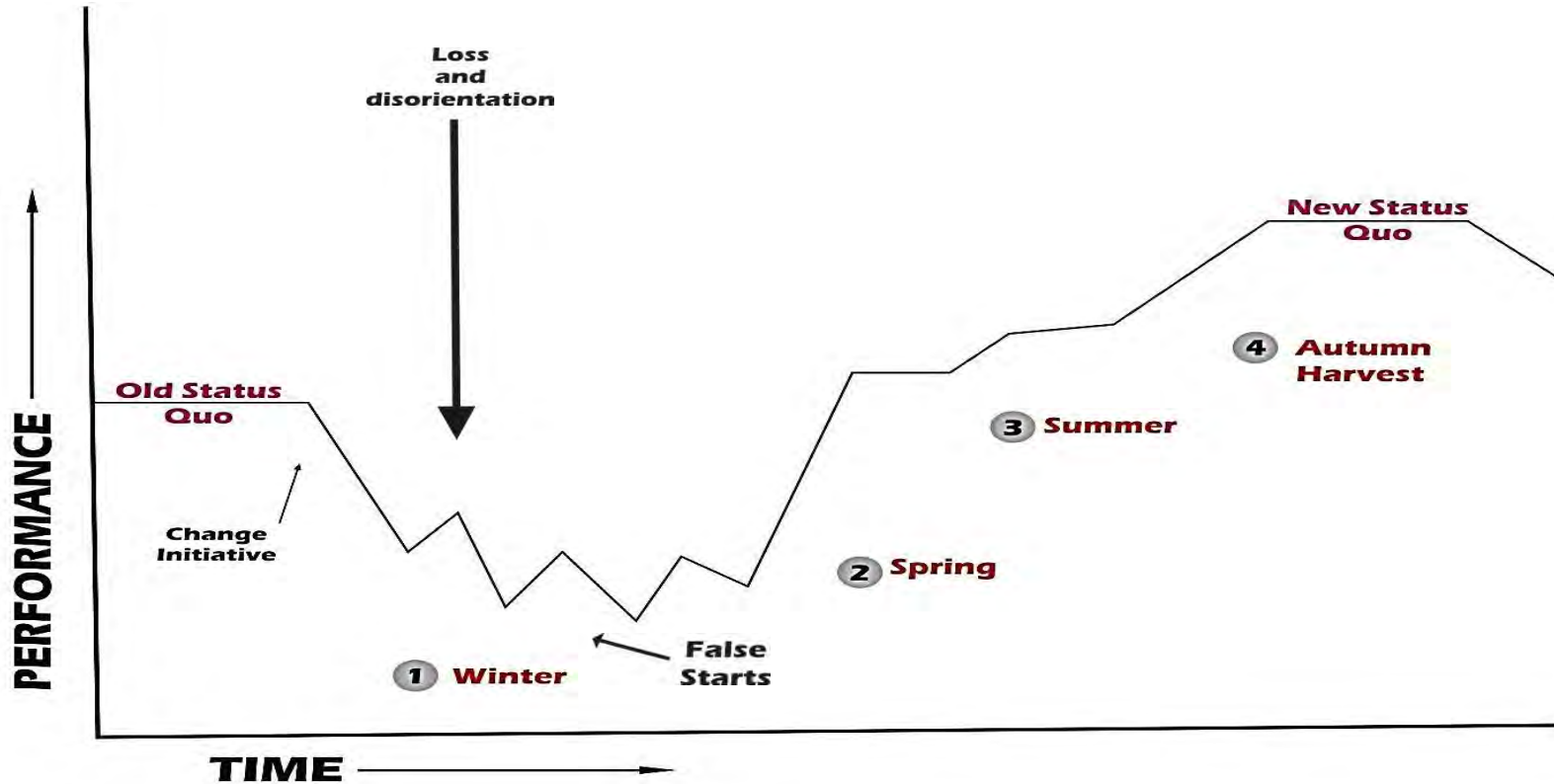
# Seasons of Change



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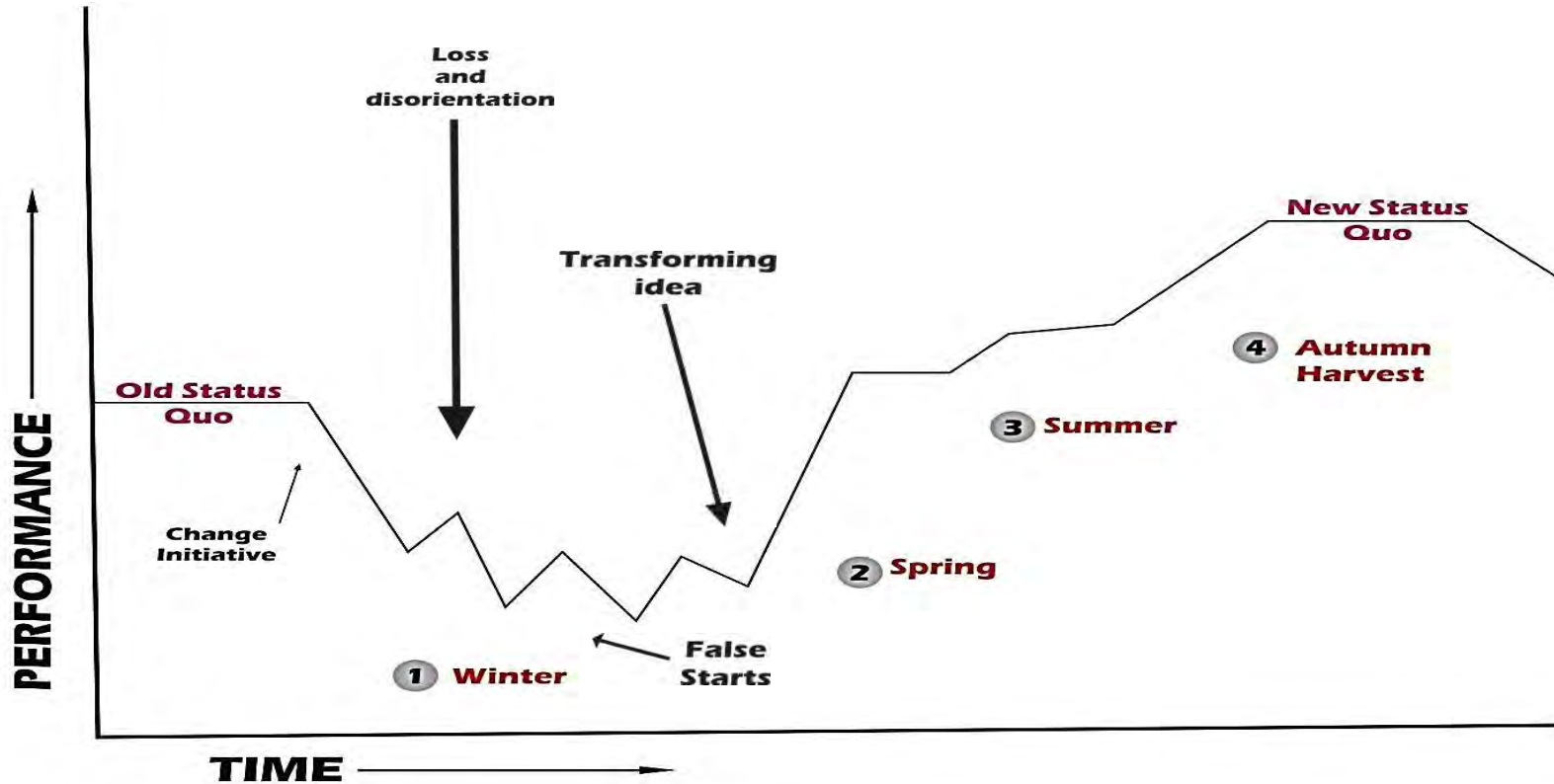


# Seasons of Change

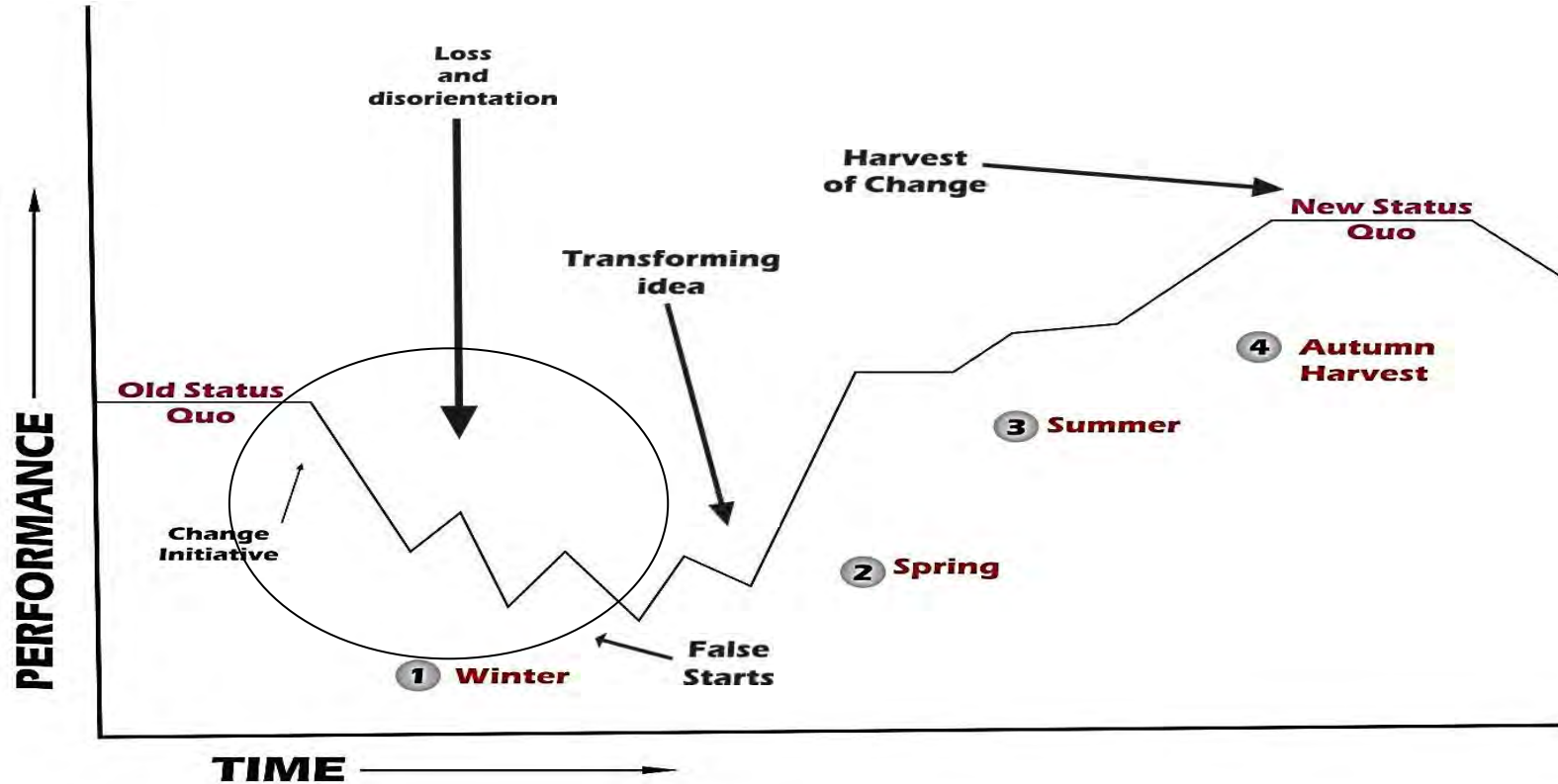




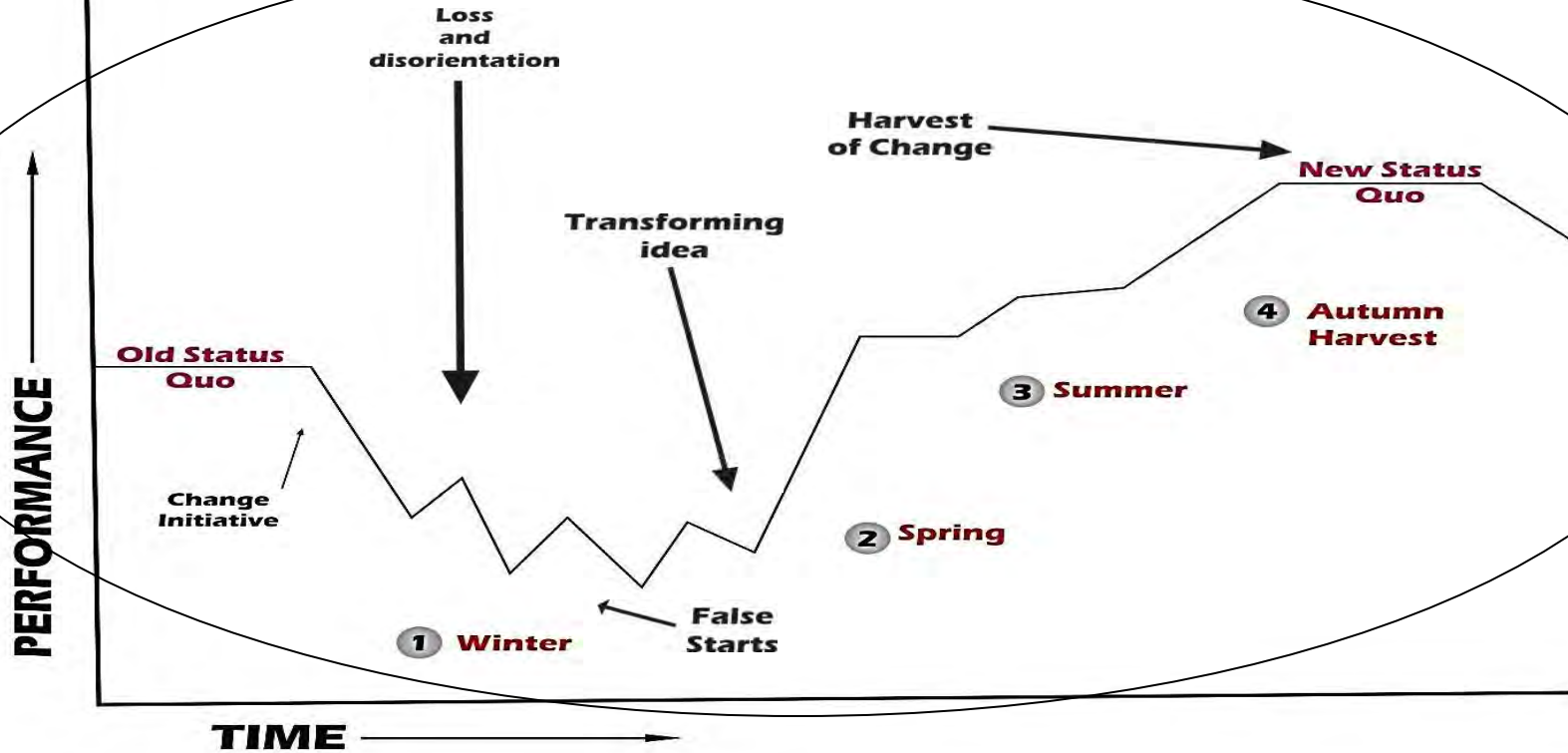
# Seasons of Change



# Zoom in



# Zoom out



# Ideal outcome



1. **Stressor (Winter of Change)**
2. **What's your deal outcome? (Harvest of Change)**

# Examples



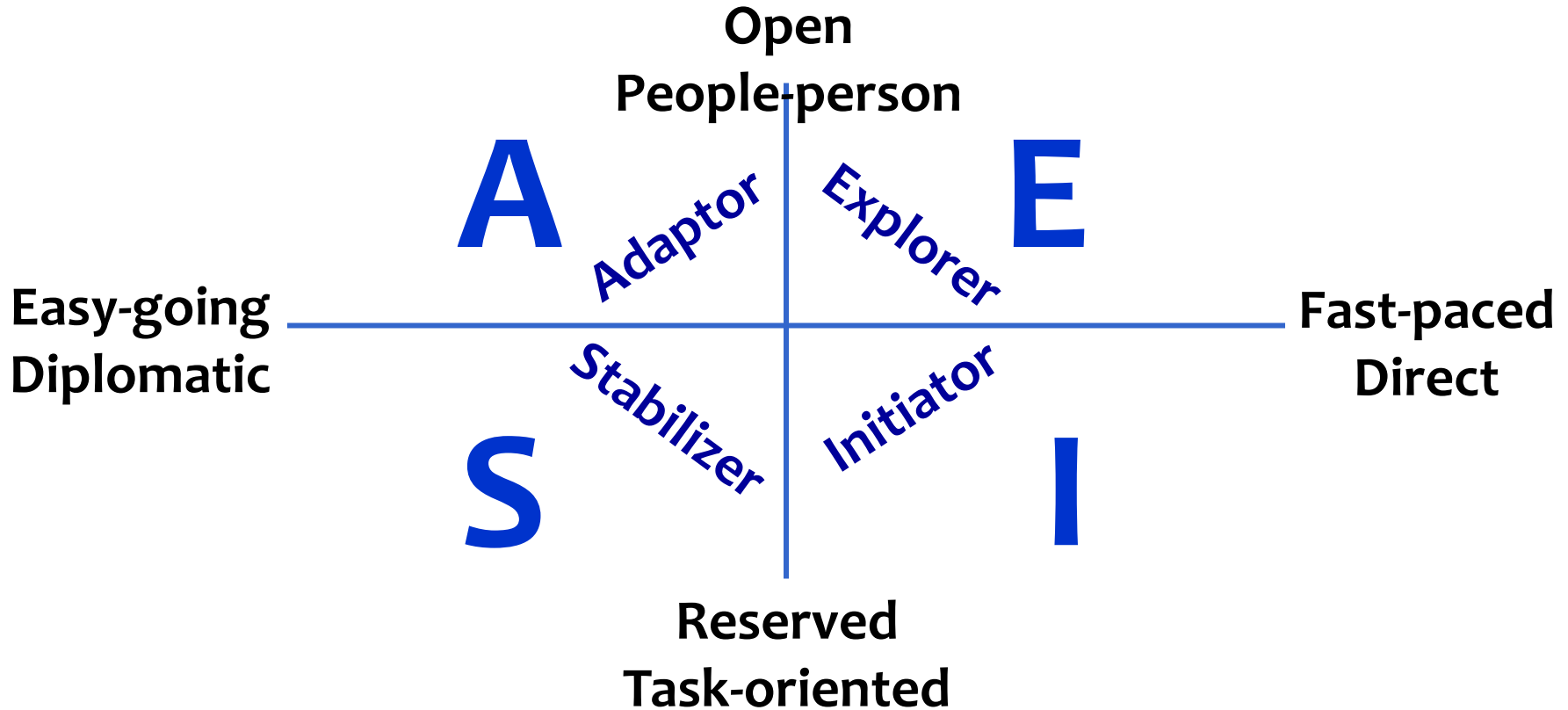
**Stressor: Trying to keep up with ALL the latest regulations.**

**Ideal outcome: I somehow find the most efficient way to absorb what's most important.**

**Stressor: Team members/workers that are careless.**

**Ideal outcome: I somehow help them behave more safely on the job.**

# Transition Personality Style



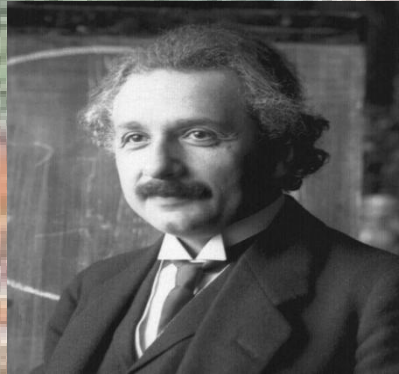
# Explorer



Lady Gaga



Edmund Hillary



Albert Einstein



Howard  
(Big Bang Theory)

# Initiator



**Margaret Thatcher**



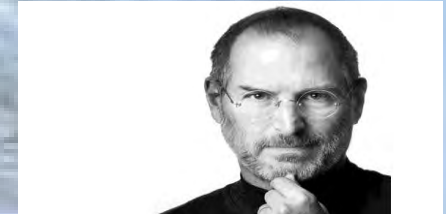
**Bernadette  
(Big Bang Theory)**



**Schwarzenegger**



**Madonna**



**Steve Jobs**



# Stabilizer



**Queen Elizabeth**



**Bob Newhart**



**Martha Stewart**



**Sheldon  
(Big Bang Theory)**

# Adaptor



**Jimmy Kimmel**



**Oprah**



**Raj**  
**(Big Bang Theory)**



**Meryl Streep**

# JFK– Man on the Moon



**Utilizing Strengths of an Opposing Style**

# Explorer

## Strengths

Taking risks

Initiating change

Thinking innovatively

Selling their ideas

## Challenges

Being prepared

Following rules

Sharing air time

Sticking to things



# Stabilizer

## Strengths

Being prepared

Stabilizing change

Analyzing data

Following rules

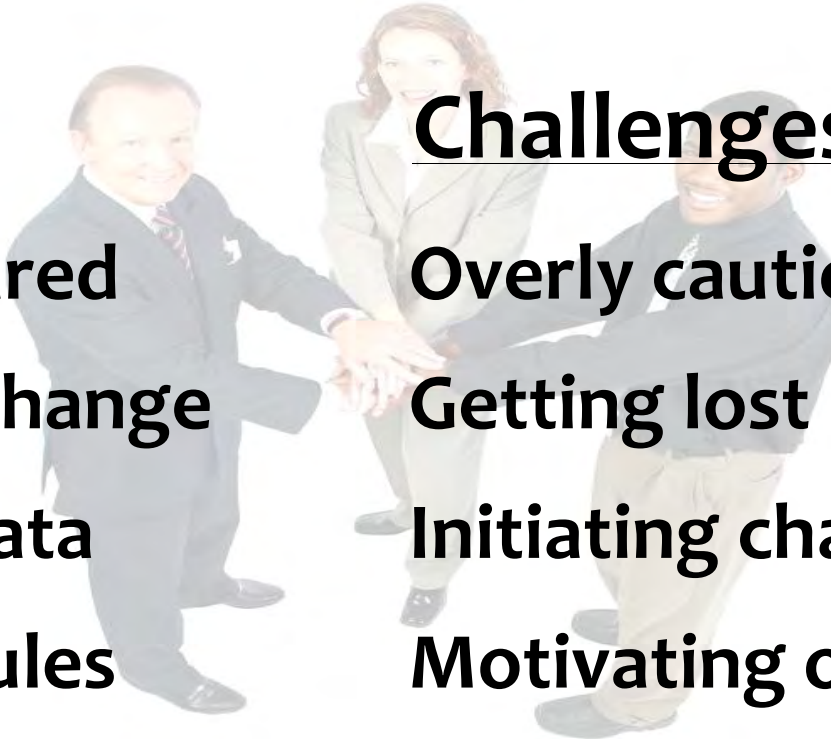
## Challenges

Overly cautious

Getting lost in details

Initiating change

Motivating others



# Initiator

## Strengths

Asserting needs

Setting goals

Being persistent

Getting things done

## Challenges

Listening

Empathizing

Building rapport

Being patient



# Adaptor

## Strengths

Listening

Empathizing

Building rapport

Being flexible

## Challenges

Goal setting

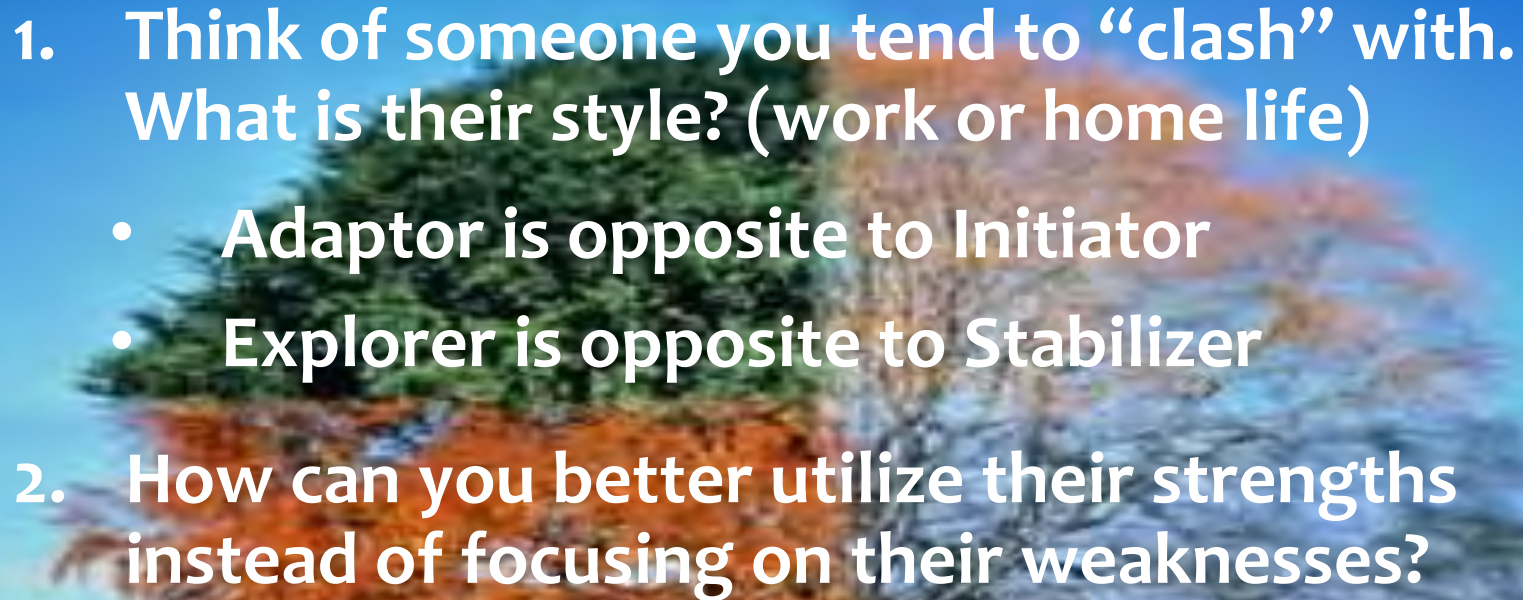
Asserting needs

Staying on track

Losing focus

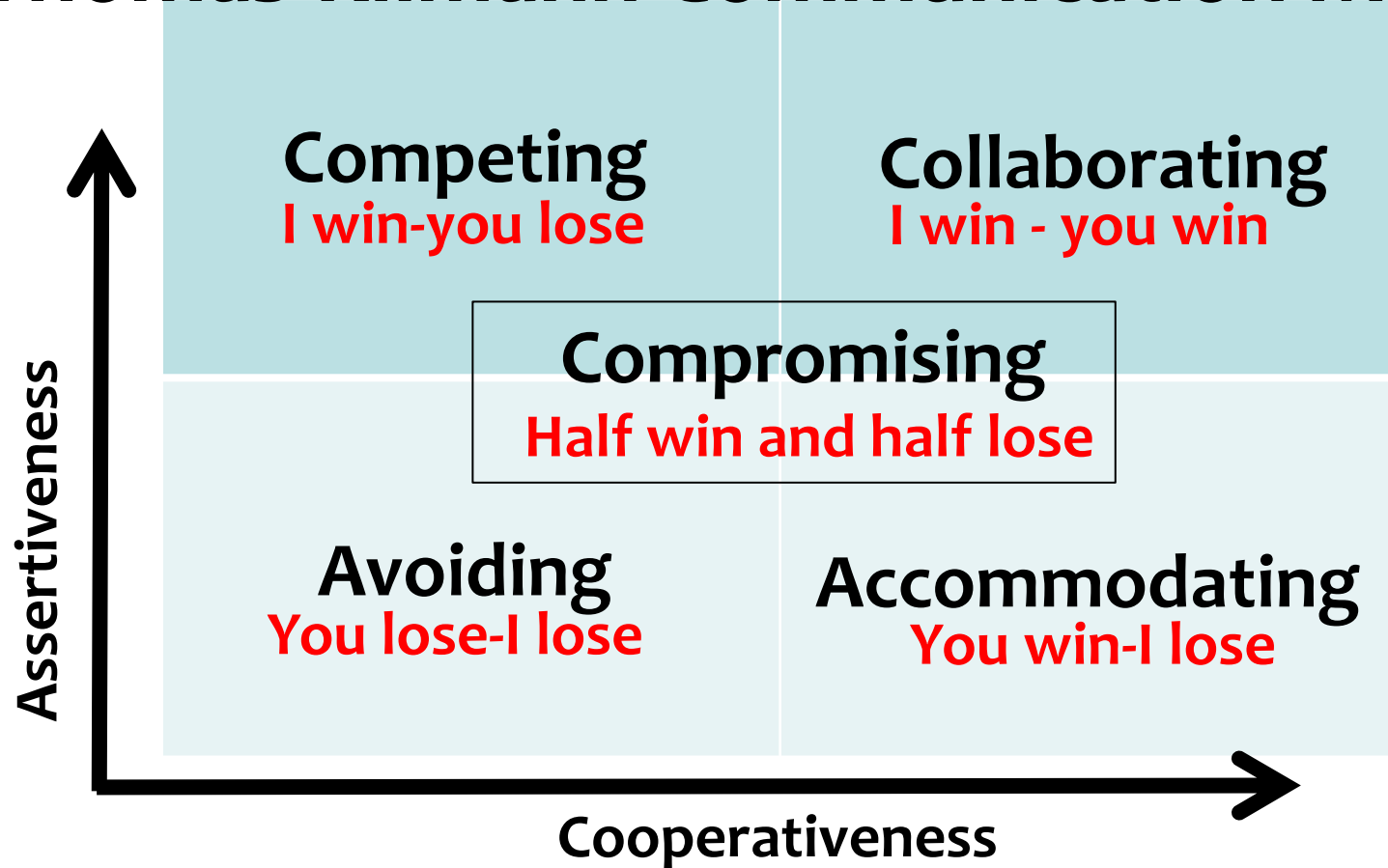


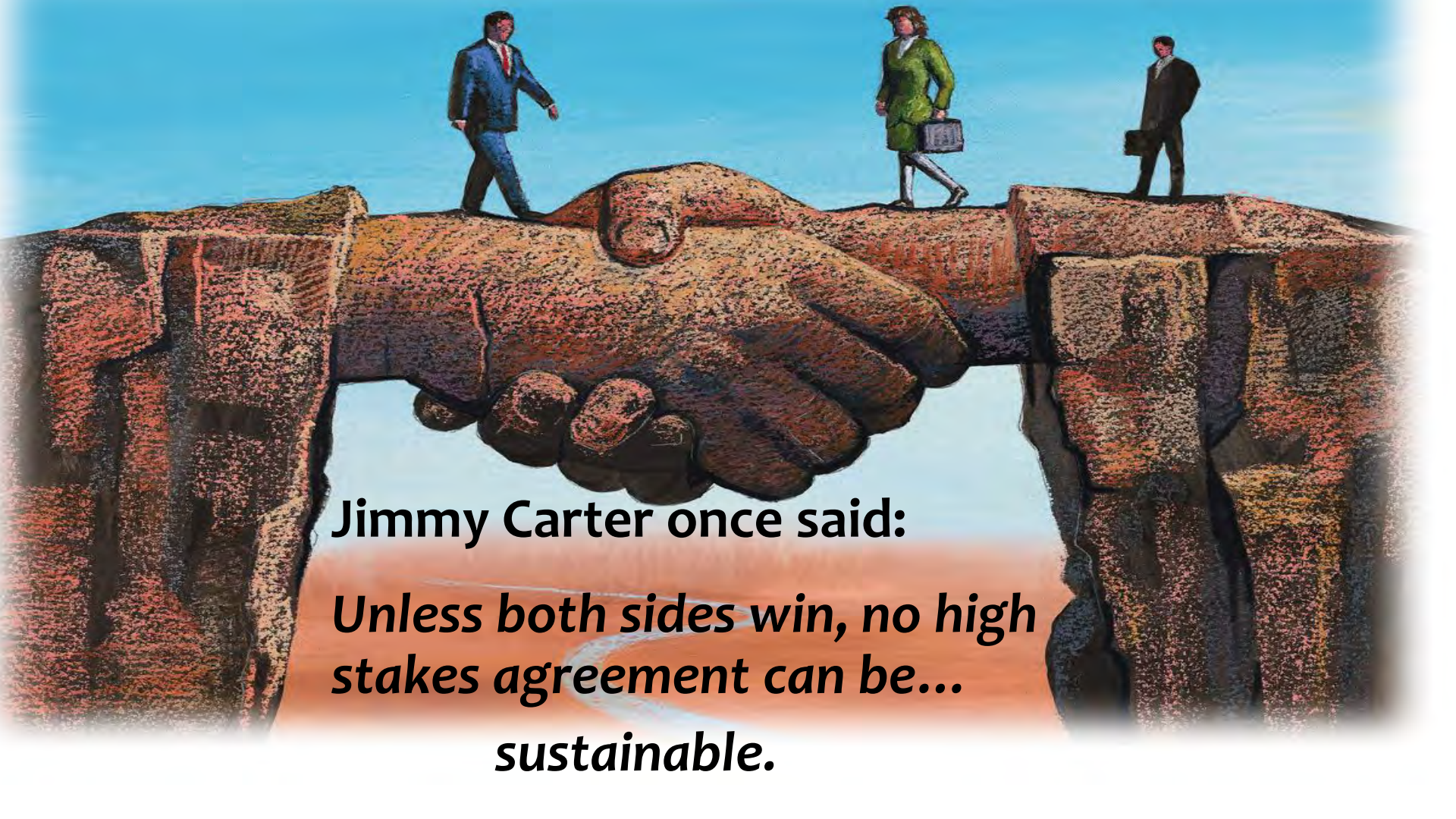
# Pair Share

1. Think of someone you tend to “clash” with. What is their style? (work or home life)
    - Adaptor is opposite to Initiator
    - Explorer is opposite to Stabilizer
  2. How can you better utilize their strengths instead of focusing on their weaknesses?
- 



# Thomas-Kilmann Communication Modes





**Jimmy Carter once said:**

***Unless both sides win, no high  
stakes agreement can be...***

***sustainable.***

# How to Be a Bad Listener

Check your phone

Look away and yawn

Roll eyes and cross arms

Side talk



# How to Be a Good Listener



**Stay focused on the person**

**Verbal acknowledgements**

**Physically open**

**Gestures of acknowledgement**



**#1 ISSUE:**

***You're not following the safety protocols***

**REFRAME:**

***You need to follow the safety protocols***



**#2 ISSUE:**

***These meetings go on far too long.***

**REFRAME:**

***I'd like our meetings to end on time.***



**#3 ISSUE:**

***No one is following up on these tasks.***

**REFRAME:**

***Let's discuss who is going to follow up on these tasks and by when.***



**#4 ISSUE:**

***I'm doing all the work on this project.***

**REFRAME:**

***I'd like to talk about how I can get more help with this project.***





**#5 ISSUE:**

***You're not letting me know about changes in the schedule.***

**REFRAME:**

***I'd like to be kept informed about schedule changes.***



**#6 ISSUE:**

***I'm not getting the help I need to do this job.***

**REFRAME:**

***I'd like to discuss how I can get more support to do this part of***



**#7 ISSUE:**

*I don't want to spend our holidays on your parent's pull out sofa again.*

**REFRAME:**

*I'd like to look at holiday plans we are both happy with.*

**ISSUE:**

**REFRAME:**





**Statement:**

***Sorry I'm late again.***

**Defensive:**

***That's the third time this week.***

**Open:**

***What do you need in order to be on time?***

**Statement:**

***These safety regulations seem excessive.***

**Defensive:**

***Good thing we don't care about YOUR opinion.***

**Open:**

***What leads you to believe they're excessive?***

**Statement:**

***I don't have time to do the dishes, Dad.***

**Defensive:**

***I guess you don't want your allowance, then.***

**Open:**

***When will you have time to do them?***

**Statement:**

***I don't like having to work with Bob.***

**Defensive:**

***I don't like having to work with you.***

**Open:**

***What's happened that makes you say that?***



**Statement:**

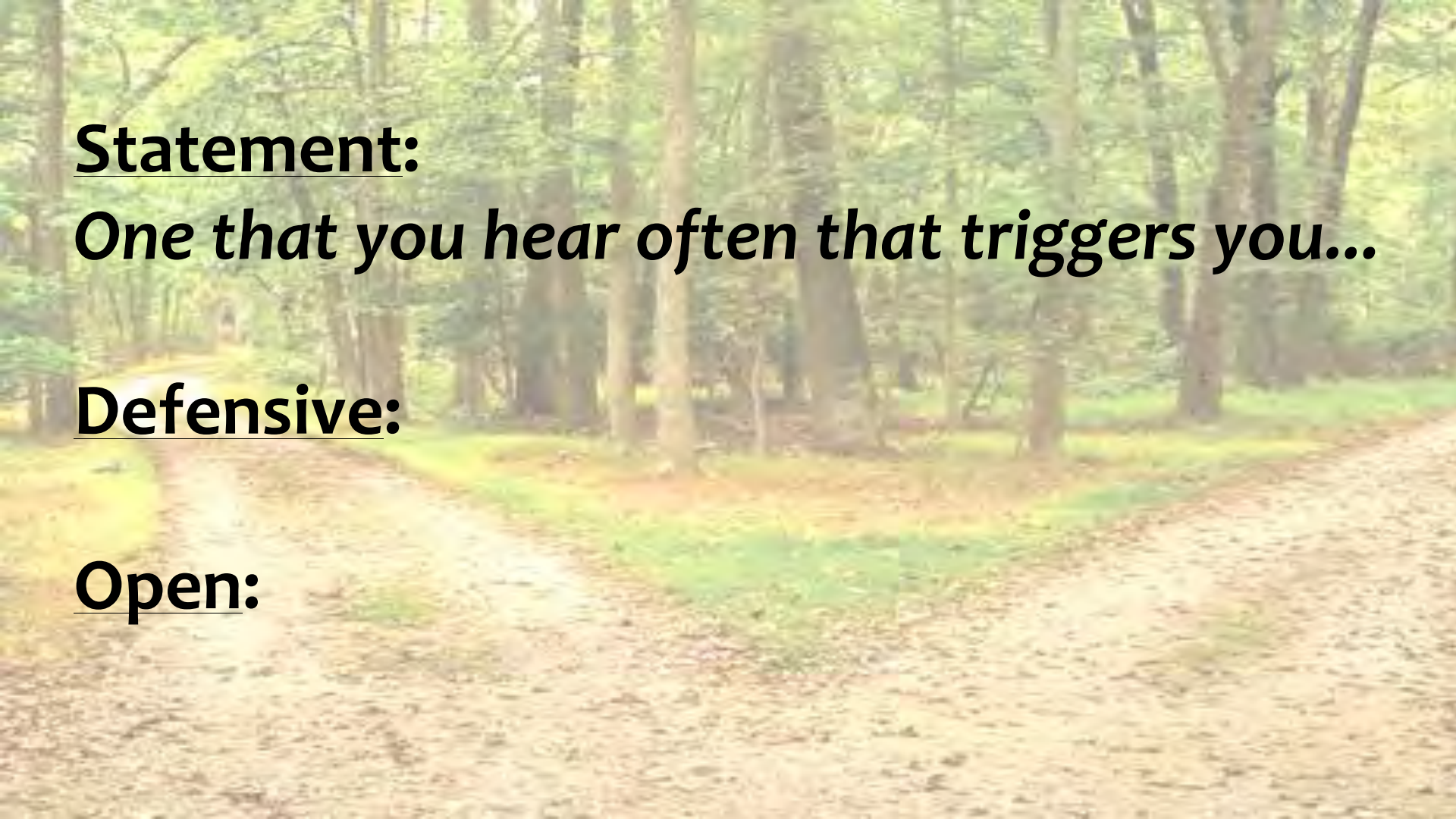
***You should get some help with your writing.***

**Defensive:**

***You should get some help with your interpersonal skills.***

**Open:**

***What's making you say that?***



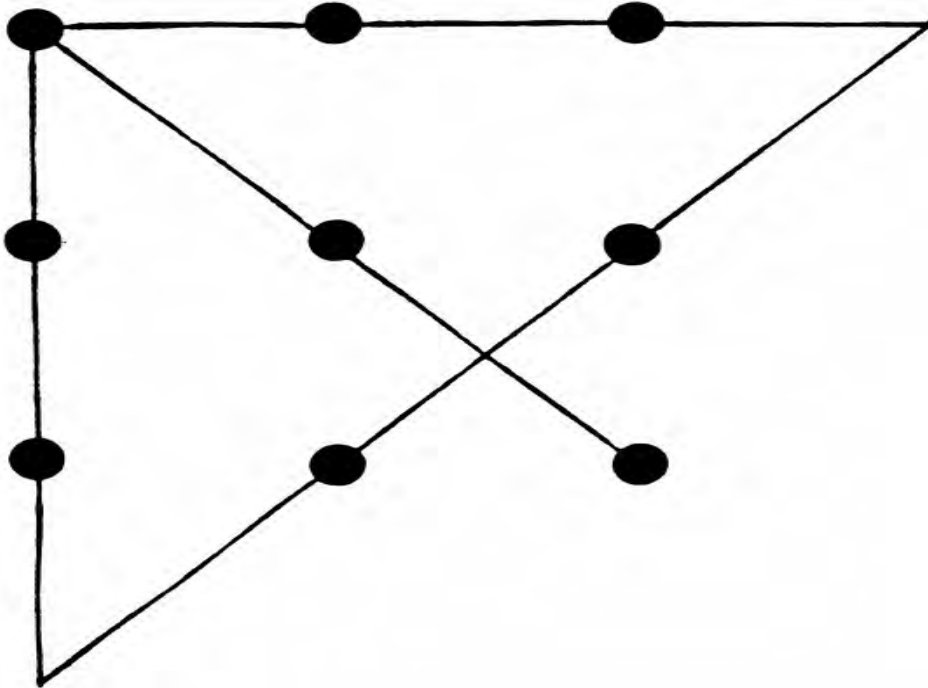
**Statement:**

***One that you hear often that triggers you...***

**Defensive:**

**Open:**

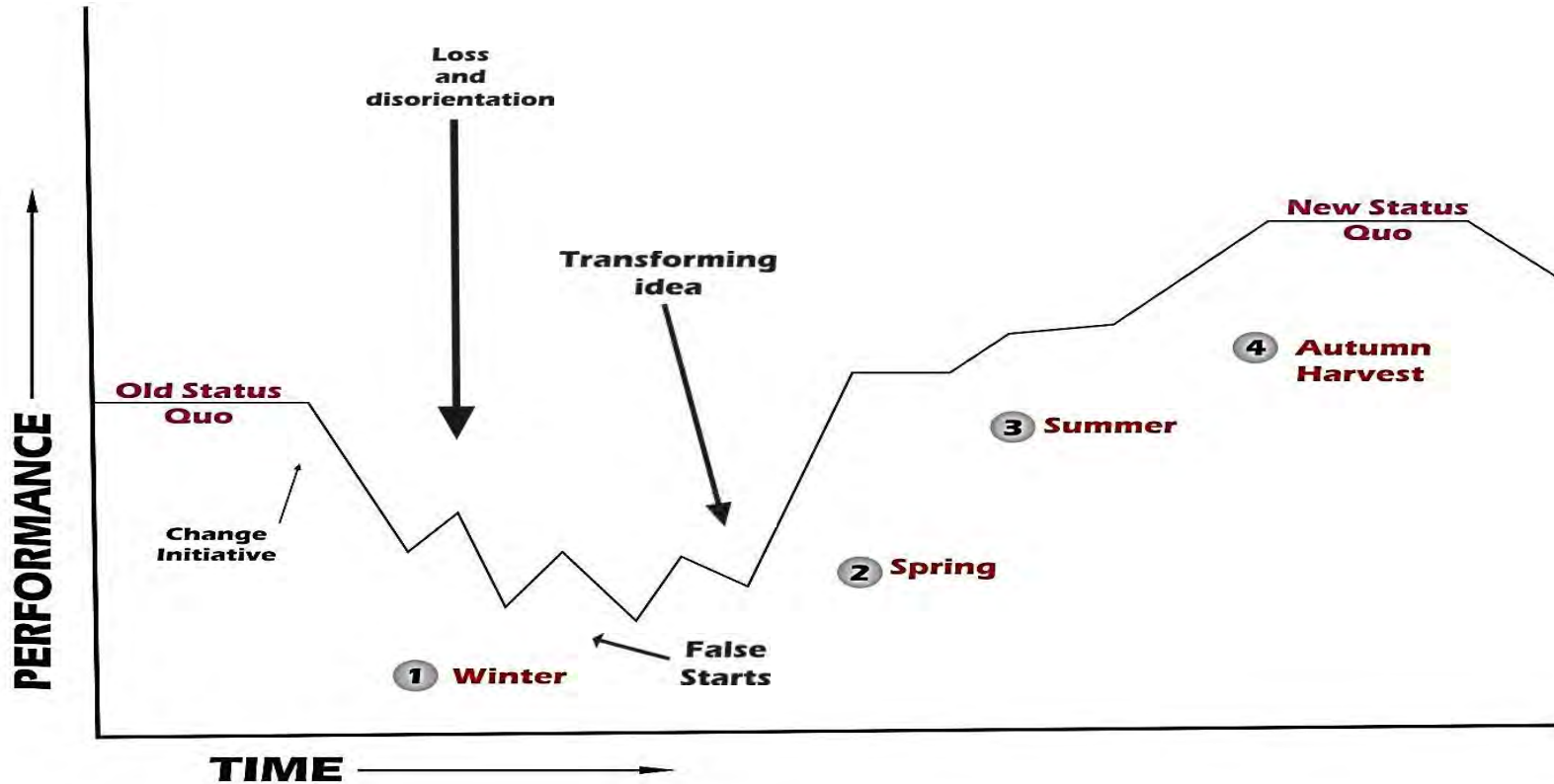
# #3 – Choosing Your Capacity



# Vs. Letting Your Capacity Choose You



# Seasons of Change



# Creativity Test



# Vitare Process



# What helps people be solutions-oriented?



1. Do brainstorming **in a group**.
2. Give the group a **time limit**.
3. Invite **everyone** to share ideas.
4. **Part 1 - any idea goes** ... obvious, bad, wild, good, etc.  
Make it fun.
5. **Part 2 - vote on top ideas** ... knowing all ideas belong to the group.



# Examples

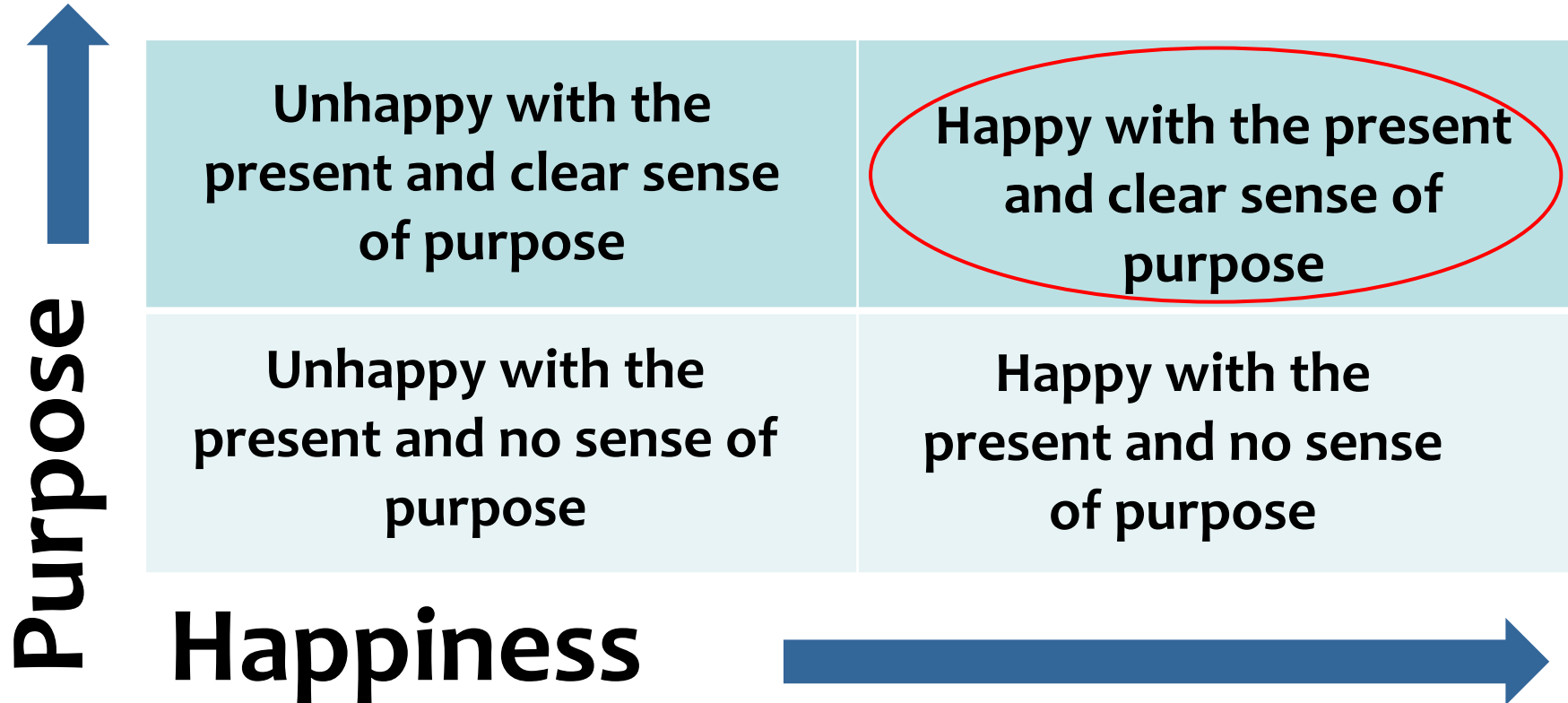


1. **Work – Better communication on work team**
2. **Work - How to better handle the work load**
3. **Work - How to deal with recurring behavior problems**
4. **Home - How to deal with recurring teen problems**
5. **Home - How to decide on next vacation**

***People support what  
they help create***



# Artist of Change – Resilience Table





**THE ARTISTRY OF CHANGE:**  
*The Top 3 Habits of Highly Resilient People*  
with Carla Rieger

Choose a situation you'd like a solution for. Be specific.

---

For example, a stressor at work or in personal life

Habit #1 - Change Your State in an Instant

Highly resilient people know how to change their attitude and perspective quickly. They can shift from survival brain thinking to whole brain thinking. This ensures they don't operate from the fight, flight or freeze mode when dealing with challenging situations, but instead from a wiser perspective.

Habit #2 - See the Big Picture

Highly resilient people are able to "zoom out" and remind themselves of the end goal or the bigger vision. They don't stay stuck the "winter" of change. They can zoom in and zoom out as necessary. They can shift between transition styles and conflict resolution styles depending on what's needed for the situation.

Habit #3 - Think Outside the Box

Highly resilient people don't just look at past experience to solve problems. They often let go of what they think they know, so that they can be open to unexpected and innovative possibilities.

# **Block off 10 Minutes a Day** *For Activities that Change Your State*



*What are the 2-3 key ideas that had  
the strongest impact on you?  
What is a next step you could take in the  
next 10 days (by August 15)?*



# 1 action within next 10 days?



- ✓ Plan a fun activity with your team
- ✓ In meetings “What’s good? What’s going well?”
- ✓ Journal about your stressor: “What might I be learning here...?”
- ✓ Ask your work team “What’s the silver lining for us regarding this challenge?”
- ✓ Do the *Transitions Personality Style Quiz* with your staff
- ✓ Memorize reframes for common complaints
- ✓ Listen to your blueprint



**“The hardest stones are dissolved by  
the softest water.**

**And water is not trying to do anything.**

**It simply goes on flowing.**

**All the sands in the oceans are  
nothing but past Himalayas.”**