

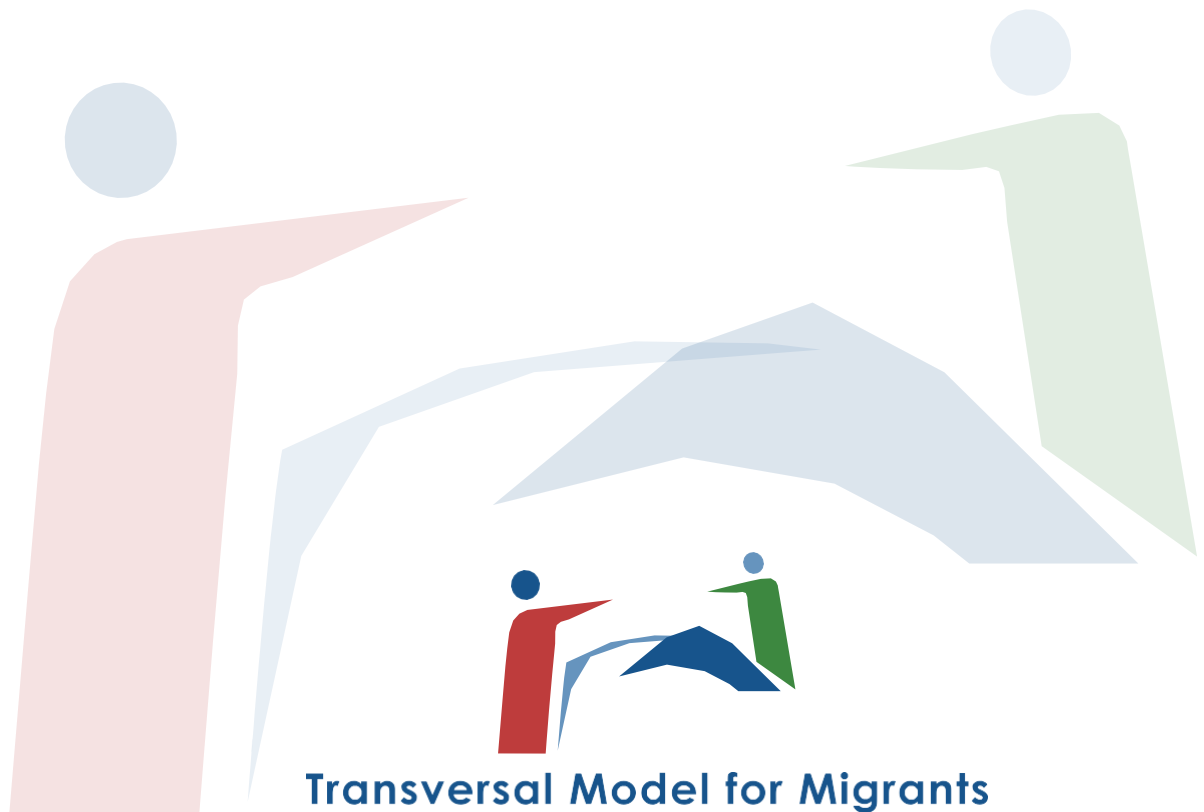


TRAINING CURRICULUM

Unit d) RESILIENCE

TRANSVERSAL MODEL FOR MIGRANTS

2018-1-FR01-KA202-048007



Transversal Model for Migrants



Le Portage Salarial



Center for Social
Innovation





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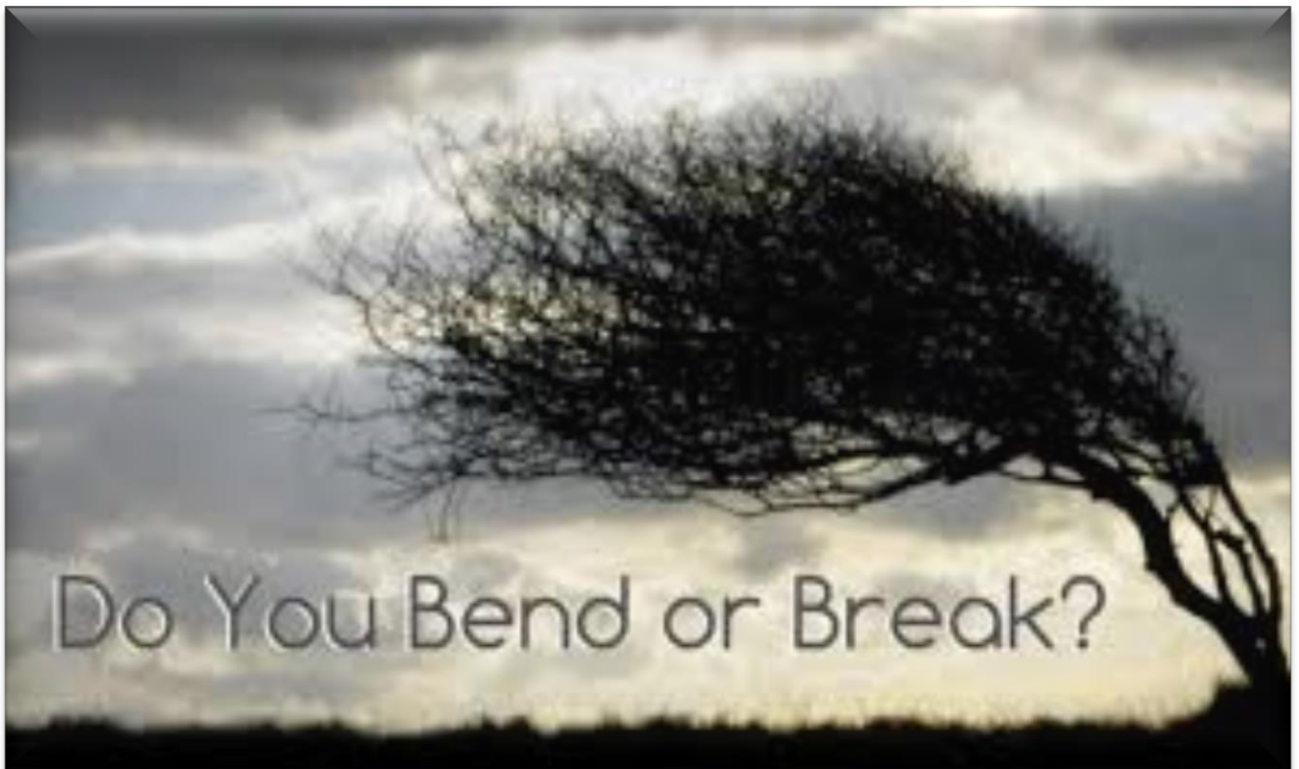
TERMS OF REFERENCE

EQF	The European Qualification Framework is a translation tool that helps understand and compare qualifications awarded in different countries and by different education and training systems, structured in eight levels
EQF level 5	EQF level 5 qualifications are designed to up-skill individuals already in employment and provide them with advanced technical, transversal and/or management skills
Hints	An exhortation to put the learning into practice
Knowledge (level 5)	It is specialised, factual and theoretical knowledge within a field of work or study and an awareness of the boundaries of that knowledge
Learning outcomes	Learning outcomes are statements that describe significant and essential learning to be achieved, and can reliably demonstrate at the end of the training. In the EQF learning outcome are described in terms of knowledge, skills, responsibility and autonomy
Responsibility and autonomy (level 5)	Means to exercise management and supervision in contexts of work or study activities where there is unpredictable change review and develop performance of self and others
Skills (level 5)	Represents a comprehensive range of cognitive and practical skills required to develop creative solutions to abstract problems





Unit d) RESILIENCE





UNIT d	RESILIENCE				
HINTS	To understand resilience and organise support for yourself, peers and/or business				
LEARNING HOURS	6 hours	TYPE OF TRAINING	Face-to-face	TARGET GROUP	Trainers/Coaches
SUB-UNIT	After completing this module, the migrant's trainers and coaches will be able to...				
FLEXIBILITY AND ADAPTABILITY	KNOWLEDGE	SKILLS		RESPONSIBILITY AND AUTONOMY	
	<ul style="list-style-type: none"> recognise models of individual and organizational changes describe about personal attitudes towards change 	<ul style="list-style-type: none"> discuss the importance of flexibility and adaptability to changes identify and implement ways to be more flexible and adaptable 		<ul style="list-style-type: none"> deal with changes cope with the process of change 	
TRAINING RESOURCE	<i>Concepts: The resilience glossary</i>	<i>Role play: Handling changes</i>		<i>Tips for addressing changes and stress</i>	
TIME	<i>30 minutes</i>	<i>90 minutes</i>		<i>60 minutes</i>	
STRESS MANAGEMENT	KNOWLEDGE	SKILLS		RESPONSIBILITY AND AUTONOMY	
	<ul style="list-style-type: none"> recall psychosocial risks leading to stress list the principles and techniques to regulate stress at the workplace 	<ul style="list-style-type: none"> discuss the the importance of regulation of stress for achieving resilience at the workplace apply principles and techniques to regulate stress at the workplace 		<ul style="list-style-type: none"> anticipate personal strategies to cope with stress at the workplace 	
TRAINING RESOURCE	<i>Concepts: The resilience glossary</i>	<i>On-the job training: a busy day</i>		<i>Tips for addressing changes and stress</i>	
TIME	<i>30 minutes</i>	<i>90 minutes</i>		<i>60 minutes</i>	





Concepts: The resilience glossary

Resilience	Resilience is a person’s capacity to respond to pressure and the demands of daily life. Dictionary definitions include concepts like flexibility suppleness, durability, strength, speed of recovery and buoyancy. In short, resiliency affects our ability to ‘bounce back’. Resilience is a learned ability, through practical skills, that enables our capacity to bounce in adversity, grow our master skills, connect with others and find flow in work. Having a common definition of resilience enables individuals and teams to build insight and activate the right response when required.
Flexibility	Flexibility is about an employee and an employer making changes to when, where and how a person will work to better meet individual and business needs. Flexibility enables both individual and business needs to be met through making changes to the time (when), location (where) and manner (how) in which an employee works. Flexibility should be mutually beneficial to both the employer and employee and results in superior outcomes.
Adaptability	Adaptability is the nature of changing or create modifications in oneself to suit to the new environment. For a workplace culture, it means that a person must be open to new ideas or changes, must be able to work independently or in teams, or carry out tasks that are not intended for one person only.
Change vs Transition	<u>Change: a case or a circumstance</u> Something new begins, while something old ends in a given moment in time._ <ul style="list-style-type: none"> - A new leader - Improved processes or products - Different clients <u>Transition: a process</u> A psychological reorientation that people go through for a specific period of time to achieve change. <ul style="list-style-type: none"> - Personal/inner experience - Can take longer and be more difficult than change
Change management	Change management is a term used to describe change at both the individual and organisational levels. Change management is the coordination of a structured period of transition from situation A to situation B in order to achieve lasting change within an organization (<i>BNET Business Dictionary</i>) Change management is also the discipline that guides how we prepare, equip and support individuals to successfully adopt change.
Employee relations:	Communications between management and employees concerning workplace decisions, grievances, conflicts, problem resolutions, unions, and issues of collective bargaining.
Organizational behavior	Actions and attitudes of individuals and groups toward one another and toward the organization as a whole, and its effect on the organization’s functioning and performance.
Organizational climate	Properties of the business environment in a workplace observed by staff that strongly influence their actions and job performance. Also called corporate climate.
System of values	A coherent set of values adopted and/or evolved by a person, organization, or society as a standard to guide its behavior in preferences in all situations.
Work behavior	Pattern of actions and interactions of the members of an organization that directly or indirectly affects its effectiveness.





Stress	A normal, natural defense mechanism of the body. It accompanies the individual throughout their life and is not something that has to be avoided. Stress is a nonspecific response of the body to every demand placed on it from the environment. The causes of stress, whether pleasant or unpleasant, are called stressors. The only important thing for the body is the intensity of the stressors.
Workplace stress	As a cause: mental, physical, or social, force or pressure that puts real or perceived demands on the body, emotions, mind, or spirit, and which (when it exceeds the stress-handling capacity of the individual) lead to a breakdown. (2) As an effect: physiological effect produced in an organism in its attempts to cope (called adaptive response) with the demands created by a stressor.
Psychosocial risks	They are related to negative psychological, physical and social consequences, which are caused by unfavorable organization and management of work and unpleasant social context at the workplace.
Stress management	Stress management encompasses techniques intended to equip a person with effective coping mechanisms for dealing with psychological stress.
Organizational strategies for stress management	Includes techniques and programs used by the organizations to reduce the levels of stress for groups of employees or for the organization as a whole. These include: discovering and removing the work conditions that cause stress and reducing their negative influence, as well as adapting the changes in the work environment to suit the employee's individual characteristics.
Individual strategies for stress management	Behavioral or cognitive efforts made in an attempt to manage the inner requirements and conflicts, which have gone beyond the usual coping mechanisms and resources of the individual.
Professional burnout	Feeling of physical and emotional exhaustion, due to stress from working with people under difficult or demanding conditions. Burn out is followed by signs such as chronic fatigue, quickness to anger and suspicion, and susceptibility to colds, headaches, and fevers.





Role play: Handling changes

<p>Introduction</p>	<p>The purpose of this role playing activity is to raise awareness about the changes that have impact on the psychosocial work environment. It will also provide the participants with the opportunity to reflect on how changes/problems can be dealt with in a constructive way through interactive theater</p>
<p>Scenario</p>	<p>A team manager hires two new employees, without informing the rest of the employees. This change makes the people in the team feel insecure. The older employees feel their positions are being threatened, while the newer employees believe that due to this change in the team structure, the other team members are treating them badly, which creates conflicts. Old disagreements and divisions begin to surface within the work group.</p> <p><u>Steps</u></p> <ol style="list-style-type: none"> 1. People from the group are chosen to represent the roles described below. It is important to choose people with diverse experience and background (if possible). A stage is set for the role playing and a place for the audience. 2. The “actors” act out in front of the rest of the group a scene in which they go to work and they discover they have new colleagues. The older employees begin to discuss among themselves that the company probably wants to replace them, but maybe it is better to remove one of the newer employees as they don’t have that much experience yet and they are not doing their job well. Another scene is role-played between two of the newer employees who discuss the newly-hired employees in the team and discuss situations in which they felt not a very positive attitude towards them from their manager and the conflicts deriving from that. They think that the reason for this is the change in the composition of the team. 3. The next scene is among newer and older employees who discuss a common task they are doing (for example, participation in a big forum, a project task, etc., depending on the business sector of the company in which the participants have chosen to create the role play). During the conflict they begin discussing old situations where everyone has made some mistakes, has not fulfilled a certain deadline, has missed something important, etc. (Here the “actors” improvize with situations which are close to their real work situation). 4. When the role playing is over, the audience reflects on what they have observed, discusses what has created the conflict and suggests alternative ways of behaviour, conflict resolution suggestions and alternative outcomes of the situation. 5. The actors play out the situation again by changing the scenario based on the suggestion from the audience that seemed the most adequate for everyone. It is possible for some people from the audience to participate on the stage in the role of conformists.
<p>Roles</p>	<p><u>Michel</u> An older employee in the team with over 15 years of work experience in the company. He has participated in many critical situations in the development of the company and perceives himself as one of the people that have contributed to the successful fulfillment of many projects within the company. However, he feels deprived because he did not receive any career development in the hierarchy and often expresses his discontent in front of his colleague Peter. When he finds out about the newly hired employees his dissatisfaction grows much stronger.</p> <p><u>Peter</u> Also an older employee who is doing his job, but never does anything extra than what is needed. His overall attitude is – every new employee means more work for him, because he thinks that the younger colleagues don’t have experience and thus the work falls on the older ones. This, together with the fact that he doesn’t want to do more than is required, makes him very nervous when he discovers</p>





	<p>about the newly hired employees, which escalates to a conflict with one of the younger colleagues.</p> <p><u>Anne</u> She has been working in the company for 1 year now. It has been difficult for her to find a job, as she doesn't know the language well. She is very protective of her job. After she discovers about the newly hired employees, she tells her friend and colleague that yesterday her team manager was acting in a very cold manner towards her and didn't even greet her in the morning.</p> <p><u>Suzan</u> She has been working in the company for 1,5 years. She has a nervous temper and becomes annoyed when her colleagues don't meet the deadlines. She enters into a conflict with Peter who thinks that she doesn't do her work well and is delegating her work to others. She, on the other hand, is rude to him saying that she always has to wait for him to finish his tasks when there are certain deadlines to be observed.</p> <p><u>Manager Frank:</u> He doesn't like conflicts and in most situations he prefers to keep quiet, instead of talking to his subordinates. When there are changes he waits until the very last moment to inform his employees about them or he just doesn't do it and leaves the employees to get informed by themselves.</p>
<p>Reflective questions</p>	<p>After the first role play of the story, the following questions can be used in the discussion:</p> <ul style="list-style-type: none"> - What do you think creates the conflicts in the team? - What alternative ways of reacting would you suggest? - How would you react if a similar situation happened to you? <p>In the end of the role play, the facilitator can discuss with the participants the following questions:</p> <ul style="list-style-type: none"> - Did you identify yourself with any of the characters in the role play? - How do you usually react when something in the work environment changes? - Do you think you have flexibility and adaptability in the work place? What do you find easy to adapt to and what difficult?





On-the job training: A busy day

Introduction	The goal of this exercise is to provoke a discussion about stress at the workplace, how to recognize it, what techniques and strategies can be used to overcome it. Participants will be able to apply the knowledge and skills they have acquired based on the suggested case study, in real work situation.
Work task	<p><u>Steps</u></p> <ol style="list-style-type: none"> 1. Give each participant a copy of the exercise scenario and ask them to get acquainted with it. <i>One of your employees needs help with a project that is due soon. You also have another employee who is asking for you to mentor her. You need to meet with the Board of Directors tomorrow for an important quarterly meeting. The board members will be arriving tonight and you need to pick them up from the airport and take them out to dinner. In addition, you have several important presentations to prepare in the morning for the board meeting. You are feeling anxious, tense and having difficulty concentrating and getting things done. You feel pulled in many directions and very stressed out!</i> 2. Ask participants to review the situation from the point of view of: <ul style="list-style-type: none"> - The manager - The employees asking for assistance - The Board of Directors 3. Ask participants to imagine and to share how they would feel if they were in the role of the manager. 4. Discuss with the entire group the questions suggested below, if you are in the role of the manager.
Reflective questions	<ul style="list-style-type: none"> - What signs of stress are you exhibiting? - What stress management techniques could you use to calm down? - How do you handle multiple tasks at one time? How do you prioritize and decide what is important? - How can your employees help?
Action plan	<ul style="list-style-type: none"> - Have you ever had a stressful situation at your workplace? Can you tell us about it. - From the things you have learned in this exercise, what can you use/apply when dealing with stressful situations at your workplace? - What do you think you have to do, in order not to end up in stressful situations at the workplace?





Tips for addressing changes and stress

Try it	Avoid it
<input checked="" type="checkbox"/> When change is undergoing, focus on the benefits and improvements it can bring into your personal and professional life.	<input checked="" type="checkbox"/> Do not go deep into negative predictions and unreasonable opposition to change.
<input checked="" type="checkbox"/> Analyze the change process, its origin, progress and directions and connect them to your personal values, attitudes and beliefs in order to make wise long-term decisions for your participation in the change.	<input checked="" type="checkbox"/> Do not allow your objectives, values, beliefs and needs to fade away in case the change is requiring too big compromises.
<input checked="" type="checkbox"/> Look back into your life and/or read about other people's experiences in change periods and derive inspiration and ideas on how to make the best of such challenging periods.	<input checked="" type="checkbox"/> Do not be ashamed or afraid to ask for support to overcome the challenges such process bring.
<input checked="" type="checkbox"/> When stress becomes part of your life, make all the efforts needed to analyze the authentic reasons leading to it and bravely address them with concrete actions. No one can give you inner peace and strength to consciously overcome and manage stress better than in the way you can do it.	<input checked="" type="checkbox"/> Do not stay in a situation at any given cost! Sometimes the best and bravest way to solve a change or stress problem may be to step out of it if it requires bigger than acceptable compromises.
<input checked="" type="checkbox"/> Take good care of yourself in change and stress situations so that you can after that do your best for manage these processes! Even in airplanes the safety instructions in unlikely event of losing cabin pressure are to first take care of yourself and then help the others, even if they are children.	<input checked="" type="checkbox"/> Do not be afraid to go out of your comfort zone. You may discover that beyond it what you really have been always searching for is waiting for you.





TRANSVERSAL PROJECT FOR MIGRANTS



Erasmus +

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