

A practical e-book for leaders from The Oranges Toolkit

embracing^o change at work

How to influence and
increase emotional agility



oranges
toolkit

Resilience and agility at work

boosting individual and organisational performance

When employees feel at their best, they perform better. The Oranges Toolkit's programs build mental and emotional agility to equip employees to embrace change and complexity.

Our transformative and highly engaging training is based on the latest science from renowned fields like positive psychology, neuroscience, and emotional intelligence, with practical tools you can implement immediately.

As Camp Quality's award-winning, certified social enterprise, when you choose to build employee wellbeing with us, you're choosing to support kids facing cancer in Australia.



about this e-book

At The Oranges Toolkit, we believe that when leaders understand the science of wellbeing and how to apply helpful tools, they are better equipped to influence positive wellbeing outcomes for themselves and others.

This e-book explores how humans respond to change and what business leaders can do to support their teams to effectively and energetically adapt to changes in the workplace.

This e-book is intended to provide a small taste of The Oranges Toolkit framework and tools. If you're interested in learning more about the science of wellbeing and practical tools for you and your workplace, please get in touch.

www.theorangestoolkit.com.au



changes: turn and face the strange

As David Bowie's infamous 1971 song 'Changes' suggests, changes are constant at any age and it is important to accept this fact. However, 50 years on, our current global pace of change, uncertainty and volatility has dramatically escalated, and this can be difficult to deal with.

This so-called VUCA context can put added pressure on employees who are attempting to adapt to changes both inside and outside of their workplace.

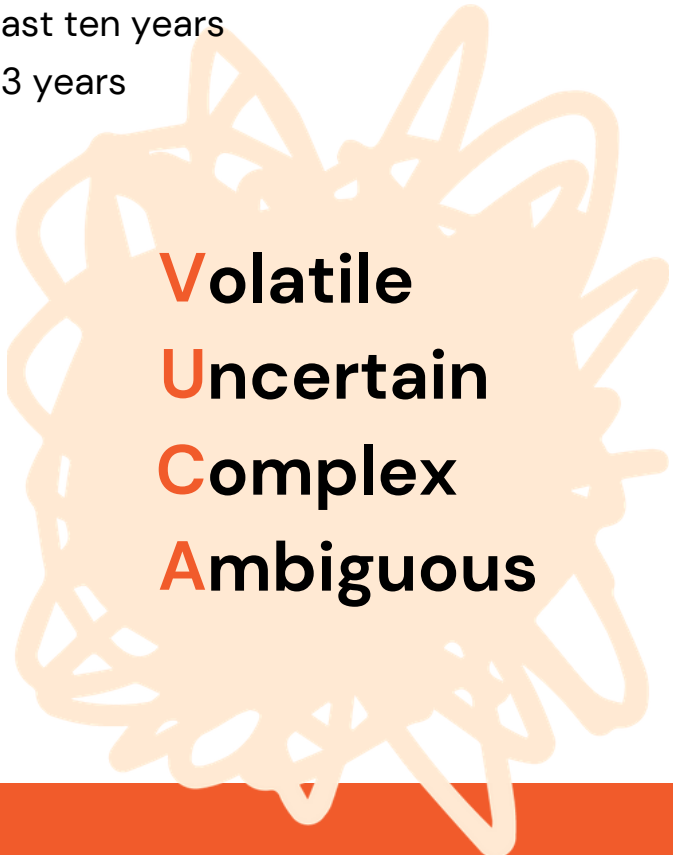




It's natural for people to feel overwhelmed, anxious or stressed at times, especially when we consider the social, economic, political and environmental influences in our current world.

- 140+ million COVID-19 cases and 3+ million deaths globally
- 1 billion hours of YouTube videos are watched daily
- World population projected to reach 8.5 billion in 2030
- Highest carbon dioxide emissions for millennia
- 4.2 billion people using social media (13% growth vs 2019)
- 5 Australian Prime Ministers in the last ten years
- Average job tenure in Australia is 3.3 years

As you can see from the few statistics above, we live in a volatile, uncertain, complex, and ambiguous world (VUCA). The acronym VUCA was first coined in 1987, by Warren Bennis and Bert Nanus. The term grew in popularity in American military education and is now commonly used in leadership and business.



Volatile
Uncertain
Complex
Ambiguous

feeling anxious?

If so, that's absolutely OK. That is a natural response to these overwhelming facts. Read on for some practical steps you can take to manage this.



organisations are engines of change


To remain competitive and relevant to changing consumer expectations, contemporary organisations need to be consumer-focused and constantly improving. These changes can affect recruitment, operations, structure, systems, culture, and more. Organisational change management is the process of planning and implementing the change to a successful outcome (Stobierski, 2020).

Many organisations are transitioning or have already shifted away from a traditional, rigid, formal, and often siloed business structure towards a more flexible, agile operating model. Agile models are characterised as a network of teams operating in rapid learning and decision-making cycles (Brusseau et al, 2019).

As the McKinsey authors suggest, some organisations are born agile, while others undergo an enterprise-wide transformation, a staged transition, or an emergent (bottom-up) change process. Regardless of the approach, organisations are constantly adapting to changes in their VUCA operating environments. The ability for an organisation to become more agile is founded on its people – their talent and capability to learn, leadership, culture, and mindsets.

When people are not ready to embrace changes in the workplace, it can be very difficult to innovate or introduce new strategies, systems, values or directions. If, however, leaders are aware of how the proposed changes may affect individuals and attempt to understand their needs, the response can be much more positive and productive.

Neuroscience and psychology research helps us to understand the natural tendencies of the human brain. Armed with this knowledge, there are practical things leaders can do to not only make organisational change easier but to help employees thrive in complexity.





Human brains generally prefer stability

Change processes, especially major structural changes, often involve periods of uncertainty. Research suggests that the human brain generally does not like uncertainty. Humans tend to prefer to know what will happen so that we can have a sense of control over the change. We also tend to prefer autonomy – meaning that change that 'happens to us' is often more difficult than change we actively choose to make.

Like any finding in neuroscience and positive psychology studies, this is not true for everyone all the time. Some people thrive in and seek out challenging and changing situations. However, for the majority of people, it's not always that easy to adapt to change.

If we put our minds to it...

On the flip side of our brain's natural resistance to change is the incredible ability of our brain to change and evolve over time based on our experiences. This concept is known as **neuroplasticity**.

The human brain communicates through a complex web of neural connections. When we repeat a behaviour, like learning a new technology system at work or consciously focusing on the positive, it strengthens the neural pathways that govern that behaviour so that the behaviour eventually becomes more habitual. Then, we don't have to try so hard to consciously think about it.

As leaders, it is helpful to understand what is going on in our own brains and bodies, and that of our employees, so that we can adapt our behaviour accordingly to create constructive beliefs, habits and behaviours in the workplace.

Survival instincts are constantly at work and play

Our bodies and brains have been designed to support our survival. There are chemicals at work in our brains and bodies, often triggering us to react to certain situations in ways that may or may not be helpful.

The same chemicals in our system that were designed to help us avoid a tiger attack and hunt for food of yesteryear are still at work in our bodies today, even though our current context doesn't usually require this heightened state of awareness for our immediate survival. The field of neuroscience has helped us to understand how we have evolved and how our biological design affects our behaviours at work and play.



clever chemistry

There are a number of chemicals at work in human bodies to keep us motivated, safe, energised, and engaged in what we are doing.

These chemicals are complex and hard at work, influencing our behaviour – sometimes more successfully than other times. The important thing is to be aware of how our physiology affects our behaviour.

While neuroscience and biology is a deep field of research to fully understand, it can be helpful for leaders to be aware of these 'top five' chemicals, or neurotransmitters, that play a huge role in human behaviour.



Five chemicals that drive us



Chemical

Endorphins

What it does

Gives us a 'high', blocks pain receptors and reduces stress levels. Helps us navigate painful situations (e.g. childbirth) and can make difficult things seem easier. It works similarly to drugs like opioids.

Role

Pain and stress mask

How we get it

Sources include: physical exercise, giving to others, yoga and meditation, some food (e.g. spicy and 70%+ dark chocolate), laughing.

Note: Natural endorphins have different results in different people. Endorphins can be addictive and dangerous when not managed (e.g. alcohol, gambling).



Chemical

Dopamine

What it does

Gives a 'feelgood' rush of alertness, focus, happiness and motivation as it sends messages between neurons in our brain through a cycle of motivation, reward and reinforcement. It's where we get a 'sense of accomplishment'. Helps us with memory and focus, regulates other bodily functions such as blood flow, moods and emotions, digestion, executive function, heart and kidney function, motor control, pain, sleep and stress response.

Role

Gold rush!

How we get it

Generated when we do something we enjoy (like eat certain foods, relax, go shopping), or when we anticipate reward or recognition. Getting good sleep (7-8 hours/night) and completion of tasks also triggers dopamine.

Having clearly defined goals (vision, mission, values, tasks) and celebrating successes helps to generate dopamine as people anticipate, strive for and celebrate shared goals.



Chemical

Serotonin

What it does

Boosts or stabilises our mood and helps us with many parts of our body (such as being awake, asleep or experiencing nausea).

Provides a sense of calm. Improves our mood, confidence and relationships and reduces anxiety.

Role

Pride and status

How we get it

Recognition - Simon Sinek calls this the "leadership chemical". Sunshine and connecting with nature, regular exercise, healthy diet (serotonin can be derived from nuts, cheese, red meat) and meditation.

Note: Too much or too little serotonin can make you ill, so it's important to maintain a good balance.



Chemical

Oxytocin

What it does

Makes us feel safe and valued and fuels our willingness to trust other people. Also known as the love hormone.

Helps with reproductive functions in men and women. Supports trust, feelings of safety, empathy and relationship development.

Role

Happy hormone

How we get it

Sources include: positive emotions, connection with others, attraction, good communication and feedback.

Welcome physical touch generates oxytocin. In the workplace, without COVID-19 distancing, this could be a high five, handshake, a pat on the back or a hug (with both parties' consent).



Chemical

Cortisol

What it does

Creates a sense of anxiety and heightens our awareness, making us hyper-tuned to threats.

Cortisol increases our heartrate, increases alertness, injects glucose into our bodies to prepare us for a 'fight or flight' response – it helps us 'rise to the occasion'.

Role

Stress hormone

How we get it

Real or perceived threats in our environment can trigger cortisol. Prolonged or too much stress in our body can lead to burnout, but sometimes it can be helpful to give us focus and ambition to do well in challenging situations.

For the most part, many of us need support reducing our levels of cortisol.

Just like in a tribe facing a lion attack, when people have a sense of belonging and value to their leadership, they are more willing to confront danger (or change) and work well together.



As social beings, humans need connection with others – it's one of our basic needs like food and shelter. As Simon Sinek suggests in his book "Leaders Eat Last" (2014), the more we look after each other and work together – therefore releasing oxytocin and serotonin in our bodies – the safer we feel and the more we feel like we belong.

When business leaders serve others and build connection and a sense of safety, employees are more willing to take risks and embrace change. This is otherwise known as creating **'psychological safety.'**

What is psychological safety?

Psychological safety at work is about creating an environment that supports employees to take interpersonal risks and believe they won't be criticised if they speak up or make a mistake. This is often demonstrated in open communication and supportive behaviours that convey emotional awareness and connection amongst teams.

Psychological safety contributes to individual and organisational performance. It is a pillar of innovation, creativity and change adaptation – which most companies are striving for.

Following a massive two-year study into team performance, Google found their highest-performing teams have one top thing in common: psychological safety (2016).

In uncertain and complex times, psychological safety is vital to avoid workplace anxiety which

can be incredibly damaging to business performance. The fear of making a decision or making a mistake prevents progress and engagement. On the other hand, when we feel safe to take risks, this can unleash potential. When leaders do things to promote the release of oxytocin in others, such as communicating clearly, amplifying positive emotions and celebrating successes, the likelihood of building trust and psychological safety is much higher.

Paul Zak's extensive research shows that building cultures of trust is what makes a meaningful difference to job satisfaction, productivity, having more energy at work, collaborating better with colleagues, talent retention and performance and less chronic stress.

Compared with people at low-trust companies, people at high trust companies report:

- 74% less stress
- 106% more energy at work
- 50% higher productivity
- 13% fewer sick days
- 76% more engagement
- 29% more satisfaction with their lives
- 40% less burnout

Kosfield et al, 2005

Scanning for danger

Our brains are constantly responding to threats and dangers in our environment. The challenging part is, the system of our brain that scans our environment for threats, is not always good at deciphering real versus perceived danger. This means that seemingly non-life threatening situations can feel stressful. For instance, a tight deadline at work, or public speaking can spark a stress response.

Peoples' different perspectives and experiences also influence how they respond to different situations. At work, when we have leaders and peers who are alongside us, recognising and supporting us, we are more like to feel a sense of safety and belonging. This sense of safety allows us to direct more of our energy towards productive activities, rather than being concerned with protecting ourselves from real or perceived threats.

Reward and threat responses to change

Neuroscience suggests that when we're facing change, depending on what that change is and how it affects us, it will either trigger a reward or a threat response in our brain.

If you have peers or employees who are demonstrating resistance to change, it is likely they are feeling threatened in some way. When we experience a threat response, consciously or subconsciously, we are more likely to self-protect and reject the change.

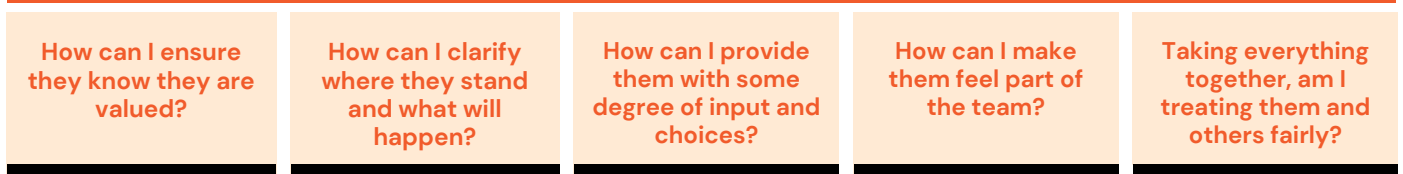
But, when we experience a reward response, we're more open to that change and more likely to support it.

David Rock's SCARF model is a helpful framework for understanding the key social domains or factors that can trigger the human brain's reward or threat response:

the SCARF model



Questions for leaders to ask



Adapted from Rock, D., 2008

human superpower: emotional intelligence

With the rapid development of computer technology including Artificial Intelligence (AI) and Machine Learning, there is one thing the robots haven't quite mastered yet: human emotional intelligence (EI). Emotions influence human behaviour and relationships significantly, often more than we realise. When understood and managed well, emotions can also help to fuel teamwork, productivity, innovation, and creativity.



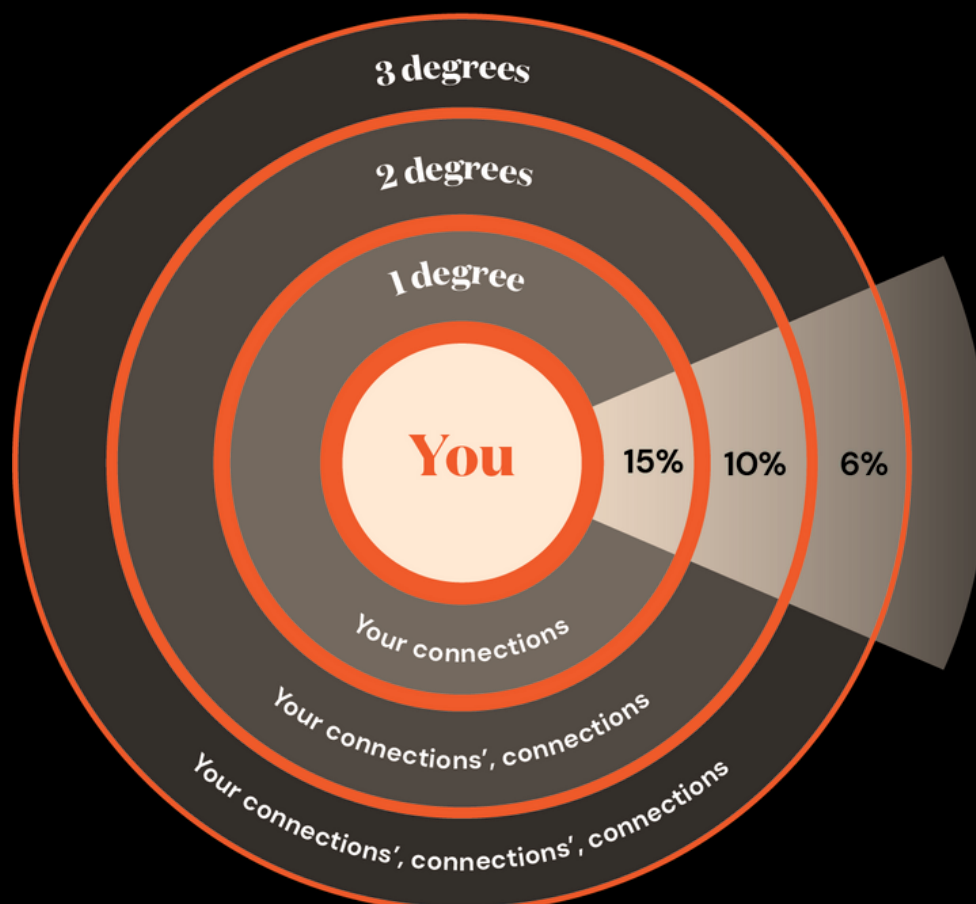
Emotions are contagious!

Emotions not only impact our behaviour, they also impact those around us. The impact of our emotions on others is known as emotional contagion. It is the tendency to automatically mimic and synchronise our expressions, vocalisations, postures, and movements with those of another person and, consequently, to converge emotionally.

A famous, longitudinal survey called the Framingham Heart Study, which started in 1948 with 5,209 adults, suggests that everything we do or say tends to ripple through our network, having an impact on our peers (one degree), our peers' peers (two degrees), and our peers' peers' peers (three degrees).

The researchers of the Framingham Study found that if a person is generally happy, the likelihood that a close contact will also be happy is increased by 15%. At two degrees of separation, this likelihood is increased by 10%, and at three degrees of separation, the increase is 6%.

Remarkably, this suggests that our emotions can influence the emotions of people we've never met. This theory suggests that organisational leaders can influence the emotions of hundreds of employees beyond their direct network.



The broadening and building effect of positive emotions

One of the foundational theories of positive psychology is that positive emotions like joy, gratitude and curiosity broaden and build our capacities in 4 key areas (Fredrickson, 2003):



Our physical health, even down to our cardiovascular health



Relationships improve as we feel more connected to others



Our intellectual capacity; we're able to think more creatively and solve problems



Our psychological resources, including our resilience, improves

“Your brain in positive performs significantly better than in negative, neutral or stressed. Your intelligence rises, your creativity rises, and your energy rises...Dopamine floods your system, turning on all the learning centres in your brain.”

Shawn Achor, The Happiness Advantage

Managing our emotions

The process of 'naming and taming' our emotions, more scientifically known as affect labelling (Lieberman, 2009), activates the brain's braking system within the pre-frontal cortex; an area responsible for self-control. When we are engaged in various forms of self-control like resisting a second helping of dessert, curbing our spending, or not raising our voice in a meeting at work, we are relying on the same core neural mechanism.

In the context of organisational change, it is important for leaders to be self-aware and consider how both negative and positive emotions can influence others.

Humans are often very attuned to reading the emotions of others. Positive emotions can be amplified in an organisation during challenging times to support greater levels of resilience and capacity to embrace change.

Two interesting things are playing out when this area of our brain is activated. Firstly, the more often we turn this system on, the more we strengthen our capacity to self-regulate in various areas of our life.

That's one reason why mindfulness is proving to have so many benefits at both work and play.



When we learn to focus our attention during mindfulness practices, we can improve our ability to focus our attention in diverse areas of our life. This can be particularly helpful with so many things competing for our attention. Secondly, when we use words to label what we are feeling, it can decrease the arousal of our limbic system, nicknamed the 'emotional' part of the brain. Put simply, when we effectively label our emotions, it can dial down their intensity.

Developing a rich emotional vocabulary is one way we can learn to manage our negative emotions more effectively. Similar to training in technical skills, many organisations are benefitting from training staff in wellbeing and emotional literacy building programs. Improving emotional vocabulary enables people to have improved communication through shared language, to manage their own emotions and improve focus and productivity.

Recharging energy levels to embrace change

One of the 7 segments in the ORANGES framework is Energy. This refers to the strength and vitality we have to sustain physical and mental activity. Our energy levels fluctuate according to lots of things – food, sleep, exercise, relationships – and need to be recharged regularly.

Extra effort, or energy, is required during change. When leaders and employees are armed with information about how energy and emotions work, they can learn how to

manage these to best apply themselves to the task at hand. For example, if you're feeling highly energised and excited, it could be the ideal time to consider creative, future-focused or visionary thinking. However, if you're feeling lower on energy and more introspective, it might be a good time for focused, detail-oriented work like editing a document.

The Energy topic is uncovered in greater detail in [The Oranges Toolkit's Seven Segments of Wellbeing program](#). [Contact us](#) to find out more about our workshops, webinars, and e-learning program.



reframing unhelpful mindsets

Attitudes, or mindsets, are created by a complex web of things including beliefs, feelings, values and life experiences. These ways of thinking are often so deeply engrained that we are unaware of them and can also be limiting – especially when faced with changes.

McKinsey research suggests that leaders who attempt to understand unhelpful mindsets and positively reframe them tend to experience more successful change processes (Keller, 2019). Once we understand which attitudes or mindsets are present within teams and organisations, we can take action to shift thinking towards more helpful beliefs.





There are various tools that leaders can use to uncover mindsets or attitudes of staff, such as interviews, focus groups, visual cues, and data/linguistic analysis (such as word clouds). Not every organisation has the resources or time to apply sophisticated research to this process, but there are some simple and practical things you can do, such as using mood cards to elicit conversations about deeper thoughts and feelings to get a sense of productive and/or limiting beliefs.

How growth mindset thinking can shift organisation culture

The beliefs and attitudes that make up our mindset have a significant impact on the choices we make, including how we choose to respond to change. Carol Dweck (2006), a professor of psychology from Stanford University, suggests that when we become aware of our mindsets, we can consider if they are helpful or unhelpful. She developed the concept of the 'growth mindset' – the belief that talent can be developed in everyone, not viewed as a fixed, innate gift that some have and others don't.



Mindset

Fixed

Characteristics

- Play it safe
- Give up easily
- Avoid challenges and risks
- View effort as fruitless
- Are fearful of feedback
- Blame others
- Feel threatened by other people's accomplishments



Mindset

Growth

Characteristics

- Try new things
- Take risks
- Embrace challenges
- Persevere
- Seek feedback
- Take responsibility
- Feel motivated and inspired by other people's accomplishment



People who are more growth mindset thinkers tend to be more productive in both professional and personal settings (Oakes, 2021). Whereas, people who tend to have a more fixed mindset believe that no matter how much effort they invest, their talents, skills and abilities are fixed – that is, they can't improve.

Microsoft's growth mindset transformation

Under the leadership of CEO Satya Nadella, growth mindset thinking now permeates the culture of Microsoft. Moving from “know-it-alls” to “learn-it-alls”, Nadella introduced growth mindset thinking to support a shift away from a rigid, formal and competitive internal culture. It is now broadly understood and practiced throughout the Microsoft workforce.

From a company that previously rewarded ‘owning knowledge’, this shift towards ‘sharing knowledge’ has significantly helped Microsoft to become more flexible, collaborative, and innovative (Oakes, 2021). Microsoft is reaping the benefits of more innovative products and greater leadership at all levels, with leaders now often being identified in areas that would have previously been overlooked (Dweck, 2016).

Tell me more...

Compassion is another practical way leaders can support change in their organisations. Compassion is a holistic understanding of a problem or the suffering of another with a commitment to act to solve the problem or alleviate the suffering. It is experiencing feelings of warmth, concern and care for others suffering and having a strong motivation to improve their wellbeing.

People can demonstrate compassion in the way they ask questions, listen and pay attention to others. When people experience compassion from another person, it supports the release of chemicals in our brain that can make us feel safe and valued and more likely to trust them.

Compassionate leaders demonstrate curiosity. One of the most powerful statements we can use is “Tell me more ...” This demonstrates interest, shows you value the other person's opinion and can help to uncover beliefs and feelings that may be limiting.

Compassion is also the hallmark of what Chobani yoghurt CEO Hamdi Ulukaya calls the anti-CEO movement, as organisations shift towards leading with humanity and social impact as a guide, more than focusing on spreadsheets and shareholder returns (2019).



managing change successfully

Harvard (2005) research suggests that managers can readily identify the change projects that are highly likely to succeed and highly likely to fail, however most projects fall in the middle ground where it is more difficult to assess whether change will be successful.

While some projects fail due to factors like product and process, often it's mostly to do with people! Paying attention to employee wellbeing and engagement in the change is vital.





Assessing risks to change management

An organisation's ability to successfully manage change is affected by numerous variables. Sirkan, Keenan and Jackson (2005) developed the DICE factor framework to help managers to assess risk and support successful change management.

the **DICE** factor framework

D

Duration

.....

The amount of time the change project will take and how often the reviews are scheduled.

Do formal project reviews occur regularly?

If the project will take more than two months to complete, what is the average time between reviews?

I

Integrity

.....

The extent to which companies can rely on teams of managers, supervisors, and staff to execute change projects successfully.

Is the team leader capable?

How strong are team members' skills and motivations?

Do they have sufficient time to spend on the change initiative?

C

Commitment

.....

The visible backing of the most influential executives as well as the people who must deal with the new systems, processes, or ways of working.

Do senior executives regularly, convincingly communicate the reason for the change and the importance of its success? Is the message consistent, both across the top management team and over time? Has top management devoted enough resources to the change program?

Do the employees most affected by the change understand the reason for it and believe it's worthwhile? Are they enthusiastic and supportive or worried and obstructive?

E

Effort

.....

The amount of work required to adopt the change on top of employee responsibilities for the regular operations of the business. Ideally, no more than +10%.

What is the percentage of increased effort that employees must make to implement the change effort?

Does the incremental effort come on top of a heavy workload?

Have people strongly resisted the increased demands on them?



support wellbeing during change

Armed with some knowledge of neuroscience and psychology research findings around how humans typically respond to change, there are practical things leaders can do to not only make organisational change easier but to help employees thrive in complexity.

Drawing on research and our experience of working with organisations and leaders who are managing change, we've outlined some actions that are likely to increase psychological safety and improve engagement during a change process. This practical toolkit is called '5 Cs for Change'.

eh-eh-eh-eh-changes

Five C's for supporting employees through change[™]



Capability



Communication



Collaboration



Compassion



Connection

Having confidence to adapt to change relies on the skills and knowledge you have to do the work. A lack of capability is likely to negatively affect attitudes towards the change.

Two-way feedback and open and timely communication about change is vital. This creates a greater sense of certainty and clarity around personal status and enables autonomy (per the SCARF model).

There's a big difference between being the driver of change and receiver of change. When you are being told about the change, you may not have autonomy, which affects our sense of safety and belonging (a primary human need). That's why consultation and co-creation (where appropriate) can be highly beneficial.

People deal with change in different ways and at different paces. Leaders naturally have a bias towards their own pace, therefore think everyone should be adapting to it at the same rate. Learning to show compassion and understanding for others can increase support for change.

Humans are social animals and our brains and bodies crave interaction and connection. Creating a sense of belonging and amplifying positive emotions motivates people to contribute to their team and organisational goals, which is especially important during a change process.



five C's for change

Practical tips

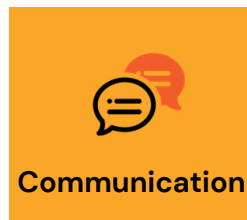


Provide technical training where it's needed.

This applies to all staff; if senior leaders have not led a change process before, they may require some upskilling in areas such as emotional literacy or coaching capability. Other staff will be more likely to take on new changes if they have access to good training and support.

Ensure leaders are role-models.

Before the majority of staff are on board with a change, they need to see that the senior leadership team is united in their approach, messages and behaviours. Have open and specific discussions about the expected behaviours, messaging and communication process to ensure clarity and consistency.



Ensure a high level of wellbeing and emotional literacy.

When people have a shared language and understanding of wellbeing and emotions, they are better equipped to proactively manage feelings about change and discuss them with others.

Explain rationale for change clearly and authentically.

Openly share your reasons behind decisions that you've made, and be clear and regular in your communication. Consider how best to share your feelings and humanity too – remembering all emotions are contagious. It's also OK not to have the answers all the time.

Provide both open and private communication opportunities.

Giving people the opportunity for 1-1 communication shows that they are valued. Don't underestimate the power of the time you give them. Providing opportunities for shared communication is also valuable.





Collaboration

Be open and transparent.

Senior staff conducting lots of intensive planning meetings on their own can create uncertainty and anxiety about what is going on, and even create a sense of shock when all is revealed. Engage teams earlier in the process of problem-solving and solution-finding.

Avoid assumptions.

Making significant decisions based on assumptions about what people want, without their input or supporting data, can lead to a sense of unfairness and lack of autonomy. Ask questions, gather data and listen!

Consult and co-create, but don't overdo it.

When people are involved in creating solutions to problems, they feel more connected to the process. However, too much choice and deliberation can be overwhelming and impractical, and actually add to instability. Make sure to create a clear guideline or framework for areas of influence that employees can work within.



Compassion

Consider your impact on people.

Recognise difference, celebrate successes and express gratitude. Adapt your communication style and approach according to your audience. Get oxytocin and dopamine levels firing with some open expressions of gratitude and celebrations of success – it will improve motivation and trust.

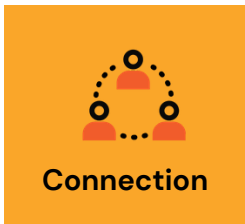
Be a strengths spotter.

Change can reveal unrealised strengths and give people opportunities to shine. Pay attention to how people respond and let them know you've noticed a strength at work. Encourage your employees to pay attention and acknowledge each other's strengths too.

Invest in energy boosting initiatives.

Changing the way we work takes its toll and can sometimes increase your workload. Pay attention to the activities you do for self-care (exercise, diet, sleep) and show appreciation for the extra effort with healthy activities to boost energy and motivation levels.





Create spaces for connection.

This may require redesigning physical spaces and creating time in virtual calendars for people to come together with your permission. Encourage people to communicate and work together – either generating solutions to problems or simply building relationships with people they may not yet know well.

Build positive emotional contagion.

Find ways to share feel-good stories and success throughout the organisation. Playful, fun activities support psychological safety. Awareness days to support charitable causes, exercise challenges, cultural food sharing – these types of social activities have positive knock-on effects on engagement at work. Often the first things to slip when workload increases, it's important for leaders to make emotional release and having fun a priority.

Check in without an agenda.

Show you care – build connection and trust with unprompted or unplanned agendas. Ask 'How are you finding <insert issue>?' and 'How are you feeling about the change?'. Listen to understand and be willing to take action to support the person.



This is just a taste of The Oranges Toolkit

The science of wellbeing and the range of practical tools we offer is both fascinating and vast. This e-book is just a taste of the unique ORANGES framework and programs.

In this e-book, we've introduced some of the concepts of neuroscience, positive psychology and emotional intelligence that we cover in our training programs, with a small selection of practical tools.

If you'd like to learn more, please [get in touch](#).



support kids facing cancer

The Oranges Toolkit is a wholly owned subsidiary of Australia's most trusted childhood cancer charity, Camp Quality, and a certified Social Trader. Camp Quality believes 'laughter is the best medicine' and this shines through in the charity's positive organisational culture.

The Oranges Toolkit program was originally designed in the late 2000s by leading experts for Camp Quality to support its employees and volunteers to be consistently optimistic and resilient. Following the success of the program, The Oranges Toolkit social enterprise was established in 2017. Now, thousands of people in organisations all over Australia have benefitted from its transformative wellbeing and resilience training programs.

When you choose to partner with The Oranges Toolkit to build wellbeing and resilience, you're also choosing to help kids facing cancer to be kids again. The Oranges Toolkit's profits are returned to Camp Quality to support kids facing cancer and their families to access fun experiences, trusted information, coping tools and a supportive community – in hospital, online, at school, and away from it all at camps and retreats.



want more juicy goodness?

Understanding how our brains and bodies work is empowering. When people have good wellbeing, and the skills and tools to manage different situations, they can be more engaged, collaborative, productive and innovative.

The Oranges Toolkit framework uniquely applies the latest academic research from renowned scientific fields like positive psychology and neuroscience across seven segments of holistic wellbeing.

These 7 segments form the acronym of ORANGES:

- Optimism,
- Resilience,
- Attitude (Mindset),
- Now (Mindfulness),
- Gratitude,
- Energy, and
- Strengths.

We focus on positive action and behaviour change – always offering evidence-informed practical tools that can be used immediately to boost performance. Coupled with strategic consultation and workplace wellbeing planning, we offer a wide range of training solutions and behaviour change tools.

Our dynamic training solutions include:

- Wellbeing workshops (in-person or online)
- Social e-Learning program (launching soon)
- Targeted webinars
- Events and keynotes
- Leadership and coaching services
- Behaviour-change tools

Get in touch to find out more about how we can support your organisation's wellbeing goals, or visit our website.

www.theorangestoolkit.com.au

references

VUCA statistic sources

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1300 857 425

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