Introduction

We are all experiencing unprecedented challenges that have a great impact on the way we work, we communicate with others and the way this is blurring the lines between our work and our daily family life. As a result, the work environment is becoming less resilient to external forces such as the ones we have seen of late like economic downturns, systemic racism and now a worldwide pandemic caused by Covid-19. These obstacles do not often come with easy fixes and you need to be prepared to stay strong during changing times.

Designed with you in mind

We have developed this toolkit for you to help you deal with the uncertainties, challenges, changes, and the potential stress and anxiety you may be experiencing as we respond and adapt as an organization, a system, and society to changing demands and realities.
About this toolkit

How to use it
This toolkit is for you to use in the way it meets your needs. There is no prescribed route or order so feel free to navigate through it and focus on those tools or sections that address your needs. You will find a series of links to websites, articles, videos as well as a number of learning tools.

Navigating the toolkit
Throughout you will find links to a series of resources as follows:

Read
These will take you to either external articles or internal resources.

Listen
These indicate a podcast or audio file.

Watch
These link to external videos such as TED, YouTube and Vimeo.

Return to the home page

Explore
This could be links to MOOCs (Massive Open Online Courses), further reading or books are indicated with a

Please note: these books are recommended reading and not offered as part of this toolkit.

Click to jump to the relevant resource or page
Caring for one another is so powerful because it creates deeper bonds and we can lean on each other for support. Take your time to think and act rather than react.

Seeing the world as someone else sees it will help respond appropriately to a situation while at the same time build good relationships based on trust.

We all experience things differently, kindness goes a long way especially in turbulent and uncertain times.
Commit to 'Safety Together' behaviors and tools for our patients, families, visitors and each other...

Leading through changing times - a simple model

1. **Set up** for success
   - Take time to organize yourself. Prioritize the actions that will ensure your wellbeing and that of your colleagues, where possible. Think of how you will organize your work/life balance to make sure you are ‘working from home’ rather than ‘living at work’. Balance conflicting priorities with judgement and empathy bearing in mind others may experience the transition very differently.

2. **Connect** for support
   - Be prepared to need the support of others more than during other periods. Also, be there for your colleagues if you can assist them and make time to give them your support and, above all, share your experiences focusing on what works well in order to instil a sense of confidence.
   - Make sure you initiate conversations with your leaders rather than wait for them to make the first move. Remember that actions speak louder than words.

3. **Adopt** new ways of working
   - This is about constantly evaluating the results of your new ways of working and adapt these for the benefit of your, your team, the organization and your family.

4. **Thrive** into the future
   - The principles you espouse don't matter as much as the values you live daily. Create a positive team culture by firmly sticking to what you believe in and how you want others to see you. Use this opportunity to prove your resilience by thriving in times of adversity and let us all learn how we can better ourselves leveraging technology and new ways of working for our benefit and that of our clients and the organization.

Click on all four to visit the associated tools.

**S** Speak up for Safety
- ARCC (Ask, Request, Concern, Chain of Command), Stop the Line

**A** Accurately communicate
- SBAR (Situation, Background, Assessment, Recommendation), Repeat-and Read-Backs, Number and Letter Clarifications, Structured Handoffs

**F** Focus on the task
- STAR (Stop, Think, Act, Review)

**E** Exercise and accept a questioning attitude
- Validate and Verify, Clarifying Questions

**T** Thoughtfully interact
- Five Tones, AIDET (Acknowledge, Introduce, Duration, Explanation, and Thank You)

**Y** You and me together
- Cross-check and Coach, 5:1 Feedback

Click each to find out more.
Key topics

Click each section to find out more

Mindset
- Caring for Your Physical Wellbeing
- Caring for Your Mental Wellbeing
- Empathy & Understanding Bias
- Agile learning

Knowledge
- Technology
- Working from Home
- Accurately Communicating Through a Pandemic
- Prepare for the Unexpected

Skills
- Dealing with Change Effectively
- Building Trusting Relationships
- Virtual Coaching
- Virtual Collaboration
- Motivation & Positive Culture
- Developing Yourself

Resources for employees 2020
1. **Set up for success**

**Top tips**

1. Commit to maintaining wellbeing; physical and mental
2. Look back to prior challenges. How were you resilient and bounced back?
3. Set up space at home for remote work that allows you to focus
4. Stay current with latest technologies to support remote work
5. Create a routine and stick to it
6. Establish and communicate boundaries for others to minimize disruptions
7. Use time saved from not commuting to develop yourself
8. Write and post daily goals for yourself

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**Resources**

- **Tips for Working from Home**
- **How to be Your Best Self in Times of Crisis**
- **A Global Pandemic Calls for Global Solutions**
- **Making Time to Reflect** (Interactive PDF)
2 Connect for support

Top tips
1. Use multiple communication channels
2. Schedule meetings with your colleagues and leaders to reduce potential feelings of isolation
3. Pick up the phone
4. Use video conferencing
5. Establish team agreements for staying connected - include times for casual conversations, how and when to connect, and which technologies will be used
6. Be kind, compassionate, and lead with empathy
7. Make sure you understand what the expectations of you are
8. Schedule virtual breaks with colleagues
9. Build trust and empowerment by allowing diversity of thought and approach

Resources

How Co-workers are Staying Connected while Working from Home
How to Create Psychological Safety
How to Stay Connected With Your Colleagues Remotely While Working From Home
Staying connected with friends and family during COVID-19
Why Staying Connected Matters - And How To Do It

Connected but alone?
10 Ways to Have a Better Conversation

Everyone Communicates, Few Connect - What the Most Effective People Do Differently
John C. Maxwell, HarperCollins Leadership, 2010

Back to main menu
3 Adopt New ways of working

Top tips
1. Maintain focus on people first – workplace protection and empathy
2. Continue to look after your physical and mental wellbeing
3. Communicate frequently with colleagues, customers, stakeholders
4. Make sure you are clear on what is expected of you
5. Make time to pause-assess the pace and volume of work and ask for help when needed
6. Capitalize on the opportunities and practices adopted during the difficult time and leverage them for the future
7. Keep track of what you are learning
8. Be flexible when responding to challenges and adapt the way you address these using what you have learned
9. Remember to maintain a healthy work/life balance making time for yourself and your family

Resources

- 20 Tips on How to Prioritize Work and Meet Deadlines
- Smarter COVID-19 Decision-Making - How to Apply Sound Principles from Decision Science to Your Own Life
- COVID-19 updates
- Wellbeing & Balance
- Problem Solving (Animation)
- Problem Solving (Infographic)
4. **Thrive** into the future

**Top tips**

1. Assess post-crisis pace and volume of work and adjust practices to align

2. Maintain a positive attitude - look for solutions instead of problems

3. Put learning into action - understand successes and failures of new practices and consider those that will work for you in the future

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**Resources**

- **Read**
  - 15 Ways to Stay Positive at Work
  - Resilience (Fluid Book)
  - Anticipate New Strategy Requirements Beyond the Immediate Crisis
  - Beyond Coronavirus: The Path to the Next Normal
  - Two life Changing Concepts Arianna Huffington Taught me
  - How Giving Makes Us Better
  - 7 Interesting Things That Arianna Huffington Taught Me About Success

- **Watch**
  - One Question to Help You Make Better Decisions

- **Explore**
  - Mojo - How to Get It, How to Keep It, and How to Get It Back if You Lose It
  - Thrive - The Third Metric to Redefining Success and Creating a Happier Life
  - Arianna Huffington, WH Allen, 2014
Mindset

- Caring for Your Physical Wellbeing
- Caring for Your Mental Wellbeing
- Empathy and Understanding Bias
- Agile Learning
Caring for your physical wellbeing

Top tips

1. **Eat Well**
   - Cook healthy meals
   - Get plenty of vitamins - to strengthen your immune system
   - Hydrate - 8 glasses of water each day

2. **Keep on Moving**
   - Exercise regularly
   - Stand up at least once an hour
   - Keep an ergonomically sound workspace

3. **Recharge**
   - Get enough sleep each night (7-9 hours)
   - Take breaks – lunch and other breaks
   - Take time off to disconnect from work

Resources
Caring for your mental wellbeing

Top tips
1. Find inspiration and joy
   Music, reading, gardening
2. Live gratefully
   Find something to be thankful for each day
3. Practice mindfulness
   Set aside time to be still
4. Stay in contact with friends and family
5. Ask for Help
   We all need support at times
6. Help someone else
   Offer and provide support

Resources

Mental Health in the Workplace
(Fluid Book)

Positive Psychology and Mindfulness
(Interactive PDF)

Managing Your Relationship with Stress

What is Resilience and Why is it Important?

10 Ways to Care for Your Emotional and Mental Wellbeing During COVID-19

How Journaling Can Relieve Stress

Wellbeing and Balance Animation

In Stressful Situations I Get Angry and Blame Others
(Thrive in Five)

The Science of Wellbeing
(Free class through Yale University)

Full Catastrophe Living Using the Wisdom of Your Body and Mind to Face Stress, Pain, and Illness
Jon Kabat-Zinn, Bantam Dell, 1990
**Empathy & Understanding Bias**

**Top tips**
1. Seek to understand others
2. Get curious and ask more questions
3. Focus on the other person when listening
4. Validate others’ emotions
5. Acknowledge with empathy, practicing non-judgement
6. Notice, limit, and check out your assumptions
7. Share your feelings without making it all about you
8. Understand and try to identify when biases may get in the way of decisions and the way messages may be perceived

**Resources**

- Why Empathy Is a Critical Skill
- Emotional Intelligence (Infographic)
- Habits that Will Increase Your Empathy
- What is Everyday Bias?
- Emotional intelligence (Fluidbook)
- Emotional Intelligence (Thrive in Five)
- Compassion and the True Meaning of Empathy
- Emotional Intelligence for Success
- The Human Moment
- Systemic Racism Explained
- Why “I’m Not Racist” is Only Half the Story
- About Race with Reni Eddo-Lodge
- Discomfort Anxiety and Grief: Confronting Racism with Colleagues
- The Future of Feeling - Building Empathy in a Tech-Obsessed World - Kaitlin Ugolik Phillips, little a, 2020
Focus on the task

Agile learning
Agile learning

Top tips
1. Focus on improvement in tasks, process and thought every day
2. Seek out new challenges and experiences – with support
3. Think critically
4. Try new approaches to challenges – listen for diversity of thought and input
5. Build confidence in acknowledging failures and viewing them as learning opportunities
6. Seek continuous feedback from colleagues and your leader

Resources

- Becoming an Agile Organization (White Paper)
- Why Growth Mindset Matters for Organizational Agility
- What Is the Agile Mindset?
- 11 Proven ways to develop a growth mindset
- Before you judge someone - Watch this
- The Age of Agile - How Smart Companies are Transforming the Way Work Gets Done - Stephen Denning, AMACOM, 2018
Knowledge

Technology
Working from Home
Accurately Communicating Through a Pandemic
Prepare for the Unexpected

RWJBarnabas Health

Resources for employees 2020

Back to Key topics menu
Technology

Top tips
1. Reduce techno-traffic on home broadband service to maximize access to work
2. Maintain computer and internet security – lock down computer when not using
3. Save content frequently so nothing is lost when system upgrades and reboots are required
4. Connect with VPN when on public Wi-Fi
5. Report suspicious emails to IT&S immediately
6. Use online collaborations tools like GoToMeeting

Resources

GoToMeeting Support Guide
You Need a VPN when Accessing Public Wi-Fi. Here’s Why.

How to Host a Meeting with GoToMeeting
Start Video Conferencing with the New GoToMeeting
Working from home

Top tips
1. Create and maintain a morning routine to set up for work time
2. Find a work space that will minimize distractions
3. Structure your day the same as you would in the office
4. Remember to build breaks into your schedule
5. Plan for continuous self-care for your physical and mental wellbeing
6. Create a contract or agreement for virtual collaboration from your home environment
7. Decrease length of meetings and increase virtual touchpoints
8. Maintain social connections with teammates- communicate to check-in with each other
9. Know and post your goals- short term, long term - to maintain motivation
Speak up for safety

Accurately Communicating Through a Pandemic
Accurately Communicating through a Pandemic

Top tips
1. Stay current on pandemic information and updates.
2. Stay informed on hospital, system, regional, state and national updates
3. Build mastery of online conferencing and collaboration tools
4. Increase your digital presence
5. Show you care by staying connected
6. Connect with a teammate 1:1 at least weekly
7. Be “on video” if possible for all virtual meetings and encourage others to do the same
8. Have social interactions to check on colleagues’ wellbeing

Resources

- What if Working from Home Goes on... Forever?
- How to Communicate with Customers During Times of Crisis
- Why COVID-19 Is Hitting Us Now – and How to Prepare for the Next Outbreak
- Active Listening
  - I have Conflicting Demands and Get Mixed Messages (Thrive in Five)
  - I Just Get My Head Round What Direction We’re Going In, Everything Changes. I feel in Constant Turmoil (Thrive in Five)
- How Are You Feeling? (Podcast)
- Challenging Conversations (Infographic)
Prepare for the Unexpected

**Top tips**

1. Expect the unexpected
2. Don’t Panic
3. Prepare solutions in advance
4. Use your critical thinking skills
5. Keep a list of resources at your fingertips

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**Resources**

- **Guidance from the World Health Organization**
- **Flexibility & Agility (Infographic)**
- **5 Emotionally Intelligent Habits for Handling Work Frustrations**
- **Dealing with Uncertainty During the Coronavirus Pandemic**
- **Be prepared for the Unexpected**
- **5 Tips to Improve Your Critical Thinking Skills**
- **Surviving and Thriving in Uncertainty Creating the Risk Intelligent Enterprise**
  Frederick Funston and Stephen Wagner
  Wiley, 2010
- **Get It Together Ditch the Chaos, Do the Work and Design Your Success**, Lauren Berger, McGraw-Hill, 2018
Skills

- Dealing with Change Effectively
- Building Trusting Relationships
- Virtual Coaching
- Virtual Collaboration
- Motivation and Positive Culture
- Developing Yourself
Exercise and accept a questioning attitude

Dealing Effectively with Change
Dealing with Change Effectively

Top tips
1. Change is usually disruptive and can be complex
2. To thrive, we must understand how to harness our response to change
3. Trust must be built to manage change effectively
4. Spend time studying and understanding the change and how it impacts you
5. Think about how you need to change the way that you work to meet new demands
6. Engage key stakeholders in frequent and effective communications
You and me together
Building Trusting Relationships
Building Trusting Relationships

**Top tips**

1. Trust builds trust - demonstrate trust in others and they will trust you
2. Walk the talk - keep your word and honor commitments, always
3. Remain consistent in what you say, how you say it and how you present yourself
4. Be careful of implied accountabilities - make clear agreements rather than implications
5. Identify and discuss differences immediately - do not let them fester and cause disruptions
6. Support others with empathy and understanding, especially when they make mistakes
7. Give honest and fair feedback
8. Using coaching skills can help build relationships by working through problems

**Resources**

- Psychological Safety First: Building Trust Among Teams
- 10 Ways to Build Trust on Your Team
- Building Great Work Relationships
- Building Trust Infographic
- 5 Ways to Build Great Work Relationships
- What We Don't Understand about Trust
- How to Build (and Rebuild) Trust
- The 10 Laws of Trust - Building the Bonds That Make a Business Great, Joel Peterson, AMACOM, 2016

**Resources for employees 2020**

Return to Skills menu
Accurately communicate

Virtual Coaching and Collaboration
Virtual coaching

Top tips
1. Develop your peer coaching skills
2. Establish trust and a personal connection
3. Keep your questions focused and concise
4. Give yourself time to think and reflect, don’t be tempted to fill every silence
5. Use a range of media and technology for formal and informal coaching: it is possible to coach in less than five minutes using the appropriate technology
6. Don’t dictate the medium; be empathetic and allow the coachee to choose how they prefer to be coached
7. Focus on the session and give your counterpart your full and undivided attention - do not multitask
8. Have a clear structure and manage the time adequately
9. Use snippets and nudges to help reinforce the desired behavior(s); use a range of resources like videos, articles and podcasts
Thoughtfully interact

Building Trusting Relationships
Virtual collaboration

Top tips
1. Slow down to go fast
2. Respect work time differences – rotate meeting times fairly
3. Going remote requires robust online communication, effective file storage and a viable collaboration plan
4. Observe patience and support others when technology misbehaves
5. Remember some people may find it difficult to work in a dedicated room so be sensitive to their surroundings
Motivation and Positive Culture

Top tips
1. Discover what makes you tick and what you succeed the most in
2. Consider what you think is important and what you really have to offer
3. Strive to align your purpose and goals across all fields: your personal relationships, job, finances and health
4. Learn from people who are already where you want to go
5. Develop relationships with role models and mentors
6. Examine what you have accomplished rather than focusing on where you faltered
7. Create a positive culture by coaching each other on living our safety values
8. Support others by caring for their physical and mental wellbeing

Resources

- What Motivates You at Work?
- Creating A Positive Workplace Culture - A Little Kindness Goes a Long Way
- Positive Psychology Can Improve Wellbeing at Work
- Positive Culture
- Positive Psychology and Mindfulness
- What Makes Us Feel Good about Our Work?
- What Motivates You In Life? The 6 Common Factors That Drive People
- Belonging
- Building Multicultural Relationships (Animation)
- How to Stay Motivated
- The Habit Coach with Ashdin Doctor
Developing yourself

**Top tips**

1. To define your personal ideology, identify the specific attributes that best describe your core values by listing the qualities you deem most important.

2. Work to live up to your values and beliefs.

3. Allow space and time for constructive feedback.

4. Attitude is the start and end point of all self-development. With the right attitude you can accomplish bigger things.

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**Resources**

- **Read**
  - 7 Habits of Highly Effective People (Summary & Takeaways)
  - 10 Things You Can Do in Your Daily Life to Improve Your Personal Development
  - The Four Stages of Self-development
  - What are the 4 Levels of Self-Development?

- **Watch**
  - Want to Get Great at Something? Get a Coach
  - Get Better at Receiving Feedback

- **Explore**
  - The Brand You 50 - Fifty Ways to Transform Yourself from an ‘Employee’ into a Brand That Shouts Distinction, Commitment, and Passion! Tom Peters, Knopf, 2000