

TRACOM[®] GROUP

THE SOCIAL INTELLIGENCE COMPANY[®]



CHANGE BETTER

**IMPROVE ORGANIZATIONAL CHANGE OUTCOMES
WITH RESILIENCY TRAINING**

**Resiliency Training Supports Popular Organizational
Change Models Prosci ADKAR and Kotter**

A woman in a dark sleeveless top and glasses stands at the front of a meeting room, gesturing towards a whiteboard. The room has a brick wall and several people are seated at tables, listening. The scene is overlaid with a red and white geometric pattern.

INTRODUCTION

We've all experienced it. An announcement is made that your company is undergoing change. It comes in many guises—strategic adjustment, resource reallocation and departmental reorganization. But we know it for what it is—disruption and stress. If you're a manager, you may have been told ahead of time that it's coming. Not only do you have accountability for your piece of the change pie, but you have to face your team and let them know the new plan. And you're dreading it.

LIKE IT OR NOT, CHANGE IS INEVITABLE.

Organizations can let external forces control their future or they can embrace—and even drive—change for their own good. Do your leaders and employees have the skills to deal with and create change? If so, your prospects for long-term success are good. If not, you may be the next Blockbuster Video or Sears.



RESILIENCY & ORGANIZATIONAL CHANGE

Resiliency training develops the skills needed to overcome the natural, counterproductive biases we all have. These natural biases cause us to fear change and they impact our workplace productivity.

Resiliency is the ability to bounce forward in times of change and adversity and to see challenges as opportunities for growth. When we work in a world where change is constant and inevitable, Resiliency skills are crucial.

THIS WHITEPAPER DISCUSSES:

- The business imperative for Resilience skills
- How Resiliency training supports organizational change
- TRACOM's Adaptive Mindset for Resiliency™ Model
- How Resiliency training connects to the Kotter and Prosci ADKAR models of change





THE EFFECT OF CHANGE ON PEOPLE

In the modern workplace, to say that change is “normal” seems quaint. Companies are constantly undergoing change, often involving a fundamental realignment of strategy and direction. Unfortunately for many of these companies, massive change efforts are no guarantee of success. More than a few companies have turned from profitable giants to mostly-forgotten. Consider Nokia, Blackberry and Tower Records.

While these are recent illustrations, they are hardly alone. It’s estimated that at least 50% of organizational change initiatives are either over budget, over schedule, or they outright fail to meet their planned objectives¹. Despite this grim statistic, change is pervasive within organizations, and the study of organizational change is a mainstay in Academia and MBA programs. However, what is often overlooked in change initiatives, and one of the main reasons why they so often fail, is the people factor in change efforts.

While change may be necessary, it is also disruptive, and large-scale change efforts are often overwhelming to the employees who are tasked with implementing them. A 2017 report from the American Psychological Association says that “American’s who reported recent or current change were almost three times more likely to say they don’t trust their employer and more than three times as likely to say that they intend to seek employment outside the organization within the next year.”³

It’s a given that the pace of change is not going to slow down. And change is stress inducing. But we can teach employees better ways to deal with stress and change. That’s exactly what Resiliency training does.



PERSONAL & ORGANIZATIONAL RESILIENCE

Some people are adaptable to change and eventually recover from adversity, but this is not enough for organizational success. ***What is needed are people who have the ability to embrace change.***

Resilient people not only go with the flow, but they actively seek change and find opportunities within the challenges they face. As opposed to bouncing back from adversity, they bounce forward by growing from the experience. And Resilient people pay dividends to the organizations they work for. This desire to work through change in a proactive manner results in exceptional performance. Research indicates that Resilient employees are rated as significantly more effective in their jobs than their non-Resilient counterparts and are more committed to their organizations⁴. This is important because people who are committed to their companies stay with their companies, reducing turnover of the organization's most valued contributors and those who will help the change program succeed.

Resilience also has personal benefits for employees. Resilient people experience less stress and have better work-life integration⁵. They also report better physical health and psychological well-being, such as better overall mood and satisfaction⁶. This is particularly important since one study found that healthcare expenditures for employees with high levels of stress were 46% higher than those for employees who did not have high levels of stress⁷. While the benefits of Resilience are extensive, perhaps what is most important is that people can rewire their brains to become more Resilient. Any change initiative can benefit from helping employees understand not only the requirements of the change program, but from helping them gain the personal skills and psychological resources they need to effectively bring the program to fruition. Increasing employees' Resilience will help the company succeed.



RESILIENT PEOPLE **EXCEL IN THE WORKPLACE**

TRACOM conducts research to see how Social Intelligence skills connect to common workplace responsibilities. A recent study of participants in Resiliency training evaluated how people with high Resilience compared with people with low Resilience. Based on data from more than 1800 people, those with high Resilience consistently outperform those with low Resilience.

For example, one question asked if a person is “comfortable initiating change when needed.” The average score for people with low Resilience was 4.532 and the high Resilience average was 5.441. This difference represents—a 20% difference (on a 6-point rating scale).

TRACOM RESEARCH STUDIES:

<i>Performance Measure</i>	<i>% Increase w/ Resiliency Strength</i>
Stressful situations do not take a personal toll	22%
Positively influences others in times of change	21%
Comfortable initiating change when needed	20%
Helps build a positive culture	18%
Consistently performs at a high level	16%
Initiates appropriate action to challenges at work	15%
Finds opportunities in workplace challenges	15%
Actively supports change when it occurs	15%
Stays engaged in work during times of high stress	14%
Embraces change rather than resists it	14%



TRACOM'S ADAPTIVE MINDSET FOR RESILIENCY[®] MODEL

TRACOM's model and program helps people understand and build their personal Resilience. It specifically connects personal Resilience to work performance and events such as organizational change. Our research has resulted in a model of workplace Resilience that provides a road map for people to understand their reactions to stress and fortify themselves against daily stressors. The program helps people develop a productive mindset around change and reframe life's challenges as potential opportunities.

First, to understand what leads to Resilience, participants learn about nine sources of Resilience. Research from psychology and neuroscience has shown that cultivating these elements will lead to greater Resilience.



A woman with glasses and a blue shirt is looking at a laptop screen. She is in a meeting room with a whiteboard in the background. The whiteboard has some diagrams and text on it. The overall scene is a professional setting.

RESILIENCE TRAINING PROGRAM




TRACOM's Adaptive Mindset for Resiliency program was designed to dramatically increase the Resilience of individuals and organizations. It's based on understanding and overcoming our natural "negativity bias," which affects how we interpret events. The negativity bias is a well-researched result of our evolution⁸. We are literally hard-wired to pay more attention to negative events and perceived threats than we are to positive events and opportunities⁹. This cognitive bias affects how we perceive and interpret virtually everything that happens to us. It is why road rage seems so prolific but nobody has ever heard of road kindness, even though it is more common.

The effects of the negativity bias can be witnessed whenever large-scale change is announced. Responses range from people rolling their eyes in irritation to actively voicing their frustration and hostility. In comparison, Resilient people remain grounded during such times and consider productive ways to manage the change.

TRACOM's program teaches the underlying neuroscience that separates these two reactions, and how to alter one's thinking to move from an emotional reaction to a more logical and productive response.

After recognizing ways they filter information and the effects that the negativity bias has on them personally, participants learn the importance of specific behaviors at work that lead to resilience. This includes how they handle challenges (act) and how they communicate and connect with others (interact). These are observable behaviors that others can see. People who remain calm during adversity tend to solve problems and manage change better than those who do not maintain self-composure. Participants then learn and practice strategies to enhance Resilience at work. These strategies are evidence-based and known to work.

THE THREE-DIMENSIONAL FRAMEWORK:

-  **Filter** (*How you filter information*)
-  **Act** (*How you act in response to challenges*)
-  **Interact** (*How you interact with others*)



ADAPTIVE MINDSET[®]
FOR RESILIENCY

UNDER THE FRAMEWORK, THERE ARE NINE **SOURCES OF RESILIENCE**

1. PERSONAL RESPONSIBILITY
2. REALISTIC OPTIMISM
3. PERSONAL BELIEFS
4. SELF-ASSURANCE
5. SELF-COMPOSURE
6. PROBLEM-SOLVING
7. GOAL ORIENTATION
8. COURAGEOUS COMMUNICATION
9. SOCIAL SUPPORT





ELEMENTS OF RESILIENCY FILTER

How you filter information and interpret the world. This describes how you select information and integrate it into your mind and is comprised of personal responsibility, realistic optimism, and personal beliefs. Because this is happening in your mind, these elements of Resiliency are not always observable to others, though others can often recognize your level of optimism.

1. PERSONAL RESPONSIBILITY

Personal Responsibility is the belief that successes or failures at work are determined by one's own talents and motivations as opposed to external forces such as luck or good timing.

Those who are high in personal responsibility believe they control their own destiny and attribute events to their own traits. Rather than relying on external factors such as luck to achieve objectives, they look inward to your own talents and motivations and exert control over the situation.

Why does Personal Responsibility lead to Resilience?

Because they feel they control their own circumstances, those who are high in personal responsibility are more likely to engage in proactive behaviors and persist in the face of adversity. This strengthens their Resiliency.





2. REALISTIC OPTIMISM

Realistic Optimism is the tendency to see the world in a positive way but remain grounded in reality.

Those with realistic optimism expect the future to be good, but they remain aware that challenges may arise and things won't always go as expected. This kind of optimism is a crucial aspect of Resiliency because it instills people with motivation while allowing them to anticipate and plan for challenges.

Why does Realistic Optimism lead to Resilience?

While negative emotions narrow the mind and promote quick, sometimes hasty, response, optimism broadens the mind. Those who are optimistic have improved cognitive flexibility and creativity to deal with challenging situations. It is important that this optimism, however, is grounded in reality. Those who are realistically optimistic, rather than brushing off adversity, delve into its true meaning and approach difficulty in a pragmatic, thoughtful way. Overall, realistic optimism promotes more open thoughts and solutions, but ones that are also strategic and rational.

3. PERSONAL BELIEFS

Personal Beliefs is the sense that life has deep meaning and purpose. This may take the form of religious observance, spirituality, or devotion to a particular value system or cause.

People with a high degree of personal beliefs sense that they have a calling and feel connected to causes or values they believe are larger than themselves.

Why do Personal Beliefs lead to Resilience?

A sense of meaning anchors and stabilizes people in turbulent times. Those who are high in personal beliefs consider the broader picture, and they are able to maintain positive feelings when unexpected obstacles arise. They also have causes or beliefs that they can rely on to keep them motivated and energized.





ELEMENTS OF RESILIENCY ACT

4. SELF-ASSURANCE

Self-Assurance is the belief in oneself to successfully perform at work.

People with high Self-Assurance have confidence in their professional skills and their ability to deal with challenges. Because of this strong self-belief, they approach challenges and shifts in demands without loss of enthusiasm. A strong sense of Self-Assurance enhances people's motivation, commitment, and engagement with their work.

Why does Self-Assurance lead to Resilience?

Those who are high in self-assurance trust their own skills and believe in themselves to effectively alter their environment. Thus, they are less likely to experience negative emotions (emotions that narrow their minds and leave them feeling overwhelmed by adversity). Self-Assurance helps people maintain motivation and enthusiasm and, ultimately, cope adaptively in the face of difficulty.

5. SELF-COMPOSURE

Self-Composure is the ability to manage stress and remain calm under pressure.

Those who are high in Self-Composure deal with challenges rationally without allowing their emotions to take over and drive decisions.

Why does Self-Composure lead to Resilience?

Those who are high in Self-Composure are able to keep at bay negative emotions which are paralyzing and unhelpful. Self-Composure allows people to recruit the logical, rational, problem-solving region of their brains so they can strategize and effectively move forward in the face of difficulties.





6. PROBLEM-SOLVING

Problem-Solving is the ability to plan and resolve conflicts effectively.

Those with a high degree of problem-solving ability generate innovative solutions to problems. They take the time to gather relevant information and plan carefully, using reason, logic, and creativity to make decisions.

Why does Problem-Solving lead to Resilience?

Those who are effective problem solvers are able to find solutions to problems that others would find overwhelming or excessively complex. They have access to a range of strategies and approaches. Thus, they tackle problems efficiently and appropriately and remain agile in the face of change.

7. GOAL ORIENTATION

Goal Orientation is the tendency to set appropriate goals, monitor progress on those goals, and adjust behavior accordingly.

Those who are high in goal orientation set ambitious goals and work hard to achieve them, monitoring themselves and regulating their behavior along the way.

Why does Goal Orientation lead to Resilience?

Goal-oriented individuals concretize their future by making specific and achievable plans. Goals narrow people's focus and help them to persist in difficult times.





ELEMENTS OF RESILIENCY INTERACT

8. COURAGEOUS COMMUNICATION

Courageous Communication is the tendency to communicate with others in a candid and courageous way in the face of difficulty.

Courageous communicators freely and effectively share their ideas with others, ask questions others might be afraid to ask, and confront problems directly. This skill is critical for resolving relational conflicts and differences in viewpoints, and allows people to move towards their goals efficiently.

Why does Courageous Communication lead to Resilience?

Those who initiate and effectively manage difficult conversations are more likely to clear up misunderstandings, build healthy relationships, and elevate their level of influence. In this way, they become more productive and expand opportunities for themselves.

9. SOCIAL SUPPORT

Social Support is the perception that one is part of a supportive social network. This includes having close confidants and people with whom one can discuss problems.

People with a high level of social support feel that they have close confidants who provide comfort and assistance during difficult times.

Why does Social Support lead to Resilience?

Social support is a very important buffer to stress. Those who have close relationships have a sense of belonging, self-worth, and security. Social support networks may also prevent negative appraisals of challenges. Even on a physiological level, social support has even been found to bolster our immune systems and help our bodies heal from stress-induced damage. In this way, social support helps us to recover from adversity.





RESILIENCE SUPPORTS POPULAR MODELS OF ORGANIZATIONAL CHANGE

LEARN HOW RESILIENCE WORKS ALONGSIDE THESE MODELS:

- » Prosci ADKAR Model
- » Kotter Model

Many organizations rely on specific models for organizational change, with the Prosci ADKAR and the Kotter Model of Change among the most popular. Rather than replacing these models, Resiliency training actually enhances them by creating people who are open to and energized by change.



RESILIENCE TRAINING & THE PROSCI ADKAR MODEL

Prosci is a change management firm that helps organizations to implement, embrace and adopt change processes successfully. The firm introduced the ADKAR model in the 1990s and the model is still widely popular today due to its research-based change model. The model details **five phases** individuals and organizations must achieve to change successfully:

1. **Awareness of the need for change.** Understand not only that there's a change coming but why. What is the nature of the change? Why is the change needed? What is the risk of not changing?
2. **Desire to participate in and support the change.** What's in it for me? What are the personal benefits and risks? This part of the model process poses the biggest challenge. According to Prosci's research, "Desire" is the most difficult stage by a 3:1 margin.
3. **Knowledge on how to change.** What knowledge is needed for the transition and the future state, including learning new tools, processes, technical skills and behaviors? This is impacted by current knowledge base, availability of education and training, and time to learn. One of the most frequent mistakes is jumping straight to knowledge; organizations need to build Awareness and Desire first.
4. **Ability to implement required skills and behaviors.** This is about demonstrating capability; this stage requires practice, coaching and mentoring.
5. **Reinforcement to sustain the change.** This is the maintenance stage that ensures the change is sustainable and successful.



Resilience skills affect the entire lifespan of the ADKAR approach, beginning with **Awareness**. During this phase leaders need to determine what is and isn't working in the organization, and communicate that there is a problem. **Courageous Communication** from leaders is imperative at this juncture, directly communicating why change is needed, making the business case for the change, and talking about the risks of not changing. This is only a beginning, since resistance to change can manifest itself throughout the change process.

As noted previously, **Desire** is typically the most difficult stage in the process. Merely creating **Awareness** does not create **Desire**. This is where employees decide for themselves if they will support and participate in the change. It is influenced by the nature of the change and intrinsic motivators that are unique to the person. People high in Resilience are characterized by **Realistic Optimism** and strong **Personal Beliefs**. They will see the positive aspects of the change while also being aware of the risks. This is particularly helpful since these individuals will naturally support change while also helping solve problems along the way. **Personal Beliefs** are important because Resilient people often feel connected to the organization's value system and/or its products and services. The organization and its mission are personal for them. This helps align intrinsic motivation with the need for change. Resiliency education teaches people how to view change in positive ways that are personally beneficial, and this is critical for gaining their support.

The **Knowledge** and **Ability** phases seem like the most straightforward parts of the process since they simply involve learning new ways of doing things and then implementing those new skills. However, not everyone embraces learning new skills. Employees who have learned to

be Resilient have developed strategies to increase their **Self-Assurance** and **Goal-Orientation**. Believing in oneself to learn new skills and change one's way of doing things is fundamentally important to the success of any change initiative. People who struggle with their **Self-Assurance** are going to falter during these stages. However, by setting small process goals, continuously monitoring progress on those goals and developing new small goals, employees can achieve the overall change goals. In fact, **Goal Orientation** is one of the best ways that leaders can help to enhance the Resiliency of their people. By doing this, employees will experience repetitive small successes, eventually leading to empowerment and belief in their ability to change.

Reinforcement involves strengthening and building longevity for the change. Oftentimes organizations will identify champions whose mission is to reinforce the change over time. This can include recognition and celebrations, but also learning from early mistakes. At this point, **Social Support** becomes critical. Since change involves so many people working together to solve problems and create a new reality, co-workers should be building relationships and trust with one another throughout the process. Being able to confide in one another and candidly discuss issues enhances Resiliency and the likelihood that the change will "stick."



RESILIENCE TRAINING & THE **KOTTER MODEL**

Another popular change model was developed by Dr. John Kotter while he was at Harvard Business School¹¹.

It encompasses **three areas** of change:

1. *Creating the Right Climate for Change*
2. *Engaging and Enabling the Organization*
3. *Implementing and Sustaining Change*

1. CREATING THE RIGHT CLIMATE FOR CHANGE

While many elements of Resiliency are important for *Creating the Right Climate for Change*, two that are clearly relevant are **Realistic Optimism** and **Personal Responsibility**. When change is first announced or encountered, people's negativity bias will be triggered.

While some people will allow this reaction to cloud their perceptions and subsequent behavior in counterproductive ways, a Resilient person will look for the positives within the change, while also remaining aware of reality and possible pitfalls. **Realistic Optimism** is a critical starting point for Resiliency. Coupled with this mindset is a belief in oneself to successfully complete the work required for the change effort.

People who take **Personal Responsibility** believe that they are in control of their own destinies, rather than random serendipity. When change is announced, these individuals look inward to their own abilities to help themselves thrive, rather than relying on others or fate to



determine what happens to them. For both leaders and employees, this belief system—an optimistic outlook and sense of **Personal Responsibility**—will set the stage for success.

ENGAGING AND ENABLING THE ORGANIZATION

The *Engaging and Enabling the Organization* part of Kotter's Model involves communicating and creating an environment where people can act both autonomously and in coordination with others. Two elements of Resiliency that are especially important at this point are **Courageous Communication** and **Problem Solving**. When large-scale changes are being made, people need clear direction; they need to understand requirements, the desired outcomes and their roles in the process. It is imperative that leaders are candid and open, seek others' input, and confront issues head-on. Without frequent and forthright communication, any meaningful change program will stall. TRACOM's program teaches practical communication techniques to influence and motivate others even when not in a position of direct oversight. Major change programs often rely on pushing problem solving more deeply throughout the entire organization rather than centralized at the top. Resilience training teaches employees the skills to gather relevant information, evaluate situations effectively and find creative solutions to pressing issues. For leaders, stimulating employees focus on **Problem Solving** follows naturally on the heels of communicating the vision. **Courageous Communication** sets the stage for employees to generate unique ideas that lead to quick wins.

IMPLEMENTING AND SUSTAINING CHANGE

For this final phase of Kotter's Model, two elements of Resiliency are especially important: **Goal Orientation** and **Self-Assurance**. At some point during all change efforts, progress will stall or even regress. Here leaders and employees should attempt to learn from the growing pains, take advantage of the successes and make continuous improvement to the new status quo. Resilience training helps employees develop a goal-oriented mindset. Rather than simply a technique for evaluation, goals are actually highly motivational because they provide an emotional appeal for people at a neurological level. Research shows that our brains can't distinguish between what we want and what we have; therefore, when we set a goal we feel as though we've already accomplished it¹². If we don't meet the goal we feel almost as if we've lost a valued possession. This is why goals are such effective drivers of behavior.

Self-Assurance is critical for leaders *Implementing and Sustaining Change* programs. It allows them to navigate the ups and downs of a change program and help the entire organization remain focused on the long-term goals and not get overly distracted by the inevitable short-term setbacks. The **Self-Assurance** skills achieved in Resilience training allow people to maintain enthusiasm and rely on their professional skills to see them through. This kind of role-modeling is very important; it helps employees to stay confident, focused and engaged throughout a change program.





CONCLUSION

RESILIENCE & OTHER CHANGE MODELS

While Kotter and Prosci's ADKAR models are among the most common models for organizational change, there are in fact dozens of others that organizations choose to follow or modify for their own use. Regardless of the specifics of any model, the buy-in, support and day-to-day involvement of leaders and employees will determine the success of any change program. Resilience training provides the crucial skills people need to make change successful.

Change is stressful, and wide-scale organizational change is one of the most stressful events in people's lives. Change cannot be prevented from occurring. In fact, it's essential for business growth and prosperity. What can be influenced is people's mindset and behavior related to change. By focusing on programs that support and reinforce successful change, organizations can prepare their employees, and the success of implementing change initiatives can be dramatically increased.

Participants in TRACOM's Adaptive Mindset for Resiliency® program develop a new way of dealing with change and acquire practical skills to make change a success. They experience fundamental shifts in their attitudes and behaviors, which leads to greater openness and productivity.



REFERENCES

1. Beer, M. & Nohria, N. (2000). Cracking the code of change. *Harvard Business Review* (78)3, 133-141. Hammer, M. & Champy, J. (1993). *Reengineering the corporation: A manifesto for business revolution*. London: Nicholas Brearley. Kotter, J.P. (2008). *A sense of urgency*. Boston: Harvard Business School Press. Senturia, T., Flees, L. & Maceda, M. (2008). *Leading change management requires sticking to the plot*. Bain and Company. Accessed at www.bain.com.
2. Metlife. (2010). Working caregivers and employer health care costs. Retrieved from <http://www.metlife.com/assets/institutional/services/insights-andtools/ebts/Employee-Benefits-Trends-Study.pdf>
3. Galinsky, E., Bond, J. T., Kim, S. S., Backon, L., Brownfield, E., & Sakai, K. (2005). Overwork in America: When the way we work becomes too much. Families and Work Institute. Retrieved from <http://familiesandwork.org/site/research/summary/overwork2005summ.pdf>
4. American Psychological Association. (2009). Stress in America 2009. Retrieved from <http://www.apa.org/news/press/releases/stress-execsummary.pdf>
5. Luthans, F., Avolio, B., Avey, J. B., & Norman, S. M. (2007). Psychological capital: Measurement and relationship with performance and job satisfaction. *Personnel Psychology*, 60, 541-572. Youssef, C. M., & Luthans, F. (2007). Positive organizational behavior in the workplace: The impact of hope, optimism, and resilience. *Journal of Management*, 33, 774-800.
6. Siu, O., Hui, C., Phillips, D. R., Lin, L., Wong, T., & Shi, K. (2009). A study of resiliency among Chinese health care workers: Capacity to cope with workplace stress. *Journal of Research in Personality*, 43(5), 770-776.
7. Avey, J. B., Luthans, F., Smith, R. M., & Palmer, N. F. (2010). Impact of positive psychological capital on employee well-being over time. *Journal of Occupational Health Psychology*, 15(1), 17-28.
8. Goetzel, R. Z., Anderson, D. R., Whitmer, R. W., Ozminkowski, R. J., Dunn, R. L., Wasserman, J., & The Health Enhancement Research Organization (HERO) Research Committee. (1998). The relationship between modifiable health risks and health care expenditures: An analysis of the multi-employer HERO health risk and cost database. *Journal of Occupational and Environmental Medicine*, 40(10), 843-854.
9. Goleman, D. (2011). *The brain and emotional intelligence: New insights*. Northampton, MA: More Than Sound.
10. Baumeister, R. F., Bratslavsky, E., Finkenauer, C., & Vohs, K. D. (2001). Bad is stronger than good. *Review of General Psychology*, 5(4), 323-370.
11. See <http://www.kotterinternational.com/> for more information.
12. Goleman, D. (2011). *The brain and emotional intelligence: New insights*. Northampton, MA: More Than Sound.
13. Heath, C. & Heath, D. (2010). *Switch: How to change things when change is hard*. New York: Broadway Books.





ABOUT THE AUTHOR


CASEY MULQUEEN, P.h.D.

In his role as Director of Learning and Development and Senior Consulting Psychologist for TRACOM Group, Dr. Casey Mulqueen is responsible for leading the company and clients in developing and implementing learning solutions that reflect the latest science within the field of organizational psychology.

To this end, Dr. Mulqueen has worked with companies across the world to develop more effective teams, sales processes and large-scale change models. He has developed custom programs and been a professional speaker for organizations such as Ernst & Young, PepsiCo, the Environmental Defense Fund, Reed Elsevier, and ExxonMobil. His work involves the development and validation of individual and organizational assessments, including TRACOM's world-renowned Social Style Model®.

Dr. Mulqueen earned his PhD at the Illinois Institute of Technology and has served as an adjunct faculty member in Colorado State University's Department of Psychology. He is a member of the American Psychological Association, the Society for Industrial & Organizational Psychology, and the International Association of Applied Psychology.





ABOUT

TRACOM[®] GROUP

THE SOCIAL INTELLIGENCE COMPANY[®]

We provide the “AH HAs” to people as to how and why they act and interact with the world around them the way they do. We do this by teaching people about the core elements of an individual: their behavior, their emotions and their mindset and the impact these elements have on them each and every day. We call these core elements Social Intelligence. Most people are completely unaware of the impact that these elements have on them each and every day in how they interact with others and how they frame what is happening in the world around them.

For more information, visit WWW.TRACOMCORP.COM
or call (303) 470-4900 — (800) 221-2321 (U.S. only)