



**LLMC DISCUSSION GUIDE
NAVIGATING YOUR CAREER
THROUGH CHANGE**





FOUNDER'S MESSAGE TO LLMC PARTICIPANTS



Troy Crosby
Assistant Deputy Minister,
Materiel, National Defence

“Thank you” doesn’t feel like enough to describe how happy we are, for you to have made the commitment to join the Lifting As You Lead Mentoring Circles program 3rd edition, organized by the Diversity and Inclusion Office, Materiel Group, National Defence, and open to all Federal Public Service members.

What began as a simple idea from our consultations has grown into a thriving network, addressing the desire for meaningful networking and professional growth.

There’s Power in People Coming Together

You're now part of a diverse network of inclusive-minded leaders, assigned to a circle—a small, trusted group for goal achievement in a safe space. This circle will facilitate learning from others' experiences and diverse perspectives, expanding your knowledge and tactical skills.

LLMC offers a unique opportunity for sponsorship, especially for deserving equity groups. Sponsorship is an intentional relationship where influential individuals advocate for career advancement and barrier removal.

By actively engaging with your circle, sharing experiences, and fostering connections, you'll unlock personal and professional growth opportunities. This knowledge empowers you to advance in your career.



Samantha Moonsammy,
Diversity and Inclusion,
Materiel, National Defence



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The Time to Act is Now!

Thank you for answering the call to action, committing to creating a psychologically safer workplace for all, especially those from deserving equity groups.

We hope you will feel a real and fundamental shift throughout the program. And together we will celebrate all the hard work you put into this experience. Thank you for showing up for yourself, your family, your organization and the community you're called to serve.

Going forward, take advantage of all the networking that will take place, meet new LLMC members in GCmessage and on LinkedIn. Lean into the Masterclasses.

Choose to stay consistent with that next level version of you. We are rooting for you.

In collaboration,

Troy Crosby
Assistant Deputy Minister,
Materiel, National Defence

Samantha Moonsammy
Diversity and Inclusion Section Head,
Materiel, National Defence



Agenda

Navigating Your Career Through Change

"Change has a considerable psychological impact on the human mind. To the fearful, it is threatening because it means that things may get worse. To the hopeful, it is encouraging because things may get better. To the confident, it is inspiring because the challenge exists to make things better."

King Whitney, Jr., owner, The Personnel Lab

"If you don't like something, change it. If you can't change it, change your attitude."

Maya Angelou, poet and civil rights activist

1. Check-In: Warm up and get going (17 minutes)

1.1 Welcome (~ 1 minute)

Welcome everyone to our final circle session, during which we will discuss how we can better navigate our careers through change. Change remains one of life's most constant elements, a fact underscored vividly in the past 3 years. Whether working remotely, adopting a hybrid model, or returning to the office, the ongoing challenge lies in harmonising our professional and personal lives effectively.





1.2 Your Health Comes First (~ 1 minute)

Before we begin today's Circle, let's do a check-in. The intent of these sessions is to have safe conversations about important subjects that will help transform the Federal Public Service by creating diverse and inclusive psychologically safer workplaces.



The subjects may be difficult for some people to discuss. If at any point during this session you feel that you need to step away, you may leave the session in order to protect your mental health. Your health comes first.

If you need to talk to someone, whether before, during, or after a circle, there is support available to you 24/7. Please see the support section at the end of this guide for contact information.

1.3 Overview (~ 1 minute)

Learning to navigate change effectively is a skill that benefits both our professional endeavours and personal lives.

This week's session centres on honing strategies that enable us to perceive change as a catalyst for advancement rather than an impediment. Through engaging and thoughtful discussions, we will explore methods for embracing change proactively, shedding light on self-care's heightened importance.

We'll delve into understanding the importance for prioritising mental well-being, especially within the context of the hybrid work model. Join us in uncovering techniques for gracefully adapting, whether it's indulging in stress-relief activities, fostering work-life boundaries, or carving out moments of sheer enjoyment. Let's get started!



1.4 Ice-breaker - Choose from the activities below: (10 minutes)

1.4.1 Connection Cards:

Instructions: Please choose one or two of the phrases below and complete them:

(1 minute or less per member)



- A hobby (or new skill/tool) that I have recently embraced in my spare time...
- One aspect of my work that allows me to fully bring my authentic-self...
- A place outside of my home where I feel safe and secure is...
- One habit that I am incorporating or cultivating for self-development is...
- One activity that grounds me when things feel chaotic around me is...
- Something I do to break up all the time spent at my desk is...
- A process that I incorporate or embrace to adjust to change...
- I see change as...

1.4.2 Red, Yellow, Green Light Activity:

Instructions: Use this icebreaker to see how your Circle members currently feel about navigating work and life at this time. Go around your Circle and share an update on how you're feeling using the traffic light colours identified below.

(1 minute or less per member)

- Green (mostly good)
- Yellow (mixed feelings, unsure, or just OK)
- Red (mostly not doing great)

You can also briefly share why you're feeling that way, if you'd like.



1.5 One Action from the last meeting (5 minutes)

Once you're warmed up, go around your Circle and share your One Action Update. A One Action is one concrete action you committed to take at your last meeting. The goal of a One Action is to step outside your comfort zone, practise a new skill, or try something new.

(1 minute or less per member)



2. Group Activity: Share your story, learn from others, and make new connections (10 minutes) 🕒

Group discussion: Navigating Work and Life

Each member shares their responses to the topics below by choosing one of the questions from Topic 1 and/or Topic 2 and discussing these with the Circle. Further information on these topics can be found on the [Learning Library Wiki page](#).

(About 1 minute per member)

Topic 1: Reflections on Current Work Arrangements

- What have been the biggest challenges in how your working life has changed?
- What are some things that are working well for you in managing these challenges?
- What accommodations has your employer made and are they helping?
- Are there any additional accommodations that you would like to ask for?
- How have you navigated the challenges of the Hybrid work model?



Topic 2: Adapting to Change

- What techniques can you implement that would enable you to embrace change as an opportunity?
- Has self-care become more of a priority? If so, what is one of your favourite self-care activities?
- How can you prioritise your mental health during this period of adjusting to a Hybrid work model?
- What strategies have you/are you turning to?
- What are some activities that you do to alleviate your stress e.g., finishing a book, watching a movie, starting an art project?
- How do you turn off work mode to allow yourself to enjoy your off time?





3. Group Activity: Lean in, get inspired, and add to your toolkit (25 minutes) 🕒

Understanding your core values and non-negotiables can help you deal with change at work. Personal values and the choices you make can impact your own perceptions and the way you react to the changes you may be facing at work.



Activity objectives:

- 1- Identify what personal values are most important to you.
- 2- Acknowledge the non-negotiables that matter most to you at work.
- 3- Determine if the current change compromises your values or non-negotiables.
- 4- Develop self-awareness and build confidence that will lead to being more resilient during change.

3.1 Navigating Change Activity (10 minutes)

Having a fixed mindset often keeps us in resistance mode to changes we are facing. One way we can move past these mental blocks is by considering the attributes of your role that are non-negotiable to you.

We need to think carefully to recognize the things that are actually important to us, rather than the things we assume will make us happy. This will significantly ground us during times of change. The key is developing self awareness. This also gives us guidance on what we should try to protect and maintain in order to remain in a stable condition while undergoing change at work.

Brené Brown offered this definition of values: “A value is a way of being that we hold most important. Living into our values means that we do more than profess our values, we practise them. We walk our talk - we are clear about what we believe and hold important, and we take care that our intentions, words, thoughts, and behaviours align with those beliefs.”



Acknowledging what we value means we can proactively take steps to identify where our values might be affected during times of change. This allows us to take steps to protect what we value so that our identity is not threatened, giving us a secure base from which we can adapt.



Brené Brown is an author, a research professor of Social Work at the University of Houston, a visiting professor of management at the University of Texas at Austin McCombs School of Business. She’s also a business in her own right, with programs that train people and organisations to contend with vulnerability and courage. Learn more about Brené Brown [here](#).

Instructions: Choose 3-5 of your core values from this list to share with the Circle. Each member has 1 minute to share.

Accountability	Generosity	Recognition
Achievement	Giving back	Reliability
Adaptability	Grace	Resourcefulness
Adventure	Gratitude	Respect
Altruism	Growth	Responsibility
Ambition	Harmony	Risk-taking
Authenticity	Health	Safety
Balance	Home	Security
Beauty	Honesty	Self-discipline
Being the best	Hope	Self-expression
Belonging	Humility	Self-respect
Career	Humor	Serenity
Caring	Inclusion	Service
Collaboration	Independence	Simplicity
Commitment	Initiative	Spirituality
Community	Integrity	Sportsmanship
Compassion	Intuition	Stewardship



<p>Competence Confidence Connection Contentment Contribution Cooperation Courage Creativity Curiosity Dignity Diversity Environment Efficiency Equality Ethics Excellence Fairness Faith Family Financial stability Forgiveness Freedom Friendship Fun Future generations</p>	<p>Job security Joy Justice Kindness Knowledge Leadership Learning Legacy Leisure Love Loyalty Making a difference Nature Openness Optimism Order Parenting Patience Patriotism Peace Perseverance Personal fulfilment Power Pride</p>	<p>Success Teamwork Thrift Time Tradition Travel Trust Truth Understanding Uniqueness Usefulness Vision Vulnerability Wealth Well-being Wholeheartedness Wisdom</p> <p>Write your own:</p>
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3.2 Group Discussion: Digging into your “Why” (10 minutes)

Instructions: Consider the attributes of your role that are non-negotiable to you. Start exploring your own ‘why’ for working in your current role/position.



Is it:

- Learning new things
- Being part of a team
- Innovation
- Working autonomously
- Receiving recognition
- Having stability
- Helping others
- Being challenged
- Doing meaningful work
- Leading others
- Being an expert
- Feeling successful and or productive
- Other?

Discussion Questions: What is it about that work that you like the most, enjoy the most, and/or brings you the most satisfaction? What are the attributes of your role that are non-negotiable for you? Why did you pick one over the other?
(1 minute per member)



3.3 Self-Reflection

Instructions: This is an opportunity for the Circle to silently self-reflect using the prompts below.
(5 minutes)

Once you've solidified your values and non-negotiables this will ground you as you navigate through the phases of change. Mindset is everything, and change is an opportunity for growth.

If the change does compromise your values or non-negotiables, then it is your cue to pivot and give yourself permission to go in another direction.

Does the change you are going through compromise your values and non-negotiables?

- If your answer is **no**, jump on board and embrace the change as a new opportunity.
- If it is **yes**, is this change your opportunity to explore a shift in responsibilities, a new position or business area, another role in the industry, or perhaps a new career?

Grounding yourself in your values and non-negotiables will develop your self-awareness and build confidence that will lead to being more resilient during change.

This activity was adapted from Navigating Change with Agility: Values and Non-negotiables at work. Hannah Knecht. <https://youtu.be/cVQ7MADycAO> (7 min, published 2021).





4. One Action: Apply yourself, pledge to grow, and inspire others (10 minutes)



Group Discussion: Apply what you have learned

Your “One Action” is a concrete commitment you undertake related to the topics discussed during each Circle. The goal of a One Action is to step outside your comfort zone, practise a new skill, or try something new. Examples of one actions for this Circle can be found in the table that follows:

Instructions: Each member declares their One Action commitment for this week. (1 minute per member)

Navigating Your Career Through Change		One Action
1	I will intentionally take moments during the day to move to relax and just breathe.	Check out the Learning Library for some interesting ideas and inspiration.
2	I will schedule time for a hobby or interest that makes me happy.	
3	I will adjust my work environment/setup to improve separation of work and life.	
4		Write down your One Action commitment in the table cell to the left.



5. Wrap-up: What's next and a few final words (8 minutes)

Thank you everyone for your active participation in this week's topic – Navigating Your Career Through Change. We hope you now can view change in a positive light and feel more able to use it to enhance your career.



Recap: To recap today's Circle, please review this discussion guide to help you reflect on this Circle session and implement your One Action for navigating change.

LLMC Written Component: Please share your comments by completing the weekly written component forms. A link to the form can be found in your calendar. Completion of these forms is one of the commitments you made when you applied. The LLMC Program team relies upon your feedback to continue to grow the program.

Office Hours: This 60-minute session offered by Materiel Group's Diversity and Inclusion Office (DIO) each Friday is an opportunity for you to ask questions related to the program and other DIO initiatives. We also plan to use 15 minutes of the session for a senior leader to drop in and share with us on the theme explored that week. This is a chance to learn about our leaders and their vision for more diverse and inclusive workplaces:

https://teams.microsoft.com/l/meetup-join/19%3ameeting_MDc0Yml4OTgtMDZiMS00OGUzLTg5ZjctNTcwYWFmZDk2MWVh%40thread.v2/0?context=%7b%22Tid%22%3a%22325b4494-1587-40d5-bb31-8b660b7f1038%22%2c%22Oid%22%3a%22c2d093df-2beb-4796-b59e-3fe19605c039%22%7d



Masterclass: Join us for our fifth Masterclass taking place on **Wednesday, November 29, 2023, at 1:00 pm Eastern Time.** This 90-minute Masterclass is a hands-on coaching class on navigating change. Invitations to all 5 Masterclasses have been sent to you prior to the start of this LLMC cohort. Please see your calendar for details.



This is our final official week of the Lifting as You Lead Mentoring Circles program. Everyone's participation in this program is appreciated and we hope that the experience has been a positive and motivating one.

As mentioned last week, the conversation should not end with the conclusion of the official Lifting as you Lead Mentoring Circle program. The Diversity and Inclusion Office (DIO) Team's vision for all Circle members is to continue to be inspired by this connection and to continue to grow your network, elevate your knowledge, and inspire others. The DIO team encourages you to continue to use the LLMC program-wide network. The DIO will post some topics and resources for possible future discussions on the [LLMC Wiki page](#), but please feel free to find topics yourselves based upon the interests of the Circle members.

How should we celebrate our success?

Discussion question (1 minute per member)

Please consult the Wiki page for all LLMC materials:

https://wiki.gccollab.ca/Lifting_as_You_Lead_Mentoring_Circles_Program_2023

For more resources, please visit the LLMC Learning Library:

https://wiki.gccollab.ca/Learning_Library

Thank you for your participation in these circles; be well, and take care.



List of Circle Members

#	Name	Department/Position	I remember this member because of... (list 3 characteristics)
1	Circle Leader		
2	Assistant Circle Leader		
3			
4			
5			
6			
7			
8			
9			
10			



Reflection Question

Instructions: Write down 3 insights/key takeaways learned from the session

1	
2	
3	



Support

Employee Assistance Program (EAP)

EAP provides free short-term counselling for personal or work-related problems as well as crisis counselling.

Toll-free: 1-800-268-7708

TTY (for people with hearing impairments): 1-800-567-5803

<https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/employee-assistance-program.html#E>



Hope for Wellness Helpline

24/7 access to Indigenous Counsellors

Available in French and English and, upon request, Ojibway, Cree and Inuktituk.

1-800 #1-855-242-3310

Chat line via: <https://www.hopeforwellness.ca/>

Member and Family Assistance services (Canadian Armed Forces)

The Member and Family Assistance services is a 24 hour, 7 days a week bilingual telephone and face to face counselling service that is voluntary, confidential, and available to Canadian Armed Forces (CAF) members and their families who have personal concerns that affect their well-being and/or work performance.

<https://www.canada.ca/en/department-national-defence/services/benefits-military/health-support/member-family-assistance-services.html>

Sexual Misconduct Support and Resource Centre (National Defence)

The Sexual Misconduct Support and Resource Centre (SMSRC) was created by the Department of National Defence but is independent from the CAF chain of command and is not required to report incidents of sexual misconduct to the CAF. Support services for CAF members, National Defence public service employees, Cadets and Junior Canadian Rangers affected by sexual misconduct and their families, aged 16 and older. Guidance and support for leaders and management on addressing sexual misconduct.

<https://www.canada.ca/en/department-national-defence/services/benefits-military/health-support/sexual-misconduct-response.html>



Support

The Canada Suicide Prevention Service

Talk Suicide Canada provides nationwide, 24-hour, bilingual support to anyone who is facing suicide.

Toll-free: 1-833-456-4566.

<https://www.crisisservicescanada.ca/en/>



Wellness Together Canada

Mental Health and Substance Abuse Support.

Toll free 1-866-585-0445

<https://wellnesstogether.ca>

The Lifting as you Lead Mentoring Circles Discussion Guide was created by the Diversity and Inclusion Office, Materiel Group, National Defence.



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https://wiki.gccollab.ca/Diversity_and_Inclusion_Office