



APEX

**Effective People
Management Strategies to
Optimize the Workplace and
Minimize Disruptions**

A Practical Guide

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INTRODUCTION

WHAT THIS GUIDE IS

This practical guide was created as a direct response to the lived experiences of more than 200 executives who reached out to our advisory services team in recent years, looking for effective strategies to manage the constant changes and disruptions they face in today's workplace. These challenges include, but are not limited to:

- How to effectively manage changes in senior leadership and navigate different leadership styles, values, and ethical dilemmas.
- How to handle shifts in operational and strategic priorities that bring repeated realignments and make it difficult to implement top-down decisions (such as articulating a “Why” that resonates with employees).
- Developing strategies and approaches to advocate for the support they need to succeed, and setting boundaries to maintain work-life balance.
- Addressing perceived misconduct, manipulation, or even sabotage, which, if not managed effectively, could escalate into workplace issues like harassment, bullying, burnout, or a loss of psychological safety, ultimately impacting an executive's reputation and well-being.

WHY THIS GUIDE MATTERS

For executives, the pressure to lead through disruption can be overwhelming. This guide reminds you that support is available every step of the way. You are not alone in your change leadership journey. It offers a roadmap built on the real-world experiences of other executives who have managed similar disruptions, alongside insights from trusted sources, including the Canada School of Public Service, OCHRO, and various ombuds offices. The guide is a toolkit for resilience, empowering you to navigate these challenges thoughtfully and confidently while fostering a healthy, productive environment.

HOW TO USE THIS GUIDE

This guide is designed to be more than just a resource; it's a starting point for your own path forward. Think of it as a workbook—one that encourages dialogue with coaches, mentors, colleagues, teams, and with us at APEX. Each section offers tools, strategies, and practical approaches to equip you in addressing disruptions with a psychologically safe, empathetic approach. Use the guide to spark conversations, strategize solutions, and tailor practices that align with your personal leadership style and values.

For this guide, “disruption” refers to any unexpected or ongoing challenge within the workplace that interferes with normal operations, impacts team dynamics, or creates obstacles to achieving organizational goals. Disruptions can stem from several sources, including organizational changes driven by political shifts or senior management decisions and internal challenges such as interpersonal conflicts or strategic realignments. Additionally, disruptive behavior—such as actions or attitudes that undermine team cohesion, productivity, or morale—also contributes to a disruptive workplace environment. Recognizing and addressing both organizational disruptions and disruptive behaviours is essential for workplace optimization.

In any organization, disruption often accompanies change, whether due to shifting priorities, new leadership, or evolving workplace needs. **A change leadership approach** is warranted to inspire a proactive, resilient approach that aligns with both team values and organizational goals. Change leaders don’t just respond to disruption; they **anticipate it, navigate it with confidence, and leverage it to create a stronger, more adaptive workplace.**

Organizational change can be particularly challenging because it often involves altering deeply ingrained practices, roles, and expectations, leading to anxiety and resistance among employees. Humans are creatures of habits! Overcoming these barriers requires effective change leadership, clear communication, and support to help individuals navigate the transition. We are going to show you how in the next chapters.

Executives at all levels are encouraged to reach out to the [APEX advisory services team](#) to explore these people management strategies further and to feel empowered to take positive action. Together, we can foster a resilient, adaptive, and positively impactful workplace.

“Early guidance has been the key to staying on track, even when everything around us seemed uncertain. Having support to navigate challenges helped us build a stronger, more agile team.”

– Advisory Services Client



**UNDERSTANDING ORGANIZATIONAL
DISRUPTERS AND DISRUPTIVE
BEHAVIOUR**

Effective people management isn't about preventing every disruption—it's about creating a resilient and adaptive workplace where challenges are anticipated, addressed early, and used as opportunities for growth. This guide's first section offers a foundational look at workplace disruptions and disruptive behaviours to help executives understand and address them proactively. When leaders adopt a change leadership mindset, they view disruption as an integral part of growth and development. This perspective shifts the focus from "reacting to" disruption to "leading through" it, empowering leaders to actively shape the transition process. Change leaders recognize that disruption can foster new ways of thinking, refine processes, and build team resilience. By framing disruptions as opportunities, leaders encourage a culture where challenges are faced openly, with innovation and a shared purpose.

Executives play a key role in cultivating a supportive environment, and understanding common sources of disruption can enhance their ability to lead teams through change with confidence and empathy. Whether it's adapting to shifting organizational priorities or managing interpersonal dynamics, recognizing these factors helps leaders develop strategic responses that strengthen the organization.

By identifying the causes and characteristics of disruptions, executives can implement people management strategies that not only address specific issues but also foster a positive, productive work environment. In this way, understanding disruptions isn't about expecting difficulties—it's about equipping leaders with the insight needed to handle challenges constructively and support their teams in reaching their fullest potential.

In times of change, leaders often encounter various organizational disruptors and disruptive behaviors that can challenge team cohesion, productivity, and morale. Understanding the root causes of these disruptions is essential for addressing issues effectively, yet this can be difficult when reactions stem from underlying stress, confusion, or resistance to change.

To manage these disruptions proactively, leaders can apply the **O-I-R-C model—Observe, Interpret, Respond, Check**—to gain insight into the root causes of employee behaviours and broader organizational disruptors. This method helps leaders approach disruptions in a structured, empathetic manner, allowing them to identify concerns early and respond constructively.



Observe

Leaders should begin by observing behaviours and responses among employees, paying attention to signs of disengagement, stress, or resistance. Observing non-verbal cues and team dynamics can reveal patterns that suggest underlying challenges.



Interpret

Based on observations, leaders can interpret potential reasons behind the behaviours, considering factors like workplace pressures, unclear expectations, or role-related stress. Accurate interpretation is crucial, as misjudging the cause can exacerbate tensions.



Respond

Once the causes are better understood, leaders can respond with targeted support. This may involve addressing concerns directly, offering resources, or adjusting workloads to reduce stress, depending on the nature of the disruption.



Check

Finally, following up with employees helps ensure that the initial response was effective and provides an opportunity for leaders to reassess and adjust their approach as needed.

By using the **O-I-R-C model**, leaders create an environment that promotes open communication and early intervention, preventing disruptive behaviours from escalating. This structured approach also helps leaders to identify and address the root causes of organizational disruptors, enabling smoother transitions and maintaining productivity during times of change. Now let's take a deeper look at common organizational disruptors and disruptive behaviours.

Organizational Disruptors

Organizational disruptors can come from various sources beyond individual employee behaviour. These disruptors often stem from structural, operational, or strategic issues that negatively impact the workplace:

Inefficient Processes: Outdated or overly complex workflows can slow down operations and frustrate employees, leading to inefficiencies and reduced productivity.

Pay attention to processes, controls in place, levels of approvals, number of briefings or meetings, etc. Are they appropriate? Implement continuous improvement strategies, such as lean management or process audits, to enhance efficiency and reduce disruptions.

Avoid indecision by setting clear frameworks for how decisions are made within your team. Outline who is responsible for making specific decisions, how input will be gathered, and the timeline for arriving at a conclusion.

Inadequate Organizational Structure: A poorly designed organizational structure, such as unclear reporting lines, misaligned resources or overlapping roles, can create inefficiencies, delays, and conflicts among employees and departments.

Gather feedback from employees to identify where confusion or bottlenecks exist. Look for signs of duplicated efforts, decision-making delays, or frequent role conflicts.

After identifying problem areas, clearly define each role's responsibilities and ensure there is no overlap. Update job descriptions as needed, specifying reporting relationships and key decision-making authorities.

Poor Change Management: Sudden or poorly executed changes, such as new technology, reorganizations, or policy shifts, without adequate planning or communication, can create confusion and resistance among employees, peers and senior management.

Pay attention to your employees' ability to adapt to change. Ask open ended questions and create conversations to address fears, concerns, triggers. Adopt a flexible approach and not a one size fits all as everyone reacts to change differently. In any change management initiative, focus on the human aspect of change.

Leadership Vacuum: When leaders are absent, indecisive, or inconsistent in their decision-making, it creates uncertainty and confusion. This lack of direction can slow decision-making, increase anxiety, and lead to operational bottlenecks.

Take the opportunity to self-reflect on your leadership style and communications approach and take a close look at the climate you and your outer office are creating.

Create opportunities for your team to provide honest feedback on your leadership style, decision-making process, and communication approach. This could be through anonymous surveys, one-on-one check-ins, or group discussions. Feedback helps you identify blind spots and areas where your leadership might be causing confusion or uncertainty.

High Turnover: High employee turnover rates disrupt team cohesion and continuity of work. New employees may take time to adjust, creating productivity gaps and impacting overall performance.

Take the opportunity to leverage data and insights available such as employee survey results, workforce dashboards, results of exit interviews, etc. Try to identify root causes for the high turnover and address any perceived systemic issues or leadership or competency deficiencies.

Misaligned Priorities: When directorates or teams have conflicting objectives, it can lead to friction and disrupt organizational focus. This can cause miscommunication, duplicated efforts, and resource misallocation.

Organize cross-functional meetings to review the alignment of team goals with the broader organizational strategy. Use these sessions to identify potential conflicts and realign team objectives where necessary.

Technological Failures: Inadequate or malfunctioning technology can disrupt daily operations, delay workflows, and frustrate employees. It can also result in data loss, inefficiencies, and reduced service quality.

Regularly assess whether systems, software, and hardware are meeting performance requirements.

Regulatory or Policy Changes: Significant shifts in laws, regulations, or internal policies that are not properly communicated, updated or managed can lead to non-compliance, confusion, and operational disruptions.

Identifying these disruptors early and taking steps to address them—whether through better communication, resource management, or leadership training—can help maintain organizational stability and productivity.

Disruptive Employee Behaviours

Disruptive behaviour in the workplace refers to actions that interfere with the functioning of the organization or the productivity of individuals or teams. This behaviour can take various forms, including:

Verbal Abuse or Aggressive Communication: This includes yelling, threats, passive-aggressive approaches or demeaning language towards colleagues.

Harassment or Bullying: Persistent, unwanted actions that target individuals or groups, creating a hostile work environment.

Refusal to Follow Instructions: Intentionally disregarding or refusing to comply with reasonable requests from management.

Spreading Negative Rumours: Engaging in gossip or spreading false information to undermine colleagues. Also known as malicious complaining.

Chronic Tardiness or Absenteeism: Frequently being late or absent without valid reasons, disrupting the workflow.

Undermining Teamwork: Acting in ways that create division, impede collaboration, or cause discord among team members. Deliberately creating obstacles or withholding information.

Chronic malicious complaining: Refers to the act of making complaints with the intent to harm, undermine, or damage the reputation of an individual, team, or organization, rather than to address genuine concerns. Unlike constructive feedback or legitimate grievances, malicious complaints are often based on exaggerations, distortions, or false information.

Root causes of disruptive behaviour in the workplace can stem from a variety of personal, organizational, and environmental factors:

Stress and Burnout: High workload, change fatigue, regular changes to structures, processes, systems, unrealistic expectations, or poor work-life balance can lead to frustration, irritability, and aggressive behaviour.

Poor Communication: Lack of clarity in roles, responsibilities, or expectations often leads to misunderstandings and conflicts. This can result in disruptive actions as employees struggle to meet unclear demands.

Leadership Issues: Ineffective or inconsistent leadership can contribute to a toxic environment, where employees feel unsupported or undervalued, leading to rebellious or disengaged behaviour, or are blamed for making mistakes.

Workplace Culture: A culture that tolerates or fails to address conflict, favoritism, or unfair treatment can encourage negative behaviours such as gossiping, non-cooperation, or open defiance.

Personal Problems: Issues outside the workplace, such as financial difficulties, relationship problems, or mental health challenges, can cause individuals to react negatively in professional settings. Feelings of insecurity may lead to people feeling inadequate or incompetent. As a defense mechanism, some may use manipulation tactics or sabotage to cover their perceived weaknesses by making others look bad.

Job or Interpersonal Mismatch: When employees are placed in roles that don't align with their skills, interests, preferred leadership styles or values, frustration, lack of psychological safety, and poor performance can manifest as disruptive behaviour.

Addressing the root causes of employee disruptive behavior is essential for fostering a productive, harmonious workplace. Simply addressing surface-level issues without understanding the underlying factors—such as stress, burnout, poor communication, or personal challenges—can lead to repeated disruptions and ongoing tension. By applying the O-I-R-C model—Observe, Interpret, Respond, Check—leaders have a structured approach to identifying and addressing these root causes.

Through careful observation and interpretation, leaders can uncover the deeper factors driving disruptive behaviour, allowing for a more targeted and supportive response. Checking back after the initial response also ensures that interventions have a lasting impact. This proactive approach not only resolves the immediate behaviour but also helps to prevent future occurrences, promoting long-term employee engagement and organizational stability. By integrating the O-I-R-C model, leaders can foster a healthier work environment and sustain positive, productive dynamics over time.

When I accepted a new mandate two years ago, I immediately sensed hostility from some team members. One manager openly resented my role and eventually undermined my efforts, turning others against me and making unfounded complaints that damaged my reputation. For a long time, I felt isolated, ashamed, and unsure where to turn. A colleague recommended APEX advisory services, and it was a lifeline. Although it was too late to turn things around in this role, the practical advice I received has given me the confidence and tools I need for my next mandate.”

– Advisory Services Client



IMPORTANCE OF ADDRESSING WORKPLACE DISRUPTIONS

Unresolved disruptions lead to decreased productivity, as they divert attention from critical tasks and cause delays in workflow. Disruptions can also foster a toxic work environment, lowering employee morale and engagement, which may result in higher absenteeism, turnover, and burnout. Moreover, if not addressed, workplace disruptions can escalate into larger conflicts, harassment complaints, damaging trust between employees and management, affecting a leader's reputation, creating psychological distress and creating long-term cultural and operational issues.

Timely intervention helps maintain a positive work environment, ensures that problems do not spread, and enables the organization to remain agile and productive. By resolving disruptions quickly, leaders demonstrate effective management, protect team cohesion, and reinforce a culture of accountability and respect. In the long run, addressing disruptions preserves organizational efficiency and promotes a healthy, collaborative workplace.

Helping employees flourish during times of disruption or transformation requires proactive leadership, support, and clear communication. Here are practical steps and strategies to ensure employees thrive during challenging times:

- 1 Communicate Transparently and Frequently:** Keep employees informed about the reasons for the change, the steps being taken, and how it will affect them. Transparency reduces anxiety and uncertainty, fostering trust and engagement. Leaders should provide regular updates and create open forums for employees to ask questions. **It's also important for leaders to clarify what is within and outside their control—particularly when certain authorities or decisions that were once within their purview have shifted elsewhere.** This honesty can help employees understand the broader context, reinforcing trust even when not all answers or solutions are readily available.
- 2 Acknowledge and Validate Employee Experiences:** Leaders should recognize that trauma, whether personal or work-related, can deeply affect employees. Offering a space where employees feel heard and understood, without judgment, is crucial. Acknowledging their experiences shows empathy and respect. Initiate private, compassionate conversations, allowing employees to share their concerns at their own pace, while maintaining confidentiality.

- 3 Provide Training and Development:** Equip employees with the skills and knowledge they need to navigate the transformation. Offering training, re-skilling initiatives, workshops, or mentorship opportunities helps employees feel prepared and empowered, boosting their confidence and ability to adapt to new roles or systems.
- 4 Involve Employees in the Process:** Engaging employees in the change process by seeking their input and feedback ensures they feel valued and part of the transformation. This involvement increases buy-in, fosters innovation, and reduces resistance to change.
- 5 Foster a Culture of Psychological Safety:** Encourage and foster an environment where employees feel safe to express their concerns, share ideas, and make mistakes without fear of judgment. Psychological safety is key to helping employees feel supported during uncertain times, allowing them to embrace challenges and collaborate more effectively.
- 6 Offer Emotional and Mental Health Support:** Provide access to mental health resources, such as Employee Assistance Programs (EAPs), counseling, and stress management workshops. Acknowledging and addressing the emotional toll of change shows employees that their well-being is a priority.
- 7 Encourage Flexibility and Work-Life Balance:** Offering flexible work arrangements, such as remote work or flexible hours, can help employees manage personal and professional responsibilities during periods of disruption. Maintaining balance reduces stress and helps employees remain productive and engaged.
- 8 Recognize and Celebrate Small Wins:** Acknowledge progress, even in small increments, to keep morale high. Celebrating achievements boosts confidence and motivation, demonstrating that employees are contributing to the organization's success during times of change.

- 9 **Provide Clear Roles and Expectations:** Ensure that employees have clarity about their roles, responsibilities, and goals during the transformation. Uncertainty about tasks can add to stress, so providing guidance and setting realistic expectations will help employees stay focused and productive.
- 10 **Bring Together Generalists and Specialists:** Generalists provide broad perspectives, adaptability, and the ability to connect ideas across functions, while specialists bring deep, expert knowledge essential for tackling specific challenges. A balanced team allows for flexibility and comprehensive problem-solving, ensuring that both big-picture thinking and technical expertise are present. Leaders should regularly assess their team composition to make sure they have the necessary mix of skills to respond to evolving organizational needs and prevent bottlenecks or knowledge gaps.

It is critical to address disruptions early to make timely and informed decisions:

- 1 **Minimize Escalation:** Delayed decisions can allow problems to escalate, making them more difficult to resolve. Timely intervention prevents issues from spiraling out of control and mitigates potential long-term damage.
- 2 **Maintain Productivity:** Disruptions can halt or slow down operations, affecting team output. Quick and informed decisions help restore order and ensure that the organization continues to function efficiently, minimizing downtime and productivity loss.
- 3 **Boost Morale and Trust:** Employees look to leaders for direction during disruptive times. Making informed decisions swiftly instills confidence and trust in leadership, reducing uncertainty and anxiety among staff.
- 4 **Prevent Misinformation:** Unaddressed disruptions can lead to rumours and misinformation, further destabilizing the workplace. Clear, prompt decisions help control the narrative and ensure that accurate information is communicated to employees.

- 5 **Improve Agility:** Organizations that can make quick, well-informed decisions are better able to adapt to changing circumstances. This agility is crucial in a rapidly evolving environment, such as during a crisis or organizational change.
- 6 **Limit Financial and Reputational Damage:** Informed decision-making ensures that risks are assessed properly, and timely actions are taken to mitigate any financial or reputational harm caused by the disruption.
- 7 **Support Employee Well-being:** Quick decisions about resources, workloads, or support measures can alleviate stress and anxiety among employees, helping them stay focused and resilient during challenging times.

“My conversation with an APEX advisor was a game-changer. They helped me prepare to clearly communicate my needs and set healthy boundaries, something I had struggled with in the past. We worked through specific strategies for optimizing my team’s structure, which had been limiting our effectiveness. With their guidance, I felt confident going into the conversation with senior leadership and was able to advocate for changes that have made a significant impact on our team’s productivity and my own work-life balance. Having a trusted advisor to strategize with has been invaluable.”

– Advisory Services Client



**INTENTIONAL CHECK-IN OBLIGATIONS
(DUTY TO INQUIRE)**

A leader's duty to inquire is a critical responsibility in preventing or proactively managing workplace disruptions and for workplace optimization. Duty to inquire, at its core, means intentionally caring for the team through proactive check-ins and inquiry. By being present and engaging with employees regularly, leaders can identify and address potential issues early.

Building on the approach of the O-I-R-C model—where leaders observe, interpret, respond, and check—this duty requires leaders to go deeper, actively seeking to understand and address root causes of common disruptors and disruptive behaviours. By inquiring further, leaders ensure they're not only responding to immediate behaviours but also identifying underlying issues that could indicate more significant challenges within the team or organization.

Identifying Early Warning Signs

Leaders must be attuned to changes in employee behaviour, performance, or team dynamics that could signal underlying issues. These might include increased absenteeism, disengagement, declining productivity, or visible stress. By inquiring early, leaders can uncover the root causes—such as workload issues, interpersonal conflicts, or personal challenges—and take action before these escalate into larger disruptions.

Fostering Open Communication and psychological safety

A leader's duty to inquire involves creating a culture where employees feel safe discussing concerns or potential disruptions. This requires establishing regular check-ins, encouraging open feedback, and ensuring employees know their voices are heard without fear of retaliation. Proactive inquiry builds trust, enabling employees to raise issues before they become crises.

Addressing Employee Well-being

Leaders must be proactive in identifying factors that affect employee well-being, such as burnout, stress, or mental health challenges. The duty to inquire means actively checking in with employees to assess their emotional and mental state, especially during high-pressure periods or organizational changes. Providing resources like mental health support and stress management tools can prevent well-being issues from causing workplace disruptions.

Ensuring Clarity in Roles and Expectations

Confusion over roles, responsibilities, or expectations can create frustration and reduce team efficiency. Leaders must regularly inquire about how well employees understand their duties, whether they have the necessary resources to succeed, and if they feel aligned with organizational goals. This helps prevent misunderstandings and misaligned priorities from leading to disruptions.

Anticipating Change-Related Stress

During times of transformation or disruption, such as organizational restructuring or process changes, leaders have a duty to inquire about how employees are coping. Proactively assessing employee readiness for change and understanding their concerns allows leaders to provide support, clarify expectations, and adjust strategies to minimize resistance and anxiety.

Preventing Legal and Compliance Issues

Leaders have a duty to ensure a workplace free from harassment, discrimination, or other forms of misconduct. Inquiring into reports of inappropriate behaviour or investigating concerns related to employee treatment is vital in maintaining a safe and compliant work environment. Failure to inquire can not only exacerbate disruptions but also lead to legal repercussions.

“Implementing intentional check-ins has been transformative for me and my team. By proactively engaging with employees and showing genuine curiosity about their experiences and challenges, we’ve been able to address potential issues early, preventing them from escalating. Embracing a people-first approach, we shifted our questions and conversations to foster greater psychological safety. The impact of this human-centered approach has rippled throughout the workplace, even resolving some long-standing systemic issues over time. Employees who had been struggling are now flourishing, feeling safe to raise concerns and advocating confidently for what they need to succeed.”

– Advisory Services Client

Monitoring Team Dynamics

A leader's inquiry should extend to team cohesion and interpersonal dynamics. Regularly assessing how well teams collaborate, resolve conflicts, and maintain productivity ensures that potential disruptions stemming from interpersonal issues are addressed before they affect broader organizational goals.

Recognizing Organizational Stressors

In addition to individual employee issues, leaders should inquire into broader organizational stressors—such as inadequate resources, unrealistic deadlines, or systemic inefficiencies—that may be contributing to workplace disruptions. This requires a holistic approach to understanding the organizational environment and implementing changes where necessary.

Keep in mind: The Duty to enquire is a legal obligation and a key step in the Duty to accommodate and disability management process. For the purpose of this guide, we will lightly touch on this topic; however, feel free to give us a call in advisory services to unpack these people management approaches further.

Disability Management and Duty to Accommodate

Disability management in the workplace involves a comprehensive and holistic approach aimed at optimizing employees' performance and well-being. Tailored accommodations help address the unique challenges individuals may face in their professional roles.

Leaders need to create an environment that makes employees feel safe to talk openly about their needs, abilities and functional limitations or restrictions. By sharing their experiences and needs, employees can access resources and support systems tailored to their unique challenges, thereby enhancing their productivity and well-being at work.

An organization's commitment to diversity, equity and inclusion, as well as the manager's receptiveness to workplace accommodations, can make a significant impact in preventing disruptions and allow employees to flourish and succeed.

You can frame the conversation in terms of your engagement and commitment to your employee's professional growth and your desire to ensure that all employees have the necessary support to excel in their role, highlighting how accommodations can facilitate their success.

Remember that accommodations are not about treating disabilities; they are in place to help with symptoms, thereby boosting productivity, health and well-being.

Ask everyone you work with and especially your direct reports, how they work best, how they learn and grow, and how you can best support them. You can build an inclusive and accessible workplace without requiring people to disclose their disabilities.

Resources:

- [Duty to accommodate process for managers](#)
- [Workplace accommodation - A guide for federally regulated employers](#)
- [Disability management in the federal public service](#)



ADDITIONAL PEOPLE MANAGEMENT STRATEGIES

Effective people management is the cornerstone of maintaining a productive and harmonious workplace, especially during times of disruption and change. Leaders play a crucial role not only in guiding their teams but also in addressing their own trauma, triggers, and stressors to better manage workplace dynamics. By focusing on self-awareness, clear communication, and fostering trust, leaders can create a supportive environment that empowers employees to remain engaged, resilient, and collaborative. This section outlines practical strategies for managing teams, promoting well-being, and ensuring both leaders and employees thrive amidst organizational challenges.

Understanding our Triggers, Stressors and Trauma First

Self-awareness is crucial for effectively managing disruptions, especially for leaders and managers. By understanding our own emotional triggers, trauma, and stressors, we can prevent personal reactions from escalating workplace conflicts or disruptions. When leaders are self-aware, they are better equipped to remain calm, composed, and objective, even in stressful situations, which sets a positive example for their teams. Addressing personal stressors first allows individuals to manage their emotional responses, reducing the risk of impulsive decisions or reactive behaviors that can worsen disruptions.

However, even the most self-aware leaders may sometimes find themselves “reacting” rather than “responding” when stress is high or when unexpected pressures arise. When this happens, it’s important to approach oneself with empathy and self-compassion, recognizing that being human involves moments of emotional response. Acknowledging these moments without self-judgment and reflecting on what led to the reaction can offer valuable insights, turning an unintended response into an opportunity for growth.

Additionally, self-awareness enables leaders to recognize patterns in their behavior that may contribute to workplace challenges. By addressing these issues, leaders can create a more stable and supportive environment for their employees. This internal reflection also fosters empathy, allowing leaders to better understand and respond to the stressors affecting their team members. Ultimately, self-aware leaders are more effective at resolving disruptions because they approach challenges with clarity, emotional intelligence, and a balanced perspective. They reflect on their own communication style and preferences to help them gain greater insight and patience when communicating with others.

Practical Strategies to De-Escalate Issues and Lower the Temperature

As a leader, de-escalating challenging behavior is key to maintaining a positive and productive environment. Yet, de-escalation starts with leaders managing their own responses before addressing the situation. By taking a moment to “lower the temperature” physiologically, emotionally, and cognitively, leaders set a calm, constructive tone that positively influences how they address their teams. Reflecting on self-regulation needs, such as taking a few deep breaths, practicing a quick mindfulness exercise, going outside for fresh air, or even connecting with a trusted friend, can help leaders prepare themselves to approach issues with clarity and composure.

When confronted with challenging behaviour, it’s tempting to focus on what went wrong or who is responsible. However, shifting from blame to solutions transforms a potentially adversarial conversation into a productive one. Here’s how leaders can apply this:

1 Regulate Yourself First



Avoid: Jumping into the conversation without first calming your own physical and emotional state, which can lead to reactive rather than constructive responses.



Do: Take a moment to reflect on what you need to center yourself. This could include deep breathing, stepping outside for a moment, practicing mindfulness, engaging in light exercise, or connecting briefly with a trusted friend or advisor.



How to Apply: Before engaging with your team, take five deep, slow breaths to signal calm to your nervous system, or pause to focus on the sensation of breathing. Other options might be a quick walk outside or a few minutes of meditation—whatever helps you approach the situation with clarity.



Why it works: When leaders take time to regulate themselves first, they create a mental and emotional buffer that allows them to respond thoughtfully, instead of reacting impulsively. This self-regulation reduces the risk of escalation, sets a positive example for the team, and creates space for a more solution-oriented approach to the discussion.

2 Focus on the Future, Not the Past

-  **Avoid:** Pointing out mistakes or assigning blame for what has already happened.
-  **Do:** Ask forward-looking questions like, “How can we make sure this doesn’t happen again?” or “What steps can we take to move forward?”
-  **Why it works:** This shifts the conversation from past frustrations to future solutions, keeping the person engaged in improving the situation rather than feeling defensive.

3 Collaborate on Solutions

-  **Avoid:** Offering solutions immediately, as this may feel prescriptive.
-  **Do:** Involve the person in generating solutions. Ask questions like, “What do you think could help us resolve this?” or “How do you see us solving this together?”
-  **Why it works:** People are more committed to solutions they’ve had a hand in creating. This collaboration builds trust and empowers the individual to take ownership of their actions.

4 Stay Solution-Oriented, Not Judgmental

-  **Avoid:** Using accusatory language like “You always...” or “You never...,” which can make the other person feel attacked.
-  **Do:** Use neutral, fact-based language. For example, “We’ve had a few missed deadlines recently. Let’s figure out what’s needed to improve this moving forward.”
-  **Why it works:** Staying objective removes personal blame and focuses on correcting the issue, which keeps the conversation constructive.

5 Frame Challenges as Opportunities



Avoid: Focusing solely on the problem or expressing frustration.



Do: Use challenges as opportunities for growth. For example, say, “This situation has been tough, but it gives us a chance to rethink our process. How can we adjust it to make things work better?”



Why it works: Framing issues as learning opportunities fosters a growth mindset, making the person feel supported rather than cornered.

6 Acknowledge Positive Contributions



Avoid: Focusing only on what went wrong.



Do: Acknowledge any positive aspects before addressing the issue. For example, “You’ve done great work on X, and I think we can apply that same focus to improving Y.”



Why it works: Recognizing the person’s strengths keeps them motivated and encourages a more open attitude towards problem-solving.

7 Foster a Trauma-Informed Workplace: Leaders can create a trauma-informed environment by ensuring that policies and practices are sensitive to the needs of employees who may have experienced trauma.



Why it works: Recognizing the person’s strengths keeps them motivated and encourages a more open attitude towards problem-solving. This approach will help leaders understand triggers and minimize situations that might cause undue stress or anxiety.

Scenario: Organizational Realignment Under New Leadership and Shifting Priorities

Imagine a team that is undergoing significant reorganization under a new Assistant Deputy Minister (ADM) with a distinct strategic vision. Alongside this leadership change, a new government has been elected, resulting in shifts to operational priorities, and the introduction of a top-down workplace HR policy decision. Employees are expected to align with these changes, but many feel unsettled due to the rapid adjustments and the uncertainty around how these changes will affect their work and team dynamics. The manager's task is to communicate the rationale behind these changes in a way that resonates with employees and addresses their concerns, while ensuring they feel supported and understood.

Trauma-Informed, Psychologically Safe Approach

In this scenario, a trauma-informed approach focuses on creating a sense of safety, empowering employees, and validating their concerns. Here's how a manager can approach this situation:

1 Acknowledge the Change and Empathize



Message: Begin by openly acknowledging the scope of changes. Recognize that adjusting to a new ADM with a different strategic vision, shifts in government priorities, and policy changes can feel overwhelming, particularly if employees are unsure how these changes will impact their roles.



How to Apply: Use empathetic language, such as: "I know that with the new ADM, the government shifts, and recent policy decisions, there's been a lot of change to absorb in a short time. It's normal to feel a mix of emotions around these adjustments."



Why it works: By naming and validating the potential stress or anxiety, you're creating a safe space for employees to express their concerns, which is essential in trauma-informed communication.

2 Provide Transparency and Explain the “Why”



Message: Explain the reasons behind each element of change, focusing on the broader vision while connecting it to the team’s values and contributions. Share what you know about the ADM’s vision, the government’s priorities, and how the policy changes are intended to align with larger organizational goals.



How to Apply: Frame the “why” in terms of purpose, e.g., “The new ADM’s vision is aimed at [specific goal], which reflects our organization’s commitment to [core values or goals]. With the policy changes, we’re being asked to align more closely with these values to ensure consistency across all teams.”



Why it works: Transparency about the “why” helps employees feel respected and reduces feelings of uncertainty. Connecting the changes to team values gives employees a meaningful context, increasing acceptance and engagement.

3 Emphasize What’s Within and Outside of Control



Message: Be honest about what the team can control and what is outside of their control, especially if previous decision-making authority has shifted. Explain that while certain aspects of the change are top-down, there are areas where the team has flexibility or autonomy.



How to Apply: You might say, “While the overarching direction is set by the ADM and government policy, we still have the opportunity to shape how we approach these changes as a team. I encourage us to focus on what’s within our control, like [specific team processes or goals].”



Why it works: This approach helps employees distinguish between changes they can influence and those they can’t, which can reduce feelings of helplessness and empower them to focus on actionable steps.

4 Create a Forum for Open Dialogue and Questions



Message: Offer an open-door policy or a designated time for employees to voice concerns, ask questions, and share ideas about the changes.



How to Apply: Schedule a Q&A session where employees can bring up their concerns in a safe space. For instance, “Let’s meet this Thursday afternoon as a team to discuss any thoughts or concerns you have. Your feedback matters, and I want to make sure we address any uncertainties together.”



Why it works: Trauma-informed approaches value trust and safety, which are built by inviting open communication. Offering a space to share concerns fosters trust and helps employees process changes without fear of judgment.

5 Offer Individualized Support



Message: Let employees know that if they are struggling with the changes, they can speak with you privately for additional support or resources.



How to Apply: Say something like, “If you’re finding any of this particularly challenging, please know my door is always open. I’m here to listen and discuss ways we can support you as we adapt.”



Why it works: A trauma-informed approach respects individual differences in how change is experienced. Offering one-on-one support acknowledges that some may need additional assistance to adapt, making the transition easier for each individual.

6 Encourage a Collaborative Approach to Adaptation



Message: Frame the adaptation process as a team effort, where each member has a role in shaping how the new priorities and policies are implemented.



How to Apply: Invite employees to share ideas for how the team can best adapt. You could say, “What are your thoughts on how we might incorporate these changes in a way that works for us? I value your perspectives on how we can make this transition smoother together.”



Why it works: This approach fosters a sense of ownership, reducing resistance by encouraging employees to play an active role in the process. Empowering them to contribute ideas builds resilience and collaboration within the team.

Leveraging the Power of Relationships for Positive Leadership and Psychological Safety

Leveraging the power of relationships is central to positive leadership and creating a psychologically safe workplace, both of which are key to minimizing disruptions. Positive relationships between leaders and employees foster trust, openness, and mutual respect, allowing individuals to feel safe expressing ideas, concerns, or mistakes without fear of judgment or retaliation. When employees feel valued and heard, they are more engaged, motivated, and collaborative, reducing the likelihood of conflict or disengagement that often leads to workplace disruptions.

In the context of positive and empathetic leadership, building strong relationships allows leaders to better understand the needs, strengths, and challenges of their teams. This enables leaders to provide tailored support, empower employees, and create a culture of inclusivity. When employees feel supported and connected, they are more likely to communicate openly, resolve conflicts constructively, and adapt to changes without unnecessary resistance.

Additionally, fostering psychological safety through strong relationships encourages innovation and problem-solving. Employees are more willing to take risks, offer solutions, and learn from mistakes in environments where they trust their leaders and colleagues. This culture of safety and support minimizes disruptions because potential issues are addressed early through open dialogue, preventing them from escalating.

Consider these practical tips to create psychological safety:

- 1 Encourage Open Communication:** Foster a culture where employees feel safe to voice their concerns, ideas, and opinions without fear of criticism. Leaders can do this by actively seeking input during meetings, offering various feedback options, and responding positively to suggestions. Create a culture of productive complaining for breakthroughs and innovation! Allow employees to vent and address workplace irritants, but quickly ask them to pivot to possible solutions.
- 2 Model Vulnerability and Humility:** Leaders should set the example by admitting mistakes and being open about their own challenges. This helps create an environment where employees feel comfortable acknowledging their own learning needs and mistakes without fear of judgment.
- 3 Provide Constructive Feedback:** Focus on solutions rather than blame. When giving feedback, emphasize growth and learning opportunities. This reinforces a safe space for continuous improvement rather than fear of failure.

- 4 **Recognize and Appreciate Efforts:** Regularly acknowledge both team and individual contributions. Recognition, whether formal or informal, reinforces a positive environment where employees feel valued and motivated.
- 5 **Address Conflict Early and Fairly:** Handle conflicts promptly and ensure that all parties are heard. By addressing issues impartially and fairly, leaders prevent conflicts from escalating and show that the workplace is a respectful and safe space for everyone.
- 6 **Support Employee Well-being:** Provide access to mental health resources and promote work-life balance. By showing concern for employees' holistic well-being, leaders create a caring and supportive environment that enhances psychological safety.
- 7 **Set Clear Expectations and Boundaries:** Establish clear roles, responsibilities, and expectations, and make sure these are understood by everyone. This reduces ambiguity, anxiety, and potential misunderstandings in the workplace.
- 8 **Foster Inclusivity and Diversity:** Create opportunities for diverse voices to be heard and ensure that everyone feels included. Leaders can do this by promoting diverse teams and encouraging cross-functional collaboration.

By implementing these strategies, leaders can create an environment where employees feel safe to contribute, collaborate, and innovate, ultimately minimizing workplace disruptions and enhancing productivity.

Embracing Neurodiversity and Cultural Sensitivity

In today's increasingly diverse workforce, effective leadership requires a deep understanding of neurodiversity—the range of neurological differences, such as autism, ADHD, dyslexia, and others—as well as cultural diversity. Both play a significant role in shaping how individuals perceive, process, and engage with the world around them. For leaders, being sensitive to these differences is essential not only to fostering an inclusive environment but also to enhancing productivity, reducing disruptions, and building cohesive teams.

But neurodiversity isn't limited to employees alone—many leaders and managers themselves may be neurodivergent, bringing unique perspectives, creativity, and problem-solving approaches to their roles. This diversity in thought processes and perspectives can be a valuable asset, enhancing leaders' ability to think outside traditional frameworks, connect with team members who have varied needs, and introduce novel approaches to problem-solving and resilience.

When leaders embrace neurodiversity and cultural sensitivity, they unlock the unique strengths, perspectives, and creativity that a diverse workforce brings. This awareness helps leaders better support their teams by providing the right accommodations, communicating more effectively, and creating environments where all individuals can thrive. Ignoring or misunderstanding these differences, however, can lead to miscommunication, disengagement, and unnecessary conflicts that disrupt workflow.

By recognizing the diverse ways in which employees think, work, and interact—and the unique strengths that neurodivergent leaders may bring to the table—leaders can proactively foster a resilient, inclusive, and high-performing organization. This section offers practical strategies to integrate neurodiversity and cultural sensitivity into your management approach:

Educate Yourself and Your Team on Neurodiversity: Leaders should invest time in understanding neurodiversity—how neurological differences like autism, ADHD, dyslexia, and others manifest in the workplace. Providing training and raising awareness among teams fosters empathy and understanding, helping to reduce misconceptions or biases that may lead to disruptions.

Offer neurodiversity awareness workshops and encourage open discussions to normalize differences and promote inclusivity.

Adopt Flexible Communication Styles: Neurodiverse employees may process information differently. Leaders should adopt flexible communication methods, offering clear, written instructions alongside verbal ones and providing opportunities for follow-up questions to ensure clarity.

Use multiple channels of communication (email, visual aids, in-person discussions) and check in regularly to ensure understanding.

Create Sensory-Friendly Work Environments: Noise, lighting, and other environmental factors can impact neurodiverse individuals differently. Consider creating quiet spaces, allowing the use of noise-cancelling headphones, or offering flexible work environments where employees can work remotely or in quieter areas to accommodate different sensory needs.

Tip: Survey your team to identify environmental triggers and make adjustments that create more comfortable spaces for everyone.

Customize Workflows and Tasks: Recognize that neurodiverse employees may excel in certain tasks and struggle with others. Where possible, tailor workflows to leverage strengths while providing support in areas where they need help. Flexibility in work hours or task deadlines can also help reduce anxiety and disruptions.

Offer flexible working hours or task structures to accommodate different work styles and cognitive needs.

Offer Personalized Support and Accommodations: Leaders should proactively ask neurodiverse employees what tools or accommodations would help them perform their best. This could include assistive technology, adjusted workloads, or additional time for certain tasks.

Work closely with HR to ensure that reasonable accommodations are available and that there is an open, stigma-free process for requesting them.

Promote Strengths-Based Leadership: Neurodiverse employees often bring unique strengths like attention to detail, creativity, or problem-solving. By recognizing and nurturing these talents, leaders can create a more productive and innovative team environment.

Identify individual strengths through regular one-on-one meetings and ensure team roles and tasks align with these strengths.

Implement Regular Feedback Loops: Establish regular feedback sessions where neurodiverse employees can discuss challenges they face and offer solutions. This proactive approach can identify potential issues before they escalate into disruptions. Schedule periodic check-ins specifically to discuss accommodations and adjustments, ensuring the work environment remains inclusive.

By integrating these neurodiversity-friendly practices, leaders can foster a more inclusive, supportive workplace that reduces disruptions and enhances team cohesion and productivity.

Practical Tips for Culturally Sensitive Leadership

Educate Yourself and Your Team: Understanding different cultural backgrounds, values, and practices is the first step toward cultural sensitivity. Leaders should engage in ongoing learning about the cultural identities represented in their teams to better navigate differences.

Attend diversity and cultural awareness training sessions and encourage your team to do the same. This helps reduce unconscious biases and promotes inclusivity.

Practice Active Listening: Show genuine interest in your employees' cultural experiences and backgrounds by actively listening to their perspectives. Being open to learning from your team members builds trust and helps leaders avoid cultural misunderstandings.

During meetings or one-on-one conversations, ask open-ended questions about how team members' cultural backgrounds influence their approach to work.

Adapt Your Communication Style: Different cultures have different communication norms. Some employees may value directness, while others may prefer more indirect or polite approaches. Leaders should be flexible in their communication to ensure messages are received and understood.

Observe and ask for feedback on your communication style, adjusting to ensure that all employees feel comfortable expressing their thoughts and concerns.

Respect Cultural Practices and Holidays: Recognize and honor the cultural practices, traditions, and holidays of your team members. This not only shows respect but also demonstrates a genuine commitment to inclusivity.

Make it a point to acknowledge diverse holidays and events in the workplace, offering flexible scheduling to accommodate these observances.

Be Mindful of Non-verbal Cues: Non-verbal communication, such as gestures, eye contact, and personal space, can vary widely between cultures. Leaders should be aware of these differences to avoid unintended discomfort or offense. When engaging with team members from different cultures, be conscious of body language, eye contact, and physical proximity, adapting your approach as needed.

Foster an Inclusive Decision-Making Process: Involving employees from diverse cultural backgrounds in decision-making ensures that a wide range of perspectives is considered, leading to more informed and inclusive outcomes.

Create opportunities for team members to contribute to discussions, encouraging those from underrepresented cultural backgrounds to voice their opinions and ideas.

Recognize and Address Biases: A culturally sensitive leader acknowledges and addresses unconscious biases, both in themselves and within the organization. Bias can inadvertently affect decision-making, hiring practices, and team dynamics.

Implement bias-awareness training and ensure that recruitment and promotion practices are fair, transparent, and culturally inclusive.

By integrating these culturally sensitive leadership strategies, leaders can foster a more inclusive, respectful, and engaged workforce. This proactive approach helps minimize workplace disruptions and promotes a harmonious, high-performing team culture.

“As a neurodivergent leader, navigating my own triggers and past experiences was a critical part of evolving my leadership style. Early on, I often felt defensive when confronted with resistance from my team, which only added tension. Working with APEX advisory services gave me invaluable support and perspective, helping me understand my reactions and develop healthier ways to respond. Through a combination of personal reflection, using available resources, and practical guidance from APEX, I was able to reframe challenges and approach my team with greater empathy and openness. This shift didn’t just improve team dynamics; it allowed me to lead with confidence, knowing I could create a supportive and adaptive environment for everyone involved.”

– Advisory Services Client



**ADDITIONAL STRATEGIES FOR
ADDRESSING PERSISTENT EMPLOYEE
MISCONDUCT**

Misconduct, if left unchecked, can disrupt team dynamics, lower morale, and compromise organizational integrity. Leaders play a key role in managing these situations by responding swiftly, fairly, and consistently. This section outlines additional practical strategies for identifying, addressing, and resolving instances of misconduct, ensuring that corrective actions are both effective and aligned with organizational policies. By fostering transparency and accountability, leaders can reinforce a positive workplace culture while preventing future disruptions.

Assess the Situation Objectively

- **Gather Information:** Observe and document specific behaviors and incidents that you directly observed or were reported to you. Look for patterns that indicate possible misconduct, manipulation or sabotage.
- **Reflect on Context:** Consider any recent changes or stressors that may be influencing team dynamics. Understanding the context can help you address the root causes.

Communicate Directly and Calmly

- **Address the Issue Privately:** Speak with the individuals involved in a one-on-one setting. Use clear, non-confrontational language to express your concerns.
- **Ask Open-Ended Questions:** Encourage them to share their perspectives. For example, “I’ve noticed [specific behavior]. Can you help me understand what’s going on?”

Set Clear Expectations

- **Reinforce Roles and Responsibilities:** Ensure that each team member understands their role and how their actions impact the team and organizational goals.
- **Clarify Behavioral Standards:** Remind your team of the expected professional conduct. Make it clear that gossip, violent communications, manipulation or sabotage will not be tolerated.

Document and Report

- **Keep Detailed Records:** Document interactions, incidents, and any steps you take to address the situation. This can be useful if further action is needed.
- **Escalate if Necessary:** If the behavior continues or escalates, consider involving HR or your senior management to address the issue formally.

Strengthen Your Leadership Presence

- **Stay Calm and Composed:** Maintain your professionalism, even if you feel challenged or personally attacked. This sets an example for your team and helps you manage the situation effectively.
- **Seek Support:** Reach out in confidence to your ombuds office, a coach or a mentor, or APEX to discuss strategies and options.

Focus on Solutions

- **Identify Common Goals:** Redirect the team's focus toward shared objectives. Aligning everyone with the organization's goals can reduce conflicts and improve cooperation.
- **Encourage Collaboration:** Create opportunities for team members to work together on projects, which can help to rebuild trust and mutual respect.

Additional Strategies

Leverage 360-Degree Feedback or Leadership Climate Assessment Tools

- **Anonymous Feedback:** Implement a 360-degree feedback process where team members can provide anonymous input about each other and the overall team dynamic. This can help you uncover issues that might not be apparent in direct conversations and give you insights into how others perceive the situation.

Use Conflict Resolution Techniques

- **Interest-Based Negotiation:** When addressing conflicts, focus on the underlying interests rather than positions. This approach helps uncover the real motivations behind certain behaviors, which can lead to more sustainable solutions.
- **Conflict Resolution Training:** Provide your team with training on conflict resolution and effective communication. This can equip everyone with the tools to manage disagreements constructively.

Strengthen Team Alignment

- **Team-Building Activities:** Organize activities that require collaboration and problem-solving. This helps to rebuild trust and encourages positive interactions among team members.
- **Revisit Team Goals:** Hold a meeting to re-align the team on shared goals and objectives. Encourage each member to articulate how their work contributes to these goals, reinforcing a sense of shared purpose.

Coach and Support Your Direct Reports in Managing Disruptive Behaviour

If a direct report acknowledges a tense relationship with someone they lead, listen with care. If they need leadership development, support them with guidance and resources. If they're being bullied or gaslit, coach them on handling it. Avoid judging their leadership as weak or ineffective — every leader has growth needs, and nobody is equipped to manage every challenging personality. Investigate, engage HR as appropriate, or bring in an unbiased or outside conflict management practitioner or mediator. But don't undermine your direct report's leadership or confidence by withdrawing your support from them.

Caring and correcting requires a leader to be willing to take a moment to see the world through a disrupting employee's eyes to understand their experience. There's never a time that behaviour that hurts others can be accepted or tolerated. However, how a leader intervenes sets the tone for learning and resolution that can both stop disruptive behaviour and help an employee learn and grow.

Resources:

[Progressive Discipline Guidelines](#)

[Values and Ethics Code of the Public Sector](#)



FINAL WORDS

Final Words

Effectively managing workplace disruptions to optimize the workplace requires a comprehensive approach that blends change leadership, self-awareness, and structured strategies. Throughout this guide, we have explored practical methods for maintaining high performance, such as integrating change leadership practices into disruption management, with the goal of turning potentially destabilizing events into transformative experiences. This approach not only minimizes disruptions but also empowers employees to become more resilient, adaptable, and engaged. Ultimately, change leadership creates a more agile workplace culture that optimizes productivity and team cohesion, even in the face of uncertainty.

By focusing on **people management strategies**, we emphasized the importance of clear communication, transparency, and building strong, trusting relationships. Leaders who proactively manage their own stressors and triggers are better equipped to guide their teams through periods of disruption, ensuring resilience and sustained productivity.

We also delved into **managing misconduct**, highlighting the need for swift, fair, and consistent actions to maintain a respectful and compliant workplace. Addressing issues early not only prevents them from escalating but also reinforces a culture of accountability.

Finally, the guide underscored the role of **personal leadership development** in times of change. Leaders who are mindful of their own well-being and are empathetic towards their teams create environments where both individuals and organizations can thrive.

By applying these strategies, leaders can confidently navigate disruptions and change, support their teams effectively, and ensure long-term success. The tools and insights provided in this guide offer a roadmap for fostering a healthy, dynamic, and resilient workplace, no matter the challenges ahead.

As you navigate the complexities of leadership and workplace dynamics, remember that you don't have to do it alone. At [APEX Advisory Services](#), we offer free, confidential, and immediate support tailored specifically to the needs of Government of Canada executives. Whether you're seeking guidance on managing disruptions, building resilience, or developing strategies for long-term success, our unique hybrid approach combines executive coaching, mentoring, and advisory support to equip you with practical, actionable insights when you need it most. Reach out to APEX and let us partner with you in your leadership journey.



APPENDIX A

Useful Resources

[Back Pocket Guide to Executive Supports](#)

[People-Centric Leadership Approaches in Difficult Times](#)

[Workplace Strategies for Mental Health](#)

[Organizational Ombuds](#)

APEX Resources – Current and Past Learning Events

[Upcoming Learning Events](#)

[Past Learning Events](#)

Canada School of Public Service Resources

[Unleashing Resiliency During Change](#) (TRN130, virtual classroom)

[Engagement and Empowerment Begins with Us](#) (TRN131, virtual classroom)

[Fostering a Human-Centred Workplace](#) (TRN132, virtual classroom)

[The Power and Practice of Mattering at Work](#) (TRN150, self-paced)

Event Series:

[CSPS Virtual Café Series: Confronting Our Urgent Global Crises - A Conversation with Blair Sheppard and Jessica Shannon - CSPS \(csps-efpc.gc.ca\)](#)

Podcast Series:

[Podcast: How to Survive as an Executive - CSPS \(csps-efpc.gc.ca\)](#)

Job Aids:

[Leading in Uncertainty: Using Uncertainty to Create the Future \(TRN4-J05\) - CSPS \(csps-efpc.gc.ca\)](#)

[Using Pulse Surveys to Engage Your Team: Job Aid Series \(TRN4-J20 to TRN4-J30\)](#)

[The Thrive Team Toolkit \(TRN4-J38, job aids series\)](#)