

# CXUF

CONNECTED BY UF

5/11/2021

1

# LEADING FOR RESILIENCE

MODEL AND SUPPORT

**CXUF**  
CONNECTED BY UF

2

## THANK YOU FOR JOINING US!

### Carrie Geiger, Ed.D.

Dr. Geiger is the Principal of PK Yonge Developmental School at UF and a member of the 2021 UF Academy for emerging leaders' cohort.

Carrie has worked extensively with teachers to develop and implement best practices focused on increasing student engagement and achievement and served as an Adjunct Professor for the UF College of Education for over 15 years.



### Irma Alvarez

Irma received her Resilience@Work accreditation in 2018 and recently co-facilitated a 5-session Workshop Series on Individual Resilience for the GBAS community.

She designs and facilitates retreats and trainings for UF HR Training & Organizational Development and coordinates events for the UF Leadership Network.

**CXUF**

3

**THINK BACK TO 2015**

4



**What is something that surprised you,  
in a positive way,  
about how you led through 2020?**

Use the Chat Box

**CXUF**

5

## **WHAT IS RESILIENCE?**

### **IS NOT**

- ▶ A single concept.
- ▶ Toughing it out.
- ▶ Going it alone.
- ▶ A fixed trait.

### **IS**

- ▶ Complex, dynamic, interrelated parts.
- ▶ Aware of what is, good and bad.
- ▶ Reliant on interconnectedness.
- ▶ Accessible to all at any point in life.

**CXUF**

6

## WHAT IS RESILIENCE AT WORK?



Work resilience involves having individual and collective strategies to deal with challenges and setbacks, adapt to changing demands and look beyond the horizon to determine how best to position for the future.

CXUF

7

## WHY DOES IT MATTER?



Volatile, Uncertain, Complex and Ambiguous

CXUF

8

## WHY DOES IT MATTER?

### Depression

# #1

Disease Burden by 2030  
World Health Organization

### Burnout

“A syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed.”

World Health Organization  
2019 Revision of ICD-11



9

## WHY DOES IT MATTER?

### As Employees We Want:

- ▶ A welcoming work environment
- ▶ Where we add value and feel valued

# 1737

Average number of hours we spend at work in a year.



10

## WHY DOES IT MATTER?

### As Leaders We Want Employees and Teams Who Can:

- ▶ Thrive in the VUCA environment.
- ▶ Manage the challenges (mental, physical and emotional) of work.
- ▶ Handle uncertainty, adapt and grow through setbacks.
- ▶ Participate proactively in the organization's internal and external current and future needs.
- ▶ Remain agile and resourceful to anticipate and implement changes.

CXUF

11

## WHY DOES IT MATTER?

### Employee Wellbeing



### Employee Engagement



### Organizational Sustainability & Success



CXUF

12

# WHY DOES IT MATTER?

## Redefining How We Lead

“[2020] has been a year in which we’ve learned what we need and what we don’t need, what adds value to our lives and makes us stronger, and what depletes us.”

“What lessons will we carry with us to shape [2021] into a year of hope and possibility? How will we have been transformed based on what we have experienced?”

- Arianna Huffington



13



14





PHYSICAL



COGNITIVE



EMOTIONAL



SPIRITUAL



15



Individual



Team



Leader



16



# SELF-RATING

Rate yourself as we describe the model. Follow on page 2 of your handout.

Only complete the Self-rating column under the blue hat.



## Individual Resilience Self-Assessment



As an individual I am...

Scale Continuum: 5 -> 1: 5- Doing great on this! 1- Barely ever doing this



Component	Description	Self-rating
Living Authentically S1	Knowing and holding on to your personal values, deploying your strengths and having a good level of emotional awareness and regulation.	
Finding Your Calling S2	Having work that offers purpose and a sense of belonging. Aligning work with our core values and beliefs.	
Being Adaptable S3	Staying optimistic and keeping a solution focus when things go wrong. Reframing setbacks and minimizing the impact of any negativity around you.	
Ensuring Self-Care S4	Having work and life routines that help you manage your everyday stressors. Working to create work-life integration and ensuring time for relaxation and recovery.	
Building Support S5	Seeking feedback, advice and support as well as readily providing support to others.	
Maximizing Physical Energy S6	Maintaining a good level of physical fitness, having a healthy diet and getting adequate sleep.	
Building Networks S7	Developing and maintaining the personal and professional support networks needed at home and at work <i>in order</i> to perform well in your job.	

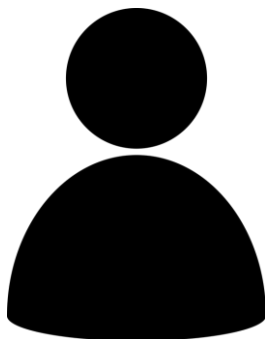
Source: McEwen, K. Building Your Resilience. Mindset Publications. South Australia. 2016

2



17

# INDIVIDUAL RESILIENCE AT WORK



An individual's capacity to manage the everyday stress of work and remain healthy, rebound and learn from unexpected setbacks and proactively prepare for future challenges.



18

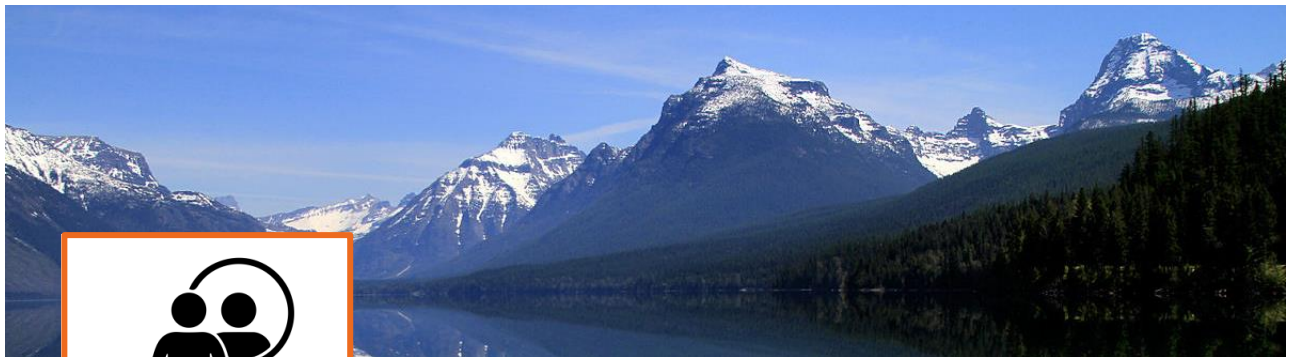
# INDIVIDUAL RESILIENCE

- S1. Living Authentically
- S2. Finding Your Calling
- S3. Being Adaptable
- S4. Ensuring Self-Care
- S5. Building Support
- S6. Maximizing Physical Energy
- S7. Building Networks



CXUF

19



Living  
Authentically

- Knowing and holding on to your personal values, deploying your strengths
- Having a good level of emotional awareness and regulation

CXUF

20



## Finding Your Calling

- Having work that offers purpose and a sense of belonging
- Aligning work with our core values and beliefs

CXUF

21



## Being Adaptable

- Staying optimistic and keeping a solution focus when things go wrong
- Reframing setbacks and minimizing the impact of any negativity around you

CXUF

22





## Ensuring Self-Care

- Having work and life routines that help you manage your everyday stressors
- Working to create work-life integration and ensuring time for relaxation and recovery

**CXUF**

23



## Building Support

- Seeking feedback, advice and support
- Providing support readily to others

**CXUF**

24

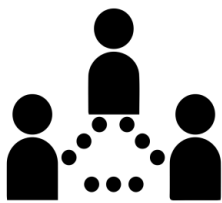


## Maximizing Physical Energy

- Maintaining a good level of physical fitness, having a healthy diet and getting adequate sleep

CXUF

25



## Building Networks

- Developing and maintaining the personal and professional support networks needed at home and at work in order to perform well in your job

CXUF

26



## POLL



On the 1<sup>st</sup> one, choose the component where you rated yourself **highest**.

On the 2<sup>nd</sup> one, choose the component where you rated yourself **lowest**.



## Individual

CXUF

27

## TEAM RESILIENCE AT WORK

The capacity of a group of employees to collectively manage the everyday pressure of work and remain healthy, adapt to change and be proactive in positioning for future challenges.





CXUF

28

# TEAM RATING

Rate your team as we describe the model. Follow on page 3 (Team Resilience Assessment) in your handout.

Only complete the  Team rating column under the orange hat.



### Team Resilience Assessment

Team Rating: As a team we are...

Scale Continuum: 5 >> 1: 5- Doing great on this! 1- Barely ever doing this!

Component	Description	Team Rating	Leader Rating (Model Support)
Robust T1	<i>Having solid intention with agility. Creating and living shared purpose, vision, and values. Being adaptable to change. Being proactive in identifying team issues.</i>		
Resourceful T2	<i>Optimizing resources and processes. Harnessing team member strengths and using them creatively. Building a culture of continuous improvement. Developing effective team processes that enable a clear focus on priorities.</i>		
Perseverance T3	<i>Persisting despite setbacks. Staying optimistic and having a solution, rather than a problem, focus. Finding a way forward in the face of obstacles. Regrouping collectively.</i>		
Self-Care T4	<i>Ensuring sustainable performance. Promoting and deploying good stress management and self-care routines. Being alert and responding to overload in members. Supporting life/work integration.</i>		
Capability T5	<i>Delivering in a changing landscape. Continually building capacity through accessing networks and supports. Seeking feedback and building on what works well.</i>		
Connected T6	<i>Having a sense of belonging. Caring for colleagues as people and being cooperative and supportive with each other to get the work done.</i>		
Alignment T7	<i>Sharing motivation for success. Aligning and developing the talents of team members to create the desired outcomes. Sharing and celebrating success with each other.</i>		

Source: McEwen, K. Building Team Resilience. Mindset Publications. South Australia. 2016



29

# TEAM RESILIENCE

- T1. Robust
- T2. Resourceful
- T3. Perseverance
- T4. Self-Care
- T5. Capability
- T6. Connected
- T7. Alignment



30





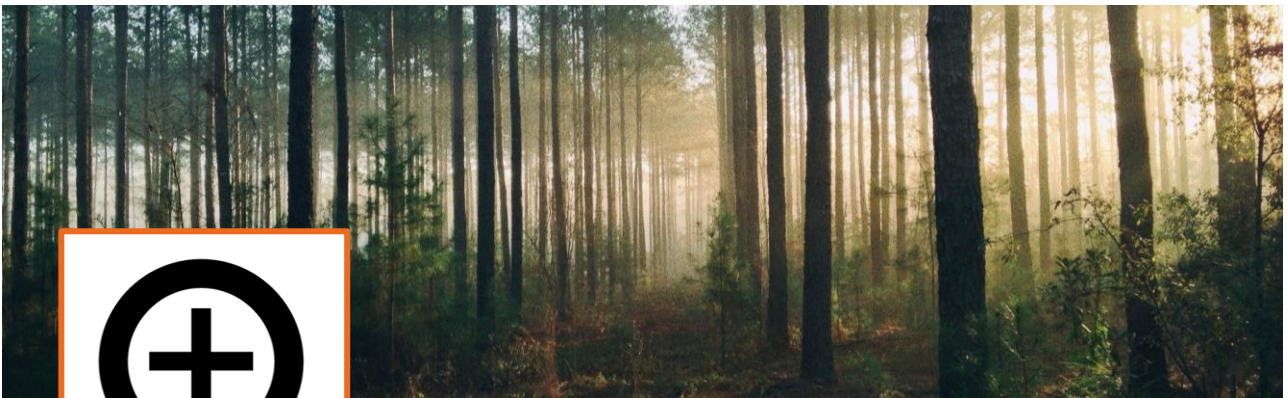
Robust

### *Having solid intention with agility*

- Creating and living shared purpose, vision, and values.
- Being adaptable to change.
- Being proactive in identifying team issues.

CXUF

31



Resourceful

### *Optimizing resources and processes*

- Harnessing team member strengths and resources and using them creatively.
- Building a culture of continuous improvement.
- Developing processes to aid focusing on priorities.

CXUF

32



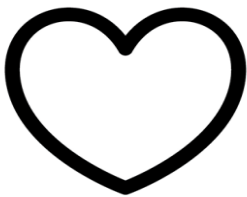
Perseverance

### *Persisting despite setbacks*

- Staying optimistic and having a solution, rather than a problem, focus.
- Finding a way forward in the face of obstacles.
- Regrouping collectively.

CXUF

33



Self-Care

### *Ensuring sustainable performance*

- Promoting and deploying good stress management and self-care routines.
- Being alert and responding to overload signs.
- Supporting life/work integration.

CXUF

34



## Capability

### *Delivering in a changing landscape*

- Continually building capacity through accessing networks and supports.
- Seeking feedback and building on what works well.

**CXUF**

35



## Connected

### *Having a sense of belonging*

- Caring for colleagues as people and being cooperative and supportive with each other to get the work done.

**CXUF**

36





## Alignment

### *Sharing motivation for success*

- Aligning and developing the talents of team members to create the desired outcomes.
- Sharing and celebrating success with each other.

CXUF

37

## POLL



On the 1<sup>st</sup> one, choose the component where you rated your team **highest**

On the 2<sup>nd</sup> one, choose the component where you rated your team **lowest**.



## Team

CXUF

38

## PUTTING IT TOGETHER

### Leaders Model and Support Resilience

- ▶ One of the main drivers of team culture is leadership. Leaders can foster or hinder their team's resilience.
- ▶ Leaders' behaviors influence employee's actions.
- ▶ Leaders also have the context, access to resources and authority to initiate and reinforce team activities and behaviors.
- ▶ In fact, leadership demands that they do that with compassion and courage.

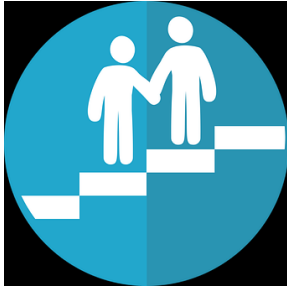
## MODEL

### Start with Yourself

- ▶ Reflect on your individual resilience practices.
- ▶ Do what you expect others to do.
- ▶ Remain aware of how your behaviors are being observed by your team members.
- ▶ Intentionally engage in practices that you want to see in others.



# SUPPORT



Think how well you use your position of leadership to assist team members in:

- ▶ Building capacity and make the most of available resources.
- ▶ Managing their workload and operational challenges.
- ▶ Linking to support networks.
- ▶ Maintaining a good external radar.
- ▶ Anticipating, rather than reacting, to change.
- ▶ Engaging in work practices that are sustainable for physical and psychological wellbeing.



# REFLECTION



## Handout: Leader Rating

Rate yourself on how you both **model** and **support** to lead for resilience.

Once you complete the assessment, choose on the respective poll the components where you rated yourself **highest** and **lowest**.



**Team Resilience Assessment**  
 Team Rating: As a team we are...  
 Scale Continuum: 5 -> 1: 5-Doing great on this! 3-Barely ever doing this!

Component	Description	Team Rating	Leader Rating (Model+Support)
<b>Robust</b> T1	<i>Having solid intention with agility. Creating and living shared purpose, vision, and values. Being adaptable to change. Being proactive in identifying team issues.</i>		
<b>Resourceful</b> T2	<i>Optimizing resources and processes. Harnessing team member strengths and using them creatively. Building a culture of continuous improvement. Developing effective team processes that enable a clear focus on priorities.</i>		
<b>Perseverance</b> T3	<i>Persisting despite setbacks. Staying optimistic and having a solution, rather than a problem, focus. Finding a way forward in the face of obstacles. Regrouping collectively.</i>		
<b>Self-Care</b> T4	<i>Ensuring sustainable performance. Promoting and deploying good stress management and self-care routines. Being alert and responding to overload in members. Supporting life/work integration.</i>		
<b>Capability</b> T5	<i>Delivering in a changing landscape. Continually building capacity through accessing networks and supports. Seeking feedback and building on what works well.</i>		
<b>Connected</b> T6	<i>Having a sense of belonging. Caring for colleagues as people and being cooperative and supportive with each other to get the work done.</i>		
<b>Alignment</b> T7	<i>Sharing motivation for success. Aligning and developing the talents of team members to create the desired outcomes. Sharing and celebrating success with each other.</i>		

Source: McEwen, K. Building Team Resilience. Minnet Publications. South Australia. 2016



## LEADING FOR RESILIENCE



CXUF

43

## BREAKOUT DISCUSSIONS

### How do you want to Lead for Resilience?

- ▶ **Introduce Yourself!** (2 minutes)
- ▶ Choose a **notetaker** to capture highlights of your conversation and post on chat when we return (30 seconds... or less if someone volunteers)
- ▶ **Discuss** (10 minutes):
  - ▶ For each of the seven components on pages 4 and 5 of your handout, discuss **specific actions** that you can take as a leader to model and support resilience in your team.

CXUF

44



## QUESTIONS



Use the Chat Box

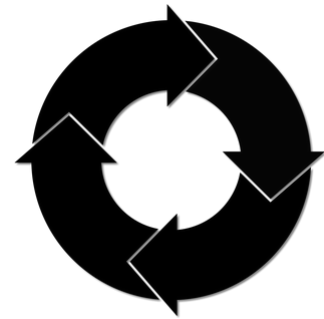
CXUF

45

## TO BEGIN CHANGE

### Tips to begin implementing changes:

- ▶ Review your self-ratings from the individual, team and leader perspectives.
- ▶ Current state: What's going well and should be continued; what needs to stop; what can you start?
- ▶ Future state: Envision the future you want as a leader. Gather ideas, some might be low hanging fruit and can start the momentum
- ▶ Create space for team conversations; integrate them into team meetings and one-on-one check-ins.
- ▶ Make the necessary changes a priority; seek and give feedback from and to each other on progress.
- ▶ Celebrate positive adjustments, no matter how small!



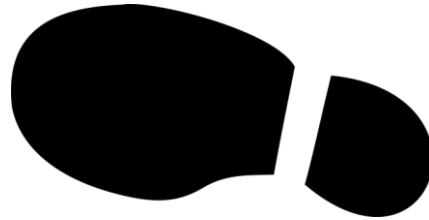
CXUF

46

## WHAT IS THE FIRST STEP YOU WILL TAKE TODAY?

# 1

Post in  
the Chat



CXUF

47



### Poll: Rate this session

- Excellent
- Good
- Neutral
- Needs Improvement

CXUF

48

