



What does NOT being resilient look like?

What does resilient look like?

What is the impact of resilience?



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Resilience: Increasing Your Ability to Show Up as Your Best Self



- Being at your best as a leader is more than job-specific know-how and critical behaviors
- It requires the ability to regulate our inner world during difficult times

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Volatility
Uncertainty
Complexity
Ambiguity

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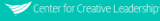


Resilience: Telework Challenges




- Decreased boundaries between work and home “spaces”
- Physical disconnect from coworkers and colleagues
- Less participation in in-person activities (e.g., social gatherings, meals, etc.)
- Greater reliance on technology to stay connected

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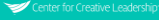


Resilience: COVID-19 Crisis




- Telework in times of stress can create even more challenges
- COVID-19 pandemic:
 - Increased worry and distress about health/safety of yourself and others
 - Increased uncertainty about many aspects of daily life (perhaps including work)

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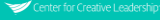


Resilience: COVID-19 Crisis

- Adapting resilience practices to telework (including leading virtual teams), especially when such a transition to telework is sudden, unexpected, and disruptive, is vital.
- There is a need to be more resilient as you try to do what you need to do.



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RESILIENCE

- “The *capacity* of a system, enterprise, or individual to *maintain* core purpose and integrity in the face of dramatically *changed circumstances*.”
- - Andrew Zoll

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Building Resilience in Times of Disruption

TODAY'S AGENDA:

Welcome & Learning Outcomes

The Case for Resilience

Resilience and the Whole Self

- **Four Types of Resilience**
- **Eight Resilience Practices**

Commitments

Close of Session



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Resilience
requires your
whole self



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Exercise



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The Science

“Recent research from CCL shows that regular exercise and effective leadership go hand-in-hand. Leaders who exercise regularly were rated significantly higher by their bosses, peers and direct reports on their leadership effectiveness than those who don’t.”

(from a CCL podcast titled *A Leader's Best Bet: Exercise*)

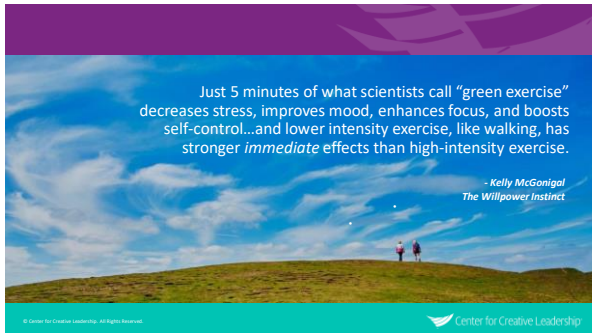


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Just 5 minutes of what scientists call “green exercise” decreases stress, improves mood, enhances focus, and boosts self-control...and lower intensity exercise, like walking, has stronger *immediate* effects than high-intensity exercise.

- Kelly McGonigal
The Willpower Instinct



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Quick Tips



- Create MOVE reminders
- Try “green” exercise
- Schedule your workouts
- Incorporate good nutrition



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Quick Tips for Telework

- Learn simple stretches that can be done from your living room/office, and take 5 minutes to do them each day
- Do squats or push-ups during webinars (camera off!)
- Give yourself a 10-minute break before or after every online meeting
- Walk during calls (when able)
- Online workouts
 - <https://www.ccl.org/articles/leading-effectively-articles/spotlight-on-exercise-and-leadership/>
- Moving outside of the office can actually be much easier!

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Sleep: How many hours of sleep do you get?

Sleep and learning requires **7–7½ hours to 8½–9 hours**

A CCL study on leaders’ sleep habits found that:

- **42%** of leaders try to get by on 6 hours or less.
- **2/3** of leaders say that they don’t get enough sleep to feel well rested.



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Got Sleep?

Diminished	Increased
<ul style="list-style-type: none"> • Attention • Concentration • Creativity • Decision making • Emotion regulation • Memory • Motivation • Reaction time • Relationship 	<ul style="list-style-type: none"> • Anxiety • Appetite • Depression • Impulsiveness • Irritability • Sedentary behavior • Smoking

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Quiz Time! True or False?

Question	True	False
The brain shuts down during sleep.		
Alcohol helps you sleep.		



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Quiz Time! True or False?

1. The brain shuts down during sleep.

FALSE: The sleeping brain is very active. It stores and connects information, works through problems, and processes emotions while we sleep.

Without adequate sleep, people are more likely to only remember negative images and experiences –leaving us working with a skewed perspective when we are evaluating a situation or a problem.



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Quiz Time! True or False?

2. Alcohol helps you sleep.

FALSE: It can help you fall asleep more quickly –but it won't help you sleep through the night. Dehydration leads to shallow sleep/waking up throughout the night and disrupts the restorative sleep.

No alcoholic drinks three hours before bed!



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Quick Tips (for Telework too!)

Eight Practices for More Restorative Sleep

1. Set a regular sleep schedule
2. Create a relaxing environment
3. Understand your unique needs
4. Exercise
5. Disconnect
6. Put work aside
7. Control alcohol and caffeine intake
8. Honor your body clock



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Mindfulness is awareness that arises through paying attention, on purpose, in the present moment, non-judgmentally.

—Jon Kabat-Zinn



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Benefits of Mindfulness

- **Improves mental health.** Lowers depression, anxiety, stress; increases energy, immune systems, happiness, well-being. (Brown & Ryan, 2003)
- **Improves physical health.** Lowers chronic pain, blood pressure, hypertension. (Kabat-Zinn, 1991)
- **Improves performance.** Associated with memory, emotion regulation, perspective taking, attention. (Sedlmeier, et al., 2012)

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Leaders' Mindfulness is Linked to:

More:

- ✓ Positive mood and emotions
- ✓ Creativity and novelty seeking
- ✓ Thriving at work (learning and energy)
- ✓ Psychological capital (hope and resilience)
- ✓ Self-efficacy

Lower:

- ✓ Negative moods
- ✓ Rumination

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Mindful Meditation Exercise

One Moment Meditation:
<https://www.youtube.com/watch?v=F6eFCj2x8>

It's amazing what happens when you breathe...



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Quick Tips for Telework

SELF	COLLEAGUES
<ul style="list-style-type: none"> • Minimize distractions <ul style="list-style-type: none"> • Establish quiet hours and break periods • Focus on your work/task at hand, mindfully remind yourself why it is important/valuable • Create list of daily goals to help stay focused • Consider brief (5-10min) meditations or mindfulness walks 	<ul style="list-style-type: none"> • To help focus meeting participants, mute all nonessential audio during meetings • Communicate challenges to colleagues and supervisors

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We Are Constantly Appraising

Situation: During a virtual meeting, you hear colleagues discuss important updates that you were not aware of about a project you're leading.

What would you do? How would you feel?




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We are very quick to make up stories based on snapshots of information.

Sometimes, once we have more information, the story turns out to be quite different.

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Cognitive Reappraisal

Reinterpreting an emotionally-evocative situation in a different (more balanced) way, considering:

- Missing info
- Assumptions
- New perspectives

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Benefits of Cognitive Reappraisal


- Leaders who use cognitive reappraisal experience more job satisfaction and less burn out.
- Cognitive reappraisal is an effective way to regulate emotion.
 - Linked to healthier patterns of emotion, social function, and well-being.
 - More effective than bottling up emotions.

(Cutuli, 2014; Fernandez, et al., 2020)

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How Could We Reappraise?


- What might be a new, more neutral and balanced thought regarding the situation where your colleagues were discussing important updates that you did not know about yet?



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Cognitive Reappraisal

- How does this new thought make you feel?
- What were the effects of considering other perspectives?



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All Emotion is Functional

POSITIVE EMOTIONS BROADEN

- Supporting resiliency
- Improving our thinking
- Undoing negative emotions
- Building new skills
- Creating psychological capital

NEGATIVE EMOTIONS NARROW

- An indicator of potential threats
- Calls attention to an issue
- A mechanism of learning



(Adapted from Barbara Fredrickson)

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- Yet, we have a bias toward over-focusing on the negative.

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- Looking across 293 studies involving more than 275,000 people, researchers found that positivity produces success in life, regardless of whether you measure success in terms of salary, health, or a satisfying marriage.

• (Frederickson, 2009; Lyubomirsky, King, & Diener, 2005)

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Savoring

Savoring refers to being mindfully present and engaged with your experience of positive events in order to fully take them in.

(Bryant, 2006)

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Savor an Event



Think of a positive event that happened to you. Recall what it felt like to go through that positive event (physically, emotionally, mentally).

Tip: (e.g., favorite concert, favorite vacation, promotion, etc.)



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Quick Tip (for Telework too!)

- Share your positive emotions with others; tell them what it was like, how it made you feel, what it inspires in you

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Gratitude

Gratitude has been found to relate to greater wellbeing, greater life satisfaction, greater sense of connectedness to others, and greater physical health (e.g., improved sleep quality).

(Emmons & McCullough, 2003; Emmons & Mishra, 2011)

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Gratitude Notes to Others

Gratitude notes (letters/emails written to others expressing gratitude) are impactful.

Good notes:

- Express what they did and the impact of their behavior on you.
- Are concrete, specific, and brief.

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Quick Tips (for Telework too!)

- Start a meeting by asking team members what went well in past week
- Thank team members for their efforts
- Leave a gratitude note on a colleague's desk or send a gratitude note to a colleague via email
- Start emails with a note of gratitude before responding to the main issue at hand
- Consider sending your team a note explicitly focused on gratitude and praise for their efforts/accomplishments; such a note could be a regular occurrence (e.g., weekly or biweekly)

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The Impact

High Quality Connections

Research shows that it is the **quality** of our social connections that make us resilient, not the quantity of our connections.

- High Quality Connections are ones that involve: **Trust, Support, Respect, Playfulness**

Adapted from Dutton (2017)

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Quick Tips

- Cultivate high quality connections
 - Get beneath the surface
- Ask a colleague for advice
- Exchange positive feedback
- Create spaces for informal gathering
- Pay it forward

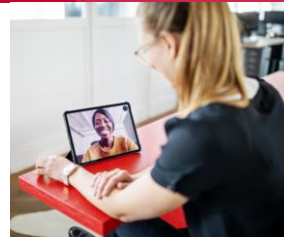


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Quick Tips for Telework

- Ask whether colleague prefers video during calls
 - If both parties agree, can turn video on
- Save time for informal conversation during meetings
- Schedule meetings with colleagues to check in (replacing coffee-break type conversations)
- Connect via multiple ways (e.g., phone call, Slack/Teams channels, email, etc.)
- Host fun events online (e.g., virtual happy hour)



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Quick Tips for Telework

Find creative ways to replace in-person touch with virtual indicators of affiliation, such as:

- Giving virtual high-fives
- Using video during virtual calls (if comfortable) to approximate a face-to-face encounter

Find ways to get “contact” outside of work (e.g., with friends and family)



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 - Four Types of Resilience
 - Eight Resilience Practices

Commitments

Close of Session



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Your Commitment

Please consider all that you have learned today.
Type into “chat”

What is one change you can make in your daily life to become a more resilient leader?



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Thank you!!

Our greatest glory is not in never falling, but in rising
every time we fall.

~Confucius

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