

Adaptive Leadership: Lessons from Crisis and Change Participant Workbook

Introduction and disclaimer

Adaptive Leadership Lessons from Crisis and Change

Northwestern University

Northwestern

Disclaimer

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Objectives

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This training is designed to help you:

- Discuss different types of traumas and how it occurs
- Recognize possible reactions to distressing events
- Discover what makes a good leader and ways to help your team
- Learn simple self-care techniques for yourself and those you lead

What would you like to get out of today's presentation?



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What is leadership?

What is leadership?

“There are four ingredients in true leadership: brains, soul, heart and good nerves.”

– Klaus Schwab, founder and executive chairman of the World Economic Forum

How is this concept working, or not working, in your life?



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What is trauma?

What is trauma?

Trauma is a response to any event a person finds physically or emotionally threatening or harmful either directly or indirectly.

Do you typically respond with fight, flight or freeze response?



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What is crisis



A crisis is an event that may lead to a negative situation or dynamic for an individual, group or all of society.

What crises may have affected you or your team?



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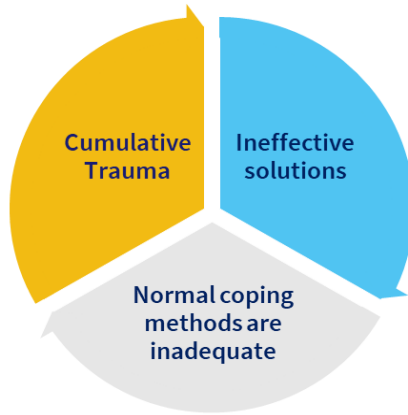
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How did we get here?

How did we get here?



What are some ways your work-life has changed since COVID-19?



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Collective trauma: types of trauma

Collective trauma: types of trauma

Acute	<ul style="list-style-type: none">• Loss of a loved one• Victim of violence or injury• Natural disaster
Complex	<ul style="list-style-type: none">• Childhood emotional abuse• Domestic violence• Prolonged exposure to violence or bullying
Historical or intergenerational	<ul style="list-style-type: none">• Racism• Sexism• War
Vicarious or secondary	<ul style="list-style-type: none">• Exposure to a traumatized individual• 'Cost of caring' for others

What areas of trauma may you have experienced in your life?



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Re-examine solutions

Re-examine solutions

- How did your experience change your priorities?
- How did your experience change how you determine goals and complete tasks?
- Were your relationships impacted?
- What have you learned about yourself and others?
- How has this experience changed you?
 - Better – make it a new way of living
 - Worse – if worse, contact your EAP for help

What lessons have you learned from these experiences?



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Symptoms of trauma and crisis

Symptoms of trauma and crisis

- Heightened anxiety or fear
- Irritability, restlessness or excitability
- Hypervigilance
- Feelings of sadness/moodiness, excessive crying
- Feelings of helplessness or hopelessness
- Emotional numbness or detachment
- Feelings of estrangement or separation from others



What are some of your warning signs, symptoms or triggers?



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Symptoms in the workplace

Symptoms in the workplace

- Lower quality work, lateness to work
- Procrastination, more accidents on the job
- Indecision or trouble making decisions
- Trips to the doctor, increased healthcare costs
- Poor quality of work
- Missed deadlines, absenteeism
- Poor relationships with co-workers, boss or clients
- Decreased productivity



How have you seen trauma affect your team members?



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Adaptability at work

Adaptability at work

According to the APA, “A psychologically healthy workplace fosters employee health and well-being while enhancing organizational performance and productivity.”

- Employee involvement
- Work-life balance
- Employee growth and development
- Health and safety
- Employee recognition



How can this apply in your workplace?



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Communication

Communication

- Open
- Clear
- Concise
- Timely
- Focus is on speaking *and* listening

How can you strengthen your communication as a people leader?



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Scenario



Tom discloses to his co-worker Susan that he's tired of feeling depressed and struggling to make ends meet for his family. He thinks it might be easier for everyone if he just ends it. Susan notifies you of Tom's statements. Tom is currently working onsite.

How do you proceed?

How can you respond in this example?



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Scenario: bad conversation

Scenario Bad conversation

Susan: Hi. Do you have a moment? I have a concern about Tom. He told me today that he is struggling with financial issues and is feeling depressed. He said he wanted to end it. I don't know what to do. When he said he wanted to end it, I think he meant his own life. He seemed really down and not himself. He's working right now.

Supervisor: That's not something I can help with. Tell Tom to call the EAP or Suicide Prevention Hotline.

Scenario Bad conversation continued

Susan: Can you please talk to him?

Supervisor: Sure, I'll talk to him.

(Supervisor brings Tom in the room)

Supervisor: Susan said you have a lot of stuff going on. Here is the EAP information, remember – we need you to keep your head in the game when you are here.

Tom: Ok. Thanks.

What are some reasons that this is a poor example?



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Scenario: good conversation

Scenario Good conversation

Supervisor: Thanks for telling me, Susan. I will reach out to Tom and find out what's going on. I'd like to make sure he is ok.

(Supervisor goes to where Tom is working)

Supervisor: Hi Tom, can you stop working for a minute and walk with me to the office?

(Supervisor and Tom are in the office)

Supervisor: Thank you for coming in. Please have a seat.

Tom: Ok.

(Tom looks nervous and tense)

Scenario Good conversation continued

Supervisor: First know you are not in trouble so take a deep breath. It's come to my attention that you are having some personal difficulties and mentioned you wanted to "end it." People are concerned about you. I'd like to help. Can you tell me what you meant by that?

Tom: I'm having financial problems and I've been feeling down with all the pressure to support my household. Sometimes I think it'd be easier if I wasn't alive to deal with it all, but I could never leave my family.

Supervisor: Thank you for sharing that with me, Tom. Would you be open to getting some help?

Tom: That would be fine. I don't know what to do.

Scenario Good conversation continued

Supervisor: Our EAP has a counseling team and can also point you to some financial resources. Would it be okay if we called together? I want to make sure you get through and that they are aware of what we discussed. I can step out of the office so that you can talk to them in private afterwards.

Tom: That would be great.

(Supervisor conference calls the EAP)

What are some reasons that this is a good example?



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Adaptability



- New work paradigm
- Review old policies and be willing to change them
- Stay up on current events
- Fact-based decisions
- Solution focus

What have you needed to adapt to and adjust on your team?



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Things to remember

Things to remember



- Seek first to understand
- Ask questions
- State facts
- Give choices
- Have realistic expectations

What is one thing you can apply when leading your team?



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Handling pressure

Handling pressure

- Remember to breathe
- Maintain perspective
- Turn to and use your support system
- Set, support and maintain healthy boundaries



How can this apply in your personal life?



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Solicit feedback

Solicit feedback



- Regular check-ins
- Expect emotionally-charged responses
- Recognize the difference between feedback vs. venting
- Listen to it!
- Do it!

How can you be there for your team, even when you're working remote?



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Interactive toolkits



Mindfulness

www.mindfulness.tools

Practical tools and exercises for incorporating mindfulness into everyday life.

Resiliency

www.resiliency.tools

Skill development resources to help you 'bounce back' from challenging situations.

Meditation

www.meditate.tools

Easy-to-use collection of resources that includes guided meditations, tip sheets and more.

Sleep fitness

www.sleepfitness.tools

Information and resources to help you learn good sleep habits and achieve healthy sleep.

Visit one of the toolkits for self-care resources.



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What is SupportLinc?

What is SupportLinc?

The SupportLinc Employee Assistance Program (EAP) is a health benefit, separate from your medical insurance, offered by your employer to help you manage life's daily challenges.

SupportLinc can refer you to professional counselors, services and resources that will help you and your eligible family members resolve a broad range of personal and work-related concerns.

What services are included? Work-life benefits



Legal consultation

Free in-person or telephonic consultation with a licensed attorney
No employment law



Dependent care referrals

Expert referrals to child and adult/elder care providers, facilities and other resources



Financial consultation

Expert guidance and consultation from financial professionals



“Convenience” referrals

Guidance and referrals to a variety of daily living resources: home improvement, entertainment services, pet care, auto repair, wellness, travel, handymen, volunteer opportunities etc.



Identity theft consultation

Free consultation with an identity theft recovery professionals
Tailored recovery action plan



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Getting started

Getting started



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SupportLinc

Support for everyday issues. Every day.



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Additional resources

Almost everyone's approach to work has changed in some fashion, due to COVID-19, quarantines and social distancing guidelines. No matter the industry or size of business, as a supervisor of others, you may be finding yourself in a difficult and unique position. How can you manage a team that cannot meet in person? What happens if issues arise that can't be resolved by a phone call, message or email? Here are some tips to help you lead your employees while social distancing and working remote.

Adjust your expectations

Under these extraordinary circumstances, it is simply not possible for your team members to approach their work as 'business as usual.' This reality makes it important to modify your overall expectations. Clarify and then re-clarify team goals and roles. Look for flexibility in your workflow and ways to adapt processes. Seek regular input from team members as they adjust to accomplish tasks in isolation. Focus on your team's final product, rather than how they complete it.

Lead by example

Everyone – including you – is anxious, uncertain or worried to some extent about the pandemic's impact. However, it is true that both fear and confidence are contagious. Whenever possible, demonstrate to your team that you are hopeful and can provide assurance. Modeling positivity will help your team members feel more secure. While working remotely or from home, both you and your employees will be impacted by uncontrollable situations such as internet instability, dropped phone connections, childcare responsibilities or other interruptions. If you expect the unexpected, you'll be prepared to offer the patience and understanding team members need when issues arise.

Be transparent

Recurring updates, ideally via a video conference platform if available, are vital for your entire team. Whether there is plenty of news or very little, sharing what information you can shows transparency and keeps members from feeling out of the loop. You can also use this time to ask participants to offer 'working remotely' best practices or challenges, to proactively address issues.

Communicate often

Be intentional about brief but regular individual communication with every team member. Utilize instant messaging services and/or daily emails to stay in contact. Schedule regular check-ins every few days or weekly. These interactions can help keep your employees engaged and motivated.

Partner up

Despite your best efforts, it can be difficult to help or meet everyone's needs. Consider implementing a 'buddy system,' where team members are assigned a colleague to act as an additional layer of support – both work-related and emotionally. Encourage team members to use these partnerships to share and get feedback about their work efforts, attempt to address issues that arise, and generally to connect and socialize. Using a buddy system can help preserve your time for strategy and issues with greater impact.



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Additional resources

Support continued learning

Give everyone the option to submit cross-training or continuing education topics they would like to discuss during team updates. Then have an appropriate team member develop and deliver a 5-minute 'lesson' each week. Your team can continue learning new skills, tools and processes while working remotely.

Monitor, monitor, monitor

Your team members need to know that your chief concern is their wellbeing. Periodically monitor their engagement by asking each individual during your 'check-ins' what worries they may have and encourage them to share concerns at any time.

Read between the lines

Watch for subtle clues that may indicate a team member is struggling and needs support. Keep an eye out for:

- Changes in tone, whether written or verbal
- Vocal inflections
- The rate at which a person speaks
- The frequency (or lack thereof) in communication.

If a team member shares concerns or you notice any of changes in a team member's demeanor, be sure to discuss what forms of additional support are available.

For further resources, please go to your portal and use the search bar to type in "Effective Remote Leadership Flash Course," and "Effective Communication Flash Course."

Additionally, you can visit your Supervisor Toolkit (found by searching "Supervisor Toolkit" on your portal) or go to the [Coronavirus \(COVID-19\) Toolkit](#) for more resources.



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