Building Beyond Covid:

Coming Back Better Than Ever

A Leader’s Guide to Resources and Development Opportunities to Activate Reflection, Build Capability and Enhance Your Impact
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Building Beyond Covid-19: Coming Back Better Than Ever

As leaders we are always influencing our work environment and creating culture. The big question is, are we doing it by design or by default? We have all been managing through the Covid-19 crisis and can take pride in how we have collectively navigated the challenges as a UofG community. Now is the time to be thoughtful in how we Build and Manage Beyond Covid-19 and deliver on our Strategic Priorities and commitment to equity, diversity, inclusion and well-being.

As individual contributors we have been and continue to face challenging times in responding to the changes in our work situations. While it has been difficult for many of us, we have responded remarkably well and have reason to feel confident in our capacity to adapt and be agile in how we work and deliver service. This next phase of returning and rebuilding beyond Covid-19 presents us with continued opportunities to draw upon our resources and strengths to contribute to and support the efforts in coming back stronger than ever.

To invite new thinking, open up possibilities, create the conditions for people to thrive in this next phase of Covid-19, we have identified 6 areas for focused action and provided resources and learning opportunities to help inform that action. Each area is outlined below and includes key drivers for a thoughtful and enlightened response to leading, learning and achieving in this next phase of the pandemic and beyond. The 6 areas are all interconnected so enrichment in one will impact positively on the others.

This guide will be updated regularly as we continue to identify development needs and great resources, so be sure to check back regularly to discover the best development opportunities to support you to build your skills, strategies, tools and plans so that we can collectively come back even stronger.
Enable the expression of emotional vulnerability – the leader goes first. Expression is the pathway to navigating the ambiguity of our current environment. As a leader, you can begin by offering insight into your own professional struggles and subsequent emotional experiences. This can develop trust, enrich team connection and, subsequently, agility.

Listen deeply to understand. Remove distractions and obstacles. Break through personal experience bias by perspective-taking. It may be difficult, uncomfortable, and feel clumsy, but it is essential.

Make People the Goals. During a crisis, employees are often in shock and pain, and they likely need more support than they ever have. Now is the time to have deep empathy — and to act on it. That is where it turns to compassion. This may include giving parents extra flexibility in their day to tend to their kids or simply asking people how they’re holding up. These are known as prosocial goals and they allow leaders to think long-term at the same time that they keep a precious resource — their people — in the right mindset to stay engaged.

Additional Resources

- **Blog**: [Brené Brown and Marc Brackett On Emotional Intelligence During A Pandemic](https://www.forbes.com/sites/christopherrim/2020/04/24/brene-brown-and-marc-brackett-on-emotional-intelligence-during-a-pandemic/) by Christopher Rim, Forbes, April 24, 2020
- **App**: [Mood Meter App](https://www.brackett.uconn.edu/mood-meter) by Drs. Marc Brackett and Robin Stern
- **Book**: [Permission to Feel: Unlocking the Power of Emotions to Help Our Kids, Ourselves, and Our Society Thrive](https://www.brackett.uconn.edu/book) by Dr. Marc Brackett
- **Blog**: [How to Support the People You Lead in Times of Uncertainty](https://greatergood.berkeley.eduOLUTIONS/TO-SUPPORT-People-Lead-Times-Uncertainty) by Ellen Van Oosten, Melvin L. Smith, Richard E. Boyatzis, UC Berkeley Greater Good Magazine, June 15, 2020

Invitation for Reflection

- Am I confident that I understand what compassion means and that I am perceived by others as a compassionate person?
- What is one thing I can share with my team this week that would role model emotional vulnerability?
- Am I allowing myself to feel my emotions and show vulnerability in expressing it when appropriate?
- Am I asking others how they are feeling rather than assuming I know based on how I experience their behaviour?
Compassionate Leadership

Development Opportunities

LIVE WEBINAR: Cultivating Compassionate Leadership: Why It Matters Now More Than Ever
(For Senior Leaders, Chairs, Directors, People Managers)

Description
This session will introduce 3 practices that leaders will need to demonstrate to respond successfully to workplace challenges and the heightened emotional state of employees generated by Covid-19. Participants will learn of current research from the fields of neuroscience and positive psychology and recent data analysis from top consulting firms, indicating that the way forward from the pandemic is a heightened focus on our people and a more conscious response to what they need to be successful. Understanding - linked with appropriate support - is the cornerstone of compassion. The practices of Connect, Adapt and Align will be presented as the agents of compassionate leadership. Participants will learn the skills they will need to leverage and the critical habits they will want to adopt to be effective leaders and to be active in reshaping the future of their workplace in the Post-Covid workplace.

What Participants Will Learn
As a result of attending this session, participants will acquire the ability to:
- Outline the challenges and opportunities presented by the pandemic that leaders need to step up to in order to move forward with clarity, agility and cohesion
- Summarize the research underpinning the 3 core practices of compassionate leadership and why they are an enlightened leadership response
- Identify the core practices of compassionate leadership and the skills required for successful execution
- Relate the compassionate leadership practices to supporting employee well-being and positive performance outcomes
- Demonstrate a heightened awareness of their strengths and developmental edges in the 9 skills associated with Compassionate Leadership
- Realize the impact they can have through the application of Compassionate Leadership and feel motivated to make it happen

Facilitators:
Linda Watt, Director, and Evelina Rog, Senior Consultant, HR Learning and Development

Date & Time: August 19, 2020, 1PM-2PM
Register Online
LIVE FACILITATED PODCAST: Leading with Emotional Intelligence During a Pandemic
(For Senior Leaders, Chairs, Directors, People Managers)

Description
There is no guidebook for the global trauma and the aftermath being brought on by the coronavirus pandemic. The heightened anxiety and uncertainty people are experiencing has created an even greater need for leaders to develop a deep understanding of their own and others’ emotional landscapes. In this session, we will listen to an episode of Brené Brown’s podcast “Unlocking Us” in which she interviews Dr. Marc Brackett about his latest book “Permission to Feel.” While you may or may not see it as part of your job to attend to the feelings of your team members, consider the biggest struggles you usually face and your biggest time sucks; most likely, these relate to dealing with problematic behaviours, whether that’s resistance to change, uncivil behaviour, ineffective teamwork, uninspiring leadership, etc. The challenge is, we focus on the wrong thing in these situations. This podcast provides invaluable and practical strategies you can use to develop your emotional intelligence so that you can lead yourself and others through these challenging times, and beyond.

Following the podcast, we will engage in an interactive discussion with your fellow peer leaders which will provide you with an opportunity to reflect and generate ideas that you can immediately apply to your day-to-day leadership practice.

What Participants Will Learn
As a result of attending this session, participants will acquire the ability to:

- Distinguish between a feeling, an emotion, and a meta-feeling
- Relate the impact that our emotions have on important outcomes like our relationships, well-being, performance
- Understand the science behind why leaders need to attend to their own emotions and that of their team members
- Differentiate between experiencing and expressing feelings
- Acknowledge that emotion regulation requires effort and a supportive listener
- Understand the barriers that get in our way of experiencing and expressing our emotions and inviting others to do the same

Facilitators:
Linda Watt, Director, and Evelina Rog, Senior Consultant, HR Learning and Development

Date & Time: September 3, 2020, 1PM-2:30PM
Register Online
Principles and Vital Actions That Make a Difference

Maintain calm. Research tells us that we all perform better when we maintain a sense of calm even in the face of chaos and crisis. An outward focus helps to maintain calm – a clear task that moves us toward our objective. Leaders need to provide people with the clarity they need to focus. The message that Leadership Expert Dr. Marshall Goldsmith recommends is: “Everybody breathe and hit the shot in front of you.”

Find ways for everyone to have a voice. Help people be part of the solution.

Engage in more frequent check-ins. Just 5 minutes to touch base can make all the difference.

Additional Resources

- Blog: Living Life Between Chaos and Rigidity, Mindful Wisdom
- Blog: 3 Strategies for Leading Effectively Amid COVID-19, by Gallup, April 6, 2020

Invitation for Reflection

- What can I commit to daily that helps me stay calm?
- What strategies or actions help me maintain a sense of perspective and focus?
- What one priority could my team work on together that would give them a sense of connection and shared purpose?
- What is one thing I can do to encourage all members of my team to have a voice at our meetings?
Development Opportunities

LIVE WEBINAR: Maintaining Calm to Carry On - Simple Communication Tools for Coping with Curveballs, Chaos and COVID
(For Senior Leaders, Chairs, Directors, People Managers)

Welcome to the most energetic and fun webinar you will ever take. Through game-based learning in pairs and groups, you will flex mental muscles that promote focus, flow and increased uncertainty tolerance. Register for this active learning experience if you want to laugh, connect with yourself and others and leave inspired to integrate simple improv principles to enhance communication in your daily life – at work or home!

What Participants Will Learn

• Why Use Applied Improvisation?
• Attuning Yourself to The Moment
• Fostering Acceptance and Embracing Uncertainty
• Reflection and Debrief

Facilitators: Jay Reid, The Making Box

Date & Time: August 5th, 2020, 9AM-10PM
Register Online

LIVE FACILITATED WEBINAR: Marshall Goldsmith, Leadership in a Time of Crisis
(For Senior Leaders, Chairs, Directors, People Managers)

Dr. Marshall Goldsmith is a world-renowned business educator and coach. His powerful yet uncomplicated leadership wisdom is just what is needed for these challenging times. In this webinar he shares his perspective and insights on how to communicate effectively to help those around you be successful under these challenging conditions. Following the podcast, we will engage in an interactive discussion with your fellow peer leaders which will provide you with an opportunity to reflect and generate ideas that you can immediately apply to your day-to-day leadership practice.

What Participants Will Learn

• 6 basic questions you will want to ask of everyone you manage to open dialogue, gain input and stay focused
• How to use “pragmatic optimism” as a simple way of managing yourself during the crisis
• How to influence others when you do not have direct authority

Facilitators: Linda Watt, Director, and Evelina Rog, Senior Consultant, HR Learning and Development

Date & Time: September 15, 2020, 1PM-2:30PM
Register Online
Principles and Vital Actions That Make a Difference

Leverage the Moment. Emotions provide momentum that can be helpful to implement the right things right now. What is the magic of these last few months that you want to maintain? E.g. flexibility, human first connection.

Create plans that are agile and can evolve with new information and new changes.

Challenge existing mindsets. Do we want to get what we always had or set our sights on a better future? Tap into creative solutions identified by staff for both immediate needs and in an ongoing way.

Additional Resources

- White Paper: The Essence of Resilience Leadership, Deloitte, 2020
- White Paper: Adaptive Leadership, What it Takes to Be A Quick Change Artist, by Allan Calarco, Centre for Creative Leadership, April 2020

Invitation for Reflection

- What is working better now on my team than pre-pandemic that I want to keep?
- How can I tap into the agility my team members have demonstrated to co-create a better future for the team?
- What is different and better because team members are learning, growing, and experimenting during this time?
- What is one way I can acknowledge all the ways my team members are demonstrating their capability to adapt and grow?
- How can I use my newfound understanding of the process of change in the brain to shift how I lead through change?
Development Opportunities

LIVE WEBINAR: How to Lead Through Change in the New Normal
(For Senior Leaders, Chairs, Directors, People Managers)

Description:
Life was always full of change; with Covid-19, we have moved into a whole new level of uncertainty and change. This is a new time for all of us, and there is no option but for us to lead by co-creating the present. To be properly prepared we need to develop our AQ: adaptability quotient. AQ is the potential, innate or learned, to adapt successfully to a new environment. The ability to unlearn, change, grow, and experiment will become far more important than having subject matter expertise. By being conscious that high AQ and acceptance of change are choices within our control, we can learn to embrace it without resistance, while making permanent positive changes. How is the process of change managed in our brain? Neuromanagement expert Dr. Carlos Davidovich will discuss the brain barriers to change and how we can overcome these by developing our AQ.

Objectives:
- Identify the behavioural traits essential to develop the right AQ
- Learn how to apply the components of AQ with our teams
- Understand the process of change in the brain
- Learn how to use innate tools to overcome the brain’s barriers to change
- Learn six-steps to make change permanent

Content:
- What does a leader with high AQ look like?
- Steps to coach your team toward a high AQ and the three basic strategies to develop our AQ
- How the process of change is managed in the brain
- The emotional responses to change and how to deal with resistance to change
- The innate tools we can apply to overcome the barriers to change
- The new change equation - six steps to make change permanent:
  - Make change familiar
  - Get people involved
  - Small steps, big change
  - Working through hubs
  - The Attention Density formula
  - The power of a compelling vision

Facilitator: Dr. Carlos Davidovich

Date & Time: July 23, 2020. 9AM-10:30AM
Register Online
LIVE FACILITATED WEBINAR: Leadership Agility in Times of Change and Crisis
(For Senior Leaders, Chairs, Directors, People Managers)

Session Description
In this session, we will listen to a webinar hosted by the Center for Creative Leadership that will take us through a step-by-step framework on how to lead through the Covid-19 crisis, leveraging CCL’s deep expertise in leadership and lessons learned from past crises. The way in which leaders show up in the midst of crisis and change matters. Leadership agility becomes more crucial than ever. This webinar will reveal ways to assess and make meaning of an ambiguous and changing landscape, integrate new information to make strategic decisions, and ignite commitment from those you lead.

Following the webinar, we will engage in an interactive discussion with your fellow peer leaders which will provide you with an opportunity to reflect and generate ideas that you can immediately apply to your day-to-day leadership practice.

What Participants Will Learn
As a result of this session, participants can expect to acquire the ability to:

• Assess where you are in the three stages through which leaders and their organizations must move through during a crisis
• Learn a 7-step framework that will equip you to create direction, alignment, and commitment from those you lead
• Identify ways to prioritize now and pivot to the future
• Reflect upon how you are showing up and identify practical strategies to elevate your response as a leader
• Apply tools for lowering stress and reactivity and increasing personal and organizational resilience

Facilitators:
Linda Watt, Director, and Evelina Rog, Senior Consultant, HR Learning and Development

Date & Time: September 23, 2020, 1PM-2:30PM
Register Online
Principles and Vital Actions That Make a Difference

Put on Your Own Mask First. Effective leaders during a crisis are the ones who recognize their personal challenges, address them with the right habits, and move on to confer those same benefits teamwide. That means things like setting schedules that help you focus better, making time to chat with loved ones, and getting enough exercise and sleep. Now more than ever we want to be supporting cultures of resilience, not cultures of burnout (David Rock, 2020).

Enhance your own and others’ health and adaptability through helpful Buffers and Signals. Buffers are intentional strategies for you to reduce the negative of the situation and add some positive. E.g. stop watching the media so much, schedule your week much better, making time for the helpful things. Signals are positive messages and feedback to indicate to others that they are okay. E.g. give people more autonomy over their work schedules and structure, bring teams together around shared goals.

Support employees in maintaining their mental and physical energy. Align with employees around priorities, time required for various types of work and what needs to be done and what may be unnecessary tasks.

Additional Resources

- **Blog:** Leading Through Anxiety: Inspiring others when you’re struggling yourself, Harvard Business Review
- **Video:** The Secret of Becoming Mentally Strong | Amy Morin | TEDxOcala, December 4, 2015
- **Resources:** UofG Wellness@Work

Invitation for Reflection

- What healthy habits support my mental health and well-being that I need to start or want to sustain?
- What habits are undermining my mental health and well-being?
- How can I genuinely be there for others who are struggling without sacrificing my own needs and well-being?
- What signals can I send to my team members and others that I care that they are ok?
- How can I support each of my team members to focus on priorities that matter vs. unnecessary tasks?
Development Opportunities

LIVE WEBINAR: Burnout Prevention
(For Senior Leaders, Chairs, Directors, People Managers)

Description
This live webinar will review the key lessons from a buffet of recently published resources on how to manage the acute stress that has become chronic amongst leaders and intensified during COVID-19. It’s like a book club where you don’t have to read the books! Join Dr. Rebecca Sutherns for an interactive and practical session where we’ll discuss the highlights from six titles that will help you stay well and focused during uncertain times, as you help your team members to do the same.

Facilitator: Dr. Rebecca Sutherns, Sage Solutions

Date & Time: July 29, 2020, 9AM-10AM
Register Online

LIVE WEBINAR: Alone and Together in Uncertainty
(For Senior Leaders, Chairs, Directors, People Managers)

Description
Our personal responses to stress, uncertainty and change can vary over time, and the same is true within our departments and organization. Sometimes those responses are in strong alignment and at other times they aren’t. This webinar will provide you with a framework and vocabulary to increase your awareness of how your individual tendencies can complement those of your team and organization as everyone seeks to maintain energy and effectiveness during unpredictable times.

Facilitator: Dr. Rebecca Sutherns, Sage Solutions

Date & Time: August 12, 2020, 9AM-10AM
Register Online
LIVE FACILITATED WEBINAR: The Neuroscience of Thriving through Crisis - How to Make Work Sustainable and Leverage the Moment
(For Senior Leaders, Chairs, Directors, People Managers)

Session Description
In this session, we will listen to a webcast hosted by the Association for Talent Development featuring NeuroLeadership Institute founder Dr. David Rock present on “The Neuroscience of Thriving Through Crisis.” Change is highly disruptive and threatening to the brain. During this webcast you’ll come to understand why your brain and that of your team members is so challenged by the ongoing COVID-19 pandemic. You’ll also hear why the current crisis has created the most powerful opportunity of a lifetime to make big changes to how we work. We have a finite amount of time in which to tap into people’s newfound energy to create richer and more human cultures that will enable us to succeed in the future. David Rock will provide the tools you need to develop specific language for how to manage day to day and develop a deeper understanding of the actions needed to build resilience for you and your team. He’ll share the critical habits everyone needs and how to use neuroscience to activate habits at scale.

Following the webcast, we will engage in an interactive discussion with your fellow peer leaders which will provide you with an opportunity to reflect and generate ideas that you can immediately apply to your day-to-day leadership practice.

What Participants Will Learn
As a result of this session, participants can expect to acquire the ability to:

- Differentiate the three levels of threat in our brain and the impact each has on our ability to perform at work
- Three critical strategies to thrive through crisis
- Apply the SCARF model and how it can be used to reduce threat in the brain by creating buffers and positive signals
- Formulate ideas for how to rethink work practices, schedules, and meetings to make work sustainable
- Plan how to leverage this unique time to build more successful learning engagements and company culture

Facilitators:
Linda Watt, Director, and Evelina Rog, Senior Consultant, HR Learning and Development

Date & Time: September 29, 2020, 1PM-2:30PM
Register Online
Principles and Vital Actions That Make a Difference

Understand the difference between appreciation, recognition and gratitude and use all of them intentionally.

Identify how your employees prefer to receive appreciation and recognition so you can tailor your approach to their needs.

Build the expressions of appreciation, recognition, and gratitude into your week. Enable others on your team to share positive feedback they have heard and what they personally would like to share with teammates or stakeholders.

Listen. One of the best things you can do for the people you work with is also one of the simplest: Put down your phone, turn away from your computer, and genuinely listen to them.

Tell people what you value about them. Doing this proactively — not because someone did something great or because you want something from them — is an incredibly powerful gift. It can positively affect how your colleagues feel about themselves, your relationship with them, and the culture of the team.

Additional Resources


Invitation for Reflection

- What do I value most in each of my team members?
- What is one way I can express genuine appreciation to each member of my team for their commitment, contributions, and efforts over the past few months?
- What have I observed about how each of my team members prefer to be recognized?
- What practice might I start at our meetings to express appreciation, recognition, and gratitude?
- What assumptions or beliefs might I need to let go of to fully embrace the expression of appreciation, recognition, or gratitude into my leadership practice?
Development Opportunities

LIVE WEBINAR: Tapping into the Power of Employee Appreciation and Recognition During Covid-19
(For Senior Leaders, Chairs, Directors, People Managers)

Session Description

Appreciation, recognition, and gratitude are a remarkably strong source of energy that we all possess. When leaders can tap into that powerful source of energy it can have a deep, positive effect on work relationships and successful outcomes. In this session we will explore the science behind the impact of appreciation, recognition, and gratitude, what makes it such a dynamic force and the specific ways you can integrate these energy sources into your daily leadership practice.

What Participants Will Learn

As a result of this session, participants can expect to acquire the ability to:

- Describe the difference between appreciation, recognition, and gratitude and why it is essential to know the difference
- Explain the rewarding appeal of a focus on appreciation and recognition
- Recognize the positive performance and health impacts of employee appreciation
- Summarize the most effective appreciation and recognition strategies and activities that can make a real difference
- Demonstrate how to provide feedback/feedforward in an appreciative way
- Identify opportunities for personal and collective expressions of gratitude and explain the benefits
- Advocate for the UofG’s Appreciation and Recognition Initiative and relate core elements to others and the benefits to them personally and to the university overall

Facilitators:
Linda Watt, Director, HR Learning and Development, and Melissa Horan, Wellness@Work Coordinator, HR

Date & Time: August 20, 2020, 1PM-2PM
Register Online
Principles and Vital Actions That Make a Difference

Create a list of “What’s Essential”. It offers people guidance on where to direct their energy presently; it infuses some certainty and clarity at a time when people are short on both. On an organizational level, it demonstrates that leadership recognizes the stress everyone is under and is actively trying to alleviate some of it, which hopefully generates some good will.

Build capability to experiment and innovate your way to the future. Engage in scenario thinking, ecosystem thinking, and identifying ways to empower people to be doing the right things to add value and to be able to do it at home and without constant surveillance.

Rethink work practices, schedules, and meetings. E.g. Can people be given more autonomy over their work? Can you give people meeting-free time to get creative? Can you restructure meetings to be more efficient, participative, and dynamic?

Additional Resources

- **Blog**: The COVID 19: Nineteen Questions to Inspire Your Team to Rethink Work, by Taylor Cone, June 1, 2020.

Invitation for Reflection

- What is one thing each team member is stressing about that I could help them to talk through, take off their plate, or get support with?
- To what extent have I clarified what is essential to focus on and prioritize for each team member vs. what are less critical or unnecessary tasks?
- What is one work practice or process that I have control and influence over that I could change, or maintain, that supports the team’s performance and well-being?
- Which meetings can I immediately change by improving the agenda, enhancing participation, or reducing time investment?
Reflection and Recalibration

Development Opportunities

LIVE WEBINAR: Building Back Better
(For Senior Leaders, Chairs, Directors, People Managers)

Session Description

This webinar will provide a safe and provocative space for intentionally rethinking and recalibrating our individual and collaborative work. It will provide a structured means of assessing what you want to leave behind, rely on temporarily and/or deliberately create as we move into the next phase of adjusting to new local and global realities.

Facilitator: Dr. Rebecca Sutherns, Sage Solutions

Date & Time: August 26, 2020, 9AM-10AM
Register Online