Building Beyond Covid:
Coming Back Better Than Ever

October – December 2020

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 for many months now 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 7 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.
Principles and Vital Actions That Make a Difference

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 by Christopher Rim, Forbes, April 24, 2020
- **App**: Mood Meter App 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 by Dr. Marc Brackett
- **Blog**: How to Support the People You Lead in Times of Uncertainty by Ellen Van Oosten, Melvin L. Smith, Richard E. Boyatzis, UC Berkeley Greater Good Magazine, June 15, 2020
- **Blog**: Tuning In, Turning Outward: Cultivating Compassionate Leadership in a Crisis, by McKinsey & Company, May 1, 2020
- **Blog**: 6 Ways to Avoid Isolation Fatigue While Balancing the Demands of Remote Work, Harvard Business Review, July 2, 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

Facilitator: Linda Watt, Director, HR Learning and Development

Date & Time: November 4, 2020, 1-2pm
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

Facilitator: Evelina Rog, Senior Consultant, HR Learning and Development

Date & Time: December 15, 2020, 9:30-11am
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](https://mindfulwisdom.com), Mindful Wisdom
- **Blog**: [3 Strategies for Leading Effectively Amid COVID-19](https://gallup.com), by Gallup, April 6, 2020
- **Website**: [GOAL 2.0: Performance Success Through Quality Conversations](https://goal20.com)
- **Book**: [Conversational Intelligence: How Great Leaders Build Trust and Get Extraordinary Results](https://conversationalintelligence.com) by Judith E. Glaser
- **Webinar**: [Leading Through Crisis: Communication Strategies for Leaders](https://kanina Blanchard.com) by Kanina Blanchard at Ivey School of Business, UWO, March 2020

Invocation 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

GOAL 2.0 Training for Managers (Foundational Training)

“To get to the next level of greatness depends on the quality of the culture, which depends on the quality of relationships, which depends on the quality of conversations. Everything happens through conversations.” ~ Judith E. Glaser

GOAL 2.0 is the UofG’s modernized and evidence-based performance success framework. The foundation of GOAL 2.0 is two-way quality conversations between managers and employees that rely on three core practices: Connect, Adapt, and Align.

With the incredible support and skill of up to 45 GOAL 2.0 Ambassadors across the UofG, initial GOAL 2.0 Training for Managers and Employees was rolled out in 2018-2019. This Manager Training session is intended for new managers, managers new to the UofG, and any managers that may have missed initial Training offered by their department/College’s GOAL 2.0 Ambassador(s).

As a manager, one of your core responsibilities is to enable the performance success of your people. How do you go about tackling this core aspect of your job, when there is so much to do and each of your employees have different needs and strengths?

In this session, you will be introduced to:

- The latest science and practice upon which GOAL 2.0 was built and what it takes to be effective at enabling performance success in others;
- The seven quality conversations that uniquely contribute to enabling performance success;
- The three core practices of GOAL 2.0 that will serve as a guidepost to engaging in quality conversations with your employees;

There is no preparation required in advance of this session. We do suggest that you peruse the GOAL 2.0 website

Facilitator: Evelina Rog, Senior Consultant, Learning & Development, HR, UofG

Date & Time: November 11, 2020, 9am-12pm

Register Online

LIVE WEBINAR: Fostering Uncertainty Tolerance
(For Senior Leaders, Chairs, Directors, People Managers)

Scientific research shows that practicing improvisation can foster our uncertainty tolerance. This is because practicing improvisation strengthens our relationship with change by exposing us to unpredictability in a lighthearted context. Additionally, improv offers us practical principles and tools for navigating the great unknown. This session is for those wishing to strengthen their relationship with uncertainty and have tons of fun along the way. This is a highly interactive learn-by-doing experience not a data-dump.

Facilitators: Jay Reid, The Making Box

Date & Time: November 13, 2020, 9:30-10:30AM

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

- Recorded Webinar: Leadership Agility in Times of Change and Crisis, by Centre for Creative Leadership
- Toolkit: LEADING THROUGH CRISIS AND TRANSITION: A COVID-19 toolkit to help you lead with strength, intention and grace by Tatijana Busic, Amanda Tobe, Carlos Davidovich, Alex Bishop
- Blog: How to Lead Through a Crisis, by Centre for Creative Leadership.
- Book: Emotional Agility: Get Unstuck, Embrace Change, and Thrive in Work and Life by Susan David

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? We will listen to a recording of an extremely well received webinar in Summer 2000 by neuromanagement expert Dr. Carlos Davidovich, who shares the brain barriers to change and how we can overcome these by developing our AQ. Following the recorded webinar, you will have an opportunity to discuss and reflect on key take-aways for your leadership practice.

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

Date & Time: November 16, 2020, 9:30-11:30am (1.5 hours for the recording followed by a facilitated discussion by Linda Watt)

Register Online
Mental Health and Well-Being

“Well-being cannot exist in your own head. Well-being is a combination of feeling good as well as actually having meaning, good relationships and accomplishments.” – Martin Seligman

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
- Recorded Webinar: [Building Resilience and Leadership in the Context of Crisis & Telework](#), by Center for Creative Leadership
- Recorded Webinar: [Building More Resilient Leadership for Greater Impact](#), by Center for Creative Leadership
- Blog: [How to Increase Your Resilience as a Leader](#), by Center for Creative Leadership, April 7, 2020
- Blog: [8 Steps to Becoming More Resilient](#), by Center for Creative Leadership, March 15, 2020
- 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

For a comprehensive list of the Mental Health and Well-Being programs available to all Staff and Faculty, please consult the Staff and Faculty Program Guide.

Wellness@Work event listing are available at: https://www.uoguelph.ca/wellnessatwork/events

Mental Health Awareness Resources are available at: https://www.uoguelph.ca/hr/managers/mental-health-awareness

Occupational Health and Wellness hosts Wellness Sessions provided by Homewood. Discover what is being offered and register here: https://bulletin.ovc.uoguelph.ca/post/167204921555/occupational-health-wellness-presents-wellness
**Appreciation and Recognition**

“The roots of all goodness lie in the soil of appreciation for goodness.” – Dalai Lama

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**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.

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**Additional Resources**

- Blog: Giving Thanks Will Make You a Better Leader, by Center for Creative Leadership

**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 Sarah Joosse, Wellness@Work Coordinator

Date & Time: November 26, 2020, 1-2pm

Register Online
Reflection and Recalibration

“We do not learn from experience...we learn from reflecting on our experience.” - John Dewey

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?
Principles and Vital Actions That Make a Difference

Encourage all Staff and Faculty to contribute their ideas and undertake work in a way that is fair and inclusive.

Actively prevent harassment, work bullying, discrimination and disrespectful behaviour through the provision of training and communication of policies and clear expectations.

Promote cultural awareness and the benefits of Respect, Equity and Diversity.

Protect and promote the occupational and personal health, safety and wellness of UofG faculty, staff and students.

Additional Resources


Website: UofG Diversity and Human Rights (DHR)

Website: UofG Wellness@Work

Invitation for Reflection

How am I modeling the values of wellness, respect, diversity and inclusion for others?

What steps am I taking to learn more about how the people around me experience the workplace?

How can I continuously enhance my understanding of the discrimination and exclusion experienced by individuals from marginalized populations?

What is my commitment to the health and wellness of the employees I manage?
Safe and Respectful Work Environment

Development Opportunities

LIVE WEBINAR: Transforming Power, Prejudice & Privilege: Building Equitable, Diverse & Inclusive Organizations
(For all Employees: Leaders, Staff, Faculty)

Session Description

Recognizing that our social structures and personal biases can get in the way of our commitment to respecting our colleagues, students, and other members of the UG community, this interactive workshop engages themes of power, prejudice, and privilege in a manner that honours all voices in the room while also challenging the biases and structures that privilege some over others and damage the possibility of healthy, diverse relationships and learning communities.

The two 2-hr. sessions will include: definitions & foundational principles (re: prejudice, racism and other “-isms”); the human need for belonging; the realities of the us-them dynamic; the trajectory toward dehumanization; the difficulty of getting into another’s shoes, etc.); reflection and dialogue regarding the realities / experiences of prejudice, racism, and other “-isms”; microskills for responding to incidents of prejudice and racism as they arise; tools & concepts for transforming Power, Prejudice and Privilege.

Facilitators: Betty Pries and Kayla Charles, Credence & Co
Date & Time: 2-part program running October 21st and 29th, 2020, 9:30-11:00am
Register Online

LIVE WEBINAR: Sexual Violence Prevention
(For all Employees: Leaders, Staff, Faculty)

Session Description

This training provides staff and faculty with skill development on responding to disclosures of sexual violence, supporting survivors, and understanding Sexual Violence Policy obligations.

Facilitator: Meaghan Morris, Counselling Services
Date & Time: November 23, 2020, 9:30-10:30am
Register Online
LIVE WEBINAR: Acknowledging Indigenous Lands
(For all Employees: Leaders, Staff, Faculty)

Session Description

Have you ever wondered about the statements said at the beginning of events?
Do concerns about making a mistake hold you back from trying?

Despite becoming more common as an act of reconciliation, the context behind and process for acknowledging Indigenous lands is not always understood or discussed. Participants in this session will gain a greater understanding of:

- The intention and meaning behind why land acknowledgements take place, and
- How to develop their personal practice for acknowledging the land.

Facilitator: Cara Wehkamp, Special Advisor to the President on Indigenous Initiatives, UofG

Date & Time: December 1st, 2020, 2-3:30pm
Register Online