

LEADERSHIP DURING PANDEMIC: LESSONS LEARNED – SO FAR!

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WHAT YOU ARE WE DOING TODAY!!
MOST IMPORTANT INFORMATION WITHIN
THE FIRST 20 MINUTES!
ATTENTION SPANS ARE GETTING SHORTER
AND SHORTER!
**BUT THE MIDDLE 20 WILL BE
OUTSTANDING!**
MIGHT WANT TO LISTEN HERE!
THE ENDING IS TRULY SPECTACULAR!
BEST IS AT THE END!!!

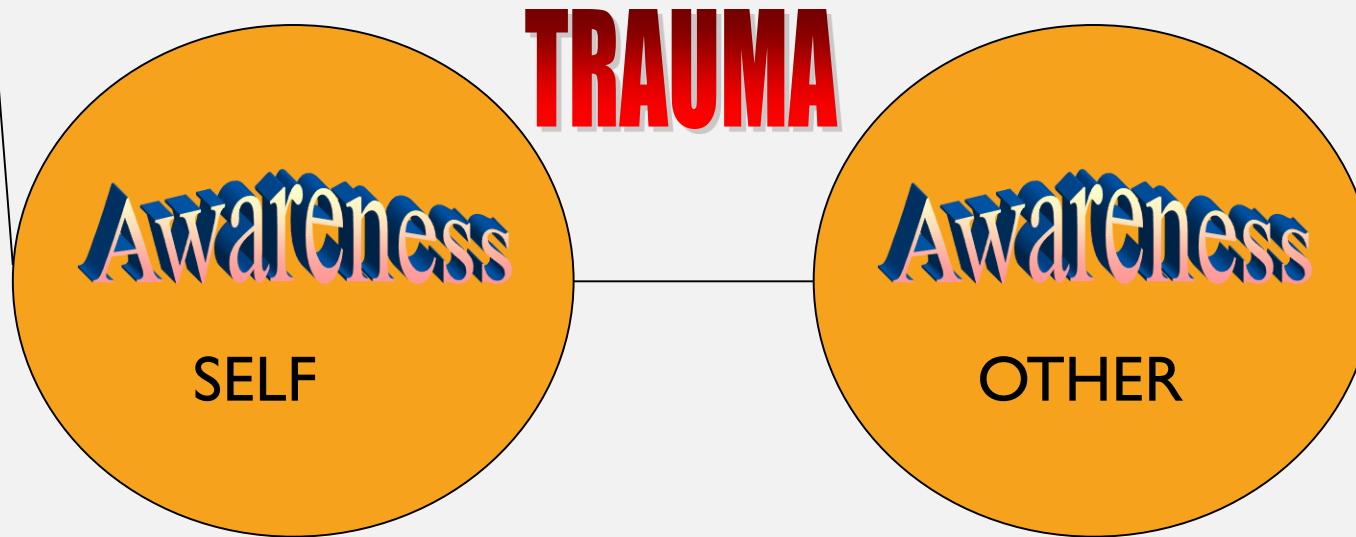
- **Overview of Leadership during Crises.**

- **Principles of Disaster Support.**
- **GRIT-Lead Program.**

DISASTER PROCESS

- Honeymoon period. Everyone helping everyone.
- Fritz (1961) defined disaster as a “basic disruption of the social context within which individuals and groups function”.
- The honeymoon period is followed by a deterioration path. The deterioration path is defined by a gradual disillusionment and awareness of reality (loss, grief, environmental destruction, and sometimes posttraumatic stress symptoms).

LEADING THROUGH TRAUMA LENSES



ADAPTIVE LEADERSHIP

Elements of Emotional Intelligence

Awareness of others

Empathy

Relationship Skills

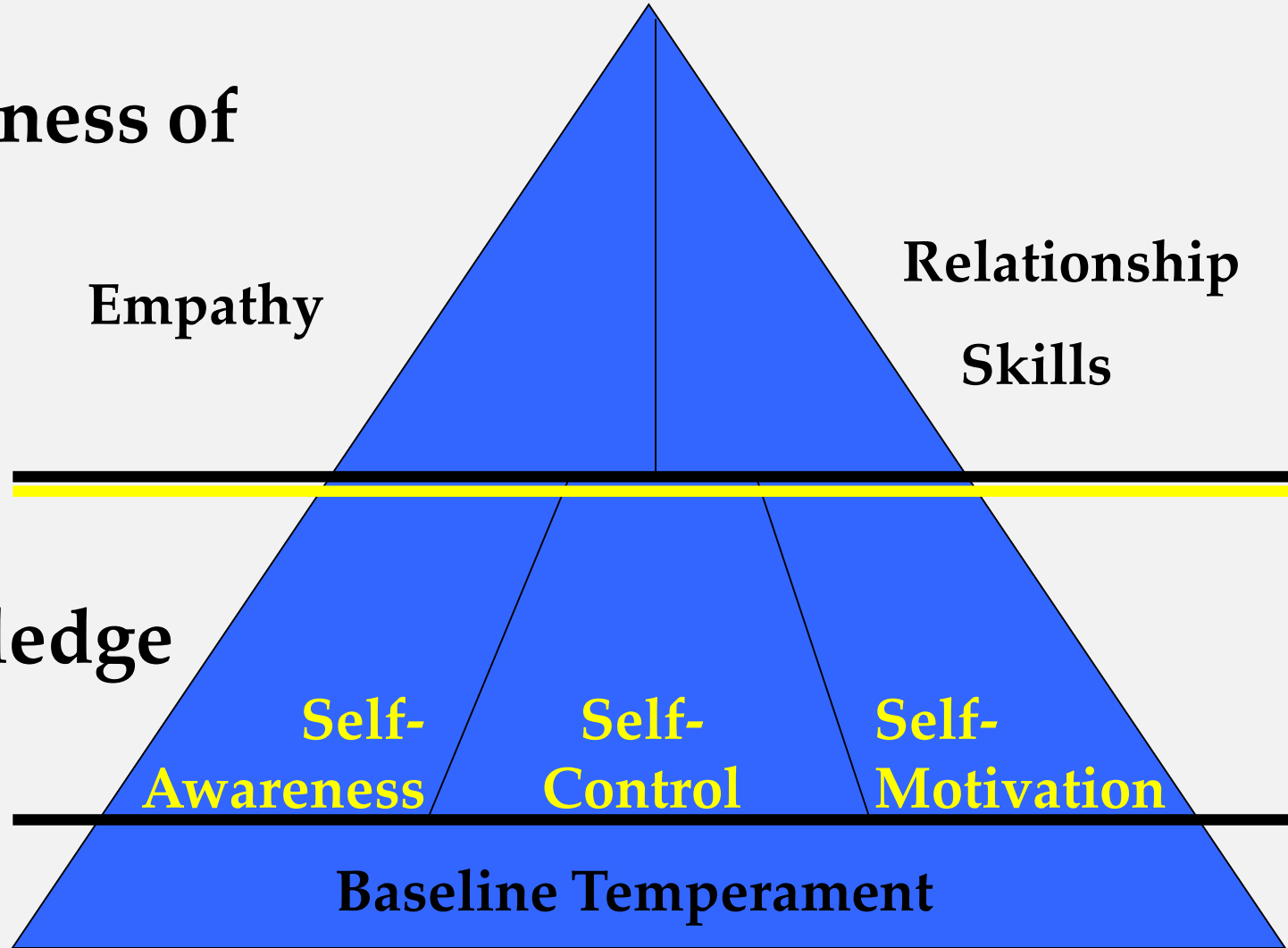
Self-Knowledge

Self-Awareness

Self-Control

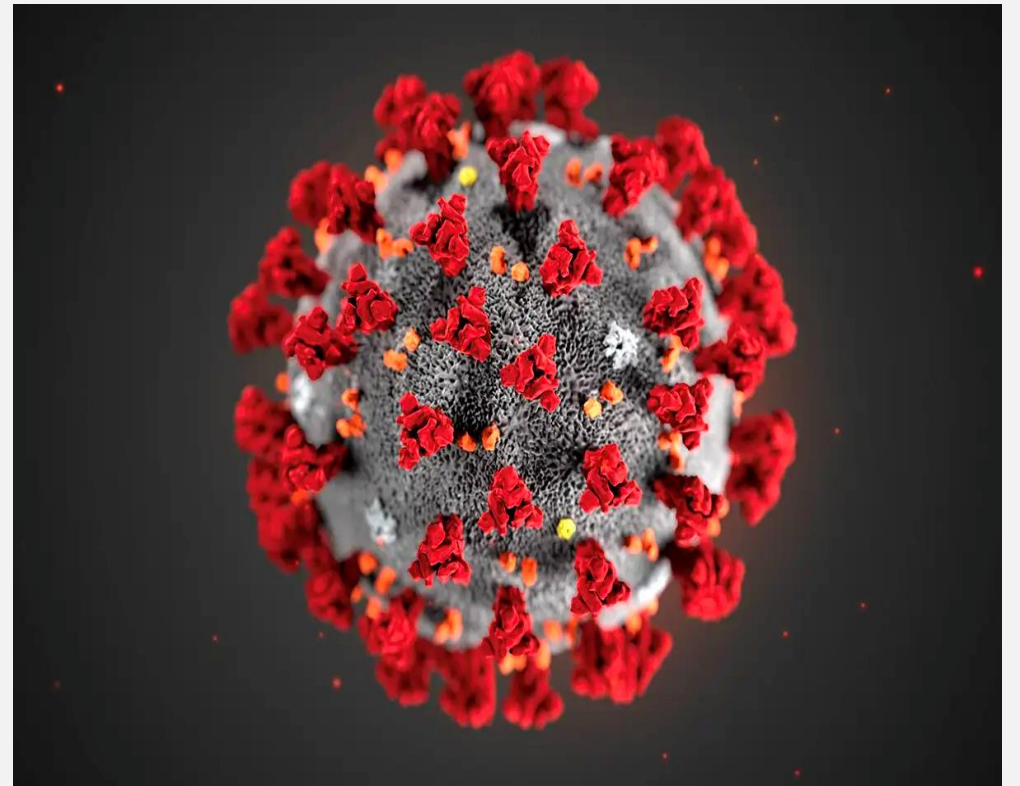
Self-Motivation

Baseline Temperament



TRAUMA & LEADERSHIP AT THE UNIVERSITY

- Leadership Responsibilities
- Prevention
- Crisis Mgt
- On-Going Recovery



AVOID what Ian Mitroff called, the error of the third kind, or solving the wrong problem (Mitroff, 1974)!

COVID-19 AND HIGHER EDUCATION NCSL-REPORT HIGHER EDUCATION RESPONSES TO CORONAVIRUS (COVID-19)

- The pandemic has hit higher education institutions with a force never seen before.
- Critical immediate response was required for continuing instruction in Spring of 2020. Moving all courses online.
- Massive loss of revenue from housing, food service, and reimbursement of tuition in some situations.
- Intensive demands for staff and faculty to adapt to working from home.
- Increased pressure on upper administration to manage loss of revenue, work with health departments to evaluate options for fall, deal with mental health and wellness issues for students, staff, and faculty.
- Communication challenges related to layoffs and furloughs.
- Dealing with covid-related illnesses and deaths.



LEADERSHIP & MANAGING PEOPLE

4 Behaviors That Help Leaders Manage a Crisis

by [Chris Nichols](#) , [Shoma Chatterjee Hayden](#) and [Chris Trendler](#)

April 02, 2020

<https://hbr.org/2020/04/4-behaviors-that-help-leaders-manage-a-crisis>

- **Behavior 1: Decide with speed over precision.**
 - Figure out priorities. Communicate the top 3 to 5 most important things to the organization.
 - You will need to make difficult trade-off decisions. You will have determine priorities to then make difficult trade-offs. Such as survival today and success tomorrow? Something that is urgent may not be the most important!
 - Figure out with your core leadership team who owns what!. Embolden those who are on the front lines to make decisions as appropriate. Clearly communicate what needs to be pushed up to the leadership crisis team and give timelines and communication channels (to whom).
 - Action is your best friend! Mistakes will be made, but clarity and direction is essential.

BEHAVIOR 2: ADAPT BOLDLY.

- During a crisis, people look to leadership to be strong, clear, and collective.
- When you don't know, figure out who does and reach out.
- Determine what NOT to do. Communicate this. Example: "We will not prioritize funding over student, staff, and faculty health."
- Solidify communication lines to front-line folks. Poor communication challenges that exist before the crisis will be worse during. Need to address this head on.

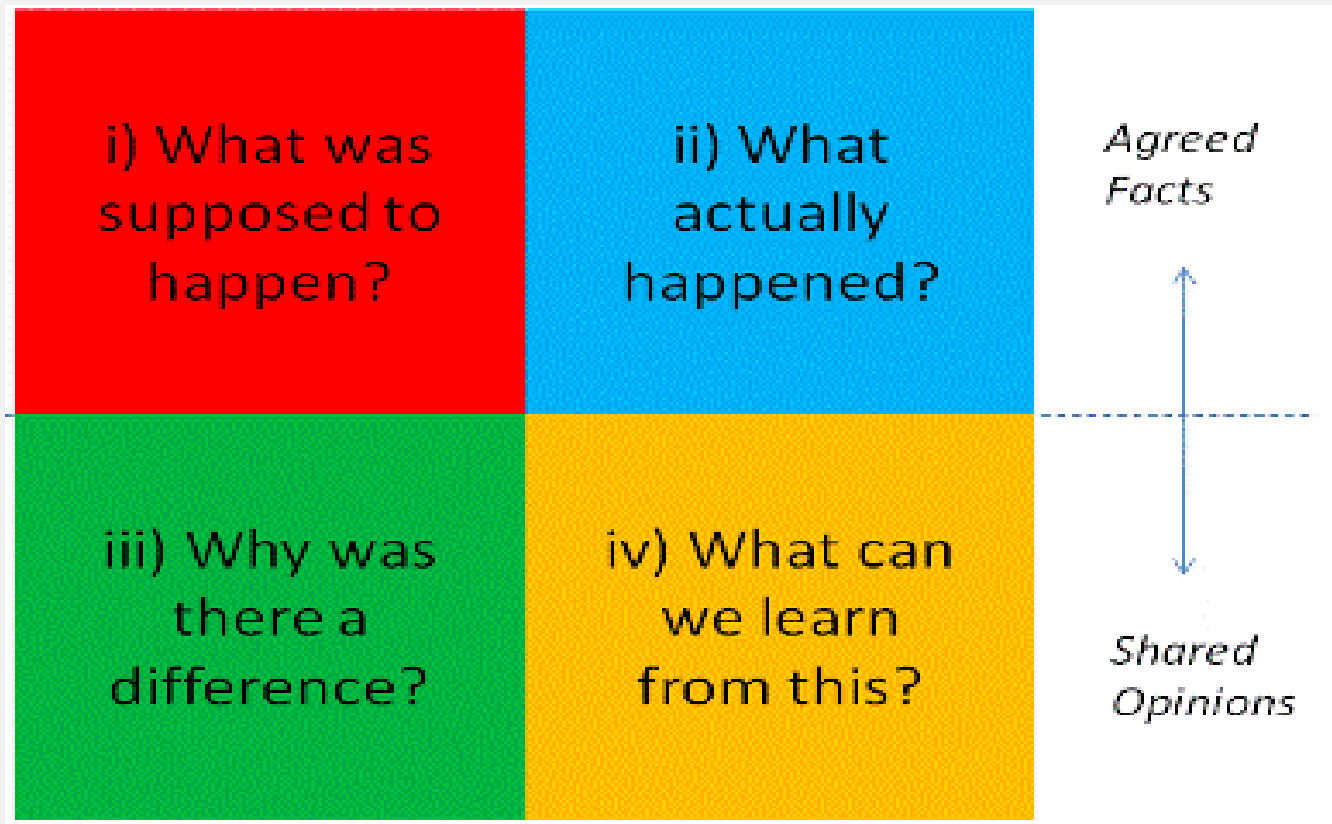
BEHAVIOR 3: RELIABLY DELIVER.

- Effective crisis leaders own the crisis! Establish metrics to know how you are doing. Create a culture of accountability.
- Keep your top 5 priorities daily and communicate these to direct reports daily or weekly.
- Determine Key Performance Indicators that allow you to know where you are?
- You need to keep your health and wellness as a top priority. Self-care is critical during crisis: sleep, diet, exercise, relaxation, etc.

BEHAVIOR 4: ENGAGE FOR IMPACT.

- Effective leaders devote specific time to empathize with the teams challenges and concerns and also motivate and engage with the tasks at hand. Need to keep the team moving forward.
- Block out time on your schedule to personally connect with your team members individually. Focus on personally how the person is doing and then move into more work focused goals.
- As a leader, you must realize you **CANNOT** do everything yourself during a crisis. Ask for help when you need it. Better yet, anticipate needing help and ask for it.

AFTER ACTION ANALYSIS



**PAUSE FOR GROUP ACTIVITY
15 MINUTES**

What types of challenges are you seeing in your organizational unit related to the pandemic?

What leadership response do you think is needed to help with these types of challenges you are seeing?

RESILIENT ORGANIZATIONS

...

- Are effective at identifying what they can control and developing strategies to recognize and acknowledge success as they cope
- Thrive on turning stressors into challenges, rather than viewing difficulties as threats
- Have confidence in their abilities to manage what's coming at them
- Are good at self-care and work to take care of emotional and physical health
- Persevere when they hit roadblocks and, when they do fail, they turn that into a learning opportunity in order to succeed again
- Help other people to cope, believing in the concept that collectively we will succeed, alone we will not

PURPOSE
OF GRIT-
LEAD

- **Provide education, training, and support community and academic leaders as well as small business owners who have had to adapt quickly to a virtual workforce.**

Give strategies to leaders and small business owners around supporting employees, managing in a new environment, and how to assist their employees in the back-to-work transition



GRIT RESILIENCE COACH PROGRAM

The current pandemic can be viewed as a disaster for the community, the country, and the world

In times of disaster, strengthening coping, spreading support, and providing resources can have a positive impact on healing and resilience for everyone

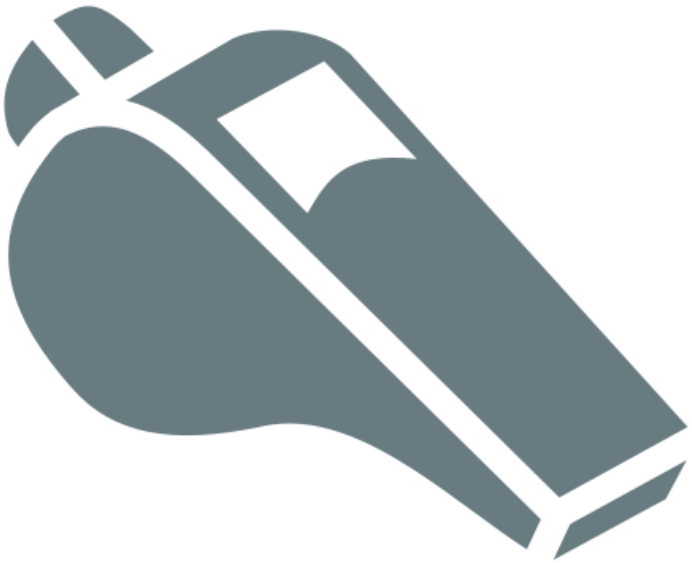
As a GRIT Leader, you can help strengthen resilience and spread this support within your organization and community



WHAT IS A GRIT-COACH LEADER?

A GRIT Coach Leader's role is to support and motivate employees who may be struggling with the COVID-19 pandemic (or other disaster), as well as support and manage an organization in the challenges placed by COVID-19.

- In this mindset, GRIT-Leaders provide education and support at an individual, group, and community level and are not medical or mental health professionals



GRIT COACH LEADERS PROVIDE SHORT-TERM RESILIENCE SUPPORT THROUGH EFFECTIVE LISTENING, EDUCATION ON STRESS AND DISASTER RESPONSE/RECOVERY, AND REFERRALS. ULTIMATELY, THEY PROVIDE HOPE DURING A CHALLENGING TIME.

THEY NEVER REPLACE PROFESSIONAL HELP!

WHO TO HELP

- GRIT Coach Leaders focus on helping employees in their organization, particularly those who may be struggling more with the challenges of COVID-19.
- There is no clear list of individuals in need.

WHO TO HELP

- Someone seems especially withdrawn from others and seems to be isolating
- An individual is showing signs of stress such as a person is not sleeping or seems really exhausted
- Someone is working in a high stress/impact job
- An individual is already coping with an existing mental health problem
- Someone who was already under significant stress or going through a difficult life transition
- Someone who is a single parent who is trying to manage having children at home and figure out financial situation with the stay-at-home requirement



THE GRIT COACHING CONCEPT



Goals of the GRIT Coach helping conversation include:

- Encouraging the person to talk about how they are coping with the stresses
- Drawing attention to and identifying what is working for them, their “strengths”
- Reviewing key activities that can make coping even more effective
- Sharing helpful community resources
- Sharing technology-based resources
- Encouraging active coping

5 STEPS OF GRIT-LEAD

1. Make Connection
2. Ask Questions
3. Identify Coping Strengths and Resilience
4. Add to Strengths
5. Review, Summarize, Discuss Action Steps, Give Resources

LEADERSHIP CHALLENGES AMIDST COVID-19

- Allowing employees to work from home and the challenges associated with this
- Supporting essential staff who need to work at the workplace
- Navigating leadership techniques in a virtual setting
- Supporting employees who may be facing economic struggles, such as loss of finances
- Encouraging strengths and wellness in employees as well as yourself as a leader

**SOCIAL SUPPORT IS ONE OF
THE MOST POWERFUL
RESOURCES FOR
PROTECTING AGAINST THE
NEGATIVE EFFECTS OF
STRESS AND OFFERS
PROTECTION AGAINST
TRAUMATIC STRESS,
SECONDARY TRAUMATIC
STRESS, AND JOB BURNOUT.**



CORE PRINCIPLES OF DISASTER
SUPPORT
(HOBFOLL ET AL., 2007)



1. Personal sense of safety
2. Physical and mental calming
3. Connectedness with other people
4. Hope for the future
5. Sense of self- and collective efficacy, confidence in ability to cope effectively with the disaster

PROMOTE A SENSE OF SAFETY



Disasters, including COVID-19, threaten the lives and livelihood of individuals and communities.

As the numbers continue to rise throughout the world, so too is the sense of personal threat and vulnerability

- Personal and Family Health Safety
- Financial Safety
- Employment
- The Unknown



SAFETY

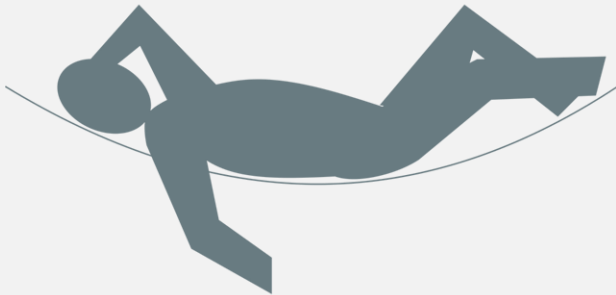
Individuals will feel safer if they:

- Know how to practice personal safety behaviors
- Get social support from others
- Find and use helpful resources
- Feel themselves to be coping effectively
- Experience positive emotions

Covid-19 Safety Module: Northeastern University

<https://www.northeastern.edu/covid-19-how-to-be-safe-and-resilient/>)

PROMOTE CALMING



It is helpful for those experiencing tension to calm themselves physically and mentally

- Calming techniques can be used to ease the effects of stress and anxiety
- GRIT Leaders can discuss ways that individuals can calm themselves, especially by sharing apps or other resources that can help with calming

Being able to calm yourself is an important component of resilience!

CALMING VIA NORMALIZATION OF EXPERIENCE



With support, access to resources, and the passage of time, most people will return to a sense of normalcy once the event has passed. Indeed, this is the major focus of the GRIT Program: to provide resilience support to those in need

- Remind others that they are going through a stressful time and that it is common and expected to feel distress

PROMOTE CONNECTEDNESS



Social support has been shown to be related to better emotional wellbeing and recovery following trauma and disaster

- Communication of feelings
- Information-sharing
- Problem-solving
- Attaining resources after a disaster

PROMOTE HOPE



Hope is believing the future will be better and things will work out

After trauma, a sense of hopelessness may set in for many people

- Humans are resilient, and time and time again come together as a community to rebuild, re-engage, and push forward from disasters

PROMOTE SENSE OF SELF- AND COLLECTIVE EFFICACY



Self-efficacy centers around an individual's belief in personal ability to handle the stress and threats that the disaster (pandemic) is causing.

Efficacy improves through:

1. Effectively handling difficult challenges
2. Seeing others, like a friend or family member, effectively handling stressors
3. Receiving support from a friend or love one who encourages “you can do this!”
4. Effectively managing one's physical or emotional distress

**PAUSE FOR GROUP ACTIVITY
15 MINUTES**

As a leader during the covid-19 pandemic how would you promote the 5 principles of effective disaster support?

What challenges would you see in promoting each of the 5?

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THE GRIT- LEAD COURSE

This course provides information on:

- Leadership challenges amidst COVID-19
- General stress, disaster and trauma-related stress, and COVID-19 stress reactions
- Resilience, disaster recovery, and coping skills and support
- How to support employees who are working from home and transitioning back to the workplace

SUMMARY

- **Crisis Leadership requires a novel set of skills. 4 Important Behaviors Include:**
 - **Decide with speed over precision.**
 - **Adapt Boldly.**
 - **Reliably Deliver.**
 - **Engage for Impact**
- **GRIT4Leaders is built off of the 5 core principles of Disaster Support.**
 - **Safety**
 - **Calm**
 - **Connectedness**
 - **Self-Efficacy**
 - **Hope**

GRIT-LEAD Resilience Support Coach Training Outline

Module 1:

- Introduction to GRIT-Lead
 - Coaching concept
- Leadership challenges amidst COVID-19
- Core Principles of Psychological First Aid
- Introduction to GRIT Steps

Module 2:

- Stressors and Stress Reactions
- Self-Efficacy
 - Trauma Related Self-Efficacy
 - Collective Self-Efficacy
- Resilience
- **GRIT Step 1:** Making Connection

Module 3:

- Virtual leadership
- Supporting essential workers
- Questions, reflections, active listening
- **GRIT Step 2:** Asking Questions
- **GRIT Step 3:** Identifying Coping Strengths and Resilience

Module 4:

- Small business challenges
- How to support transitioning back to work
- **GRIT Step 4:** Adding to Strengths

Module 5:

- GRIT Resources
- Resources for Leadership and Small Businesses
- **GRIT Step 5:** Reviewing, Summarizing, Giving Resources
- Self-Care



You may not control all the events that happen to you, but you can decide not to be reduced by them. Try to be a rainbow in someone's cloud. Do not complain. Make every effort to change things you do not like. If you cannot make a change, change the way you have been thinking. You might find a new solution." —[Letter to My Daughter](#), October 2009

RESOURCES

Website – <https://grit.uccs.edu>