



ARIZONA

COMMERCE AUTHORITY

Leading Resilient Virtual Teams: *Unlock Opportunity for Innovation*

"The task of leadership is ageless in its essence,...the task of leadership is to create an alignment of strengths in ways that make a system's weaknesses irrelevant."

Peter Drucker - 1960's



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In the chat...

*Write one thing you are grateful
for today.*



A word of acknowledgment



We will explore three questions today.

1. What is resiliency (beyond a simple definition)?
2. How can we develop resilience in ourselves and our teams during this pandemic?
3. What is my role as a leader to develop resiliency in my team?

GOAL – shift your thinking about your role as a leader and provide tools that help you develop resiliency in yourself and your teams.



In chat, please respond to the following:

Has the role of a leader changed? If so, in what way?

“tweet” sized responses



What helps foster resilience in our teams?

Social Innovation (how we interact with each other)
The processes to support connection in our people



Learned Optimism (how we develop our mindsets)
The ability to gather insights and learn from our challenges

Enaction of our values (connection of work with our individual values)
The ability to live out our purpose at work.

Our job as a leader is to build a “container” for these to be enabled and learned.
Requires time and space for this to be explored.





What's the Deal with Strengths?

Neuroplasticity, Resilience and Stress

Neuroplasticity is the ability of the brain to form new connections and pathways and change how its circuits are wired.

“It refers to the physiological changes in the brain that happen as the result of our interactions with our environment. From the time the brain begins to develop in utero until the day we die, the connections among the cells in our brains reorganize in response to our changing needs. This dynamic process allows us to learn from and adapt to different experiences”

– Celeste Campbell (n.d.).

PREMIER LEAGUE CHELSEA 4-0 EVERTON MANCHESTER UNITED 2-0 MANCHESTER CITY

DON'T BE SO SHELF-ISH

CORONAVIRUS PANIC BUYERS RIDICULED AS THEY FIGHT FOR TOILET ROLLS

by DOMINIC VESTMAN

While journalists around the globe... (text continues)

CORONAVIRUS FEARS

NOW IT'S RATIONING

» Tesco restricts sale of beans, pasta » Government crisis meeting today... and sanitiser... as third victim dies in UK | while in Italy 16million put on lockdown

INDEPENDENT

What the Budget is likely to give us Now women face more unpaid work The rapper taking Israel by storm United States City in Manchester derby

DEATHS IN ITALY SOAR AS 16 MILLION PUT ON LOCKDOWN

- Virus fatalities jump by 133 as northern region quarantined
- Third victim in UK amid biggest single-day infection increase
- NHS to release pandemic stockpile of protective equipment

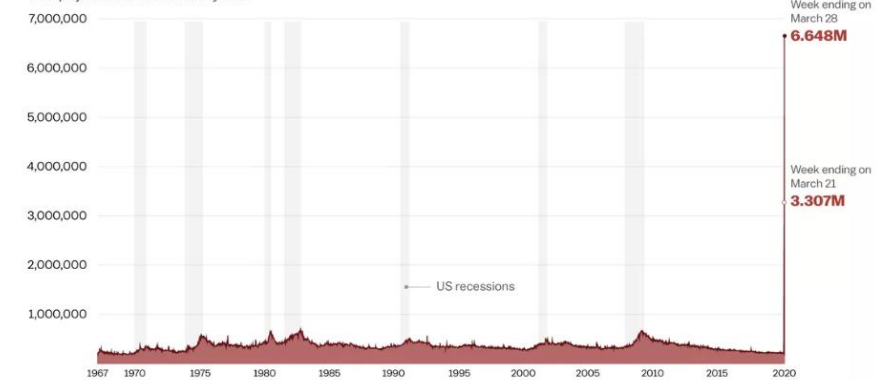
SHAUN LINTERM AND VINCENT WOOD

fatalities announced yesterday as British officials warned against all but essential travel to the north of the country. A man in his sixties became the third UK victim and 273 people were confirmed with coronavirus infections, the Department of Health and Social Care said. In the largest single-day increase so far, the government said it will release its pandemic stockpile of protective equipment to ensure supplies to NHS hospitals and GP surgeries.

1) Jobless claims have reached literally unprecedented heights

An unprecedented rise in unemployment

Unemployment insurance claims by week



Source: US Department of Labor

Christina Animashaun/Vox

Vox



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Is the process of being able to BOUNCE BACK
and ADAPT (**LEARN**) in times of stress

*** Chat question - What do you do to stay resilient?

Resiliency:

- **Is common** – all of us have some processes we use to stay resilient
- **It can be learned** – you can develop (change) your mindset, behaviors and actions to become more resilient
- **It does not mean** that you haven't uncovered stress, emotional pain or sadness.
- **It is relative to the situation** – you can be resilient in your personal life but not in the workplace.
- **It's complex** – resiliency manifests in different ways on a continuum

What helps foster resilience in our lives?

- Take a walk and get moving.
- Remember a time when you felt resilient in the past.
- Talk with someone you love and trust. Have a **meaningful and honest conversation**.
- Go within and connect with your higher power through meditation or prayer.
- Write it down. Writing down your thoughts and feelings can help you feel better about where you are on this journey.
- Reconnect with others and help build their resiliency.
- Be kind to yourself. Have some compassion and ease up on your expectations.
- Take some deep breaths. Breathing deeply is very healing and cleansing.
- Practice mindfulness in your day-to-day life.

Why journal?

1. Clarify your thoughts and feelings.
2. Know yourself better.
3. Reduce stress.
4. Solve problems more effectively.
5. Resolve disagreements with others.



In Chat – take a moment and reflect to type the following response:

What has the pandemic made possible for you?

“tweet” sized responses

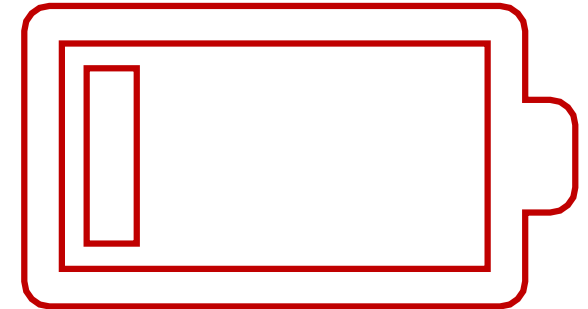


Human beings are NOT problems to be solved.

- Fragmentation / Culture of blame
- Cynicism
- Fatigue
- Reliance on experts to “fix” the problem
- Slow: puts attention on yesterday’s causes

*** What if I just asked –
“What can’t we perform
right now?”

Deenergizes





- David Cooperrider

“Every human system has something that works right, things that give it life when it is vital, effective, and successful.”

“Eradicating something, like getting rid of low morale or disengagement, is not the same as enabling something such as flourishing.”

“If we want to learn about the what, when, why, and how of the conditions that lead to human, group, and enterprise flourishing, that’s precisely the topic we should bring to our research frame, rigor and disciplined analysis.”



To **appreciate** or *acknowledge* what is and what has value and to seek what is life giving.

To **inquire** and to ask powerful, generative questions that allow people to dig into something and inquire about what might be possible.

What Is Appreciative Inquiry?

- AI is an innovative approach to problem solving – “It’s about learning to focus on what is already working instead of what is not working.”
- Posits that organizations are not problems to be solved – if we want motivation, engagement and productive relationships – *then we need to find where these traits are occurring via inquiry and use this data to drive operational changes.*
- Organizations and teams (i.e. human systems) develop or change more effectively **when they inquire about what is possible based on their strengths vs. identification of problems and their causes.**
- AI started as a philosophy and has developed into an organizational change methodology.

Use AI to Build a Resilience Plan – The Four S's

Social Support – who will help us?

e.g. – Schedule time each week to discuss our stressors with collective team.

Strategy– what actions will we take individually and *as a team*?

e.g. – block time between calls/tasks from mindfulness or exercise

Sagacity – what insights can we draw from reflection?

e.g. – Identifying the collective wisdom we gain from challenging times.

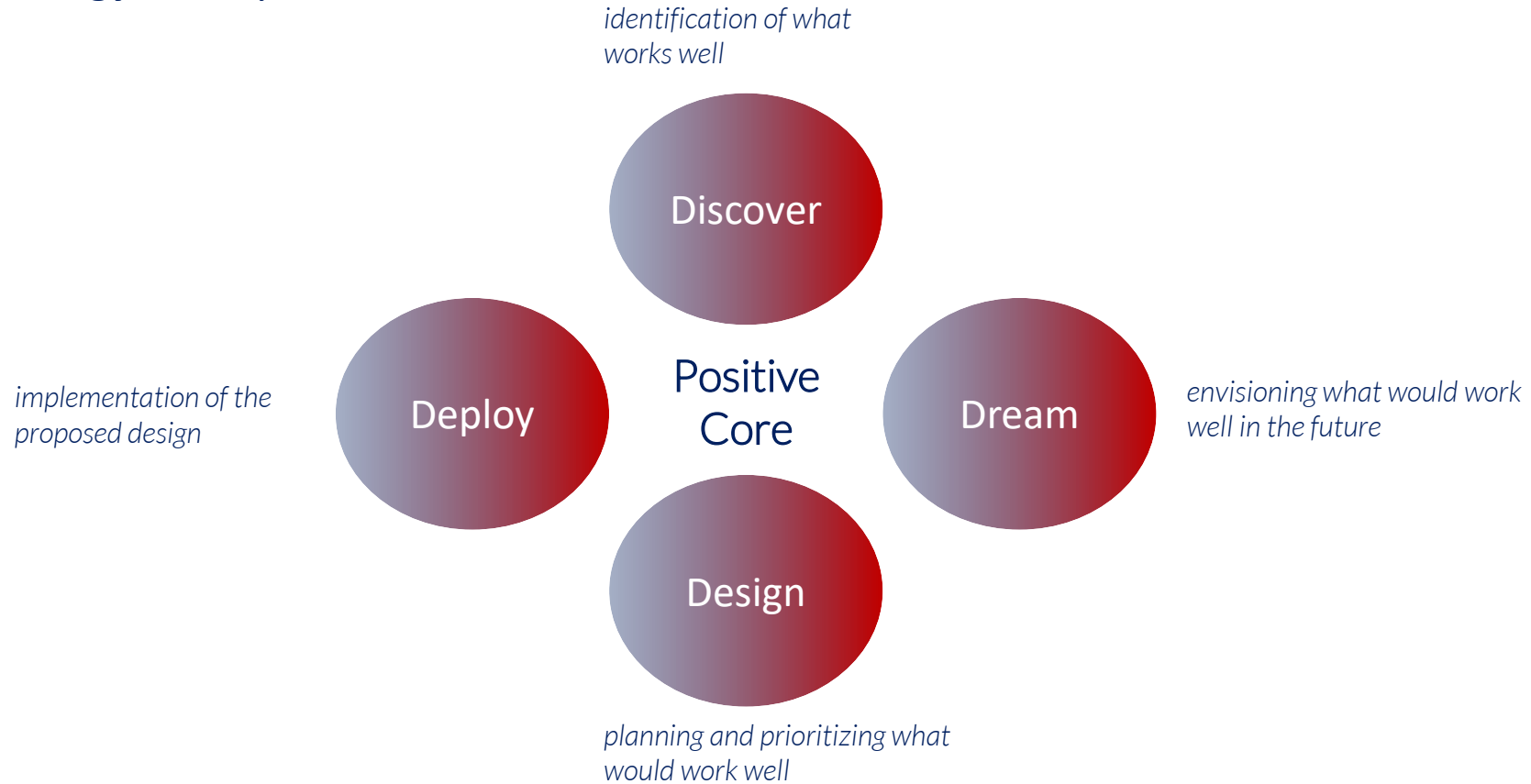
Solution Seeking – what will help us live out our learning?

e.g. – building in time for people into our weekly meetings for authentic reflection.



You may see this in your AI journey.

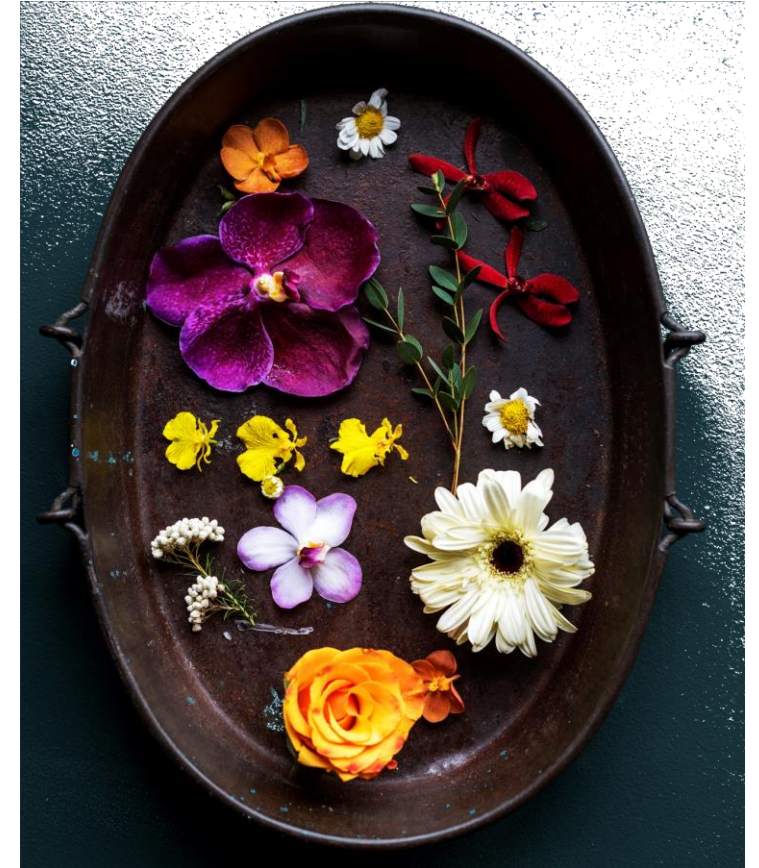
Methodology – 4D Cycle



Summary: How do we get our virtual teams to move **towards** the change needed?

1. Building resilient teams requires co-creation from everyone. We need time and space to explore our stress at work and learn how to become more resilient.
2. Understand your role is not to control how resilience is being practiced but to support how resilience can be **learned** and build a process to support your team's development.
3. Our job as leaders is to set the stage for powerful, generative conversations. Listen to these conversations to find useful data that informs how you can build **processes** that support resilience in your **people**.

In the chat, type one commitment to action you will take for yourself or for your team (or both!).



Tell a friend & Continue the conversation

<https://www.linkedin.com/company/eller-executive-education/>

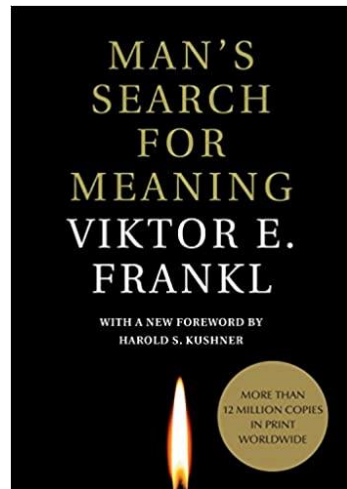
The screenshot shows the LinkedIn profile for Eller Executive Education. At the top left is the logo, a stylized 'A' with a red top and blue bottom. To its right is the company name 'Eller Executive Education' in large blue font. Below the logo is a smaller version of the logo and the text 'Eller Executive Education' and 'Education Management · Phoenix, Arizona · 524 followers'. A 'Visit website' button is below that. To the right of the company name, it says 'Following' with a checkmark and three dots. Below that, it says 'Diza & 4 other connections work here' and 'See all 8 employees on LinkedIn' with an arrow. The main content area has tabs for 'All', 'Images', 'Documents', and 'Videos', with 'All' selected. Below the tabs is a post from 'Eller Executive Education' with 524 followers, dated '1w'. The post text reads: 'As we celebrate Earth Day, we encourage everyone to pause and reflect on what gives them hope for a brighter future.' Below the text is a large image of the Earth from space with a bright sunburst. To the right of the post is a sidebar with 'Affiliated pages' showing 'University of Arizona' (Higher Education, 270,259 followers, Following) and an advertisement for 'Nicholas, hiring?' with a 'Start job post' button. Below that is 'Similar pages' showing 'Financial Times' (Newspapers, Following).



Thank you!

“An abnormal reaction to an abnormal situation is normal behavior.”

— Victor Frankl, Man's Search for Meaning



Acknowledgments and Resources to Take With You

3 Resilience Exercises

<https://positivepsychology.com/wp-content/uploads/3-Resilience-Exercises-Pack.pdf>

The full AI Exercise for your team

<https://davidcooperriderai.co/appreciative-inquiry-in-a-broken-world/>

Upenn Positive Psychology Center

<https://www.authentic happiness.sas.upenn.edu/>

Atomic Habits

<https://www.amazon.com/Atomic-Habits-Proven-Build-Break/dp/0735211299>

Developing Resilience through Positive Psychology

<https://positivepsychology.com/resilience-skills/>

Joan McArthur-Blair & Jeanie Cockell book that outlines their Appreciative Resilience Model

<https://www.amazon.com/Building-Resilience-Appreciative-Inquiry-Leadership/dp/1523082550>

A Blueprint for Change: Appreciative Inquiry
How do we free the energy within organizations to find what works in order to enable positive change?

<https://gbr.pepperdine.edu/2010/08/a-blueprint-for-change-appreciative-inquiry/>

Appreciative Inquiry Tools, Exercises and Activities

<https://positivepsychology.com/appreciative-inquiry-tools/>
<https://positivepsychology.com/appreciative-inquiry-questions/>



