



THE LEADING EDGE

SUMMER 2009

for UW leaders

Becoming Resilient in Times of Adversity

By Elizabeth Warrick, Ed.D., POD Executive Director

Our university, our state, and our nation have been through a shock, and even though there is now talk of recovery, most believe the process won't be fast or easy. In all likelihood, we won't be bouncing back to how things used to be but instead inching towards a new reality. One key to a successful recovery will be our ability to become resilient as people and as organizations.

But what exactly is resiliency? And how can we develop it in ourselves and our teams? My own questions about resiliency led me to a number of journal articles and other resources. What I discovered is that some researchers believe resiliency is a natural and innate capacity we all have. Moreover, some concur that resilience is not just a mind-set but evolution, adaptation, or growth in response to changing conditions.

Research shows that the attributes and skills of resilient individuals include optimism, ability to control emotions, understanding the impact of beliefs on behavior, ability to manage unhelpful thinking patterns, and ability to effectively manage stress levels.

DEVELOPING RESILIENCE IN YOURSELF

Developing resilience is possible, whether in yourself, your staff members, or your organization. Starting with yourself makes sense, and the following suggestions may help put you on the path to resilience.

Seek perspective, accept change, and move forward. As suggested by Mary Lynn Pulley and Michael Wakefield in *Building Resiliency: How to Thrive in Times of Change*, one key is to "get an accurate picture of yourself and an accurate picture of your environment." Denial or resistance can work in the short term, but in the long term individuals who can't or won't accept change are either left behind or paralyzed. Self-reflection, journaling, observation, and talking with others can help you with acceptance and moving forward.

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Becoming Resilient in Times of Adversity continued

Instead of asking questions about how this happened, trying to change the past, or obsessing about the future, focus on the here and now. As Glenn E. Mangurian wrote in regard to a traumatic experience in his life, “I came to realize it’s fruitless to wish you could change the past, and it’s overwhelming to obsess about the future.” Focusing on the future will come when you are comfortable with the present.

“...a leader’s capacity for and demonstration of resilience can influence the resilience, and therefore the performance, of individuals on their team.”

Attend to your self-identity; find your sense of purpose. Personally, I’ve had to grapple with a shift in my identity from a leader who develops new programs to one that reassesses, streamlines, and—in some cases—discontinues programs. Pulley and Wakefield advise that “a clear sense of purpose helps you to see setbacks from a broader perspective” and suggest the following.

- Determine your most important value. How do you demonstrate that value in what you do at and away from work?
- Consider how you can express who you are in different ways. How can you continue to demonstrate parts of yourself (for instance, the builder or developer) outside of work?
- Think about the roles or experiences you’d like to have in your professional life. How do those compare with your current work? What changes could you make to bring your work more in line with the things you want to do?

Evolve; focus on learning. This may or may not mean going back to school or attending training, but the point is trying new approaches, being open to new skills, and adapting your behavior. According to Pulley and Wakefield, “many managers resist learning new ways, even when it’s obvious that the old ways don’t work anymore.”

You can improve your ability to learn new skills, or you can apply existing skills in new ways as you evolve. Some points to consider:

- Be patient. Pulley and Wakefield explain that “learning almost always causes a drop in performance before improvement takes place.” Even though you may

not feel as if you have adequate time or capacity, you should weigh the long-term value of learning new things against the short-term disadvantages.

- Spend time each day thinking about learning. Jot down a new data point that was useful, an idea that worked, or an insight you gained. During your commute home, think about a past professional success and how you might apply what you learned then to your current situation.
- Think about skills and personal attributes that you use in hobbies and activities outside of work—at home, in the community, even in the gym. How else could you put them to use?

Set the bar higher—for yourself and your team. In tough times, we may default to making things easier for ourselves, which in turn may mean lowering expectations for our teams (that way, we don’t have to do the hard work of addressing issues). While we don’t want to set unrealistic expectations that could lead to failure, high expectations can help us focus on what we can accomplish and keep us from dwelling on what we’ve lost. A good challenge can engage us and help us move forward.

DEVELOPING RESILIENCE IN OTHERS AND YOUR ORGANIZATION

Your own resilience may impact your organization’s ability to recover and evolve as a result of change. Indeed, there is evidence that a leader’s capacity for and demonstration of resilience can influence the resilience, and therefore the performance, of individuals on their team (Harland, et al.; Norman, et al.).

Leaders can also structure opportunities to help individuals come together and demonstrate their collective resilience, resulting in increased organizational resilience. The following approaches, adapted from Wilson and Ferch, are suggested.

- Create a “shared vision for a desired workplace culture.”
- Focus on strengths by telling stories of times when the organization and its members performed well and then asking questions about how this high level of performance was achieved (appreciative inquiry).
- Instead of avoiding conflict, develop ways to look at it as a learning experience, working through the conflict and learning both from the outcome and the process.
- Encourage an attitude of assuming positive intent. Assume that mistakes were made due to attempts to be helpful and contribute, rather than out of malice.
- Focus on making conscious choices. We sometimes find ourselves operating on autopilot, relying on past

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SLP Food for Thought

By Ujima Donalson, Training & Organization Development Consultant

SLP Food for Thought, a networking and discussion lunch for SLP graduates, reconvenes on July 30 with a topic to help address the current climate and considerable change that has taken place at the University: "Navigating and Negotiating Change."

The summer Food for Thought will be different from past offerings in that it will feature an outside facilitator, Carolyn Gellermann from POD's University Consulting Alliance. In addition, in response to participant feedback and tightening budgets, we have lowered the registration fee and made the event more casual with a picnic-style sandwich bar at Roosevelt Commons rather than a buffet lunch at the University Club.

As an SLP instructor, I have enjoyed attending Food for Thought, reconnecting with more recent SLP participants, and meeting graduates from earlier years. I am excited

that Carolyn will be facilitating the summer Food for Thought because she helped develop the original material for SLP nearly ten years ago. Carolyn, an adjunct faculty member with the UW School of Education, has also studied and worked with William Ury, author of *Getting to Yes*, so I know she will bring interesting perspectives and insights to working with and re-engaging your team during and after organizational change.

As with SLP, Food for Thought relies not only on the expertise of its facilitators but on the wisdom of the people in the room. Along with benefiting from Carolyn's guidance, participants will have the opportunity to problem-solve and exchange ideas with fellow SLP graduates.

Access registration and additional information in our new online course catalog: www.washington.edu/admin/hr/pod/courses/descriptions/SLPFFT.html

"One never notices what has been done; one can only see what remains to be done."

~ Marie Curie

COURSE SPOTLIGHT

Professional & Organizational Development is pleased to recommend the following two courses for UW leaders:

Moving Forward: Rebuilding Your Team

Janaki Severy offers practical tools for leaders to help teams perform at their highest potential, even when circumstances are in flux. During challenging times employees are repeatedly asked to do more with less. When this occurs, commitment suffers and trust is reduced. In this class, participants will learn how to reframe their working environment to focus on what is possible rather than what isn't. In addition, participants will practice methods for improving communication and assisting their teams through transition.

This workshop is offered Friday, August 14 from 9:00 a.m. to 4:00 p.m. Access course information and online registration: www.washington.edu/admin/hr/pod/courses/descriptions/Q1120.html

Decision Making in Times of Stress

In uncertain times, our brains function in ways that can impair our ability to make sound decisions. Yet these are the times when it becomes particularly important to make good decisions! By exploring how the brain functions, how decisions are made, and how behavior is affected by stress, instructor Ann Kruse will help participants develop strategies for making good choices under pressure.

This workshop is offered Thursday, August 6 from 8:30 a.m. to 12:30 p.m. Access course information and online registration: www.washington.edu/admin/hr/pod/courses/descriptions/Q1100.html

Other POD courses and events can be browsed in our new online course catalog: www.washington.edu/admin/hr/pod/courses/

ASK AN EXPERT: DEALING WITH “BUMPING” AND LAYOFF REHIRES

By Elizabeth Warrick, Ed.D., POD Executive Director

Q: What is “bumping” and how does it work?

Instead of being laid off, a classified employee whose position is being eliminated or reduced may have the option of being placed into another classified position in their layoff unit if the position is vacant or is occupied by an employee with less seniority (the “bump” option). Layoff units are either defined in labor contracts, or established by University policy for classified non-union staff. Learn more about the layoff process by going to the layoff website for employees www.washington.edu/admin/hr/roles/ee/layoff/ and following the link for contract-classified or classified non-union staff.

Whether or not an individual has a bump option depends on what jobs are open, the seniority of other employees in the layoff unit, and the provisions of the collective bargaining agreement or civil service rules. Your Human Resources Consultant will discuss which employees have layoff options and explain the possibility of bumping before you implement any layoffs. Employees are informed at the layoff notification meeting what bumping options, if any, are available to them.

If an individual is offered and chooses the bump option, he or she is placed in the position, and if the position is occupied, the less senior employee is laid off instead.

Q: Is bumping common?

Our current economic situation is unprecedented, and a significant number of staff who have been notified of layoff have exercised their bump option.

Q: What are rehire lists and how do they work?

Classified staff who are laid off have the option of being placed on one or more rehire lists instead of bumping, if a bump option is available to them. Being placed on a rehire list provides laid-off classified employees with *hiring preference* for

future job vacancies. Referral to job vacancies from rehire list(s) is in accordance with the provisions of the collective bargaining agreement or civil service rules.

Q: How can my team and I deal with accommodating and incorporating “bumpers” or people from a rehire list?

I recently had an opportunity to discuss with a number of managers the challenges that can arise when an employee is bumped or a vacant classified staff position is filled via a rehire list. In effect, managers must welcome onto their team an individual that they and their team members didn't necessarily select.

The following guidelines may help you and your team make the best of what can, at times, be an uncomfortable or challenging situation.

1. You will normally have an opportunity to talk to the employee who is bumping or being placed from a rehire list before that individual finalizes his or her decision about whether to be placed in the job. Provide an honest, comprehensive overview of the job responsibilities. Remember that Human Resources has already determined that the employee is eligible to be placed in the position, so this is not a job interview. Rather, it is your opportunity to provide accurate information to an employee who is trying to make an informed decision about whether to be placed in the position.
 - a. Describe a “day in the life.”
 - b. Convey the rewarding parts of the job along with the challenges.
 - c. Explain the culture of the organization.
 - d. State the expectations for being a member of the team.
2. Have appropriate materials ready for the individual, including a current and accurate job description, an organizational chart, and other pertinent information about your department.

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“Never interrupt someone doing what you said couldn't be done.”

~ Amelia Earhart

Art Frohwerk

By Kim Delaney, Consultation Services Coordinator

Art Frohwerk is a co-founder and managing partner of the local consulting firm Clearpath, LLC. Clearpath's specialties include helping organizations build strategic frameworks, connect and streamline processes, and design meaningful customer experiences. Art and his colleagues also bring considerable experience to efforts that support strategic change, such as leadership coaching, team building, training, project management, and organizational assessment.

Art is an avid practitioner of Total Quality Leadership, a management philosophy developed by W. Edwards Deming (1900–1993); both have a background in engineering, as well as a pragmatic approach to organizational improvement. Art and his Clearpath colleagues utilize visual tools like process mapping to make situations and solutions clearer to the organizations they're working with.

Along with an engineering degree, Art has continued training in technology, psychology, management, team performance, and innovation methods. His more than 30 years of diverse experience includes a noteworthy decade of leading systems engineering for Walt Disney Imagineering. His clients at the University of Washington have included the College of Engineering and the Real Estate Office.

In March of this year, Art facilitated a well-received workshop, "Master Process," as part of POD's *Resilient Organization* series, and POD has asked him to conduct a quarterly course on that topic this autumn. Clearpath is a member of the University Consulting Alliance, and Art can be reached through the Alliance at www.washington.edu/admin/hr/pod/leaders/orgdev/alliance/ or alliance@u.washington.edu.

Free Layoff Offerings Continue

Earlier this year, Professional & Organizational Development (POD) began offering free workshops to help both managers and employees with the impacts of layoffs. This summer, POD is continuing these offerings with layoff workshops for UW managers and supervisors who are administering layoffs and a full set of career transition workshops for UW employees facing layoff or a reduction in hours. More workshops will be scheduled as needed.

Layoff Workshops for Managers

Delivering Difficult News: Layoffs	7/22, 8/21
Beginning Again: Rebuilding Your Team	7/15

Career Transition Workshops

Assessing Your Strengths	7/7, 7/21, 8/5, 8/18, 9/3
Career Transition Intensive	8/25, 9/18
Conducting a Job Search	7/9, 7/23, 8/6, 8/20, 9/9
Interviewing	7/16, 7/30, 8/13, 9/2, 9/15
Résumé & Cover Letter Writing	7/15, 7/29, 8/12, 8/26, 9/10

Dates are subject to change. Access registration and up-to-date information for these offerings online; see Special Events in POD's online course catalog: www.washington.edu/admin/hr/pod/courses/.

CAREER TRANSITION RESOURCE CENTER

UW employees who have received notice of layoff or attended at least one Career Transition Workshop can obtain assistance at the Career Transition Resource Center. UW Human Resources staff will assist UW employees with identifying transferable job skills and navigating web-based resources, and will review cover letters and résumés. The Center also has three computers with Internet access and a telephone. No registration is required to use the Center; staff and equipment are available on a first-come, first-served basis.

Mary Gates Hall 086

Monday, Wednesday, Friday:
9:00 a.m.–1:00 p.m.

Tuesday, Thursday:
11:00 a.m.–3:00 p.m.

ASK AN EXPERT: DEALING WITH “BUMPING” AND LAYOFF REHIRES continued

If you typically provide an informational packet to job candidates, provide it to an individual who has bumping rights or who has the right to placement via the rehire list.

3. Have the right people available to speak with the employee for the informational interview. Some suggestions include:
 - a. Direct supervisor
 - b. Departmental HR professional, if applicable, or HR Consultant
 - c. Unit head or director (if appropriate)
4. Be honest with your team about the situation. Set clear expectations for their behavior and job performance related to their new team member. There may be resentment if a well-regarded colleague is bumped or there is a perception that they have not had a reasonable opportunity to participate in the selection of a co-worker.
5. Welcome the new employee to your team just as you would an individual you selected to join your team. Successful and complete on-boarding of a new team member can help ensure success in a new job (see POD’s On-Boarding Toolkit www.washington.edu/admin/hr/pod/leaders/ee-careerdev/onboarding/index.html).
6. As a part of the on-boarding process, make sure you set realistic performance goals and timelines, and provide your new employee with any training needed. As a rule of thumb, if the

position requires a skill that can be learned within six months, then the individual can be considered a qualified candidate, but it’s the responsibility of the manager/supervisor to ensure the employee gets the necessary training.

7. Remember that communication is less about the words we use than the tone, expression, and attitude behind the words. Whether you agree with or like the bumping or rehire process, you’re responsible for the success of the individual joining your team. Make sure you have a good attitude about the situation and work closely with your team to make sure they are committed to—and are able to express their commitment to—their new teammate’s success.
8. Employees placed from the rehire list generally serve a trial period. Check with your Employment Specialist or HR Consultant to determine whether the employee placed in your unit serves a trial period and what the terms and conditions of that period are.

In closing, keep in mind that employees who bump or who are placed from a rehire list are exercising a right to which they are entitled. They are qualified, valued employees who, through no fault of their own, have had their positions eliminated. In some cases, these individuals are being separated from long-standing jobs and familiar co-workers. Regardless of hiring or placement circumstances, we are all UW employees and we share a commitment to the mission and vision of the institution. ■

Becoming Resilient in Times of Adversity continued

experiences to determine our present choices, but during times of change that may not be as effective. Invite and encourage discussion among your team regarding decisions and practices that are the best for the current situation.

- Pay attention to new behaviors; reward those that are in line with the necessary changes the organization must make.
- Share experiences, tell new stories, to reinforce new learning and achievements.

No one doubts that we’ll survive this moment in history. We can do more than survive, though, if we work to develop and exercise our individual and collective resilience.

SOURCES

Harland, Lynn, et al. “Leadership Behaviors and Subordinate Resilience.” *Journal of Leadership & Organizational Studies* 11.2 (2005).*

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Norman, Steve, Brett Luthans, and Kyle Luthans. “The Proposed Contagion Effect of Hopeful Leaders on the Resiliency of Employees and Organizations.” *Journal of Leadership & Organizational Studies* 12.2 (2005).*

Pulley, Mary Lynn and Michael Wakefield. *Building Resiliency: How to Thrive in Times of Change*. Greensboro: Center for Creative Leadership, 2002.

Wilson, Sandra M. and Shann R. Ferch. “Enhancing Resilience in the Workplace Through the Practice of Caring Relationships.” *Organization Development Journal* 23.4 (2005).*

* These articles are available through University Libraries’ electronic journals: www.lib.washington.edu/types/ejournals/. Access is UW restricted. ■

POD STATS: LAYOFF OFFERINGS

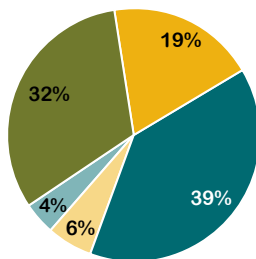
To meet the needs of UW employees and organizations in this time of layoffs, tightening budgets, and transition, POD, with assistance from others in HR, has developed and offered an array of free workshops and services.

WORKSHOPS & SERVICES BY THE NUMBERS (AS OF 5/15/09)

Free Layoff Workshops for Managers	# sessions		hours per		hours of free training	# attendees
Delivering Difficult News: Layoffs	11	x	3.5	=	38.5 hours	163
Managing Through Implementation	2	x	1.5	=	3.0 hours	37
Free Career Transition Workshops	# sessions		hours per		hours of free training	# attendees
Assessing Your Strengths	5	x	1.0	=	5.0 hours	81
Career Transition Intensive	1	x	7.0	=	7.0 hours	8
Conducting a Job Search	5	x	1.0	=	5.0 hours	74
Interviewing	5	x	1.0	=	5.0 hours	60
Résumé & Cover Letter Writing	6	x	1.0	=	6.0 hours	106
Free Career Transition Services	hours of free services					
Career Transition Resource Center	open and staffed for 156 hours					
One-on-One Assistance	26.25 hours of career counseling appointments and résumé reviews					

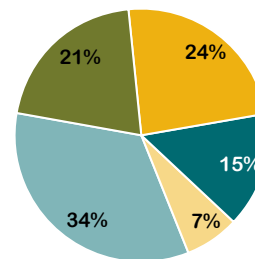
PRIMARY REASON FOR ATTENDING WORKSHOPS (AS OF 5/15/09; BASED ON EVALUATIONS COMPLETED BY PARTICIPANTS)

Free Layoff Workshops for Managers



- Want to be prepared in case have to conduct layoffs later this year
- Anticipate conducting layoffs sometime this year, although not sure when or how many employees
- Anticipate conducting layoffs for 1 to 4 employees within next six months
- Anticipate conducting layoffs for 5 to 9 employees within next six months
- Anticipate conducting layoffs for more than 10 employees within next six months

Free Career Transition Workshops



- Considering changing jobs in the next year
- Opportunity to brush up on these skills
- Concerned about possible layoff/reduced hours
- Informed that may be laid off/have hours reduced
- Informed that will be laid off/have hours reduced