The Great Calibration

Encouraging Workplace Resilience, Responding to Distressed Colleagues, and Practicing Self-Care

Jesh Humphrey, Vice Chancellor for Institutional Integrity and General Counsel
Cindy Edwards, Director of Employee Relations
Scott Deyo, University Ombuds
Dr. Ticola Ross, Clinical Assistant Professor and Field Director, School of Social Work

UNIVERSITY OF NORTH CAROLINA
CHARLOTTE

Overview of Today's Presentation

- Potential Legal Issues

- Current Workplace Trends

- Proposed Strategies for Building Workplace Resilience

- Practicing Self-Care

- Supporting Each Other in the Office

- Case Study

- Campus Resources Available to Supervisors and Employees

Potential Legal Issues

- Fair Labor Standards Act

- American with Disabilities Act

- Family Medical Leave Act

- Policies Setting Expectations for Safe and Respectful Working Environment

Charlotte Current Workplace Trends 2021-22

Rise in reports of interpersonal communication mishaps/breakdowns:

- Returning to the office from remote work has led to struggles of in person communication styles clashing with impersonal communication styles develop during remote work

- Email and Zoom have become the mode of communication which some perceive is making it difficult to establish a working relationship with new colleagues

Charlotte Current Workplace Trends 2021-22

Work-Life Balance:

- Remote meetings by Zoom/Google Meet have led to employees facing back-to-back meetings schedules with no breaks

- Employees are feeling an expectation that they are obligated to work extended hours (starting early-working late) when working remotely

- Employees struggling to maintain a work/life balance when working remotely

Charlotte Current Workplace Trends 2021-22

Large numbers of employees retiring or leaving for other employment:

- Retirements of long-term employees has resulted in loss of continuity and historical knowledge

- Large numbers of employees leaving employment leaving critical staff shortages at all levels

Charlotte Current Workplace Trends 2021-22

Staff Shortages:

- Frustrations expressed by supervisors and employees due to staff shortages

- Increased workload has left employees feeling overwhelmed and frustrated and struggling to maintain a work/life balance

- Continued difficulties in recruiting for vacant positions at all levels

Strategies for Building Workplace Resilience

Active Listening

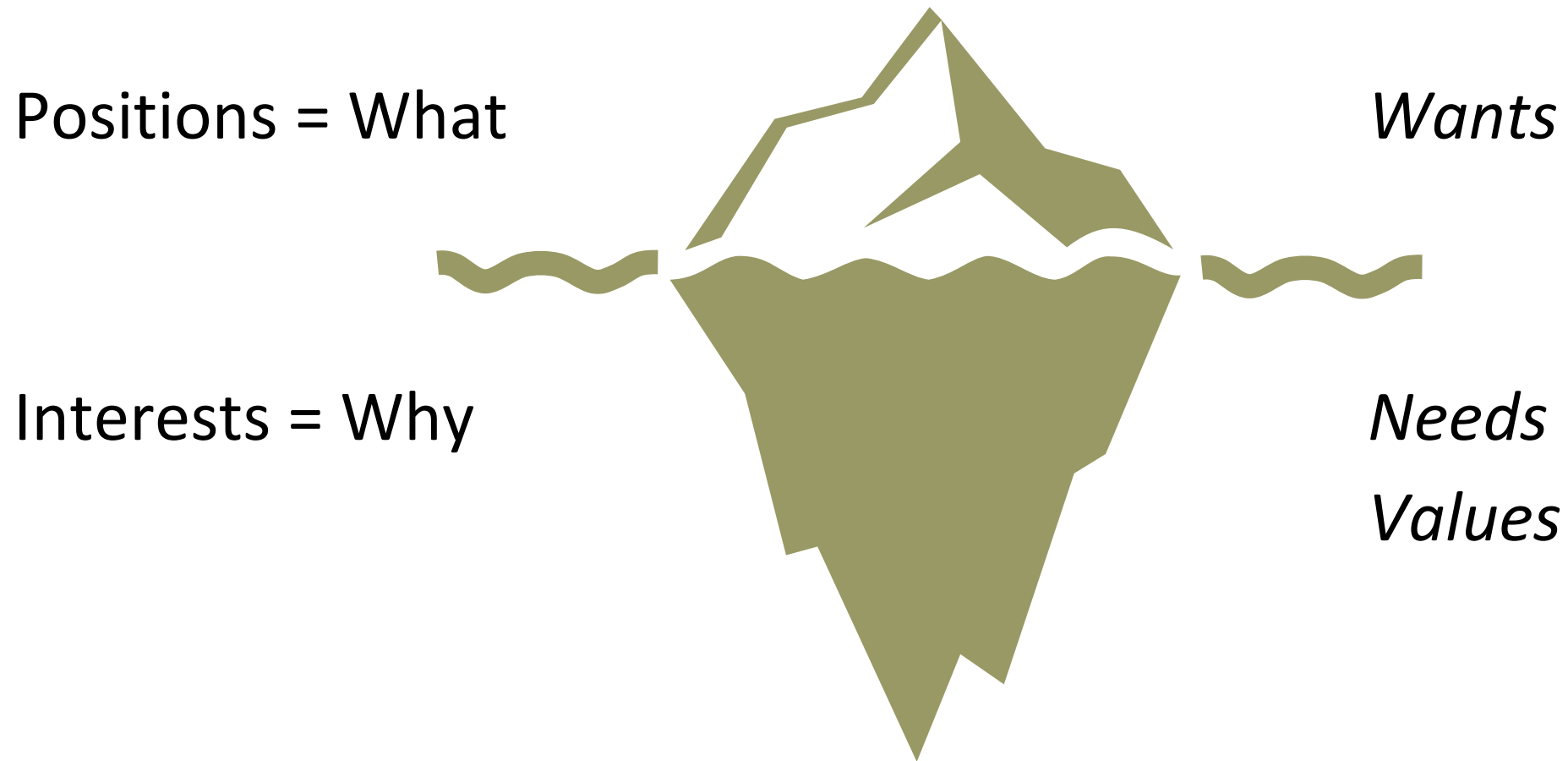1. PAY ATTENTION.   2. WITHHOLD JUDGEMENT.   3. REFLECT.   4. CLARIFY.   5. SUMMARIZE.   6. SHARE.

Center for Creative Leadership

Identifying Shared Interests

Positions = What

Wants

Interests = Why

Needs

Values

The secret to peace is us. I call this the third side.

It is us who act as a surrounding community around any conflict who can play a constructive role.

- *William Ury, Author of Getting to Yes*

I Like   I Wish   What If

- A structured way of organizing feedback

- Positive & Constructive

- Enables open discussion

Simply ask for feedback by coming up with three kinds of statements:

I Like — Is designed to provide positive feedback

I Wish — Addresses issues and concerns by sharing ideas of how to change or improve

What If — Statements help encourage new and innovative ideas for improving

Characteristics of Effective Leadership

MODEL THE WAY

CLARIFY VALUES AND SET THE EXAMPLE

INSPIRE A SHARED VISION

ENVISION THE FUTURE AND ENLIST OTHERS

CHALLENGE THE PROCESS

SEARCH FOR OPPORTUNITIES AND EXPERIMENT AND TAKE RISKS

ENABLE OTHERS TO ACT

FOSTER COLLABORATION AND STRENGTHEN OTHERS

ENCOURAGE THE HEART

RECOGNISE CONTRIBUTIONS AND CELEBRATE THE VALUES AND VICTORIES

Citation: Kouzes, James M., and Barry Z. Posner. 2017. *The Leadership Challenge*. 6th ed. New York, NY: John Wiley & Sons.

Characteristics of Effective Leadership

Study found that personal and interpersonal skills ranked higher than technical expertise and strategic leadership. Ranked highest were:

- Keeping an open mind
- Patience
- Flexibility
- "Servant Leadership"

Reference: Rosemary O'Leary, Catherine Gerard, Yujin Choi, and Stephanie Sofer. Draft March 2011. *Collaborative Governance and Leadership: The Perspectives of Senior Executive Service (SES) Members*. Paper prepared for presentation at the 15th Annual International Research Society for Public Management Conference, Dublin, Ireland, April 11-13, 2011.

The Fairness Triangle

RELATIONSHIPS

PROCESSES

DECISIONS

People-centered communication that emphasizes teamwork, collaboration, and respect

Meaningful and thorough "in-reach"; valuing and giving due consideration of diverse perspectives

The substantive outcome is lawful, ethical, timely, unbiased, and evidence-based

Practicing Self-Care

What is Self-Care?

- Self-Care: Involves a level of awareness and special attention to personal needs
- Benefits:
  - Classify and address daily and/or significant challenges and barriers
  - Increased self-awareness
  - Live a more balanced life
  - Increased self-confidence
  - Improves productivity
  - Experience more happiness
  - Decreases the likelihood of heart disease, stoke, and cancer

(Cook-Cottone & Guyker, 2016;Mental Health First Aid USA, 2022; University at Buffalo, School of Social Work, Community Resources, 2020)
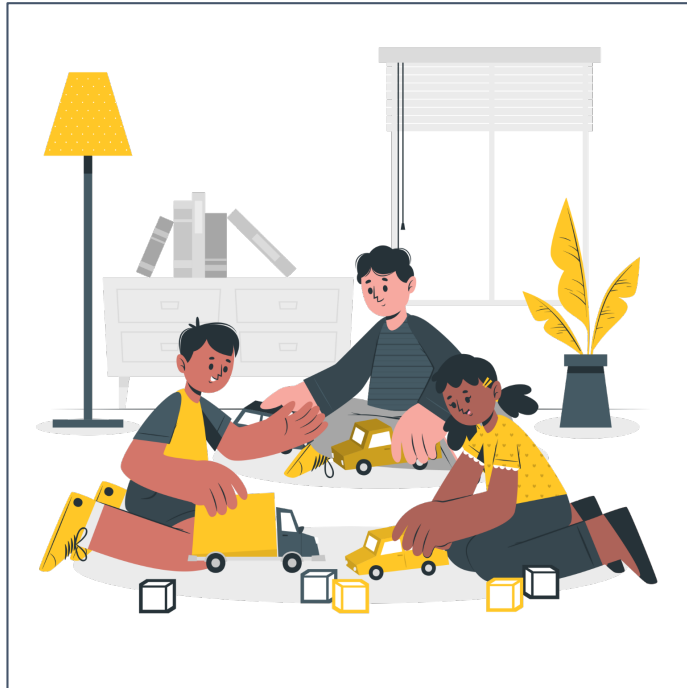
Yet, most people still struggle with it!

Barriers to Self-Care

1. Limited view of Self-Care
   a. Beyond bubble baths, Netflix binge, and man/she/they cave
   b. Focus on "other's care" vs. self-care
2. A Lack of Self-Awareness for Self-Care
   a. Self-Development
   b. Skill-Development
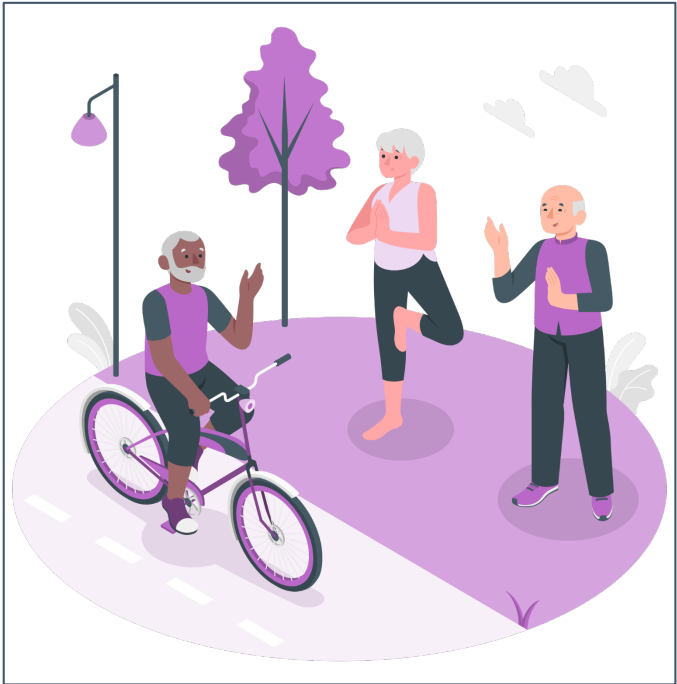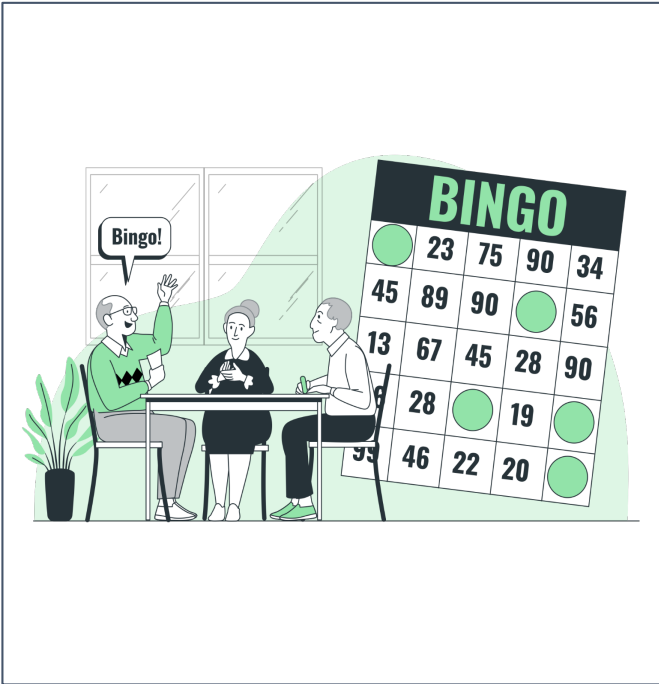   c. Self-Regulation
   d. Unaddressed Trauma and Stress

Taking Care of...
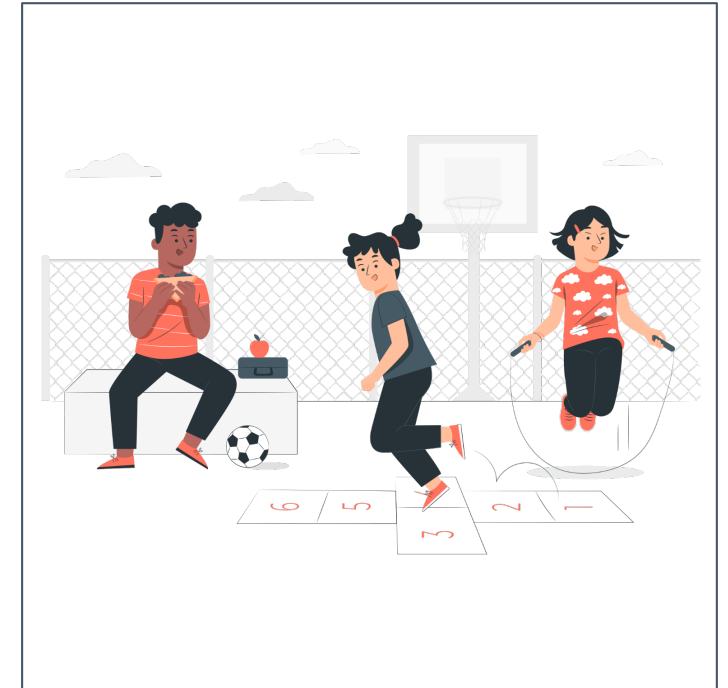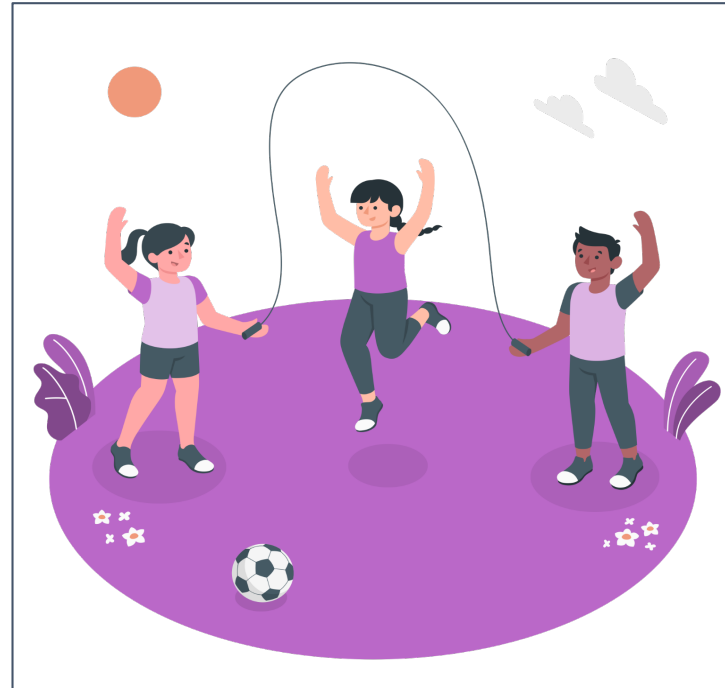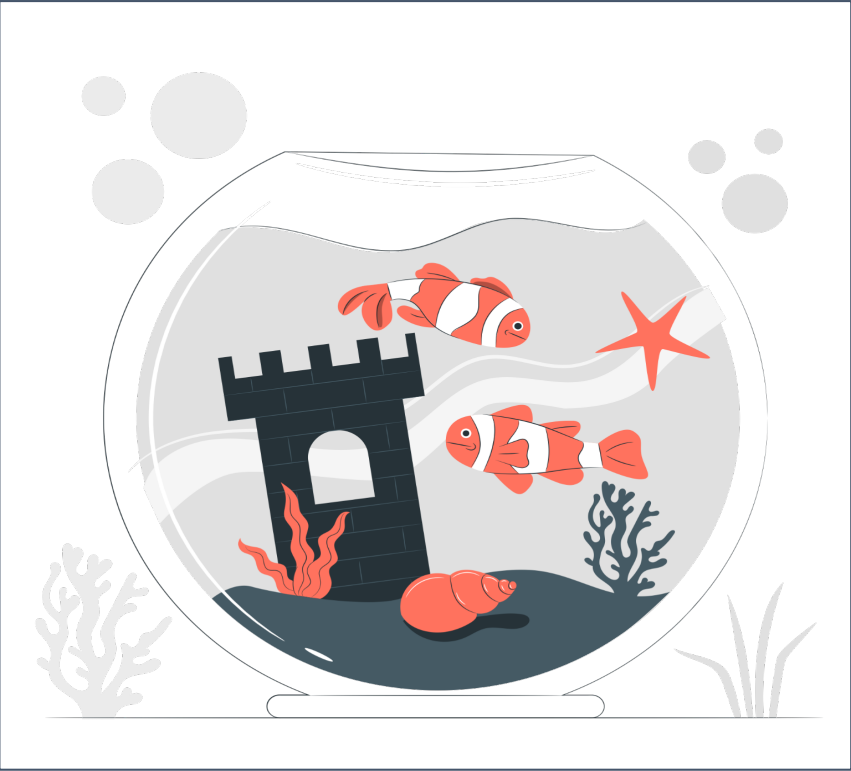
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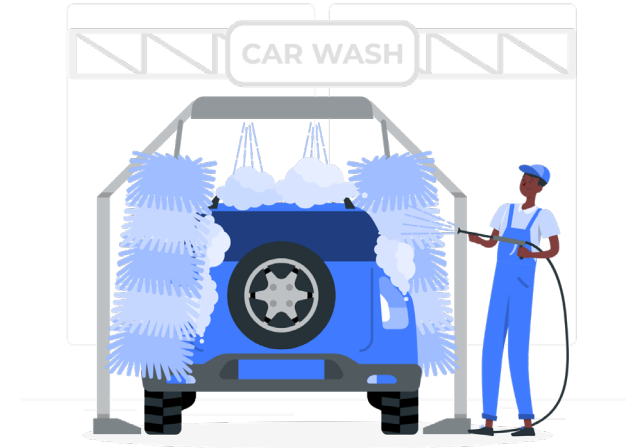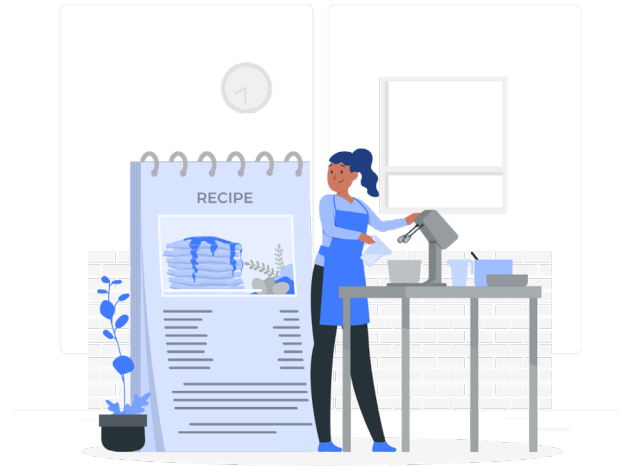
Barriers to Self-Care: Limited View

- Definitions (Merriam-Webster, 2022):

    - *Self*: a person in <u>prime condition</u>; the <u>entire person</u> of an individual

    - *Care*: state of <u>mixed uncertainty</u>, apprehension, and <u>responsibility</u>, painstaking or <u>watchful attention</u>, regard coming from desire or esteem

        - *Take Care*: to be <u>careful or watchful</u>; to <u>exercise caution</u>, to give <u>particular attention</u>

Expanding your view…

Cry

Organize email

Pray/meditate about the hard stuff

Make that doctor's appointment

Taking your meds

Remove yourself from negative situations

Budget for Amazon

Read a self-help book

Telling someone NO

Going to netoworking events

Caring & Wellness for all areas of YOU!!

Emotional	Practical	Spiritual	Personal
Physical	Mental	Financial	Intellectual
Social		Professional	
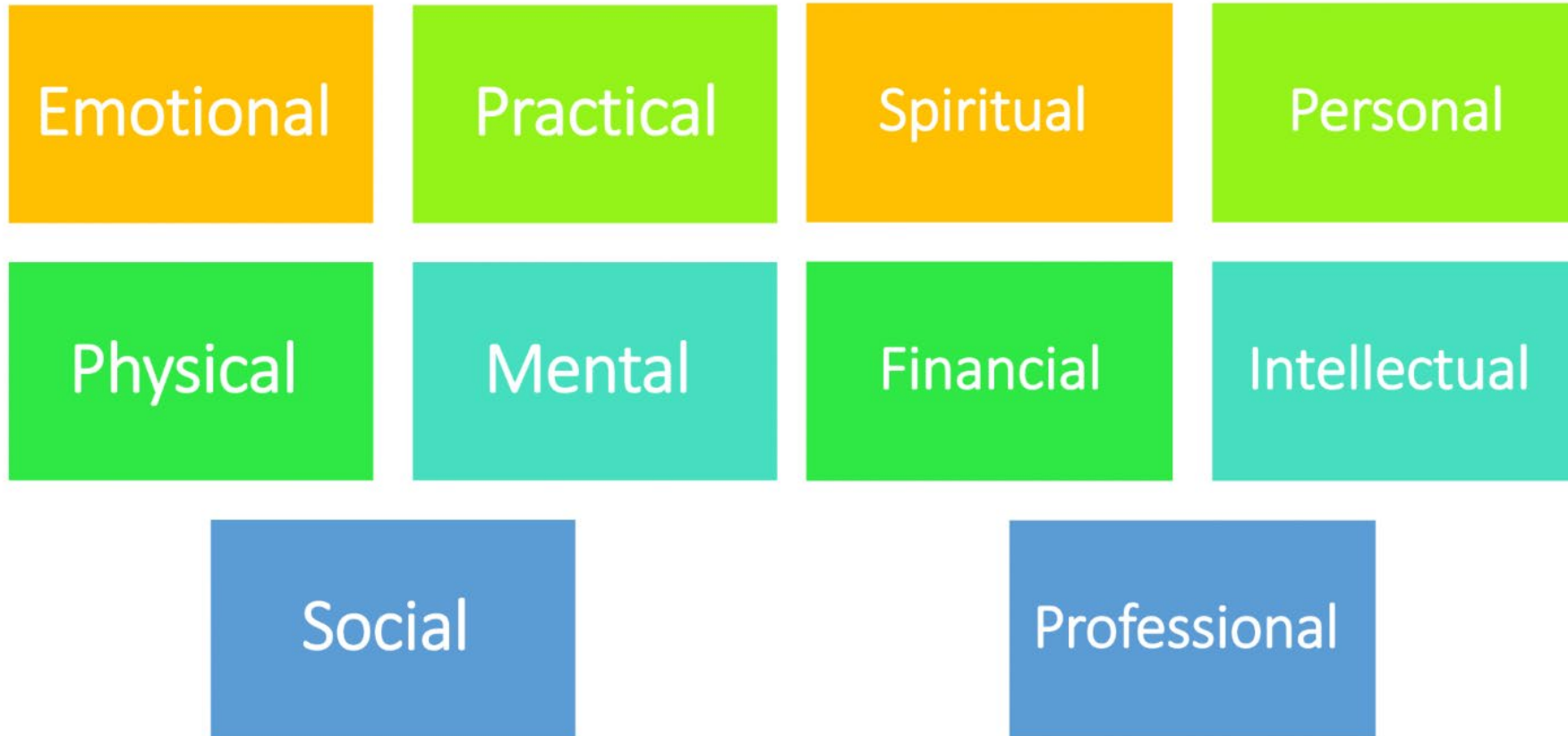
Balance AND Flow

Barriers to Self-Care: Lack of Self-Awareness

1. Self-Development: Who am I?

   a. Who am I outside of _____.

   b. Self-care is hard when you don't know what you like or who you are!

2. Skill Development and Implementation

   a. Learning boundaries, time management, technology hacks, and negotiation

   b. Healthy emotion expression and empathy

Barriers to Self-Care: Lack of Self-Awareness

1. Self-Regulation

   a. Basic Body Functions/Responses (e.g., H.A.L.T.)

   b. 4 Pillars of Health

   c. Attending to any physical and/or mental health including:

      i. Neurodiversity

      ii. Substance Use

2. Unaddressed Trauma

   a. Big T or Little T

      i. Trauma can look different for everyone

         1. Trauma/Stress Response: fight, flight, freeze, or fawn

   b. Trauma: When the *brain* and *body* experience something that it can not process.

      i. Stuck in Time

Sleep

Nutrition

Exercise

Stress Management
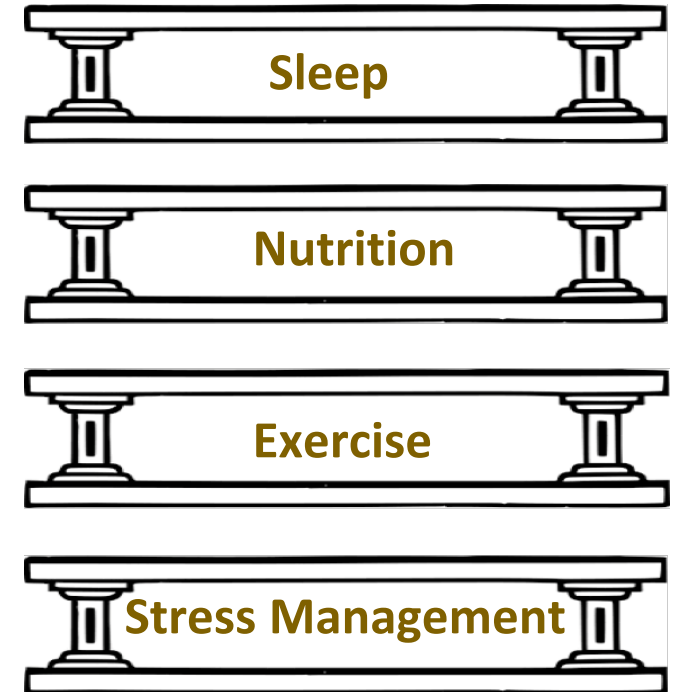
Supporting Each Other in the Office

Enter <u>Every</u> Situation with Compassion

- Compassion (Early, 2015):
  - Open hearted and natural response
- How?

You can show compassion to others when you are compassionate to YOURSELF

Self-Compassion

- Neff (2022):
  - Self-Kindness vs. Self-Judgement
    - Positive v. negative self-talk
    - Kindness does not equal being a doormat
  - Common Humanity vs. Isolation
    - Make an effort to connect on a regular basis
      - Go a step beyond the weather…Ask about family/pets/hobbies
  - Mindfulness vs. Over-Identification
    - See yourself objectively
      - Stop Expecting People to be YOU!!

Quick Recap on Self-Care

1. Expand your view of self-care
2. Enhance your level of self-awareness
   a. Get to know YOU!
   b. Build up your skill set and try it!
   c. Use self-regulation techniques
   d. Begin the healing process
3. Practice SELF-Compassion to SHOW Compassion
   a. Be kind to yourself and others
   b. Make Connections
   c. Stop expecting people to be YOU!!

Case Study for Discussion

- The Office of Administrative Affairs, which has 10 full-time positions, has had high turnover, with four of its 10 positions currently vacant, three newly hired staff members, and a newly-appointed Interim Director. The Interim Director is a candidate for the permanent Director position, and between the staffing shortages, open searches, and ongoing onboarding, the Interim Director is working long hours. Because of the complexity of the Department's work, she is also relying heavily on the only two members of her staff who have been with the Department for more than a year, routinely reaching out to them after hours and over the weekend.

- During a staff meeting on Monday afternoon, the Interim Director expresses frustration with the status of one high profile project that is assigned to one of the veteran staff members. The staff member assigned to the project becomes irate, shouts "That's it!" and abruptly leaves the staff meeting, slamming the door on the way out.

- The veteran staff member who stormed out calls in sick on Tuesday and every morning for the rest of the week. The remaining veteran staff member, Albus, contacts HR on Friday to express his concern about the interaction in the staff meeting and his own workload.

- Albus fears retaliation if the Interim Director finds out he shared concerns with HR, and also discloses to HR that his mother has recently been diagnosed with cancer. His mother's prognosis is positive, but she is undergoing treatment that creates a significant demand on his time and energy outside of work. He is exhausted and worried, and tells HR that he will have to leave if something doesn't change.

- One of the newly hired members of the Department contacts the University Ombuds. She works closely with Albus, and has noticed that his temper has been getting worse and worse over her first three months at the university. She tells the Ombuds that Albus seems angry all of the time and everyone walks on eggshells around him. She says it's obvious to all her colleagues that he isn't well but the Interim Director isn't doing anything about it.

Questions for Discussion

- What is the role of Employee Relations and the University Ombuds, and how can those offices provide assistance?

- What steps can the employees take to support each other?

- What steps can the Interim Director, Albus, and the newly hired employee take to practice self-care?

Campus Resources Available to Supervisors and Employees

- **University Ombuds**: https://ombuds.charlotte.edu/

- **Human Resources**: https://hr.charlotte.edu/about-human-resources

  - Employee Assistance Program (ComPsych):

    - Confidential Counseling: eligible employees and their families

    - Financial Information and Resources: Certified Public Accountants and Certified Financial Planners are available to answer financial questions

    - Legal Support and Resources: Attorneys are available to provide information about legal matters such as divorce and family law, debt and bankruptcy, and real estate transactions

    - Work-Life Solutions: ComPsych offers comprehensive resources and referral networks specializing in child and elder care, moving and relocation, college planning, home repair and pet care

    - Online services: information on a variety of different issues (relationships, work, children, wellness, legal, financial and more)

Campus Resources Available to Supervisors and Employees

- **Ginger (NEW!)**: https://hr.charlotte.edu/benefits/ginger

  - Ginger offers high-quality, low-cost, on-demand mental healthcare for every employee for every need. In-app coach chats, video therapy and psychiatry sessions, and tailored self-guided resources–all from the privacy of a smartphone

- **Learning and Organizational Development**: https://hr.charlotte.edu/learning-and-organizational-development

  - Serves faculty and staff hosting Staff New Employee Orientation and Onboarding, offering specialized certification programs such as LEAD (supervisors), ASPIRE (employees) and PAC and providing customized training solutions to meet the needs of Charlotte's workforce

Questions?