

# LEADERSHIP DEVELOPMENT PROGRAM

Workshop – October 29, 2020

- I. Dada
- II. The Gratitude Builder
- III. State of the Workforce – Where We Are Right Now
- IV. Anxiety vs. Resilience



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# The Gratitude Builder (Breakout)

# *State of the Workforce:*

**Where We Are Right Now**

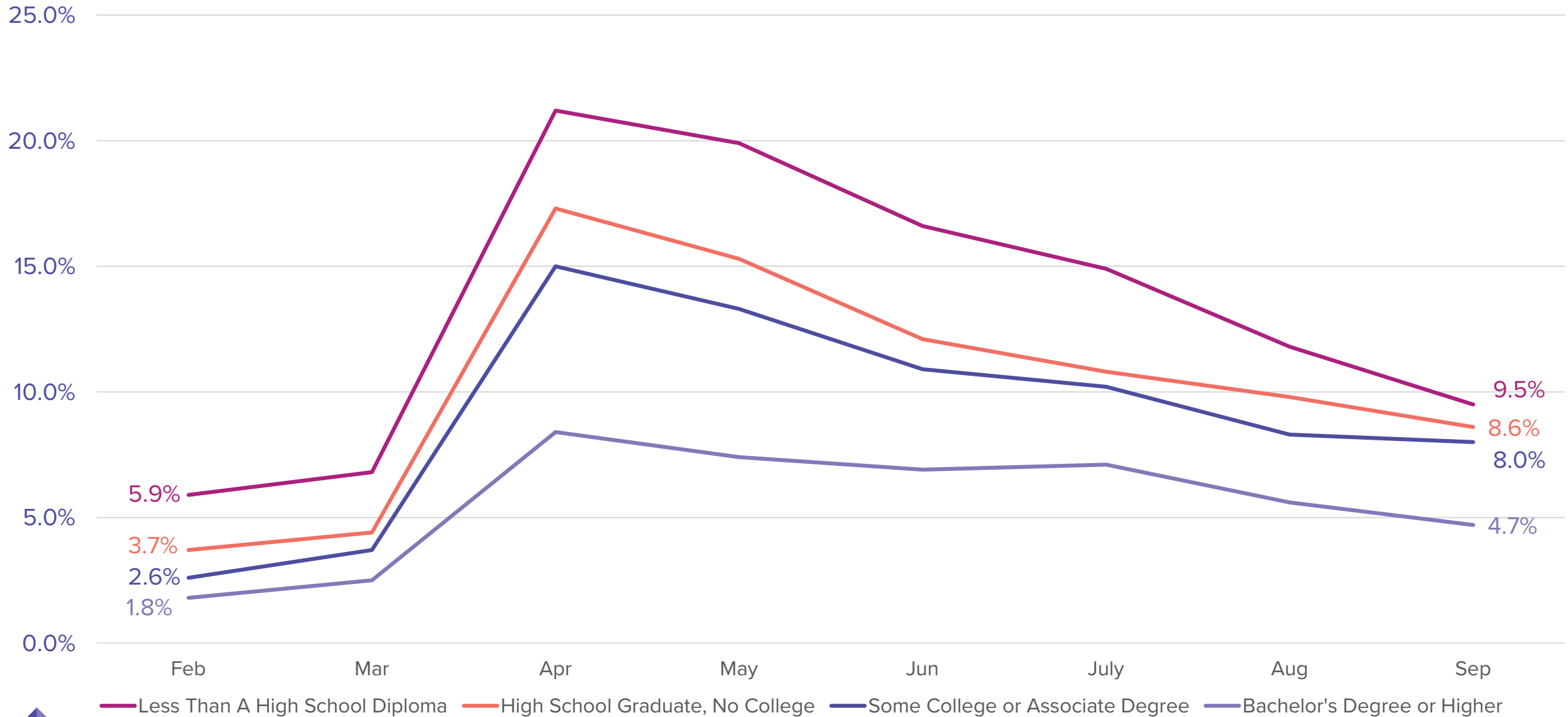
Day 239 of the Coronavirus Era

**5** Days Until the Election

(It is almost time to get over it...finally.)

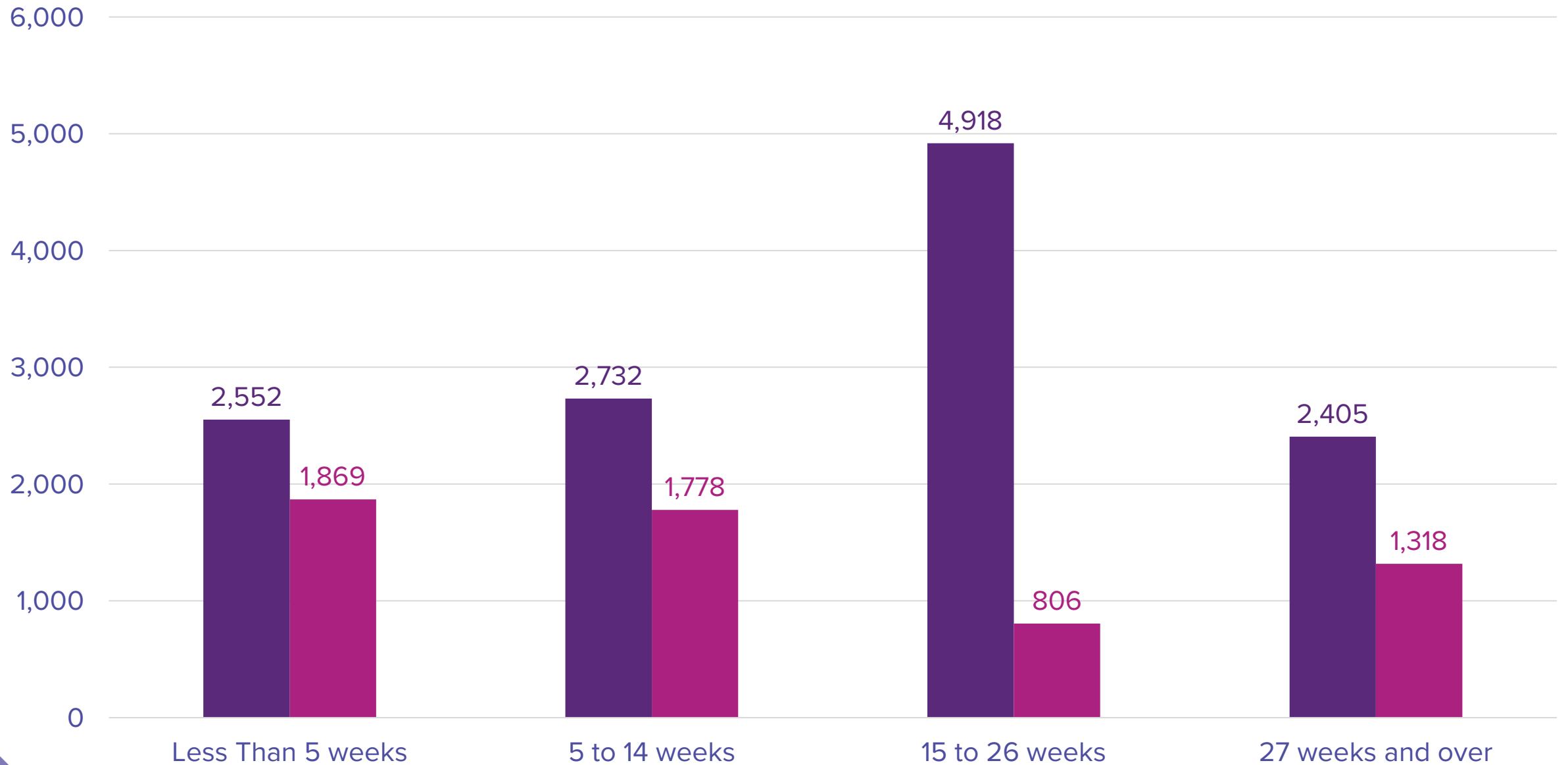
# Is The Curve is Bending?

## Unemployment Status By Educational Attainment



Source: U.S. Bureau of Labor Statistics – 10/5/2020

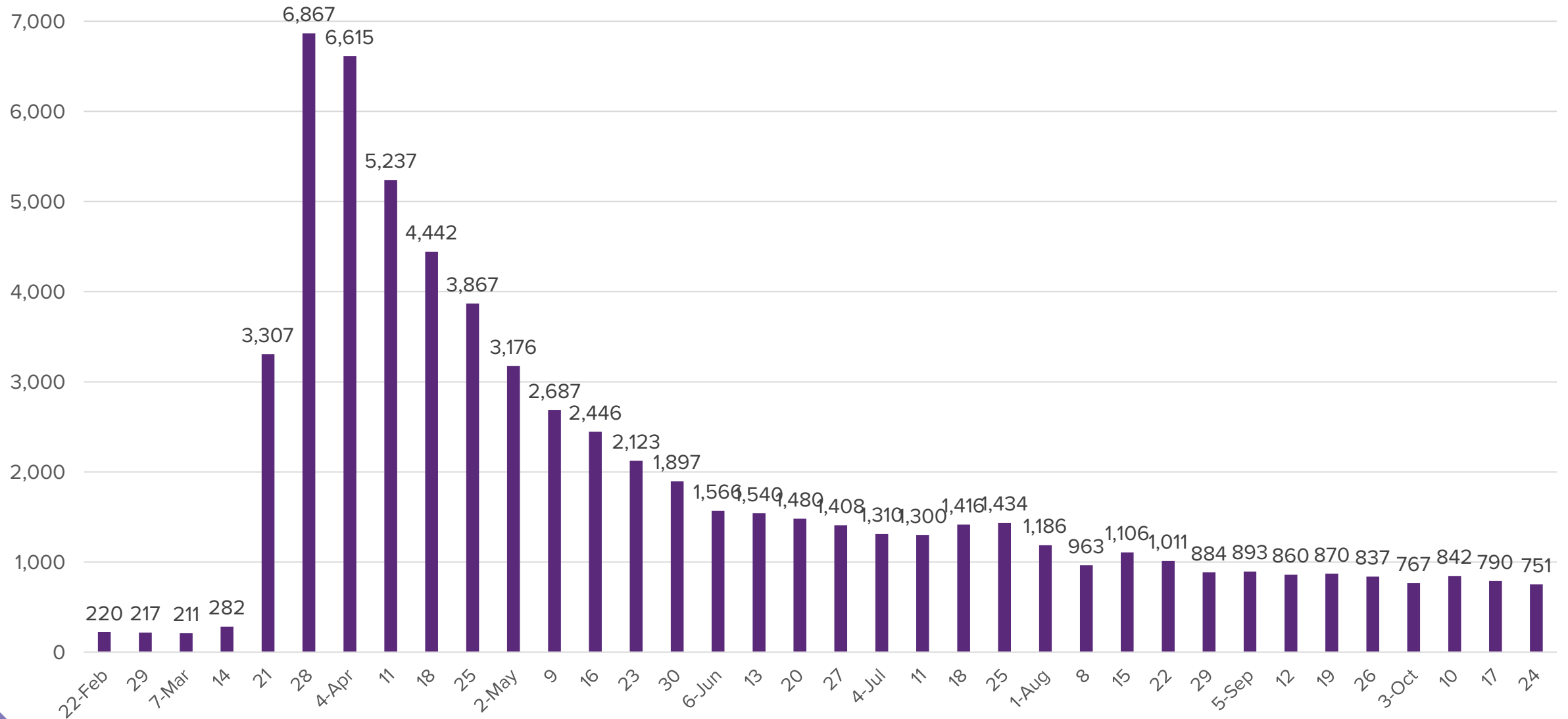
# Unemployed By Duration of Unemployment (in thousands)



Source: U.S. Department of Labor – 10/5 /2020

# Will It Get Better?

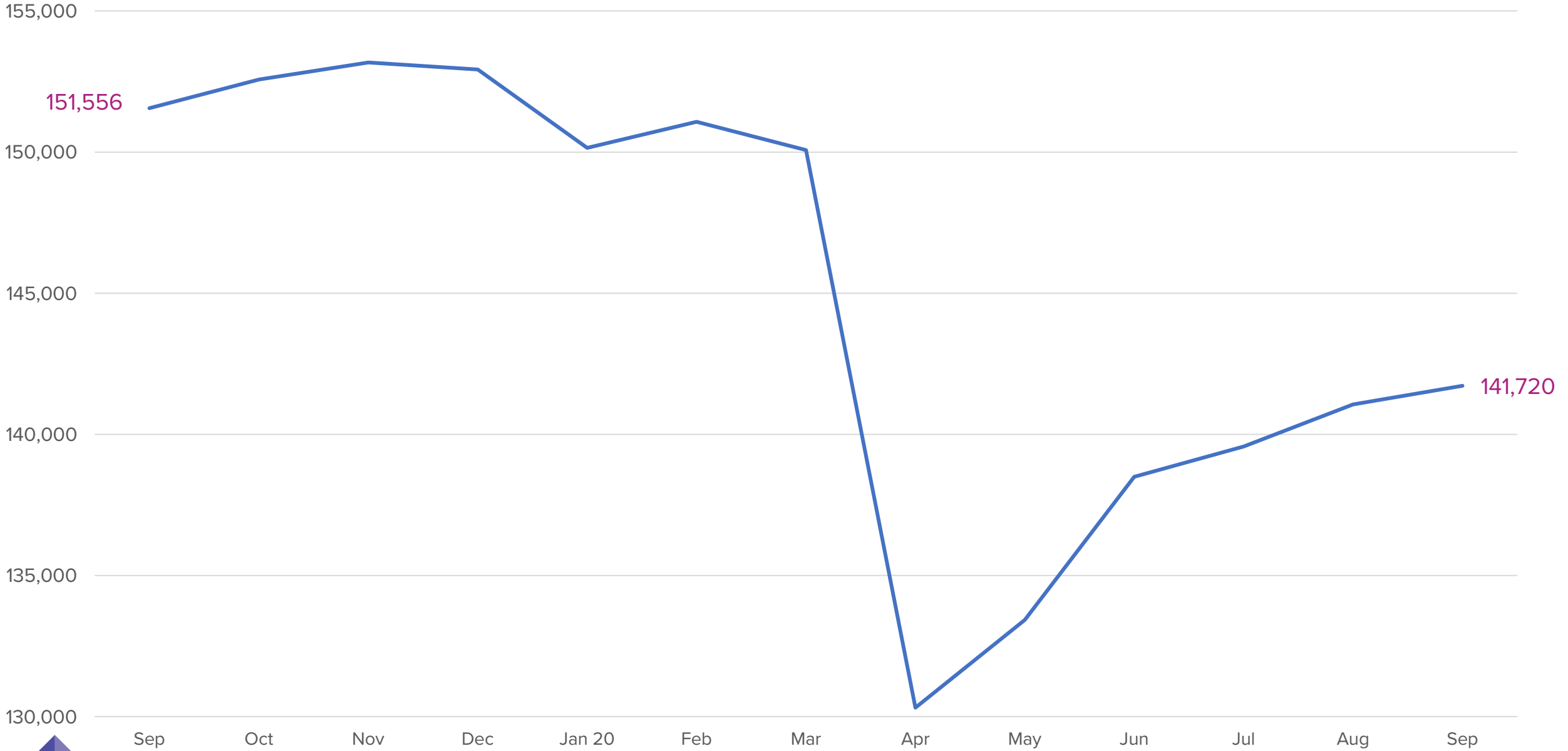
## Initial Unemployment Claims Per Week – United States (in thousands)



Source: U.S. Department of Labor – 10/29/2020



# Non Farm Payrolls By Month



Source: U.S. Department of Labor – 10/5/2020



# Workforce Issues Up To The Moment

- Trends We're Seeing
- What Employees Are Worried About
- What Authorities Are Worried About





# Workers' Ability To Absorb Change Cut In Half

- The average employee's capacity to absorb change without becoming fatigued "has been cut in half" this year compared to last year,
- Employees are most worried about their:
  - Health
  - job security
  - health of family members; and
  - the economy

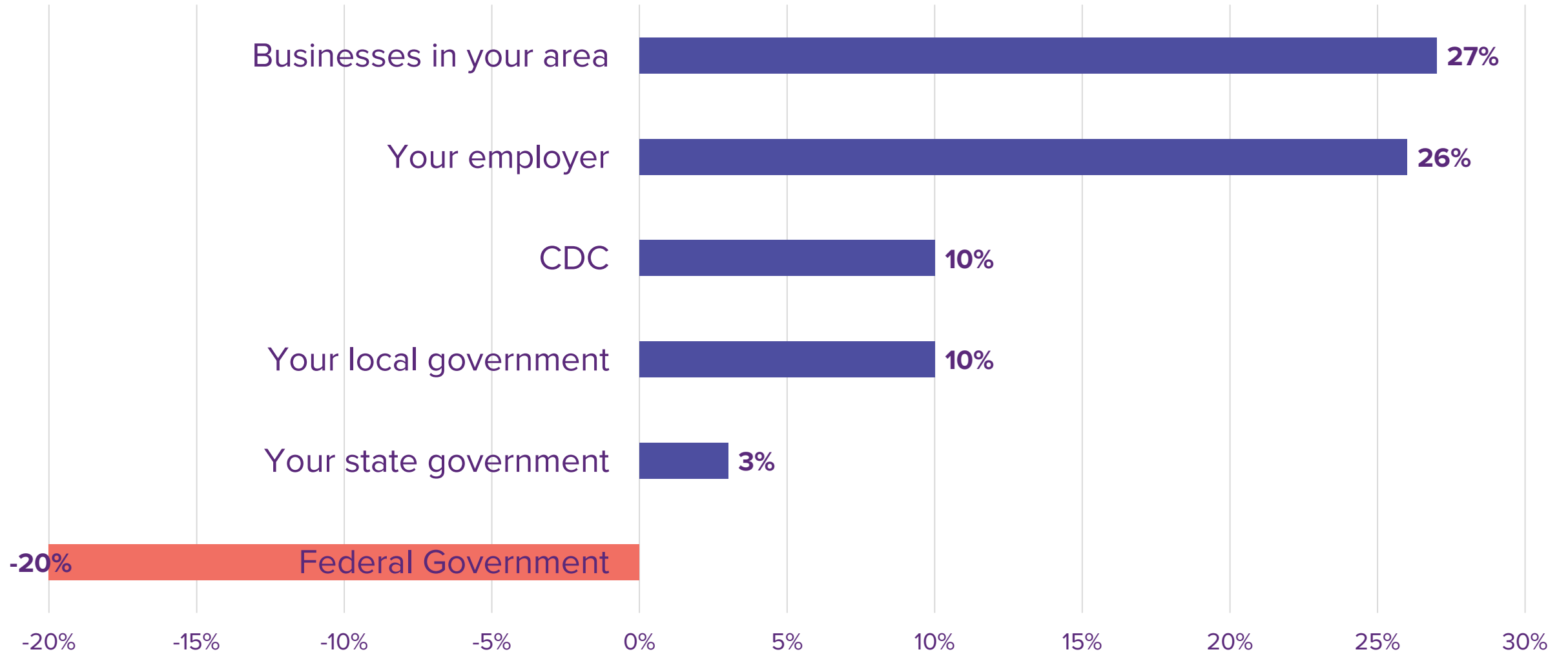


# So... Change Leadership = Trust + Team

- Workers with high trust have an average capacity for change that is **2.6x** greater than those with low trust,
- Those with strong team cohesion have **1.8x** times the capacity of those with low team cohesion.
- Desire for feedback on the increase – 89% increase in employees who want performance conversations monthly
  - Coaching is now a major skill for all managers



# Americans Generally Happy With COVID Response (Except...)



# Pandemic Fatigue Is Real – And It's Spreading

- Exhaustion with restrictions has emerged as an adversary for governments
  - Twice as many gatherings with friends/family
  - 50% increase in going to stores, restaurants, public places
  - But...
    - 51% of US Residents said they wore a mask outside the home in April
    - 91% say they're wearing masks now
- Governments need high degree of public cooperation to make this work (France, Spain, UK vs. Asian countries)



# More Female Leaders, Please:

- COVID fatality rates were **lower** in countries with female leaders and states with female governors.
- Women announced lockdowns earlier and more successfully. They expressed more awareness of people's fears, concern for their pain, and confidence in their plans.



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## Women's Leadership Is Associated With Fewer Deaths During the COVID-19 Crisis: Quantitative and Qualitative Analyses of United States Governors

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University of Wisconsin–Madison

The coronavirus disease that emerged in 2019 (COVID-19) spotlights the need for effective leadership in a crisis. Leadership research in applied psychology suggests that women tend to be preferred over men as leaders during uncertain times. We contribute to this literature by examining, in the context of COVID-19, whether states with women governors had fewer deaths than states with men governors, and why. We tested this research question with publicly available data on COVID-19 deaths in the United States as of May 5, 2020 and found that states with women governors had fewer COVID-19 deaths compared to states with men governors. Governor sex also interacted with early stay-at-home orders; states with women governors who issued these orders early had fewer deaths compared to states with men governors who did the same. To provide insight into psychological mechanisms of this relationship, we conducted a qualitative analysis of governor briefings that took place between April 1, 2020 and May 5, 2020 (251 briefings, 38 governors, 1.2 million words). Compared to men, women governors expressed more empathy and confidence in their briefings. Practical implications are discussed.



Poll

# Anxiety vs. Resilience (in the Workplace and in Yourself)



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# Worry, Stress & Anxiety

- **Worry**
  - What happens when your mind dwells on negative thoughts or things that could go wrong
- **Stress**
  - A natural response connected to an external event (for stress to start, there must be a stressor)
- **Anxiety**
  - Same thing as stress...except there is no threat.





# What Is Anxiety?

- Anxiety is a normal emotion. It's your brain's way of reacting to stress and alerting you of potential danger ahead.
- Everyone feels anxious now and then:
  - a problem at work
  - before taking a test
  - making an important decision.
- Occasional anxiety is OK. But extended over a long period of time...



# Why Are We Talking About Anxiety?

- Uncertainty is hard.
- 35% of adults reported symptoms of anxiety disorder in July.
  - In the first half of 2019, it was roughly 8%.



# Ways To Ease Anxiety

- “Who told you that?”
  - Typically you won’t have an answer & you’ll learn that it’s all in your head.
- Take a close look at this moment, right now—probably, you are basically all right.
- When our mind goes into the future, we worry and plan. When our mind goes into the past, we resent and regret.



# Worry, Stress & Anxiety – The Takeaway

- Worry happens in your mind, stress happens in your body, and anxiety happens in your mind and your body.
- Research shows that most of us are too worried, too stressed and too anxious.
- First steps to help regulate your symptoms: Get enough sleep; eat regular, nutritious meals; and move your body.



# What Is Resilience?

Resilience is a reactive state of mind created by exposure to suffering.



# The Resilience Multiplier™

## How Resilience At Work Will Save You (and your team)

- Resilient people get that s\*\*t happens
- Resilient people chose carefully where they select/place their attention
- Resilient people ask themselves “is what I’m doing helping or harming me”



# ADP's Workplace Resilience Study

- 25,000 employees globally
- June – September 2020
- [Also measured engagement]





# ADP's Workplace Resilience Scale

1. I have all the freedom I need to decide how to get my work done.
2. No matter what else is going on around me, I can stay focused on getting my work done.
3. In the last week, I have felt excited to work every day.
4. I always believe that things are going to work out for the best.
5. My team leader tells me what I need to know before I need to know it.
6. I trust my team leader.
7. I am encouraged to take risks.
8. Senior leaders are one step ahead of events.
9. Senior leaders always do what they say they are going to do.
10. I completely trust my company's senior leaders.



# The Workforce Resilience Scale

# Key Findings

1. Individuals with higher personal connection to COVID-19 are **3.8x** more likely to be highly resilient)
2. No difference in age, gender, length of employment
3. Those who work from home 100% of the time are still more engaged and resilient than those who do not work remotely.
4. Change – the more the merrier - make us more resilient
5. Do you love what you do?



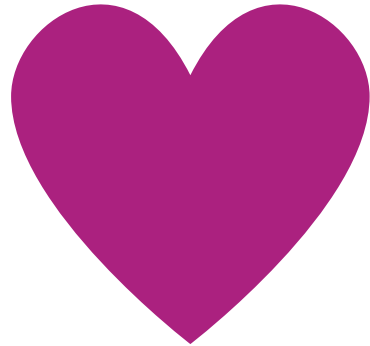
# The More Change – The Better

Workers who experienced at least 5 of these changes at work are **13.2x** more likely to be **Highly Resilient**.

- Promotions placed on hold
- Encouraged to take vacation time
- Onetime payment from workplace to help with unexpected hardships
- Layoffs (termination of employment)
- Employees have been furloughed (a temporary layoff from work)
- Increased use of technology
- More work hours
- Fewer work hours
- Job changed to be mostly virtual
- Physical office space closed
- Sheltered in place due to governmental restrictions



# Loving Your Work Influences Resilience



Those who love what they do – *regardless of whether they consider themselves good at doing it* – were **3.9x** more likely to be Highly Resilient.



# Where Can You Use the Resistance Scale?

- Employee Survey
- Co-Worker Discussion
- Leadership evaluation
  - Who is more resilient? What can we do to help those less resilient?
  - Can the more resilient take an informal leadership/mentoring role for the others?



# How Resilience At Work Will Save You (and your team)

In 2020:

1. We got through it.
2. Our company got through it.
3. Channel that positive energy. Remind people of #1 & #2
4. Start with what you have control over.
5. What is helping you?
6. (And stop what is hurting you)

-- Watch the Lucy Hone TedTalk



# The Workforce Resilience Scale (Who's Resilient on Your Team)



The nature of leaders is to do more.  
Right now, it's probably time to do less.



# 5 Tips To Do Less

1. Be “selectively ignorant.”
2. Ignore topics that drain your attention.
3. Unfollow people who drain your energy.
4. Abandon projects that drain your time.

“Do not keep up with it all. The more selectively ignorant you become, the more broadly knowledgeable you can be.”

*---James Clear*



# Change and Reduction in Habits – Eric

## Before 10/1 – Daily Reading (about 90 minutes)

- 3 Newspapers
  - LA Times
  - NY Times
  - Wall Street Journal
- News Websites
  - Bloomberg
  - Daily Mail
  - Drudge Report
  - Gallup Workplace
  - Huffington Post
  - LA Observed
  - Page Six
  - TMZ
  - Vanity Fair
- Twitter
  - 8 accounts
- Newsletters/blogs
  - 26



# Change and Reduction in Habits – Eric

After 10/1 – Daily Reading (about 30 minutes)

- 3 Newspapers
  - LA Times – local & sports
  - NY Times
  - Wall Street Journal
- News Websites
  - Bloomberg
  - Daily Mail
  - Drudge Report
  - Gallup Workplace
  - Huffington Post
  - LA Observed
  - Page Six
  - TMZ
  - Vanity Fair
- ~~Twitter~~
  - 8 accounts
- Newsletters/blogs
  - 26 (now 11)



# The Habit Elimination Challenge

What's hurting you?



# Upcoming Events

- Next Workshop

December 10

Also – you're welcome to:

- Setup a group coaching call with me
- Ask online questions (I'll answer them!)



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