

# Strengthening Resilience, Leadership, and Well-being During and After COVID-19

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EdCan Well at Work Webinar  
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## Today's focus

1. COVID-19 challenges and opportunities
2. How healthy organizations are resilient
3. Building resilient organizations and teams
4. Resilience and Psychological Capital
5. Resilience and transformational leadership

## COVID-19: The new (Ab)normal

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Total confirmed cases, MAY 10

Canada: 69,156

Global: 4,130,000

### ***Big Challenges AND Opportunities...***

- What is your 'Road to Recovery'?
- Are there opportunities to redesign work?
- What are key lessons for the recovery?



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## The post-pandemic world...

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### ***3 big trends:***

- de-globalization
- big corporations grow stronger
- wider spread of digital services

### **THERE IS A 4<sup>TH</sup> TREND:**

#### ***CHANGING WORK PRACTICES AND NORMS***

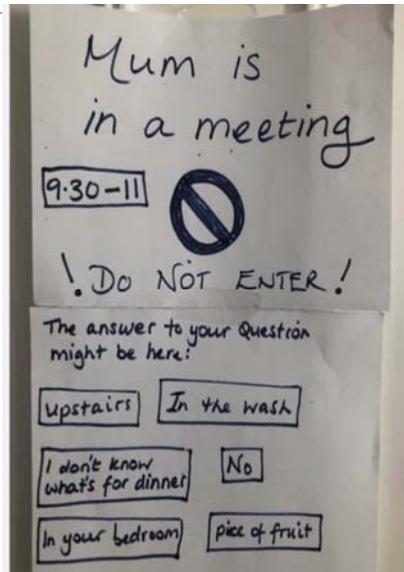
- Finding better ways of working...and educating

Economist. April 11, 2020

The  
Economist

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## Pandemic Paradox



- Remote work on the rise pre-pandemic
- Huge unmet demand for flexible work
- Benefits = engagement, well-being, 'working smarter'
- **BUT** homework was quickly imposed
- **IS IT A SUSTAINABLE STRATEGY?**

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## Homework opportunities



- Find new ways to learn, collaborate and innovate
- Acknowledge dependent care responsibilities
- Monitor employee experiences
- Develop resilience
- Trust levels will go up if remote work is handled well



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## A healthy organization is...



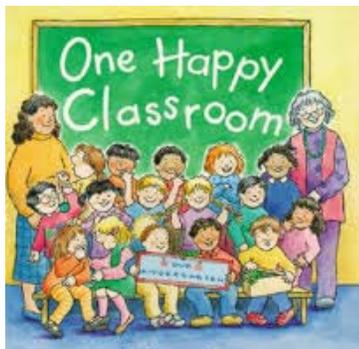
Adaptable  
Agile  
Capable  
**Resilient**  
Sustainable  
Thriving

**Positive outcomes  
for employees,  
employers and  
stakeholders**

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## Maintaining a positive culture

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- Don't take culture for granted now
- People-centered values are guideposts
- Integrate well-being into how you operate
- Culture motivates staff and students

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## An inclusive approach to change



- Show leadership through values-based behaviors that contribute to a workplace community
- Create opportunities for engagement
- Resilience training builds change capacity
- *"The litmus test of all leadership is whether it mobilizes people's commitment to putting their energy into actions designed to improve things. It is individual commitment, but it is above all collective mobilization." (Michael Fullan, Leading in a Culture of Change, 2001)*

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## Think of your workplace as a community



Todd.Ramsay.Art (on Instagram)

- ✓ A workplace community is caring
- ✓ Employees can rely on each other
- ✓ Everyone feels accountable for being a "good citizen"
- ✓ It is psychologically healthy and safe
- ✓ Leaders set the tone

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## What is team resilience?

### Team resilience is...

- ✓ "...the capacity of a group of employees within a team to manage the everyday pressures of work and remain healthy, to adapt to change, and to be proactive in positioning for future work challenges." (259)
- ✓ Contributes to performance

Source: McEwen K and Boyd CM. A measure of team resilience: developing the resilience at work team scale. *Journal of Occupational & Environmental Medicine*. 2018, 60: 258-272.

## Assessing your team's resilience

### ***Does each statement describe your team?***

1. We are focused on continually improving how we do our work.
2. We focus our energy on where we can make a difference.
3. We have effective problem solving and decision-making processes.
4. We promote self-care in our daily work practices.
5. We have a variety of ways to develop our skills and knowledge.
6. We provide positive support to each other to get the job done.
7. We encourage each other to feel part of the team.
8. We focus on possibility not negativity.

Source: McEwen K & Boyd CM. (2018). A measure of team resilience. *J Occup Environ Med*. 60(3):258-272



Mental Health  
Commission  
of Canada

Commission de  
la santé mentale  
du Canada

## National Standard



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### Psychologically healthy & safe workplaces...

- Foster psychological well-being while enhancing organizational performance
- Promote respectful relationships between K-12 staff, students and the school community
- Support employees experiencing difficulty

Source: Dan Bilsker and Merv Gilbert, *Psychological Health & Safety: Action Guide for Employers*

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### The Standard helps develop resilience

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- The Standard can help you to cultivate a resilient workforce.
- Focus on these workplace factors in the Standard:
  1. Supportive managers and co-workers
  2. A culture that values individuals' well-being
  3. Skilled people leadership
  4. Respectful working relationships
  5. Support for each employee's personal growth and development
  6. Resources to manage workloads and job demands
  7. Employee involvement in decisions
  8. Recognition for contributions
  9. Flexibility to achieve work-life balance

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## Psychological Capital

- Resilience is part of a leader's **Psychological Capital**
- Also includes the capability to be:
  - ✓ Confident
  - ✓ Optimistic
  - ✓ Hopeful
- Contributes to well-being and performance
- Positively contagious, rippling out across the organization
- These capabilities can be learned

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## Measuring PsyCap

Do these statements describe you?	CHECK IF YES ✓
1. I look on the bright side of things in my job.	
2. I am optimistic about the future regarding my job.	
3. I manage difficulties at work.	
4. I take stressful things at work in stride.	
5. I feel successful at work.	
6. I can think of ways to get out of a jam at work.	
7. I feel confident contributing to strategy discussions.	
8. I feel confident presenting to a group of colleagues.	
<b>TOTAL NUMBER OF CHECKS =</b>	
Based on: Luthans, Avolio and Avery, Psychological Capital Questionnaire-12: <a href="http://www.mindgarden.com/products/pcq.htm">http://www.mindgarden.com/products/pcq.htm</a>	

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## Transformational leadership

- Psychological Capital supports a transformational leadership style
- Transformational leaders contribute to their organization's success by:
  - ✓ Helping others see challenges in new ways
  - ✓ Motivating others to excel
  - ✓ Being admired and trusted
  - ✓ Stimulating creativity and innovation
  - ✓ Encouraging others to embrace change
  - ✓ Acting as a coach or mentor
- The result is higher levels of well-being

## Summary points

1. The features of a healthy organization can support your workforce now and prepare it for the recovery.
2. Resilience is a defining characteristic of a healthy organization.
3. Resilience is a psychological health and safety skill that can be cultivated within teams.
4. Resilience combines with hope, confidence and optimism to build Psychological Capital
5. Psychological Capital supports a transformational leadership style and contributes to worker well-being.
6. As your organization moves into COVID-19 recovery, what are the opportunities to work better?

# CREATING HEALTHY ORGANIZATIONS

Taking Action to Improve Employee Well-Being



REVISED AND EXPANDED EDITION

Graham Lowe

# THANK YOU!

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