

# Building Resilient Teams and Departments

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# Stress in the workplace

**“The Workplace Is Killing People and Nobody Cares”**

Harvard  
Business  
Review

STRESS

**What to Do If Calls, Texts,  
and Coworker Drop-bys  
Are Stressing You Out**

The New York Times

**How to Recognize Burnout  
Before You're Burned Out**

THE CHRONICLE OF HIGHER EDUCATION  
ADVICE

**4 Ideas for Avoiding Faculty Burnout**

BUSINESS  
INSIDER

**Here's why workplace stress is costing employers \$300  
billion a year**



# What is Resilience?



Resilience is your own **capacity to adapt well**, and helping your teams and departments adapt in the face of stress, change, and uncertainty. It means “**bouncing back**” from difficult experiences.

*How do you recharge?*



# Leadership Challenge

## Collaboration



### Build Relationships

- *Work effectively with groups with different perspectives and competing interests*
- *Help others respond to unexpected problems with flexibility and resourcefulness*



### Be Resilient and Courageous

- *When faced with conflict, finding a productive way forward*
- *Expresses own opinions and views with confidence*



# What Does Strong Resilience in Teams and Departments Look Like?

- Persistence in the face of setbacks and adversity
- Not overreacting to difficult circumstances
- Managing emotions well

Keep in mind: Leaders' emotions and reactions are contagious



# Three big sources of workplace stress

1. Managing and adapting to change
2. Expectations and norms for communication and responsiveness
3. Challenges in working as part of a team



# Stressor #1

## Managing and adapting to change





**What's going  
to happen?**





**What can I  
do?**





**How will I get  
it all done?**



# What happens when these questions aren't answered?



# How do you respond to stress?

	<b>CROSSES LINE FROM EVERYDAY STRENGTH...</b>	<b>→</b>	<b>...TO POTENTIAL STRENGTH OVER-USED</b>
<b>EXCITABLE</b>	Intense & energetic	→	Moody, inconsistent, volatile & unpredictable
<b>SKEPTICAL</b>	Perceptive & insightful	→	Cynical, negative, distrustful & fault-finding
<b>CAUTIOUS</b>	Careful & thorough	→	Risk-averse, overly careful & fearful of failure
<b>RESERVED</b>	Independent & objective	→	Socially withdrawn, tough, & uncommunicative
<b>LEISURELY</b>	Cooperative & agreeable	→	Stubborn, privately irritable & passive-resistant
<b>BOLD</b>	Confident & assertive	→	Entitled, arrogant, & overestimates competence
<b>MISCHIEVOUS</b>	Charming & interesting	→	Risk-taking, limit-testing & untrustworthy
<b>COLORFUL</b>	Outgoing & socially-skilled	→	Attention-seeking, self-promoting & dramatic
<b>IMAGINATIVE</b>	Innovative & creative	→	Eccentric, impractical, & lacking focus
<b>DILIGENT</b>	Detailed & conscientious	→	Micromanaging, perfectionistic, & nit-picking
<b>DUTIFUL</b>	Supportive & loyal	→	Over-eager to please, deferential, & ingratiating



## Stressor #2

# Expectations and norms for communication and responsiveness



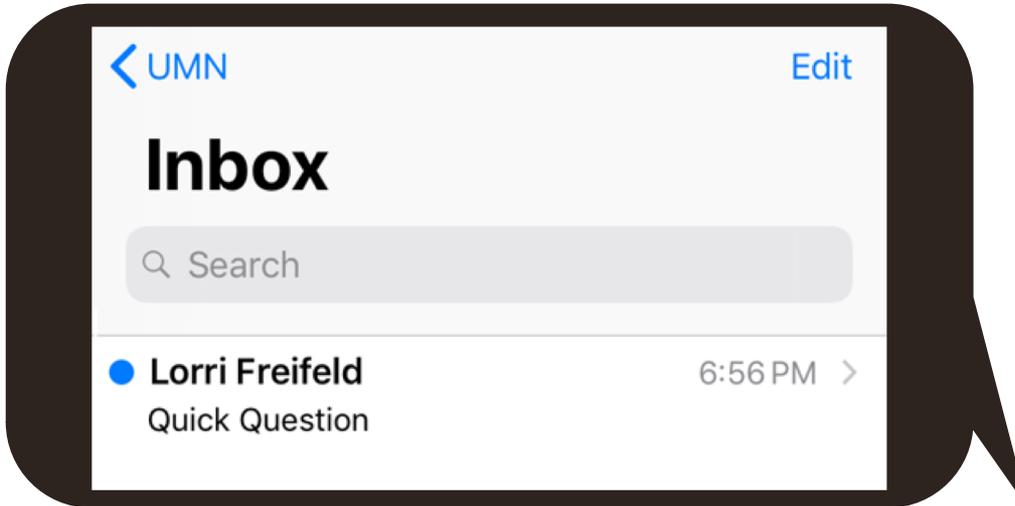
# Expectations and norms for communication and responsiveness



- **avg. 70** times a day,  $\frac{1}{3}$  of work week
- first thing in the morning
- during dinner

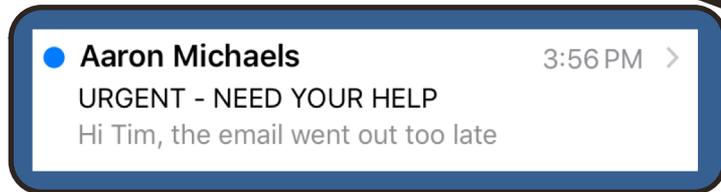
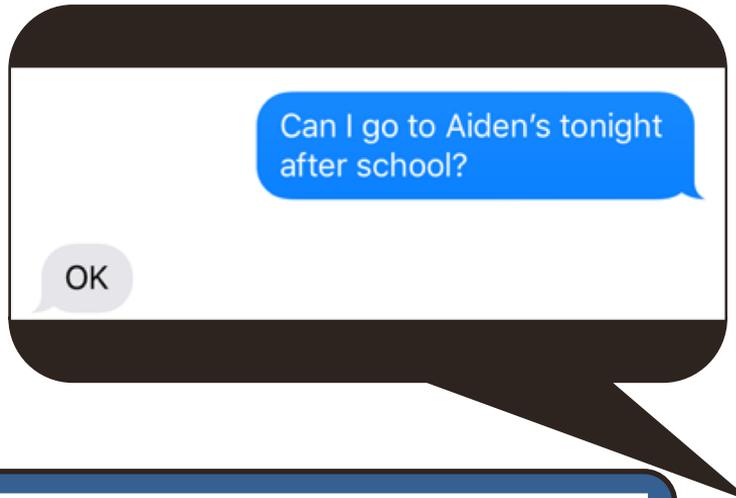


# Expectations and norms for communication and responsiveness (cont.)



“Always on” –  
work enters non-  
work space

# Expectations and norms for communication and responsiveness (cont.)



- Non-work enters work space
- Increased pace of work
- Frequent interruptions
- Multi-tasking

# Expectations and norms for communication and responsiveness (cont.)

**!** Conflicting demands

**!** Unclear expectations

**!** Prioritization

**!** Constant interruptions



# Consider

- The many roles that you have in your life
- How do you prioritize when you can't get it all done?

## Stressor #3

# Challenges in working as part of a team



Role  
Conflict



Role  
Ambiguity



Interpersonal  
Conflict



Lack of Social  
Support



# Teamwork Challenges



Role  
Conflict

**When team or department members face conflicting demands**

**Example:** Success in one part of your work detracts from success in another part – often disappointing one person to meet another person's expectations.

Can occur between work roles as well as work and non-work roles.

# Teamwork Challenges (cont.)



Role  
Ambiguity

**When expectations and goals are not well understood**

**Example:** A team member may have clear expectations about what her colleague is responsible for, but that colleague has a different understanding. The leader has not made priorities clear to either individual.

# Teamwork Challenges (cont.)



Interpersonal  
Conflict

**When disagreements and conflicts become personal and emotional, and aren't addressed**

**Example:** Two colleagues with very different styles who work together on a project, but believe their approach is the *right* way.



# Teamwork Challenges (cont.)



Lack of Social  
Support

**Lack of help solving problems or not enough emotional support; feeling disconnected from others**

**Example:** Employees who work in isolation may not feel connected to other team members.

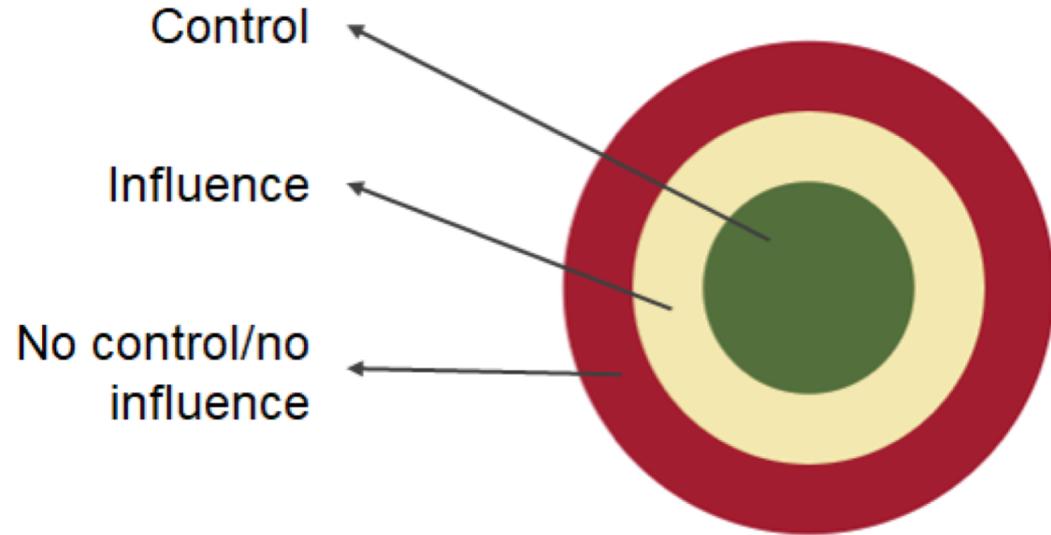


# Building Resilience

Before you can build resilient teams you must tend to your own resilience first.

# Building Resilience

## Determine your level of control



# Coping with Work Stress



**Problem  
Solving**



**Reframing  
the Problem**



**Managing  
the Impact**



# Stressor #1

## Managing and adapting to change

- Focus on answering these three questions
  - What's going to happen?
  - What can I (we) do?
  - How will I (we) get it done?



# Stressor #2

## Expectations and norms for communication and responsiveness

- Discuss norms and expectations – spoken and unspoken
- Consider how you might bring about positive change in norms and expectations
- Be a role model for others – and coach leaders to do the same



# Challenges in working as part of a team



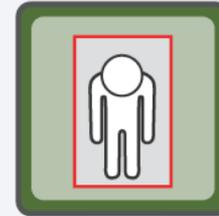
Role  
Conflict



Role  
Ambiguity



Interpersonal  
Conflict



Lack of Social  
Support

# Address Role Conflict



Role  
Conflict

## Provide clarity about priorities and expectations:

- Results (the “What”)
- Behaviors (the “How”)

## Ask:

- *Is it clear what you are responsible for?*
- *How can I help?*



# Address Role Ambiguity



Role  
Ambiguity

## Provide ongoing feedback and coaching:

- Regular check-in meetings
- Progress on goals
- Describe what success looks like



# Address Interpersonal Conflict



Interpersonal  
Conflict

## Do Not Ignore or Avoid:

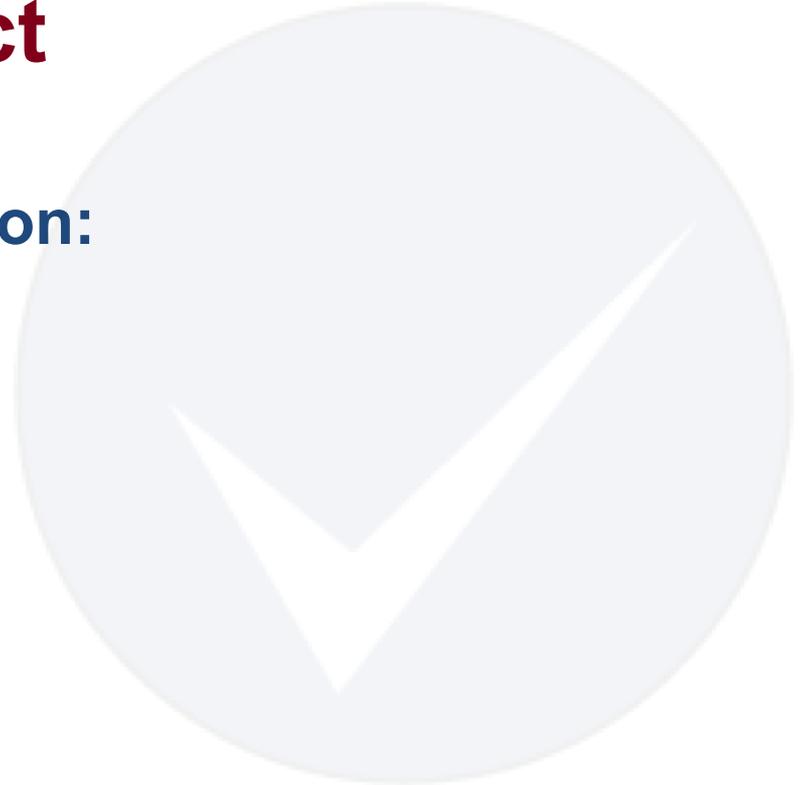
- Help Manage Emotions
- Use Reflective Listening
- Determine the source of conflict  
(**Relationship**, Status, **Task**, Process)



# Manage Team Conflict

## Consider if the team agrees on:

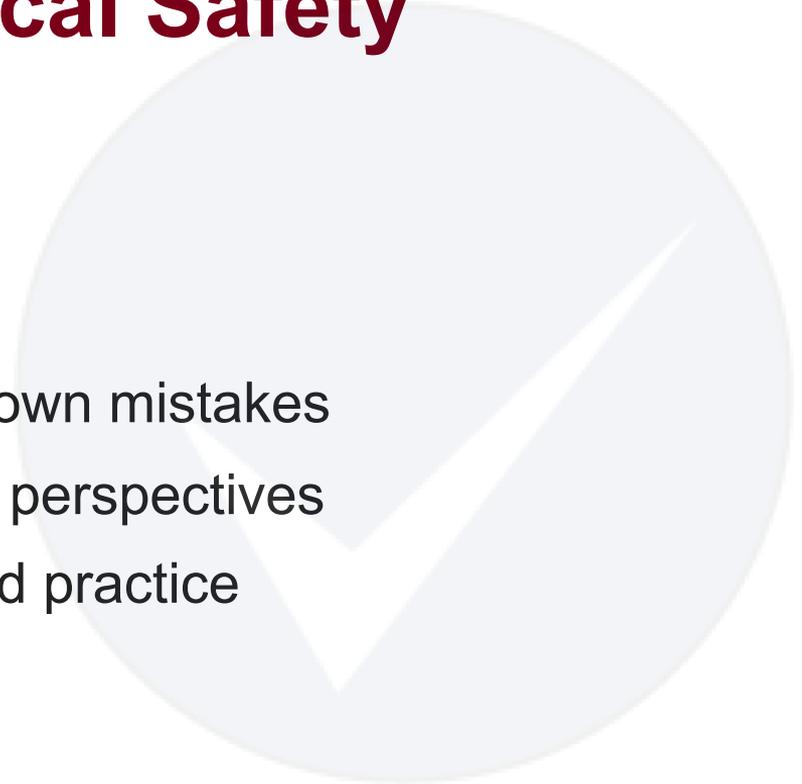
- Team purpose
- Roles
- How decisions are made



# Establish Psychological Safety

## Be a role model:

- Ask for feedback regularly
- Acknowledge and admit your own mistakes
- Ask for and welcome different perspectives
- Ask open-ended questions and practice reflective listening



# Address Lack of Social Support



Lack of Social  
Support

## Help your team by building connections:

- Be open about asking for and giving support
- Let others know that your relationships with them are a priority to you
- Promote a workplace culture of social support and empathy
- Model the importance of rest and self-care
- Celebrate collective successes



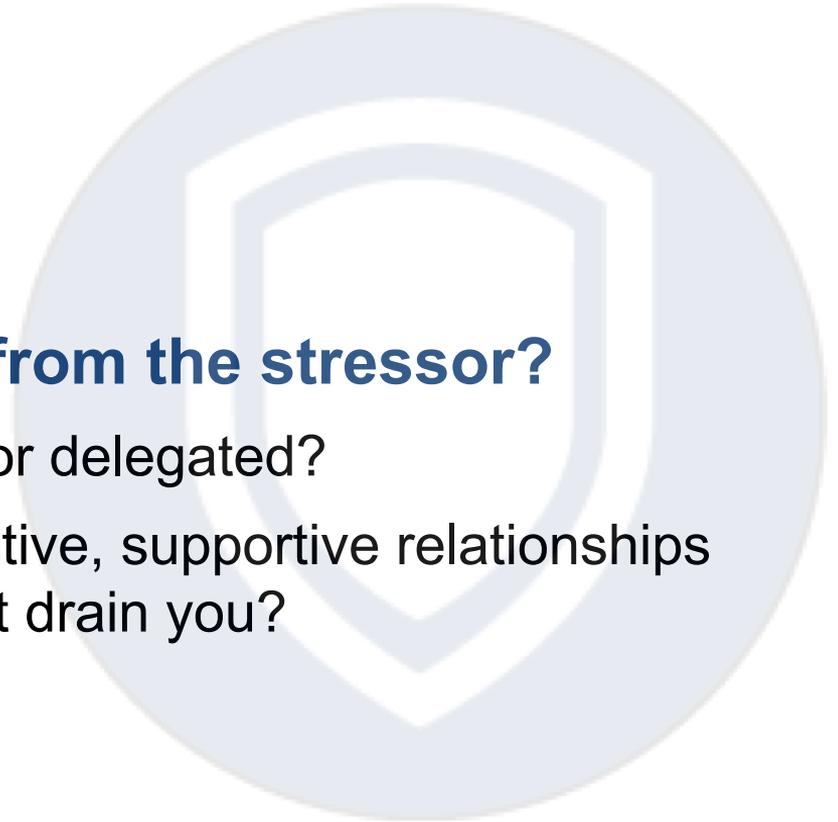
# Reframing the Problem

- **Examine your assumptions**
- **Consider the bigger picture (long/short term):**
  - Do you tend to overreact to minor issues or take things too personally?
  - What are some things you can control in the short-term and long-term?
  - Can priorities be shifted?



# Manage Impact

- **Prioritize self-care**
- **Can you remove yourself from the stressor?**
  - What can be re-assigned or delegated?
  - Could you build some positive, supportive relationships to counteract the ones that drain you?



# What's **ONE** thing?

What's **one** thing you're not doing now that if you did on a regular basis would help you be more effective in building resilience for you and your team or department?



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## Modules > Module 4: Leading Teams > Managing Team Dynamics > Concept in Depth: Burnout and Resilience

### Managing Team Dynamics

Define clear purpose & describe roles → Clearly role & responsibilities → Establish norms that foster psychological safety → Establish clear decision-making processes → Manage team conflict

Once the team is launched, managing team dynamics effectively can help the team combine collective skills, knowledge, and abilities in ways that result in better decisions and stronger performance. Team dynamics are behaviors, processes, and changes that take place within a team. The following steps allow the team to achieve positive dynamics and are critical to a team's success:

- Establish norms that foster psychological safety.
- Establish clear decision-making processes, and
- Manage team conflict.

#### 1. Watch the Introductory Video

Managing Team Dynamics

**Consensus is not always the best solution**

Make final Decision	✓				
Make Recommendations		✓			✓
Implement		✓	✓	✓	✓

#### 2. Review the Quick Guides to Team Dynamics

##### Establishing Norms and Expectations

Psychological safety is a shared belief that the team is safe for interpersonal risk taking. Teams with high psychological safety communicate and coordinate their efforts effectively, resulting in stronger performance and better decisions.

- What does a team with high psychological safety look like?
- What are the norms that foster psychological safety?

### Want to dig deeper?

**CONCEPT IN DEPTH:**  
Burnout and Resilience

Video: Recognizing and Managing Burnout



Quick Guide to Building Work Stress Resilience (PDF)

The research behind Leading Teams - materials curated for you by our Leadership and Talent Development team.



**Video:**  
Recognizing and Managing Burnout



**Quick guide:**  
Building Work Stress Resilience



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Modules > Module 4: Leading Teams > Managing Team Dynamics

## How Good is Your Team at Working Together?

### 3. Apply - How good is your team at working together?

Think about your team, then answer the questions to see how well your team meets the criteria of an effective team. This will allow you to see which areas of teamwork are strong and where there is opportunity for improvement.

INTERACTIVE  
SELF ASSESSMENT



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#### Team Dynamics Self-Assessment

Our leader listens carefully when others are speaking

Strongly disagree

Disagree

Neither agree nor  
disagree

Agree

Strongly agree





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