

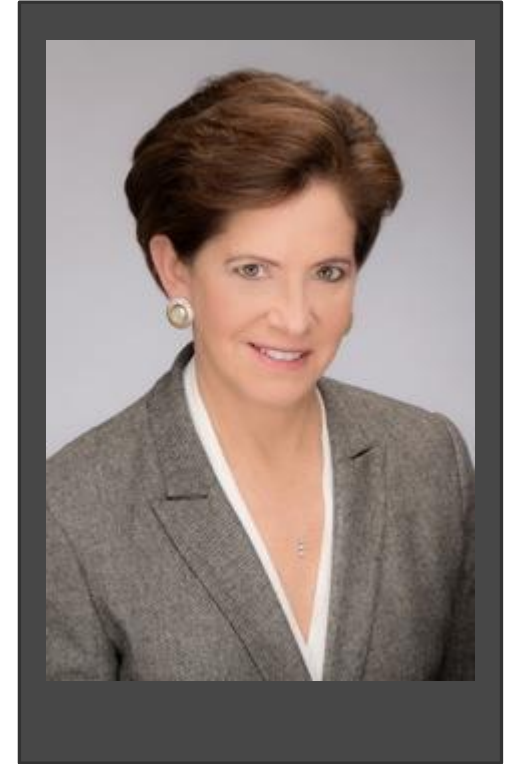
APA

EMERGING LEADERSHIP

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# **Building, Engaging & Supporting Your Team During Times of Uncertainty**

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# Agenda > Strategies

- Engage
- Connect
- Support

Your Team During Times of Uncertainty & High Stress

# Learning Objectives

In this module, participants will:

- List three strategies to support teams during times of uncertainty
- List three approaches to engage teams during ongoing times of high stress



## Uncertain & Stressful Times

- COVID >
  - personal & collective anxiety & loss
  - economic instability
  - care giving challenges
- Social injustice
  - Racial injustice
  - Health inequity
  - DEI
- Election
- Climate change
  - Fires
  - Hurricanes

# Change in Team Connection

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# Change in Team Connection

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# Teams During Times of Uncertainty

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Working remotely

- Part or all of team
- Individuals rotate on site

Rarely meet in person

Geographic distance > counties, States, Countries

Hiring & on-boarding new team members remotely

Team members may not have met each other

Team members may not have been to office

# Teams in Uncertain Times

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## **Challenges with:**

Building & development

Connection

Disconnect from team & shared organizational goals

Performance

Support for team & each others

# Stressed Teams & Team Members

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# Poll

Question: Have your team members been more stressed since March 2020?

Answer choices:

☐ No  
☐ Yes

Live viewers: Submit your answer now. We'll share results in a moment.

# Stressed Teams & Team Members

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COVID exposure risk

Work demands

Juggling work & home stress

Ongoing uncertainty

Anticipatory anxiety

Moral injury/ethical challenges

Loss of control

Fear of job loss

Not seeing family/friends

Isolation

Anticipatory grief

Death of family, friends,  
colleagues

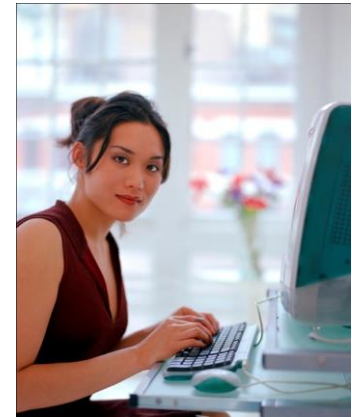
# Different Team Members > All Grieving

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Worried well > collective grief, uncertainty, difficulty planning

Affected > ill or family/friend/co-worker ill

Bereaved > experienced loss directly



Kessler, D. (2020). Helping Your Team Heal. Harvard Business Review. July-August.

# Team Members Cope Differently in Uncertain Times

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Kessler, D. (2020). Helping Your Team Heal.  
Harvard Business Review. July-August.

- Calm
- Focused, business goes on
- Anxious
- Withdrawn
- Depressed
- Angry
- Scared
- Unrealistic
- Trauma



# Supporting Teams in During Uncertainty Times

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# Different Types of Support for Teams in Times of Uncertainty

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Show up for team > Be visible

Be transparent

Stay calm

Realistic optimism

Flexible & agile

Stay focused on mission or new goals with flexibility in >

- expectations, time-line, implementation options, performance evaluations

Emerging from the Crisis: How to Lead through Uncertainty & Strengthen your Organization for the Long Haul. Harvard Business Review. 2020. July-August, 2020.

Kessler, D. (2020). Helping Your Team Heal. Harvard Business Review. July-August.

# Different Ways of Supporting Teams

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Less focus on policies

Invite diversity of perspectives & listen more!

More Empathy

Practical support > team members are juggling

Emotion support > check on team members

- How are you doing today?
- How can I help?

Work hard & take time off

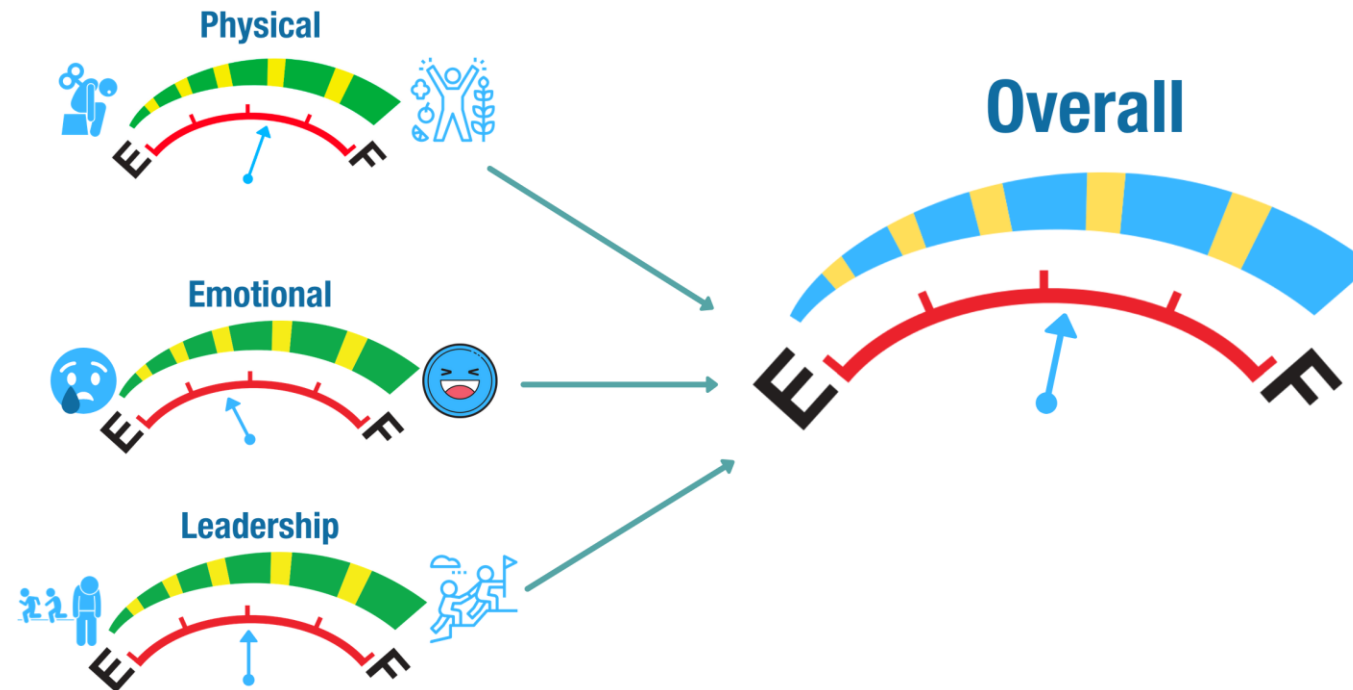
Steps to bring emotional, physical & leadership fuel tanks up?



Emerging from the Crisis: How to Lead through Uncertainty & Strengthen your Organization for the Long Haul. Harvard Business Review. 2020. July-August, 2020.

# Physical, Emotional & Leadership Fuel Tanks

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# Strategies to Engage Your Team During High Stress Times

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# Poll

Question: Is your team more or less engaged in their work now compared to March 1 or about the same?

Answer choices:

☐ More

☐ Less

☐ About the same

Live viewers: Submit your answer now. We'll share results in a moment.

# Strategies to Engage Your Team During Stressful Times

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Turn off mute > open mics

Invite different perspectives

Encourage all team members to offer opinions

Watch for selection bias

Mix up leadership & collaborations on projects

Share power

Wellness champions each month

Ask team how they want to measure performance



# Team Leadership > Crisis Management, Stability & Innovation

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# Promoting Connection in Your Team

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# Poll

Question: Do you think your team members are more or less connected with each other since March 2020 or about the same?

Answer choices:

- ☐ More
- ☐ Less
- ☐ About the same

Live viewers: Submit your answer now. We'll share results in a moment.



# STAY CONNECTED

## Strategies to Connect Your Team

### Intentional >

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- Reduce isolation
- Promote communication, engagement, collaboration, leadership & support

### The Three C's

Prompt contact

Promote connection

Deepen community

# The 3 C's – Strategies to Steady your Team

## Contact

**Weekly team meetings**

**Emails**

**Phone calls**

**Virtual sessions**

**What's Up App/Texts**

## Connection

**Team Greetings**

**Team Collaborations**

**Team Emails**

**Virtual Walks**

**Express Appreciation**

## Community

**Team Learning**

**Chat Function**

**Team as Resource**

**Safe Activities**

**Virtual Discussions  
Movies/Books/Issues**

# Strategies to Steady Your Team

## Flexibility

**Telehealth**

**Pivot to New Roles**

**Value Engagement**

**Diversity & Inclusion**

**Gender & Care-Giving**

## Leadership

**Step Up**

**Innovations**

**Collaborate**

**Sustainability**

## Goals

**Professional  
Development**

**Team Collaborations**

**Team Support for  
Goals**

**Check In**

# 3 Leadership G's for Teams

## Generous

**Collaborations**

**Role Flexibility**

**Time**

## Gratitude

**Individuals**

**Team**

**Staff & Colleagues**

**Leadership**

**Good Will**

## Grace

**Challenging Time**

**Uncertainty**

**Stress & Grief**

**Not perfect**

**Benefit of Doubt**



# Gender & Ethnic Differences in Teams

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- Gender differences in stress levels
- Essential workers in range of sectors
- Gender & racial discrimination in pay at work
- Risk for COVID exposure
- Part-time employment
  - Employment vulnerability
  - Economic vulnerability
- Care giving at home
- Single women heads of household in US > diminished support
- Health care inequity
- COVID during pregnancy
- Less safety to have voice on team
- Risk of raising issues
- Bias in teams
- DEI in teams

# Resources and References

Kessler, D. (2020). Helping Your Team Heal. Harvard Business Review. July-August.

McDaniel, S.H., Salas, E., & Kazak, A.E. (2018). The Science of Teamwork. American Psychologist. Vol. 73., No.4.

Emerging from the Crisis: How to Lead through Uncertainty & Strengthen your Organization for the Long Haul. Harvard Business Review. 2020. July-August, 2020.

# Homework

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List three approaches you will consider implementing to engage, connect and support your team during this highly stressful time of ongoing uncertainty?

## Intentional, Collaborative Team Leadership

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**TEAM**

**T**ogether

**E**veryone

**A**ccomplishes

**M**ore

# Questions? Ideas?

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We will answer a handful of questions today. Some additional questions will be responded to in the Academy's Facebook learning community.

**Stay Tuned for APA's Emerging Leadership Program**

**on**

**The Science of Teamwork: Enabling Teams to Thrive**

**December 2 2020**

**2pm ET**