



UNIVERSITY
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Weldon Cooper Center
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LEAD

LEADING EDUCATING
AND DEVELOPING

Meeting Workforce Challenges with Caring, Trusting Teams

Overview

- The Environment – VUCA
- Top Challenges in Human Services
- New way of working
- Caring, Trusting Teams

VUCA (today's four-letter word)

V.U.C.A. Defined

Volatility: Large-scale change at high rate, having no predictable pattern.

Uncertainty: Lack of clarity about the present situation and future outcomes.

Complexity: The need to integrate multiple and competing variables acting simultaneously.

Ambiguity: The meaning of an event that can be understood in different ways, often competing or inconsistent.

Sources: Bawany, S. (2016). Leading in a VUCA World, *Executive Development*. Bennett, N. & Lemoine, J.G. (2014). What a difference a world makes: Understanding threats to performance in a VUCA world. *Business Horizons*, 57(3), 311-317.

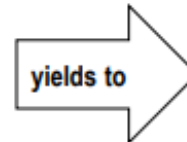
V.U.C.A. Reimagined

Volatility



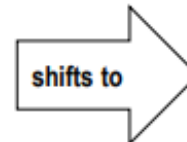
Vision

Uncertainty



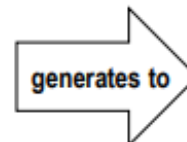
Understanding

Complexity



Clarity

Ambiguity



Agility

Adapted from: Johansen, R. (2012). *Leaders make the future: Ten new leadership skills for an uncertain world*. San Francisco, CA: Berrett-Kohler.

Top Challenges in Human Services

- Workforce growth
 - Develop and retain dedicated staff
- Secondary trauma
- Morale
- Improved culture



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Workforce of the Future

New Way of Working

Humanistic leadership	Distributed power
Teams win	Soulful
Psychological safety	Diversify
Transparency and candor	Human uniqueness
Yes, and	Trust
An idea meritocracy	Financial and behavioral measurements
Listening to learn	Compassion
Asking questions	Helping others be successful
Being good at not knowing	Trust and vulnerability
IQ, EI, SI	Seek to empower
Collaboration	Creative, innovative, and emergent thinking
Big WE (the team)	Speaking up
Meaning and purpose	Bring your Best Self to work

Caring, Trusting Teams

“A small group of people who truly care about each other as unique human beings and who are invested in each other’s success and happiness.”



High-Quality Human Connections

Five Strategies:

1. Being present
2. Being genuine
3. Communicating affirmation
4. Effective listening
5. Supportive communication



Common Purpose



- Buy-in
- Importance and relevancy
- Meaningful team conversations
- Agreement
- Commitment

Common Values

VALUES

We believe that:

Diversity enriches our lives

Each person has the right to live and work in a safe and healthy environment

All people have the ability to achieve their full potential

Our actions are guided by:

Commitment to the highest standard of service

Respect and **trust** for customers and colleagues

Empathy for others

Innovation in the provision of services

Ethics, integrity and **accountability** in all we say and do

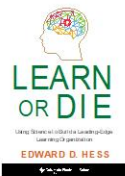
Rules of Engagement

Common Good Behaviors that Teams Should Explicitly Encourage:

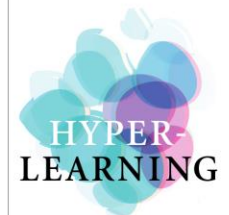
- Candor
- Open-mindedness
- Permission to speak freely
- Psychological safety
- **Critiquing of ideas not people
- Listening to learn, not to confirm
- Collaboration over competition
- *Saying “yes, and” as opposed to “Yes, but”
- Not rushing to judge but engaging in exploration and discovery
- **Valuing and ensuring the equitable participation of all team members
- **Mitigating against domination of conversations by only a few people or the highest-ranking people

Workforce of the Future

Otherness: The Tower of Trust



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HOW TO ADAPT to
the SPEED of CHANGE

EDWARD D. HESS

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Barriers and Ideas to Try

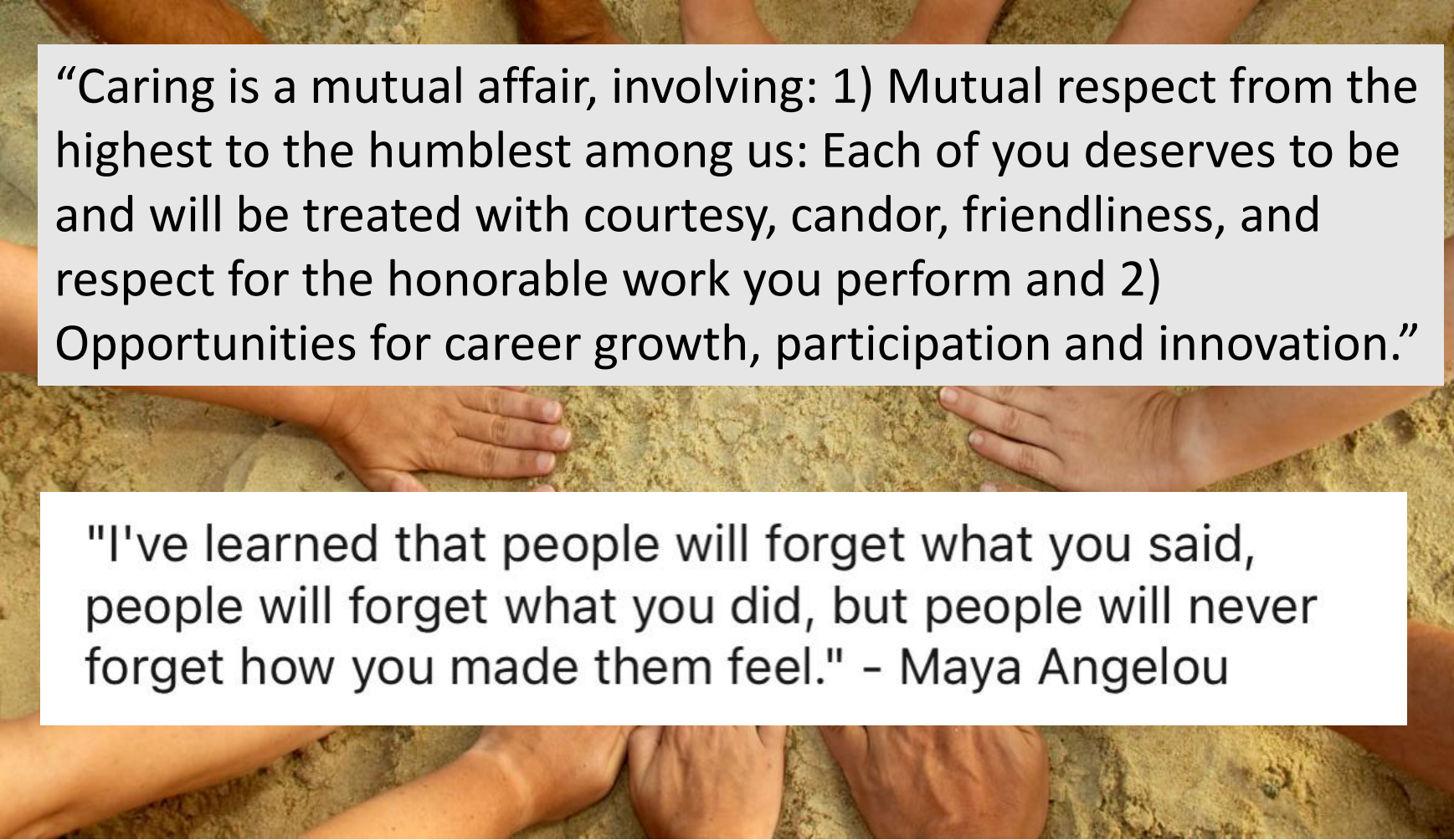


What gets in the way?



- ✓ Micro-moments of warmth and connection
- ✓ Positive emotions
- ✓ Asking detailed questions
- ✓ Know yourself
- ✓ Create a personal checklist of caring, trusting behaviors
- ✓ List what you think are top 7 team rules for collaborative engagement

Caring as the Soul of the Organization



“Caring is a mutual affair, involving: 1) Mutual respect from the highest to the humblest among us: Each of you deserves to be and will be treated with courtesy, candor, friendliness, and respect for the honorable work you perform and 2) Opportunities for career growth, participation and innovation.”

"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel." - Maya Angelou



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