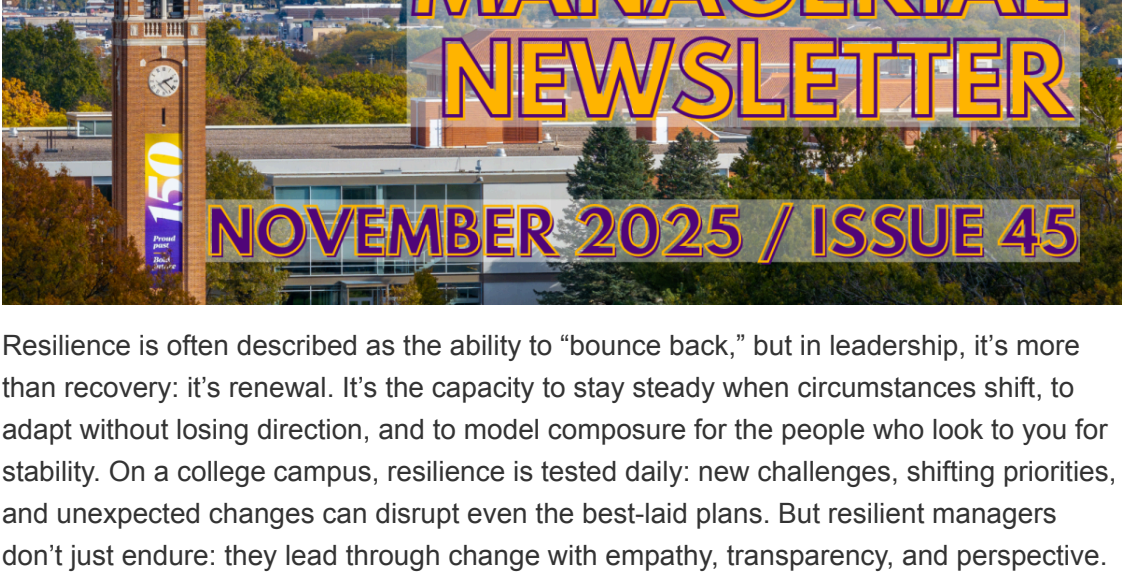




Resilience is often described as the ability to “bounce back,” but in leadership, it’s more than recovery: it’s renewal. It’s the capacity to stay steady when circumstances shift, to adapt without losing direction, and to model composure for the people who look to you for stability. On a college campus, resilience is tested daily: new challenges, shifting priorities, and unexpected changes can disrupt even the best-laid plans. But resilient managers don’t just endure: they lead through change with empathy, transparency, and perspective.

When leaders demonstrate resilience, it gives others permission to do the same. A calm response in the face of uncertainty, a willingness to learn from setbacks, and a focus on solutions instead of blame all send powerful signals to a team. Over time, those small choices compound, shaping a culture where challenges are met with curiosity, not fear, and where progress continues even when conditions aren’t perfect.

This month’s newsletter is about resilience; not as endurance alone, but as a leadership practice that sustains both you and your team through uncertainty and growth.

Onward and upward,

Let us know what you think about the newsletter and what you’d like to see in the future!

Jesse Heath

Employee Relations Coordinator

[Human Resource Services](#)

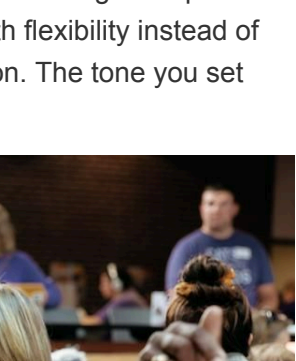
Feedback Form

Resilience

➔

“The difference between a successful person and others is not a lack of strength, but rather a lack of will.”

-Vince Lombardi



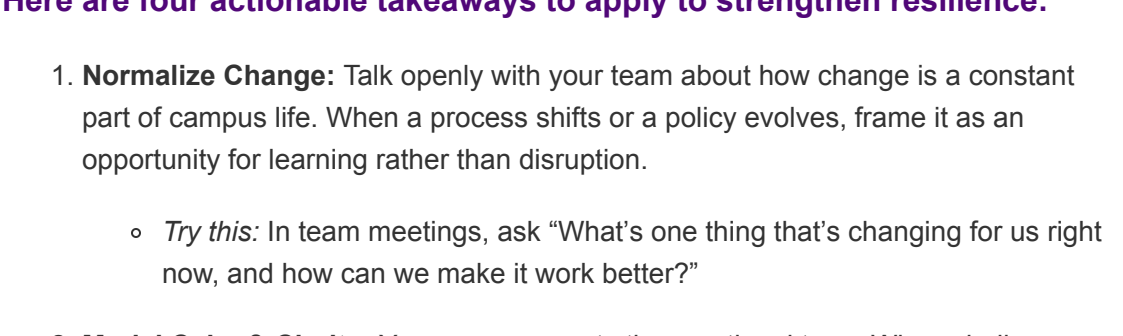
Resilience is more than simply “toughing it out.” It’s the ability to recover, refocus, and remain grounded when things don’t go as planned. For managers, it means modeling calm and confidence in the face of uncertainty, showing your team that obstacles are temporary and that forward motion is always possible. Resilient leaders don’t minimize challenges; they acknowledge them while helping others see a path through.

On a college campus, resilience often looks like adaptability. A new policy changes the way your team works. A student issue requires unexpected attention. A long-anticipated project shifts direction. In these moments, leaders who respond with flexibility instead of frustration help normalize change and create stability amid transition. The tone you set becomes the one your team follows.



Resilience also grows through connection. People are more likely to stay steady when they feel supported. Take time in your 1:1s to ask how your team members are managing, not just what they’re managing. Encourage reflection after difficult periods and celebrate progress, even the small wins. These moments help build collective strength, reminding people they’re not facing challenges alone.

Finally, remember that resilience starts with you. Leadership on campus often involves giving a lot—to students, to colleagues, to the institution. But personal resilience requires replenishment. Set boundaries where you can. Find your own sources of encouragement. Reflect on what gives your work meaning and purpose. The steadier you are, the steadier your team can be.



Here are four actionable takeaways to apply to strengthen resilience:

1. **Normalize Change:** Talk openly with your team about how change is a constant part of campus life. When a process shifts or a policy evolves, frame it as an opportunity for learning rather than disruption.
- *Try this:* In team meetings, ask “What’s one thing that’s changing for us right now, and how can we make it work better?”
2. **Model Calm & Clarity:** Your response sets the emotional tone. When challenges arise, pause before reacting, clarify what’s known, and communicate next steps with confidence.
- *Try this:* Before responding to a stressful email or situation, take 60 seconds to breathe and write down the two most important facts—not opinions—about the issue.
3. **Build Connection:** Resilience grows through relationships. People handle pressure better when they feel supported and valued.
- *Try this:* Dedicate the first five minutes of your team meetings to personal check-ins—no agendas, just space to share how people are doing.
4. **Reflect & Reframe:** After difficult periods, lead short reflections with your team about what worked, what didn’t, and what was learned. This turns setbacks into stepping stones.
- *Try this:* After major projects, hold a 15-minute “resilience debrief” to identify one key insight to carry forward.

Resilient leadership doesn’t ignore difficulty—it learns from it. And over time, it creates a culture where people feel empowered to adapt, grow, and thrive—no matter what the semester brings.

Additional Resources for Resilience

Articles

[Resilience at Work: Why It’s Important and How to Achieve It](#) / *Indeed*

“Resilience at work means navigating and bouncing back from challenges, setbacks or unexpected changes without little disruption. That might involve an employee staying calm and quickly resolving a problem or fixing a mistake and recovering from it quickly.”

[Building Resilience: Helping Workers Handle Stress for the Long Haul](#) / *SHRM*

“As a manager, you can explain to your workers that resilience training means learning how to deal with challenges and setbacks in a different way than they may have learned before. Becoming resilient, experts say, doesn’t just help you get through a stressful time, but can also empower you to learn how to stay resilient for the long haul, and in the process experience personal growth and improve your life.”

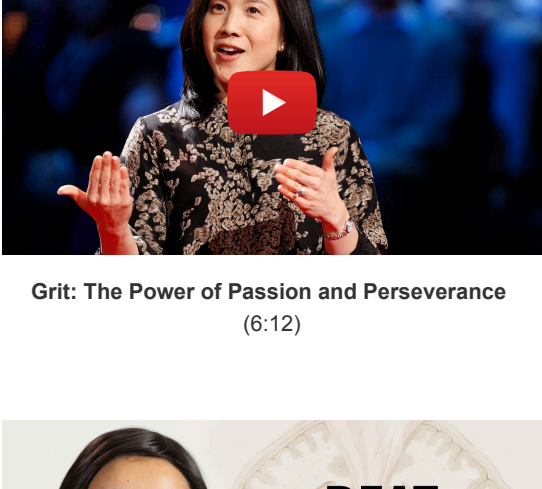
[The Secret to Building Resilience](#) / *HBR*

“The importance of building and maintaining your connections has never been clearer. For most of us, the challenges and setbacks we are experiencing in work and life during this time have been relentless. But you’re not alone in this battle. You can build resilience. Start by understanding the critical importance of growing, maintaining, and tapping a diverse network to help you ride out the storm.”

[Building Resilience At Work](#) / *Forbes*

“The constant grind left me burned out and disconnected from my purpose. This was the defining era of “toxic resilience,” although I didn’t have the vocabulary for it then. It was hustle culture worshipping as productivity at all costs, demanding unlimited bandwidth and rewarding those who pushed past human limitations. I was so consumed by the race that I just assumed grinding was the norm.”

Videos



Grit: The Power of Passion and Perseverance

(6:12)

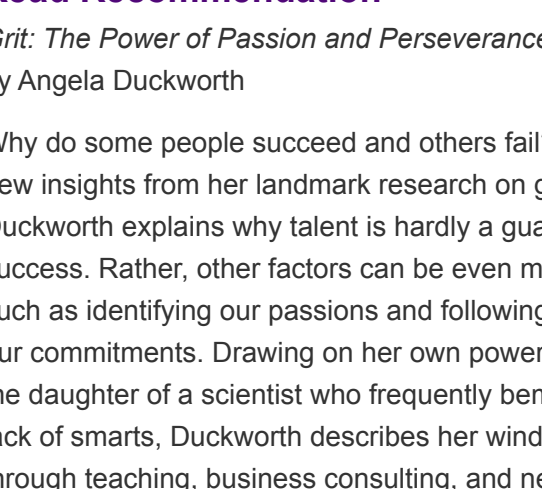
Leaving a high-flying job in consulting, Angela Lee Duckworth took a job teaching math to seventh graders in a New York public school. She quickly realized that IQ wasn't the only thing separating the successful students from those who struggled. Here, she explains her theory of "grit" as a predictor of success.



Harvard's stress expert on how to be more resilient

(9:03)

Stress is inevitable, but resilience means learning to manage it, not eliminate it. Dr. Aditi Nerurkar reminds us that true strength honors boundaries, self-compassion, and growth. Through small resets, like mindful breathing and gratitude, we can rewire our brains for less stress and more balance each day.



Developing a Growth Mindset

(9:37)

Should you tell your kids they are smart or talented? Professor Carol Dweck answers this question and more, as she talks about her groundbreaking work on developing mindsets. She emphasizes the power of "yet" in helping students succeed in and out of the classroom.

Read Recommendation

Grit: The Power of Passion and Perseverance

by Angela Duckworth

Why do some people succeed and others fail? Sharing new insights from her landmark research on grit, Angela Duckworth explains why talent is hardly a guarantor of success. Rather, other factors can be even more crucial such as identifying our passions and following through on our commitments. Drawing on her own powerful story as the daughter of a scientist who frequently bemoaned her lack of smarts, Duckworth describes her winding path through teaching, business consulting, and neuroscience, which led to the hypothesis that what really drives success is not genius, but a special blend of passion and long-term perseverance. Wittingly personal, insightful, and even life-changing, *Grit* is a book about what goes through your head when you fall down, and how that not talent or luck makes all the difference.

Available At:

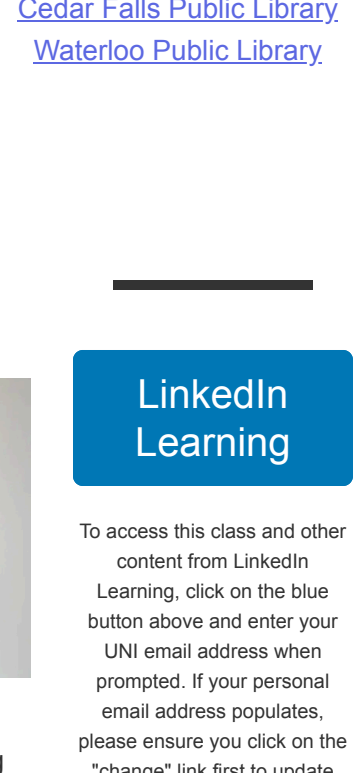
[Rod Library](#)

[Cedar Falls Public Library](#)

[Waterloo Public Library](#)

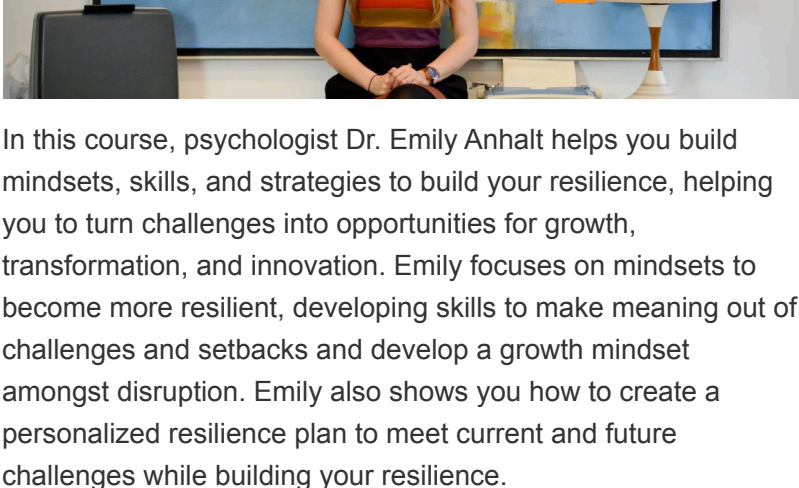
LinkedIn Learning

To access this class and other content from LinkedIn Learning, click on the blue button above and enter your UNI email address when prompted. If your personal email address populates, please ensure you click on the "change" link first to update your email address. Once entered, click on "Continue to the University of Northern Iowa LinkedIn Learning account" to access content.



Building Resilience

Emily Anhalt



In this course, psychologist Dr. Emily Anhalt helps you build mindsets, skills, and strategies to build your resilience, helping you to turn challenges into opportunities for growth, transformation, and innovation. Emily focuses on mindsets to become more resilient, developing skills to make meaning out of challenges and setbacks and develop a growth mindset around disruption. Emily also shows you how to create a personalized resilience plan to meet current and future challenges while building your resilience.

Upcoming Learning & Development



Building Community on Your Team

November 19 / 11:00 AM / Gilchrist 009

Recording for Asynchronous Viewing

A strong team is more than just a group of people who work together—it's a community built on trust and shared purpose. In this workshop, you'll explore strategies to create a team culture where people feel connected, valued, and motivated to contribute. Learn how to strengthen relationships, build psychological safety, and create a sense of belonging that drives engagement. Whether you're leading a team in-person or virtually, this session will help you build the kind of environment where people thrive—together.

This workshop is 1 hour long.

 In Person Registration

 Virtual Registration



Panther Pecha Kucha

December 10 / 12:00 PM / Schindler Education Center 220

Join us for a fast-paced, high-energy evening where six speakers share bold ideas, personal stories, and fresh perspectives—each in just 20 slides, 20 seconds per slide. The Pecha Kucha format keeps talks concise, visual, and impactful. Whether you're here to be inspired, challenged, or simply entertained, this is storytelling at its most dynamic. Six speakers, six powerful talks—don't blink, or you'll miss something great.

This session is 1 hour long.

 In Person Registration



FLSA & Time Reporting for Managers

December 11 / 9:30 AM / Virtual

Other scheduled offerings available!

Supervisors of non-exempt (hourly) staff will learn about the requirements of the Fair Labor Standards Act (FLSA) and UNI time reporting. It is a manager's role to ensure compliance with these regulations; this session is being offered to support managers in this area.

 Virtual Registration



FMLA & ADA Manager Responsibilities // Asynchronous Learning

This session provides managers with high-level information about how to identify a potential leave or accommodation request from an employee and clarifies a manager's role in complying with the Family Medical Leave Act (FMLA) and the Americans with Disabilities Act (ADA). This training takes approximately 45-minutes and will save your progress if you are unable to finish in one sitting.

 Access Here