

Leading through ADVERSITY.

The year was 1914 when the Endurance, a ship led by explorer Ernest Shackleton and 27 crew members, sailed toward the frigid waters of Antarctica to complete the first trans-Antarctic expedition. Shortly after its departure, the ship became trapped in floes of ice and eventually the ship was lost - leaving its crew stranded for over 20 months in the Weddell Sea. The crew "...endured entrapment, hunger, frigid weather, angry seas - and near madness." ([Kieran Mulvaney, 2022](#)) Needless to say, the Endurance never accomplished its mission and the expedition was deemed a failure. Except, even when faced with great adversity, Shackleton's leadership led to the survival of every single member of his crew.

While we may not face such dire circumstances in our line of work, Shackleton's actions can teach us some very important lessons about leading through tough times. What did he prioritize? You might be surprised.

In this month's featured bites, you'll be guided through a 35-minute interactive lesson on resilient leadership, discover what made Shackleton a great leader (albeit not a perfect one), and learn how you too can apply the same leadership principles as you navigate through difficult situations. We highly recommend it.

Until next month!

HRS Employee Relations

This newsletter is for YOU, so feel free to reach out with any questions, comments, suggestions, thoughts or concerns you may have that we can address in upcoming issues.

STARTER BITES

"The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy."

- Rev. Doc. Martin Luther King, Jr.

"Success is to be measured not so much by the position one has reached in life as by the obstacles which he has overcome."

- Booker T. Washington

"GREAT LEADERS KNOW
THAT ADVERSITY
PRODUCES THE
GREATEST
OPPORTUNITIES"

BRANDON WEBB

FEATURE BITES

Harvard Business School | Online

Resilient Leadership

"In this two-part lesson, you'll gain insight into leading through adversity through the example of explorer Ernest Shackleton and his historic Endurance expedition. A 35-minute, two-part interactive lesson with Prof. Nancy Koehn."

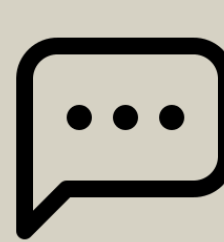
NOTE: This free resource can be accessed by providing a valid email address.



Leading Through Crisis | Dr. Julie Robinson

Communicate

- Make time to communicate consistently
- Use credible sources when communicating
- Leverage multiple communication channels
- Be accessible and responsive



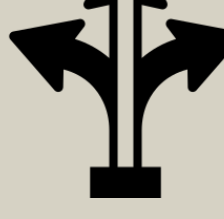
Cultivate Care

- Alleviate fear and stress by being transparent
- Promote healthy habits and routines
- Care for yourself so you can effectively lead
- Mitigate stressors and promote mental health



Act Decisively

- Be proactive and act in a timely manner
- Set a positive example with a positive tone
- Take responsibility and maintain efficiency
- Don't waste time blaming others for crises



Think Ahead

- Don't get caught up in daily management
- Trust those you've assigned responsibilities
- Assess changes and identify new resources
- Remember mission and vision



Visit [University of Arkansas System, Division of Agriculture Blog](#) to learn more.

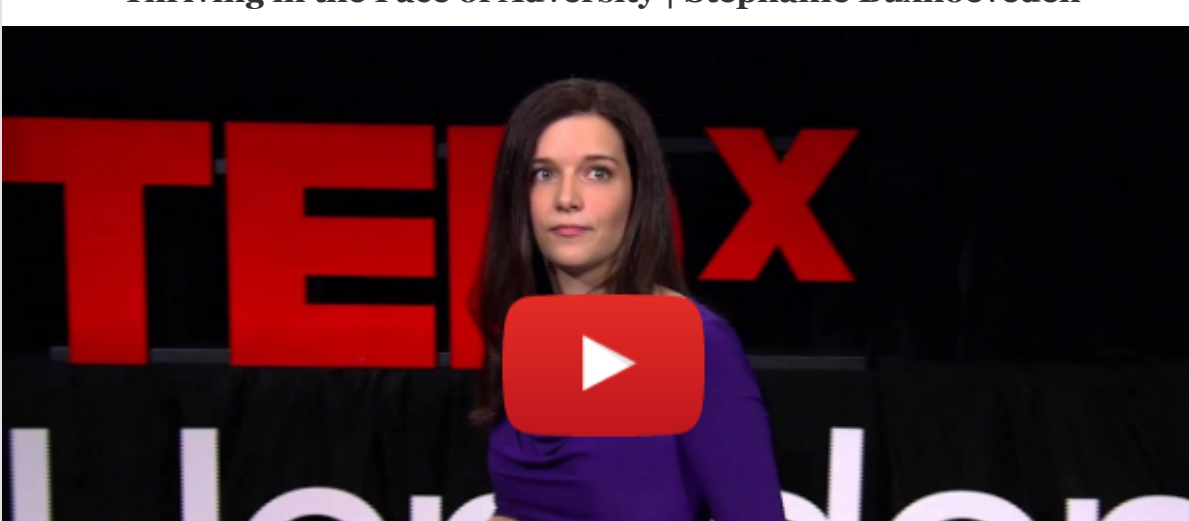
We want to feature YOU! Do you have any supervisory tips/tricks you'd like to share? Burning questions about supervision you'd like to ask? Are you a new UNI supervisor? Do you have a cool or unique workspace? Reach out to be featured in our upcoming issues.

SMALL BITES

Leadership in Adversity | Col. Andy Anil



Thriving in the Face of Adversity | Stephanie Buxhoeveden



ARTICLE OTM

Leading Through Adversity

by Betsy Atkins



LinkedIn Learning

Leading in Uncertain Times: Turn Adversity Into Opportunity

WATCH this video by LinkedIn Learning Instructors

To access this video, click on the purple 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.

BIG BITE



Book Club

The Optimistic Workplace: Creating an Environment That Energizes Everyone by Shawn Murphy.

Chapter II, "Destructive Management," is described as a collection of six ineffective management practices. The first is a leader's failure to recognize how their actions, attitudes and words can negatively impact employees. The second is anti-social leadership, which is the inability to create a shared purpose and encourage team community. Third is the resistance to adapt to the ever-changing workplace. The fourth is what the author describes as "profit myopia." This is the focus on short-term goals or the bottom line at the expense of the employee and/or customer experience. The author also warns against constricted inspiration! Someone who is unable to motivate their team members can stifle creativity and innovation, leading to an absence of positive energy and forward thinking. Finally, the most common is "silo syndrome." Destructive managers prioritize work above all and expect employees to do the same, at the expense of their work-life balance. While these practices and beliefs about the workplace can derail an optimistic environment. We can combat this by creating spaces where people feel a sense of belonging and relatedness, where self-acceptance is encouraged, where the environment supports individual needs, where we purposefully focus our intentions, and when personal growth is encouraged.

Chapter II in Tweets:

- Negative feelings in the workplace are alienating.
- Lack of inspiration results in a lack of workplace energy.
- Our logic is spotty. Our conclusions are often misinformed.
- Don't overlook the power of autonomy.
- Relatedness is necessary for well-being and positivity.
- It's your choice to determine your mindset.
- Creating optimism is a collaborative effort.

Favorite Quote:

"Our attention becomes fixated on those at the top. We live the myth that if you do not have sponsorship from the top, you cannot realize your intentions."

- Peter Block, *Stewardship*

If you would like to read along and share any thoughts or reactions to "Chapter 3: The Power of Contagious Emotions," be sure to contact us!

LEARNING & DEVELOPMENT



Supervisor Development Series: FLSA/Time-Reporting
Recommended for supervisors with non-exempt (overtime eligible) staff
March 29, 2023 from 9:00 AM - 10:00 AM

Session will take place via Zoom. Please [REGISTER](#) in advance.



Supervisor Development Series: Fundamentals of Supervision
April 12, 2023 from 8:30 AM - 2:00 PM

In-person session. Please [REGISTER](#) in advance.



Supervisor Development Series: FMLA & ADA Supervisor Responsibilities
45-minute self-paced video course launching soon.

COMING SOON



Supervisor Development Series: Addressing Performance Deviations



Supervisor Development Series: Managing Conflict Effectively



Supervisor Development Series: The Power of Gratitude and Recognition

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Our Vision

All employees will be positively engaged in achieving their greatest potential while contributing to the success of the university.

Our Mission

Human Resource Services fosters an environment of integrity and collaboration through innovative solutions and communications contributing to the successful recruitment, development, and retention of university employees.