

Curator Brief: Passages

Topic and Resource	Curator's Comments
Introduction	<p>Life has its ups and downs, but how do we handle the hardships while balancing everything else including our job that pays the bills, or how do we effectively lead teams with a member going through a personal hardship? All leaders will eventually be faced with a situation where personal hardships impact them directly, or their team. These personal passages are too often ignored, or handled inappropriately by business leaders, but that doesn't have to be the case. These can be critical learning and growing opportunities for all involved.</p> <p>This collection of "Passages" material, is intended to educate advancing leaders on how to build an executive toolkit for leadership through Passages of Personal Hardship. Don't leave it up to chance or the organization to do an adequate job.</p> <p>It's important to integrate these concepts with your personal tendencies during passages. Some leaders shy away and don't get involved in their team members' personal issues as if they should and don't have any impact on their work. Others ignore these passages out of fear that it is an "HR Issue" and do not want to cross any inappropriate lines that could get them into legal trouble. And, when the personal hardship is in the leader's personal life, apart from not knowing how to handle the situation, they often try to hide it from those they work with due to fear of its impact on their reputation.</p> <p>The following resources are provided here to help. You can use this collection of information and tools for when a personal passage impacts you or your coworkers.</p>
1. What are Passages	<p>Get Abstract's summary takeaway of David L. Dotlich et. al. book 'Leadership Passages' describes a passage as "a passage is an intense experience or crisis that challenges your resilience and ultimately makes you a stronger person." This abstract provides a summary of the book which focuses on thirteen common passages leaders experience in their lifetime. Each passage has a description of the passage, and common pitfalls and lessons to be learned from each one. It also stresses the importance of leaders and corporations to better understand and learn from these passages as these passages often can make or break a leader.</p> <p>Link: https://www.getabstract.com/en/summary/leadership-passages/4195?dfs=hrtwpblwaioteuvantnoiduigbbygv&rf=MZTSVWKZXM</p>

<p>2. Specific types of passages a leader may experience</p>	<p>Per the Abstract Reading “Leadership Passages, The Personal and Professional Transitions That Make or Break a Leader” (by Dotlich, Noel & Walker) potential leaders experience 13 types of common passages;</p> <ol style="list-style-type: none"> 1. Joining a company 2. Moving into a leadership role 3. Accepting a stretch assignment 4. Accepting responsibility for a business 5. Dealing with significant failure for which you are responsible 6. Coping with a bad boss and competitive peers 7. Losing your job or being passed over for promotion 8. Being part of an acquisition or merger 9. Living in different country or culture 10. Finding a meaningful balance between work and family 11. Letting go of ambition 12. Facing personal upheaval 13. Losing your faith in the system <p>The following example article regarding the now famous firing and re-hiring of Apple Corps. CEO Steve Jobs, could be tied to many of the above mentioned types of passages (i.e. dealing with a significant failure, coping with a bad boss, losing your job, facing personal upheaval, etc.).</p> <p>Erik Passages Article on Steve Jobs with art</p> <p>https://www.edutopia.org/blog/steve-jobs-failure-recovery-eric-brunsell</p>
<p>3. Passage - Personal Story</p>	<p>Funbi will present a personal story about his passage as a leader in the Army. He suffered a personal loss while in pre-deployment training that almost derailed his leadership.</p> <p>This is an example of a facing personal upheaval.</p>
<p>4. Education and Assistance for Leaders</p>	<p>Tool: “The Emotion Wheel: What It Is and How to Use It” by Hokuma Karimova, MA</p> <p>Hokuma Karimova is a Mindset and Success Coach and Environment and Social Expert. In this article she explains how to use American psychologist Dr. Robert Plutchik’s wheel of emotions. Emotions influence our actions in five main ways: Emotion Component, Action Tendency Component, Appraisal Component, Motor Component, and Physiological Component. Many emotions are experienced when going through a passage and since these emotions effect our actions, it is important to become familiar with your current emotions and</p>

objectify them so you can shift them towards emotions you'd rather experience. This article also creates three links and tools (Clear and brief: emotions, Wheel of Emotion (link), Emotions in business) for leaders/managers to use.

Towards the end there is a TED talk from Alan Watkins titled "why you feel what you feel". It is about 20 minutes long and does a great job at explaining how a passage/tragedy/hardship can enable you to find your deeper purpose and meaning in life. It also explains how to handle the many emotions experienced along with external influences that occur in life.

An example on how to use the wheel: before a dinner party or similar social event, a human might feel "apprehensive" because they want to feel like they belong to a particular group. By understanding and labeling this emotion, the person might be less hard on themselves for feeling a bit nervous.

Link: <https://positivepsychology.com/emotion-wheel/>

How To Keep Working During Personal Hardship by Christine Comaford

Christine Comaford is a leadership strategist and writes about leveraging neuroscience to create remarkable leadership. In this Forbes article she explains some tactics for leaders and employees to use to navigate a hardship while keeping your job. Some of these tactics can be linked with the 5 stages of grief (denial, anger, bargaining, depression and acceptance) originally proposed by Elisabeth Kübler-Ross in her 1969 book *On Death and Dying* to help employees come to terms and acceptance with the hardship. It is important to realize everyone handles hardships and grief differently and on different timelines. Its important for leaders and managers to create an environment where employees are comfortable and feel okay reaching out when needed. Many companies offer employee assistance programs for free but employees are too nervous to use them for fear of hindering reputation or career advancements along with trust that the meetings won't be used against them. She ends by explaining some passages can result in knowledge gained and be a transformative time.

Link:

<https://www.forbes.com/sites/christinecomaford/2019/09/10/how-to-keep-working-during-personal-hardship/#66ee8df47598>

5 Tips for Managing an Employee Through a Personal Crisis

Dealing with an employee who is going through a personal crisis requires empathy and a process and plan. Every single person will deal with a personal

	<p>crisis at some point in their lives, whether it is a death in the family, a divorce, or another situation that makes the emotions run high and demands time. Employers and HR managers are tasked with figuring out how best to manage the employee through this time, while also considering the business. The article examines some ways to prepare and support an employee through their passage.</p> <p>Links: : https://www.hrpayrollsystems.net/5-tips-managing-employee-personal-crisis/ https://hbr.org/2018/07/how-to-manage-an-employee-whos-having-a-personal-crisis https://sba.thehartford.com/managing-employees/employees-in-crisis/ https://www.inc.com/minda-zetlin/employee-facing-personal-problems-heres-what-to-do.html https://www.themuse.com/advice/3-tips-for-managing-employees-during-a-personal-crisis</p> <p>Asking For Help is Strength Not a Weakness</p> <p>It is important to know it is ok to ask for help and support when needed. It is equally important to understand that we are a part of others' support system as well. An important element being compassion, empathy and margin to help.</p> <p>https://www.ted.com/talks/michele_l_sullivan_asking_for_help_is_a_strength_not_a_weakness?utm_campaign=tedsread&utm_medium=referral&utm_source=tedcomshere</p>
<p>4a.: Education and Assistance for Leaders (Continued)</p>	<p>HBR Article, “How to Manage an Employee Who’s Having a Personal Crisis” by Carolyn O’Hara gives practical and case research based advice to Managers with team members going through a personal hardship passage. She highlights the importance of knowing what to do, and gives some helpful “Do’s” and “Don’ts.” It’s important to recognize the reality of the situation, and remember that the manager needs to manage and not be a therapist. The manager can work within the parameters of Company policy to work with the employee to agree on a creative solution. The plan needs to have clearly set expectations and revisited frequently to avoid surprises.</p>

	<p>Link: https://hbr.org/2018/07/how-to-manage-an-employee-whos-having-a-personal-crisis</p>
<p>5. Final Takeaways</p>	<p>Key takeaways regarding passages to be conveyed and shared during the workshop (i.e. during brief presentation and possibly via in-class cohort participation survey):</p> <ol style="list-style-type: none">1. As leaders, we must acknowledge the fact that reaching out for help during personal upheaval is a sign of strength that can save our leadership from possible derailment.2. Leaders and managers need to ensure a support structure is in place to provide employee assistance (i.e. EAP programs, anonymous help lines, etc.).3. Establishing a diverse and open working culture that both acknowledges the presence of passages, and affords employees anonymous access to help without fear of retribution is key.