



# RESILIENT LEADERSHIP

FLEX

August 20, 2015

Dr. Dianne Van Hook, Chancellor

# Ice Breaker

## Circle to Circle Ice Breaker:

Group is counted off by 2's  
(1, 2, 1, 2...)

1's form a circle and 2's form  
a circle facing one another.

Once circles have been  
created, the group will be  
given a question. Each pair  
will introduce themselves to  
their partner and share the  
answer to the question.

After two minutes, time is  
called. One of the lines  
circles will move one partner  
down to the left so that  
everyone is facing someone  
new.

A new question will be  
given.



# Ice Breaker Question #1

How do you keep calm during chaotic situations?

## Ice Breaker Question #2


When have you seen your tenacity really pay off at College of the Canyons?

## Ice Breaker Question #3

What is a life event that has helped define you?

**Great opportunities reside and great achievements will accrue for those who have learned the secrets of human resilience and resilient leadership.**





What is  
Resiliency  
Anyway?

# What Does Resiliency Mean?

Resiliency is defined as the ability to:

- Recover from setbacks
- Keep going in the face of adversity
- Overcome challenges
- Adapt well to change
- Discover your passion and go for it!
- Commit to getting better
- Believe in yourself
- Not let others define your limits
- Recognize opportunities

*Man never made any material as resilient as the human spirit.*

*Bernard Williams*







Keep Going to Achieve Your Destiny

# The New Meaning of “Resiliency”

In our current environment characterized by rapid change, the word “resilience” has taken on additional meaning. It’s no longer just about bouncing back from mishaps and the ability to quickly adapt and recover.

It’s now about:

- Recognizing opportunities
- Defying limits
- Grasping possibilities
- Taking control of the present
- Directing your future which is ever changing



**RESILIENCE**

rayhiltz.com

#RayLunchBunch

The Pace of Change is So Fast...Did You Know?

**THE DIFFERENCE  
BETWEEN WHO YOU ARE  
AND WHO YOU WANT TO BE,  
IS WHAT YOU DO.**

# *Resiliency is about Recognizing Opportunities, Defying Limits and Grasping Possibilities*

At COC, as technology evolves, we respond as we offer new formats including online, hybrid, web-enhanced, distance-learning, and accelerated courses:

- Weekend College which gives students a new option for achieving their educational goals while maintaining work and family responsibilities.
- Math-075 provides non-STEM students with an accelerated pathway to statistics-based math courses that improves student completion and success rates.
- Go! Classes are 5-week long online classes allowing students to study at home, at work, or anywhere they have computer access.
- PAL (Personalized Accelerated Learning) provides accelerated short-term classes in Math and English with success rates roughly 10% higher than same courses taught in standard formats.



*My Weekend is My Time...* FOR COLLEGE

**Weekend College**  
starts **Fall 2014**  
Complete your  
general education classes  
in just **one year!**

COLLEGE OF THE CANYONS  
*Weekend College*

**Not majoring in math, science,  
business or nursing?**

**Math 075 is for YOU!**

**Our response to change is an example of resilience.**

# So what differences do changes like this make?

Individual and department changes build a foundation of resilience, responsiveness and do-ability for our college.



# What is Organizational Resilience?

Organizational Resilience is the:

- Ability of the college to shape change in order to prosper
- Determination to grow and thrive despite challenges
- Confidence in our capabilities
- Ability to make informed tactical and strategic decisions
- Ability to quickly seize opportunities and navigate the unknown

# Organizational Resilience is the Ability to Shape Change

Together, we made our dreams come true!

- Developed a Facilities Master Plan
- Passed Measure C and Measure M (voter approved bond measures) to leverage state funding.
- Increased our funding from \$92M to \$132M - matching construction funds from the state.
- Met and exceeded demands for relevant, cutting-edge programs
- Expanded, renovated, demolished, built and renovated to create and equip state-of-the-art facilities:
  - ✓ Student Support Center
  - ✓ Allied Health at HMNH
  - ✓ Performing Arts Center
  - ✓ Pico Canyon Hall





# Organizational Resilience is the Ability to Shape Change

- ✓ Public Safety Sheriff's Academy
- ✓ Hasley Hall
- ✓ Canyon Country Campus
- ✓ Aliso Hall and Aliso Lab
- ✓ UCEN
- ✓ Mentry Hall Expansion ( Media Arts and Technology)
- ✓ Applied Technology Education Center (ATEC)
- ✓ New Library/TLC
- ✓ Canyons Halls
- ✓ ICUE



# Organizational Resilience is the Ability to Shape Change



# *Organizational Resilience is the Determination to Grow and Thrive Despite Challenges*

During the recession, as spending cuts threatened funding to California's community colleges, we survived challenges as faculty and staff pulled together, identified solutions and alternatives, and kept our college moving forward with amazing results:

- We were able to limit reductions made to academic offerings.
- We had more classes to offer than surrounding colleges and became a destination for students seeking classes when other colleges were cutting.
- As other districts pursued "cut back" options, we were able to avoid layoffs and retain our permanent faculty and staff.
- We garnered the regard of our community, the students we serve, and our partners.
- We are only one of 12 districts (of 72) to have restored our enrollment to 2008 levels.

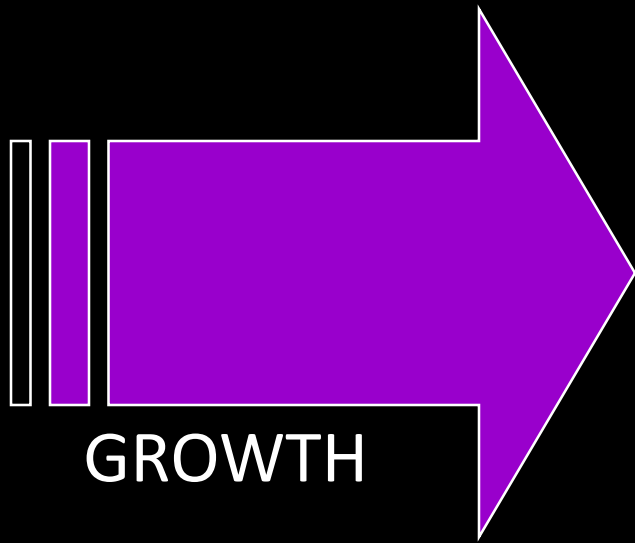


# How Did We Shape Change? With Drive, Determination, and Passion



A journey begins with the first step. Drive is what makes you take that first step. No matter what your journey is, it all begins with drive. You can be driven and determined – without passion, you are immobile.

# What are the Results of our Drive, Determination, and Passion?



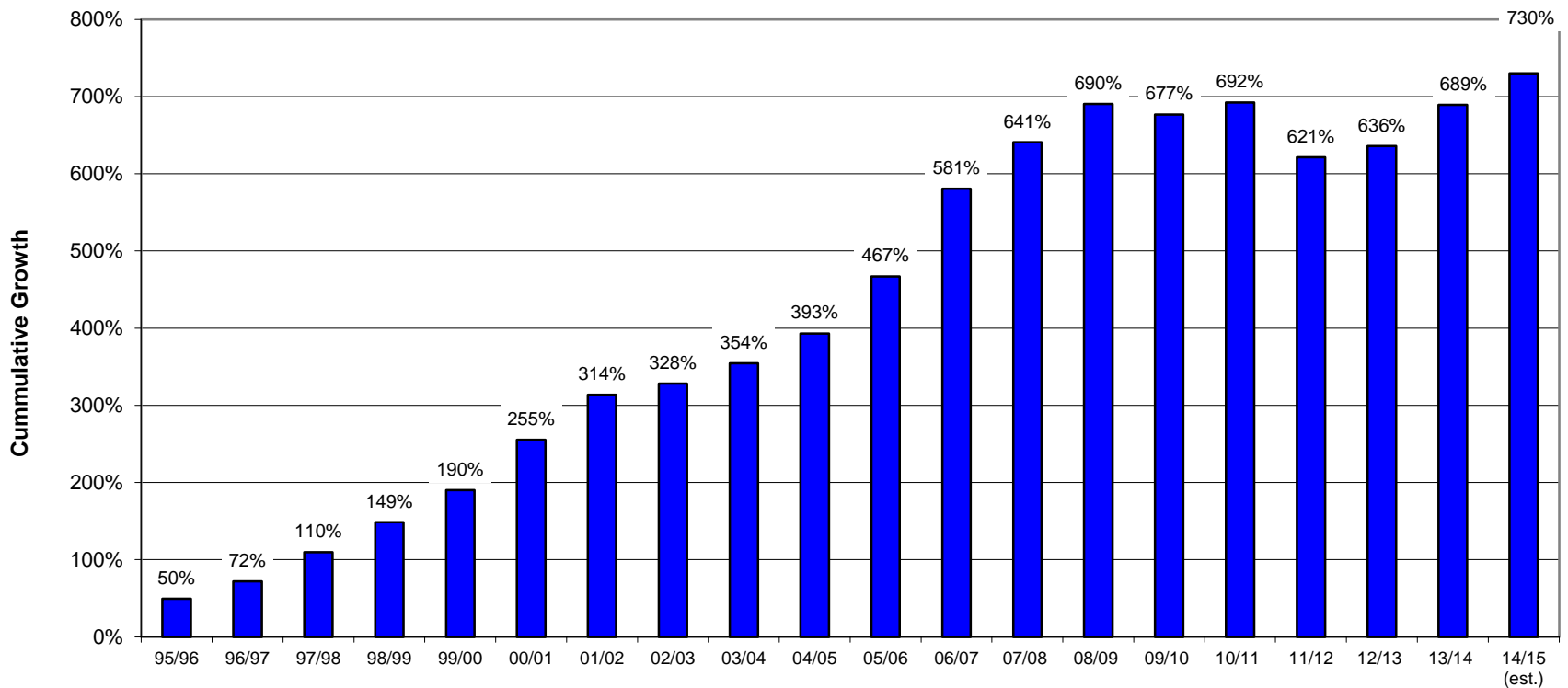
- Revenue Generated
- Fiscal Stability Achieved
- Facilities Built
- Programs Added
- Staff Expanded
- Partnerships Formed
- Access Expanded & Students Served
- Programs Rejuvenated

**REVENUE WAS GENERATED!**

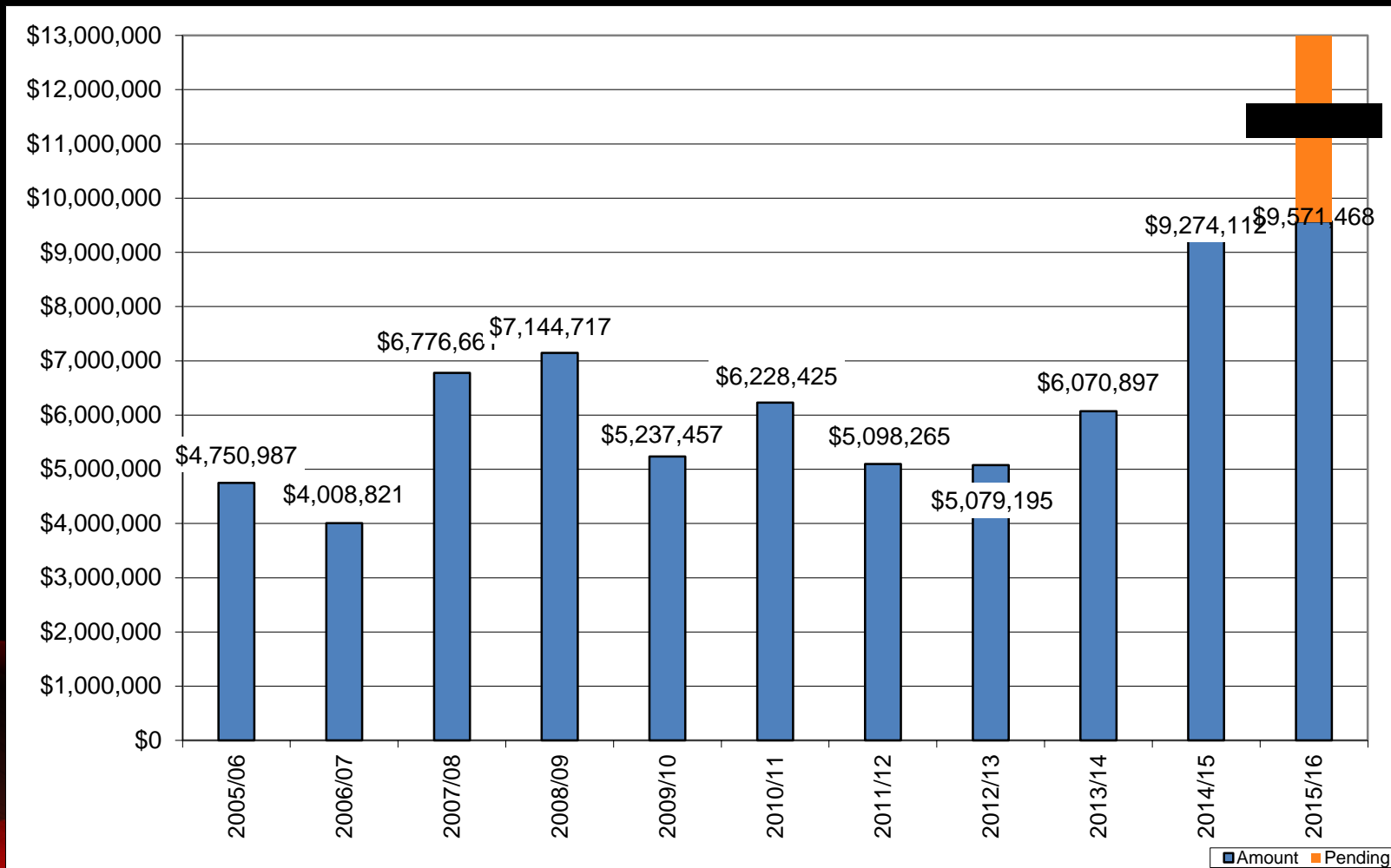


# Cumulative Growth in Unrestricted General Fund Revenue 1991-1992 through 2014-2015

From 1991-92 through 2008-09 (18 years) there was a 690% cumulative increase in General Fund Revenue. Due to State cuts in 2009-10 and 2011-12, the cumulative increase dropped to 621%, which is a 69% reduction.



# Our Grant Revenue grew and helped us to be both resilient & innovative!





# *Organizational Resilience is Confidence in Our Capabilities*

We applied for and were appointed as IEPI Initiative Partners, – responsible for overall coordination of the IEPI Initiative. Partnering with the state Chancellor's Office to develop and lead the Institutional Effectiveness Partnership Initiative, a five-year, **\$24.5 million** program to disseminate best practices and help colleges across the state to improve accreditation and audit outcomes.

## Goals:

- Help make California community colleges the most effective system of higher education in the world
- Eliminate accreditation sanctions and audit findings
- Expand access, success, and equity for our students
- Serve as a model for others
- Share best practices



**INSTITUTIONAL EFFECTIVENESS**  
*Partnership Initiative*

# *Organizational Resilience is Confidence in Our Capabilities*

We are taking it one step further and will launch Regional Trainings for our local college partners.

Topics will include:

- Student Success
- 3SP
- Student Equity
- Economic Development: Doing What Matters
- Student Services: Compliance with Clery Act
- Dealing with the Press
- Maximizing Marketing
- Emergency Preparedness
- Facilities/OSHA audits/ADA
- HR Issues
- Developing Leaders



**INSTITUTIONAL EFFECTIVENESS**  
*Partnership Initiative*

# *Organizational Resilience is the Ability to Make Informed Tactical and Strategic Decisions*

We moved forward in the face of disaster.

- On January 17, 1994, the 6.7 magnitude Northridge Earthquake hit, striking with such force that many of the college's classrooms were rendered uninhabitable.
- Although the college suffered major damage, the start of the spring semester was delayed only one week.
- Many quake-damaged classrooms were not usable. A village of tent classrooms was erected on some of the athletic fields.
- By the end of 1995, 90 percent of the earthquake recovery projects were completed.



# *Organizational Resilience is the Ability to Quickly Seize Opportunities*

For example:

We are a leader in economic development and the partner of choice for local firms looking to fulfill their employment needs.


- COC's Fast Track Institute – offers job seekers the fastest way to prepare for “in-demand” jobs and provides local companies with highly-skilled employees.
- Provides fast-paced, intensive, job preparation programs for job seekers looking to jumpstart their careers.
- Two major focuses - entry level skills and professional certifications.
- Courses take only a few months to complete, are based on labor demand, and focused on industries where future growth is expected .



# Group Activity

## Resiliency Activity

- Take 10 minutes as each participant goes around the table and shares something they did (or their department did) as a result of changing circumstances.



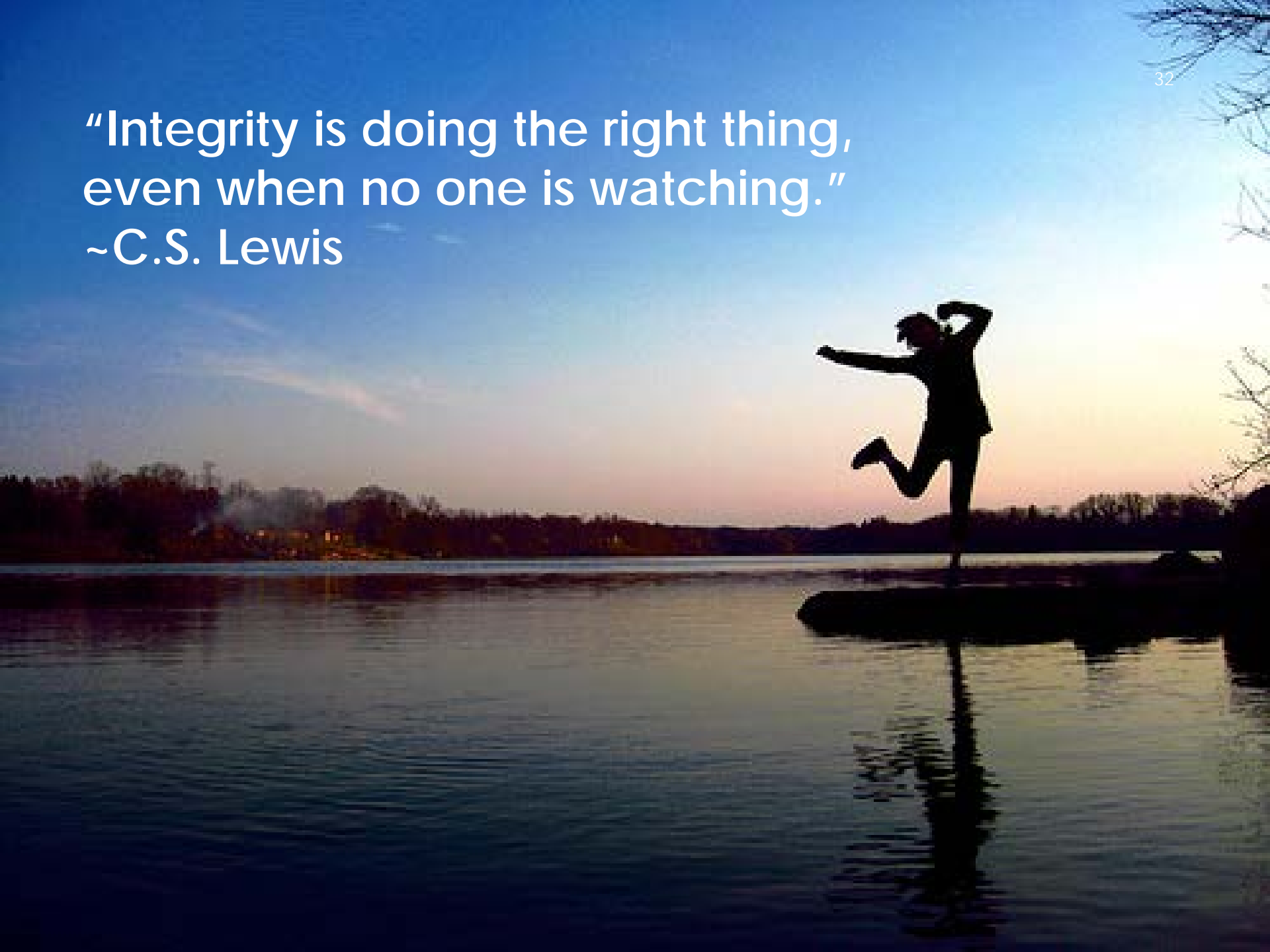
What are the  
Characteristics  
of a Resilient  
Leader?

# What Characteristics are Unique to a Resilient Leader?

*Resilient Leaders have the vision and courage to lead. They:*

- Lead with integrity
- Act boldly and decisively
- Communicate effectively
- Promote organizational identity
- Utilize the power of optimism
- Exhibit perseverance
- Manage change
- Take responsibility for actions
- Maintain composure
- View adversity as opportunities
- Value and promote partnerships
- Develop resiliency in others

“Integrity is doing the right thing,  
even when no one is watching.”  
~C.S. Lewis





## *Resilient Leadership is Built on Integrity*

- Integrity is considering not only what's good for you, but what's good for others as well.
- Integrity isn't just a situation-by-situation process of decision making: it's a consistent way of living. It's a personality trait we want our leaders to have.
  - ✓ Integrity inspires trust.
  - ✓ Trust enhances a sense of safety.
  - ✓ People will follow those who are consistent and honest.
- Leaders are expected to do the right thing, at the right time, for the right reasons.



## *Resilient Leaders Lead with Integrity*

Resilient Leaders act boldly with integrity to the betterment of all involved.

In order to lead with integrity, one must exhibit:

- **Honesty** -
  - ✓ Be honest
  - ✓ Tell the truth
  - ✓ Mean what you say
  - ✓ Say what you mean
  - ✓ Be trustworthy
  - ✓ Align actions with what you say
- **Consistency** – Be equitable and treat everyone fairly. Handle similar situations in the same way. Rely on protocol – no surprises.
- **Self-discipline** – Hold yourself accountable for your actions and accept responsibility.
- **Reflection** –
  - ✓ Learn from your successes and seek to repeat or exceed them.
  - ✓ Learn from your mistakes and be better because of them.

## Are We Living in a World Without Ethics?

Leaders need to demonstrate integrity and ethical behavior. Recent historical events caused by **lack of integrity** include:

- In late 2001, Enron filed for bankruptcy after becoming one of the world's leading electricity, natural gas, and communications companies, with 2000 revenues claimed in excess of \$100 billion.
- On July 21, 2002, WorldCom, the largest Internet company and the second-largest communications company in the world, employing over 60,000 people in over 60 countries, revealed incorrect accounting of \$3.8 billion in operating expenses and filed for bankruptcy.
- The subprime economic collapse of 2008 was considered by many as an epidemic of irresponsible financial management fueled by greed.
- Bernie Madoff's Ponzi scheme, the biggest fraudulent scheme in U.S. history, cheated clients out of \$65 billion.

What happened in the cases of the subprime meltdown, Madoff, Enron, WorldCom? ***Someone forgot about integrity.***

**“The best thing you can do is the right thing, the next best thing is the wrong thing, and the worst thing you can do is nothing.”**

~Teddy Roosevelt

Your actions speak loudly –  
people remember them.

## *Resilient Leaders Act Boldly and Decisively*

These are times that call for bold, confident, courageous leadership. Resilient Leaders possess the courage to step forward, take risks and lead change:

- **Confront reality head-on.** Only by knowing our true current state can you lead your team to a better place.
- **Seek feedback and listen.** Unfiltered 360- degree feedback is not always easy to hear, but it can breathe new life into your relationships and leadership style if you listen and act.
- **Say what needs to be said.** Having crucial conversations helps cut through the smoke and move through issues. This also means having the courage to put your opinions on the table, even if they are unpopular.
- **Encourage push-back.** By encouraging constructive dissent and healthy debate, you reinforce the strength of the team and demonstrate that in the tension of diverse opinions lies a better answer.
- **Take action on performance issues.** By taking swift action to reassign or exit underperforming employees, you are helping yourself, the team and organization.

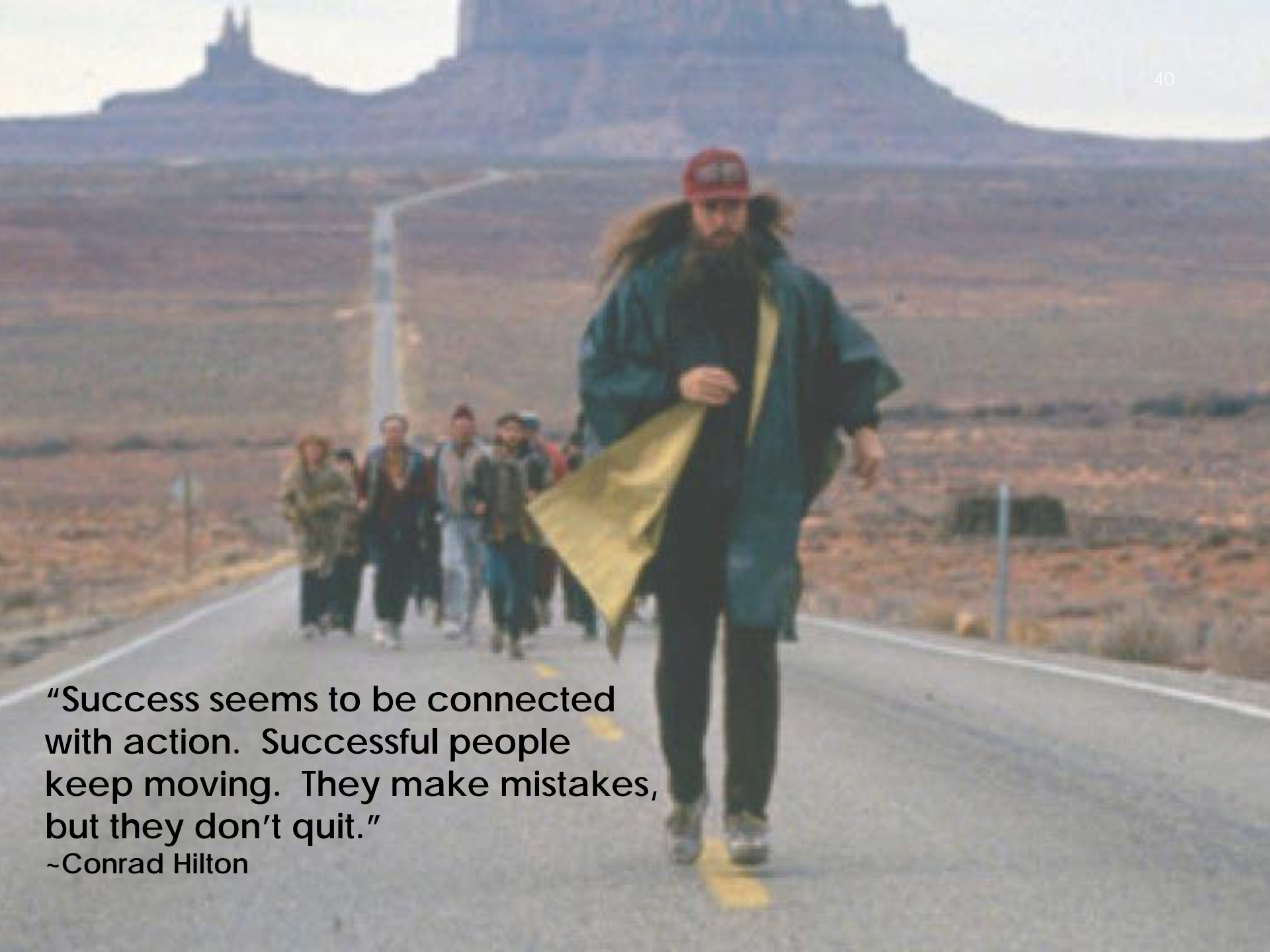
## *Resilient Leaders Act Boldly and Decisively*

- **Communicate openly and frequently.** Courageous leaders refuse to hide behind jargon and wiggle-words – they use straight-talk and are not afraid to say “I don’t know.” They also share information instead of hoarding it.
- **Lead change.** Envision a better way, a better solution – and approach it with determination and an open mind, knowing that a mid-course correction may be necessary. You need to bring people along the change process for them to truly engage.
- **Make decisions and move forward.** Avoid the crutch of “analysis paralysis” and make the decision. Forward movement is always better than being stuck in place.
- **Give credit to others.** A good leader takes more than their fair share of the blame and less than their fair share of the credit.
- **Hold people (and yourself) accountable.** Accountability begins with you – holding yourself responsible for modeling the behaviors you expect of others.

# Resilient Leaders Make Thoughtful, Timely Decisions

## Decision Making Checklist

- ✓ When a decision must be made, make it as wisely as possible and consider all perspectives
- ✓ Trust actions, not words
- ✓ Engage others in the decision-making process
- ✓ History repeats itself – study history
- ✓ Suspend emotional judgement and avoid bias
- ✓ Analyze risk vs. reward – consequences of being wrong vs. reward of being correct
- ✓ Analyze long-term effects of decision, not just immediate impact
- ✓ When a decision leads to an unfavorable consequence, admit it and take responsibility



**“Success seems to be connected with action. Successful people keep moving. They make mistakes, but they don’t quit.”**

**~Conrad Hilton**



# *Resilient Leaders Communicate Openly and Honestly*

**Open and honest communication is a key component of resilient leadership.**

Resilient Leaders:

- ✓ **Listen before they speak** – Listen to others and indicate they value and validate other opinions. Before you can persuade anyone of anything, you must first hear their perspective.
- ✓ **Have the courage to speak the truth as they understand it** –
  - Share information. It's better to be caught in a mistake than in a lie. Silence can be dangerous. If the leader doesn't share information, someone else will – usually the most misinformed, unreliable person.
- ✓ **Keep their messages simple and direct** - Use words that resonate with the listener and include personal relevance.
- ✓ **Have the courage to speak even when the message is not positive.**

Resilient Leaders use words carefully to create a positive climate so individuals feel inspired to create a better future. They say, "Let's imagine the possibilities."

## *Resilient Leaders Communicate Forcefully and with Optimism*

As Mayor of New York City during the September 11 attacks in 2001, Rudy Giuliani played a visible role in the response to the terrorist attack against the World Trade Center towers in New York City.



Arriving on the scene within minutes of the second plane crash, Giuliani coordinated rescue operations that saved as many as 20,000 lives and emerged as the national voice of reassurance and consolation. Every time he spoke, millions of people felt a little better. His words were full of grief and iron, inspiring New York to inspire the nation.

"Tomorrow New York is going to be here," a somber but resolved Giuliani announced to the city, the nation and the world. "And we're going to rebuild, and we're going to be stronger than we were before... I want the people of New York to be an example to the rest of the country, and the rest of the world, that terrorism can't stop us."

**“Leaders need to be optimists. Their vision is beyond the present.”**

**~Rudolph Giuliani**

Leaders inspire possibilities in  
**others!**

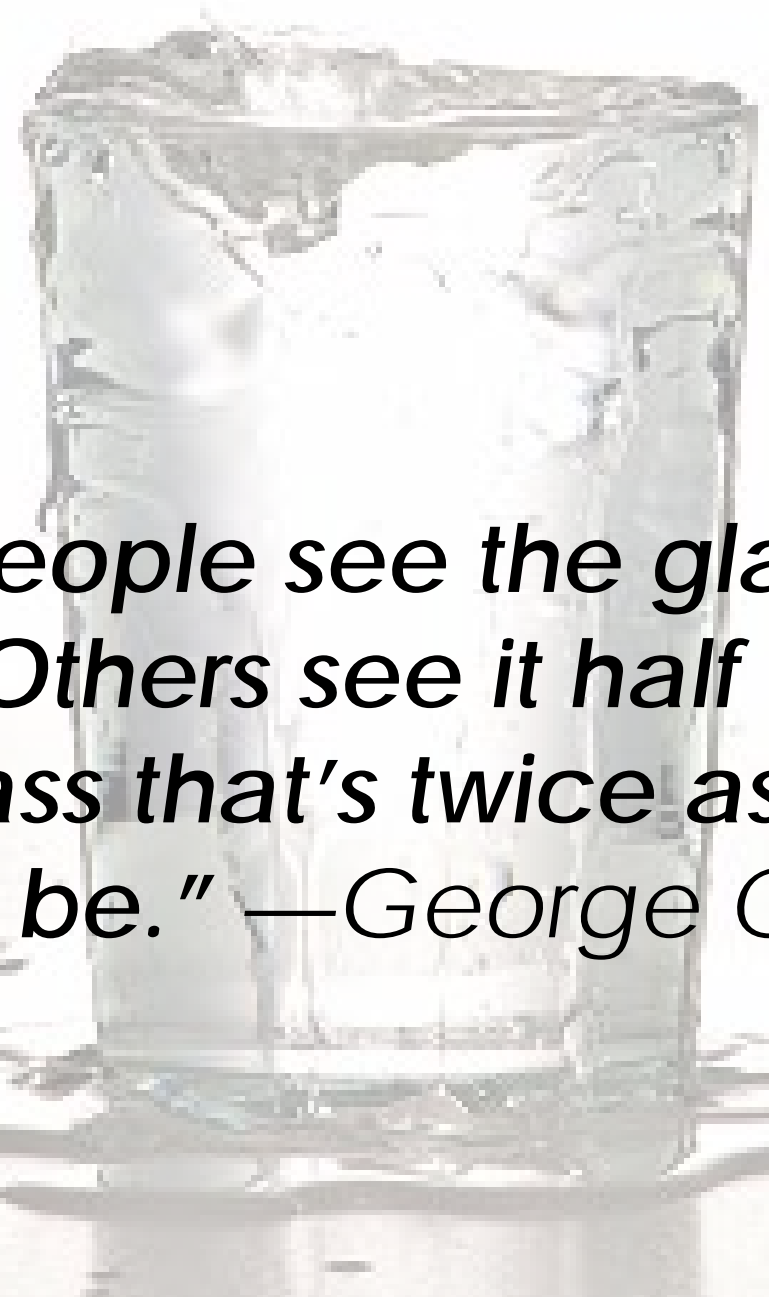
## *Resilient Leaders Promote Organizational Identity*

Resilient Leaders work to establish a unified identity that faculty and staff can understand and follow. They build core values and beliefs that guide and drive the college's behavior.

They must be able to answer the question "Who are we?" as a college.

Beliefs about the college's identity affect how we:

- Address conduct issues
- Craft strategies
- Resolve conflicts
- Communicate about the organization
- Expend resources
- Determine goals and partners to pursue
- Motivate others to achieve objectives

A tall, clear glass filled with water, with a reflection on the surface below. The glass is centered in the background, and the water level is approximately halfway up. The background is a light, neutral color.

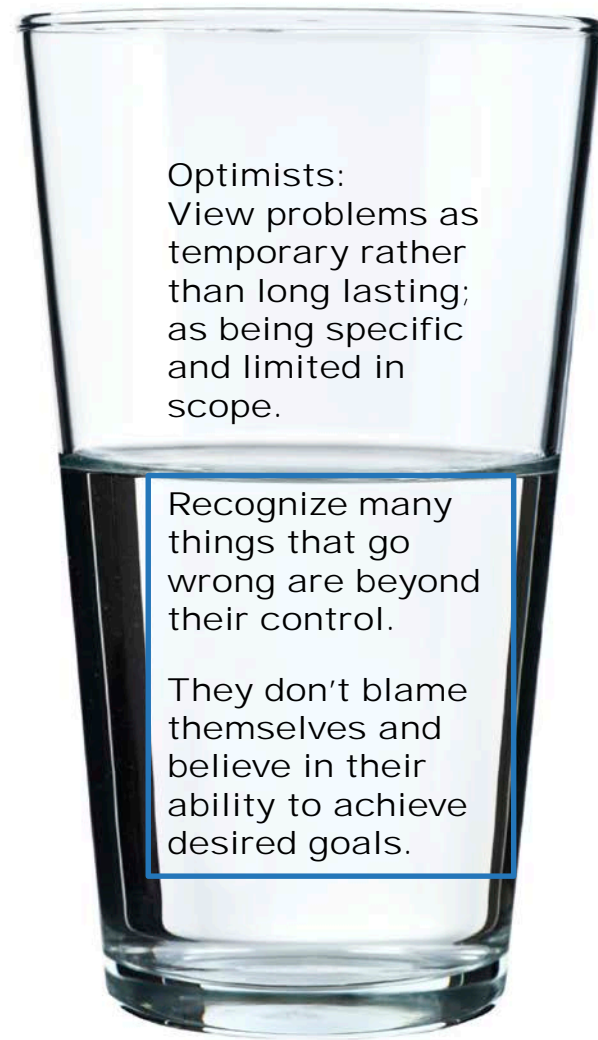
***“Some people see the glass as half full. Others see it half empty. I see a glass that’s twice as big as it needs to be.” —George Carlin***

## *Resilient Leaders are Optimistic*

Optimism is the tendency to take the most positive or hopeful view of matters and expect the best outcome.

Optimistic people are persevering and resilient, they tend to be more task-oriented and committed to success.

**Optimism develops by experiencing success and learning from failure.**



Optimists:  
View problems as temporary rather than long lasting; as being specific and limited in scope.

Recognize many things that go wrong are beyond their control.

They don't blame themselves and believe in their ability to achieve desired goals.

## *Resilient Leaders Foster Optimism*

Resilient Leaders foster optimism in others. They express an optimistic vision that strengthens the organization through the ability to encourage, empower, and motivate.

### **Encourage**

- Encourage and reward effort and perseverance
- Provide meaningful, realistic encouragement.

### **Empower**

- Place people in positions in which they will succeed
- Create an atmosphere of success and mutual support.
- Recognize hidden potential – see opportunity where others see adversity.

### **Motivate**

- Have a vision of success
- Communicate forcefully and optimistically – speak convincingly of your vision.

## *Resilient Leaders Persevere*

Perseverance means persistent determination; not giving up. It is the persistence and tenacity, the effort required to do something and keep doing it until the end, even if it's hard. Consider this example.

**Doreetha Daniels Graduates from COC. At 99, she holds the record for being the oldest COC graduate in the college's history.**

On her journey to earning her associates degree, she worked hard and overcame challenges. She persevered.

- Relying on family members to get her back and forth to campus due to her inability to drive.
- Keeping pace with other students who were much younger than her.
- Dealing with necessary computer literacy in order to complete modern college courses.
- Returning to school and venturing into the often-dreaded arena of college-level math and statistics courses.
- Studying, doing homework, and working with TLC tutors.
- Completing a one-unit internship in the Counseling Department.





## *Resilient Leaders are Relentless*

Resilient Leaders learn to be relentlessly perseverant.

Perseverance:

- Promotes strength and decisive action
- Fosters a persistent, “never, never give up” attitude
- Determines success through tenacity
- Inspires others to keep going in spite of difficulties, failure, or opposition



**The only difference between success and failure is the willingness to try again, and again, and again.**

# Resilient Leaders Keep Going in Spite of Failure

The logo for Adrenaline Coaching features a stylized graphic of three vertical bars of increasing height above the word "adrenaline" in a lowercase, bold, sans-serif font. Below "adrenaline" is the word "COACHING" in a smaller, uppercase, bold, sans-serif font. The entire logo is white and centered on a dark blue rectangular background.

adrenaline  
COACHING

# Individual Activity

## Perseverance Activity

Participants are invited to share perseverance stories with others at their tables.

- Please take ten minutes to share an experience where you or someone you know had to rely on perseverance to overcome a challenge.



Failure is not  
falling down but  
refusing to get  
up. ~Chinese proverb

## *Resilient Leaders Make the Most of Change*

In an ever-changing and evolving environment where leaders are struggling to stay ahead of the course, change management is a new requirement for success – it plays into how we get things done, every day. Resilient Leaders must develop their capabilities to become “Change Agents”. They do this by:

- Defining their strategy for change
- Learning how to multiply opportunities for growth and innovation
- Valuing diversity and different perspectives
- Understanding the changing needs and demands of students
- Looking for non-traditional ways to grow and prosper
- Understanding the role technology plays in education
- Introducing new ideas and ideals
- Pushing their organizations to think differently



## *Resilient Leaders Take Responsibility*

Taking responsibility means:

- Being accountable for the quality and timeliness of an outcome even when you're working with others.
- Owning the obligation to take action and deliver results
- Focusing on taking action instead of fixating on blame
- Being proactive about identifying problems
- Pioneering solutions rather than waiting for help

Resilient Leaders take ownership of their actions by taking responsibility. They take initiative and chart a path forward.

Taking responsibility:

- Sets you apart from others
- Demonstrates strength of character
- Shows you can be trusted

**“The price of  
greatness is  
responsibility.”**

~Sir Winston Churchill



# Individual Activity

## Responsibility Activity

1. Responsibility Questionnaire will be distributed.
2. Take ten minutes to answer questions.



## *Resilient Leaders Maintain Composure*

Composure is the ability to remain calm and in control of oneself. It is a self-controlled state of mind.

Keeping your composure is a life skill that can negate any needless stress or problems.

How do you do so?

- Focus
- Don't take anything personally – realize that everyone has a perspective.
- Pause – before you do anything, just breathe.
- Never assume – don't jump to worst-case scenarios – ASK!
- Don't send an e-mail or memo without re-reading it several times.
- Possess emotional self-control – don't say everything that pops into your mind!
- Manage a narrative that keeps others inspired and hopeful.



“Perpetual optimism is a force multiplier.”

~Colin Powell



## *Resilient Leaders View Adversity as Opportunities*

Leaders who have endured adversity are likely to have the resilience and resolve to succeed.

Resilient Leaders see adversity through the lens of opportunity. They:

- **Transform difficult circumstances into opportunities for growth and success**
- Enable previously unseen opportunities

Strategies for overcoming adversity include:

- Assessing the reality of current situations
- Exploring new ideas and different approaches to situations
- Educating others
- Asking questions and listening for solutions and possibilities
- Developing a new strategy and being willing to make corrections along the way
- Sharing your vision
- Setting goals
- Being willing to take risks and invest resources to advance goals
- Focusing and refusing to get sidetracked
- Maintaining a steadfast determination

***“Our success has really been based on partnerships from the very beginning.”***

*-Bill Gates (co-founder, Microsoft)*

## ***Resilient Leaders Value and Promote Partnerships***

Resilient Leaders champion the concept of working together toward common goals.

They seek mutual goals and:

- Understand differences are strengths not weaknesses
- Connect their vision to the vision of many diverse others to create a more perfect solution
- Enlarge their vision and strengthen their resolve
- Safeguard processes, facilitate interaction, and patiently deal with high levels of frustration
- Ensure the success of teams to accomplish a shared purpose

Getting value from difference is at the heart of the Resilient Leader's task. They learn to share control, and to trust a partner to deliver even though that partner may operate very differently from themselves.

## The Ability to Partner Helps Deliver Results

At COC, we partner with other organizations and businesses to create new opportunities and deliver outstanding results for our college, our partners, our community, and our students. Our drive and leadership are the foundation on which we build powerful partnerships with our community that yield amazing results. Helen Keller said it best: ***“Alone we can do so little; together we can do so much.”*** Consider these examples:

**Upward Bound Program** – \$1.25 million grant sponsored by the Department of Education which expands access to education for first-time college students; assists them with academic work and gaining college admissions; and, prepares them for successful futures. Partnered with Hart School District to offer this program at Golden Valley High School.



## The Ability to Partner Helps Deliver Results

**Laser Welding** – Thanks to a \$350,000 grant from the State Chancellor's Office designed and developed to address the need expressed from our regional industry partners, we added 15 laser welding stations to our Welding Lab.

**Non-Profit Leadership Council** – Launched organization to provide cooperation among the many local philanthropic organizations. It now serves as a coalition of more than 100 local nonprofit organizations.

**Academy of the Canyons** – A partnership between the Hart District and COC, provided 9<sup>th</sup> through 12<sup>th</sup> grade students the opportunity to earn college credit while still in high school. *U.S. News ranked it among the top 10 percent of high schools in the nation.*

**K-12 Arts Education Outreach** – Exposes students to visual and performing arts; and, collaborates with local school districts to develop an enhanced arts education curriculum.

**K-12 Math Science Initiative** – Partnered with SCV school districts to promote increased awareness in science and technology and has introduced **more than 70,000 local students** to the arts by bringing them to campus to experience a show in the Performing Arts Center, or through artists visiting their schools.



## The Ability to Partner Helps Deliver Results

**Volunteer Bureau**– Matches volunteers with opportunities to help across campus.

**OER Initiative**– We save our students more than **\$750,000** per year in textbook costs through the use of open educational resources – free electronic educational materials that can be used in place of traditional textbooks.

**Economic Development Division** - Generated **\$3.7 million in grants** to serve local companies.

- The division offered cutting-edge training for **866 companies** and **5,000 individual employees**.
- As well, the division participated in and contributed to **39 business startups**.
- It helped clients **create 323 jobs**, contributed to a **\$26.3 million increase in sales** for business/industry partners, and helped raise **\$15.3 million in new capital**.





## *Resilient Leaders Capitalize on Complexity*

In a *2010 IBM Global CEO Study on Capitalizing on Complexity*, CEO's identified the complexity of operating in an increasingly volatile and uncertain world as their primary challenge. A number of them shared that they feel ill-equipped to succeed in this drastically different world.

How do organizations respond to ever-rising complexity? How do they capitalize on complexity? Consider these insights from more 1500 CEO's worldwide:

- Commit to creativity – invite, pursue and set the stage for innovation
- Learn from top performers – “stand out” organizations
- Engage in bold, break-through thinking – upset the status quo
- Promote new solutions to challenges and break ground with new business models
- Benefit from a diversity of ideas
- Engage in creative problem solving

## *Resilient Leaders Develop Resiliency in Others*

Resilient Leadership is the ability to guide others during periods of change or adversity. You will build resiliency in yourselves and in others as you:

- Motivate others to envision and grasp possibilities
- Enable others to try new things
- Inspire others to overcome obstacles
- Foster collaboration and teamwork
- Promote creativity and innovation
- Build excitement for future opportunities
- Encourage others to embrace the idea of adaptability
- Challenge others to perform better and more creatively
- Support risk taking

## *Resilient Leaders Develop Other People*

At COC, one of the ways we foster resiliency is through LEAP which was created to foster the development of visionary, innovative, and creative leaders. Some of the projects that have resulted from LEAP are:

- GO Program
- My Canyons
- Gardens of the Canyons
- Student Art Collection
- Assessment of Prior Learning
- OER – Associate Degree Program
- Women's Conference
- Veterans Program



# Resilient Leaders Motivate Others to Envision and Grasp Possibilities



**Resilient  
Leadership:  
What Difference  
Does It Make?**

# What Does it Mean to be a Resilient Leader?

Resilient Leadership is defined as:

- The catalyst that inspires people to go places and attempt things they never would have dared on their own
- The courage to act boldly and decisively
- The willingness to be responsible for decisions regardless of outcome
- The ability to foster trust and loyalty through a consistent pattern of acting with integrity
- **The confidence and belief that you can affect change** – the belief you can make a difference in your own life and in the lives of others.



ONE PERSON  
CAN MAKE A  
DIFFERENCE,  
AND EVERYONE  
SHOULD TRY

-JOHN F. KENNEDY-

*Resilient Leadership = Bold and decisive action built on honor and honesty.*

# What Is the Value of Resiliency in the Workforce?

A resilient workforce is a productive workforce.

- One of the most important organizational qualities in today's world of accelerating change is the ability to respond quickly to change.
- The more resilient a workforce, the more they can handle challenging workloads, seize opportunity, and shape major change.
- Employees who feel energized, confident, and inspired are far more likely to find **change** exciting and to respond with agility.



# A Resilient Workforce is a Productive Workforce



# What Difference Does a Resilient Workforce Make?

Our college's most critical resource, its workforce, is linked and inspired by its vision, mission, and goals.

- Our college relies on you to continue to meet our day-to-day and long-term missions and to change quickly – old ways can't always work!
- A resilient workforce benefits the college as a whole, resulting in improved performance, productivity, and significant outcomes.
- Resilient workers are energetic – their enthusiasm is contagious and they adapt!
- Resilient Leaders know how to create a work experience that fosters resilience. **They know how to build a culture of resilience.**

## *A Resilient Workforce is Linked to Its Mission, Vision, Philosophy & Goals*

At COC, we are committed to maximizing student access, facilitating student success, and creating community partnerships.

Our people continue to help us meet these goals.

Examples of results:

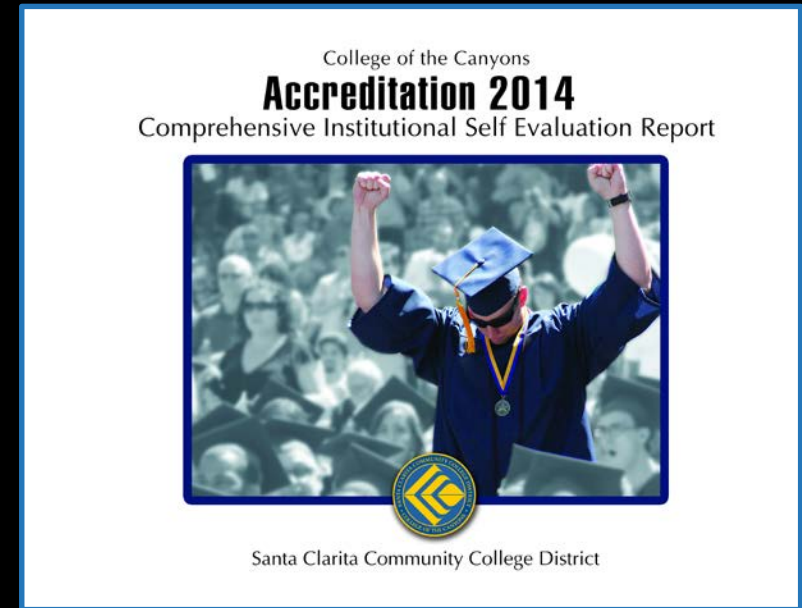
- As of Fall 2015, we will provide students with access to over 1,700 class sections
- Our student success rate is the **highest** of community colleges in LA County and ranks in the top 5 amongst California's 113 community colleges.
- Our completion rate is **10** percent higher than the state average.
- We have more than **100** partnerships with other nonprofit entities.
- 2015 commencement was the largest in COC history with 1,343 graduates!



# *A Resilient Workforce is Focused on Achieving Outcomes*

**At COC, we achieve outcomes every hour.**

- Created the UCEN - residents are able to earn university degrees locally from five partner universities.
- Won second straight Western State Conference (WSC) Supremacy Award for the collective performance of its sports program. COC is one of four colleges to win two back-to-back WSC awards.
- Opened the Institute for Culinary Education (iCuE), a state-of-the-art facility which expands opportunities for Culinary Arts students.
- Recognized as **the second fastest-growing community college** in the nation for extraordinary growth, facilities progress, and student success (grew from 735 students in 1969 to more than 31,000 students annually at both campuses).



- Received highest possible rating from the Accrediting Commission for Community and Junior Colleges (ACCJC).
- Currently offer 21 associate degrees for transfer (ADT's), putting us among the top three colleges in the state for meeting our ADT goal.

## *A Resilient Workforce is Energetic and Enthusiastic*

Our COC staff and faculty are “fast, friendly, flexible, and focused”, qualities needed in order to achieve our goals.



# A Resilient Workforce is Energetic and Enthusiastic



# A Resilient Workforce is Energetic and Enthusiastic



# A Resilient Workforce is Energetic and Enthusiastic



# A Resilient Workforce is Energetic and Enthusiastic







**Next Steps: How  
Can You Continue  
Develop Your  
Own Resiliency?**

## Next Steps: Adapt to Change

Resiliency is about adapting to change. You cannot live in the past, so denying change only makes things more complicated for you.

Consider these tips for effectively dealing with change:

- Respond to change with confidence and flexibility rather than fight change and hang on to old outdated ways.
- Drop outdated approaches.
- Adjust plans and actions quickly if current approach to a situation no longer works.
- Don't dwell on failures or denied requests.



## *Next Steps: Commit to Creativity*

**Creativity is the single most important leadership competency for organizations dealing with complexity.**

Creativity requires bold, breakthrough thinking; fresh ideas; and, the willingness to try **innovative strategies** are so critical to achieving competitive advantage.

In order to turn complexity into an asset and opportunity, we all need to think in different ways by:

- Adopting new and original strategies to connect with audiences and across generations with radically different views of today's world.
- Letting go of long-held beliefs when they are no longer relevant: Old ideas rarely solve new problems.
- Promoting new solutions to challenges

“If you wait for opportunities to occur, you will be one of the crowd.”

~Edward de Bono





# Commit to Creativity: Set the Stage for Innovation

As any student of innovation will tell you, dissatisfaction with the status quo is the beginning of all innovation.

Creative leaders set the stage for innovation. They:

- Consider previously unheard-of ways to drastically change the organization for the better.
- Possess boldness and confidence to push boundaries beyond accepted conventions and the ability to eliminate fear of what others think.
- Forge ahead with rule-breaking innovation that sets their organization apart from the crowd.

## *Next Steps: Promote New Solutions to Challenges*

At COC, we engage in breakthrough thinking and promote new solutions to challenges. Consider this example:

### OER – Associate Degree Program

- In 2013, Northern Virginia Community College (NOVA) created a first-of-its-kind program that utilized open educational resources (OERs) as the primary support material for its coursework in a pilot certificate, and later, an AA degree program.
- Our Dean of Educational Technology, Learning Resources, and Distance Learning, James Glapa-Grossklag, is the Vice President of CCCOER, a consortium that helps develop OER usage in Community Colleges.
- Under his guidance, a Spring 2015 LEAP team will attempt to create the first California Community College AA for Transfer degree program that is completely OER-supported (AKA a “Zero Degree”).
- COC will be on the cutting edge of removing book-cost barriers to students.

**“Necessity is the mother of invention.”**





# Next Steps: Embrace Innovative Strategies

## *Next Steps: Embrace Diversity*

It is obviously a good starting point to have some creative talent in your organization; however, this doesn't guarantee that you'll have an innovative team.

- For a team to be innovative, diversity is crucial. Increased diversity enhances creativity and problem-solving abilities.
- Diverse groups of individuals are expected to have a broader range of knowledge, expertise, and perspectives than like-minded individuals.
- Diverse teams are especially appropriate for tasks requiring innovation and exploration of new opportunities.
- The creative output of a team can be increased by ensuring the team is more diverse.
- Innovation needs not just diversities of ideas, but also diversities of people to supply those ideas.

A world where  
imagination is  
fostered can  
solve its own  
problems.



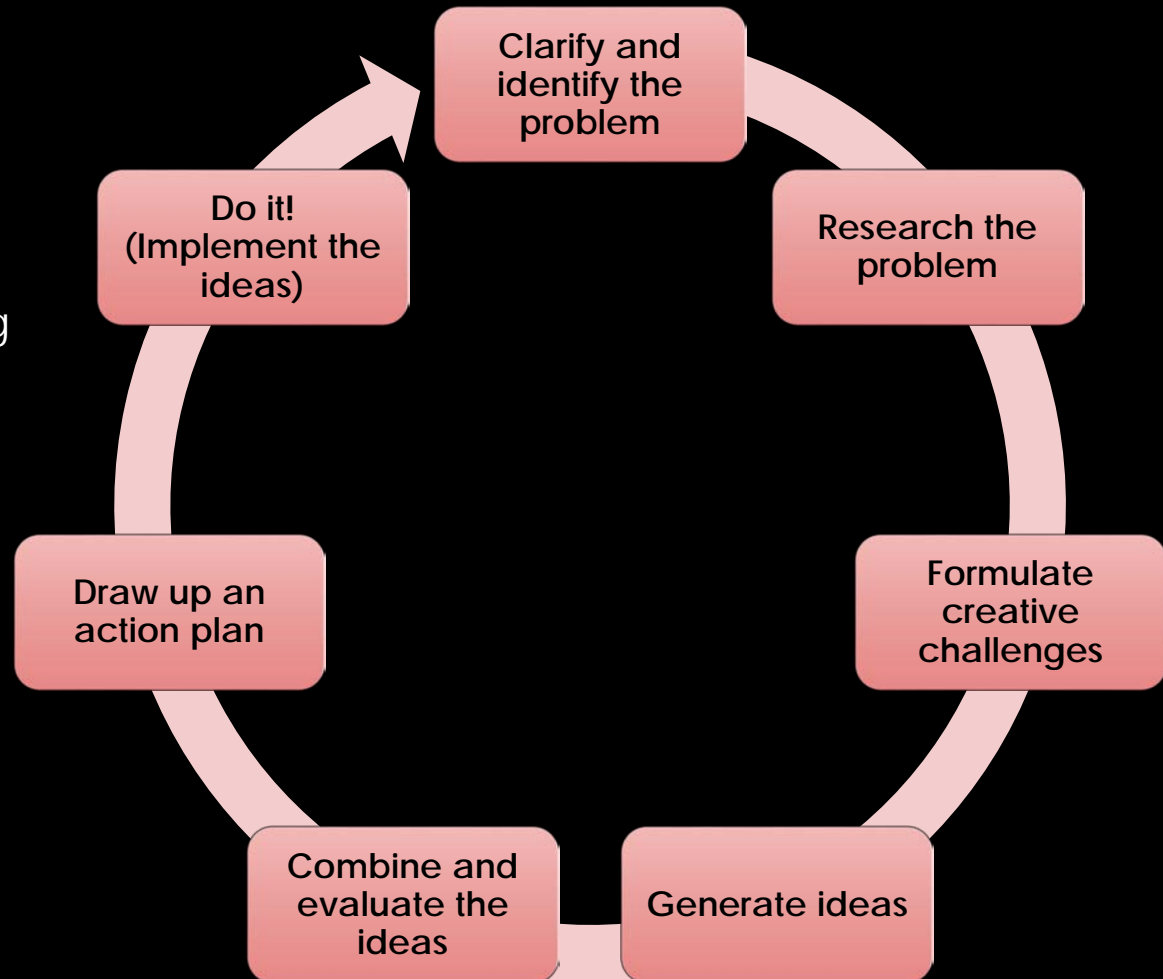
# Creative Problem Solving

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## Next Steps: Engage in Creative Problem Solving

Creative Problem Solving is a process that involves breaking down a problem, generating ideas to solve the problem, and evaluating ideas to identify most effective solutions.



# What are the Steps to Creative Problem Solving?

1. **Clarify and identify the problem:** Identify your problem or goal. Establish what you want to accomplish. Set criteria for judging solutions (i.e., budget; timeframe).
2. **Research the problem:** Research the problem to gain a better understanding of it. Try search engines and consult with several people to ensure you get well-rounded information.
3. **Formulate creative challenges:** Identify issues behind your problems or goals and turn these into creative challenges; i.e., a simple question framed to encourage suggestions or ideas.
4. **Generate ideas:** Take your creative challenges and try to generate ideas that may solve the challenge. Write down every idea that comes to mind!
5. **Combine and evaluate ideas:** Go through the ideas. Refer to criteria, go through ideas and rate them 0 to 5 points with five indicating a perfect match. Ideas with highest score best meet your criteria.
6. **Draw up action plan:** Draw up an action plan with simple steps you need to follow to implement your ideas.
7. **Do it!:** Take your action plan and implement your idea.



# Resiliency at COC

# How Has Resiliency Impacted Our College?

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Our spirit is our strength.

Our results stand out.

Our standing inspires us to:

- Be better
- Be bold
- Be doers

Our history gives us confidence.

Our future is bright!





**"If you can imagine it,  
you can achieve it. If  
you can dream it, you  
can become it.**

**~William Arthur Ward**

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