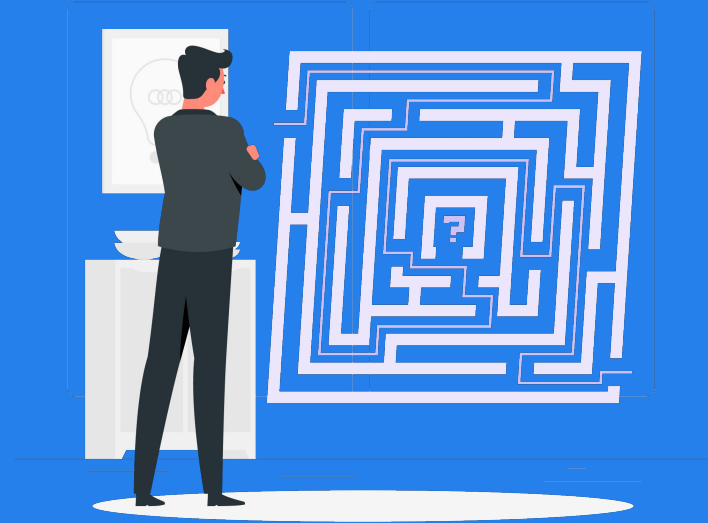


Recession Proof your Talent

Success in Problem Solving



Ben Lowell

Head of Strategic Partnerships @ BookClub

What's your function?

1. L&D, OD, Talent Management
2. People or HR
3. DEI, BRG, ERG
4. Sales, Sales Enablement,
Marketing
5. Other

WARM-UP: RESPOND IN CHAT

**Describe in 3-5 words one thing you
want to get from today's webinar**

Today's Agenda

Primary Objective

Learn how to build recession proof teams

We will discuss

- Some of the biggest challenges L&D and TD teams face in this rapidly evolving landscape
- Ideas on how to create talent that not only survives recessions, but can thrive
- The role of problem solving in building high performing teams

These are challenging times

Disney

7,000

Zoom

1,300

McKinsey
& Company

3,000



7,900

amazon

9,000

accenture

19,000

Google

12,000

Meta

15,000

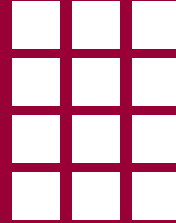
Microsoft

10,000

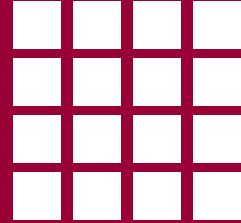
What is the impact?

Workload

Before



After



More Work

People



Less
People

How people respond



Creates Concerns

"Am I next?"

"Is my job safe?"

"Do I trust my employer?"

"Can I actually do this?"

SELECT AS MANY AS APPLY

How have you seen teams and individuals adjust?

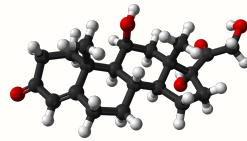
1. **Higher emotional volatility**
They're less patient with others
2. **Less collaboration**
Lower desire to communicate or work with others
3. **Hoard information**
They don't want to share because they don't want others to look better
4. **Triage**
Start dropping elements of the workload, focus on most important
5. **Rise to the challenge**
Teams figure out how to adjust, and deliver the same as before

Here's what stress does to individuals

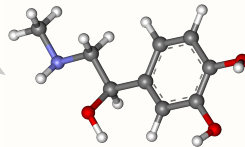
When under
prolonged stress...



...our body's natural
response...



Cortisol



Adrenaline

...has a poor
individual impact

Reactive problem solving

Higher mood swings

Disengagement

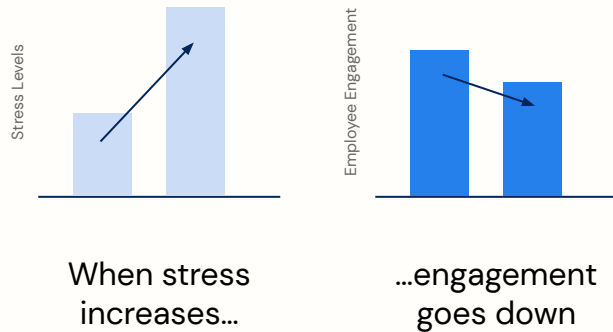
"Fight or flight"

Poor judgement

Reduced empathy

How are orgs and teams impacted?

Stress and engagement are inversely related¹



What stress creates

- 3x more likely to leave jobs
- Impairs strategic thinking
- 41% less productive
- Dulls creativity
- 14% increased absenteeism
- Less collaboration
- Creates silos



Burnout is a

\$300 BILLION

Issue

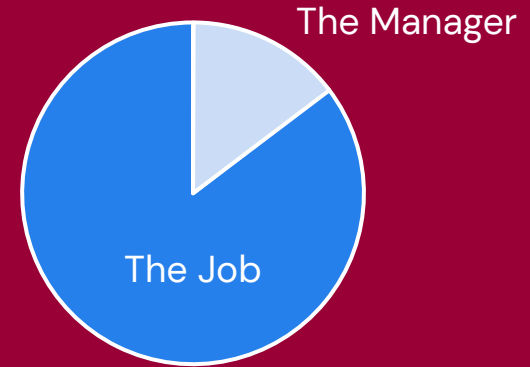
¹ Gallup State of the Global Workplace Report

² The American Institute of Stress

What's the impact of a stressed manager?



Why people quit

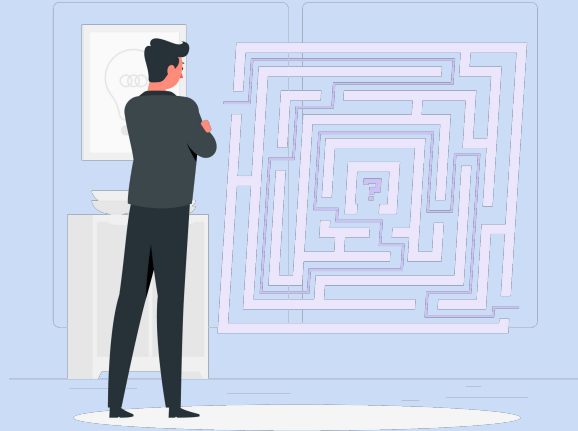


Who is responsible for what the job looks like?



theranos

\$9bn to \$0 in <3 years



**High Stress + Long Period of Time =
Poor Problem Solving**

**In your experience,
what have you
tried?**

**In the comments:
Do they work?**

1. **Deliberate “team building”**
Training exercises and “Forced Fun”
2. **More social activities**
Interact more through non-work activities
3. **Teaching coping skills**
Train teams with skills and relaxation techniques like meditation and mindfulness, meditation apps
4. **Cheerleading**
Provide sideline support, focus on positive feedback

What are the behaviors we want to see?



Collaboration

Communication

Agile thinking

Active listening

Adaptability

Curiosity

Empathizing

McKinsey identified 56 “Power Skills”

The “Power Skills”

Cognitive		Interpersonal	
Critical thinking <ul style="list-style-type: none">● Structured problem solving● Logical reasoning● Understanding biases● Seeking relevant information	Planning and ways of working <ul style="list-style-type: none">● Work-plan development● Time management and prioritization● Agile thinking	Mobilizing systems <ul style="list-style-type: none">● Role modeling● Win-win negotiations● Crafting an inspiring vision● Organizational awareness	Developing relationships <ul style="list-style-type: none">● Empathy● Inspiring trust● Humility● Sociability
Communication <ul style="list-style-type: none">● Storytelling and public speaking● Asking the right questions● Synthesizing messages● Active listening	Mental flexibility <ul style="list-style-type: none">● Creativity and imagination● Translating knowledge to different contexts● Adopting a different perspective● Adaptability● Ability to learn	Teamwork effectiveness <ul style="list-style-type: none">● Fostering inclusiveness● Motivating different personalities● Resolving conflicts	<ul style="list-style-type: none">● Collaboration● Coaching● Empowering
Self-leadership		Digital	
Self-awareness and self-management <ul style="list-style-type: none">● Understanding one's strengths and limitations● Self-organization● Understanding one's emotions Entrepreneurship <ul style="list-style-type: none">● Courage and risk-taking● Driving change and innovation Goals achievement <ul style="list-style-type: none">● Ownership and decisiveness● Achievement orientation● Grit and persistence● Coping with uncertainty● Self-development		Digital fluency and citizenship <ul style="list-style-type: none">● Digital literacy● Digital collaboration● Digital ethics Software use and development <ul style="list-style-type: none">● Understanding how to use software● Understanding how to develop software Understanding digital systems <ul style="list-style-type: none">● Data literacy● Smart systems● Cybersecurity literacy● Tech transaction and implementation	

McKinsey
& Company

Top among them

Collaboration

Communication

Agile thinking

Active listening

Adaptability

Curiosity

Empathizing

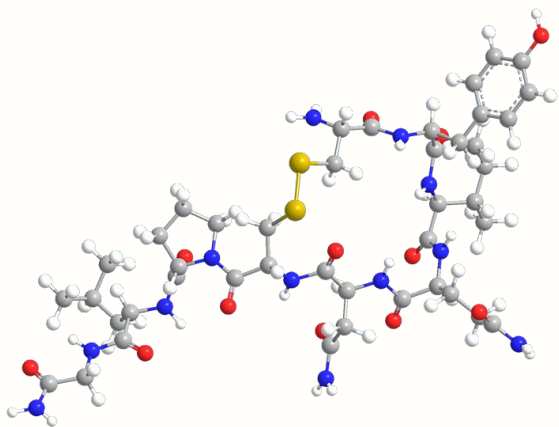
Conflict Resolution

Also known as “soft skills” and “skills for the future”

**How do you promote Power
Skills development?**

The “Trust Neurotransmitter”

What is it?



Oxytocin

What does it do?

More effective collaboration

Increases empathy

Improved communication

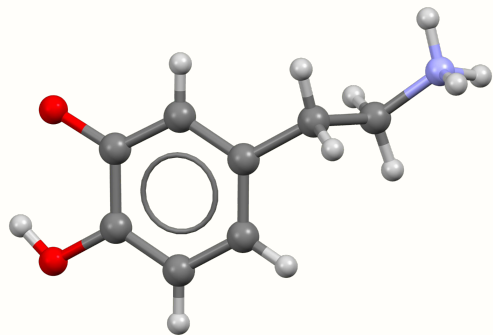
Better listening

Builds loyalty

Enhances trust

The “Reward Neurotransmitter”

What is it?



Dopamine

What does it do?

Enhanced focus

Improved decision making

More creative

More curious

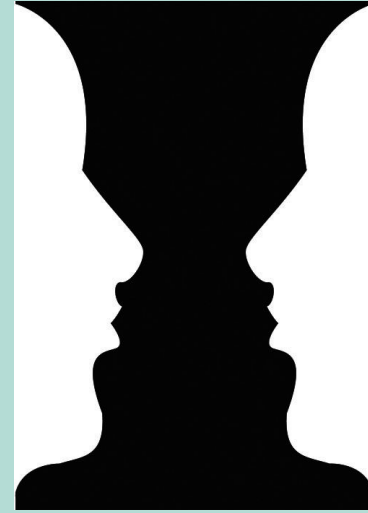
Better adaptability

How to unlock Oxytocin



Positive
Conversations

How to unlock Dopamine



Solving Problems

Technical skill development



Skills such as

- Data analysis
- Software development
- Visual design
- Accounting

Can be learnt

- Solo
- From a book
- Online courses
- In a classroom
- Instructor led training

But how do you learn and develop Power Skills?

Collaboration

Communication

Agile thinking

Active listening

Adaptability

Curiosity

Empathizing

Conflict Resolution



Power Skills cannot be developed alone

Sample Power Skill

Collaboration

Communication

Agile thinking

Active listening

Adaptability

Curiosity

Empathizing

Conflict Resolution

How to Practice

Team projects

Critical **conversations**

Joint problem solving

Thoughtful **discussion**

Taking **others** perspectives

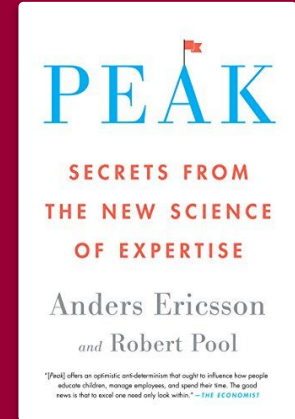
Asking questions

Listening to **others**

Discussing differences

**We develop and practice
Power Skills as Teams**

"The difference between elite and non-elite [teams] is the amount and quality of **deliberate practice** they engage in."



Anders Ericsson

Author of *Peak: Secrets from the New Science of Expertise*

Deliberate Practice

- **Time**
Dedicated and in significant quantities
- **Attention**
Focused and concentrated (cannot be mindless)
- **Effort**
Push beyond comfort zone (not going through the motions)





**Top teams
practice
deliberately
together**

The thing about Power Skills?

They're Recession Proof



1. Blameless post mortem
2. Structured problem solving
3. A book club

**3 examples of
deliberate
Power Skill
practice**

Deliberate Practice Technique: **The Blameless Post-Mortem**



Purpose isn't to point fingers, but
“review the tape” and glean insights on
what went right or wrong

Deliberate Practice Technique: **Structured Problem Solving**



Structured approach to discuss biggest challenges in a business and generate collaborative action plans

Deliberate Practice Technique: **A Book Club**



Opportunity to practice learning behaviors, like active listening, challenging, shared understanding, providing feedback and constructive criticism

What could your organization do today to practice building “Power Skills”?

It could be something simple like “talk with a co-worker”, “write down ideas”, “write a proposal”, etc.

Summarizing our journey together

THE PROBLEM



Stressors
(recession)



Teams poorly
equipped to handle

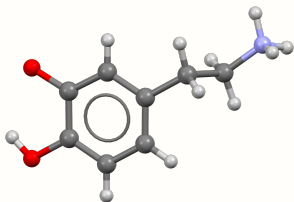


Silos & ineffective managers



Low engagement,
attrition, burnout

THE SOLUTION



Combat burnout at its source

Cognitive	Emotional	Interpersonal
<ul style="list-style-type: none"> • Problem solving • Planning • Decision making • Problem identification • Problem analysis • Problem evaluation • Problem implementation 	<ul style="list-style-type: none"> • Feeling and expression of emotions • Self-awareness • Self-regulation • Self-motivation • Self-efficacy • Self-esteem • Self-identity 	<ul style="list-style-type: none"> • Interacting systems • Work capacity • Teamwork • Conflict resolution • Conflict learning goals • Communication • Leadership
<ul style="list-style-type: none"> • Self-awareness • Self-regulation • Self-motivation • Self-efficacy • Self-esteem • Self-identity 	<ul style="list-style-type: none"> • Social cognition • Socially appropriate behavior • Social skills • Social competence • Social identity • Social self 	<ul style="list-style-type: none"> • Interpersonal effectiveness • Interpersonal skills • Interpersonal communication • Interpersonal conflict resolution • Interpersonal leadership • Interpersonal identity

Self-leadership	Digital
<ul style="list-style-type: none"> • Self-awareness and self-management • Self-regulation • Self-motivation • Self-efficacy • Self-esteem • Self-identity • Self-confidence 	<ul style="list-style-type: none"> • Digital business objectives • Digital strategy • Digital tactics • Digital culture • Digital identity
<ul style="list-style-type: none"> • Changing behavior • Changing thinking and feeling • Changing relationships • Changing self-identity • Changing self-efficacy • Changing self-esteem • Changing self-identity • Changing self-confidence 	<ul style="list-style-type: none"> • Software and web development • Digital marketing • Digital analytics • Digital security • Digital compliance • Digital governance • Digital risk management • Digital innovation • Digital transformation
<ul style="list-style-type: none"> • Self-awareness • Self-regulation • Self-motivation • Self-efficacy • Self-esteem • Self-identity • Self-confidence 	<ul style="list-style-type: none"> • Digital business objectives • Digital strategy • Digital tactics • Digital culture • Digital identity

Unlock with Power Skills



Practice through team
problem solving



Power skills → better
teams → recession proof

**What's 1 word you would use to
describe today's webinar?**



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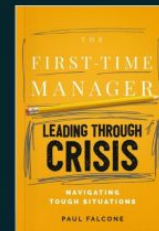


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