



The OSUAP Connection

Issue #71

October 29, 2021

Know an Admin
who is new to
The Ohio State University?
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Newsletter to them!

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OSUAP Goals

- ◆ Encourage professional development
- ◆ Develop leadership skills
- ◆ Network with peers

Special Notes:

Happy October!



Don't miss an opportunity to join the [OSU Leadership Center](#) for free online with [Coffee and Conversation!](#)

November 10 For more information, or to register [click here](#).

November 19 For more information, or to register [click here](#).

Overcoming Anxiety at Work *by Dr. Ruth Gotian*

KEY POINTS

- **Anxiety at work is on the rise, causing people to leave the workforce and making it impossible to maintain a healthy work culture.**
- **New research based on surveys of 1 million employees sheds light on the problem and solutions.**
- **There are steps that individuals, leaders, and organizations can take to address anxiety at work.**



Source: Christian Erfurt/Unsplash

Anxiety at work leads to a toxic work culture.

Anxiety at work is nothing new. It impacts both employers and employees, and the COVID pandemic exacerbated the problem. The U.S. Census Bureau [reported](#) that by May of 2020, more than [30 percent](#) of all Americans disclosed anxiety symptoms. This problem is especially prevalent in college-aged kids, 42 percent of who claim to have an indication of anxiety.

Our up-and-coming workforce won't stand for it. In a 2019 [study](#) published in the *Harvard Business Review*, more than half of the millennials and 75 percent of the younger Gen Z left their jobs due to mental health reasons. If we do not address this problem, we will be left without a workforce.

[Adrian Gostick and Chester Elton](#), preeminent thought leaders in corporate culture and [leadership](#), explain that you cannot have a healthy work culture when anxiety is high. Creating a healthy workplace is no longer a nice-to-have idea; it is now something we must have. In their new book [Anxiety at Work](#), Gostick and Elton offer a blueprint to leaders and employees to help reduce anxiety at work and home.

Building [resilience](#), handling uncertainty, and crossing things off our endless to-do list are at the cornerstone of this body of work. Gostick and Elton and their research partners surveyed over one million employees over the last 10 years and found that micro-changes can have a lasting positive impact. Together, they developed eight strategies with actionable steps for alleviating anxiety in the workplace and helping employees and leaders.

1. Deal with uncertainty.

Few things are more anxiety-producing than the unknown, and our workplace is the biggest enigma. By July 2020, 60 percent of Americans were concerned for their [job security](#). COVID is the latest problem, which followed a stock market crash, 9/11, and civil unrest. As a leader, consider how you can alleviate feelings of uncertainty as a root cause for anxiety.

2. Balance an overwhelming workload.

Work is great, but times for rest are warranted to recharge. Have a clear direction of the task with milestones you should reach along the way. Chunk the work, balance the workload among the team, rotate people, closely monitor progress, help people prioritize, avoid distractions, and encourage rest and relaxation.

3. Plan their career paths.

Two-thirds of Gen-Zers say they believe they should be [promoted within their first year](#) on the job, while 90 percent of younger workers highly value [career](#) development and growth opportunities. To provide comfort to the junior employees, present a path of progress for them within the organization. [Create more steps](#) for them to grow, coach and mentor them on how to succeed in the organization, help them assess and elevate their skills, develop customized career development programs, and encourage them to learn from each other.

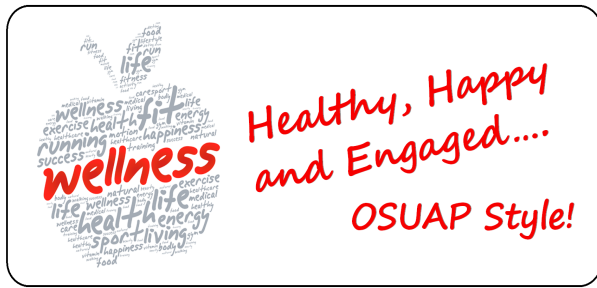
4. Manage perfectionism.

Perfectionism is a leading cause of [stress](#), [burnout](#), and anxiety. [Perfectionists](#) spend so much time trying to get things just right that they get little done. To help overcome this, clarify what is considered "good enough," treat failures as [learning opportunities](#), continuously check on progress, and discuss issues openly before they fester.

5. Find their voice.

Avoiding conflict might make you feel good at the moment, but it does not create a psychologically safe

(Continued on page 3)



10 ways to be more resilient in tough times *by Bernadette Mazurek Melnyk*

by Bernadette Mazurek Melnyk

Our ability to withstand adversity is being tested as never before. Bounce back from difficult situations — in your family and in our society — and keep growing with these evidence-based skills encouraged by Ohio State's chief wellness officer and other researchers.

Every aspect of our lives is being touched by the coronavirus (COVID-19), yet we need to continue to do our jobs, run our households, care for our loved ones and ourselves. We've all been through difficult events in our lives, but none has been quite like this one. If you're like a lot of other people, you're feeling the effects in your mind and body. (Want some perspective on how you're doing? Gauge your own resilience with [this survey](#) developed by Dr. Amit Sood, executive director of the Global Center for Resiliency and Well-Being.)

The good news is, resilience is like a muscle you can train to get stronger — so today, next week and years down the road when things in your life take an unexpected turn, you can bounce back with greater ease. Try practicing these 10 building-block skills of resilient people.

Practice self-care

List all the ways you could improve on your mental, emotional and physical health, and then take action to make one small change at a time in your life. It takes 30 to 60 days for a new health habit to stick, so be patient with yourself. Scheduling a routine physical with your health care provider is a good way to start.

Reframe negative thoughts

Cognitive behavioral therapy experts tell us that how we think affects how we feel and behave. You can retrain your responses to difficulties in your life, both those in your memories and the difficulties you will face in the future. A positive outlook can help you to cope better.

Increase your optimism

Optimism can help you feel more in control of your circumstances. It might seem difficult to suddenly become an optimist and see the bright side of things, especially if you are facing a rough patch in life. You do not have to sugarcoat things to be optimistic. Instead, focus on what you can do, and identify positive steps you can take to solve problems. Evidence shows that when you believe in your ability to handle difficult situations, you will be able to handle them better.

Practice gratitude

Try writing down three people or things you are grateful for every day. Make it a daily routine and watch your mood and resiliency improve.

Know your strengths and areas for improvement

Knowing what you do well and what stresses you out can help you deal with difficult situations and also help you avoid things that might overwhelm you. To find your strengths, make a list of some triumphs in your life and how you achieved them. Ask a few friends to list your strengths; you may be surprised at what they see in you. Also, inventory the things that scare you or that you feel you need to improve. Then, make a plan for how you will deal with or improve them. Look at tough times as character-building experiences.

Why is resilience important?

Everyday Health partnered with researchers at The Ohio State University, including myself and Assistant Professor of Clinical Practice Jacqueline Hoying, in 2019 to survey 3,538 Americans nationwide for their State of Health: Resilience special report. The study revealed that while most people surveyed believed that they have high levels of mental and physical resilience, only about 57% really do. That means a lot of us are not as prepared to face stress, sickness and other difficulties as we think. Less resilient people experience more depression and physical health problems, which is why it's so important to build it up.



Bernadette Mazurek Melnyk is vice president for health promotion, university chief wellness officer, dean and Helene Fuld Health Trust Professor of Evidence-based Practice in the College of Nursing, professor of pediatrics and psychiatry in the College of Medicine and executive director of the Helene Fuld Health Trust National Institute for Evidence-based Practice in Nursing and Healthcare.

See yourself as in control

Focus on how you, as opposed to external forces, can control the outcome of events. If there is nothing you can do to solve a problem, consider helping someone else — you still have control over how you affect others, and that can boost your spirits.

Build your social network

Rely on family, friends and co-workers when needed, and continue to grow your social network. A recent study shows that even “weak ties” — friendships that don’t go very deep — go far in bolstering our sense of well-being. Befriend more people by taking time to say hello, learning their names and spending a moment of friendly conversation. Reach out to people you’ve lost touch with and get to know your neighbors.

Learn coping skills

Find ways to release stress daily and learn techniques to reduce anxiety, such as deep breathing and meditation. Bringing yourself back to a calm place when you are stressed can keep tensions from overwhelming you in the long run. Less stress means a healthier immune system, too!

Rely on your problem-solving skills

Try this four-step problem-solving process:

1. Identify the problem.
2. Identify at least two ways to solve the problem with the pros and cons of each.
3. Choose the best solution.
4. Act on it right away.

Inch by inch, it's a cinch. Yard by yard, it's hard.

Be patient with yourself. Take one small bite of the bundle of carrots at a time. Your health and well-being will benefit from it.

Association for Staff and Faculty Women (ASFW) Shares Salary Negotiation Recorded Webinar with OSUAP!

If you missed the Members Only* presentation in May by ASFW for their Effective Salary Negotiation Webinar (or the one presented by the Leadership Center in August), we have good news! ASFW, along with Kioshana LaCount Burrell and Marilyn Bury Rice, has agreed to share the replay which advertised that Salary negotiation is an expected step in the interview process — but a majority of women say they've never done it. Click the link below to watch the replay and learn how to better advocate for your pay with Koshana and Marilyn and ASFW Leadership! Thanks ASFW!!

<https://mediasite.osu.edu/Mediasite/Play/de6732b750cb4720b80c248838848bb81d>

*NOTE: Attend the **ASFW virtual info session** on Friday, November 19, from 12pm-1pm: Register [here](#). During this session, ASFW board members will share the benefits of joining our dynamic organization.

Also, we extended our limited-time discount for our annual membership fee. Just \$40 gets you access to a dynamic peer network and a year's worth of programming to ignite your personal and professional development. We have several fantastic events coming up- [please see our events page](#) for details.

Use promo code **ASFW 2021** and save \$10 when you [click here to sign up today](#). This offer is available through November 30.

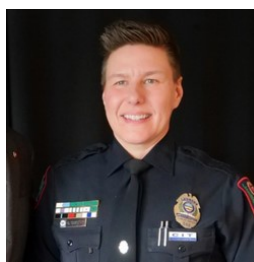
Please direct any membership questions to Megan Avellana (avellana.4@osu.edu) or Leigha Grosh (grosh.22@osu.edu). We look forward to receiving your membership registration and hope to see you at future ASFW events!

Salary Negotiation

A presentation from the
Bill and Susan Lhota Office of Alumni Career Management
The Ohio State University Alumni Association
go.osu.edu/alumni career management



THE OHIO STATE UNIVERSITY



Cassi Shaffer

Join ASFW for an empowerment lunch! Our guest speaker will be Detective Cassandra "Cassi" Shaffer, who will lead a Rape Aggression Defense (R.A.D.) workshop provided by The Ohio State University Police Division that teaches realistic self-defense tactics and techniques to women.

11:30 a.m.-1 p.m.
Wednesday, Dec. 8, 2021
Page Hall, 1810 College Road
Room 130 – Leadership Education Center
FREE REGISTRATION CLOSING DEC. 1!

ASFW 2021 Holiday Party: Empowerment Lunch

(OVERCOMING ANXIETY AT WORK Continued from page 1)

work environment. To help employees find their voices, consider addressing issues in real-time and stick to the facts. In short, be comfortable with being uncomfortable.

6. Feel valued and accepted.

Marginalized groups often have to deal with [microaggressions](#) and biases that make them feel undervalued and overlooked. To help them feel valued, listen to their concerns, sponsor them for an opportunity, speak up when you see injustice, and advocate on their behalf.

7. Build social connections.

Being [ignored at work](#) is more harmful to physical or mental well-being than harassment or [bullying](#). To help your team bond, work to build camaraderie, foster connections and friendships, and offer frequent validations.

8. Promote confidence by leading with gratitude.

Employees can perceive a lack of [attention](#) as a sign of trouble. Silence can cause them to worry. Regular expressions of [gratitude](#) can promote [confidence](#). Make your appreciation clear and specific, and be sure it matches the magnitude of the achievement.

Stress and feeling of overwhelm are to be expected. To help prevent anxiety at work, there are steps organizations, leaders, and individuals can take to optimize their well-being. Adrian Gostick and Chester Elton offer valuable tools and resources to overcome these reactions, with [empathy](#) as the core and compass.

Article originally appeared in [Psychology Today](#).



[Dr. Gotian](#) received her B.S. and M.S. in Business Management from the University at Stony Brook in New York and certificates in Executive Leadership and Managing for Execution from Cornell University. She earned her doctorate at Teachers College Columbia University where she studied Adult Learning and Leadership and focused her research on optimizing success.

Dr. Gotian publishes in both medical education and lay journals on topics ranging from networking, mentoring, leadership development and optimizing success and has given talks on the topic all over the globe. She regularly publishes in such journals as *Nature*, *Scientific American*, *Academic Medicine*, *Forbes* and *Harvard Business Review*. She is the co-editor of a book on medical education, won numerous mentoring awards and is currently working on a book on the 35 best places to find a mentor.

THE OSUAP EXECUTIVE COMMITTEE

Effective Sept. 1, 2020

President: Roxann Damron
Vice-President: Nicole Helton
Secretary: Sherrie Kauffman
Treasurer: Heidi Hamblin
Membership Chair: Christine O'Connell
Member-at-Large: Alice Gardner and Kristina Toliver
Immediate Past President: Quenetta Batts

Have suggestions for the Newsletter?

Want to share some good news?

Let us know!

Email: [Michelle Pennington](mailto:Michelle.Pennington@osu.edu)

Chair, Communications Work Group

Please be sure to submit suggestions by the 20th of each month to be included in the Newsletter!

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Professionals Group

<http://u.osu.edu/osuap>

Columbus, Ohio 43210



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"Instruction does much,
but encouragement
everything."

- Johann Wolfgang
von Goethe

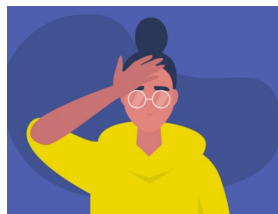
Upcoming Important Dates

9/16-11/5	Buckeyes for Charity buckeyesforcharity.osu.edu
11/25-11/26	Thanksgiving Holiday / Indigenous Peoples' Day/Columbus Day observed
12/19	Autumn Commencement
12/31	Buckeye Box Officially Retires (Learn More)

The OSUAP Connection

The Soul-Crushing Truth About Women and Self Promotion by Jo Miller

When 240 senior leaders of a Silicon Valley tech company were asked to name the factors that got them promoted to their level, one eclipsed all others, and it wasn't professional expertise, delivering business results, or leadership skills. *Visibility* was the most important factor in their advancement.[i]



your clout to publicly recognize other women and what they've done. If you're willing to stick your neck out, you can make a difference, bust biases, and shift your organization's culture.[vi] When influential women lead by example and encourage others to assertively call attention to their performance, it becomes expected, rewarded, and normalized.

Another study found that women who were the most proactive in making their achievements visible advanced further, had greater career satisfaction, and were more likely to attract sponsors. And making achievements known was the *only* career advancement strategy associated with pay increases.[ii]

So why is visibility so hard to get right?

Of 1,200 workshop participants I surveyed, almost all women, only 60 percent were actively taking steps to make people aware of their accomplishments. And it wasn't for lack of desire.

Having their value and contributions recognized was the *number 1 most common challenge* my workshop participants cited. Hands down, end of story.

On the other hand, we've all worked with people who, to put it mildly, overdid the self-promotion. They hog the limelight, inflate their contributions, claim others' work as their own, and divert attention away from the people who make real, substantive contributions. But the gravest injustice of all this? They create the impression that it's somehow sleazy to celebrate your own excellence and achievements.

So it's understandable if you decided "I never wanted to be like that" and stopped drawing attention to your work. Finding the right, balanced approach can be confusing as heck.

The Soul-Crushing Truth About Women and Self-Promotion

Making achievements visible is a vital advancement strategy, especially for women, who often need to go to greater lengths to prove their competence. There's a further complication, though, and it's more fraught because it's gender specific.

It's been well documented that women tend to be reluctant to share their own accomplishments, and at the same time they are eager to celebrate and promote someone else's.[iii] This reluctance is *not* a personal failing as much as it is a rational response to cultural norms.

While assertive self-advocacy lines up nicely with the long-standing stereotype of the ambitious male go-getter, some studies show that when women demonstrate identical behaviors, they elicit negative reactions for failing to show stereotypical "feminine traits" (such as being humble, nurturing, and collaborative). As a result of this disapproval, some women miss out on leadership opportunities.[iv]

In some organizations, women face an exasperating double bind: self-advocate, and be sidelined for lacking social skills. Fail to self-advocate, and have your competence questioned.

Not surprisingly, women who fear this backlash are less vocal in claiming credit for their work.[v]

If you've become wary of spotlighting your successes, this gender-bias penalty might be the culprit. Evaluate whether this backlash is your reality. If you suspect the problem is not you, it's the culture, I've included a list of 9 workaround strategies below for ways to raise your visibility without the backlash. (Get my free cheat sheet of [33 Ways to Amplify Your Accomplishments](#), [here](#).)

And if you're someone who's accrued some significant influence and respect in your organization, you're in a strong position to become a game changer, by using

9 Ways to Amplify Accomplishments Without The Backlash

In a perfect world, we'd all be unapologetically vocal about what we do well, but that's not always possible. If your gut or your real-world experience tells you that's not going to fly, or if it feels awkward or inauthentic, that's OK. I trust your judgment, and you should too.

There are plenty of ways to make your value visible without triggering the backlash some women face when they overtly self-promote. How? Don't cave to cultural expectations. Weaponize them by taking full advantage of the stereotype of women as selfless and communal workers. Call it "stealth-promotion," not "self-promotion." Here are 9 ways to ensure that your voice is heard, your brand is visible, and your accomplishments get acknowledged.

- Create a presentation on best practices to share with other teams.
- Ask for a spot on a meeting agenda to share updates, knowledge, or lessons learned.
- Give a webinar or lunchtime talk, and include examples of your work.
- Remind people you're always happy to answer questions about your area of expertise.
- Team up with a group of colleagues and nominate each other for awards and recognition.
- Create "forwardable praise," a glowing email about team accomplishments to forward up the management chain.
- Start meetings by asking each individual to share a recent accomplishment or best practice.
- Write five recommendations for others on [LinkedIn](#). (I can pretty much guarantee someone will write one for you in return.)
- Put together a presentation on a team win or best practices. Bring others along to copresent it to management, in a learning session, or to other groups.

Adapted from [Woman of Influence: 9 Steps to Build Your Brand, Establish Your Legacy, and Thrive](#) (McGraw-Hill, 2019) by Jo Miller.

- Shelley Correll and Lori Mackenzie, "To Succeed in Tech, Women Need More Visibility," *Harvard Business Review*, September 13, 2016
- Nancy M. Carter and Christine Silva, Report: *The Myth of the Ideal Worker: Does Doing All the Right Things Really Get Women Ahead?*, Catalyst.org, October 1, 2011
- Carol Schmidt, "Bragging Rights: MSU Study Shows That Interventions Help Women's Reluctance to Discuss Accomplishments," (includes discussion of a study by Jessie L. Smith), *Montana State University*, January 10, 2014
- Julie E. Phelan, Corrine A. Moss-Racusin, and Laurie A. Rudman, "Competent Yet out in the Cold: Shifting Criteria for Hiring Reflect Backlash Toward Agentic Women," *Psychology of Women Quarterly*, vol. 32, no. 4, December 2008, pp. 406-413, doi:10.1016/j.psq.2008.00454.x; and Laurie Rudman and Peter Glick, "Prescriptive Gender Stereotypes and Backlash Toward Agentic Women," *Journal of Social Issues*, vol. 57, no. 4, December 17, 2002
- Corinne A. Moss-Racusin and Laurie A. Rudman, "Disruptions in Women's Self-Promotion: The Backlash Avoidance Model," *Psychology of Women Quarterly*, vol. 34, no. 2, May 6, 2010
- Jessi L. Smith and Meghan Huntoon, "Women's Bragging Rights: Overcoming Modesty Norms to Facilitate Women's Self-Promotion," *Psychology of Women Quarterly*, vol. 38, no. 4, December 20, 2013

A leading authority on women's leadership, [Jo Miller](#) is a sought-after, dynamic, and engaging speaker. Jo is founding editor of [BeLeaderly.com](#). Learn more about her speaking engagements at www.JoMiller.net and follow [@Jo_Miller](#) on Twitter.

