


Creating an Environment & Culture of Resiliency: Evoking the Best in others & Ourselves

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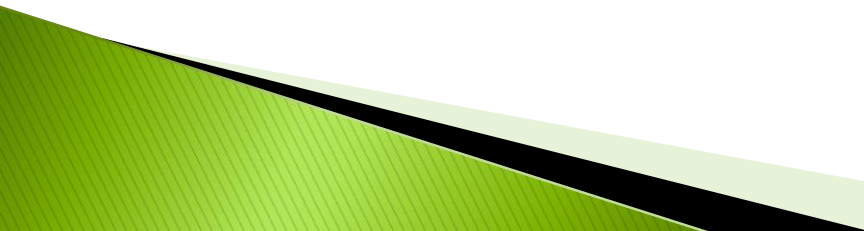
For Today

- ▶ Welcome & overview
 - ▶ What is resilience & why is it important?
 - ▶ How are we doing?
 - ▶ Developing an organizational culture of resilience
 - ▶ Stories of resilience
 - ▶ Making a commitment
- 

What does it mean to be
resilient?



Resilience Defined

- ▶ The ability to steer through serious life challenges and find ways to bounce back and thrive (Best Start Ontario)
 - ▶ The ability of a system (individual, family, community, organization) to absorb change and disturbance, and survive (Smith, 1984)
 - ▶ The ability to recover quickly from illness, change or misfortune (American Heritage Dictionary)
- 

BUOYANCY

ADAPTABLE

FLEXIBILITY

RECOIL

ELASTICITY

PLASTICITY

Our greatest glory is not in never failing, but in rising every time we fall.

Confucius

When they go low, we go high.

Michelle Obama

**Innate or Capacity to be
Developed?**



Components of Resilient People

- ▶ Optimism
- ▶ Self-esteem (high)
- ▶ Personal competence
- ▶ Social competence
- ▶ Problem-solving skills
- ▶ Self-efficacy
- ▶ Social resources
- ▶ Insight
- ▶ Independence
- ▶ Creativity
- ▶ Humor
- ▶ Family cohesion
- ▶ Spiritual influences

Windle et al., 2011

Characteristics of Resilient People

- ▶ Internal Locus of Control
- ▶ Self-Esteem
- ▶ Self-Efficacy
- ▶ Personal Goals
- ▶ Sense of Meaning
- ▶ Uses past successes to confront current challenges
- ▶ View of stress (way to get stronger)
- ▶ Use humor, patience, tolerance & optimism
- ▶ Adaptable to change
- ▶ Action oriented approach
- ▶ Strong relationships—can ask for help
- ▶ Faith

Connor KM (2006)

Let's clarify some terms

- ▶ Internal Locus of Control: Belief that decisions and life are controlled by self
- ▶ External Locus of Control: Belief that decisions and life are controlled by environmental factors which they cannot influence
- ▶ Self-Esteem: Overall subjective evaluation of his/her own worth
- ▶ Self-Efficacy: Belief in yourself and ability to complete tasks to achieve a goal

Connor KM (2006)



Resilience across systems

*Similar themes across individual, family,
community and organizational resilience*

How are we doing?

73% of Americans feel Information Overload

*Healthy Minds Innovation, OCCMH MARC
presentation 2017*

We get 5x the information
on a daily basis than we did
25 years ago.



**2 quadrillion megabytes
broadcast daily**

*Healthy Minds Innovation, OCCMH
MARC presentation 2017*

Human attention span has
dropped to 8 seconds—
compared to 12 seconds in
2000

Healthy Minds Innovation,
OCCMH MARC presentation
2017

We are interrupted, on average, every 3 seconds

»» It takes 23 minutes to recover

47% of the time are
minds are wondering



65% of employees are
mentally checked out

*Healthy Minds Innovation,
OCCMH MARC and 2012
Towers Watson Study*

38% of employees felt stress and anxiety about the future

»» *Less than half agreed that senior leaders had sincere interest in their well-being*

McPherson

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"And you say you check your e-mail on average three or four hundred times a day?"

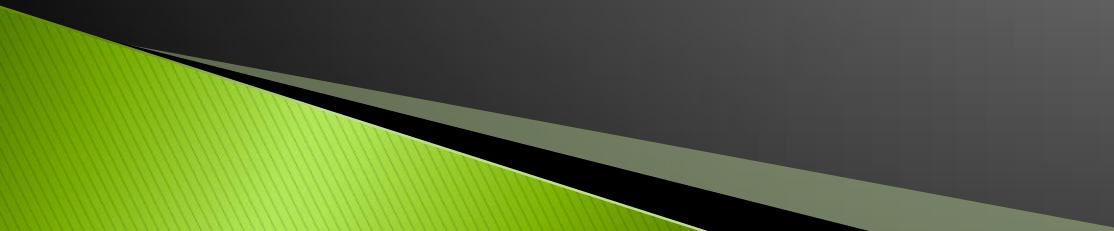
Burnout

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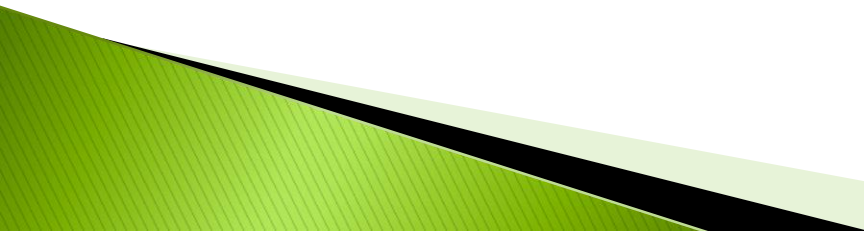


**“When you’re feeling overworked,
stop and smell the roses that we
installed as an app on your BlackBerry.”**

What about social workers
and those in the helping
fields—how are *they*
doing?



Secondary Traumatic Stress

- ▶ Social workers are ~~increasingly being called~~ on to assist survivors of trauma.
 - ▶ It has become increasingly apparent that the psychological effects of traumatic events extend beyond those directly affected.
 - ▶ *~~Secondary traumatic stress (STS) is becoming viewed as an occupational hazard of providing direct services to traumatized populations.~~*
- 

What we see

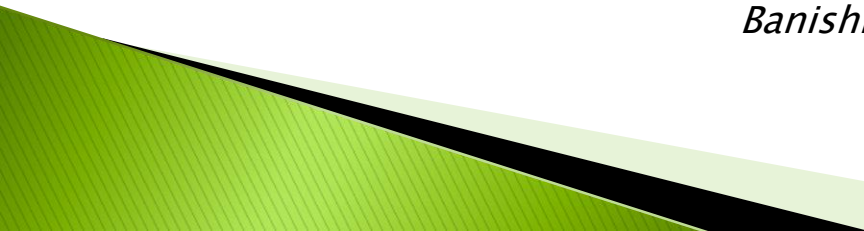
- ▶ Hopelessness
- ▶ Guilt
- ▶ Avoidance
- ▶ Hypervigilance
- ▶ Social Withdrawal
- ▶ Minimizing
- ▶ Anger & Cynicism
- ▶ Sleeplessness
- ▶ Insensitivity
- ▶ Illness
- ▶ Fear
- ▶ Chronic Exhaustion
- ▶ Physical Ailments
- ▶ Disconnection
- ▶ Loss creativity
- ▶ Inability to embrace complexity
- ▶ Inability to listen
- ▶ Diminished Self-care

Burn out & Chronic Stress

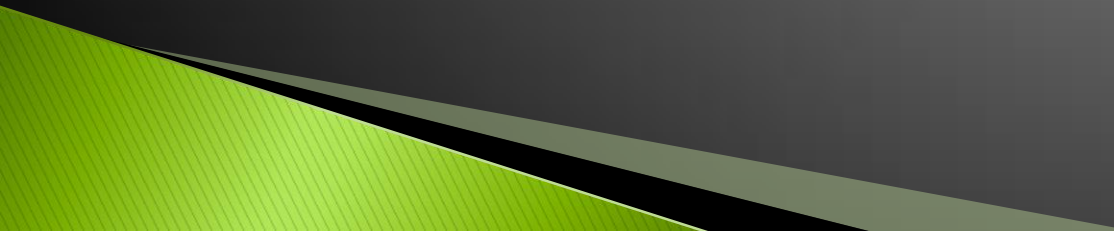
The following mismatches can lead to burnout:

- Workload
- Control
- Reward
- Community
- Fairness
- Values

Banishing Burnout (2005), Leiter and Maslach



What's happening in our brains and bodies when we're experiencing high levels of stress?



If you're going through hell, keep
going.

Winston Churchill

What can an agency do to promote health and well-being; prevent high levels of stress and burnout, and build a resilience across all staff members?

Addressing Chronic Stress

- ▶ Personal resilience
- ▶ Building nurturing professional relationships
- ▶ Staying positive
- ▶ Developing emotional insight
- ▶ Achieving life balance and spirituality
- ▶ Becoming more reflective

(Debra Jackson (2005))



The role of supervision

Supervision should be:

- Relational
- *Reflective*
- Help participants understand impact of work
- Serve as a way to regularly check in with staff
- Increase self-awareness

Reflection: To think, meditate, ponder


- ▶ *Reflection* is the ability to reflect on an action and engage in a continuous learning (Schon, 1983).
- ▶ It involves paying critical attention to process—our subjective experience (thoughts and feelings) and reflexive actions.
- ▶ It leads to the development of insight; and is an important component to self-awareness
(*Journal of Neurology* 2010)

Why Reflect?

- ▶ A person who reflects throughout his or her practice is not just looking back on past actions and events, but is taking a conscious look at emotions, experiences, actions, and responses, and using that information to add to his or her existing knowledge base and reach a higher level of understanding.

Why Reflect?

Reflective practice recognizes that the work we do with families is relational, and that children develop, and people continue to strive and do their best, within the context of healthy relationships.....



Why Reflect?

By gaining and practicing reflective skills, professionals carry forth these qualities with families—using the relationship to bring out the family’s strengths and resiliency.

Likewise, when supervisors or leaders practice reflectively this “way of being” contributes to a healthier, more supportive environment where staff can grow and develop.

Finkbiner, C. HVRP Project 2016

Reflection is good for the Brain!

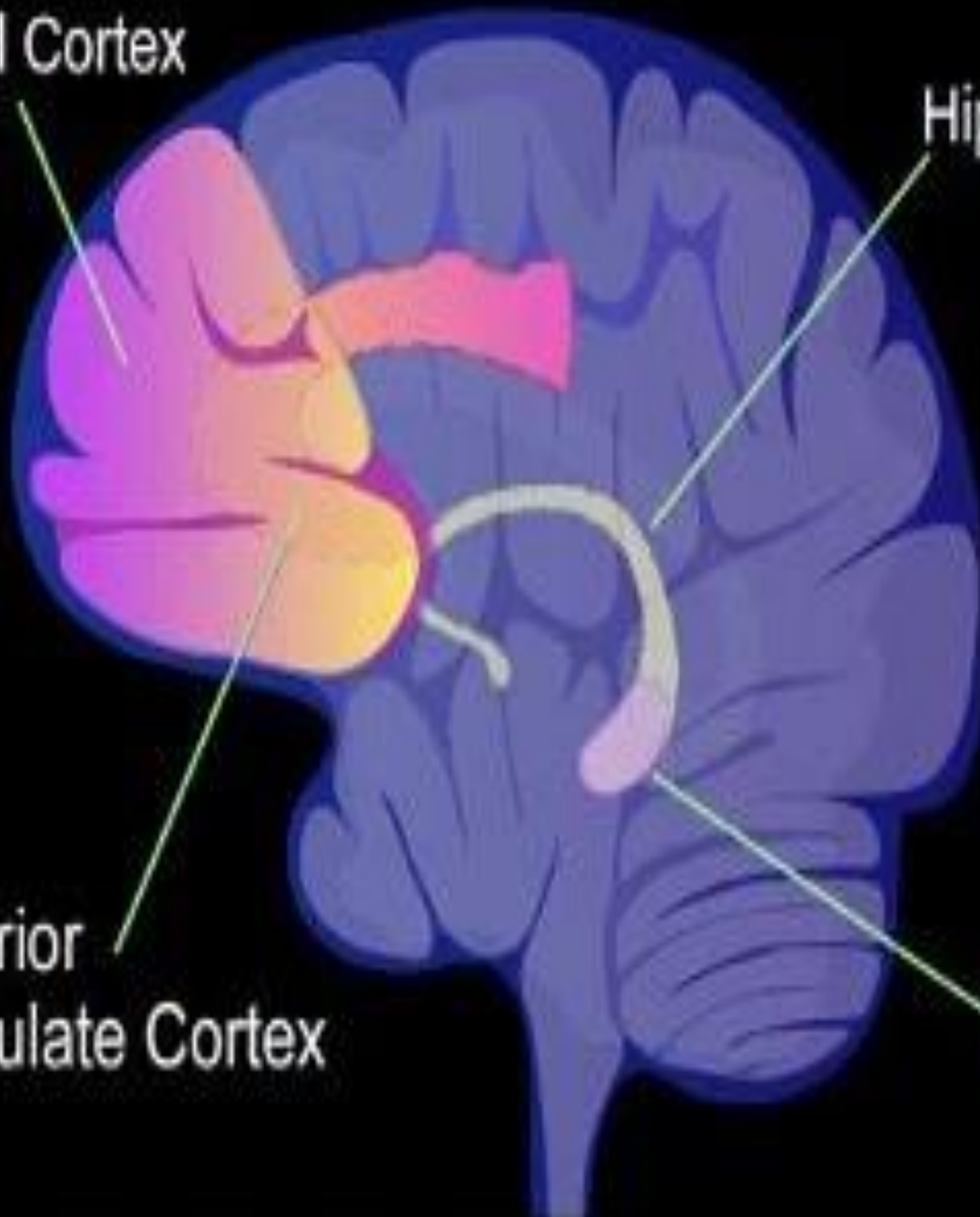
- ▶ Utilizes the medial prefrontal cortex and posterior cingulate cortex *(Neuroscience and Biobehavioral Review 2014)*
- ▶ Builds the prefrontal lobes *(Siegel 2009)*

Prefrontal Cortex

Hippocampus

Anterior
Cingulate Cortex

Amygdala



How is reflection different from
Mindfulness?



Mindfulness--defined

- ▶ the quality or state of being conscious or aware of something
- ▶ a mental state achieved by focusing one's awareness on the present moment, while calmly acknowledging and accepting one's feelings, thoughts, and bodily sensations
- ▶ <http://www.mindfulness.com.au/Mindfulness%20explained.htm>

Organizational culture is
co-created by all members
of the organization

»» *But Leaders play a very
critical role*

Organizational Resilience

Just as individuals can learn to develop personal traits of resilience, so too can organizations develop a culture of resilience

George Everly, Harvard Business Review 2011



Organizational Resilience

- ▶ Organizational resilience is built largely upon leadership
- ▶ Key leadership serve as a catalyst to increase group cohesion and dedication to the mission
- ▶ These resilience champions, model and support resilience, and thus, begin to shift the culture

George Everly, Harvard Business Review 2011



How Resilient is Your Organization?


How well do you?

- “Face down reality?”
- Encourage innovation & experimentation?
- Build in flexibility?
- Strengthen & broaden connection networks?
- Build a sense of purpose?
- Minimize emotional trauma?

Building a Culture of Resilience

The challenge is to shift from a focus on getting more out of people, to investing in people.

University of NC; Kenan-Flagler Business School




Building a Culture of Resilience

To create an organization culture that fosters resilience, an organization needs to develop:

1. Trust
2. Accountability
3. Flexibility

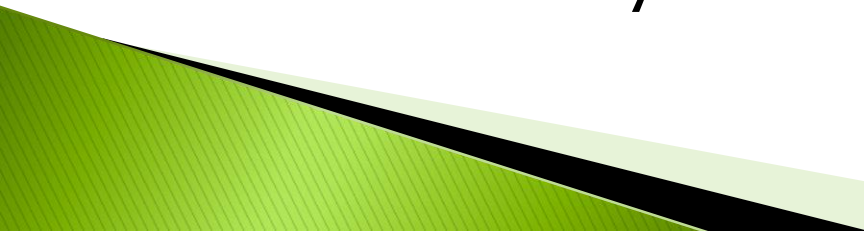
University of NC; Kenan-Flagler Business School



Where do you start?

1. Obtain Senior Leadership Support
2. Build Safe and Secure Work Communities
3. Encourage all employees to use strategies to increase productivity and energy
4. Develop policies and procedures that support resilience practices within the organization

Organizational Spotlight: Genentech

- ▶ Shorter meetings with fixed boundaries
 - ▶ Breaks at the 90 minute mark of meetings
 - ▶ Walking meetings—short, small, on-the-go meetings
 - ▶ “Take back your lunch”—campaign encouraging workers to leave their desk and get outside
 - ▶ More consistent and useful feedback to employees
 - ▶ Areas and times during day devoted to focus and creativity
- 

Mindfulness in the Workplace

- ▶ Aetna
 - ▶ General Mills
 - ▶ Google
 - ▶ Intel
 - ▶ eBay
 - ▶ Twitter
 - ▶ Linked in
 - ▶ Blackrock
 - ▶ Goldman Sachs
 - ▶ Target
 - ▶ Us Marines
 - ▶ British Parliament
 - ▶ Seattle Seahawks
 - ▶ Astra Zeneca
 - ▶ Reebok
 - ▶ McKinsey & Co.
 - ▶ AOL Time Warner
 - ▶ WI-AIMH
- 

Research suggests that the single most powerful predictor of human resilience is interpersonal support



Building a Resilient Organizational Culture,
Harvard Business Review

Stories of Resilience



Stories of Resilience: MOMS

<https://www.youtube.com/watch?v=ys1oJQOav14>

Stories of Resilience: Finding a common passion

<https://www.youtube.com/watch?v=XL5zBFV5g-c&t=1s>


Stories of Resilience: Learning and Giving Back

<https://www.youtube.com/watch?v=UlkM-eySqR8>

Resilient Communities

The Mobilizing Action for Resilient Communities (MARC) <http://marc.healthfederation.org/> is building a movement for a just, healthy and resilient world. 1

4 communities (including WI) are all turning the [science of Adverse Childhood Experiences \(ACEs\) and resilience](#) into practices and policies with the potential to transform every aspect of human life.



How can we thrive and cultivate resilience in our everyday lives?

»» *Through relationships and a shared commitment*

Make a Commitment

»» *Start today!*

Collective Impact Resiliency Workgroup: Commitment Statement

Foster innate strengths and hope

Nurture positive qualities in self and others

Mentor for access and self-determination

Find strength and value in my journey

Sense of belonging and connection

Through relationships and support



WI-AIMH Values

- ▶ *Relationships are central to all aspects of our work*
- ▶ *Interactions with others are defined by mutual respect and trust*
- ▶ *Reflective interactions are supported and encouraged*
- ▶ *Self-care, flexibility and professional development is critical to quality work*
- ▶ *Passion drives our work*
- ▶ *Developing capacities of individuals, organizations and systems are built upon strengths*
- ▶ *Open, honest and direct communication is necessary for the lived experience of our values and the accomplishment of our mission*

The bamboo that bends is stronger
than the oak that resists.

Japanese Proverb

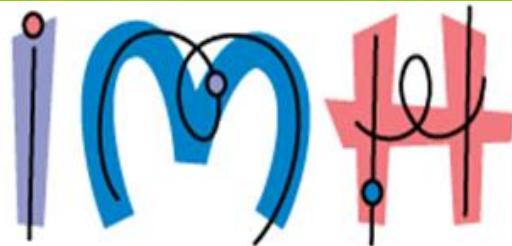


Thank you!

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WISCONSIN ALLIANCE FOR
INFANT MENTAL HEALTH

— Early Relationships Matter —