

BUILDING A RESILIENT WORKFORCE



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CONNECTICUT HOSPITAL ASSOCIATION





NO CONFLICTS OF INTEREST



INTRODUCTION

LEADERSHIP & INNOVATION EXPERIENCE

Connecticut Hospital Association
Clinical Excellence & Care Redesign

L & M Hospital
Consultant for Quality Improvement
with Focus on Innovation and
Redesign

Hartford HealthCare Nursing
Leadership & Operations Roles
with Focus on Innovation and
Redesign

Long Beach California
Opened Pediatric Service Line

Innovations in Pediatric Roles
in Pediatric Trauma System
in Pediatric RNJ-Edgemoor System
with Inpatient Flow and Community
Safety Net

STRESSORS

More than 40 percent of hospital caregivers *prior to the COVID crisis suffered* from the physical, emotional, or mental exhaustion characteristic of burnout.

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2904602/>

RESILIENCY

Resiliency is the ability to bounce back from adversity. Resiliency is about more than *surviving*; it's about *thriving*—and it's the result of developing a “strong inner life state.”

Resilience is the capacity to accurately perceive and respond well to stressful situations.

It is demonstrated not only in times of crisis, but each and every day.

<https://www.amsn.org/practice-resources/healthy-practice-environment/nurse-resiliency>

RESILIENCY

The American Psychological Association suggests that several factors help us develop and sustain resilience:

- Maintaining good relationships
- Accepting circumstances that cannot be changed
- Keeping a long-term perspective
- Sustaining a hopeful outlook
- Visualizing one's wishes

https://www.reflectionsonnursingleadership.org/features/more-features/Vol41_1_7-habits-of-highly-resilient-nurses

WHO IS A LEADER WITHIN YOUR ORGANIZATION?

WHO IS A LEADER?

“If you actions *inspire* others to dream more, *learn* more, *do* more, and *become* more, you are a leader!”

John Quincy Adams
6th U.S. President

LEADERSHIP MATTERS

How staff are managed by their leaders can drastically affect their performance and influence patient outcomes.

It is important to understand the different leadership styles that are often found in the workplace, as well as their effects on the staff and those under their care.

LEADERSHIP TRAITS FOR MODELING RESILIENCY

There is an extraordinary quality of spirit that prompts one to aspire to lead. These five traits will help you tap into that spirit and improve your effectiveness as a leader.

1. Strong Communication
2. Passion & Commitment
3. Positivity
4. Innovation
5. Collaboration

STRONG COMMUNICATION

Effective communication is a top attribute of a strategic leader. You may have a clear vision of what you're trying to accomplish, but if you can't convey it to your team or colleagues, it will be almost impossible to carry out.

Communication also extends to "softer skill" practices, like having an open-door policy or holding regular one-on-one meetings with team members to make yourself accessible.

PASSION & COMMITMENT

Enthusiasm for your mission or project will get others excited because they can see and feel your dedication. But you must also add commitment to the mix of strategic leadership qualities, because passion doesn't always get the job done.

Commitment is the ability to stay focused on what will make you successful.

POSITIVITY

A positive attitude is contagious. If your team is led and surrounded by happy and positive people, they will work harder and be happier themselves. Positivity can take many forms.

Keep in mind that some leaders only focus on the problems. You definitely want to be aware of issues, but you must also take the time to recognize things that are going well with and celebrate successes.

INNOVATION

When you've been working at the same organization for a while, it's easy to get stuck. Being a strong leader requires practicality and realism, but just as importantly it requires having an eye for innovation and the vision to execute on it.

Remember that you may not be the most innovative person in the room—but you still need to foster innovation among your team.

COLLABORATION

Having a collaborative approach to leadership is powerful because it naturally creates transparency in your organization. If you're connected to your team and genuinely interested in collaborating with them, they will know what you're thinking and vice versa.

Collaboration leads to trust, and your team will be more likely to support your vision.

COLLABORATION

One way to improve collaboration is to create some small projects and put others in charge. Be sure to give credit where it's due—in public—so that others can see that you appreciate their contributions.

People want to own what they help create.

MANAGERS VERSUS LEADERS

<u>manager</u>	<u>leader</u>
Oversees the current process well	Wants to create the future
Must achieve balance	Needs to make change
Thinks execution	Thinks ideas
Comfortable with control	Welcomes risks
Problems are just that, and need resolution ASAP	Sees problems as opportunities, is patient
Procedure is King	Substance trumps the King
Instructs as to technique and process	Your best college Professor
Impersonal, remote	High Emotional Intelligence

LEADERSHIP STYLES

- Authoritarian Leadership
- Transactional Leadership
- Democratic Leadership
- Laissez-faire Leadership
- Transformational Leadership

AUTHORITARIAN LEADERSHIP

A style that is demonstrated when a leader makes all decisions without considering input from staff.

- Negative reinforcement and punishment are often used to enforce rules
- Because knowledge is seen as power, critical information may be withheld from the team
- Mistakes are not tolerated, and blame is placed on individuals rather than on faulty processes
- Works well in emergencies or chaotic situations when there is little time for discussion, but does not promote trust, communication or teamwork

TRANSACTIONAL LEADERSHIP

A style of leadership in which the leader promotes compliance of his or her followers through both rewards and punishments.

- Focuses on the role of supervision, organization and group performance
- These leaders pay attention to followers' work in order to find faults or deviations
- This leader is effective in crisis and emergency situations, as well as when work needs to be carried out in a standardized fashion

DEMOCRATIC LEADERSHIP

This style encourages open communication and staff participation in decisions

- Workers are given responsibility, accountability and feedback regarding their performance
- Relationships are important to this type of leader who places a focus on QI of systems and processes, rather than on mistakes of individual team members

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LAISSEZ-FAIRE LEADERSHIP

A style in which the leader provides little or no direction or supervision and prefers to take a hands-off approach.

- Decisions are not made, changes rarely occur and QI is typically reactive, not proactive
- This style is most often used by new, inexperienced leaders or by those at the end of their careers who choose not to address issues since things will soon be changed by their replacement leaders

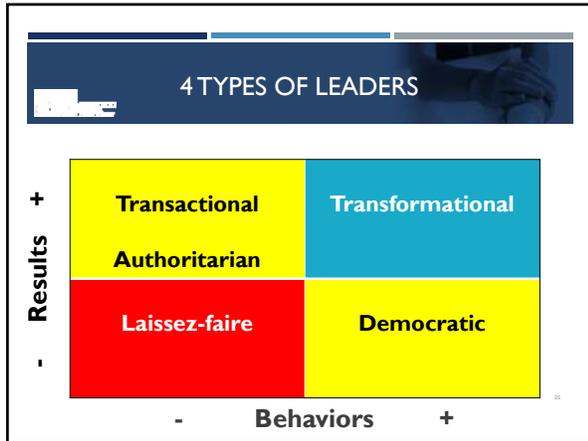
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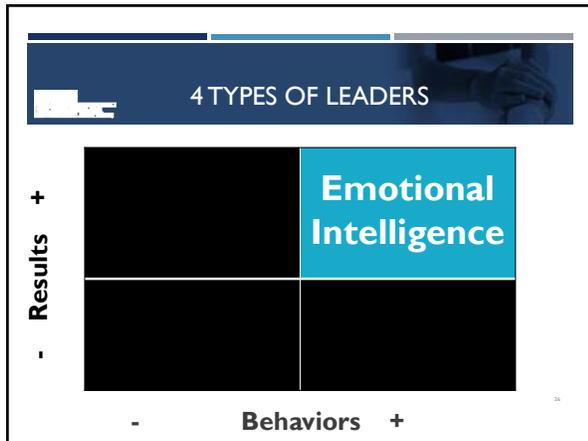
TRANSFORMATIONAL LEADERSHIP

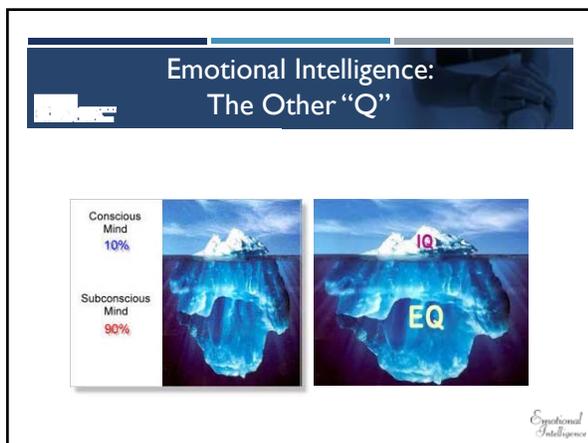
A style in which the leaders' behaviors transform and inspire followers to perform beyond expectations, transcending self-interest for the good of the patient or organization.

- Inspirational motivation involves providing a vision of the future to followers and motivating them to perform beyond expectations
- Individualized consideration occurs when the leader is concerned about the needs and skills of his or her followers
- Ideal influence or charisma refers to the values and morals observed and emphasized by the leader

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**RESILIENCY CAN BE
MODELED AND MENTORED WITH
EMOTIONAL INTELLIGENCE**

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**WHOSE ATTITUDE AND BEHAVIOR IS THE
ONLY ONE THAT YOU CAN TRULY CHANGE?**

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**WHAT IS EMOTIONAL
INTELLIGENCE?**

El or EQ is defined as the ability to:

- Recognize, understand and manage our own emotions
- Recognize, understand and influence the emotions of others

https://www.mindtools.com/pages/article/newLDR_45.htm

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WHAT IS EMOTIONAL INTELLIGENCE?

In practical terms, this means being aware that emotions can drive our behavior and impact people (positively and negatively), and learning how to manage those emotions – both our own and others, especially when we are under pressure.

https://www.mindtools.com/pages/arcide/newLDR_45.htm

Business Sees Opportunities With EI

Higher EQ leaders are more likely to make better decisions, engage and influence more effectively, and create the right mood for the job.

EMOTIONS AT THE CENTER

Emotional Intelligence

MANAGING OUR OWN BEHAVIOR SO WE CAN INFLUENCE OTHERS

19 Competencies of Emotional Quotient (EQ)

SELF-AWARENESS - emotionally self-aware, accurate self-assessment & self-confidence	SELF-MANAGEMENT - of own emotions, transparency, adaptability, achievement, initiative & optimism	SOCIAL AWARENESS - empathy, awareness of organization & service	RELATIONSHIP MANAGEMENT - inspired leader, influence, change catalyst, manage conflict, build bonds, teamwork & collaboration
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WHAT ARE THE ELEMENTS OF EMOTIONAL INTELLIGENCE?

There are five key elements to Emotional Intelligence:

1. Self-awareness
2. Self-regulation
3. Motivation
4. Empathy
5. Social skills

https://www.mindtools.com/pages/article/newLDR_45.htm

SELF-AWARENESS

If you're self-aware, you always know how you feel, and you know how your emotions and your actions can affect the people around you.

Being self-aware when you're in a leadership position also means having a clear picture of your strengths and weaknesses, and it means behaving with humility.

https://www.mindtools.com/pages/article/newLDR_45.htm

SELF AWARENESS

How **we** interact with others can drastically affect their responses and influence their behavior

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SELF AWARENESS

COMMUNICATION IS KEY.
HOW DO WE COMMUNICATE?

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SELF AWARENESS

80%

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SELF AWARENESS - NONVERBAL COMMUNICATION

Proxemics - Spacing

Kinesics - Body Language

Haptics - Human Touch

SELF AWARENESS

WHAT ABOUT THE OTHER 20%?

SELF AWARENESS - VERBAL COMMUNICATION

How **we** interact with others can drastically affect their responses and influence their behavior

- We **TALK** at about 150 words per minute
- We **READ** at about 250 words per minute
- We **THINK** at about 600 words per minute

SELF-REGULATION

Leaders who regulate themselves effectively rarely verbally attack others, make rushed or emotional decisions, stereotype people, or compromise their values.

Self-regulation is all about staying in control.

This also includes a leader's flexibility and commitment to personal accountability.

https://www.mindtools.com/pages/article/newLDR_45.htm

MOTIVATION

Self-motivated leaders work consistently toward their goals, and they have extremely high standards for the quality of their work.

Take some time to remember why you wanted this job. If you're unhappy in your role and you're struggling to remember why you wanted it, try to find the root of the problem. Be hopeful and find something good – motivated leaders are usually optimistic, no matter what problems they face.

Every time you face a challenge, or even a failure, try to find at least one good thing about the situation. There's almost always something positive, if you look for it.

https://www.mindtools.com/pages/article/newLDR_45.htm

EMPATHY

For leaders, having empathy is critical to managing a successful team or organization.

Leaders with empathy have the ability to put themselves in someone else's situation. They help develop the people on their team, challenge others who are acting unfairly, give constructive feedback, and listen to those who need it.

If you want to earn the respect and loyalty of your team, then show them you care by being empathic.

https://www.mindtools.com/pages/article/newLDR_45.htm

SOCIAL SKILLS

Leaders who do well in the social skills element of emotional intelligence are great communicators.

Leaders who have good social skills are also good at managing change and resolving conflicts diplomatically.

They set an example with their own behavior.

https://www.mindtools.com/pages/article/newLDR_45.htm

SOCIAL SKILLS

Conflict resolution – Leaders must know how to resolve conflicts between their team members, or customers.

Improve your communication skills.

Learn how to praise others – As a leader, you can inspire the loyalty of your team simply by giving praise when it's earned.

https://www.mindtools.com/pages/article/newLDR_45.htm

THE PAST ISN'T ALWAYS THE PAST

Past experiences as well as how the individual perceives the current experience influences their behavior

SOCIAL SKILLS

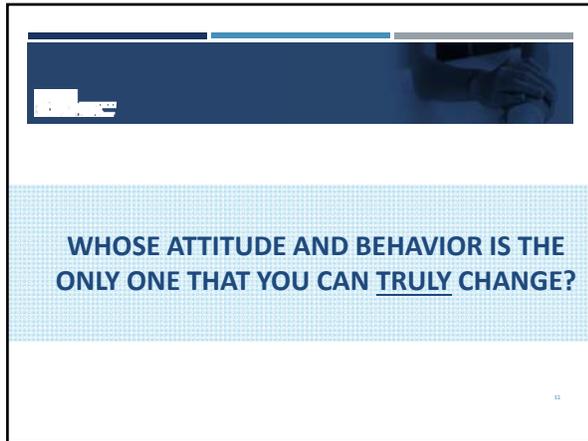


The Evolution of “Breakroom Banter”

CONFLICT NEED NOT BE PAINFUL

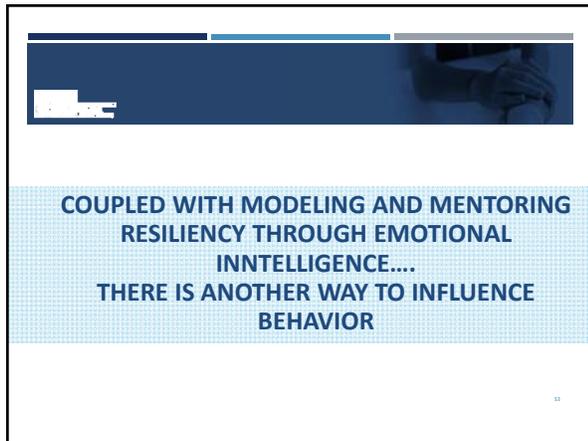
- **Stay focused in the present.** When we are not holding on to old hurts and resentments, we can recognize the reality of a current situation and view it as a new opportunity for resolving old feelings about conflicts.
- **Choose your arguments.** Arguments take time and energy, especially if you want to resolve them in a positive way. Consider what is worth arguing about and what is not.
- **Forgive.** If you continue to be hurt or mistreated, protect yourself. But someone else's hurtful behavior is in the past, remember that conflict resolution involves giving up the urge to punish.
- **End conflicts that can't be resolved.** It takes two people to keep an argument going. You can choose to disengage from a conflict, even if you still disagree.

How **we** interact with others can drastically affect their responses and influence their behavior



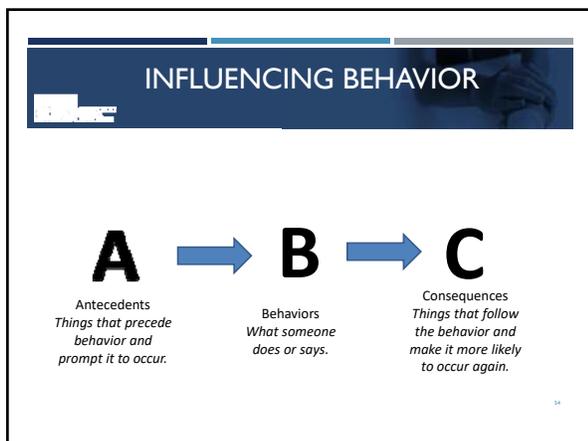
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WHOSE ATTITUDE AND BEHAVIOR IS THE ONLY ONE THAT YOU CAN TRULY CHANGE?



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**COUPLED WITH MODELING AND MENTORING
RESILIENCY THROUGH EMOTIONAL
INTELLIGENCE...
THERE IS ANOTHER WAY TO INFLUENCE
BEHAVIOR**



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INFLUENCING BEHAVIOR

A → B → C

Antecedents
Things that precede behavior and prompt it to occur.

Behaviors
What someone does or says.

Consequences
Things that follow the behavior and make it more likely to occur again.

INFLUENCING BEHAVIOR

Antecedents = 20 %
(e.g. Performance Expectations)

Consequences = 80 %
(e.g. Performance Feedback)

The most powerful consequences are those that are both **Immediate** and **Certain**

INFLUENCING BEHAVIOR



The most powerful consequences are those that are both **Immediate** and **Certain**

REMEMBERING THE LEADERSHIP TRAITS FOR MODELING RESILIENCY

There is an extraordinary quality of spirit that prompts one to aspire to lead. These five traits will help you tap into that spirit and improve your effectiveness as a resilient, Emotionally Intelligent leader.

1. Strong Communication
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