

Agility and Resilience in Healthcare Leadership: Key Behaviors for Leading Change

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Sept 29, 2022



Illinois Health
and Hospital
Association

2022 IHA Leadership Summit



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What can you expect

- Practical, take-home behaviors
- Research-supported, evidence-based
- Stories & case studies
- Sport examples

2013



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Spurs Coach
Greg Popovich



2014



Main Idea

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As a leader, you have the ability to influence and impact your team's resilience.

In order to do that, you have to build and maintain your own self-resilience first.

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Team
Resilience



Self-resilience

Resilience

Dealing with setbacks

Handling stress

Challenges & Stressors

Staffing shortages

Labor strikes

Vaccine rollouts/Covid surges

Low Engagement

Agenda

1 | Optimism

2 | Humility

3 | Gratitude & Appreciation

Team Resilience

4 | Recharging & Recovering

Self Resilience

What types of people are more resilient?

Resilient People Are Optimistic

They interpret setbacks as:

- Temporary: *“It’s going away at some point”*
- Local: *“It’s just this one situation”*
- Changeable: *“I can do something about it”*

Optimism Balanced with Reality



Naïve Optimist



Cynical Pessimist



Realistic Optimist

**Harvard
Business
Review**

What Leading with Optimism Really Looks Like

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by Shawn Achor and Michelle Gielan

June 04, 2020



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Genesis Medical Center Davenport, Iowa

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Optimism Program

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Gratitude exercises

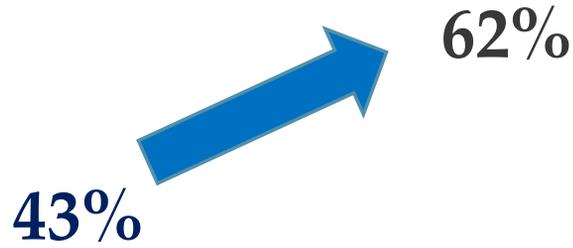
Praise & Recognition

Deliberate Kindness

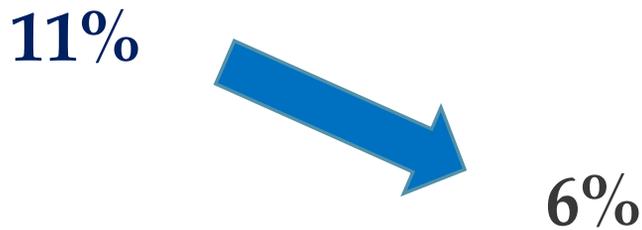
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% of employees happy at work



% of employees feeling burnt out



Do This ASAP

- Think and talk about setbacks as *local, temporary and changeable*
- Be intentional about creating a culture of realistic optimism within your team

Agenda

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Self Resilience

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Humility

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humus

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hummus
close to the ground



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Humility- Empirical Evidence

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A study of a large Health Services Organization

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Organization Science

Vol. 24, No. 5, September–October 2013, pp. 1517–1538
ISSN 1047-7039 (print) | ISSN 1526-5455 (online)



<http://dx.doi.org/10.1287/orsc.1120.0795>
© 2013 INFORMS

Expressed Humility in Organizations: Implications for Performance, Teams, and Leadership

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Michael D. Johnson, Terence R. Mitchell

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We draw on eight different lab and field samples to delineate the effects of expressed humility on several important organizational outcomes, including performance, satisfaction, learning goal orientation, engagement, and turnover. We first review several literatures to define the construct of expressed humility, discuss its implications in social interactions.

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My Leader is Humble

- ✓ Perceives him/herself accurately
- ✓ Displays appreciation of others' strengths & contributions
- ✓ Is teachable



Employee

- 'I am happier'
- 'I feel more empowered'
- 'I am less likely to leave'
- Performed better individually and in teams

Leader Humility improves engagement, reduces turnover rates, and increases productivity

[Organization Science 24(5), 2013]

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Contents lists available at ScienceDirect



The Leadership Quarterly

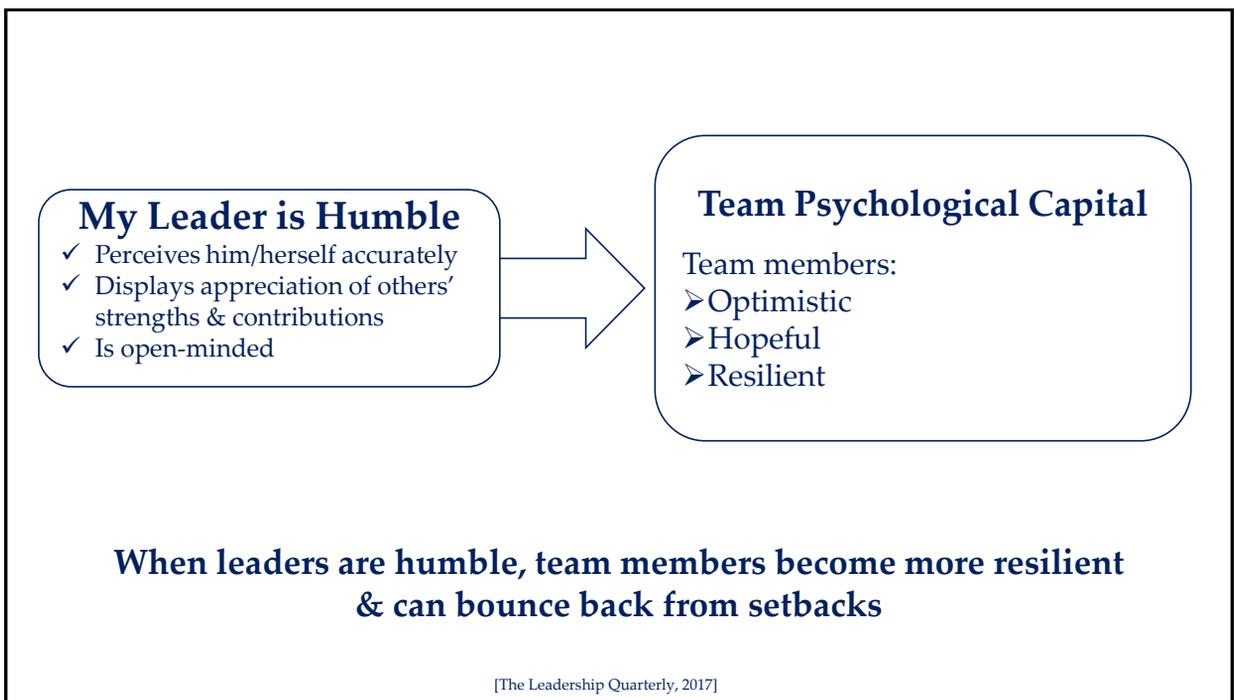
journal homepage: www.elsevier.com/locate/leaqua

How leader humility helps teams to be humbler, psychologically stronger, and more effective: A moderated mediation model[☆]

Arménio Rego^{a,*}, Bradley Owens^b, Susana Leal^c, Ana I. Melo^d, Miguel Pina e Cunha^e,
Lurdes Gonçalves^f, Paula Ribeiro^f

 CrossMark

A sample of 82 teams (82 leaders; 332 team members)
from various industries

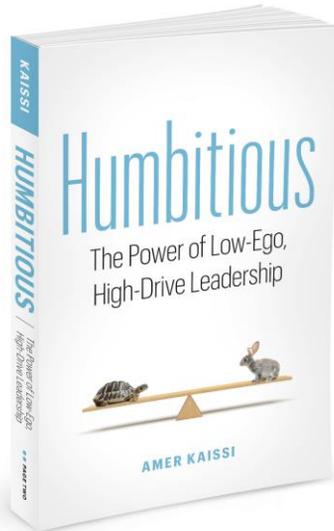


However...
Humility is not enough by itself

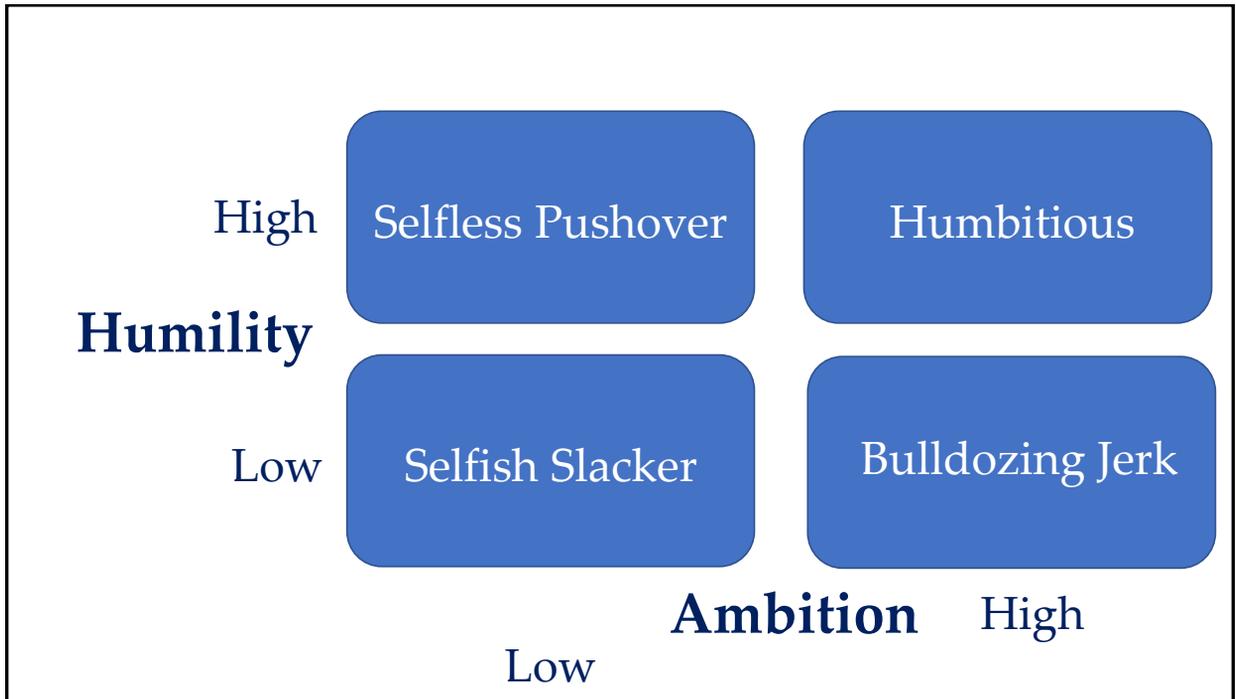
Humility needs to be combined with:

- Competence
- Confidence
- Courage

Humble + Ambitious = *Humbitious*



Low Ego *and* High Drive



Do This ASAP

- Connect with team members on a personal and human level
- Demonstrate empathy, especially during hard times
- Balance humility with ambition

Questions & Comments

Agenda

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1 | Optimism

2 | Humility

3 | Gratitude & Appreciation

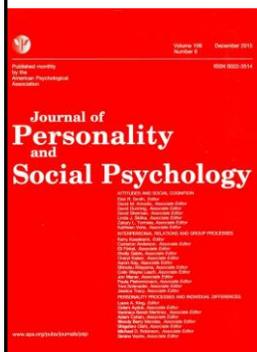
Team Resilience

4 | Recharging & Recovering

Self Resilience

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Gratitude & Appreciation



Journal of Personality and Social Psychology
2010, Vol. 98, No. 6, 946–955

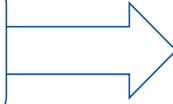
© 2010 American Psychological Association
0022-3514/10/\$12.00 DOI: 10.1037/a0017935

A Little Thanks Goes a Long Way: Explaining Why Gratitude Expressions Motivate Prosocial Behavior

Adam M. Grant
University of Pennsylvania

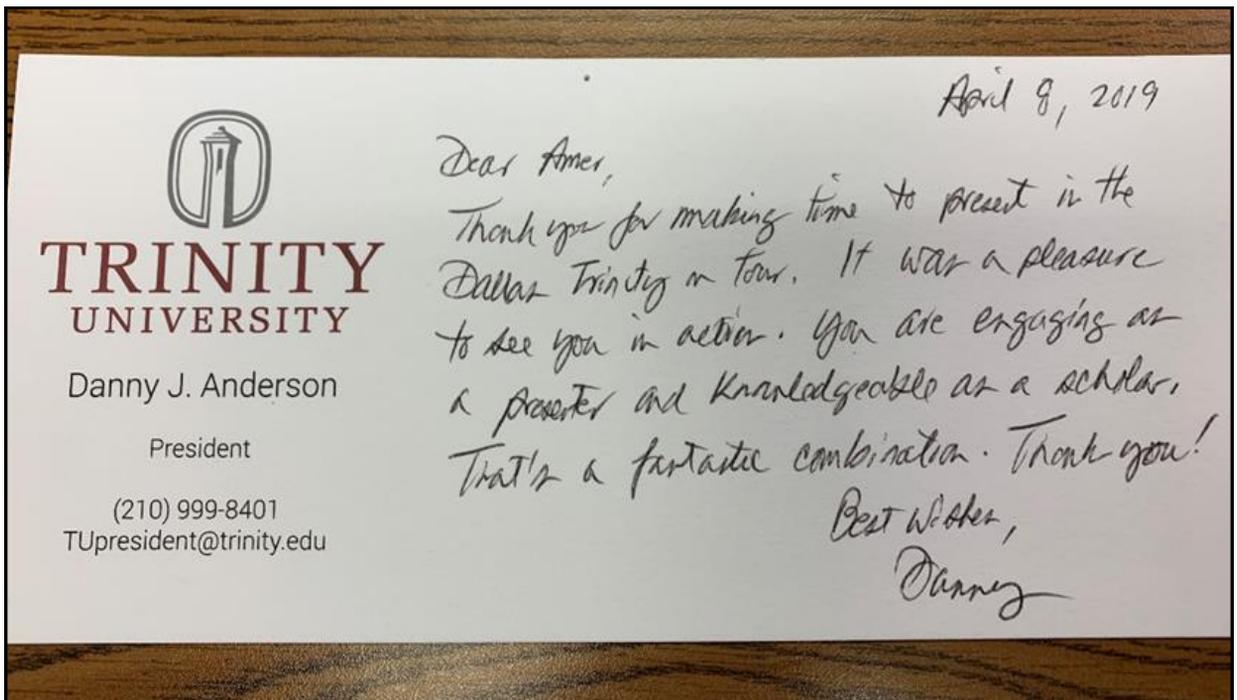
Francesca Gino
University of North Carolina at Chapel Hill

Fundraisers
who felt appreciated



made 50% more
voluntary calls to
donors

[Journal of Personality & Social Psychology, 2010]



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Do This ASAP

- Express gratitude intentionally & regularly
- Write hand-written thank-you notes that are *genuine, specific, and timely*

Main Idea- Revisited

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Showing optimism, humility & appreciation requires intentionality, commitment, and lots of energy.

In order to do this consistently,
leaders need to take care of themselves.

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Agenda

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Self Resilience

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The Mindset Shift

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Resilience is about how we recharge,
not how we endure

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What we think Resilience is

Enduring

Grinding out

What Resilience actually is

Recharging

Recovering

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Pick Your Path

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Key to Resilience

1. Work very hard
2. Stop to recover
3. Go back to working very hard

What are your struggles with recovering?
What obstacles typically get in the way of your
recharging, resting & refueling?



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If I am not here to fix the problems, everything is going to fall apart

Mindset Obstacles to Recovering

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The slide features a large thought bubble containing the text "If I am not here to fix the problems, everything is going to fall apart" in red italics. Below the bubble are three small circles leading to a rounded rectangular box with the text "Mindset Obstacles to Recovering" in bold blue font. The slide is numbered "54" in the top left and "HURON | 54" in the top right. A small copyright notice is at the bottom right.

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*If I don't work on my days off,
so much will pile up that I may
as well have not left*

**Mindset Obstacles
to Recovering**

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Brad Stulberg & Steve Magness
Peak Performance

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Stress + Rest = **Growth**

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Peak Performance

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*“Rest is not something that the world gives us.
If you want rest, **you have to take it.**”*

Alex Pang
*Rest: Why you get more done
when you work less*

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Do This ASAP

- Go for short 10-minute walks
- Take strategic breaks throughout the day, even for 5 minutes in between meetings
- Be intentional about regular physical exercise
- Don't eat lunch at your desk every day, take lunch outside once or twice a week

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Do This ASAP

- Take some of your 1:1 meeting outdoors or make it a walking meeting
- Leave work early occasionally
- Set up your alarm not just for waking up on time, but also for sleeping on time in the evening



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Thrive Global

Nov 30, 2016 · 2 min read

Jeff Bezos: Why Getting 8 Hours of Sleep Is Good for Amazon Shareholders

The Amazon CEO on why he believes in “work-life harmony” and not work-life balance.



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Calendar Triage

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Next 30 days:

- What can I delegate
- What can I postpone
- What can I cancel

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Reflect

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- “Heads-up” time
- Journal
- Meditate

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Express Meditation



“3 by 2 Morning Prioritization”

- 2 minutes: Sit and let your mind settle into focus, calm and clarity
- 2 minutes: Consider most important priorities for the day
- 2 minutes: Plot priority activities into calendar

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Do This Tomorrow

- Calendar triage to create & block white space
- Schedule time for reflection & deep thinking
- Practice express meditation

Questions & Comments

Call to Action

What three things will you do differently that can help you build & maintain your team's & organization's resilience?

Thank you



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Speaker * Executive Coach * Author * Professor

Talks about #humility, #leadership, ##kindness, #emotionalintelligence, and #leadershipdevelopment

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