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

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Sept 29, 2022

What can you expect

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

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.
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
4. Recharging & Recovering
   - Self Resilience
   - Team 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
What Leading with Optimism Really Looks Like
by Shawn Achor and Michelle Gielan
June 04, 2020

Genesis Medical Center
Davenport, Iowa
Optimism Program

- Gratitude exercises
- Praise & Recognition
- Deliberate Kindness
% of employees happy at work

43% → 62%

% of employees feeling burnt out

11% → 6%
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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Humility

humus
humus
close to the ground
Humility-Empirical Evidence
A study of a large Health Services Organization

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

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

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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, and offer a theoretical framework to explain the various effects. We then empirically test our theoretical framework with a meta-analysis of the empirical effects of expressed humility on social interactions and organizational outcomes. We find that expressed humility is related to significant increases in organizational outcomes across a variety of contexts.

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

My Leader is Humble
- Perceives him/herself accurately
- Displays appreciation of others' strengths & contributions
- Is open-minded

Team Psychological Capital
- Team members:
  - Optimistic
  - Hopeful
  - Resilient

When leaders are humble, team members become more resilient & can bounce back from setbacks

[The Leadership Quarterly, 2017]
However...

Humility is not enough by itself

Humility needs to be combined with:
- Competence
- Confidence
- Courage

Humble + Ambitious = *Humitious*
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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2. Humility
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4. Recharging & Recovering
   - Self Resilience

Team Resilience

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Gratitude & Appreciation
Fundraisers who felt appreciated made 50% more voluntary calls to donors.

[Journal of Personality & Social Psychology, 2010]
Do This ASAP

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

Main Idea- Revisited

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

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

Resilience is about how we recharge, not how we endure
What we think Resilience is

Enduring

Grinding out

What Resilience actually is

Recharging

Recovering

Pick Your Path
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?
If I am not here to fix the problems, everything is going to fall apart

Mindset Obstacles to Recovering
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

Brad Stulberg & Steve Magness
Peak Performance
Stress + Rest = Growth

Brad Stulberg & Steve Magness
Peak Performance

“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
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

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
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.
### Calendar Triage

Next 30 days:
- What can I delegate
- What can I postpone
- What can I cancel

### Reflect

- “Heads-up” time
- Journal
- Meditate
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

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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