

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

Amer Kaissi
Sept 29, 2022



2022 IHA Leadership Summit

What's
Next...

What can you expect

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

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2013



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Spurs Coach
Greg Popovich



2014



5

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

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Resilience

Dealing with setbacks

Handling stress

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Challenges & Stressors

Staffing shortages

Labor strikes

Vaccine rollouts/Covid surges

Low Engagement

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Agenda

1 | Optimism

2 | Humility

3 | Gratitude & Appreciation

Team Resilience

4 | Recharging & Recovering

Self Resilience

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What types of people are more resilient?

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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"*

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Optimism Balanced with Reality

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**Naïve
Optimist**



**Cynical
Pessimist**



**Realistic
Optimist**

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**Harvard
Business
Review**

What Leading with Optimism Really Looks Like

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

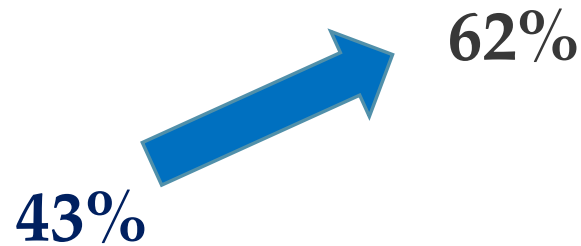
Praise & Recognition

Deliberate Kindness

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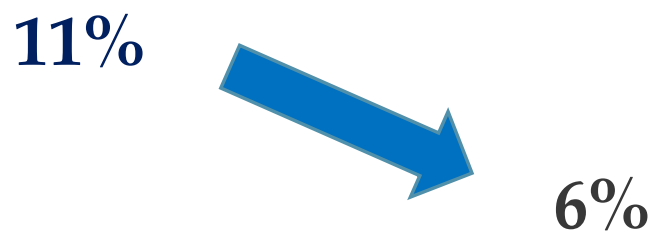
% of employees happy at work



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% of employees feeling burnt out



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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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1

Optimism

2

Humility

3

Gratitude & Appreciation

Team Resilience

4

Recharging & Recovering

Self Resilience

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23

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Humility

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24

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humus

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26

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hummus
close to the ground

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Jim Sinegal
Costco CEO

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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

Bradley P. Owens

The State University of New York at Buffalo, Buffalo, New York 14260, bpowens@buffalo.edu

Michael D. Johnson, Terence R. Mitchell

University of Washington, Seattle, Washington 98195
{mdj3@uw.edu, trm@uw.edu}

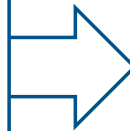
We draw on eight different lab and field samples to delineate the effects of expressed humility on several important organizational outcomes, including performance, satisfaction, learning goal orientation, engagement, and turnover. We first review several literatures to define the construct of expressed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

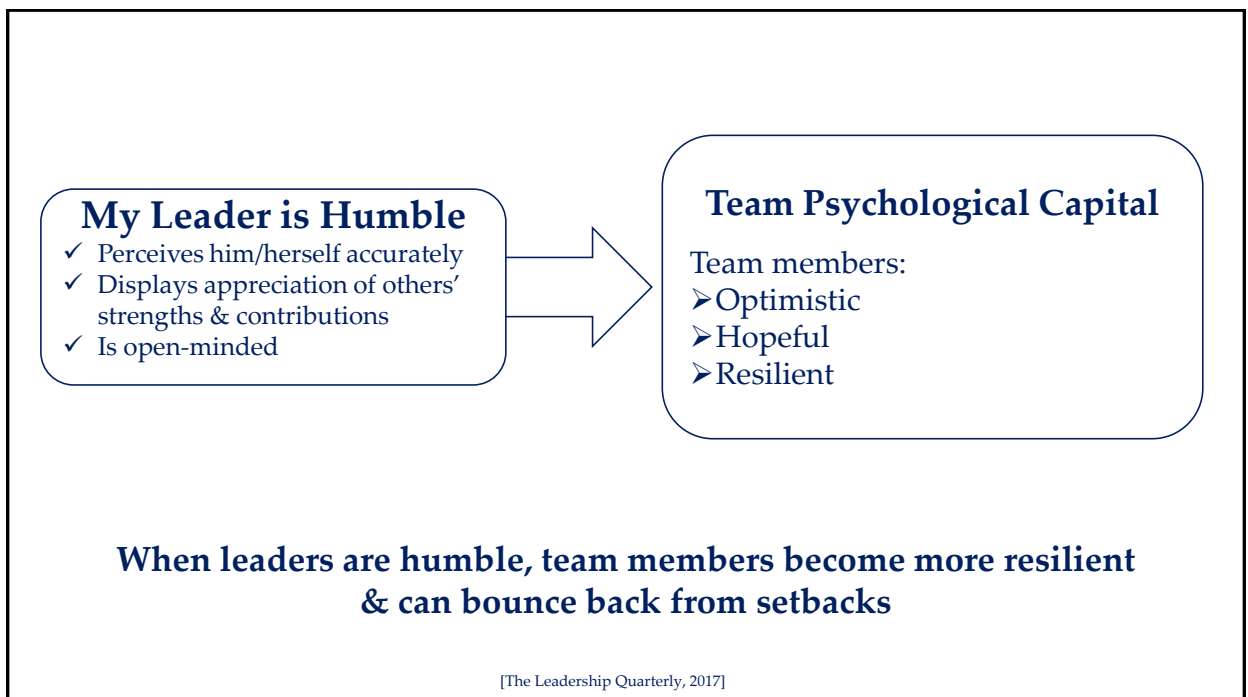


How leader humility helps teams to be humbler, psychologically stronger, and more effective: A moderated mediation model☆

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



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

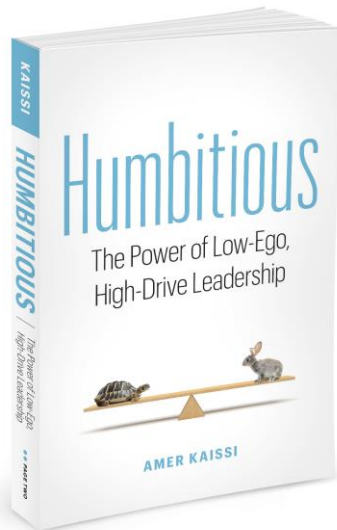


However...
Humility is not enough by itself

Humility needs to be combined with:

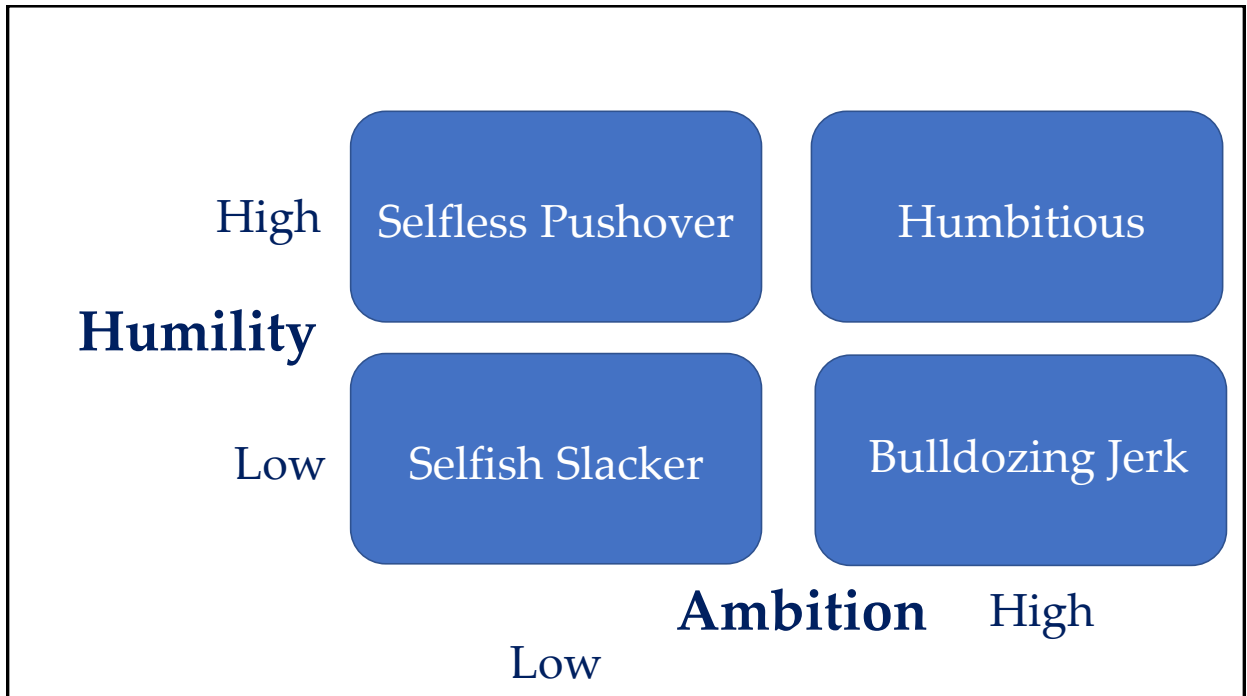
- Competence
- Confidence
- Courage

Humble + Ambitious = *Humbitious*



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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

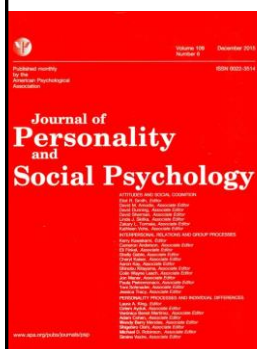
Team Resilience

4 Recharging & Recovering

Self Resilience

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Gratitude & Appreciation



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

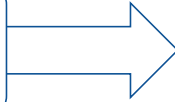
© 2010 American Psychological Association
0022-3514/10/\$12.00 DOI: 10.1037/a0017935

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]



TRINITY
UNIVERSITY

Danny J. Anderson

President

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TUpresident@trinity.edu

April 8, 2019

Dear Amer,
Thank you for making time to present in the
Dallas Trinity on Tour. It was a pleasure
to see you in action. You are engaging as
a presenter and knowledgeable as a scholar.
That's a fantastic combination. Thank you!
Best wishes,
Danny

45

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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48

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The Mindset Shift

Resilience is about how we recharge,
not how we endure

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What we think Resilience is

Enduring

Grinding out

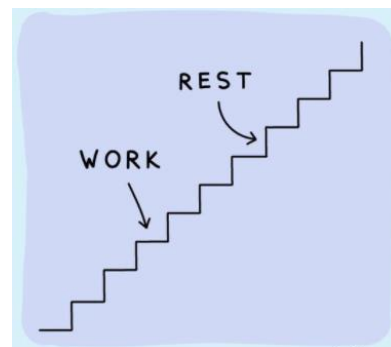
What Resilience actually is

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

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



54

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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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*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**

Brad Stulberg & Steve Magness
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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59

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

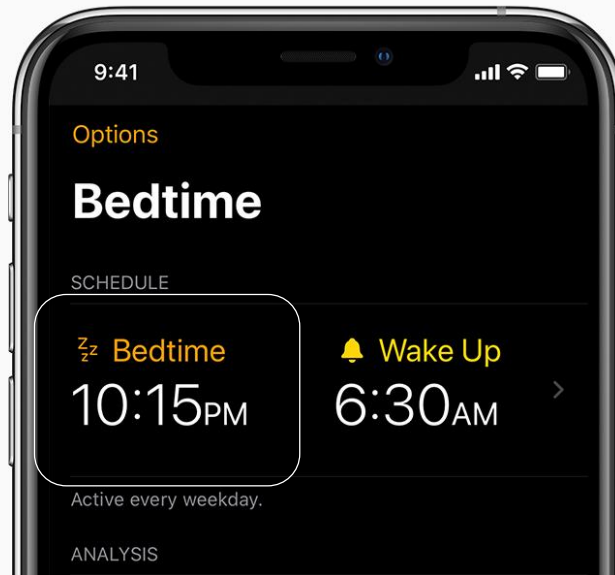
60

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

61

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Thrive Global

Nov 30, 2016 · 2 min read

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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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63

Calendar Triage

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	SUN	MON	TUE	WED	THU	FRI
	3	4	5	6	7	8
		Kelsey Out				
PT						
8 AM		Prep Dail	Pr D Cc	Link Meet Neer	Prep Dail	Prep Dail
9		Update Master List	Review First ESP Meeting Danielle Wes	4CS Training Executive Boi Danielle V	Set up Phas	Remi (Your De
10		finish prepp	Break - Ru	Break - Ru	TIE Touch-bi Jesse's Office Andrea Rach	Follow up St Break - Ru
11	Rent Due	Break - Ru lunch with r	4CS Alignm Executive Boi Danielle Wes	Debrief Stop ESP Meeting Danielle Wes	ESP Manifes Mobile Meet Danielle Wes	F/U Fede's Edits - 4CS Plan for
12 PM	Clean	60 Day Revi Dani's Office Neena Kanta	Follow Up C	next step	Executive Committee Alignment Meeting: Meeting Roo Danielle Wes	Draft AtTask Training OPEN
1		Break - Ru Events Follo Jesse's Offic Danielle Wel	ES3 Revamp Executive Boi Andrea Rz	Project Success Measures - Meeting Roo Danielle Wes	Break - Ru	Coac Breal
2		Di 4C pi fo Br	Dani and An Dani's Office Danielle V	Break - Ru	Break - Ru	Research - Innovation
3		W Je Di	Rese Inno	Cultu Meet Dani Send	Re VL dc	Orga (Your L Conf
4				Reminder		

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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68

Do This Tomorrow

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

Questions & Comments

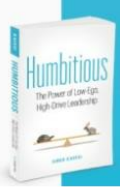
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Call to Action

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

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Thank you



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Amer Kaissi, Ph.D. 

Speaker * Executive Coach * Author * Professor

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

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