Building a Culture of Resilience

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AGENDA

- Check in
- Defining Resilience in the Workplace
- Breaking Down the Burnout Culture
  - Workplace characteristics
  - Individual contributors
- Building Cultures of Resilience
  - Characteristics of workplaces and Leaders
  - Policies and Practice to Grow Resilience

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GUIDELINES

- **Humility and Learning**
- **"Try on"**
- **Practice "both/and" thinking**
- **No Blame or Shame - of self or others**
- **Safety/Comfort**
- **Share the Air**
- **Respect/Use I statements**
- **Confidentiality**

CHECK-IN

10	Agitated; excited; hyperarousal	10
9		9
8		8
7	Even, balanced, in the flow…	**7**
6		**6**
5		**5**
4		**4**
3		3
2	Low energy, depressed, exhausted, depleted	2
1		1

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On the scale from 1 to 10 - in this week at work - where has your energy been most of the time?

ⓘ Start presenting to display the poll results on this slide.

What is a Resilient Workplace Culture

- **T**rauma Responsive
- **H**eart centered
- **R**ace-informed
- **I**nclusive
- **V**ibrant
- **E**volutionary

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Breaking Down Burnout Culture

"My question is: Are we making an impact?"

Societal systems promote workplace burnout.

Workplace culture affects employee burnout.

Burnout in individuals can be complex and may not look the same in everyone.

Burnout is exacerbated by unmitigated stress, trauma, and social conditioning.

Burnout is an exhaustion that no rest can heal.

Workplace Culture:
**Capitalism, Patriarchy, and the push to "Succeed"**

- Vacation, paid leave, and time off
- Glorification of overwork
- Model of success – "having it all"
- Women/Female identified: being it all – nurturer, successful worker, etc
- White Supremacist culture: demands more from those on the margins in order to "fit in" or "succeed"
- Finances over Feelings

Workplace Culture:
Non-Profits and the Challenge of Resilience (hard truths)

- Giving/Helping personality type – caring and empathic, **human givers**
- In non-profit field because of past lived experience with **trauma or toxic stress** (childhood trauma, economic disadvantage, systemic oppression, etc.)
- Lower wages and **high stress responsibilities**, especially at entry level/direct service positions
- Grant funding **regulations and requirements** add to stress of service delivery
- **Systemic inequities**: i.e. remote work for some but not all; lack of funding for employee wellness (discretional funding needed)

The human-giver syndrome

Human givers are expected to offer their time, attention, affection, and bodies willingly, placidly, to the other class of people the "human beings". Givers are to be attentive to the needs of others, at the expense of their own needs, emotions, desires, ambitions. Givers are often trapped – shamed and punished (how dare you!) for taking care of themselves.
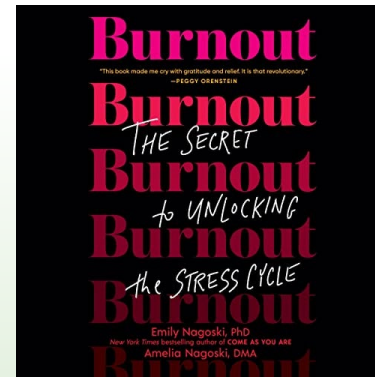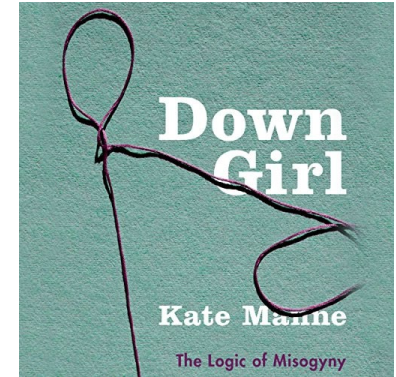
What does burnout look like in employees?

- Employee behaviors:
  - Brain Fog, Detachment/avoidance, Resentment of colleague, Recalcitrance, Abnormally reactive
  - Helplessness, Absenteeism, Disengaging
  - Physical evidence of tiredness, anxiety, tearfulness
  - Excessive substance use
- Overtime/after hours work (paid or unpaid)
- Rapid/excessive Employee Turnover
- Increased HR reports
- Decreased employee engagement
- Division, dissention, hostility
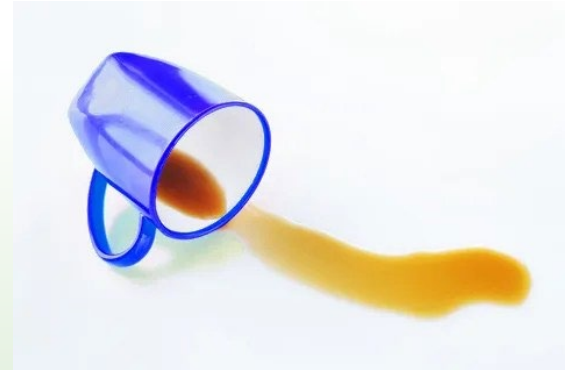
What contributes to burnout for employees from marginalized populations

- Racialized trauma
- Generational trauma
- Overt acts of hate
- Microaggressions
- Code-switching
- Language surfing
- Health inequity/access to supports
- Lack of psychological safety
- Daily changes for safety's sake
- Identity defense/ Disproving assumptions made about competency based on race, gender, ability
- Educating well-meaning privileged folk

Individual Contributors to Burnout

Unattended
Trauma
Stress and
Conditioning (TSC)

Stress Response
- When prolonged and unmitigated

Trauma Response
- When unattended trauma

Response to our Conditioning
- When allowed to drive, unchallenged and without self-compassion

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Unattended TSC can show up in:

- How one communicates
- How or whether one delegates
- How one sets and role models expectations
- How one builds connections/relationships
- The diversity of the leader's team
- The inclusivity of the workplace

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Unattended TSC in the workplace

Can show up as:

- Protection and suspicion (Fight response)
- Critical and inflexible (Fight response)
- Over-busy; Always in "crisis mode"; Hyper aroused; Anxious (Fight and Flight Response)
- Hopelessness and frustration (Flight/Freeze response)
- Avoiding and delaying (Freeze/Collapse response)
- People-pleasing and perfectionism (Fawn response)
- Detached, tearful, not-invested (Freeze response)

How Unattended TSC shows up in leadership:

Lack of Self Awareness
Active awareness of their reactions, behaviors, and body language;

Decreased Trustworthiness
The ability to be trusted by those within the organization they lead;

Unlikely Long Term Productivity
The capacity to reliably produce results in the long-term; and

Decreased Adaptability
The ability to adapt to rapid changes in the environment.

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In 5 or fewer words - what characteristic or quality of burnout culture is most familiar to you right now in your own workplace?

ⓘ Start presenting to display the poll results on this slide.

What is a Resilient Workplace Culture

- **T**rauma Responsive
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TRAUMA INFORMED ORGANIZATIONS

A program, organization, or system that is trauma-*responsive*:

- **realizes the widespread impact** of *trauma and stress response* and understands potential paths for recovery;
- **recognizes the signs and symptoms** of trauma *and stress response* in clients, families, staff, and others involved with the system; and
- **responds** by fully integrating knowledge about trauma *and stress response* into policies, procedures, and practices, and
- seeks to actively **resist re-traumatization,** *prevent burn-out, and build overall well-being.*
- *fosters a culture of safety, equity, and inclusion.*
- (source: SAMHSA – italics mine)

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Psychological Safety

Teams need "Psychological Safety": where "team members feel safe to take risks and be vulnerable in front of each other"

"Building a Psychologically Safe Workplace" video Amy Edmondson | TEDx 11:26

https://www.youtube.com/watch?v=LhoLuui9gX8

The Importance of Leadership, Power, & Emotional Contagion

- Mirror Neurons and energy transfer
- The importance of grounding
- The power of role modeling

HEART CENTERED ORGANIZATIONS
What is heart-centered leadership?

"Virtue is simply living from your innate goodness, guided by principle…Staying principled fosters *inner peace* – **reduces stress** from things that wrangle with your mind, your ethics, your values."

"Doing the right thing draws on both the head and heart. Your prefrontal cortex ("your head") forms values, makes plans, and gives instructions to the rest of the brain. Your limbic system ("heart") fuels the inner strength you use to do the right thing when it's hard, and supports heart-centered virtues such as courage, generosity, and forgiveness."

from the chapter entitled: Compassion and Assertion in Buddha's Brain: The Practical Neuroscience of Happiness, Love, and Wisdom, by Richard Hanson, PH.D.

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RACE INFORMED ORGANIZATIONS

ANTI-RACIST Strategies

- LEADERSHIP: Leadership investment and knowledge
- CULTURE DEFINITION: Culture shift through commitments and communications
- POLICIES: Equitable and inclusive policies and practices
- KNOWLEDGE/AWARENESS: Raising awareness and improving professional development through training opportunities at all points of employees tenure: including onboarding, topical, and expert/long term
- HIRING: Recruitment and hiring practices that expand diversity
- ACCOUNTABILITY: Staff support/safety assessments and client satisfaction surveys for continued improvement
- FOCUS: Designated committee/entity to hold focus on organizational anti-racist/DEIB growth

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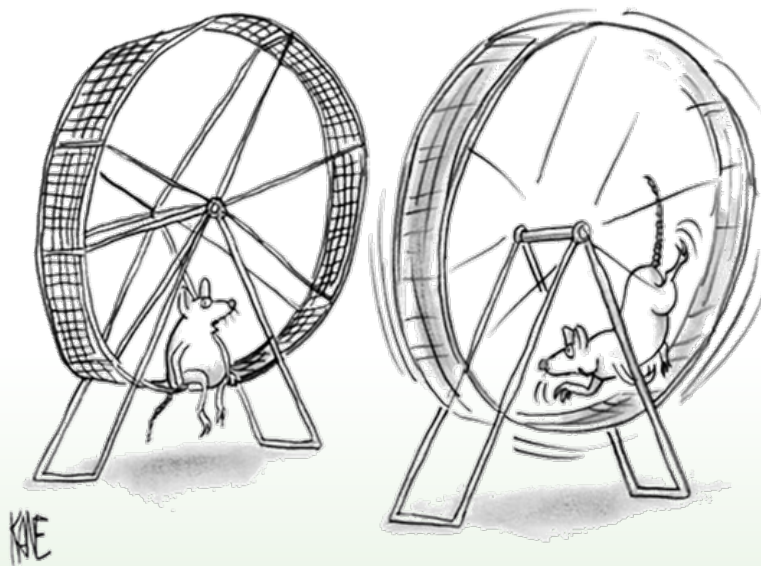
INCLUSIVE ORGANIZATIONS
6 Hallmarks of Belonging

- **Psychological Safety**: (trauma responsive, heart-centered, race-informed)
  - **Latitude**: You feel free to hold differing views and make mistakes without being penalized.
  - **Risk-taking**: You feel secure enough to address tough issues or take risks.
- **Acceptance/Authenticity:** You can bring your authentic best self to your workplace and express aspects of yourself that may be different from your peers.
- **Connection and Care:** You feel connected to your colleagues and experience compassion and understanding (empathy).
- **Valued/Reward/Recognition**: You are appreciated and respected for your unique perspectives and talents.
- **Trust and Transparency**: You make meaningful contributions and are influential in decision-making.
- **Sense of Purpose:** You know that there is value to your role (function) and what it contributes to the organization. You feel that your job is meaningful to you and matches your personal values.

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VIBRANT ORGANIZATIONS

Characteristics of a Resilient Workplace

"I had an epiphany."

Building a Resilient Workplace Culture
Organizational Policies

Workload	• Flex time policy • Strict sick time policy
Reward	• Paid vacation policy - with roll-over allotment
Control	• Decision making policies (employee engagement)
Community	• Policies that foster community i.e. affinity group policy
Fairness	• Living wage policy
Values	• Maximize the number of floatable holidays with well-communicated clarity about how to float one, if desired. • Diversity and Inclusion (DEIB) policy • Respectful Workplace policy – with accountability measures • Non-discrimination and anti-harassment policy/ies – with accountability measures
Well-being	• Short term disability for mental health needs • Comprehensive, low premium/co-pay health benefits (dental? eye?)

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Building a Resilient Workplace Culture Leadership Practices

Workload	- Automate administrative work - Prioritize focus time - Develop criteria for triaging - Plan for the "stretch" case load - Encourage time off, Role-model time off, Respect time off - Establish a work-time or work-load threshold (and planning for coverage) beyond which no employee should work (even during COVID-19/Crisis Response).
Reward	- Frequent communication regarding benefits - Organizational wellness programs/activities - Acknowledge and appreciate employees formally and informally
Control	- Embrace remote work – without micromanaging - Reflective supervision - Equipment and resources - Provide autonomy to employees - Support flexible scheduling - Prepare for traumatic incident response and debriefing, including affects on staff, staffing as well as clients.

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Building a Resilient Workplace Culture
Leadership Practices

| Community	- Integrate play (incentives, events, etc) - Create and support opportunities for meaningful social interactions within teams - Establish Peer Support Structures
Fairness	- Supervisory practices that allow for self-reflection, employee feedback for supervisors, and 360 feedback for top leadership (ED and Board) - Add decision makers – ensures the weight does not fall to only one (lessens moral injury) - Shift expectations to meet the moment – and clearly communicate the shifts to all
Values	- Compassionate communication - Inclusion in decisions - Group agreements/cultural expectations

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Building a Resilient Workplace Culture
Leadership Practices

Well-being	- Increase check-ins - Provide in-house mental health supports: EAP, clinical supervision, individual coaching and other support opportunities, affinity groups - Raise burnout awareness and intervention tools amongst leadership, supervisors, and HR - Provide wellness activities and resources - Rotating work duties and supports to allow for staff self-care - Scheduling regular and supportive communication

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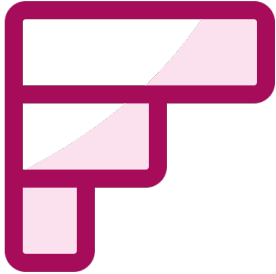
Which of the VIBRANT WORKPLACE areas do you think your organization should focus on first?

ⓘ Start presenting to display the poll results on this slide.

Characteristics of a Leader who Builds Resilience

Leaders who lead teams away from burnout during crisis are leaders who know how to be vulnerable.
In order for an organization or a team to be truly resilient, able to bounce back during times of stress and challenge and not head right into burnout, leadership needs to recognize the importance of being vulnerable.
What does a vulnerable leader do?

Be the change you wish to see in the world

Characteristics of a Leader who Builds Resilience

Clear is kind.

Vulnerable leaders are able to manage uncertainty, risk, and emotional exposure through:

- Flexibility – embrace change and uncertainty

- Authenticity – tell the truth, be in your truth (emotional exposure)

- Transparency – communicate the why of decisions, share decision making, describe what is happening (do not avoid or ignore the stress in front of you all)

- Clarity – clear is kind, unclear is unkind

- Humility – be willing to not have all the answers

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EVOLUTIONARY ORGANIZATIONS

The change leader's 8 basic tenets:

- Change is always happening
- Our brains are wired to resist uncertainty
- Change involves loss
- Constant change = constant opportunity for improvement
- Lasting change happens best in tiny amounts first
- Change seen leads to change energy
- Solutions are more fun than problems
- Feelings are more powerful than data

"Not everything that is faced can be changed, but nothing can be changed until it is faced."

James Baldwin
Civil rights activist and Author

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<u>Burnout Prevention Consulting and 1:1 Coaching available</u>

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