

RESILIENT LEADERSHIP: The Role of Well-Being in Individual and Organizational Performance

Disclosures:

Speaker has no disclosures.

RESILIENCE – A DEFINITION

Able to withstand or recover quickly from difficult conditions.

Able to recoil or spring back into shape after being stretched, pressured, or squeezed.



RESILIENCE – BOUNCING UP

“Rather than bouncing back, which implies going back to the way things were, I like to think of resilience as the ability to bounce up.

There is a Latin phrase for this: *Per ardua surgo*.

It means, essentially,
'I rise through adversity.'”



Julie Freischlag, MD, FACS
CEO and Chief Academic Officer, Atrium Health Wake Forest Baptist
Immediate Past-Dean, Wake Forest School of Medicine
Past-President, American College of Surgeons, 2021 - 2022



EXAMPLES OF ADVERSITY

Job Loss | Displacement

Divorce

Loss of a loved one

Failed merger

Poor job performance

Global pandemic



RESILIENCE IS ENABLED BY WELL-BEING

Well-being flourishes from the **INSIDE OUT**.

We can't chase it or buy it.

But, we can train ourselves;
mind, body, and heart,
and grow the “muscles” that enable our best
selves.

And, we can **ADVOCATE** for and **LEAD**
the change that's necessary in our healthcare
organizations.



WELL-BEING

The Five Elements of Wellbeing



GALLUP



LAURIE BAEDKE

RESILIENCE BANK ACCOUNT



The Resilience Bank Account: Skills for
Optimal Performance, M. Maddaus,
Annals of Thoracic Surgery, 2019.



RESILIENCE BANK ACCOUNT

Surgical programs have a tendency of installing 5 habits into trainees:

- ✓ say yes to everything - no boundaries
- ✓ discipline
- ✓ be strong and pretend you're okay (even if you're not)
- ✓ self-sufficiency
- ✓ surgical mentality – “I can fix everything”

“THEY'RE GOOD, UNTIL THEY'RE NOT.”

Michael Maddaus, MD



The Resilience Bank Account: Skills for Optimal Performance, M. Maddaus, Annals of Thoracic Surgery, 2019.



THE BUSINESS CASE FOR BOUNDARIES





IF YOU DON'T MAKE TIME FOR

YOUR WELLNESS

YOU'LL BE FORCED TO MAKE TIME FOR

YOUR ILLNESS.

SURGE CAPACITY

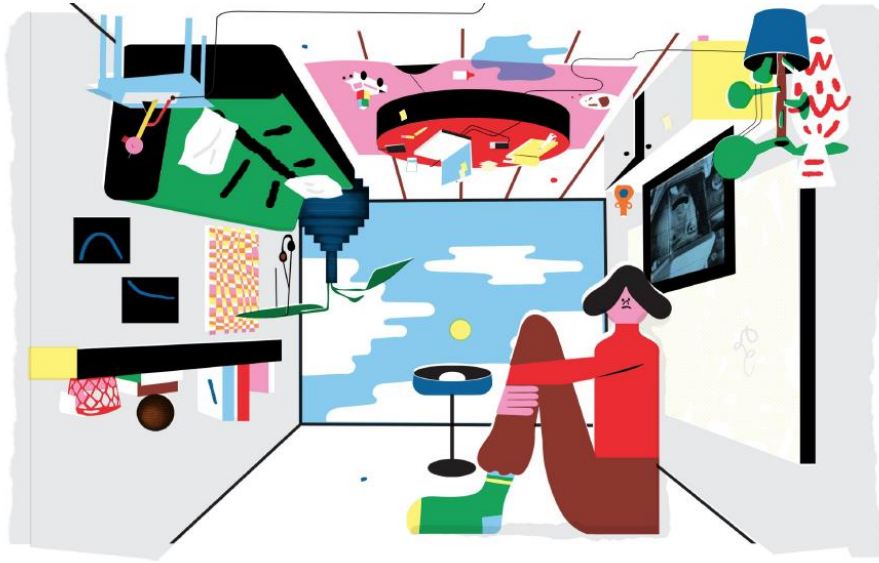


Illustration: Adrian Forre

Your 'Surge Capacity' Is Depleted
— It's Why You Feel Awful

Surge capacity, a term coined by psychologist and professor of child development at the University of Minnesota, Ann Masten, PhD, is “a collection of adaptive systems – mental and physical – that humans draw on for short-term survival in acutely stressful situations.”

“The pandemic has demonstrated both what we can do with surge capacity and the limits of surge capacity.”

When it's depleted, it has to be renewed.

**But what happens when we struggle to
renew it because the emergency phase**

has now become chronic?

"Resilience is
important,
but it's like
a rain
jacket in
a hurricane."
-Katherine Meese, PhD

HOW RESILIENCE WORKS

According to HBR author and researcher, Diane Coutu, resilient people possess three defining characteristics:

- 1 they coolly accept the harsh realities facing them.
- 2 they find meaning in terrible times.
- 3 and they have an uncanny ability to improvise, making do with whatever's at hand.

In significant crises and adversity,
resilience becomes more important than ever.



RITUALIZED INGENUITY

French anthropologist Claude Levi-Strauss is credited with the term '*bricolage*', or the ability to make do with whatever is at hand.

In the modern sense, this can be thought of as **inventiveness, improvisation, curiosity, tinkering, innovation, ingenuity, creativity, or adaptability.**



RESPONDING UNDER PRESSURE

According to organizational psychologist, Karl Weick, from the University of Michigan,

“There is good evidence that when people are put under pressure, they regress to their most habituated ways of responding.

What we do not expect under life-threatening pressure is creativity.”



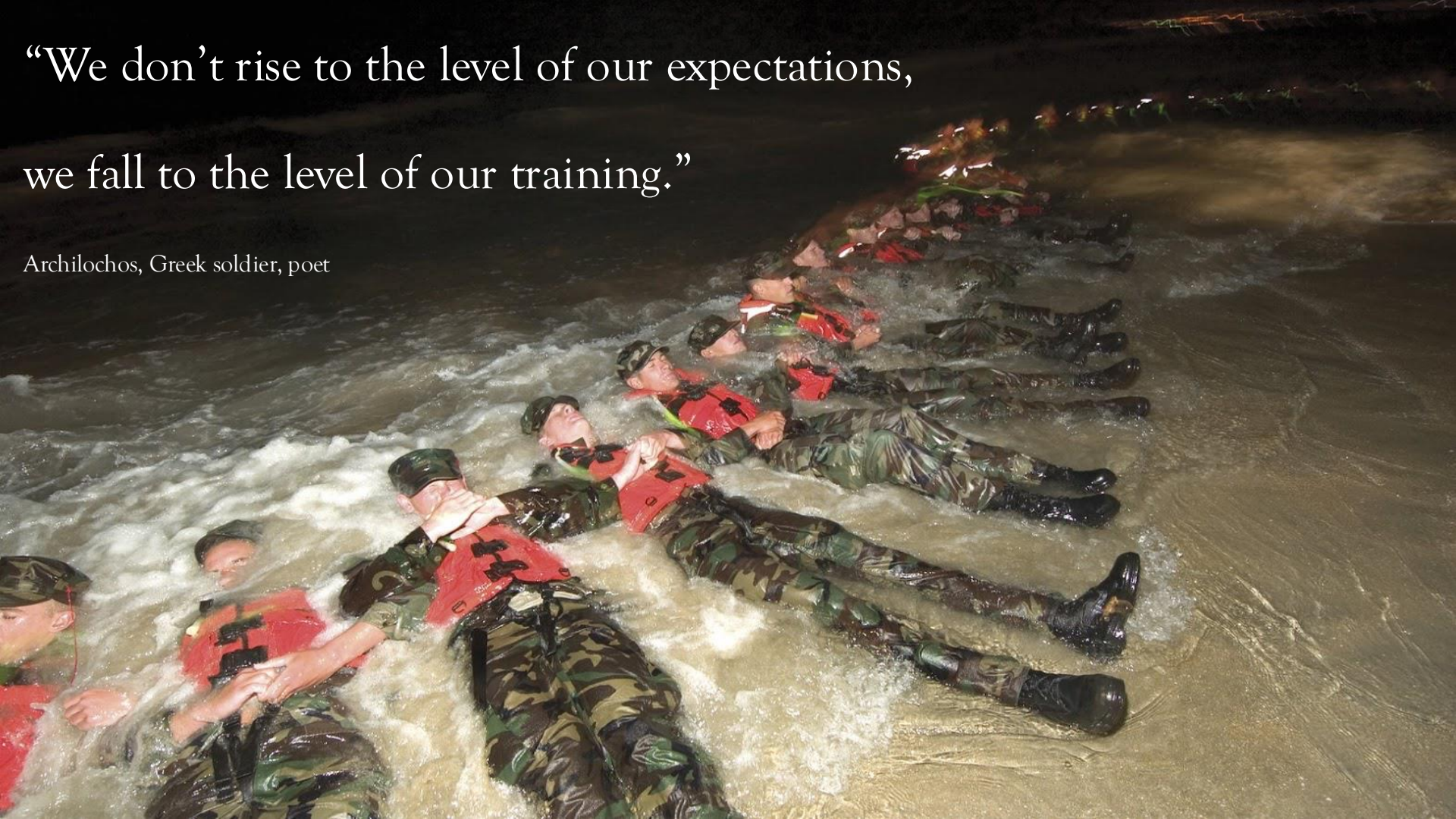
A Roadmap to Organizational Resilience

- 📍 Proactive + prepared
- 📍 Focus on process
- 📍 Confronting burnout + well-being
- 📍 Communicate, communicate, communicate
- 📍 Alignment to mission + purpose



“We don’t rise to the level of our expectations,
we fall to the level of our training.”

Archilochos, Greek soldier, poet



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“Hardwired is the process by which an organization, department, team, or individual integrates a behavior or action into the daily operations to ensure it becomes a well-executed habit. We would consider a behavior hardwired when it is used 90% of the time.”

STUDER GROUP





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Confronting burnout + well-being



The NEW ENGLAND
JOURNAL of MEDICINE

July 13, 2022

DOI: 10.1056/NEJMp2207252

Perspective

Confronting Health Worker Burnout and Well-Being

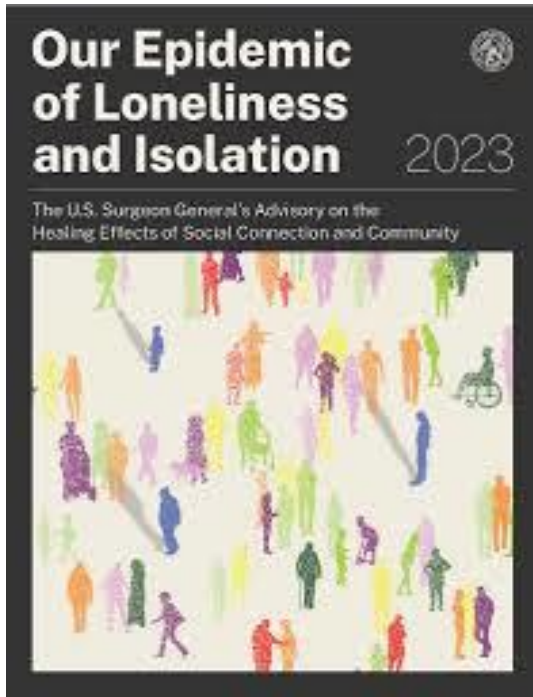
Vivek H. Murthy, M.D., M.B.A.

“Burnout manifests in individuals,
but it’s fundamentally rooted in systems.

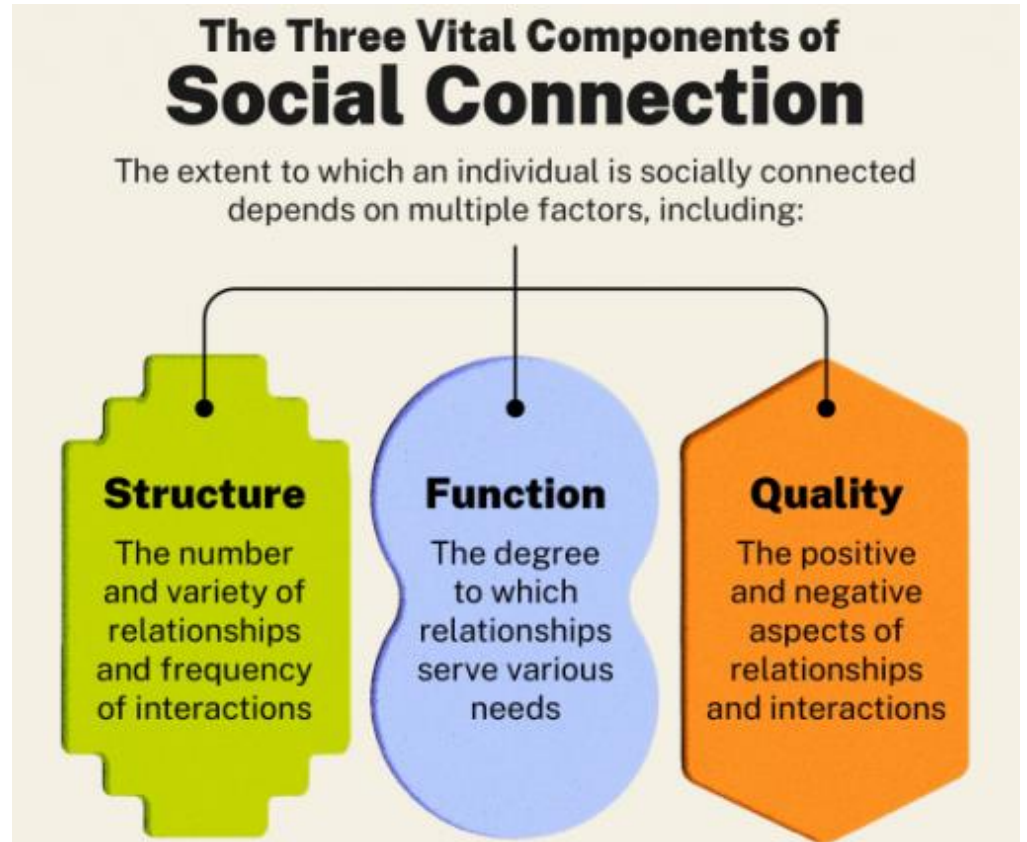
It’s about the fundamental disconnect between health workers
and the mission to serve that motivates them.”








LAURIE BAEDKE



Our epidemic of loneliness and isolation. The U. S. Surgeon General's Advisory on the Healing Effects of Social Connection and Community. 2023. <https://www.hhs.gov/sites/default/files/surgeon-general-social-connection-advisory.pdf>



Confronting burnout + well-being

-  Value and protect healthcare workers
-  Reduce administrative burdens
-  Increase access to mental health care for health workers
-  Strengthen public investments in the workforce and public health
-  Build a culture that supports well-being

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Communication in a Crisis



Adam Grant ✓
@AdamMGrant



Vulnerability is not the opposite of resilience. **Vulnerability** builds resilience.

Projecting perfection protects your ego but shuts people out and stunts your growth.

Revealing struggles shows humility and humanity, opening the door to new sources of support and strength.

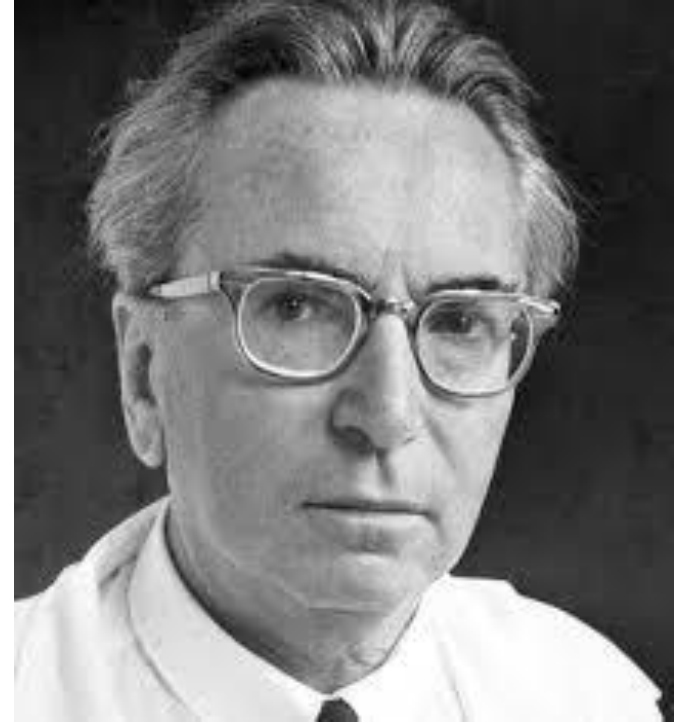
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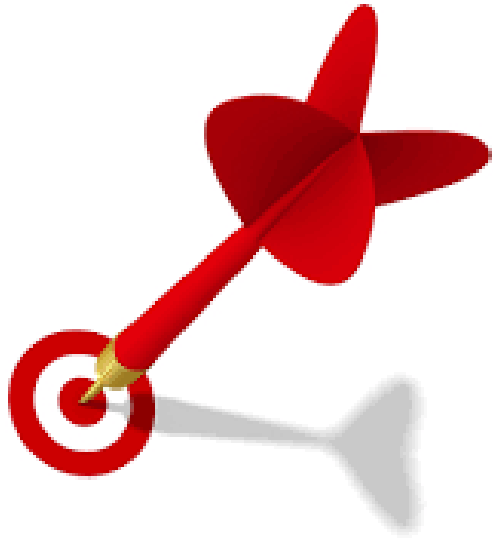


“Our response to
unavoidable suffering
is one of the primary
sources in our lives of
meaning and purpose and
self-efficacy.”

Viktor Frankl



CLARITY OF PURPOSE



We exist to...

I exist to...

Every day focus on your purpose.

Remember **why** you do
what you do.

We don't get burned out because of
what we do. We get burned out
because we forget **why** we do it.



PURPOSE + WELL-BEING

Purpose is one of the single most important predictors of well-being.

People with a strong sense of purpose tend to be more satisfied with their lives in general.



better physical health



higher quality relationships



improved brain function



live longer

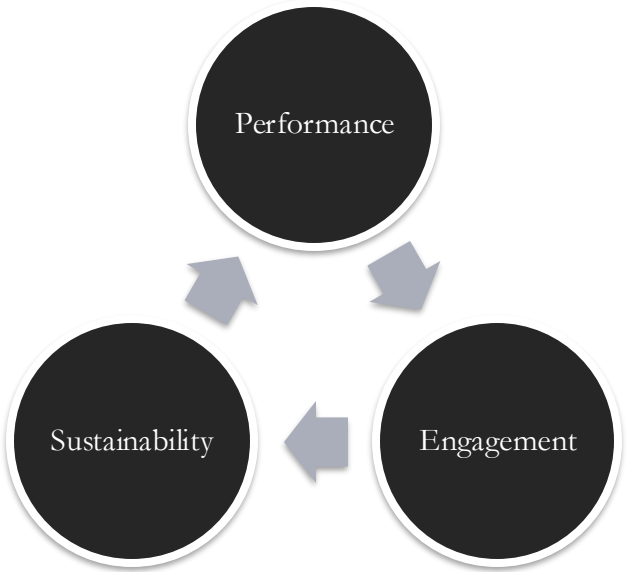
One study shows that people in their 60s with low purpose in life were more than **twice as likely** to die within five years than those with a higher sense of purpose.

Another study looked at nearly 100k people in 94 countries, examining the link between a person's overall life satisfaction and how satisfied they were with their income.

People with a stronger sense of purpose were less likely to judge their lives based on how much money they made, and were also more satisfied with how much money they had.



THE PURPOSE GAP



The Purpose Gap

While respondents affirm they value working for an organization with a purpose they believe in, only a quarter strongly agree their organization is as purpose-driven as its leaders believe it to be.



(Percentage of respondents who strongly agree with each statement)

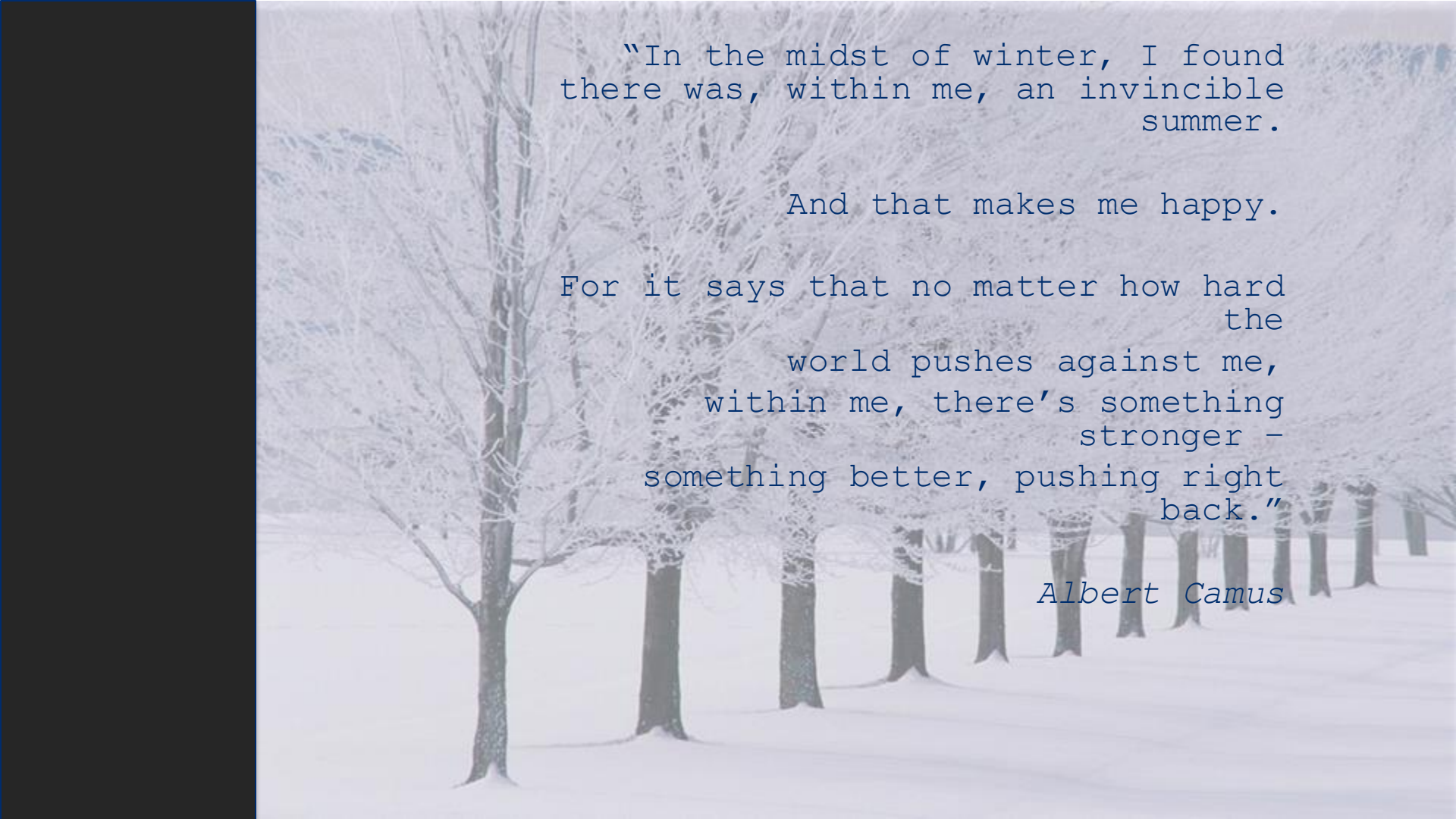
Source: "Leadership's Digital Transformation: Leading Purposefully in an Era of Context Collapse,"
By M. Schrage et al., *MIT Sloan Management Review*, January 2021
sloanreview.mit.edu/x/62370

“WE HAVE TO RECOGNIZE THAT

CREATING HEALTHY WORK
IS NOT SEPARATE FROM
OUR MISSION,
IT IS CORE TO OUR MISSION.”

-KATHERINE MEESE, PHD

GROWTH
EDGE
A LEADERSHIP PODCAST

A row of trees covered in snow in a winter landscape. The trees are bare and their branches are heavily laden with white snow. The ground is also covered in a thick layer of snow, creating a serene and quiet winter scene. The background shows a soft, hazy sky, suggesting a bright but overcast day.

"In the midst of winter, I found
there was, within me, an invincible
summer.

And that makes me happy.

For it says that no matter how hard
the
world pushes against me,
within me, there's something
stronger -
something better, pushing right
back."

Albert Camus



Let's chat

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LAURIE BAEDKE

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