

Resilience @ Work: Intervention Strategies

Disability:IN Greater Kansas City
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Hey, STRESS isn't all bad!

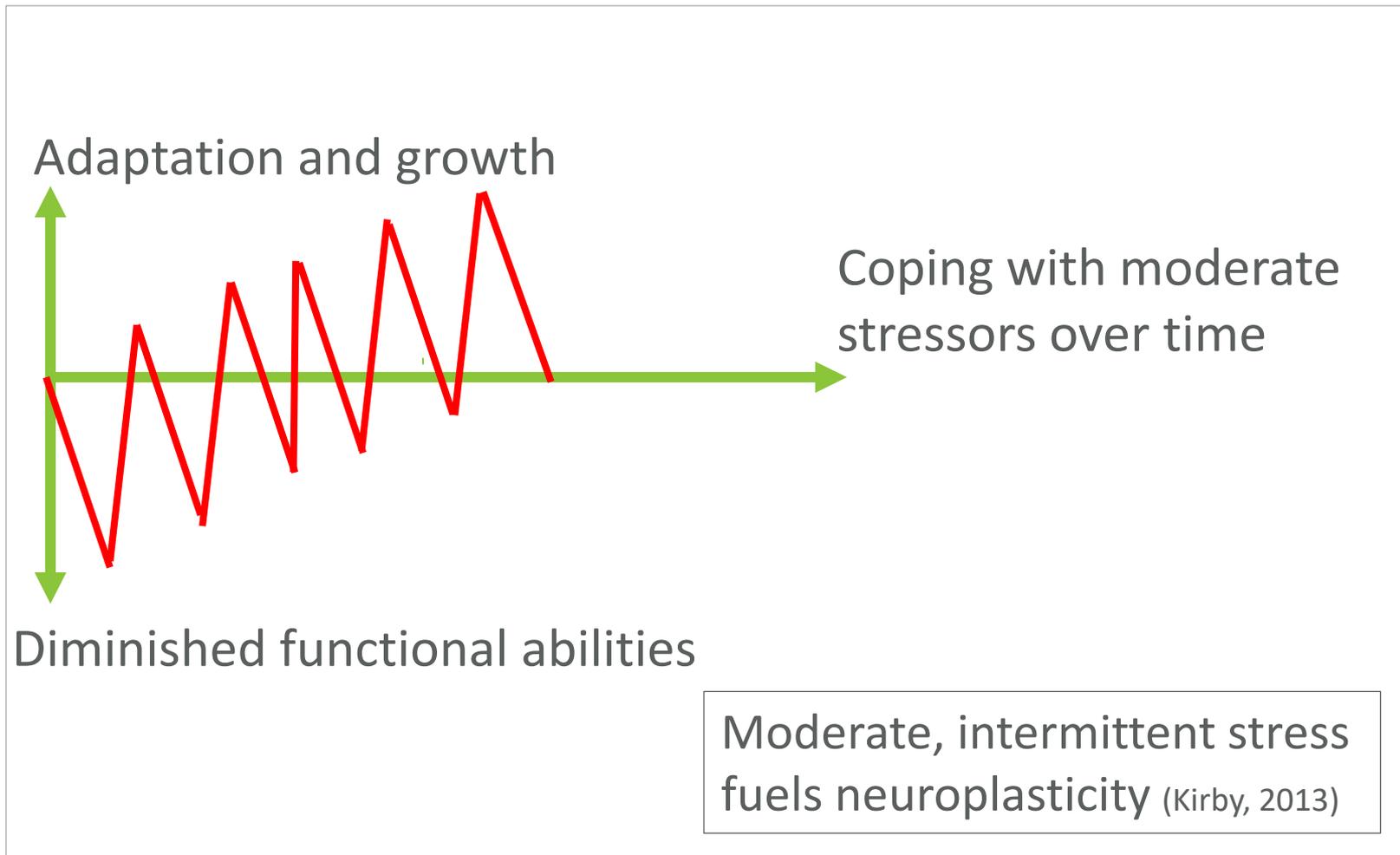
- Distress = negative emotional state due to harmful stimuli or excessive demand
- Eustress = euphoric effect of positive adaptation to demands or challenges



Adaptation = Resilience

- Resilience is . . . “A process linking a set of **adaptive capacities** to a positive trajectory of functioning and adaptation after a disturbance.” (Norris, F.H. et al., 2008)
- Commonly known as the ability to bounce back, to bend rather than break, to grow.

Stress can stimulate growth and resilience



Workplace resilience requires shared responsibility for developing...

- Personal factors and skills
- Organizational benefits/policies and cultural practices

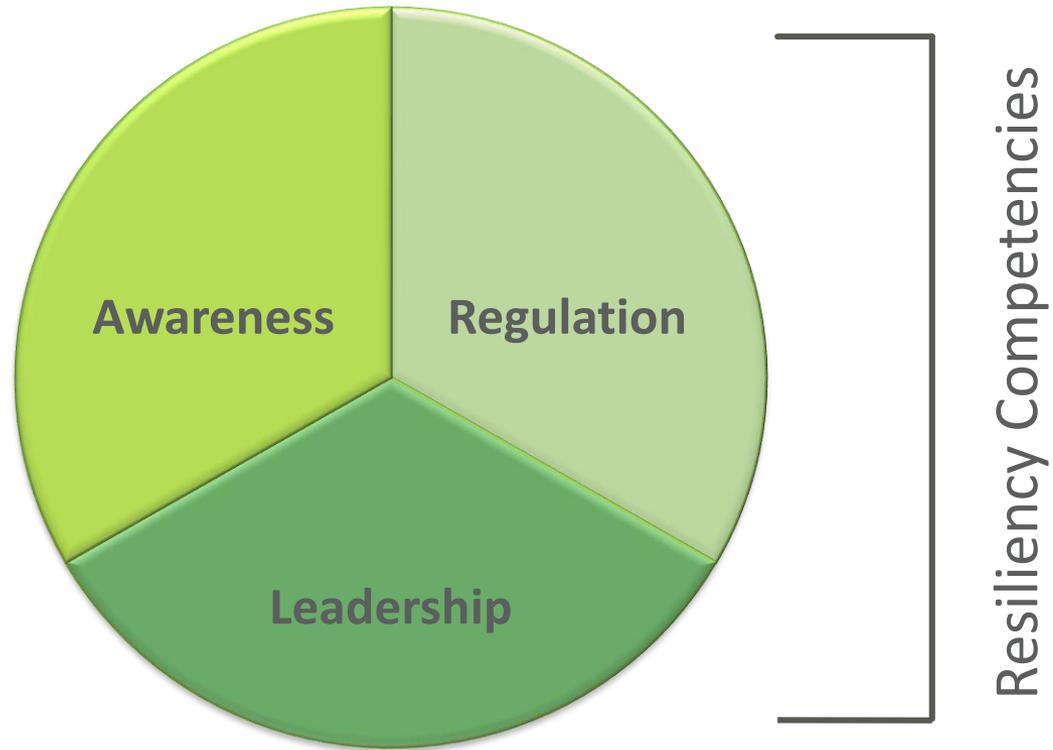
Does resilience come naturally to some?

Resilience

- Realistic hope & optimism
- Emotion expression & regulation
- Meaning/purpose/values
- Reliance on self & others
- Problem solving/goals
- Replenishment



Or do we build resilience? How?



Individual Resiliency in Action



Micro practices: Self-care and Supports for Resilience-building

- Exercise, physical activity, yoga
- Nutrition
- Sleep routines
- Stress & resilience interventions
- Mindfulness and compassion meditation
- Therapeutic writing, journaling
- Social connectedness, conflict resolution, relationship repair
- Intensive outpatient for substance use
- Work focused intervention
- Psychotherapy – especially CBT
- Pharmacotherapy
- Smiling, laughter yoga, body posture (emerging research)



Becoming more attentive and aware

Mindfulness = “Paying attention on purpose, in the present moment, and nonjudgmentally, to the unfolding of experience moment to moment.”

(Jon Kabat-Zinn, 1979)

-- *Noticing and letting go of feelings, thoughts, and bodily sensations* --

Aware of being aware.

Regulating stress response:

- Rest-and-digest
- Tend-and-befriend
- Repair – conflict resolution and forgiveness
- Awareness and self-regulation practices:
 - Mindful breathing and intentional exhale breathing
 - Mindful eating
 - Mindful moving

Yoga:

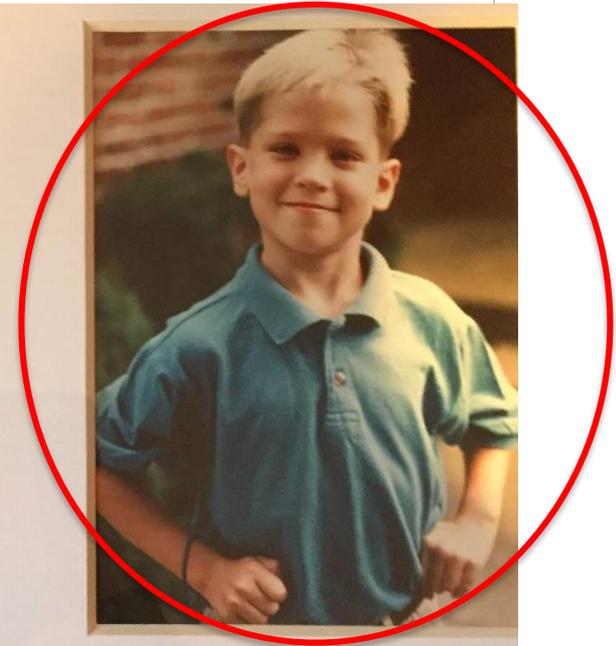


- Regulates breathing
- Builds self-awareness and self-efficacy
- Restores energy
- Aids sleep

Intentional Postures: The Power Pose

Not “Fake it until you make it,” but “Fake it until you become it.”

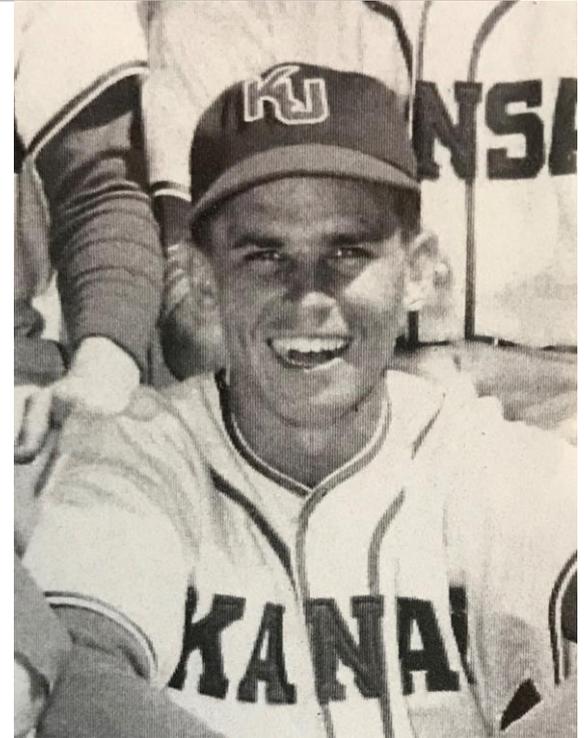
(Amy Cuddy, 2012)



Smiling reduces mortality:

Baseball players with full
(Duchenne) smiles lived seven
years longer

(Able & Kruger, 2010)



Gratitude Interventions

- Keep a journal of three things each day for which you are grateful. Think about the reasons for each.
 - Write a letter to three people you are grateful for and describe why. Read it to them.
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Helps to broaden and build positive thinking schemas, emotions, and relationships.

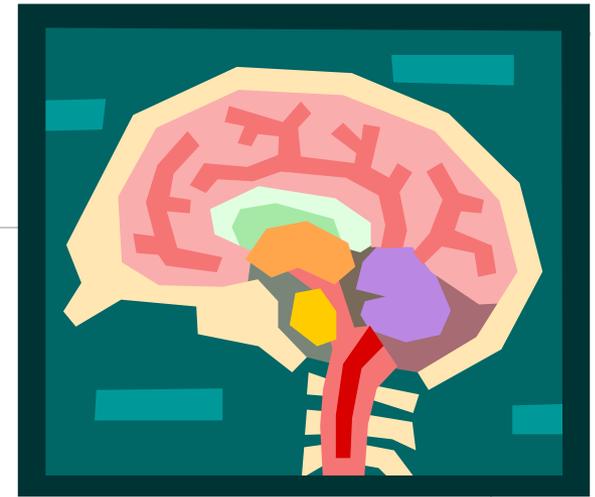
(Wood, Frohe, & Gheraghty, 2010.)

To engage self-leadership and goal-setting, we need to understand how our brains work:

System 1	System 2	[System 3]
Reflexive	Reflective	Attentive
Automatic	Conscious	Mindful
Fast	Slow	Non-reactive
Intuitive	Rational	Observing
Spontaneous	Intentional	Non-judgmental

Changing our thoughts:

- Reflexive brain circuits
 - Automatic thoughts and actions
 - Distorted, self-defeating thoughts (e.g., *“I really messed that up. I’m such a loser. Life sucks.”*)
- Reflective brain circuits
 - Intentional re-framing
 - Change to rational, compassionate thoughts (e.g., *“That wasn’t my best, but I can work at it.”*)
 - Set different goals, develop self-mastery

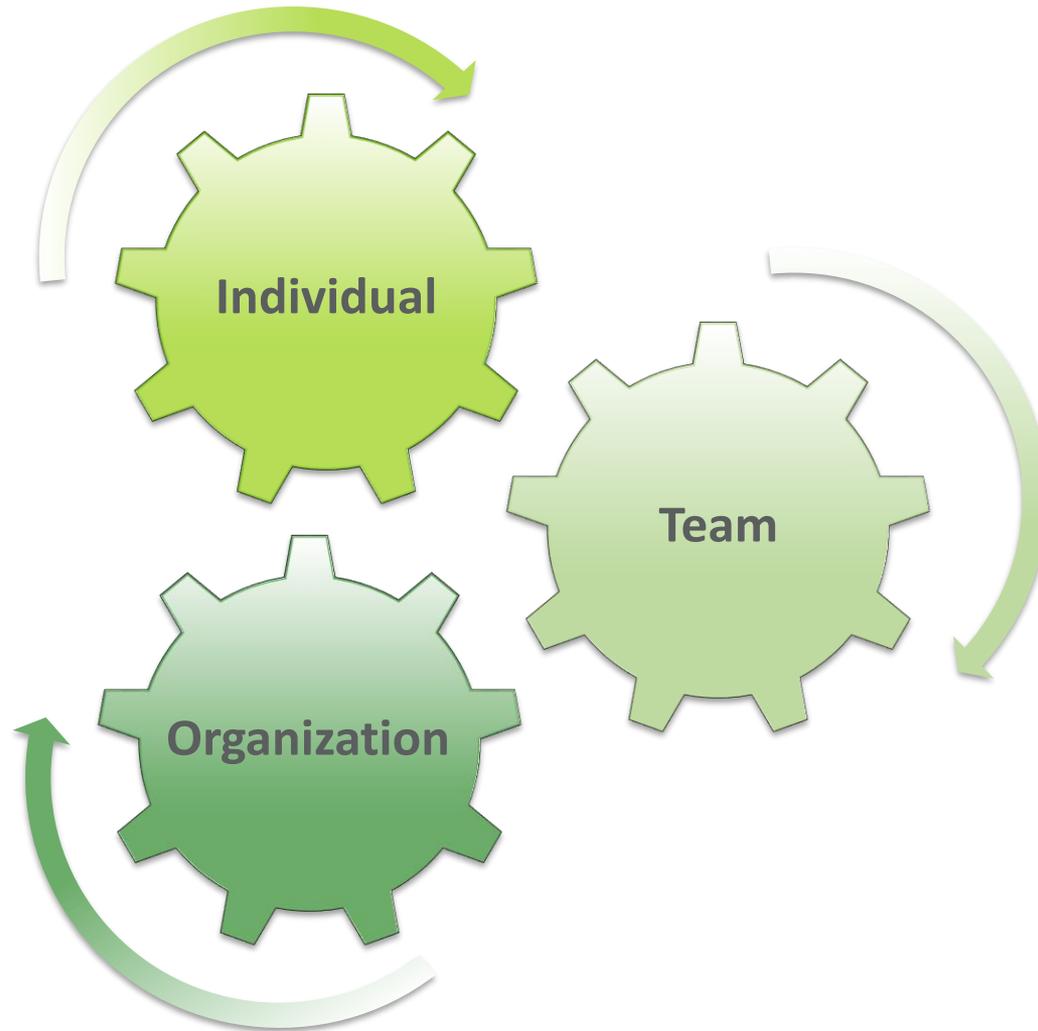


*“Toxic
selfie”*

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Shared Responsibility



Greenleaf's assessment for a federal agency concerned with disengagement, extreme stress, and suicide risk found . . .

- Workers assumed they would face demanding situations.



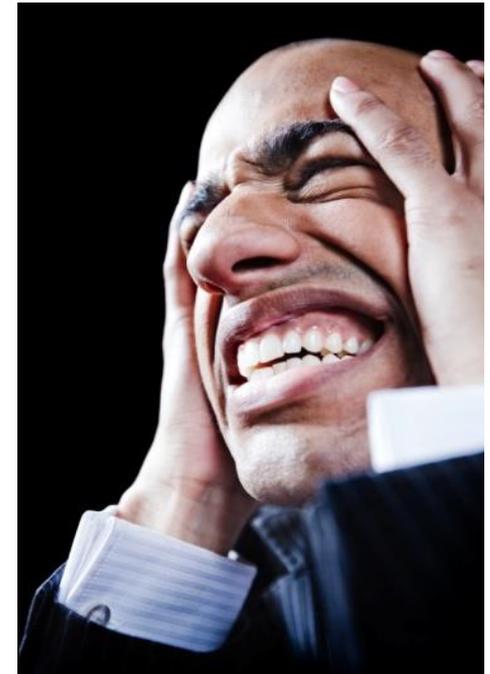
Threat-Related Stressors Sustained

	Felt there was a risk	Occurred to someone known to me	Personally experienced
Caught in armed conflict (or active combat operations)	60%	46%	35%
Captivity (e.g. being kidnapped, abducted, held hostage, prisoner of war)	78%	35%	3%
Sexual assault (e.g. rape, attempted rape, made to perform any type of sexual act through force or threat of harm)	72%	37%	4%
Sudden, intentional/violent death (i.e. homicide, suicide)	54%	53%	13%
Serious injury, harm, or death you caused to someone else (e.g. accidental, combat-related)	68%	36%	9%

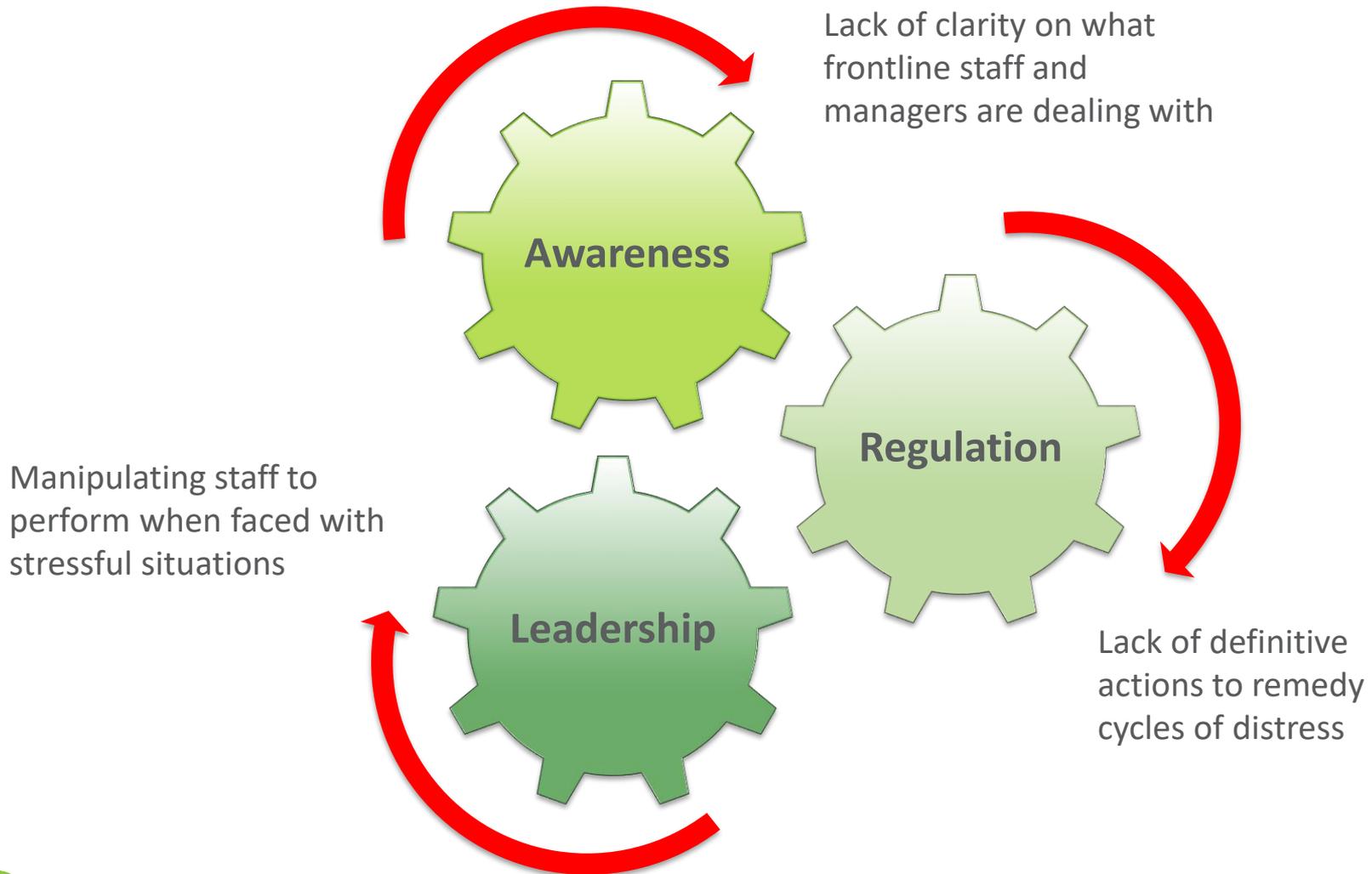


What contributed to their distress were typical management issues that many organizations face . . .

- Lack of:
 - Attention to operational and organizational practices
 - Communication, policies, practices
 - Leadership training and coaching
 - Recognition of when people needed rest and recovery
 - Support for self-care training
 - Managers modeling self-care practices



Organizational Resiliency Breakdowns



Recognizing the need for intervention

READY

- Good to go
- Adapting/flexible
- Excelling at job

I am at the top of my game and adapting well to all pressures.

REACTING

- Mild distress
- Temporary symptoms
- Still getting the job done

Stress is affecting me but I can still get the job done.

INJURED

- Noticeable symptoms
- Personality change
- Erratic functioning

I have changed to the point that I am not in total control of my behavior or reactions.

ILL

- Severe impairment
- Extremely overwhelmed
- Possible danger to self/others

This worsening condition requires full attention before getting back to work.

Self Interventions

Social Support

Professional Care

Rest Strongly Recommended



Adapted with permission from U.S. Navy's COSC Doctrine

Practice Case



Abe works in a tightly knit workgroup. Two weeks earlier, one of his co-workers, Carlos, was assaulted by someone bigger and out of control. Abe saw how in 12 seconds Carlos was throttled, bear-hugged and started to be choked. A manager and four others pulled off the assailant and handed him over to security. Carlos was taken to the occupational health unit and later got checked out at the nearby medical center.

Abe has day time flashbacks about the assault, particularly the look on Carlos' face. He hates that he didn't act swiftly to help Carlos. Abe has bouts of hyperventilation that are uncomfortable, but he holds it together to get his job done. Ever since the incident, Abe drinks double his usual amount.

- **If you were in this person's shoes, what zone (green, yellow, orange, red) would you would be in?**
- **What intervention(s) could be appropriate?**



Practice Case



At a fast-paced workplace, a recent investigation in sexual misconduct has slowed operations in two teams. Patrice, the manager of one team, has made herself available to many of her staff who vent their feelings of confusion over the HR investigation.

For the last 3 weeks, Patrice has been staying back an extra hour every day to get her reports done because she cannot do them regularly during the day. She is angry at some of her superiors for insensitive remarks, and she vents in the evenings with her spouse and friends. Her neck and shoulders have been acting up in pain, as is usual for her when she's burdened emotionally.

- **If you were in this person's shoes, what zone (green, yellow, orange, red) would you would be in?**
- **What intervention(s) could be appropriate?**



Connecting Intentionally:

Navigating Stressful Conversations via CATCH

C larity	Be clear on your objective and the desired outcome before approaching anyone.
A pproach	Be mindful of your approach (choose optimal time, setting, mood).
T alk	Talk directly to the person. Use facts, not blame. Ask questions and reflect back your understanding of their response.
C onsider	Consider how the other person might be reacting to the situation. Have empathy.
H andle	Get a handle on the situation, take deliberate follow-up steps that help get the job done without ongoing conflict.

Intentional, compassionate listening exercise:

- Describe an experience when you felt true empathy and compassion for a person who was suffering.
- Stay focused on your partner's experience; avoid sharing your own thoughts or similar experience.
- Use active listening skills
 - Asking open-ended questions
 - Summarizing and reflecting back
- Each of you will take turns as either the active listener or the person sharing.
- When the bell rings, trade roles.

Growing evidence that we can increase compassion intentionally

- Students practicing mindfulness for 8 weeks were more likely to show acts of compassion to strangers. (Destano, 2015)
- Compassion meditation for 2 weeks increased altruistic acts. (Weng et al, 2013)
- Mindfulness may help reduce empathic distress by reducing automatic responses and increasing insight and intentional action.

Research on compassion in organizational systems:

- Emphasize roles, routines, social networks, and values. (Worline & Dutton, 2017)
- Develop positive leadership practices (Cameron, 2013)
 - Positive climate
 - Positive relationships
 - Positive meaning
 - Positive communications
- Compassionate organizations. . .
 - Are more adaptive to change
 - Have better customer service
 - Encourage innovation and creativity
 - Outperform their peers

Trust:

“Trust is an emotional and cerebral connection, characterized by an ability to rely on someone to act in ways that will be of benefit to one’s own health and well-being.”

Amy Lyman, co-founder , Great Place to Work
Institute
[The Trustworthy Leader](#) (2012)

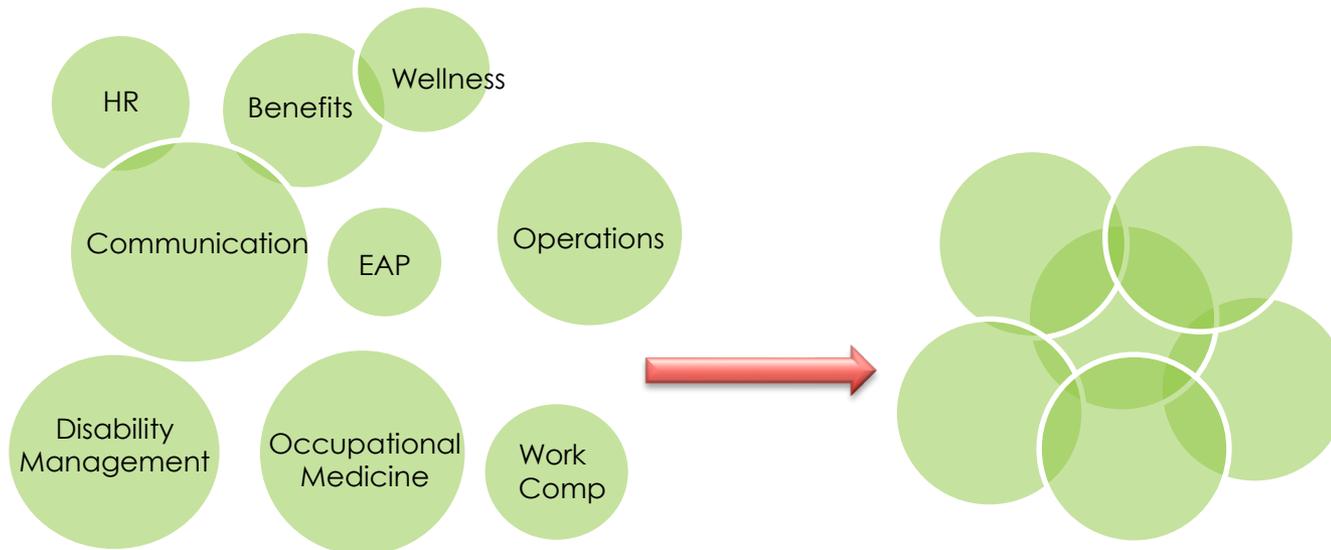


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Connectedness: Collaborating Matters

**Moving from
disparate
program silos. . .**

**. . . to integrated work
performance, total health
management, well-being,
and thriving**



Modeling and Coaching Resilience:

- Priming resilient performance – who did this for you? How?
- How can you prime performance in yourself? In others?
- What is your plan?



Resources:

- Greenleaf Integrative – wellbeing videos and audios.
<https://www.greenleafintegrative.com/resources/Gottman>
- Palouse mindfulness-based stress reduction online training –
<https://palousemindfulness.com/index.html>
- www.stopbreathethink.org – Daily brief exercises for mindfulness based on your emotions at the moment.
- <http://greatergood.berkeley.edu/> -- Science-based practices for a meaningful life – mindfulness, therapeutic writing, gratitude, forgiveness, etc. Healthy Arizona Workplace Program webinars –
https://healthyazworksites.org/events/categories/webinar/?doing_wp_cron=1555452201.9871180057525634765625
- Arizona State University Center for Mindfulness, Compassion, and Resilience – <https://mindfulnesscenter.asu.edu/>

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