Emotional Resilience – a practical approach to improving your personal and team effectiveness

Charlotte Moen
Trish Prescott
Learning Outcomes

• To explore the notion of the resilient leader

• To discuss your personal resilience ‘reservoirs’

• To consider resilience strategies that will enable you to be an emotionally resilient medical leader

• Action plan – energy management
Self Assessment

• Please complete your self-assessment
• In a typical week, what is the % of time you spend looking after:
  – My patients
  – My team/colleagues
  – My family
  – Myself – looking after your own health and well-being
• What have you discovered?
Resilience is part of the Domain 1: Professional Values and Behaviours (AOMRC/GMC 2015:12) consultation.

Personal resilience, drive, energy managing own emotions & empathy are part of the Behaviours ‘Self’ from the FMLM (2015).

http://www.gmc-uk.org/education/23581.asp

https://www.fmlm.ac.uk/professional-development/accreditation-and-standards/the-leadership-and-management-standards-for
An Emotional Intelligent Leader; ‘managing ourselves and our relationships effectively by understanding emotions’

Resilience: drawn from 4 main areas

**Confidence** - in work role, strong levels of self esteem, confident you can cope with stressful contexts

**Social support** – Building positive relationships with others, seeking support from others – a buffer against stress

**Purposefulness** – Drive, clear sense purpose, goals & values. Direction will help you persist & achieve goals in the face of setbacks

**Adaptability** – flexibility, ability to cope with change which might be outside your control

www.robertsoncooper.com
Those with higher EI, have higher levels of well-being & job satisfaction. This leads to higher staff engagement & commitment as well as lower turn over.

Based on Brunetto et al, 2012
Impact of happiness/staff well being on quality of patient care and staff health/well being:

Happy staff, happy patients; high patient satisfaction; improved patient safety; improved quality; lower mortality, lower infection rates

Less absenteeism; lower turn over; better able to cope with life’s demands; higher morale; high job satisfaction; improved performance; increased resilience; lower stress and burn out

For references please see ‘Further Resources’. 
Resilience strategies

• We need to create spaces where people can give their best (Radcliffe, 2012).
• When you feel positive you are more likely to be able to connect emotionally with others.
• Manage your own energy first – then you can manage the energy of those around you.
• The leader is the ‘chief energy officer’ (Schartz, cited in York Health Economics Consortium, 2012:4)- able to mobilise, inspire and refuel the energy of the workforce. because how you feel has a large impact on how you perform.
• Consider the collective emotional energy of the team.
In your workbook, complete the first Resilience ‘Reservoir’ Task.

- What ‘tops up’ your resilience reservoir?
- What ‘drains’ your resilience reservoir?
- Consider your energy levels

What fills you up?

What drains you out?
Resilience Strategies

• **Coaching** – ‘coaching raises your awareness and encourages you to take control of and responsibility for your life’ (Richardson, 2004).

• **Inner coaching** – learning to coach yourself – the coach who resides within you (Richardson, 2004).

• **Mindfulness** – ‘an open-hearted awareness of what’s happening, and learning from what we find’ – paying attention to our senses – cultivates greater happiness – an ability to experience the moment right now (Halliwell, 2015).
Skills required for coaching conversations

✓ Listening
✓ Avoid telling others what to do
✓ Concentration
✓ Ability to ask open powerful questions (with empathy)
A coaching model - GROW

G – Goal

R – Reality

O – Options

W – What Next?

Please refer to the workbook for further information

(Whitmore, 2002)
Getting started – Quick coach

• **Ask** for a goal – what would you like to accomplish?
• **Ask** for a reality – what the issue/problem is? – the current situation.
• **Ask** for a 1st step to achieving your goal
• **Ask** what is stopping them making that 1st step/barriers?
• **Ask** how they can overcome those obstacles
• **Get** an action plan that has an agreed deadline
Personal Resilience Strategies linked to FMLM 2015 Behaviours - Self

Is it a battle worth fighting? Is it important to you? Will it matter to me tomorrow, next week, in 6 months, next year?
• If no, reserve your energy!
• If yes, continue.

If yes, is it within my sphere of influence to make a difference?
• If no, reserve your energy until your sphere of influence increases.
• If yes, continue.

Is my reservoir ‘topped up’ enough to fight the battle? Consider what will be the personal costs?
• If no, pause and wait
• If yes, it is worth fighting for, take action!

Consider the urgency - should you take action today, this week, this month?

Key message: ‘Pick battles big enough to matter, small enough to win with reasonable effort’ (Stanton et al 2010).

If no, re-charge your battery; undertake the preparation work. Decide when to review.
Take home message

• You can’t support or positively influence others unless you are able to bring the ‘best version of you’ to work – in order to do this you need to look after yourself and maintain a positive attitude!

Put your own life vest on 1st before helping others
Finally - Make a pledge – Action Plan

• What one thing will you do tonight to ‘sharpen your saw’?

• What one thing will you start to do regularly to ‘sharpen your saw’?
Would like to know more?

• Undertake your i-resilience report
• http://www.robertsoncooper.com/iresilience/
Reference List


• GROW Model in action  [https://www.youtube.com/watch?v=6f3X2PEsV-Q](https://www.youtube.com/watch?v=6f3X2PEsV-Q)


• Richardson, P. 2004 *Life Coach*. Great Britain: Hamlyn

• Robertson Cooper 2012 i-resilience report [www.robertsoncooper.com](http://www.robertsoncooper.com)


Further resources

- HSJ Why healthy staff means happier patients 22 March 2012  
  http://www.hsj.co.uk/home/healthcare-100/why-healthy-staff-means-happier-patients/5043034.article
- HSJ How NHS staff wellbeing affects patient care 29 April 2013  
  http://www.hsj.co.uk/home/innovation-and-efficiency/how-nhs-staff-wellbeing-affects-patient-care/5057528.article
- OECD Better Life Index  
  http://www.oecdbetterlifeindex.org/
- King's College London 2013 National Nursing Research Unit - Does NHS staff wellbeing affect patient experience of care?  
- Kings Fund Reading List 2014 Staff Engagement and Wellbeing
- Point of Care Foundation 2014 – Staff Care – How to engage staff in the NHS and why it matters.  
- West, M. & Dawson, J. 2012 – Employee engagement and NHS performance  