Trust Resilience: Engaging and Cultivating Growth

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Beyond Burned Out
Burnout has 6 Main Causes

1. Unsustainable workload
2. Perceived lack of control
3. Insufficient rewards for effort
4. Lack of a supportive community
5. Lack of fairness
6. Mismatched values and skills

Source: Maslach, Jackson, and Leiter (2011)
1. We didn’t adjust workloads
2. We didn’t give people control and flexibility
3. We allowed more meetings and unhealthful levels of screen time
4. We didn’t recognize the extent of people’s struggles

Source: Moss (2021)
Factors that Lower Burnout

1. Feeling a sense of purpose
   ✓ Re-onboard everyone – Focus on why your group exists, help people align with the overall purpose, share stories about why what you do makes a difference (check out the Liberating Structures website and app; welcome unique contributions).
   ✓ Onboarding means renewing group agreements, adjusting norms and communication patterns; set clear cultural expectations (use a team charter template).
   ✓ Ensure people know where to ask for help and how to offer it; who knows what and how to access it

Source: Moss (2021)
Factors that Lower Burnout

1. Feeling a sense of purpose

2. Having a manageable workload

✓ Get clear about priorities – what needs to be done today, what can be paused (use kanban boards; check-ins; huddle questions).

✓ Scrutinize meetings – is it necessary? Does it need to be video? Does it need to be longer than 30 minutes? Who should be there? Start with check-ins and end with check-outs that summarize actions.

Source: Moss (2021)
Factors that Lower Burnout

1. Feeling a sense of purpose
2. Having a manageable workload
3. Feeling that you can discuss your mental health at work
   - Increase psychological safety! (establish and reinforce team norms of respect, inclusion, openness, etc.).
   - Increase access to mental health support (a mental health resource webpage; reminders about Employee Assistance programs; reduced hours or flexible hours; peer-to-peer outreach; managers checking in on team members).

Source: Moss (2021)
Factors that Lower Burnout

1. Feeling a sense of purpose
2. Having a manageable workload
3. Feeling that you can discuss your mental health at work
4. Having an empathetic manager

- Listen to your people – this increases psychological safety; seek feedback (try highs/lows; start-stop-continue; Liberating Structures; huddles).

- Ask how people are really doing: People say “I’m fine” but only 19% of the time they mean it (try check-ins; self-disclosure; patience).

Source: Moss (2021)
Factors that Lower Burnout

1. Feeling a sense of purpose
2. Having a manageable workload
3. Feeling that you can discuss your mental health at work
4. Having an empathetic manager
5. Having a strong sense of connection to family and friends

- We build relationships best face-to-face (when the time is right, find SAFE ways to help people connect in person).
- Strengthen personal and professional support systems.

Source: Moss (2021)
Reflection – 1 minute

What are 1-2 things I can do to reduce burnout for myself and/or my team?
Understanding burnout and practical strategies

Understanding traumatic experiences and growth opportunities
Trauma

Is a disruption of a core belief system
Post Traumatic Growth

The experience of individuals whose development in some areas has surpassed what was present before the traumatic event.

Source: O'Leary & Ickovics (1994)
Possible Responses to Traumatic Events

Level of Functioning vs. Time

- Adverse Event
- Thriving
- Resilience (recovery)
- Survival with Impairment
- Succumbing

Source: O’Leary & Ickovics (1994)
Posttraumatic Growth Areas

**Appreciation for Life**
Increased gratitude, altruism, clear sense of priorities, appreciation for what's good

**Spiritual Growth**
Deeper developed and meaningful beliefs and philosophies of life, deeper level of awareness, deeper faith, clearer purpose

**Personal Strength**
Increased resilience, self-reliance, confidence, humility, deepened meaningful narrative, more authentic

**New Possibilities**
New interests, new perspectives, adaptability, openness to new ways of living and working

**Improved Relationships**
Increased sense of belonging, increased emotional vulnerability, loving, empathetic, supportive, stronger bonds

Source: Calhoun & Tedeschi (2004)
Posttraumatic Growth Inventory (Tedeschi & Calhoun, 1996)

1. I changed my priorities about what is important in life.
2. I have a greater appreciation for the value of my own life.
3. I have developed new interests.
4. I have a greater feeling of self-reliance.
5. I have a better understanding of spiritual matters.
6. I more clearly see that I can count on people in times of trouble.
7. I established a new path for my life.
8. I have a greater sense of closeness with others.
9. I am more willing to express my emotions.
10. I know that I can handle difficulties.
11. I can do better things with my life.
12. I am better able to accept the way things work out.
13. I can better appreciate each day.
14. New opportunities are available which wouldn’t have been otherwise.
15. I have more compassion for others.
16. I put more effort into my relationships.
17. I am more likely to try to change things that need changing.
18. I have stronger spiritual/religious/holistic faith.
19. I discovered that I’m stronger than I thought I was.
20. I learned a great deal about how wonderful people are.
21. I better accept needing others.

Source: Tedeschi & Calhoun (1996)
5 Ways to Facilitate Posttraumatic Growth (PTG)

• Education
• Emotional Regulation
• Disclosure
• Narrative Development
• Service

Source: Tedeschi (2020)
Reflection – 1 minute

What are 1-2 things I can do to increase growth for myself and/or my team?
Understanding burnout and practical strategies

Understanding traumatic experiences and growth opportunities

Strengthening Relationships and trust
Kintsukuroi

Kintsukuroi ("golden repair"), is the Japanese art of repairing broken pottery by mending the areas of breakage with lacquer dusted or mixed with powdered gold, silver, or platinum.

As a philosophy, it treats breakage and repair as part of the history of an object, rather than something to disguise.
“A trust crisis focuses and motivates the organization – providing strong and necessary impetus for radical change and unleashing resources and new ways of thinking that are often difficult to leverage under normal circumstances.”

Source: Gillespie & Dietz, 2009
We may not be ready to explore the growth from this pandemic experience...

that’s okay
give it more time
How do you nurture and deepen our resilience and growth opportunities?

- Ask: “What was it that you did differently?”
- Acknowledge when they did something new or different.
- Help people see themselves in a different way.
What do you see through your lens?
References


Fosslien, L. (August 16, 2021). It's Time to Re-Onboard Everyone. *HBR.org*


References


Grant, H. & Goldhamer, T. (September 22, 2021). Our brains were not built for this much uncertainty. *HBR.org*.


References


Questions?

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