

Resilient People and Compassionate Organisations



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20th August	Compassionate Leadership	2.30pm
29th August	Interview Skills for Interviewees	2.30pm
3rd September	Writing an effective business case	10.00am
10th September	Leadership: Managing Self	2.30pm



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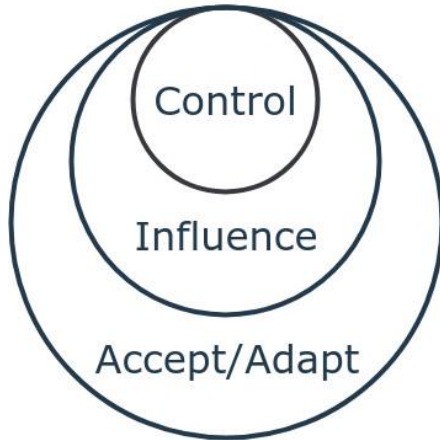
EHPO – A Balancing Act

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Personal Development

Organisational Development



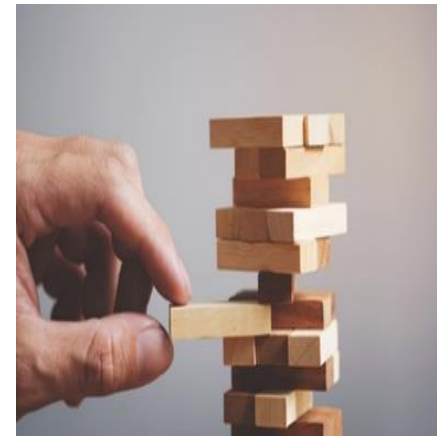
Habits

All images: Pixabay

Environment

We're going to start with the Jenga block because it's helpful to recognise and protect the things that underpin your resilience – Reflect 3 in abundance and 3 that are scarce

1. Work that feels purposeful to you
2. Personal safety
3. At least some control over how you achieve your objectives
4. A sense of competence or even mastery combined with a manageable degree of stretch
5. Membership of a supportive team
6. A line manager who you see as honest, competent and who cares about you
7. The day or shift starts with some sort of upbeat and friendly interaction
8. The day or shift ends on a positive note
9. Noting things that went well whether large or small
10. Regular balanced feedback on your performance
11. Opportunities to concentrate on “deep work”
12. A job which you enjoy doing at least some of the time
13. Praise or thanks from people whose opinion matters to you
14. Clearly demarcated space or responsibilities
15. At least one person you regard as a friend at work
16. Some exercise
17. A healthy, absorbing interest outside work
18. 10 minutes of thinking time to yourself



Now let's focus in on you

Planned Change

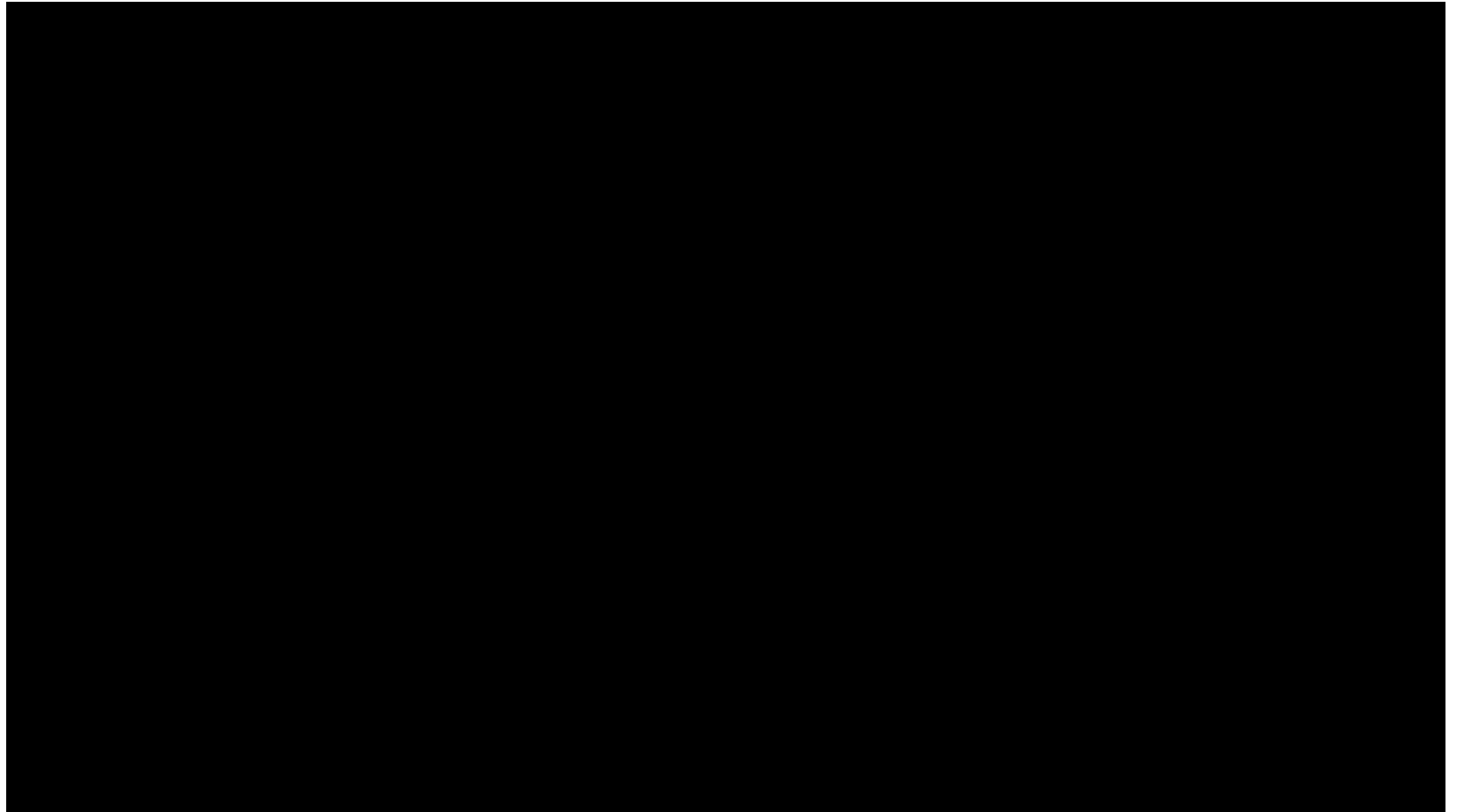
Resilient
People

Compassionate
leadership and
culture



Habit and Environment

Professor Steve Peters: Mind management



**We need
to
cultivate a
good
rapport
with our
chimp so
we can
look after
each other**

Image: Pixabay



How will I know if I've been hijacked by my chimp?

Ask “Do I really want these thoughts, feelings or behaviours?”

If the answer is no, you have probably been hijacked by your chimp.

- Think of a specific instance when you were hijacked by your chimp
 - What was the chimp saying?
 - What impact did it have on your behaviour (e.g. fight, flight or freeze)?
-

4 strategies to manage your chimp

Tell someone you trust how you really feel

Exercise it

Box it

Reason with it

Plan to do something you like once the immediate situation is over

Reward it

Distract it

Slow, deep breaths while counting



Learned optimism

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a style of thinking that prompts us to deal with adversity by learning from our own experience and that of others to take action



“People who see stressful events as “challenges”, with an opportunity to learn and adapt, tend to cope much better than those who focus on the threatening aspects – like the possibility of failure, embarrassment or illness.....differences in mindset not only influence people’s mood, but also their physiological responses, such as changes in blood pressure and heart rate.....”

Robson – The Intelligence Trap. Hodder and Stoughton 2019

A habit to help you notice what you notice – 3 Good Things



Optimistic and pessimistic mindsets are based on beliefs about ourselves, the people around us and the future you

“Pessimistic”

1. I'm bad or inadequate and there is nothing I can do about it
2. The environment is hostile and lacks any sources of help
3. The future is bleak and there is nothing I can do about it

“Optimistic”

1. I'm fundamentally a good person who is capable of learning from and engaging with adversity
2. The environment has some sources of support
3. There is a better future available which I can move towards if only in small steps

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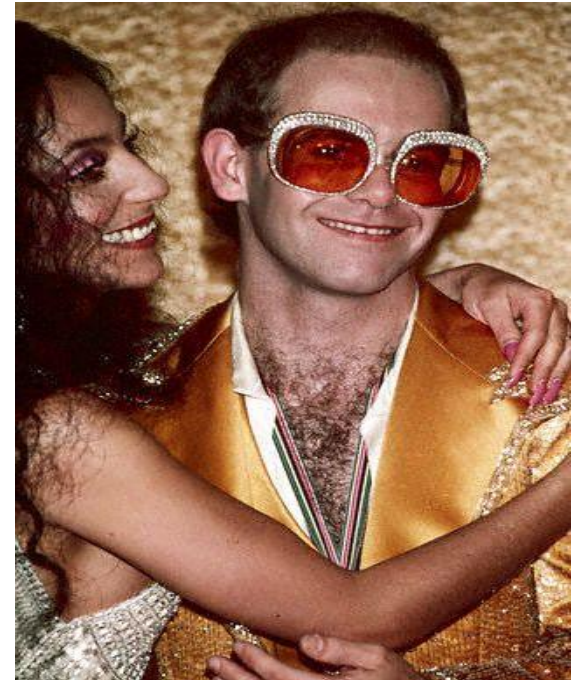
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Think of it as a choice of lenses; Most of us don't just wear the one pair

- In some situations I wear Lou Reed's goggles of doom



- In other situations I wear Elton's optimism spectacles



An example to work with

45 year old civil service communications officer who doesn't enjoy her current role applies for a speech writing job with a junior government minister. Despite relevant experience in both the civil service and as a journalist she gets an interview but is not successful in securing the job.

Think about this in a deliberately pessimistic mindset. Explain her failure to get a job offer in terms of:

- Things about herself that she can't change
 - The hostility, disinterest or superiority of others
 - The catastrophic long terms consequences of not getting the job offer
-

Two versions of every story

- Pessimistic

- Feedback

- Optimistic

- Feedback

Two versions of every story

- Pessimistic

- Too old
- Wrong sex
- I'm rubbish at interview
- Panel had a candidate in mind
- Someone younger will eventually take my job
- I'll never get another job
- I'll lose my house

- Optimistic

- My CV is getting me to the interview stage
- The panel can give me useful feedback to help me improve future interview performance
- I can write up the interview questions, craft better answers and do some dummy interviews with a friend or colleague
- If I treat future interviews as an opportunity to improve my interview technique a job offer will follow at some point



“Stew”: Circular Self Talk



Stress Displacement

Responding to adversity

liament, **Take Action**

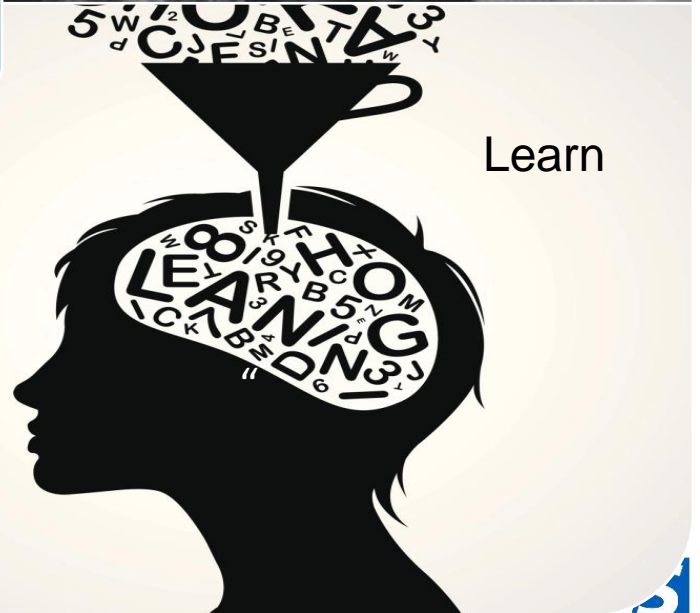
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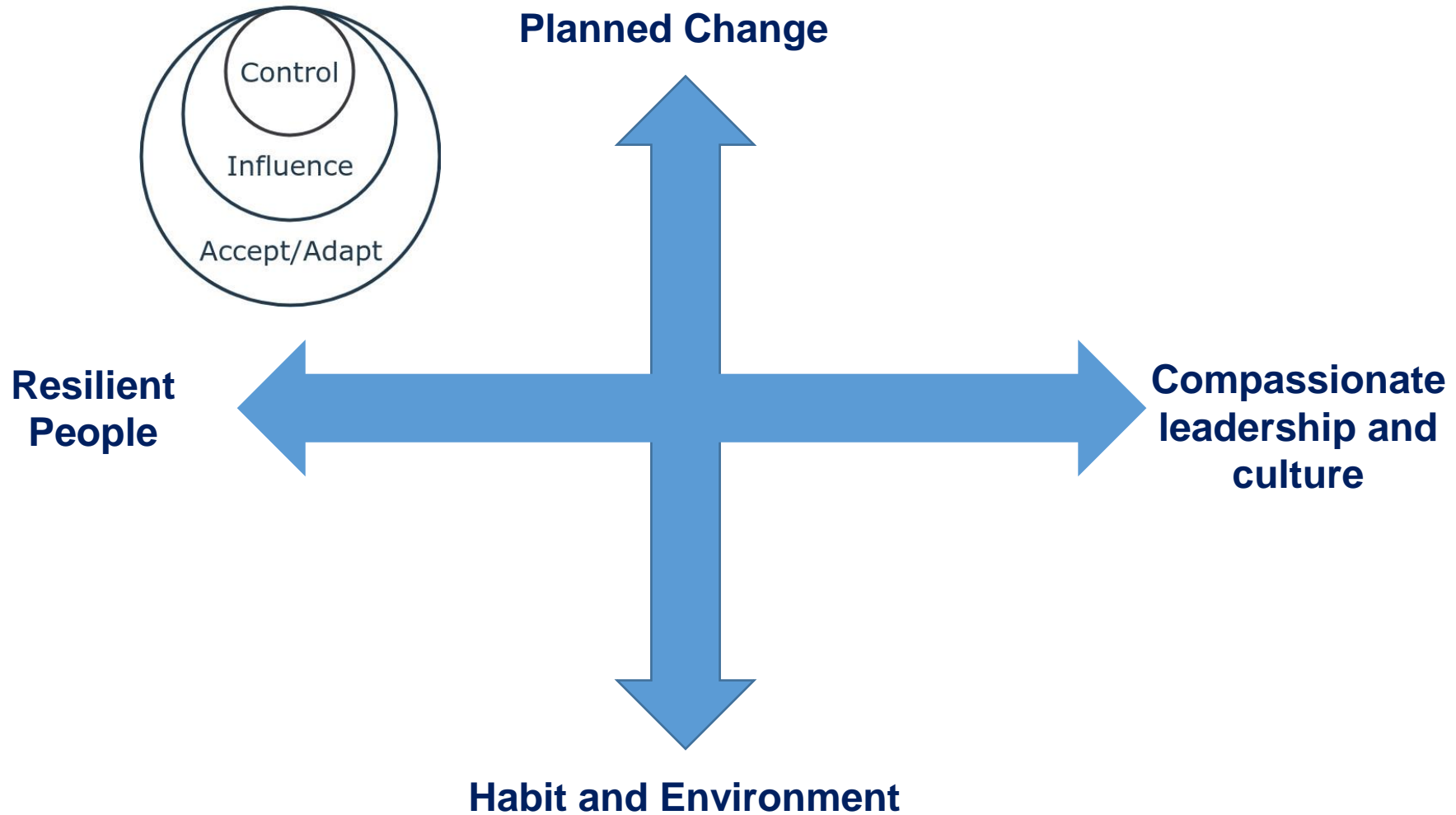
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Marcus Rashford @MarcusRashford · 4h
Big day tomorrow and I'm going to need everyone to help. Working hard at home on it and all will be reveal
Hope you've all enjoyed your Sunday ❤️



Planning for self-development



CIA

- What is in my sphere of control?
- What can I influence?
- What might I have to accept?

Example: Jim's relatively small problem of home working

The CIA model was first developed by HR specialist Neil Thompson and social-work lecturer Sue Thompson in their 2008 book, "The Critically Reflective Practitioner."

A list of Jim's concerns

(your list would be different, this stuff is always personal, even for people in the same situation)



- Two frail grandparents self-isolating until they get the vaccine
- One frail grandparent who has been told she can't have the vaccine
- Immediate family member who lives with depression
- A child away at university
- Three of us in the house are going to get sick of seeing each other
- Exercise could be a struggle
- No defined spaces in the house for work
- Will the internet be good enough to support three of us being online at the same time?
- Home desk set up not ideal
- Family members wandering into shot during video calls, webinars
- The work life/home life boundary could get very blurred
- I have no idea how long this will go on

For each of these issues:

Can I control it?

Can I influence it?

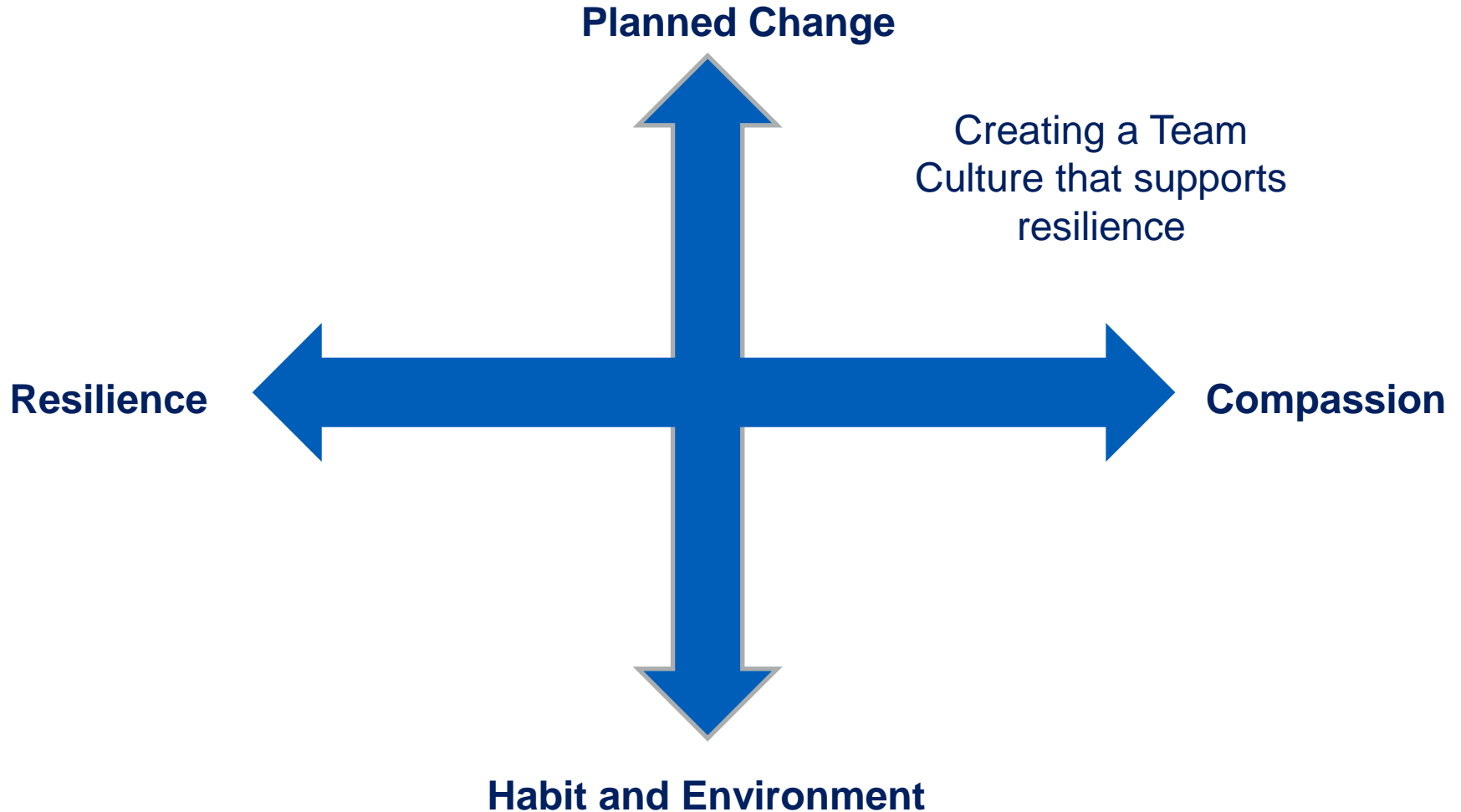
Do I just have to accept it?



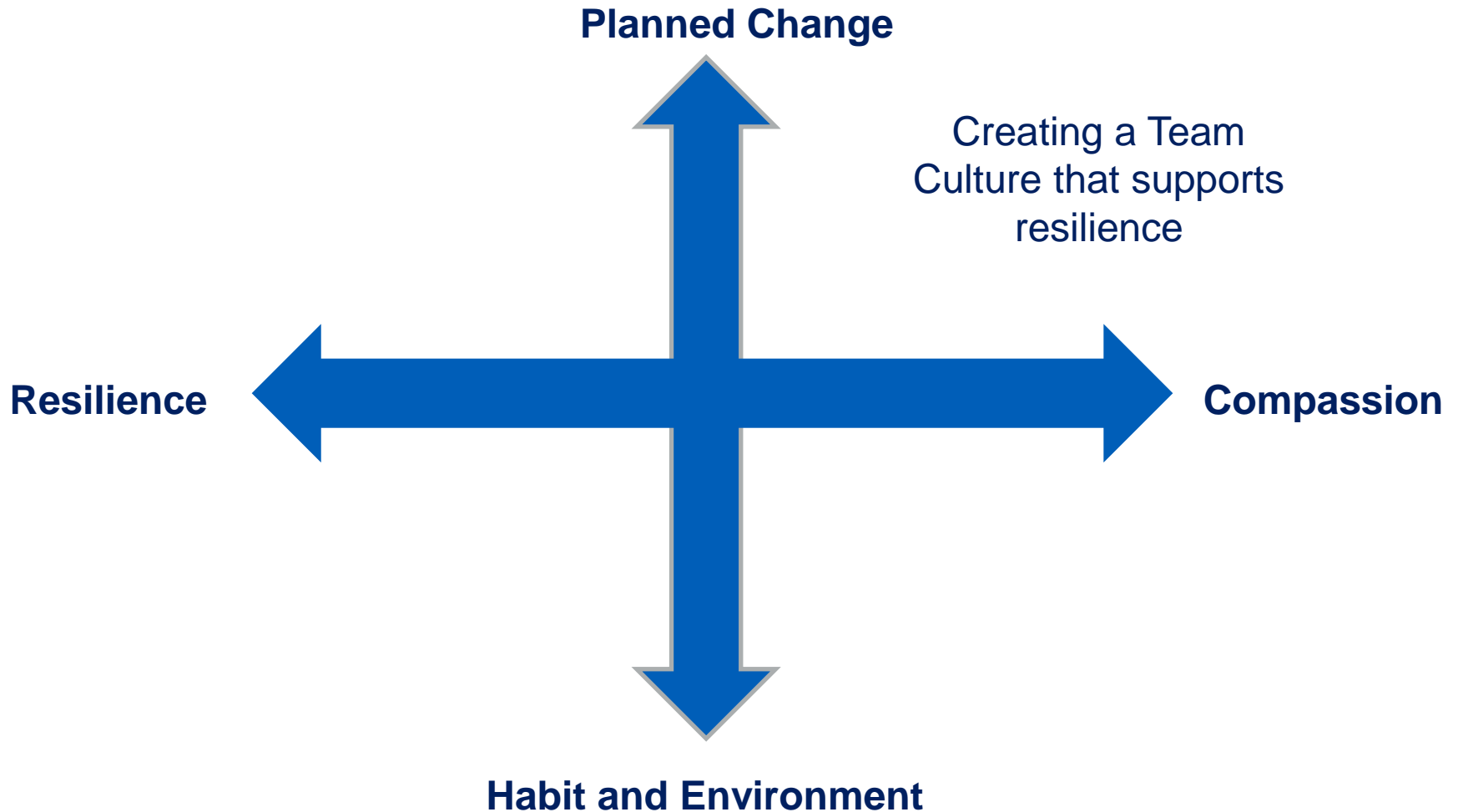
Jim's CIA Response

- Two frail grandparents self-isolating until they get the vaccine
- One frail grandparent who has been told she can't have the Pfizer vaccine
- Immediate family member who lives with depression
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- Three of us in the house are going to get sick of seeing each other
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- I have no idea how long this will go on
- **Influence** - Increase frequency of calls, check shopping needs
- **Influence** – Query decision, check if other vaccines OK, talk to her and listen to her concerns
- **Influence** – talk regularly and stock medication
- **Influence** – Regular communication and welfare parcels
- **Influence** – maximise usefulness of all house space
- **Influence** – Maximise usable space in house and garden
- **Control** – make time for walks and bike rides
- **Control** – set up home work areas
- **Influence** – try to schedule online video use
- **Control** – Get camera, headset, orthopaedic chair etc
- **Influence** - Use signs to warn cameras are on
- **Control** – maintain start and finish times for work
- **Accept** – We just don't know how long this will last

Planning for Compassion



Planning for Compassion



What is compassion?

“.....a sensitivity to suffering/distress in self and others with a commitment to try to alleviate and prevent it”.

Cole-King and Gilbert 2011



Compassionate leadership is like an umbrella which shields you from the weather.

1. Protect time for team check-ins and 1:1 conversations
2. Facilitate purpose, autonomy and mastery
3. Make it psychologically safe to seek and offer help in the team
4. Default communication style of cautious optimism
5. Group planning for challenging situations to identify process, training and resource priorities
6. Model self care



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Daily resilience habits

Waking up

Commute to work (if travelling)

Arrival at work

During the day

Ending the day

Journey home

What is a habit?

Trigger

Action

Reward



Daily Habits

Small changes, seemingly unimportant now,
can add up and lead to dramatic results.



Thank You

Questions?

Feedback:

<https://forms.office.com/e/pbKsTMk53V>



Resilient people and compassionate organisations



Some Videos

Steve Peters' TED Talk

<https://www.youtube.com/watch?v=R-KI1D5NPJs>

Chimp Paradox Animation

<https://www.youtube.com/watch?v=RtUN6QybPE4>

Shawn Achor on Happiness at Work

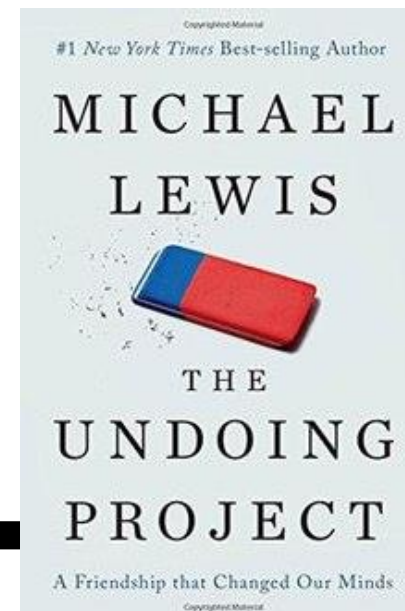
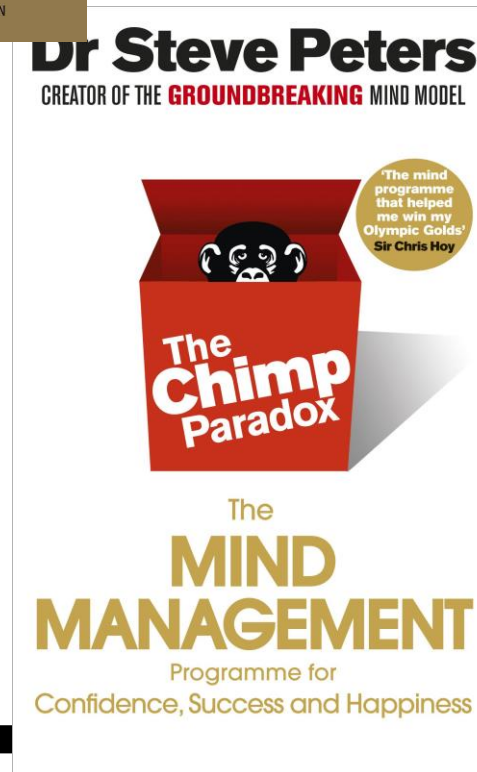
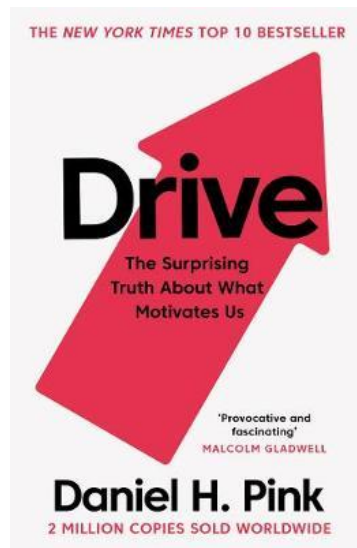
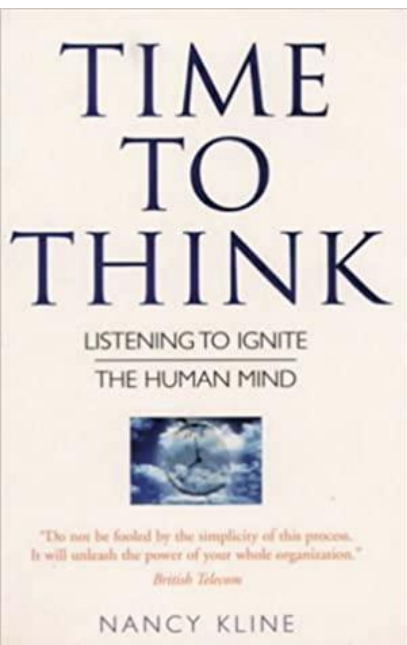
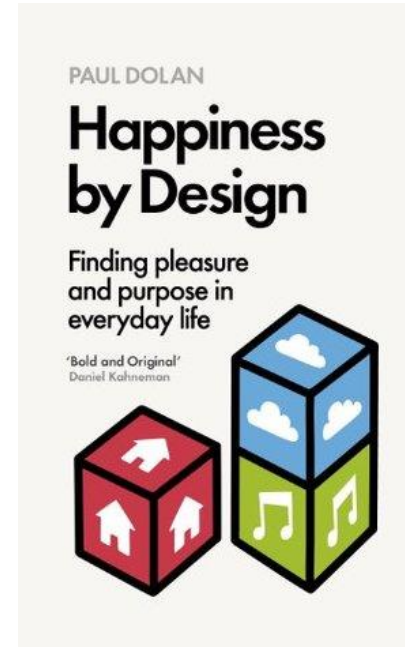
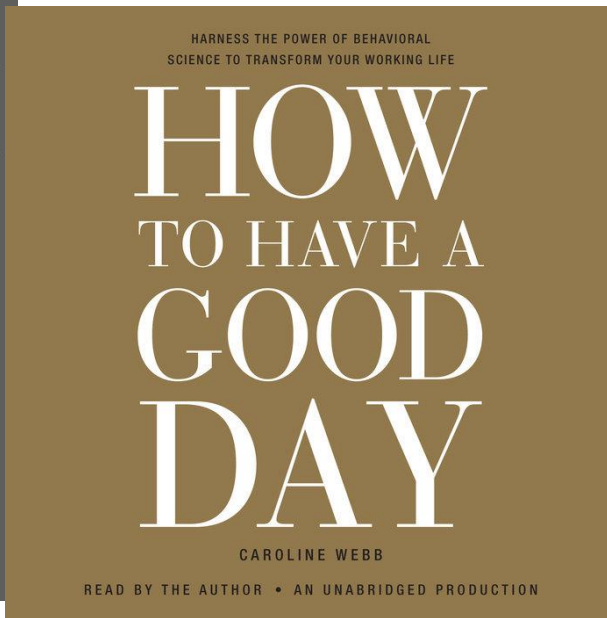
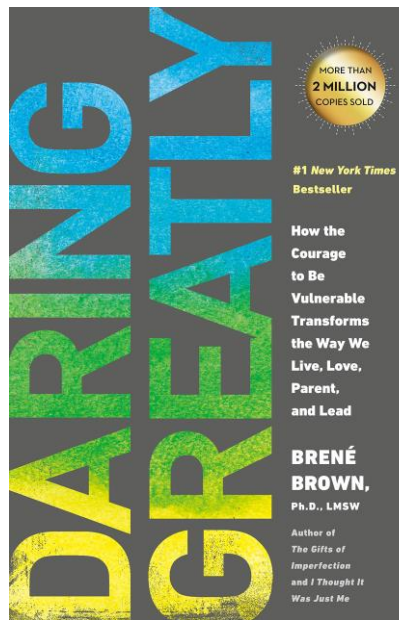
https://www.ted.com/talks/shawn_achor_the_happy_secret_to_better_work

The riddle of experience versus memory – Daniel Kahneman

https://www.ted.com/talks/daniel_kahneman_the_riddle_of_experience_vs_memory?language=en

The Science of Gratitude & How to Build a Gratitude Practice | Huberman Lab Podcast #47

<https://www.youtube.com/watch?v=KVjfFN89qvQ>



Waking up



Have you
followed good
sleep habits?



Set alarm 10
mins before you
need to get up



Notice your
breakfast (don't
read your emails)



Commuting to work?

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How can you use your commute to maximum advantage? Music, audiobook, podcast, thinking



Can you change your commute and get some exercise?



If working from home, can you get a 10-minute walk before you start working? Don't 'drift' into work



Starting your day



How can you start your day on a positive and upbeat note?



If you know someone is worried about the day ahead, can you chat with them?



Phone or text ahead and see if someone wants a coffee (random acts of kindness)



Ask for some help if you need it



Breathing

Nose breathing is beneficial because it:

- Warms, moistens and filters the air
 - Traps large particles with the nose hairs and small particles via mucous membranes
 - Facilitates inhalation of nitric oxide – a vasodilator and bronchodilator that increases oxygen transport throughout the body
 - Helps prevent colds, flu, allergic reaction, hay fever, irritable coughing
 - Retains some moisture from exhaled air, preventing nasal dryness
 - Provides a sense of smell
 - Regulates (slows) airflow because of the nose's intricate structures
 - Facilitates correct action of the diaphragm
 - Promotes activity of the parasympathetic nervous system, which calms and relaxes the body, slows the breathing and the heart, promotes digestion
 - Allows the correct position of the tongue (against the upper palate) and lips (together), assisting formation of the natural dental arches and straight teeth
 - Reduces likelihood of snoring and apnoea
-

During the day



We need food and drink; make time to replenish



If you've had a busy morning with others, can you get even 10 minutes away to get your head together?



If you can, take a walk, get away from your desk (at home and work)



Try practicing '3 good things' (more of this later)



Ending the day



- Try and end the day on an upbeat note
- Thank people for their support or help, offer some praise or feedback
- Try and end the day doing nicer things with people you like (how we remember and perceive endings is important)



This phenomenon is reflected in how we recall things that happened to us

- In 2003 Daniel Kahneman & colleagues tested patient perception of the pain associated with colonoscopy.
 - One group of patients had their colonoscopy extended by up to 3 minutes with the scope left, unmoving, in the rectum.
 - This group reported the procedure to be less painful than another group from whom the endoscope was removed as soon as the procedure was concluded.
 - The first group were also 18% more likely to return for a repeat colonoscopy; thus increasing the likelihood of cancer being detected
-

Endings – practical application

How might you apply this learning about endings and its link to resilience, back in your workplaces and with your teams?



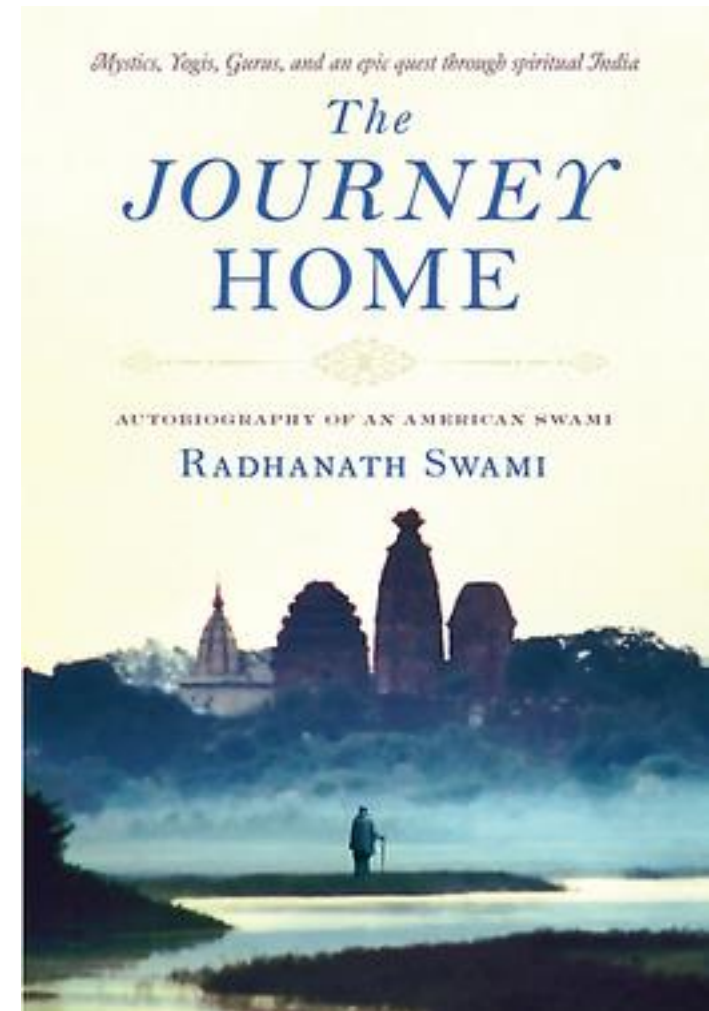
Some examples

- Shift handover – change of tone....emphasis
- Team meetings – ending them well
- Last day of holidays
- End of a difficult conversation
- When someone leaves
- Final part of 1-1's or appraisals



Journey home

- What have I done today to take care of myself?
- How have I connected with others?
- What good work or kind acts have I seen others do?
- What am I grateful for?





Going Home Checklist

- ✓ Take a moment to think about your day.
- ✓ Acknowledge one thing that was difficult during your work day – Let it go!
- ✓ Consider three things that went well.
- ✓ Check on your colleagues before you leave – Are they ok?
- ✓ Are you ok? We are here to support you.
- ✓ Now switch your attention to home – Rest and recharge.



Gratitude



- 2 minute exercise
- 3 good things that have happened to me in the past 24 hours
- Write them down



Your personal plan

Create your personal plan for enhancing your resilience and creating an environment where others can do their best work



TRIM and REACT Training both good for deciding when to get or recommend professional help

- Marchonstress.com
- <https://people.nhs.uk/react-mh-conversation-training/>
-



REACT_{MH} Management Overview

REACT (opening the door)

- ◆ **R**ecognise - a colleague may have a problem
- ◆ **E**ngage - with them in a conversation
- ◆ **A**ctively Listen - and observe their body language
- ◆ **C**heck Risk - are they having 'dark thoughts'?
- ◆ **T**alk to them about specific options (Management/Support)

Initial REACT aware chat outcomes

- ◆ Individual conversation with appropriate feedback
- ◆ **Green** – No Further Action (NFA)
- ◆ **Yellow** – Provide advice and catch up in due course
- ◆ **Amber** – Feedback, advise, monitor and/or support taking action
- ◆ **Red** – Act to manage risk, support and facilitate referral
- ◆ Ideally make 'management notes' and provide feedback

Follow up discussions and monitoring

- ◆ Check they have taken appropriate action
- ◆ Monitor progress of symptoms / impairment
- ◆ Reassess and make additional plans as required



Confidentiality

Confidentiality maintained unless **substantial risks** to self or others

Can discuss case with supervisor anonymously initially

Break confidence only after informing interviewee unless safety dictates otherwise

Divulge only minimum information to manage risk

Follow-up (next shift, a few days) as required.

Advise discussion with/referral to healthcare professional if Amber or Red