

Building and Leading Resilient Teams

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Learning Objectives

- Resilience: What is it and how do I get it?
- The 7 C's of team resilience
- Organizations that support resilience
- Leading through crisis: understanding Adaptive Leadership



Introduction

- Resilience is the capacity to successfully adapt when facing risk and adversity.
- Resilient people bounce back from setbacks trauma and high stress.

- Resilient teams have the ability to respond to change and disruption with flexibility, creativity and innovation.



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“Research supports that resilient people possess three characteristics:

- 1) a staunch acceptance of reality***
- 2) a deep belief, often buttressed by strongly held values, that life is meaningful, and***
- 3) an uncanny ability to improvise.”***

Diane Coutu

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Four Domains of Resilience

Physical

How you take care of yourself:
Sleep, diet and exercise
Physical endurance and strength

Emotional

Emotional flexibility
Managing Reactions/Responding
Positive Outlook/Gratitude

Mental

Mental dexterity
Ability to control where you focus
Ability to focus

Spiritual

Commitment to values
Finding purpose and meaning
Tolerance of others

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Fact:

“Your brain at positive is 31% more productive than your brain at negative, neutral or stressed.”

Shawn Achor



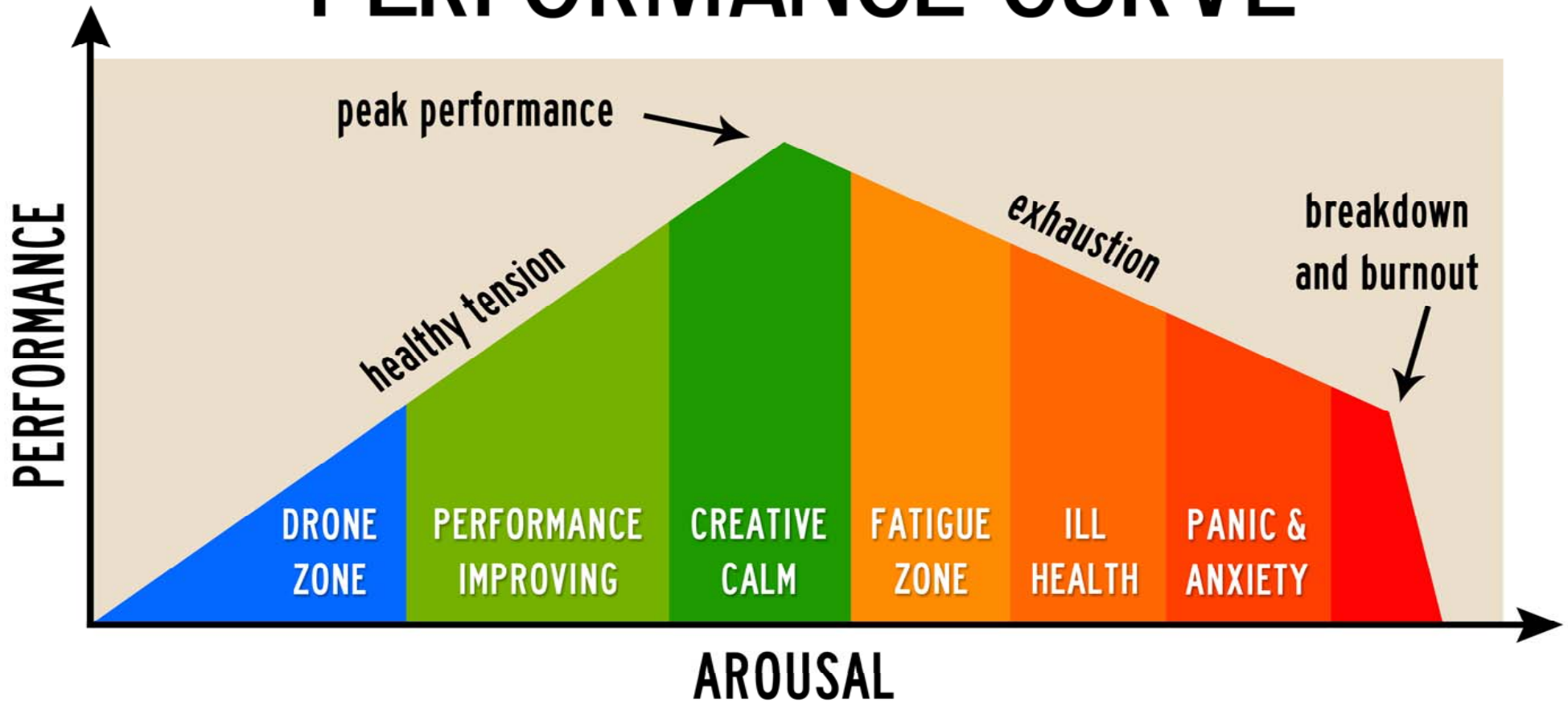
And since no presentation is complete without a Star Wars reference:

“Always remember, your focus determines your reality.”

Qui Gon Jinn (George Lucas)

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PERFORMANCE CURVE



The Range of Resilience

Panic – Mania – Hyper-vigilance – Increased heart rate – Anxiety – Rapid breathing – Pain – Edgy

HYPER-AROUSAL

charge

charge

RANGE OF RESILIENCE

OPTIMAL ZONE – ABLE TO MAKE DECISIONS AND TAKE ACTION – LEARNING HAPPENS HERE

release

release

HYPO-AROUSAL

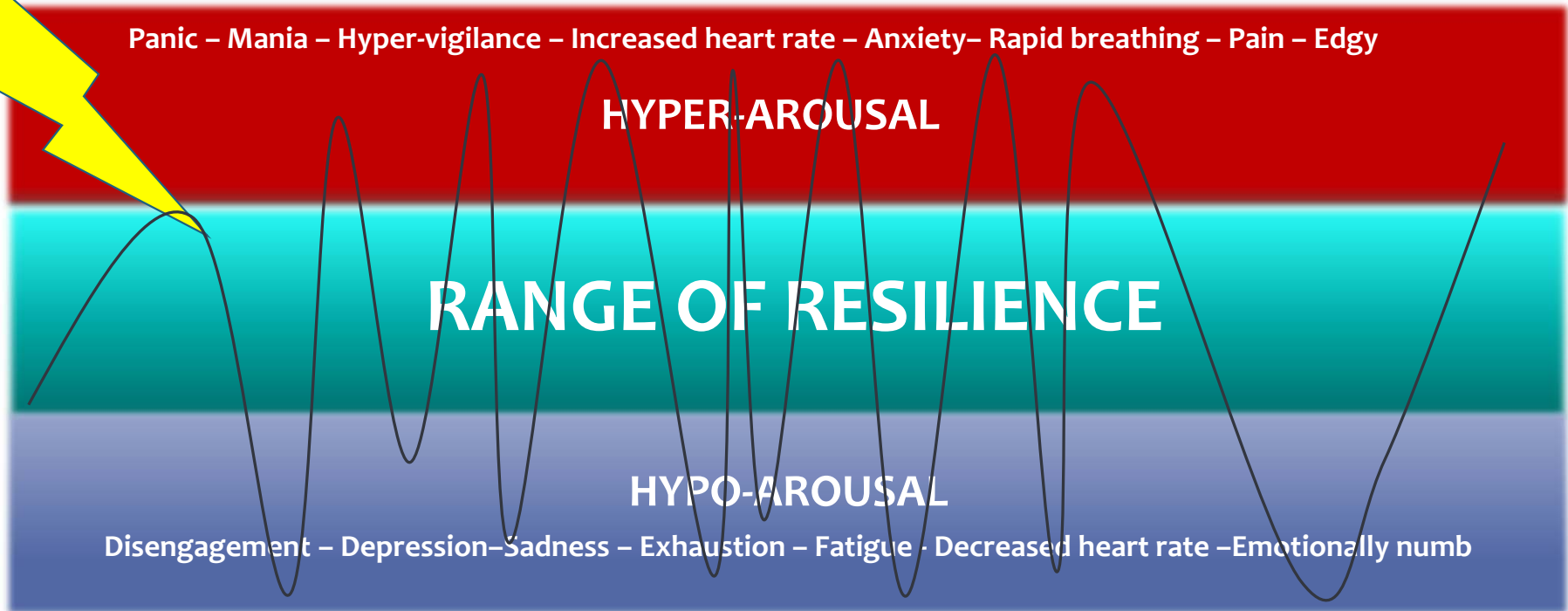
Disengagement – Depression – Sadness – Exhaustion – Fatigue – Decreased heart rate – Emotionally numb

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Maintaining Your Range of Resilience



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5-4-3-2-1 Grounding Exercise

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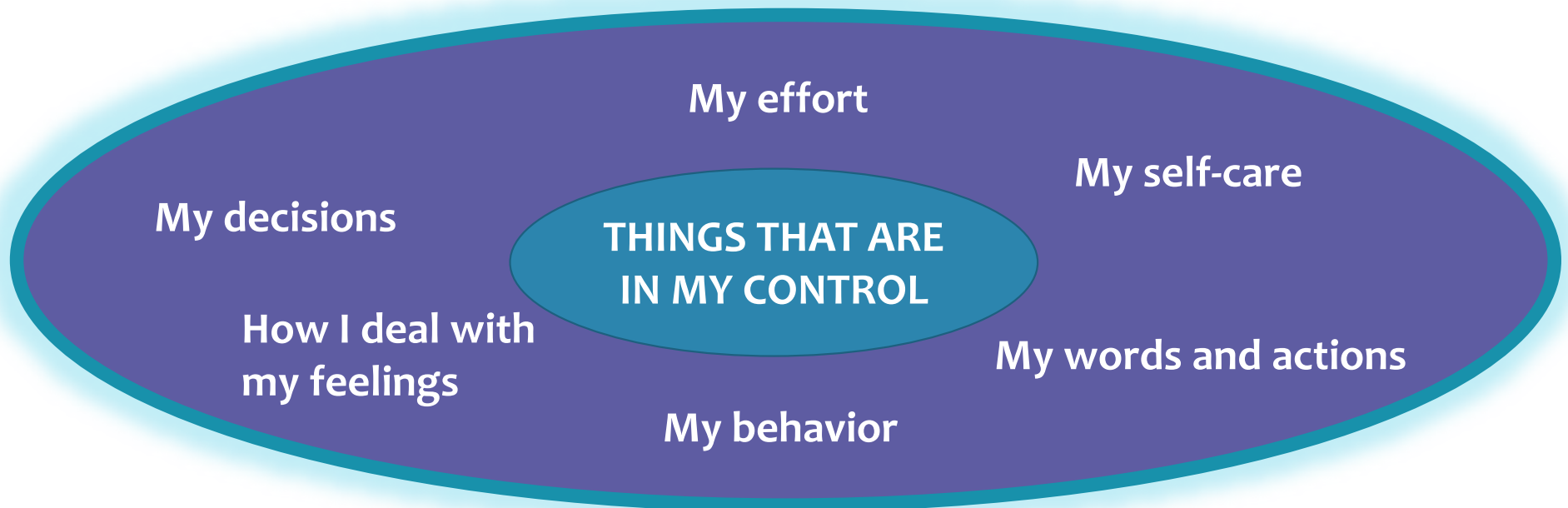
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Rooted Grounding Exercise



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FOCUS ON WHAT YOU CAN CONTROL



THINGS THAT ARE NOT IN YOUR CONTROL

The behavior of other people
An international pandemic
Things from the past

How other people feel
What other people say
Medical test results

Other people's choices
The weather
Traffic

What is Acceptance?



It's Raining.

I wish it wasn't raining.

I hate the rain.

Everything would be so much better if it were not raining.

It always rains when I want it to be sunny. It's not fair.

I hate driving in the rain.

My day is ruined.

Why is it always like this?



It's Raining.



Yes, yes it is.

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Team Resilience: The Seven Cs

- Culture
- Competence
- Connections
- Commitment
- Communication
- Coordination
- Consideration

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Build Trust



Create Connection



Decrease Burnout



Eliminate the Silos

- Limits communications
- Destroys trust
- Fosters complacency
- Stops the free flow of information making informed, data driven decisions impossible
- Impedes the ability to quickly respond to opportunities & problems



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Change Your Mindset

Growth/Learner Mindset

- What Works?
- What am I responsible for?
- What are the facts?
- What's the big picture?
- I will get input from the team.
- Learn from mistakes.
- Is this my best work?
- What are they feeling, needing or wanting?
- The alphabet as 25 more letters!!



Fixed/Judger Mindset

- Who can I blame?
- How can this hurt me?
- How can I be in control?
- Their opinion doesn't matter
- I'm not good at this.
- I know all I need to know
- It's good enough.
- Why are they always so frustrating?
- Plan "A" didn't work.

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Four Dimensions of Adaptive Leadership



Inspire organizational participation and leadership at all levels. Encourage team to bring their best skills and find new insights.

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Encourage experimentation. View mistakes as part of learning. Set clear expectations. Learn through self-correction and reflection.



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Lead with empathy. Embrace diversity of thought, perspective and experience. Build strong connections. Authentically appreciate efforts.

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Create win-win solutions. Expand the network of outside business partners. Look beyond profit and growth to solve problems.



Take Aways for Leaders in Crisis and Great Change

- Articulate a clear purpose
- Activate staff at all levels
- Support experimentation
- Advertise successes
- Express Appreciation
- Be sensitive to teams needs
- Look ahead for opportunity
- Seek out what is not working
- Be transparent in organizational communication



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Exercise 1: Rooted Grounding Exercise

When we think about something stressful or feel anxiety, our amygdala gets activated. The amygdala is responsible for managing our emotions and the triggering of our fight or flight response. When we feel this way, grounding is a good exercise to refocus your energy on the present moment and keep you in the range of resilience.

- 1) Sit in a comfortable, but firm chair where your feet can reach the ground. Place your feet flat on the floor and sit up straight. Hands can rest on your lap.
- 2) Close your eyes (it is ok to leave them open if that is more comfortable). Breathe in slowly for the count of three then out slowly for the same count. Focus on your breath.
- 3) As you continue your breathing, pay attention to the way that you feel in the chair in your seat, back and arms. Pay attention to the sensations and stability you feel in the chair.
- 4) Push your feet to the ground. Imagine that roots are growing from the bottom of your feet and securing to the earth. Feel the security and stability. Focus on the energy that you bring from the earth.
- 5) During the meditation if your mind drifts, gently bring it back and focus on your breath. When finished open your eyes and welcome yourself to the present moment. Exercise is ideally at least 5 minutes.

Note that this exercise is very adaptable. I have been known to practice this exercise in line at Costco, while waiting on my dentist, anytime that you feel yourself becoming frustrated or tense, take a few moments for this exercise.

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Exercise 2: 5-4-3-2-1 Grounding Exercise

- 1) Sit in a comfortable chair, close your eyes and take a few deep breaths in for a count of three through your nose and out for a count of three through your mouth.
- 2) After a few breaths, open your eyes and look around you. Name out loud the following:
 - 5 – things you can see (including out a window)
 - 4 – things you can feel (can be what you are wearing, your skin, hair, the chair you are in)
 - 3 – things you can hear (traffic, birds, air conditioning.
 - 2 – things you can smell
 - 1 – thing you can taste. If you know that you are going to do this exercise you might have a chocolate or tea, coffee etc. available.
- 3) Take a deep breath and return to the moment.

This exercise is great not only for returning you to the present moment, but refocusing your thoughts in an organized manner that at its end, it is easier to return to work or solving an issue.

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Exercise 3: Things Beyond Your Control

- 1) List the things that you are overwhelmed by or that are causing distraction, anxiety or other discomfort. (Basically, write down everything floating in your head) Harnessing all of the worries running through your mind and putting these feelings into words has the immediate ability to diminish their power, bring a sense of stability.
- 2) Next, identify the items on the list where you have control and recognize where you do not. The key is to set aside the thoughts, worries and other distractions causing distress where they have no power and by physically setting aside that portion of the list, let them go. Granted this can be easier said than done; one participant offered that when her mind started to wander and worry, she would see if what she was thinking about was on the list of items to let go and refocus - if not then she would add it.

More importantly though, for the person doing the exercise, is to recognize where they can affect change or have the most impact and focus their energy there productively. A path of actions appears that they can take allowing them to, not just shift their focus, but feel some power in their own life. This leads to less distraction, more hope, feeling more successful at the end of the day and focusing on the positive.

Full article can be found at: <https://www.linkedin.com/pulse/focus-positive-simple-true-cheryl-petersen/>

“The day she let go of the things that were weighing her down, was the day she began to shine the brightest.”
Katrina Mayer

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Exercise 4: Three Good Things Challenge

Research suggests that intentionally practicing positivity for 14 days could have positive effects 6 months and as long as a year, based on their follow up with the study participants. Enter the “Three Good Things Challenge”.

Challenge: For two weeks (14 nights), each night before going to sleep, write down three good things that happened that day with an explanation of what positive feeling it gave you (e.g. Joy, Hope, Gratitude, Awe, Amusement, Love etc). These good things can come from any part of your life. Just thinking them is not enough, you want to write them down. Do not worry about grammar and spelling. No one will read this but you. This is for you to reflect on. The things you list can be relatively small in importance (e.g., “my partner made me coffee this morning”) or relatively large in importance (e.g., “I earned a position with greater responsibility”).

We did this during the holidays and “decorated” our one dimensional tree with the ornaments where the team wrote their “good thing”.



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“We all have the ability to release the energy of possibility into someone else’s life.”

Frei & Morriss

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