

Wellness: Developing Team Resilience – October 7 at 12:15 – 1:15 by Dr. Diana Heiman and Dr. Amy Johnson (considering small breakout groups with Faculty Development Work Group members serving as facilitators as able; Amy to develop a facilitators guide for the session; Beth to contact Dr. Block to participate and provide the introduction for the session

Intro (15 min) – earliest reference to team resilience I saw was 2009, came to the forefront around 2016-17 and now is hitting healthcare with the COVID pandemic.

Do you consider yourself resilient?

Why or why not?

Do you consider your team resilient?

Why or why not?

Why is this important?

Increased pressure at work leads to more adverse events, more mental/physical strain, and decreased performance.

What are you hoping to learn from today's session?

Team resilience definition (5 min) – managing pressure effectively across the system as a whole...that further strengthen the capacity of the team to deal with future challenges in adversity.

Workplace resilience – employer's ability to manage and positively overcome adverse events at work.

Typically need a negative/adverse trigger, examples:

- a. Difficult and/or high-stakes assignments
- b. High consequence work
- c. Unclear team roles
- d. Innovating—the process itself is full of missteps and setback
- e. Angry/upset/skeptical clients
- f. Poor results
- g. Ambiguous direction/goals

Can you think of any examples that hit on the above areas? (5 min)

Need systems to maintain team health and resources; recover from setbacks quickly; ability to handle future challenges together.

- Celebrate strengths of the team and its members

- Higher trust = higher resilience
- Involve team members in decisions when possible
- Psychological safety and belonging are key
 - Solidify connectedness of the team
 - Employ more positive emotions
- Employees feel good → increased profits through increased productivity and decreased healthcare costs, sick time, turnover

How can we do this?

Any ideas? (15 min)

- Direction – clarity of purpose, shared among all team members; move in the same direction as a unit
- Connection – know they can do more together than on their own; trust one another, psychological safety, open to productive conflict
- Alignment – aligned with the needs of internal and external stakeholders and with big-picture strategy of the organization; able to adapt to meet changing needs without drama
- Attitude – bring an optimistic “can-do” attitude to work and don’t let obstacles or setbacks get in their way
- Performance – get things done! Deliver results, meet and exceed goals and objectives

Another way (7C's of Team Resilience):

Culture. The team has shared values, identity, history, and purpose that bind them together. Teams share stories that help describe their history and identity. Team members can answer the question “who are we together?”

Competence. Team members have the capacity and skills they need to meet demands, particularly during times of crisis and high stress. They have the knowledge and abilities they need to be successful. Team members share their competence with each other.

Connections. Team members know each other and have formed strong relationships. Teammates are treated as individuals not as positions or titles.

Commitment. Team members are dedicated to each other and to a shared mission. They demonstrate respect and loyalty to colleagues and will give something of value (time, money, effort) to support others. They will keep their promises and protect teammates from harm even when it is hard to do so.

Communication. All team members feel well-informed about what is going on in the workplace. Colleagues willingly share information and encourage questioning, critical thinking, and dialogue. Teammates welcome differing views.

Coordination. The team is synchronized across the organization and its goals are well-aligned with other organizational goals. Teammates work through conflict to ensure they are working in sync with each other.

Consideration. Team members support their colleagues' personal needs as well as professional goals. They express gratitude and appreciation to each other.

Focus on a specific list of attributes to provide clear direction for improvement – if one is deficient in alignment, create a plan to improve this area and then see overall resilience improve

1. Resolve challenges as effectively as possible
2. Maintain team health resources
3. Recover quickly
4. Display ability to handle future challenges together

Customized, individual coaching – guided conversations to share positive experiences, compare challenges and how they were dealing with them, and imagine their future success

Best to start the process prior to the adverse event.

- Build team confidence
- Clarify team member roles
- Discuss how team members fit together
- Develop a culture of safety
- Strengthen improvisation ability
- Establish clear goals and processes
- Empower teams with training exercises (SIM) and opportunities to master difficult challenges
- Training and cross-training
- Framework for crisis response
- Emphasize strengths and advantages of diverse teams
- Leverage diverse expertise to generate novel solutions
- Emphasize the culture of mutual trust and respect
- Emphasize inclusivity
- Speak and act appreciatively
- Immediately and publicly reprimand disrespectful comments likely to

deteriorate feelings of
team safety

During an adverse event:

- Remind the team of resiliency
- Provide team with as much relevant info as possible
- Help the team set a direction
- Coach members and boost their confidence as they move forward with a strategy
- Reframe challenges as opportunities to learn and reflect

After an adverse event:

- Provide a careful forum for reflection and debriefing
- Focus on balance of successes and failures
- Encourage team members to speak up and raise any relevant concerns about the adversity
- Recognize and show appreciation for those who do
- Span boundaries – coordinate activities and relationships between the team and other parts of the organization
- Leader will need to be a good buffer against outside pressure and acquire resources to be prepared for the next event