

From Surviving to Thriving

PROMOTING RESILIENCE IN THERAPY
TEAMS DURING TIMES OF ADVERSITY

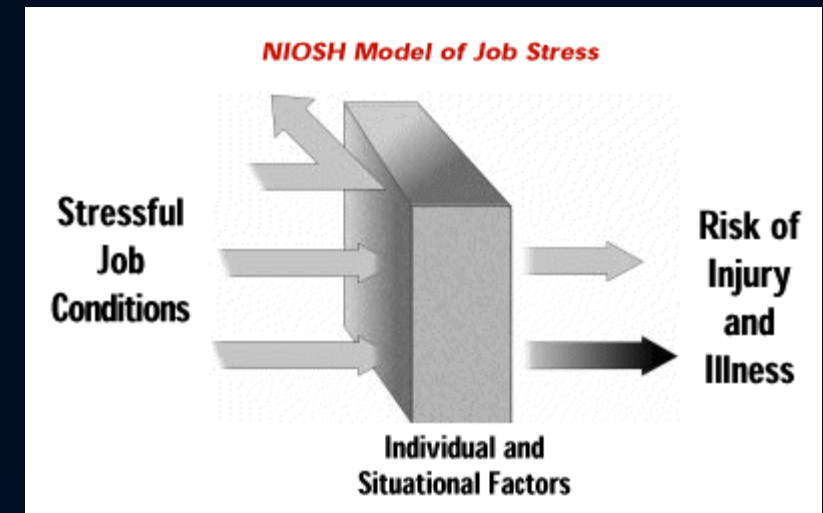
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Learning Objectives

- Define Workplace Stress and Resilience in Mental Health Providers
- Assess Workplace Stress
- Understand Prevention and Management of Workplace Stress
- Foster Resilience in Mental Health Providers

Workplace Stress

- Definition from The National Institute for Occupational Safety and Health (NIOSH)
 - The response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope
- Workplace stress can be caused by
 - Heavy workload, tasks with little meaning
 - Lack of control, lack of voice
 - Conflicting or uncertain expectations
 - Lack of opportunity for growth
 - Insecurity/ instability
 - Poor management
 - Unsatisfactory working conditions
 - Lack of support from colleagues and supervisors



From NIOSH <https://www.cdc.gov/niosh/docs/99-101/>

It's not just us

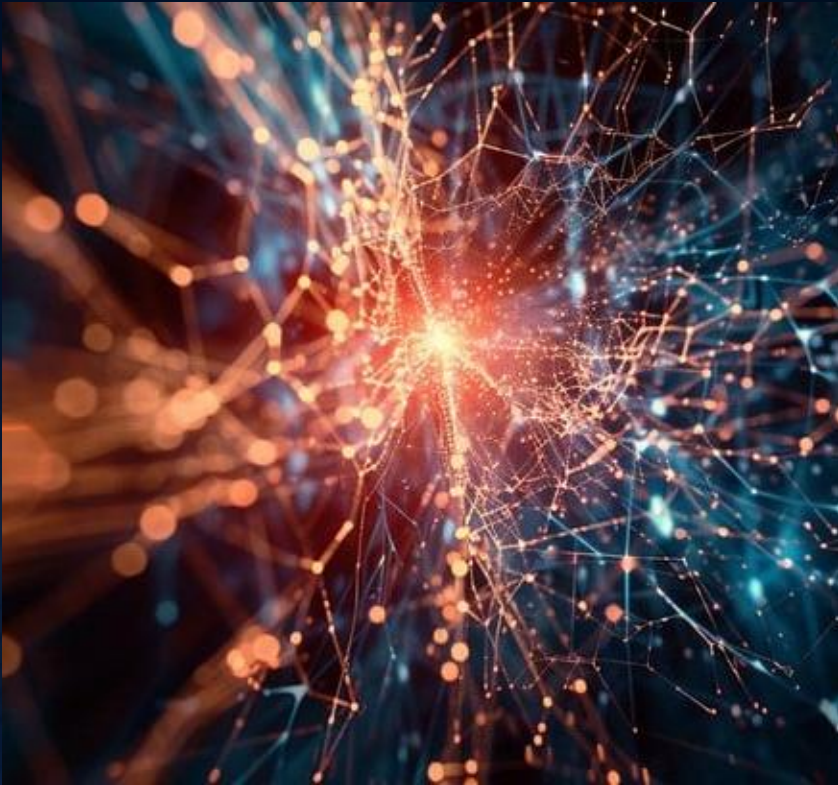
- Workplace stress continues to be significantly higher than before the pandemic
- Employees are “feeling stressed ‘a lot of the day’”
 - 41% of global employees
 - 51% of employees in the US
- Increased stress attributed to
 - Need for constant adjustment due to rapid change and uncertainty
 - Intensifying political divisions intensified by 24-hour news cycle
 - Shortcomings of workplace well-being programs that emphasize individual approaches



Workers are going through some things...



Organizational Trauma



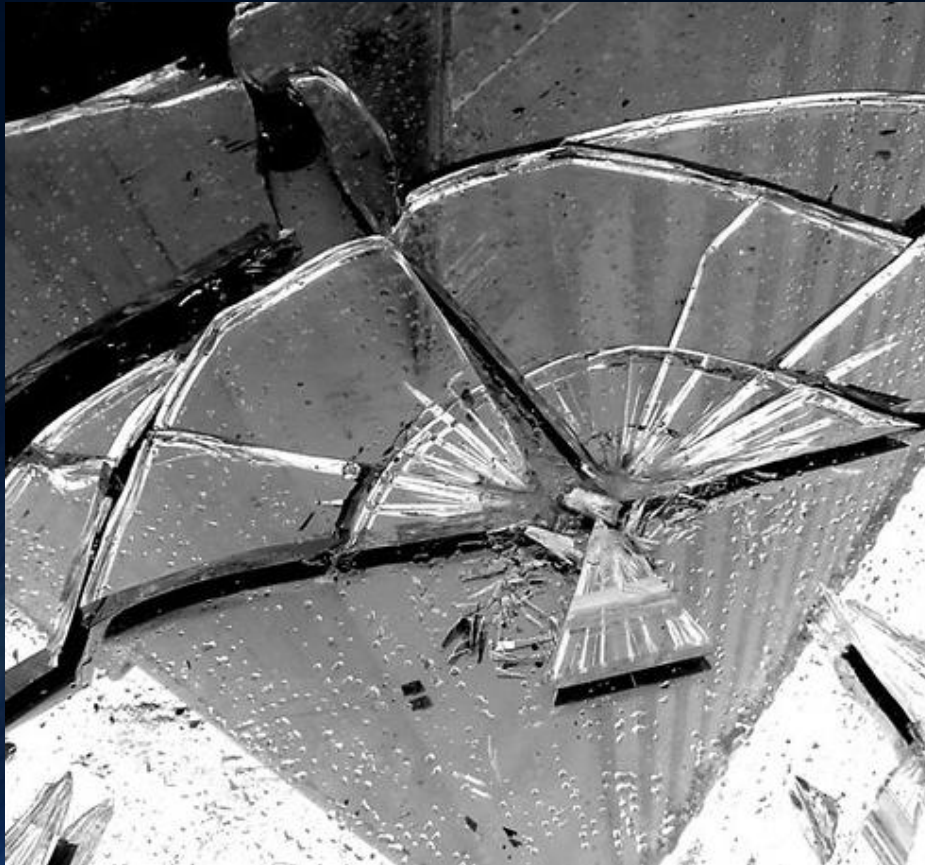
- What?
 - Emotional and psychological distress that employees can experience due to harmful and toxic work environments
- Characterized by:
 - Being emotionally and cognitively unprepared
 - Coping skills becoming overwhelmed
 - Left feeling vulnerable, even helpless

Organizational Trauma

- Who?
 - Can happen in any work setting
 - Organizations, like nonprofits and government, that are highly focused on mission may be particularly vulnerable to organizational trauma



Organizational Trauma



- How?
 - Single event (e.g., violence, accident, assault)
 - Chronic exposure to an intense stressor (e.g., verbal abuse, bullying, harassment, nature of work/ vicarious trauma)
 - Escalating negative patterns in how management and leadership (e.g., passive-aggressive behavior, microaggressions, discrimination, organizational shift, outright aggression)

Where do I fall?

Workplace Stress Scale

Workplace Stress Scale™

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Directions: Thinking about your current job, how often does each of the following statements describe how you feel?

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	Never	Rarely	Sometimes	Often	Very Often
Conditions at work are unpleasant or sometimes even unsafe	1	2	3	4	5
I feel that my job is negatively affecting my physical or emotional well-being.	1	2	3	4	5
I have too much work to do and/or too many unreasonable deadlines.	1	2	3	4	5
I find it difficult to express my opinions or feelings about my job conditions to my superiors.	1	2	3	4	5
I feel that job pressures interfere with my family or personal life.	1	2	3	4	5
I feel that I have inadequate control or input over my work duties.	1	2	3	4	5
I receive inadequate recognition or rewards for good performance.	1	2	3	4	5
I am unable to fully utilize my skills and talents at work.	1	2	3	4	5

Resilience

Resilience

- Dynamic **process** involving positive adaptation and ability to bounce back within the context of significant adversity
- **Capacity**, potential, resource, reservoir



- Characteristics, actions, outcomes
 - Grit, mental fortitude, strength
 - Healthy adjustment in response to adversity
 - Being able to rebound to a more stable state
- Multiple levels
 - Individual
 - **Team**
 - Organization

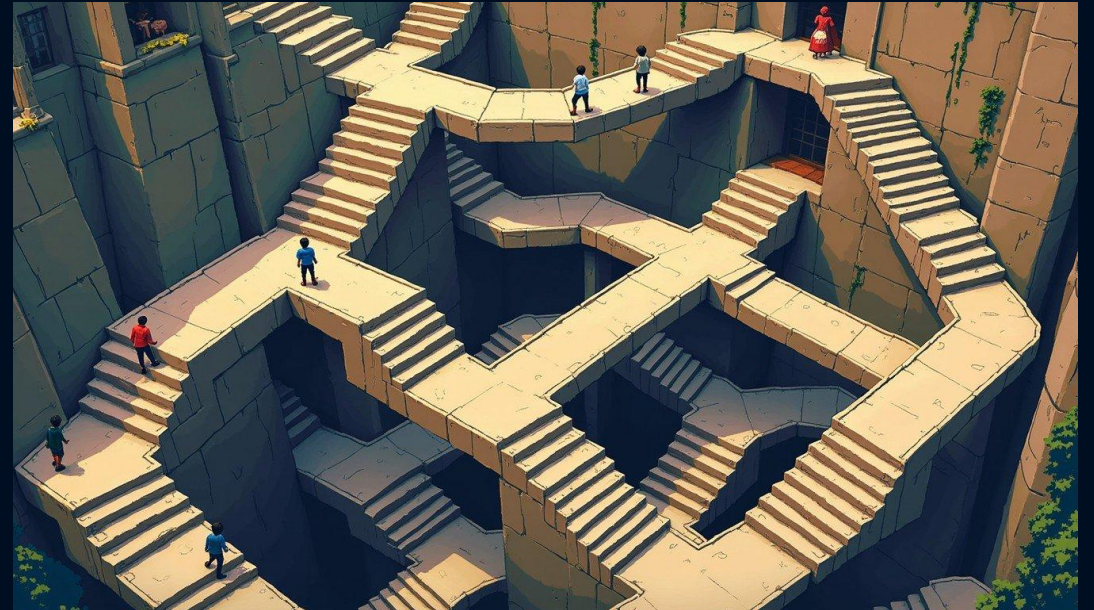
Who is our **Team**?

Our Teams

Organization
Division
Region
Branch
Service
Discipline
Frontline staff

Team

- *Therapists from psychology and social work
- *Supervisor/ Program Manager
- *Sub-teams, workgroups

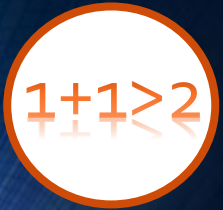


Team Resilience is Unique

Team resilience is unique and is not defined by individual resilience or organizational resilience



- Evolves from collaboration, communication, coordination, cooperation, negotiation through decision-making and problem-solving processes



- Not just the sum of its individual members



- More nimble than the organization

Factors that Contribute to Team Resilience

- **Communication** among team members
- Presence of explicit **norms** for behavior as individuals and group
- Individual team member's resource and **transactive memory** (knowledge possessed by team members and the team's awareness of each member's knowledge)
- **Psychological safety** in voicing concerns without fear of reprisal, individual team member's resources
- **Identification** with the team and shared mental models among team members
- Team **leadership**
- Team **adaptability** before adversity

Defining Outcomes of Team Resilience

- Mental health
- Health
- Team well-being
- Effectiveness
- Avoiding errors
- Meeting organizational goals
- Desire to remain part of the team
- Desire to remain part of the organization

Overview Model of Resilience as Mediator

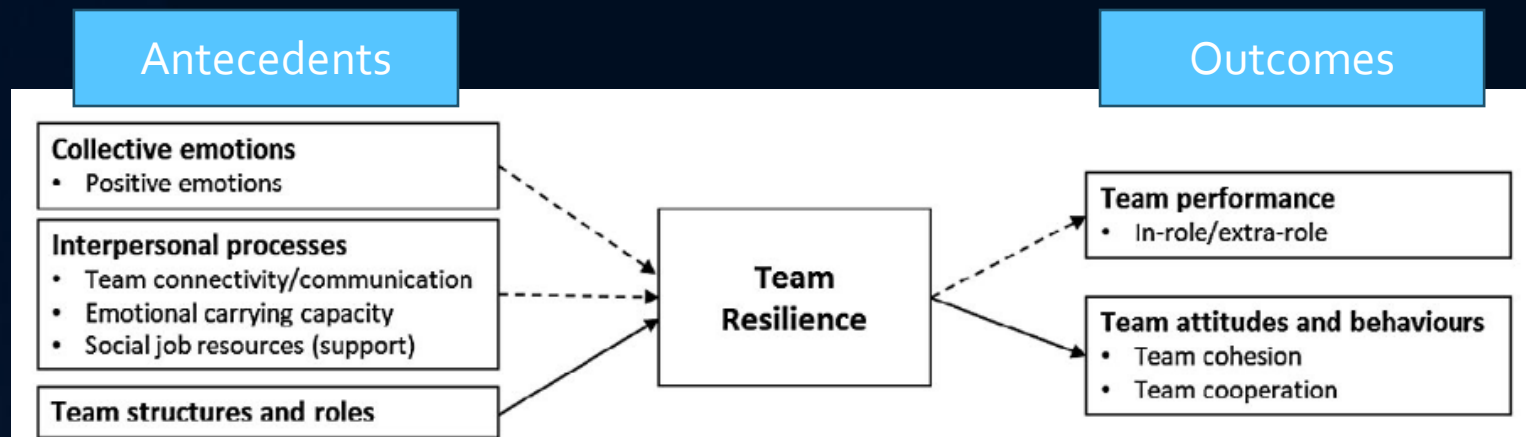


FIGURE 4. Overview and categorisation of existing research on team resilience in the workplace: Antecedents and outcomes of team resilience and team resilience as mediator.

Note: Where research has investigated direct and mediated relationships, we have used a dashed arrow, and where research has only investigated direct relationships (including qualitative studies), we have used a solid arrow.

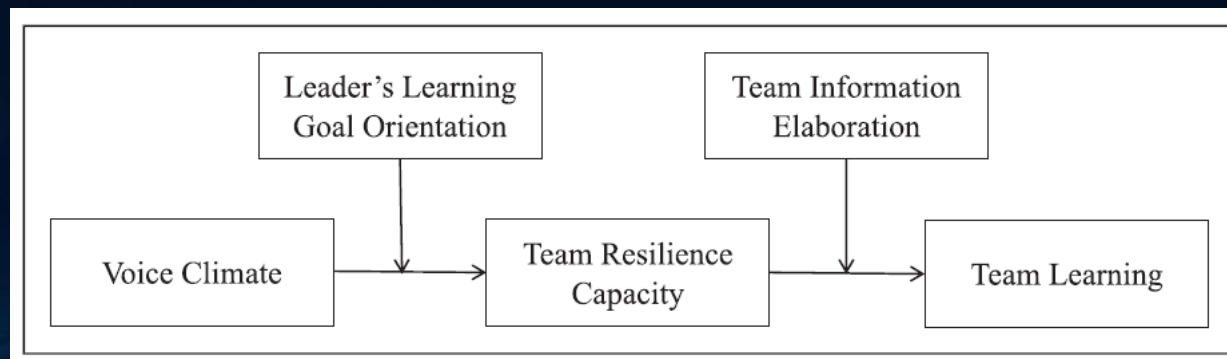
Conservation of Resources (COR) Theory

- COR: when confronted with the potential or actual loss of valued resources, individuals attempt to preserve, protect, build, and utilize these resources to buffer against threats
- May be driven by need to:
 - Manage stress
 - Cope with adversity
 - Promote well-being
- Resources include:
 - Material/ structural resources
 - Social resources
 - Psychological/ personal resources
- Lack or loss of resources may lead to stress and other adverse outcomes



Resource Model of Team Resilience Capacity

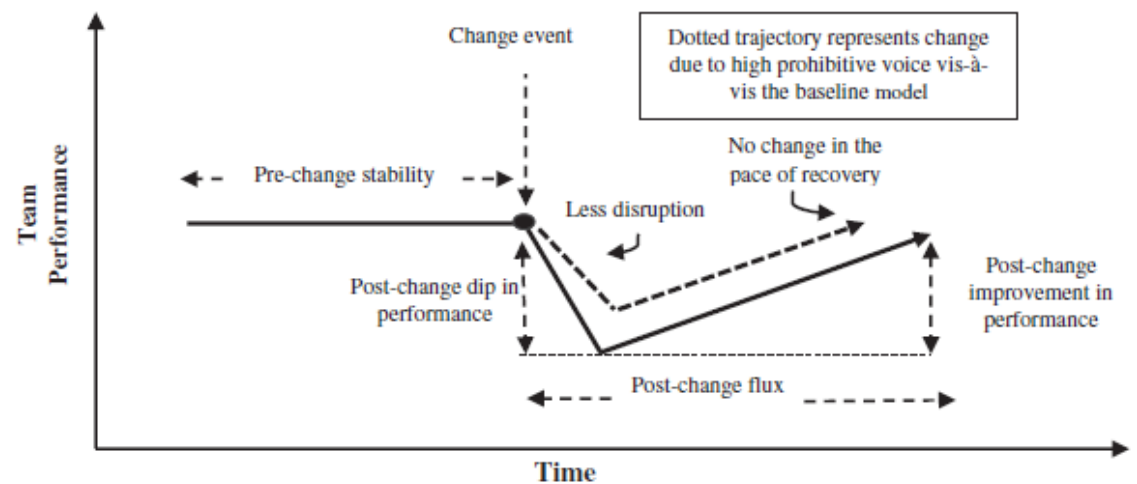
- What builds team resilience capacity?
 - Voice Climate: encouraging open communication
- What do teams with high resilience capacity do?
 - Team Learning: investing resources into opportunities for learning
- Under what conditions are these relationships enhanced?
 - Leader's Learning Goal Orientation: drive toward acquiring new skills and enhancing competence
 - Team Information Elaboration: team dynamic geared toward sharing, discussing, and integrating ideas and information through iterative processes



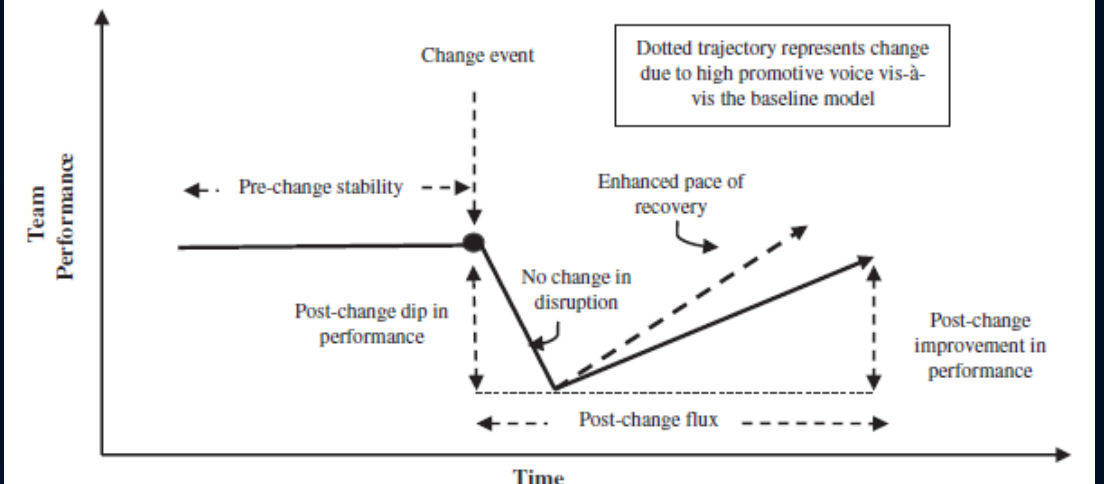
Employee Voice and Resilience

- **Prohibitive voice:** communicating concerns about processes or activities that are detrimental to the team
- **Promotive voice:** communicating new ideas that can improve team functioning

Hypothesized Effects of Prohibitive Voice (via Error Management) on Team Performance Trajectories During Change



Hypothesized Effects of Promotive Voice (via Process Innovation) on Team Performance Trajectories During Change



Resilience and Virtual Teams

Formal vs. Informal Interactions

Virtual vs. In-person

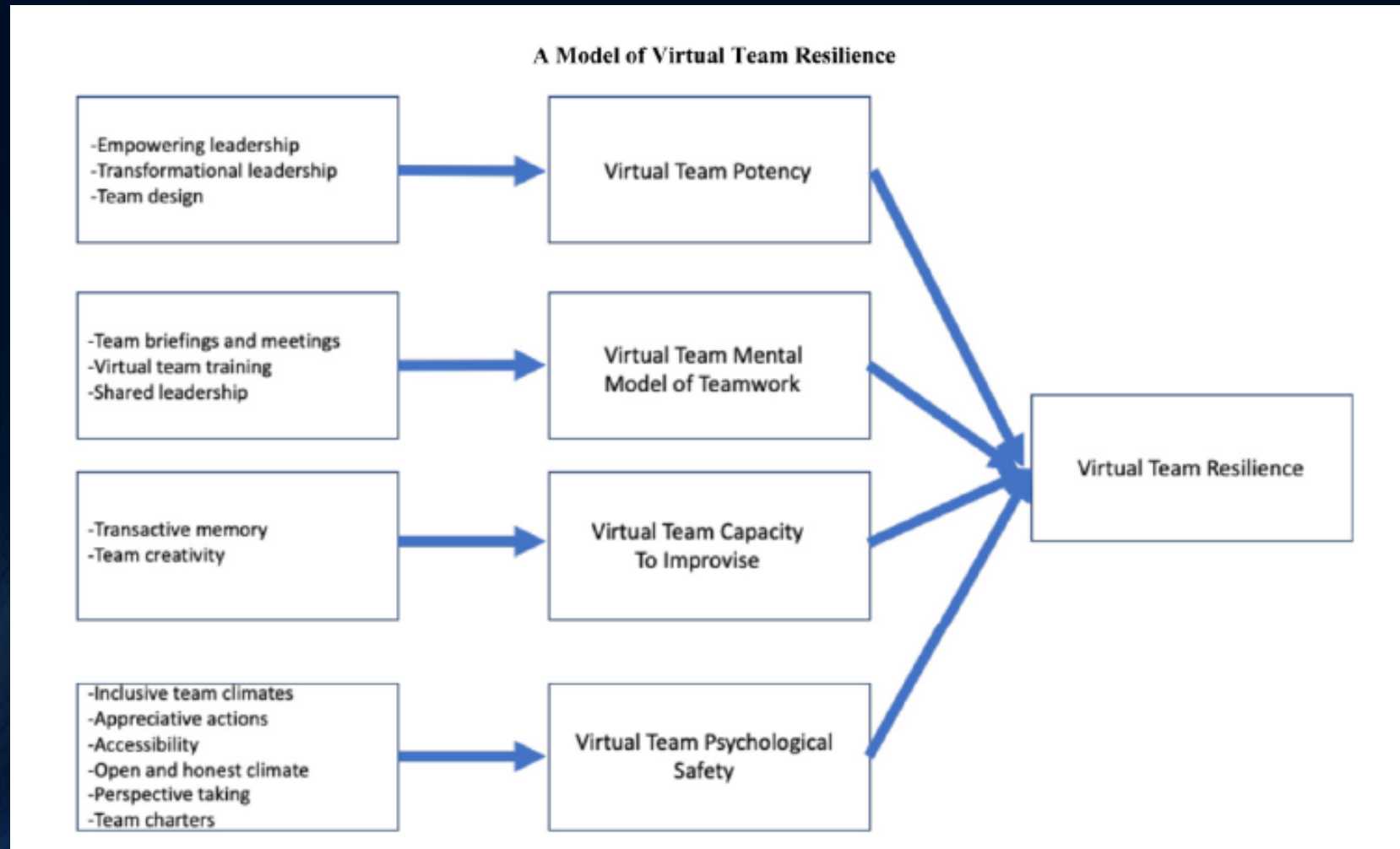


Resilience and Virtual Teams

- Virtual and in-person teams benefit from similar resources
- **How** they are achieved and **which** ones are more important varies between the two

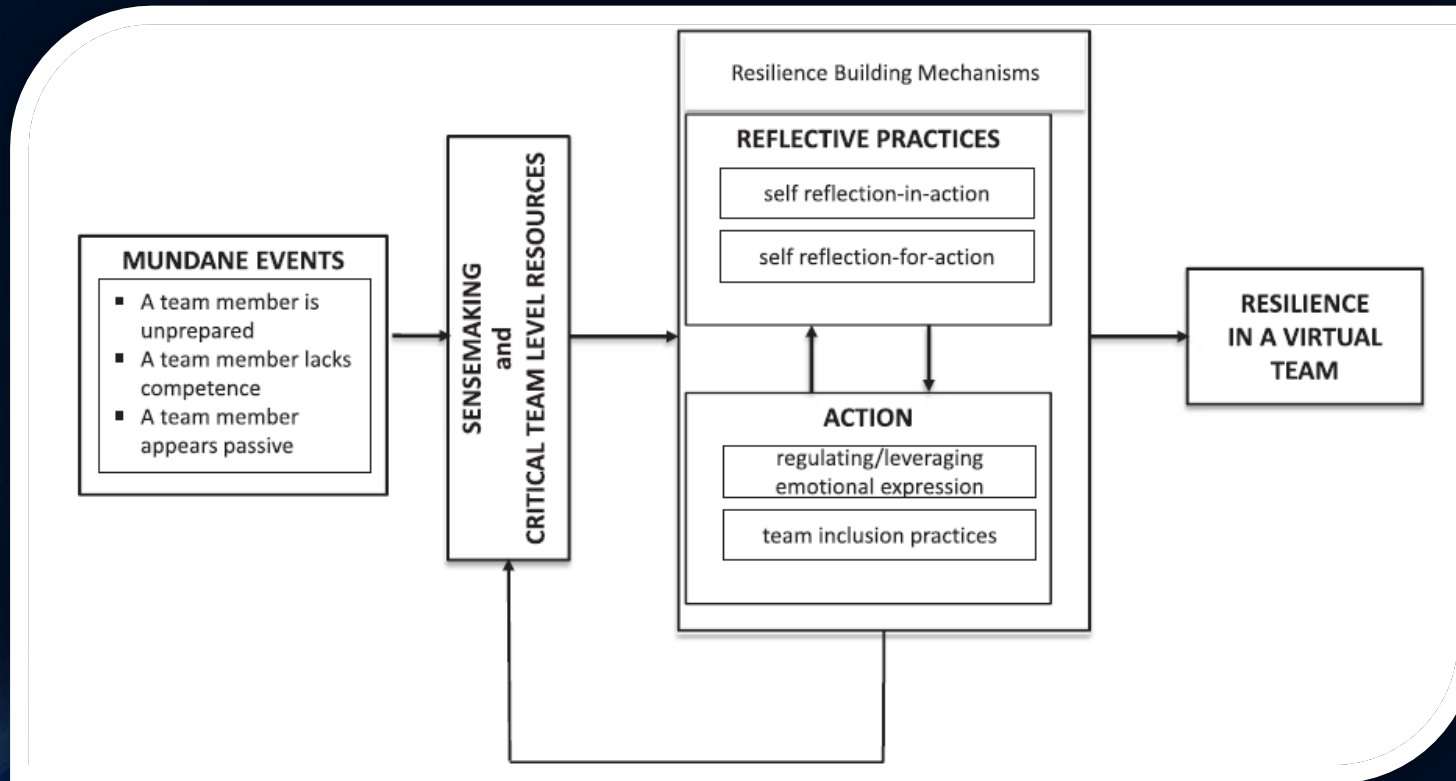
Resource	Definition
Potency	Collective belief in the ability to get the job done
Mental model of teamwork	Conceptualization of how team members work together
Capacity to improvise	Ability to quickly adjust using existing resources
Psychological safety	Shared belief that a team is safe to take risks

Resilience and Virtual Teams



Resilience & Virtual Teams

- Use theories of sensemaking and COR



Coming Back Stronger



- How do we survive adversity?
- How do we come through adversity?
- How do we thrive after adversity?
- Can we come back better?



Developing Resilience in Elite Sports



- Transformational leadership: leader's use of an inspirational approach during challenges with a focus on vision, challenge, and support
- Shared leadership: everyone on the team is a leader and can lead within their individual strengths
- Social identity: "we" mentality, belonging
- Team learning: obtaining and using new knowledge in the face of challenges
- Team enjoyment and positive emotions: staying positive together, experiencing positive emotions together, using humor

Thriving After Adversity

Posttraumatic growth: positive psychological change that may be experienced after trauma

- Cognitive: collective thoughts about the trauma; acceptance; making sense of the trauma, finding meaning, reconnecting with purpose and values
- Relational: engagement between leadership and members; continued connection between members; bolsters communication and support
- Structural: identifying what has/ has not worked and implementing changes accordingly



Posttraumatic Growth in Teams

- Pathways for growth
 - Define team by collective strength
 - Cultivate team preparedness
 - Enrich team meaning and purpose



What can we do?



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