Leadership Resilience & Wellbeing
Ledarskap Elasticitet & Välbefinnande
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Theory, Conversations, and Practice
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Each of us, is at a given point in time, somewhere along a healthy/dis-ease continuum.

We are all, always, in the dangerous river of life.

The twin question is: How dangerous is our river? How well can we swim?

Antonovsky

Some of our work to date has explored....

• R&W in terms of frontline staff
• We are interested in Leaders because of the pivotal influencing position they have
• Define challenges within and across sectors
• Identified and shared solutions

How are we going to do this today?

• Salutogenesis
• Develop our Sense of Coherence about the Resilience and Wellbeing of leaders using R&W model
• Utilise our GRR’s
• FEAR
Comprehending Fear........you may not always be aware that leaders are afraid...

Resilience and wellbeing presentation by Dee Gray @Grays100 receiving a great response from consultants @UHNM_NHS @TheBMA @llannedenton – at The Britannia Stadium

Eustress..................or ...........distress?

Community reciprocity.....
Psychobiological connect – Why does it help us to understand this?

The HPA (*hypothalamic-pituitary-adrenal axis*) is a complex set of interactions & feedback loops between the hypothalamus, pituitary & adrenal glands. The system regulates the body's response to stress, immune function, energy expenditure, mood, emotions & libido.

Psychobiological connect

Methylation disruption – effects of stress on glutathione production – results in elevated homocysteine levels which have been associated with cardiovascular disease, fractures, and the development of Alzheimer's disease. Allostasis – Hippocampus – Allostatic load – under chronic stress cause damage to the hippocampus –

McKewan & Gaianaros 2010

Recent research on brain plasticity and learning shows environmental influences (stress) have the potential to alter both the structure of the brain and how we perform. Damage to the hippocampus affects memory/decision making and contributes to error causation (re). Gray, 2011
UK public sector climate – conversations from the field

- There is chaos and carnage everywhere. I have been called in. Everyone is doing a wonderful job, pulling together, good to see senior leaders mucking in. A&E and junior doctors are hardest hit.
- I have never known this across the system in my whole career. GP practices are falling over. I feel survivor guilt as no longer on the front line anymore. I redouble my efforts to be brave and improve the culture and system.
- The UK government discourages talking about difficulties. I still raise my concerns but do so in a way that will not bring the sky down on my head, I still have to consider my career.
- I am off work sick, we are working at a dangerous patient to consultant ratio, my concerns are compounded by vulnerability to professional and legal reprisals.
Thinking time.............how do you know you are experiencing stress?

Salutogenesis

“...from the use of unconscious psychological defence mechanisms toward the use of conscious coping mechanisms...from the rigidity of defensive structures to the capacity for constant and creative inner readjustment and growth...from a waste of emotional energy toward its productive use...from emotional suffering toward joy...from narcissism toward giving of oneself...from exploitation of others toward reciprocal interaction.”

Antonovsky
Sense of Coherence – Antonovsky *

- Comprehension – how resilient are your leaders, what is the bigger picture, what can you predict happening in the future?

- Management – What resources do you have or your leaders have, how aware are you of load/overload

- Meaning – why do you care about this situation, what value is there in this, how could it help in the future?

The R&W model (Gray, 2017)
The interrelatedness of Salutogenesis and the Resilience and Wellbeing model.

Wellbeing descriptors in 4 area of thoughts, emotions, behaviours and physical self.

Resilience developed and direction of travel to best self is facilitated through three components of a SoC
1. Comprehension
2. Management
3. Meaning
and utilisation of GRR's

What are the origins of my health?

North West Surrey CCG & Ashford and St Peter’s Hospital
Conversation time...........

“But now I took a decisive further step. It was not only a matter of standing the question on its head and asking ‘What makes people healthy?’ I proposed asking, rather, ‘What moves people toward the health end of the health ease-dis/ease continuum?’

Antonovsky, 1985

FIRST OF ALL WE NEED TO IDENTIFY A CONTINUUM....
Knowing your leaders *

How would you describe their 1 = ‘best self?’
Thoughts, emotions, behaviours, physical.

How would you describe their 7 = ‘periphery?’
Thoughts, emotions, behaviours, physical.

Some questions for us to consider... *

• What proportion of leaders are their ‘Best Self’?

• What proportion of leaders are on the ‘Periphery’?

• What proportion of leaders are at eustress/distress?
How can the pathway look?

Interpretation by Christine Couchman.

The seven space resilience scale
(Gray, 2017)

<table>
<thead>
<tr>
<th>Best Self</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>Eustress to Distress</th>
<th>5</th>
<th>6</th>
<th>Periphery</th>
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<tr>
<td>GRR = Self-compassion</td>
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Generalised Resistance Resources

Mean different things to different people?

Having a confidante, peer group, having time away from stress in order to recover, having people to trust and rely on – Public/Third Sector
Having a confidante, peer group, having time away from stress in order to recover, having people to trust and rely on – Private Sector
Having a confidante, peer group, having time away from stress in order to recover, having people to trust and rely on – Third Workforce
Having a confidante, peer group, having time away from stress in order to recover, having people to trust and rely on

GRRs -
Royal College of Physicians – Future Hospitals

Third Workforce
<table>
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<tr>
<th>‘Best self’ 1</th>
<th>4</th>
<th>Periphery 7</th>
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<td>We are supportive, we empathise, we listen and encourage, we validate each other. We communicate, we have a plan, and chocolate biscuits, we give hugs. There is symbiosis. We help each other, there is empathy and we feel cared for. The Team is interested in each other as individuals and not just as a Carer. We are supportive, encouraging and non-judgemental. We are willing to evolve.</td>
<td>We would still be able to cope and see light at the end of the tunnel. The team members may take offence. There may be self-doubt and we are disorganised. We are unsure of the way forward. The Team is a bit ‘down’, overloaded and tired. We hold erratic meetings and are erratic helpers. We don’t know when a Team member will phone, there is no firm plan to meet or stay in contact.</td>
<td>No communication in the Team. Hostility and massive overload. No communication, shouting over each other. Hostility. Wanting ‘out’. No-one or nothing can help us. We are unable to see a way through. Crisis and everything falls apart. We become withdrawn and closed off, no-one is listening to anyone else, we want ‘out’. The Team is ‘clicky’ and we exclude others, we are domineering and inflexible. We are negative, de-motivating, uninspiring and judgemental. We become patronising and don’t value each other.</td>
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**WRS – (Meso)Teams & pressure**

- Time pressure – not enough time to complete tasks
- Performance pressure – concern for accountability of outcomes
- Urgency – concern for time and feeling chronically hurried

**What are the indicators of resilience and wellbeing within the Team?**

- Communication (good/erratic/hostile)
- Sustaining interdependence and not focusing on own goals
- Managing interpersonal concerns
- Pacing team processes to achieve targets and manage transitions
- Conformity in teams without a ‘learning culture’ may indicate a prevalent negative team ‘mood’.
GRR’s - What can leaders do about it? *

• What GRR’s are available to us to share and move forward?

• From today what can you/we commit to doing?

Sharing commitments from Wales

Create networks, develop a community/hub to share and access resources with and across sectors, base the hub on the R&W model/tool

Engage champions to take the hub/model forward

Share our programmes, protocols/guidelines and objectives

Share our personal experiences, challenges and our successes

Make R&W the norm in organisations - begin by giving permission to ourselves
We commit to...

Thank you

@grays100 #resilience #leaders

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What do we know from today?

• Our comprehension is

• We are managing by

• We care because