

# Workplace Resilience and Wellbeing

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# Topics for Today

- What is resilience?
- Areas of Wellbeing
- Leadership's role in promoting health

# Burnout

## Definition:

- Emotional Exhaustion
- Depersonalization
- Loss of personal accomplishments

# Burnout – How bad is it?

- Maslach Burnout Inventory – (1973)  
[http://www.mindtools.com/pages/article/newTCS\\_08.htm](http://www.mindtools.com/pages/article/newTCS_08.htm)

Burn out self test

# Burnout

## Stages of Burnout:

- Stress Arousal- irritability and anxiety, intermittent headaches, poor concentration.
- Energy Conservation- needing three day weekends, arriving late to work, apathy, decreased sexual drive
- Exhaustion- GI symptoms, chronic headaches, daily fatigue, depression, panic attacks, obsessive thinking

# Burnout

## The Three “R” of managing burnout

A large, stylized blue letter 'R' with a slight orange shadow, positioned to the left of the list.

- Recognize
- Reverse
- Resilience

# Brief Resilience Scale (BRS)

## Brief Resilience Scale (BRS)

Please respond to each item by marking <u>one box per row</u>		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
BRS 1	I tend to bounce back quickly after hard times	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
BRS 2	I have a hard time making it through stressful events.	<input type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
BRS 3	It does not take me long to recover from a stressful event.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
BRS 4	It is hard for me to snap back when something bad happens.	<input type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
BRS 5	I usually come through difficult times with little trouble.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
BRS 6	I tend to take a long time to get over set-backs in my life.	<input type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1

**Scoring:** Add the responses varying from 1-5 for all six items giving a range from 6-30. Divide the total sum by the total number of questions answered.

My score: \_\_\_\_\_ item average / 6

# What is Resilience?

- “A set of inner resources, social competencies, and cultural strategies that permit individuals to not only **survive**, but **recover**, or even **thrive** after stressful events, **but also draw from experience to enhance subsequent functioning**”. (Stanton-Salazar & Spina, 2000)
- “A state of **well-being** in which the individual realizes his or her own **abilities**, can **cope** with normal stresses of life, can **work productively** and fruitfully, and is able to **make a contribution** to society”. (World Health Organization)



# What is Resilience?

- The ability to achieve positive results in high stress risk
- The ability to function competently in situations of acute or chronic stress
- The ability to recover from trauma
- “BOUNCING BACK”



# Resilience

- What resilience is NOT:
  - That you will never experience difficulty or distress
  - A “trait” that you either have or don’t have
- What resilience IS:
  - Inborn capacity, developmental stages
  - Involvement of an internal cognitive and personality factors, external protective factors
  - Comprised of behaviors, thoughts and actions that can be *practiced, learned, and developed*

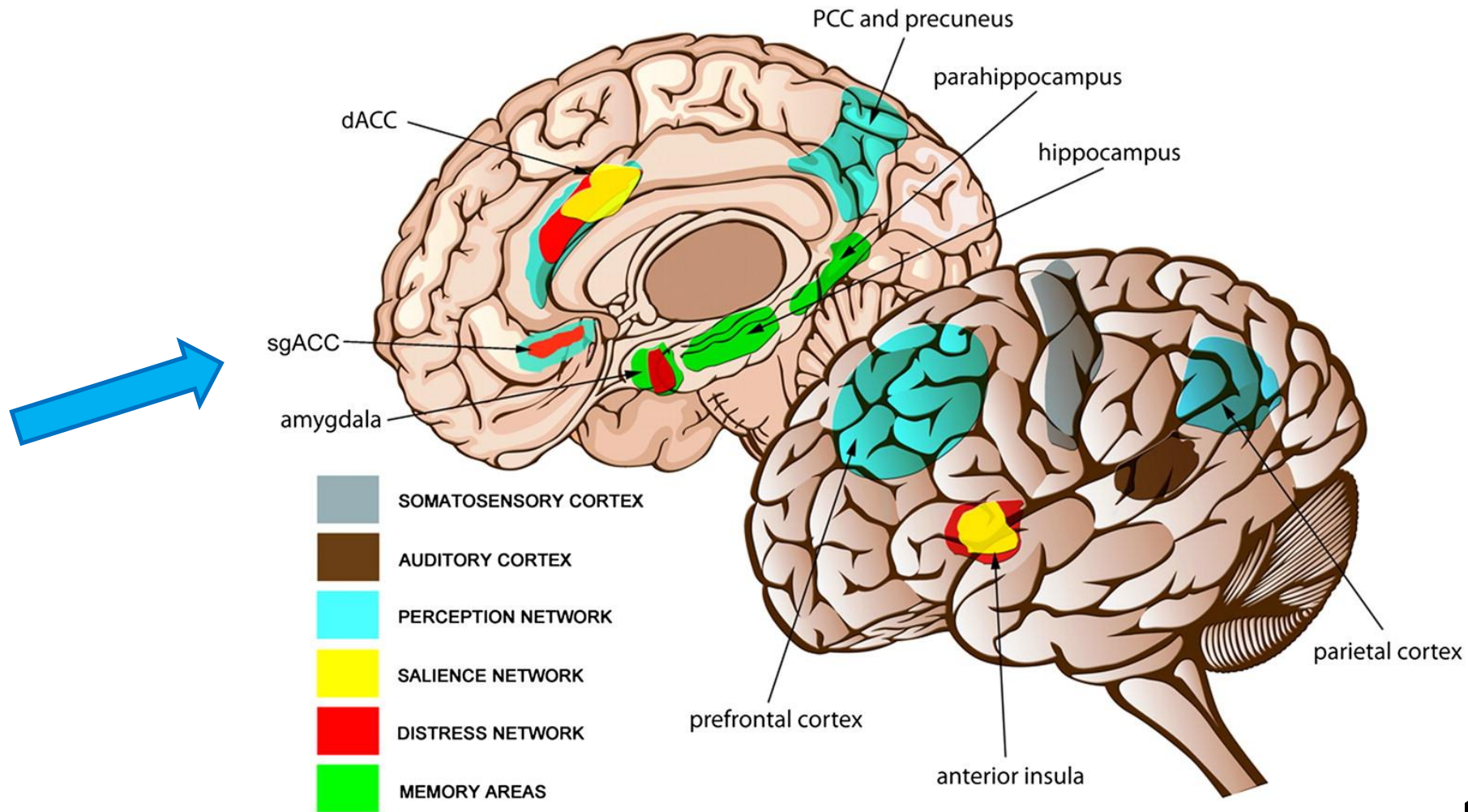
# Resiliency and Development

- Resiliency is a process that unfolds within the context of healthy human development
- Psychosocial, moral, spiritual, cognitive components of development
  - At the core of each approach: assumption of the biological imperative for growth and development which *unfolds naturally* in the presence of certain environmental attributes
- Mastery of components at each developmental stage

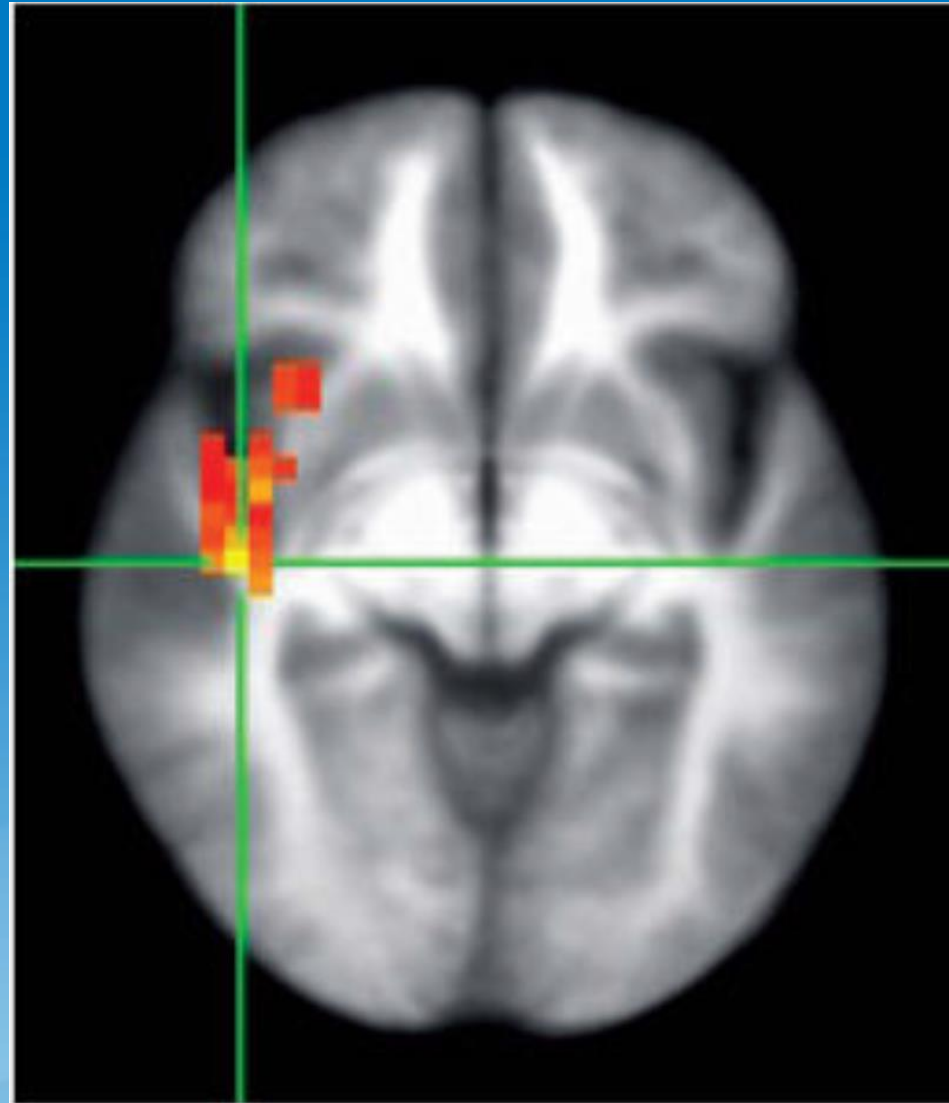
“This, too, shall pass...”



# Brief Neuroanatomy Lesson



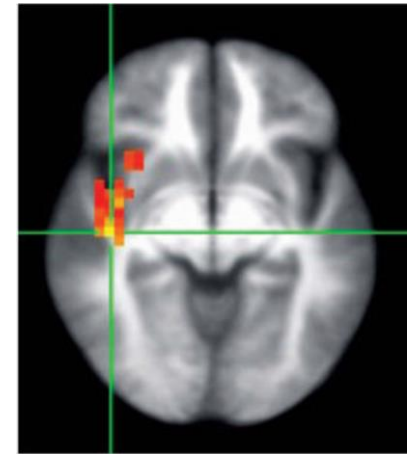
• Dirk De Ridder et al. PNAS 2011;108:8075-8080



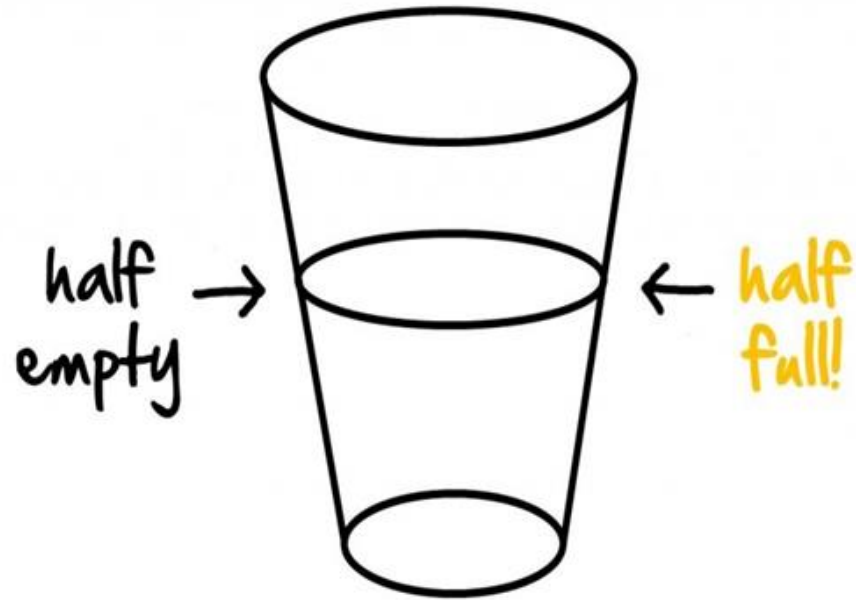
Johnson, et al. Am J Psych. 2014.13040502

# To activate or not to activate...

- There is also evidence for an inverse dose-response relationship between insula activation and benzodiazepine administration, suggesting that decreased insula function is associated with reduced perturbation of the interoceptive system
- Greater activation of the ACC was associated with both lower social anxiety and better emotion regulation skills, suggesting that the ability to engage cognitive control regions during anticipation of negative social stimuli may protect against social anxiety disorder in high-risk individuals.



# Stress & Anxiety $\neq$ Wellness





# What is Wellness?

Wellness is engaging in life by increasing awareness and active participation in daily choices to live a more fulfilled and healthy experience.

# Areas of Wellbeing

- **Professional** – Finding personal satisfaction and fulfillment in work
- **Physical** - Movement, nutrition, and sleep
- **Relational** – Sense of connection, belonging, and support from others
- **Financial/Legal** – Feeling stable, safe, and secure currently and in the future
- **Spiritual** – Knowing and discovering a sense of purpose and meaning to life
- **Emotional** – Nonjudgmental understanding of thoughts, feelings, and behaviors

# How to correct an imbalance?



## Pick 2

Proper Sleep

Give to others

Talk to your Doctor

Deal with Stress

Gratitude

Avoid Smoking and Alcohol

Breathe

Be present

Self-Care

Yoga

Put down the phone

Me Time – 2 minutes a day

Walk

Ask for help

Be curious

Meditation

Change jobs

Pay off your debts

Connect with People

Laugh

Continuing Education

Learn new skills

Do your taxes early

Forgive and Let go

# Leadership in the Workplace

- Even if leaders do not have all the answers, calm **reassurance** and normalizing how these difficult times are impacting everyone, including leaders, is helpful
- Employees are likely to be reassured by the willingness of leaders to show vulnerability and share how they are coping- **empathy**
- Talk openly about mental health, a topic that has often stayed in the shadows and not been confronted head on – **visibility**



# Gratitude in Organizations: A Contribution for Healthy Organizational Contexts

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This article reviews the construct of gratitude. Gratitude has been shown to be a fundamental resource for strengthening individual well-being. From a positive psychology perspective, gratitude is recognized as a promising opportunity for individuals because it can be enhanced through specific training according to a primary prevention framework. In organizations, gratitude is now thought to be crucial to employees' efficiency, success, and productivity while also improving organizational citizenship behaviors, prosocial organizational behavior, and the organizational climate. Thus, gratitude is noteworthy because it increases positive relationships, social support, and workers' well-being, reduces negative emotions at the workplace, and enhances organizational health and success. This perspective article concludes by suggesting new directions for gratitude research and intervention in the organizational context.

**Keywords:** gratitude, organizations, positive psychology, primary prevention, well-being in the workplace, healthy organizations

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## INTRODUCTION

Although the word "gratitude," or its linguistic equivalent, is present in almost every language, the concept has rarely been examined in the social sciences in general or organizational psychology in particular (Emmons and Crumpler, 2000). The construct of gratitude is traditionally a fundamental variable in the positive psychology framework (Seligman and Csikszentmihalyi, 2000; Seligman, 2002) and has been studied in relation to well-being (McCullough et al., 2002; Emmons and McCullough, 2003; Watkins et al., 2003, 2014; Wood et al., 2009, 2010; Lin, 2016). More recently, certain studies have focused on organizational contexts, analyzing not only the relationship

Increases positive relationships, social supports, and worker's well-being



# Stress Management in Manufacturing Industries

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**Abstract:** Job strain factors and stress management for workers in the manufacturing industries were reviewed in this article. Major job stress factors included high job demands, low job control, low social support, role ambiguity and conflict, the physical, chemical and ergonomics of the work environment, work patterns with work schedule and shift work, and job insecurity regarding future employment. In considering effective stress management plans which counteract the job stress factors mentioned above, it is essential to use an organizational approach in the work environment. For workers in the manufacturing industry, through this approach, it is important to promote more autonomy and activities with increasing job control, to give more clarified roles and responsibilities, to pro-

vide a more mutually supportive system with better ways to communicate and to introduce a system giving additional rewards, such as paid holidays for refreshment. Plans are also needed for individuals and groups, such as workers, managers, supervisors and workgroups, regarding education, skill training and mutual training according to the personnel characteristics of each target. In order to make these stress management plans successful in the long term, an actual system for stress management is required, with recognition and support by top management. It is also important to assess the effectiveness and method of each stress management plan with proper measurements.

*(San Ei Shi 2003; 45: 1-6)*

- Autonomy
- Clarification
- Rewards

# Questions?

