



**Choosing Resilience:
Thriving Through Change**

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Davidson, North Carolina

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Crucial Questions:

How happy are you?

Who are you to the ones you love and work with?

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Toxic Stress

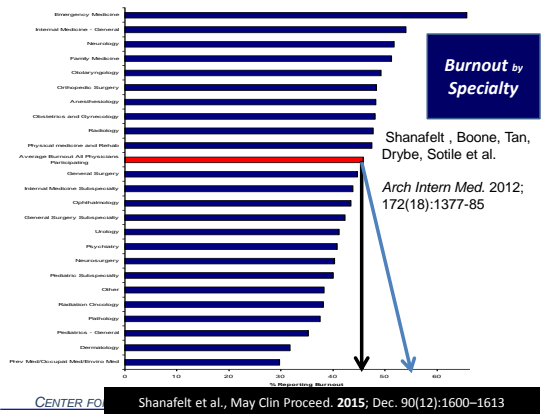
High Demand

Low Control

Low Support

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• Women, Men, Work Involvement and Self-Esteem: What's the Connection?

Does Physician Burnout Matter?
"Burnout adversely affects quality of care"
 Wallace JE et al. *Lancet*. 2009;374:1714-21

- ↑ **Medical Errors**
 - Williams ES et al. *Health Care Manage Rev*. 2007;32:203-212
 - Firth-Cozens J & Greenhalgh J. *Soc Sci Med*. 1997;44:1017-1022.
 - Shanafelt TD et al. *Ann Intern Med*. 2002;136:358-67.
- ↑ **Medical Malpractice Suits**
 - Jones JW et al. *J Appl Psychol*. 1988;73:727-35.
- ↓ **Patient Compliance**
 - DiMatteo MR et al. *Health Psychol*. 1993;12:93-102.
- ↓ **Patient Satisfaction**
 - Linn LS et al. *Med Care*. 1985;23: 1171-78
 - Haas JS et al. *J Gen Intern Med*. 2000;15:122-128
- ↑ **Medical Family Discor**
 - Sargent MC, Sotile WM, Sotile MO, et al. *J of Bone and Joint Surgery*. 2009. 91:405.

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Resilience

- ▼ ...is not a pre-set or inflexible trait
- ▼ ...can be taught, practiced, and developed over time

Reivich, K.J., Seligman MEP, and McBride S. Master Resilience Training in the U.S. Army. 2011. *Amer Psychologist*. 66:25-34.

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Resilience Meta Factors

- ▼ Boost actual and/or perceived support and control
- ▼ Counter daily hassles with daily uplifts
- ▼ Protect your relationships

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What's "Beneath Your Feet"?

1. Use Realistic Roadmaps
2. Honestly Assess Yourself
3. Manage Change Psychology
4. Counter Hassles With Uplifts
5. Deepen Your Relationships

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Crucial Cross-Correlations

- ▼ Work Outcomes/Provider Health
- ▼ Quality of Collaboration
- ▼ Career Satisfaction
- ▼ Your Family's Satisfaction with You
- ▼ Your Happiness

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Use Realistic Roadmaps

What's It Going to Take?

- Character
- Teamwork
- Community

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What's It Take?



Simonds G & Sotile WM. *Promoting Resilience in Neurosurgery Residents*, 2015.

Emotional Intelligence

Self Management

- Self-Awareness
- Self-Regulation
- Motivation

Relationship Skills

- Empathy
- Social Skill
- Capacity for Influence

Positive Psychology

Wellbeing Meta Factors

- Positive Emotions
- Engagement
- Relationships
- Meaning
- Accomplishment

Resilience

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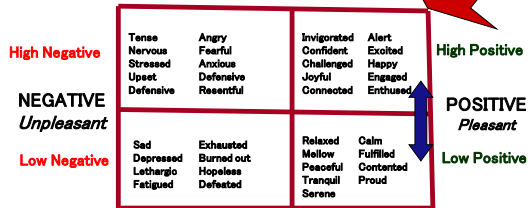
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Emotional Culture Matters

WHAT IS YOUR WORKPLACE EMOTIONAL CULTURE?

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How Do You Typically Feel at Work?



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Compassionate Cultures: How do you rate?

Not at all 1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10 Very Often

- 1. Colleagues ask and care about each other's work issues
- 2. Colleagues ask and care about each other's non-work issues
- 3. Colleagues are careful of each other's feelings
- 4. Colleagues show compassion when things don't go well
- 5. Colleagues show affection and caring
 - Acts of kindness
 - Listening when a co-worker needs to talk

Barsade SG & O'Neil OA. What's love got to do with it? *Administrative Science Quarterly*, December 2014; vol. 59, 4: pp. 551-598.

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The New Normal

Burnout

Are You At Risk?

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Are You At Risk for Burnout?

Men, Women and *Burnout*

- ▶↑ Emotional Exhaustion
- ▶↑ Depersonalization
- ▶↓ Personal Accomplishment

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Men and Women and Burnout

• *Huffington Post* 2013 poll:
“How often do you contribute to others’ work?”

Men: 36% more likely to share knowledge and expertise – informational resource

Women: 66% more likely to assist others in need...costing more time and energy

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Beware of Unintended Sexism

Madeline Heilman. *Gender Stereotypes in the Workplace*

• **Man stays late to help colleagues...**
14% higher ratings than when woman does the same

• **Neither helped?...**
Women rated 12% lower than men

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Feminist Literature

▼ Why do women professionals burnout?

Lack of family/relationship support when work intrudes into relationship

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Women and Perfectionism

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Managing Perfectionism

Assess Yourself

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Characteristics of Perfectionism

- ▼ Marked need for absolute perfection for self and/or others
- ▼ Equating self-worth or esteem with performance in some area or areas
- ▼ Self-punishment in failure; lack of satisfaction in success
- ▼ Constant striving for unrealistic expectations
- ▼ Unrealistic criteria for success
- ▼ Broad criteria for failure

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3 Flavors of Perfectionism

- ▼ Self-Oriented Perfectionism
- ▼ Other-Oriented Perfectionism
- ▼ Socially-Prescribed Perfectionism

Hewitt P & Flett G. J *Person and Soc Psych*.1991.60:456-470.
Flett G & Hewitt P. *Perfectionism: theory, research and treatment*. Wash, DC: American Psychological Association. 2002.

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Self confidence vs Self compassion

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Letting Go...

What is Your Explanatory Style?

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When Things Go Wrong..

Pessimistic Thinking

- ▼ **Permanent**
"That's it!"
- ▼ **Global**
"Life as I knew it is over."
- ▼ **Internal**
"I've got bad luck."

Optimistic Thinking

- ▼ **Temporary**
"This is a one-time event."
- ▼ **Local**
"This happened in this specific situation."
- ▼ **Changeable**
"I can do something to change the odds, next time."

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Practice Realistic Optimism

***...seeing the world as it is,
but always working
positively toward a
desired outcome or solution***

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What are Your Stress Symptoms?

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Mental Maps

We grossly overestimate the importance of what we do know - the familiar, and underestimate the importance of what we don't know – the unfamiliar

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Wonderment

....seeing the familiar
in unfamiliar ways

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Fostering Resilience

- ▼Get Family/Mate Buy-In
- ▼Honor Families

Gabbe S., et al. *Am J Obstet Gynecol.* 2002.186:601-12.

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Keys to Resilience
Let Go of New Age Guilt

Re-Think Balance



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Resilience Meta Factor: The 3:1 Ratio of Uplifts:Hassles

- ▼ Joy Gratitude
- ▼ Serenity Hope
- ▼ Interest Amusement
- ▼ Inspiration Awe
- ▼ Pride Love

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**Reflect on
“How We are Working
Together”**

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Hero

**A hero is someone
who creates safe spaces
for other people**

—*The Resilient Physician*. Sotile & Sotile, 2002

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Is a Dysfunctional Legacy Holding You Back?

**When you end
a dysfunctional legacy,
you justify your lifetime.**

Wayne & Mary Sotile. *Letting Go of What's Holding You Back*. 2007

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Be Generous Be Gracious

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Thank You!

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