



HEALTHY ARIZONA WORKSITES PROGRAM

(HAWP) PRESENTS:

MINDFULNESS PRACTICES FOR RESILIENT ORGANIZATIONS



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Mindfulness Practices for Resilient Organizations

Healthy Arizona Worksites Program

Webinar

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Starting with intention: A deeper dive into resilience and mindfulness

Today we will discuss...

- Resilient individuals and organizations
- Role of mindfulness for individual and collective resilience
- Effects of mindfulness on communication and collaboration
- Mindfulness practices and potential effects on workplace culture

Resilience =

- Commonly known as the ability to bounce back, to bend rather than break, to grow.
- . . . “A process linking a set of **adaptive capacities** to a positive trajectory of functioning and adaptation after a disturbance.” (Norris, F.H. et al., 2008)



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Mindfulness = Awareness

“ . . . that arises through paying attention, on purpose, in the present moment, non-judgmentally.”

(Jon Kabat-Zinn, 2017)

Awareness of:



Self – Others – Environment

Mindfulness practices are

- techniques,
- exercises,
- strategies,
- routines,
- habits



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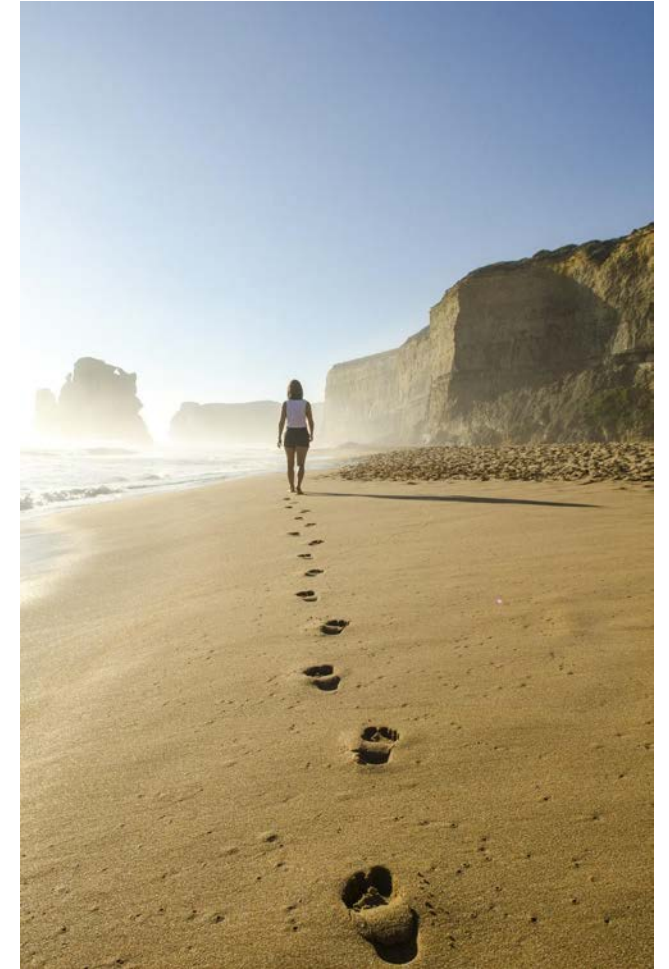


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. . . that build awareness.

Organizational mindfulness = Applied collective mindfulness



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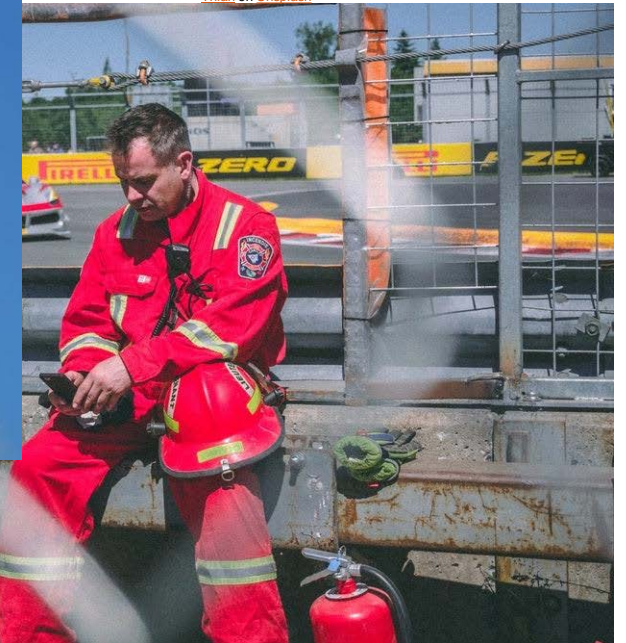


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Mindfulness practices for individuals:

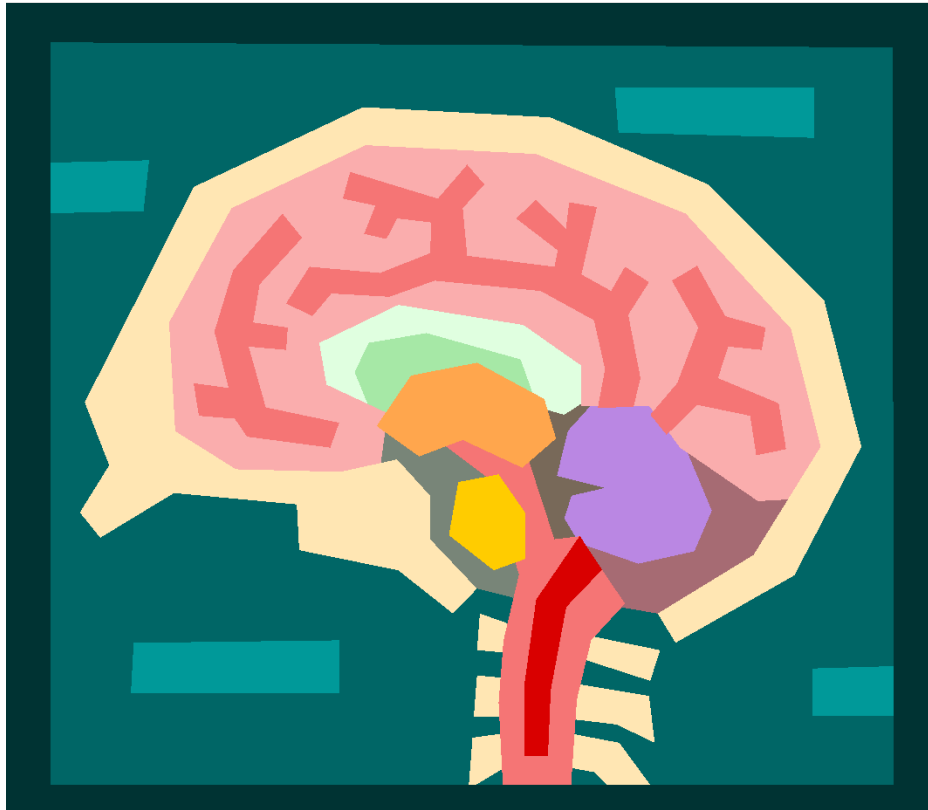
- Mindfulness meditation – attending to your breath, while noticing and embracing the thoughts and sensations that naturally arise while. . .
 - Sitting
 - Walking and moving (yoga, tai chi, qigong)
 - Eating and savoring
 - Experiencing nature
 - Washing dishes (Tich Naht Hanh, 2018)
 - Being with others



We need to understand how our brain works:

| System 1 | System 2 | [System 3] |
|-----------------|-----------------|-------------------|
| Reflexive | Reflective | Attentive |
| Automatic | Conscious | Mindful |
| Fast | Slow | Non-reactive |
| Intuitive | Rational | Observing |
| Spontaneous | Intentional | Non-judgmental |

The stress response involves immediate APPROACH/AVOID reactions:



Like stepping on the gas pedal!

The brain's amygdala and limbic circuits set off the hypothalamic-pituitary-adrenal (HPA) axis response to prepare the individual for:

Fight
Flight
Freeze

or SIEZE!

STRESS = “The nonspecific response of the body to any demand made on it.” (Selye, 1956)

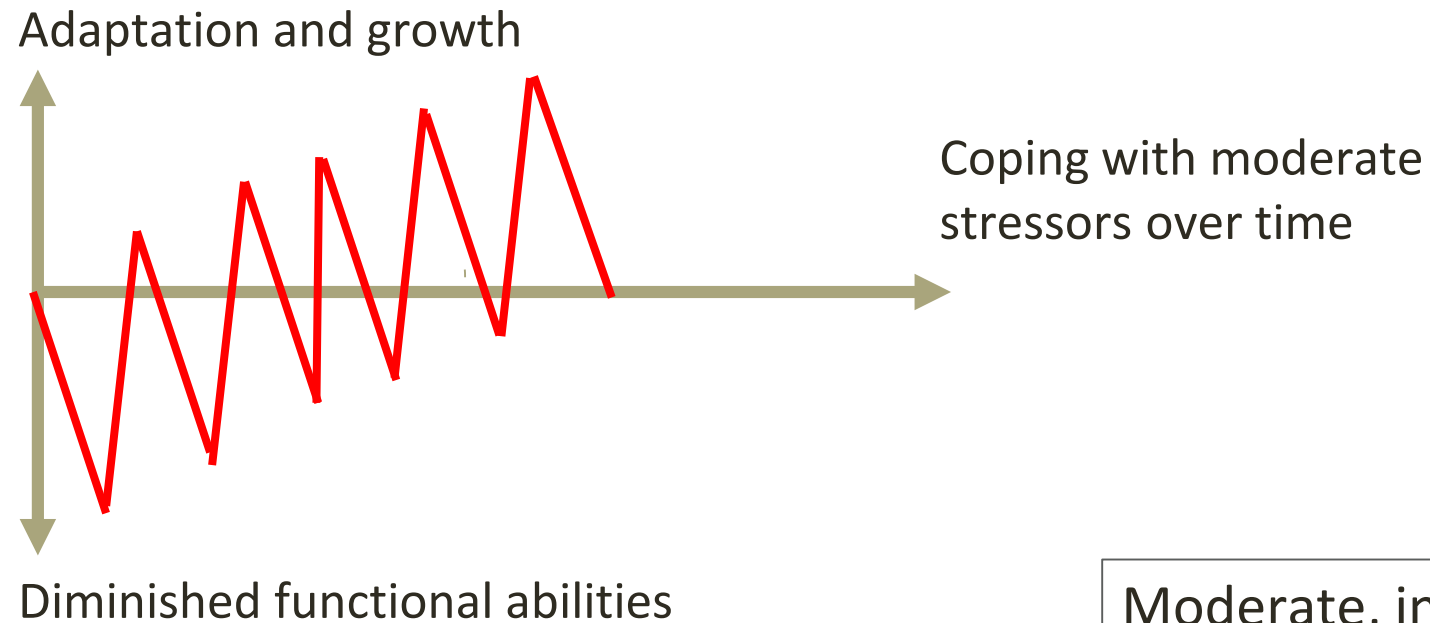
Distress = negative emotional state due to harmful stimuli or excessive demands

STRESS isn't all bad!

- Eustress = euphoric effect of positive adaptation to demands or challenges



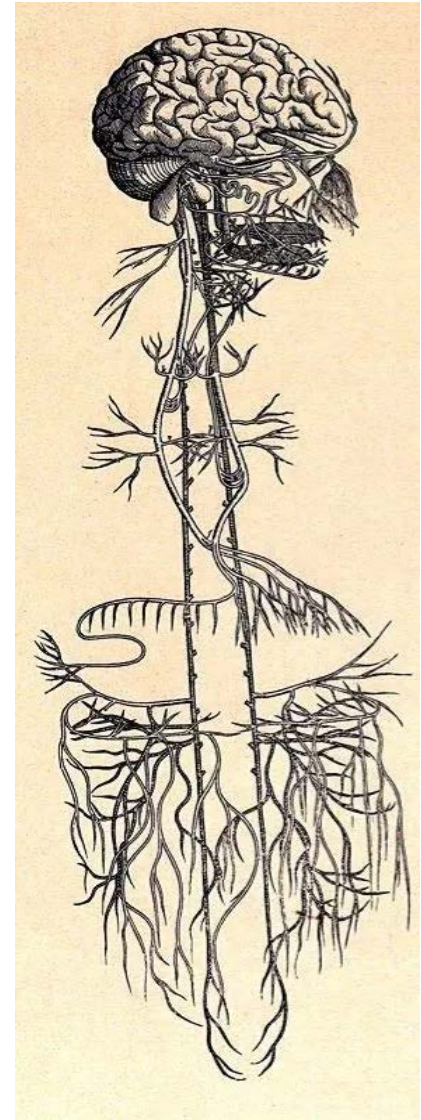
Stress can stimulate growth and resilience



Moderate, intermittent stress
fuels neuroplasticity (Kirby, 2013)

However, resilience requires recovery!

- The vagus nerve helps to shut down fight, flight, freeze (the “vagal brake”)
- Connections go to and from:
 - Heart, lungs, diaphragm, stomach, & bowels
 - “Rest-and-digest”
 - Face and throat
 - “Tend-and-befriend”
- APPROACH/AVOID is automatic and immediate; RECOVERY/REPAIR takes time.
- Oxytocin = trust hormone



Extended exhale breathing for vagal nerve activation:

| Inhale | Exhale |
|----------|-----------|
| 4 counts | 6 counts |
| 4 counts | 8 counts |
| 4 counts | 10 counts |
| 4 counts | 12 counts |
| 4 counts | 12 counts |
| 4 counts | 10 counts |
| 4 counts | 8 counts |
| 4 counts | 6 counts |

Mindfulness meditation:

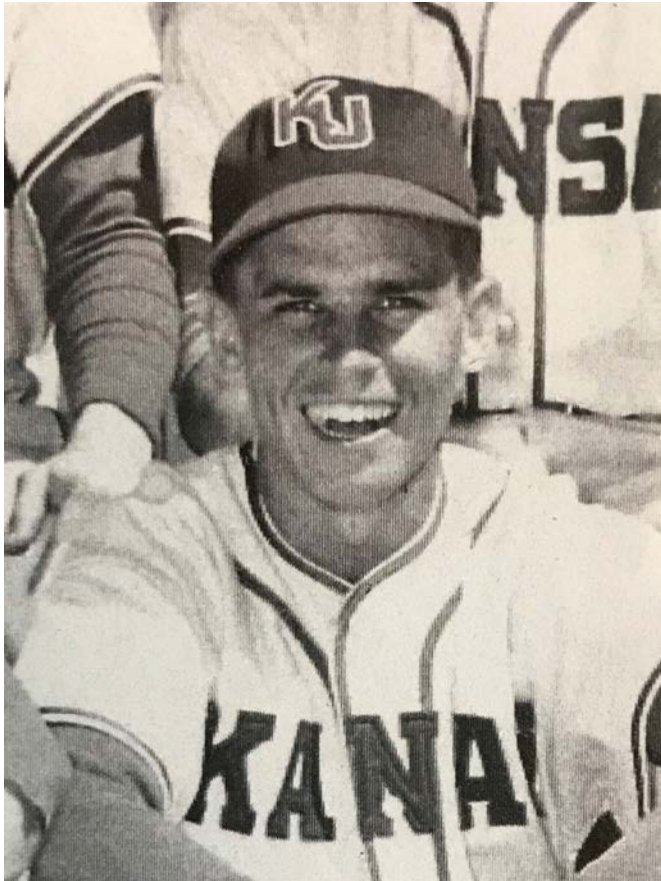
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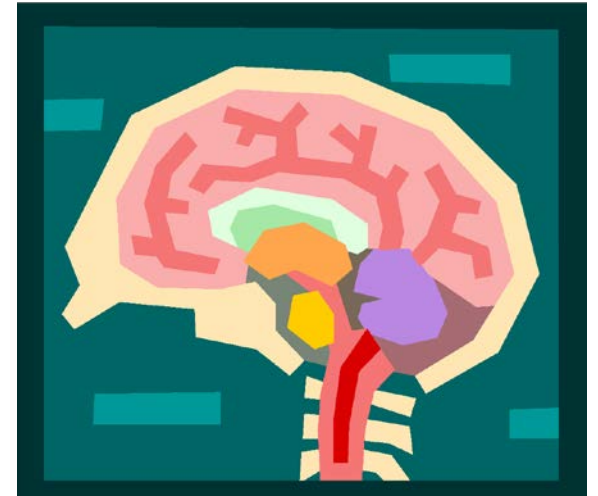
Intentional postures and facial expressions:

Help you be who you intend to be!



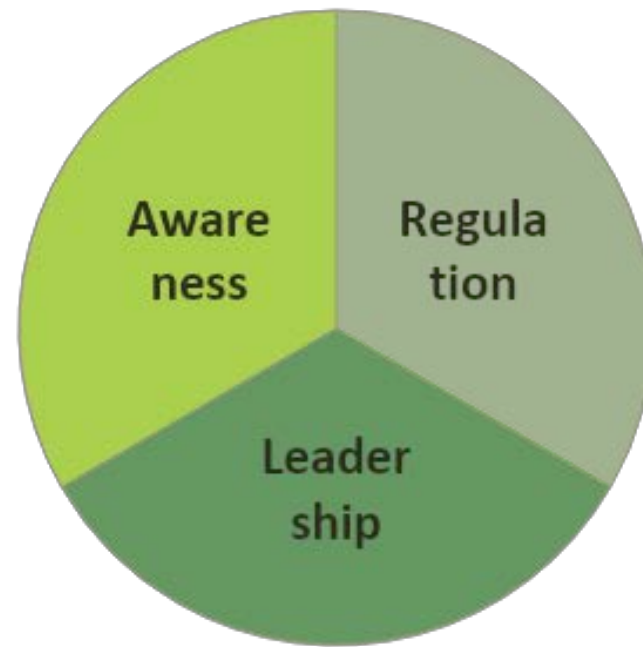
Positive reappraisal:

- Reflexive brain circuits
 - Automatic thoughts and actions
 - Distorted, self-defeating thoughts (e.g., *“I really messed that up. I’m such a loser. Life sucks.”*)
- Reflective brain circuits
 - Intentional re-framing
 - Change to rational, compassionate thoughts (e.g., *“That wasn’t my best, but I can work at it.”*)
 - Set different goals, develop self-mastery



“Toxic selfie”

Relationship between mindful awareness and resilience?



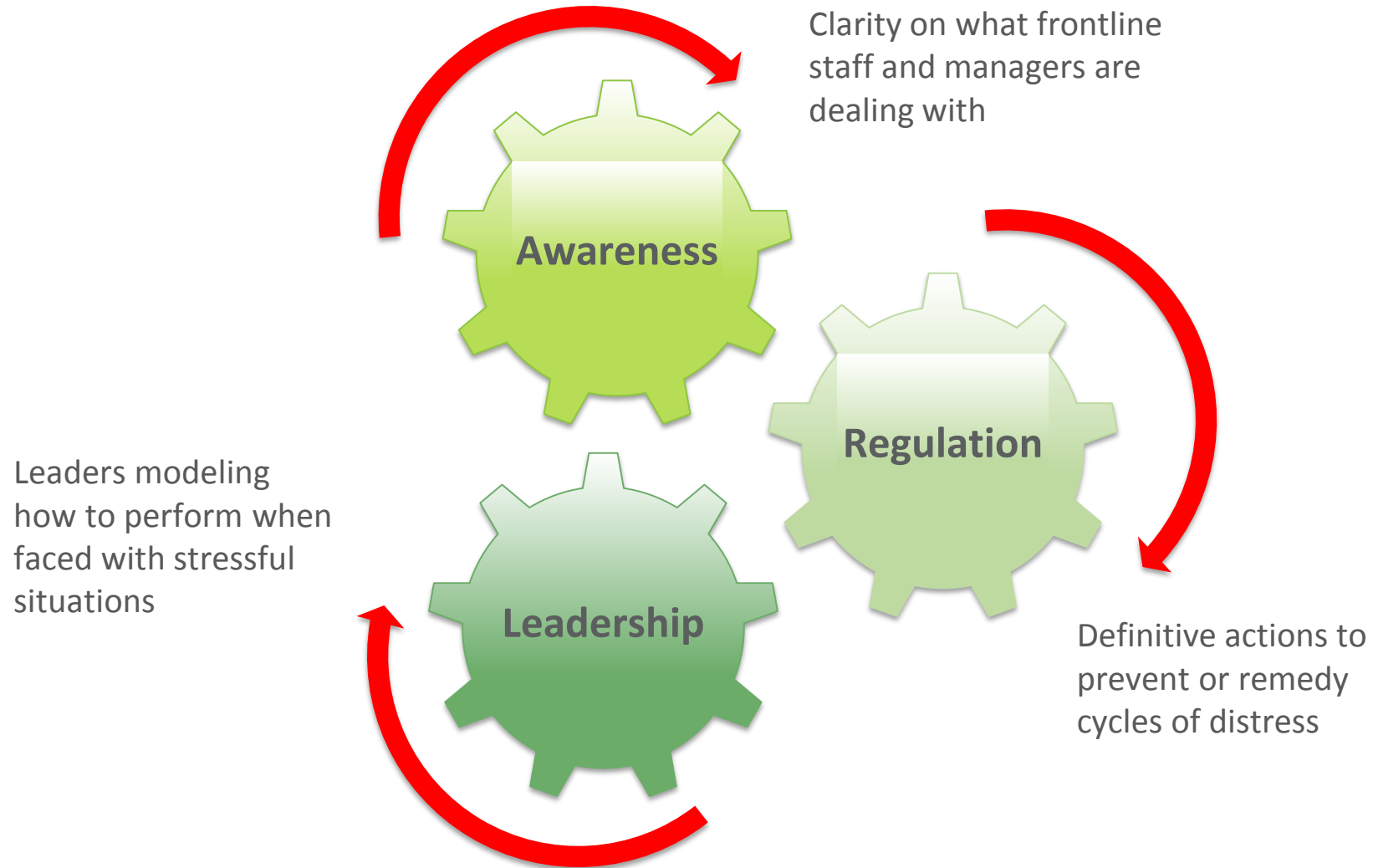
Resiliency Competencies



Individual Resiliency in Action



Organizational Resiliency:



Greenleaf Integrative's assessment of a federal agency concerned about worker disengagement, extreme stress, and suicide risk:

Found that workers assumed they would face demanding situations.

<https://www.greenleafintegrative.com/2017/09/helping-the-helpers/>



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What contributed to their distress were typical management issues that many organizations face . . .

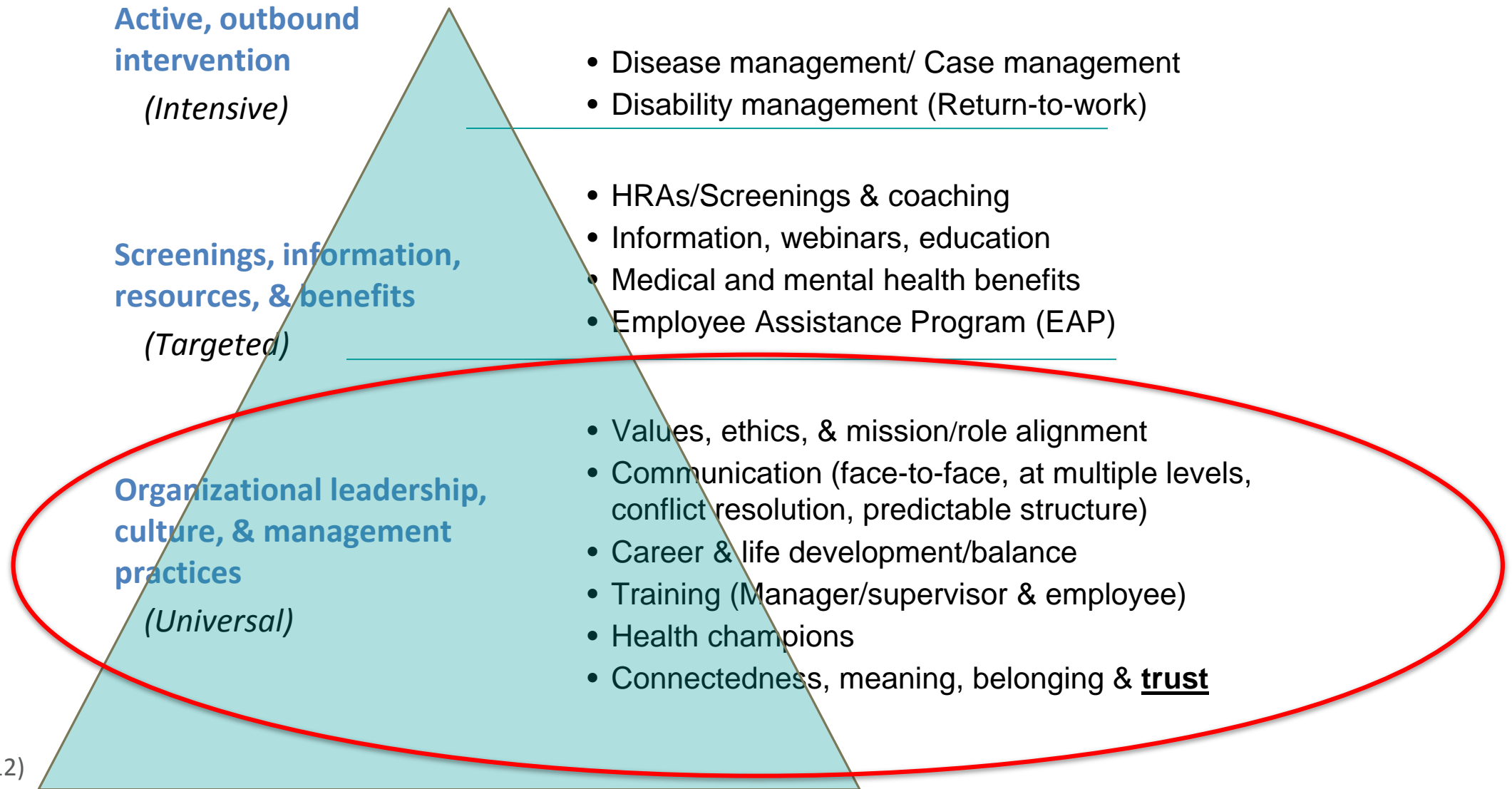
- Lack of:
 - Attention to operational and organizational priorities
 - Communication, policies, operational practices
 - Leadership training and coaching
 - Recognition of when people needed rest and recovery
 - Support for self-care training
 - Managers modeling self-care practices



My experience:

- **Occupational Therapy:** Pediatrics, rehabilitation, and psychiatry (pain & stress management)
- **Workplace Health Promotion:** Health risk reduction and population health management
- **Organizational Change & Stress:** What drives resilience and adaptive capacity? Influence of leaders/managers.
- **Brain Research:** What supports individual and organizational health?

Workplace Resilience-Building Supports and Practices:



Trust:

“Trust is an emotional and cerebral connection, characterized by an ability to rely on someone to act in ways that will be of benefit to one’s own health and well-being.”

Amy Lyman, co-founder , Great Place to Work
Institute
[The Trustworthy Leader](#) (2012)

The Value of Trust



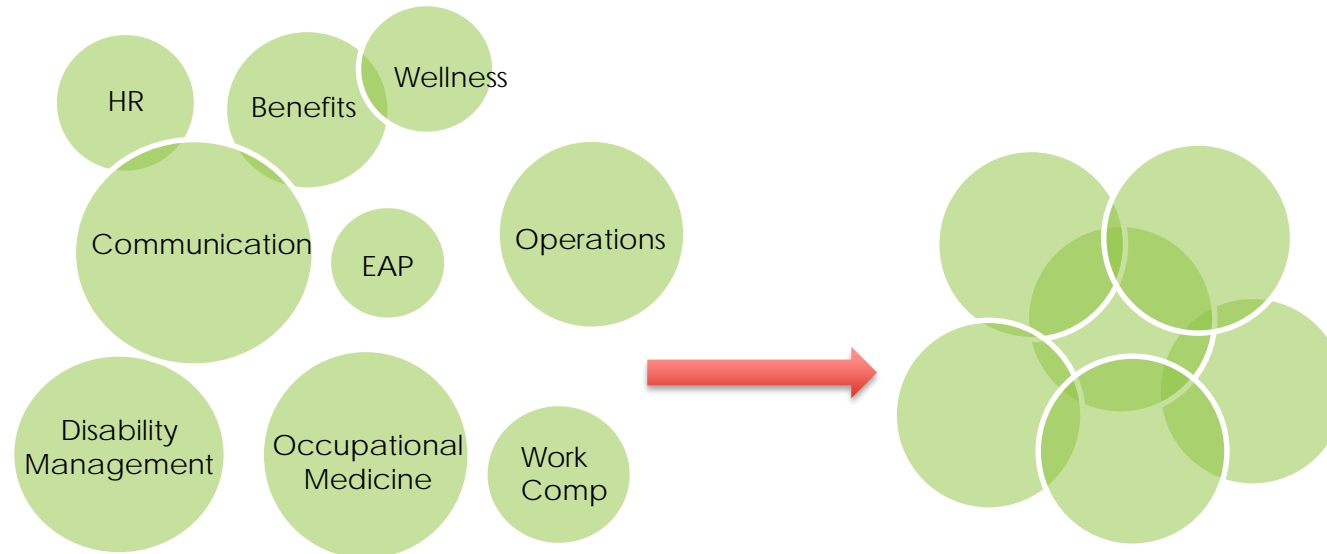
Return on Influence

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Connectedness: Collaborating Matters

Moving from
disparate
program silos. . .

. . . to integrated work
performance, total health
management, well-being,
and thriving



Research on compassion in organizational systems:

- High Reliability Organizations (Sutcliffe, Vogus & Dane, 2016)
- Compassionate organizations emphasize roles, routines, social networks, and values. (Worline & Dutton, 2017)
- Develop positive leadership practices (Cameron, 2013)
 - Positive climate
 - Positive relationships
 - Positive meaning
 - Positive communications
- These organizations. . .
 - Are more adaptive to change
 - Have better customer service
 - Encourage innovation and creativity
 - Outperform their peers

Research on effective teams:

- Google's Project Aristotle
- A. Pentland, MIT
- A. Edmondson, Harvard
- Common themes:
 - Face-to-face meetings have value
 - Conversational turn-taking
 - Sharing personal information
 - Connectedness
 - Psychological safety



Intentional practices for building collective mindfulness:

- Teach mindfulness meditation
- Provide opportunities and places for individuals to practice mindfulness
- Identify mindfulness champions
- Leaders model mindfulness and resilience practices individually and collectively (becomes cultural norm)
- Schedule predictable times for communication and connectedness
 - Begin with intention and presence
- Teach communication skills

Collective mindfulness (cont.):

- Use Check-in Cards
 - Practice with workplace-specific case examples
- Be mindfully aware of opportunities to mitigate unnecessary stressors and adaptation challenges
- Provide trained facilitators for meetings where conflict and strong emotions are likely
- Incorporate compassion and gratitude practices
- Adopt “action learning” projects for collaboration and innovation

Check-in Cards: Recognizing the need for intervention

READY

- Good to go
- Adapting/flexible
- Excelling at job

I am at the top of my game and adapting well to all pressures.

REACTING

- Mild distress
- Temporary symptoms
- Still getting the job done

Stress is affecting me but I can still get the job done.

INJURED

- Noticeable symptoms
- Personality change
- Erratic functioning

I have changed to the point that I am not in total control of my behavior or reactions.

ILL

- Severe impairment
- Extremely overwhelmed
- Possible danger to self/others

This worsening condition requires full attention before getting back to work.

Self Interventions

Social Support

Professional Care

Rest Strongly Recommended



Adapted with permission from U.S. Navy's COSC Doctrine

Navigating Stressful Conversations via CATCH

| | |
|------------------|---|
| C larity | Be clear on your objective and the desired outcome before approaching anyone. |
| A pproach | Be mindful of your approach (choose optimal time, setting, mood). |
| T alk | Talk directly to the person. Use facts, not blame. Ask questions and reflect back your understanding of their response. |
| C onsider | Consider how the other person might be reacting to the situation. Have empathy. |
| H andle | Get a handle on the situation, take deliberate follow-up steps that help get the job done without ongoing conflict. |



Compassion meditation:

- Observe and sense loving kindness we feel for someone close to us
- Visualize compassion for ourselves
- Visualize compassion for a neutral person
- Visualize compassion for someone difficult
- https://ggia.berkeley.edu/practice/compassion_meditation

Intentional, compassionate listening exercise:

- Describe an experience when you felt true empathy and compassion for a person who was suffering.
- Stay focused on your partner's experience; avoid sharing your own thoughts or similar experience.
- Use active listening skills
 - Ask open-ended questions
 - Summarize and reflect back
- Take turns as either the active listener or the person sharing.
- When the bell rings, trade roles.

Action Learning:

1. Create a team
2. Clarify the issue
3. Identify and reflect on possible directions
4. Take actions
5. Assess and reflect
6. Plan next steps



Workplace resilience requires
shared responsibility for developing...

- Personal factors and skills
- Organizational benefits/policies and cultural practices

May you and your organization grow in
mindfulness and resilience!



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*Building healthy and high-performing
individuals and organizations.*

Resources:

- Greenleaf Integrative – <https://www.greenleafintegrative.com/resources/>
- Center for Compassion and Altruism Research and Education, Stanford University -- <http://ccare.stanford.edu/>
- Healthy Arizona Workplace Program webinars -- https://healthyazworksites.org/events/categories/webinar/?doing_wp_cron=1555452201.9871180057525634765625
- Arizona State University Center for Mindfulness, Compassion, and Resilience -- <https://mindfulnesscenter.asu.edu/>
- Workplace Strategies (Canada) – www.workplacestrategiesformentalhealth.com
- Search Inside Yourself Foundation -- <https://siyli.org/resources/category/guided-meditation>
- <https://www.cranfield.ac.uk/~media/...for.../organisational-report-david-denyer.ashx>
- American Heart Association (). Resilience in the workplace: an evidence review and implications for practice. https://www.heart.org/-/media/data-import/downloadables/resilience-in-the-workplace-ucm_496856.pdf
- Mindfulnet.org (2016). Gathering the evidence base for mindfulness at work: scientifically validated and academic research. <http://www.mindfulnet.org/page18.htm>
- Palouse mindfulness-based stress reduction online training – <https://palousemindfulness.com/index.html>
- www.stopbreathethink.org – Daily brief exercises for mindfulness based on your emotions at the moment.
- <http://greatergood.berkeley.edu/> -- Science-based practices for a meaningful life – mindfulness, therapeutic writing, gratitude, forgiveness, etc. Compassion Meditation -- https://ggia.berkeley.edu/practice/compassion_meditation

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THANK YOU

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