

Coping with change in the workplace ...with positivity!

The Australian Ophthalmic Nurse's Association
Annual Conference
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Today's presentation

- Context
- ARC research in high stress workplaces
- Managing change in complex settings
 - Overview of some useful concepts
 - Practical strategies

Context

- New technologies
 - New ways of doing things
 - Managing across the spectrum
 - Competency guidelines
 - Evidence base
 - Garling report
 - Regional and remote challenges
-Complex, high stress, ever changing field.



Top 10 sources of workplace stress

- Too much to do at once
- Random interruptions
- Constant change
- Mistrust, unfairness, and office politics
- Unclear policies and no sense of direction
- Career and job ambiguity
- No feedback - good or bad
- No appreciation
- Lack of/poor communications
- Too much or too little to do.



(Source: Collie, D. (2004) Top ten sources of Workplace stress;
www.businessknowledgesource.com)



ARC Leadership and Research in High Stress Workplaces Project

- How we can manage ourselves best and function effectively
- Enabling good patient care, workplace culture and engagement
- RCT including workshops and one on one coaching
- University of Sydney, Australian National University, Australian Research Council, sponsoring organisations.



Managing change in complex settings

How do we make sense of change?

How can we make the best of this situation of constant change?

What type of relationship do we want to have with change?



Managing change in complex settings

Some useful concepts:

- Moments of choice
- Suspending
- Perspective taking capacity
- Circle of control
- Being solution focused
- Positivity and a focus on strengths.

Moments of choice

- React – automatic response
- Moment of choice – PAUSE
choose to act v react
- Proactive – conscious and purposeful response



Moments of choice: suspending

"the art of looking at our thoughts and what produces them" Isaacs

"Seeing our seeing" Senge



Practical approaches, PAUSE and ask yourself:

- What am I missing here?
- Why I am so convinced I'm right?
- What might be another way of looking at this?

Perspective taking

- Get on the balcony
- Being object to an event, our thoughts, emotions

What perspectives could I be taking:

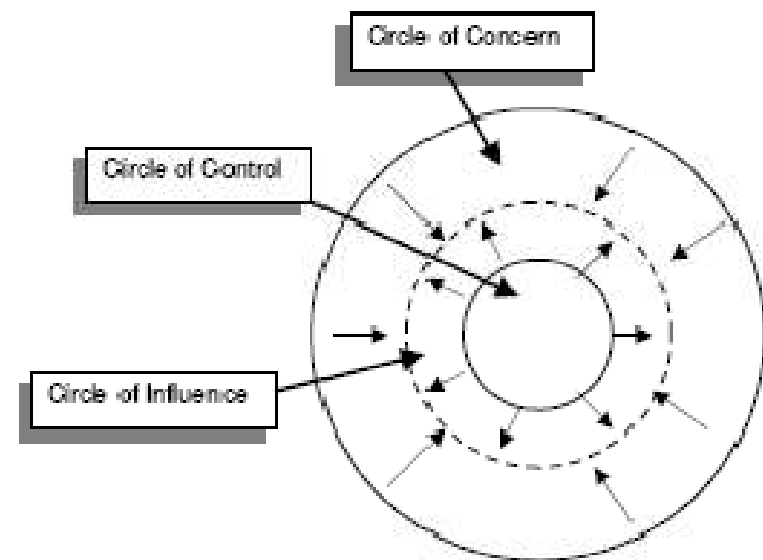
- patient, patient's family, ward, surgery, emergency, broader system, organisation, what else?



Circle of control

Another way of looking at this:

- What can I control?
- What can I influence?
- What do I need to have on my radar of concern?



Adapted from: Covey, S.R. (1989). *The seven habits of highly effective people*. New York: Simon & Schuster.

Moments of choice

- Less reactivity
- Enhance self awareness
- Notice automatic thoughts and beliefs
- Enhance focus, awareness and clarity
- Sense of calm, presence
- Deliberate and purposeful action
- Seeing from the whole
- Acceptance of what is outside our control



Being solution focused

- Solution is more than the absence of the problem
- Vision of a way forward
- Proactive
- Purposeful
- Intentional



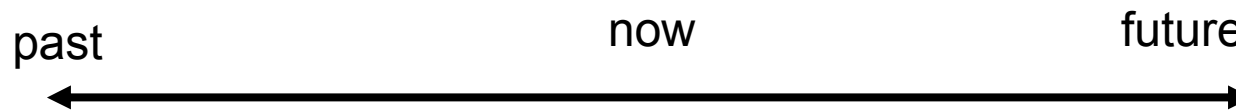
Planning change

Assessing Problems:

- “Can you tell me about the problem?”
- “That wont work, we've tried that before!”
- Roadblocks to change

Clarifying Solutions:

- “How would you like it to be?”
- Focus on desired outcome and future state
- Identify strengths and resources



Being solution focused

Some guiding principles:

- Expectations of success and progress
- Small change can lead to bigger changes
- If it's working keep doing it
- Keep it as simple as possible



Being solution focused

*Take a **PEEP** at some new **MAPS***

Change the viewing:

- Define the **P**referred outcome
- Seek out any **E**xceptions to the problem
- Identify any **E**xisting resources
- Celebrate **P**rogress made so far

Change the doing:

- Generate **M**ultiple options
- Remember to **A**sk how to rather than why?
- Turn **P**roblems in to platforms for solutions
- Use **S**mall smart steps



Positivity and change

- Strengths based approach to change
- What people do well
- Four key components:
 - ❖ Confidence
 - ❖ Optimism
 - ❖ Perseverance, hope
 - ❖ Resilience

(Organisational Strengths, Luthans et al, 2006)





Positivity and change

- Recognizing and celebrate strengths in self and others
- Identifying Your Signature Strengths
 - You at your best
 - Write a brief story
 - Reflect on strengths
- Key strengths such as: Optimism, Perseverance, Leadership, Authenticity, Enthusiasm
- Seligman's signature strengths www.viastrengths.org

Positivity: flourishing & languishing



Languishing

When have you been a part of a team that was languishing?



- What was it like?
- What were people doing?
- How were people talking to each other?
- How were people feeling?
- What was the leader like?

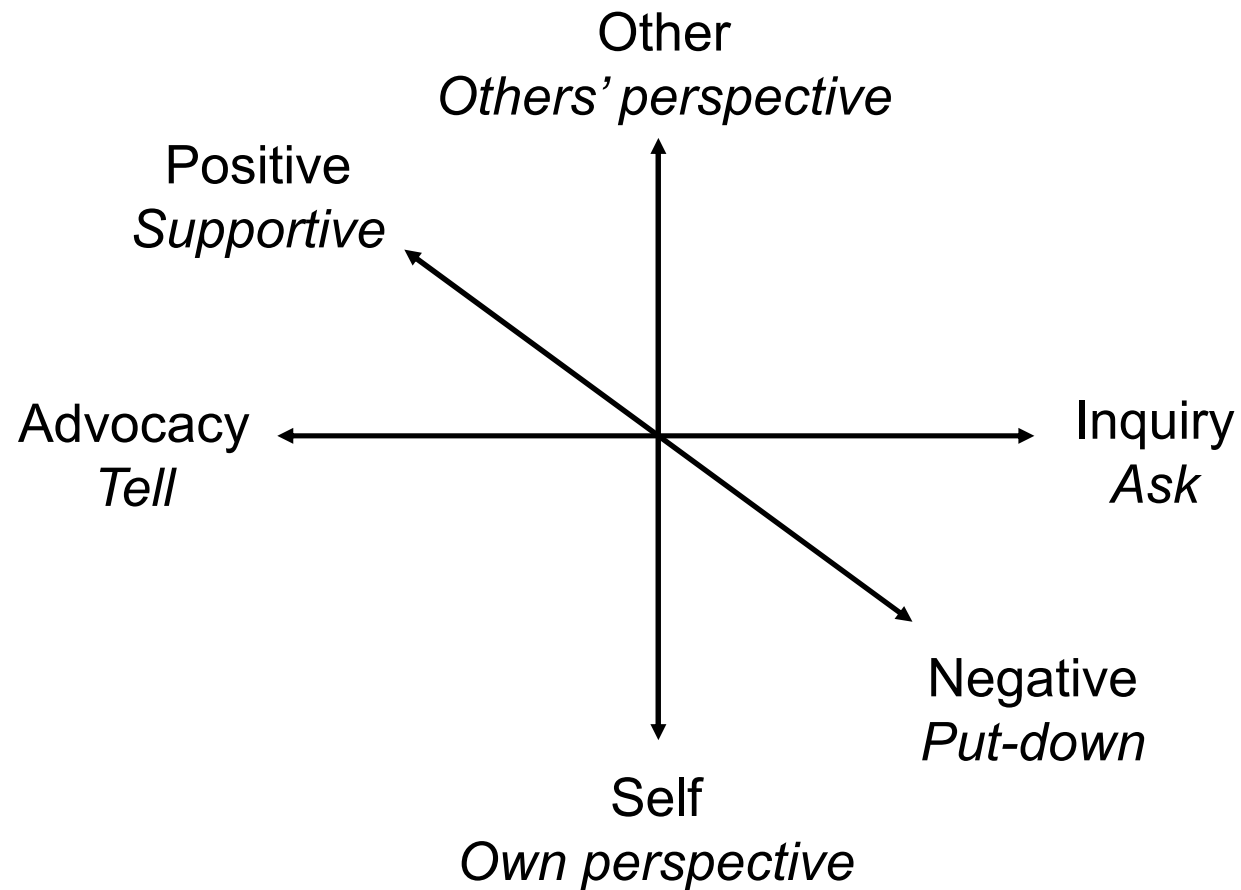
Flourishing

When have you been a part of a team that was flourishing?

- What was it like?
- What were people doing?
- How were people talking to each other?
- How were people feeling?
- What was the leader like?



Positivity and change



(Source: Losada & Heaphy, 2004)

Upside of positivity

- Positivity widens the span of possibilities you see
- Positivity puts the breaks on negativity and is a key to resilience
- Positivity feels good
- You can increase your positivity
- Mental and physical health
- Live longer!



(Fredrickson & Losada 2005)

Coping with change

- Keep everything in perspective; don't sweat the small stuff
- Review your priorities
- You don't have to do it all on your own
- Time for at fun and/or pleasurable activities
- Take care of yourself



(Source: www.thehappinessinstitute.com)

In concluding

- Moments of choice
- Suspending
- Perspective taking capacity
- Circle of control
- Being solution focused
- Positivity and a focus on strengths



How can we make the best of this situation of constant change?

What type of relationship do we want to have with change?

Parting thoughts

Be the change you desire – Gandhi

*‘Every interaction with others at work,
big or small, short or lengthy, has the
potential to create or deplete vital energy’*

Jane Dutton, Centre of Positive Organisation Scholarship, Michigan



Thank you
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