developing
our managers
and leaders

Resilience Leaders Information

February 2015

Tasmania
Explore the possibilities

Background

Leadership and Management Development

Leadership and Management Development within the Department of Health and Human Services (DHHS) aims to increase the capabilities of DHHS managers and leaders, 'enabling our workforce to be properly educated, trained and developed, motivated and appropriately supported to give of its best'.[i] All activities expand the core themes:[ii]

- **Leads Self:** Leaders are self-aware; seek out opportunities for personal development; have strength of character.
- **Engages Others:** Leaders value diversity and model cultural responsiveness; communicate with honesty and respect; strengthen consumers, colleagues and others.
- **Achieves Outcomes:** Leaders influence and communicate the direction; are focussed and goal oriented; evaluate progress and are accountable for results.
- **Drives Innovation:** Leaders champion the need for innovation and improvement; build support for change; and positively contribute to spreading innovative practice.
- **Shapes Systems:** Leaders understand and apply systems thinking; engage and partner with consumers and communities; build alliances.[iii]

A bird sitting on a tree is never afraid of the branch breaking - her trust is not in the branch, but in her own wings

What is resilience?

Resilience is the capacity to cope with change and challenge and bounce back during difficult times.[iv] Resilience requires leaders to take care of business and themselves while taking action in new realities. Resilient leaders flexibly improvise in response to unexpected situations.

According to the *Tasmanian State Service Senior Executive Leadership Capability Framework*, a leader -

- Deals resiliently with work pressures and negative criticism by maintaining an optimistic outlook and developing and applying effective wellbeing strategies.
- Remains focused on the objectives even in difficult and uncertain circumstances and in a rapidly changing environment or changing priorities.
- After setbacks, remains positive, motivated and focussed.
- Maintains energy and willingly invests extra effort when required.[v]

Why do managers and leaders need to know about resilience?

Keeping your team resilient protects from the negative consequences of stress, such as an increased number of sick days.[vi] In the context of health services, this also provides protection from negative patient outcomes, including increased length of stay and mortality rates.[vii]

Resilience workbooks have been developed for use by individuals, work teams, and in the coaching process. They expand on the material outlined on the following page. Managers can use these themselves, or recommend them to staff. Coaches provide a 'critical friend' for exploring the material.

To access our resilience coaching and leadership resources:

Go to the DHHS intranet site:
http://www.dhhs.tas.gov.au/intranet/scwr/nursing/education_and_training_unit/resilience_leadership

Contact the Leadership and Management Development Unit at: mandlprogram@dhhs.tas.gov.au

Our approach to resilience

> *Tasmania's health system needs to change ...*
> Hon Michael Ferguson MP Minister for Health

While valuable in and of itself, we see staff resilience as part of the bigger picture of change, and our contribution to making it successful and sustainable. Research indicates that this kind of change requires:

- Shaping behaviour: leadership team thought and action.
- Framing change: communication throughout the change journey – organisational change management.
- Creating capacity: building individual capability – in order to ensure organisational change success.[viii]

We believe we can establish this kind of change through *education* (with providers like the University of Tasmania) and *training* (programs within the DHHS/THS).

The value proposition of education and training is that it can help develop and support these long-term, sustainable changes in three ways:

- First, it can inform policy leadership through policy-oriented learning.[ix]
- Second, it can promote organisational change management and culture management.[x]
- Third, it can control for the negative impacts of organisational change by supporting staff resilience.[xi]

Individual responses to organisational change are often complex and multi-faceted. During and after change that involves staff downsizing, employees are generally less motivated to contribute to organisational success and are less willing to apply discretionary effort to accomplishing tasks important to the organisation.[xii] This is related to a rise in employee stress, health issues and voluntary departures after downsizing.[xiii] Addressing both the cognitive and affective elements of individuals' response to change is essential for the successful implementation of change.[xiv] Specifically, building employee resilience has been shown to increase employee engagement and support for change.[xv]

Three Keys to Resilience

Human Capital *Signature Strengths*	Social Capital *Building Bridges*	Psychological Capital *Self Matters*
• Existing education, experience, knowledge, skills and abilities • Refreshing career strengths with SMART personal goals • Physical and mental fitness	• Friends and family • Professional networking and resilient role models • Community and civic engagement	**H**ope – the will and the way – expect the best and have a plan to achieve it **E**fficacy – 'can do' – the confidence to succeed **R**esiliency – bouncing back and beyond **O**ptimism – realistic and flexible

Individual resilience can be conceptualised as being developed through the 'three capitals': human, social and psychological or identity.[xvi] **Human capital** is the experience and expertise that the individual brings to their working life.[xvii] It can be developed through higher education[xviii] and in-house training programs.[xix] **Social capital** provides the networks and relationships that support individuals in their work, home and community.[xx] Activities such as coaching develop peer professional networks and new professional role models and have been shown to increase social capital within the workplace.[xxi] Developing the **psychological capital** of staff speaks to the links between individual psychological and physical health; organisational health and culture; and productivity.[xxii] The HERO (hope, efficacy, resilience and optimism) attributes of identity or psychological capital are particularly valuable in times of change.[xxiii] *Change resilience, developed through a focus on the three capitals, is a key element of successful, sustainable change.*

Further reading

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iii   Health Workforce Australia. (2013). *Australian Health Leadership Framework*. Retrieved December 23, 2014, from http://www.hwa.gov.au/sites/uploads/Health-LEADS-Australia-A4-FINAL.pdf

iv   Avolio, B. J., Luthans, F. and Youssef, C. M. (2006). *Psychological Capital: Developing the Human Competitive Edge*. Oxford University Press. Kindle Edition.

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xv   Shin, J., M.s. Taylor, and Seo, M.-G. (2012). Resources for change: The relationships of organizational inducements and psychological resilience to employees' attitudes and behaviors toward organizational change.

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xviii Gibbons, A. and Shannon, E. A. (2013). Tertiary study: barriers and benefits for health and human services professionals. *Australian Journal of Adult Learning,* 53**:** 436-456.

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