

Wellbeing in Leadership

Filling the Tank – Personal Resilience for those who Lead

Dr Rob Waller

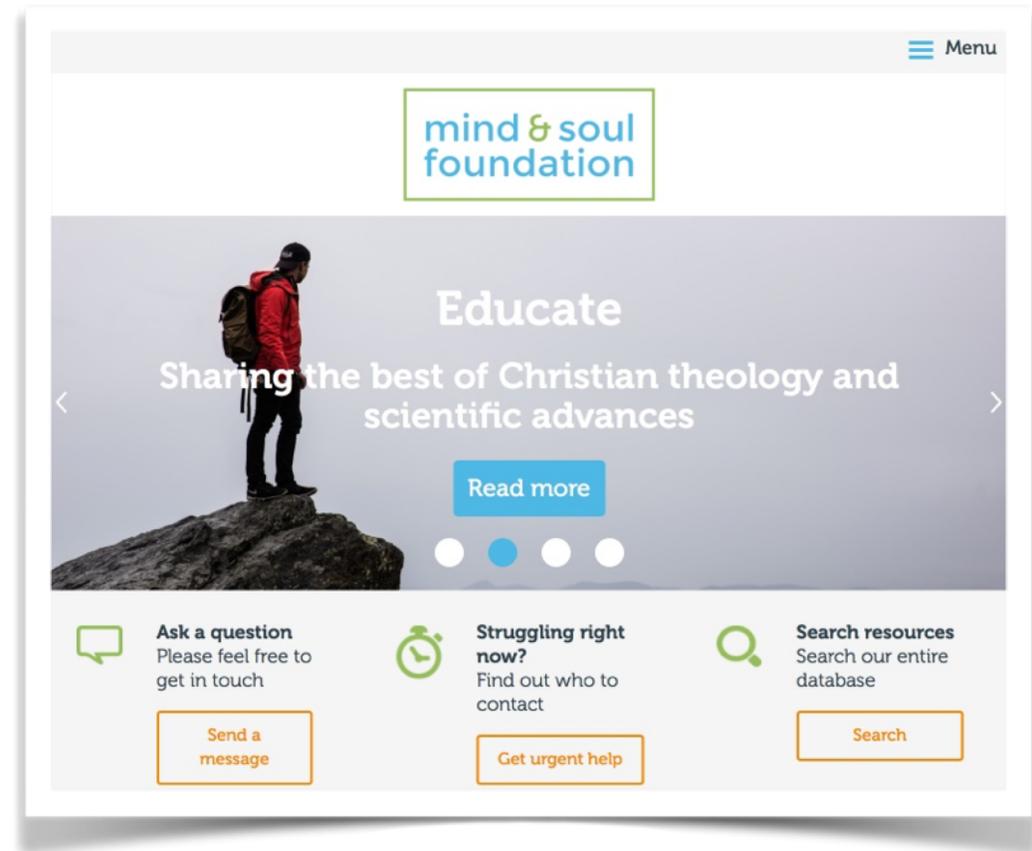
The Mind and Soul Foundation

mindandsoulfoundation.org

To [Educate](#): Sharing the best of Christian theology and scientific advances

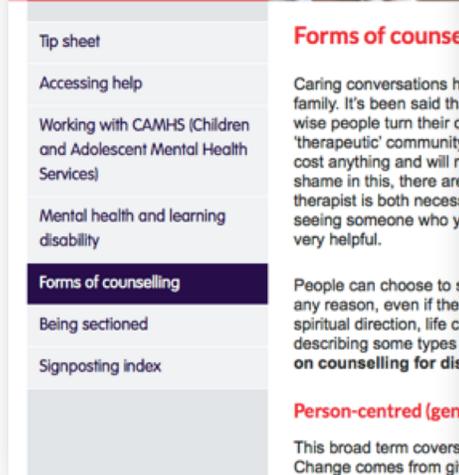
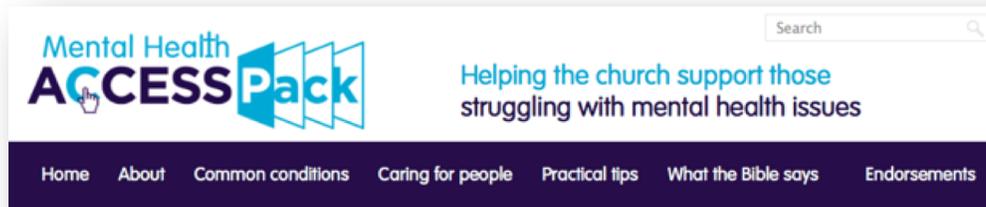
To [Equip](#): Helping people meet with God and recover from emotional distress

To [Encourage](#): Engaging with the local church and mental health services

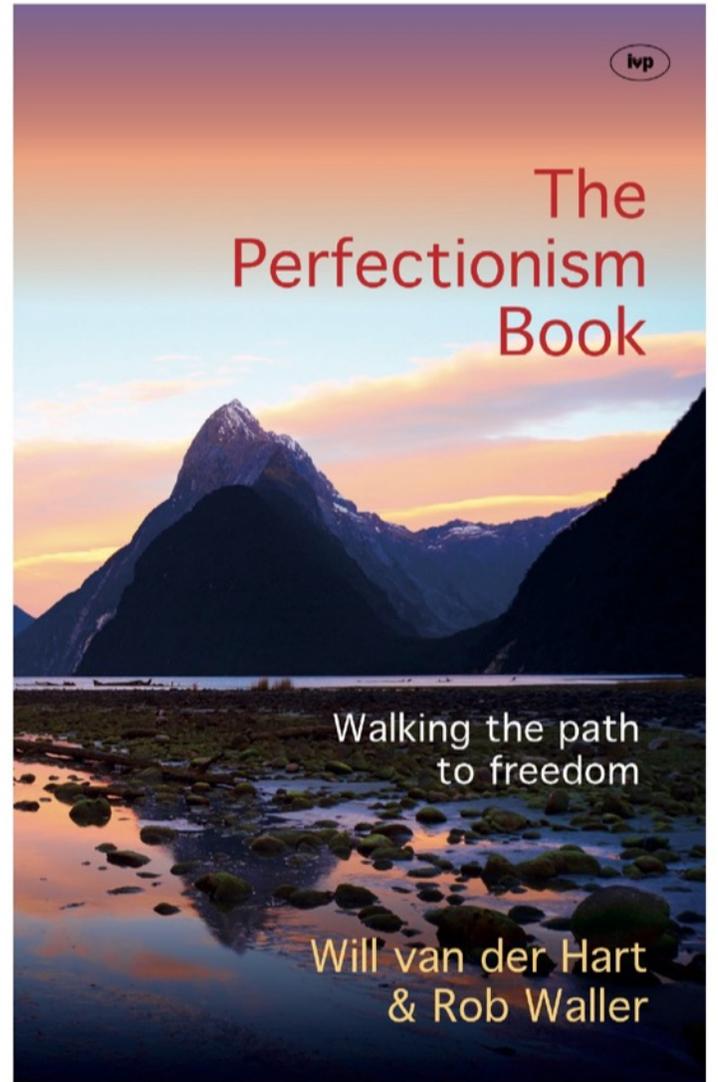
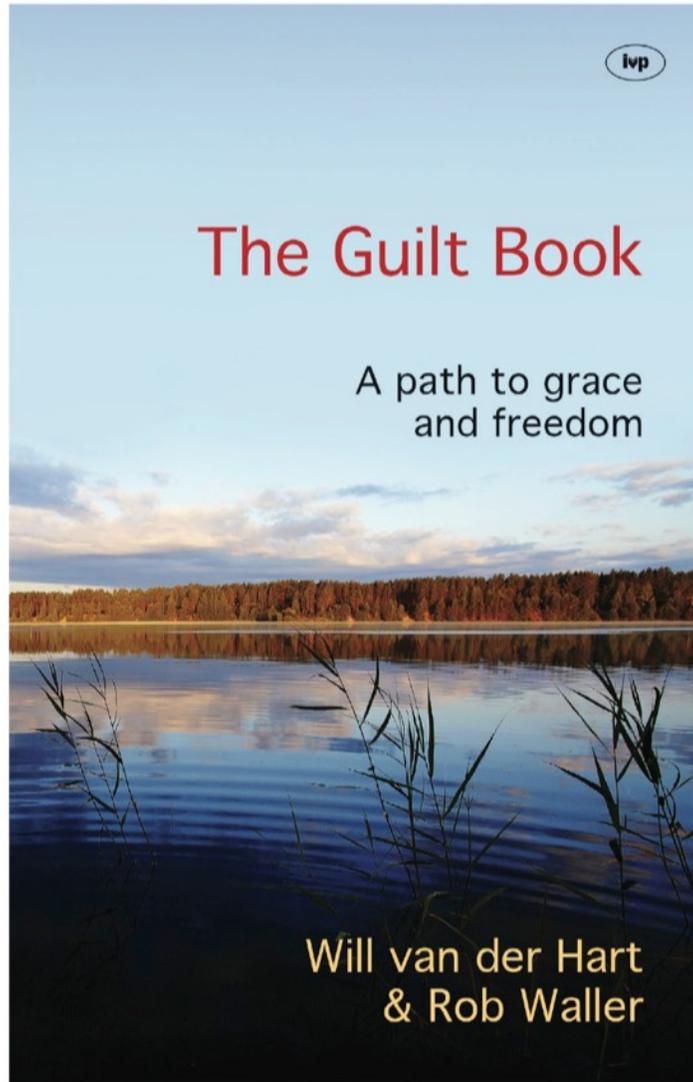
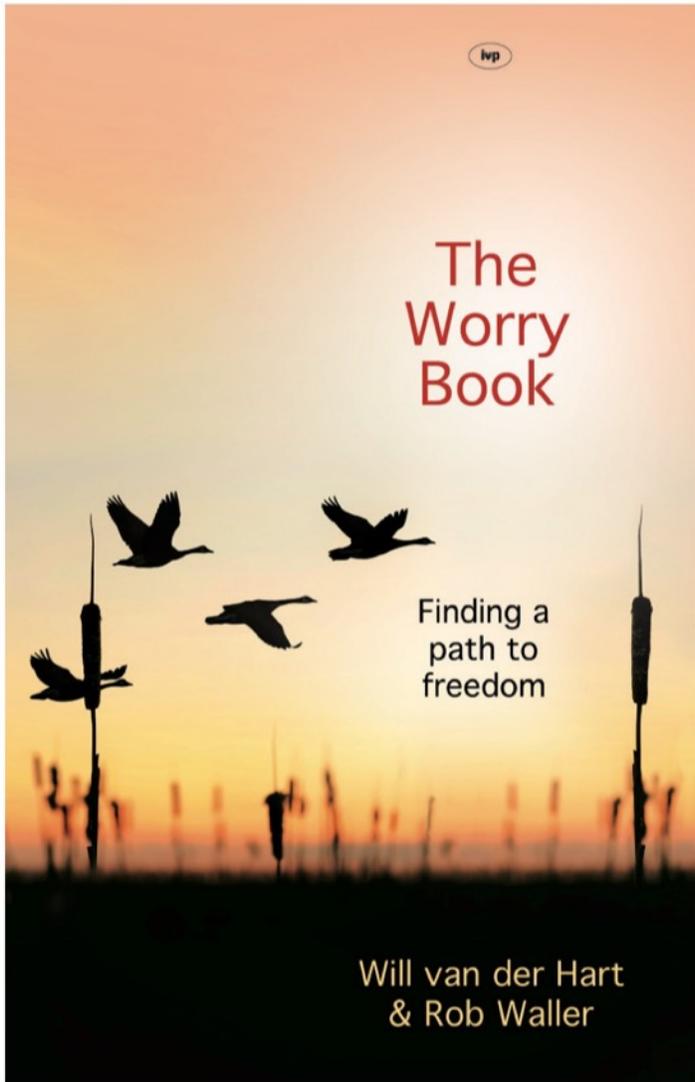


The Mental Health Access Pack

A bite-sized resource for your church...



www.mentalhealthaccesspack.org



LEAD WELL

The background of the entire page is a photograph showing the silhouettes of a group of people standing on a hillside. They are looking out over a landscape of rolling hills and mountains under a bright, orange sunset sky. The silhouettes are dark against the lighter sky, creating a strong contrast.

29TH SEPTEMBER 2018 • ST PAUL'S ONSLOW SQ.
9:30AM - 4:30PM • TICKETS: £20

MINDANDSOULFOUNDATION.ORG



People may spend their whole lives climbing the ladder of success only to find, once they reach the top, that the ladder is leaning against the wrong wall.

THOMAS MERTON

Trappist Monk



Running on *Empty*



A better car...

Burnout and Compassion Fatigue

Leading for the long haul in difficult settings

My personal strategies

Develop your own personal resilience plan

Stress Reduction



**Bang
Head
Here**

Directions:

1. Place on FIRM surface.
2. Follow directions in circle.
3. Repeat step 2 as necessary, or until unconscious.
4. If unconscious, cease stress reduction activity.

What is burnout?



Depersonalization



Reduced Personal Accomplishment



Emotional Exhaustion

How burnt out am I?

BURNOUT QUESTIONNAIRE

Rate each of the 28 questions according to the following scale:
1 = never/no change 2 = rarely 3 = sometimes 4 = often 5 = always/much change

Do you:

- 1. Worry at night, have trouble falling asleep or staying asleep?
- 2. Feel less competent/effective than before or work harder yet accomplish less?
- 3. Consider yourself unappreciated or "used" on the job?
- 4. Feel tired/fatigued rather than energetic even when you get enough sleep?
- 5. Dread going to work or feel trapped in your job situation?
- 6. Feel angry, irritated, annoyed, or disappointed in people around you?
- 7. Suffer from physical complaints or frequent illness (headaches, stomach/back/neck aches, colds)?
- 8. Feel overwhelmed?
- 9. Think that sex seems like more trouble than it's worth?
- 10. See close friends and family less often?

Are you:

- 11. More forgetful (about appointments, deadlines, personal possessions) or disassociated than usual?
- 12. Always watching the clock?
- 13. Avoiding conversation with co-workers or isolating from people in general?
- 14. Rigidly applying rules without considering more creative solutions?
- 15. Increasing your use of alcohol or drugs?
- 16. Easily or automatically expressing negative attitudes especially to changes?
- 17. Absent, out sick more often, or while at work?
- 18. Unable to laugh at a joke about yourself or have difficulty finding joy?
- 19. Experiencing interpersonal conflict with co-workers/family?
- 20. Too busy to do ordinary things (making phone calls, reading, calling/contacting family or friends)?

Does your job:

- 21. Seem meaningless or filled with too many repetitive situations?
- 22. Pay too little?
- 23. Lack access to a social-professional support group?
- 24. Depend on capricious funding sources or not have enough funds to accomplish agency goals?
- 25. Lack clear guidelines or require you to deal with rapid program changes?
- 26. Entail so many different tasks that you feel fragmented?
- 27. Demand coping with an angry public?
- 28. Overload you with work, demand long shifts and frequent overtime or deny you breaks/self-monitored time-outs, lunch time, sick leave, or vacation?

Total up the numbers in the response column.....Your score: _____

Complete this simple
questionnaire – 5 mins

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Total up your scores

- 28 – 38 You appear impressively mellow
- 51 – 70 You are under a moderate amount of stress
- 71 – 90 You have a high amount of job-related stress
- >91 You are probably nearing an advanced stage of burnout

Some Statistics

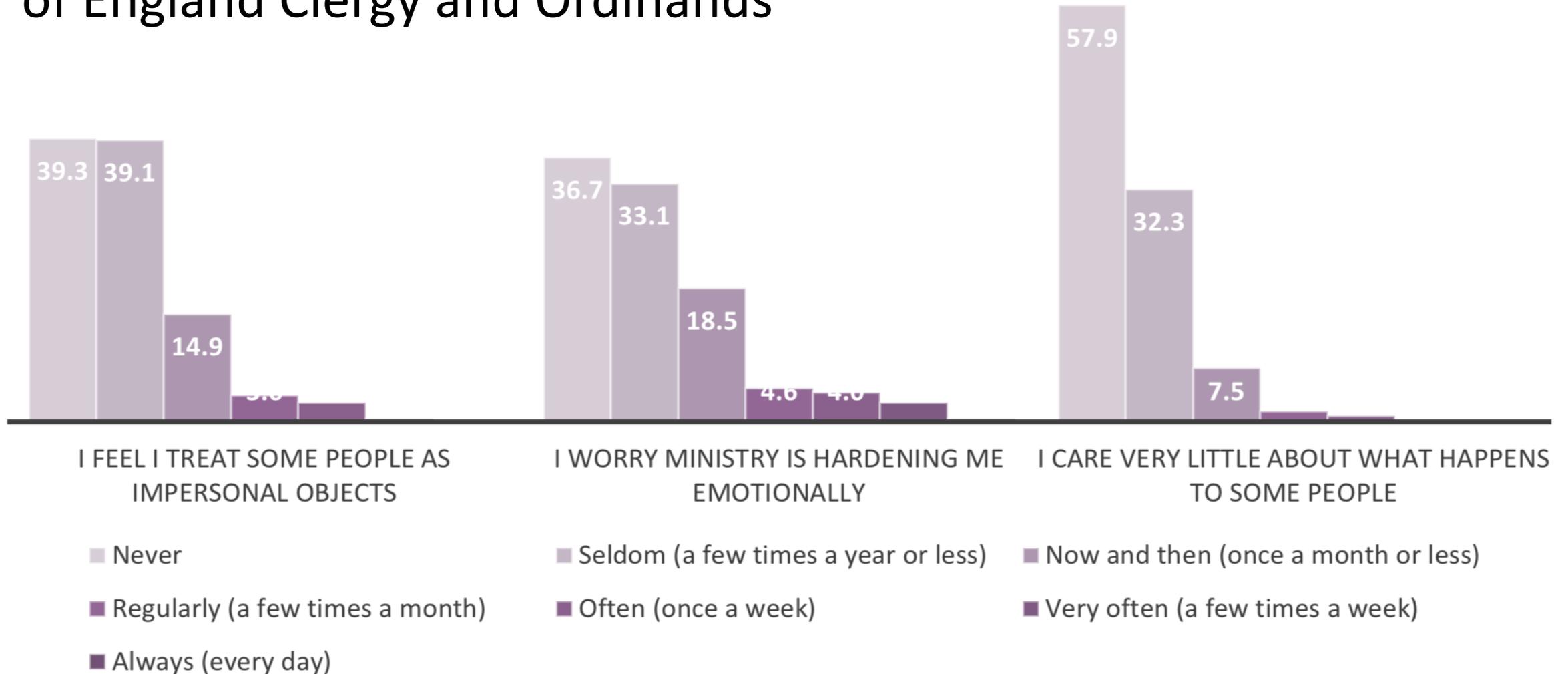
These stats are probably all wrong – there are many happy and fulfilled leaders. However, we can all learn how to manage ourselves better – and you are here today...

19% of people leaving full-time ministry did so because of burnout [LifeWay Research]

Most common causes of church leader burnout is 'the buck stops with me' [Craig Fee, PhD]

Work sickness rates run at around 3% of which 15% are due to mental illness. Lower paid roles are most prone [ONS]

Church of England (June 2017) Mapping the Wellbeing of Church of England Clergy and Ordinands



Why do those who care for others struggle with burnout?



5 mins

Brainstorm a list of reasons why?



Why do Doctors struggle with burnout?



- Heavy workloads
- Long hours of work
- Shift work / On-call duties
- Under-staffing
 - Presenteeism
- Poor quality leadership
 - Bullying
- Medium-sized DHBs
- Female > Male
- Aged 30-39

Why is burnout important?

Bad for your Well-Being

Bad for your Health

Bad for those you lead

- Quality of Work
- Error Rate
- Leadership Style



More concerning situations...

COMPULSIVE CARING

A pattern of caring rather than feeling, to serve ones own emotional ends

- Rooted in childhood learning (Don't make mummy sad...)
- A form of OCD and best tackled this way

COMPASSION FATIGUE

A personal involvement in the trauma you see, experiencing the emotions of those you care for

- Blaming others
- Self-isolating
- Nightmares- or flashbacks

New line in Hippocratic Oath

“I will attend to my own health, well-being, and abilities in order to provide care of the highest standard.”

WORLD / HEALTH

NZ doctor's Hippocratic Oath change passed

8:27 am on 15 October 2017 Share this



A New Zealand doctor's amendment to the modern Hippocratic Oath sworn by all doctors has been ratified unanimously by the World Medical Association.



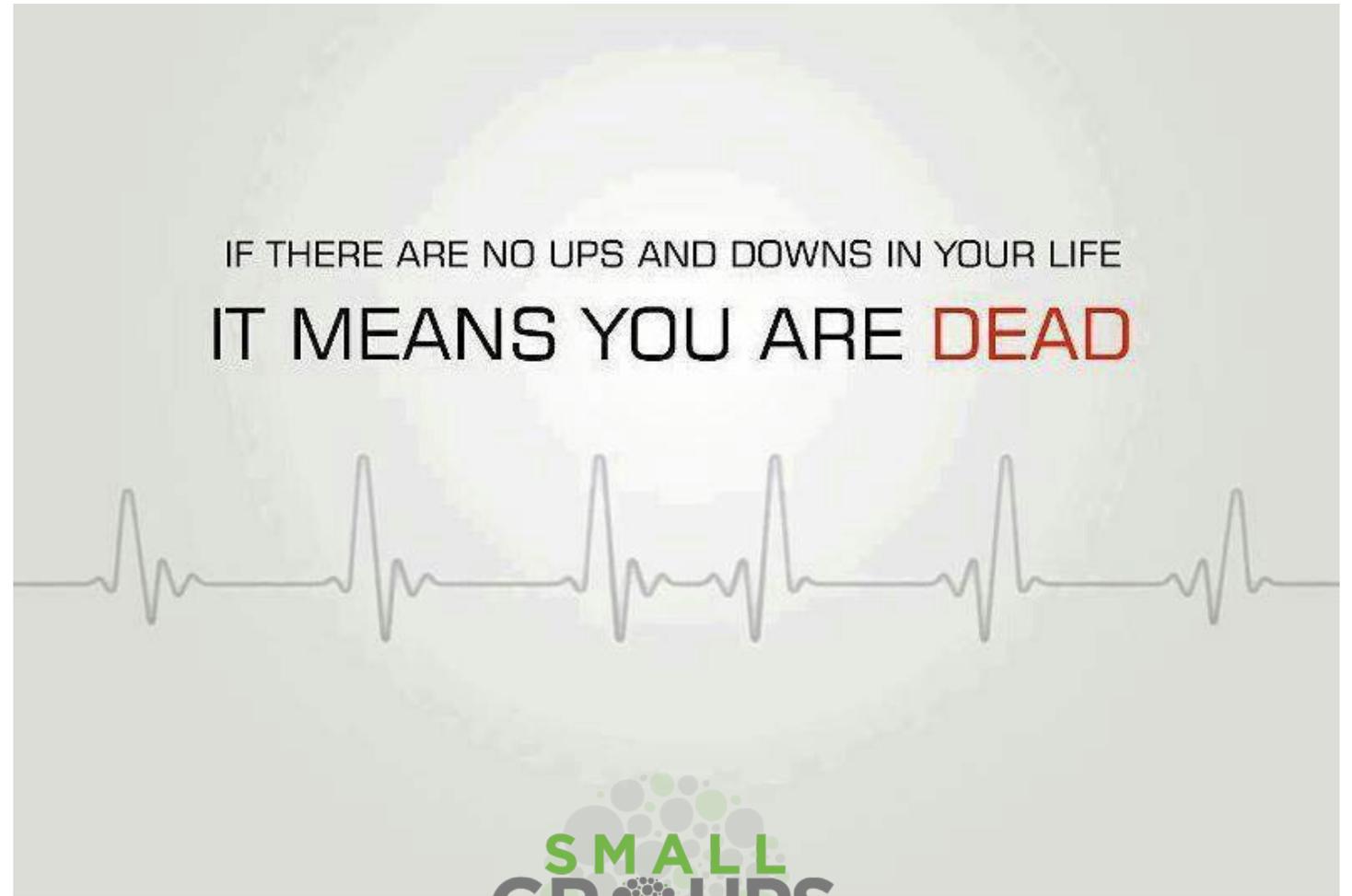
Sam Hazledine pushed for change after noticing widespread burn-out in his profession Photo: Supplied

Sharing stories

If you feel able...

Share a time you felt down or struggled at work

What helped?





So let's do some self-care...

Turn to the person next to you and give them a big hug!

Wider Focus

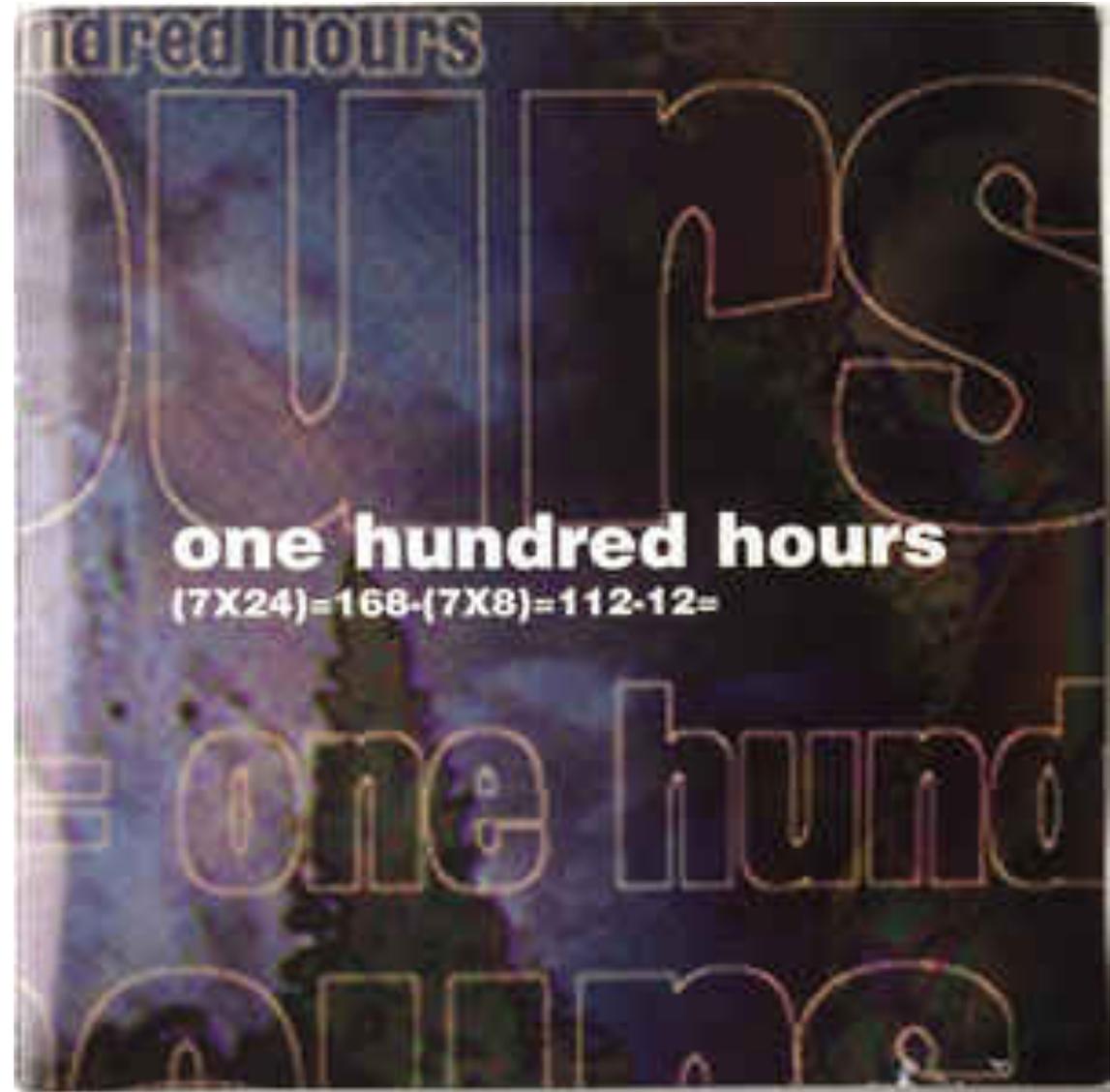
Week= 168 hours

Sleep = $7 \times 8 = 56$ hours

Food = $0.5 \times 21 = 10.5$ hours

Church = 1.5 hours

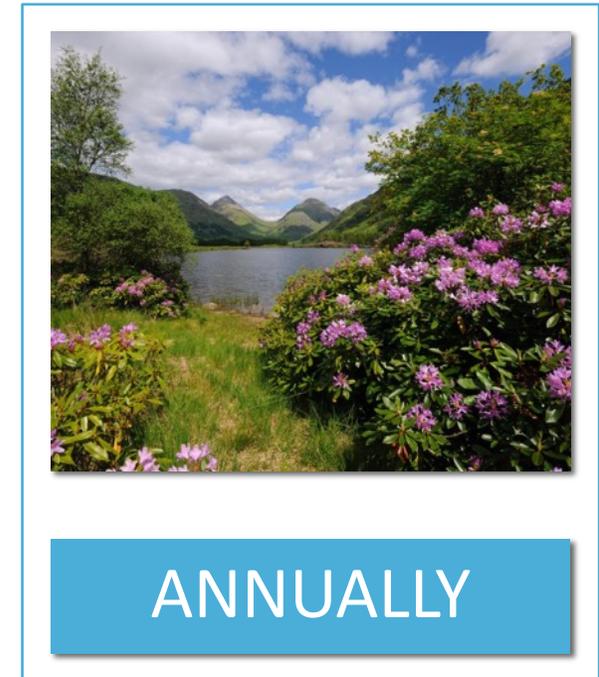
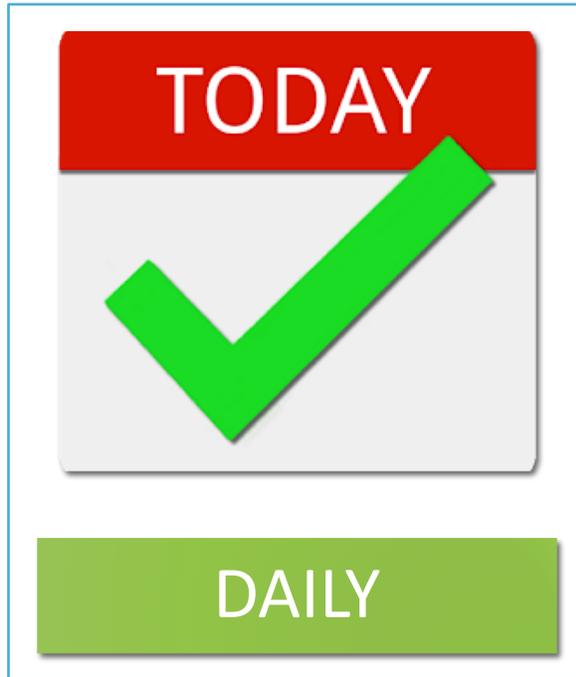
= 100 Hours left





So let's do some self-care...

How do I practice self-care?



Small groups – 3x3 minutes

Building self care into every day

Plan meal breaks and go out

Physical activity – 10000 steps?

See your difficult/tricky clients first – don't procrastinate

Wind down with something productive or enjoyable

Connect with peers and colleagues – attend meetings

Laughter and fun are allowed – try to avoid black humour

Chocolate

Avoid taking work home – the commute has some value



As seen near Shepton Mallet...

What is on your doorstep?

My top tips from my ten years

1. Have your finger in another pie – or two?
2. Share the pain – swapping difficult clients
3. Have two weeks holiday – not one
4. Have cheeky days off – date your spouse
5. Work flexible hours [in conjunction with colleagues]
6. Realize its not all about you – develop your spirituality
7. Learn its not all about you – drop balls
8. Mix it up – this is not 'one' job for life

What would your top tips be?

Small groups

5 minutes

REIGNITE the desire: Tackle burnout in psychiatry

Kaustubh G. Joshi, MD

Burnout among psychiatric clinicians can lead to reduced job satisfaction, poorer quality of patient care, and depression.¹ Signs of burnout include a feeling of cynicism (eg, negative attitudes toward patients), overwhelming exhaustion (eg, feeling depleted), and a sense of ineffectiveness (eg, reduced productivity).¹ Workplace variables and other factors that could perpetuate burnout among psychiatrists include, but are not limited to:

- too much work
- chronic staff shortages
- working with difficult patients
- inability to meet self-imposed demands
- a lack of meaningful relationships with colleagues and supervisors.^{1,2}

The mnemonic **REIGNITE** provides strategies to reduce the risk of burnout.^{1,3}

Recognize your limits. Although saying “no” may be difficult for mental health clinicians, saying “yes” too often can be detrimental. Techniques for setting limits without alienating colleagues include:

- declining tasks (“I appreciate you thinking of me to do that, but I can’t complete it right now”)
- delaying an answer (“Let me ponder what you are asking”)
- delegating tasks (“I could really use your help”)
- avoid taking on too much (“I thought that I could do that extra task, but I realize that taking on the additional assignment isn’t going to work out”).

Expand your portfolio. Developing a diverse work portfolio (eg, teaching part-time) could diminish stagnation. Adding

regenerative activities (eg, outdoor activities) could be restorative.

Itemize your priorities. Ask yourself what is important to you. Is it work? If so, can work be modified so it continues to be rewarding without resulting in burnout? If it isn’t work, then what is? Money? Family? Evaluating what is important and pursuing those priorities could increase overall life satisfaction.

Go after your passions. What do you like to do aside from work? Do you paint or play a musical instrument? Pursuing hobbies and interests can revitalize your spirit.

Now. We as a profession are notorious for saying to ourselves, “I will get to it (being happy) someday.” We delay happiness until we catch up with work, save enough money, and so on. This approach is unrealistic. It is better to live in the present because there are a finite number of days to seize the day. Focus your energy in the moment.

Interact. Isolating oneself will lead to burnout. If you are in solo practice, con-

▶ Every issue of **CURRENT PSYCHIATRY** has its ‘Pearls’

Yours could be found here.

Read the ‘Pearls’ guidelines for manuscript submission at CurrentPsychiatry.com, or request a copy from Senior Editor Patrice Weeks at pweeks@frontlinemed.com. Then, share with your peers a ‘Pearl’ of wisdom from your years of practice.

Dr. Joshi is Associate Professor of Clinical Psychiatry and Associate Director, Forensic Psychiatry Fellowships, Department of Neuropsychiatry and Behavioral Science, University of South Carolina School of Medicine, Columbia, South Carolina.

Disclosure
The author reports no financial relationship with any company whose products are mentioned in this article or with manufacturers of competing products.



Discuss this article at www.facebook.com/CurrentPsychiatry



My Personal Resilience Plan

Personal Resilience Plan



Things I will start doing...

Everyday:

Every week or month:

Every year:

My supportive and caring relationships are:

The ways I calm down and regain perspective are:

My current health and fitness levels are:

My long-term goals are:

More resources are available at: www.mindandsoulfoundation.org

Working alone

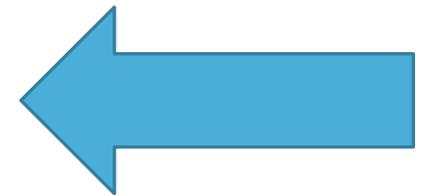
Five minutes

Complete after the conference

Refer to regularly!

The price of failure

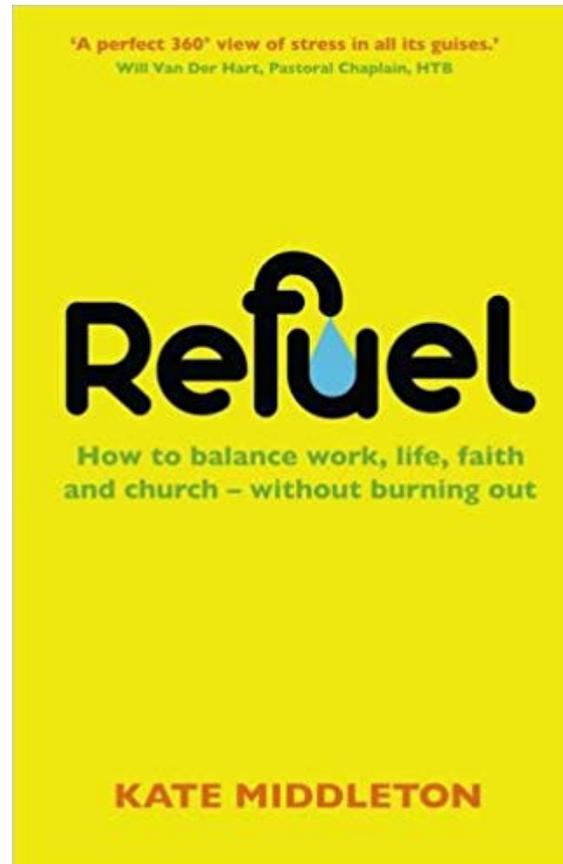
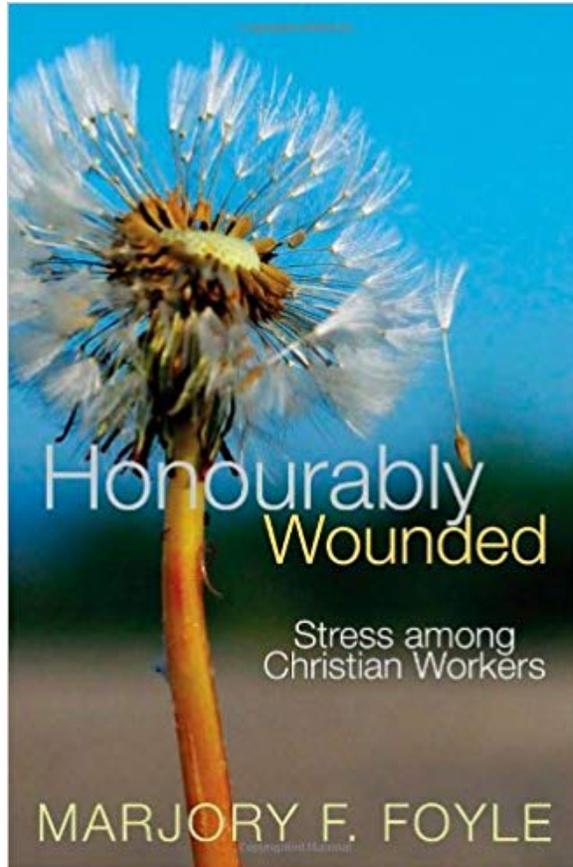
| Stage | Psychosocial Crisis | Basic Virtue | Age |
|-------|---------------------------------|--------------|----------------------------|
| 1 | Trust vs. mistrust | Hope | Infancy (0 to1 ½) |
| 2 | Autonomy vs. shame | Will | Early Childhood (1 ½ to3) |
| 3 | Initiative vs. guilt | Purpose | Play Age (3 to 5) |
| 4 | Industry vs. inferiority | Competency | School Age (5 to 12) |
| 5 | Ego identity vs. Role Confusion | Fidelity | Adolescence (12 to 18) |
| 6 | Intimacy vs. isolation | Love | Young Adult (18 to 40) |
| 7 | Generativity vs. stagnation | Care | Adult hood(40 to 65) |
| 8 | Ego integrity vs. despair | Wisdom | Maturity (65+) |



Help is available...

**HEALTH+
SAFETY
AT WORK**

More Resources



HONOURABLY WOUNDED

DR MARJORY FOYLE

REFUEL

DR KATE MIDDLETON



Text MASF18 followed by the amount to 70070
To give £10, you type MASF18 £10

Wellbeing in Leadership

Filling the Tank – Personal Resilience for those who Lead

Dr Rob Waller

Wellbeing in Leadership

Who is pastoring the pastors, and who is leading the leaders? Many leaders report symptoms of burnout - and those are just the ones being honest with many others suffering in silence. Struggling leaders also hurt those around them, with poor decisions and a self-supporting focus.

This seminar will look at burnout, stress and early symptoms of mental illness, then look at what makes a difference. Tips for day-to-day joy will be covered as well as strategies for longer term thriving and development. This is about leading for the long haul and how to leave a healthy legacy. This is for those who feel isolated - how to belong and feel connected.

It is aimed at those in paid and unpaid leadership positions. It is for those who work for the church and those who lead in other spheres such as business, education, healthcare and the arts - and those who support them. Bring your pastor. Bring your friend.