

# Resilient Leadership Webinars: Managing Through Crisis

## Part 3 of 3 Communication and Flexibility

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1

## What is Resiliency

- Bouncing Back
- Ability to establish a sense of community and connection
- Adapting to...stress, pressure, crisis
- Thriving despite...stress, pressure, crisis
- Improving despite adversity
- Positive emotions, thoughts, behaviors despite turmoil
- Emotional Flexibility
- Positive response to change
- A sense of control, autonomy

RESILIENCE — FROM LATIN “TO LEAP BACK”

### OUR DEFINITION OF RESILIENCY

A SKILLED WAY OF BEING

- IN DISRUPTION, IMBALANCE, NEWNESS, CHANGES, STRESSORS, ADVERSITY
- MAINTAIN CAPACITY TO ACCESS OUR GIFTS, STRENGTHS, HIGHER OR BEST SELVES — AUTONOMY AND CONTROL
- AND OPPORTUNITY TO GROW STRONGER THROUGH THE DISRUPTION

“IT’S NOT THE STRONGEST OF THE SPECIES THAT SURVIVE, NOR THE MOST INTELLIGENT, BUT THE MOST RESPONSIVE TO CHANGE.” (CHARLES DARWIN)

IT’S ABOUT OUR ABILITY TO MANAGE CHANGE IN A SUPPORTIVE AND POSITIVE WAY



2

## Qualities of Resilient Leaders

- Problems are opportunities
- Aware of the victim mentality trap and blaming – *They - WE*
- Attitude, character, “make –up” is strengths-based vs deficit-based - *Can’t -CAN.*
- Find their power *when they forget they have it*
- Overcome difficulties *versus perfectly answer everything*
- Learn from mistakes by demonstrating self as a *leader-learner*

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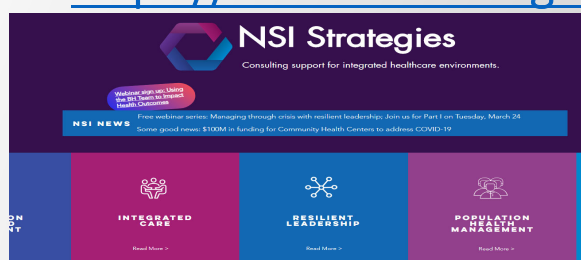
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<https://www.nsistrategies.com/resilient-leadership>



### Managing Crisis Through Resilient Leadership

Each of these steps build on the last to generate capacity to lead with Resiliency.

1. **Balance before action.** This is the opposite of stay calm. If you could stay calm you would! Being told to do this by others or self is not helpful. Instead, use your awareness to check in. Determine if you are dysregulated and select an action that brings you closer to your balanced self. Breathing exercises, body scans, room awareness, walking, connecting with a colleague – you make the call based on your needs. This action of first “not acting” puts the creativity, problem solving and abstract thinking part of the brain back online. Don’t move on without it!
2. **Hold space** – You don’t need to have all the answers, or the best answers, and it’s okay for employees to experience anxiety, fear, and rigidity. It’s not your job as a leader to take these feelings away or to fix. Spoiler alert – you can’t control that stuff anyway and leaders often fall into this trap during crisis. A commitment by you to give your teams space allows team members to be in more balanced states of emotional congruency. That helps people become more regulated. This takes guts because it’s about letting go of control – but it is letting go of control you don’t have anyway. Go for it.

[https://8e423eb9-90a2-4255-9fe9-454361179ade.filesusr.com/ugd/fff462\\_c196674369274b19bf0796311ed6267e.pdf](https://8e423eb9-90a2-4255-9fe9-454361179ade.filesusr.com/ugd/fff462_c196674369274b19bf0796311ed6267e.pdf)

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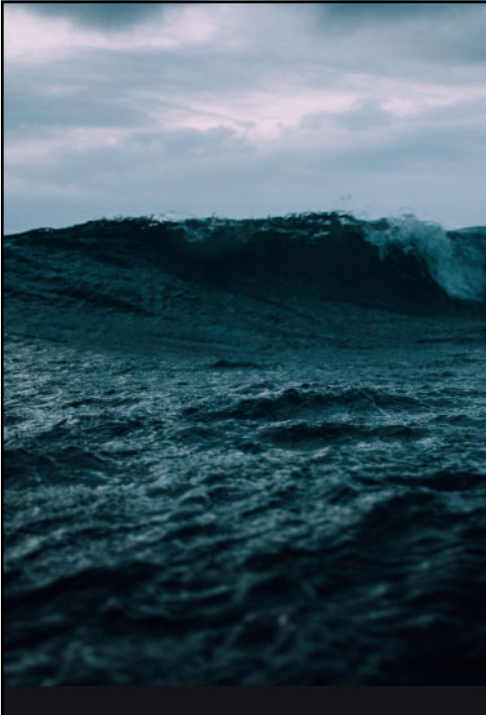
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4






## The Waters We are Navigating


- The invisible enemy
- Unknown duration
- Widespread impact
- Unprecedented, uncharted territory

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## When Stress Becomes DISTRESS



STRESS

- Natural response - physical, mental, emotional that causes tension and/or restriction
- Response to any demand placed on you (internal/external)
- Activating, stimulating and increases your level of alertness
- Inescapable, part of day-to-day living "Life on life's terms"
- Motivator and energizer
- Feel sharp, excited, ready
- Balanced




DISTRESS

- Difficulty concentrating, forgetting, excessive self-criticism, pre-occupation with thoughts/ tasks
- Feeling angry, or overwhelmed and immobilized
- Self-defeating processes – Rumination, worries, uncomfortable physical symptoms and emotional discomfort
- Moody, worried, scared, irritable, depressed, reduced self-esteem, pessimistic, helpless, withdrawn, easily embarrassed
- Out of control, doing things I don't want to do or later regret

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You Retweeted

**Lauren S. Hallion**  
@LaurenHallion

Can't concentrate on work?

That's normal!

Our brains pay attention to things that are scary

It helped keep us alive!

If you cant concentrate

Trying harder won't help

It's just science

Instead

Let it go ❄️

@AcademicChatter #SciComm #MentalHealth

12:52 PM - Mar 20, 2020 · Twitter for iPhone

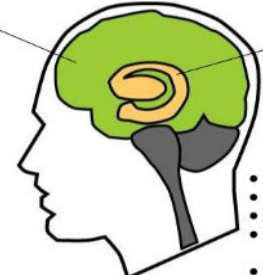
916 Retweets 3.1K Likes

## It's Not Your Fault or Weakness

**NEUROSEQUENTIAL NETWORK™**

<https://www.neurosequential.com/covid-19-resources>

### The Neuroscience Of Stress



**Cerebral Cortex**

- Abstract Thinking
- Problem Solving
- Language
- Coordination

**Limbic System**

- Emotion & Aggression
- Motivation & Instinct
- Memory Formation
- Reflexive Movement

**Epinephrine & Cortisol**

- Increase pulse, BP and breathing
- Increase blood flow to muscles
- Release blood sugar (energy)
- Impairs function of tasks that require flexible thinking
- Enhances function of tasks that are engrained/well-practiced

<https://blog.usejournal.com/stress-makes-you-stupid-the-neuroscience-of-survival-8c19c25b0f3d>

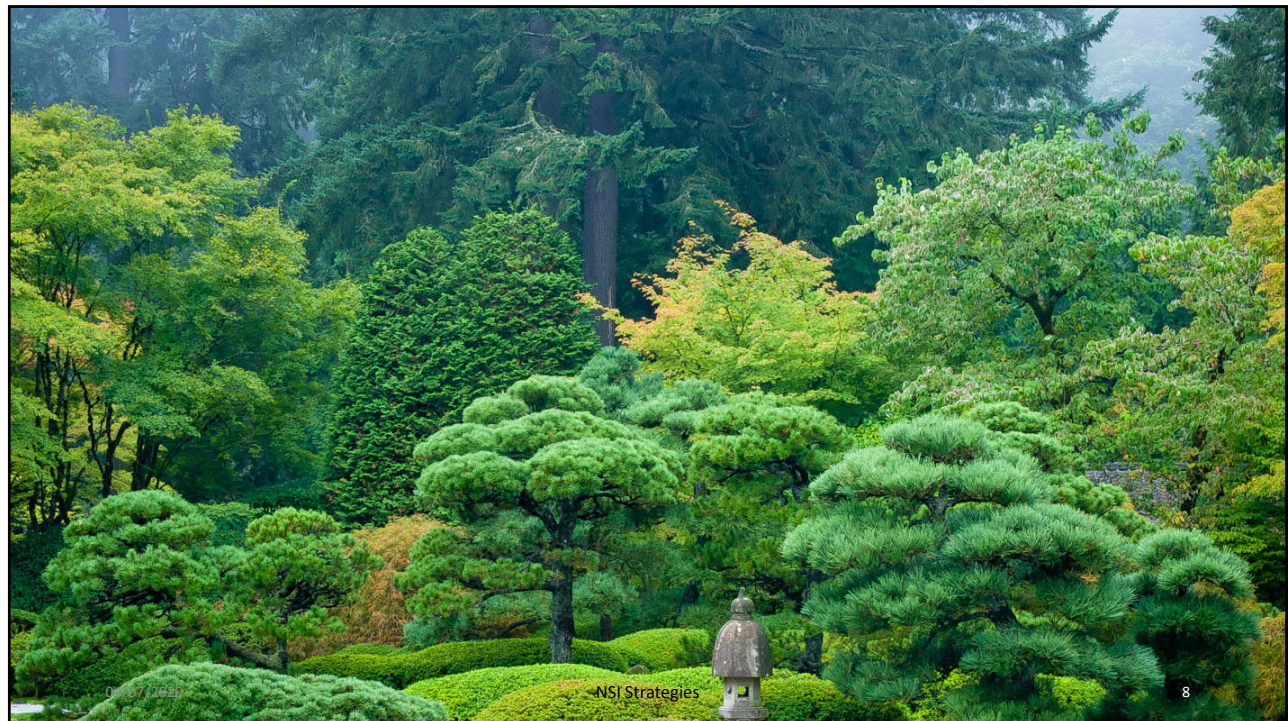
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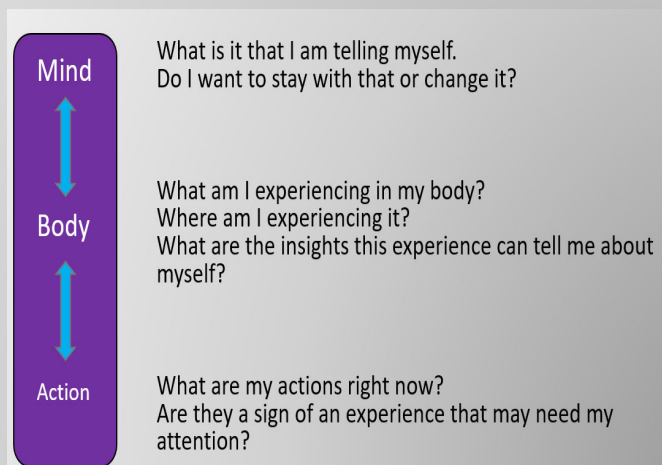
## Awareness is the Key to Accessing Resiliency

“Between stimulus and response there is a space.

In that space is our power to choose our response.

In our response lies our growth and our freedom.”

**Viktor E. Frankl**



<https://www.nsistrategies.com/resilient-leadership>

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9

## Leading With Resiliency

1. Balance Before Action
2. Hold space
3. Elicit feedback, thoughts and ideas from your teams
4. Keep structure, create structure
5. **Over communicate**
6. **Be flexibly directive**



### Part I: Balance and Space

Learn why balance before action is critical to accessing our prefrontal cortex. Teach your teams to do this by holding space for them, thus enabling individual team members to stay regulated and resilient.



### Part II: Structure and Feedback

Be deliberate while keeping and creating structure. Elicit feedback not only to improve, but also to foster connection and creativity.



### Part III: Communication and Flexibility

During a crisis, our learning brains are off-line. Over-communication becomes essential, as does being 'flexibly directive.'

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10



## 5. Over Communicate

- It takes Eight times eight different ways to get change to stick.
- In crisis your teams are dysregulated. Their learning brains are offline.
- Resilient Leaders aren't frustrated when their directives are not followed.
- They see and model teaching and learning opportunities to re-enforce their message and unify the team to flow in the direction they have plotted.



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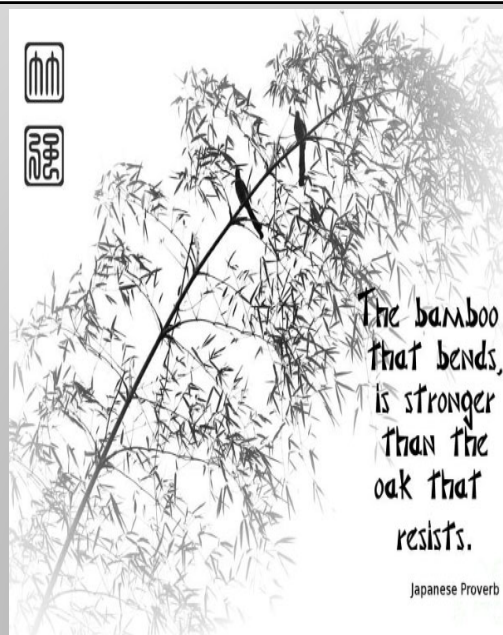
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## 6. Be flexibly directive

- Your teams will need direction, yet not necessary the way to get there. Resilient Leaders own it.
- Sometimes you don't have enough information to make the right call. Resilient Leaders make the best call they can because their teams need direction and structure.
- Your employees are adaptable and creative and will figure things out, but not if they don't know when and where to go.
- You can change course; you can modify direction as you get new information. You can be direct about the course of action and flexible that this is not "for-ever."
- Resilient Leaders do not put the burden on the employee to make the call. Resilient leaders make the call.



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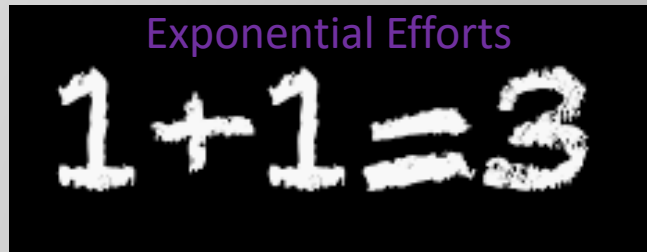


12

## What Enhances Resiliency?

### I KNOW I KNOW!

- Self Care - Sleep
- Social Support
- Spirituality
- Humor
- Meaningful Work, Mission
- Fun – Hobbies – Interests
- Rest – Relaxation



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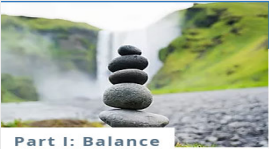


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Join us for our Hui: <https://zoom.us/j/522715304>

 <p><b>Part I: Balance and Space</b></p> <p>Learn why balance before action is critical to accessing our prefrontal cortex. Teach your teams to do this by holding space for them, thus enabling individual team members to stay regulated and resilient.</p> <p><b>March 24</b> 1:30-2:00 EDT</p> <p><a href="#">Sign up</a></p>	 <p><b>Part II: Structure and Feedback</b></p> <p>Be deliberate while keeping and creating structure. Elicit feedback not only to improve, but also to foster connection and creativity.</p> <p><b>April 2</b> 1:00-1:30 EDT</p> <p><a href="#">Sign up</a></p>	 <p><b>Part III: Communication and Flexibility</b></p> <p>During a crisis, our learning brains are off-line. Over-communication becomes essential, as does being 'flexibly directive.'</p> <p><b>April 7</b> 1:00-1:30 EDT</p> <p><a href="#">Sign up</a></p>
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No matter what is happening, your ability to be a Resilient Leader is right here with you.

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14