

# Build Resilient Teams For Better Organizational Outcomes

achieve+forum™



# Necessity – the Mother of Invention





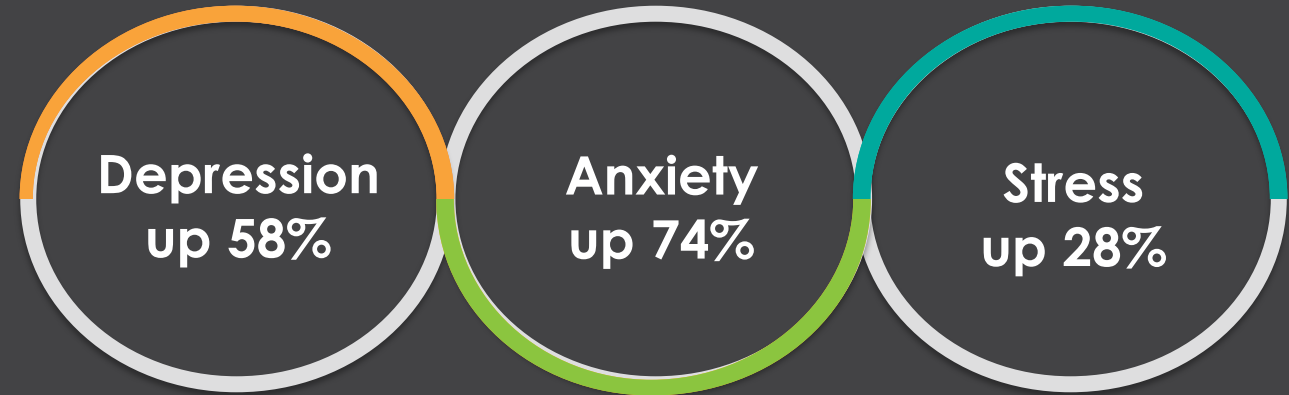
# Poll: What are you hearing from your colleagues? (Select the one that most applies)

- I'm exhausted and stressed by the amount of change I'm expected to deal with.
- I'm not getting clear direction from my manager.
- It's really hard to get things done across organizational boundaries.
- I can't get my teams to adapt and innovate quickly enough.
- I struggle to create and communicate clear plans because things change so fast.





# Our People Are Struggling



- **92%** of nurses report moderate to high stress levels
- **54.5%** of physicians burning out
- **45%** of primary care physicians want to quit
- **56%** of pharmaceutical sales reps suffer from stress

Sources: <https://www.workplaceoptions.com/polls/analysis-of-global-eap-data-reveals-huge-rise-in-depression-stress-and-anxiety-over-past-three-years/>; <https://www.ama-assn.org/practice-management/physician-health/medical-specialties-highest-burnout-rates>; <https://www.advisory.com/research/care-transformation-center/care-transformation-center-blog/2017/08/high-risk-patients>;

[https://www.researchgate.net/publication/286859940\\_A\\_Study\\_on\\_Job\\_Induced\\_Stress\\_among\\_Pharmaceutical\\_Sales\\_Representatives\\_in\\_Jaipur\\_City\\_of\\_Rajasthan](https://www.researchgate.net/publication/286859940_A_Study_on_Job_Induced_Stress_among_Pharmaceutical_Sales_Representatives_in_Jaipur_City_of_Rajasthan);

<https://www.beckershospitalreview.com/human-capital-and-risk/study-92-of-nurses-report-moderate-to-very-high-stress-levels.html>



# Today's Presenters



**Scott Bohannon**  
CEO



**Danielle Fucci,**  
Client Director - Healthcare

# AchieveForum



## Our Mission

We empower people to lead successfully in turbulent business landscapes. From in-person instruction to digitally enabled experiences, we are the human touch that drives leadership success, not just leadership know-how.

## Our Core Beliefs



Everyone leads,  
every day.

Transformation occurs not just through large, convulsive operational changes but also through the accumulation of smaller, everyday leadership moments.



Success demands  
democratized access to the  
best leadership resources.

Organizations must empower all employees to lead effectively by providing them with the most effective resources, currently reserved for a privileged few.



Continuous  
change is normal.

Organizations must continuously adapt to survive and thrive in the digital age.



People  
matter most.

Although access to more knowledge is great, people need support from people to lead better and create meaningful change.



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RESEARCH:  
WORKPLACE STRESS  
IN HEALTHCARE

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# \$1 Trillion+ Hit to Corporate Performance



\$200 billion per year in increased health care costs



\$500 billion per year in lost productivity



\$300 billion-\$1.5 trillion per year in missed opportunities





Industry-  
Specific  
Pressure  
Likely to  
Increase

- Business Model Changes: Horizontal and Vertical Integration, Telemedicine, Physician Integration, Concierge
- Regulation: prices, privacy, cybersecurity
- Workplace Violence



# Traditional Solutions Have Reached Their Limits



## Protect time away from work

- More than 50% of employees don't take what they have
- Pushing further without other changes can increase aggregate stress



## Focus on individual well-being

- Only addresses symptoms and coping skills
- Doesn't build healthy teams
- Creates perception that HR, managers, and individuals, not teams are responsible



## Fun at work

- Temporary relief only
- "Mandatory fun" for many employees increases stress

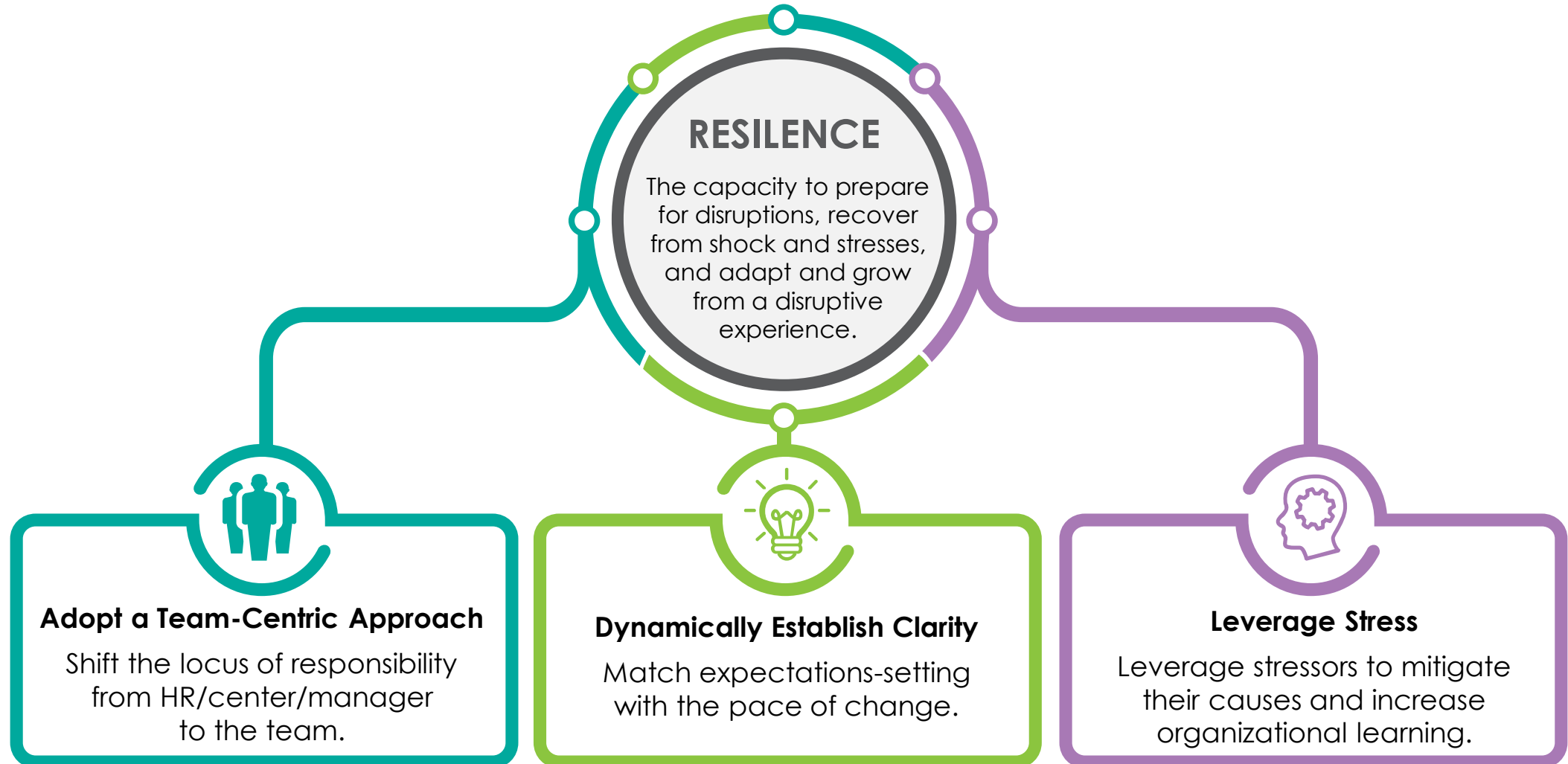


## Planning activities

- Strategic and operating plans, budgets, and KPIs don't keep pace with change
- Planning can increase rigidity



# Resilience Makes the Difference



Bohannon & Marquez, *Building Resilient Organizations to Overcome Workplace Stress*, AchieveForum, August 2018



# Adopt a Team-Centric Approach

## TRADITIONAL APPROACH

- HR define healthy behaviors
- HR and managers encourage their practice

## INSTEAD

- Empower the team to set standards that ensure its members can protect time away from work and ensure self-care.
- Task the team with enforcing the standards it sets

## EXAMPLES

- Peer designed, peer enforced dominates other standard setting approaches
- Book Club
- Unlimited vacation



# Dynamically Re-establish Clarity

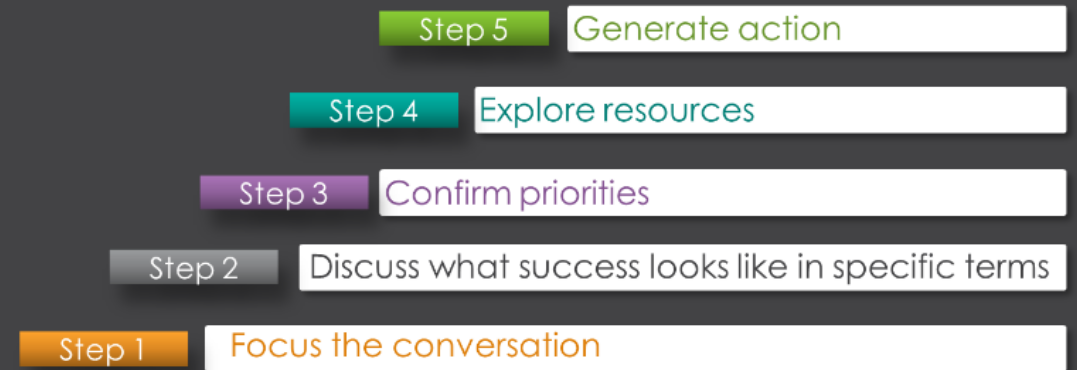
## TRADITIONAL APPROACH

- Communicate everything much more frequently

## INSTEAD

- Take frequent opportunities to collaboratively set and/or adjust performance expectations by matching expectations communications with the pace of change.
- Maintain ongoing dialogue about what success looks like as conditions change
- Clarify performance expectations in a way that taps into employee motivation and commitment

### Confirming Expectations



### A Calibration Conversation





# Leverage Stress to Mitigate the Causes

## TRADITIONAL APPROACH

- **Escape stress by trying to protect time away from work and creating fun activities at work**
- **Focus on healthy to increase stress tolerance**

## ALSO

- **Pause and determine how to lead**
- **Engage your team in root-cause discovery discussions**
- **Look for and support opportunities for you and your team to experiment, recognizing that unexpected/unintended outcomes are a success, not a failure**

### Exploration: Modes of Thinking



### Learning Lab Discussions

- 1 What happened?
- 2 What if?
- 3 What else?
- 4 What next?



## Case Study

The 2013 Boston  
Marathon Bombing and  
Brigham and Women's  
Hospital Response



# AchieveForum

It's time for a new approach to leadership development

## Adopt a Team-Centric Approach

We need to build strong relationships between teams so when they collaborate they can have productive teams that extend to tasks.

## Dynamically Re-Establish Clarity

Because the healthcare environment moves at such a quick pace, we need to shift our mindset from *preparing* leaders for any situation to *helping* leaders succeed in every situation.

## Leverage Stress to Mitigate the Causes

Being able to have leaders that are properly equip with the right skills to implement changes needed is among the biggest challenges our clients are seeing.





## Key Takeaway

New sources of stress will keep appearing. We need to build resilient teams to drive organizational success, as well as make work manageable and enjoyable.



Questions?

*“OUR PARTNERSHIP WITH ACHIEVEFORUM SUPPORTS OUR EFFORTS TO EQUIP MERCK LEADERS AT EVERY LEVEL WITH THE NECESSARY SKILLS AND TOOLS TO MAKE OUR GLOBAL STRATEGY WORK—AND IT IS WORKING.”*

**— Vice President**  
Merck



# Thank You

For more information please contact us at:



Email us at

[danielle.fucci@achievetforum.com](mailto:danielle.fucci@achievetforum.com)



Visit us at

[www.achievetforum.com](http://www.achievetforum.com)