

## Resilient Manager's Toolkit: 6 Weeks to Better Work, Life and Relationships

**Session One: *Resiliency as a Habit*** with Drs. Cindi Baldi and Geoffrey Tumlin, October 5, Noon – 1 p.m.

**Session Two: *Combating Exhaustion*** with Dr. Welela Tereffe, October 12, Noon – 1 p.m.

**Session Three: *Social Support*** with Dr. Amy Schmisser, October 19, Noon – 1 p.m.

**Session Four: *Mental Strategies*** with Therapist Maxine Trent, October 26, Noon – 1 p.m.

**Session Five: *The Resilient Family*** with Dr. Larry Allman, November 2, Noon – 1 p.m.

**Session Six: *The Resilient Organization*** with Nate Self, November 9, Noon – 1 p.m.

### Session Two Overview: *Combating Exhaustion*



**Welela Tereffe, MD, MPH, MHCM** is Chief Medical Executive at the University of Texas MD Anderson Cancer Center. She has strategic responsibility for extending the reach and value of MD Anderson's cancer expertise across Texas, the nation, and the world. She is deeply engaged in organizational transformation and fostering innovation and excellence while maintaining high levels of employee engagement and resilience. Welela holds an MD from New York University and master's degrees in Public Health and Health Care Management from Harvard.



**Cindi Baldi, PhD, MBA, MS**, is the founder and CEO of management science firm Culsure and is the host of the *Management Muse* podcast. Her email is [cbaldi@culsure.com](mailto:cbaldi@culsure.com).



**Geoffrey Tumlin, PhD, MA**, is the president of On-Demand Leadership, and is the author of *Stop Talking, Start Communicating*, published internationally by McGraw-Hill. His email is [geoff@tumlin.com](mailto:geoff@tumlin.com).

#### **Learning Objective One: Recognize and act on initial indicators of fatigue to limit the onset of exhaustion**

- ▶ **Early Warning Signs of Fatigue:**
  1. Irritability (hypersensitivity, resentment, impatience)
  2. Self-soothing through distraction
  3. Body or head aches
- ▶ **Relationship between Fatigue, Exhaustion, Burnout:**
  1. **Fatigue:** Tired, but a few days off gets you back to normal
  2. **Exhaustion:** Still tired after a restful vacation; low enthusiasm for returning to work
  3. **Burnout:** Fatigue not improved by prolonged periods of rest, with dread at returning to work; trifecta of professional depersonalization, cynicism, and inefficacy

#### **Learning Objective Two: Use proven techniques to restore energy and renew internal emotional reserves**

- ▶ **Three Ways to Restore Energy:**
  1. Use the *Feel This/Do This* tips to reset your body and mind
  2. Invest in your working and sleeping environments
  3. Plan brief rest periods (like three-day weekends; focused Wednesday afternoons)
- ▶ **Strategies for renewing emotional reserves:**
  1. Experiment with a daily focusing practice (meditation; gratitude; intention)
  2. Commit time to your relationships outside of work
  3. Reconnect with the reasons you have chosen this work (the 20% rule)

#### **Learning Objective Three: Maintain a sharp focus on system causes and remedies for exhaustion in individuals**

- ▶ **System Causes:**
  1. The culture of "always on"
  2. Meeting mania or its flipside, command and control
  3. A focus on individuals and punishment, not processes and improvement
- ▶ **System Remedies:**
  1. Model the way of self-care
  2. Do the hard and public work of clarifying decision processes
  3. Promote psychological safety and continuous improvement in your organization

#### **Action Steps/Homework:**

1. Try a daily focusing practice for two weeks; see what happens
2. Plan a rest period or vacation every month for the next six months
3. Put one or two system remedies into place; get feedback after three months

#### **Further Reading:**

1. *Multipliers: How the Best Leaders Make Everyone Smarter*, by Liz Wiseman, Harper Business, 2010.
2. *Daring Greatly*, by Brené Brown, Avery, 2012.
3. *Life's Messy, Live Happy*, by Cy Wakeman, St. Martin's Press, 2022.



#### **Next Session: Social Support with Dr. Amy Schmisser, October 19, Noon – 1 p.m.**

Strong social support networks improve our resiliency and the effectiveness of our responses in challenging times. Tune in over lunch on October 19 to hear from social support expert Dr. Amy Schmisser.