

Compassion Institute Webinar Series

Sponsored by CSTE Foundation

Wednesday, November 9, 2022

4:00–5:00 pm EDT



Council of State and Territorial Epidemiologists

Webinar Housekeeping



General Housekeeping



- Thank you for joining today's webinar on the topic of Collective Care at Work.
- Webinar participants have been muted upon entry.
- Please use the Q&A Box to submit written questions, or the chat feature to comment. Be sure comments are constructive & respectful.
- Please consult your jurisdiction's IT department if you experience issues accessing a website URL shared during today's webinar.
- Today's webinar will be recorded and available to participants on the CSTE Learn platform – learn.cste.org. Webinars 1-3 have been posted.

Featured Presentation



Collective care at work

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**Compassion
Institute™**

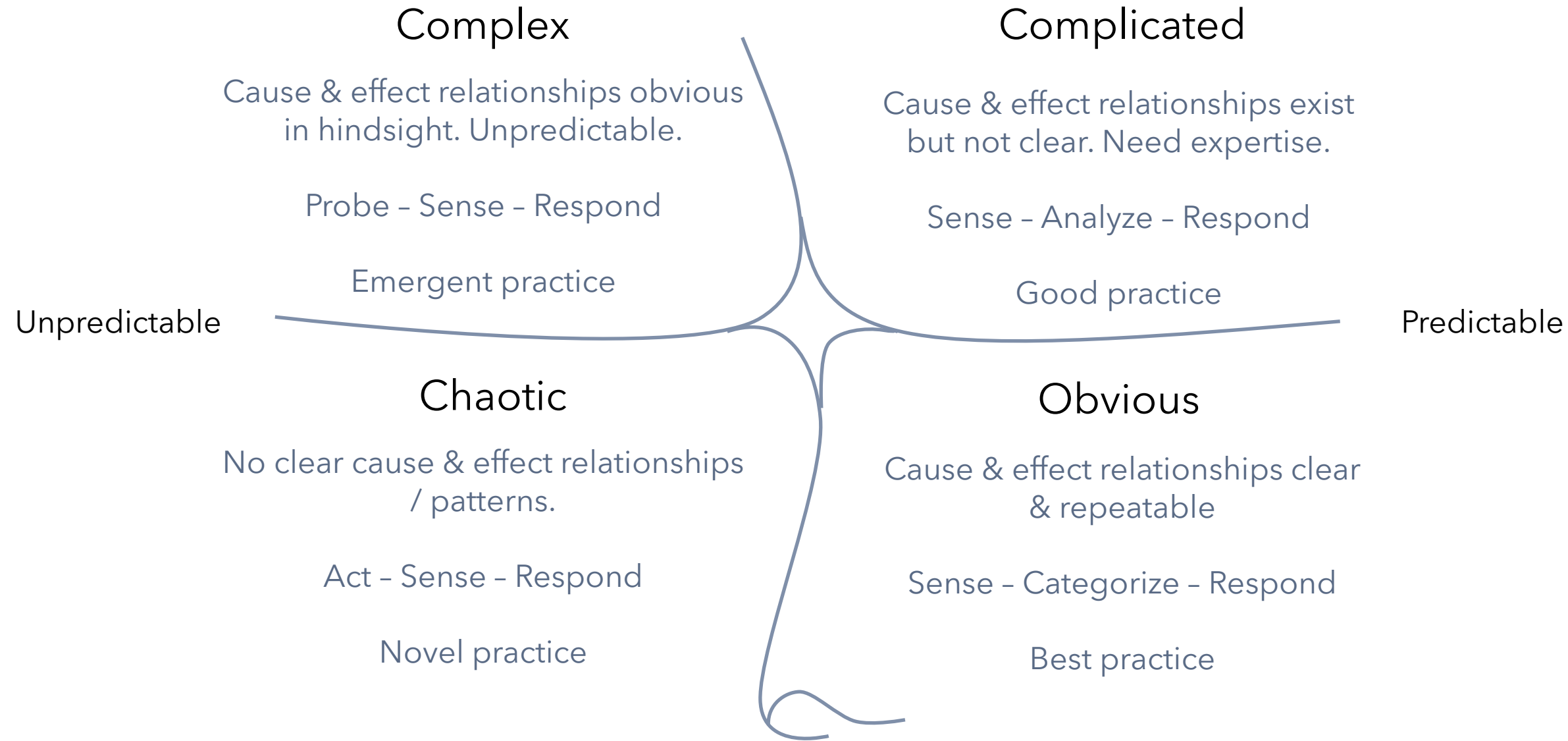
Who we are

- Jane M. Chun, PhD, Program Director / Content Specialist, Health Program
- Nonprofit originating from Stanford University.
- Our **mission** is to advance compassion as a guiding principle and active force to foster a more caring world.
- **Design & deliver evidence-based programs** for individuals & organizations.

Collective care at work

- How does culture change work?
- Roles in a system
- Difference between empathy & compassion
- 2 on the spot practices

CYNEFIN FRAMEWORK



Appreciative Inquiry & Fast-Forward Technique

Example from ANZ

“Imagine that you walk into ANZ in 3 years time and everything was working as it should be. All the issues have been resolved. Describe what you see happening at this time. What is the bank’s purpose in society? How did this change come about? ”

Walking

Example from qualitative research

- Effective change leaders walk around the organization, talk to people, listen, observe.
- They understand how people experience their workplace.

- What do people **think** about their work, their colleagues, the organization?
- What **meaning** do they ascribe to events at work?
- What experiences help them to **feel good**?
- What experiences make them **feel bad**?

Measuring progress

Example from ANZ

- Culture Transformation tools (CTT) *Values Assessment Survey* – Richard Barrett
- *Performance Ethic Survey* – McKinsey

Patterns

- There is no one root cause.
- Look for patterns.
- Senior leaders must see the change effort as an important part of their role + model change behaviors.
- Shift patterns of helplessness (“I don’t have power or influence in this system”) → enroll people throughout the org as co-leaders in change (“I’m a change leader and have the power to change how things are done within my role.”)

Transformations are more likely to succeed when company leaders are active and involved.

% of respondents¹

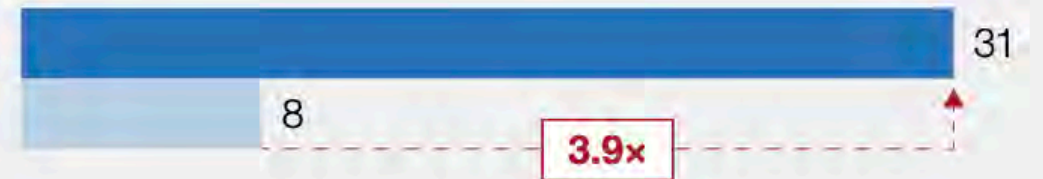
- Agree (somewhat or strongly) that statement describes organization's transformation
- Disagree (somewhat or strongly) that statement describes organization's transformation

Success rate of transformations²

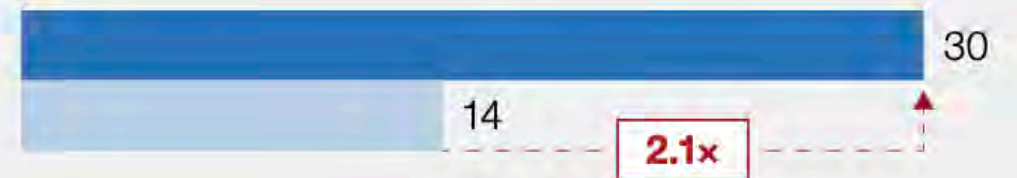
Leaders role modeled the behavior changes they were asking their employees to make



Managers understand that their **primary role is to lead and develop their teams**



Senior leaders and initiative leaders spent more than half of their working time on the transformation³



Senior leaders are more positive than others about the rigor of their transformation efforts.

% of respondents, by role in the transformation

Respondents who agree (somewhat or strongly) with each statement about their organizations' transformations¹



Source: 2015 McKinsey report "How to beat the transformation odds"

Enlist everyone in change effort + shared mental models

Example from DuluxGroup

- 140+ chemists in R&D department
- Role as "technical experts" → "product innovators"
- Intensive workshops with R&D managers to reframe the unit's role as "innovators"

Enlist everyone in change effort + shared mental models

Example from ANZ

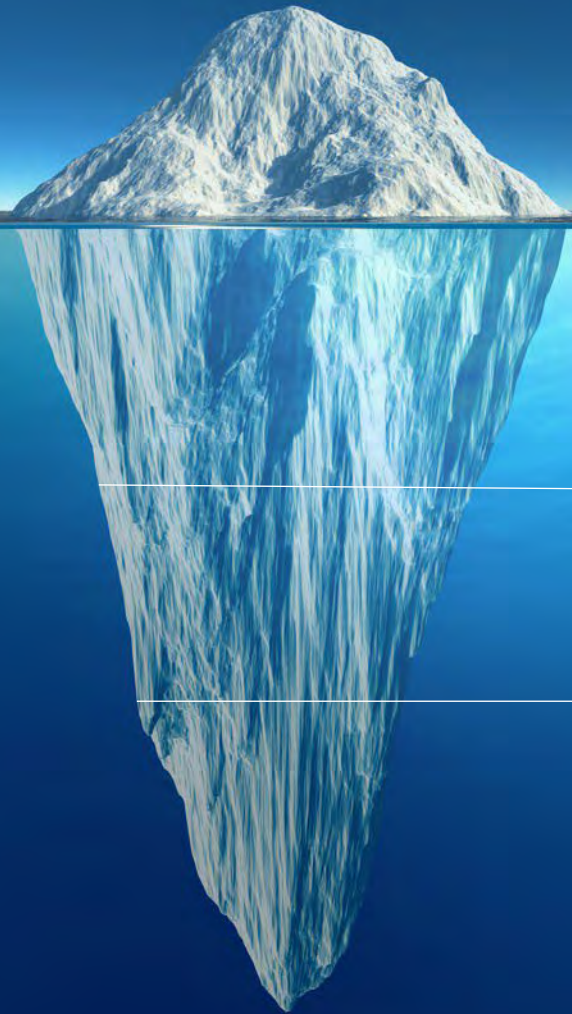
- Role of head office shifted from "order giver" → "support giver"
- Role of branch offices from "order takers" → "service deliverers"
- "A Day in the Life" program - head office staff spent a day working at a bank branch
- "Mistakes are your fault" → "How can we support our branches to provide excellent service to our customers?"

- Align **processes, procedures, policies** to reflect the new pattern.
- Rewards should be linked to accomplishing the change agenda.

- Flexible plan with a clear vision.
- Initially focus on a handful of priorities. Avoid getting lost in complexity.
- Before rolling out throughout the organization, conduct safe to fail experiments at small scale to see what works & what doesn't.
- The people closest to the work usually have the best ideas. Leaders' role is to create the conditions for them to find the right solutions.

- People prefer to stick with what they know (habits, current patterns)
- “That’s how I’ve / we’ve always done things.” “That’s not how things are done around here.”

Iceberg model



Events

Nurses leaving the profession

Patterns of behavior & trends

Nurses working overtime without control over schedules. Surge of patients.

Systems & structures

Policy of high patient to nurse ratios, lack of adequate days off to recover.

Mental models

"Hard work is virtuous & superhuman hard work is even more virtuous."

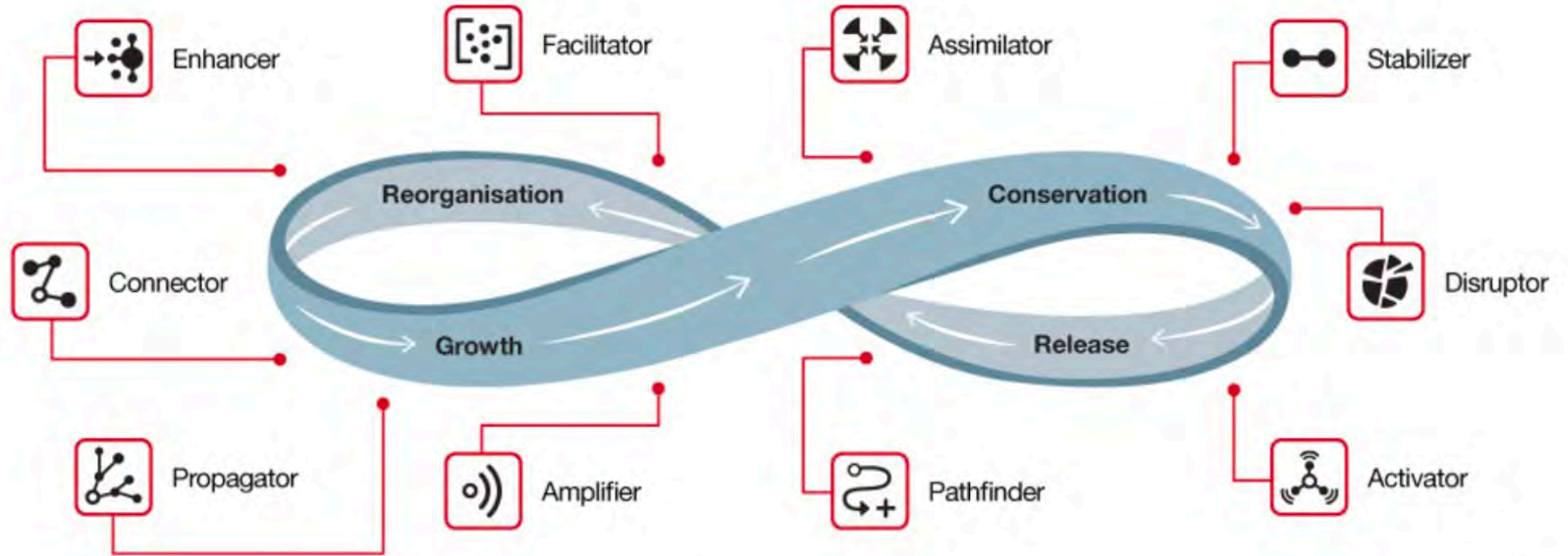
"Seeking mental health support is a sign of weakness."

Culture & system designed to produce burnout





ROLES IN A SYSTEM



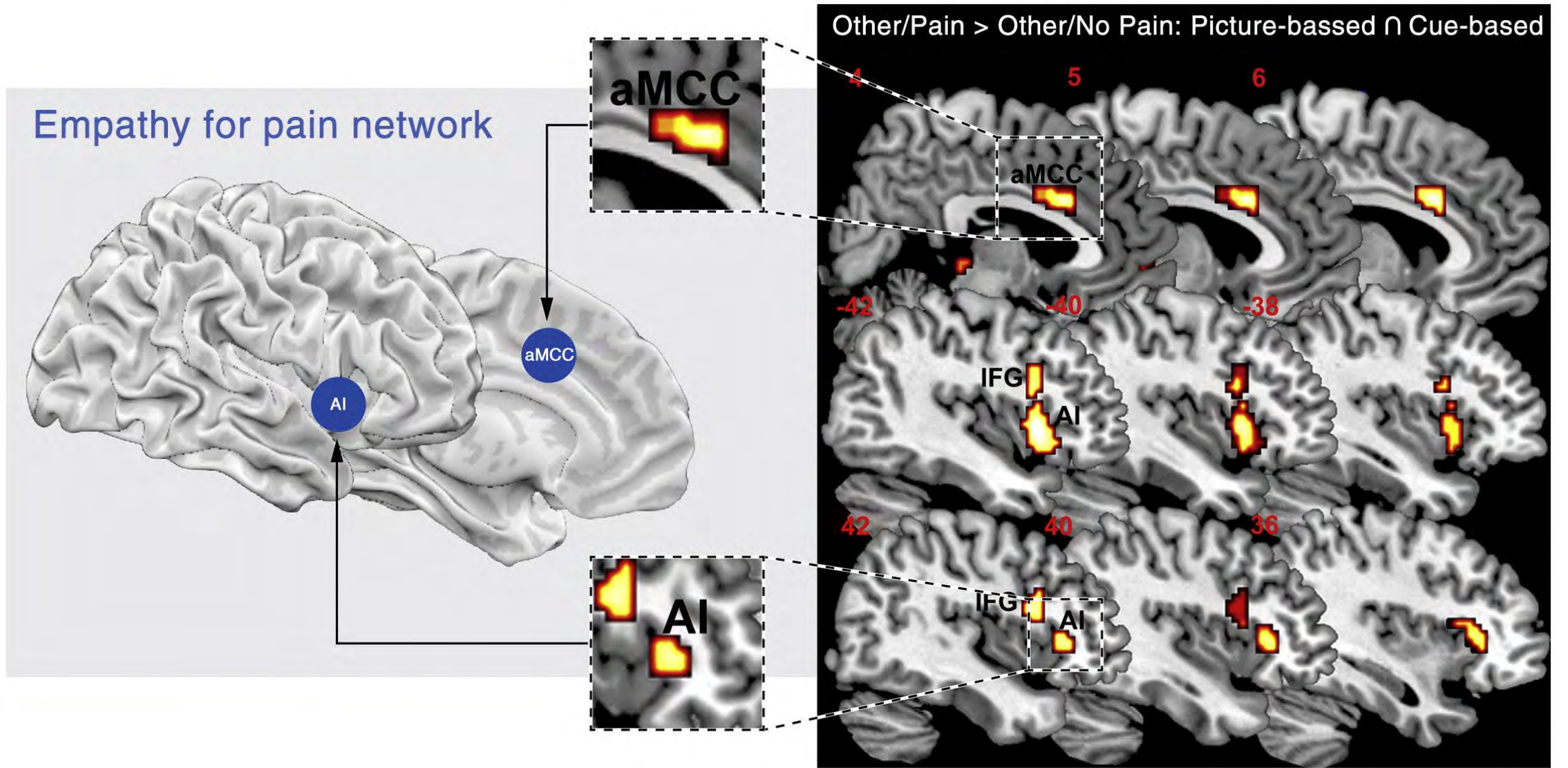
creative commons

Identity Roles used in the Lifecycle of Memetic Development

inspired by @wildcat2030 & panarchy
co-designed by @gavinkeech & @venessamiemis

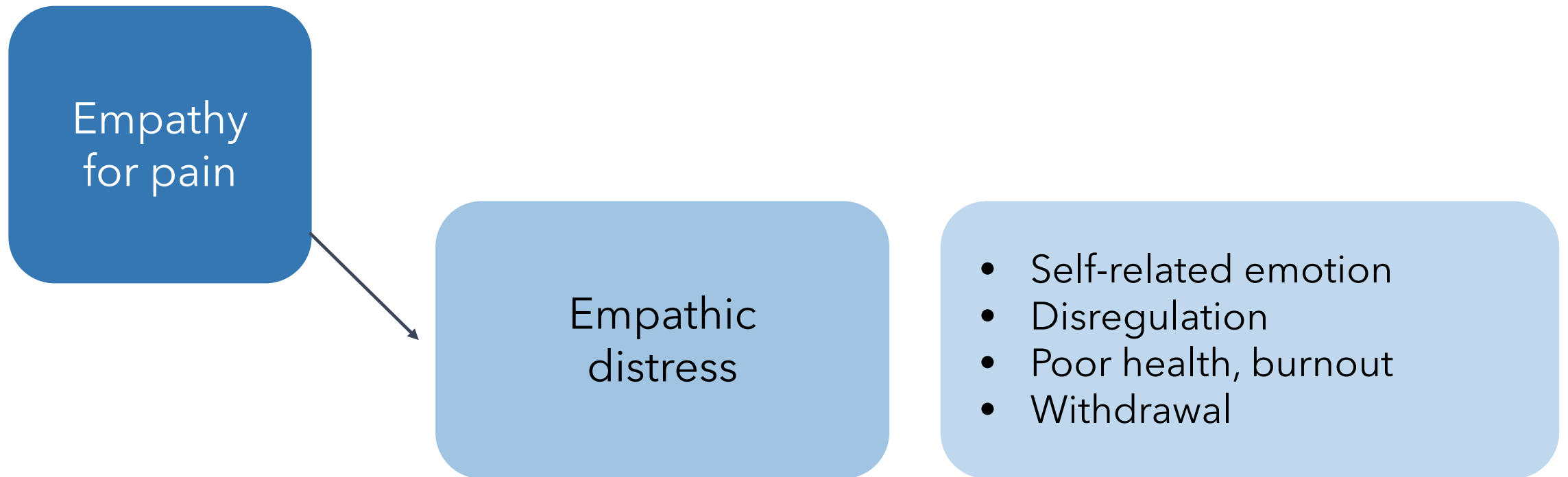
Empathy is a natural human quality

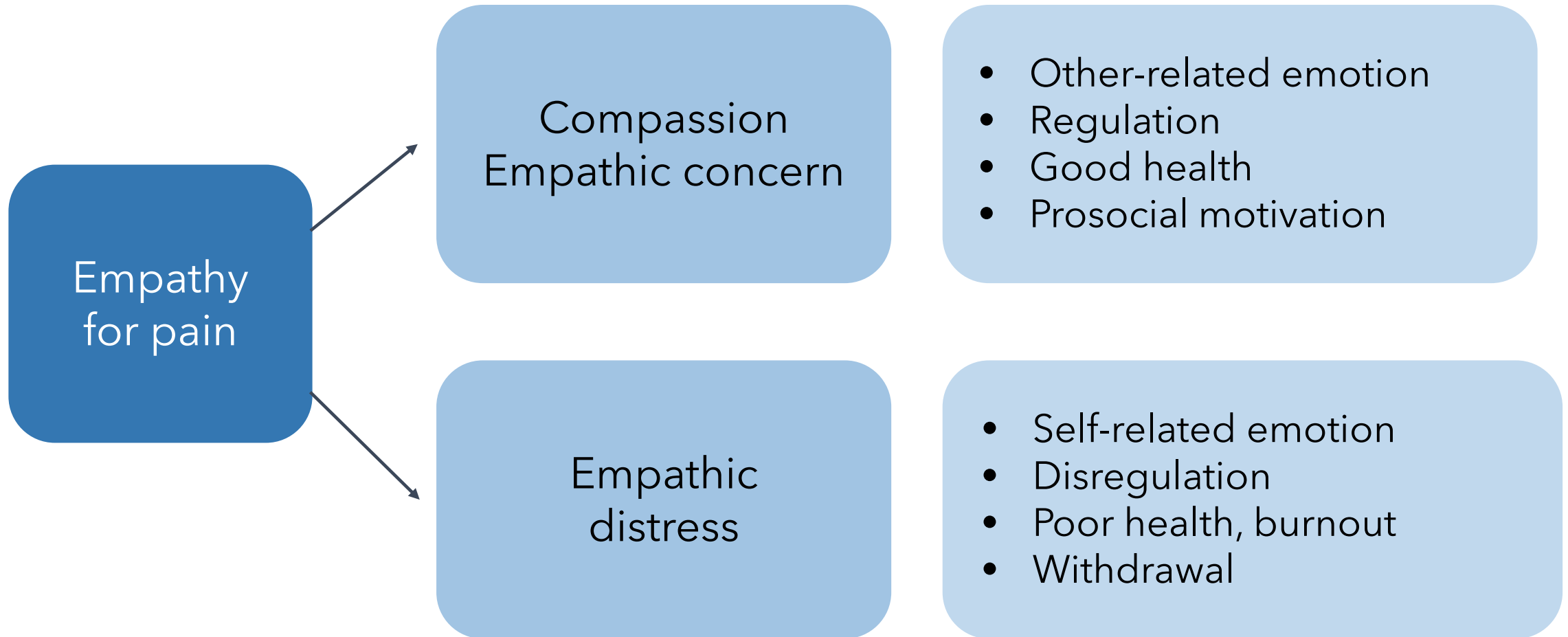
- Cognitive
- Emotional
- Visceral

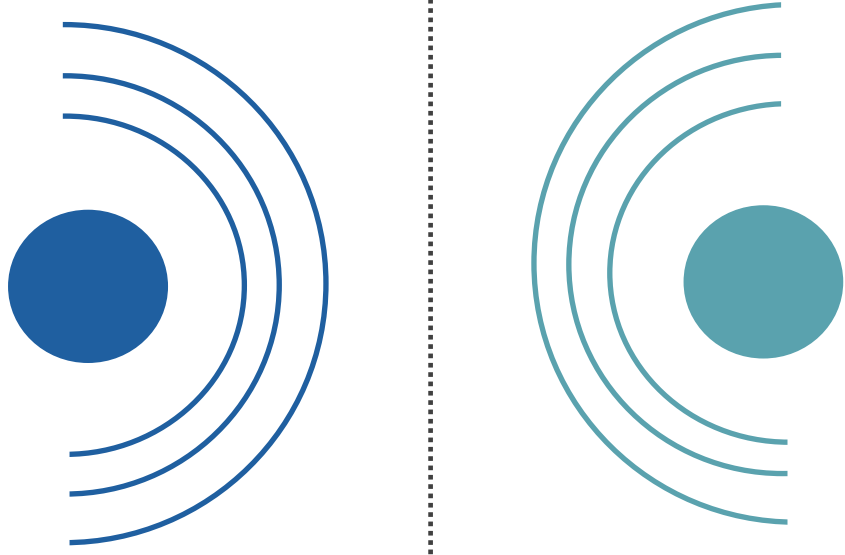


Current Biology

Singer and Klimecki, "Empathy and Compassion", *Current Biology*, 2014







Differentiation



Regulation Tools

Modulate your empathy in daily situations

- Maintain a sense of differentiation

Compassionate abiding on the spot

- Ground in the body
- Use the breath to breathe in emotion, breathe out relief

THANK YOU

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