Improving the Work Environment using Principles of Positive Psychology

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Disclosures

• No Relevant Financial Relationships with Commercial Interests
An Uphill Battle

• Healthcare reform
• Improving quality
• Rising costs
• Informed patients
• Shortage of HC Professionals
Objectives

• Describe the PROPEL model for creating a positive work environment
• Explain how optimists view problems differently than pessimists
• State the 5 drivers of social behavior
• Describe the “martini glass” tool for problem solving
• List at least 3 techniques that promote a positive work environment
Intro to my Managerial Career
BMW’s
The Ultimate Workplace Toxin

That’s not fair!
It’s not my job!
Why didn’t I get picked!
This place sucks!
A Typical Unit

Owners

Renters

Squatters

Top 20% (T 20’s)

Bottom 20% (B 20’s)
The Curse of the Amygdala

• Almond shaped mass of nuclei located deep within the temporal lobe of the brain

• Directs the fight/flight/freeze response

When you:
• Fight
• Flight
• Freeze

You should:
• Calm
• Connect
• Collaborate
Five Drivers of Social Behavior

- Status
- Certainty
- Autonomy
- Relatedness
- Fairness

Positive Psychology

• Movement began in late ‘90s

• Created a 'positive' counterpart to the *Diagnostic and Statistical Manual of Mental Disorders (DSM)*
The PROPEL Model

- Passion
- Relationships
- Optimism
- Proactivity
- Energy
- Legacy

Tom Muha PhD
PropelPerformanceLLC.com
Passion

- Main reason top performers excel
- Know your values
- Live life based on a vision with these values at core
Relationships

- Positivity vs Negativity
- Inquiry vs Advocacy
- Others vs Self

- > 5:1 ratio (pos:neg interactions) to be considered healthy and constructive
Optimism

Optimists see...

Positive events as:

- Personal
- Permanent
- Pervasive

Negative events as:

- Situational
- Temporary
- Specific
Proactivity

- Know & use your strengths for a purpose that is greater than your own personal goals
Energy

- Transformation requires positive energy
  - Physical
  - Mental
  - Emotional
  - Spiritual
Legacy

• Creating meaning in our lives
• Helping others is the highest form of happiness

“The things you do for yourself are gone when you are gone, but the things that you do for others remain as your legacy.”

Kalu Kalu
Have a challenge? Grab a martini!

Goal

Strengths/Assets

Stakeholders
How can I make a difference?

• Hire right
  – Attitude 1st
  – Behavioral interviewing
  – Really check references
  – Let them know why you hired them
    • F/U with “Can I count on you …?”
  – Onboard!

• Spend time with T 20’s (minimal w/B 20’s)
How can I make a difference?

• Values
  – Know yours and staff’s
  – Create shared unit values (with T 20’s)
  – Constantly refer to unit values
How can I make a difference?

• Create a “culture of appreciation”
  – Catch people doing things well
  – Emails, thank you cards, letters home, awards
  – Encourage staff to staff appreciation!

The way to develop the best that is in a man is by appreciation and encouragement.

Charles Schwab
Reality Check

Your DREAM job does not exist. You must CREATE it.
Job Crafting

• Task Crafting
  – Adding/dropping tasks
  – Amount time/energy/attention allocated to tasks
• Cognitive Crafting
  – Perception of tasks/relationships
• Relational Crafting
  – How, when & with whom you interact
How can I make a difference?

Ask lots of questions!

- **Appreciative inquiry**: focus on the successes and positive aspects of current processes/culture
  - What is working well?
  - Ask staff for their ideas

- What would it look like …?
  - Refer to martini glass
How can I make a difference?

• Communication tips
  – Remove “not” from your vocabulary
  – When opinions/agendas differ
    • “Yes and” instead of “Yes but”
  – Always reorient people to the positive and to the future
It is possible!
Thank You!