



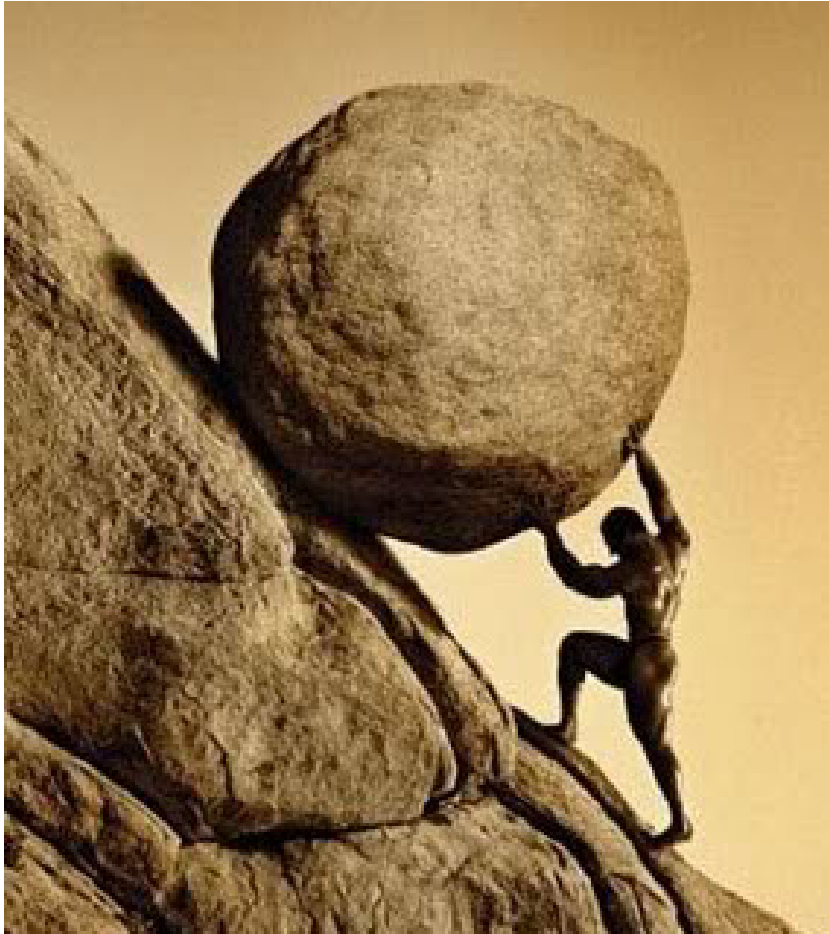
# Improving the Work Environment using Principles of Positive Psychology

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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



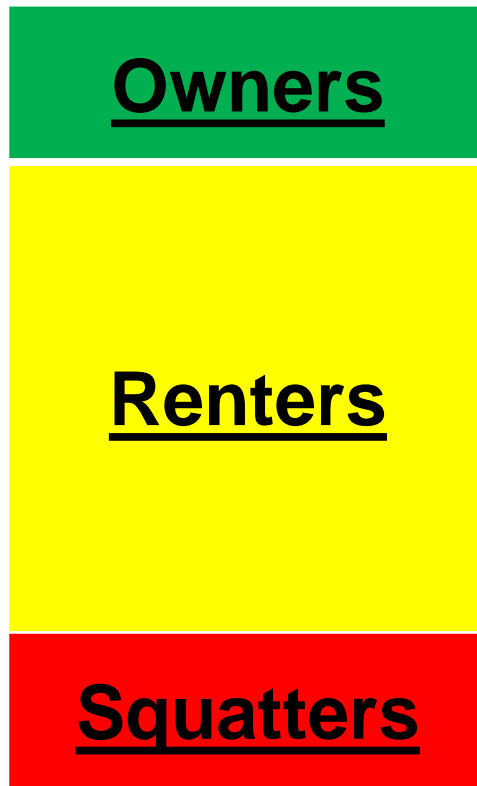
# The Ultimate Driving Machine



# BMW's The Ultimate Workplace Toxin



# A Typical Unit



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:

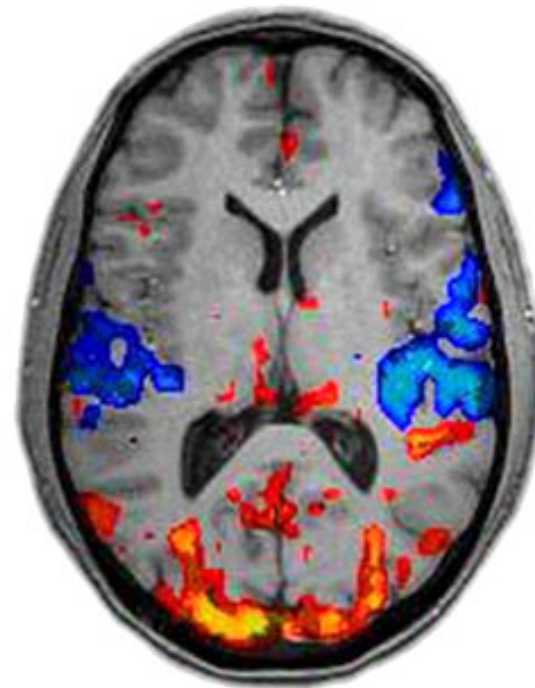
- Fight
- Flight
- Freeze

## You should:

- Calm
- Connect
- Collaborate

# Five Drivers of Social Behavior

- **S**tatus
- **C**ertainty
- **A**utonomy
- **R**elatedness
- **F**airness



Rock, D. (2008). SCARF: a brain-based model for collaborating with and influencing others. *NeuroLeadership Journal*,1, 1-9.

# Positive Psychology

- Movement began in late '90s
- Created a 'positive' counterpart to the *Diagnostic and Statistical Manual of Mental Disorders (DSM)*



# The PROPEL Model

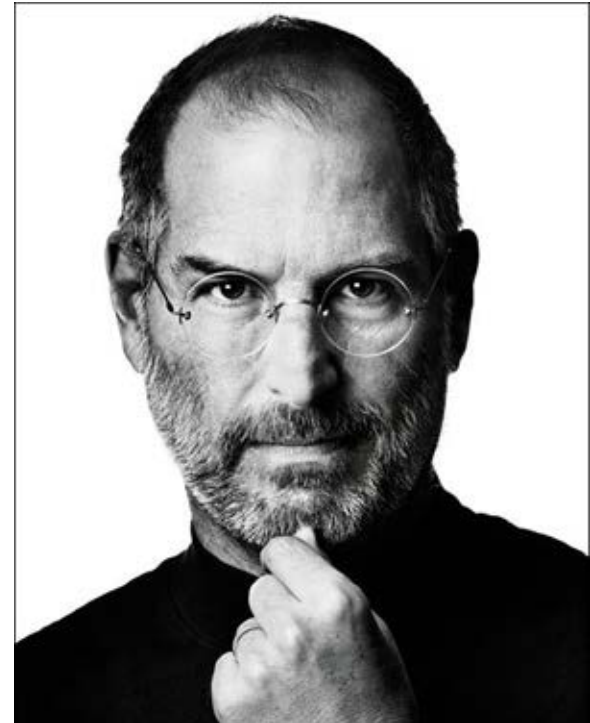
- Passion
- Relationships
- Optimism
- Proactivity
- Energy
- Legacy



Tom Muha PhD  
[PropelPerformanceLLC.com](http://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



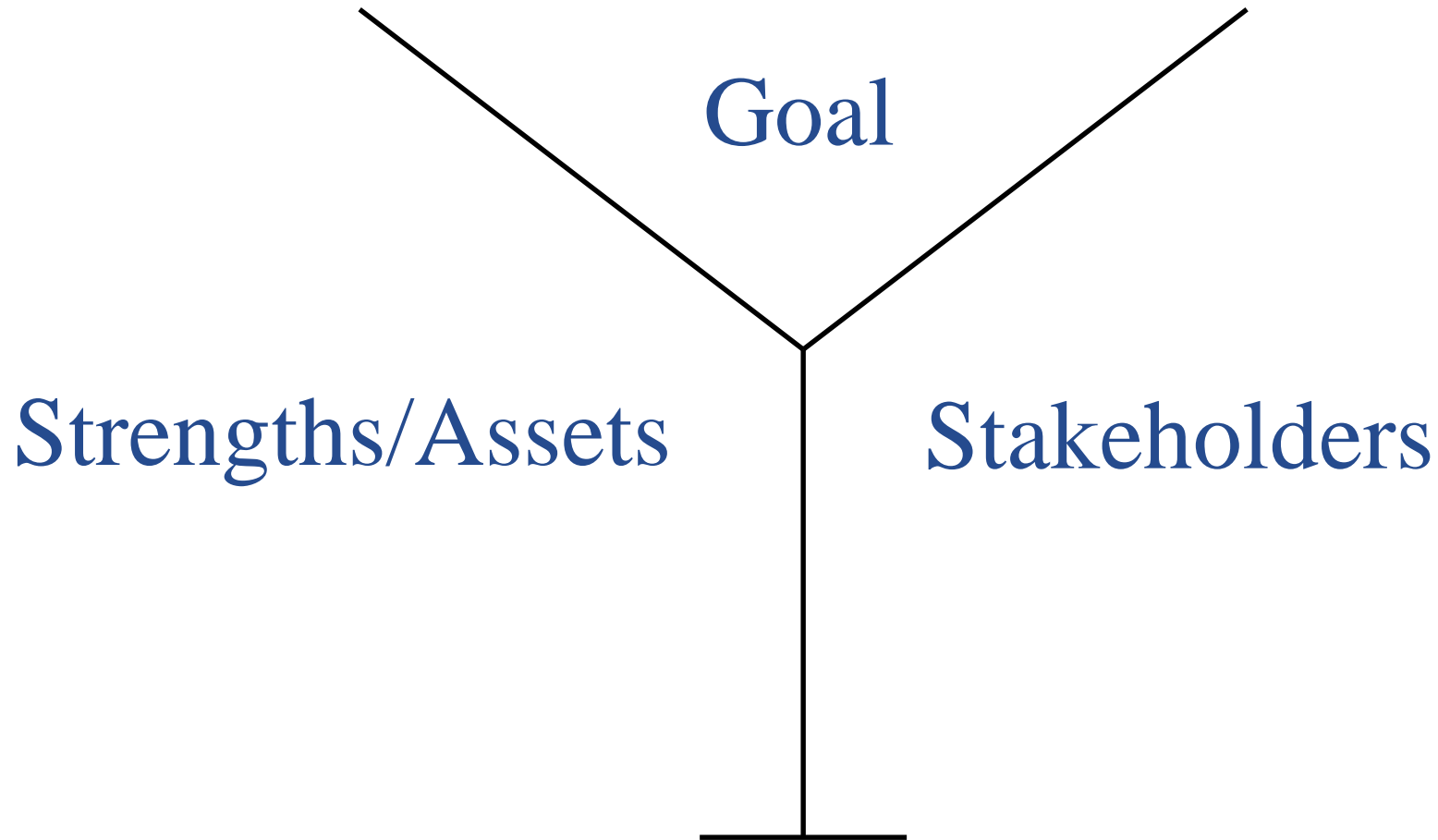
# Legacy

- 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!



# How can I make a difference?

- Hire right
  - Attitude 1<sup>st</sup>
  - 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?



- 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?

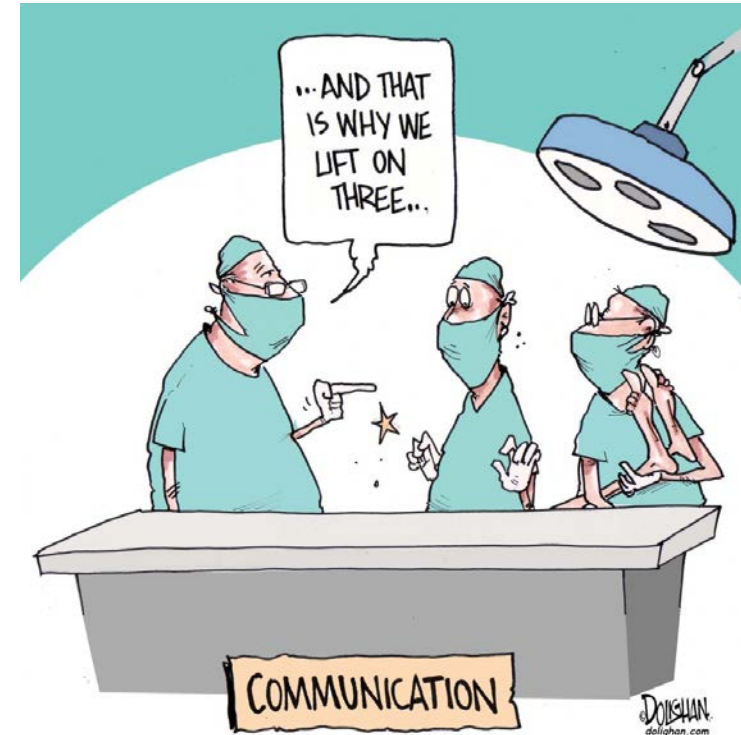
## *Ask lots of questions!*

- 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!



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# Thank You!