

Mindful Leadership:

An Organizational Approach to Pandemic Recovery and Workforce Resilience

**How a Mindful Leadership approach can
inspire others, grow compassion, develop
careers, and create good in our world**



Mindful Leadership: Introduction

First let's learn about you!

- ☞ Are you in a leadership position at your job?***
- ☞ Do you engage in regular mindfulness practice for yourself?***
- ☞ Does your organization engage in any regular mindfulness practice together?***
- ☞ Do you struggle to recharge?***
- ☞ Do you struggle to keep your own objectivity and optimism healthy and vibrant?***





ABOUT US

Mindful Leadership: Introduction

And now a little about us...

Patricia Carty, MS, CBBT
President and CEO

Kristen Kraunelis, BSN, RN, PMH-BC, LICSW
QI Director and Wellbeing Champion

Mindful Leadership:

Starting with “Why” at MHCGM

- *New Leadership Team 2015 & the need for a defining leadership characteristic*
- *Recognizing the obligation to our employees for effective leadership to optimize their working life*
- *Creating good stewards...the organization belongs to the community not to us*
- *Helping everyone achieve a purposeful life*
- *Creating a just culture based on transparency, clear guiding values, and a safe place to learn and grow*





**"Culture eats strategy
for breakfast."**

~Peter Drucker

Mindful Leadership: *The Essentials*

Senior Leadership Commitment to Guiding Values and Principles with accountability to, and for each other

MHCGM's Guiding Values and Principles:

- We treat everyone with respect, compassion and dignity.***
- We offer hope and recovery through individualized, quality behavioral health services.***
- We provide evidence-based, culturally responsive, and consumer/family focused care.***
- We support skilled staff members who work together and strive for excellence.***
- We pursue partnerships that promote wellness and create a healthy community.***



Mindful Leadership: *The Essentials*

- *Development of a mindful leadership culture with Senior Leadership & The Board*
- *Putting the “Why” first in a Mission Statement;*
- *At MHCGM was: “To provide an accessible comprehensive integrated and evidence-based system of care to achieve recovery and promote personal and community wellness”. (“The What” was 1st)*
- *Now: “To empower individuals to achieve recovery and promote personal and community wellness through an accessible comprehensive integrated and evidence-based system of care”*



Mindful Leadership: *The Essentials*

- ***Engaging staff***
 - ***Where to begin?***
 - ***Who to begin with?***
 - ***How to make this engaging?***
 - ***How to sustain it and evolve the culture?***
- ***Keeping in Mind that: For people to be good stewards there is the need to first nurture them, help them to nurture themselves, then create a culture where people feel safe to communicate openly and maintain that open communication.***



Mindful Leadership: *The Essentials*

AT MHC GM:

- ***Took an existing monthly Leadership team and introduced the Mindful Leadership framework.***
- ***Requested that each leader develop their “why” statement and present it to the other leaders.***
- ***Hardwired in: Leadership Moment (20-30Min)***
- ***Use of Videos(Ex. Leadership, Listening & Communication, Character Development & Resilience)***
- ***A mindfulness practice based on the video topic followed by discussion.***
- ***The leaders to then take what was done in the Leadership Team and present it at their team/staff meetings.***



Low Turnover & Vacancy Rates:

Jul 2017 - Oct 2019 Rolling 12 Month Rate:

MHCGM--10.8%

State Average--20.6%

2019-2022 Rolling 12 month average--13.75%.

Current: 14.8%

Vacancy Rate--5.5%

State Average--8.2%

Returning Staff:

Jul 2017 - Oct 2019 (29Mos) 26 Staff returned

Jul 2019 - Jun 2022 (36 Mos) 48 staff returned.

Staff Participating in the Annual Fund:

FY 2017: 61 Staff

FY 2019: 126 Staff

FY 2020: 127 Staff

FY 2021: 122 Staff

FY 2022: 174 Staff

Staff Participating in Advanced degrees:

FY 2015: 6 Staff FY 2021: 27 Staff

FY2019: 30 Staff FY 2022: 33 Staff

FY2020: 25 Staff

When people are led with Mindful Leadership, they aspire to be leaders in the organization:

- **Leadership Positions Filled 2015 to 2019**
 - **86% filled Internally**
 - **14% filled Externally**
- **Leadership Positions Filled 2020 to 2022**
 - **62% filled Internally**
 - **38% filled Externally**



It is a real pleasure to work with you and your crew at MHCGM. You have a great team- so dedicated! A great representation of strong leadership.

I look forward to our continued work together.

Marcy Ainslie, Ed.D., FNP, APRN
Rivier University



Simon Sinek: How Great Leaders Inspire Action



Our Staffs' Whys

I believe that someone's "life" doesn't have to be in capital letters to be important—not everyone achieves financial success, fame, or feats that would get a million "likes" on Facebook. No life is "non-eventful". Every life is significant in its own right whether there is a spotlight on it or not. I hope that at the end of my life, I can say that I have found some measure of meaning in the journey, some degree of happiness, and a sense of wholeness. I believe that the work of helping others is an integral part of this.

PC-Bedford Counseling Associates

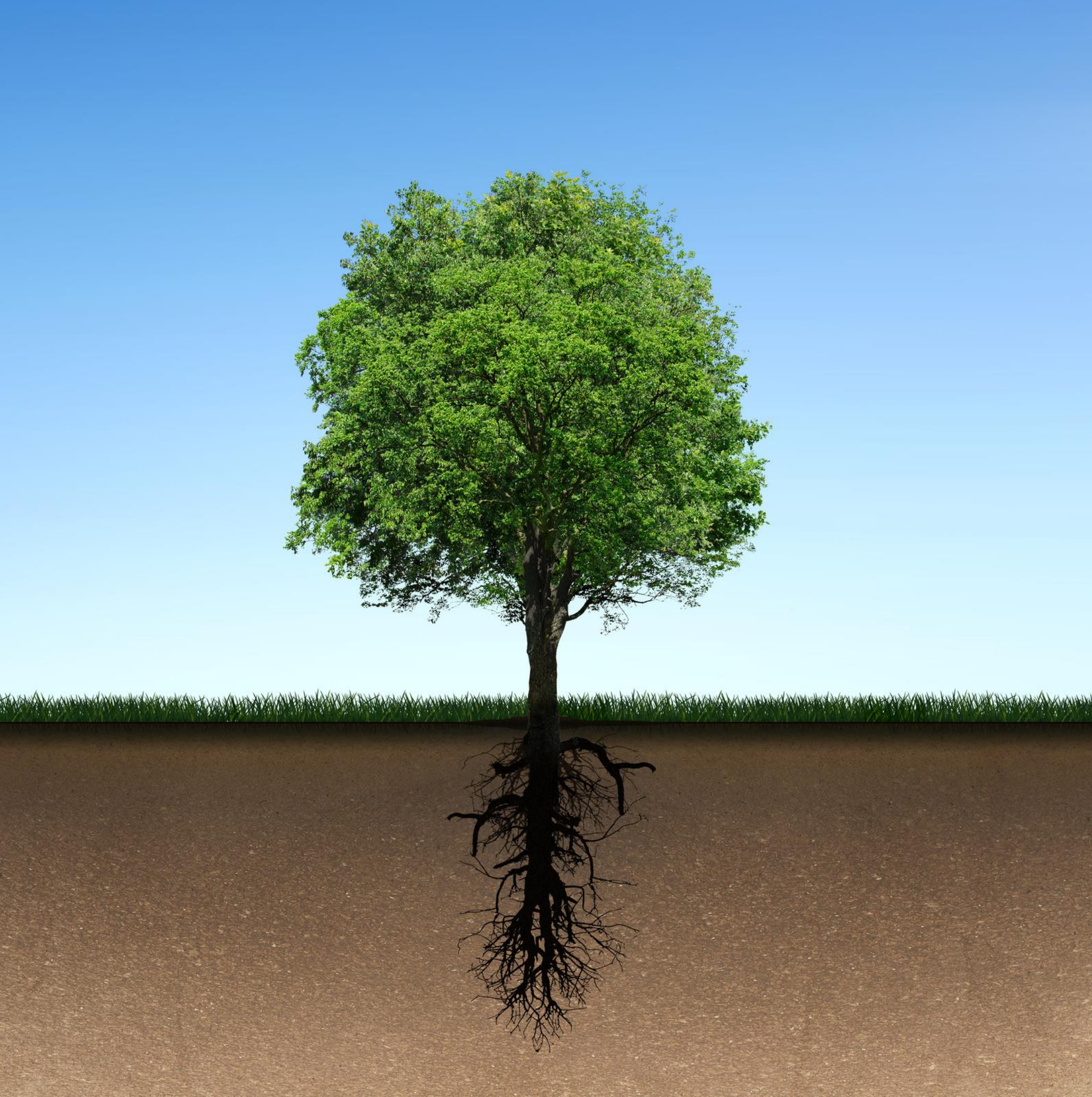
We believe that when families are supported and educated, they can be the weathervane for change in their loved ones. We believe that softer admissions can be allowed to offer structured emotional support, with the good intention that greater crisis may be averted when a validating environment is in place. JC-Cypress Center



I understand grit – that quality that brings us back to the drawing board when lost or facing adversity. I believe in the capacity for change: because of the sea changes I have effected in my own life, and the tenacity that I see others use while initiating change within theirs. I believe that the keystone moments for wellness can only come from within. Wise counseling, it seems to me, is founded upon hope and the capacity to sit mindfully in the face of pain. Though positive change might feel odd or initially disruptive, it can ripple outward and help others to achieve their own health. I believe that when we band together great change is possible. Though mental anguish can run amok, the ripples of mental health reach wide.

KS-Community Support Services





Core Leadership Traits

Core Leadership traits such as:

- *self awareness*
- *focus*
- *creativity*
- *listening*
- *relationship development*
- *influence*
- *grit*
- *growth mindset*

can be developed through a mindful practice, thus improving professional performance.

Appreciative Inquiry

Leadership Learning and Growth

70% Experiential Learning, on the job
20% Social Learning (Leadership traits)
10% Formal Learning

Strategic thinking for Leaders:
Not striving for perfection, be powerful and purposeful.
Manage our BUSINESS and lead our PEOPLE.
Easy to change, hard to transition (Group and Individual)





Mindfulness

Awareness that arises through
paying attention,
on **purpose,**
in the **present moment,**
non-judgmentally.

I then sometimes add, in the
services of **self-understanding,**
and wisdom.

-Jon Kabat Zinn

Core Attitudes Necessary to Cultivate Mindfulness

Non-Judging

Non-Striving

Letting Go

Gratitude

Generosity

Acceptance

Patience

Beginner's Mind

Trust



Benefits of Mindfulness

Mindful Work and mindful leadership both require and cultivate the essential skills we need to thrive.

The benefits of mindfulness support our entire well-being, far beyond the needs of the workplace.

They help us thrive in any endeavor.



What is Mindful Leadership?

Mindful Leaders are aware of what is happening while it is happening. They also have an increased ability to RESPOND rather than REACT to the discomfort caused by the complexity of the world of work. "paying attention in a particular way: on purpose, in the present moment and non-judgmentally"

Mindful Leaders pay attention to this moment, to this meeting, to this interview, to this email, to this reality. Not as they want it to be but as it is.

attention

intention

Mindful Leaders are directed by their intention, the direction of their being, the direction of what has meaning to them, to their organizations and to the world. Mindful Leaders cultivate the ability to re-align their goals and objectives with the "why are we doing this" (Intention).

Mindful Leaders have the ability to take a step back / reflect / stand still and observe. This ability helps leaders to see a bigger picture with greater perspective. When dealing with complexity, Mindful Leaders can make informed decisions of what to do and not just react in old habitual ways.

pause

respond

When faced with complexity (external stressor) our default is to categorize things as "either or / black or white / right or wrong" and then to react ASAP to get rid of any discomfort caused by the stressor . Mindful Leaders respond with the "best for now decision" and invites "and" options rather than either / or categorizing.



***Nine Benefits of
Mindful
Leadership:***



Mindful leadership cultivates a richness of experience; ordinary, everyday work can feel heightened, meaningful, and at times extraordinary.



It removes gaps between mindfulness practice, work practice, taking care of people, and achieving results.



It considers learning from stress, challenges, difficulties, and problems to be an integral part of the process of growth and not something to be avoided.



It helps us recognize and work with contradictions and competing priorities to cultivate flexibility and understanding.



It helps us experience timelessness, effortless, and joy even in the midst of hard work and exceptional effort.



It can be applied to any activity to cultivate both confidence and humility.



It embraces individuality and unity — everyone has a particular role and yet all make one team, supported by and supporting one another, practicing together.



It considers true success twofold — in the character and compassion of the people and in the quality and results of the work.



It allows us to shift from a narrow, egocentric, fear-based way of being to becoming more open, curious, connected, and able to help others.

Mindful Leadership *In Action*



Topics and Themes

Leadership and Motivation

Listening, Communication, Problem-Solving

Strengths, Character, Self-awareness

Resilience

Examples:

Empathy

Gratitude

Character Strengths

Acting Intentionally at Work

MAY 2023


INTENTIONALITY

LIVING WITH INTENTION MEANS SAYING YES TO WHAT MATTERS MOST. —CRYSTAL PAINE

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	Set a positive intention for the week.	Let someone in front of you in traffic.	Send a note of encouragement to someone having a tough time.	Drink twice as much water as you usually do, today!	Reflect on whether you stayed in line with the intention you set earlier this week.	Return your shopping cart to the store/corral area.																																																																																																		
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Make eye contact and smile at those you come in contact with today.	Leave inspirational messages around your workplace.	Listen to uplifting music on your ride to work.	Give an authentic and meaningful compliment to someone who needs it.	Forgive someone for a past transgression.	Plan to see someone this weekend that you haven't connected with in awhile.	Research an organization you'd like to donate to or volunteer for - then do it.																																																																																																		
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Plant something beautiful in a pot or in your garden.	Make a point of sending a positive text to someone today.	Take a walk outside and enjoy the sounds of nature.	Tell someone how they have changed your life for the better.	Share something personal and meaningful with a colleague.	Spend five minutes thinking about all the relationships in your life.	Go for a long walk in nature.																																																																																																		
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Return your shopping cart to the cart storage area.	Smile at as many people as possible today.	Learn something new about a coworker.	Acknowledge someone when they walk into the room with a smile.	Make an intention to start every conversation on a positive note.	Resolve to be more authentic in your day-to-day life.	Write a letter to someone who has made a difference in your life.																																																																																																		
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Surprise someone with a thoughtful gift.	Ask & remember the names of the people you see daily.	Send thank you notes to three customers/clients today.	Be intentional not to complain for the whole day.																																																																																																					

It seems counterintuitive to talk about intention when we are all about 'random' acts of kindness. However, we believe that when you practice intentional acts of kindness regularly, they become second-nature and eventually become 'random' because we barely even think about it anymore. It's like breathing... we don't think about it, until we do. Then, it becomes a very intentional action. So, this month, do everything with intention.

Empathy



Leadership is about empathy. It is about having the ability to relate to, and connect with people for the purpose of inspiring and empowering their lives.

Oprah Winfrey



Empathy: The Human Connection to Patient ...



Watch later



Share

From an accredited hospital >

They saw "something"
on her mammogram.



Watch on  YouTube

Gratitude

"The way to develop the best that is in a person is by appreciation and encouragement." -Charles Schwab; Founder and Chairman, Charles Schwab Corporation

Taking moments to feel grateful and to share gratitude with intention can cultivate more feelings of joy, meaning, purpose and well-being

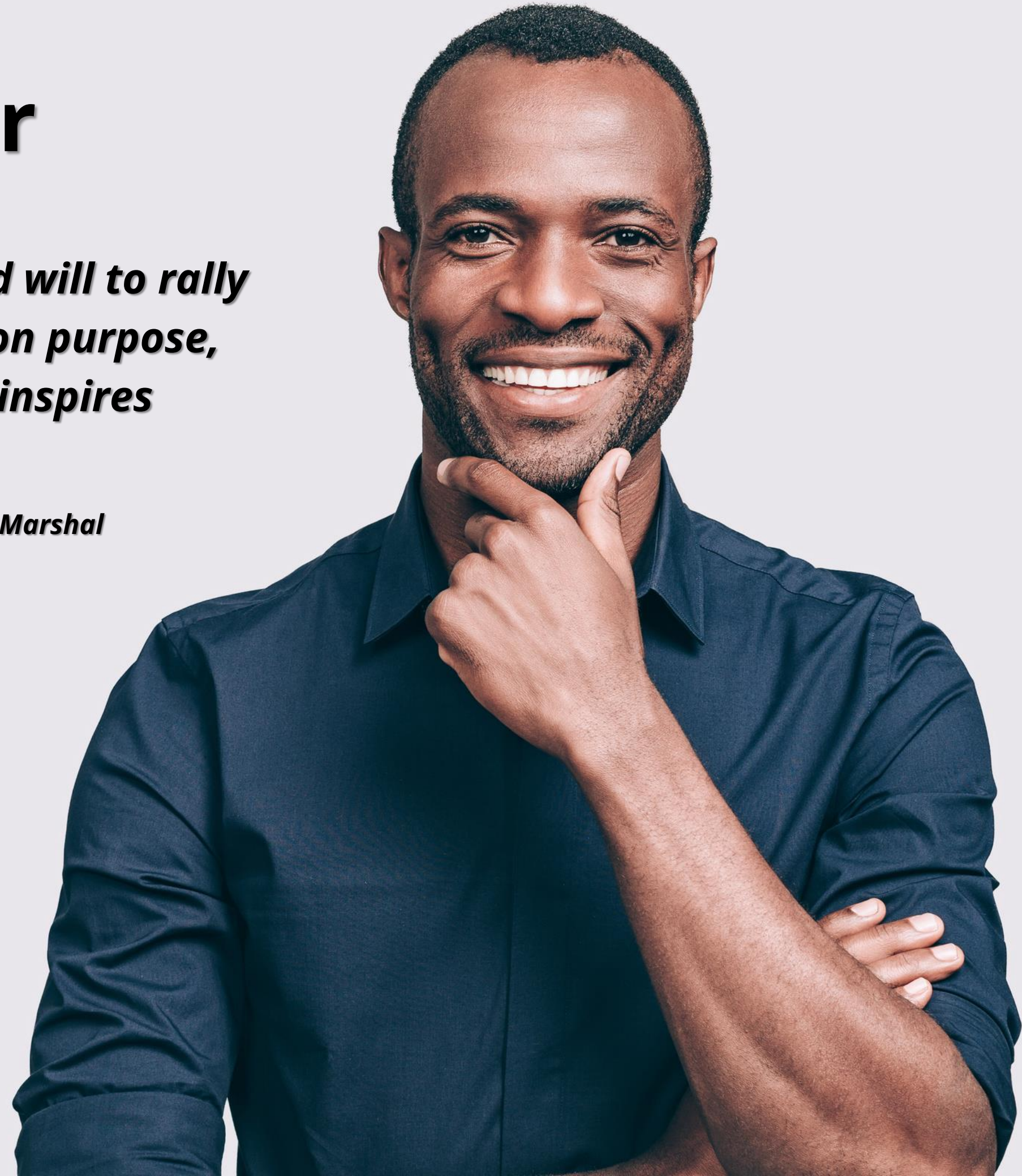
Incorporating into the day to day work environment, both formally and informally



Character

Leadership is the capacity and will to rally men and women to a common purpose, and the character which inspires confidence.

Bernard Montgomery, British Field Marshal



PERIODIC TABLE OF CHARACTER STRENGTHS

WHAT ARE YOUR STRENGTHS
AND WHICH DO YOU WANT TO DEVELOP?

WISDOM

CREATIVITY

CURIOSITY

LOVE OF
LEARNING

PERSPECTIVE

COURAGE

BRAVERY

PERSEVERANCE

HONESTY

ENTHUSIASM

HUMANITY

LOVE

KINDNESS

SOCIAL
INTELLIGENCE

JUSTICE

SOCIAL
RESPONSIBILITY

TEAMWORK

FAIRNESS

LEADERSHIP

TEMPERANCE

FORGIVENESS

HUMILITY

PRUDENCE

SELF-
CONTROL

TRANSCENDENCE

APPRECIATION
OF BEAUTY

GRATITUDE

OPTIMISM

HUMOR

SPIRITUALITY

WATCH THE SCIENCE OF CHARACTER AND LEARN MORE AT WWW.LETITRIPPLE.ORG

The Science of Character Strengths

*Value of developing a growth mindset
in building a resilient workforce*

*Identifying strengths within ourselves
and in each other (strengths spotting)*

Use in supervision



A Polaroid Land Camera is shown on a wooden table. A vibrant rainbow light streak emanates from the lens area. In the foreground, a dark blue title card with white text is displayed. The camera's body is white with black accents, and the text 'POLAROID LAND CAMERA' is visible on the front. A red button is located near the lens.

The Science of Character

**From
Here...**

On Apr 20, 2015, at 6:26 PM, Patricia Carty<cartypat@mhcgm.org> wrote:

So to close out your first day, and as we get ready for the revitalization of our leaders tomorrow.....I thought I would send you this.

Mindful leaders are directed by their intention, the direction of their being, the direction of what has meaning to them, to their organizations and to the world. Mindful Leaders cultivate the ability to re-align their goals and objectives with the "why are we doing this" (intention).

Hope you had a good one and I will see you tomorrow!
Patricia



To Here...

