

I/O PSYCHOLOGIST

AMY SARRAF RENSHAW

CONSULTANT

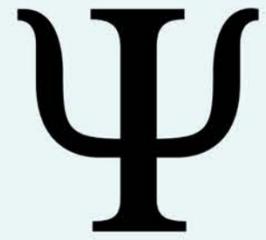


BUILDING HEALTHY RESILIENCE

SAME TULSA MONTHLY MEETING:
LEADERSHIP DEVELOPMENT



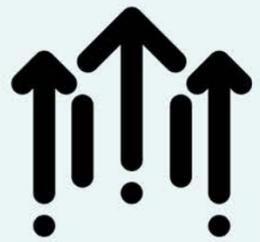
FORMAL INTRODUCTION



Industrial/Organizational Psychologist with 10+ years of internal and external consulting experience, including working in and with Fortune 500 companies



Leverages evidenced-based practice, an ability to synthesize complexity, and genuine, empathetic curiosity to **produce better outcomes for both people and their workplaces**



Passionate about **democratizing access to high-quality coaching and development** by partnering specifically with non-profits, entrepreneurs, and talent from under-represented groups



INFORMAL INTRODUCTION

OTHER ROLES + HOBBIES



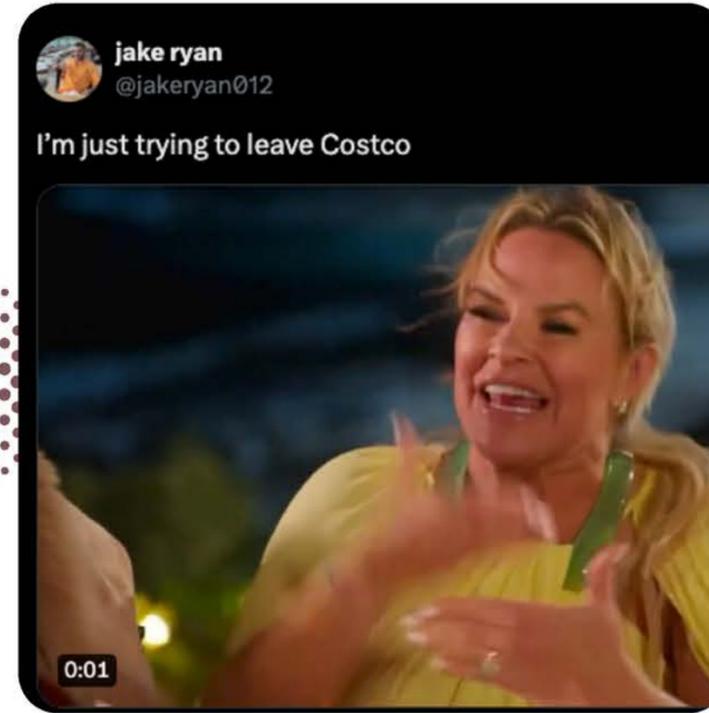
MOM

To Florence - an independent, fearless, smart, and very strong-willed 4 year-old (and Lenny + Murphy, a bonded pair of rescue cats)



PARTNER + POD MEMBER

To husband Nik - tech product manager
2nd families in Tulsa, raising kids and balancing work/life together



UNAPOLOGETIC TRASH TV LOVER

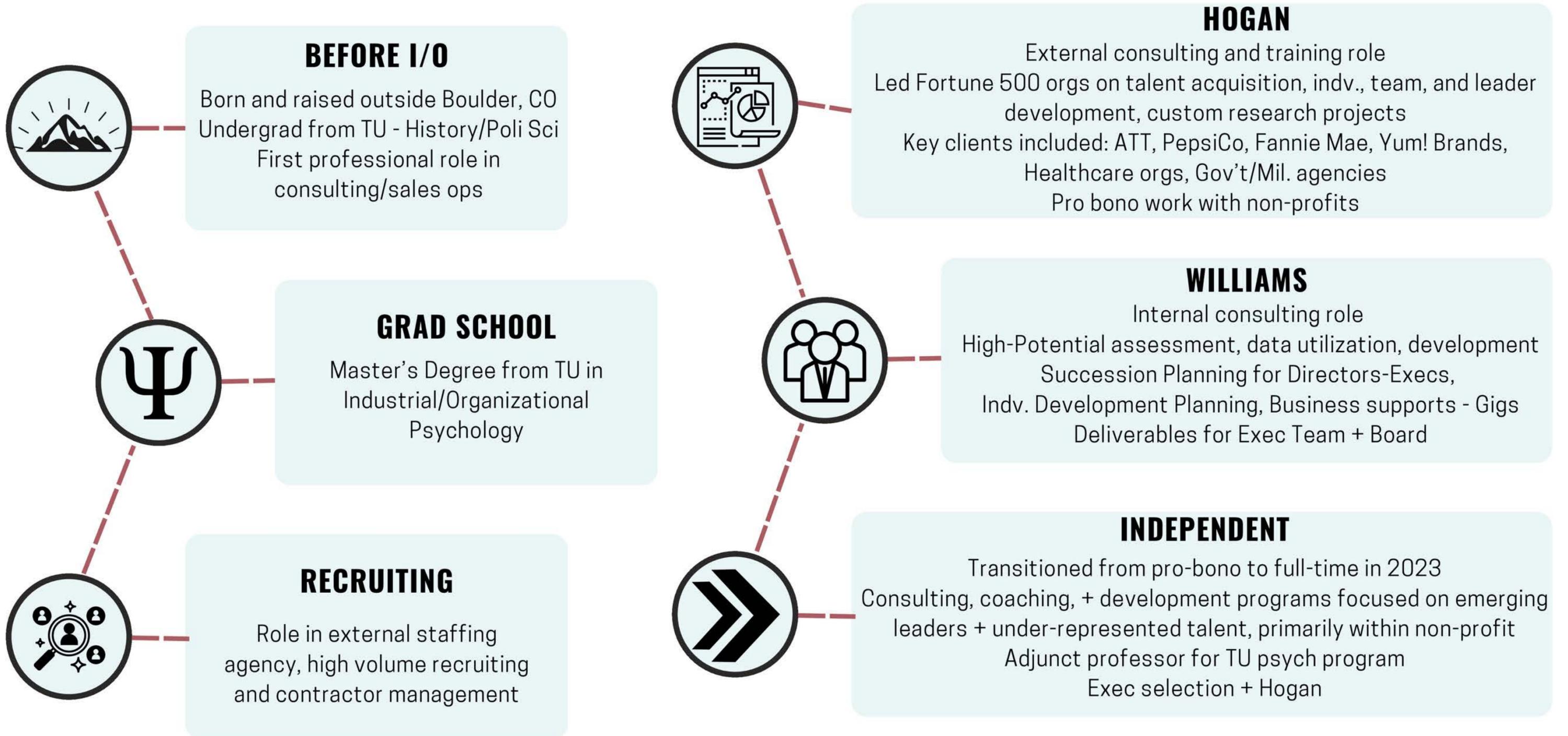
Consumer of extensive Bravo shows + podcasts + internet rabbit trails
Prepared to defend as an important recovery activity



PLANT + FLOWER LADY

Passing on a love for flowers and plants, amateur flower arranging skills

MY PROFESSIONAL BACKGROUND



TODAY'S TOPIC: BUOYANCY

States of buoyancy [\[edit\]](#)

Buoyancy is a characteristic of any object with a volume immersed in any fluid with a density in a gravitational field or undergoing acceleration. There are three possible states of buoyancy.^[10]

positive buoyancy

If the buoyancy forces exceed the weight, the object is positively buoyant, and will tend to float upwards in the fluid.^[11]

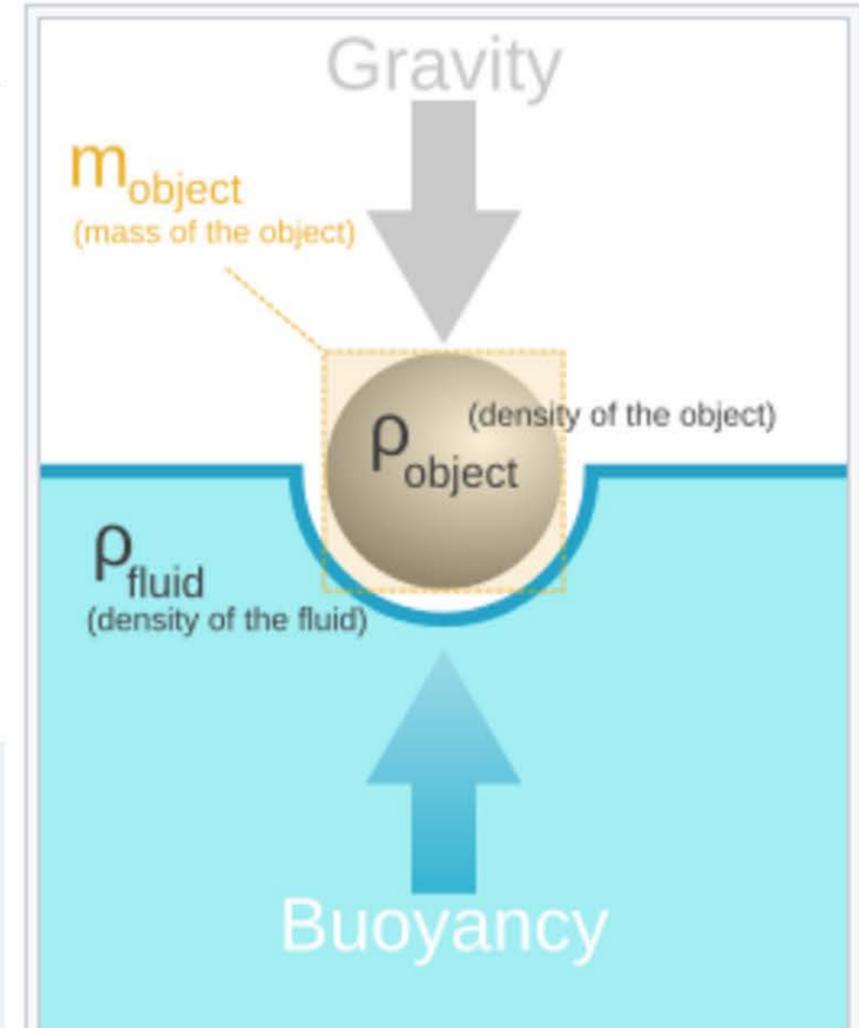
neutral buoyancy

See: [Neutral buoyancy](#)

If the buoyancy forces exactly balance the weight, the object is neutrally buoyant, and will tend to remain in the same place in the fluid unless other disturbing forces exist.^[12]

negative buoyancy

If the buoyancy forces are less than the weight, the object is negatively buoyant and will tend to sink downwards in the fluid.^[12]



The forces at work in buoyancy. The object floats at rest because the upward force of buoyancy is equal to the downward force of [gravity](#).

BUOYANCY AT WORK



- » Resilience, the ability to stay steady, focused, and productive when things get tough, is one of the best predictors of success in both work and life
- » Organizations want to hire and develop resilient employees who can handle intense external volatility and ever climbing workloads
- » Individuals may also seek ways to increase their ability to withstand the pressure when they start to feel the impacts of sustained stress
- » Building resilience is, largely, a worthwhile and achievable goal for both individuals and organizations. It can boost well-being, sustainability, and results
- » But you can have too much of a good thing. Evidence shows there's a limit to how helpful resilience can be. And sometimes being "too resilient" in the face of real problems does more harm than good



What does healthy resiliency look like and how to foster it in people and organizations

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STRESS AT WORK

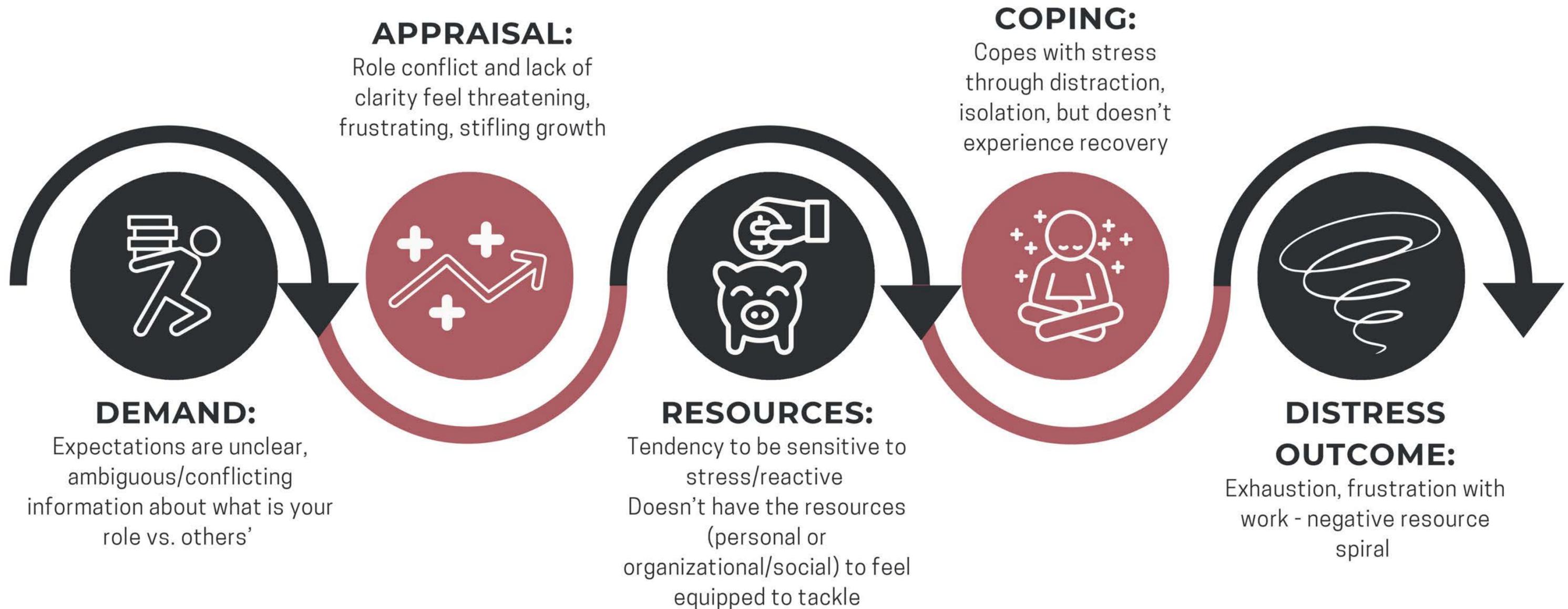
Stress is an **ongoing process** where we experience, react to, and try to cope with demands at work, resulting in positive outcomes or negative outcomes.

The process looks like:

- **Experiencing demands** or stressors - can be physical, social, emotional, or organizational
- **Evaluating demands** - potentially positive or beneficial? or potentially threatening or hindering?
- **Drawing on resources** (personal, social, physical) and **coping mechanisms**
- **Resulting outcome** - positive (eustress) or negative (distress) *spiral*



STRESS PROCESS - DISTRESS EXAMPLE



STRESS PROCESS - EUSTRESS EXAMPLE

APPRAISAL:

Role conflict and lack of clarity feel threatening, frustrating, **but can see opportunity for growth**

COPING:

Copes with stress through effective unwinding and recovery, shows proactivity around problem



DEMAND:

Expectations are unclear, ambiguous/conflicting information about what is your role vs. others'

RESOURCES:

Tendency to be sensitive to stress/reactive
Have personal resources
Have social/organizational resources - strong relationship with boss

EUSTRESS OUTCOME:

Feel equipped to meet challenge, sense of efficacy and accomplishment, positive resource spiral

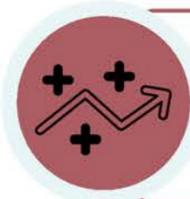
BUILDING RESILIENCY

We can develop **effective strategies for intervening in any part of the stress process**. Some areas will be globally beneficial (e.g., developing resources and coping mechanisms) and some will be more pin-pointed (e.g., removing/changing a specific demand)



DEMANDS

Mitigating or removing a source of stress proactively - increasing role clarity, reducing workload, dealing with issues



APPRAISAL

Practicing reframing challenges, using growth mantras/mindset, looking for other perspectives



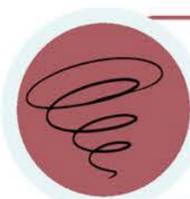
RESOURCES

Proactively and continually building up our “resource bank” - physical, social, emotional, mental, spiritual



COPING

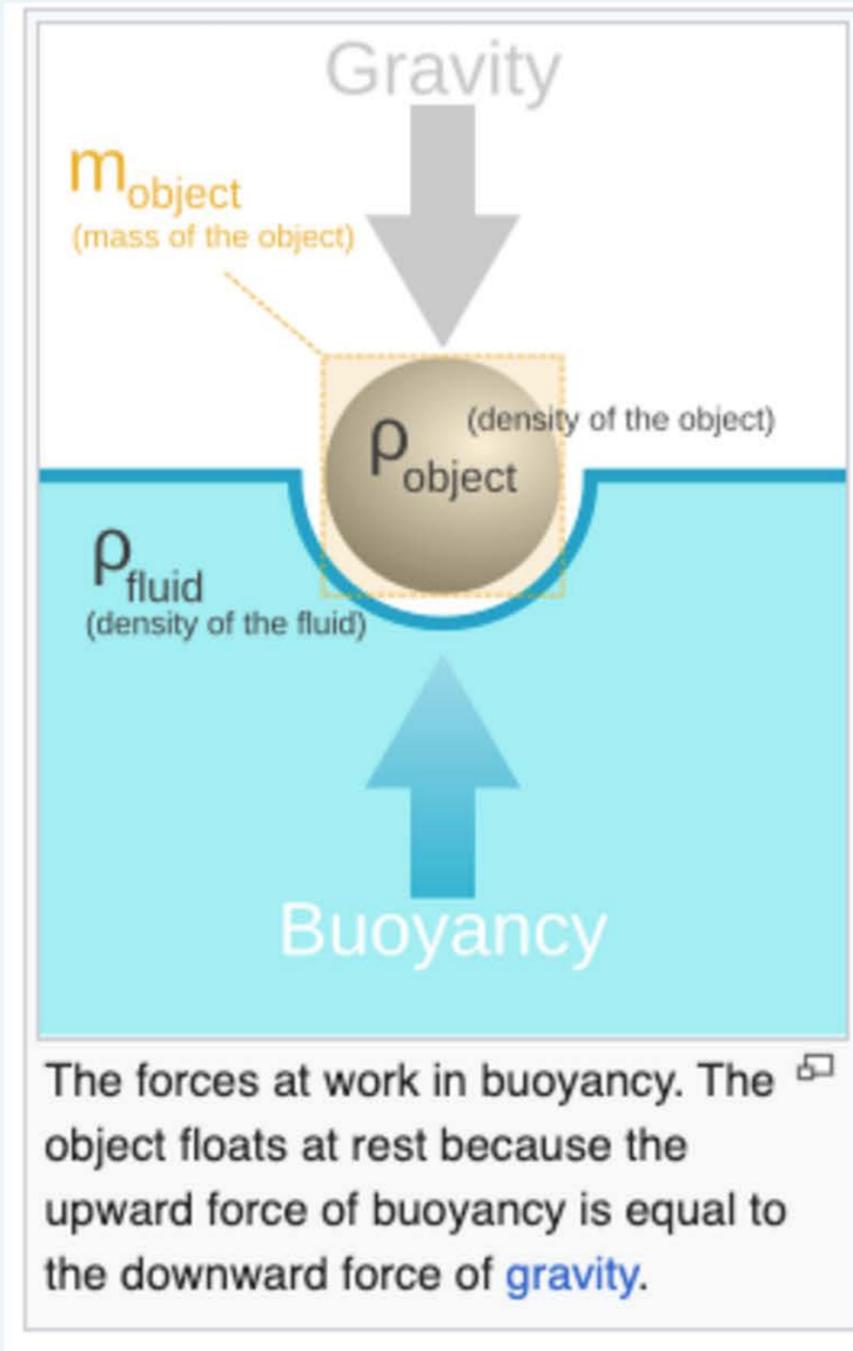
Healthy practices/strategies to manage demands and produce more positive outcomes in the moment



OUTCOMES

Building on a positive spiral, or interrupting a negative one - capitalizing on momentum; experiencing real recovery?

BUILDING RESILIENCY



you can reduce negative demands,

change your properties,

and/or increase positive supports

THE DARK-SIDE OF RESILIENCY

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THE DARK-SIDE OF RESILIENCY



- » Burnout, exhaustion; “prolonged activation” of stress response and lack of recovery - sustained work stress is a public health crisis
- » Staying course when it would be more strategic to shift, “sunk-cost fallacy”
- » Missing signs of stress, overload, or burnout in teams
- » Ignoring feedback, being seen as dismissive or lacking appropriate urgency, reactivity, or humility
- » Exploitation, unsustainable working conditions, shifting of responsibility to individuals vs. organizations/power structures
- » Surviving vs. thriving is likely a more important view, especially for traditionally under-resourced groups

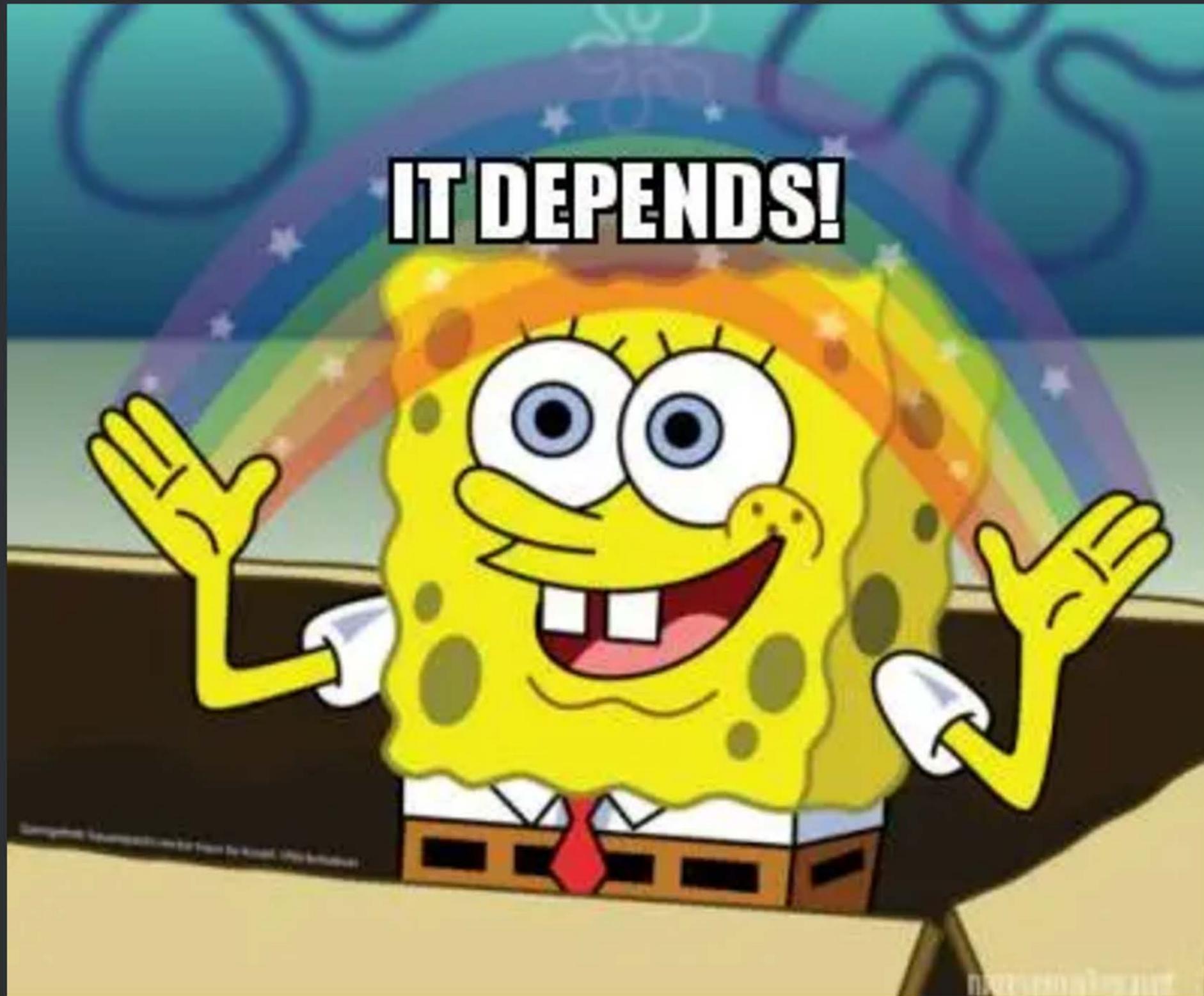
HEALTHY RESILIENCY



So what is healthy, balanced
resiliency?

How do we foster it in ourselves
and our teams/orgs?

IT DEPENDS!



WHAT I DO KNOW



WE CAN **IMPROVE OURSELVES** TO BETTER MEET THE DEMANDS OF OUR ENVIRONMENT



WE CAN **IMPROVE OUR ENVIRONMENT** TO BETTER MEET OUR NEEDS

MY RECOMMENDATION



What is going to give you the biggest “bang for your buck” when it comes to **increasing your overall wellbeing** and **sense of healthy buoyancy** both now, in your current role, and more globally for you as a person and in your career overall?



IMPROVING YOU

- **Increasing resources, healthy coping mechanisms, and recovery** is good for all people - (un)fortunately all that talk about getting fresh air, limiting screen time, quality sleep, gratitude, community, movement, long vacations, etc. is true
- Getting clear on your true, consistent, personal **values** and **personal brand/identity** is a good anchor point



IMPROVING YOUR ENVIRONMENT

- Investigate **what is important to you at work** and what is **currently available** to you - what can be changed?
See handout from *The Joy of Work?*
- Common structural demands: role conflict, work overload, unproductive leaders or social dynamics, role ambiguity (unclear ownership/expectations)
- **“Job crafting”** can help align personal brand and role

LEADER RECOMMENDATIONS



Leaders have an immense impact on the wellbeing and resiliency of their teams, including: what you model personally, resources you provide to your team, the culture you foster in your team/org



IMPROVING YOU

- Start with you - what are you **modeling** for your team consciously and unconsciously? Are you demonstrating **humility** and appropriate vulnerability alongside **confidence** and steadfastness?
- Get **mentorship**, **peer support**, and **coaching** to help manage demands, vent stress, provide perspective, and increase your capacity
- **Work/life balance** is individual, and, what you model matters!



IMPROVING YOUR ENVIRONMENT

- Assess the **psychological safety** and openness to share feedback, ideas, and challenges within your team - is the team able to tell you “we need to change course”?
- Use “**generous check-ins**” with individuals and the team to gauge demands, resources, and capacity - surviving vs. thriving short-term and long-term
- Focus on **increasing resources** and **managing demands** - build capacity in your directs (skill building, mentoring), managing up and around effectively, advocating

FINAL THOUGHTS

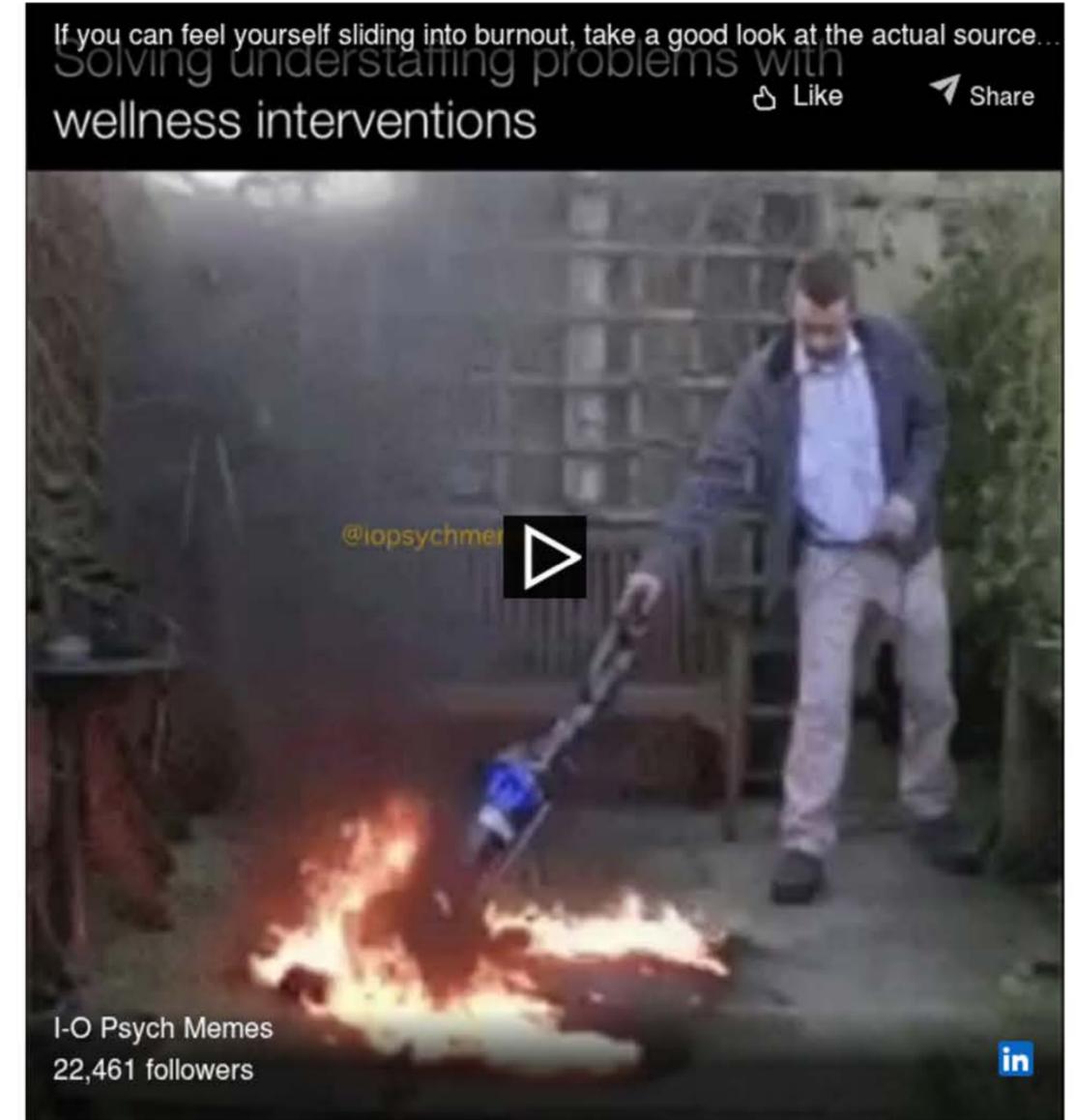


"Whatever actions you do or don't take,
there is one inescapable fact:
you are the instrument through which you act.

And everything you do is affected by that instrument.
Everything."

-AMANDA BLAKE, YOUR BODY IS YOUR BRAIN

FINAL THOUGHTS



THANK YOU!



303.709.5621



amyconsults.io@gmail.com



www.amyconsults.io

