



Oncology Nursing Society
Leadership Development Institute

Put Your Oxygen Mask on First

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Leadership is an active role; 'lead' is a verb.

But the leader who tries to do it all is headed for burnout, and in a powerful hurry.

Bill Owens



**Is this
your
work life?**

Regulation

**Patient
Satisfaction**

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**Staff Retention
(generational)**

Staff Recruitment

**Physician
Relationships**

**Staff Development
(generational)**

Technology

New protocols

Personal Life

Patient Safety

Etc, Etc, Etc

24 x 7 accessibility



Briefly, on Burnout

- Psychological syndrome of
 - Exhaustion
 - Feeling of being depleted, emotionally & physically
 - Cynicism & depersonalization
 - Negative responses to the job
 - Ineffectiveness
 - Feeling of incompetence



Causes

- Mismatches between the person & the job regarding:
 - Workload
 - Control
 - Reward
 - Community
 - Fairness
 - Values



How does this look?

At work

- Less available to staff/colleagues
- Less supportive, losing compassion
- Skeptical responses to new initiatives
- Increased complaints about work
- Negative comments about organization & its leadership
- Increased sick days, lateness
- Increased delay in completing assignments
- Faulty decision-making



How does this look?

Personally

- Waking up tired
- Easily frustrated
- Inability to concentrate
- Increased use of alcohol or drugs
- Irritability
- Changes in sleep, weight, recreational interests
- Tension with spouse, partner, children, friends



Burnout Resistance Factor

Hardiness



Research in Hardiness

- Hardy people:
 - Get sick less often
 - Have the ability to rise to challenge and turn stressful events into opportunities for growth
 - Have lower levels of burnout



Elements of Hardiness

- **Control:** Belief that one can influence events rather than be helpless in the face of adversity.
- **Commitment:** Belief in the importance, value, and meaningfulness of life's activities.
- **Challenge:** Belief that change rather than stability is normal in life and can stimulate growth rather than threaten security.



Being in control of your life and having realistic expectations about your day-to-day challenges are the keys to stress management, which is perhaps the most important ingredient to living a happy, healthy and rewarding life.

Marilu Henner



Acknowledging You Need Rejuvenating

Listen to your staff

Listen to your family

Listen to yourself



Strategies for Rejuvenation

- Organizational
- Self
 - Professional life
 - Personal life



Organizational Actions

So much of what we call
management consists in making it
difficult for people to work.

Peter Drucker



Organizational Actions

- Set organizational priorities sensitive to the cascade of work pressure
- Ensure effective administrative systems
- Have adequate compensation systems
- Involve managers in planning and decision-making



Organizational Actions

- Provide comprehensive orientation
- Provide ongoing leadership development opportunities
- Ensure supervisor support



Organizational Actions

- Meetings, Meetings, Meetings
 - Eliminate redundancy, non-value work
 - Have a clear purpose
 - Define membership carefully



Personal Actions

- Professional life
- Personal life



Professional Life

“No matter how much pressure you feel at work, if you could find ways to relax for at least five minutes every hour, you’d be more productive.”

Dr. Joyce Brothers



Professional Life

- Delegate effectively to others; ensure they are given authority with responsibility
- Develop self:
 - Situational leadership practice
 - Management of conflict
 - Coaching/motivating
 - Developing and leading high performance teams
 - Cultivation of a “bilateral backbone,” up & down



Professional Life

- Time management
 - Managing what is important
 - Setting priorities

| | Urgent | Not Urgent |
|---------------|--------|------------|
| Important | I | II |
| Not Important | III | IV |



Professional Life

- Organizing a work space
 - Piles vs. files
- Managing mail & e-mail
 - Garbage cans & delete buttons
- Peer support



Professional Life

Create ...

a culture of mentoring not tormenting,
an environment of joy, not joy stealing.



Mentoring Culture

Mentors

- Guide others
- Reflect positively
- Tell the truth
- Are respectful
- Convey expectations clearly

Tormentors

- “Set up” others
- Twist assets into deficits
- Deceive
- Shame
- Betray colleagues using covert tactics



Mentoring Culture

Mentors

- Honor personal boundaries
- Honor diversity
- Seek win-win
- Assume responsibility for mistakes
- Encourage participation

Tormentors

- Intrude
- Split staff along prejudices
- Create win-lose
- Blame others
- Silence others



Personal Life

If you don't like something, change it.

If you can't change it, change your attitude.

Don't complain.



Personal Life

- Write down your personal vision statement & core values
- Carve out “think time”
- Always have a back-up plan
- Get organized



Personal Life

Energy is the essence of life. Every day you decide how you're going to use it by knowing what you want and what it takes to reach that goal, and by maintaining focus"

Oprah



Personal Life

- Reframe how you think about your situation: change your self-talk
- Become comfortable with being uncomfortable
- Care for yourself physically
- Forgive yourself.
- Ask for help.



Personal Life

- Choose friends carefully: ones who will be honest, supportive and compassionate.
- Delete junk e-mails.
- Toss out junk mail unopened.
- Take a break. Make time for meals.



Personal Life

- Learn when to say “yes” and how to say “no”



Saying “No”

Practice saying no*:

Stop/reduce frequency of tasks you don't enjoy.

Don't add to the “to do” list

Decline, if saying yes creates a burden, even if you enjoy it.

Do less, but do the right things, according to your values.

*don't give excuses



Saying “Yes”

Before you agree to do anything that might add even the smallest amount of stress to your life, ask yourself: What is my truest intention? Does this line up with what I have decided is most important for me? Give yourself time to let a yes resound within you.

Oprah



Personal life

- Find ways to laugh ... and cry

A sense of humor is part of the art of leadership, of getting along with people, of getting things done.

Eisenhower



Expressions for High Stress Days

You - Off my Planet!

Chaos, panic and disorder ... my work here is done.

Errors have been made. Others will be blamed.

Allow me to introduce my selves.

Sarcasm is just one more service we offer.

I just want revenge. Is that so wrong?

Is it time for your medication or mine?



Lesson of the 5 Balls



Suzanne's Diary for Nicholas
by James Patterson

Think of life as a terminal illness, because, if you do, you will live it with joy and passion, as it ought to be lived.

Anna Quindlen

A Short Guide to a Happy Life

