

Relationship Resilience

J. Bryan Sexton, PhD
Director, Duke Patient Safety Center

While you are waiting for us to start, perhaps you could send a quick text to someone important to you, to send a kind thought their way.



Be kind, for everyone you meet is
fighting a hard battle. -- Plato

When interacting with a bullying, or intimidating person, try to imagine them constipated...

No one misbehaves out of strength...

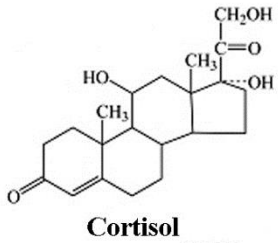


Ellen Langer, PhD
Kripalu Mindfulness Course,
Stockbridge, MA
February 5, 2010

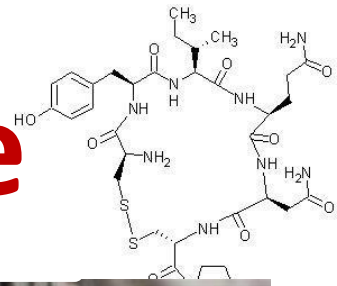
“Mean people suck...”

Should read:

“People who really have it together are kind”



Biochemical Cascade



Self Survival

Fight or Flight;
Freeze

Glucocorticoids

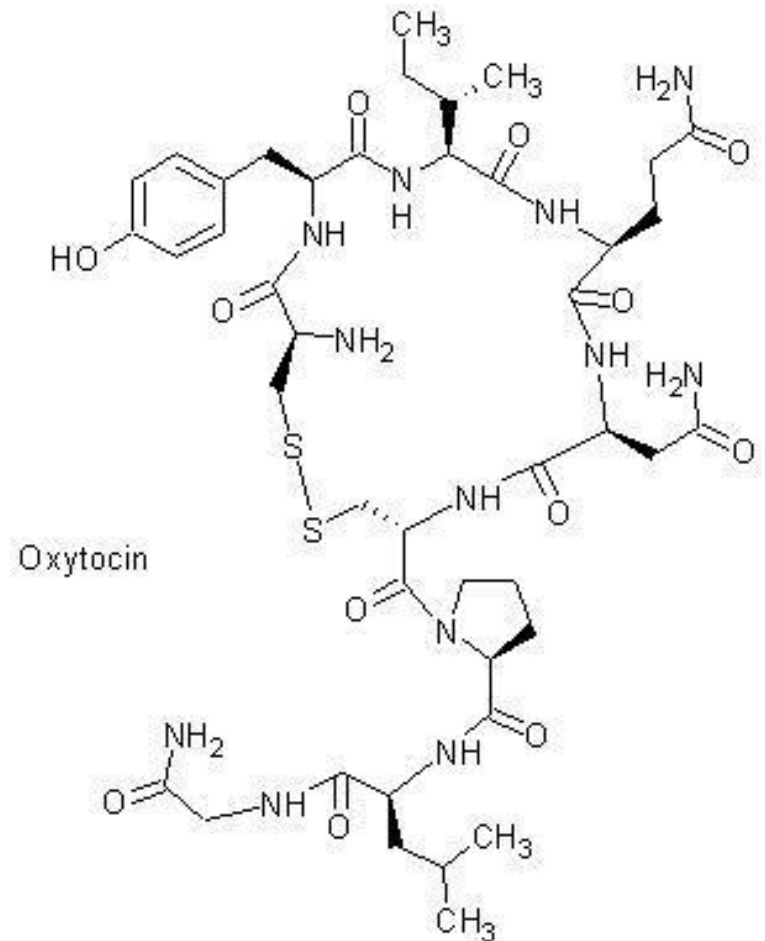
Species Survival

Broaden & Build; Tend &
Befriend

Oxytocin

Oxytocin

Bonding neuropeptide,
cardio-protective ,
Lowers ambulatory BP



No Time for Bullies: Baboons Retool Their Culture

By NATALIE ANGIER
Published: April 13, 2004

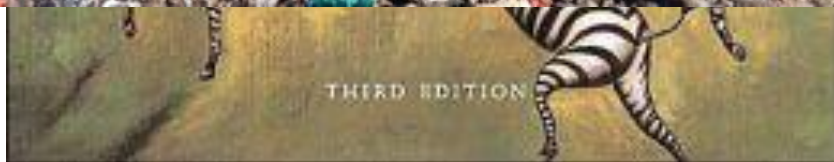
Sometimes it takes the great Dustbuster of fate to clear the room of bullies and bad habits. Freak cyclones helped destroy Kublai Khan's brutal Mongolian empire, for example, while the Black Death of the 14th century capsized the medieval theocracy and gave the Renaissance a chance to shine.

Among a troop of savanna baboons in Kenya, a terrible outbreak of tuberculosis 20 years ago
...st and most despotic males, setting the stage for a social

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Social Relationships and Mortality Risk: A Meta-analytic Review

Julianne Holt-Lunstad¹*, Timothy B. Smith², J. Bradley Layton³

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Recipe for Longevity: No Smoking, Lots of Friends

Abstract

Background

to both morbidity and mortality.

Objectives: This meta-analytic review was conducted to determine the relationship between social relationships and mortality, which aspects of social relationships

Data
analysis
of

Results
1.4
times
lower
for
social
with

Conclusions
more
pleasure



Social Relationships and Mortality Risk: A Meta-analytic Review

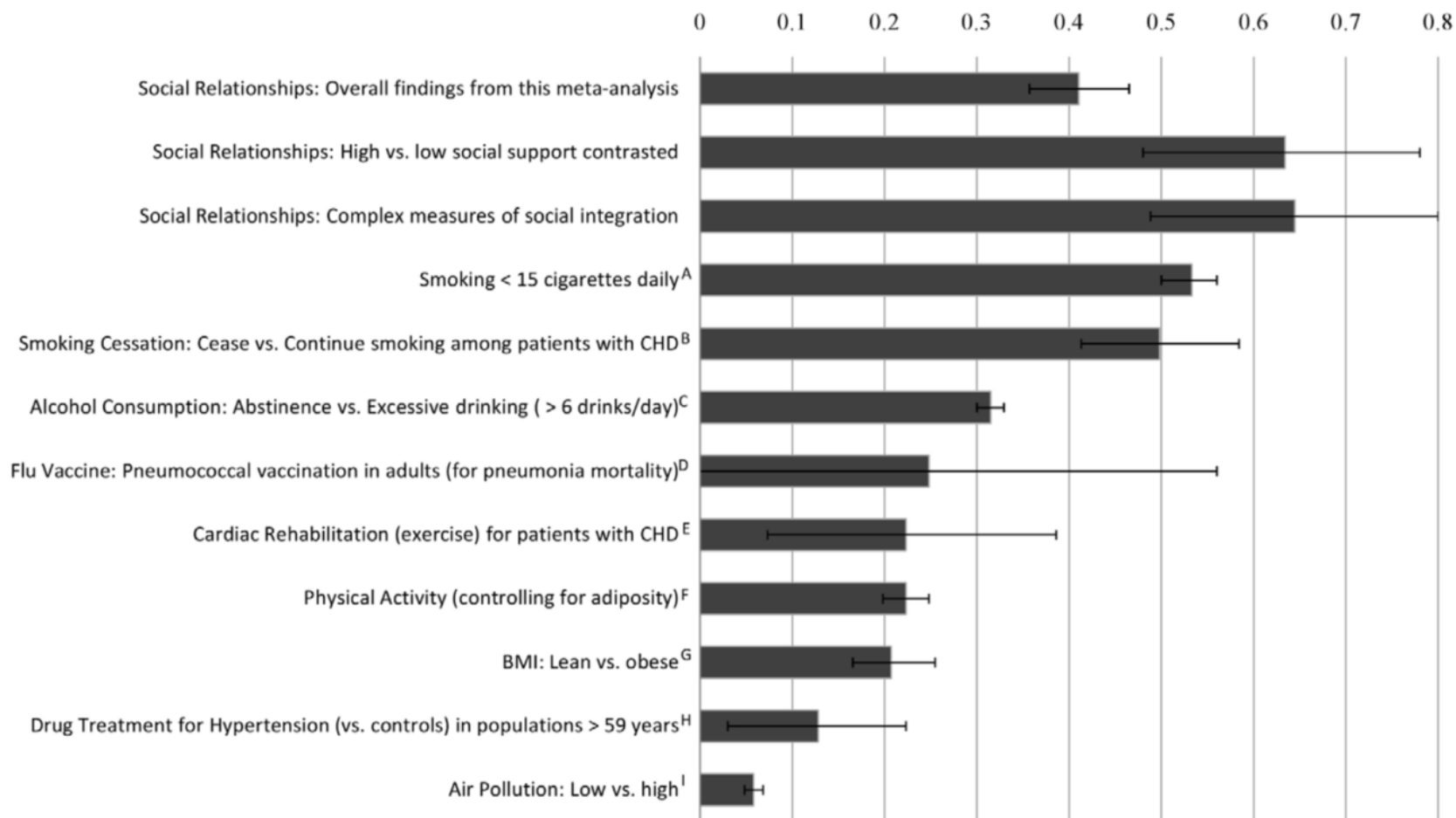


Figure 6. Comparison of odds (lnOR) of decreased mortality across several conditions associated with mortality. Note: Effect size of zero indicates no effect. The effect sizes were estimated from meta analyses: ; A = Shavelle, Paculdo, Strauss, and Kush, 2008 [205]; B = Critchley and Capewell, 2003 [206]; C = Holman, English, Milne, and Winter, 1996 [207]; D = Fine, Smith, Carson, Meffe, Sankey, Weissfeld, Detsky, and Kapoor, 1994 [208]; E = Taylor, Brown, Ebrahim, Jolliffe, Noorani, Rees et al., 2004 [209]; F, G = Katzmarzyk, Janssen, and Ardern, 2003 [210]; H = Insua, Sacks, Lau, Lau, Reitman, Pagano, and Chalmers, 1994 [211]; I = Schwartz, 1994 [212].
doi:10.1371/journal.pmed.1000316.g006

**For your resilience:
Other People
Matter**

Altruism vs Greed

Deliberate acts of Kindness:

Doing a kindness produces the single most reliable momentary increase in well-being of any exercise that has been tested

Find one wholly unexpected kind thing to do tomorrow and just do it. Notice what happens to your mood.



-- Marty Seligmann, 2011



#1 Treatment for depression:

Get them to do something to help another person, see the world from their perspective/feel relieved from their perspective

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NATURE | LETTER



[日本語要約](#)

Spontaneous giving and calculated greed

David G. Rand, Joshua D. Greene & Martin A. Nowak

[Affiliations](#) | [Contributions](#) | [Corresponding author](#)

Nature **489**, 427–430 (20 September 2012) | doi:10.1038/nature11467

Received 13 December 2011 | Accepted 02 August 2012 | Published online 19 September 2012

Brief Communication Arising (June, 2013)

 [Citation](#)

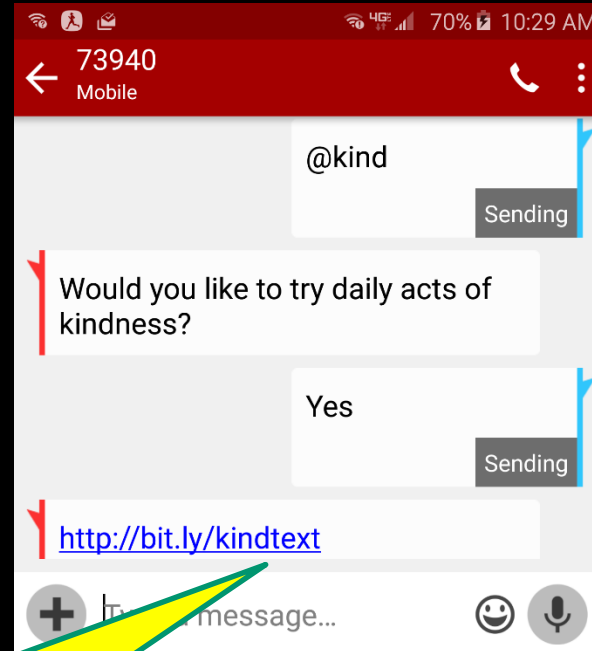
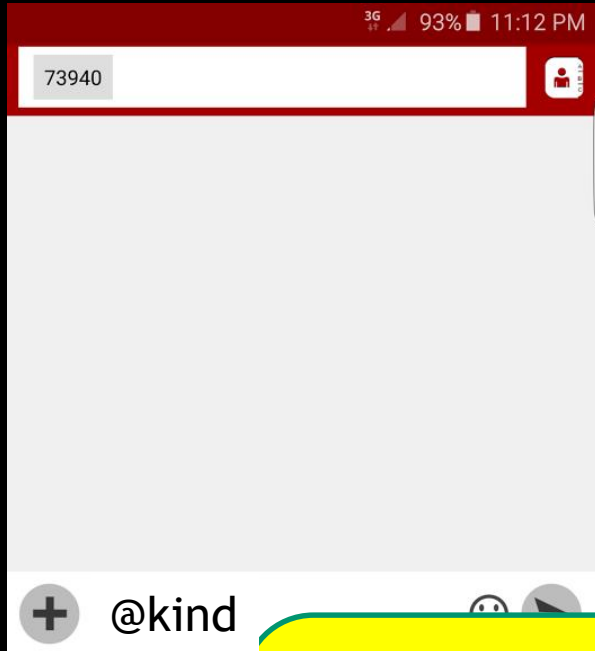
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Send a text to
number: 73940

With the message:
@kind



**Click the response
link to try Daily
Acts of Kindness
You can forward it
to others**

The Common Cold Unit

In a study of 394 volunteers, Cohen, Tyrrell, and Smith (1991, 1993) administered measures of stressful life events, perceived stress, and negative affect just before intentionally exposing subjects to one of five viruses that cause upper respiratory infections, better known as the common cold. We were interested in whether reports of stress could predict who would become ill. Only about 40% of exposed subjects develop colds, and all three stress measures predicted the probability of developing a cold, with greater stress linearly related to greater risk. Moreover, the relationships that we reported between increased stress and greater susceptibility to infection were found consistently across five different upper respiratory viruses. These results could not be explained by stress-elicited differences in health practices, such as smoking and alcohol consumption, or in the numbers of various white blood cell populations or total (nonspecific) antibody levels.



Interpersonal Stress & the Common Cold

Cohen's Common Cold Study

Participants completed stress index and were given nasal drops of a cold virus and observed for a week in a controlled environment. Higher stress index scores = greater the probability of catching a cold.

CAVEAT ON STRESS: it has to last at least a month and stem from interpersonal troubles like marital strife or enduring job-related problems

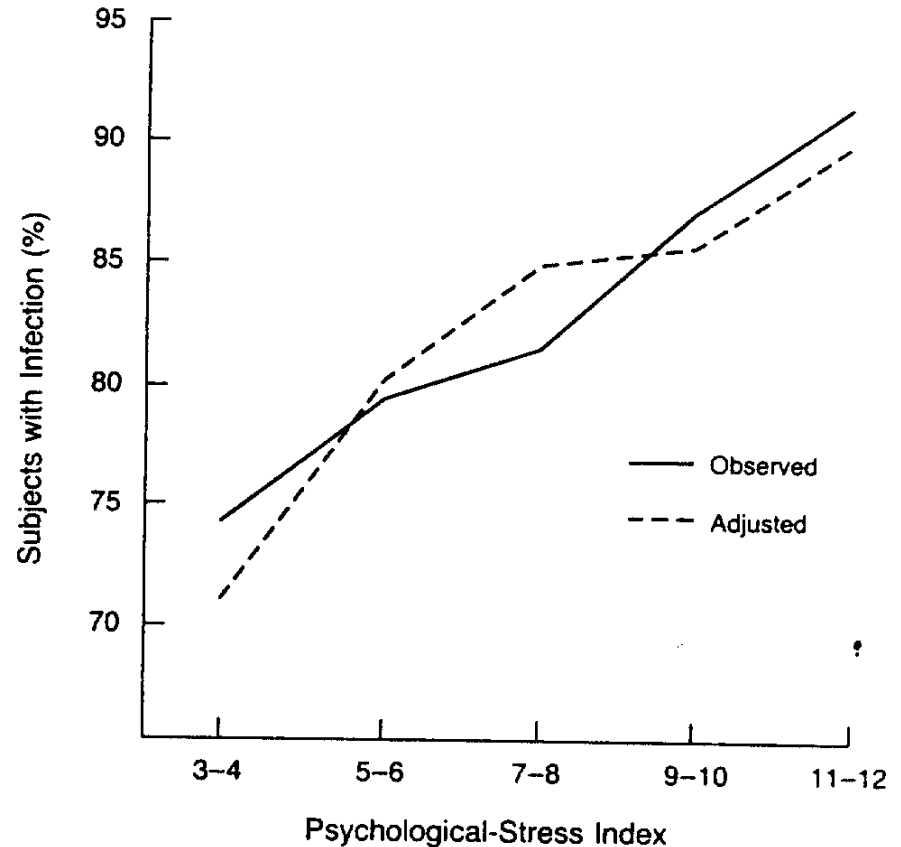


Figure 2. Observed Association between the Psychological-Stress Index and the Rate of Infection and the Association Adjusted for Standard Control Variables.

Only the 394 subjects who received virus are included.

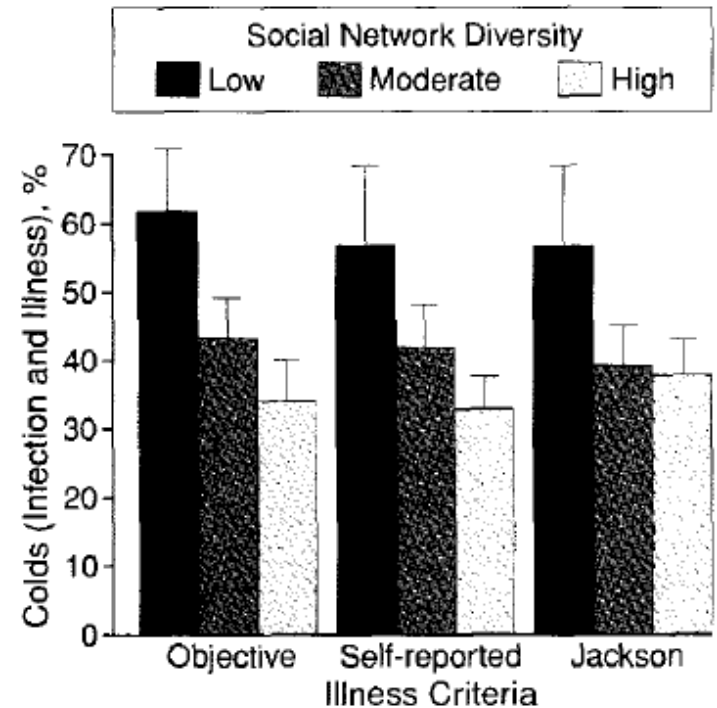
Cohen, S., Tyrrell, D. A. J., & Smith, A. P. (1991). Psychological stress and susceptibility to the common cold.

New England Journal of Medicine, 325, 606-612.

Who gets sick after inoculation with a cold virus?

Friends are better than chicken noodle soup....

Social Network Index: how many different relationship types do you maintain at least once every two weeks: spouse, parents, children, workmates, friends, neighbors, etc. (up to 12 types)



Observed incidence of colds by social network diversity using 3 illness criteria. Low diversity is defined as 1 to 3 types of social relationships; moderate, 4 to 5; and high, 6 or more. Error bars indicate SEs.

Cohen S, et al. (1997). Social ties and susceptibility to the common cold. *JAMA*, 277, 1940-1944.

Toxic Workers*

Michael Housman

Dylan Minor

Cornerstone OnDemand

Kellogg School of Management, Northwestern University

November, 2015

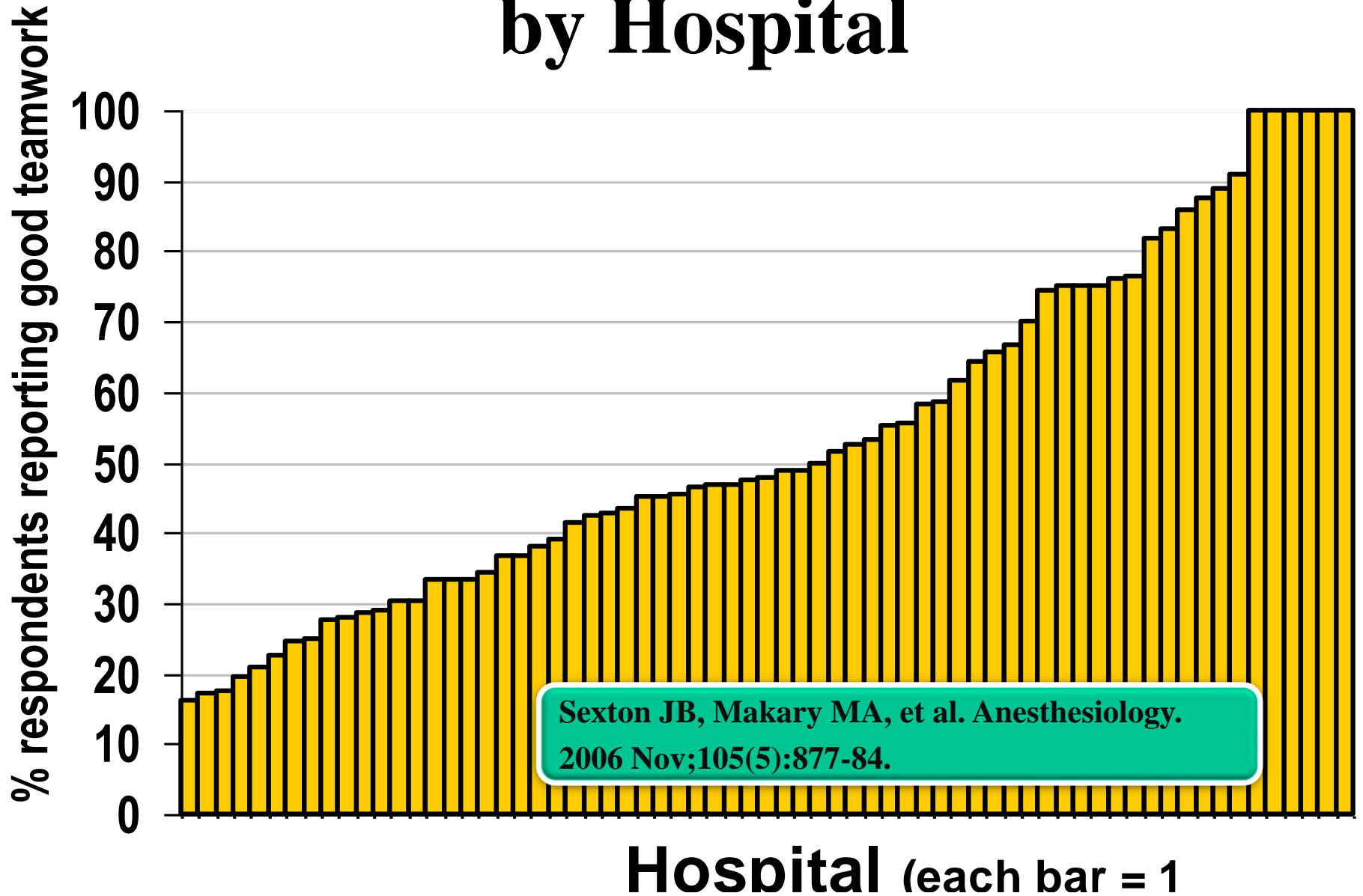
Abstract

While there has been a strong focus in past research on discovering and developing top performers in the workplace, less attention has been paid to the question of how to manage those workers on the opposite side of the spectrum: those who are harmful to organizational performance. In extreme cases, aside from hurting performance, such workers can generate enormous regulatory and legal fees and liabilities for the firm. We explore a large novel dataset of over 50,000 workers across 11 different firms to document a variety of aspects of workers' characteristics and circumstances that lead them to engage in what we call "toxic" behavior. We also explore the relationship between toxicity and productivity, and the ripple effect that a toxic worker has on her peers. Finally, we find that avoiding a toxic worker (or converting him to an average worker) enhances performance to a much greater extent than replacing an average worker with a superstar worker.

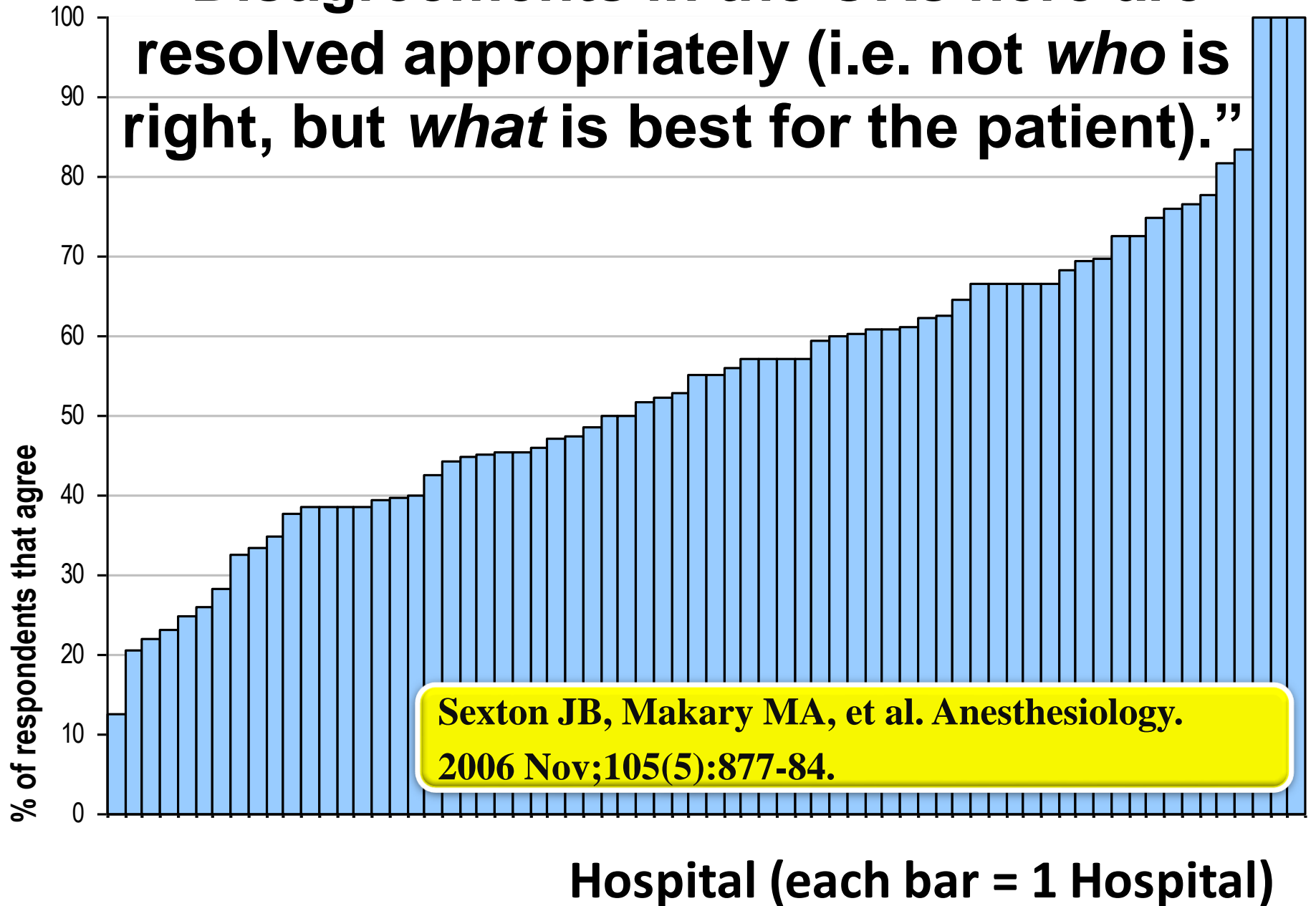
Keywords: strategic human resource management, misconduct, worker productivity, ethics, superstar

*The authors thank Steve Morseman for his invaluable research support. Comments from Jennifer Brown and Lamar Pierce are gratefully acknowledged. A final thank you to the participants from the Academy of Management meeting (2015), Alliance for Research on Corporate Sustainability conference (2015), Goethe University, Harvard Business School I&I (2014), NBER Summer Institute (2015), Northwestern Law School, Queens University, and

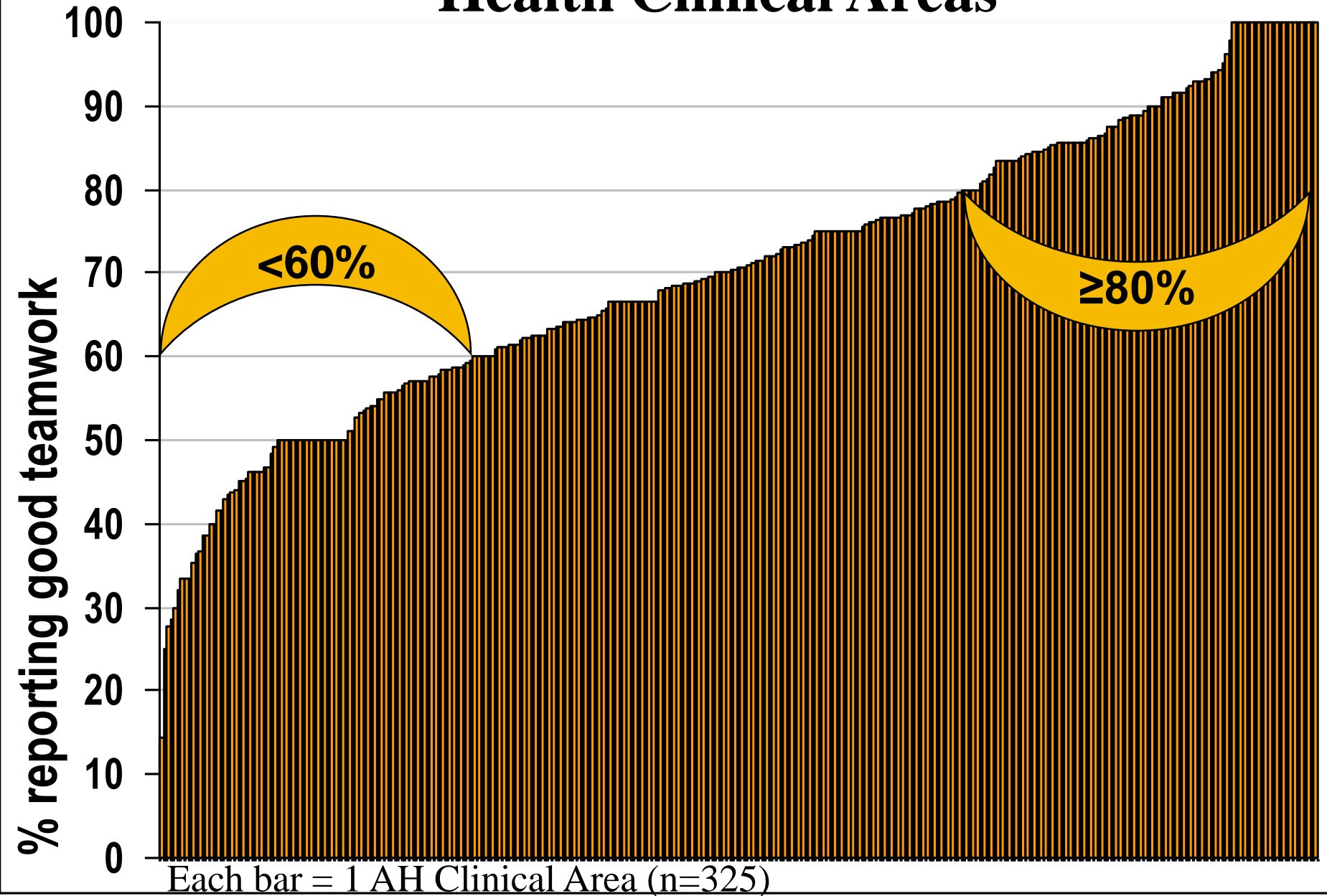
OR Teamwork Climate by Hospital



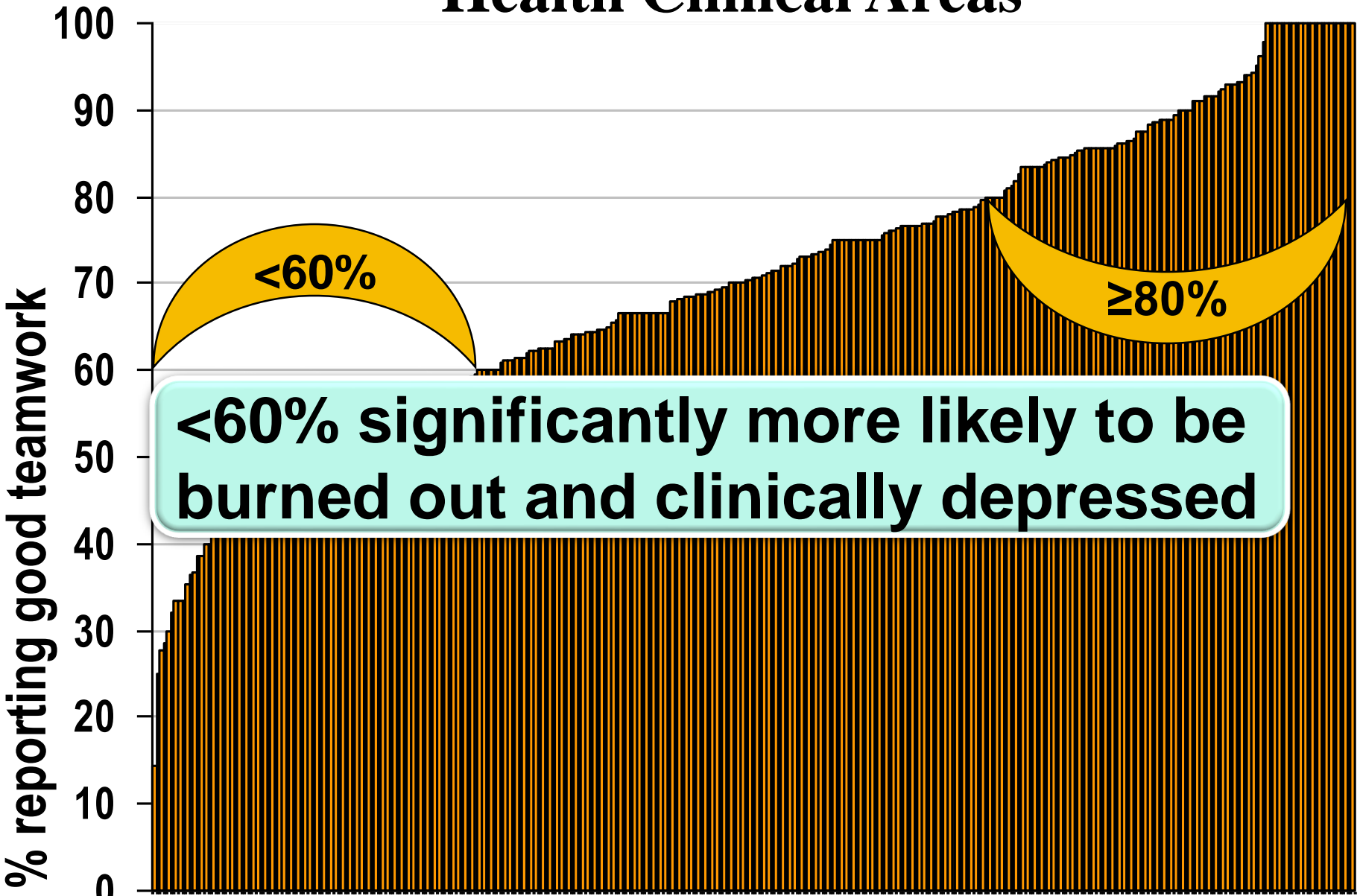
“Disagreements in the ORs here are resolved appropriately (i.e. not *who* is right, but *what* is best for the patient).”



Teamwork Climate Across 325 Adventist Health Clinical Areas



Teamwork Climate Across 325 Adventist Health Clinical Areas



<60% significantly more likely to be burned out and clinically depressed

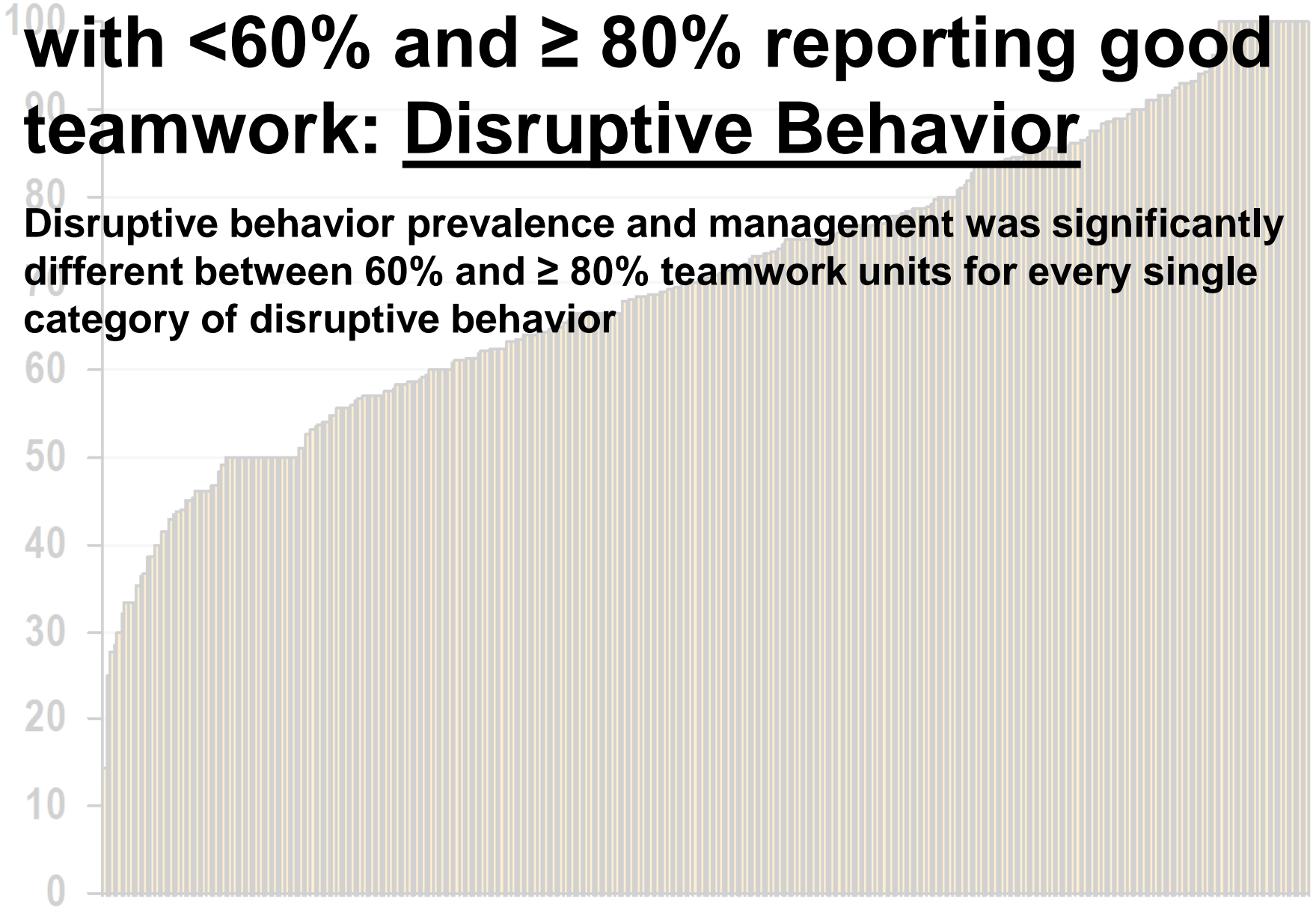
Each bar = 1 AH Clinical Area (n=325)



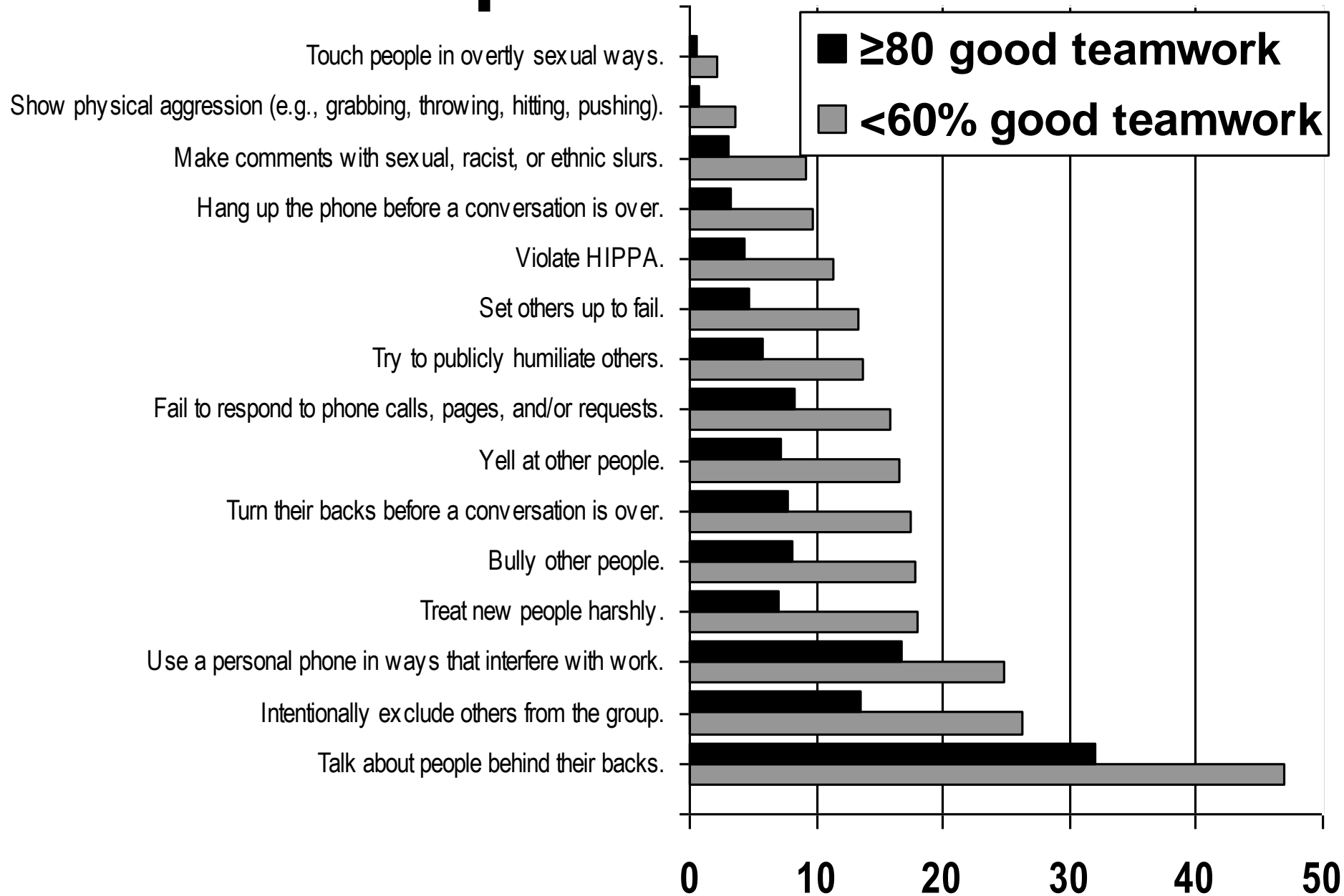
Dealing with Difficult Colleagues

Significant differences between units with $<60\%$ and $\geq 80\%$ reporting good teamwork: Disruptive Behavior

Disruptive behavior prevalence and management was significantly different between 60% and $\geq 80\%$ teamwork units for every single category of disruptive behavior



Disruptive Behaviors



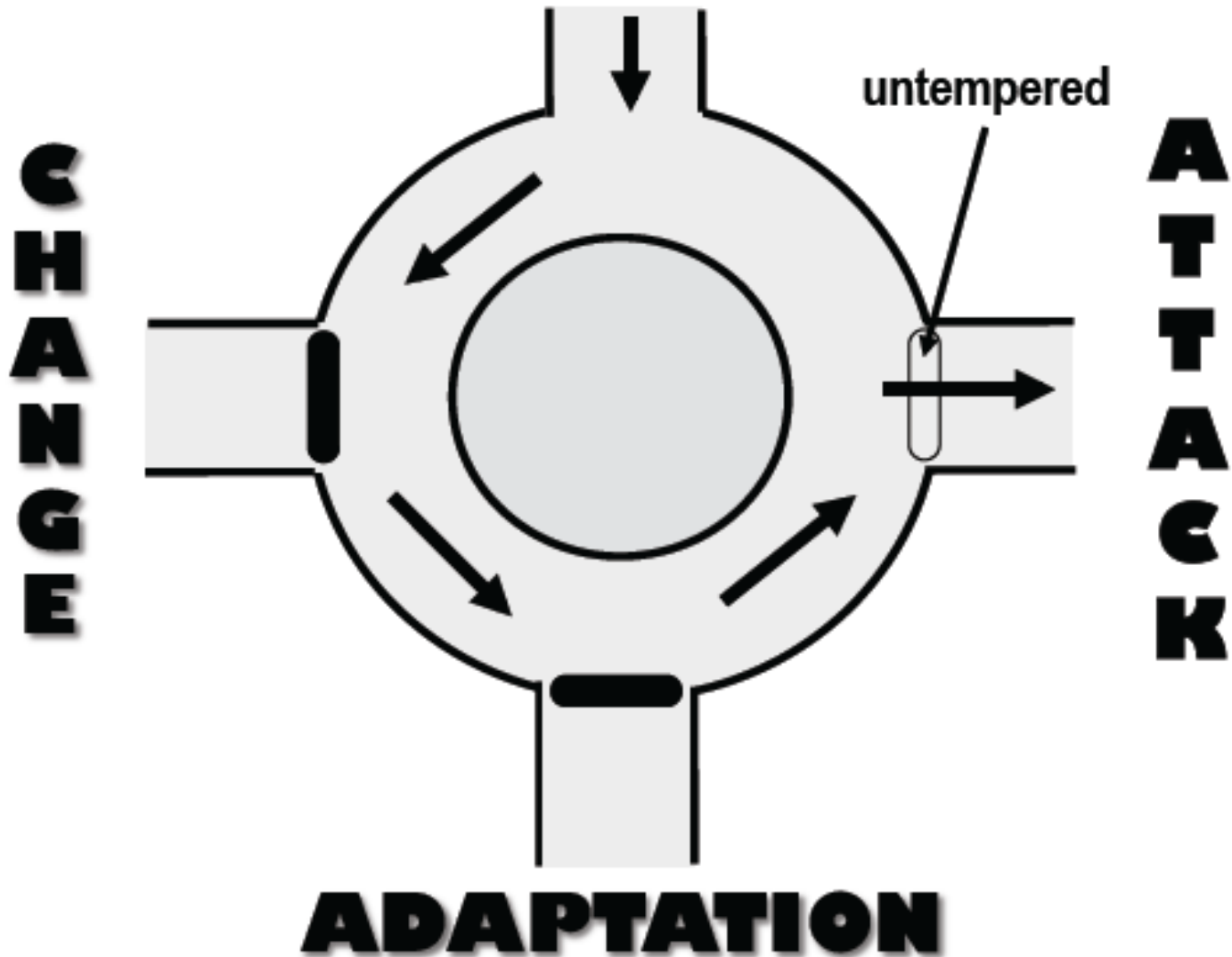
Sentinel Event Alert

Issue 40, July 9, 2008

Behaviors that undermine a culture of safety

Intimidating and disruptive behaviors can foster medical errors,[\(1,2,3\)](#) contribute to poor patient satisfaction and to preventable adverse outcomes,[\(1,4,5\)](#) increase the cost of care,[\(4,5\)](#) and cause qualified clinicians, administrators and managers to seek new positions in more professional environments. [\(1,6\)](#) Safety and quality of patient care is dependent on teamwork, communication, and a collaborative work environment. To assure quality and to promote a culture of safety, health care organizations must address the problem of behaviors that threaten the performance of the health care team.

FRUSTRATION





Toxins in tears

- Our bodies produce three kinds of tears: reflex, continuous and emotional.
- Typically, after crying, our breathing and heart rate decrease, and we enter into a calmer biological and emotional state.
- Emotional tears have special health benefits. Biochemist and "tear expert" **Dr. William Frey** at the Ramsey Medical Center in Minneapolis discovered that reflex tears are 98 percent water, whereas emotional tears also contain stress hormones which get excreted from the body through crying. After studying the composition of tears, Dr. Frey found that emotional tears shed these hormones and other toxins which accumulate during stress. Additional studies also suggest that crying stimulates the production of endorphins, our body's natural pain killer and "feel-good" hormones."



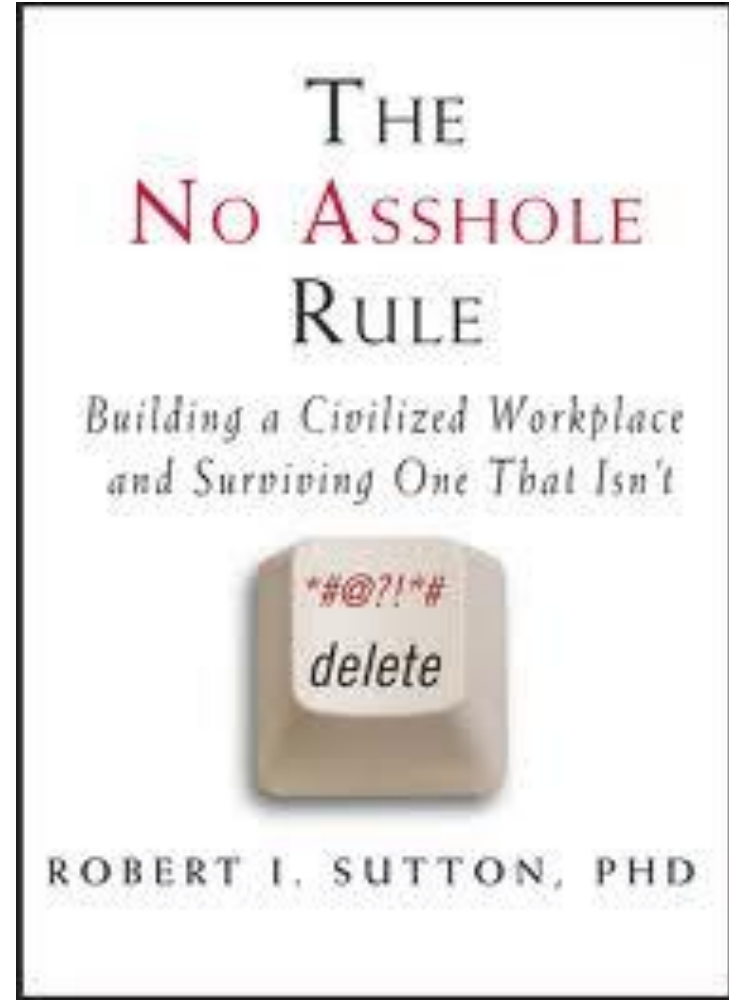
Toxins in tears

Crying Can Elevate Mood

overexposure to manganese can cause anxiety, nervousness, irritability, fatigue, aggression, and emotional disturbance

The act of crying can actually lower a person's manganese level. And just like the other toxins, emotional tears contain 24 percent higher albumin protein concentration—responsible for transporting small (toxic) molecules--than irritation tears.





“The difference between how a person treats the powerless versus the powerful is as good a measure of human character as I know.”

--Bob Sutton



ASSHOLE

Now we know what one looks like.

Clarification of term use:

- Temporary Asshole: having a bad day or a bad moment
- Certified Asshole: persistently nasty and destructive jerks that meet two criteria:
 - 1) consistently leaves others feeling oppressed, humiliated, de-energized, or belittled
 - 2) aims venom at people who are less powerful rather than those who are more powerful

Miner, A. G., Glomb, T. M., & Hulin, C. L. (2005). Experience sampling mood and its correlates at work. *Journal of Organizational and Occupational Psychology*, 78, 171-193.

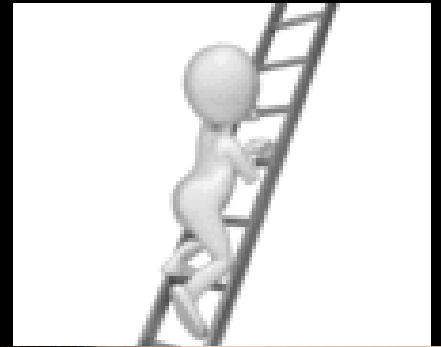
Why are demeaning acts so devastating?

- 30% of interactions with coworkers are positive
- 10% of interactions with coworkers are negative
- Negative interactions had 5X stronger effect on mood than positive interactions

Nasty people pack a lot more wallop than their more civilized counterparts



Time wounds all heels...
--Groucho Marx





"A chillingly accurate portrayal of evil—the decent person's guide to indecency." —Jonathan Kellerman



the sociopath next door



1 in 25 ordinary Americans secretly has no conscience and can do anything at all without feeling guilty. Who is the devil *you* know?

martha stout, ph.d.



- **Therapy: Why do we confront others?**

- to seek justice

- to reclaim our dignity

- to put them in their place

- to get closer

- Don't confront to sting, confront to improve a relationship or situation.



- Therapy: Don't confront to sting, confront to improve a relationship or situation.
- When you _____ it makes me feel _____ and I take responsibility for that.
- QTIP
- Conflict Resolution and Conflict Rates are not always correlated...
 - I get into arguments here, vs I have conflicts with others here, vs conflicts are resolved appropriately are correlated in the .3s

Three Good Things (free)

www.dukepatientsafetycenter.com

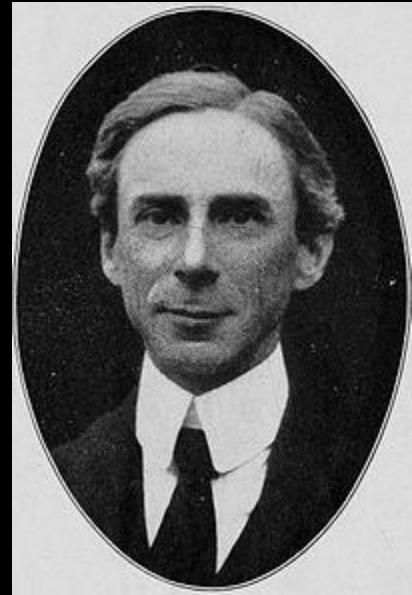
Duke Resilience Retreat

(1 day or 2 day)

www.dukepatientsafetycenter.com

Anything you're good at
contributes to happiness.

Bertrand Russell;
Philosopher



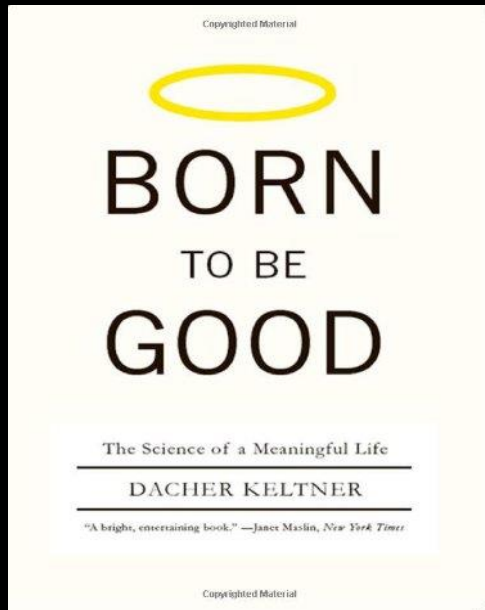
Where there is purpose, there is
happiness as well.

Swami Abhedananda



got meaning?

Why Meaning?



If you chase happiness, asking, "am I happier yet?" you fail...

But, a devotion to bringing the good in others to completion, is the path to the meaningful life.

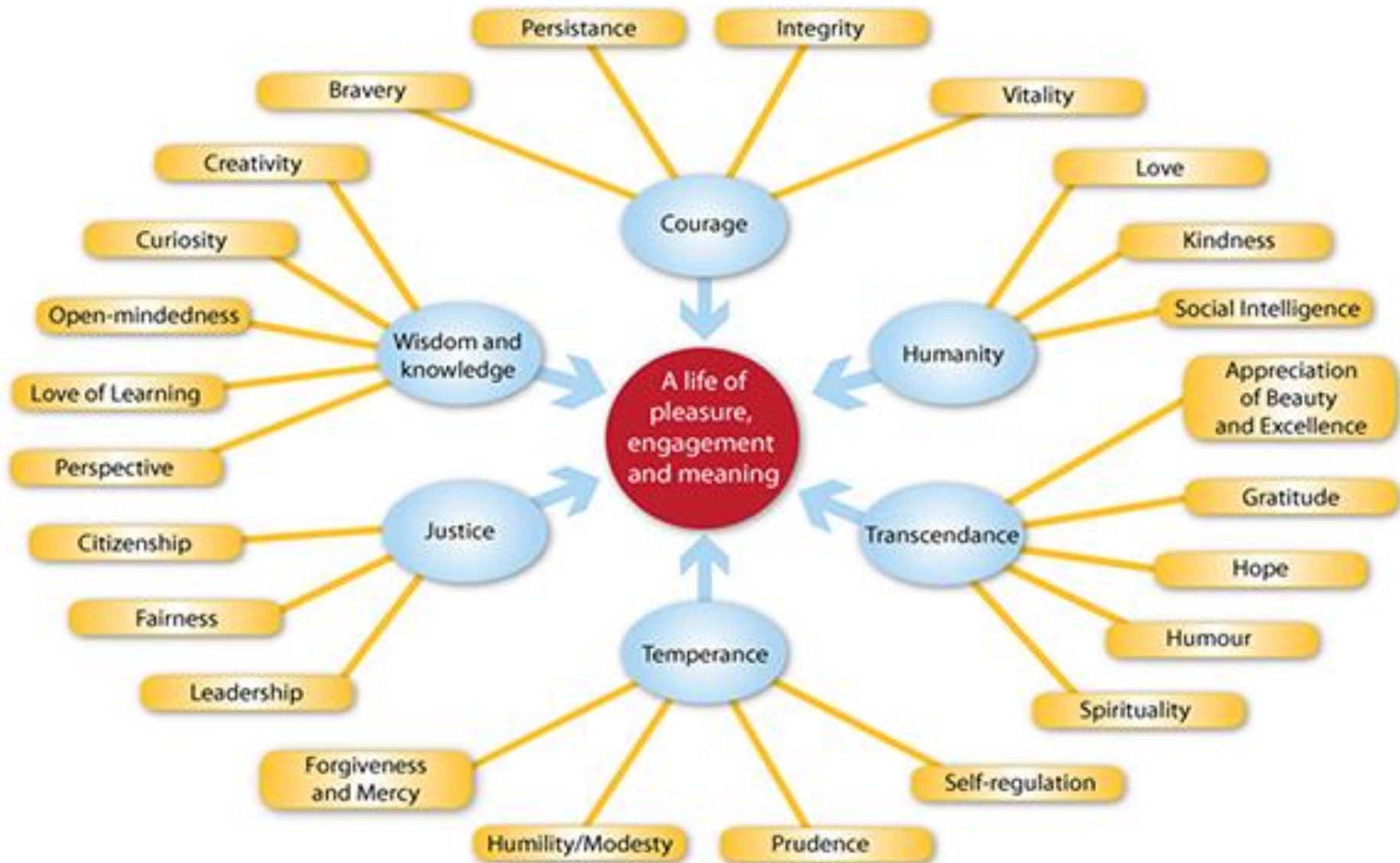
Signature Strengths

24 universal strengths found across cultures, nations, religions and politics. They are moral strengths – strengths that we value in and of themselves.

Martin Seligman, 2012

VIA Character Strengths & Virtues

(Peterson and Seligman, 2004)



Creativity Perspective
Judgment Curiosity
Honesty Bravery HUMOR Fairness
Zest
PERSEVERANCE Teamwork
Love Kindness Leadership
Social Intelligence Love of Learning
Forgiveness Humility PRUDENCE
Appreciation of Beauty & Excellence Gratitude SELF-REGULATION
HOPE Spirituality

Positive Psychology Progress

Empirical Validation of Interventions

Martin E. P. Seligman and Tracy A. Steen
Nansook Park
Christopher Peterson

University of Pennsylvania
University of Rhode Island
University of Michigan

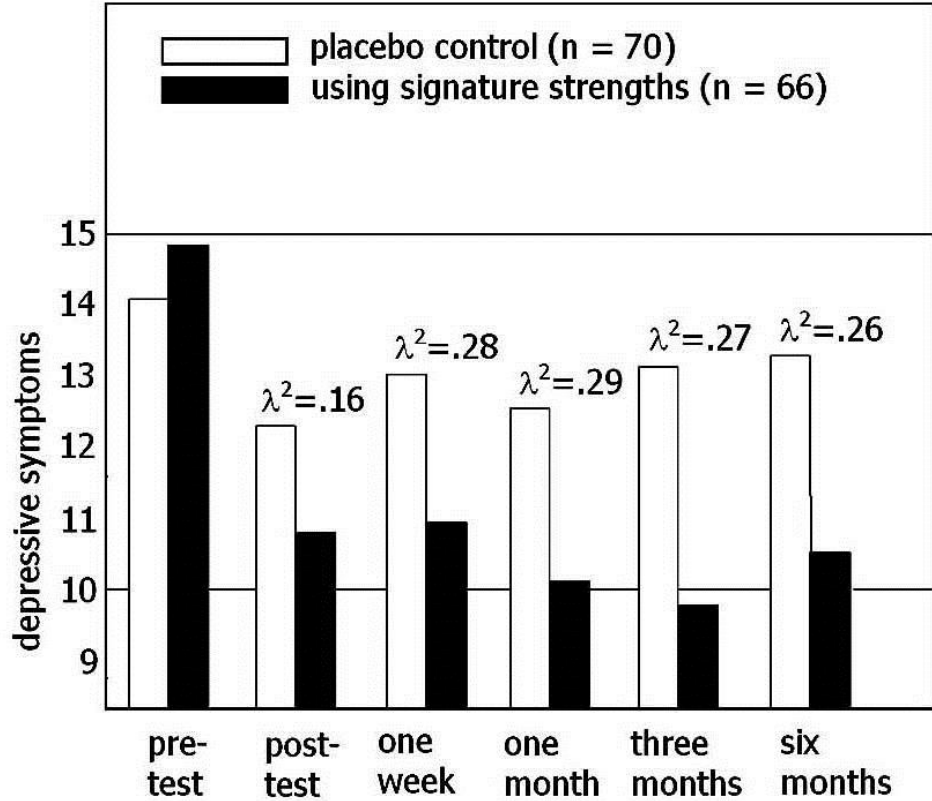
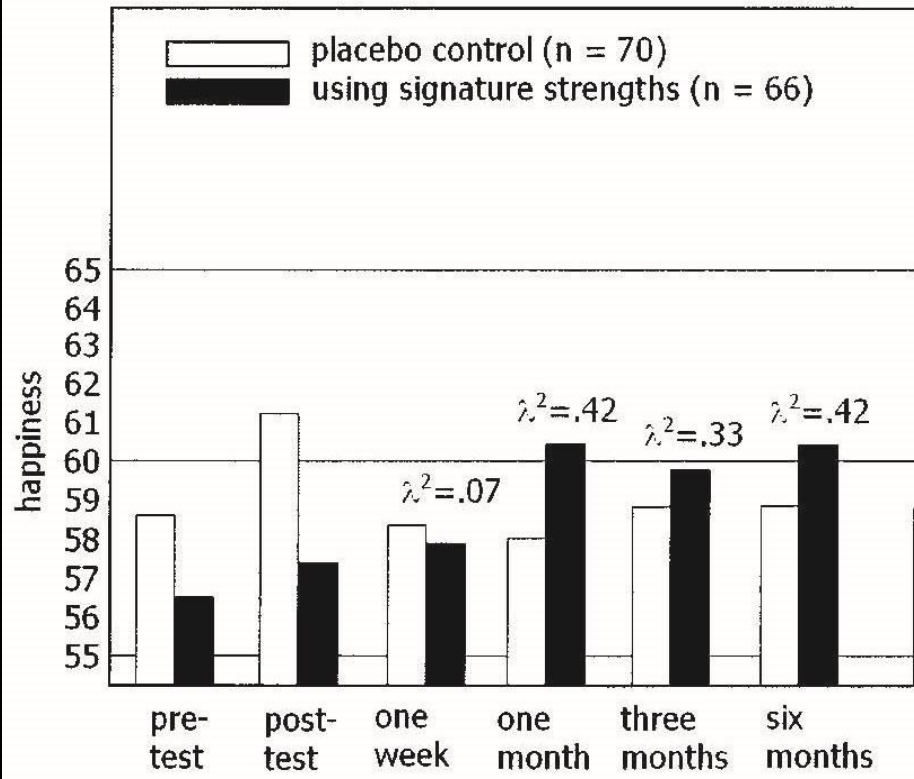
Positive psychology has flourished in the last 5 years. The authors review recent developments in the field, including books, meetings, courses, and conferences. They also discuss the newly created classification of character strengths and virtues, a positive complement to the various editions of the Diagnostic and Statistical Manual of Mental Disorders (e. g., American Psychiatric Association, 1994), and present some cross-cultural findings that suggest a surprising ubiquity of strengths and virtues. Finally, the authors focus on psychological interventions that increase individual happiness. In a 6-group, random-assignment, placebo-controlled Internet study, the authors tested 5 purported happiness interventions and 1 plausible control exercise. They found that 3 of the interventions lastingly increased happiness and decreased depressive symptoms. Positive interventions can supplement traditional interventions that relieve suffering and may someday be the practical legacy of positive psychology.

July–August 2005 • American Psychologist

Copyright 2005 by the American Psychological Association 0003-066X/05/\$12.00
Vol. 60, No. 5, 410–421 DOI: 10.1037/0003-066X.60.5.410



Signature Strengths



Your Top Strength

Creativity, ingenuity, and originality

Thinking of new ways to do things is a crucial part of who you are. You are never content with doing something the conventional way if a better way is possible.

Your Second Strength

Perspective (wisdom)

Although you may not think of yourself as wise, your friends hold this view of you. They value your perspective on matters and turn to you for advice. You have a way of looking at the world that makes sense to others and to yourself.

Your Third Strength

Forgiveness and mercy

You forgive those who have done you wrong. You always give people a second chance. Your guiding principle is mercy and not revenge.

Your Fourth Strength

Hope, optimism, and future-mindedness

You expect the best in the future, and you work to achieve it. You believe that the future is something that you can control.

Your Fifth Strength

Love of learning

You love learning new things, whether in a class or on your own. You have always loved school, reading, and museums-anywhere and everywhere there is an opportunity to learn.



audible.com

Strength	Description
1.Curiosity Rank_____	You are curious about the world and you strongly desire experience of it. You are flexible about matters that don't fit your preconceptions. Curious people do not simply tolerate ambiguity but they like it and are intrigued by it. You seek out novelty, and you are rarely bored.
2.Love of learning Rank_____	You love learning new things, whether you are in a class or on your own. You always loved school, reading, museums - anywhere and everywhere there is an opportunity to learn. There are domains of knowledge in which you are the expert, and others value your expertise. You love learning about these domains, even in the absence of any external incentives to do so.
3.Judgment Rank_____	You think things through and examine them from all sides. You do not jump to conclusions, and you rely only on solid evidence to make your decisions. You are able to change your mind. You are very good at sifting information objectively and rationally, in the service of the good for yourself and others. You do NOT just think in ways that favor and confirm what you already believe.
4.Ingenuity Rank_____	When you are faced with something you want, you are outstanding at finding novel yet appropriate behavior to reach that goal. You are rarely content with doing something the conventional way. This strength is also called "practical intelligence" or more bluntly common sense or street smarts.
5.Emotional intelligence Rank_____	You are aware of the motives and feelings of others, and of yourself, and you can respond skillfully. You notice differences among others, especially with respect to their moods, temperaments, motivations, and intentions, and then you <u>act</u> upon these distinctions. You also have finely tuned access to your own feelings and the ability to use that knowledge to understand and guide your behavior.
6.Perspective Rank_____	You have a way of looking at the world that makes sense to others and yourself. Others seek you out to draw on your experience, and you are often able to help them solve problems and gain perspective. You have a good sense of what is really important in life.
7.Valor Rank_____	You do not shrink from threat, challenge, pain, or difficulty. Valor is more than bravery during physical threat. It refers as well to intellectual or emotional stances that are unpopular, difficult, or dangerous. The brave person is able to uncouple the emotional and behavioral components of fear, resisting the urge to flee and facing the fearful situation. Fearlessness, boldness, and rashness are not valor; it is facing danger, despite fear, that marks valor.
8.Perseverance Rank_____	You finish what you start. You take on difficult projects and finish them, usually with good cheer and minimal complaint. You do what you say will do and sometimes more, never less. Perseverance does not mean dogged or obsessive pursuit of unattainable goals. Rather you remain flexible, realistic, and not perfectionistic.
9.Integrity Rank_____	You are an honest person, not only always speaking the truth but also living your life in a genuine and authentic way. You are down to earth and without pretense. You representing your intentions and commitments to others and to yourself in sincere fashion, whether by word or deed.
10.Kindness Rank_____	You are kind and generous to others, and you are never too busy to do a favor. You enjoy doing good deeds for others, even if you do not know them well. Your actions are very often guided by other people's best interests, even when these override your own immediate wishes and needs.
11.Loving Rank_____	You value close and intimate relations with others. You have deep and sustained feelings for others, who feel the same way about you. This strength is more than the Western notion of romance; it is about very deep ties to several or many people.



12.Citizenship Rank_____	You excel as a member of a group. You are a loyal and dedicated teammate, You always do your share, and you work hard for the success of the group. You value the group goals and purposes even when they differ from your own. You respect those who are rightfully in positions of authority, like teachers or coaches, and you identify with the group.
13.Fairness Rank_____	You do not let your personal feelings bias your decisions about other people. You give everyone a chance. You are guided in your day-to-day actions by larger principles of morality. You take the welfare of others, even those you do not know personally, as seriously as your own, and you can easily set aside personal prejudices.
14.Leadership Rank_____	You do a good job organizing activities and seeing to it that they happen. You are a humane and effective leader, attending to getting the group's work at the same time as maintaining good relations among group members. You are additionally humane when you handle intergroup relations... "with malice toward none and charity toward all."
15.Self- control Rank_____	You can easily hold your desires, needs, and impulses in check when it is appropriate. It is not enough to know what is correct; you must also be able to put this knowledge into action. When something bad happens, you can regulate your own emotions. You can repair and neutralize your negative feelings, and generate positive emotions on your own.
16.Prudence Rank_____	You are a careful person. You do not say or do things you might later regret. You wait until all the votes are in before embarking on a course of action. You are far-sighted and deliberative. You are good at resisting impulses about short term goals for the sake of longer term success.
17.Humility Rank_____	You do not seek the spotlight, preferring to let your accomplishments speak for themselves. You do not regard yourself as special, and others recognize and value your modesty. You are unpretentious. You see your own aspirations, victories and defeats as pretty unimportant in the larger scheme of things.
18.Appreciation Rank_____	You stop and smell the roses. You appreciate beauty, excellence, and skill in all domains: nature, the arts, science, and the wide range of abilities that other people possess. You often see or hear things cause you to feel profound feelings of awe and wonder.
19.Gratitude Rank_____	You are aware of the good things that happen to you, and you never take them for granted. You always take the time to express your thanks. Gratitude is an appreciation of someone else's excellence in moral character. We are grateful when people do well by us, but we can also be more generally grateful for good acts and good people. Gratitude can also be directed toward impersonal and nonhuman sources--God, nature, life – but it cannot be directed toward the self.
20.Hope Rank_____	You expect the best in the future, and you plan and work in order to achieve it. Hope, optimism, and future-mindedness are a family of strengths that represent a positive stance toward the future. Expecting that good events will occur, feeling that these will ensue if you try hard, and planning for the future sustain good cheer in the here-and-now and galvanize a goal-directed life.
21.Spirituality Rank_____	You have strong and coherent beliefs about the higher purpose and meaning of the universe. You know where you fit in the larger scheme. Your beliefs shape your actions and are a source of comfort to you. You have an articulated philosophy of life, religious or secular, that locates your being in the larger universe. Life has meaning for you by virtue of attachment to something larger than yourself.
22.Forgive-ness Rank_____	You forgive those who have done you wrong. You always give people a second chance. Your guiding principle is mercy and not revenge. Forgiveness represents a set of prosocial changes that occur within an individual who has been offended or hurt by someone else. When people forgive, their motivations and actions regarding the transgressor become more positive (e.g., benevolent, kind, generous) and less negative (e.g., vengeful, avoidant).
23.Humor Rank_____	You like to laugh and bring smiles to other people. You can easily see the light side of life. You are playful and funny.
24.Zest Rank_____	You are a spirited person. You throw yourself body and soul into the activities you undertake. You wake up in the morning looking forward to the day. The passion that you bring to activities is infectious.



Signature Strengths

- “Does this strength express who I am?”
- “Do I feel excited to display this quality?”
- “Do I feel that no one can stop me when I’m using this strength?”
- “Do I express enthusiasm and joy when using this strength?”
- “Do I feel invigorated by it?”

Your Top Strength

Creativity, ingenuity, and originality

Thinking of new ways to do things is a crucial part of who you are. You are never content with doing something the conventional way if a better way is possible.

Your Second Strength

Hope, optimism, and future-mindedness

You expect the best in the future, and you work to achieve it. You believe that the future is something that you can control.

Your Third Strength

Humor and playfulness

You like to laugh and tease. Bringing smiles to other people is important to you. You try to see the light side of all situations.

Your Fourth Strength

Leadership

You excel at the tasks of leadership: encouraging a group to get things done and preserving harmony within the group by making everyone feel included. You do a good job organizing activities and seeing that they happen.

Your Fifth Strength

Kindness and generosity

You are kind and generous to others, and you are never too busy to do a favor. You enjoy doing good deeds for others, even if you do not know them well.

- HW done
- Pee
- Brush/Floss
- Everything off the floor
- Clothes laid out for tomorrow
- Lunch made



bit.ly/SSTRENGTHS



Thank you for your interest in Signature Strengths, please finish this brief survey to start a week of engagement.

Email: please provide an email address that is highly accessible to you in the mornings, i.e., from your mobile phone, laptop or tablet. (does not have to be your work email)

Email Address

Verify Email Address

What name do you prefer to be called:

name

0% 100%

NEXT

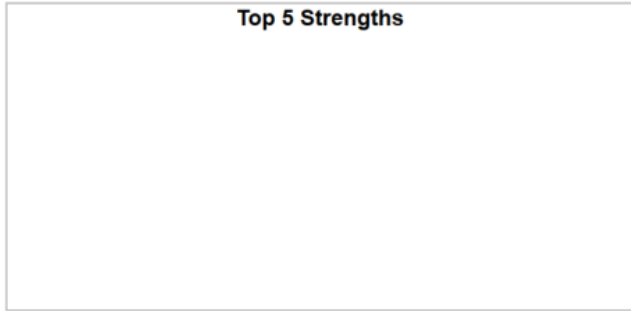
www.dukepatientsafetycenter.com

Survey Powered By [Qualtrics](#)

Based on your recent assessment, please drag and drop your top 5 strengths into the box, then put them in order as best you can.






- Items**
- Curiosity
 - Love of learning
 - Judgment
 - Ingenuity/Creativity
 - Emotional intelligence
 - Perspective
 - Valor/Bravery
 - Perseverance
 - Integrity
 - Kindness
 - Loving
 - Citizenship
 - Fairness
 - Leadership
 - Self-control
 - Prudence
 - Humility
 - Appreciation of Beauty/Excellence
 - Gratitude
 - Hope
 - Spirituality
 - Forgiveness
 - Humor
 - Zest

Top 5 Strengths



ment, please drag and drop your top 5 strengths into the box, then put them in o

Top 5 Strengths

 Forgiveness	1
 Spirituality	2
 Hope	3
 Kindness	4
 Gratitude	5



Authentic Happiness

Log out

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Home / Questionnaires / VIA Survey of Character Strengths

VIA Survey of Character Strengths



Please choose one option in response to each statement. All of the questions reflect statements that many people would find desirable, but we want you to answer only in terms of whether the statement describes what you are like.

Please be honest and accurate!

We can not rank your strengths until you answer all of the 240 questions.

All questions must be completed for this questionnaire to be scored.

1. I find the world a very interesting place.

Very Much Like Me

Like Me

Neutral

User:

Space:

You m:

E-mai:

A valid

certain

Pass:

Confi:

Provide a password for the new account in both fields.

"The Complete Idiots Guide to Awakening Your Spirituality" by Jonathan Robinson

“Spirituality”: any practice that helps a person to quiet their mind, open their heart, and connect with a Being greater than their normal sense of self





Becky Stiller Photography

If you want happiness for an hour—take a nap.

If you want happiness for a day—go fishing.

If you want happiness for a month—get married.

If you want happiness for a year—inherit a fortune.

If you want happiness for a lifetime—help others.

-Chinese Proverb

Example from:

Sonja Lyubomirsky: Happiness for a Lifetime

<http://www.youtube.com/watch?v=0EJlaTFfBss>

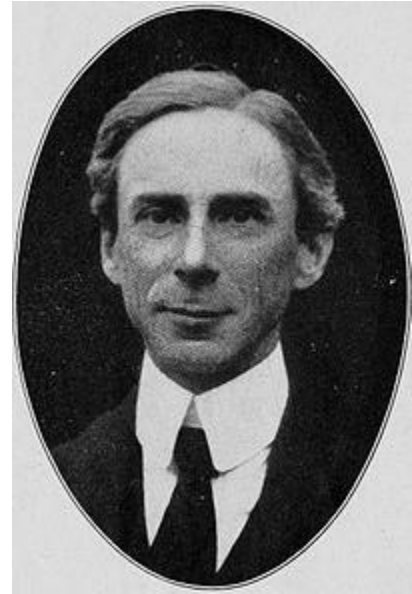


*“The difference between try and triumph
is a little umph.”*

--Marvin Phillips

Anything you're good at
contributes to happiness.

Bertrand Russell;
Philosopher



Where there is purpose, there is
happiness as well.

Swami Abhedananda



When upset, first ask if it is a tragedy, or an inconvenience – it is usually the latter.

Ellen Langer, PhD
Kripalu Mindfulness Course,
Stockbridge, MA
February 5, 2010

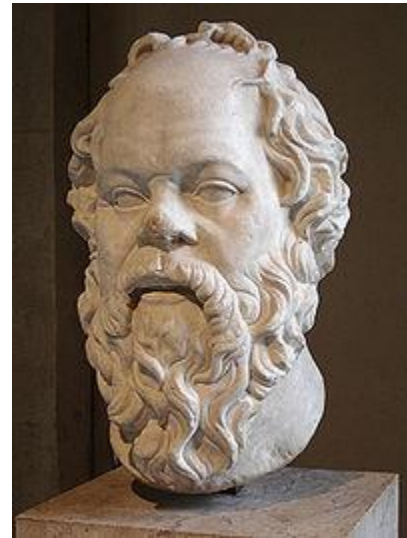
One always begins to forgive a place as soon as it's left behind.

Charles Dickens;
Novelist



Wisdom begins in wonder.

Socrates;
Philosopher



**“But it would be fine if
they would just...”**

**You can only control your own
behavior... and that is hard enough!**

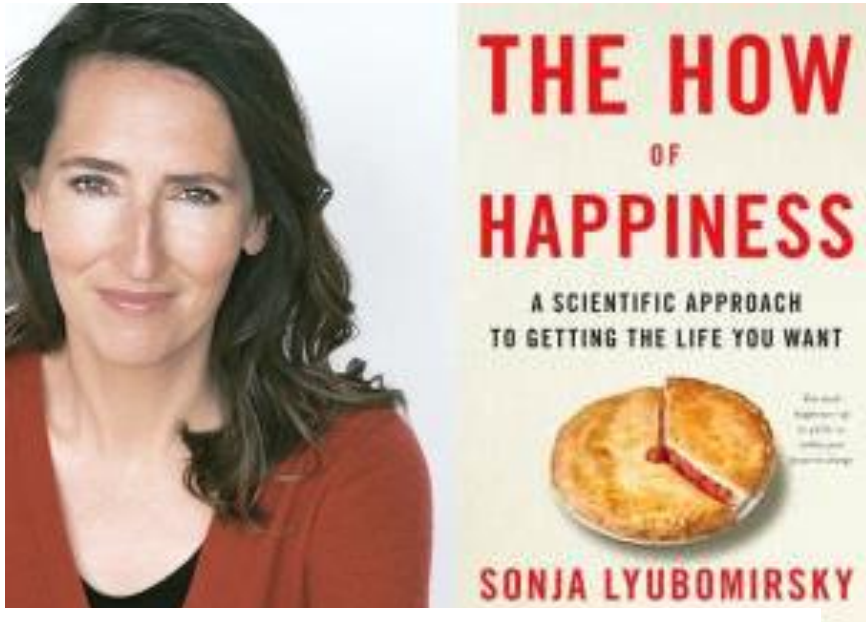
Envy leaves when learning arrives...

Ellen Langer, PhD
Kripalu Mindfulness Course,
Stockbridge, MA
February 5, 2010

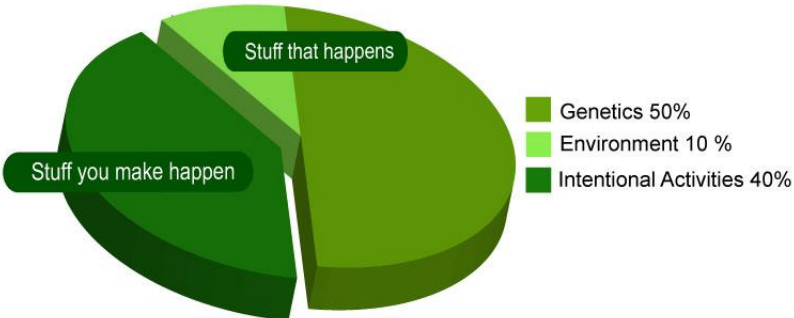


got meaning?

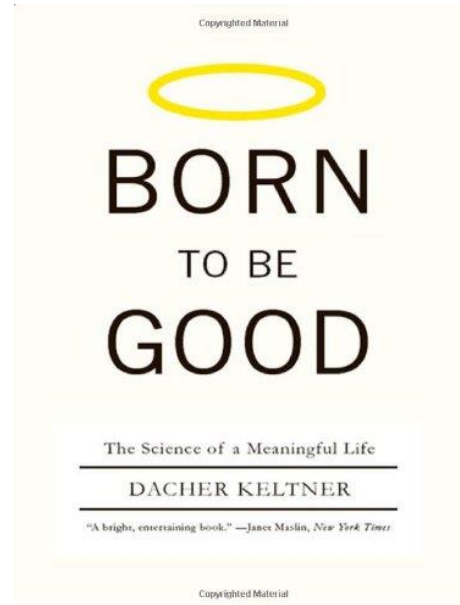
Why Meaning?



What Determines Your Level of Happiness?



source: Sonja Lyubomirsky's *Pursuing Happiness: The Architecture of Sustainable Change*.
www.faculty.ucr.edu/~sonja/papers/LSS2005.pdf



Purpose and Meaning:

Belonging to and serving something that you believe is bigger than yourself, e.g.:

religion, political party, being green, the Boy Scouts, family, etc.

Purpose and Meaning:

“Everything can be taken from a man but one thing, the last of the human freedoms – to choose one’s attitude in any given set of circumstances.” (Viktor Frankl)



The world breaks everyone, and
afterward, many are stronger at the
broken places.

-Ernest Hemingway (A Farewell to Arms)

Meaning Making:

From Viktor Frankl, 1959

Man's Search for Meaning

(Original Title: From Death-Camp to Existentialism)

Three ways to discover meaning in life:

- By creating a work or doing a deed
- By experiencing something or encountering someone
- By the attitude we take toward unavoidable suffering



The way you think about emotional upheaval impacts how you heal

Ellen Langer, PhD
Kripalu Mindfulness Course,
Stockbridge, MA
February 5, 2010

Burden of Depressive Disorders by Country, Sex, Age, and Year: Findings from the Global Burden of Disease Study 2010

Alize J. Ferrari^{1,2*}, Fiona J. Charlson^{1,2}, Rosana E. Norman^{1,3}, Scott B. Patten⁴, Greg Freedman⁵, Christopher J.L. Murray⁵, Theo Vos^{1,5}, Harvey A. Whiteford^{1,2}

1 University of Queensland, School of Population Health, Herston, Queensland, Australia, **2** Queensland Centre for Mental Health Research, Wacol, Queensland, Australia, **3** University of Queensland, Queensland Children's Medical Research Institute, Herston, Queensland, Australia, **4** University of Calgary, Department of Community Health Sciences, Calgary, Alberta, Canada, **5** University of Washington, Institute for Health Metrics and Evaluation, Seattle, Washington, United States of America

Abstract

Background: Depressive disorders were a leading cause of burden in the Global Burden of Disease (GBD) 1990 and 2000 studies. Here, we analyze the burden of depressive disorders in GBD 2010 and present severity proportions, burden by country, sex, age, and year, as well as burden of depressive disorders as a risk factor for suicide and ischemic heart disease.

Methods and findings: Disability weights were calculated for major depressive disorder (MDD) and dysthymia. A systematic review of epidemiological studies was conducted. The data were pooled using a Bayesian meta-regression. Disability weights from population surveys were used to estimate the severity of health loss from depressive disorders. These weights were used to estimate the burden of depressive disorders for

Global Burden of Disease studies

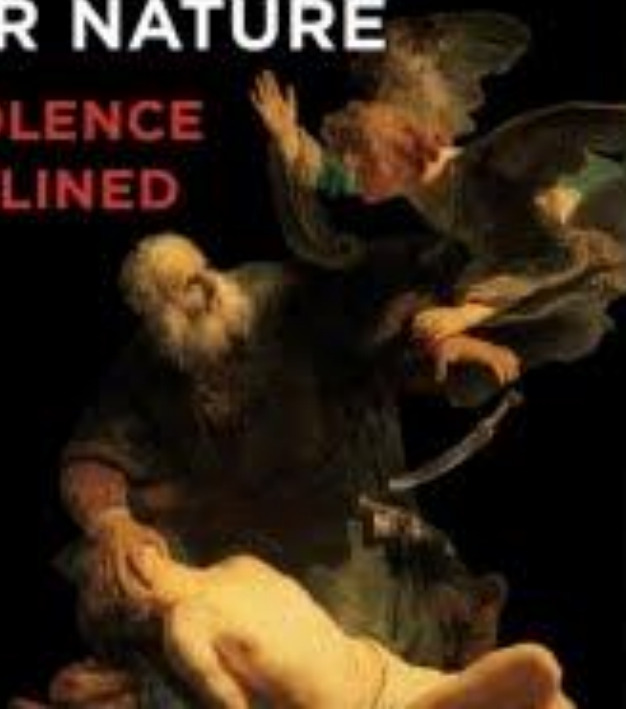
- 1990 GBD: Depression was 4th leading cause of disease burden worldwide after lower respiratory infections, diarrheal diseases, and conditions arising during the perinatal period.
- 2000 GBD: Depression was the third leading cause of disease burden behind lower respiratory infections and diarrheal diseases.
- 2010 GBD: Depression ranked second in terms of global disability burden

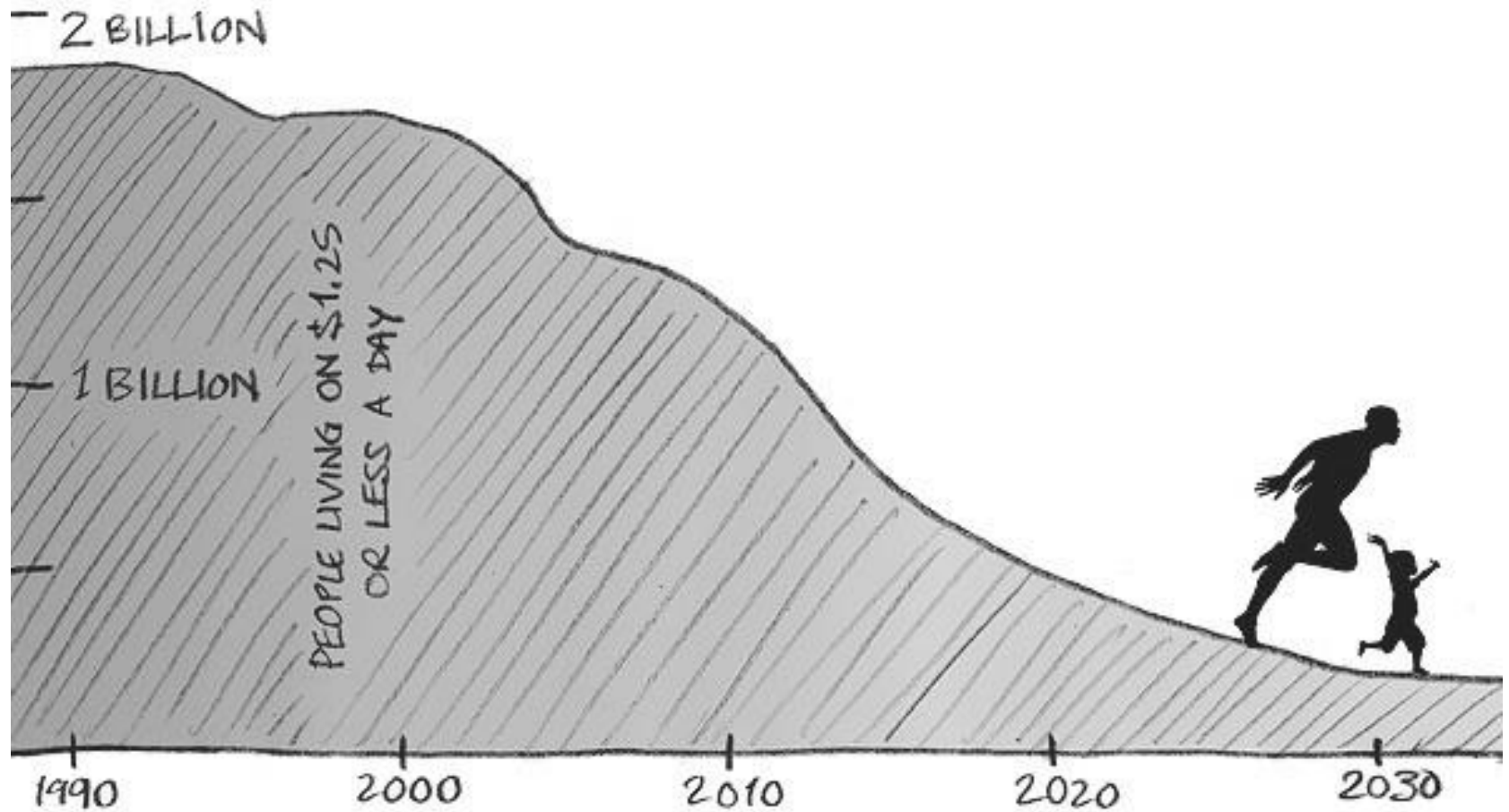
AUTHOR OF THE BLANK SLATE AND THE STUFF OF THOUGHT

STEVEN PINKER

**THE BETTER ANGELS
OF OUR NATURE**

**WHY VIOLENCE
HAS DECLINED**





Poverty is Rapidly Declining, The Economist June 2013

Let's compare 1900 with 1980 and 2012 across six metrics to see how our species and our planet has fared.

		1900	1980	2012
HEALTH	1. Life Expectancy ^{1}	32		
	2. Infant Mortality ^{2}	19.5%		
ECONOMICS	3. Per Person Income ^{3}	\$2000		
	4. % In Extreme Poverty ^{4}	68.7%		
EDUCATION	5. Literacy Rate ^{5}	42%		
	6. Internet Access ^{6}	0%		

Let's compare 1900 with 1980 and 2012 across six metrics to see how our species and our planet has fared.

		1900	1980	2012
HEALTH	1. Life Expectancy ^{1}	32	63	70
	2. Infant Mortality ^{2}	19.5%	7.64%	3.69%
ECONOMICS	3. Per Person Income ^{3}	\$2000	\$5911	\$10,070
	4. % In Extreme Poverty ^{4}	68.7%	42.6%	16.9%
EDUCATION	5. Literacy Rate ^{5}	42%	70%	84%
	6. Internet Access ^{6}	0%	0%	34%

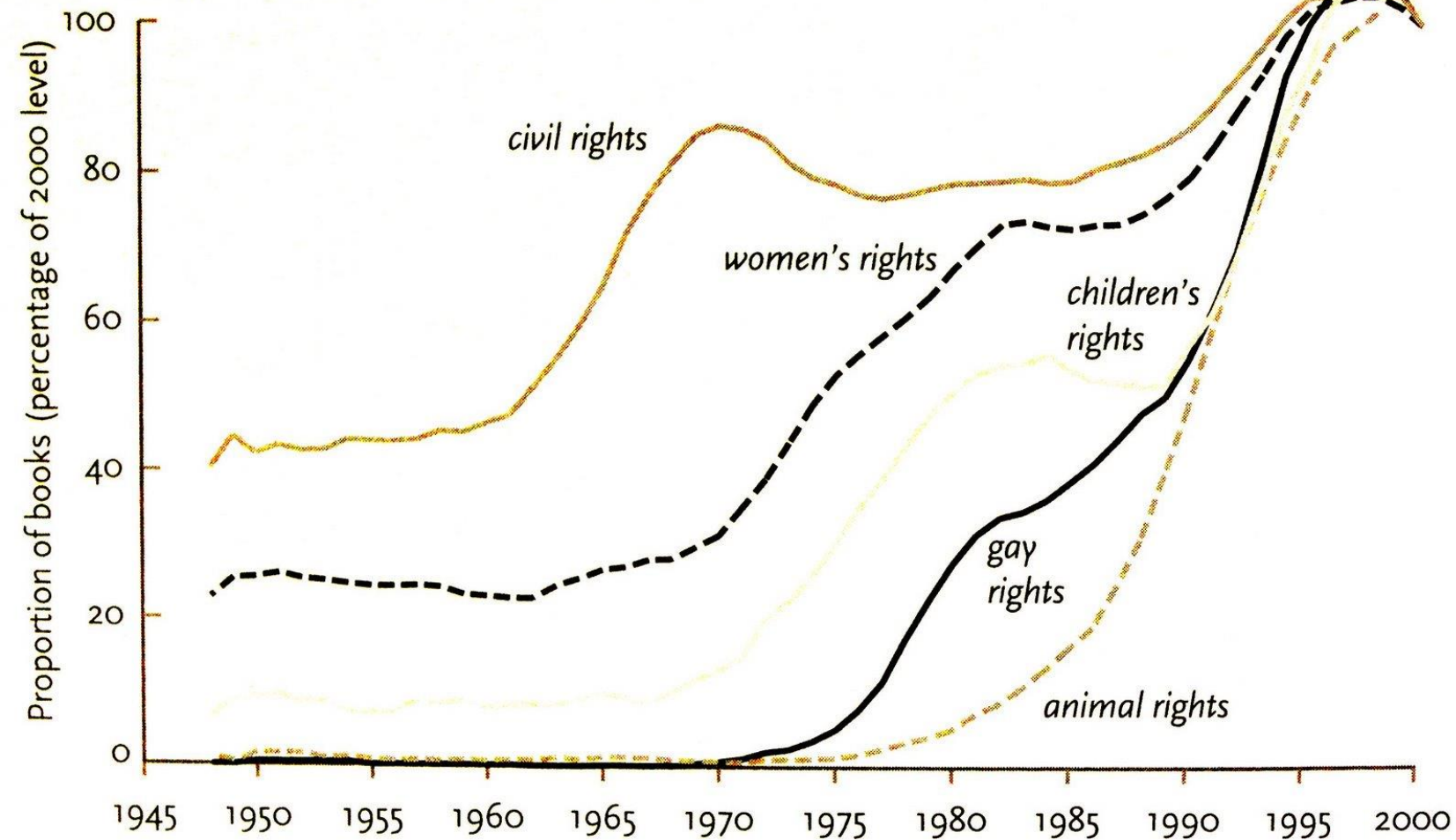


FIGURE 7-1. Use of the terms *civil rights*, *women's rights*, *children's rights*, *gay rights*, and *animal rights* in English-language books, 1948–2000

Source: Five million books digitized by Google Books, analyzed by the Bookworm program, Michel et al., 2011. Bookworm is a more powerful version of the Google Ngram Viewer (ngrams.googlelabs.com), and can analyze the proportion of books, in addition to the proportion of the corpus, in which a search string is found. Plotted as a percentage of the proportion of books containing each term in the year 2000, with a moving average of five years.

bounce downward in the new millennium. By 2008 the homicide rate had hit 57 percent of its 1973 level, whereas the rape statistics bottomed out at 20 percent.

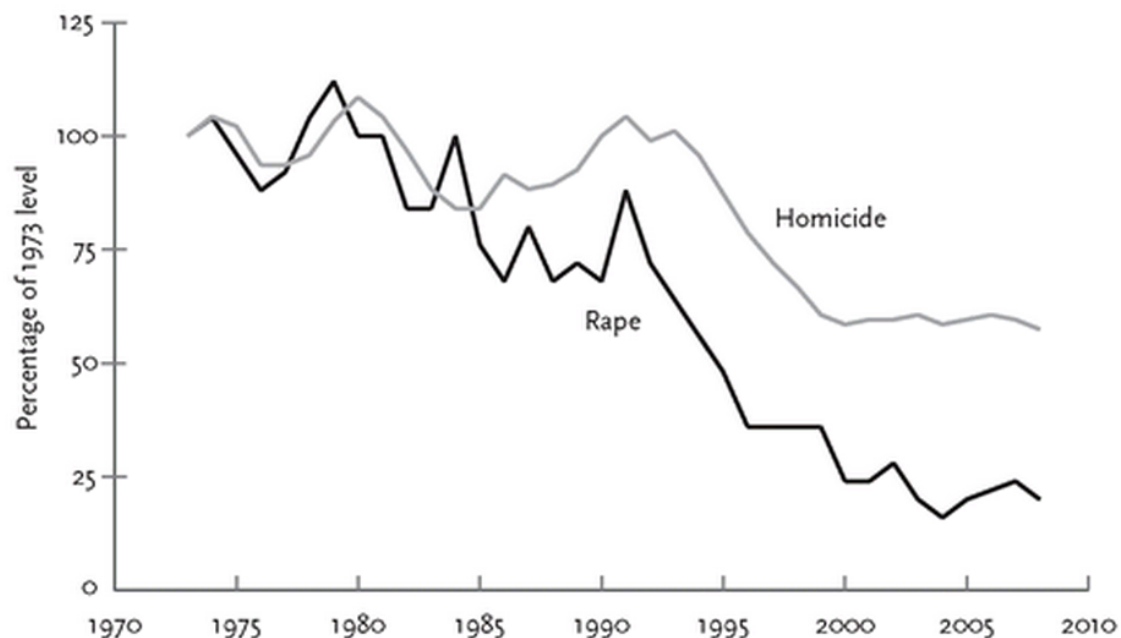


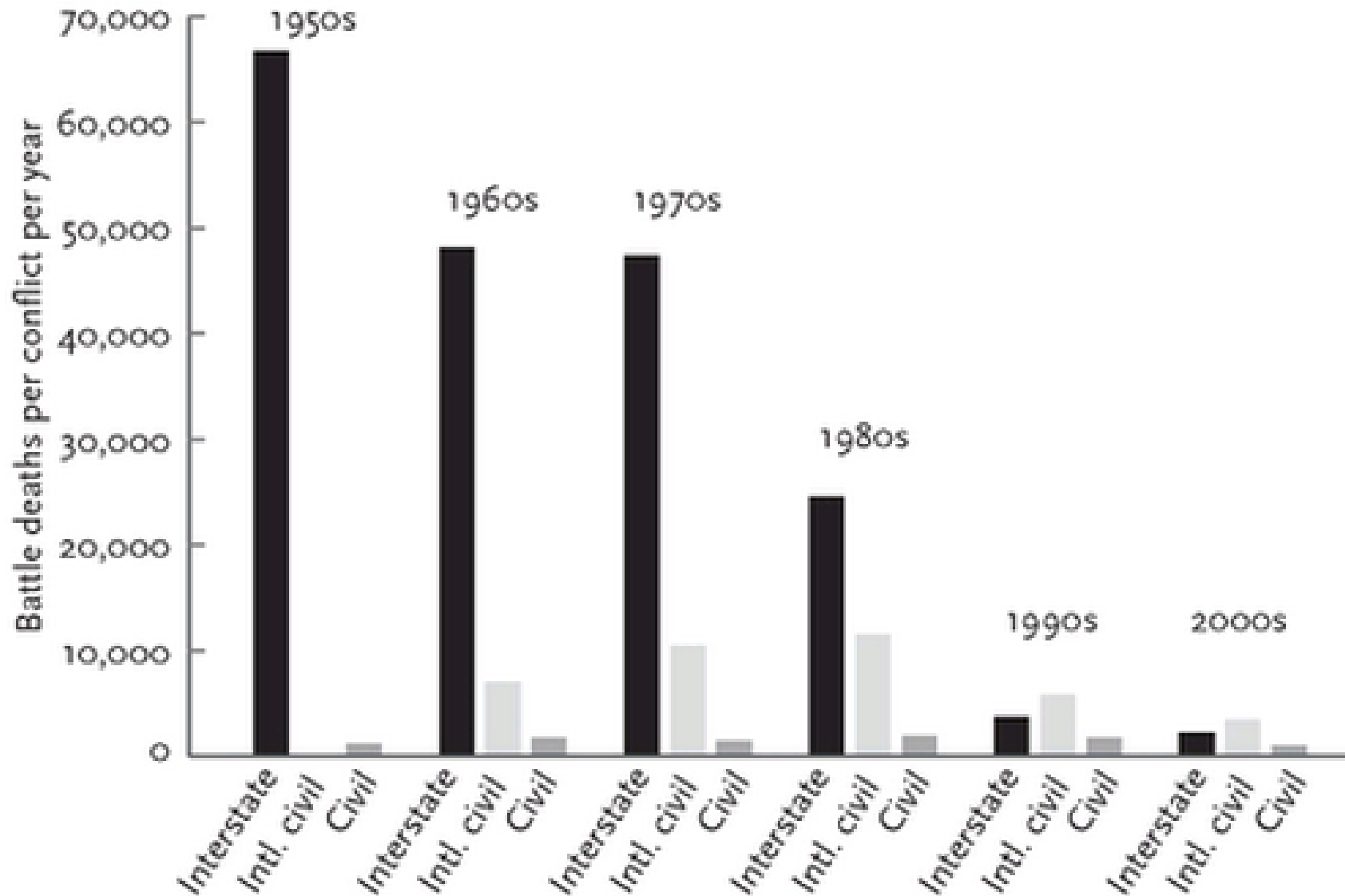
FIGURE 7–10. Rape and homicide rates in the United States, 1973–2008

Source: Data from Bureau of the Census, National Crime Victimization Survey, U.S. Department of Justice Statistics, 2008.

If the trend in the homicide rate is another major sign of the decline in violence, it has gone virtually unremarked. The success, antirationalist impression that would be made ever (as in the university campus) though the thirty-year decline in homicide is a major explanation that is often cited. The homicide decline, particularly in the new millennium, have not jumped in the new millennium. The Windows theory, not only has not tried to explain the decline in violence.

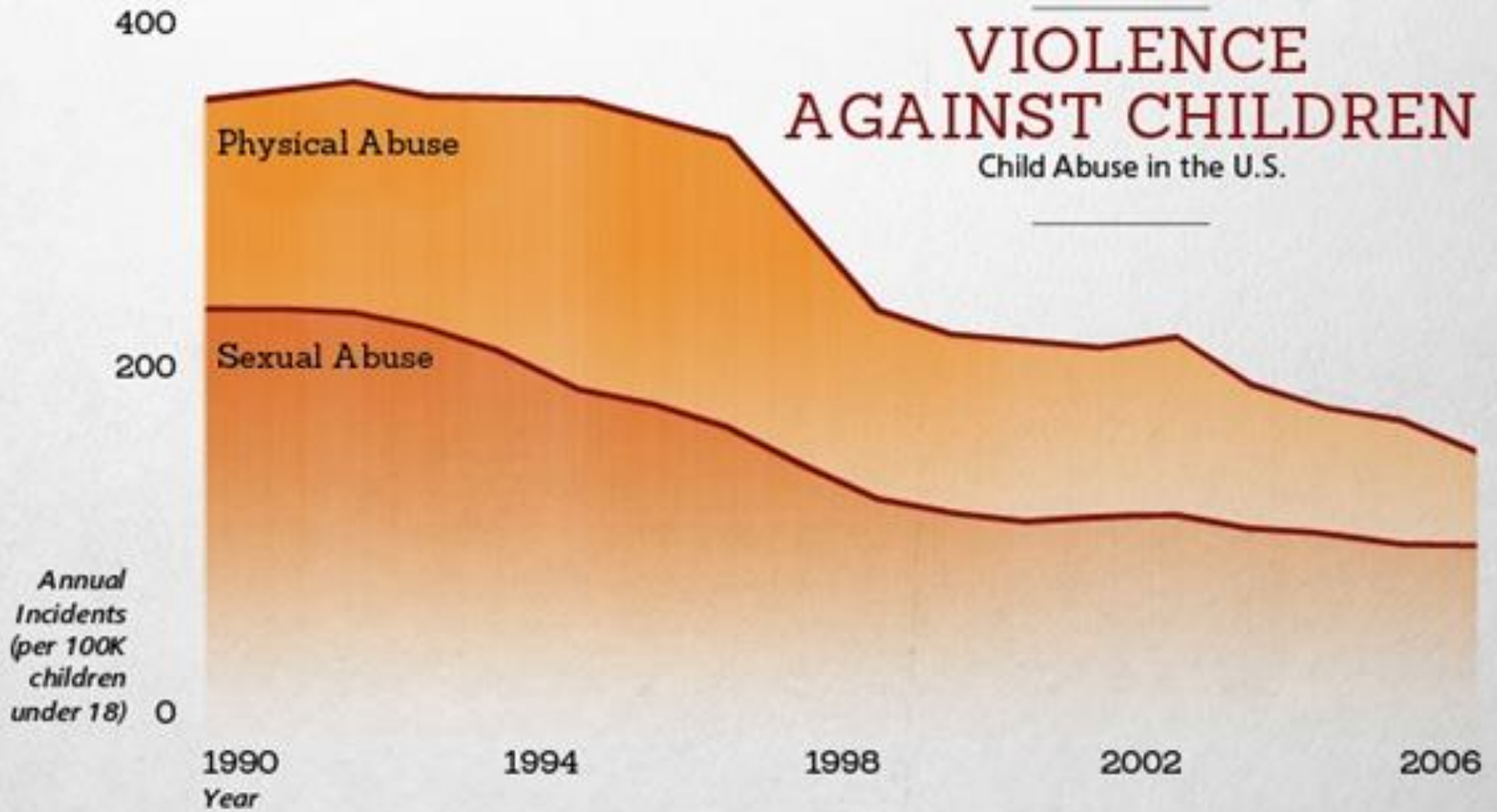
Probably several factors are at work in this direction. The portion of the population that must share some common

Excerpt from Steven Pinker's *The Better Angels of Our Nature*. Figure 6-4 shows the deadliness of interstate

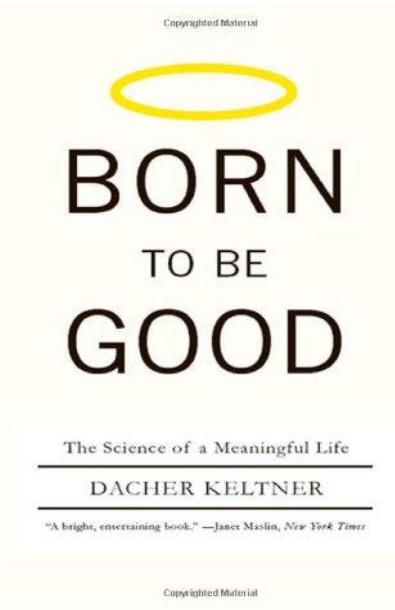


VIOLENCE AGAINST CHILDREN

Child Abuse in the U.S.



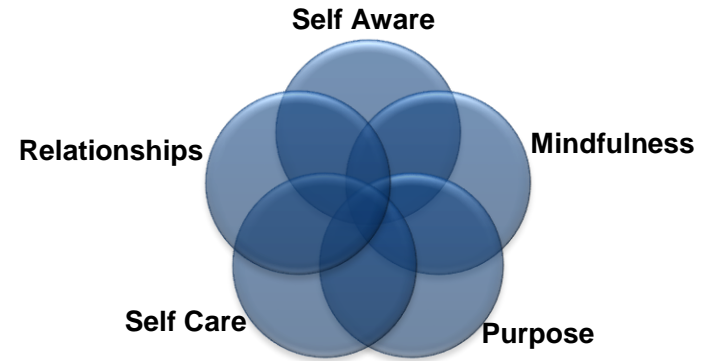
Why Meaning?



If you chase happiness, asking, “am I happier yet?” you fail...

But, a devotion to bringing the good in others to completion, is the path to the meaningful life.

Purpose



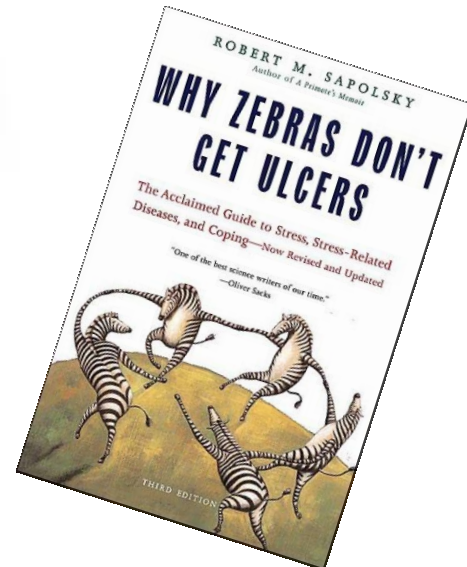
–Cultivate Purpose & Meaning

- The mindset/attitude we take toward others and toward events
- Spirituality
- Frame burnout: a trigger for personal growth, and to serve as resilience role model
 - Know Thyself; Confidence \neq Accuracy, Look Around
- Meaning Making Through Resilience Writing (also under mindfulness)

Stress Comes from Things you can not Predict and/or Control

“Stress can wreak havoc with your metabolism, raise your blood pressure, burst your white blood cells, make you flatulent, ruin your sex life, and if that is not enough, possibly damage your brain.”

--Dr. Robert Sapolsky, Professor of Biological Sciences and Neuroscience at Stanford University



Rules of 2s



“Major catastrophes can simultaneously cast people as victims seeking support, and as sources of support sought out by other victims. [...] Consequently, the course of individual recovery will, to some degree, be shaped by the conditions that collective coping creates.”

-James Pennebaker

Rule of Two's: Collective Coping

- **2 days: Denial**
- **2 weeks: The World is Different Now**
- **2 months: Hope Returns**
- **2 years: New Normal**

Pennebaker, J. W., & Harber, K. D. (1993). A social stage model of collective coping: The Loma Prieta earthquake and the Persian Gulf War. *Journal of Social Issues*, 49, 125-145.

Rule of Two's: Collective Coping

- **2 days: emergency phase** (lots of thinking and talking about event, even violating social norms)
- **2 weeks: inhibition phase** (negative moods, arguments, dreams, illnesses, reduced talking)
- **2 months: adaptation phase**
- **2 years: adaptation complete**

Pennebaker, J. W., & Harber, K. D. (1993). A social stage model of collective coping: The Loma Prieta earthquake and the Persian Gulf War. *Journal of Social Issues*, 49, 125-145.

Humans are capable of being physically, emotionally, cognitively, socially, financially and spiritually overwhelmed from time to time.

When we are particularly challenged, we need a combination of resilience role models, tools, strategies, and protected time, so that we don't just bounce back – we bounce higher...

bit.ly/ECR1DAYPOST

Pass it on...

“Thousands of candles can be lighted from a single candle, and the life of the candle will not be shortened”

--Budha

The Two Wolves Cherokee Legend

An old Cherokee is teaching his grandson about life. "A fight is going on inside me," he said to the boy.

"Which wolf will win?"

The old Cherokee simply replied, "It is a terrible fight and it is between two wolves. One wolf is evil - he is greed, arrogance, self-pity, guilt, resentment, inferiority, lies, false pride, superiority, and ego." He continued, "The other is good - he is joy, gratitude, serenity, interest, hope, pride, amusement, inspiration, awe, love, and faith. The same fight is going on inside you grandson - and inside every other person, too."

"The one you feed."

The grandson thought about it for a minute and then asked his grandfather:

The Story of the Two Monks



Autobiography In Five Short Chapters

by Portia Nelson

I

I walk down the street.
There is a deep hole in the sidewalk
I fall in.
I am lost ... I am helpless.
It isn't my fault.
It takes me forever to find a way out.

II

I walk down the same street.
There is a deep hole in the sidewalk.
I pretend I don't see it.
I fall in again.
I can't believe I am in the same place
but, it isn't my fault.
It still takes a long time to get out.

III

I walk down the same street.
There is a deep hole in the sidewalk.
I see it is there.
I still fall in ... it's a habit.
my eyes are open
I know where I am.
It is my fault.
I get out immediately.

IV

I walk down the same street.
There is a deep hole in the sidewalk.
I walk around it.

V

I walk down another street.

Specific Tools

- 3 Good Things: bit.ly/3gtmay2016
- Gratitude Letters: bit.ly/gratpre
- Signature Strengths: bit.ly/SSTRENGTHS
- Daily Acts of Kindness: bit.ly/kindtext
- Cultivate Confidants
- Cultivate Awe & Wonder
- Active Constructive Responding
- Routines and Rituals
- Cultivate Positive Emotions
- WISER



SOTILE CENTER
FOR RESILIENCE

[p] 336-794-0230

P.O. Box 2290
215 S. Main Street
Davidson, NC 28036

Start with 3GT or Gratitude, then try RAK/Strengths



Courses:

- **Executive Leadership in Patient Safety & Quality** (1 Day)
*CME Credit is available for this course
- [Course Description](#)
*Course Available Upon Request
- **TeamSTEPPS™ Master Trainer Course (Internal)**
- [Course Description](#)
- **TeamSTEPPS™ Master Trainer Course – National**
- [Course Description](#)
December 3-4, 2015
January 21-22, 2016
April 28 -29, 2016
June 16-17, 2016
July 28-29, 2016
August 11-12, 2016
- [Registration Information](#)
- **TeamSTEPPS™ Essentials - (4 Hours)**
To attend a class held at DRAH, please register in API.
Enter Code: DMIE0039
- [Registration Information](#); November 6, 2016
- **TeamSTEPPS Advanced Master Trainer Curriculum**
- [Course Description](#)

Want to learn more about 3 Good Things?

Bite Sized Resilience: Three Good Things

To enroll 2015/2016 cohorts please select one of the following:

Jan 25 - Feb 8, 2016
Mar 21 - Apr 4, 2016
April 11 - 25, 2016
May 9 - 23, 2016

• **Enhancing Caregiver Resilience: Burnout & Quality Improvement Full Course**

(2 days with a 2 hour follow-up webinar - Offered in January, May & November)

- [Course Description](#)
- [Registration Information](#); January 25 & 26, 2016
- [Registration Information](#); May 9 & 10, 2016
- [Registration Information](#); November 15 & 16, 2016

*Also available upon request. If interested [Click Here](#).

• **Enhancing Caregiver Resilience Essentials (1 Day)**

- [Course Description](#)
- [Registration Information](#); January 28, 2016
- [Registration Information](#); April 12, 2016
- [Registration Information](#); September 13, 2016

• **Patient Safety Leadership Training & Certification Course**

(3 days - Offered in April & September)

- [Course Description](#)
- [Registration Information](#); April 11 - 13, 2016
- [Registration Information](#); September 12 - 14 , 2016

*Also available upon request. If interested [Click Here](#).

[View all course descriptions](#)

For additional information on the WISER Study please go to:

WISER Study



Calendar of Courses: For additional information or to request dates and times of training, please call 919-257-3376 or email christen.fullwood@duke.edu

Bite Sized Resilience

Do Three Good Things Yourself

Start with 3GT or Gratitude Letter

Save Sig Strengths for later -3rd or 4th tool

Use Quotes

Resilience Role Model

Work *with* the Patient Safety Center

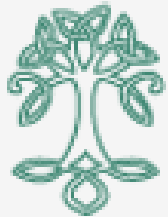
Keep tools handy to share with colleagues

Returning Resilience

“R&R Retreat for Returnees”

<http://bit.ly/resilience2>

Check out resources for yourself beyond this course...



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