

# Ten Minute Wellbeing Tips for Managers



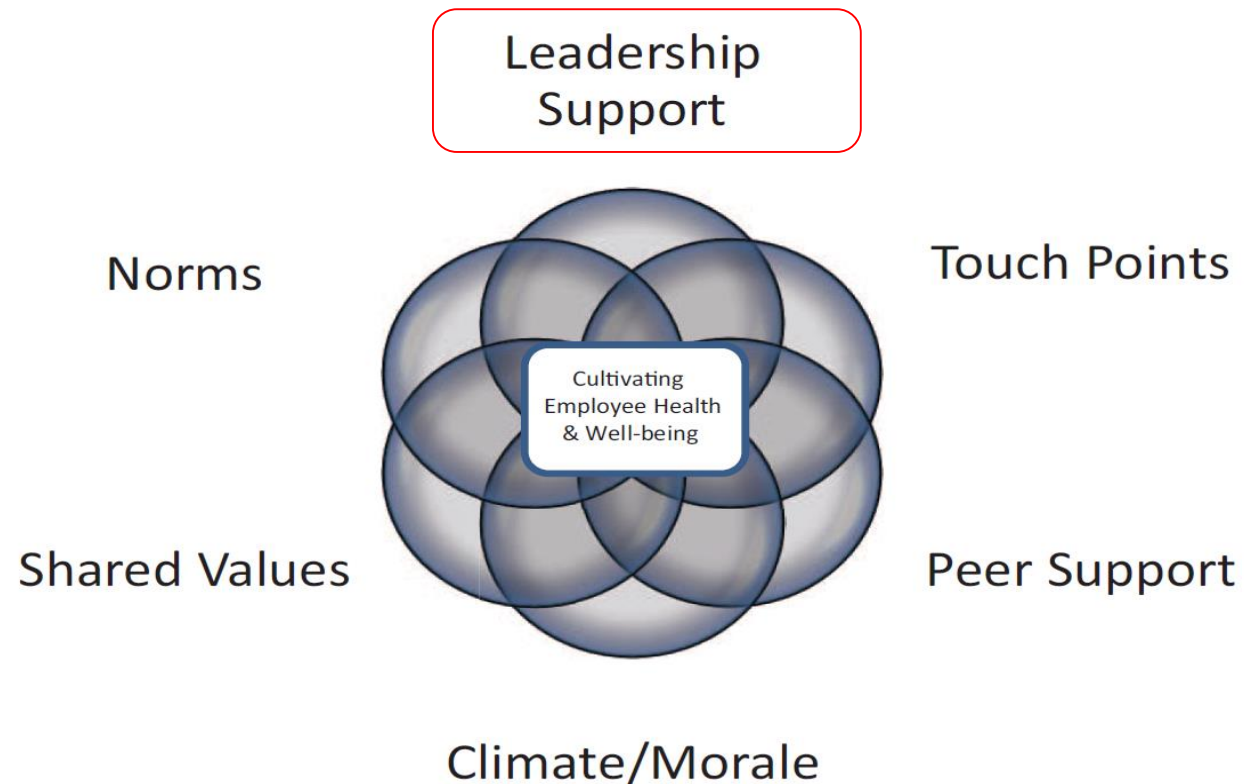
*Powered by the Office of Wellbeing*

*Vision: For our employees to leave work at the end of the day healthier than when they arrived*

Carolyn J. Cumpsty-Fowler, PhD, MPH, ACC  
Senior Director for Nursing Well-Being  
Johns Hopkins Health System

# Theme: Leading with Well-Being

## Episode 32: Addressing resistance

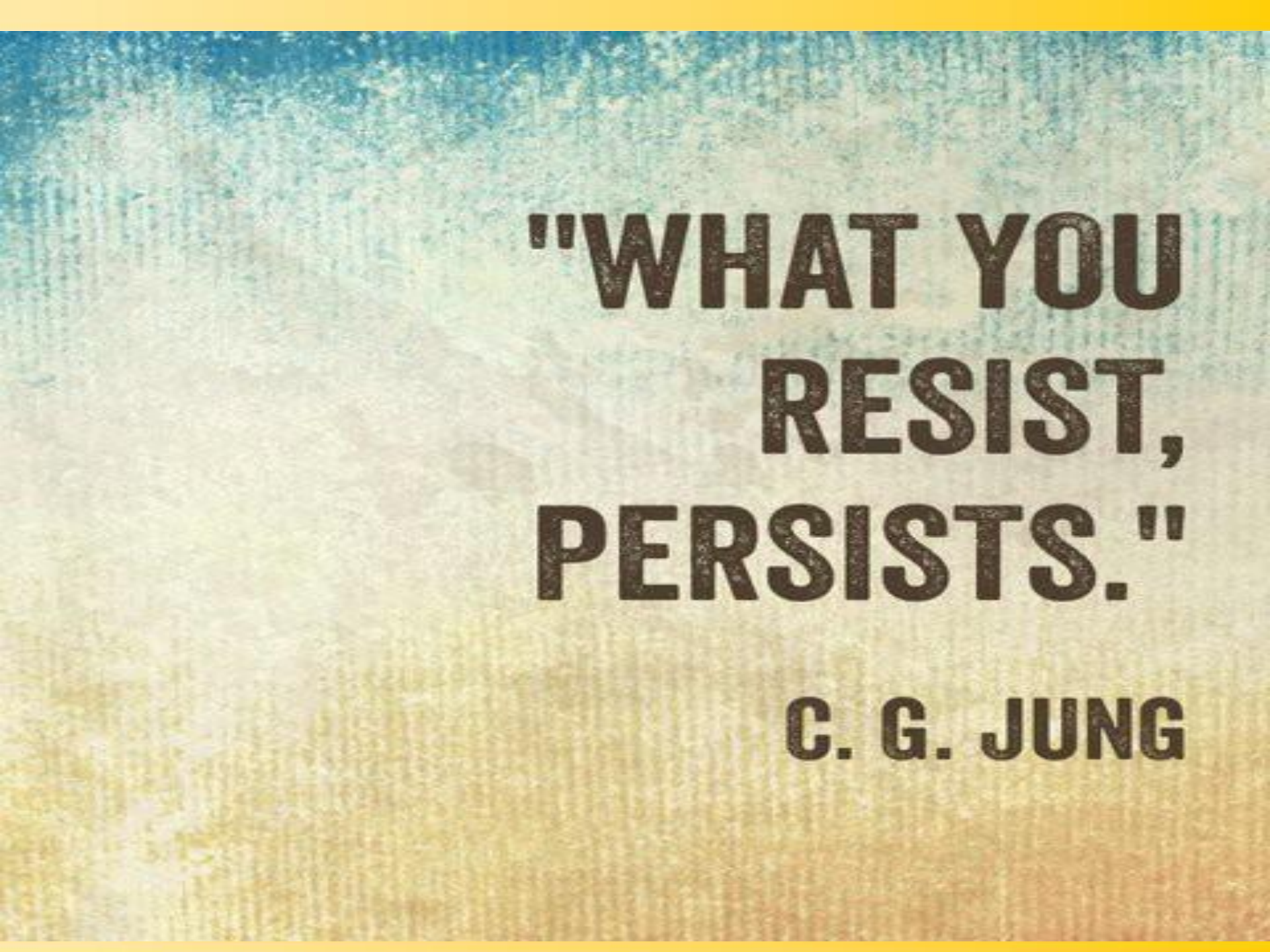




**IMAGINE THIS**







**"WHAT YOU  
RESIST,  
PERSISTS."**

**C. G. JUNG**







# 1. Remember, our brains are programmed to resist change

## THE SCIENCE OF FEAR

Negativity Bias is our predisposition to focus on the negative aspects of a situation.  
All humans have it, and it hijacks our brains - we feel losses more than gains.



*"Fear is generally an ineffective tool for motivating genuine personal engagement."*

- O'Neill, Nicholson-Cole (2009)



**"The negative screams  
at you but the  
positive only  
whispers."**

- BARBARA FREDRICKSON



## 2. Commit to Curious Listening

### LEVELS OF LISTENING

**Listening to understand**

**Listening to disagree**

**Listening, waiting to speak**

**No listening**



### 3. Choose your questions wisely

**WHY?**

## 4. Lean in to Empathy

em • pa • thy

*noun*

The ability to step into the shoes of another person, aiming to understand their feelings and perspectives, and to use that understanding to guide our actions.



# 5. Manage your attention & the energy carefully

DO NOT FEED  
THE WEEDS!

IGNORE "PESKY BEHAVIORS" (AKA WEEDS) AND  
USE ENCOURAGEMENT TO WATER WHAT YOU WANT TO FLOURISH



YOU GIVE LIFE TO  
WHAT YOU GIVE  
ENERGY TO



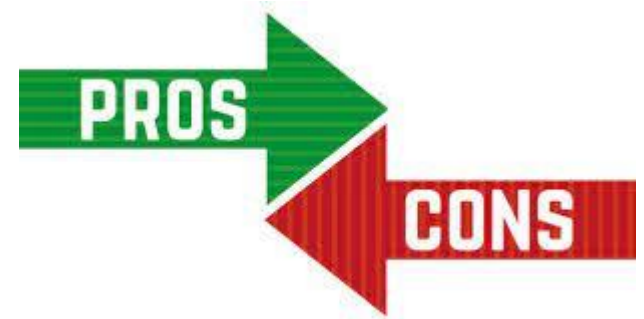
## 6. Build your awareness of where they are now – and why



- Invite them to examine how things are **now**, in the present moment

# 7. Ask “Thinking” Questions

- Explore a positive vision of the future
- Suspend disbelief



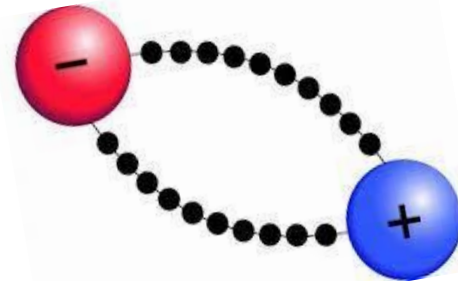


## 8. Build a path from thinking to action



# Final thought: Leverage the energy

- Resistance and pushback require effort and energy
- Change and transformation require energy
- Energy can be transferred
- Skillful resistance management supports people to redirect negative energy into positive action



# Theme: Leading with Well-Being

## Episode 32: Addressing resistance



### Manager tip #34:

Don't be afraid of resistance. Be curious about it!

### Agenda tip #38:

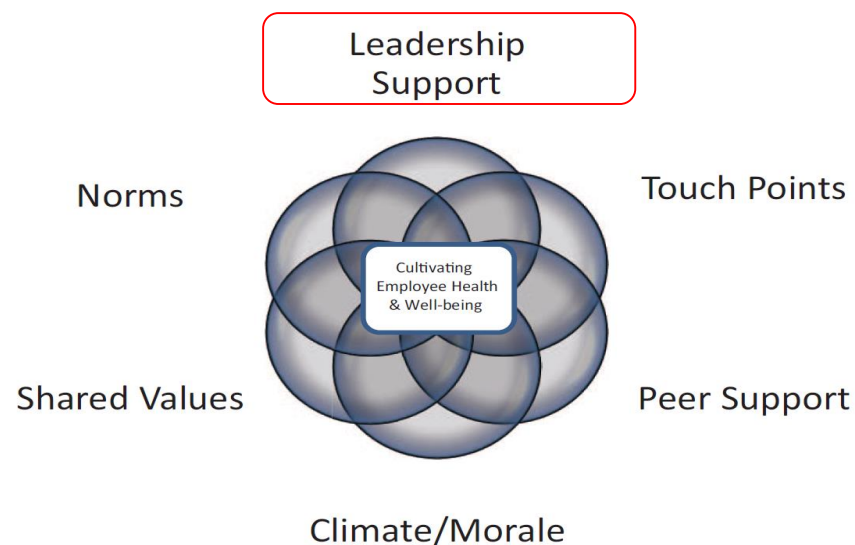
Schedule pro's and con's conversations about change efforts – before and during any change process.





# Coming up next

## Embracing change and transition



# Connect with Healthy at Hopkins and the Office of Wellbeing

## Healthy at Hopkins

- Access the portal via my.jh.edu and click on the 'Healthy at Hopkins' tile
- 833-554-4554
- healthyathopkins@jhmi.edu

## Office of Wellbeing

- <https://www.hopkinsmedicine.org/office-of-well-being>
- OWB@jhmi.edu

## Follow us on Twitter and Instagram



@HealthyHopkins



@HealthyatHopkins

### Additional Wellbeing and Leadership Resources

- LinkedIn Learning
- Sure People

# What Question Do You Have?

