



Strategies for Building Resilient Teams

Tip Sheet #2: Designing healthy jobs that support employee emotional wellbeing

Factors	Strategies for Leaders to Consider
Increase Sense of Control	<ul style="list-style-type: none"> • Provide employees more autonomy and opportunities for decision-making • Plan ahead, provide advance notice of deadlines and giving teams responsibility for projects • Encourage both formal and informal feedback — especially important throughout transition • Support employee coping skills development and resiliency building (Mindfulness, Stress Vaccine, Compassion Fatigue Programs)
Reduce Demand	<ul style="list-style-type: none"> • Set clear priorities for employees, and establish boundaries between essential work and work that can wait • Set realistic service delivery standards with clients • Support adoption of technology to avoid or eliminate non-value-added (and monotonous) work where possible • Review progress on work plans regularly throughout the year to keep focus on the priorities • Build a clear understanding of the work involved to achieve goals
Decrease Effort	<ul style="list-style-type: none"> • Engage staff in re-designing work processes to reduce effort and strain • Encourage teamwork to help distribute effort across many • Monitor perfectionist tendencies • Ensure staff are taking holidays and breaks and encourage work-family balance • Invest in technology and skills training for employees
Increase Rewards	<ul style="list-style-type: none"> • Provide positive feedback on work well done, acknowledge workers' contributions to the achievement of objectives • Ensure that all employees are aware of the purpose of their specific task and how this helps work towards the hospital's priorities • Provide opportunities for training, special projects and secondments to support ongoing development and growth • Provide staff with access to the top people in the organization
Support & Fairness	<ul style="list-style-type: none"> • Provide a daily leadership presence, let employees know that the leaders' role is to remove barriers to success • Hold one on one meetings to check-in with employees who are most impacted by change
Team Culture of Caring	<ul style="list-style-type: none"> • Ensure open and transparent communication and ensure all members of the team have access to information • Reinforce and share positive team-work and collaborative practices • Reinforce "Service with Heart" behaviours • Support team building processes (through forming, storming, norming and performing stages)

Based on Shain, 2001 and The Health Communication Unit, Centre for Health Promotion, University of Toronto, 2009. Organizational Culture: From Assessment to Action