

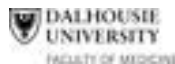
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Registered Psychologist



Evidence-based workplace wellness solutions

[www.DLBA.ca](http://www.DLBA.ca)



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## Psychological safety



IT'S OKAY TO NOT BE OKAY



IT'S OKAY TO MAKE MISTAKES



IT'S OKAY TO SPEAK UP/DISAGREE

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Source: Edmondson, 2018

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## Google's Aristotle Project

- This research project examine what makes effective teams
- Team effectiveness was measured by
  - Executive Evaluation
  - Team leader evaluation
  - Team member evaluation
  - Sales performance against quarterly quota
- The key finding was it is less about who is on the team and more about how the team works together

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## 5 Factors that most influenced team effectiveness



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## Real implications


- Short term disability claims due to mental health increased 12% in 2021 (Telus Health, 2022)
- 30-40% of short term disability claims due to mental health prior to 2020 (Deloitte, 2019)
- Claims for mental health supports increased 24% in 2020 (CLHIA, 2021)

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## Real implications

- 81% employer support for mental health was an important consideration in their job search.
- 30% of respondents strongly agreed that employer support for mental health factored into their job decisions.

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## How humans are hard wired



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## “Survival mind”



Paleomammalian brain

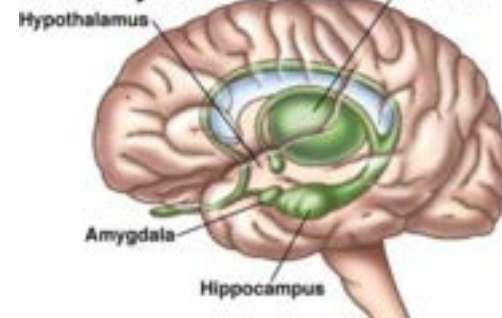


Built for survival



Functions automatically and unconsciously

### Limbic System



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Source: Roxo et al, 2011; Tirch et al, 2014

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## Executive mind



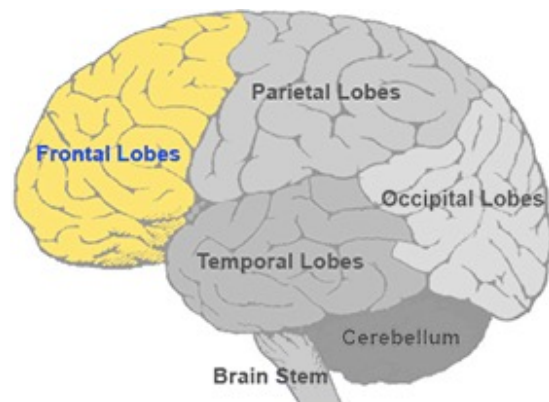
“Frontal lobe”



Controls behavior



Like a battery



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Source: Lowe, Reichelt, & Hall, 2019; McGonigal, 2013

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## The pandemic and the “new normal”

Survival  
brains are on  
fire

Frontal lobe  
batteries are  
spent

- **Protection and Safety-seeking**
- **Activating/inhibiting (fight, flight or freeze)**
- **Anger, anxiety, fear**
- **Narrow behavioural repertoire (“tunnel vision”)**
- **Trauma**



**Threat focused system**

- **Safeness-kindness**
- **Soothing**
- **Content, safe, connected**
- **Creativity**
- **Courage, outside comfort zone**



## Social focused system (social safety system)

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Source: Turch, Silbertein, and Kolts, 2018

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## Social safety system

- **Humans are social creatures**
- **Solitary confinement**
- **Biological necessity**
- **Attachment system**



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Source: Bowlby, 1969; Ainsworth, 1973

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## Social safety system in the workplace

- **Not activating the system associated with reductions in:**
  - job satisfaction
  - job performance
  - perceived leader effectiveness
  - extra effort
  - organizational citizenship behaviour
  - organizational identification
  - organizational career development
- **Increases in:**
  - Negative perceptions of career growth opportunities
  - turnover

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Source: Crawshaw & Game, 2015; Frazier et al., 2015; Molero, Moriano, & Shaver, 2013

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## Social safety system in the workplace

- **Activating the system by leader/colleagues associated with**
  - increase in OCB
  - self-efficacy
  - autonomous motivation
  - proactive work behaviour
  - innovation and creativity
  - higher organizational commitment
  - job satisfaction
  - employee engagement and perceived energy and vigour at work
  - a reduction in organizational deviance

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Source: Little et al., 2011; Wu & Parker, 2017; Atwater & Carmeli, 2009; Carmeli & Spreitzer, 2009; Vinarski-Peretz & Carmeli, 2011; Mulki, Jaramillo, & Locander, 2006

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## Social safety system – changes our perceptions



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Source: Johnson et al. 2013; Schnall et al. 2008;

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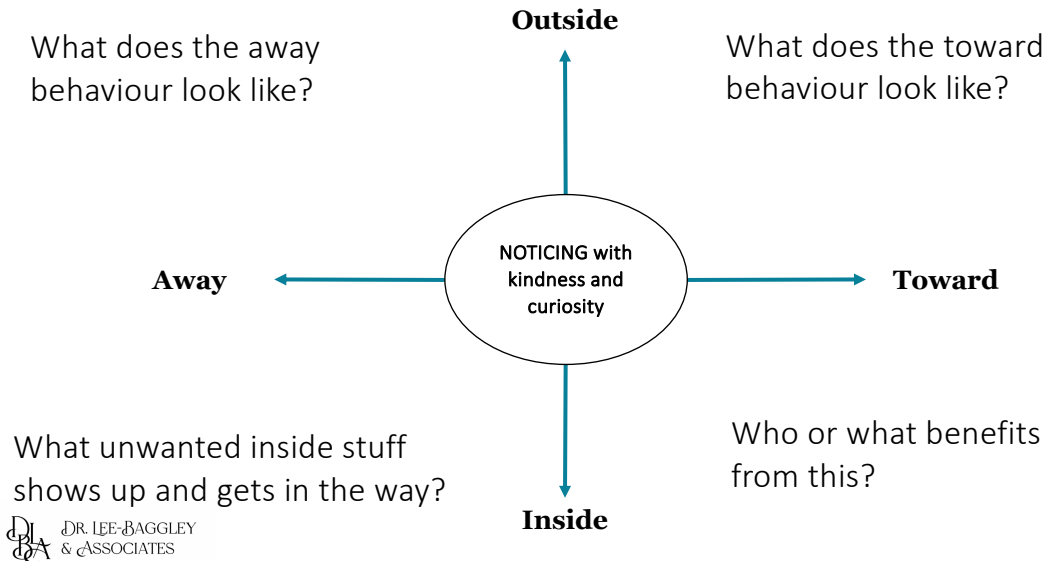
Not just “what” but  
“how”

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## The Matrix – Behaviour change



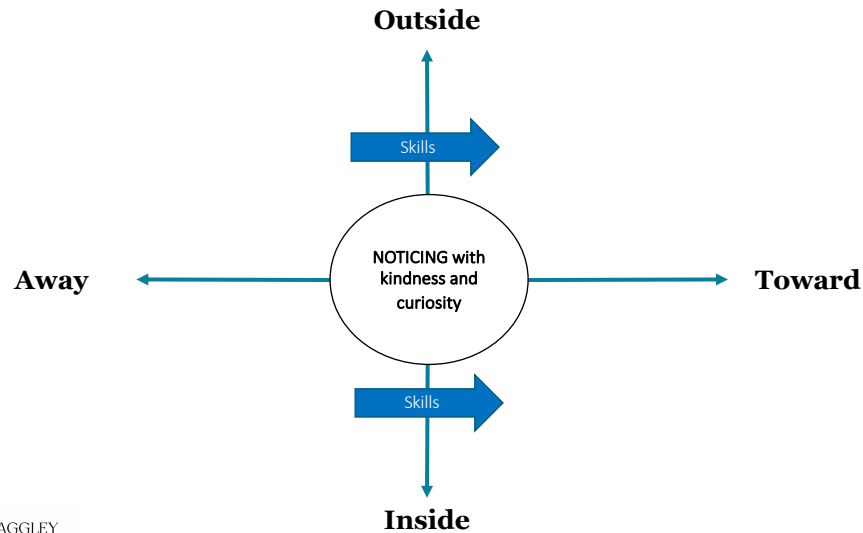
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## What does the Matrix facilitate

- Perspective
- Frame of reference: towards away
- Noticing skill
- Connect values
- Understand what gets in the way
- Clarifying
- Workability (short term and long term)

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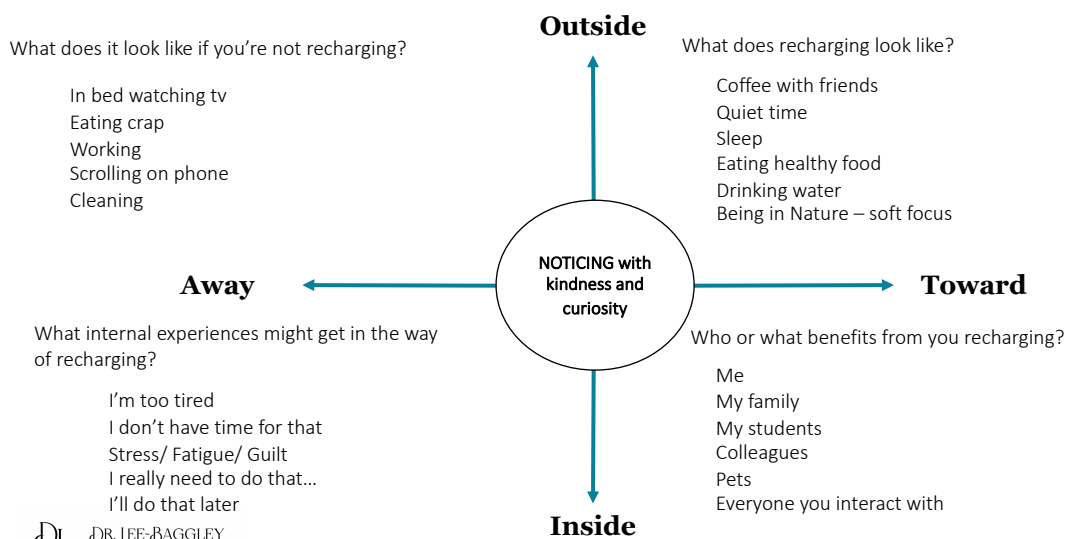
## The Matrix



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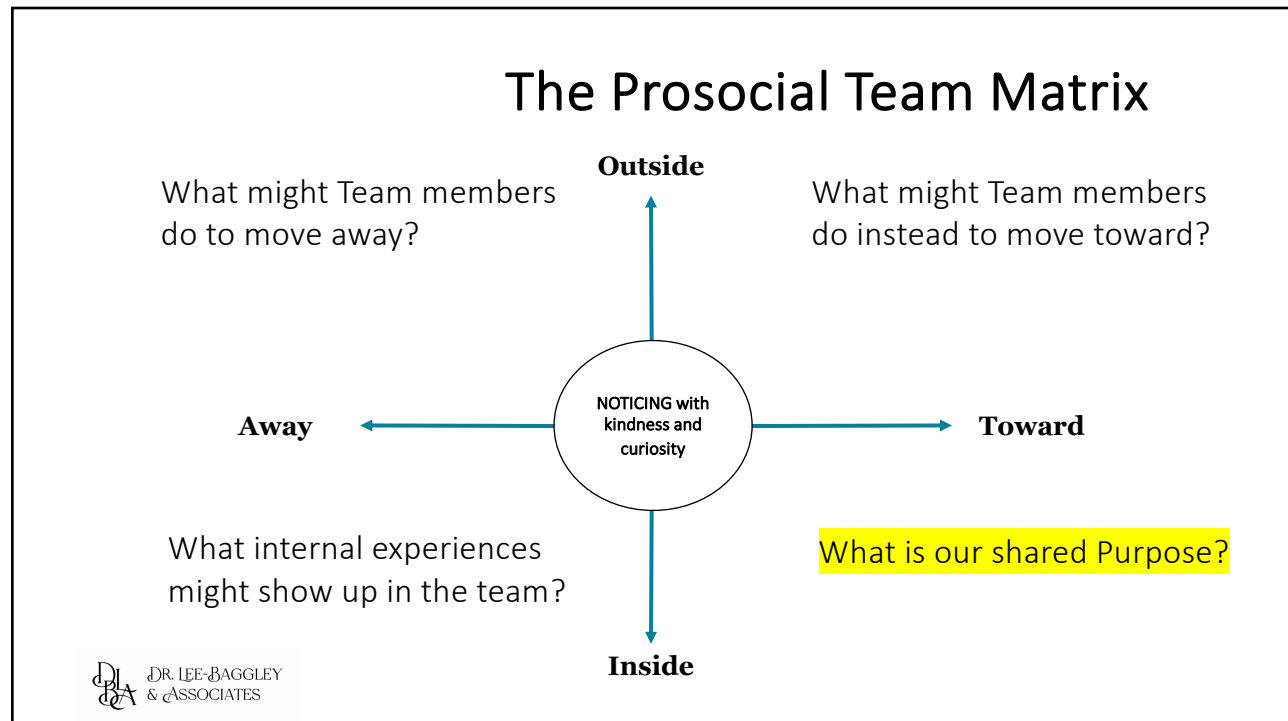
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## The Matrix: Recharging

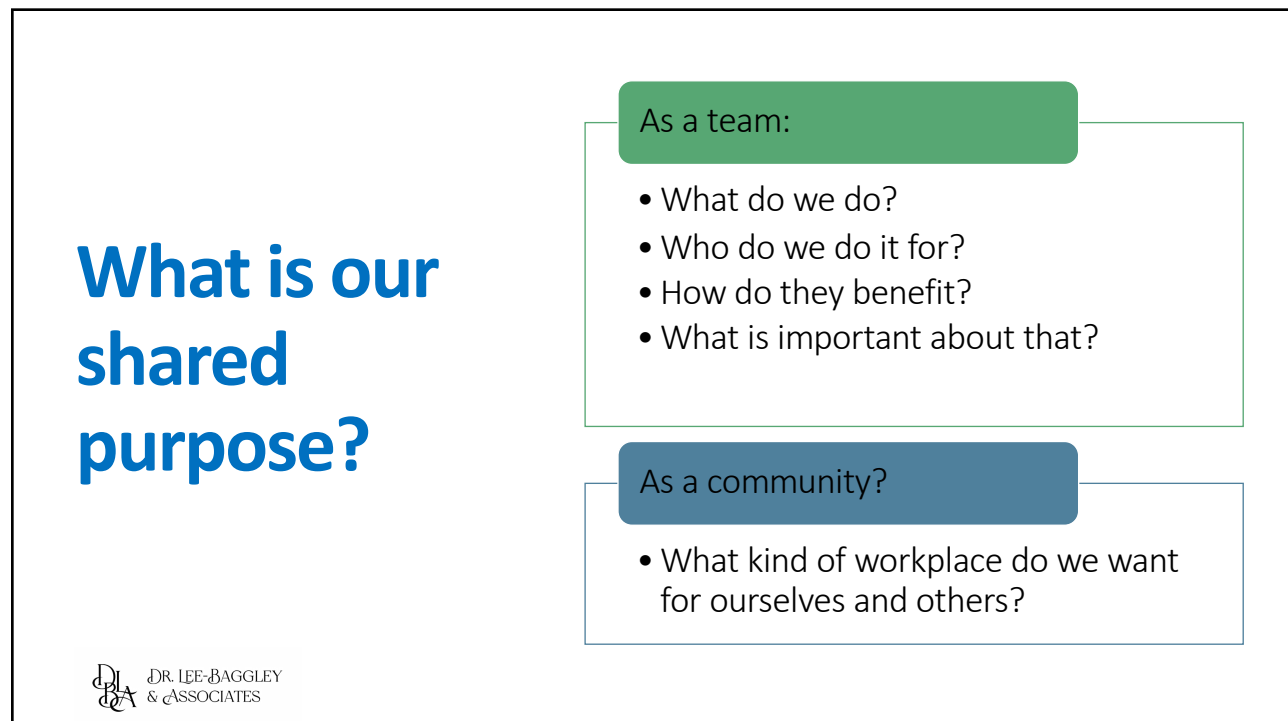


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## The importance of Shared Purpose

Pizzo & Lee-Baggley, 2022; Polk 2014

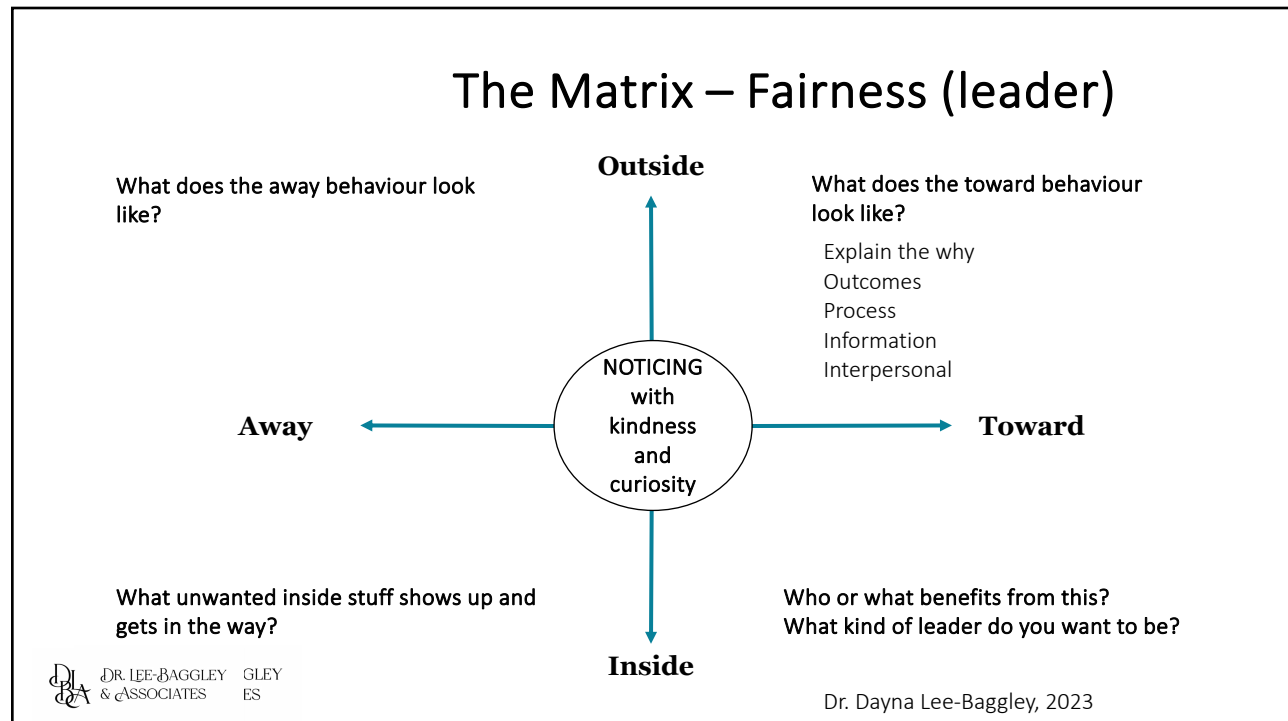
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## What does the Team Matrix facilitate

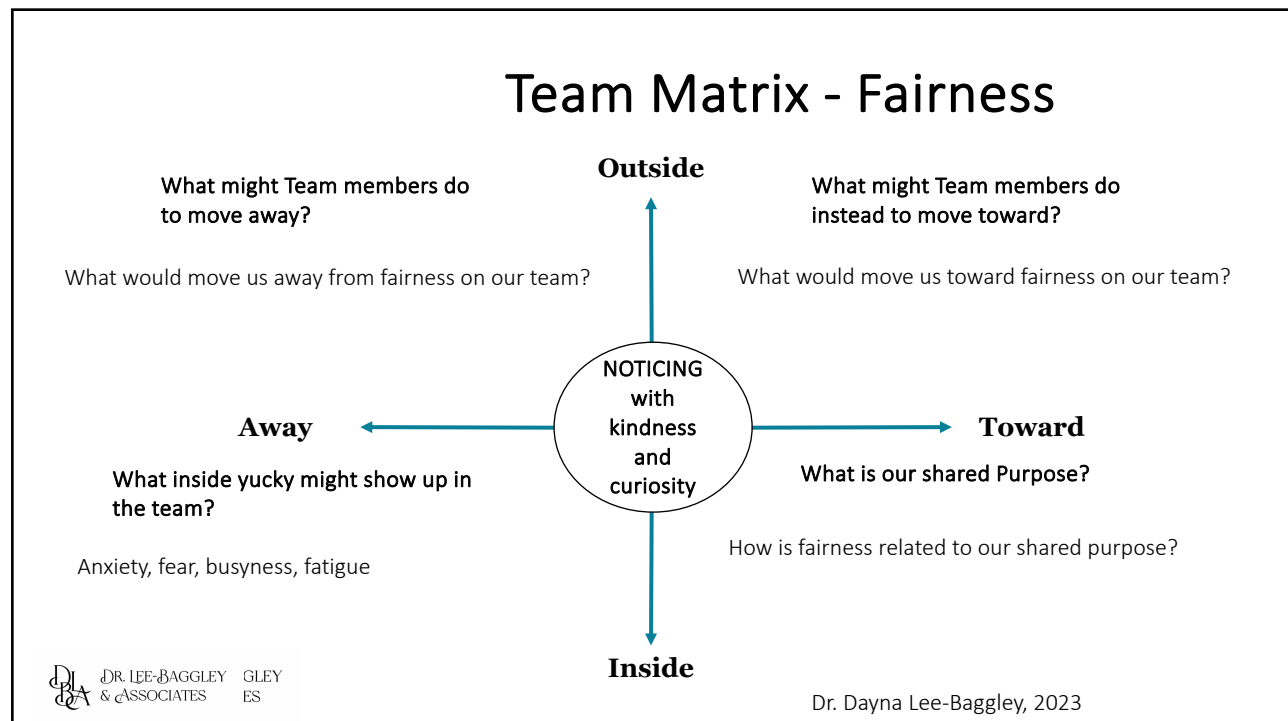
- Builds psychological safety in teams
- Framed in terms of “towards” and “away” from the shared purpose
- Provides a way to discuss difficult topics
- Puts everyone on the same “side”
- How to work together to address organizational causes of burnout
- Leadership: what the leader can do, how to have ongoing discussion with the team and empower change

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## Evidence that it works

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## Wellness Leadership Training: Systemic causes and solutions for burnout

- The matrix to change leadership behaviour
- 6-week program, 90-minute sessions, virtual
- Empirically supported: 3 RCTs in healthcare providers
- **Soon to be available in app format: [www.impactme.app](http://www.impactme.app)**



**WELLNESS LEADERSHIP**



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## 6-Week Intervention Course



Virtual weekly sessions  
Individual coaching  
Matrix as the foundation for change

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## The Matrix – Each week

What does the away behaviour look like?

**Outside**

What does the toward behaviour look like?

- Recharging
- Rest and Recovery
- Empathy styles
- Psychological Safety
- Asking for and accepting help
- Trauma informed leadership
- Conflict styles
- How to make system-level change

**Away**

**NOTICING**  
with  
kindness  
and  
curiosity

**Toward**

What unwanted inside stuff shows up and gets in the way?

**Inside**

Who or what benefits from this?

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## Real life results



BURNOUT

10% variance



RESTING  
HEART RATE

4% variance



EMPATHY

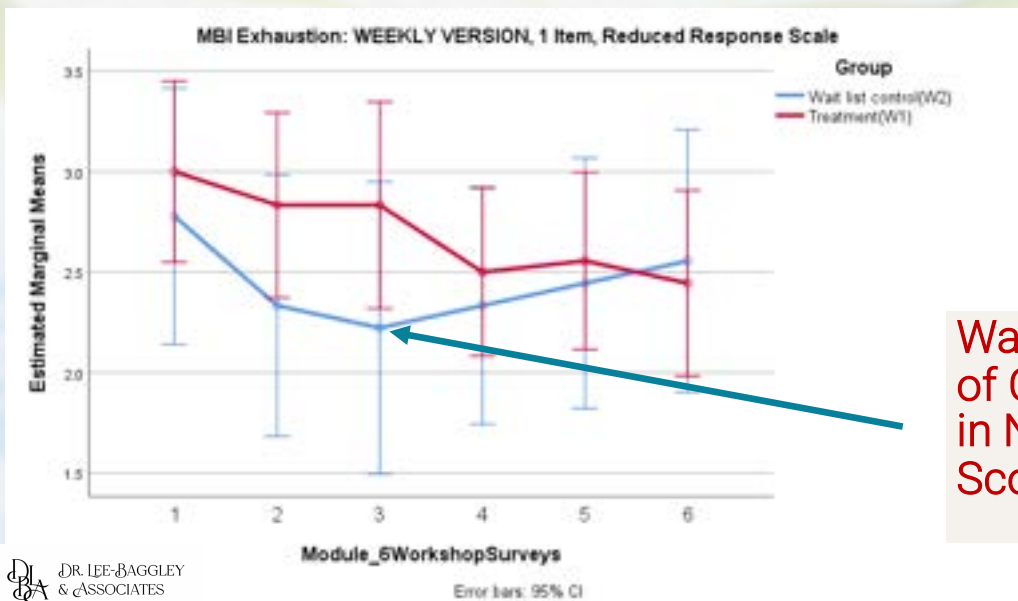
13% variance

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ES

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## Real life results



Wave 3  
of COVID  
in Nova  
Scotia

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## Resting Heart Rate

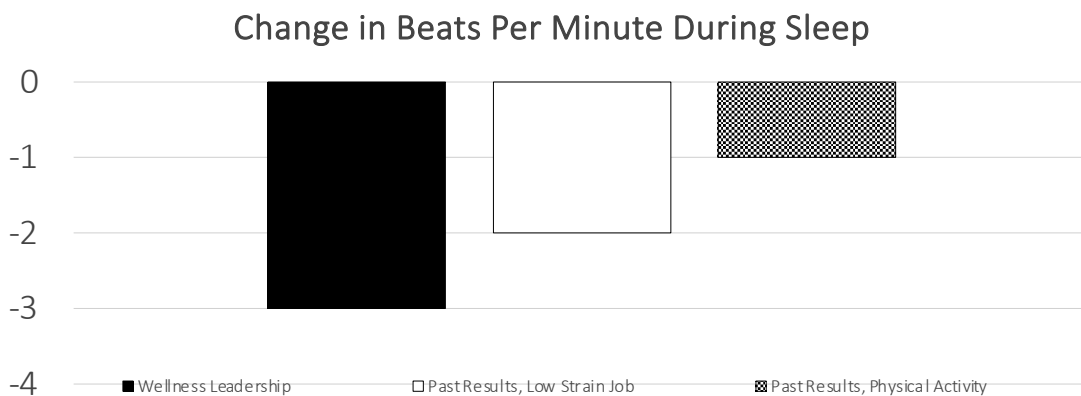


- Program completed on April 8<sup>th</sup>, 2022
- Linear decrease in Daily Resting Heart Rate (during sleep) overall.
- Analysis: SPSS Mixed Models, Effect of Day  $p < .001$ , Pseudo R-squared = 3.5%

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## Relative Size of Resting Heart Rate Change



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Source: Eriksson, et al. *BMC Public Health*. 2016;16(1):228.

Source: McEachan, et al. *Int J Behav Nutr Phys Act*. 2011;8(1):29.

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## Scalable, science based solutions

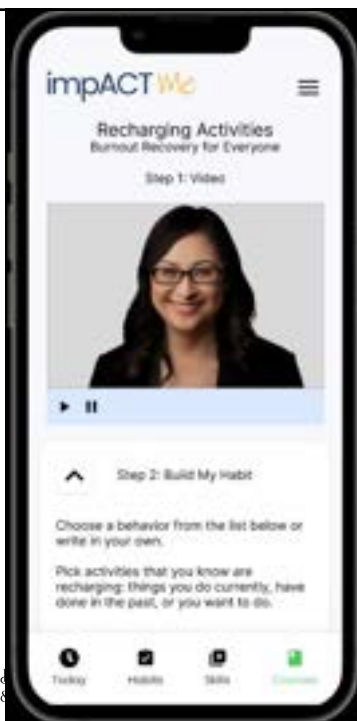
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## Guided courses on based on science in 5 minutes a day

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[www.impactme.app](http://www.impactme.app)

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The Matrix  
embedded to  
provide daily support

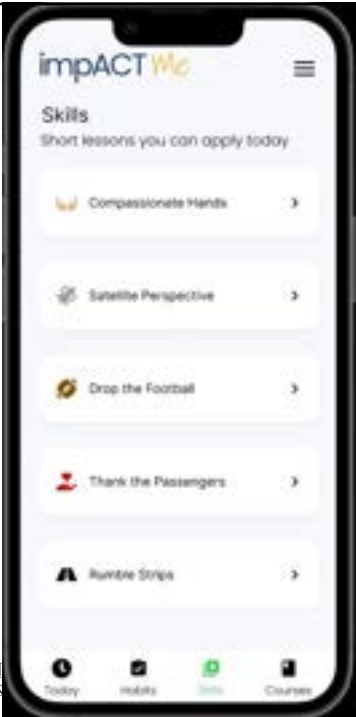
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Track your battery  
and thermometer  
and get anonymized  
reports from your  
team

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impACTme

Skills

Short lessons you can apply today

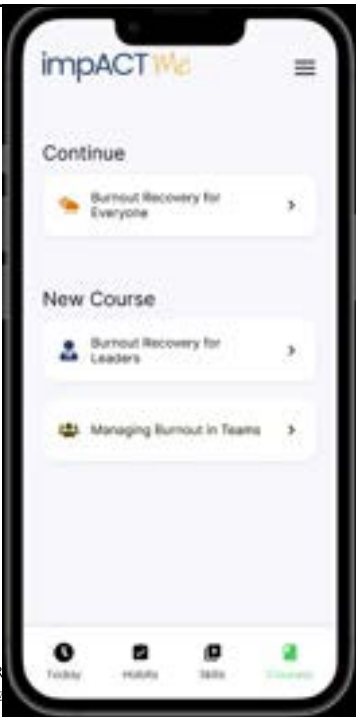
- Compassionate Hands
- Satellite Perspective
- Drop the Football
- Thank the Passengers
- Bumble Strips

Today, Mobile, Skills, Courses

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Continue

- Burnout Recovery for Everyone

New Course

- Burnout Recovery for Leaders
- Managing Burnout in Teams

Today, Mobile, Skills, Courses

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## Additional Resources

- Wellness leadership training
- Trauma Informed Leadership Training
- Psychological safety for teams and leaders
- Burnout recovery training
- Mental fitness - micro skills
- Professional Resiliency for Women and Visible Minorities
- Trauma Informed Conflict Resolution
- Diversity, equity, inclusion training
- Conflict resolution

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## Thank You

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