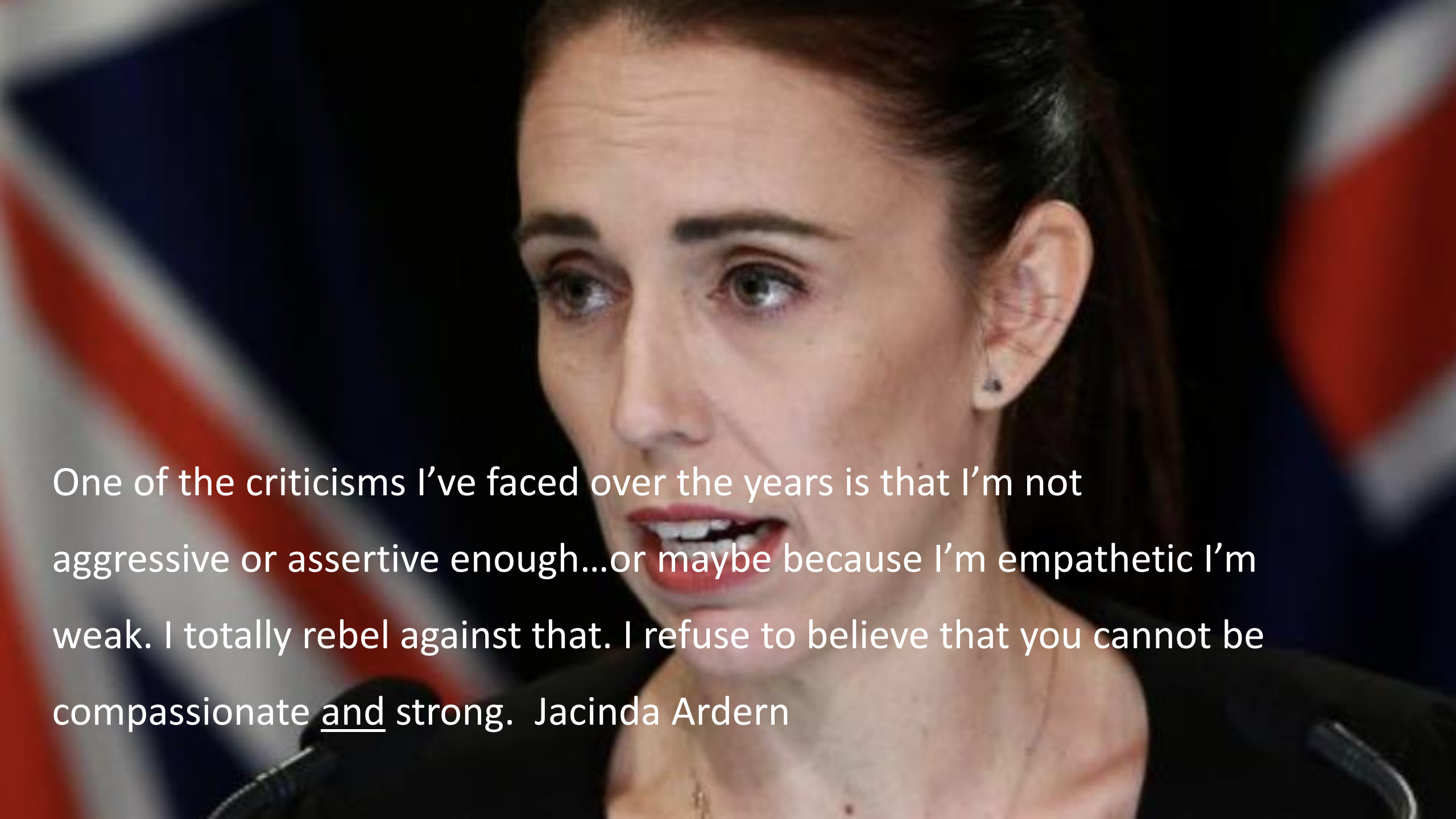
A close-up photograph of a person's lower legs and feet as they use a silver metal walker on a light-colored wooden floor. The person is wearing blue shorts and white socks. The scene is brightly lit, with shadows cast across the floor. A large, semi-transparent white circle is overlaid on the right side of the image, containing text.

What does it mean to be
a compassionate leader?

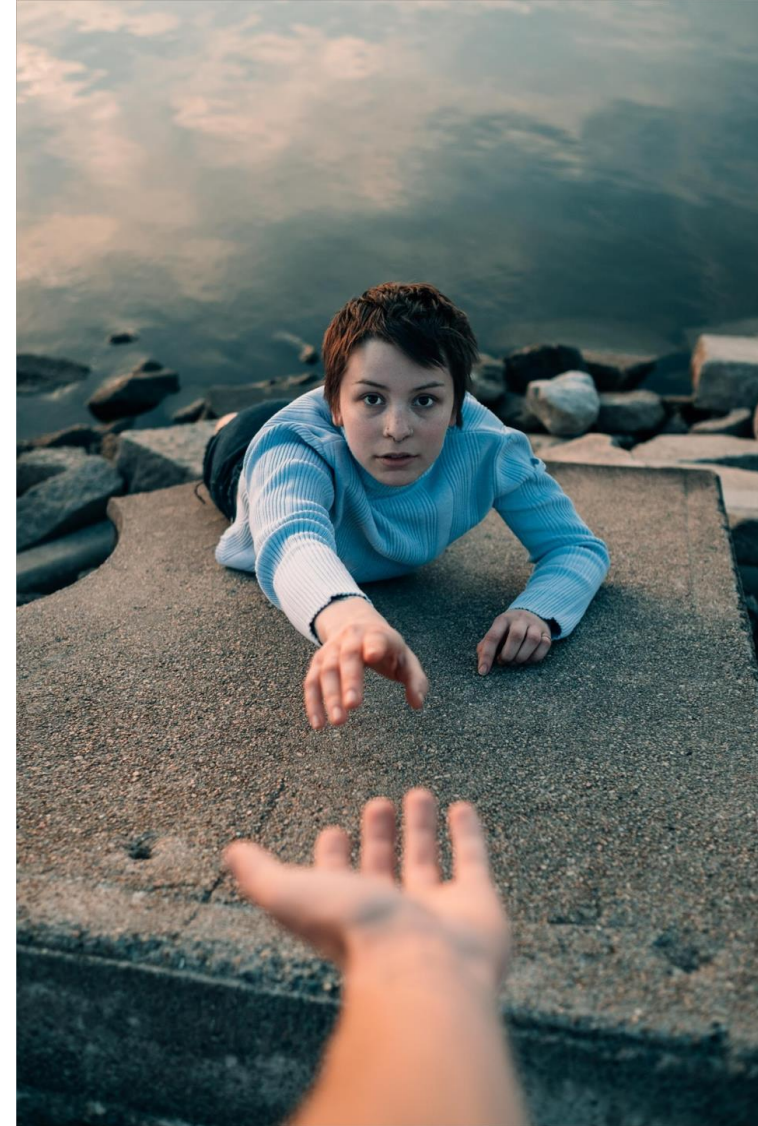
@FreerMary

A close-up photograph of Jacinda Ardern speaking at a podium. She is looking slightly to her left with a serious expression. Her dark hair is pulled back. A microphone is visible in the foreground. The background is dark with blurred red and white patterns.

One of the criticisms I've faced over the years is that I'm not aggressive or assertive enough...or maybe because I'm empathetic I'm weak. I totally rebel against that. I refuse to believe that you cannot be compassionate and strong. Jacinda Ardern



What is
compassion ?



...a sensitivity to
suffering in self and
others with a
commitment to try to
alleviate and prevent it.

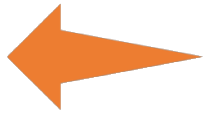
Gilbert and Choden (2013)

“

Compassion is not just about kindness or 'softness' and it is certainly not a weakness - it is one of the most important declarations of strength and courage known to humanity. It is difficult and powerful, infectious and influential. And, crucially, is perhaps the only universally recognised language with the ability to change the world.

Prof Paul Gilbert OBE

”



1. Showing Up



2. Sense
Making



3. Feeling Into



4. Stepping
Forward



Does
compassion
make a
difference?



When a physician is a good communicator, patients are **MORE THAN TWICE AS LIKELY** to listen to their doctor.²

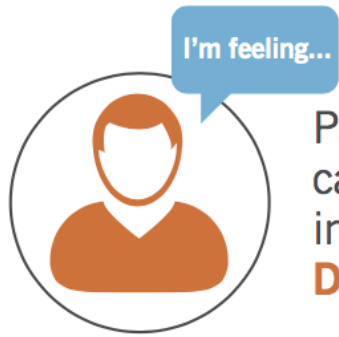


When surgical patients are encouraged by their anesthesiologists during the immediate postoperative period, they **HEAL FASTER AND ARE DISCHARGED FROM THE HOSPITAL SOONER** because they require 50% less narcotics.³



A person who experienced empathy in a medical consultation had a **16% REDUCTION IN OVERALL COLD SEVERITY.**⁵

How kindness affects patients



Patients who experience compassionate care are more likely to divulge important information to their clinicians **MAKING DIAGNOSIS MORE ACCURATE.**²



The more compassionate care patients received, the **LOWER THEIR DIASTOLIC BLOOD PRESSURE** became during periods of stress.⁴



When patients receive compassionate care at the emergency room, they are **LESS LIKELY TO RETURN TO THE EMERGENCY ROOM** for the same medical issue.⁶

How kindness affects patients

How kindness affects caregivers and health care organizations

A kinder work environment benefits caregivers as well, who are likely to feel:⁶

- + **more engaged**
- + **less exhausted**
- + **have more satisfied patients**

By keeping kindness at the core of their health care practice, caregivers:⁸

- + **have increased resilience to stress**
- + **inspire more meaningful work**
- + **are more immune to burnout**

Organizations with a culture of compassion and kindness have:⁶

- + **reduced employee exhaustion and absenteeism**
- + **increased psychological engagement in work**
- + **greater employee well-being and commitment**
- + **higher levels of positive emotion for caregivers**



The statistical significance of kindness-oriented care on improved health outcomes is **LARGER THAN THE EFFECT OF ASPIRIN ON REDUCING A HEART ATTACK, OR SMOKING CESSATION ON MALE MORTALITY.**⁷





What happens when compassion is thin?

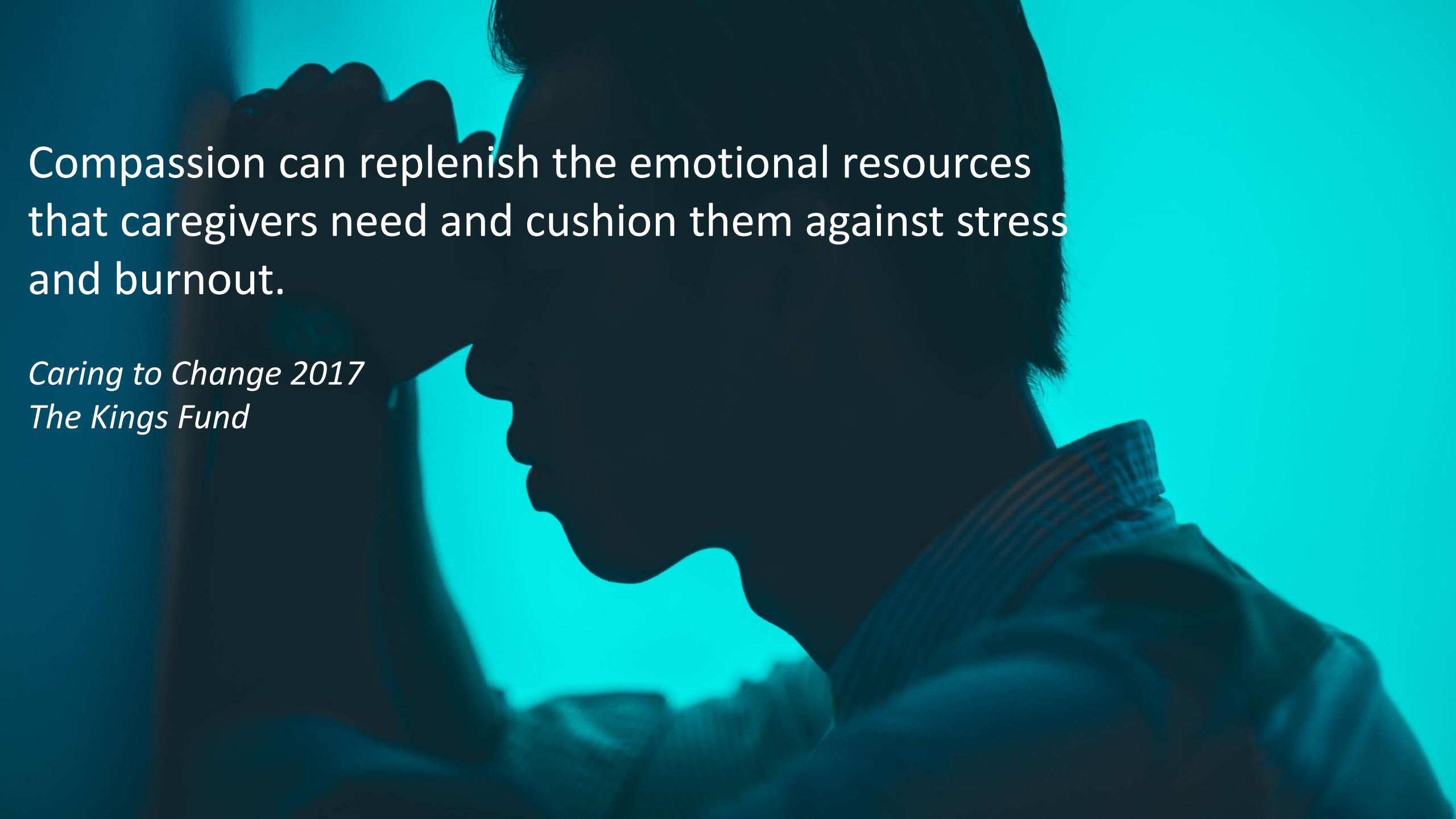


“

At work, there is always pain the road

Prof Peter Frost, University of British Columbia, Business School

”

A silhouette of a person's head and hand against a teal background. The person's hand is pressed against their forehead, suggesting stress or deep thought. The lighting is dramatic, with the person's features in shadow against the bright teal background.

Compassion can replenish the emotional resources that caregivers need and cushion them against stress and burnout.

Caring to Change 2017
The Kings Fund

A poll of 800 managers and employees in 17 industries among workers who've been on the receiving end of incivility

- 48% intentionally decreased their work effort.
- 38% intentionally decreased the quality of their work.
- 80% lost work time worrying about the incident.
- 78% said that their commitment to the organization declined.
- 25% admitted to taking their frustration out on customers.

Christine Porath 2017

“

Evidence from high-performing health systems show that compassionate and inclusive leadership behaviours create cultures where people can deliver sustainable quality and efficiency improvements quickly.

The Kings Fund, 2018

”

a compassionate leader ...

- is mindful and attentive to the 'here and now' – which enables them to tap into feelings and concerns that are left unspoken (*is in the present moment*)

a compassionate leader ...

- uses a high level of self-awareness and emotional intelligence to truly listen to what people tell them (*listening with fascination*)

a compassionate leader ...

- responds with empathy and action that makes a positive difference (***able to walk in someone else's shoes***)

a compassionate leader ...

- nurtures positive emotions of compassion and empathy in others (***our emotions are contagious***)



...rudeness damages your ability to think, manage information, and make decisions and that hurts patients.

Prof Amir Erez , University of Florida.

The Impact of Rudeness on Medical Team Performance: A Randomized Trial

Published Sept 2015



Uh oh...we
need to lead
in new
ways...

@FreerMary



Kindness, emotions and human relationships:

The blind spot in public policy

Julia Unwin, Carnegie Fellow

“Values that were previously considered ‘out-of-scope’ – such as kindness, love and compassion – just might form part of the solution to some of our most intractable social problems.”



Compassion Lab

LEADERS GO FREERTHINKING

COMMITMENT TO THE FUTURE

Freerthinking

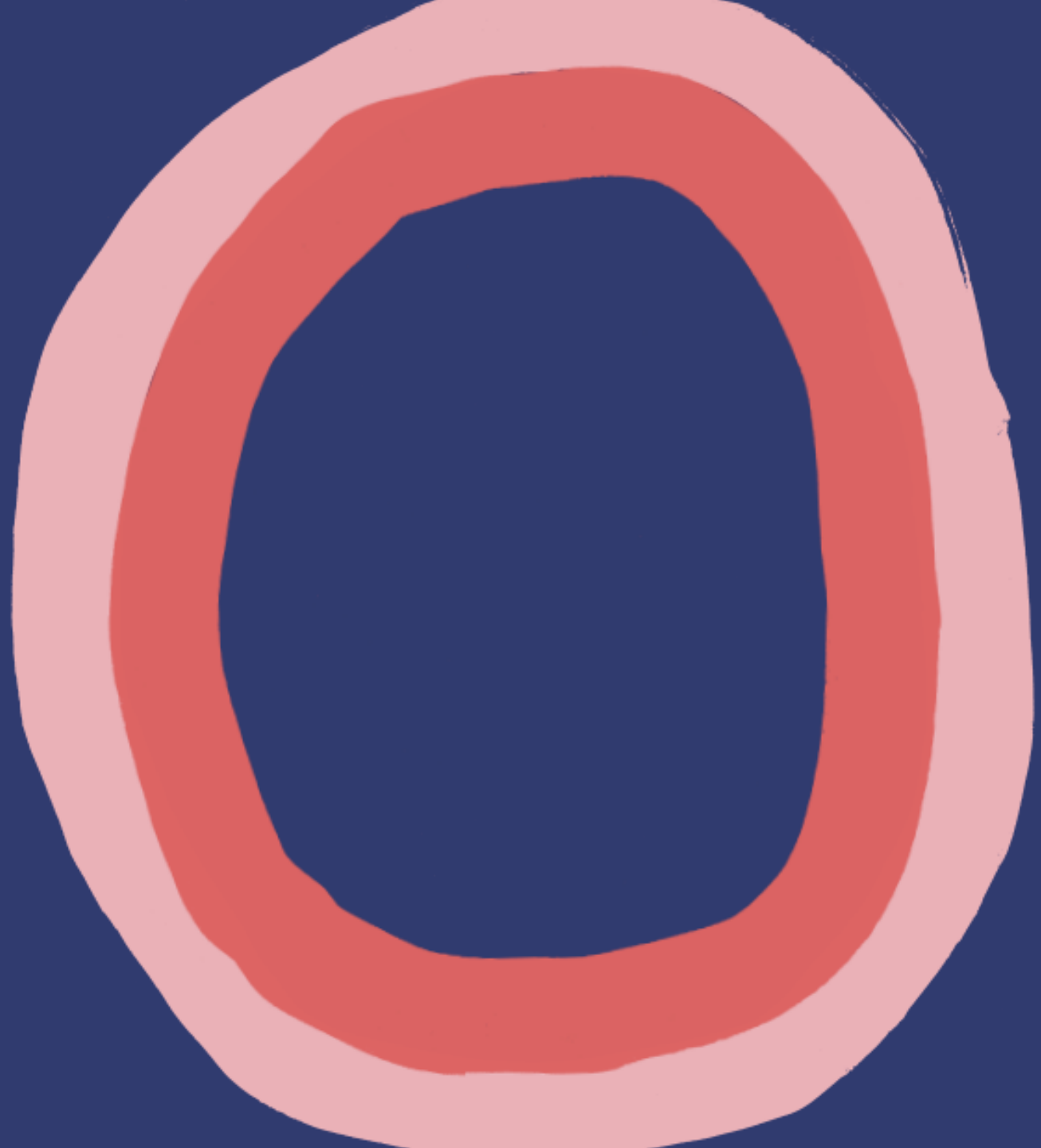
ACTIVATED BY FREERTHINKING

Compassion Revolution

ACTIVATED BY FREERTHINKING

Compassion Revolution

Melbourne Arts Centre
10–11 September 2019





ACTIVATED BY FREERTHINKING

Compassion
Revolution



“Resolve...

**A place for
generous
conversations**

We need to talk...



Muscular
Robust
Complex
Intentional
Adventurous
Curious



→ Sign up for updates at resolve.community

“Resolve...”

DESIGNING FOR COMPASSION COMPETENCE

“

When people do not feel as if they are just a number in a large system or a cog in a wheel, we've begun to design for compassion.

”

Freerthinking

Mary Freer

mary@freerthinking.com.au



@FreerMary