



Navigating Organization Wellness & Culture in Times of Change

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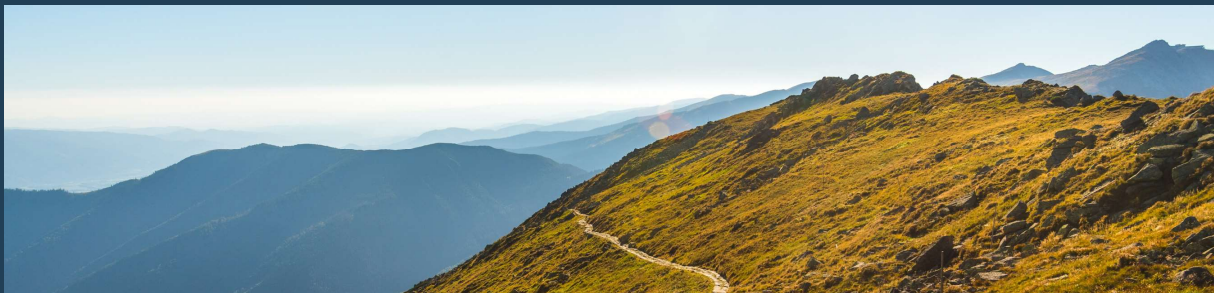
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1

Introduction



- A little about me
- My time as CEO at Mindful



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2

2

1

Behavioral Health



Enhancing behavioral health prevention, treatment, and recovery systems of care to improve access and quality

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Community Health



Advancing the vitality of all communities through digital and person-centered solutions to strengthen health and social services

Market Analytics



Unlocking insights from new payer and provider pricing records, along with other data sets, to drive market efficiency and a transparent, patient-centric health care ecosystem

Payment Design



Designing incentive structures to strengthen capacity, increase efficiency, and support high-quality care for individuals, families, and communities

Workplace Well-Being



Empowering organizations and their people with services and tools to navigate work and life in the healthiest way possible

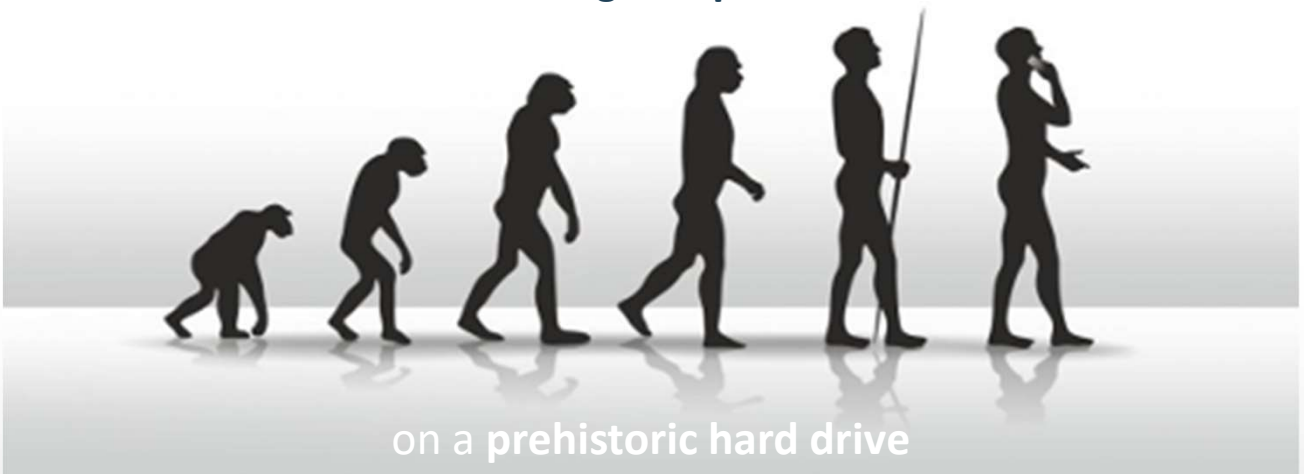
My Purpose

- Provide two anchor points as you navigate change
 - For yourself
 - For your organization

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We are running **complex software**



Key Biological Challenges of Stress and Fear



Vigilance & Anxiety

We are conditioned to **fight, flight, or freeze**.



Negativity Bias

Our survival instincts remember the **bad**, instead of the **good**.



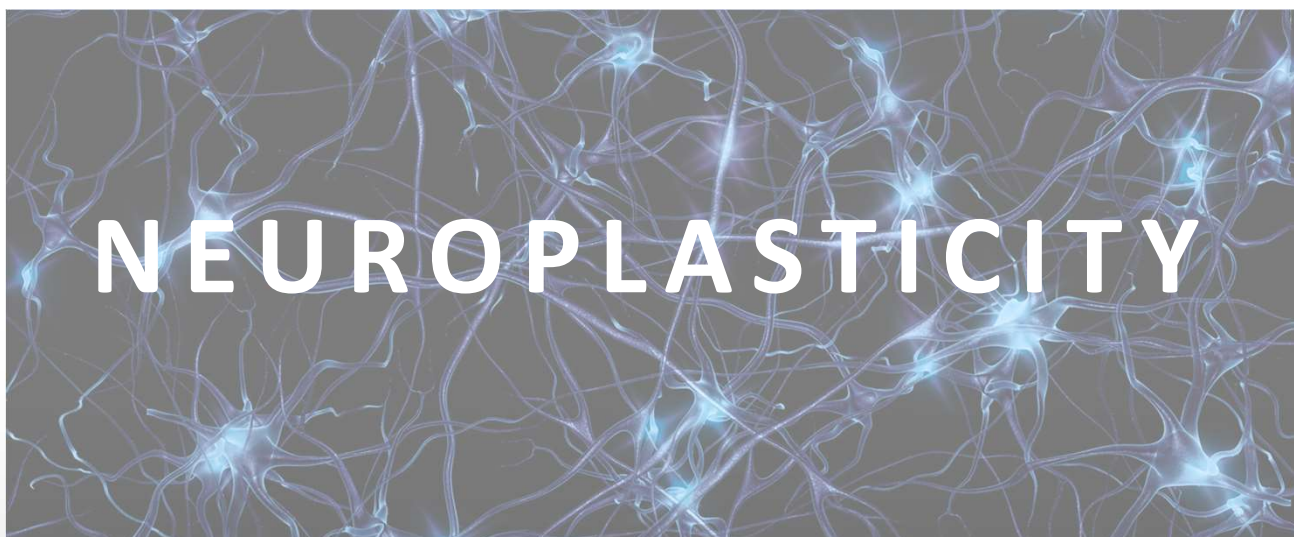
Simulations

We constantly run **mental movies** about the future.



Change = a level of uncertainty

Uncertainty exacerbates our body's reactions to stress.



Well-being is a **skill**
that can be **trained**

by cultivating the
skill of **attention**

in our **daily lives.**

The best way to scale well-being in ANY org is to start with leadership

11

Mapping Your Well-being

According to Randstad, well-being is defined as
"a state of being **healthy, happy** and **prosperous.**"



12

From ME to WE

Our personal well-being builds the foundation for resilience, especially in times of change. But as leaders, our role is to create stability and trust within our organizations.



Transparency as an Anchor in Uncertainty



Builds Trust

Transparency fosters trust, which is critical during uncertainty. Team members are more likely to remain engaged and supportive if they feel they are being kept in the loop and treated with honesty.

Reduces Anxiety

When people are left in the dark, their imaginations can create worst-case scenarios. By being transparent, leaders can reduce speculation and unnecessary fear, providing clarity about what is known and unknown.

Aligns Team Focus

When leaders are transparent about the situation and the organization's priorities, teams can align their efforts more effectively. This helps ensure that everyone is working toward the same goals, even when the path ahead is unclear.

Sustains Credibility

Leaders who are open and honest, even about difficulties, maintain their credibility. Team members appreciate honesty over empty reassurances, and this can strengthen a leader's reputation for integrity.

How Leaders Can Use Transparency Appropriately During Uncertainty

Share	Communicate	Boundaries	Next Step	Vulnerability
<p>Share What You Know and What You Don't Know:</p> <ul style="list-style-type: none"> • What to Do: Be clear about the facts, and equally important, be honest about what remains uncertain. Saying "I don't know yet, but we're working on it" can be powerful. • Why It Works: It sets realistic expectations and demonstrates communication rather than hiding behind vague answers. 	<p>Communicate Frequently:</p> <ul style="list-style-type: none"> • What to Do: Regular updates, even if they don't contain new information, reassure that they're being kept informed. Use multiple channels • Why It Works: It reduces the feeling of being forgotten or out of the loop, making team members feel valued and informed. 	<p>Set Boundaries Around What You Can Share:</p> <ul style="list-style-type: none"> • What to Do: Be transparent, but also clear about what cannot be shared due to legal, strategic, or privacy concerns. Explain these boundaries rather than avoiding certain questions. • Why It Works: Team members appreciate honesty about limitations, and this demonstrates that the leader is acting with responsibility while being as open as possible. 	<p>Offer a Path Forward:</p> <ul style="list-style-type: none"> • What to Do: Even when the future is uncertain, provide some direction. Outline next steps or short-term goals to keep momentum going. Let people know that while some things are unclear, you are committed to guiding them through it. • Why It Works: Offering even small actions or steps provides a sense of stability and purpose, preventing paralysis due to uncertainty. 	<p>Model Vulnerability:</p> <ul style="list-style-type: none"> • What to Do: Admit your own uncertainties or challenges as a leader. Show that you're human, too, and share how you're working through the situation. However, balance this with demonstrating confidence in your ability to lead through it. • Why It Works: Vulnerability can deepen trust and create a culture where it's acceptable to acknowledge difficulties and seek support.

Why this is Difficult

- **Incomplete Information:** Leaders may lack facts or full understanding of the situation, making it hard to provide clear answers. The uncertainty itself means that things can change quickly, and leaders fear sharing information that might become outdated or incorrect.
- **Fear of Creating Panic:** Sharing too much information, especially if the situation is dire, could lead to panic or fear among team members
- **Confidentiality Constraints:** Sometimes, legal, financial, or strategic considerations prevent leaders from disclosing certain information, which makes it hard to be fully transparent even if they want to be.
- **Fear of Losing Control:** Transparency can feel like giving up control of the narrative. Leaders may worry that sharing too much allows others to interpret or misinterpret the situation in ways that undermine their authority or lead to conflicting responses.
- **Unpredictable Reactions:** Leaders can't always predict how individuals or teams will react to transparency. Uncertainty can lead to emotional reactions, and managing those can feel overwhelming in already difficult times.

Find the level of transparency that works for YOU

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Transparency doesn't mean showing everyone everything. It means providing context for the decisions we are making, it means keeping people in the loop.

Simon Sinek

Transparency is **not about overwhelming** individuals with **unnecessary information**. Instead, it is about **providing relevant information** that promotes **understanding and trust**.

Grace
for when things
do not go perfectly

Two Anchors for Navigating Change

1. Prioritize your own well-being
2. Commit to transparency

19

Now What?



20

Thank you!

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