



# **2020 PIBC - CPL Webinar**

## **Webinar #2**

### **Coping Strategies, Health & Well-Being for Professional Planners**

**Laura Tate, PhD**

Laura Tate & Associates

**Jane Newlands,**

Senior Vice President, Engagement, Argyle

**Kim Blanchette,**

Senior Vice President & General Manager, Argyle

**Lynda Monk, MSW, RSW, CPCC**

Founder & Director, Thrive Training & Coaching

# Working with decision-makers in planning



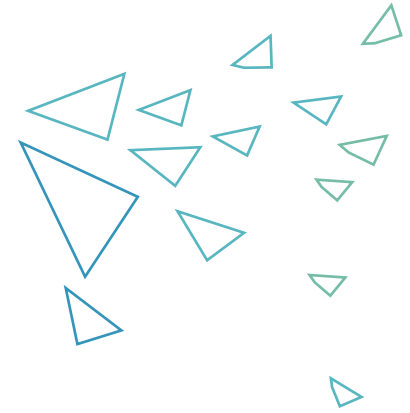
Laura Tate  
Associates  
making things better  
for people & places.



Laura Tate, PhD

Urban planning researcher &  
practitioner

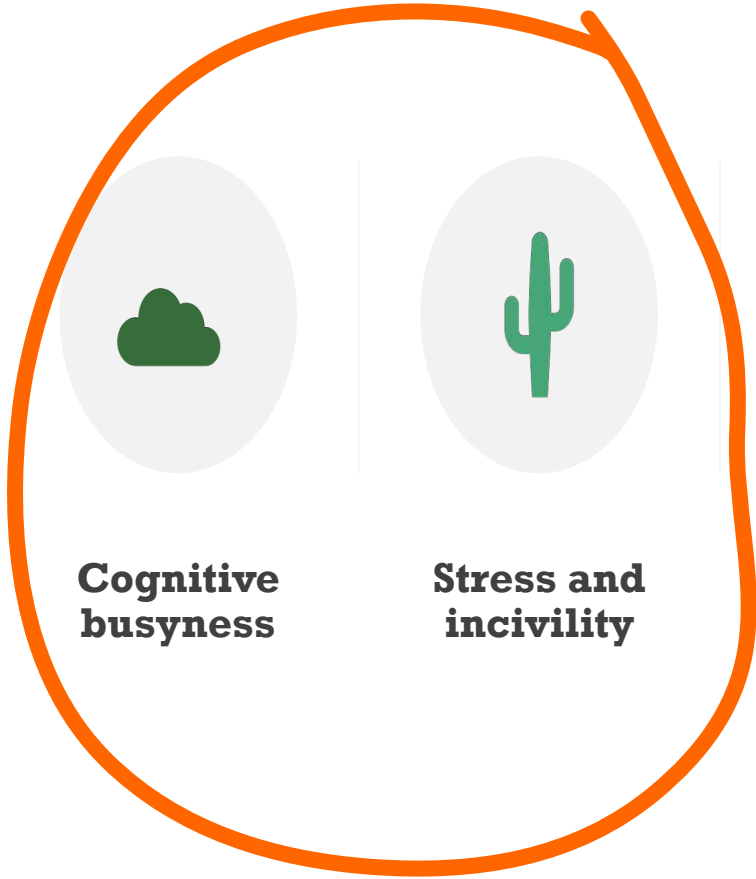
Author of forthcoming book:  
*Beyond Rationality: Impactful Policy and  
Planning in a Post-truth era.* (Routledge,  
New York 2021)



# Helping you get your advice heard

Recognize decision-maker constraints to  
taking in the advice you are offering

# The Problem(s):



**Cognitive  
busyness**



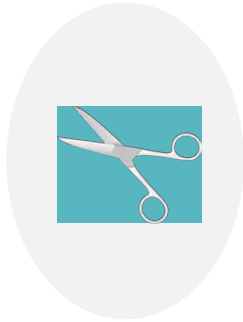
**Stress and  
incivility**



**Rise of  
populism**



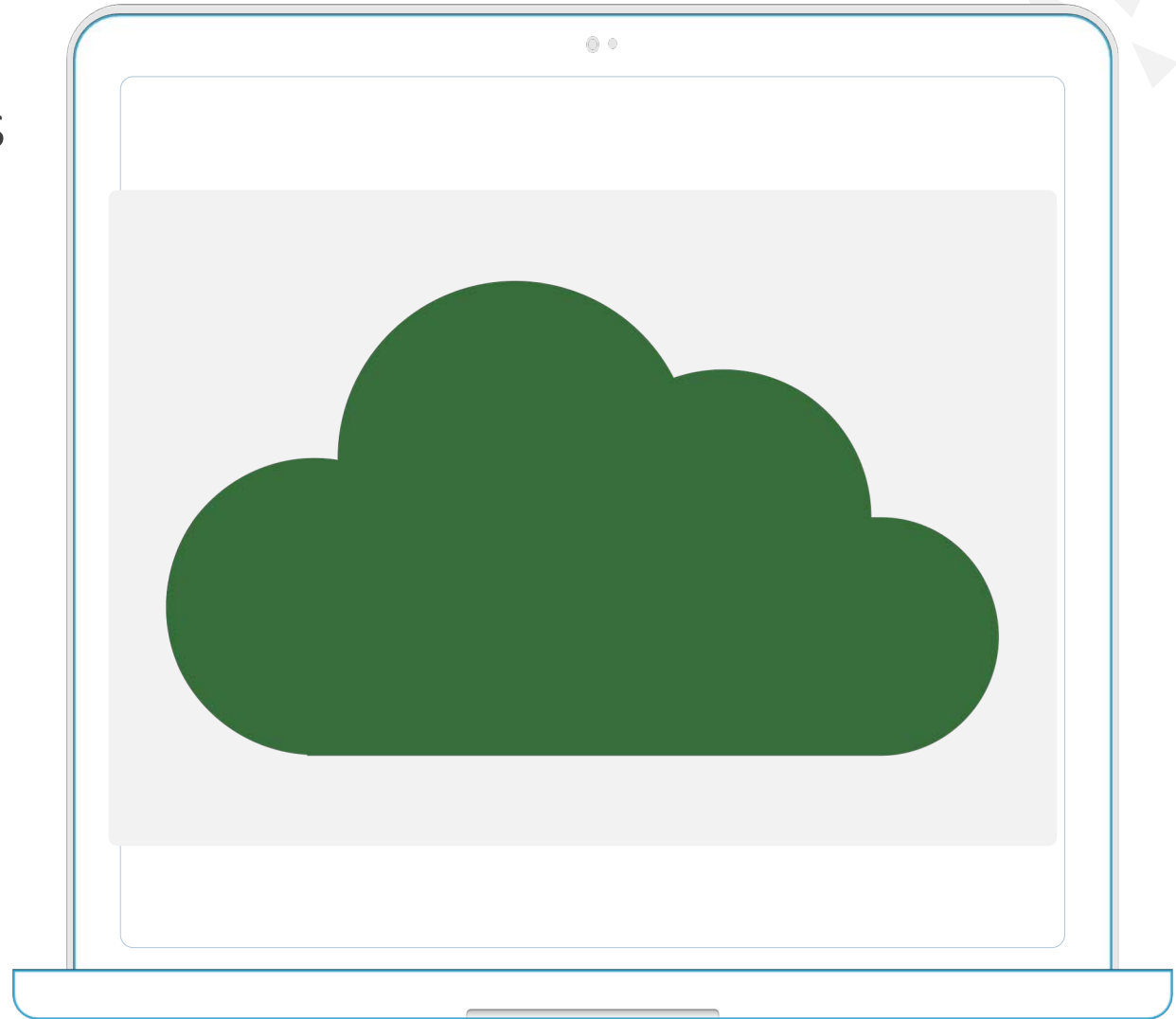
**More  
technology  
distractions**



**Stuck in  
Single-Loop  
Learning**

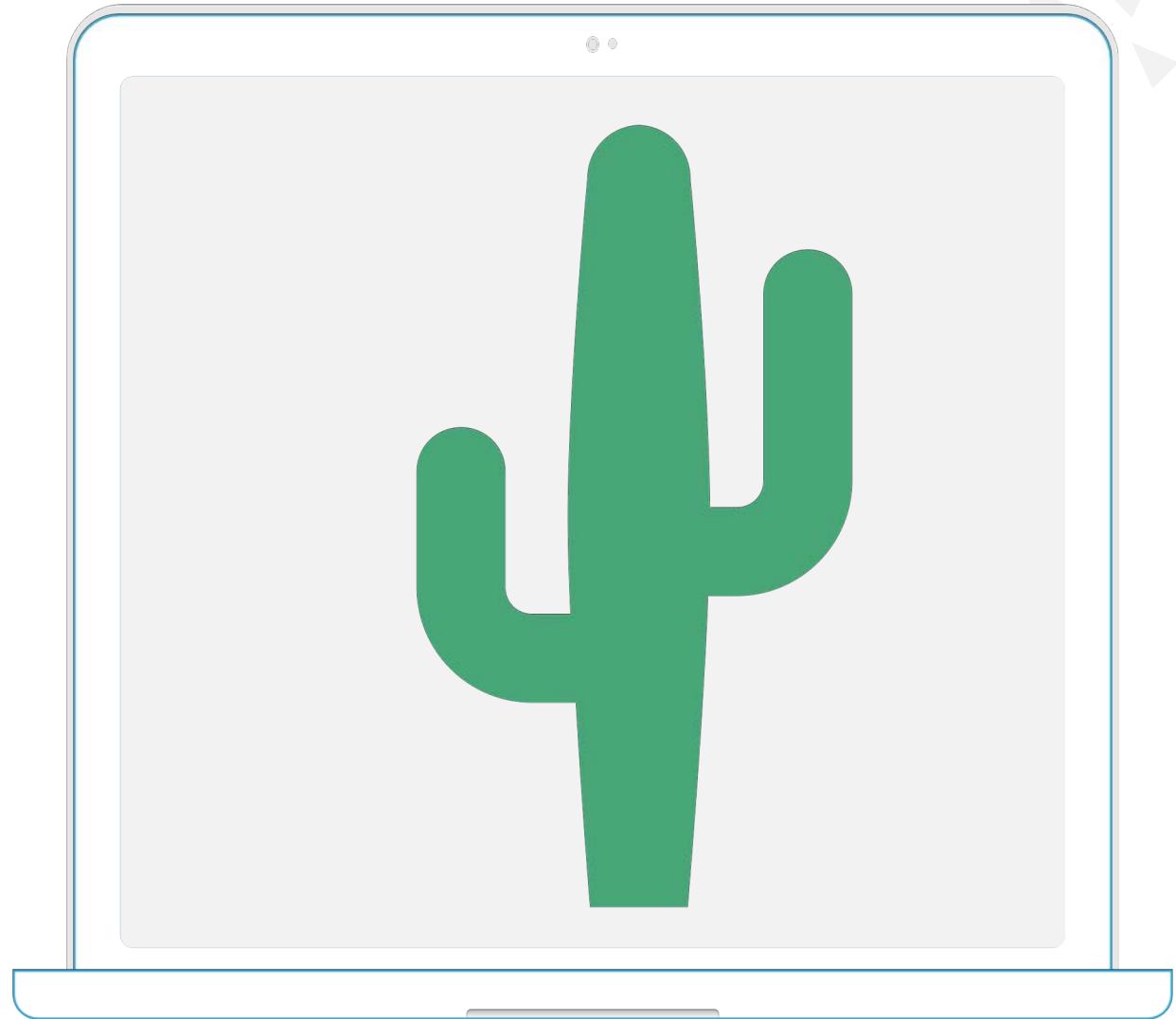
# Cognitive busyness

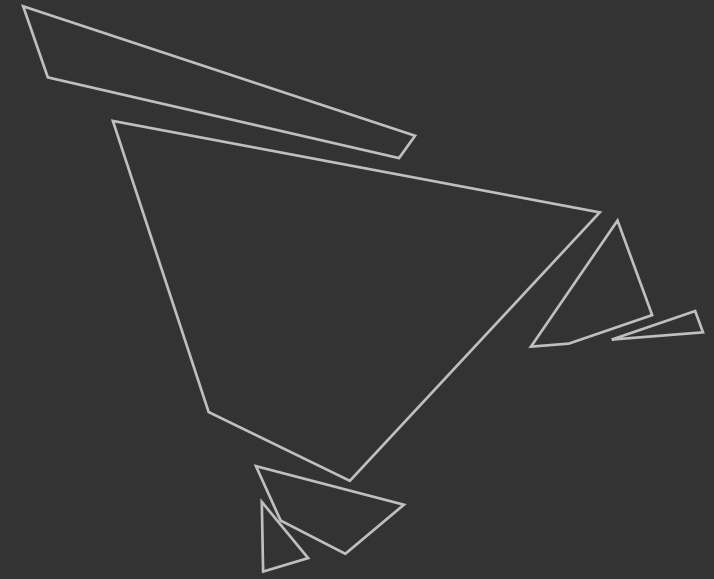
Multiple responsibilities and heavy deadlines can prevent information uptake



# Stress and incivility

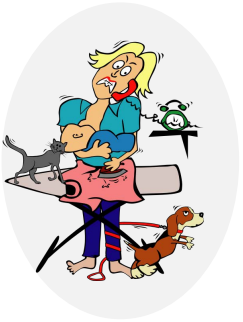
Increasingly negative and hostile political environments, producing constant low-grade *anxiety*





So what now?

# The Way Forward



**Plan for  
cognitive  
busyness**



**Reduce  
anxiety with  
scaffolding**



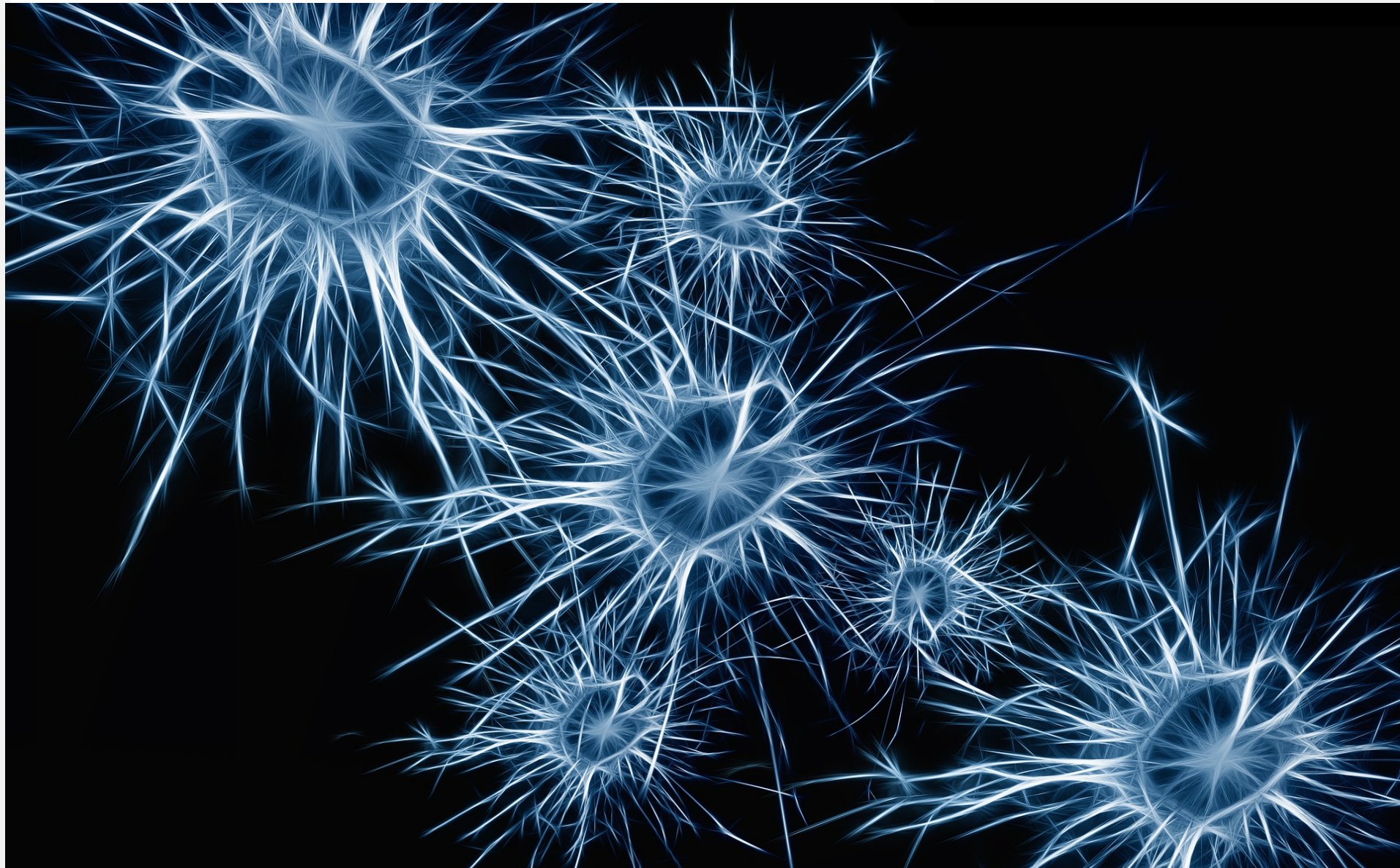
**Consider  
unique need  
segments**







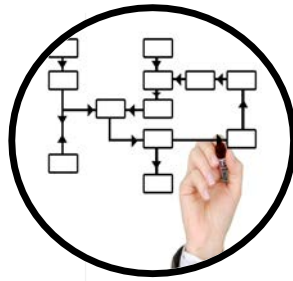




# Different Types of Scaffolding



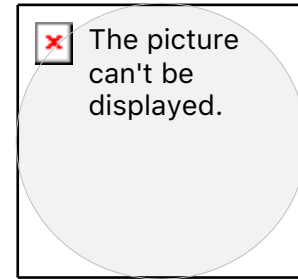
**Emotional**



**Process**



**Content**



**Community**

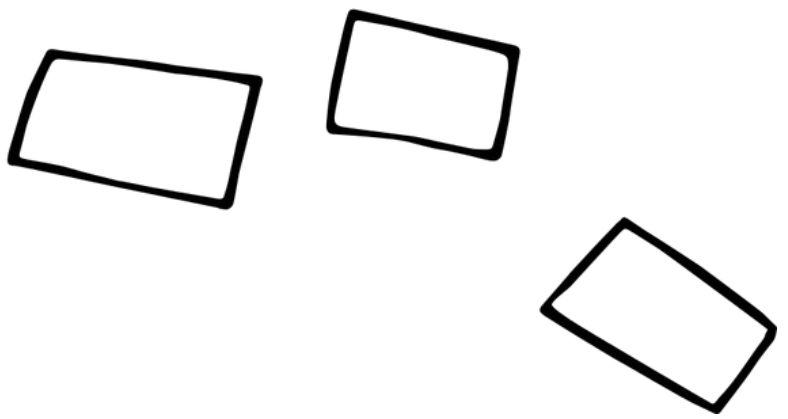
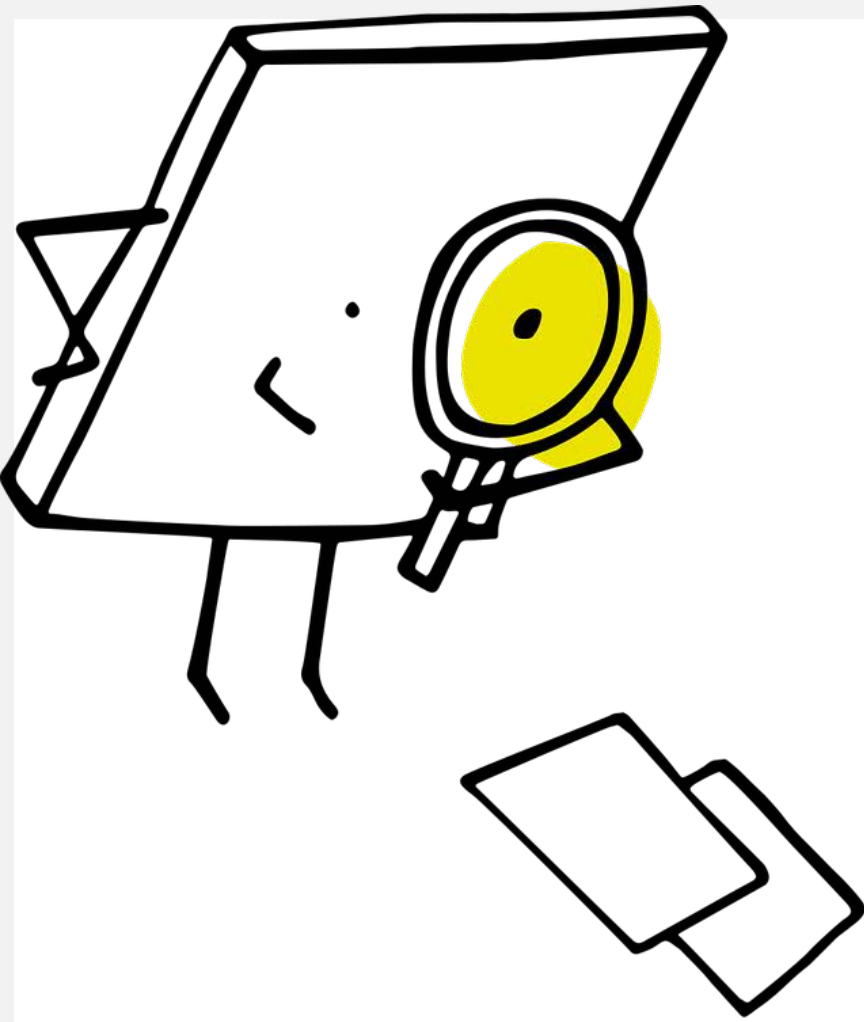


Emotional

### *Lower the stakes:*

- Reduce decision formality where appropriate
- Recall their good past decisions
- Give a better evidence base
- Manage your own stress





# Summing up:

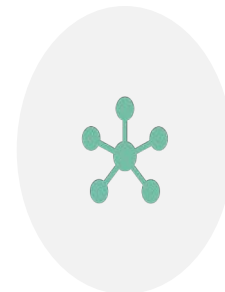


## **Appreciate obstacles**



## **Develop/refine antidotes**

Three types of response: plan for cognitive busyness; reduce anxiety with scaffolding; respond to unique needs



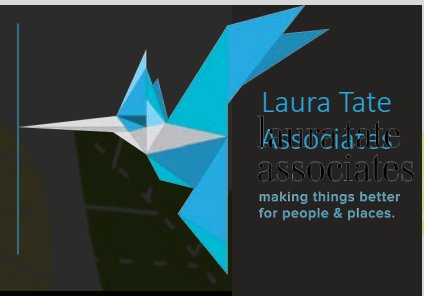
## **Provide feedback**

Stay in touch

[laura@lauratate.ca](mailto:laura@lauratate.ca)



Thank you!



**Laura Tate**



+1 805.235.7792



[laura@lauratate.ca](mailto:laura@lauratate.ca)



# Managing Conflict

*Tips on working with an angry public*

Jane Newlands, SVP Engagement

Kim Blanchette, SVP & General Manager, Western Canada



# Tips to Avoid “US vs Them”



**Create a sense of 'WE'**



# Set the stage



Be prepared

Scenario



**When it happens...**



# Listen with empathy





**Build your ground rules together**



# Leverage the Crowd

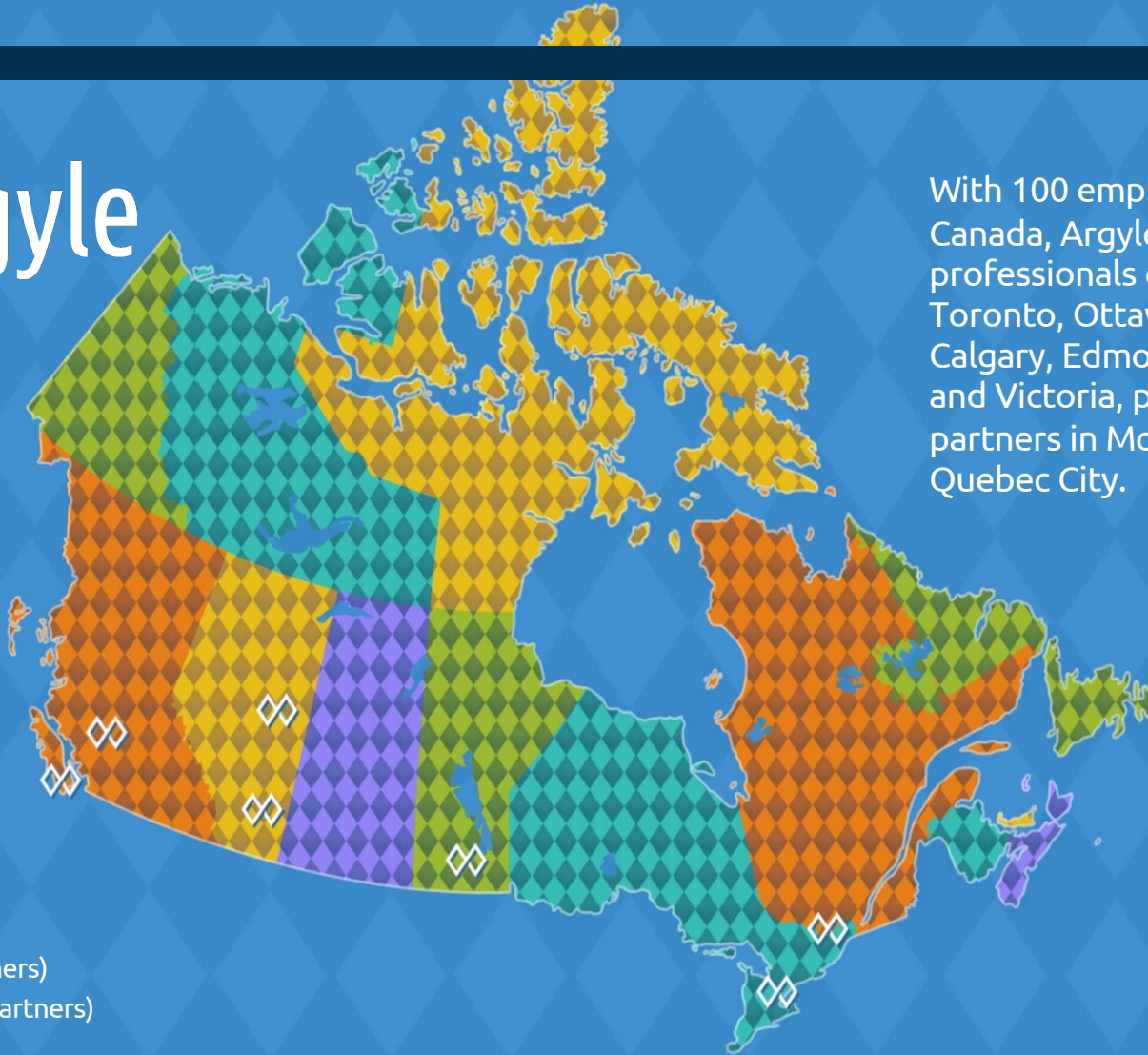


# Use technology



**Stay calm  
and be  
kind to  
yourself**



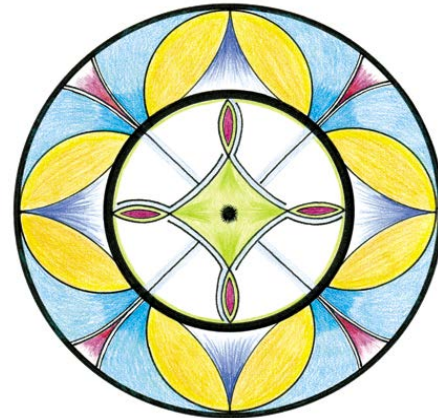


With 100 employees across Canada, Argyle has professionals on the ground in Toronto, Ottawa, Winnipeg, Calgary, Edmonton, Vancouver and Victoria, plus long-standing partners in Montreal and Quebec City.

- ◇◇ Toronto
- ◇◇ Ottawa
- ◇◇ Winnipeg
- ◇◇ Calgary
- ◇◇ Edmonton
- ◇◇ Vancouver
- ◇◇ Montreal (partners)
- ◇◇ Quebec City (partners)

# Managing Chronic Mental Stress at Work

Presenter: Lynda Monk, MSW, RSW, CPCC  
Thrive Training & Coaching  
<http://lyndamonk.com>



# Our Time Together 20-25 Minutes



What is  
Chronic Stress  
& Burnout?



Prevention  
Strategies



Self-Care,  
Resilience &  
Wellness

Thank YOU for being here!

# How big is the problem of chronic stress at work?



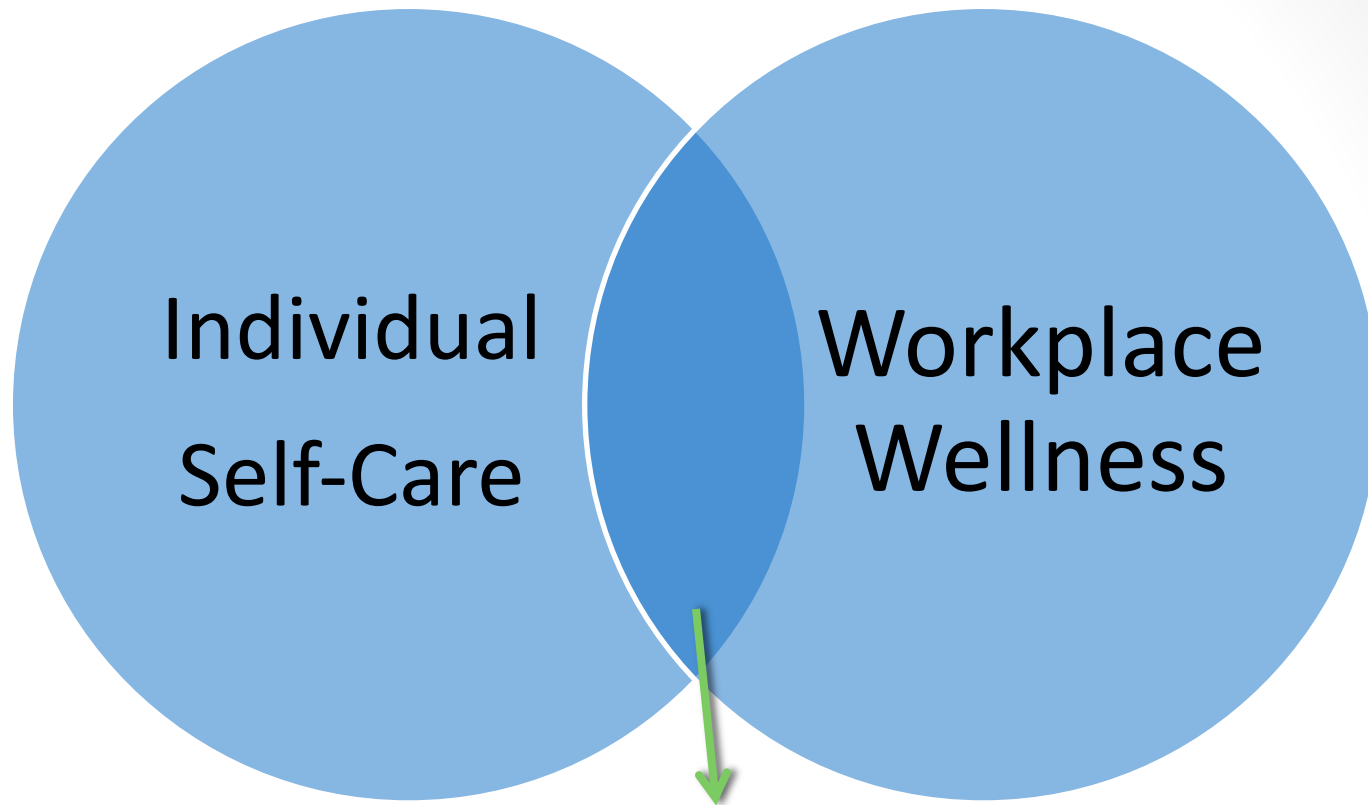
Source: Health Canada (appeared in [businesslondon.ca](http://businesslondon.ca))



# Stress & Mental Illness



Source: Health Canada (appeared in businesslondon.ca)



The interface between the two

**A Person-in-Environment Model for  
Understanding Burnout Prevention –**  
always a combination of individual and environmental (workplace) factors

©Lynda Monk, MSW Project, 1998

# Job Stress/Occupational Stress

- To understand burnout we have to first understand job stress
- Burnout does not just happen after a few stressful days
- Burnout is the accumulation of occupational stress overtime
- Job stress is the stress a person feels as a result of the unique experiences within their work and this is influenced by many factors...

# Understanding Job Stress

- A combination of job and personal factors
- Workload
- Autonomy and control
- Demands/resources ratio
- Severity/frequency of stressors (ie: working with the public, etc).
- Work/family conflict

Source: Dr. Patricia Fisher, Dr. Graham Lowe, HRDC, CMHA, WHO

# Burnout Happens to Hard Working, Dedicated, Caring Professionals



# How do you know if you are suffering from burnout?



# 5 Stages of Burnout

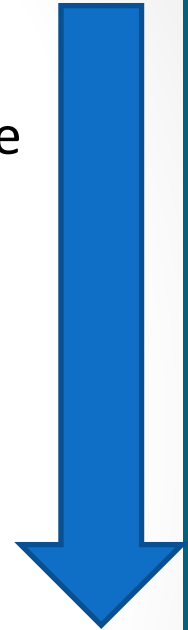
Stage 1: Driven by an ideal, a desire to help, quality work & care

Stage 2: Neglect of self sets in, subtle deprivations

Stage 3: No longer see own needs as valuable

Stage 4: Emptiness, depression, feel miserable

Stage 5: Hit burnout – physical, emotional & mental collapse



Source: Adapted from the 12 Stages of Burnout, Dr. Freudenberger; Joan Borysenko

# Chronic Stress & Burnout Symptoms

## Physical

- Headaches
- Muscle aches
- Gastrointestinal problems
- Sleeping difficulties/fatigue
- Weight loss/gain

## Emotional

- Frustrated
- Irritable, impatient
- Sad, depressed, apathetic
- Hopeless
- Overwhelmed

## Mental/Psychological

- Poor concentration
- Confusion/forgetfulness
- Difficulties making decisions
- Decreased self-esteem
- Loss of sense of humour

## Spiritual

- Things feel meaningless
- Sense of disconnection
- Interpersonal problems
- Conflict in relationships
- Worry about the future

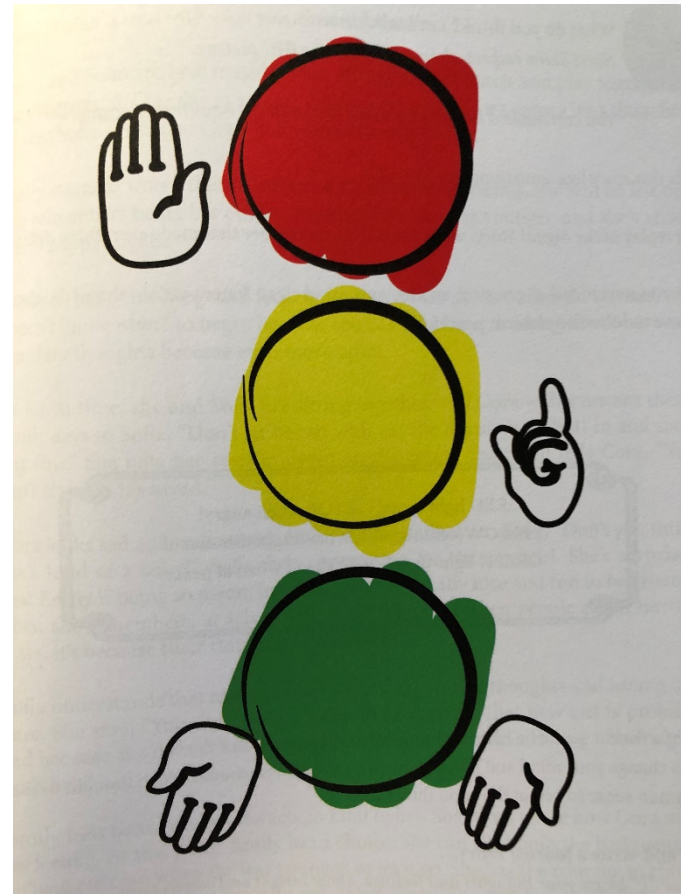


# Indicators – Pause & Reflect

*Self-awareness is a stress management strategy.*

**Take a moment to consider  
your own indicators –  
red light, yellow light, green light?**

**Stress scale:** On a scale of 1-10,  
how would you rate your  
current stress level?



# Awareness is Prevention!



# Inspiration

“There is no need for alarm, only awareness. Keep in mind that it’s not the load that breaks us down. It’s the way we carry it.” ~ source unknown



# What's the difference?

Stress Overwhelm



Stress Resilient



# Take Your Stress Management Seriously: Be Proactive



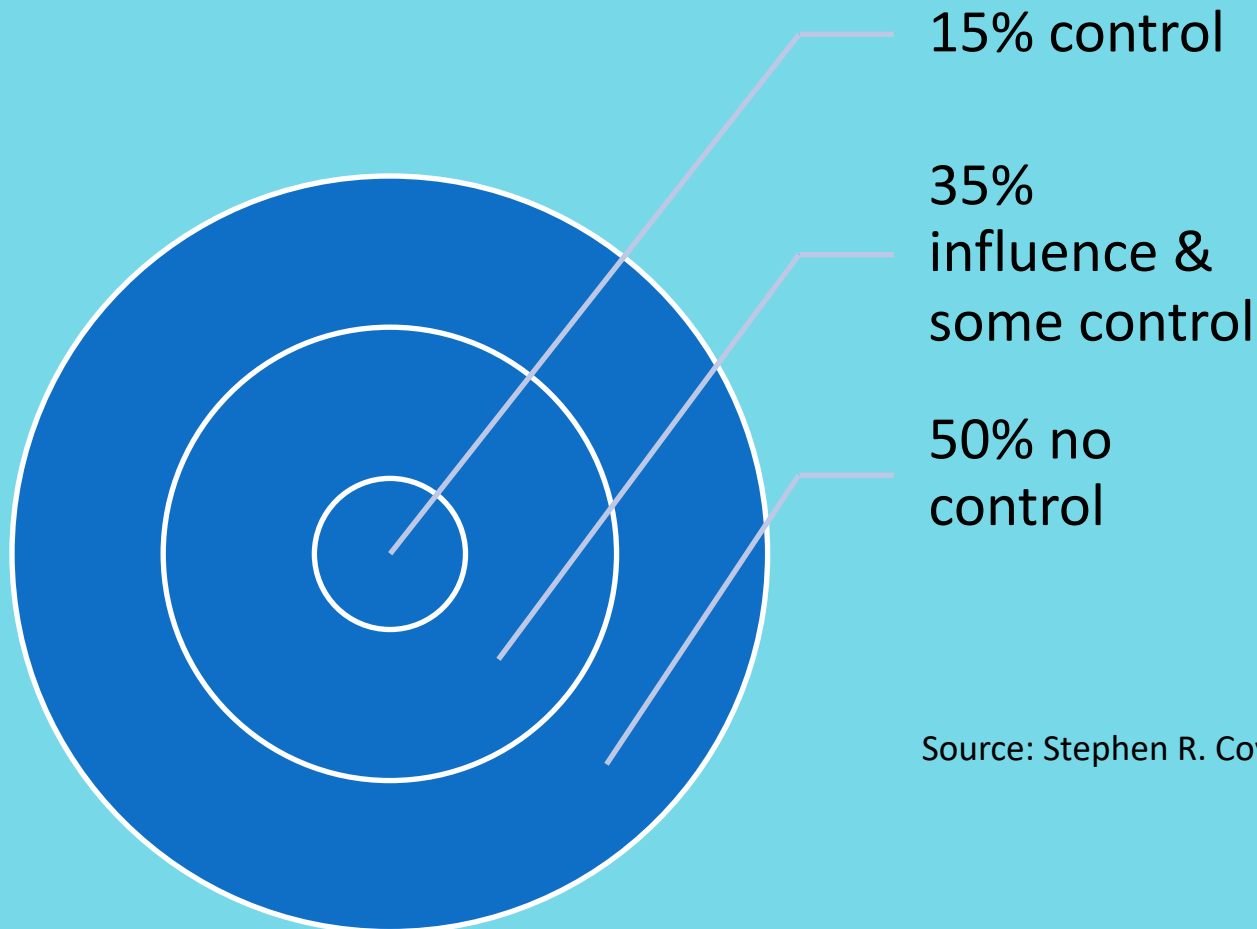
# Self-care is unique to the individual...



# No One Size Fits All



# Consider Your “Sphere of Influence & Control”



Source: Stephen R. Covey



# Stay Positive: Mindset Matters

Optimism is a burnout prevention strategy

Which wolf do you feed?



Inside each of us is a battle of 2 wolves ~ one is filled with fear, jealousy, inferiority... And the other is filled with joy, peace, love, humility, kindness.

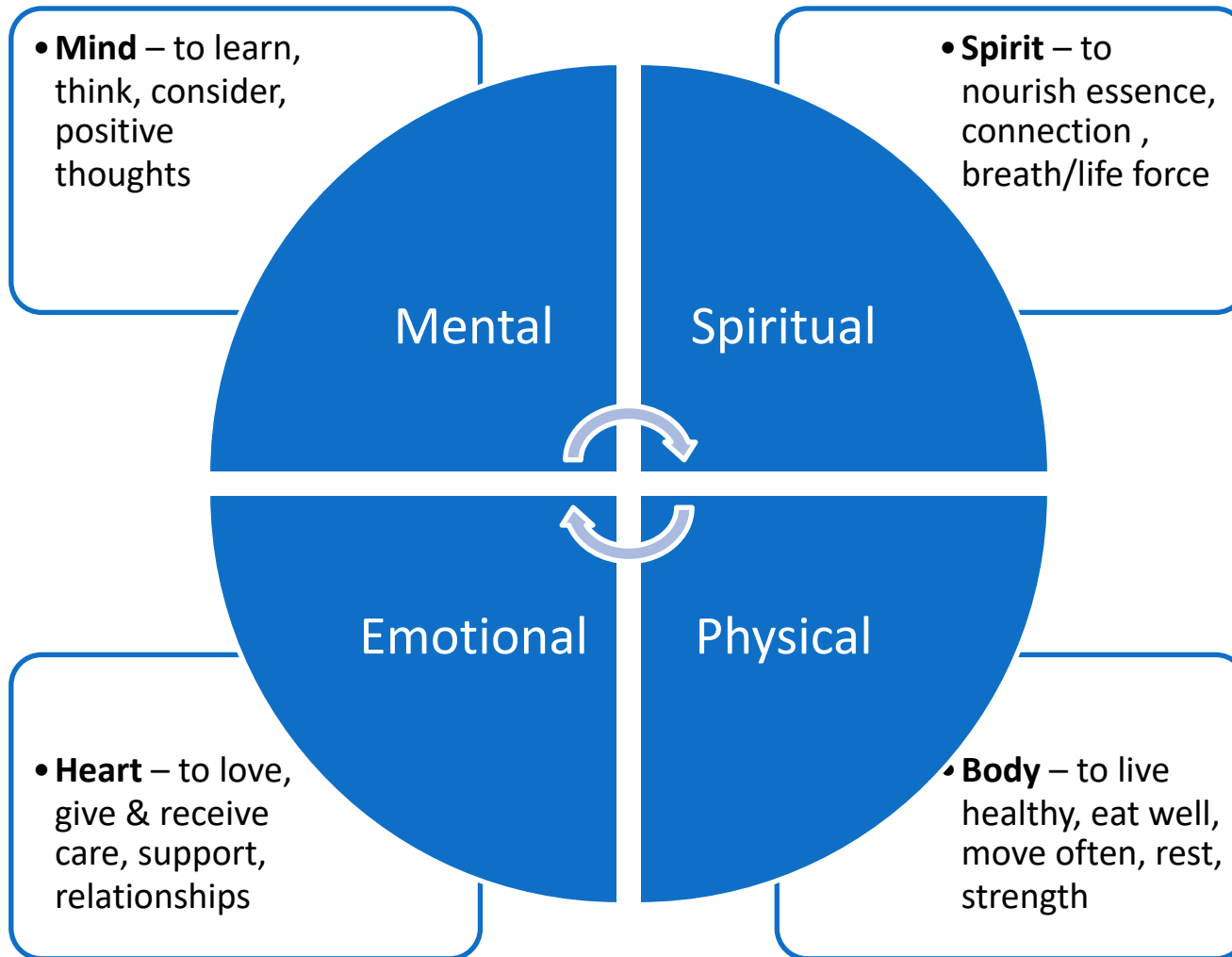
*Which one wins?*

*The one you feed.*

*Indigenous legend*

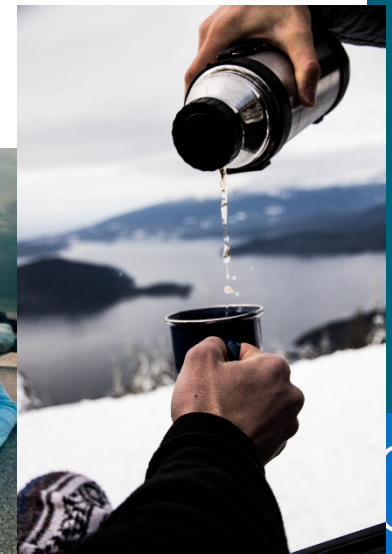
# Whole Person Self-Care

## Mind, Body, Heart & Spirit



# 4 Self-Care Essentials

- Get **enough rest and sleep** (min. 7-8 hours night)
- Eat a **healthy diet** (that gives you energy – fruits, vegetables, complex carbohydrates *and* stay hydrated)
- Regular **exercise (movement)** (daily)
- **Social support** – time with family, friends, receiving



# The challenge is when we feel stressed...



# Rest Your Nervous System

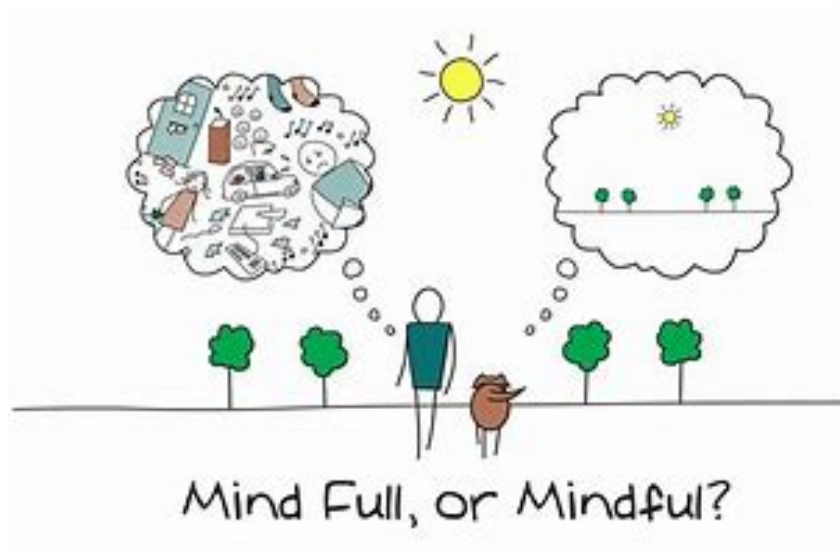
## Stress triggers a response...

- Fight
- Flight
- Freeze

## Your nervous system...

Sympathetic NS – gas pedal

Parasympethetic NS - brake



Mindfulness. Meditation. Rest. Sleep. Unplug. Breathe. Time in Nature. Journal. *Give your mind, body & emotions a break!* Breathe.

**Regulate, on purpose, your central nervous system.**

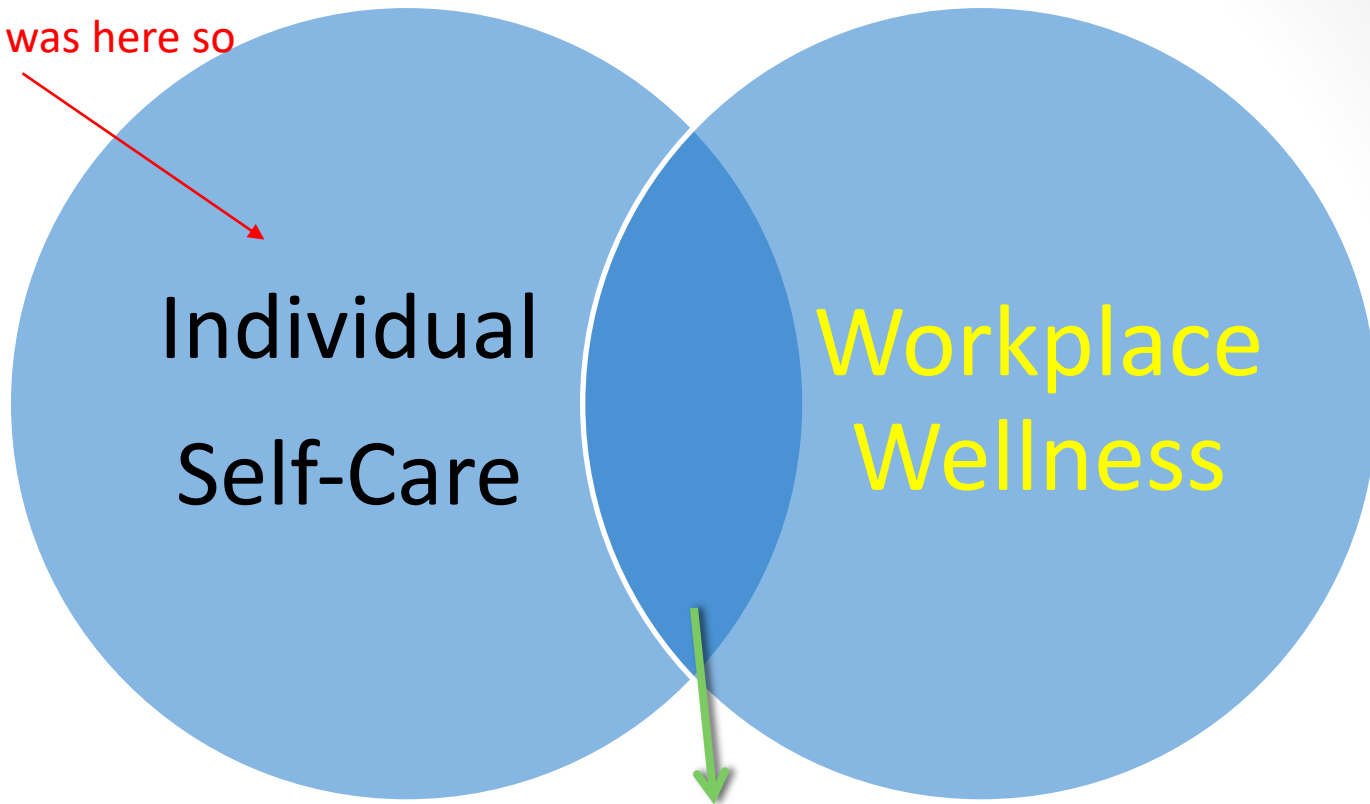
# ABC's of Self-Care

- **A**wareness
- **B**alance
- **C**onnection



Source: Dr. Laurie Pearlman & Karen Saakvitne

Our focus was here so far



Individual  
Self-Care

Workplace  
Wellness

The interface between the two

**Burnout Prevention is a shared responsibility  
between individuals and their employer!**

Stress management requires multiple levels of attention & intervention!

# Mental Wellness at Work

What can organizations do to promote employee well-being and mental wellness at work?

- Effective Leadership/Management
- Good Communication
- Conflict Resolution
- Team Work/Peer Support/Consultation
- Rewards, Praise & Recognition
- Professional Development
- Respect & Trust
- Workload Management
- Work-Life Balance
- *Understand Stress Management & Burnout Prevention at Workplace Level*





# Taking a Stand, For Taking Action

What is one new thing that you *know* that if you did in a *regular* way would help you reduce stress and prevent burnout as a planner?

Individually?

In your workplace?



**Make Self-Care a Priority! (nobody else can do this for you)**

Know what your aiming for  
when it comes to your own  
mental wellness.

Thank you.



# I welcome hearing from you!

**Lynda Monk, MSW, RSW, CPCC**

[thrive@lyndamonk.com](mailto:thrive@lyndamonk.com)

**Website:** <http://lyndamonk.com>

**Phone:** 250-653-2085



I provide training & coaching in the areas  
stress resilience, burnout prevention & wellness at work.

 **Thrive** Training  
& Coaching



**PIBC** PLANNING  
INSTITUTE  
OF BRITISH COLUMBIA

*FORWARD THINKING  
SHAPING COMMUNITIES*

# Thank You!

## Friendly CPL Reminder

Log in online & record your 1.5 CPL units earned today!

### UPCOMING WEBINARS

**April 29<sup>th</sup>**

**Legal Update: Water & Land & Trees, oh MY!**

**May 13<sup>th</sup>**

**Policy Update from the Ministry of Municipal Affairs & Housing  
(Development Approval Process Review, Secondary Suites, Housing Needs Report and  
More!)**