



Good Morning!

A question for you;

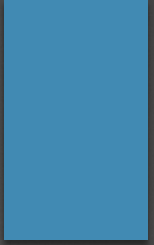
When do you need to call on this thing called resiliency?



RESILIENCY

“History reminds us that, over the course of a lifetime, most notable men and women have encountered periods of rough going. They have had to face daunting obstacles and endure failure or setbacks...how we respond to these challenges...afterward, with reflection, transforms us, shapes our future, and that of people around us.”

(Cooper and Sawaf, 1997)

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- ▶ The way we respond to obstacles or failures is important to our lives and to our work.
 - ▶ The manner in which we respond will affect people around us and if in leadership positions, will affect the organization.

How do you respond to extreme setbacks?

- Explode
- Emotional Tantrum
- Implode
- Shut Down
- Blame
- Go Numb

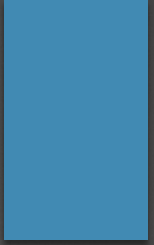
Or, do you cope and rebound?

Resilient People Have an Advantage

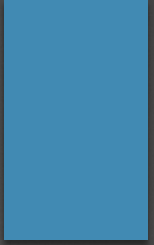
- Leadership
- Retention
- Hiring
- Learning on the Job
- Illnesses
- Difficult Situations
- Responsibility

Resilient People;

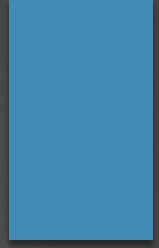
- ▶ Orient more quickly to new realities
- ▶ Cope with change in more functional ways
- ▶ Spiral Upward
- ▶ Become stronger than before



Blaming others will block you from
bouncing back.



Blaming organizations, the government, administrators, any person or group will keep you in a non-resilient victim state.



Resilient and Resiliency Refer to the Ability to;

- ▶ Cope well with high levels of disruptive change
- ▶ Bounce back from setbacks
- ▶ Overcome adversity
- ▶ Change to new situation when old is no longer possible

When do we need to call on resilience?

- ▶ Chronic Problems
- ▶ Frequent Stress
- ▶ Personal in Nature
- ▶ Lost Mission
- ▶ Factors of Isolation

Moving Beyond

- ▶ Informing
- ▶ Reflecting
- ▶ Seeking
- ▶ Escaping



Living Resiliency as a Culture

- ▶ Having the ability to view oneself as resilient
- ▶ Viewing oneself as having the ability to recover
- ▶ Our language indicates our expectation

Resiliency is Clusters of Skills

- ▶ Cultural
- ▶ Self-Efficacy
- ▶ Problem Solving
- ▶ Social Competencies



People Who are Resilient

Paradoxical Personality Traits

- ▶ Paradoxical complexity increases resiliency and emotional intelligence
- ▶ Optimistic thinking with practical pessimism
- ▶ Both/And

Counterbalanced Traits

- ▶ Extroverted and Introverted
- ▶ Thoughtful and Outgoing
- ▶ Serious and Humorous
- ▶ Self-Confident and Self-Critical
- ▶ Hardworking and Doing Nothing

Being Flexible

- ▶ Adaptable
- ▶ Thriving
- ▶ Creation of Good Luck



Some Research

Rotter's Research

- ▶ Internal/External Control
- ▶ Both sets of beliefs are self-validating and self-fulfilling

Worry

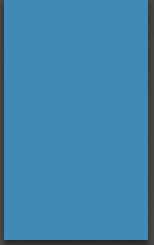
- ▶ Worry has a relationship to fear, confusion and poor decision making when faced with complex problems.
- ▶ Worry is not compatible with successful leadership.

(Borkovee, Wilkinson, Folensbe and Lerman (1983))

Learned Helplessness

- ▶ A perceived inability to surmount failure
- ▶ Loss of perceived control over adverse events

(Dinner & Dweck, 1978 and Stolz, 1997)

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- ▶ Studies of learned helplessness in children have shown distinct difference in verbal action about the potential outcome of a problem.

(Diener & Dweck, 1978)

Expectancy for Success

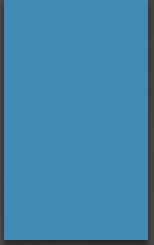
- ▶ Expectancy for success is a belief held by an individual that in most situations they would be able to obtain their desired goals.
- ▶ Those who have a higher tolerance for ambiguity, have a higher expectancy for success.

(Fiber & Hale, 1978)

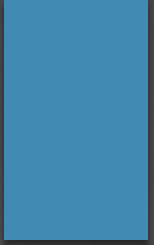
Hope

- ▶ The role of hope in sports achievement has been studied in its relationship to resiliency.
- ▶ Hope predicts athletic outcome.
- ▶ Visualization as a means of expectancy for success also predicts outcome.

(Curry, Snyder, Cook, and Rehm, 1997)

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- ▶ Hope is critical to perception that goals can be met.
 - ▶ Higher hope people manifest a sense of well-being and cope more effectively.

(Snyder, 1994)

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- ▶ High hope people have a mindset that they will solve problems, describe social support networks.
 - ▶ They laugh a lot, use humor to cope, and have the ability to laugh at themselves and predicaments.



High hope is related to prayer or similar prayer-like activities that increase mental energy.

Self-Efficacy

- ▶ Self-efficacy is a key concept in social learning theory.
- ▶ Self-efficacy is a judgement of how well one can execute needed actions required to deal with situations.

(Bandaranaike, 1977, 1982)

Those Who are Not

▶ Dwell in Negative Emotions

- Fear
- Anger
- Anxiety
- Helplessness
- Hopelessness
- Worry

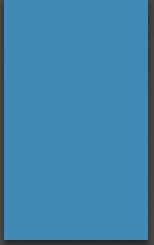
▶ People of Low Hope

A Language of Hopelessness



Some Thoughts in Summary

- ▶ Resiliency is related to:
 - ▶ Leadership
 - ▶ Individual Success
 - ▶ Organizational Success
 - ▶ Character
 - ▶ Emotional Intelligence

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- ▶ The pain in the situation can wake you up to the truth.
 - ▶ Finding and using the good hidden in bad times.

Critical Features

- ▶ Self Talk
- ▶ Visualization
- ▶ Expectation for Success



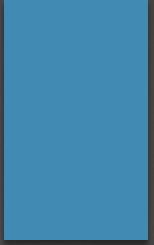
People are more successful if they
are resilient.

Some Keys

- ▶ Practice forgiveness
- ▶ Be a person of high hope
- ▶ Be a person of grace and gratitude – gratitude will open you up and build a foundation for resiliency
- ▶ Use stop symbols – negative self talk, anxiety, worry, self pity and victimization

Final Thought

- ▶ Resiliency is about more than bouncing back from adversity, it is about;
 - Acting out of our beliefs
 - Flexibility in reasoning
 - Openness to others' knowledge
 - Focus on a goal
- ▶ As a result, better leaders and better organizations.



When you think back on your years in leadership, what are some general thoughts you have on resiliency?