RESILIENT LEADERSHIP: Building an Workforce Culture of Resilience

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GOAL:
TO BUILD A RESILIENT WORKFORCE
BY CREATING A “CULTURE OF RESILIENCE”
THROUGH LEADERSHIP
Resilient vs Traditional Leadership

- Resilient Leadership
  - Promote Resilience in Others
  - Build a “Culture of Resilience”

- Traditional Leadership
  - Provide Guidance, Foster Followership
Consistent with Gladwell’s “Law of the Few,” the key to creating a resilient culture is training first line managers how to be resilient leaders. Resilient Leaders can create the “tipping point” that changes an entire culture.

(Gladwell, M., 2000, Tipping point. NY: Little Brown.)
FOUNDATIONS

• Request from Hong Kong in preparation for 2008 Olympics.
• Empirically based in “causal modeling” research initiated in early 1990s, and is ongoing.
• Reviews of ancient manuals of war and conquest.
• Resilient Leadership module initially taught at Hong Kong Hospital Authority and the FBI National Academy.
• Interviews and surveys with elite military and law enforcement personnel.
• Analyses on data generated by >60 historians on what makes effective crisis leadership.
• Application framework used based on 40 years of investigation in social learning (Bandura)
WHAT IS RESILIENCE?

The ability to withstand, adapt to, or rebound from, extreme challenges or adversity.
Johns Hopkins University

RESISTENCE, RESILIENCE, RECOVERY

An outcome-driven continuum of care

Build Resistance

“immunity”

Enhance Resiliency

“rebound”

Speed Recovery

treatment & rehab

WHERE DOES HUMAN RESILIENCE RESIDE?
The theoretical...

The construction of an effective clinical science is necessarily predicated upon a firm theoretical base.

--T. Millon

There is nothing so practical as a good theory.

--Kurt Lewin
THEORETICAL MODEL – Cognitive Primacy

“*It’s not what happens to you that matters, it’s how you take it.*”
-Hans Selye, MD, PhD, DSc

“Men are disturbed, not by things, but the views that they take of them.”
-Epictetus
CONCLUSION: Stressors exert pathogenic effects via cognitive/affective complex.
Statistical
The goal of regression analysis is to determine the values of parameters for a function that cause the function to best fit a set of data observations. In linear regression, the function is a linear (straight-line) equation.

- **Job Control**: 0.18
- **Workload**: 0.27
- **Qualifications**: 0.09
- **Affiliation**: 0.13
- **Cognitive, Affective Indicia**: 0.60
- **Psycho-physiological Symptoms**: 0.50
- **General Illness @ 1 year**: 0.60

Randomly selected sample of 4000/≈266,000 AICPA members
1509 respondents
A CAUSAL MODELING ANALYSIS

Randomly selected sample of 563/2500 of 91,000 individuals employed in the public accounting and financial professions.

EQS structural modeling tests using LISREL Goodness of Fit Index.

The essential statistical assumption of LISREL analysis is that random quantities within the model are distributed in a form belonging to the family of elliptical distributions.

Coefficients listed below are structural path coefficients.
Figure 2: Stress Model Standardized Path Coefficient n-491

Paths between each latent construct and its indicators are omitted for ease of diagramming and interpretability (see Table 4 for these relations).

Double-headed arrows represent covariance between independent factors (all significant @ p<.01); **significant @ p<.05; ***significant @ p<.01
“There is nothing so powerful as the well-phrased question.”

Henry Murray, MD, PhD
The purpose of psychological testing is to ask a question that uncovers the essence of the person.

David C. McClelland, PhD
1. What is the key to being immune to stress?
• Positive attitude: 30%;
• Training: 28%;
• Healthy lifestyle: 28%;
2. What is the key to bouncing back from excessive stress?

- Positive Attitude: 33%
- Having an outlet, hobby: 26%
- Support network, including **leadership**: 25%
3. What is your greatest strength (*key to success*)?

- Work ethic: 30%
- Tenacity: 29%
- Positive attitude: 22%
4. If most people have a weakness that makes them vulnerable to excessive stress, what is it?

- Lack of perspective: 41% (lack of tenacity, lack of preparation)
- Negative attitude: 24%
5. What is the key to motivating people to help them be successful?

- Encouragement (Leadership): 44%
- Lead by example: 22%
- Training and experience: 18%
Navy SEALs

- Attitude
- Interpersonal support
- Training
Those who fail to read about the past are doomed to repeat it.

George Santayana
6 Qualities of Resilient People
(Everly, 2009, from Desiderius Erasmus, A Guide for the Righteous Protector,
1501; Sun Tzu, The Art of War)

1. Optimism, Faith
2. Integrity
3. Social support
4. Decisive (attempt to control only those things over which they have control). Take responsibility
5. Perseverance, tenacious
6. Exercise self-control
HOW IS A RESILIENT CULTURE BEST CULTIVATED WITHIN THE WORKFORCE?
Resilient Leadership

*Resilient leadership* is the term used to describe those leadership behaviors that help *others* withstand crisis, adapt to, or rebound from, adversity.
THE INFLUENCE OF POOR LEADERSHIP ON THE WORKFORCE

- Role Conflict
- Role Overload
- Leadership / Role Ambiguity

Paths between each latent construct and its indicators are omitted for ease of diagramming and interpretability.

* covariance between independent factors (all significant @ p<.01); ***significant @ p<.01
Resilient Leadership...
Is the type of leadership that relentlessly searches for the opportunity in hardship and in crisis.

“Never waste a good crisis!”
Resilient Leadership is the embodiment of the mantra...
“Strength & Honor”
Two Covenants of Resilient Leadership (and the new mantra of leadership):

1. *Strength* &
2. *Honor*

*Mantra from movie The Gladiator*
Modern Variation on the Theme of Strength & Honor = “Authentic” Leadership

• These covenants were rediscovered 2500 years later. A review of leadership in high risk, often life and death, situations, called “in extremis” situations, by Thomas Kolditz and Donna Brazil is of particular interest.

• They conclude that “authentic” leadership is most effective in crisis.
Strength & Honor = “Authentic” Leadership (cont.)

- Authentic leaders are confident, optimistic, and possess high moral character and ethical reasoning. \((\text{HONOR})\)

- These leaders provide purpose, motivation, and decisive direction “in extremis” (highly stressful) conditions. \((\text{STRENGTH})\)

- They are most likely to create loyalty, obedience, admiration, and respect.

- Authentic leaders seem to exert much of their effectiveness by making their followers feel safe. They ease fear and provide hope for those who follow; safety is based in trust, and trust in honor and integrity.
Each covenant consists of two pillars, or characteristic components,…

- **Strength** consists of
  - Optimism, Positive Vision; Self-fulfilling Prophecy
  - Bold Decisive Action/Performance; Perseverance; Taking Responsibility

- **Honor** is cultivated via
  - Integrity, Ethical Behavior
  - Open Communications
A PEDAGOGICAL FRAMEWORK FOR LEADERS TO CREATE A “CULTURE OF RESILIENCE”
Self-efficacy

• Self-efficacy is the belief that one is an effective agent of change. It is a directed form of self-confidence.

• The goal of the resilient leader is to help others develop self-efficacy.
“People guide their lives by their beliefs of personal efficacy”

Albert Bandura
Such beliefs influence ...

1. the **courses of action** people choose to pursue,
2. **how much effort** they put forth in given endeavors,
3. **how long** they will persevere in the face of obstacles and failures,
4. their **resilience** to adversity,
5. whether their thought patterns are self-hindering or self-aiding,
6. how much stress and depression they experience in coping with taxing environmental demands,
7. the level of accomplishments they realize

-Albert Bandura
How to Build Self-efficacy

I. Resilience by doing. Allow people have success. Using successive approximation, allow people to develop an increasing sense of self-efficacy realized via their own agency.

II. Vicarious resilience. Assign people to successful workgroups or projects so they can experience a sense of shared success.

III. Resiliency via interpersonal support: encouragement, coaching, mentoring. Find positive people to provide support. Use a “buddy system.” Create surveillance systems and “safety nets.”

IV. Physiologic self-regulation. Teach people to mitigate stress arousal.

EVERLY-STROUSE
Leadership Scorecard

1. Optimistic, visionary leadership
   Low                   1 2 3 4 5                High

2. Decisive action
   Hesitant/Impulsive    1 2 3 4 5               Bold, decisive

3. Honesty, integrity, ethical behavior
   Dishonest            1 2 3 4 5                Honest

4. Open communications
   Secretive            1 2 3 4 5                Open
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UMBC Training Centers Consortium

RESILIENT LEADERSHIP

RESILIENT LEADERSHIP
CHARACTERISTICS

RESILIENT MOMENT
COMMUNICATIONS

PSYCHOLOGICAL
BODY ARMOR
Psychological first aid (PFA) may be defined as a compassionate and supportive presence designed to mitigate acute distress and assess the need for continued mental health care (Everly & Flynn, 2005)

“Just remember...if the world didn't suck, we'd all fall off.”

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