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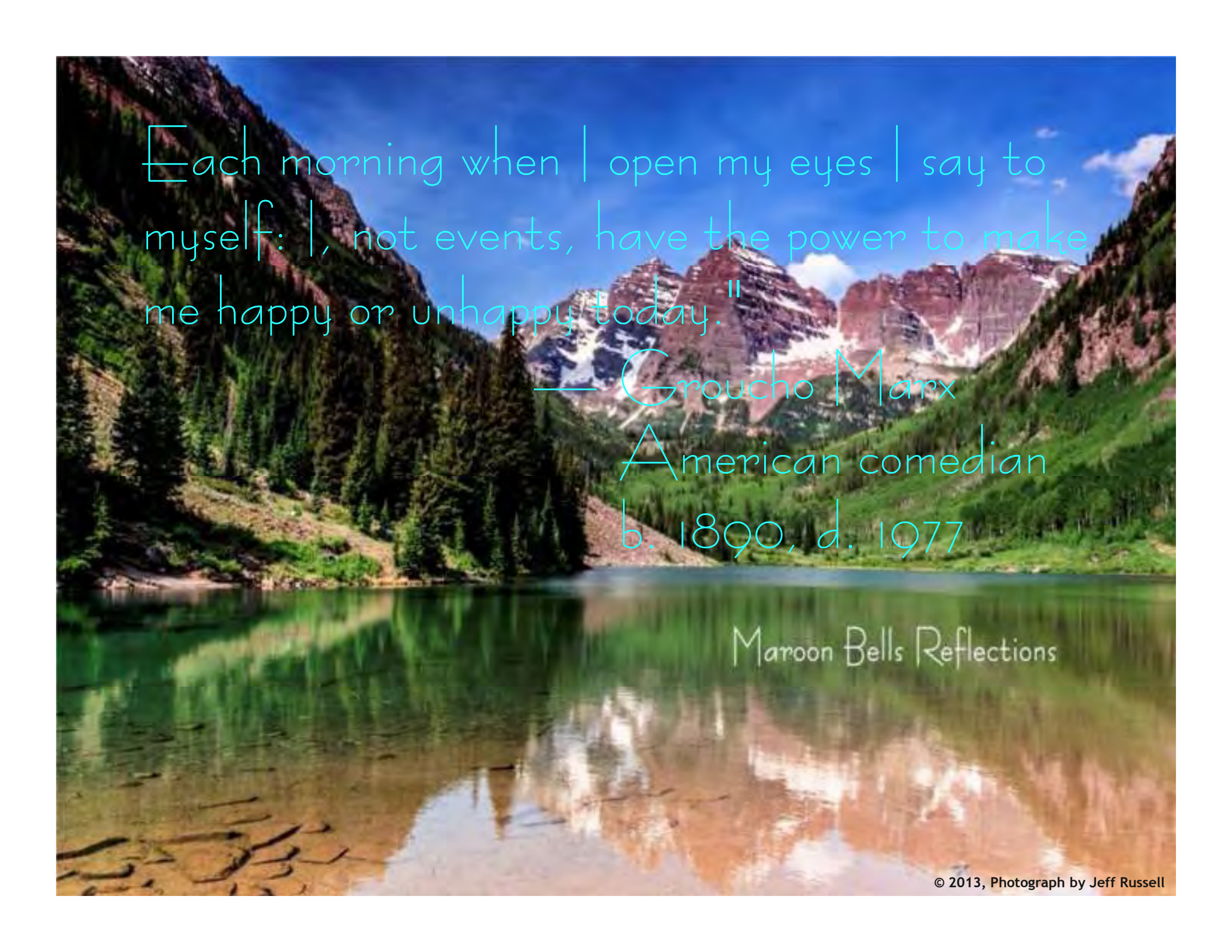
# Developing Resilience in an Age of Uncertainty

Leadership Strategies for Helping People  
Navigate Life's Uncertainties



With Jeffrey Russell  
Co-Director

*Concordia Sunset - St. John, U.S. Virgin Islands*



Each morning when I open my eyes I say to myself: I, not events, have the power to make me happy or unhappy today."

— Groucho Marx  
American comedian  
b. 1890, d. 1977

Maroon Bells Reflections



# Nelson Mandela

- 1918, born in a rural black township of South Africa.
- Father's death lands him in the care of a powerful relative.
- Runs away from his guardian to avoid an arranged marriage, he apprentices to a law firm — where he is exposed to the injustices of apartheid. Studies law and becomes an attorney.
- He shuns a comfortable life to take up the cause of democratic nonviolent revolution against apartheid.
- Government brutally crushes democratic efforts, bans ANC, and arrests Mandela.
- Incarcerated for 27 years in Robben Island Prison.
- Declares: “**Any man or institution who tries to rob me of my dignity will lose.**”
- Organizes an “Island University” where work details and recreational breaks become classrooms in philosophy, history, economics, politics, literature, etc.
- 1989 begins secret negotiations with government for his release and the peaceful transition to democracy.
- 1990 first democratically elected President of South Africa.

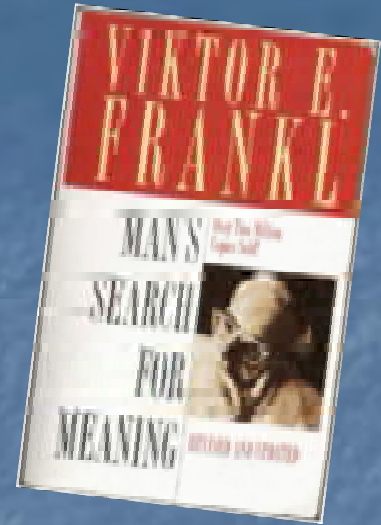
# Harriet Tubman



- Harriet Ross was born into slavery in 1819 or 1820.
- Raised under brutal conditions, subjected to whippings as a small child. At the age of 12 she was seriously injured by a white overseer when she refused to help tie up a man who had attempted escape.
- Marries John Tubman at 25. Five years later leaves her husband and escapes slavery when she feared she would be sold South.
- Given a piece of paper by a white neighbor with two names, and told how to find the first house on her path to freedom. Travels the Underground Rail Road to Philadelphia where she meets William Still.
- Begins relocating members of her family to St. Catherines, Ontario.
- Personally guides more than 300 person to freedom as a Conductor on the Underground Rail Road.
- During the Civil War, Tubman served as a soldier, spy, and a nurse.
- After the Civil War, moves to Auburn, New York . . . Where she began her work for the rights of women.

# Viktor Frankl — 1905-1997

- Born in Vienna, Austria. At age 4 wanted to become a doctor.
- 1928 organizes free counseling centers for youth in Vienna.
- 1930 earns his doctorate in medicine. Continues training in neurology and runs psychiatric unit.
- 1938 Nazis invade Austria. He applies for a VISA to the U.S. — but decides to stay to care for his elderly parents.
- 1942 appointed director of neurological unit at the only Jewish hospital in Vienna. He begins writing The Doctor and the Soul.
- 1942: He marries, but soon his entire extended family is arrested and deported to the camps. His wife, parents, and brother all perish in the camps. Of his family, only his sister survives.
- His manuscript is destroyed upon arriving at a concentration camp. Helps organize a camp lecture series and concert performances.
- Succumbs to Typhoid fever. Stays alive by focusing on reconstructing his manuscript on stolen pieces of paper.
- Transported to the Turkheim camp, liberated by the Americans in 1945.
- Publishes his reconstructed book and then writes Man's Search for Meaning in only nine days — selling over 5 million copies in U.S. alone.



# Helen Keller – 1880 - 1968

- At 19 months, she lost her vision and hearing due to a high fever.
- Helen hung on to her mother's skirt to get around and used her hands to feel what others were doing and recognized people by touching their faces and clothes.
- She made up more than 60 "signs" that she used to communicate to her family.
- As she grew older and found it more difficult to communicate with others she became more and more frustrated and angry. She would throw temper tantrums.
- Anne Sullivan arrived at Keller's house in March 1887, and immediately began to teach Helen to communicate by spelling words into her hand.
- Helen attended college with Anne spelling out teachers' words in her hand. While at college, Helen writes "The Story of My Life." With earnings from her book she becomes independent for the first time.
- She was the first deaf/blind graduate of Radcliffe College.
- Helen travelled the world lecturing and raising money for a variety of causes.



# Malala Yousafzai

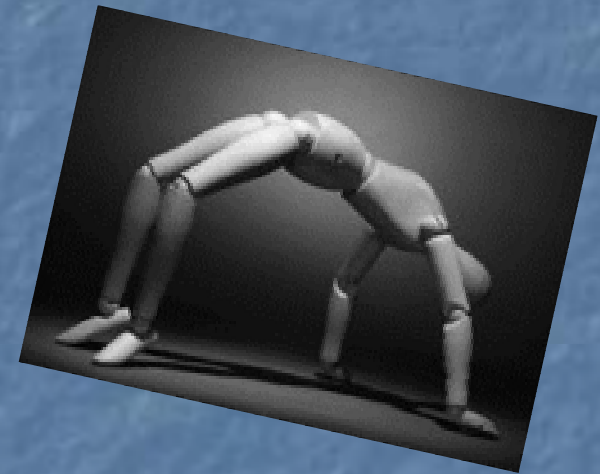


- A Pakistani teenager and activist fighting for women's rights after the Taliban banned girls from attending school. In 2009, when she was only 11 she wrote a blog for the BBC detailing her life under the Taliban.
- On Oct. 9, 2012, a gunman stepped onto her school bus and asked for Malala by name, pointed a gun at her head and fired. One bullet hit the left side of her forehead, traveled under her skin the length of her face and then into her shoulder.
- She remained unconscious and in critical condition for several days, but later her condition improved and she was sent to a hospital in England. The Taliban reiterated its intent to kill her and her father.
- Last year she spoke before the U.N., met with Queen Elizabeth, and last October she met with President Obama. During that meeting, she confronted him on his use of drone strikes in Pakistan.
- In her speech to the U.N. she said: "*The terrorists thought they would change my aims and stop my ambitions, but nothing changed in my life except this: weakness, fear and hopelessness died. Strength, power and courage was born.*"



# Resilience: re-sil-i-ence, *n*

- . . . the ability to recover from or adjust easily to misfortune or change.
- . . . the capability of a strained body to recover its size and shape — to bounce back — after being subjected to adversity or stress.



# What Resilience Looks Like . . .

Resilient people . . .

- View problems and challenges as opportunities.
- Learn from their mistakes/failures.
- Succeed despite their hardships.
- Seek out new and challenging experiences.



# What Resilience Looks Like . . .

Resilient people . . .

- Don't let anxiety and doubts overwhelm them.
- Have a sense of humor and realistic optimism under stress.
- Don't feel shame or depression in the face of failure.
- Transform helplessness into power.
- Move from being a victim to being a survivor.



# Without Resilience . . .

Our anxiety, self-doubt, confusion, frustration can . . .

- erode our personal effectiveness and job performance
- create higher levels of mistrust and resistance
- negatively affect our personal health and well-being
- decrease our ability to find the “hidden opportunity” that is essential if we are to make the change work for ourselves and the organization
- stifle our creativity, innovation, and problem solving capacities
- make the next challenge, setback, or loss that much harder . . .

# With Resilience . . .

## We are more able to . . .

- view change as an opportunity for learning and growth
- discover the “upside” of every change – no matter how difficult or traumatic
- shape or influence the change such that it works *with* and *for* us
- handle multiple challenges and changes simultaneously

# With Resilience . . .

## We are more able to . . .

- help others through a change, loss, setbacks
- view setbacks not as fatal personal flaws or failures – but as temporary states
- have the capacity to see beyond the stress, anxiety, confusion, and frustration of the moment
- view the larger picture and grander vision of the present and emerging future
- Remain calm and centered (mindful) - which enables us to respond professionally in challenging situations

# The Journey Through Change

As we (individually and organizationally) move from *stability* to *chaos*, there is a greater need for resilience.

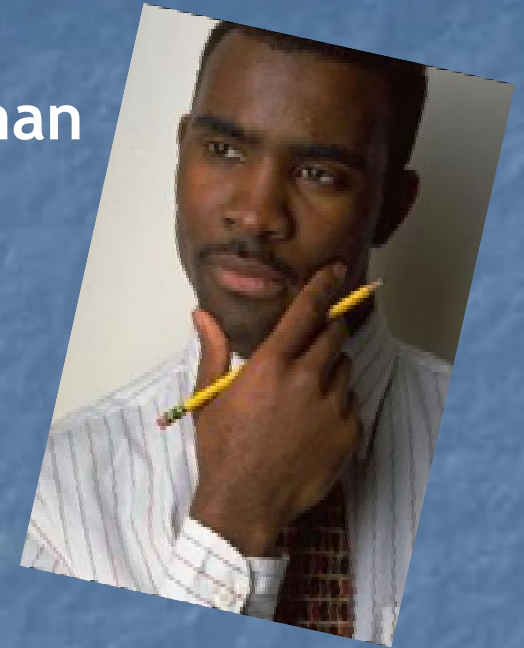
Resilience gives us the capacity to move from *chaos* to *stability*.



*Leading Change* model from *Change Basics*, Jeff and Linda Russell, (ASTD Press, 2006)

# Resilience is a Mindset . . .

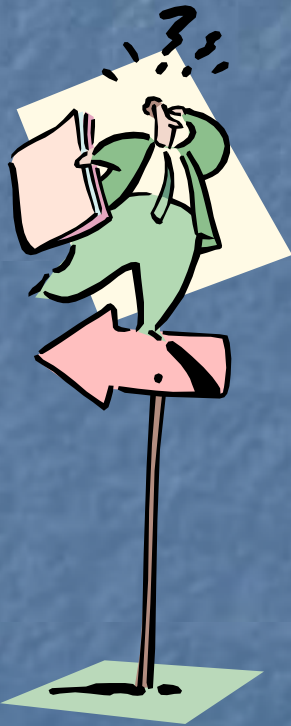
- Resilience is less about who we are than about how we **think**.
- Our mindsets or “**mental models**” directly influence and shape how we view the world and how we view ourselves in the world.
- This view of self, in turn, influences how we **respond** (our behaviors) to adversity and stress — with a healthy/productive response or an unhealthy/unproductive response.
- The strength of our resilience mindset and the force of our behaviors enable us to, in turn, influence or **shape our environment**.





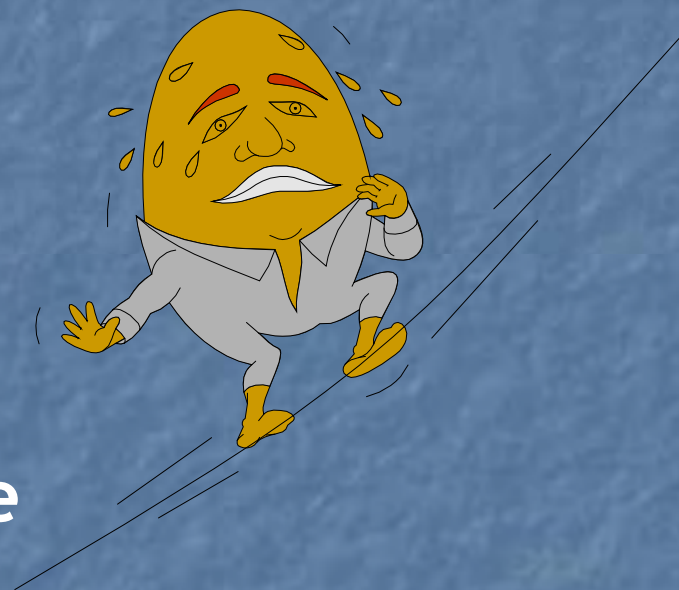
# Human Nature . . .

1. People want to maintain control over their lives.
2. People develop self-confidence and psychological health by building stable and effective relationships with others.
3. Our sense of control, comfort, and well-being results from the degree of certainty we have about our life and our future.
4. Change disrupts our ability to predict what's in store for us.
5. The more a change disrupts our ability to envision our future, the greater our confusion, fear, anxiety, and self-doubt.
6. Resilience enables us to survive in a radically changing world . . .




# Resilience Dimensions

- Self-Assurance
- Personal Vision
- Flexibility
- Organized
- Problem Solver
- Interpersonal Competence
- Socially Connected
- Proactive



# First Dimension: Self-Assurance

- Viewing the world as complex and challenging . . . But filled with opportunity.
- Holding a positive self-perception.
- Confident in one's ability to meet any challenge with hope and realistic optimism.



You gain strength, courage and confidence by every experience in which you really stop to look fear in the face. You *must* do the thing you think you cannot do.

— Eleanor Roosevelt  
American stateswoman  
b. 1884, d. 1962

# Second Dimension: Personal Vision/Purpose

- Knowing what you believe in.
- Having a clear vision of what you want to accomplish/achieve.
- Approaching adversity and stress with a sense of hope.
- Belief and purpose carries you forward into life.

A vibrant landscape of rolling hills covered in yellow wildflowers under a clear blue sky. The foreground is filled with a dense field of bright yellow flowers, likely Black-eyed Susans, interspersed with some purple wildflowers. The hills in the background are also covered in similar yellow flowers, with some green trees and shrubs scattered across the slopes. The sky is a deep, clear blue.

Destiny is no matter of chance. It is a matter  
of choice: It is not a thing to be waited for, it is  
a thing to be achieved.

— William Jennings Bryan  
U.S. statesman and politician  
b. 1860, d. 1925

# Third Dimension: Flexible/Adaptable


- Aware of and sensitive to changes in the environment.
- Able to shift gears in response to what is happening.
- Remaining true to your purpose/vision while making room for other's ideas and opportunities . . .



Blessed are the flexible, for they shall not be bent out of shape.

— Dr. Michael McGriffy





It is not the strongest of the species that survive, nor the most intelligent, but the most responsive to change.

— Charles Darwin

British naturalist

c. 1809-1882

# Fourth Dimension: Organized

- Creating structures and methods to bring order and stability on your own terms.
- Setting realistic goals for yourself.
- Managing the moments with calm and clarity of purpose . . .

A photograph of a sunrise over the Santa Lucia Range. The sun is low on the horizon, partially obscured by a mountain peak, creating a warm, golden glow. The sky is a clear, deep blue. In the foreground, several tall, feathery grasses are silhouetted against the light, with some catching the sun's rays. The overall scene is serene and majestic.

Sunrise over the Santa Lucia Range

Plan your progress carefully; hour-by-hour, day-by-day, month-by-month. Organized activity and maintained enthusiasm are the wellsprings of your power.

— Paul J. Meyer

American businessman, author

# Fifth Dimension: Problem Solver

- Thinking critically and reflectively.
- Viewing impossible problems and challenges as opportunities for learning and growth.
- Collaborating with others.
- Anticipating setbacks and missteps.
- Solving problems for the long-term.
- Viewing failures as opportunities for inspiration.


Wild Surf at Pfeiffer Beach

The greatest glory of living lies not in never falling, but in rising every time you fall.

— Nelson Mandela

South African anti-apartheid activist  
First President of post-apartheid South  
Africa

b. 1918, d.



Success is not final. Failure is not fatal. It is  
the courage to *continue* that makes the  
difference.

— Winston Churchill

British statesman and Prime Minister  
b. 1874, d. 1965

# Sixth Dimension: Interpersonal Competence

- Demonstrating empathy and understanding for others.
- Displaying emotional intelligence – self-awareness, self-control, social awareness, and relationship management
- Being able to laugh at yourself.
- Seeking out others' perspectives.



You may be deceived if you trust too much,  
but you will live in torment if you do not  
trust enough.

— Dr. Frank Crane

Lucas Point, Monterey



# Seventh Dimension: Socially Connected

- Reaching out to others.
- Building bridges, sharing solutions, exploring opportunities together.
- Discovering common ground.
- Contributing to other's welfare — giving of yourself.
- Touching others' hearts . . .

A landscape photograph showing a vibrant green field in the foreground. A low stone wall runs across the middle ground, with a single, well-developed tree standing prominently on the left side of the wall. In the background, rolling hills or mountains are visible under a bright blue sky filled with large, white, fluffy clouds.

Friendship is a sheltering tree.

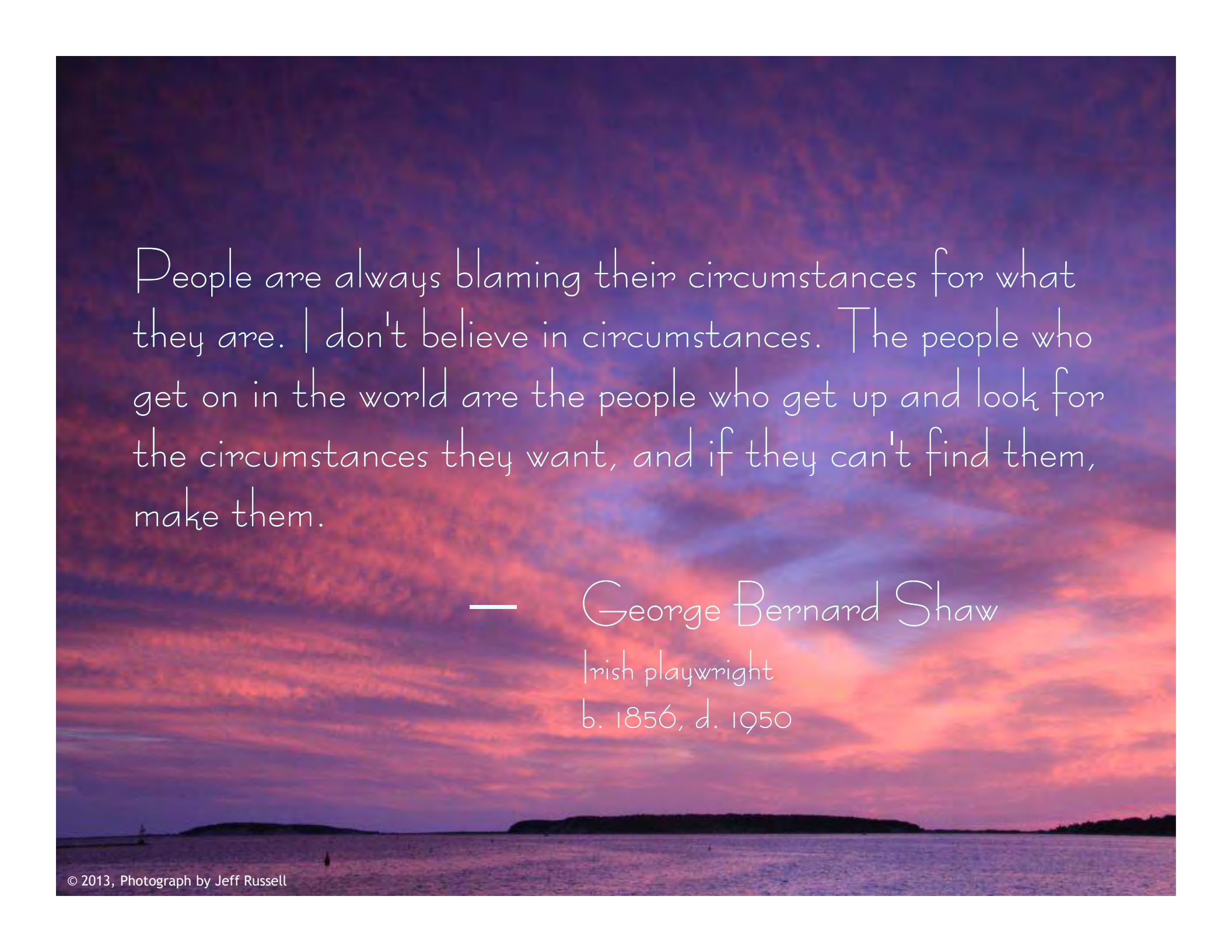
— Samuel Taylor Coleridge

British poet and philosopher (b. 1772, d. 1834)

Edge of the Burren  
County Clare

# Eighth Dimension: Proactive

- Engaging change directly.
- Focusing on – and expanding – your sphere of influence.
- Focusing on actions that you can take vs. waiting for others to act.
- Experiencing small victories . . .
- Leading others through change by setting the example . . .



People are always blaming their circumstances for what they are. I don't believe in circumstances. The people who get on in the world are the people who get up and look for the circumstances they want, and if they can't find them, make them.

— George Bernard Shaw

Irish playwright

b. 1856, d. 1950

Quiet Pool - Plitvice Lakes National Park  
Croatia

We who lived in the concentration camps can remember those who walked through the huts comforting others, giving away their last piece of bread.

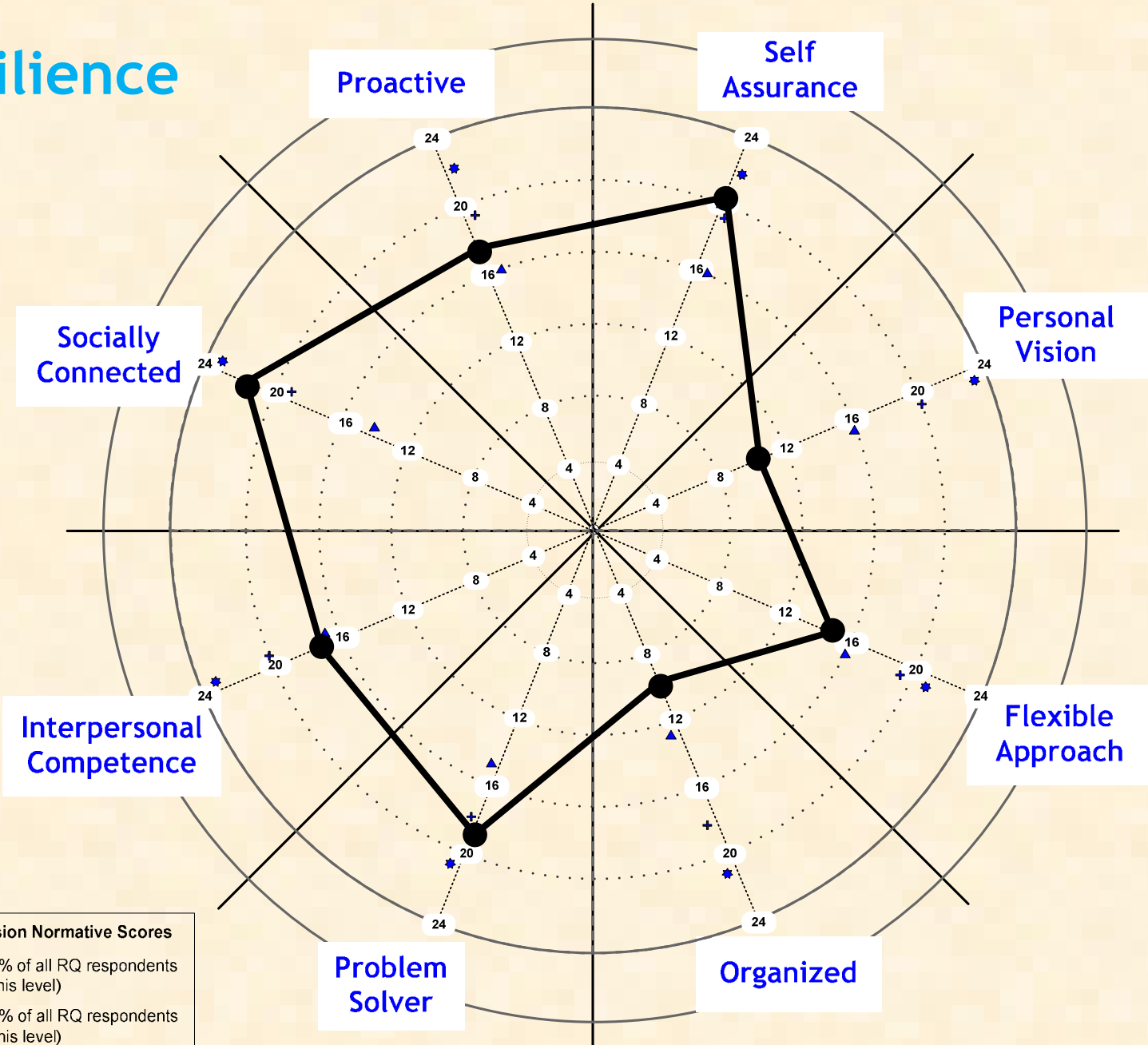
They may have been few in number, but they offer sufficient proof that everything can be taken from a person but one thing: the last of the human freedoms - to choose one's attitude in any given set of circumstances, to choose one's own way.

— Viktor Frankl

Austrian psychiatrist, Holocaust survivor  
b. 1905, d. 1997

Author of "Man's Search for Meaning"

# Your Resilience Quotient



**Legend for RQ Dimension Normative Scores**

- ★ = 90<sup>th</sup> Percentile (10% of all RQ respondents scored at or above this level)
- + = 50<sup>th</sup> Percentile (50% of all RQ respondents scored at or above this level)
- ▲ = 10<sup>th</sup> Percentile (10% of all RQ respondents scored at or below this level)

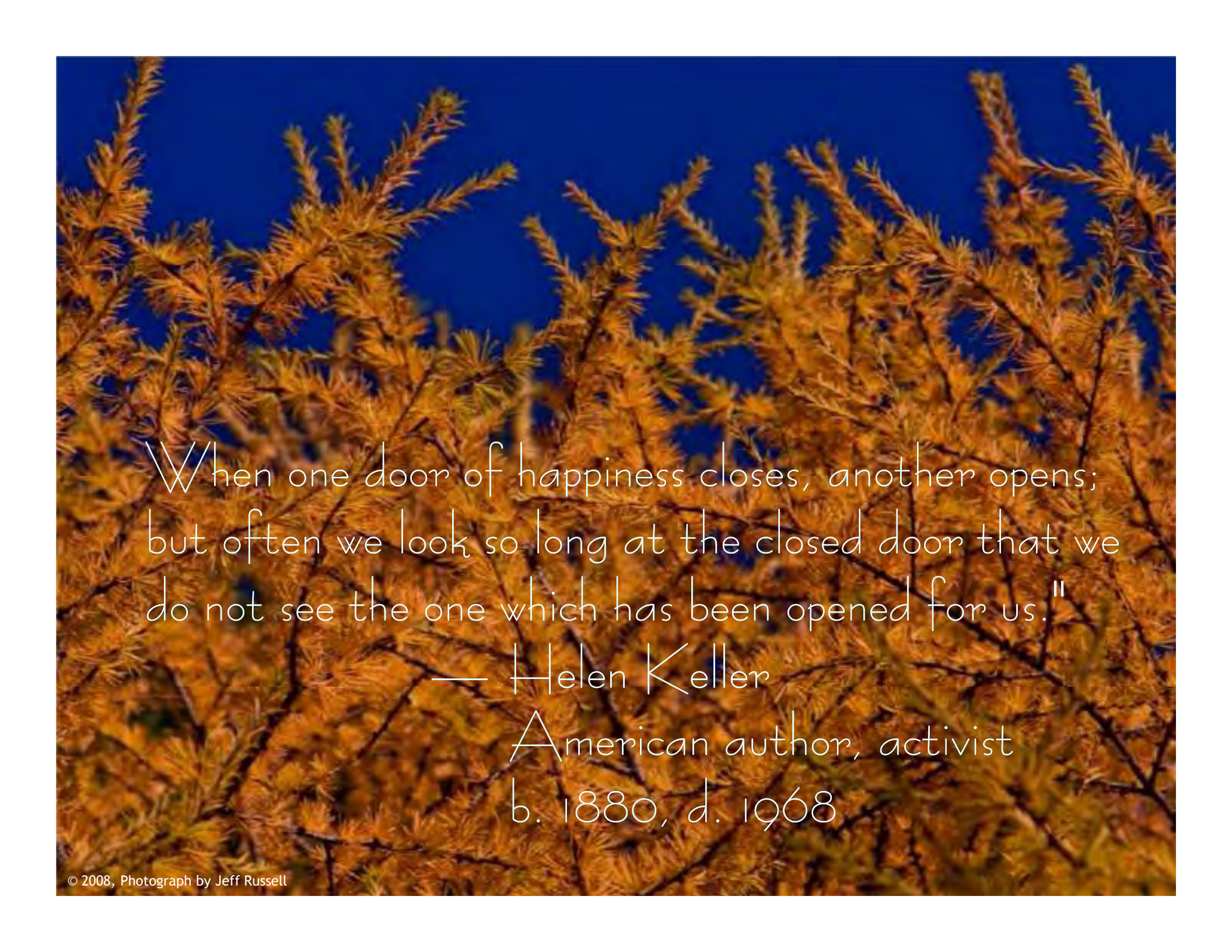
Kalalau Valley  
Na Pali Coast

# *The **Crisis** of Change . . .*



***Danger!***

***Hidden Opportunity***



When one door of happiness closes, another opens;  
but often we look so long at the closed door that we  
do not see the one which has been opened for us."

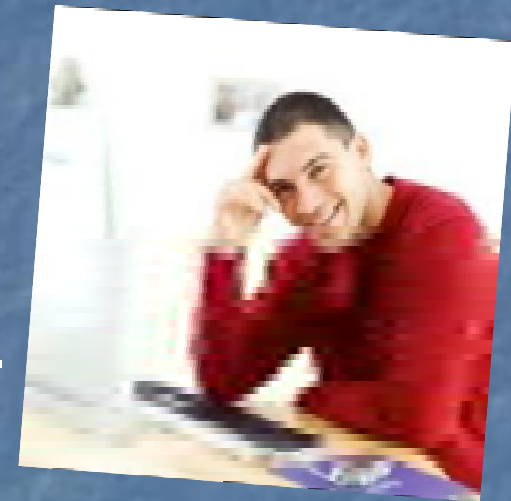
— Helen Keller

American author, activist  
b. 1880, d. 1968



# Strengthening Your Resilience

- Know what's important to you – define your personal vision and your core values.
- Reframe your mental models – challenge your assumptions about yourself and others.
- Identify what you can change/influence and what you can't and focus on what you can influence.



# Strengthening Your Resilience

- Assume a “can do,” proactive attitude.
- Take care of yourself – mentally and physically.
- Reach out to others – find new connections and strengthen existing ones.
- Create/build a discipline that gives you the structure/stability/order you need.



## Helping Strengthen Others' Resilience . . .


- Remind people what ISN'T changing
- Increase opportunities for social connections
- Increase communication about the coming changes/challenges
- Shift grouching and whining toward problem solving
- Listen to others' anxieties and fears with empathy
- Acknowledge their losses
- Help build a shared vision of a realistically optimistic future



## Helping Strengthen Others' Resilience . . .

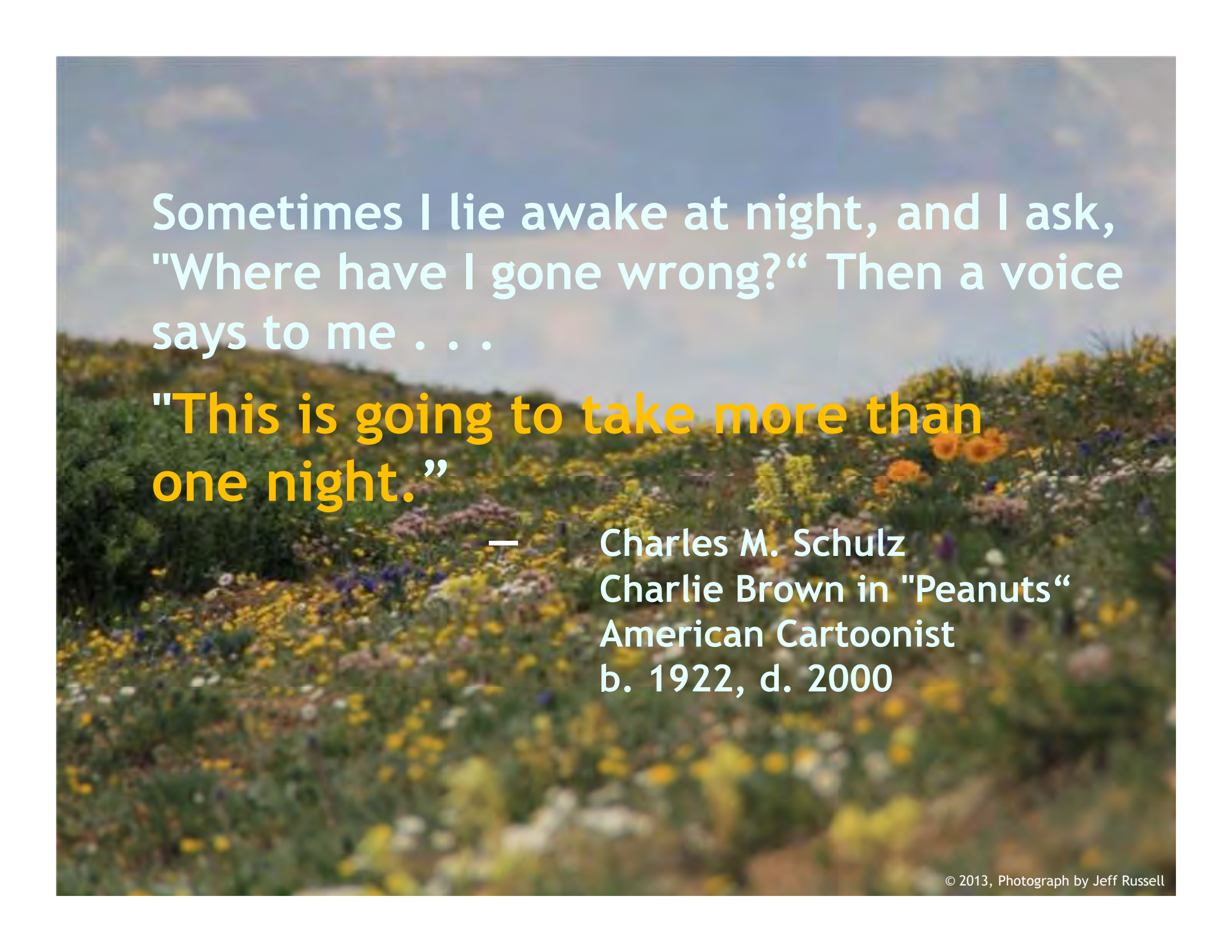
- Encourage a healthy balance to others' lives
- In workplaces, hold “brown bag” seminars on mindfulness, wellness, stress management, taking care of yourself, etc.
- Explain the “whys” of the change/challenges
- Celebrate the little victories along the way
- Keep people together - helping find strength in others
- Break problems/challenges into bite-size pieces



A photograph of a sunset over a body of water. The sun is low on the horizon, creating a bright orange glow that reflects on the water. The sky is filled with dark, dramatic clouds. In the foreground, there are silhouettes of reeds or tall grasses. The overall mood is contemplative and serene.

Change, loss, and  
suffering is inevitable.  
Growth is optional . . .


(Resilient people choose *growth*)

A photograph of a field of wildflowers in various colors including yellow, orange, purple, and white, set against a backdrop of a blue sky with soft, white clouds. The flowers are in the foreground and middle ground, creating a sense of depth.

Sometimes I lie awake at night, and I ask,  
"Where have I gone wrong?" Then a voice  
says to me . . .

**"This is going to take more than  
one night."**

— Charles M. Schulz  
Charlie Brown in "Peanuts"  
American Cartoonist  
b. 1922, d. 2000



Thank you for the  
opportunity of guiding  
you in exploring your  
resilience!

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Lucia Lodge Wildflowers