

# Leadership for Resilience and Engagement

Welcome – the presentation will commence at 2.05

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EXECUTIVE RECRUITMENT • HR CONSULTING • PSYCHOLOGICAL APPRAISAL

# What is SACS?

- Organisational psychology business
  - Psychological testing, Wellbeing surveys, 360° feedback
  - Organisational and individual development – coaching, career transition management, workforce planning, change management
  - Recruitment process design and delivery
- Scientist practitioner model – Mainly Deakin Uni  
<https://www.researchgate.net/profile/Andrew-Marty>
- Evidence based approach to people management.

# Objectives

1. What is resilience?
2. Why does it matter?
3. "Nature" and resilience
4. "Nurture" and resilience
5. Population findings on resilience
6. Resilience and engagement
7. Causes of engagement
8. Building engagement and resilience.

# Your Objectives\*

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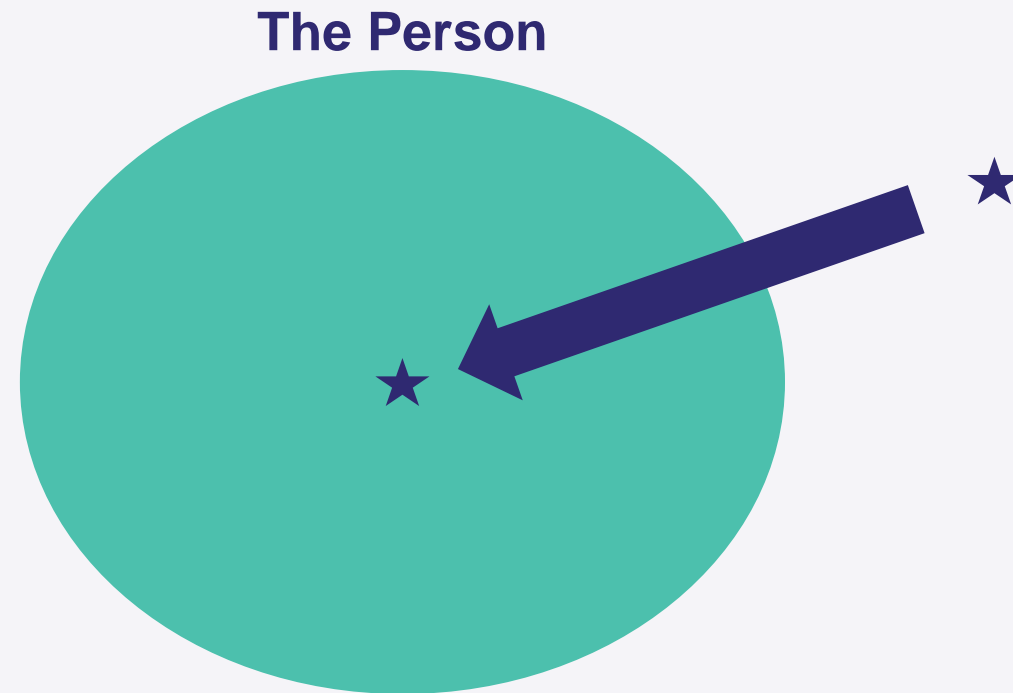
# Resilience – what is it?

- A protective factor
- “The general capacity for flexible and resourceful adaptation to external and internal stressors” (Klohn, 1996)
- Post traumatic growth
- “Crafting” or Bricolage: improvising, using what is at hand (Coutu, 2002)
- “Grit” – the hard edge of resilience.

# The crucial role of focus

- Everyone has the choice of focus
- “The secret of life is what you focus on”
- Optimism and positivity rather than pessimism and negativity. Diary research
- “Self efficacy” rather than “don’t worry, be happy”.
- A focus on solutions rather than emotions
- A focus on the future
- A focus on what you can control and consciously directing focus away from what you can’t control.

# Where is your “locus of control”?





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# Benefits of resilient employees

- Psychologically healthier
- Superior problem solving and reasoning skills
- Higher intellectual motivation
- Better able to remain calm in stressful situations
- Follow own problem-solving initiatives
- Develop own coping strategies to stress
- Have healthy personality profiles.

# Benefits of resilient employees

- Resilient employees cope well in social situations (Friborg et al., 2005)
- Highly resilient workers tend to be more thoughtful in planning, achievement oriented, organised. (Fayombo, 2010; Friborg, 2005)
- Possess an internal locus of control. (Friborg, 2005)

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# Nature and Nurture

## OUTCOMES

- Quality and Quantity of work
- Quality and Quantity of work relationships

NATURE	NURTURE
<p><b>Intelligence</b></p> <ul style="list-style-type: none"><li>• Verbal</li><li>• Numerical</li><li>• Abstract</li></ul> <p><b>Integrity</b></p> <p><b>Personality e.g.</b></p> <ul style="list-style-type: none"><li>• Honesty-Humility</li><li>• Emotionality</li><li>• Extraversion</li><li>• Agreeableness</li><li>• Conscientiousness</li><li>• Openness</li></ul>	<p><b>Skills</b></p> <ul style="list-style-type: none"><li>• Abilities</li></ul> <p><b>Experience</b></p> <ul style="list-style-type: none"><li>• Knowledge</li><li>• Qualifications</li></ul> <p><b>Attributes</b></p> <ul style="list-style-type: none"><li>• Style</li><li>• Attitudes</li><li>• Values</li></ul>

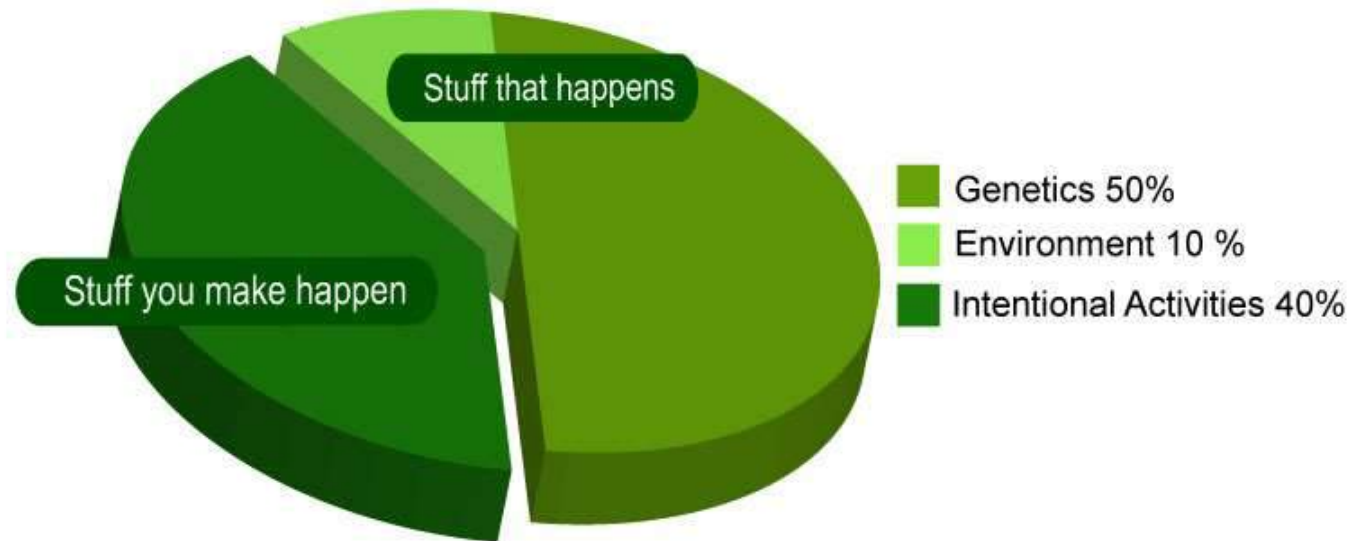
# Nature – genetic component to resilience



The base line could be as much as 2 thirds genetic

# “Chronic” happiness?

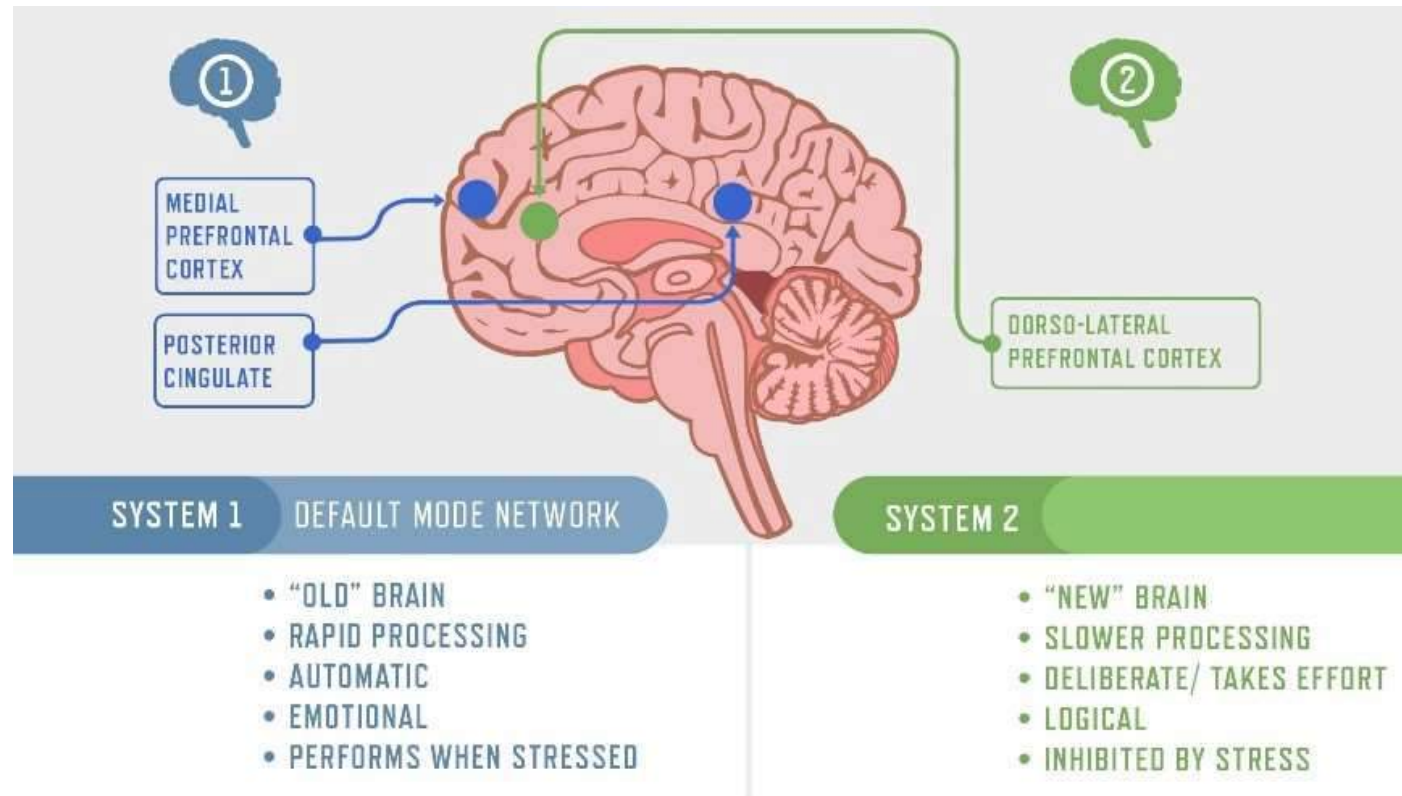
What Determines Your Level of Happiness?



source: Sonja Lyubomirsky's *Pursuing Happiness: The Architecture of Sustainable Change*.  
[www.faculty.ucr.edu/~sonja/papers/LSS2005.pdf](http://www.faculty.ucr.edu/~sonja/papers/LSS2005.pdf)

On the other hand, PTSD appears to be up to a third heritable (Southwick and Charney, 2013)

# New brain, old brain decisions...



Retrieved from [https://medium.com/@mark\\_64146/our-two-brains-mindfulness-and-decision-making-ee7a1102f9bd](https://medium.com/@mark_64146/our-two-brains-mindfulness-and-decision-making-ee7a1102f9bd)



# Capability

## BENEFITS OF REAL WORLD OUTCOMES



# Personality

- Emotional stability - The ability to regulate responses to emotional events
- Emotional instability - “Neuroticism” or “Emotionality” - is negatively related to resilience (Campbell-Sills et al 2006)
- Emotion focussed coping versus task focussed coping (Campbell-Sills, 2010)

# Personality

## Conscientiousness and resilience:

- Higher conscientiousness = greater impulse control, planning ahead, more organised = one of the best predictors of resilience and performance in the workplace (Fayombo, 2010)
- Conscientiousness accounted for **21%** of the variance of psychological resilience and was the best personality predictor
- Fayombo also found that the more unhealthy the personality factors (e.g. high neuroticism), the less resilient the individual.

# Personality

## **Extraversion and resilience:**

- People higher on Extraversion tend to seek social interaction, be optimistic and energetic, consider themselves to be likeable and have positive emotions (Campell-Sills, 2010; Costa & McCrae, 1992)
- Social support and positive emotions have shown to be connected to resilience (Costa & McCrae, 1992).

# Resilient Personality

<b>1: Integrity-Modesty</b>	<b>3: Extraversion</b>	<b>5: Conscientiousness</b>
Genuineness	Social Confidence	Likes to be Organised
Rule Favouring	Happy to be Center of Attention	Committed to Hard Work
Absence of Greed	Likes to be in Company	Detail Minded
Absence of Arrogance	Cheerfulness and Optimism ★	Makes Decisions Carefully ★
<b>2: Emotionality</b>	<b>4: Absence of Anger</b>	<b>6: Openness to Experience</b>
Threat Sensitivity	Unlikely to Carry a Grudge	Cares About Appearances
Anxiety	Unlikely to be Harsh	Curious About the World
Lack of Independence	Doesn't Have to Have Things Their Own Way	Likes to be Creative
Overly Empathic	Slow to Anger	Comfortable with the Unfamiliar
		<b>7: (Interstitial scale)</b>
		Soft Heartedness

# Cognitive ability\*

Research suggests that:

- High IQ can enhance resilience, and
- High IQ can reduce resilience (Neihart, 1999), depending largely on personality
- IQ is an excellent predictor of work performance, so low IQ can suggest higher levels of pressure.

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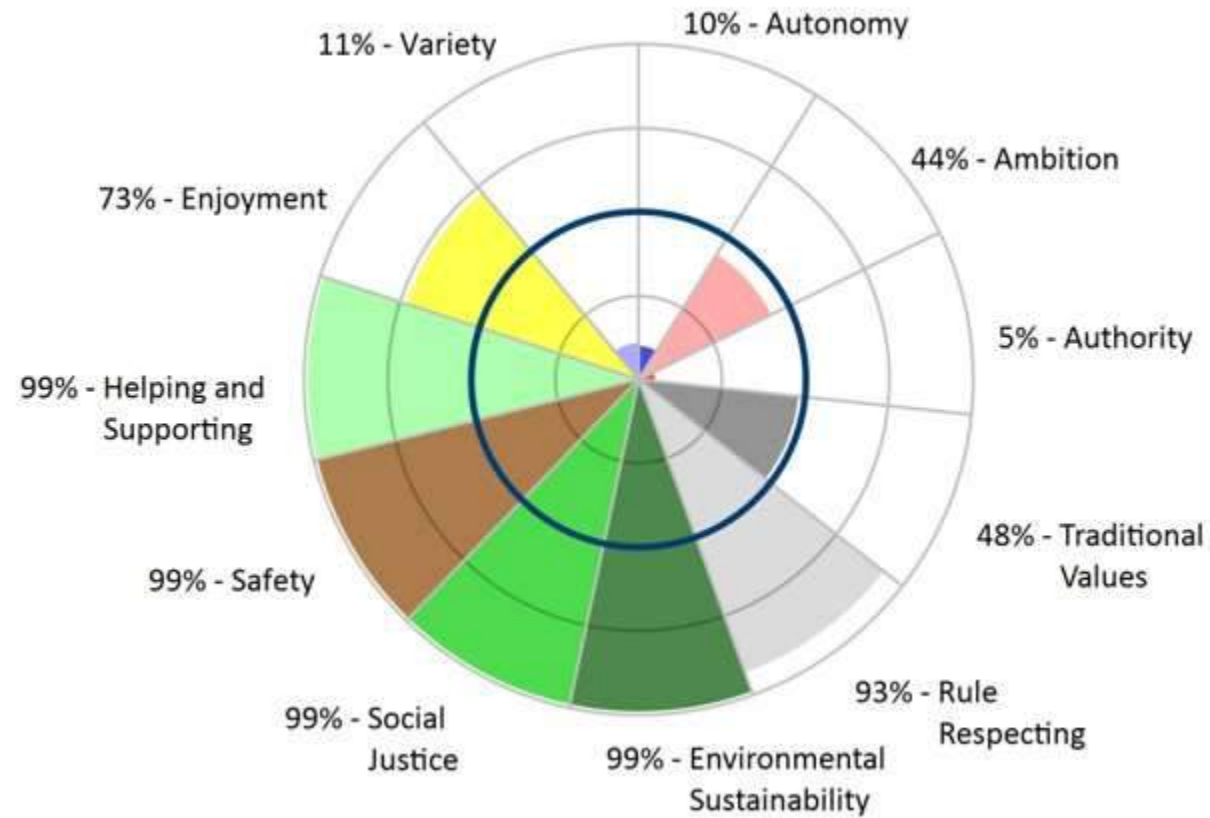
# Values

## Values and resilience

- It has been shown that individuals and organisations who demonstrate strong values systems are able to 'infuse' their environment with meaning and shape events (Coutu, 2012)
- Values match makes for higher levels of resilience.



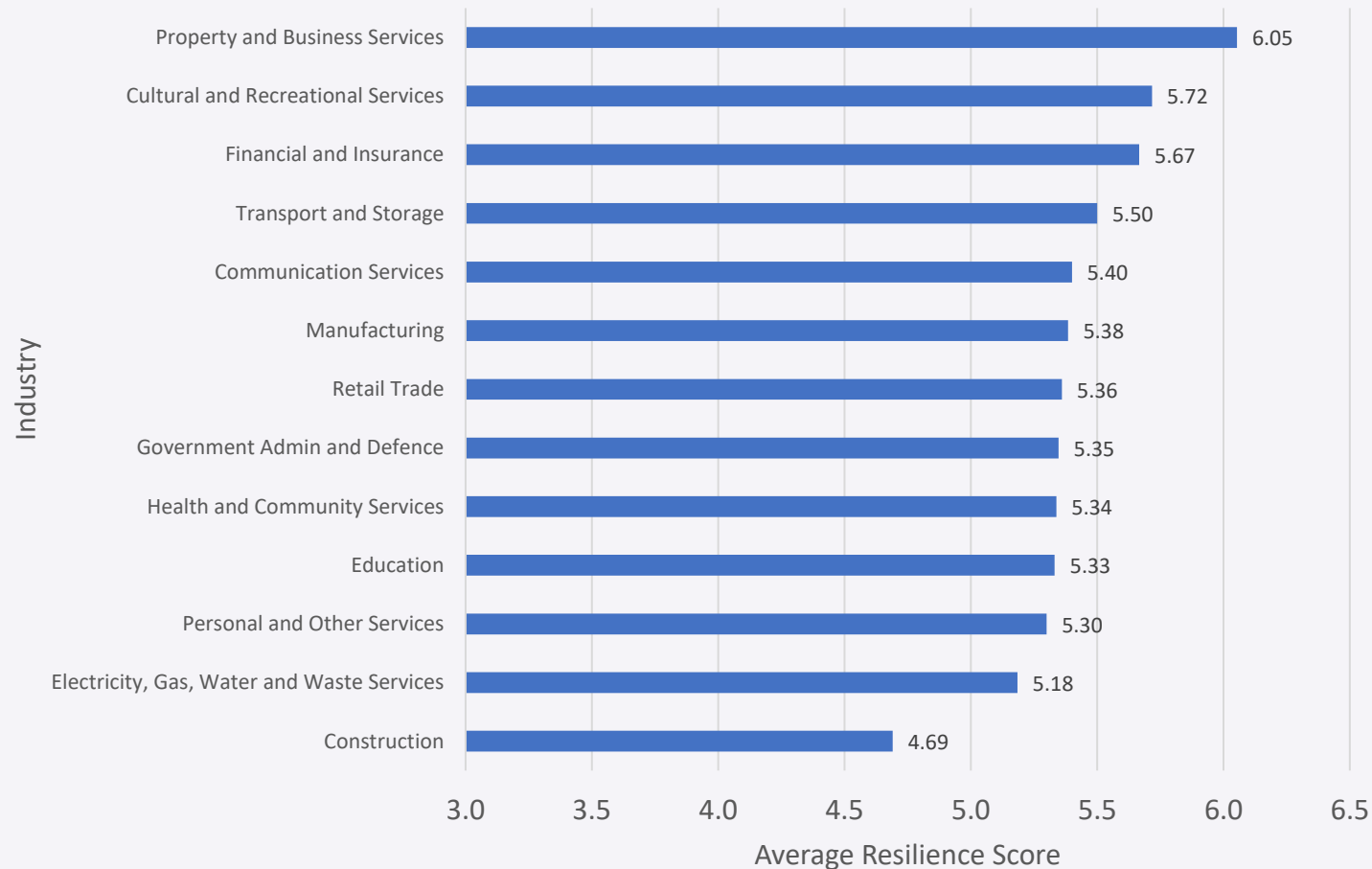
# SACS Values



# Objectives

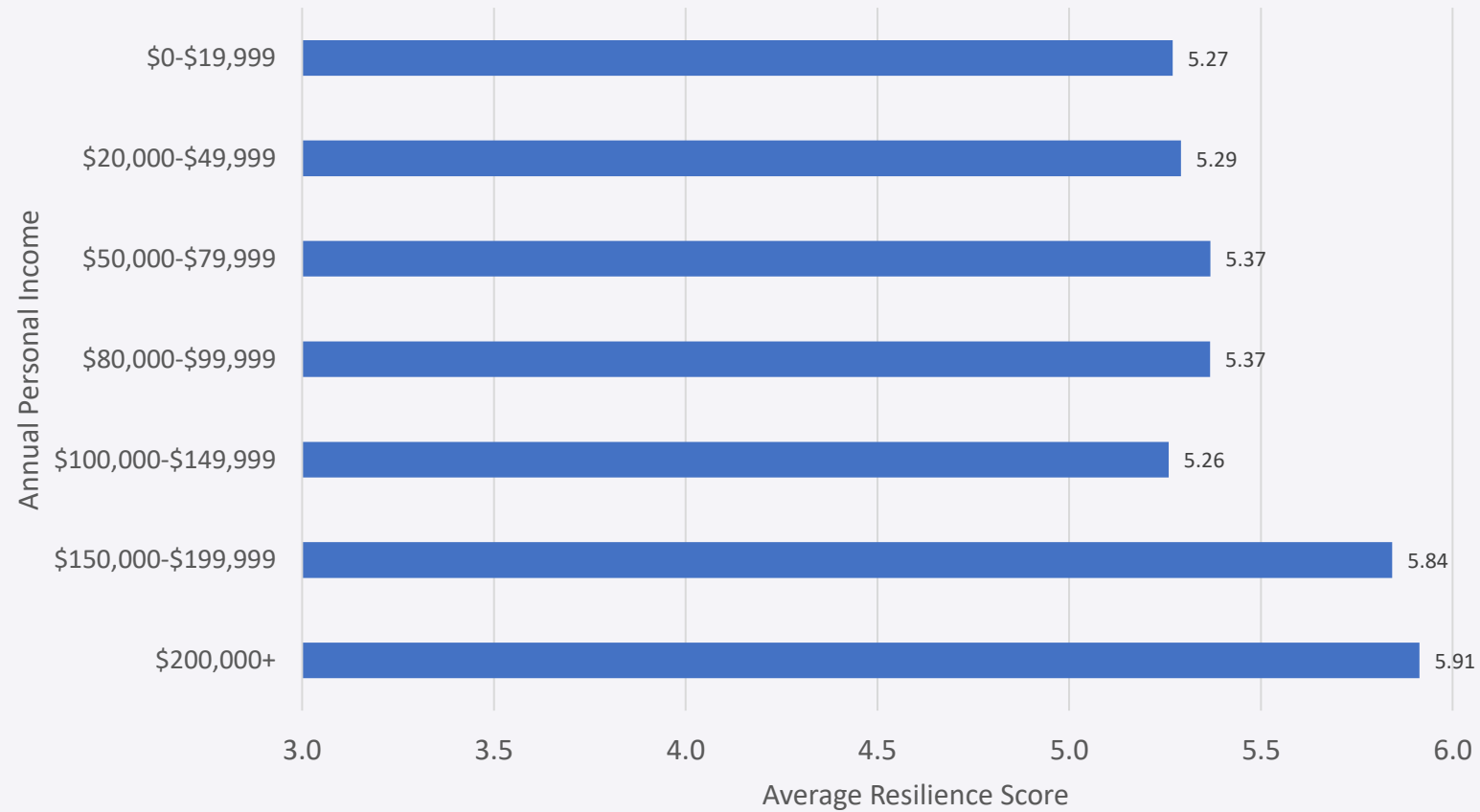
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# Resilience by Industry



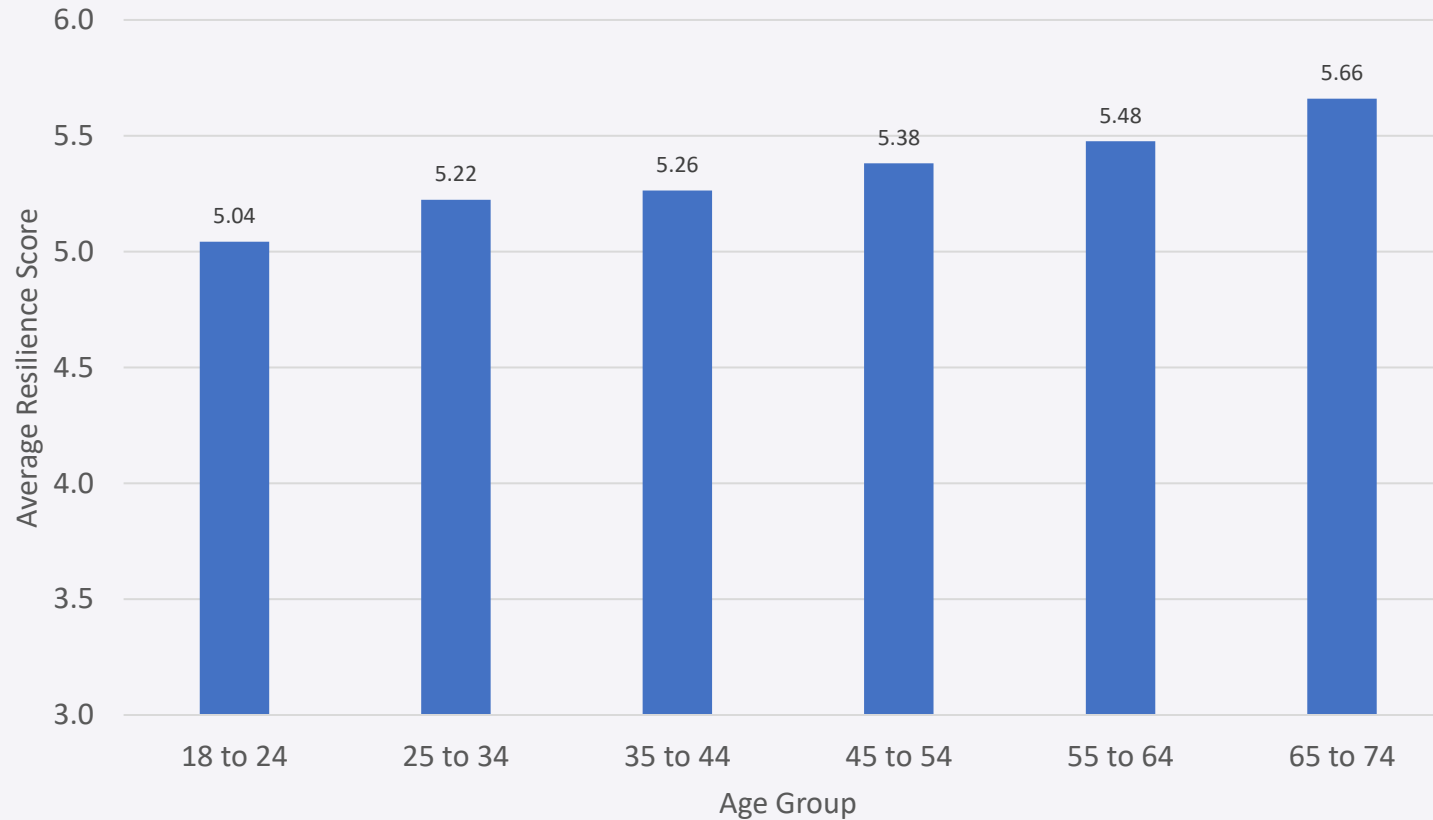
*Construction significantly lower, Property significantly higher, otherwise no significant differences*

# Resilience by Income



*\$150k and \$200k groups significantly higher*

# Resilience by Age

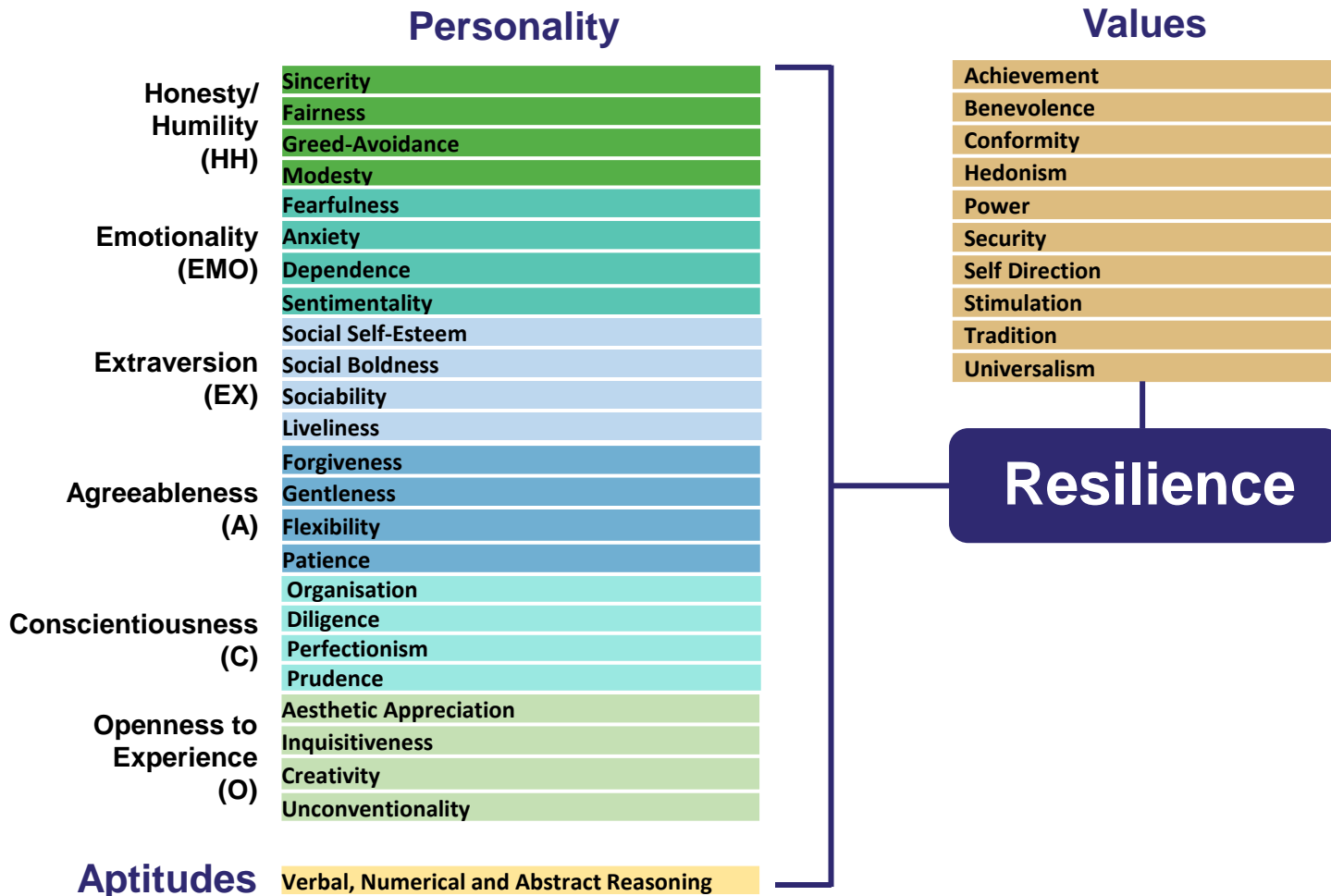


*These results were **not** found to be significantly different (lower sample size & higher variation at the extremes)*

# But...

- Resilience is shown in the western world to be declining in young people (Gillespie, 2019). Why?
- Cossetting?
- Screens?

# Personality and values driving resilience...



**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.627	.393	.333	.7891

Best predictors of Resilience	Beta weights
Personality – (EX) Liveliness	0.45
Personality – (HH) Fairness	-0.31
Personality – (C) Diligence	0.22
Personality – (EMO) Sentimentality	-0.12
Personality – (A) Patience	0.10
Numeric Reasoning	0.14
Values – Hedonism	-0.17
Values – Power	-0.14

# Testing for it

## Resilience ⓘ

Resilience is the characteristic of being able to bounce back from difficult circumstances. People who are high in resilience have a capacity to self regulate their emotions and to recover quickly from emotional setbacks.

Candidates with high levels of resilience are lower risk hires. Research suggests that they bring a number of positive characteristics. They:

- Are often psychologically healthier
- Can be better at problem-solving
- Are more motivated to solve problems
- Are good at building their own coping strategies.
- Do better in jobs where they need to interact with other people

Resilient employees tend to remain resilient and employees who are low in resilience will tend to carry this limitation with them throughout their career. If you have an employee who is low in resilience the question is how extreme is the score. If a person is just under population average then skilled and targeted coaching may cause the person to improve to the point where they should be able to cope reasonably well. If a person's score is significantly below average, say 40 or less then this is a significant risk.

■ Concerns raised ■ Neutral ■ Favourable

Prediction of Resilience	High is better	Score	Meaning
Resilience ⓘ	High is better	62	High



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# What has engagement got to do with resilience?

- Strong link between the two – a more engaged workforce is a more resilient workforce.
- Correlations of in excess of .8 in some studies (Simons and Buitendach, 2013, for instance).

# Bakker 2011 – work engagement

- Vigour
  - High levels of energy and mental resilience
- Dedication
  - Strongly involved in work. A sense of significance, enthusiasm and challenge
- Absorption
  - Fully concentrated and happily engrossed in work such that time passes quickly. A sort of extended version of “flow” (Csikszentmihalyi 2002).

# Engaged employees tend to “job craft”

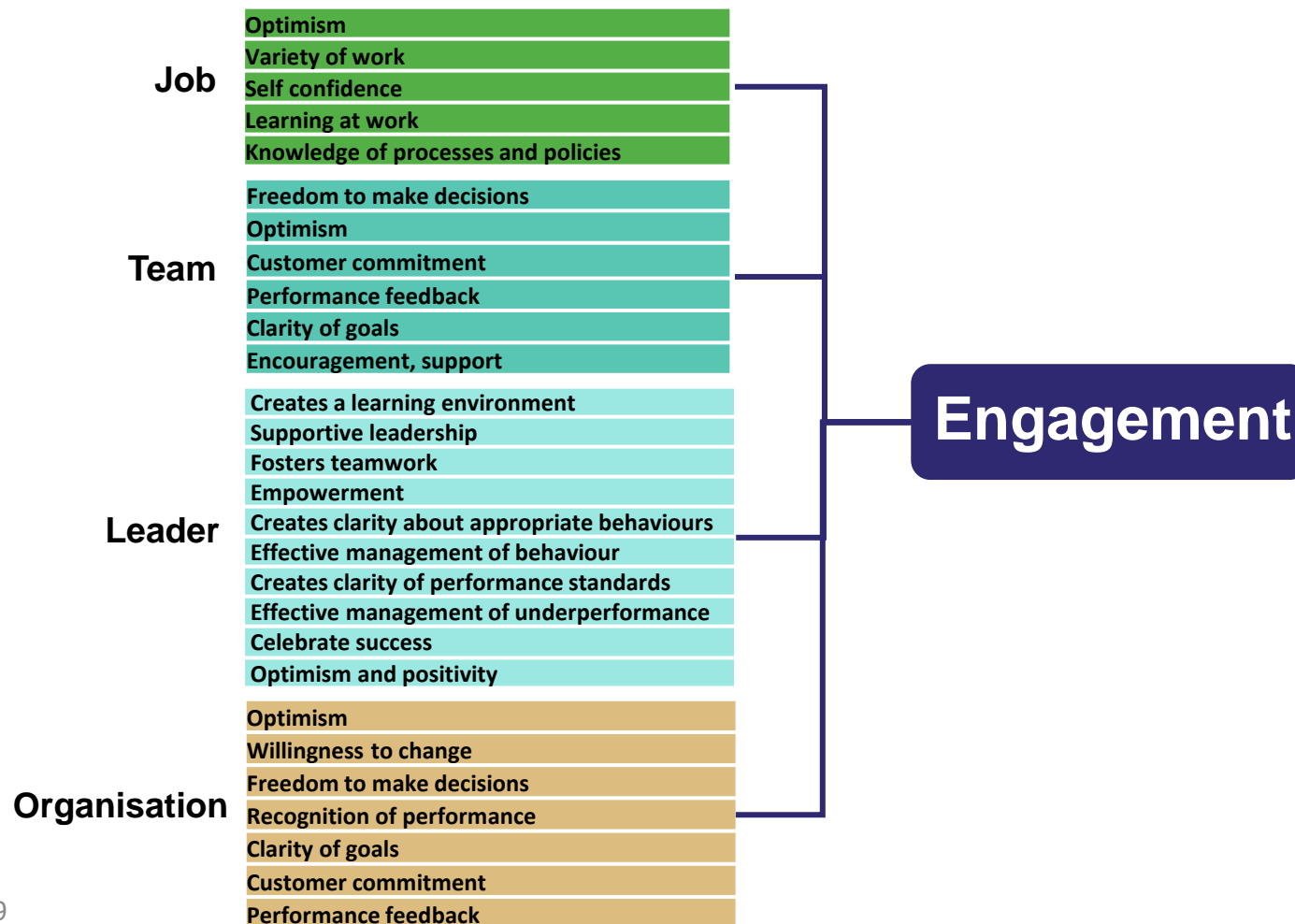
- They focus on outcomes – rather than emotions
- They build resources – cooperation, support, skills, processes, systems
- They redesign their jobs to do them better
- They manage and proactively acquire the resources necessary
- They collaborate, which creates higher morale
- They increase their job demands – more initiatives, higher standards.



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# Employees live in four “worlds” ...

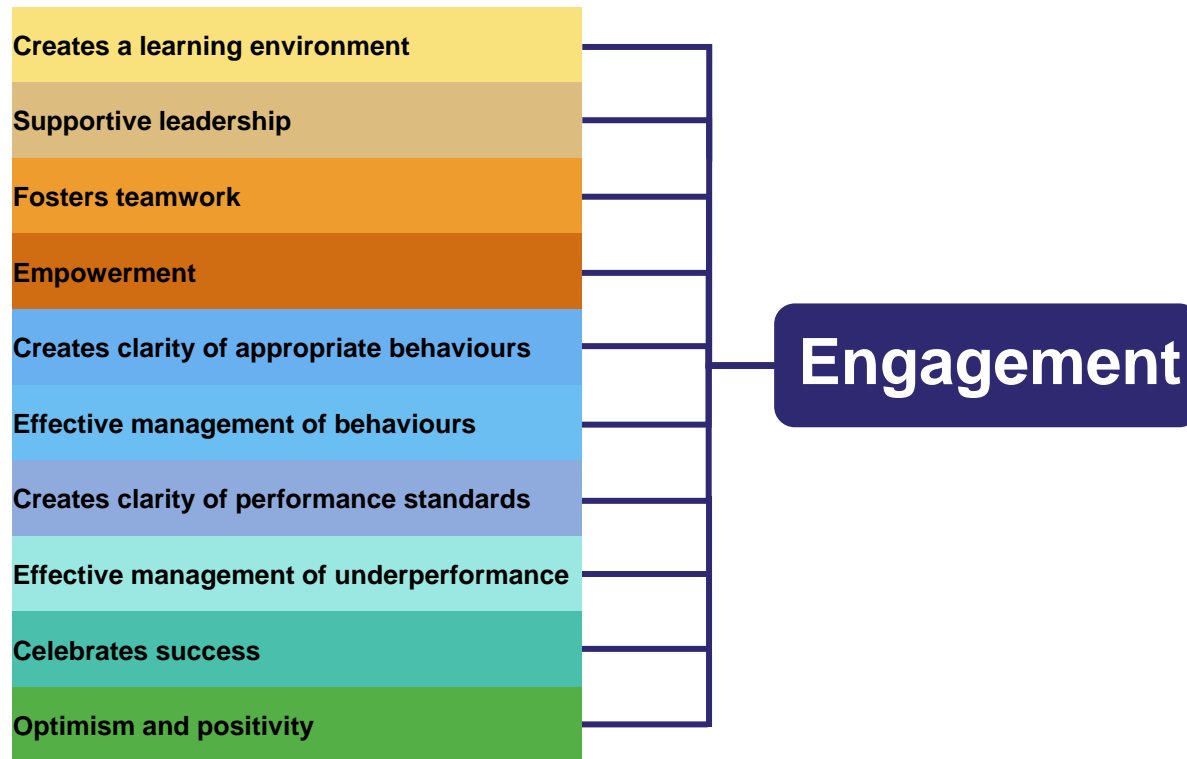


Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806	.650	.641	.64165

Best predictors of Engagement	Beta weights
(J) Learning at work	.257
(J) Optimism – job	.238
(J) Self confidence	.207
(J) Variety of work	.189
(L) Creates a learning environment	-.131
(T) Optimism – team	.123
(T) Clarity of goals – team	.112
(T) Recognition of performance – team	.103

# Leader behaviours predicting engagement\*



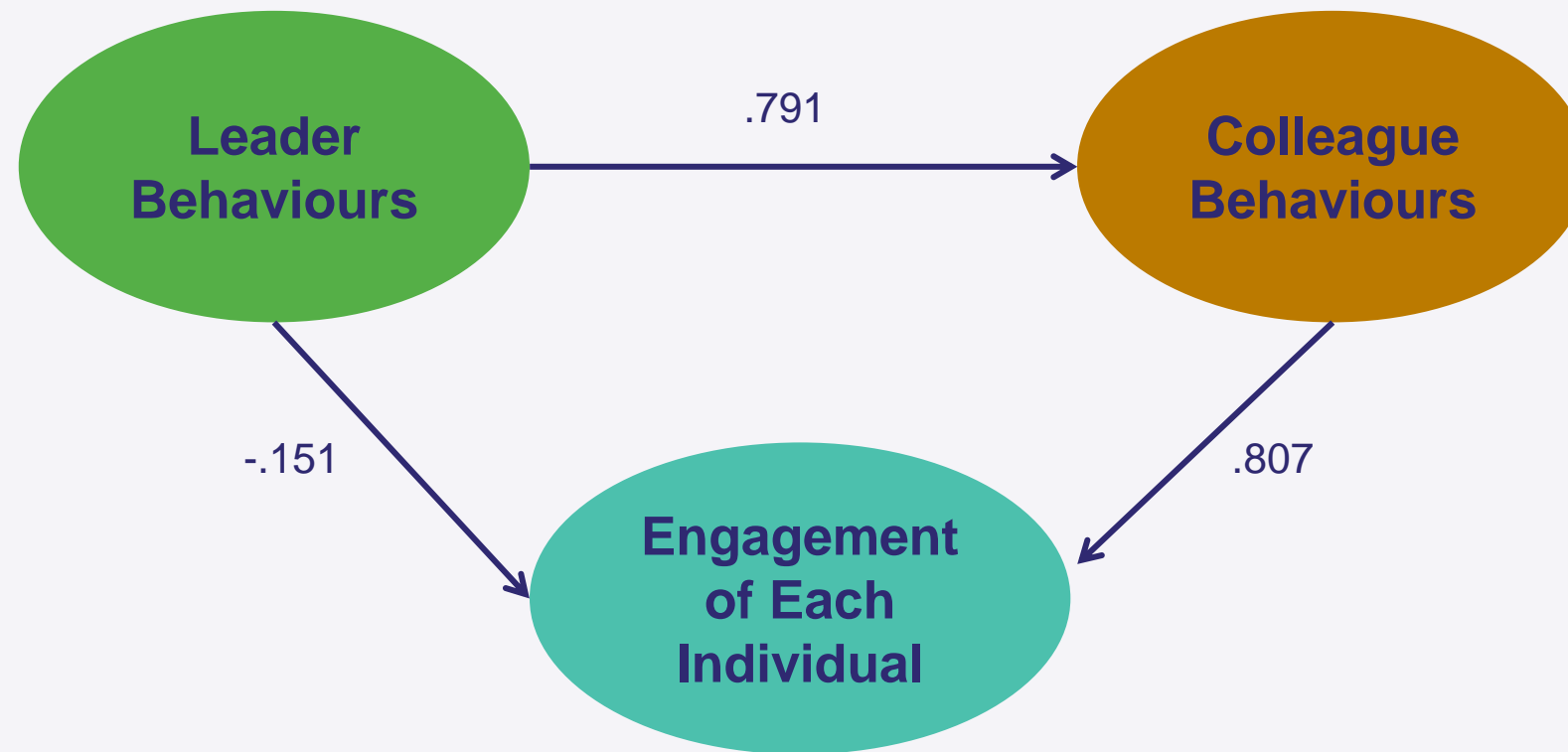
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.497 <sup>a</sup>	.247	.241	.93058

Best predictors of Engagement	Beta weights
Empowerment	.246
Optimism and positivity	.172
Supportive leadership	-.136
Creates a learning environment	.117



# The path to engagement



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# Three styles of leadership

## THREE MODELS OF LEADERSHIP

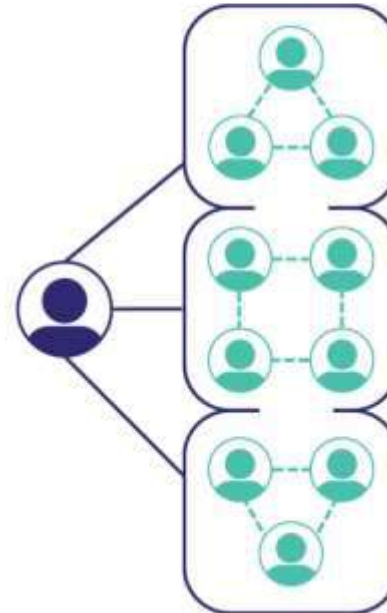
1  
TOP DOWN



2  
CONSULTATION



3  
FACILITATION



# Positive psychology activities – individual and group

- Reducing focus on the past and concentrating on the future – making plans about how to get there
- Gratitude exercises such as “3 blessings”
- Learned optimism exercises such as three anticipations
- Acts of generosity
- Signature strength exercises
- Mindfulness activities, including meditation
- Forming collaborative work groups to work together to create an ideal future.

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