

# RESILIENT LEADERSHIP

ASHA LEADERSHIP ACADEMY  
ON-DEMAND WEBINAR

# CONTENTS

ASHA Disclosure Statement	3
Introduction	4
Part 1: Key Concepts	6
Part 2: Building Grit	8
Part 3: Building Resilience	10
Part 4: Building Follower Resilience	20
Summary	22
Additional Resources	23

# ASHA DISCLOSURE STATEMENT

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- ◆ Financial: Nourse Leadership Strategies, Independent Contractor.
- ◆ Receiving compensation from ASHA for conducting this webinar.
- ◆ Non-Financial: None

# INTRODUCTION

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## LEARNING OBJECTIVES

By the end of this session, participants will be able to:

- ◆ Explore strategies to build and sustain grit capabilities.
- ◆ Explore strategies to build and sustain resilience capabilities.
- ◆ Describe strategies to support the resilience of direct reports.

## AGENDA

- ◆ Part 1: Key concepts
- ◆ Part 2: Building grit
- ◆ Part 3: Building resilience
- ◆ Part 4: Building follower resilience
- ◆ Wrap-up

## GETTING THE MOST OUT OF THIS WEBINAR

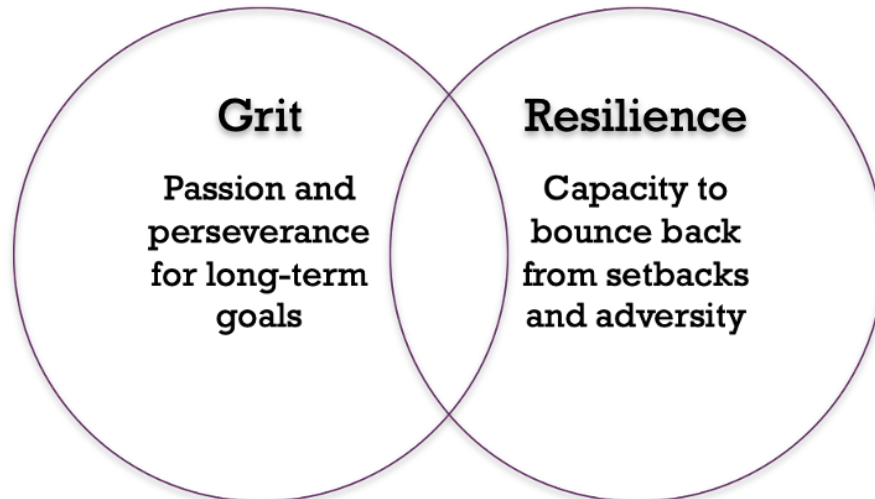
- ◆ Print this guide
- ◆ Learning environment
- ◆ Stop the action
- ◆ Deepen your learning

## CORE LEADERSHIP COMPETENCIES

- ◆ Sustains perseverance toward goals despite distractions.
- ◆ Stays focused and composed in stressful situations.
- ◆ Maintains a positive attitude and forward-thinking approach despite troubling circumstances or setbacks.
- ◆ Takes constructive action to navigate difficulties or obstacles.
- ◆ Is viewed as a source of confidence in high-stress situations.
- ◆ Models the capacity to rebound from setbacks for followers.
- ◆ Proactively invests in sustaining resilience and grit.

# PART 1: KEY CONCEPTS

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Resilience consists of a set of skills and resources that help people cope with and navigate adversity:

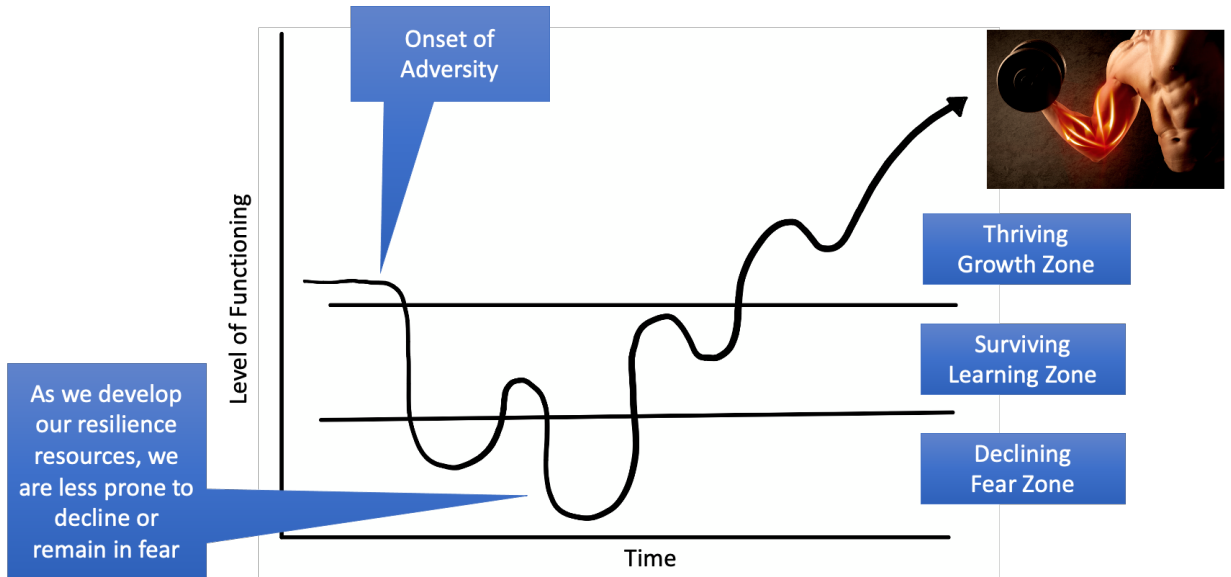
- ◆ Activated by adversity
- ◆ Internal protection factors
- ◆ Process of positive adjustment or adaptation
- ◆ May involve growth or transformation

Grit is a psychological ability associated with people who can sustain action toward long-term goals despite setbacks; four key components:

- ◆ Deep passion or interest for a goal
- ◆ Clear sense of purpose
- ◆ Consistent practice
- ◆ Ability to sustain hope despite setbacks

Why resilience?

- ◆ Resilience identified by as a key skill for effective leadership
- ◆ 2020 survey of Americans on resilience during COVID
- ◆ Linkages to transformational leadership



13

## ACTIVITY: GRIT & RESILIENCE PRACTICES

Reflect on the following question: What are the practices of leaders who possess resilience and grit?

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# PART 2: BUILDING GRIT

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PASSION



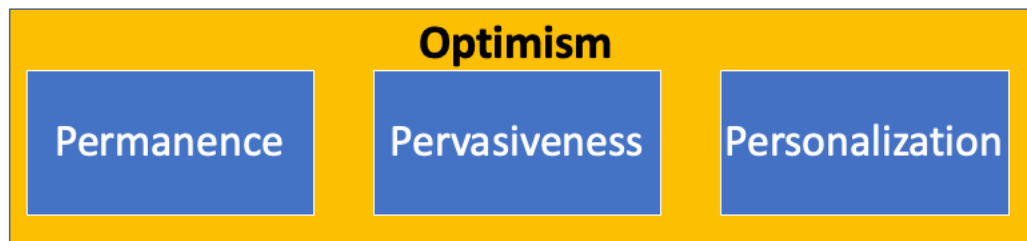
PURPOSE



PRACTICE



HOPE





# ACTIVITY: STRATEGIES FOR BUILDING GRIT

Review these development suggestions and choose two actions you will commit to attempting after this webinar.

## Grit Element 1: Passion

- Clarify and focus on your passions by reflecting on peak experiences in your career and common themes.
- Interview a colleague who is passionate about his or her work.
- Mentor or teach others who are new to your profession – their passion and curiosity will have a positive impact on you.

## Grit Element 2: Practice

- Interview others to identify your strengths and weaknesses.
- Identify role models and mentors that demonstrate peak performance for you; how do they get better at their craft?
- Develop daily-weekly-monthly habits for reflecting on your growth and development.

## Grit Element 3: Purpose

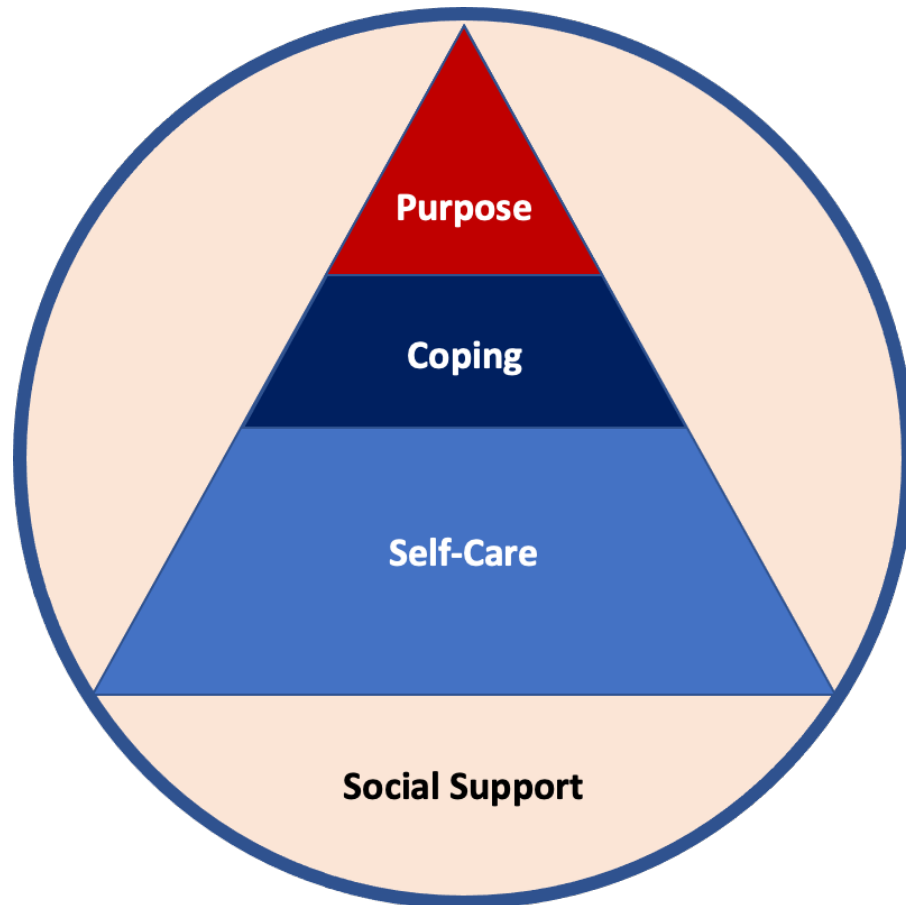
- Identify the individuals or entities that will benefit from your role and learn more about how it will positively impact them.
- Clarify your core values and align your work more closely with your core values.
- Break major goals into smaller tasks so that you experience a sense of connection to your purpose more frequently.

## Grit Element 4: Hope

- Reframe setbacks into learning opportunities
- Enlist the support of professional colleagues who can help you gain perspective on setbacks and challenge you to persevere.
- Pay attention to your explanatory style when good or bad things happen; challenge your pessimistic attitudes.

# PART 3: BUILDING RESILIENCE

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## Strategies for Building Resilience

- ◆ Proactivity is key
- ◆ Overlap with strategies to build grit
- ◆ Consider starting with self-care practices

## STRATEGY 1: ENHANCE SELF-CARE

*Self-care is not self-indulgence, it is self-preservation.*

— Audre Lorde, American writer, feminist, librarian,  
and civil rights activist



Diet



Exercise



Sleep

### Impacts of Insufficient Sleep

Memory issues (short and long-term)

Mood issues leading to depression and anxiety

Weakened immunity

Risk for diabetes and heart disease

Negative impacts on creativity and problem-solving

Increased risk of accidents

Weight gain

**Strategies for Enhancing Self-Care:**

- Use an Apple Watch or Fitbit to track your sleep including time to bed, time awake and total hours of sleep.
- Develop sleep rituals as you prepare for bedtime such as turning off technology, a warm bath, and dimming the lights in your home.
- Avoid caffeine at least six hours before your regular bedtime.
- Use a white noise app to reduce the impact of background noise.
- Establish accountability for your self-care habits with personal and professional colleagues
- Incorporate physical activity into your day (e.g., park further away from your office to increase steps, take the stairs versus elevator)
- Anticipate times of the day you will be hungry and bring healthy snacks
- Interview fit and healthy colleagues; how did they develop their self-care practices and habits?
- Establish and track self-care habits:

Self-Care Assessment Log									
Self-Care Practices	Ideal	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Insights & Intentions Next Week
Overall wellness	1=Bad, 10=Amazing	4	5	8					
Wake time	5:30am	5:30	6:15	7:30					
Hours of sleep	7.5 hours	7	6	7					
Quality of sleep	Quality: Bad, Fair, Great	Bad	Fair	Good					

- Other strategies:

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## STRATEGY 2: BUILD COPING SKILLS

*Forces beyond your control can take away everything you possess except one thing: your freedom to choose how you will respond to the situation. You cannot control what happens to you in life, but you can always control what you will feel and do about what happens to you.*

– Viktor E. Frankl, author of *Man's Search for Meaning*



AVOIDANCE COPING  
STRATEGIES



EMOTIONAL COPING  
STRATEGIES



PROBLEM-CENTERED  
COPING STRATEGIES

### Key Strategies

- ◆ Enhancing self-awareness
- ◆ Tapping emotions and problem-centered coping strategies
- ◆ Strengthen internal locus of control
- ◆ Reframe setbacks and adversity
- ◆ Increase positive emotions; decrease negative emotions



Positive emotions



Negative emotions

**Strategies for Building Coping Skills:**

Other strategies and rituals for expanding your coping strategies include:

- ❑ Keep a file of accolades and positive feedback you have received; re-read these messages when faced with a daunting challenge or while recovering from a tough situation.
  - ❑ Develop exercise routines you can use after experiencing adversity to discharge your emotions and help you refocus on taking action.
  - ❑ Design your life to create meaning and joy from multiple domains, such as church, friends, family, or volunteer work; this will allow you to keep perspective on potential setbacks at work.
  - ❑ Double-down on your efforts to get adequate sleep; people who are exhausted often have a short fuse in stressful situations.
  - ❑ Regularly capture your thoughts or feelings in a journal; reflect on your issues that stress you to get perspective.
  - ❑ If you are prone to snap reactions to others, make a concerted effort to take a deep breath and count to five before responding.
  - ❑ Establish a habit of periodically asking trusted colleagues for feedback on your leadership skills.
  - ❑ Other strategies:
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## STRATEGY 3: CLARIFY YOUR PURPOSE & VISION

*A mission (purpose) statement is not something you write overnight...but fundamentally, your mission statement becomes your constitution, the solid expression of your vision and values. It becomes the criterion by which you measure everything else in your life.*

— Stephen Covey, author of *Seven Habits of Highly Effective People*



Purpose



Vision



Values

### Key Elements of Strategy 3:

- ◆ Clarify or revisit purpose/mission, vision, and values
- ◆ Align purpose, vision, values, goals, and actions
- ◆ Act upon core values daily
- ◆ Finding meaning in adversity

Job Mindset

Career Mindset

Purpose Mindset

## Strategies for Clarifying Vision & Purpose:

- ❑ Translate your vision into a compelling image and display it where you see it regularly.
  - ❑ Create an accountability partnership with a trusted colleague and schedule a lunch check-in on a quarterly basis to review progress toward your vision.
  - ❑ Read Martin Luther King’s “I Have a Dream” speech as a compelling example and use it to guide the development of your own personal or professional vision.
  - ❑ Assess how often you are focused on a job, career or purpose mindset; if less than half your time isn’t focused on a purpose mindset; consider some shifts in your professional role
  - ❑ Other strategies:
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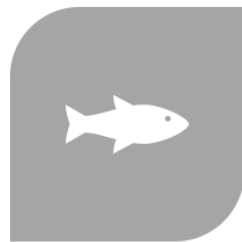
## STRATEGY 3: ENHANCING SOCIAL SUPPORT

*Social isolation is as significant to mortality rates as smoking, high blood pressure, high cholesterol, obesity and lack of physical exercise.*

— Daniel Goleman, author of *What Makes a Leader*



BREADTH



DEPTH



CURRENCY

## Strategies for Enhancing Social Support

- ❑ Establish a new habit of going to lunch once a month with a colleague with whom you would like to deepen your relationship.
- ❑ Create an inventory of your top 10 professional contacts and assess how current the relationship is; use this to prioritize people you need to engage.
- ❑ Once a week, make a point to introduce colleagues who share interests with each other.
- ❑ Assess your existing network with an eye toward relationships you need to end; are there negative, pessimistic, or toxic people that sap your energy and focus?
- ❑ Use the following matrix to inventory key people in your network; identify weaknesses and set intentions on where to focus

		Depth		
		Acquaintance	Ally	Confidantes/Mentors
Personal	<b>Breadth</b>			
Organization				
Profession				
Industry				
Volunteer				
Other				

## ACTIVITY: ENHANCING YOUR RESILIENCE

Assess how effectively you are leveraging the four resilience strategies. Use the following rating scale:

- ◆ 1: Risk area; needs substantial focus
- ◆ 2: Functioning well but not always consistent
- ◆ 3: Proactive and consistent in focusing on this element

Resilience Strategy	Evidence of Effectiveness	Rating
Self-Care	Feel energized, focused and motivated; I make regular investments in self-care practices associated with quality and quantity of sleep, healthy diet and physical exercise	
Coping	Able to rebound from setbacks quickly; I do not get trapped in emotional reactions; maintains my focus and center.	
Purpose	I act upon values, vision and purpose daily; I am clear about my values, vision and purpose; I draw meaning and fulfillment from my work.	
Support	Have sufficient breadth, depth, and currency in my network; when faced with really great or really bad news, I have at least 2-3 people I can reach out to.	

Based on your assessment, what are two actions you will take to sustain or improve your resilience?

1: \_\_\_\_\_

2: \_\_\_\_\_

## PART 4: BUILDING FOLLOWER RESILIENCE

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*We found that people's personal level of resilience in the workplace is closely related to their immediate team leader and their organization's senior leaders. In the United States, 19% of workers exhibit high levels of resilience as measured against real-world stresses that are prevalent parts of the current working environment.<sup>1</sup>*

According to ADP, the top factors that contribute to resilience are based on three levels:

### Self

- Freedom to decide how to get work done
- Staying focused on the work
- Feeling excited to come to work by using strengths
- Belief that things work out for the best

### Team Leaders

- Proactive communication by team leader
- Trust in a team leader
- Encouraged to take risks by team leader

### Senior Leaders

- Senior leaders think proactively
- Senior leaders do what they say they will do
- Trust in senior leaders

<sup>1</sup> ADP Research Institute (2020), Workplace Resilience Study.

## ACTIVITY: STRATEGIES FOR TEAM LEADERS

Identify which strategies you could use with your team to enhance their resilience:

### Enhancing Support:

- Act as a resilience model and share your resilience stories
- Build community and connection on your team
- Celebrate wins and victories against setbacks
- Educate your team about resilience concepts
- Anticipate the concerns of your direct reports.
- Communicate often; be upfront about what you don't know
- Reinforce and align with key messages from senior leaders
- Focus your people on what they can control or influence
- Keep people productive and focused on the mission
- Link efforts back to organization's mission, vision, and values
- Other ideas:

### Decreasing Stress:

- Ask your people what stresses them
- Limit the amount of change introduced at one time
- Acknowledge uncertainties but don't dwell on them
- Eliminate inefficient processes and rework
- Answer the question "why?" when change is introduced
- Provide coaching to help people improve
- Use a 4:1 ratio of positive to negative feedback
- Other ideas:

What are two actions you will commit to in order to build or sustain resilience on your team?

1: \_\_\_\_\_

2: \_\_\_\_\_

# SUMMARY

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- ◆ While resilience is a common trait, the ability to be transformed and grow from setbacks involves conscious choice.
- ◆ There are four key elements of building and sustaining resilience.
- ◆ Grit is aligned with resilience and consists of the ability to persevere toward long-term goals; there are four key elements of building and sustaining grit.
- ◆ Leaders play an instrumental role in building and sustaining the resilience and grit of their followers.

# ADDITIONAL RESOURCES

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Developing Resilience: A cognitive-behavioral approach (2009) by Michael Neenan

Grit: The power of passion and perseverance (2016) by Angela Duckworth

Sleep is your superpower (Ted Talk) Available at: [https://www.ted.com/talks/matt\\_walker\\_sleep\\_is\\_your\\_superpower?rid=2VCSw5wwGkuU](https://www.ted.com/talks/matt_walker_sleep_is_your_superpower?rid=2VCSw5wwGkuU)

Purpose, Meaning, and Passion (2018), Harvard Business Review Press

Resilience: The science of mastering life's greatest challenges (2012) by Southwick and Charney

Resilience: Hard-Won Wisdom for Living a Better Life (2016) by Eric Greitens

Surviving Survival: The art and science of resilience (2012) by Gonzales

The Resilience Factor: 7 Keys to Finding Your Inner Strength and Overcoming Life's Hurdles (2003) by Reivich and Shatte

The Self-Care Solution: A year of becoming happier, healthier, and fitter – one month at a time (2019) by Jennifer Ashton, MD

Thrive (2014) by Arianna Huffington