MASA 2008
FALL CONFERENCE

RESILIENT LEADERS
MEETING THE CHALLENGE

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October 7, 2008
Characteristics of Resiliency in Leadership

Implications for
Personal and Organizational
Coping and Adapting Abilities
Psychological Characteristics Related to Resiliency

- Responses to Stress
- Appraisal of Situation
- Capacity to Process
- Belief System
Resilient Leadership

Needed and Sought
Social Education Systems

Halsey
Collins
Owens
Schein

Dorner & Garfield - Failure
Minnesota Education Leaders
Two Studies
1999 - 2008
Childhood Research

Adult Research

Research Linked to Leadership
Purpose and Methods
1999 Findings
Initial Impressions

Four Themes

<table>
<thead>
<tr>
<th>Stressful Events</th>
<th>Emotions</th>
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</thead>
<tbody>
<tr>
<td>Coping Needs</td>
<td>Personal Outcome</td>
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When do you most need resiliency?

- Chronic Events
- Frequency
- Personal
- Lost Mission
- Isolation
Moving Beyond

Informing

Seeking

Reflecting

Escaping
Comparative Analysis

Intensity of Stressors

1999

Findings

2008
### 2008 Findings

**Initial Impressions**

<table>
<thead>
<tr>
<th>Constant</th>
<th>Changed</th>
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<tbody>
<tr>
<td>Different Personal Attack</td>
<td>Intensity</td>
</tr>
<tr>
<td>(scary, painful, wounded)</td>
<td></td>
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</tbody>
</table>
When do you most need resiliency?

Anonymous

Ways to Disrespect

Personalized Attacks

Threats

Fear

Organized Efforts

Angry Intense

Threatening
Word Frequency

Fear & Failure

Courage
Antecedents

Courageous Acts

No Win Situations
What do you do?

*Keep Going*

*Find Support Group*

*Re Focus*

*Isolate*
Implications for the Organization

“The mood of the organization depends on the leaders resiliency.”
Strategies to Regain Strength

- Seek help
- Focus on positive energy
- Isolate
- Find confidence (reflection on self)
- Find courage
- Ask others to intervene (screening)
Summary of Findings and Matches to the Research
Implications

Leadership Training
Preparedness
Inoculation
Support
Beliefs and Values
Support for the Future
takes
Several Forms
No Fear
No Courage
Ben Dean (2008)
Conclusions
Thank you for turning.....

Failure  →  Success

Fear  →  Courage