

Resiliency and Superintendent Leadership

Dr. Karen Orcutt
May 22, 2021

Today's Agenda

- Introduction
- Resiliency Questions for you
- Research Review
- Some Tools
- Closure

Self-Assessment and Sharing

1. When you think back – general thoughts you have about resiliency in leadership?
2. When do you most need to be resilient in your work?
3. Do you have strategies to share and processes to rely on?

The Research

Research in Resiliency

- Sociological and psychological researchers frame the core of the research in resiliency
- Psychological definitions of invulnerability, vulnerability, coping and stress resistance are basic to the construct of resiliency

The resiliency construct is used to characterize individuals who survive stressful situations

- Childhood survivors of trauma
- Traumatic events for adults

Definition of Resiliency in a Psychological Context

(Mrazek & Mrazek, 1987)

- A response to stress
- Influenced by appraisal of a situation
- A resultant capacity to process the experience
- A resultant capacity to attach meaning
- A resultant capacity to incorporate the experience into a belief system

Resiliency is a Belief System

- Coping behaviors are viewed as a set of behaviors based on a belief system.
- Resiliency emerges from a system of specific beliefs including perceptions about oneself.

Resiliency is Related to Leadership

Schein (1992)

- Response to crisis reveals the organization's culture
- Organizations become neurotic as a result of a series of crises and the tone of the response

Implications

Leaders must quickly learn from mistakes or problems and take the organization in the direction that will most benefit it after the problem or failure. (Schein, 1992)

Research

Senge (1990)

- Organizations need to learn from experience
- Leaders' abilities are related to the organization's abilities
- Organizations need to solve problems in relation to the whole system
- Learning environments are a provision of organizations

Research

Owens, 1995; Schein, 1992; Schwahn & Spady, 1998; & Senge, 1990

- School leaders need to understand conflict and tolerate criticism
- Educational leaders need to understand social behavior and the impact of leadership behavior on organizations

Highlights of Literature Review

Children

- Cowen & Work, 1988 Invulnerability and Invincibility
- Bernard (1993) Social Competencies
- Lowenthal (1999) Interventions
- Krovetz (1999) Review of Longitudinal
- Werner (1989); Werner & Smith (1992) Hawaiian Island of Kauai
- Rutter (1985) Protective Factors
- Deiner & Dweek (1978) Learned Helplessness vs Mastery Oriented

Highlights of Literature Review

Adults

Stoltz (1997) Adversity Quotient

Snyder (1987) Self-Monitoring

Bandura (1977; 1982) Self-Efficacy and Self-Regulation (one's thoughts about one's role and influence in a situation). A judgement of how well one can execute needed actions required to deal with certain situations.

Cantor (1990) Review of Literature in Personality and Cognition

Ridley (1990) Protective Factors

Snyder (1994) Hope

Garfield (1986) Extraordinary Achievers and Resistance Under Stress

Seligman (1986) Learned Helplessness

Highlights of Literature Review

Leadership

- Autry (1991) Self-Management
- Goleman (1995) Emotional Intelligence
- Stoltz (1997) Leadership and Example
- Cooper and Sawaf (1997) Resiliency and Renewal, Mental Adaptability
- Halsey (1996) School Administrators Focus on Self and Balance
- Sergiovani (1992) Moral Leadership

Practical Books

- Adversity Quotient, Paul G. Stoltz
- The Resiliency Advantage, Al Siebert

Dealing with Difficult People

Prerequisite

I am an observer.

I am fortunate to observe this personal process.

Even though I am involved, I need to let go.

I will do my part, then I will observe.

Dealing with Difficult People

Observation Techniques

Talk – then observe

Quiet

Quiet Mind

Watch

Vocal Control

Oh my gosh → this is fascinating attitude

Dealing with Difficult People

- Al Siebert, Combine Compassion with Empathy

In Closing

- Adversity Quotient
- Turning Obstacles into Opportunity
- The Most Important Factor in Achieving Success

Enjoy the Climb!