




Creating an Organizational Culture of Resilience: Leadership & Peer Support

G. S. Everly, Jr.



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**Organizations most likely to
survive and actually prosper in
times of adversity possess a
“resilient culture.”**

IOM, 2013



**The only way to change an organization is
to change its culture.**

Asst Surgeon General RAD Brian Flynn



What then is a Resilient Culture?

The **organizational culture of resilience** is an environment wherein human resilience (the ability to withstand, or rebound, from challenges and adversity) is, not only fostered, but is within the core fabric of the culture itself. The culture is defined by cohesion, collaboration, pride in identification, and possesses an organizational climate wherein growth is promoted, support is abundant, crisis is viewed as an opportunity, and “the stars are the limit.”



IOM (2013) report on organizational resilience states Resilient Leadership is a catalyst that serves to motivate and should be taught to first line supervisors to foster creation of an organizational climate of resilience.





**From the list below, pick the top 4 leadership characteristics that predict
Crisis Leadership (CL) effectiveness**

- 1. Communications and Public Persuasion**
- 2. Economic Management**
- 3. Ethics, Integrity, and Moral Authority**
- 4. Inter-organizational Relations**
- 5. Administrative Skills**
- 6. Relations with Oversight and Collaborative Groups**
- 7. Vision and Creating an Agenda for Action (Optimism)**
- 8. Policy of Fairness and Equality, Justice For All**
- 9. Performance Within Context of Times and Situation (Decisiveness)**




And the answers are...

Strength & Honor



4 Core Characteristics of Resilient Leadership

- **Strength** consists of
 - 1) **Optimism, Positive Vision; Using the Self-fulfilling Prophecy**
 - 2) **Bold Decisive Action/Performance; Perseverance; Taking Responsibility**
- **Honor** is cultivated via
 - 3) **Integrity, Ethical Behavior**
 - 4) **Open Communications**



**“Leaders need to be optimists.
Their vision is beyond the
present.”
-R. Giuliani**



Sun Tzu on Decisive Action

- **Be decisive, vacillation saps the strength of any army.**
- **If action is necessary, make it swift, act boldly, no one benefits from protracted conflict or ambivalent leadership.**

Sun Tzu. (1983). *The Art of War*. (J. Clavell, Trans.). New York: Delacorte.
(Original work published c. 500 BCE)



**Leaders must avoid “paralysis by
analysis.”**

**The moment of absolute certainty will
never be upon you.**

**The only failure in crisis leadership is
the failure to act.**



Integrity

“What you do today will echo for eternity.”

- Maximus

- Movie, The Gladiator



Warren Buffett on Integrity

"In looking for people to hire, you look for three qualities: integrity, intelligence, and energy. And if they don't have the first, the other two will kill you."

— Warren Buffett, CEO,
Berkshire Hathaway



**LEADERS ENCOURAGE FOLLOWERS
BY CREATING AN ENVIRONMENT OF
SAFETY AND TRUST.**

**HONESTY INSTILLS A SENSE OF
SAFETY AND TRUST.**




Sun Tzu

- Follow the law of **morality**. “Regard your soldiers as your children, and they will follow you into the deepest valleys;” (p. 54).




Rx : Moral Compass Checklist

- When acting to benefit oneself, simply ask the following:
 - 1. Am I being deceptive?
 - 2. Does my action hurt anyone?
 - 3. Would I be uncomfortable if those I love learned of my actions (children, parents, etc)?
 - 4. Would I be hurt or angry if someone did this to me?



**There is no such thing as an
information vacuum. If the leader is
not communicating, then someone
else is...
usually the most distressed.**



The deepest craving of human nature is the desire to be appreciated.


William James



LISTEN

“Listen to the whispers so you
can avoid the screams!”

American Indian proverb

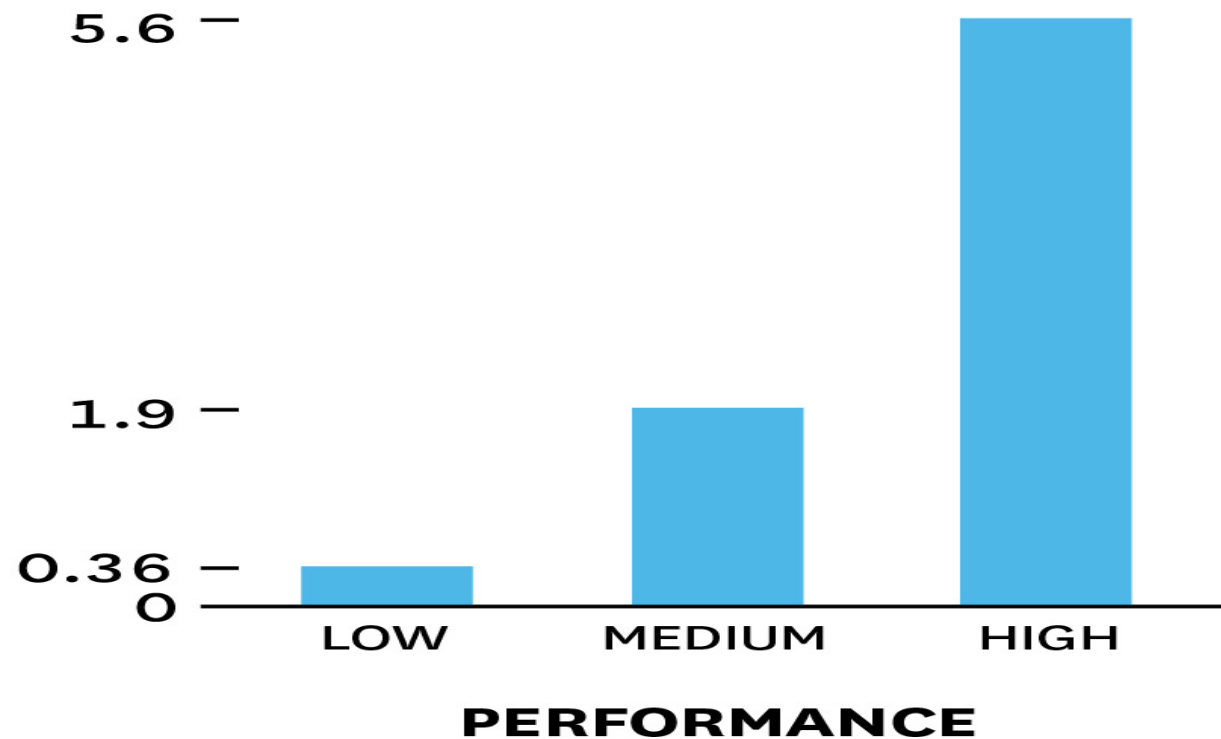


“No man ever listened himself
out of a job.”

Calvin Coolidge
30th US President

A LITTLE CRITICISM GOES A LONG WAY

Top performing teams give each other more than five positive comments for every criticism.



SOURCE LOSADA & HEAPHY: THE ROLE OF POSITIVITY AND CONNECTIVITY IN THE PERFORMANCE OF BUSINESS TEAMS, 2004




5 Sins of Crisis Communications

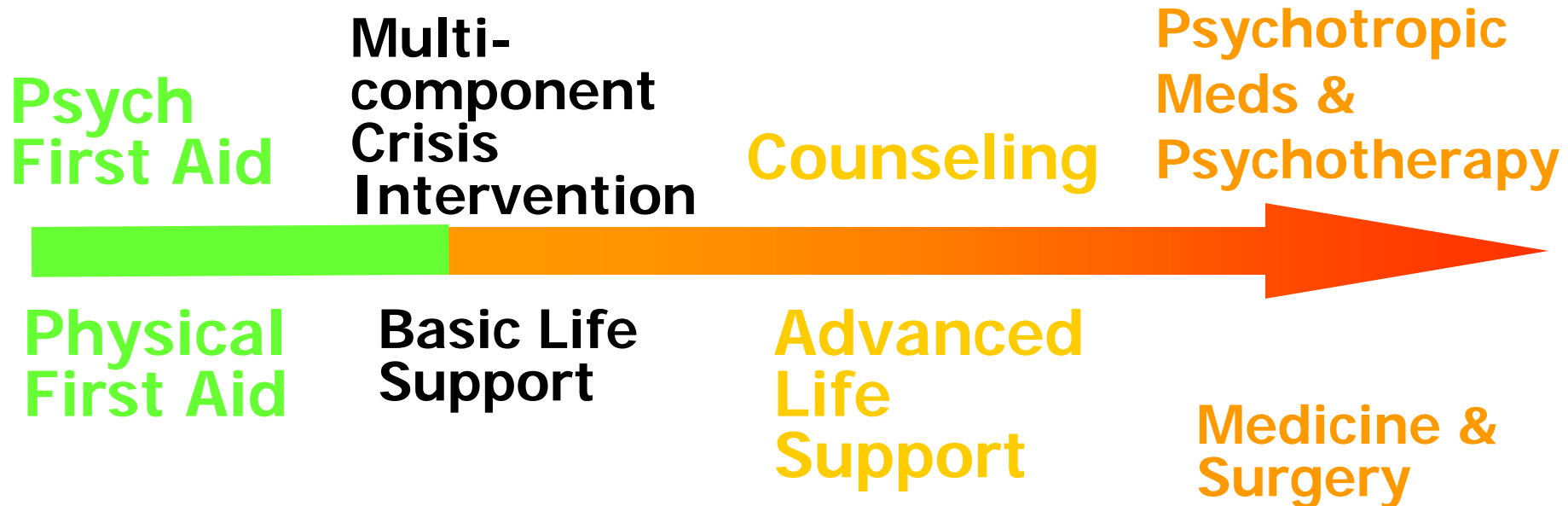
- 1) Communicating information as fact, when in reality, its speculation.
- 2) Delaying communications.
- 3) Trying to please everyone.
- 4) Failure to communicate.
- 5) Lies and half-truths.



Integrating Multiple Tactical Interventions into an Intervention Continuum of Care



The Critical Incident Stress Management (CISM)
Continuum of Care
(Most widely used in the world, adopted by UN)



Resources

- **ONLINE TRAINING IN STRATEGIC PSYCHOLOGICAL INTERVENTION PLANNING FOR DISASTERS – International Critical Incident Stress Foundation**
- **(This course assumes familiarity with the Critical Incident Stress Management continuum of care.)**
- <https://icisf.org/event/pandemic-online/>

- **ONLINE TRAINING (Asynchronous) FOR RESILIENT LEADERSHIP**
- Website: ResilientXP.com
- **Resilient Leadership** – The latest research on using leadership to create an “organizational culture of resilience.” Based on the Institute of Medicine guidelines for developing resilient organizations

- Direct Links to Journal Articles:
- Expanding Mental Healthcare Using Psychological first Aid - <https://www.crisisjournal.org/article/12297-psychological-first-aid-pfa-to-expand-mental-health-support-and-foster-resiliency-in-underserved-and-access-compromised-areas>A Novel
- Way of Educating Children about Stress and Mental Health - <https://www.crisisjournal.org/article/11204-fairytales-a-novel-way-of-educating-children-about-psychological-health>
- Validation of Psychological Body Armor™ - <https://www.crisisjournal.org/article/10270-an-exploratory-study-on-psychological-body-armor>
- Psychological First Aid - <https://www.crisisjournal.org/article/7805-content-validation-of-the-johns-hopkins-model-of-psychological-first-aid-rapid-pfa-expanded-curriculum>
- Resilient Leadership - <https://www.crisisjournal.org/article/13322-resilient-leadership-a-partial-replication-and-construct-validation>

Aequanimitas for Times of Uncertainty

George S. Everly, Jr., PhD

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Sir William Osler, the first physician-in-chief at the Johns Hopkins Hospital, was considered the finest physician of his time. Though a student of the Stoic Greco-Roman philosophers, he was considered an optimist.

In 1889, he delivered a speech entitled Aequanimitas, which means imperturbability. He considered it one of the most important of virtues.

The world has dramatically changed since Osler's time. It seems more uncertain than ever. Many of us view this uncertain world through a lens of fear and trepidation, even impending doom. In doing so we surrender control to of our lives to the very things we fear the most. Perhaps a revised approach to aequanimity is in order for times like these—and all times of uncertainty.

Aequanimitas for Times of Uncertainty

George S. Everly, Jr., PhD

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First and foremost, be kind to yourself and compassionate with others. When angered or annoyed, try for even just a moment to take the other person's perspective. Try to see the world through their eyes. There is always something new to learn.

Left to its own devices, the mind often descends into an abyss of darkness, worry, and despair. Mindfulness combats worry. Whenever your mind takes a distressing excursion, refocus, be mindful of where you are and what you are doing.

Control what you can cope with the rest. But remember the only thing you can really control is how you react to the world as it unfolds around you.

Staying connected to others, even if physically distanced, makes you stronger. This is a good time to rekindle old friendships, or bury old hatchets.

Remember as muscles grow stronger with challenge and resistance, so do people.

Be grateful for what you have. Pay homage to what age or misfortune has taken away from you, but keeping moving forward. There is a reason the windshield is large and the rear-view mirror is small.

My father taught me through example that life is a journey not a destination. If you believe that, there is no such thing as failure only lessons to be learned and milestones which are opportunities to shape the journey.

If you do not shape your future you will be forced to endure it.

Lastly, remember you are part of something greater than yourself. Put differences aside. We are all in this together. Whether you know it or not, you are never alone.