**RESILIENT LEADERSHIP**

**ASHA LEADERSHIP ACADEMY**

**ANDREA FALZARANO:** Welcome to the ASHA Leadership Academy webinar on Resilient Leadership. This webinar content is appropriate for entry leaders. I am Andrea Falzarano, Director of Association Governance Operations at the ASHA National Office. We planned this webinar to help Communication Sciences and Disorders professionals to understand that leadership is not restricted to people who supervise employees or hold certain titles, but a series of skills and behaviors that can be learned and developed. Each of you should have a copy of the handout which includes speaker information and slides. If you do not have the handout, please pause the webinar now and access a copy from our website. You will need a copy for interactive sections of this presentation.

At this time I would like to welcome our presenter, Kevin Nourse. Dr. Kevin Norse is an executive coach, organization development consultant, and facilitator with more than 20 years of progressive experience in both for profit and nonprofit organizations. He is a professional certified coach through the International Coach Federation, and has extensive experience coaching leaders in the areas of emotional intelligence, career planning and transition, influence, risk taking, and strategic thinking. Now let’s begin. Over to you Kevin.

**KEVIN NOURSE:** Thanks Andrea. I’m so pleased to, to work with you all today on a topic that’s near and dear to my heart, Resilient Leadership. As many of you know I did my, my doctoral work on resilience with managers in New Orleans who went through Hurricane Katrina. So the topic is near and dear, and it’s incredibly relevant I think more than ever. You think about the last 18 months with the COVID pandemic and what it meant for us. And so it really reinforce, at least for me, in terms of how important resilient leadership is especially. So I’d like to get started.

We’ve got our handout. So just my disclosure statement. So I am being paid to produce this video, but I have no non, um, nonfinancial, uh, uh, interests in terms of the production.

So in terms of our learning objectives, I wanted to go through those just briefly. We’re gonna really focus, first we’re gonna talk about grit capabilities. So grit is really kind of a sister concept with resilience. The second strategy we’ll look at is around resilience. Really understanding what are the strategies hat go into building and sustaining it, and then we’ll talk about strategies to support the resilience of direct reports. So the, the premise being it starts first with you, and then we think about your role in terms of how do you create resilient teams, which is quite, again, really, really critical, And, when we think about the pandemic and where we’ve been. We’ve got our, our agenda. I’m gonna start off with defining some key concepts, and then we’ll get into the individual modules. Just a word or two about how to get the most out of this webinar. So I’ll suggest for those of, listening to the recording, is to go ahead and print out the guide, and have it available to you to take notes, which will really reinforce your learning. Think about the learning environment. So it’s really critical, I, for a lot a people to have quiet, focused time. So when you actually are listening to this recording, you might wanna find a space that’s really conducive to learning. Feel free to stop the action. So when you think about topics, and, and points that you wanna reinforce, stop and stop it, or give you a chan— your, yourself a chance to reflect. And I’ll give you a heads up throughout the recording, so that you know when to actually hit the Stop button. And then think about deepening your learning. So, you know, a big part of that would be thinkin’ about, um, for example, with your team, how you might teach these concepts to other people. I know for myself, when I, when I learn things, and I know I have to teach ‘em, it really does change the, the tone and how I learn information. So just some, some guidelines there on that. And then every webinar we do with the on demand series, it’s really pointing out some of the core leadership competencies that really do support what we’re here to do. So these really represent targets for us in terms of developing our resilience and grit, skills associated with that. Inevitably throughout the webinar, we’re gonna be touching on pretty much most of these, giving you some insights and perspectives on those.

Okay, so let’s take a, a few minutes and talk a little bit about, um, some key concepts. And I’ve got you know, the Venn diagram of grit and resilience, because they really are sister constructs. There’s a, a lot of overlaps between them. So let’s start first with defining grit. Really grit is about passion and perseverance for long term goals. So the, the idea, or the, the concept of grit came out of the work of Angel Duckworth years ago. She did her doctoral work on this. And, was really intrigued by why, you know, high achievers, and how they sustain performance over time. And so she studied a lot a different groups of high achievers, and formulated this idea of grit. So she identified really four key components, and we’re gonna go through these in a little bit more detail later. But the idea of having a really deep passion or interest for a, for a goal, or for a focus area. Very clear sense of purpose and how your, your focus, how your passion aligns with your deeper sense of purpose of contributing to others. Consistent practice, and really looking how we sustain performance and deepen it, improve it over time. And then really the ability to sustain hope, despite setbacks. In essence, gritty people hit roadblocks too, but they don’t let it stop ‘em. So they’re able to kind of reignite hope and optimism and keep goin’.

Let’s talk about resilience. So we’re thinkin’ about resilience in terms of, um, how— your ability to bounce back from setbacks and adversities. So we can think about it through different lenses. We often don’t know our resilience until we face adversity. And so that’s what we, when we refer to this idea of bein’ activated by adversity, that’s what we mean. It also is driven by what we call internal pre, protection factors. Meaning things, qualities that you’ve got within you that will in essence help buffer the impact of adversity when you face it. For example, having a sense of optimism or belief in self. Or… having awareness of your support, your social support can make a big difference. It really boils down to this process of positive adjustment or adaptation. You know, that’s ultimately how we volved as a species. And this really is about adaptation. So we hit adversity and it’s, it’s how do we adapt to it, make sense of it, and perhaps even grow from it. And to that last point, it may involve growth or transformation, but not necessarily. Generally what I find is that many times people go through tough times, they do rebound and come back to normal. But some people actually choose to grow from it. 99% of the time if you believe you’re gonna grow from a setback, you do tend to do that.

Just an anecdote. I did a subsequent study after my doctoral work with a group of women executives that had derailed in their careers. These were high powered women executives, very high in their organizations. And one woman I worked, worked with, who I, I did an interview with, she was a president of a bank, and she was forced out of her organization. And she told me she said ‘Kevin, you know, I decided that this was not going to define me as a leader, but it would be a defining point in my leadership trajectory.” And that every day in her kitchen, she explained how she was committed to growing from it. It wasn’t just the choice that she wants, but it was something that she meant to have to make over time. And by gosh, she did. She came out even stronger than ever. Many times when people in those situations lose their job, they realize after getting perspective, that maybe it’s the best thing to happen to them.

Okay, so the other perspective is that why the resilience especially, more than ever again, we, we su— I think all of us have seen experiences in the last 18 months of leaders that were resilient and really brought people along, really modeled powerful behavior, and those that didn’t. Ad, adversity has a tendency to really surface kind of what people and leaders are really about. But anyway, for me, working in healthcare, this was particularly critical in terms of really looking at resilient healthcare leaders and, and given the, the forces and the issues that they faced.

There was actually a survey done last year on resilience in the Untied States, and what I found interesting was, that despite the fact that a lot a people thought they were resilient, in fact, that the results showed that many people really weren’t. And so it, it was just an interesting place to go, because, I don’t think many of us have been through tough times like that before, and the sense of isolation that it really surfaced that. The other thing is that resilience is really quite nicely connected to transformational leadership. ‘Cause you think about as a transformational leader, so much about it that is modeling behavior for people. And by doing that, we inspire them to grow and to, to emulate us.

Okay, another concept I wanted to introduce is just this graph, as we think about the process of coping. And so, you can think about you know, the bottom axis of over time, and then the level of functioning from low to high. So if you can look at the, the image, you know, we start off, we’re at a, basically at, at stasis, we’re at homeostasis. Something happens, we start to slide. And, you know, so what we found is that throughout the, the COVID crisis, it wasn’t just, you know, I crashed and burned and came out of it, but it was a ongoing process of up and down. Bouncing between the fear zone of kinda in essence declining. I call it like that zombie like state. Or surviving, where now we’re starting to learn from our experiences and our setbacks. Or even thriving. That gets back to that perspective of it’s a choice. And it, it’s interesting; so the, the image I clipped up there was the, the muscle man, building his biceps. The, the reality is that when we choose to grow from adversity, again, it’s, it’s almost like you think about strengthening our muscles. For example, we go to the gym, really not to build muscle. We actually go to the gym to break down muscle fiber. And then after we work out with re—adequate food, rest, and hydration, we tend to become stronger. And I think psychologically that’s true too. We think about really building kind of our, our resilience resources. And again, that’s a choice that’s some people make.

I’d love to see in the chat box just any thoughts you have. What’s the difference? Or what do you think causes people to actually grow from adversity, versus simply, you know, bouncing back or surviving it. So again, we’ll invite the, the folks who are live in our classroom now to type in what do you think accounts for that, the ability of, um, this idea of grow, and growing form, you know, adversity and setbacks, or thriving. Kim points out positive in— outlook. And, that makes a big difference. We’re gonna talk about that Kim, in terms of, um, optimism. A lifelong learning attitude. We talk about kind of the learner mindset, or the growth mindset can make a huge difference. And Valarie points out, seeking a way to sustain the focus on your mission. And I, I think, that, that really gets to it. The idea of when we make meaning from our adversity, we do tend to grow from it. And so that it’s, it’s all about meaning making. What does this mean for me? is this the worst thing to happen to me, or the best thing? Is there a silver lining to it? And as Andrea points out, you know, many times the, the process of making meaning is through our supports, the people in our lives that help us reframe situations from identity, the, from the from the worst to maybe the best. So a lot of those things do contribute to it, but I think it, the bottom line is meaning making. When we make meaning of our adversity and setbacks, we do tend to grow from it.

So well let me ask you this; the reflection question. What do you think are some of the practices of leaders that, who possess resilience and grit? Building upon what we just talked about. So when you think about resilient and gritty people, I love that concept of grittiness. You know, it’s a really powerful quality. But what else goes into, um, leaders that are able to do that? Well let’s see, we’ve got, uh, capacity of hope, um, that’s right, so that optimism. Integrity, I like that. So our words in concurrence of our words and our actions. Flexibility and adaptability, I know, uh, that really is a, I think a really important quality. Listening, align yourself with professionals who share similar goals. So we show that whole sense of support. There’s nothing like having your gang that you can go to, to, to support you know. Problem solving. Carrie, that’s a really good point. Even some of the original studies on resilience, when they studied Hawaiian children. This was probably 50 years ago. The seminal study. And they looked at those attributes of kids, all of whom these, this study group that came from broken homes. The kids that were really resilient, problem solving was a, was an attribute of those kids that thrived. And Alecia, certainly the ability to delegate. So the idea as a leader you’ve gotta be able to have, you know, depend on your people and like, really stay focused on the big picture. Okay. Well some really good insights in terms of, um grit and resilience practices. So let’s continue. Let’s go into a little bit more detail here.

So I’d like to talk a little bit more about grit, and get some clarity even at the deeper level about that. So, as I described, there were the four building blocks of grit; passion, purpose, practice, and hope. Let me just define those in a little bit more detail. So, you know, passion is more than simply, you know, a deep commitment to a, a… an area of study or focus, or goal. It really is consistency over time. In other words, we sustain that. Or if we perhaps lose our passion, we get, basically get back on the passion wagon, we recommit to our vision or goals, that kind a thing. So it’s, it really is an important part of it, of consistency over time. That’s how we know that we, we have that passion. Purpose. It’s interesting, some of the research that Angela Duckworth did, found that gritty people were much more motivated to seek what they call an other centered life. Really serving others. And that really comes out in terms of our purpose, where you have a really clear sense about the, in essence, the higher, or the, the bigger impact of what you’re doing. Let me give you an example. One a my clients is a safety net hospital just about an hour away from where I am in Palm Springs. And, I did some team coaching with a group of nurse leaders just about a month ago. And I asked ‘em, you know, “You all have been to heck and back when it, as it relates to the COVID crisis. What, what kept you coming?” And one of ‘em was very clear. It’s, “You know, I got into this work to, to support, you know, the, the health of patients and their, their recovery, and their, their healing. And why should this be any different?” In other words that deep sense of purpose is what kept, you know, this individual hanging in there in terms of her role as a nurse leader. And it really underscored it for me in terms of that’s exactly it. The third thing is practice. You know, gritty people really do practice their craft, and they, as a result they get even more skilled and masterful at it. So we think about, this is both quantity and quality of their practice. It’s interesting, there was a cognitive psychologist, Anders Ericsson, years ago studied really masterful, uh, violinists at an academy in Germany, and he found on average that it took about 10,000 hours of practice for those violinists to become masterful. So many times you’ll hear that 10,000 hours is often shared in terms of what it takes to really become masterful or really expert in a field. But it really does get back to that concept of practice. So the other parts of practice would be really thinking it boils down to having a clear goal, the idea of real focused concentration, even getting feedback. And then this repetition and getting reflection on it. All that gets into, to practice. And then hope. This is the pace where… grit overlaps with the resilience. ‘Cause so much about resilience implies, or is, is based on this idea of sustaining hope over time. So that becomes really a critical part of it, which is how do we sustain a sense of optimism when it comes to our setbacks.

So with that, let’s talk about optimism. Again, this is based on Marty Seligman who was the president of the American Psychological Association, was a positive psychologist. And he did very seminal work around learned helplessness and optimism, to understand what goes into that. And he really boiled it down to this idea of really three key factors he found. It was permanence, pervasiveness, and personalization. And this all gets back to your explanatory style. In other words, when really good or really bad things happen to you, how do you explain it to yourself? So what he found was that permanence really related to this idea of, um, optimists tend to attribute really good outcomes as being permanent factors. You know, I, I’m a really resilient person, that kind of thing. And they tend to look at negative outcomes as being, um, temporary. So I didn’t do as well today because I didn’t get a good night sleep last night. In other words there was a specific cause for the, the less positive outcome. Again, this is kind of deep in our minds when we explain really good or really bad outcomes. The second aspect of optimism, which is pervasiveness, really speaks to this idea that optimists really hold a view that negative outcomes are, are much more specific. In other words, it gets back to the idea of I didn’t sleep very well last night, um, but overall I’m a really resilient, you know, focused person. So positive outcomes are based on what we call overall qualities, but any negative outcome is because of a kind of a specific situation that happened. And then lastly would be personalization. So, um… optimists do tend to own, you know, credit for positive outcomes. You know, I… I did really well on that test because I studied. I’m really committed to learning and growing. And that negative outcomes are often attributed by optimists to external factors. So, you know, I didn’t do well on the test because there was a dog barking last night, you know, outside my room kind a thing. So, so it’s just interesting again, to think about that. That what goes into hope, a big part of it is optimism, and how do we practice over time. And, we found that you know, again, based on the research, that these three factors, again, really distinguish how optimists think about the world and themselves, versus pessimists.

Okay, so, let’s take a moment and think about activities for building grit. So I’m gonna ask folks that are in the classroom with me today, to take just a moment. And as you think about opportunities for building your own grit, maybe identify one or two actions you think you would commit to that might really help you become grittier. And I would ask those that are listening in the recording, to go ahead and hit the pause button to give your si, yourself time to reflect. So for our live audience, once you’ve identified a couple, maybe share what is, what is one thing you think you might do that would help build your grit. And to just type that into the chat box, and we’ll just kinda check in and see what, what… everyone’s thinkin’ about here. (Pause) For me, while I’m waiting for some, some contributions, I think about… it’s funny, I’m really committed to writing another book, and I’ve not been very good about kind of showing up at my desk to write. And so I’ve gotta kind of, what I realize is go back and revisit my passion and, and ask the question why am I doing this; what do I hope to get out of this. And, you know, it really does, it’s about forwarding my passion for the topic of resilience and leadership. And I find that you know, by getting back to that passion, it’ll give me the, you know, the, the impetus to get back in, you know, the rituals of writing every day, which is really important for those of us you know, who’ve written books. Um, let’s see. Kim points out, I like the, the weekly, monthly reflection on my own growth and development. It’s a really good practice or habit to establish. And you can think about many of these attributes or suggestions really do boil down to habits. Alecia points out, developing your monthly growth reflection as a practice. And starting to pay attention to your explanatory styles. Yeah, so Alecia, one thing I’ve found, it’s really helpful around that idea of tracking that is, people that keep journals. So I do that every day, and then on the weekends I also do it, which is, really reflect on self-talk. What am I saying to myself to explain strengths; this is the, um, weaknesses, strengths, setbacks, successes? And that really speaks to, Michele what you point out, taking the time of, for reflection, and the use of journaling. Again, can be a really important part of in essence, really becoming growth oriented and really gritty. Let’s see. Ana; pritorzi— prioritizing self-care practices, and entering situations with, you know, the best physical self you can bring to the situation, which could certainly help you sustain your grittiness. Okay, well good. So we’ll ask those that are listening to the recording to go ahead and, if you wanna continue, we’ll look at the next topic.

So let’s talk about building resilience. So as I talked about earlier, it’s, really relies on a set of internal resources. When we have those resources, then we’re better able to respond to setbacks, and hopefully grow from it. So the key here is proactivity. The idea is that we wanna build those reso— uh, re, resilience resources before we actually need them, so that they’re available for us. And we can think about really two dimensions here. There is kind of our self, you know, which would be self-care oping, and a deeper sense of purpose, and also our social support. We know that support is really instrumental. In fact, I found that when I did my research in New Orleans, and I talked to managers who went through Hurricane Katrina, social support was hugely consequential in terms of helping people make sense of the setbacks, support each other. They also modeled behavior. In other words, what helped some managers really step up and thrive was the fact that they saw other managers who had lost far more than they had, actually really contributing to advancing and reopening their organizations. So, it’s not just the typical ways that we think about social support, but role modeling can be I think a really important part of that. You’ve got role models in your life that really give you something to aspire toward.

Okay, so there are overlaps again with this, if you think about for example purpose, which is really important from a grit perspective. Well it’s hugely consequential as a resilience building quality. But when we think about the, the image here, self-care really is at the bottom of the triangle. And I’ve always believed that psychological resilience rests firmly upon physical resilience. If we feel exhausted, if we’re, just our bodies don’t feel very strong, I find that really is challenging in terms of responding powerfully to setbacks and actually thrive. So that’s, you know, it’s a really important part of that.

Okay. So what we’ll do is we’ll go through each of these different attributes one at a time, and I’ll give you some ideas to think about strategies for practicing them. Let’s start first with self-care. And I, I love this quote. Audrey Lord who was kind of a renaissance woman, a writer, feminist, librarian, civil rights activist, had her ha— you know, had, had really established her impact on a lot a things. But I think she says it, it best; self-care is not a self-indulgence. It really is about self-preservation. And I think that’s, and I found with a lot of my coaching clients, they had that belief that, oh, I can’t take away valuable work time, or, you know, personal time to, to work out and take care of myself. The fact is that I’ve seen people and have coached leaders that have burned out. They physically were worn out. And the road back from burnout is a long process. So I’m all about, you know, like, let’s get the cure, let’s proactively invest in that. And I look at it in terms of the, the big three; diet, exercise, and sleep. How these all three come together to really build people’s physical wellness so they can respond to setbacks.

There’s one I wanna do, I wanna really focus on which is sleep. From my own perspective, you know, I’ve had the issues throughout the, the pandemic with anxiety and the implications for insomnia. But by and large I find that with many of my coaching clients, that sleep is such a, a challenging issue for so many people. The implications of not getting enough sleep are huge. The, the whole field of sleep study. I myself have been through two different sleep studies to look at and understand my, my own experience of that. But everything from weakened immunity to the risks for more severe chronic disease that it puts us at. The idea of… impacts on our creativity and problem solving, that, that psychologically are in our commission, how that’s impacted by the lack of sleep.

So I’d like to ask the, our… our live audience, to, to type in the chat box, how many hours of sleep on average do you get and how many do you need. You know, so to be at your very best. So you’ll type in two numbers; how much do you get and how much do you need. And love to se what, uh, just the, what anecdotally, what’s the data in terms of, uh, our, our folks in the, the classroom. For me, I tend to get about 6 hours and I need about 7 ½. Let’s see, so do we have…? Well, we’ve got Melissa, she gets 8 to 9, and typically you need, uh, least we need 8 to 9, you typically get that. Melissa, I’m curious, is there any practices that you use to get, you know, both in a quality and quantity of, of sleep that you get? Can type that in the chat, that box? And see who else. We’ve got Andrea gets about 7 but needs about 8. Andrea, I’d love to see what thoughts in your; what gets in the way of you getting more sleep at night. If you could type that in the chat box. Goin’ back to Melissa, regular bedtime and regular bedtime routines. Ye-ye, you know, it seems like training your body, that this is what you do. Melissa, I’ve seen… colleagues and some of my clients that, you know, that, they’ve just got a well-worn routine about say at 9:00, turn off technology, start to lower the lights, things like that. Let’s see. Ana points out, um, you only get 5 but you need way more. You’ve got a young baby. Um, so it’s segmented further. And, as you’ve noted, have definitely noticed decline in resilience and mental clarity. Yeah, I’ve heard that Ana from so many working parents especially. That, that’s such a tough challenge. Let’s see. And Andrea points out, wakin’ up in the middle of the night, can’t get back to sleep for ‘bout one to two hours. And, um, you know, based on all the research I’ve done on sleep Andrea, I think they refer to that as maintenance insomnia. Insomnia’s typically when you, you can’t get to sleep. But maintenance insomnia is bein’ able to sustain it throughout the night. So I’ve been experimenting with things. Even my own sleep doctor, which was, don’t wallow in bed and your anxiety. Get up, read something fairly inert, in a, in a, you know, with a dim light kinda thing. So really startin’ to think about that, that, the implications of that. So with that, let’s, let’s get some strategies for enhancing self-care. And again, I would just invite you to check, um, any of these strategies you think that would be, you know, really effective for you in terms of enhancing this aspect of your resilience.

The one thing I do wanna point out, um, I’ve shared this practice with a number of my clients, but the idea is, first of all, identify what are your self-care practices. Again, referring to sleep, diet, exercise. What are the things you need to be doing on a consistent basis to be at your very, your, your peak, and to identify what those practices are? And I’ve had people keep a, a self-care assessment log to track that over time. You know, it really gets back to that point of establishing habits, which is, if we, if we can measure it and track it, we’re more apt to sustain it. So whether it’s, you know, on a paper, you know, tracking form like this; I know a lot a people use specific apps to track everything from diet to exercise, even to sleep. And I know a lot a people for example even use their technology. So, for example an Apple watch; there’s a number of applications that allow people to track their sleep. One of ‘em which I know and I’ve used, it’s called Pillow, and it works with my Apple watch, so that I can track my sleep and try to figure out what’s going on’ ‘Cause it actually distinguishes the different types of sleep that I’m getting each night. So, let me just ask the, the group to type in the chat box, what is one of the strategies that stand out for you that might… that might really help address kind of, and augment your wellness to really support your ability to be more resilient. So if you wanna type some ideas in the chat box, or other ideas that stand out for you around enhancing your self-care.

So Kim points out incorporating physical activity into my day. And Kim, that’s just such a, you know, it’s a tough bur, burden or hurdle to get past it, but once people do that. And I’ve heard my clients, some of my leadership clients have told me everything from park further away, to take the stairs instead of the elevator; different ways that we can incorporate that into our day. Let’s see what else? And Melissa points out daily physical activity makes a big difference in how I feel overall. Absolutely. Let’s see, taking smaller opportunities for physical activity. Alecia; enjoyable snacks, or (inaudible words) in a work fridge for the weeks that I miss lunch. Yeah. You know, Alecia, you know, and I’ve seen this myself. The fact is that I’m gonna be hungry at the end of the day or certain times of the day. And the issue is, do I rely on say junk in the vending machine, or, healthy snacks? So it’s almost like it gets back to that proactivity thing. You know, there’s are, there’s gonna be peak times or ties of the day when you are hungry or physically you know tired. How do you respond and how do you prepare for that? Great. Okay, so some good ideas that we’ve got there in terms of self-care.

Let’s talk about the second strategy, coping skills. The, the quote that I included from Victor Frankl, he wrote *Man’s Search for Meaning*. And I’m not sure if everybody knows the story of Victor Frankl, but he was a psychologist interred in the concentration camps during the holocaust. And he ended up based on this experience, writing and doing research around this idea of meaning making. But what he found or concluded was that everything could be taken away from a person, but nobody could take away your ability to choose your attitude in any given circumstance. What he noticed was that there were people that were really pretty badly off, in other words, they had nothing. But they gave away their last crust of bread to people who were in worse shape than they were. Really highlight that; that, that point that no one can take away your ability to choose. The other thing that he found was that what helped him thrive and, and basically survive this experience, is that he had a vision of himself after the war lecturing to a group of psychology students about his experiences in the camps, and that he believed that sense of purpose was an important coping strategy that helped him basically survive when many didn’t. Many people gave up hope. And, and, you know, they died of, as a result.

Solet’s talk about really three coping strategies when it comes down to it. We’ve got avoidance coping strategies, emotional, and problem centered. So the fact is that you know, when you think about the last 18 months in COVID, I think, I would think most of us maybe got caught in avoidance coping strategies. Things like too much social media, too much TV, eating too much, too much alcohol. The whole purpose of avoidance coping strategies is I can’t deal with reality so I’m gonna check out. And I saw some research about how wide respread that was throughout the pandemic, and certainly 2020. So really what we’re trying to avoid is these, avoid using these avoidance coping strategies. But the fact is that some people do get trapped in them. It’s what I call, like, it’s almost like the zombie-like state. I can’t deal with what the realities are, so I’m kinda, gonna basically kinda zone out. Not a great way to, to thrive or be resilient.

But let’s talk about emotional coping strategies. So if you think about in any given situation when you’re faced with ad, uh, adversity or setback, we have strong emotions that can come out. And those of you who are familiar with emotional intelligence, this is part of it too. So for example, emotional coping strategies. So the challenge I think when we face tough times is how do we process the emotion so we can get past them to move to that problem center place. Because, in of itself, you know, getting trapped in the emotions is not gonna serve us about taking action. So, ways that we cope with emotions. Some people use journaling, some use mindfulness practices, conscious breathing. Others use physical activity. I find for example, I’ll go out for a run or go for a swim. That allows me to work through my emotions, my frustration, my… anxiety, whatever it might be. What other strategies do you all use with regard to emotions and navigating your emotions? So feel free to type in the chat box and see what, what else that you would add. Some of these would be, you know, functional and helpful, emotional coping strategies that you use. Oh Alecia, I love that. “Snuggle with my dog and then handle the situation.” Right. There’s a, you know, I do know of some studies around that. The implications of petting our pets and touching them. Let’s see, take, talking things through with a good friend Melissa points out. Deep breathin’ and yoga, uh, meditation. Let’s see. Valarie talks about walking and cups of tea. So Valarie, I know for some people, that’s like a, a ritual. So having rituals can really help people through that. And Andrea points out fresh air with friends. Yeah. Okay, great. Yeah, your palatine, sun salutation yoga. Yeah.

Okay, well let’s talk about problem centered strategy. So we’ve dealt with the problem, or excuse me, the emotions, now we’re ready to kind of figure out actions that we can take. There we start to think about problem solving, brainstorming. It could be, using our calendars and scheduling, sometimes that makes a big difference. Strategic thinking, try to get ahead of the situation, so tryin’ to anticipate it. All those that go into this idea of like how can we figure out the problem, and creative solutions to move forward. So innovation and, and brainstorming. You know, brining creativity to solving our problems makes a big difference. But ultimately it boils down to, when we think about key coping skills, self-awareness is really critical. ‘Cause if you aren’t aware of what’s going on, it’s really hard to, you know, sustain your resilience. Um… again, tapping both emotions and problem centered coping strategies. Reframing setbacks and adversity. We talked about that earlier under the, the grit discussion. Is it the best thing to happen to me, or the worst thing? Again, it’s a choice that we can make. We also know that positive emotions can make a big difference in terms of how we sustain our resilience. Things like you know, as, having a sense of confidence, joy, satisfaction. Sense of closeness and connection. And then we know that negative emotions play a role too. Anxiety, frustration, anger. In fact, many times what we find is that you get more traction out of cleaning up the source of negative emotions than positive. In other words, negative emotions have a stronger impact on us than positive emotions do. So when I’m working with people around resilience, the idea is start to look at what is the source of the negative emotions and how do you clean that up. So for example, during the pandemic, I was a administrator for a Facebook group I was a member of, and there were so many meltdowns and, and really abusive language people were using with each other, I found that it was creating so much negativity in my life, that I ended my association with this Facebook page. In other words, I had to get that out of my life. And that to me had a huge impact in terms of my outlook, ‘cause I didn’t have to kind of soak in that, in that negativity. So again, it’s like how do we increase the experience of positive emotions, and clean up those negative emotions, which does contribute. And this is based on the work of Barbara Fredrickson who did an awful lot a work on positive emotions and positivity, in, in ourselves and our organizations.

Okay. So let’s think about coping strategies. So take a look on the next page, and if you wanna just circle or, or check a few of ‘em that stand out for you that… might be new strategies that you could use again in, in augmenting your resilience. And as you check those, I would love to see do any of ‘em stand out for you. so type in the chat box any of these… coping skills. Maybe there’s new ones that you wanna try or experiment with. (Pause) So we’ve got… a couple things. For me it’s about getting involved. The whole volunteer work can be a really important part. I know for me is, is doing work in my local community. Even throughout the pandemic, teaching classes in resilience was a big way that I coped with the setbacks and the negativity, becau—it, it was a way I could really practice my, my mission and my calling. And Kim points out work/life balance to keep perspective. Yeah, it’s a good…yeah, positive feedback, someone points out. Yeah. Alecia; take a breath before responding. There’s a actually science, as we know, the science of kind of emotional intelligence about conscious breathing and what that does in terms of kind of not allowin’ our emotions to get away with this, to get perspective. You know, creativity. Carrie; the time to paint and draw. And I’m with you ca, uh, Carrie, I’ve gotten back into impressionist will painting, and I’m finding that I have to do 30 minutes a day, and it allows me to just unplug from kind of my cognitive world and get into my creative world. Again, that’s a way, it’s a habit, a new ritual. Yeah. Yeah. Practice gratitude. Yeah, I’ve had, you know, I’ve had some clients experiment with that. Um, you know, keep, uh, a gratitude journal by the bed, and before they go to sleep, basically who are three people that you feel gratitude for, or other things that you feel thankful or gratitude for. It, it’s a really nice ritual to start, and also really helps set the right tone for sleep. Okay, so we’ll continue.

Strategy three was, was really about… we think about building upon it, purpose and vision. And in some ways we, again, we covered much of this in the grit conversation, because it really does overlap with that nicely. We think about purpose or mission. Again, building upon Stephen Covey. The *7 Habits*. What is it we’re here to do? What is our contribution? Our vision. What does it look like if we fulfill that vi, uh, purpose? And then our core values. Generally I’ve found as, uh, executive coach, is that when we live by our values we are in integrity with ourselves. We say that these are things that are important. And inevitably I will ask people, you know, to what extent are your values manifest in how you spend your money and your time? Really the two resources that you primarily have. So to me, it’s the integration of purpose, vision, and values. And that’s what keeps, it’s, basically represents people’s true north. It also represents organization’s true north. So as a leader, the idea of reinforcing the, the, the mission and purpose of the organization and its values throughout the pandemic, was a great way for you know, many leaders to really keep people focused on what we’re here to do, So I think it’s another strategy around that.

There’s been some interesting research about these three levels when it comes to job orientation. So the job mindset, you know, work is basically I get a paycheck, I get some benefits. Career mindset, which is, okay, I’m part of a larger career, so I continue to develop my skills, maybe get promotions, you know, I, I contribute to my organization, I’ve got professional affiliations. But that purpose mindset, which is what do, how am I giving back. So this idea is, I’ve had people do an assessment. Like how much of your time in your professional life do you spend in a job, career, or purpose mindset? And, rule of thumb is if, less than half your time you’re spending with a purpose focus, manifest in how you spend your time, maybe it’s time to re, uh, revisit, what am I doing in this work, and, and in what ways does it contribute to purpose. So we can use this as like an evolution, that it’s not bad to be in a job mindset, but we know that as people evolve int heir careers, they get to that point, that they really do wanna invest time in terms of their legacy and their purpose about what have they contributed. So that really becomes a, I think an important part of it.

So again, let’s think about strategies for clarifying vision and purpose. What does that look like? Are there other ways that, that you all clarify vision and purpose, and embody that in your work? So I would invite in the chat box, if you wanna type in any… um…thoughts or ideas that you have. A couple stand out. Um, I’ve often used Martin Luther King’s “I Have a Dream” speech. It’s just a really powerful statement of, of vision, as well as purpose for him. It’s an inspiring, and I think more than ever it’s, it’s still relevant, you know. Um… let’s see. So feel free to type in the chat box any thoughts you have. Um… yeah Alecia; I like to think about the three or four characteristics I would use to describe myself in an interview, am I truly embodying those; that’s my purpose. Yeah. You know to that end, I’ve had people… uh, I’ve done 360 degree assessments with leaders who wanted me to ask people to what extent is this leader living their values. In other words, I say I’m all about creativity, or diversity, and asking people for feedback. How does that show in my, uh, show up in my behavior? Because values are just words on paper, if they aren’t, you know, if they don’t show up in our, our behavior. Really an important part of it. Yeah. So I would invite you, if you aren’t clear about your really larger vision and purpose, maybe it’s time to revisit that. Another way I’ve seen people use this is… go back and do a career scan, and look at the peak experiences of your life, your professional life for example, where you really felt like you lived your vision and purpose, and draw conclusions or overall themes from those peak experiences. Great place to focus. Okay, well thank you for there.

Let’s talk about the last strategy, which is social support. So as I alluded to at the beginning, it’s really the safety net. Some of you know that for about 15 years, I’ve flown trapeze like in the circus. I’ve been studying trapeze for years. What allows me to take big risks as a trapeze flyer is knowing there’s a net there to catch me. and I think it’s hat net is true in our lives, that our support system is really that safety net. Because so much of leadership in many cases is about taking risks. And, and we need that net. You know, people that will remind us that no Kevin, you’re, you know, the days that I feel incompetent, it’s like Kevin, get back out there, you’ve got this. That we all need people like that in our lives. And I think Daniel Goldman makes a great, you know, observation, and I’ve heard this from other studies, that; that, that the role of social support is, is hugely consequential. It’s as important as like our physical well being when it comes down to it.

So three ways to think about social support; breadth, depth, and the currency of the relationships. Let’s talk about breadth. So we know that resilient people get support from a variety of sources. So it’s not just your, your, the people at your, in your professional organization, it’s in your company, your organization. It would be external, your volunteer friends, your church friends, your artistic friends. It could be part of, you know, obviously we’re all part of the ASHA community, that’s an im, really important part from a perspective. Maybe you’re in healthcare, so perhaps you’re part of ASHA, but maybe you’re part of a healthcare organization too, an

association. So, it’s, it’s broad perspectives, broad relationships. So that safety net is broad.

Then we think about depth. That we need you know, certain number of what we, I would consider the confidants, the mentors, the people that know us really well. But not everybody needs to be at that level, ‘cause it takes work to maintain those relationships, mutual relationships. So you wanna, we wanna have a range of depth. Those that we know maybe more as acquaintances, to those that we’ve got as confidants. So it’s, it’s both breadth and depth.

And then currency. I ask the quite of many clients, if you got really great news or really bad news in your job, who are three people you would call immediately to get support? And I find that, it was interesting, years ago I did, when I first started my coaching practice, I did work with people who’d lost their jobs after 9/11. And I can’t tell you how many times I worked with people that literally cried in my office when they realized they had lost their job, how isolated they became. They, they had lost touch with their contacts, their supports, and had not maintained currency. The worst time to reach out to people is you haven’t kept the relationship in tact and current, and now you’re in a needy place. And that really is the worst time to reach out to people, because they’re kinda like, “Well, where were you when times were good?” So we’re really thinkin’ about these three perspectives when it comes to support.

So let’s look at the, the possibilities for how you can enhance support. What I’ve included at the bottom of the graphic is this matrix. And I’ve had clients inventory their support system and look at the different, um, to the left, you think about that column represents the different domains of support. And then we look across the top, representing the, the depth from an acquaintance, an ally which is a little bit deeper, you know kind of more about each other, to those confidants, deeply trusting relationships. So, a good place to start might be doin’ an inventory of key people in your network and look for what are some a the gaps. Well what’s missing, what needs work? Is it all of your connections are within the organizational space, but you lack, you know professional or industry specific kinds of things? So this would be a good strategy. So I’d love to just, any thoughts you have about strategies you all use to build and enhance your social support structures, or systems. So feel free to type that in the chat box and see what, what we come up with.

I know for me it’s extending my professional connections. Again, I think through the pandemic, because we went to Zoom, so man of us burned out on Zoom meetings with other professionals. And I saw, started finding creative ways to reconnect with folks, even if it’s doin’ it outside and doin’ it in a safe way. And that was the real challenge I think of the pandemic around that. So, any other ideas in terms of strategies that you use, or ones that you really like here, associated with sustaining social support?

Yeah, Carrie, that’s a great point. Really looking, revisiting relationships that cause stress, even if you’ve known them for a long time. That re— it speaks Carrie to that, that concept of, if there’s people in your life creating negative energy, maybe it’s time to renegotiate those relationships, or make some requests for some boundary setting with them. And that’s a really good perspect— We didn’t talk about that, but I think it’s an important part of assessing the, the viability of your network. Yeah. Yeah, Valarie, making time to connect with meaning people, even when like get, life gets too busy. Planning ahead. You know, I’m really big about texting people. I send them kind of silly memes just to let ‘em know I’m thinking about them. Because I find that… that is such a critical thing just to stay current. Let’s see; Alecia points out combining self-care with relationship building. Get pedicures with colleagues, go on a hike. Right. So you start to kind of cross those domains and find new ways to relate to each other. Alecia, I also love that ‘cause it creates accountability. So if you wanna get out of the way of yourself in terms of getting past your procrastination for building wellness, start to make external commitments with client or colleagues who will challenge you on that. So, really nice list there, of, of suggestions.

Well let’s continue. I do wanna do a final assessment. So, think about this; the activity is to assess of these four areas. And again, looking at the evidence of how effective you might be or could be. What do you think? Uh, how would you rate yourself in terms of one is it’s a risk area, it really needs focus, all the way up to number 3 which is you’re proactive, you are consistent in focusing on this element, and 2 is somewhere in the middle. Yeah. So go ahead. We’ll invite folks in our, um, in our classroom to assess themselves. And those that are listening to the recording, if you wanna hit the Pause button, and, and complete the self-assessment.

Okay, so I’d love to hear, what are some of the strength areas among the, the four different resilient strategies? Ah, Kim points out to do, to do more on, focus on coping. Right. So Kim, any, any ideas that we talked about Kim, in that section on coping that stood out for you that you might wanna practice? And Alecia points out “Purpose and support are my strengths.” That’s great. Ah, my reati—reactivity impacts my coping skills. Alecia, that’s a good point. I think really startin’ to think about you know, how you can you know, again, build that emotional intelligence muscle, could be part of it. Okay, good.

Well we have a last segment I wanted to cover and touch upon a couple ideas around building follower resilience. I’ve, I should say that, you know, this is hugely consequential. ADP, the human resource, um, uh, re, human resource consulting company, did some research and they found that when it comes to factors that contribute to resilience, really based on level, self, team leaders, what team leaders do, and what senior leaders do, and the perceptions of that. So some real key areas that make a big difference in terms of follower resilience is this idea of freedom to decide how to get work done. So when people, you know, in the workplace have some autonomy, it contributes a lot to their ability to feel more resilient in their work. Stayin’ focused on the work, which is like really, you know, maintaining concentration and focus. The use of their strengths. And so anytime again you think about, that’s almost like a coping strategy and purpose. When I can use my strengths, it does tend to make me feel a lot more resilient and competent. And also there the, the fourth point under Self, the belief that things really do work out the best, for the best. So that sense of optimism. So that’s, tends to be those factors that help individuals be resilient.

Let’s think about what team leaders do. So proactive communication by team leaders has been found to really contribute to the, their direct report’s capabilities in terms of resilience. Really anticipating what are people worrying about. We know that for example, in tough times, and going through COVID, uncertainty one, was one of the biggest triggers of anxiety for people. So this idea of tryin’ to anticipate what are people unsure about on your team, and how can you proactively communicate that. Trust in the team leader. We think that, that’s a really important quality, about, really helping people trust. So the ability to bring their full selves, to kind of speak truth for team leaders, to feel like tr—team leaders have their back. And bein’ encouraged to take risks, which goes hand in hand with that sense of autonomy. And again, as senior leaders that make a huge difference in many ways. So trust in senior, senior leaders, that the research has found, really does contribute to the, to the resilience, not just at a team leave— leader level. So all those things that do come together, associate with that.

So, let’s take this and think about how we can move into action on it. So again, really I boil this down to two different bucket areas. Again, just like before with positive and negative emotions. Ways to enhance support with people on your team, and ways to decrease stress, which is decreasing the negative, uh, emotions associated with what’s triggering people.

Soa couple of, um, uh, so as you wanna, if you’d like to just scan this and check, you know, some possibilities for yourself when you think about your team, that might work to build their resilience. Couple things I’ve had clients use that I think that was really, really effective.

The fourth one, educate your team about resilience concepts. Maybe you’ve, maybe you take this content and do a little in-service workshop with your team and start to explore what resilience looks like for them and some strategies. Let’s see, another one that, that stands out. Focus your people on what they can control or, uh, influence. So the idea is that we call it (sounds like low cost) of control. When people feel like they have control or influence on what happens to them, it really does shift their response to kind of adversity and setbacks. So to me that’s an important part I think really of a team leader, which is here’s the things that we can control. Obviously we can’t control the virus, in many cases how it spreads, but we can control kind of how we show up for the mission for our clients our patients. We can control how we interact with each other. So really distinguishing that can make a big difference, yeah.

Under Decreasing Stress, I love this idea of a 4 to 1 ratio of positive to negative feedback. Really reinforcing positive outcomes and positive behavior in our people. Eliminating inefficient processes. You know, when people, you know, that, that create stress and anxiety, why are we doing something, they may not know, or inefficiencies, really do get in people’s ways in terms of their resilience.

So what stands out for you all? Again, thinking about your role maybe as a team leader. Maybe think about what you can do, to improve the resilience of, of your people. What stands out? Oh Kim, I love that. So celebrating wins and victories against setbacks. Really important part of it. You know it’s like what we focus on tends to repeat itself, so that’s a great way to reinforce that. Um… yeah, and Alecia points out to show your bounce back as a team leader. The idea of you bein’ a little bit vulnerable, and then show and, or demonstrate or communicate how you rebounded. And again, when we talk about transformational leadership, transformational leadership’s leaders are transparent and they model behavior. They’re not perfect, but they’re also really clear about how they rebuild themselves and rebuild their resilience. Yeah, and Kim, it’s just simply asking people what’s, what’s creating stress and anxiety for you in terms of this work, or the challenges that we face. Yeah. And Melissa points about keeping my team updated about changes. How the changes can be positive. So, Melissa, that reframe. It really is a nice way to help them cope. Great.

Okay, um, so we’re just about out of time, so I did wanna just do a quick review in terms of summary. So we know that resilience is a, really actually it’s quite common, but the ability to be, you know, transformed by setbacks and grow from it, that involves choice. You know, really finding ways to draw meaning out of our setbacks. So we talked about the four different elements of building and sustaining resilience, and they nicely overlapped with the, the concept of grit and those factors. So grit is really thinkin’ about long term perseverance toward, toward goals. And we talked about the four key elements of building and sustaining grit. And then lastly, as leaders, you play instrumental roles when it comes to building and sustaining resilience, and the grit of your followers. Again, lots of overlap between those two concepts.

Okay. Well, there’s some additional resources. Many of the citations that are, I referenced in the book, um, including some videos and some books and some articles. So it’s been a wonderful journey we’ve had in the last hour. So with that, I’ll toss it back to, to Andrea to tie us back together here.

**ANDREA FALZARANO:** Thank you Kevin. And thank you everyone for joining us. This webinar is part of a series in ASHA’s Leadership Academy. For more information, including information on continuing education credits, visit [www.asha.org](http://www.asha.org), and search Leadership Academy. We also encourage you to join the ASHA community focused on leadership topics. Go to asha.org, and search Leadership Academy. You will find a link to the online community on this page. This concludes the ASHA leadership Academy Webinar, Resilient Leadership. Goodbye from the ASHA National Office.