

Resilience in Leadership

Key Behaviors for Self-Care and Caring for Others

Amer Kaissi, Ph.D.



What can you expect

- Practical, take-home behaviors
- Research-supported, evidence-based
- Stories & case studies
- Sport examples

Main Idea

As a leader & professional, you have the ability to influence and impact your team's resilience.

In order to do that, you have to build and maintain your own self-resilience first.

Resilience

Dealing with setbacks

Handling stress

Agenda

1 | Optimism

2 | Humility

3 | Gratitude & Appreciation

Team Resilience

4 | Recharging & Recovering

Self Resilience

**What types of people
are more resilient?**

Resilient People Are Optimistic

They interpret setbacks as:

- Temporary: *“It’s going away at some point”*
- Local: *“It’s just this one situation”*
- Changeable: *“I can do something about it”*

Optimism Balanced with Reality

What Leading with Optimism Really Looks Like

by Shawn Achor and Michelle Gielan

June 04, 2020



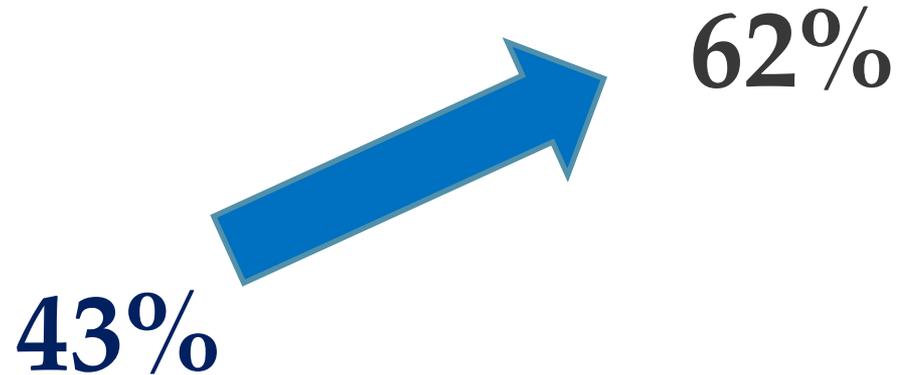
Optimism Program

Gratitude exercises

Praise & Recognition

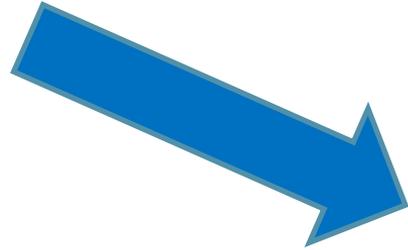
Deliberate Kindness

% of employees happy at work



% of employees feeling burnt out

11%



6%

Do This ASAP

- Think and talk about setbacks as *local, temporary and changeable*
- Be intentional about creating a culture of realistic optimism within your team

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Humility

humus

close to the ground

Humility- Empirical Evidence

A study of a large Health Services Organization

Organization Science

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Expressed Humility in Organizations: Implications for Performance, Teams, and Leadership

Bradley P. Owens

The State University of New York at Buffalo, Buffalo, New York 14260, bpowens@buffalo.edu

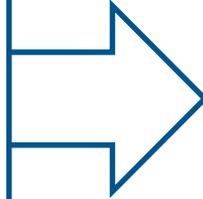
Michael D. Johnson, Terence R. Mitchell

University of Washington, Seattle, Washington 98195
{mj3@uw.edu, trm@uw.edu}

We draw on eight different lab and field samples to delineate the effects of expressed humility on several important organizational outcomes, including performance, satisfaction, learning goal orientation, engagement, and turnover. We first review several literatures to define the construct of expressed humility, discuss its implications in social interactions,

My Leader is Humble

- ✓ Perceives him/herself accurately
- ✓ Displays appreciation of others' strengths & contributions
- ✓ Is teachable



Employee

- 'I am happier'
- 'I feel more empowered'
- 'I am less likely to leave'
- Performed better individually and in teams

Leader Humility improves engagement, reduces turnover rates, and increases productivity



ELSEVIER

Contents lists available at ScienceDirect

The Leadership Quarterly

journal homepage: www.elsevier.com/locate/leaqua



How leader humility helps teams to be humbler, psychologically stronger, and more effective: A moderated mediation model☆

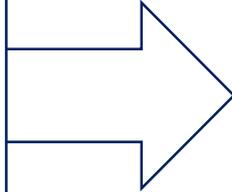


Arménio Rego^{a,*}, Bradley Owens^b, Susana Leal^c, Ana I. Melo^d, Miguel Pina e Cunha^e,
Lurdes Gonçalves^f, Paula Ribeiro^f

A sample of 82 teams (82 leaders; 332 team members)
from various industries

My Leader is Humble

- ✓ Perceives him/herself accurately
- ✓ Displays appreciation of others' strengths & contributions
- ✓ Is open-minded



Team Psychological Capital

Team members:

- Optimistic
- Hopeful
- Resilient

**When leaders are humble, team members become more resilient
& can bounce back from setbacks**

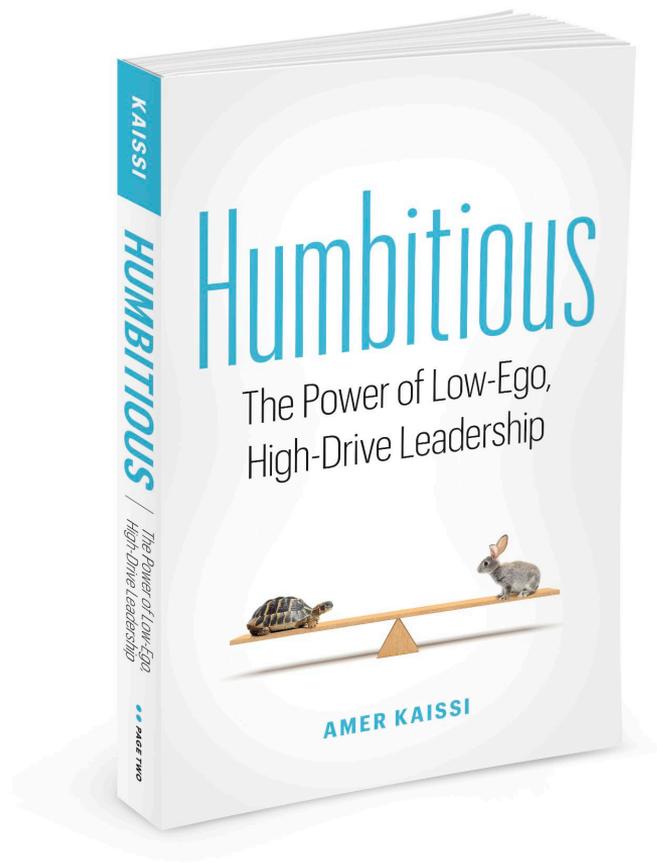
However...

Humility is not enough by itself

Humility needs to be combined with:

- Competence
- Confidence
- Courage

Humble + Ambitious = *Humbitious*



Low Ego *and* High Drive

Humility

High

Selfless Pushover

Humbitious

Low

Selfish Slacker

Bulldozing Jerk

Low

Ambition

High

Do This ASAP

- Connect with team members on a personal and human level
- Demonstrate empathy, especially during hard times
- Balance humility with ambition

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2 Humility

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4 Recharging & Recovering

Gratitude & Appreciation

**Harvard
Business
Review**

Do You Tell Your Employees You Appreciate Them?

by Jack Zenger and Joseph Folkman

September 12, 2022



The Connection Between Recognition and Engagement

The better a leader is at giving recognition, the more engaged their employees are.



Do This ASAP

- Express gratitude intentionally & regularly
- Write hand-written thank-you notes that are *genuine, specific, and timely*

Main Idea- Revisited

Showing optimism, humility & appreciation requires intentionality, commitment, and lots of energy.

In order to do this consistently,
leaders & professionals need to take care of themselves.

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Self Resilience

The Mindset Shift

Resilience is about how we recharge,
not how we endure

What we think Resilience is

Enduring

Grinding out

What Resilience actually is

Recharging

Recovering

Key to Resilience

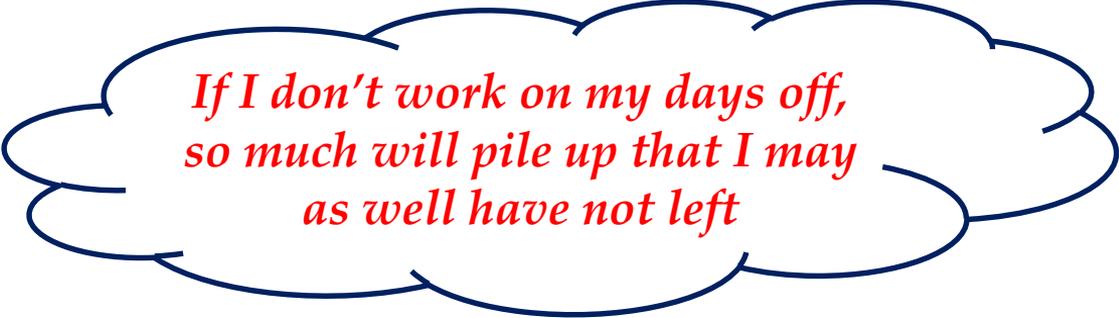
1. Work very hard
2. Stop to recover
3. Go back to working very hard

Discussion

What are your struggles with recovering?
What obstacles typically get in the way of your
recharging, resting & refueling?

*If I am not here to fix the
problems, everything is
going to fall apart*

**Mindset Obstacles
to Recovering**



*If I don't work on my days off,
so much will pile up that I may
as well have not left*



**Mindset Obstacles
to Recovering**

Stress + Rest = Growth

Brad Stulberg & Steve Magness
Peak Performance

*“Rest is not something that the world gives us.
If you want rest, **you have to take it.**”*

Alex Pang

*Rest: Why you get more done
when you work less*

Do This ASAP

- Go for short 10-minute walks
- Take strategic breaks throughout the day, even for 5 minutes in between meetings
- Be intentional about regular physical exercise
- Don't eat lunch at your desk every day, take lunch outside once or twice a week

Do This ASAP

- Take some of your 1:1 meeting outdoors or make it a walking meeting
- Leave work early occasionally
- Set up your alarm not just for waking up on time, but also for sleeping on time in the evening

Calendar Triage

	SUN	MON	TUE	WED	THU	FRI	
	3	4	5	6	7	8	
		Kelsey Out					
PT							
8 AM		Prep Dail	Pr D Cc	Prep Dail	Prep Dail	Prep Dail	
9		Update Master List	Dr ou fo	Link Meet Neer	Set up Phas 3 Proci	Remi (Your De	
10		finish prepp	Review First ESP Meeting Danielle Wes	4CS Training Executive Boz Danielle V	TIE Touch-bi Jesse's Office Andrea Rach	Follow up St Break - Re	
11	Rent Due	Break - R lunch with r	4CS Alignme Executive Boz Danielle Wes	Debrief Stop ESP Meeting Danielle Wes	ESP Manifes Mobile Meet Danielle Wes	F/U Fede's Edits - 4CS Plan for	
12 PM	Clean	60 Day Revi Dani's Office Neena Kanta	Follow Up C Break - R	next step	Executive Committee Alignment Meeting: Meeting Roo Danielle Wes	Draft AtTask Training OPEN	
1		Break - R Events Follo Jesse's Office Danielle We	ES3 Revamp Executive Boz Andrea Ra	Project Success Measures - Meeting Roo Danielle Wes	Break - R	Coac Breac	
2		Di 4C pl fo Br	Dani and An Dani's Office Danielle V	Break - R	Break - R	Research - Innovation	
3		W Je Di	Rese - Inno	Cultu Meet Danik	Fo Up Or	Orga (Your E	
4		Se Send	Send	Reminder	Re VL dc	Send Conf	

Next 30 days:

- What can I delegate
- What can I shorten

Reflect

- “Heads-up” time
- Journal
- Meditate

Express Meditation



“3 by 2 Morning Prioritization”

- 2 minutes: Sit and let your mind settle into focus, calm and clarity
- 2 minutes: Consider most important priorities for the day
- 2 minutes: Plot priority activities into calendar

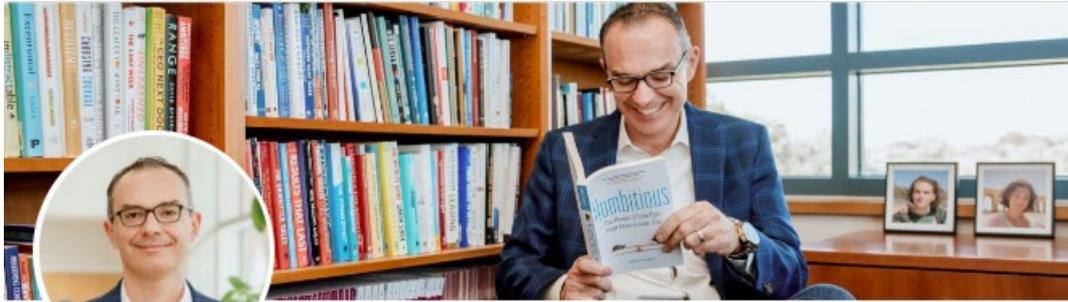
Do This Tomorrow

- Calendar triage to create & block white space
- Schedule time for reflection & deep thinking
- Practice express meditation

Call to Action

What three things will you do differently that can help you build & maintain your team's & organization's resilience?

Thank you



Amer Kaissi, Ph.D. 

Speaker * Executive Coach * Author * Professor

Talks about #humility, #leadership, ##kindness, #emotionalintelligence, and #leadershipdevelopment

San Antonio, Texas, United States · [Contact info](#)

www.amerkaissispeaks.com

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