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Cultivating Resilience

Within Leaders & Teams

Group 7 – Kathy Barnett, Nirav Devnani, Austin Hay, Derek Johanson, Asma Mian, Yesha Patel

QUESTION IN FOCUS

How does resilience manifest itself in leaders & teams?



Defining Key Characteristics

How do researchers define and measure resilience within organizations?



Cultivating Resilience

What actions can leaders take to foster resilience within their teams & organizations?

EXPERT DEFINITION OF RESILIENCE

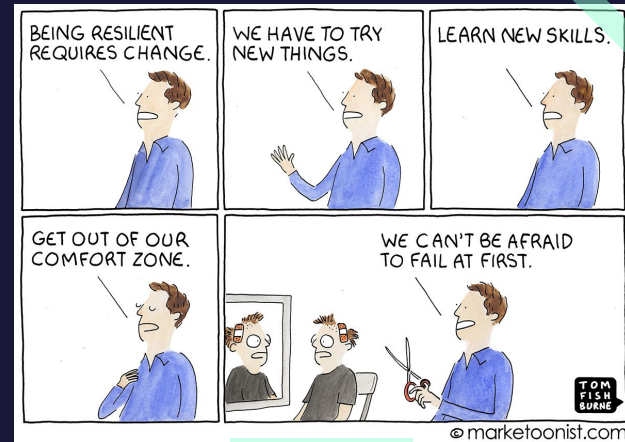
Organizational
research grows,
but in a siloed,
fragmented
manner.



The research mainly indicates that 'resilience' requires "some kind of adversity as a trigger"



and "the demonstration of positive outcomes/functioning despite this adversity"




RESILIENCE RESEARCH

Here's what we found most compelling.

1 Research is vast & resilience is widespread across industries.

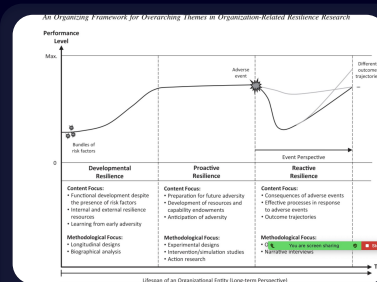


10 Clusters Across Professional Domains Deal with Resilience


 Resilience in Organization-Related Research



2 Can be developmental, proactive, or reactive.

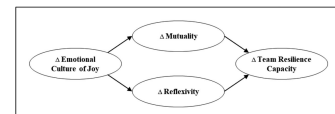


There are Three Primary Types of Resilience


 Resilience in Organization-Related Research



3 Can be proactively built by openly sharing setbacks & modeling a culture of joy.

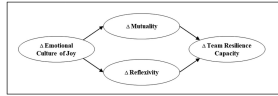


We Can Build Resilient Teams through Cultures of Joy

 How Does an Emotional Culture of Joy Cultivate Team Resilience?



3 An emotional culture of joy is key.



We Can Build Resilient Teams through Cultures of Joy



How does an emotional culture of joy cultivate team resilience?

Study (Hartmann et al., 2020) examines the impact of a joy-oriented emotional culture on team resilience, and posits that joy leads to resilience through **social and cognitive mechanisms**:

- **Social (Mutuality)**: As people feel closer, they are more likely to develop feelings of “us” instead of “them” and are **empowered to act collectively in the face of hardships**, experiencing less psychological strain.
- **Cognitive (Reflexivity)**: These teams are also likely to **engage in collective self-reflection**, adjusting their approach in response to adversity.

Individual expressions of joy can lead to a shared emotional culture of joy though emotional contagion, empathy or shared affective experiences.

Don't we look happy?



IN PRACTICE

Your views on adversity matter.

Sonenshein and Nault at Rice University (2023) found that pandemic stances toward adversity and resourcefulness in symphonies created feedback loop of resilience or inaction



Thanks, all.

