

MASA 2008 FALL CONFERENCE

RESILIENT LEADERS
MEETING THE CHALLENGE

Dr. Karen Orcutt

October 7, 2008

Characteristics of Resiliency in Leadership

Implications for
Personal and Organizational
Coping and Adapting Abilities

Psychological Characteristics Related to Resiliency

- Responses to Stress
- Appraisal of Situation
- Capacity to Process
- Belief System

Resilient Leadership

Needed and Sought

Social Education Systems

Halsey

Collins

Owens

Schein

Dorner & Garfield - Failure

**Minnesota Education Leaders
Two Studies
1999 - 2008**

Childhood Research

Adult Research

Research Linked

to

Leadership

Purpose and Methods

1999 Findings Initial Impressions

Four Themes

Stressful
Events

Emotions

Coping Needs

Personal
Outcome

When do you most need resiliency?

Chronic Events

Frequency

Personal

Lost Mission

Isolation

Moving Beyond

Informing

Seeking

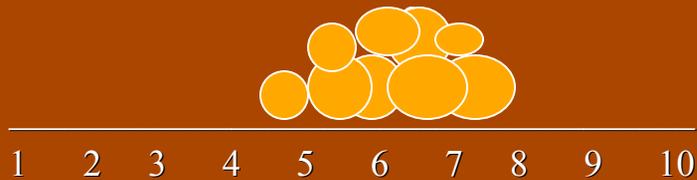
Reflecting

Escaping

Comparative Analysis

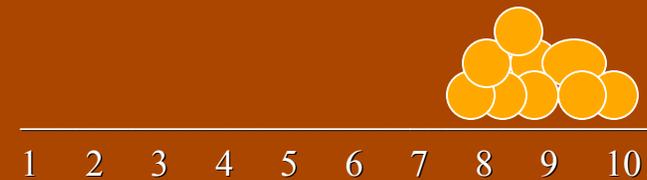
Intensity of Stressors

1999



Findings

2008



2008 Findings

Initial Impressions

Constant	Changed
Different Personal Attack (scary, painful, wounded)	Intensity

When do you most need resiliency?



Word Frequency

Fear
&
Failure

Courage

Antecedents

Courageous
Acts

No Win
Situations

What do you do?

Keep Going

Find Support Group

Re Focus

Isolate

Implications for the Organization

“The mood of the organization depends on the leaders resiliency.”

Strategies to Regain Strength

- Seek help
- Focus on positive energy
- Isolate
- Find confidence (reflection on self)
- Find courage
- Ask others to intervene (screening)

**Summary of Findings
and
Matches to the Research**

Implications

Leadership Training

Preparedness

Inoculation

Support

Beliefs and Values

**Support for the Future
takes
Several Forms**

No Fear

No Courage

Ben Dean (2008)

Conclusions

Thank you for turning.....

Failure  Success

Fear  Courage