The Quest for Resilience: do we know what we seek?

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What is resilience?

How do you get it?

How do you know when you have it?
Physical resilience

“Resilience is the ability of a material to absorb energy when it is deformed elastically, and release that energy upon unloading. The modulus of resilience is defined as the maximum energy that can be absorbed per unit volume without creating a permanent distortion”.

Young's Modulus = \frac{\text{Rise}}{\text{Run}} = \text{slope}
THE RESILIENT ORGANIZATION
How Adaptive Cultures Thrive Even When Strategy Fails
LIISA VALIKANGAS, PH.D.
Professor of Innovation Management, Aalto University School of Economics

holding fast
the struggle to create resilient caregiving organizations
WILLIAM A. KAHN
“resilience is more than merely returning to a previous state, it includes the capacity of people and communities to learn and/or to recognise and benefit from the new possibilities that change brings”.

Paton D (2006) Disaster resilience: integrating individual, community, institutional and environmental perspectives
In: Paton, D & D Johnson (Eds.) Disaster resilience: an integrated approach
Resilience is a set of actions and attitudes that prepare individuals and groups for adapting to challenging situations; establishing a “new normal;” and realizing one’s potential for growth.

http://www.dcoe.health.mil/HowWeDoIt.aspx
“Resilience is a flexible concept that can provide the guiding principles to managing a risky, uncertain environment.

Nonetheless, challenges remain.

Adopting this concept requires a coordinated and mindful process combined with strong leadership.”
Psychological resilience means not merely surviving, but **thriving**.

It is far more than “bouncing back”, or even “coping well”: positive change comes from adversity.
Olympic cyclist Joanna Rowsell's hair loss inspiration hope

As she completed a lap of honour after winning Olympic gold, cyclist Joanna Rowsell pulled off her helmet to proudly reveal her bald head.

Having lived with the hair loss condition alopecia since childhood, the 23-year-old, from Cheam near Sutton, has not flinched from speaking about her condition.

Indeed she says her hair loss has helped drive her on to greatness.

And her win in the women's cycling team pursuit at the velodrome on Saturday could not have come at a better time - it fell on International Alopecia Day which seeks to raise awareness of the condition.

She said a fan had contacted her on Twitter to tell her about the special day.
Manteo Mitchell
Is it a bird? Is it a plane?
"Failure can happen to anyone, and pupils need to cope and learn from it. The most successful entrepreneurs often failed many times, but it didn't stop their drive."

Stephen Twigg MP, Labour's Shadow Education Secretary.

Credit: Press Association
About Us

SOFAS · BEDS · FURNITURE

House of Reeves is Croydon’s oldest and largest Furniture Retailer and has been trading for over 140 years. Our famous Croydon landmark in Church Street displays Croydon’s most comprehensive Suite, Bed, Dining room, Bedroom Furniture and Sofabed collections.

Founded in 1867 by Edwin Reeves, from Sherborne in Dorset, on a site opposite the Croydon Parish Church in Church Street, this is the same building we occupy today. House of Reeves is still a family-owned business, now in its fifth generation. There are no other companies in the area who are still run on a daily basis by the direct descendants of the original family and we are one of the few independent furniture retailers left in the South East.

Few will have missed the sight of our adjacent sister store being razed to the ground in the August 2011 riots. This highly publicised event has spurred us on, and we now have a fully refurbished surviving store, displaying a wide range of quality and affordable sofas, beds and furniture.

Our website has also been entirely updated for simple browsing of our products online.

House of Reeves competes and still beats national names for individual service, competitive prices, fast delivery and above all fantastic value. The Reeves family offer service, professionalism and reliability the national chains aspire to. Try us for yourself and see.
Was uns nicht umbringt, macht uns stärker

That which does not kill us, makes us stronger
“This platitude serves to ease the discomfort of the observer. It can only rightly be said by those who have been strengthened, and it can only rightly be said about themselves, not to others.

The truth is that some people never get into the second group. Those who do get there experience considerable weakness before strength develops.”

- Diana Hartman

http://blogcritics.org/culture/article/lifes-lies-that-which-does-not/page-1/
What is resilience?

“Resilience is a flexible concept...

How do you get it?

[which]...requires a coordinated and mindful process combined with strong leadership”

How do you know when you have it?
OLYMPUS EXECUTIVE DEAD
Authorities Say He Committed Suicide
Will the organisation survive a catastrophe?
CD - RISC
CONNOR-DAVIDSON RESILIENCE SCALE

25 ITEM RATING SCALE


Vaishnavi, Connor and Davidson (2007)
An abbreviated version of the Connor-Davidson Resilience Scale (CD-RISC), the CD-RISC2
Psychiatry Research 152: 293–297
CD - RISC2

TWO ITEMS ONLY:
1. Tend to bounce back after illness or hardship
2. Able to adapt to change

“...the CD-RISC2 assesses the characteristics of resilience, but does not assess the resiliency process or provide information about theories of resilience”

Vaishnavi, Connor and Davidson (2007)
Anticipating threats (‘protection’) and having procedures and rules (‘preparedness’) for dealing with them effectively (‘response’) means that problem-solving resources are available for building capacity (‘recovery’).
Reduce vulnerability

PROTECTION
PREPAREDNESS
RESPONSE
RECOVERY

Increase flexibility
How can an organisation increase its flexibility?
Rats are trained to find food in the black (or white) arm of a maze. Once they are reliably choosing the correct arm, some are given additional training trials.

Reid (1953)

Then the rule is “reversed” and the food is now in the other arm.
Rats who are ‘over-trained’ learn the reversed rule in half the number of trials

Reid (1953)
Far from getting ‘set in their ways’ by repetition, animals (learners) become more flexible with experience.

This is because the first order rule (“choose BLACK”) is learned first and then the second order rule (“focus on the colour”) is learned.

Organizations should promote the learning of second-order rules because this leads to flexibility.
Resilience is a flexible concept, but flexible to the point of floppy is not very useful.

However, the concept has been useful: attention has moved from how to respond to external factors (i.e., reactive risk management) to how to develop an internal resource (proactive identification of strategic systems).