RESILIENCE IN A PERIOD OF LOSS, GRIEF, & ANXIETY

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The Double-Bind of Adversity

Hardships and difficulties the likes of which you have not encountered before
- Magnitude
- Complexity
- Frequency
- Quantity

Those who turn to you when they encounter hardships and difficulties the likes of which they have not encountered before

2 Layers of Adversity:
When the world hits in you in the face
When you go through the challenge of adapting
Learning Path

**WHAT you do**

- Wrong thing
- Right thing

**HOW WELL you do it**

- Do it well
- Do it poorly

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Agenda

Resilience

How Adversity Shows Up
  • in our lives
  • human psychology

4 Tools for Building Personal Resilience
### Resilience

<table>
<thead>
<tr>
<th>Engineering term</th>
<th>Description</th>
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<tbody>
<tr>
<td>• amount of energy a material can <strong>absorb</strong> and still <strong>return</strong> to its original state</td>
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**the ability to recover quickly**

**the ability to respond constructively to hardships**
Resilience

the ability to respond constructively to hardships

Response to Adversity

• Situations that outstrip your immediately available set of resources, knowledge, and skill
• Unexpected negative occurrences
• Resistance, obstacles
• Setbacks, failures, disappointments

...whether a stream of ongoing little ones or periodic significant ones
Agenda

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4 Tools for Building Personal Resilience
Taking Stock: Adversity Inventory

Adversity in your life:

Think about the past month.

Using the worksheet, generate a list of:

• Setbacks, negative events, disappointments
• Sad outcomes, hassles, annoyances, frustrations, obstacles

Sort these into the four cells.
<table>
<thead>
<tr>
<th></th>
<th>PERSONAL</th>
<th>PROFESSIONAL</th>
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<tbody>
<tr>
<td><strong>MAJOR</strong></td>
<td></td>
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<tr>
<td><strong>ROUTINE</strong></td>
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</table>
How Adversity Shows Up

The Adversity Reflex
The Adversity Reflex

Emotional Grip
• Deflated
• Victimized

Soundtrack of Thoughts
Brain works overtime looking in rear-view mirror to analyze, explain, and attribute blame

Counterproductive Behavior
• Demonize
• Retreat
  • From Problem
  • From Others
• Redouble effort...in existing direction
Agenda

3 Faces of Adversity

How Adversity Shows Up
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4 Tools for Building Personal Resilience
  \textit{...turning in the direction of the skid}
Granting Yourself Permission:
Why Investing in Yourself NOW Matters
Agenda

3 Faces of Adversity

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4 Tools for Building Personal Resilience
Exercise: Documenting Adversity

Select an instance of adversity you are currently facing, or a recent example that you feel you did not handle well.

A difficult situation that is stretching you

The more personal & difficult, the more you’ll get out of the exercise
Tool #1: Write it Down

Use a second worksheet that looks like...
Document Adversity Worksheet—Practice

Box 1: Document the Adversity: When, Where, Who, What

Box 2: Reaction—emotions you experienced

Box 3: Reaction—your behavior
Tool #1:
Write it Down

• Complete Box 1
  – just the facts!
  – 3 to 5 bullet points

• Complete Boxes 2 and 3
  – be honest with yourself!
  – 3 to 5 bullet points for each
Document Adversity Worksheet—Practice

5 Minutes, No More

Box 1: Document the Adversity: When, Where, Who, What

Box 2: Reaction—emotions you experienced

Box 3: Reaction—your behavior
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Tool #1: Write It Down!
Tool #2: 
Releasing the Emotional Grip

1. Recognize the emotion – catch it & label it – then give yourself a timeout
2. Breathe through your heart
3. Invoke a positive feeling
   • Gratitude
   • Outdoor location
   • Memorable experience of joy
4. Generate possible alternative actions: what **COULD** I do

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**Tool #1:** Write It Down!

**Tool #2:** Breathe through Your Heart
But how do I shift toward **constructive behavior** when adversity pours down upon me?

And how do I help others shift toward **constructive behavior**?
Tool #3:
Build & Draw Upon Your Network for Help
What Are Your Top Relational Sources of Resilience?

A well-developed network of relationships can help you rebound from setbacks, identify the spheres that are most important to you. Are you falling short in some categories?

- **Empathy**: Connections that provide empathic support so that we can release negative emotions
- **Work Surge**: Connections that help us shift work or manage surges
- **Humor**: Connections that help us to laugh at ourselves and the situation
- **Purpose**: Connections that remind us of the purpose or meaning in our work
- **Perspective**: Connections that help us maintain perspective when setbacks happen
- **Self-Advocate**: Connections that help us find the confidence to push back and self-advocate
- **Navigate Politics**: Connections that help us make sense of people or politics in a situation

**Poll**

Q1: Which 2 have you most needed?
Q2: Which 2 have you found yourself providing?

Source: Rob Cross, Karen Dillon, and Danna Greenberg

*The Secrets to Building Resilience* by Rob Cross, Karen Dillon and Danna Greenberg

[https://hbr.org/2021/01/the-secret-to-building-resilience](https://hbr.org/2021/01/the-secret-to-building-resilience)
Tool #4:
Structure How You Coach Others (and Yourself)
The Adversity Reflex

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**Tools**

1. **Tool #1: Write It Down!**
2. **Tool #2: Breathe through Your Heart**
3. **Tool #3: Draw on Your Network**
4. **Tool #4: Structured Coaching**
Tool #4: Structured Coaching

Ingredient #1: Structured Process

5 Minutes
Share the Challenge

1 Minute
Quiet Thought

3 Minutes
Coaching as Questioning

Ingredient #2: Ask Questions (vs. Dispense Answers)
Shift #1: Shift How You Approach Coaching

Prior track record of success

Soft
Console
Affirm
Reassure

Poll -- Which is your reflex: Soft or Hard Approach?

Hard
Tough
Pep-Talk
How-To Guide

War for talent or Peers

Performance pressures
Shift #1: Shift How You Approach Coaching

**Soft and Hard**

- **Common Invisible Assumption:**
  “How can *I* get you over this hill?”

**Smart Coaching**

- **Assumption:**
  “How can *we* use this hill to build your capability to get over the next one?”

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*Green = the focal actor*

*Yellow = central task*

*Blue = the goal*
**Shift #2: Listen Differently**

**From “To Do” to “To Support”**

<table>
<thead>
<tr>
<th>Listen To Do</th>
<th>Listen To Support</th>
</tr>
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<tbody>
<tr>
<td>–Listening to respond, guide, direct, fix</td>
<td>–Listening to have one’s presence felt &amp; to embrace</td>
</tr>
<tr>
<td>–Listening for: where to intervene</td>
<td>–Listening for: the experience they are going through</td>
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### Listening Well

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<th><strong>Mirror Response</strong></th>
<th><strong>Support Response</strong></th>
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<tr>
<td><em>Bill:</em> I am so distressed and I just can’t focus enough to get my work done.</td>
<td><em>Bill:</em> I am so distressed and I just can’t focus enough to get my work done.</td>
</tr>
<tr>
<td><em>Amy:</em> I feel the same way. Just too much going on and the deadlines are still in place.</td>
<td><em>Amy:</em> What’s been most distressing to you?</td>
</tr>
<tr>
<td></td>
<td><em>Amy:</em> Which tasks are weighing on you most?</td>
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Listening Well: Your Turn

**Mirror Response**

*Amy:* My kids are scared one minute and out of control the next, my parents call me all the time, and I’m overwhelmed

*Bill:*

**Support Response**

*Amy:* My kids are scared one minute and out of control the next, my parents call me all the time, and I’m overwhelmed

*Bill:*
Shift #3: Shift to Response Oriented Thinking

- **Control**: Which features of this situation can I (even potentially) improve?
- **Impact**: What sort of positive impact can I personally have on what happens next?
- **Breadth**: How can I contain the negatives of the situation and generate currently unseen positives?
- **Duration**: What can I do to begin addressing the problem now?

Source: Margolis and Stoltz
Tool #4: Structured Coaching

Ingredient #1: Structured Process

5 Minutes
Share the Challenge

1 Minute
Quiet Thought

3 Minutes
Coaching as questioning

Ingredient #2: Ask Questions (vs. Dispense Answers)
The CIBD Questions

**Control (C)**
- **Do**: What are the facets of the situation you can potentially influence?
- **Visualize**: How would the person you emulate & admire act?
- **Lead**: Work with your team to identify all the facets of the situation the team can influence.

**Impact (I)**
- **Do**: How can you step up to make the most immediate, positive impact on this situation?
- **Visualize**: What impact will your efforts have on those around you?
- **Lead**: What can you do to mobilize the efforts of those hanging back?

**Breadth (B)**
- **Do**: What can you do to address the potential downside? What can you do to maximize the potential upside? . . . by even 10%?
- **Visualize**: What strengths and resources can you/your team develop by addressing the adversity?
- **Lead**: Identify with your team what you can each/all do to at least increase the chances this will turn out okay.

**Duration (D)**
- **Visualize**: What do you want the situation to look like on the other side of this adversity?
- **Do**: What can you do in the next few hours to move in that direction?
- **Lead**: Formulate a sequence of steps and ongoing process for confronting the adversity. Brief your team and solicit input.
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Why Your Own Resilience Matters: 
Using Yourself to Build Communal Resilience

Personal Imprint

Community: The Social First-Aid Kit
### Personal Imprint: How Others Want to Experience You

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<tr>
<th>Credible</th>
<th>Approachable</th>
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<tr>
<td><strong>Competence</strong> – has the capacity to grasp the business and take the team where it needs to go</td>
<td><strong>Authenticity / Humanity</strong> – a reflection of who you truly are as a person – guarded or more open</td>
</tr>
<tr>
<td><strong>Humility</strong> – acknowledges others’ contributions and own areas of limitation</td>
<td><strong>Warmth</strong> – someone who is likable and cares about us as a person</td>
</tr>
<tr>
<td><strong>Resolve</strong> – steadfast commitment to see things through to completion</td>
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**Aspirational**

- **Elevation** – someone whose high expectations others feel energized to pursue
- **Faith** – creates a sense of possibility and confidence that it can be achieved

(Q1) Which are your personal strong suits?

(Q2) Which do those around you most need from you now?
Community: The Social First-Aid Kit

Information
- Updates
- What you can offer + What you need
- Where to access resources & help

Ongoing/routine connection
- Social connectedness
- Multiple sub-groups
- Instrumental/functional and thereby social

Emotional support
A Final Note on Resilience: A Postcard from HBS

We are thinking of you, here to support you

Wherever you find yourself, thank you for making a difference.
Resilience Resources

As we grieve and persevere collectively, hopefully these resources will help you deal with grief, build resilience, manage anxiety, and care of yourself and others during these times of acute adversity.

https://www.harvardbusiness.org/resilience-resources
Thank you!