

Coaching with The Resilience Factor

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Key to Success and Happiness

The empirical research demonstrates that

More than education.....

More than training.....

More than experience.....

it is **Resilience**

that determines who succeeds and who fails

Source: <http://www.adaptivlearning.com>

What Is Resilience?

- The term resilience refers to our ability to rebound from setbacks that we encounter in life.

Source: HayGroup Resilience Factor Inventory

What Is Resilience?

- Seven factors that each contribute to our ability to rebound positively from setbacks that we experience.
- These factors were identified through research which included analysis of why some people are able to bounce back from setbacks in life more readily and more effectively than do others.

Source: HayGroup Resilience Factor Inventory

Using Resilience for Success

- Although each of the factors is important, you may not have to master every one to be successful.
- Depending on your situation, there is a combination of factors that will help you to be most effective.
- Think about your challenges or key job situations and determine those factors that are essential to your success.

The Seven Resilience Factors

- Emotion Regulation
- Causal Analysis
- Impulse Control
- Optimism
- Empathy
- Self-Efficacy
- Reaching Out

Source: [The Resilience Factor by Andrew Shatté & Karen Reivich](#)

Hardy Personality

- In the late 1970s, psychologist Suzanne Kobasa, Ph.D. (Kobasa, 1979a & b), did a long term research study on the impact of stress on top AT & T executives when it was breaking up. The employees were either losing their jobs or being reassigned. Over a period of eight years, she found that there were two different patterns in the way these executives responded to the stress.
- People in one group became increasingly symptomatic. They had more medical and psychological problems and symptoms and more doctors visits.
- In contrast, the second group showed no difference in symptoms during this stressful period as compared to before its' onset. Surprisingly, they seemed healthier and more robust. They essentially rose to meet the challenge.
- Dr. Kobasa referred to this second group as having a **stress-hardy personality**.

Source: <http://www.hardiness.com>

Resilience Can Be Learned

- The belief is that the approach to life used naturally by stress-hardy individuals incorporates mental and behavioral skills which can be taught to others.
- Over time, the regular use of these skills can become effective healthy habits that replace less functional ones.
- Studies in Behavioral Medicine (Hellman & others, 1990, and Sobel, 1993) have demonstrated that psychoeducational courses -- classes that combine information with teaching effective coping skills -- are the most cost effective means of developing health-enhancing coping skills as compared with simply providing information.
- The common element in these approaches is that their purpose is to build a foundation of wellness, rather than treat symptoms. These person-centered approaches are based upon the belief that real change in automatic reactions (behavioral, mental, and physiological) can be taught and become healthy habits.

Source: <http://www.hardiness.com>

Attributional Style

- Attributional style is the way we explain the good and bad events that happen to us.
- Such events occur all the time and each person establishes his or her own characteristic pattern of attributing causes to these events.
- For example:
 - | Some people take credit for their successes, others tend not to.
 - | Some people give general reasons for good events, while some give reasons specific to the situation.
 - | Some people tend to look for transient reasons for bad events, while others believe the cause to be permanent - and so on.
- Each person's complex pattern of explanations is influenced by their attributional style.

Attributional Style

- An attribution is an explanation about why events happen—in other words, an explanation about cause and effect.

Attributions can be classified into the following categories:

- **Internal vs. External**
 - | Internal attributions focus on the self as the cause of the event.
 - | External attributions focus on external factors (other people, the environment, chance, bad luck) as the cause of the event.
- **Global vs. Specific**
 - | Global attributions focus on a general factor as the cause of the event.
 - | Specific attributions focus on a specific factor as the cause of the event.
- **Stable vs. Temporary**
 - | Stable attributions focus on a factor that doesn't change, such as a permanent condition.
 - | Temporary attributions focus on a factor that is changeable or transitory.

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Attributional Style

- Internal, Specific, and Temporary:
- Internal, Global, and Temporary:
- Internal, Global, and Stable:
- External, Specific, and Stable:
- External, Specific, and Temporary:
- External, Global, and Stable:

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Attributional Style

- Exercise: With a partner, come up with examples of the following types of attributions, using realistic life events (positive or negative).
- In each example, identify the event (e.g., "stood up for date") and give your attribution example (e.g., "He dumped me because I have crooked teeth" for an Internal, Specific, and Stable attribution).

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The Key to Resilience

The empirical research also demonstrates
that

More than genetics.....

More than intelligence.....

More than any other factor.....

it is **Thinking Style**

that determines who is resilient and who is
not

Source: AdaptivLearning

Thinking Style and Resilience

- Thinking Styles are reflexive beliefs we have developed about ourselves, our worlds, and our future
- Thinking Styles lead us to the 8 common **Thinking Traps**:
 - ┆ Jumping to Conclusions, Tunnel Vision, Overgeneralizing, Magnifying & Minimizing, Personalizing, Externalizing, Mind Reading, Emotional Reasoning
- Thinking Styles provide us with ready-made and often inaccurate beliefs about the causes and implications of our problems
- Thinking Styles interfere with accurate problem solving and, therefore, resilience

Source: AdaptivLearning

Ten Forms of Twisted Thinking

- All or Nothing Thinking
- Overgeneralization
- Mental Filter
- Discounting the Positives
- Jumping to Conclusions
- Magnification or Minimization
- Emotional Reasoning
- "Should" Statements
- Labeling and Mislabeled – Labeling
- Personalization and Blame

Source: David Burns, MD http://www.feelinggood.com/tutorials/full_distortion_list.htm

Nominations for Coaches

- Fixit
- Problem Solvers Anonymous [Kegan]
- Developmental Blindness
- Projectile Advice
- Transformative Enthusiasm
- Others?

Resilience: Questions

- Are you resilient?
- How do you know?
- What does it mean in your life?
- How does it play out in your life & work?

The 4 Faces of Resilience

- **Overcoming** childhood obstacles
- **Steering Through** day-to-day adversities
- **Bouncing Back** from trauma
- **Reaching Out** to others and opportunities

Source: <http://www.adaptivlearning.com>

4 CODES of Resilience

Resilience is the integral power created to:

- **PERSIST** even when things don't work out at first;
- **NAVIGATE** ambiguity and uncertainty;
- **TRANSCEND** common problems and barriers; and
- **ANTICIPATE** the future.

Push-button Adversities

- Interactions with authority figures
- Family Interactions
- Juggling multiple projects
- Meeting deadlines
- Financial planning
- Career uncertainty
- Failure
- Balancing work and home
- Arguments with friends or acquaintances
- Time alone
- Delegating work
- Disciplining children
- Appearance
- Health
- Success

Source: AdaptivLearning

The 7 Factors of Resilience

- Emotion Regulation
- Impulse Control
- Causal Analysis
- Self-Efficacy
- Realistic Optimism
- Empathy
- Reaching Out

Source: The Resilience Factor by Andrew Shatté & Karen Reivich

Factor 1 – Emotion Regulation

- Ability to control emotional response to external events – to stay calm under pressure
- Balance this with the adaptive nature of our emotional life – this is not Star Trek's Mr. Spock
 - | Role of anxiety, sadness, anger, guilt, & embarrassment

Source: AdaptivLearning

Emotion Regulation

- Single most important factor – explains more variance across the RFI than any other factor
- Close relationship with Emotional Intelligence
- At the heart of Adaptiv is the ABC model of Albert Ellis
 - | The **C**onsequences of **A**dversities (our emotional and behavioral responses) are mediated by our **B**eliefs
 - | Most leverage gained over emotions by examining Beliefs
- The positive emotions can be maximized through development of Reaching Out

Source: AdaptivLearning

Adaptiv Skills for Emotion Regulation

Skill 1 – ABC

- | Track the effects of your beliefs on your emotions
- | B-C Connections (see Slide)

Source: AdaptivLearning

Adaptiv Skills for Emotion Regulation

Skill 2 – Thinking Traps

- | 1500 cc brain leads us to thinking short cuts
- | identify your most common cognitive errors and how they produce non-resilient emotions

Source: AdaptivLearning

Adaptiv Skills for Emotion Regulation

Skill 3 – Detecting Icebergs

- | Develop rules about ourselves and the world dubbed 'Iceberg Beliefs'
- | Uncover the 'iceberg' beliefs that produce your 'pet' emotion

Source: AdaptivLearning

Adaptiv Skills for Emotion Regulation

Skill 3 – Detecting Icebergs

- | Identify the thinking style, *explanatory style*, or attributional style that limits your ability to identify the causes of adversity
- | Get more accurate in your beliefs about the causes of problems through Flexibility & Accuracy

Source: AdaptivLearning

Adaptiv Skills for Emotion Regulation

Skill 3 – Detecting Icebergs

- | **Curb anxiety by identifying most likely implications of adversities**
- | **Identify catastrophic, Worst Case beliefs**
- | **Estimate probabilities**
- | **Generate Best Case scenario**
- | **Home in on Most Likely**

Source: AdaptivLearning

B-C Connections

- Real-world loss or loss of sense of self worth
- Future Threat
- Violation of Rights
- Violation of Another's Rights
- Loss of Standing
- Sadness
- Anxiety
- Anger
- Guilt
- Embarrassment

Source: AdaptivLearning

Factor 2 – Impulse Control

- **Ability to control expression behavior to achieve goals**
- **Critical to achieving long-term goals**
- **Manifests in day-to-day decisions**
- **Spontaneity versus Impulse Control – this is not about finding a rut to be in**
- **Impulse Control Factor correlated with Emotion Regulation Factor**

Source: AdaptivLearning

Factor 3 – Causal Analysis

- **Ability to identify the true causes of adversity**
- **Essential competency, since the causes we identify determine the solutions we attempt**
- **Asking ‘why’ is evolved response to adversity**
- **We develop a thinking style around explanations**
- **The notion of Explanatory Style**
- **The dimensions of explanatory style**
 - | **Me vs. Not Me**
 - | **Always vs. Not Always**
 - | **Everything vs. Not Everything**

Source: AdaptivLearning

Factor 4 – Self-Efficacy

- **Our sense that we are effective in the world – a sense of mastery**
- **Self-esteem movement of the 1970's attempted to inflate this directly**
- **But true self-esteem and self-efficacy come from doing well in the world**
- **In turn, doing well in the world depends on the other factors of resilience, especially Causal Analysis**

Source: AdaptivLearning

Factor 5 – Realistic Optimism

- **Aaron Beck discovered the importance of the cognitive triad:**
 - | **Negative view of one's Self, one's World, and one's Future**
- **Resilient people believe that their future will be positive**
- **This is realistic Optimism**
 - | **Not of the Pollyanna variety**
 - | **Power of Positive Thinking versus the Power of Accurate Thinking**

Source: AdaptivLearning

Factor 6 – Empathy

- **Ability to *read* others' psychological and emotional states**
- **Case studies:**
 - | **The 'bulldozer' school of management**
 - | **Richard – “I got great agreement”**
- **Empathy in relationships**
 - | **Why is your partner angry?**
 - | **Why is your teenager sullen?**
- **Empathy in the workplace**
 - | **Why does that direct report procrastinate?**
 - | **Why does your supervisor fail to reinforce your efforts?**

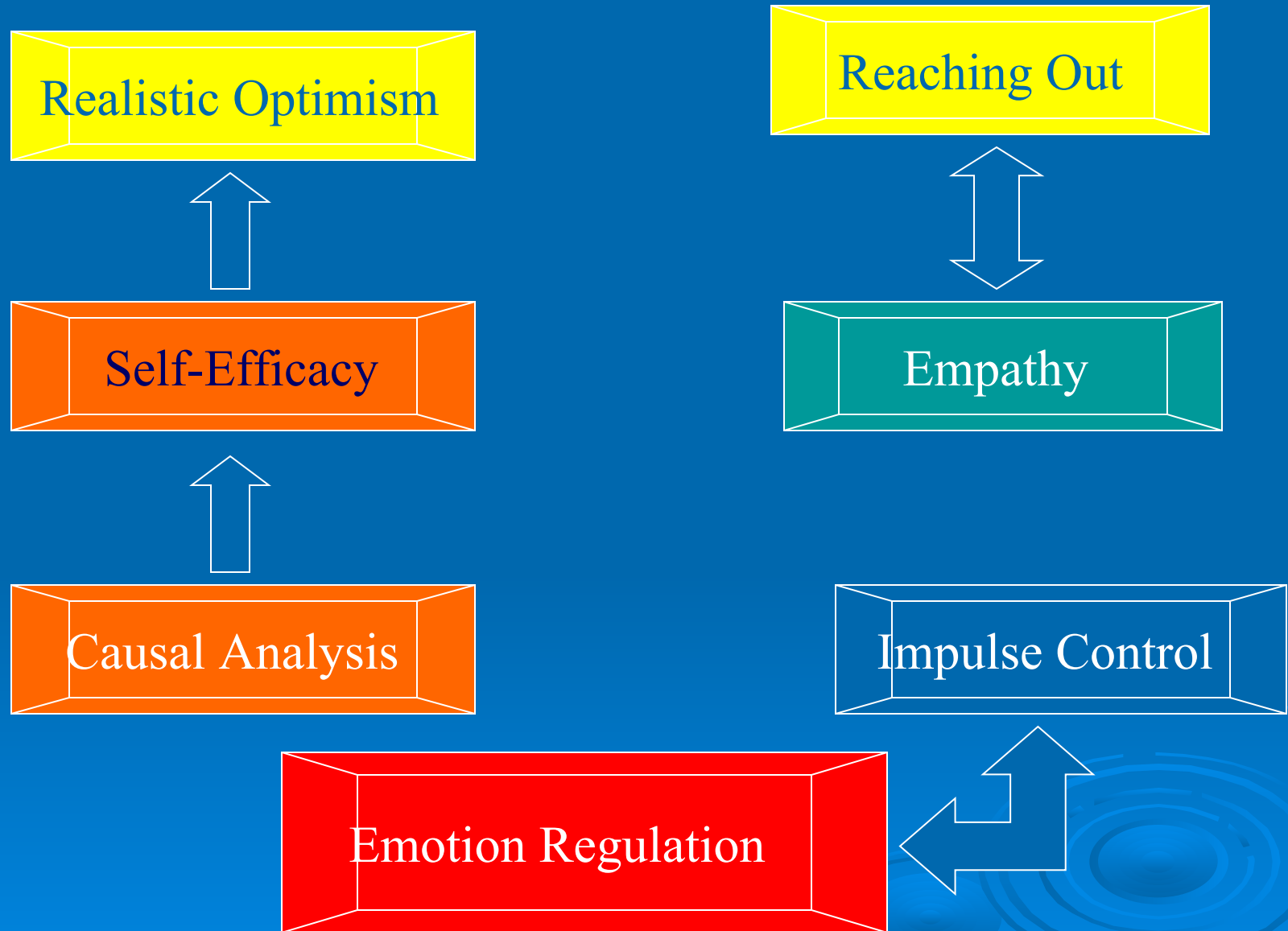
Source: AdaptivLearning

Factor 7 – Reaching Out

- Previous research identified Overcoming, Steering Through, Bouncing Back
- Factor Analysis confirmed Reaching Out as integral to resilience
- Perfectionism interferes with Reaching Out
 - | Beliefs underpin perfectionism
 - “Anything less than perfection is a failure”
- Self-handicapping interferes with Reaching Out
 - | Beliefs lead to self-handicapping
 - “If I don’t try, then if I fail I can always put it down to a lack of effort rather than a lack of ability”

Source: AdaptivLearning

Source: AdaptivLearning



Working With Clients

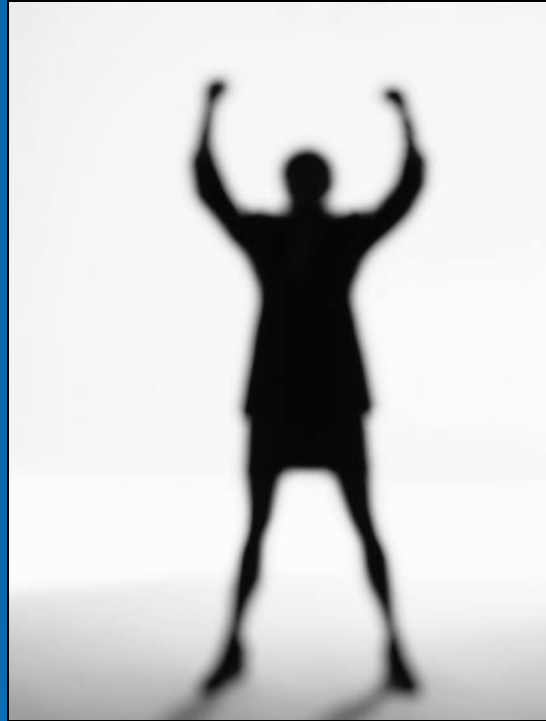
- Establish a baseline: Use the survey in the book: TRF
- Design a coaching program around what is essential to the client in terms of performance, change and transformation—now, near and far
- Use a 360 Degree Multi-rater instrument like the RFI to measure progress and to refine the coaching system or approach

Resilience Factor Inventory

- In 1997 “AdaptivLearning” assembled 260 items that tapped the applications of overcoming, steering through, and bouncing back as described in the research literature
- Included 40 items that tapped the positive aspects of resilience – reaching out
- Approximately 1,000 people answered the inventory
- Conducted factor analyses to find the solution that best fit the data

- Discovered the best factor solution:
 - | Factor analysis conducted
 - | Experimented with various factor rotations to uncover independent (orthogonal) factors
 - | Experimented different solutions to uncover optimal number of factors (eigenvalue screen test)
 - | 7 factor solution emerged strongly
- Chose 60 items that loaded most strongly on the 7-factor solution
- This is the Resilience Factor Inventory (RFI)
- The RFI normative sample now numbers more than 3,000 respondents
- 7-factor solution remains stable

The END



For more info:

www.b-coach.com