

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



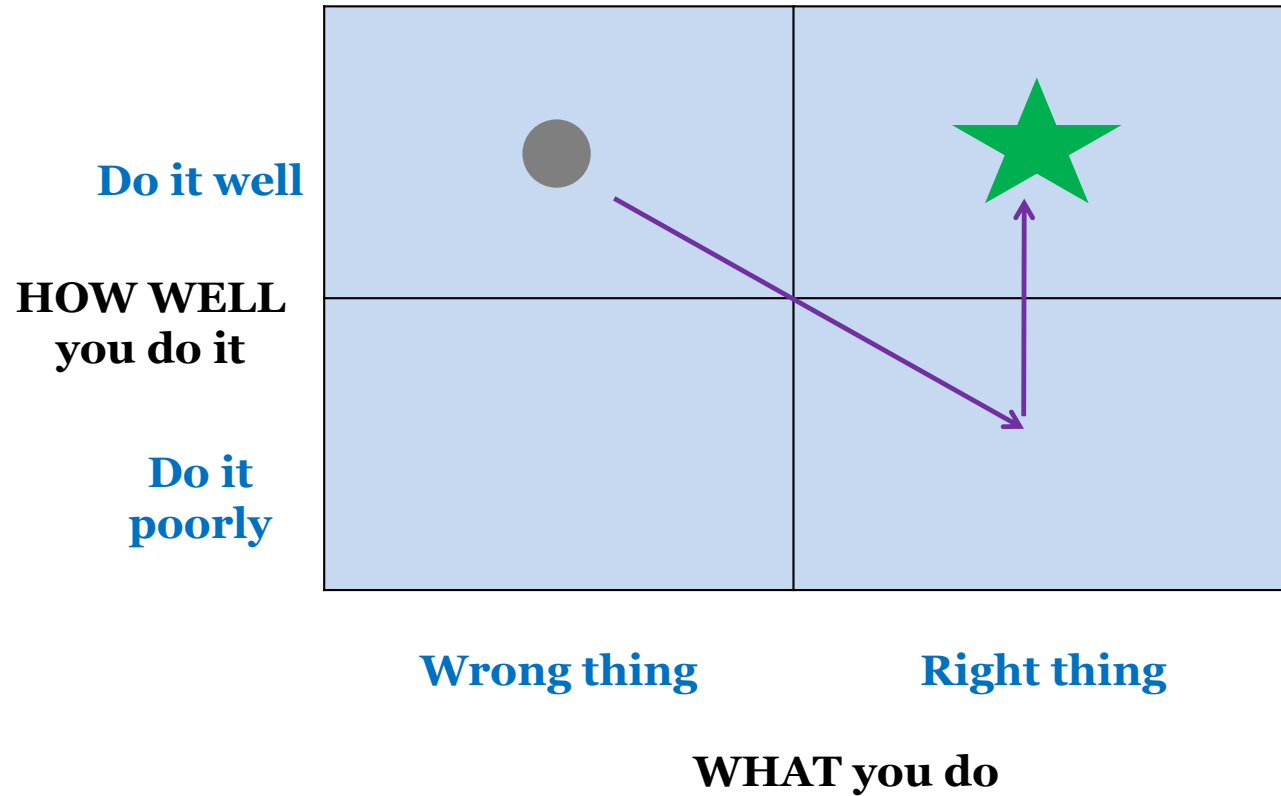
Those who turn to you when they encounter hardships and difficulties the likes of which they have not encountered before

2 Layers of Adversity:

When the world hits in you in the face

When you go through the challenge of adapting

Learning Path



Agenda

Resilience

How Adversity Shows Up

- in our lives
- human psychology

4 Tools for Building Personal Resilience

Resilience

Engineering term

- amount of energy a material can **absorb** and still **return** to its original state

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

Resilience

How Adversity Shows Up

- **in our lives**
- **human psychology**

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.

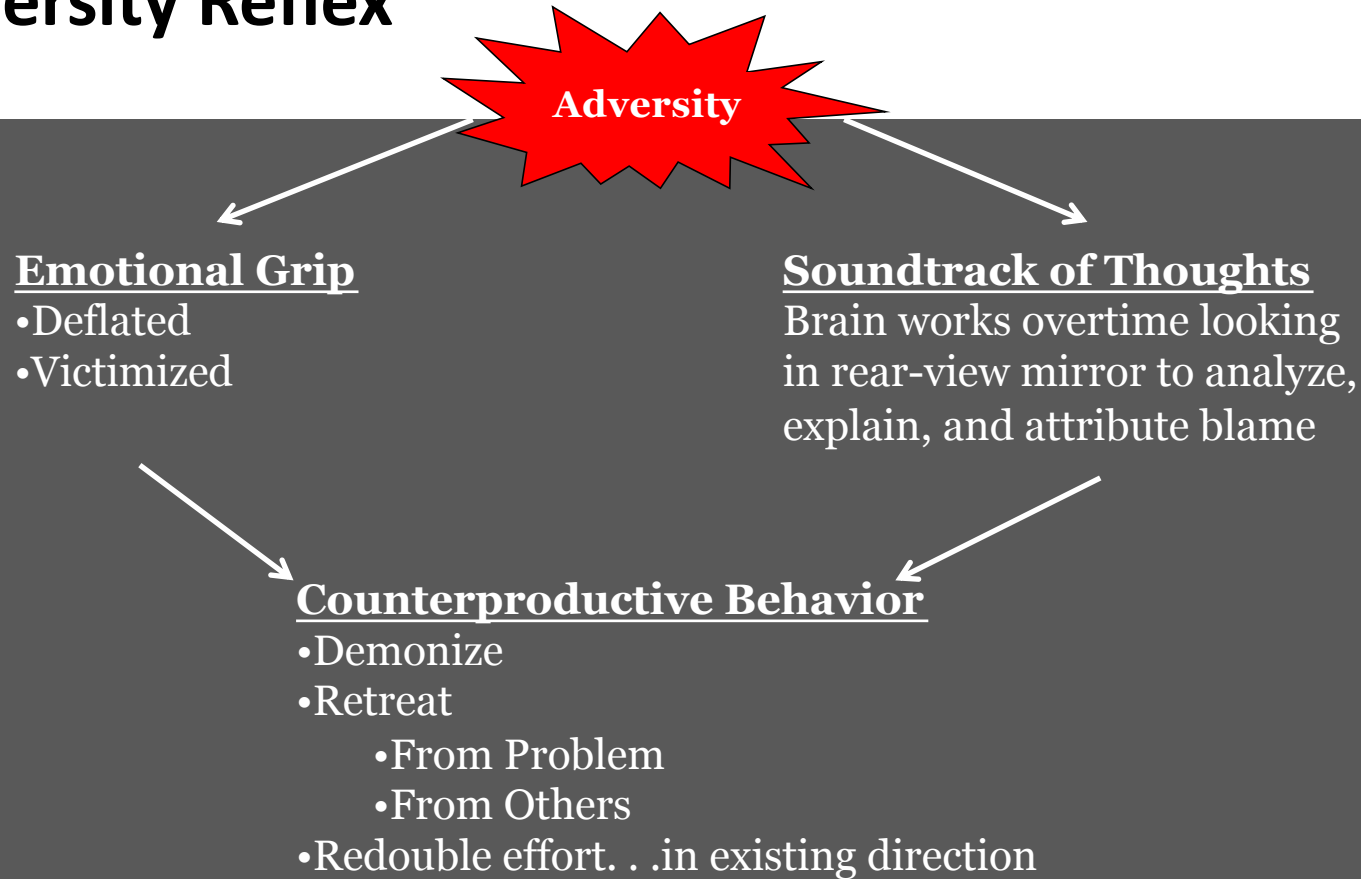
	PERSONAL	PROFESSIONAL
MAJOR		
ROUTINE		

How Adversity Shows Up

The Adversity Reflex



The Adversity Reflex



Agenda

3 Faces of Adversity

How Adversity Shows Up

- in our lives
- human psychology

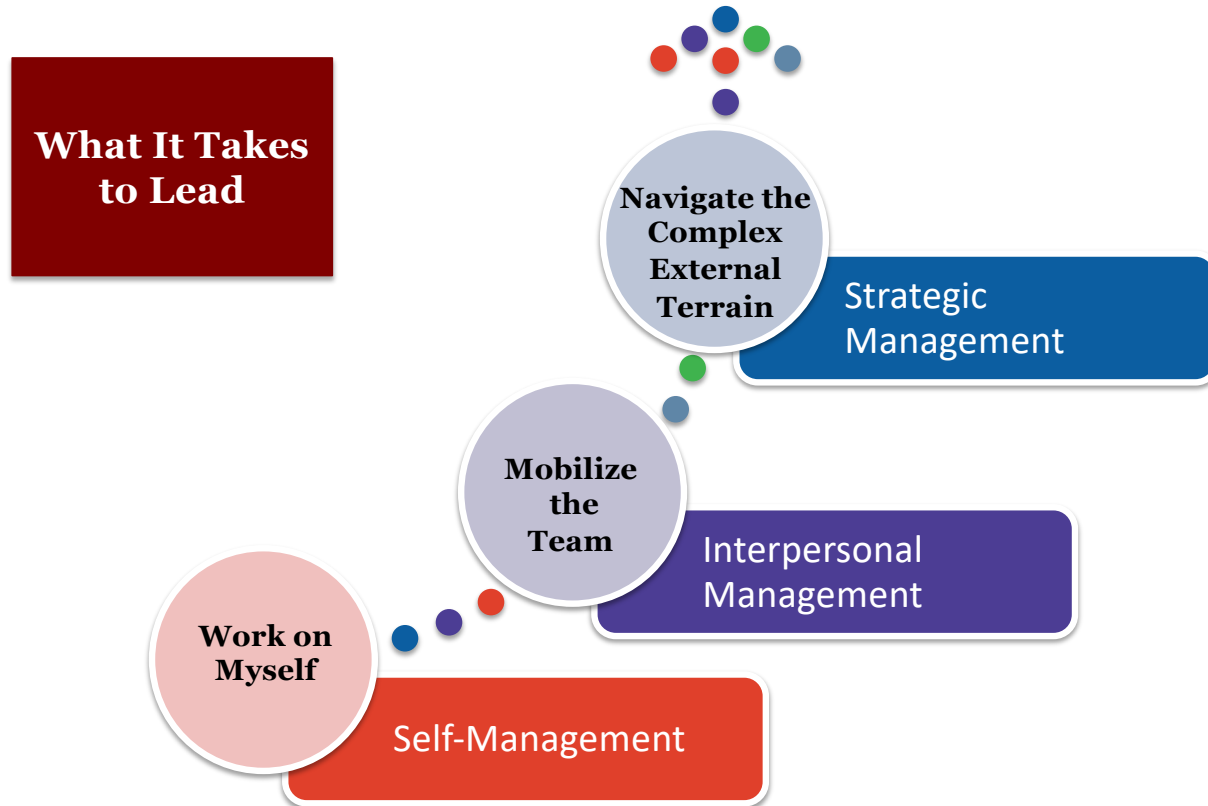
4 Tools for Building Personal Resilience

...turning in the direction of the skid

Granting Yourself Permission: Why Investing in Yourself NOW Matters

Inside-Out Leadership

Outside-In Leadership



Agenda

3 Faces of Adversity

How Adversity Shows Up

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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



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graph TD; B1[Box 1: Document the Adversity: When, Where, Who, What] --> B2[Box 2: Reaction—emotions you experienced]; B1 --> B3[Box 3: Reaction—your behavior];
```

The diagram illustrates a three-step process for documenting adversity. It begins with a large box at the top labeled 'Box 1: Document the Adversity: When, Where, Who, What'. Two white arrows point downwards from the bottom of this box to two separate boxes below. The left arrow points to 'Box 2: Reaction—emotions you experienced', and the right arrow points to 'Box 3: Reaction—your behavior'. All boxes are white with black borders and are set against a solid blue background.

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

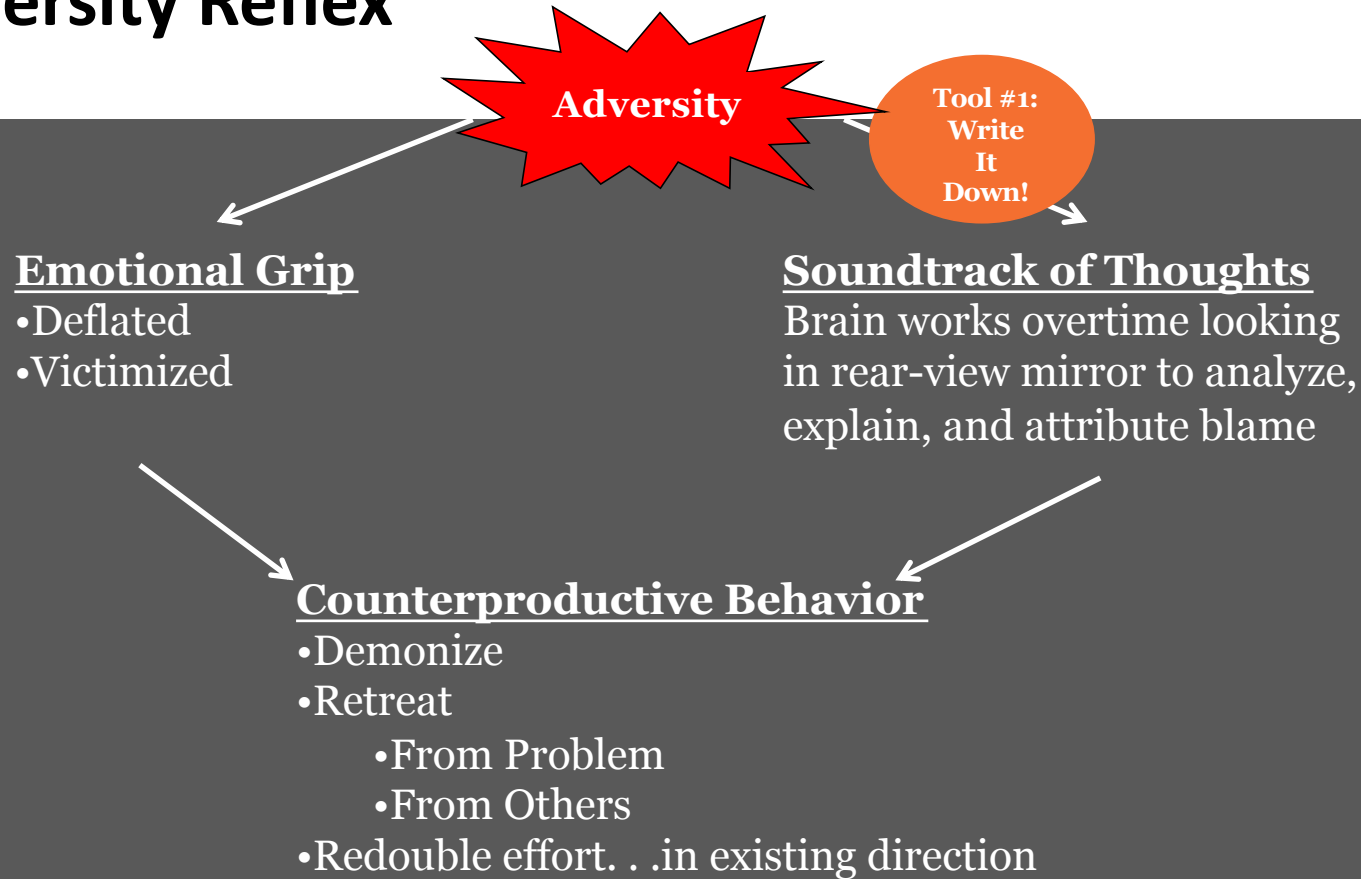


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Box 2: Reaction—emotions you experienced

Box 3: Reaction—your behavior

The Adversity Reflex



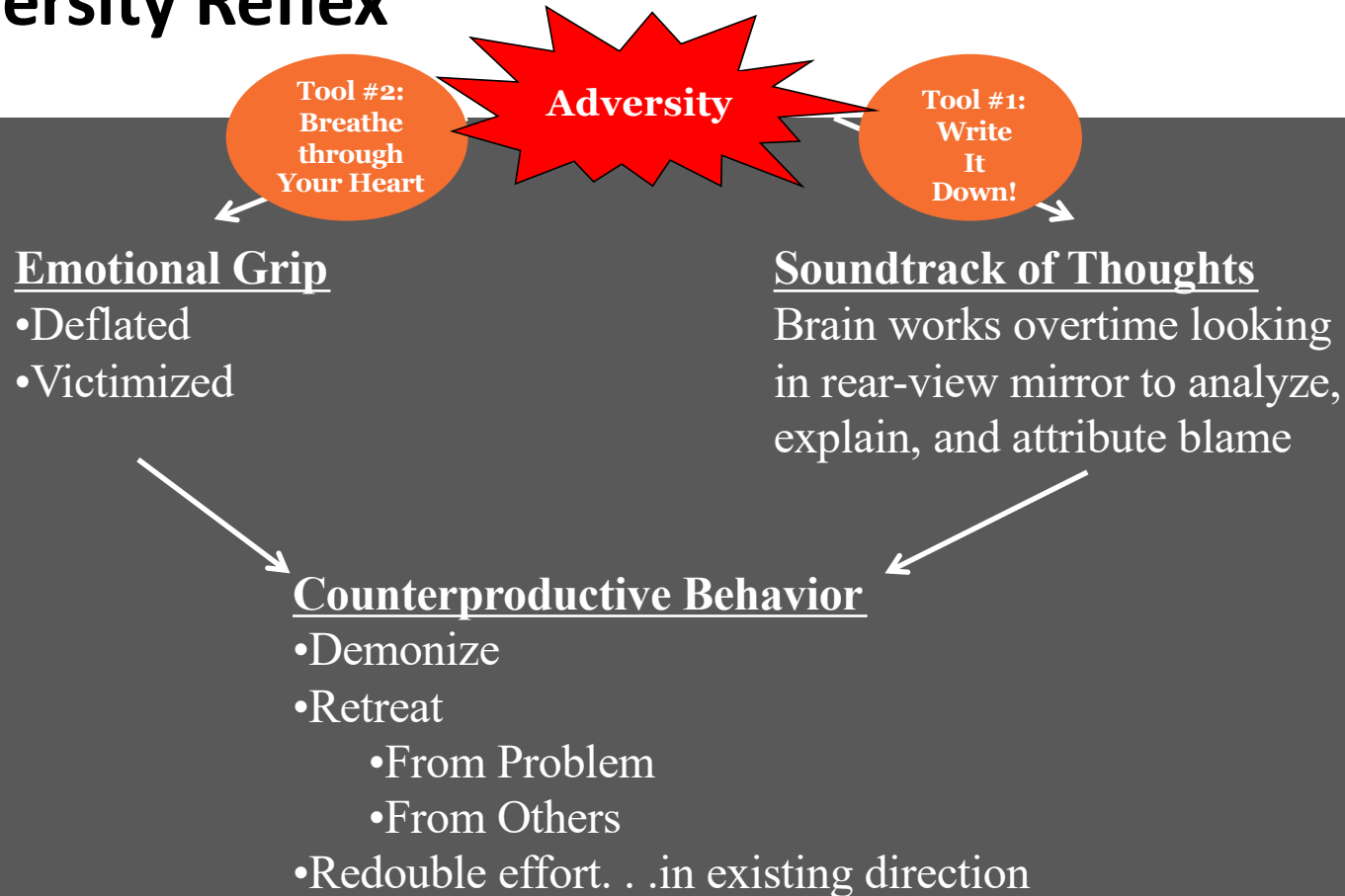
Tool #2:

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

Based on Bruce Cryer, Rollin McCraty, and Doc Childre, “Pull the Plug on Stress,” *Harvard Business Review*, July 2003: 102-107;
Ting Zhang, Francesca Gino, and Joshua Margolis, “Does ‘Could’ Lead to Good? On the Road to Moral Insight,”
Academy of Management Journal, 2018: 61: 857-895

The Adversity Reflex



**But how do I shift toward
constructive behavior
when adversity pours down upon me?**

**And how do I help others shift toward
constructive behavior?**

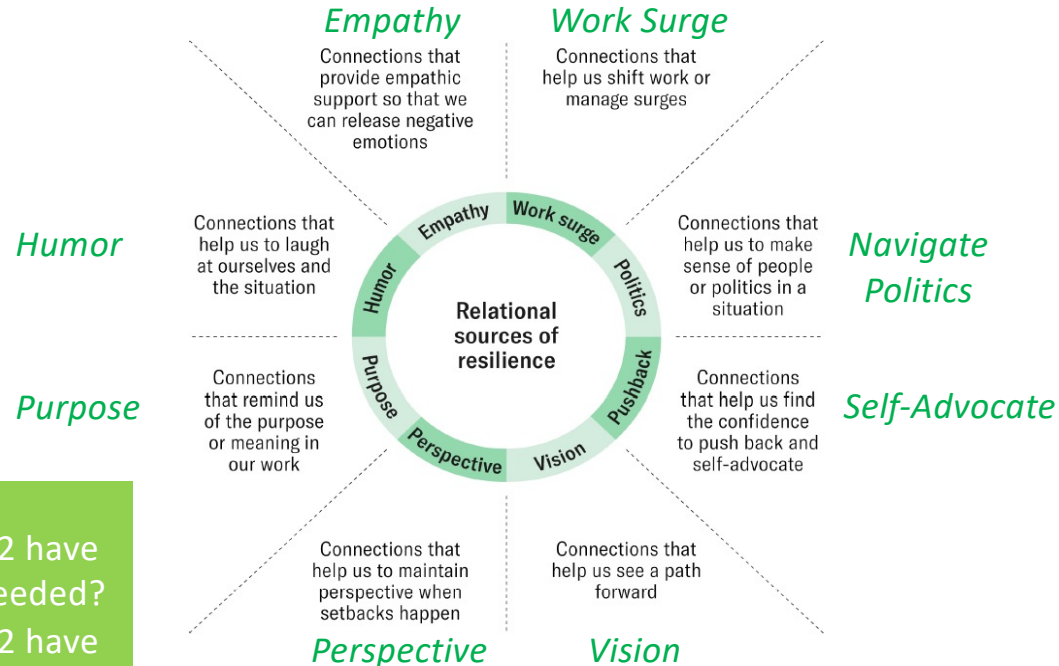


Tool #3:

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?



Source: Rob Cross, Karen Dillon, and Danna Greenberg



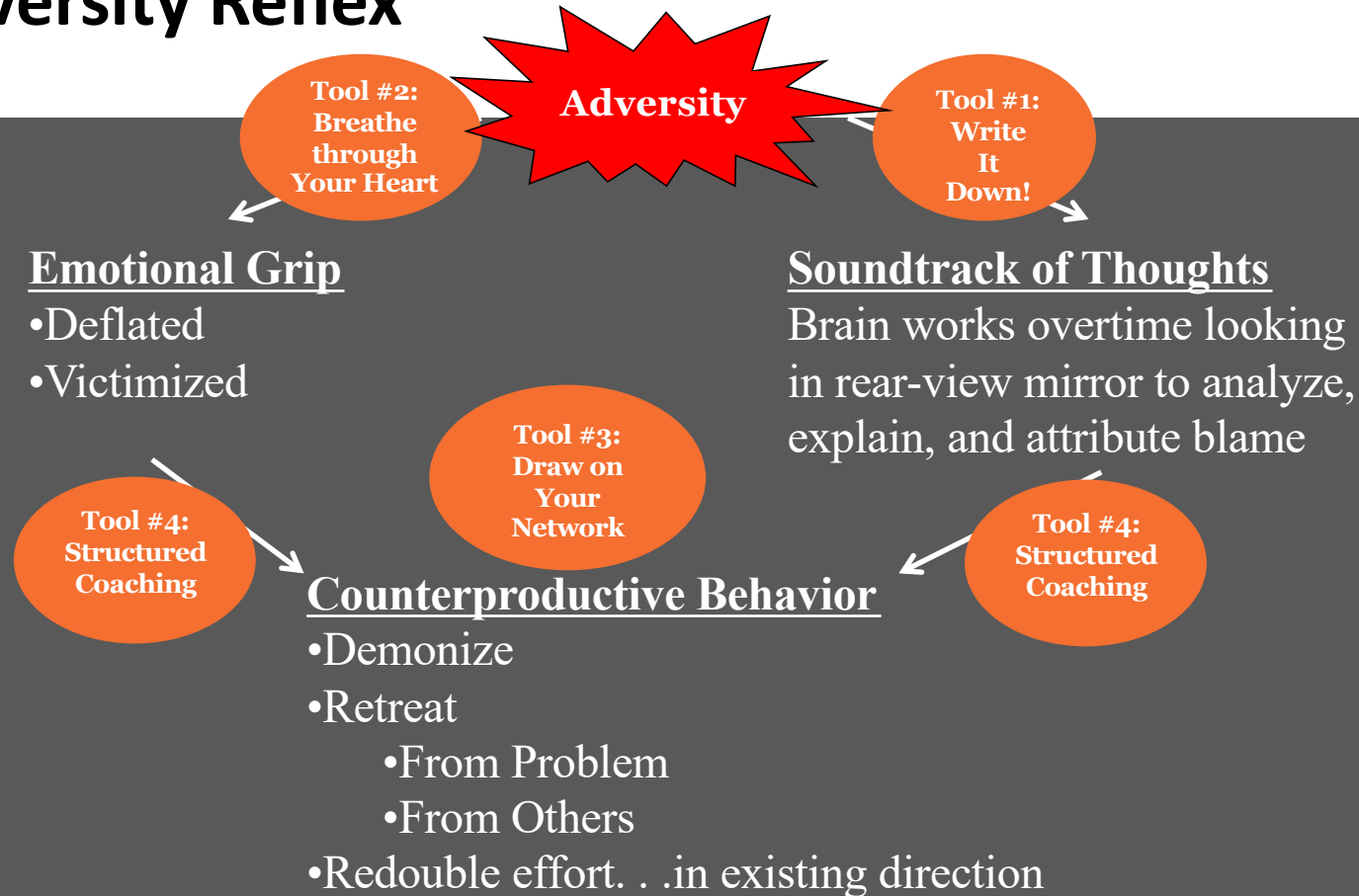
The Secrets to Building Resilience by Rob Cross, Karen Dillon and Danna Greenberg
<https://hbr.org/2021/01/the-secret-to-building-resilience>

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

Tool #4:

Structure How You Coach Others (and Yourself)

The Adversity Reflex



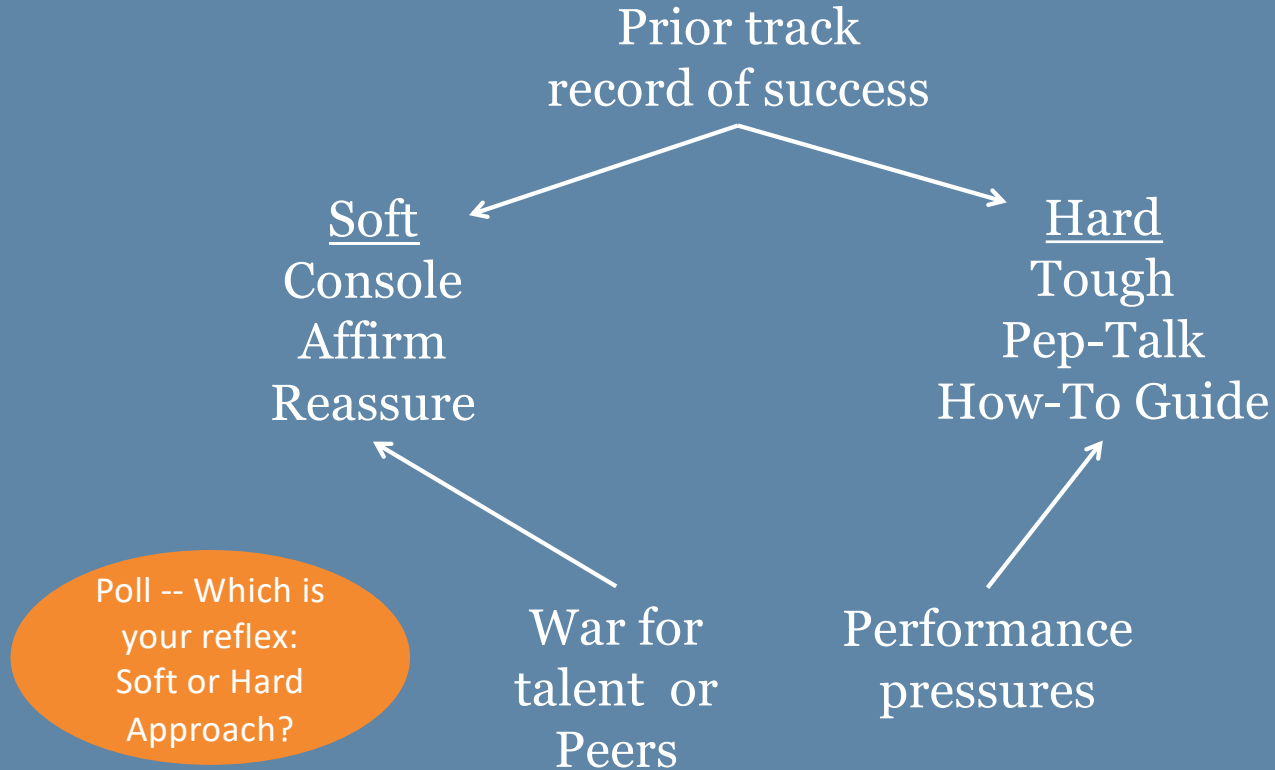
Tool #4: Structured Coaching

Ingredient #1: Structured Process



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

Shift #1: Shift How You Approach Coaching



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?”

Green = the focal actor
Yellow = central task
Blue = the goal

Shift #2: Listen Differently

From “To Do” to “To Support”

Listen To Do

- Listening to respond, guide, direct, fix
- Listening for: where to intervene

Listen To Support

- Listening to have one’s presence felt & to embrace
- Listening for: the experience they are going through

Listening Well

Mirror Response

Bill: I am so distressed and I just can't focus enough to get my work done.

Amy: I feel the same way. Just too much going on and the deadlines are still in place.

Support Response

Bill: I am so distressed and I just can't focus enough to get my work done.

Amy: What's been most distressing to you?

Amy: Which tasks are weighing on you most?

Charles Derber in Celeste Headlee, *We Need to Talk: How to Have Conversations that Matter* (New York: Harper Collins, 2017: pp. 105-107).
Charles Derber, *The Pursuit of Attention: Power and Ego in Everyday Life*, 2nd ed (New York: Oxford University Press, 2000)

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?

Capacity to Respond

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?

Size and Scope

Source: Margolis and Stoltz

Tool #4: Structured Coaching

Ingredient #1: Structured Process



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

The CIBD Questions



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.



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?

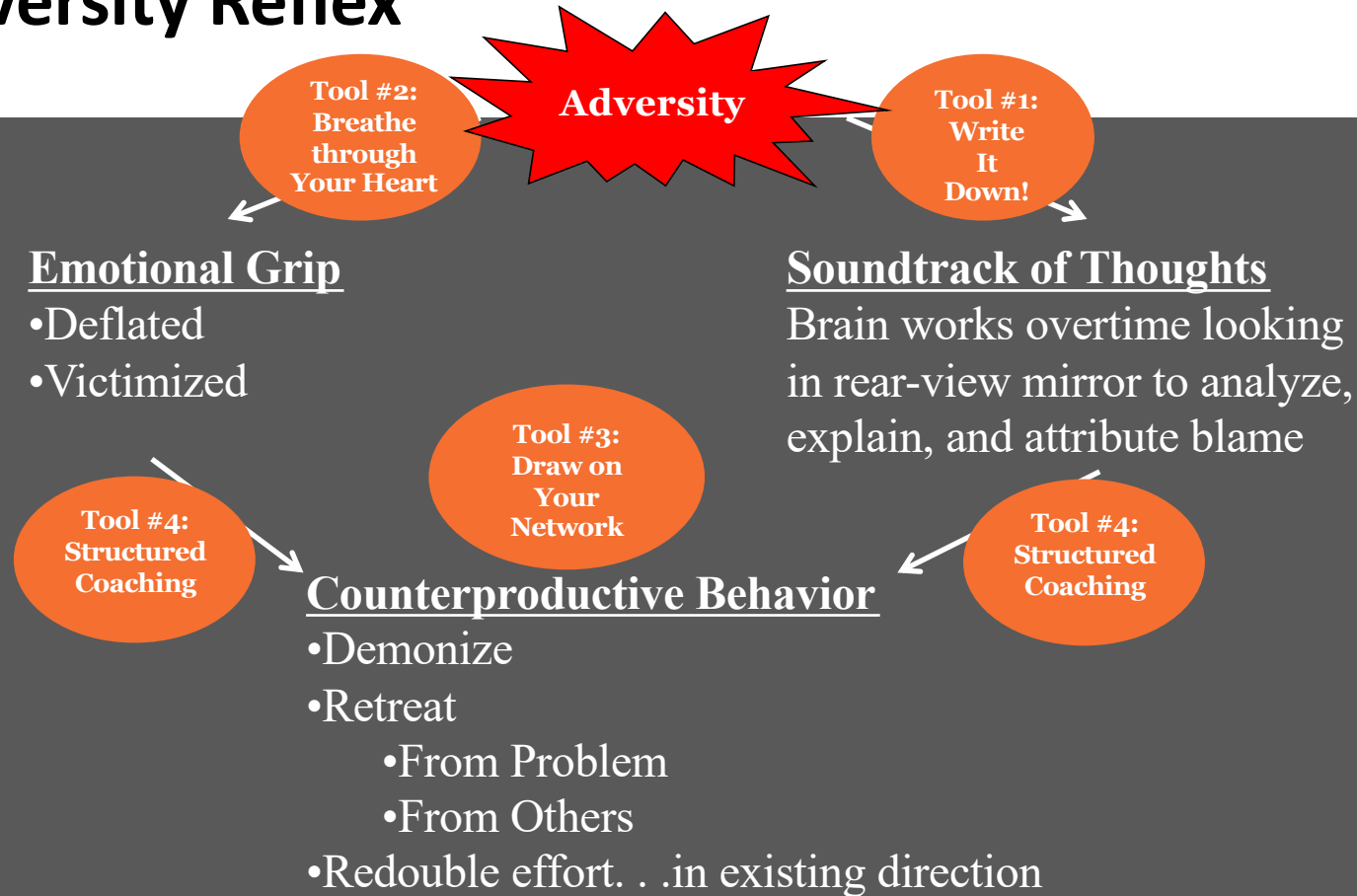


Do: What can you do to address the potential downside? What can you do to maximize the potential upside? . . .by even 10%?
Visualize: What strengths and resources can you/your team develop by addressing the adversity?
Lead: Identify with your team what you can each/all do to at least increase the chances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



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.

The Adversity Reflex



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

Credible

Competence – has the capacity to grasp the business and take the team where it needs to go

Humility – acknowledges others' contributions and own areas of limitation

Resolve – steadfast commitment to see things through to completion

Approachable

Authenticity / Humanity – a reflection of who you truly are as a person – guarded or more open

Warmth – someone who is likable and cares about us as a person

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

Sparking these efforts

A Final Note on Resilience: A Postcard from HBS

We are thinking of you, here to support you



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IN THE WORLD.

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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>



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