

## Resilience – Evidence Review

### Books on Resilience

[Managing for resilience: a practical guide for employee wellbeing and organisational performance](#)

[Managing at the Speed of Change: How Resilient Managers Succeed and Prosper Where Others Fail](#)

### What type of leadership creates resilience?

- A visionary, coaching, democratic and affiliative style (Arond-Thomas, 2004)
- Charisma (Harland, Harrison, Jones, & Reiter-Palmon, 2005)
- Contingent rewards (Harland et al., 2005)
- Transformational leadership: idealised influence, inspirational motivation, individual consideration and intellectual stimulation (MacIntyre, Charbonneau, & O'Keefe, 2013)
- Adaptability (MacIntyre et al., 2013)
- Authentic leadership – particularly [balanced processing](#) (Gaddy, 2016)
- Empowering leadership (Nguyen, Kuntz, Näswall, & Malinen, 2016)

### What makes people more resilient?

- A high core self-evaluation (Sommer, 2009)
- Positive affect (Sommer, 2009)
- Positive thinking (Kim & Windsor, 2015)
- Higher emotional intelligence (Bumphus, 2009)
- Good relational abilities (Domeck, 2009)
- Resilience training (Jaeschke, 2016)
- Realistic optimism (Domeck, 2009) (Jaeschke, 2016)
- Experience (Gayton & Lovell, 2012) (R. Brown, 2016)
- Being a man (Jaeschke, 2016)
- Being better educated (Jaeschke, 2016) (R. P. R. N. Brown, Wey, & Foland, 2018)
- Hope (Hart, Brannan, & De Chesnay, 2014)
- Self-efficacy (Hart et al., 2014) (Jaeschke, 2016)
- Coping (Hart et al., 2014)
- Cognitive reframing (Hart et al., 2014)
- Toughening up (Hart et al., 2014)
- Grounding connections (Hart et al., 2014)
- Work-life balance and reconciliation (Hart et al., 2014)
- Flexibility (Kim & Windsor, 2015)
- Assuming responsibility (Kim & Windsor, 2015)
- Ahmed (Ahmed, 2015) compared resilience with Myers-Briggs personality types. Ahmed found that resilience had a positive association with thinking-personality type and an inverse relationship with feeling-personality type. Systematic and intuitive-

cognitive styles had a positive correlation with resilience while a behavioural-decision style had a negative association with resilience.

- One-to-one discussions with colleagues (Lee et al., 2015)
- Informal social interactions with colleagues outside work (Lee et al., 2015)
- Taking a break from stressful patients (Lee et al., 2015)
- Being relieved of duty after a patient's death (Lee et al., 2015)
- Extraversion (Hsieh, Hung, Wang, Ma, & Chang, 2016)
- Peer support (Hsieh et al., 2016)
- Emotional stability (Hsieh et al., 2016)
- Being proactive (Nguyen et al., 2016)
- Foster (Foster, Cuzzillo, & Furness, 2018) found that strengthening mental health nurses' resilience through a resilience programme involved a process of understanding resilience, and applying resilience strategies such as positive self-talk, managing negative self-talk, detaching from stressful situations, being aware of and managing emotions, and showing more empathy.

#### What organisational factors make people more resilient?

- An organisational vision committed to creating and sustaining a healthy work environment (Dalzell, 2009)
- Engagement of front-line staff in all phases of organisational initiatives (Dalzell, 2009)
- Collaboration (Dalzell, 2009)
- Increased support to develop and maintain clinical competence (Dalzell, 2009)
- An organisational culture that fosters transformational leadership (Dalzell, 2009)
- Providing information, resources and benefits (Spangler, 2010)
- Intervening actively with troubled employees (Spangler, 2010)
- High-quality top- and middle-level leadership (Nilakant, Walker, Van Heugten, Baird, & De Vries, 2014)
- High-quality external links (Nilakant et al., 2014)
- High internal collaboration (Nilakant et al., 2014)
- The ability to learn from experience (Nilakant et al., 2014)
- Staff well-being and engagement (Nilakant et al., 2014)
- Social resources (Meneghel, Martínez, & Salanova, 2016)
- A good balance between the demands expected from a team and the resources available to them (Meneghel et al., 2016)

#### What are the benefits of resilience?

- Jeffcott (Jeffcott, Ibrahim, & Cameron, 2009) argued that resilience can benefit patient-safety efforts because it represents a change in emphasis from a traditional reactive focus on errors to seeing humans as a defence against failure.
- It improves general health and wellbeing (Gayton & Lovell, 2012) (Yildirim & Sönmez, 2017)
- It increases engagement (Mache et al., 2014)

- It helps people cope with challenging workplaces, psychological emptiness, diminishing inner balance and a sense of dissonance (Hart et al., 2014)
- Enhanced psychological functioning (Robertson, Cooper, Sarkar, & Curran, 2015)
- Improved performance (Robertson et al., 2015) (Cooper, Wang, Bartram, & Cooke, 2018)
- It improves job satisfaction (Hudgins, 2016) (R. Brown, 2016) (R. P. R. N. Brown et al., 2018)
- It reduces staff turnover (Hudgins, 2016)
- It reduces burnout (Guo et al., 2018)
- Team resilience mediates the relationship between collective positive emotions and team performance (Meneghel et al., 2016)
- Leader resilience is strongly related to, and moderately predictive of, exemplary leadership (Cole, 2017)
- Shoss (Shoss, Jiang, & Probst, 2018) studied resilience and job insecurity. She found that resilience weakened the relationships between job insecurity and emotional exhaustion, cynicism and psychological-contract breach. Resilience also mitigated the negative consequences of job insecurity on emotional exhaustion and interpersonal counterproductive work behaviours.
- It improves team viability and the quality of the group experience (Dimas, Rebelo, Lourenço, & Pessoa, 2018)

### Organisational Resilience

Denhardt (Denhardt & Denhardt, 2010) defines organisational resilience as “the ability to bounce back, or to recover from challenges in a manner that leaves the organisation more flexible and better able to adapt to future challenges.”

### What can organisations do to foster resilience?

- [Acceptance and Commitment Therapy](#) (Moran, 2011)
- The US Army uses the [Comprehensive Soldier and Family Fitness](#) programme to increase resilience
- Sherlock-Storey (Sherlock-Storey, Moss, & Timson, 2013) studied the effectiveness of three 90-minute coaching sessions delivered at three-weekly intervals over a six-week period. The programme was designed to support individuals in developing and demonstrating resilient behaviours in the face of organisational changes and progressing their well-being and/or resilience-related goals. The participants reported significant positive changes in resilience levels and confidence in dealing with organisational change following the programme.
- Psychosocial mentoring (Arora & Rangnekar, 2014)
- Coaching (Smith, 2015)
- Structured social activities outside work (Lee et al., 2015)
- Schwartz rounds (Lee et al., 2015)
- Leadership-development programmes (Holmberg, Larsson, & Bäckström, 2016)

- Supporting internal resources such as visualisation, meditation, problem-solving and positive self-talk (Jaeschke, 2016)
- Wei (Wei, Roberts, Strickler, & Corbett, 2018) spoke to 20 nurse leaders about how they fostered resilience. Seven strategies emerged which were: facilitating social connections; promoting positivity; capitalising on nurses' strengths; nurturing nurses' growth; encouraging nurses' self-care; fostering mindfulness practice; and conveying altruism.

### Doubts and scepticism

- Forbes (Forbes & Fikretoglu, 2018) carried out a narrative review finding that “the quality of the literature is mixed, resilience training is not well differentiated from other forms of training, and ... the impact of psychological training on later functioning depends heavily on the type of outcome measured and the setting of the training.”
- In a randomised controlled trial involving 707 recruits Jones (Jones et al., 2019) found “no evidence that resilience-based training had any specific benefit to the health and wellbeing of UK military recruits.”

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