



RESILIENCE AND LEADERSHIP EFFECTIVENESS

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2023



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ABSTRACT

The study sought to evaluate the resilience profile, the predominant leadership styles, the leadership effectiveness, and the relationship between the resilience factor and leadership effectiveness of a group of executives. In order to evaluate the resilience profile a closed instrument of Likert type has been developed and applied. To identify the predominant leadership styles, as well as the leadership effectiveness of the involved executives, it has been used an instrument available in the market. To verify the relationship between resilience factor and leadership effectiveness, it has been used the linear regression method computing the linear correlation coefficient between the before mentioned variables, involving 100 executives. The study has shown that the executives have a moderate resilience level in their resilience profile, with predominance of self-efficacy and reaching out. Additionally the study has uncovered lack of flexibility regarding the leadership styles, presenting styles of selling and sharing ideas as dominants. The study also showed that the leadership effectiveness of the involved executives was at a moderate level. Finally, the research pointed out a high positive relationship between executives resilience factor and leadership effectiveness.

Key words: resilience, resilience factor, leadership, leadership styles, and leadership effectiveness.

1. INTRODUCTION

Research shows that most people consider themselves to be fairly resilient (Reivich and Shatte, 2002). But the reality is that most of us aren't emotionally or psychologically prepared to handle adversity, which means that instead of facing our problems bravely and confidently, we risk giving up and feeling helpless.

1.1 Resilience

How many times in the last week have you said to yourself, "I can't take this stress anymore," or "Why do I keep overreacting to such little things" or even "Is this all there is to life?"

What you need is more resilience—the ability to persevere and adapt when things go awry.

Everyone needs resilience, because one thing is certain, life includes adversities. If you increase your resilience, you can overcome most of what life puts in your way.

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Resilience is of vital importance when making quick and tough decisions in moments of chaos. What's more, it grants you the ability to do so with grace, humor, and optimism.

Resilience transforms. It transforms hardship into challenge, failure into success, and helplessness into power. Resilience turns victims into survivors and allows survivors to thrive. Resilient people are loath to allow even major setbacks to push them from their life course.

Increasing resilience will require work on your part, and it will require energy and commitment.

Many of the challenges faced by leaders generally are similar to those experienced by police officers. The isolation experienced in Leadership roles; the pressure not to show emotion; dealing with confused, frustrated and angry people; and delivering bad news, all contribute to the pressures on leaders everywhere (Smith and Charles, 2013).

Researches have developed a set of skills to help people from all walks of life achieve their goals by enhancing their capacity for resilience (Reivich and Shatte, 2002), as depicted in Table 1.

Table 1
Seven Resilience Factors

Factor 1: Emotion Regulation

Knowing and wanting to self-perceive and neutralize impulsive emotions that hinder tranquil patience, serenity and thoughtfulness, ensuring that these prevail in facing adversity and interpersonal objections, facilitating lucid, logical and conciliatory solutions to problems.

Factor 2: Impulse Control

Know and want to understand what is happening, to judge with thought and logic, avoiding conclusions and hasty actions.

Factor 3: Optimism

Knowing and wanting to make the choice for thoughts and behavior guided by faith and the that things will inevitably improve.

Factor 4: Causal Analysis

Know and want to make the previous and correct identification of the cause of a problem, fir solutions for quick correction and prevention.

Factor 5: Empathy

Knowing and wanting to understand what happens to the other, imagining himself to be that c in that situation, with the same views and feelings as him.

Factor 6: Self-Efficacy

Know and want to lead yourself, making a self-control capable of identifying and making any all adaptive behavioral changes, necessary to achieve the intended results.

Factor 7: Reaching Out (Achievement Motivation)

Knowing and wanting to concentrate mentally and emotionally in the pursuit of challenging, attainable goals, without fading in the face of criticism and deviating from the focus.

Source: Adapted from Reivich and Shatte

1.2 The importance of resilience

1. Stress is actually a good thing; it stimulates us and motivates us to meet the challenges that we face. One consequence of stress is anxiety, and anxiety in manageable doses is a great motivator.
2. Stress compromises your immune system. And a compromised immune system means that you'll get sick more often.
3. It is important to distinguish between stress and stressors. Stress is what happens to your body and your mind when exposed to stressful situations. Body aches, fatigue, compromised immune functioning, depression, and anxiety are a subset of the symptoms of chronic stress. Stressors, in contrast, are the events or situations that elicit stress in individuals.
4. Stressors can range from mild (forgetting to pick up your dry cleaning, missing the train, spilling coffee on your new suit) to extreme, like the death of a loved one, a natural disaster, or being the victim of violence. Stressors usually are external events, things that happen to us. But they also can be internal "events".
5. Change, whether positive or negative, is a stressor. And change is here to stay.

1.3 Leaders of Tomorrow

Employees will be the essential resources of twenty-first century organizations. These employees can be categorized into several generations, each with special motivation needs. Kuzins (1999) suggests that managers and leaders need to understand people, whatever their age. They need to find out their skills, strengths, and whatever motivates them. In short they have to recognize that everyone is different and deal with each employee as an individual. On the other hand there are some important considerations that the leader of tomorrow will be confronted with: a) the phenomenon of unemployment, as a consequence of the extraordinary fast development of mechanization and automation, and the economic apparatus centered in the idea of currency stability, which instead of absorbing all the units of human energy creates a growing number of idle hands, and, even worse, brains; b) the phenomenon of research – who can say whither our combined knowledge of the atom, of hormones, of the cell and the laws of heredity will take us?; and c) the need for true union, that is to say full associations of human beings organically ordered, which will lead us to differentiation in terms of society; it should not be confounded with agglomeration which tends to stifle and neutralize the elements which compose it.

1.4 Leadership

The objective of this topic is not to review all the literature on leadership. On the contrary, it will be explained why a particular leadership model, namely Situational Leadership, has been chosen. Situational Leadership was developed by Paul Hersey and Kenneth H. Blanchard (1969) at the Center for Leadership Studies. Apart of trait and attitudinal approaches to leadership, Hersey-Blanchard tridimensional leader effectiveness model was selected as more appropriate due the fact it was designed to measure three aspects of leader behavior which were suitable to answer the research questions of the study. These three aspects of leader behavior are: a) style, b) style range or flexibility, and c) style adaptability or leadership effectiveness.

1.5 Research Questions

The study sought to answer the following research questions:

1. What is the resilience profile of involved executives?
2. What is the predominant leadership style of the executives involved in the research?
3. What is the leadership effectiveness of these executives?
4. Is there a relation between the executives' resilience factor and their leadership effectiveness?

METHOD

2.1 Sampling

It has been randomly selected 100 executives involving 22 organizations, encompassing medium and large size ones. Most of them were manufacturing companies in the fields of consumer electronics, two-wheel vehicles, and cell phones. The majority of the executives were Brazilians (84) and some foreigners (16), being 36 females and 64 males with ages varying from 25 up to 52.

2.2 Data Gathering

Each respondent received two closed type instruments. In order to uncover the resilience profile an instrument, which measured the scores for each of the seven resilience factors of each respondent (see Table 1), was developed and applied (see Annex).

To check if a relation existed between the **resilience factor** and **leadership effectiveness**, the linear correlation coefficient has been computed taking into consideration the set of paired data, involving the before mentioned variables, per respondent.

Link para Teste de Resiliência:

<https://www.alexandroschamps.com/app/mapeamentos/resiliencia>

<https://alexandroschamps.com/app/mappings/resilience/>

FINDINGS AND ANALYSES

Table 2
Resilience Profile of a Sample (100) of Executives

Resilience Factor	Score
Emotion Regulation	4.5
Impulse Control	5.4
Optimism	4.3
Causal Analysis	5.3
Empathy	7.2
Self-efficacy	11.3
Reaching Out	9.8

Source: Research data

Table 3
Profile of Leadership Styles of a Sample (100) of Executives

Style	Frequency Distribution (%)
S1 – Telling	16.20
S2 – Selling	48.21
S3 – Participating	28.70
S4 – Delegating	6.89

Source: Research data.

Table 4
Summary of Leadership Effectiveness of a Sample (100) of Executives

Score Interval (scale end points -24 to +24)	Level of Effectiveness	Frequency	
		Absolute	Relative (%)
27 — 36	High	6	6
18 — 26	Moderate	94	94
9 — 17	Low	0	0
0 — 8	Very low	0	0

$\chi^2 = 708 > \chi^2_{crit.} = 11.3; df = 3; p \leq 0.01$

Source: Research data

Finally, in order to verify if there was a relation between resilience profile and leadership effectiveness of these executives, the resilience factor score was computed for each one of the respondents. After doing this, a linear correlation coefficient has been computed taking into account the set of paired data, involving all the respondents, being resilience factor score one variable, and leadership effectiveness score the other; therefore, the computation involved 100 pairs. **The result was a linear correlation coefficient of + 0.80, which suggests, according to Schmidt (1975), a high degree of positive relation between the two considered variables.**

CONCLUSIONS

1. The study has shown that the executives have an unbalance in their resilience profile; and, even worse, is the fact that the emotion regulation is below the average (score $4.5 < 6$), and optimism, received the lowest average score (score $4.3 < 6$), and empathy (score $7.2 < 12$) are in the average of the respective scales, which has partially to do with the process of influencing people, that is to say leadership. If we really want to have leaders with traits such as: responsible influence, people centered, showing coherence between attitudes and actions, and fecundity, that is to say, leading the process of assuring progress, then, we need to work hard in order to develop knowledge for better understand and influence leaders' resilience profiles.

- 2. The results of leadership style flexibility and leadership effectiveness lead us to the conclusion that this group of executives needs to receive training in terms of leadership skills, once they need to have more flexibility of styles and to be able to use the appropriate style depending on the situation. Previous studies (Hersey, Blanchard, and Johnson, 2001) suggest that by having this new profile this group of executives will be able to lead their organizations towards better results.

3. Once the study uncovered the high positive relation between executives' resilience profile and leadership effectiveness, would be highly recommended in leadership development efforts to take into consideration a critical analysis on resilience factors balance, once all of them needed to be valued. Therefore, society will have leaders with a more comprehensive view of the world and its challenges, assuring, therefore, a more appropriate decision-making process, once change, whether positive or negative, is a stressor. And change is here to stay.

RECOMMENDATIONS

- a) to address issues such as leadership in society's educational efforts as from the early childhood in order to prepare the new generations for the responsible practice of a leadership primarily focused on people and their professional and personal needs;
- b) the hour of choice is now; in order to assure that 2/3 of mankind, with poor quality of living, will receive a fast and effective attention from the leaders of today and tomorrow, we need to speed up the process of the democratization of the concept of leadership, that is to say, we need to make leadership accessible to people from all disciplines, all ages and everywhere; and
- c) let all of us stimulate and support such organizations as the United Nations (UNESCO) and all the educational system worldwide in continuing to multiply and flourish in terms of projects and decisions towards the human society development, assuring convergence of the business world, the political institutions, and the civil society; however, we must realize that this will only be possible if all the parts involved are agreed on the basic values and purposes underlying their projects and decisions (actions) – true union (heart to heart) will be a must.

DÚVIDAS?

