



Helping Teams Thrive Under Pressure

Building your team's resilience edge

luminalearning.com

Understanding and enhancing resilience in the workplace

The Resilience Rundown

Resilience is about bouncing back from what life throws at you. It isn't a one-size-fits-all situation. You might be great at handling critical feedback but struggle to hit those targets when the deadline is tight. You might excel in your usual workload but fail to cope with new and unfamiliar tasks.

Before we jump into the full scope of how resilience impacts performance at work, let's just focus on people. Often overlooked, it's what's going on inside us, and the support that organisations put in place for their people, that draws a line between effective and ineffective performance under pressure.



This guide opens up these often overlooked personal qualities within all of us that can help us to be more adaptable during challenges, ensuring that team performance, relationships and well-being can thrive when the pressure is on. Down with the stereotypes of 'just trying harder' and 'putting on a brave face'. Effective resilience looks different for everyone, and it's down to managers, leaders, and organisations to create the culture that supports people to bring their best talent to the table.

The textbook definition

The American Psychological Association (2014) defines resilience as the ability to adapt effectively in the face of adversity, trauma, threats, or significant stress. This adaptability is not uniform across all aspects of an individual's life; you may exhibit resilience in personal relationships yet struggle with workplace challenges. Scholars have variously conceptualised resilience as a trait, a process, a protective factor, or a capacity for positive adaptation. We've got a slightly different take, feeling a whole range of traits, or qualities, can be aimed towards being effectively resilient, but we'll hold our horses on that for now.



So, what does resilience mean at work?

Resilience in the workplace translates to the ability to recover from challenges while maintaining or enhancing well-being. Resilience is not just about being able to push through challenges and ignore our emotions, which often causes relationship breakdowns and burnouts. The best teams out there are self-aware of how behaviour influences performance under pressure. It's about:

- Leveraging their top strengths effectively
- Being aware and confident to act on their more hidden behavioural talents when the time is right
- Knowing what their triggers are that lead them to feel overwhelmed, and how that can derail their usual strengths to become maladaptive for them and those around them

It's this self-awareness that helps people foster a unique and more effective expression of resilience. Being able to bounce back when the bad days hit and get the better of us is hugely overlooked. Understanding people's behaviour at a personal level is key for creating more resilient teams who thrive when the pressure is on.

Just how big is the problem?

Personal resilience

Resilience is a critical factor in workplace engagement. A mere 29% of UK employees exhibit a strong resilience, based on three indicators: sense of security, sense of belonging and ability to reach potential. Those lacking in resilience show a staggering 59% drop in engagement levels.

“

Those lacking in resilience show a staggering 59% drop in engagement levels

”

64% of people report that they often feel stressed. A staggering 31% cite a lack of leadership support, 30% are weighed down by unrealistic expectations, and 39% are burning the midnight oil with long hours and weekend work. It's time for a change. It's time to turn the tide and focus on workplace wellbeing. Nurture a culture where breakthroughs are the norm, not burnouts.

64%

Report that they often feel stressed

31%

Cite a lack of leadership support

30%

Weighed down by unrealistic expectations

39%

Working long hours and weekends

Turning burnouts to breakthrough

In the UK, things are looking even more strained, The Burnout Report 2024 by Mental Health UK warned that the UK was on the verge of becoming a “burnt-out nation”, as 9 in 10 adults (91 per cent) said they experienced high or extreme levels of pressure and stress at some point in the past year.



9 in 10 adults (91 per cent) said they experienced high or extreme levels of pressure and stress at some point in the past year.



Toxic team habits

When we're stressed out, and not equipped to handle it, we don't always show up as our best self. Our usual strengths can often become our weak spots as we end up overplaying them whilst trying to cope. Let's break down the high-level behaviours that we see play out in teams, and what happens when they're overextended during challenges.



© Lumina Learning Ltd

The Big Picture Thinking Aspect



Big Picture Thinking embodies creativity and visionary insight, driving people to challenge the status quo and advocate for transformative ideas, regardless of their unconventional nature.



Overextending in Big Picture Thinking may lead teams to impractical ideas and a dreamer's image, often prompting tangential discussions and perceived detachment from reality.

The Down to Earth Aspect



The Down to Earth Aspect signifies practicality and detail-oriented project management, with a preference for proven methods and a cautious approach to change.



Highly Overextended Down to Earth teams may resist change and dismiss creativity, focusing narrowly on details and missing out on broader improvements.

The Extraverted Aspect



The Extraverted Aspect reflects a love for social interaction and expression, where people thrive on sharing ideas and emotions, often becoming the vibrant centre of group activities.



An Overextended use of the Extraverted Aspect in teams can lead to emotional dominance in groups, overshadowing others, and a scattered focus that hinders solitary work.

The Introverted Aspect



Highly Introverted people are often perceived as reserved and thoughtful, excelling in solitary work, and carefully considering others' input before expressing their own views.



Overextended introversion in teams can manifest as aloofness and excessive reticence, leading to a perception of being distant and overly serious in group dynamics.

The People Focused Aspect



People with a People Focused Aspect are adaptable and seek harmony, often seen as peacemakers who value teamwork and show empathy without seeking the spotlight.



Highly People Focused teams may avoid confrontation and competition, leading to overlooked contributions and a tendency to prioritise others' needs over their own work.

The Outcome Focused Aspect



Outcome Focused people are goal-driven and logical, excelling in direct communication and negotiation, with a preference for concise, well-reasoned ideas.



Overextended Outcome Focused teams may become overly project-driven and dismissive, risking alienation and perceived insensitivity in group settings.

The Discipline Driven Aspect



Discipline Driven people prioritise self-discipline, precision, and punctuality, excelling in time management and systematic goal achievement within a structured framework.



Overuse of Discipline Driven traits in teams can lead to rigidity and a fixation on planning, hindering adaptability and the ability to embrace spontaneous opportunities.

The Inspiration Driven Aspect



Inspiration Driven people embrace flexibility and instinct, allowing goals to unfold naturally while using deadlines as motivation to innovate and create uniquely.



Overextended Inspiration Driven teams may become excessively adaptable, losing focus on goals, and struggling with timely execution due to a lack of planning.

Toxic work cultures are a significant driver of employee turnover, with studies showing they're 10.4 times more likely to push employees away than other factors. Key elements of a toxic culture include a lack of diversity, equity, and inclusion, disrespect towards workers, and unethical behaviour. Addressing these issues is crucial for creating a healthy, productive work environment and retaining talent. Leaders must foster inclusive, respectful workplaces with ethical practices to protect their teams from the detrimental effects of a toxic culture and ensure organisational success.

“

Toxic work cultures are a significant driver of employee turnover, with studies showing they're 10.4 times more likely to push employees away than other factors

”

The benefits of getting it right for people, teams, and organisations

Resilience is beneficial for individuals and organisations. For the individual, the more resilient you are, the less prone you are to mental and physical illnesses, the better you can keep a positive outlook and the better equipped you are for dealing with changes such as a job loss or financial difficulties. For organisations, cultivating a resilient workforce can lead to improved job performance, enhanced mental health, greater job satisfaction, and a stronger commitment to change.

“The Positive Effect of Resilience on Stress and Business Outcomes in Difficult Work Environments” studies the role of individual resilience in challenging work conditions. According to the study, 2,063 workers found resilience buffers against stress, burnout, and depression, especially in high-pressure jobs. The study found that those with higher resilience had 27% lower levels of depression, took fewer days off by 12%, and were about 14% more productive than those with lower resilience. High job demands and low support worsened outcomes, but resilience and social support together improved them. Resilience training can be used as a strategic tool for employers to boost workplace well-being and performance, underlining resilience's role in enhancing job satisfaction and productivity, even in tough work environments. This highlights resilience as a critical asset for occupational health and a resilient workforce as a key to business success.

“

Those with higher resilience had 27% lower levels of depression, took fewer days off by 12%, and were about 14% more productive than those with lower resilience.

”

Training matters

The Resilience Institute has shown that training resilience has a massive impact, **with significant improvements observed in 1,788 individuals over six months**. This underscores the need for organisations to invest in resilience-building initiatives to enhance employee engagement and unlock their workforce's full potential. Here is what training after 6 months looks like:

Increase in flow, fulfilment, connection

Increase in focus, clarity, optimism

Increase in awareness, control, empathy

Increase in vitality, sleep, exercise

Reduction in confusion, overload

Reduction in disengaged behaviour

Reduction in withdrawal, worry

Reduction in vulnerable behaviours

Reduction in distress/anxiety symptoms

Reduction in symptoms of depression

What is the payback?

Gallup finds that there is a staggering productivity loss of \$8.8 trillion. Specifically, they report the following benefits for top-quartile versus bottom-quartile engagement:

- 10% higher customer loyalty/engagement
- 18% higher productivity (sales)
- 14% higher productivity (production records and evaluations)
- 18% lower turnover for high-turnover organisations (> 40%)
- 43% lower turnover for low-turnover organisations (< 40%)

So, what does good look like?

The role of hardiness and the Five-Factor model

Hardiness, characterised by elements of control, commitment, challenge, and confidence is a key quality of resilience. It influences your ability to handle stress. According to the five-factor model, traits like extraversion, agreeableness, and low levels of neuroticism, mean you're more likely to keep positive and adapt better to changes. Individual differences can explain nearly 40% of variance observed in people's resilience levels.

From here, you can perhaps see where we're going with the importance of understanding people's personal qualities and helping to express them in an effective statement. We've found any personal quality can support resilience, beyond the typical stereotypes of what a resilient person looks like. And we think those stereotypes might be hurting team performance, leading to relationship breakdowns, burnouts, and toxic team habits.

“

Individual differences can explain nearly 40% of variance observed in people's resilience levels.

”

Before we jump into bringing out people's personal strengths during challenges... What have we found that helps set teams up for success during challenges?

Some people are just naturally more inclined towards being resilient while others are more responsive to stress. But resilience isn't set in stone, it's a skillset you can practise and learn. Putting up a series of support factors can help you bounce back easily.

Resilience Makers

Resilience Breakers

Enhancing team resilience

Team resilience is bolstered by shared positive emotions, the capacity to manage emotions collectively, social support and access to resources. These factors make the team work better together and also strengthens the organisation by promoting unity and collaboration.






“Is Team Resilience More Than the Sum of Its Parts?”. Researchers examined emergency healthcare teams during COVID-19, questioning if team resilience exceeds individual member resilience. They found that team familiarity and family support directly bolster team resilience, while transformational leadership and positive traits like optimism enhance individual resilience, indirectly affecting the team. The study suggests focusing on team dynamics and supportive leadership to improve resilience, is crucial for healthcare teams’ performance and mental health during crises. This highlights the complex interplay between individual traits and team dynamics in building resilience within healthcare settings.

Strategies for boosting resilience

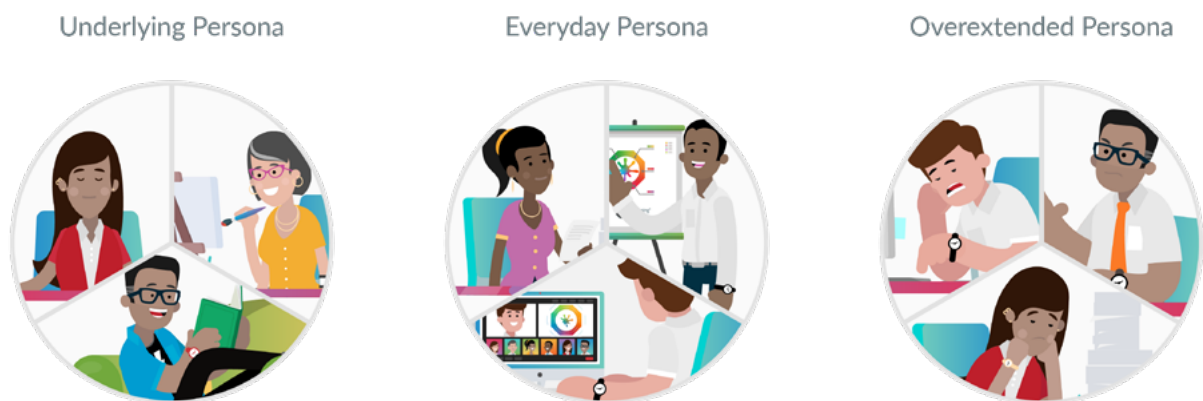
There are various methods to boost resilience. There are personal techniques like mindfulness, meditation and breathing exercises. Then for organisations, there are practices like offering emotional and informational support, creating a positive work environment and leadership development. Emphasising the development of personal and social competencies, alongside encouraging a supportive and empowering organisational culture, can significantly impact resilience.

We're saying self-awareness and personal qualities matter, so let's map them out

Self-awareness – when our personal qualities are effective vs ineffective

<p> Effective</p> <p>Effective response to resilience</p> <p> Underlying Persona Your instinctive way of being, outside the external pressures.</p> <p> Everyday Persona How you behave daily, interacting with the world.</p>	<p> Ineffective</p> <p>Ineffective response to resilience that can harm performance, relationships, and well-being</p> <p> Overextended Persona What happens when you are under stress, potentially leading to unhelpful behaviours.</p>
--	--

To boost resilience, it's all about understanding how these personas play out in real life. For example, someone who's easy-going will keep the peace, which is a form of resilience. But push it too far and they might avoid the tough talks that really matter, holding back decisions and results. It's all about keeping it balanced.



How does this play out in people's personal qualities?

We've spent the past ten years looking into the personal qualities people show at work. It makes a useful map exploring how we all respond differently to pressure. Each of these qualities, when leveraged effectively, can contribute to a robust and multifaceted approach to resilience, emphasising the diverse ways in which individuals can face and overcome adversity. It's all about how you mix and match your qualities to handle life's curveballs and bounce back stronger.



Diplomatic Forgiving Tactful



This quality fosters resilience through emotional intelligence and diplomacy. By avoiding unnecessary conflicts and maintaining harmonious relationships, accommodating individuals can navigate through stressful situations more smoothly, preserving their mental energy for overcoming challenges.



When Overextended, it can lead to being **Acquiescing**: Overly Accommodating individuals may avoid necessary confrontations to resolve issues, potentially leading to unresolved problems and internal resentment, weakening their resilience by not addressing issues head-on when needed.

Supportive team player Trusting Ensures others are acknowledged



Collaborative individuals build resilience by leveraging the power of teamwork. Their ability to work well with others and value collective input can lead to innovative solutions to problems and provide a support network during tough times.



When Overextended, it can lead to being **Consensus Obsessed**: By focusing too much on consensus, individuals may sacrifice their own needs or delay decision-making, hindering their ability to adapt quickly in challenging situations.

Compassionate Wants to understand people Altruistic



Empathy allows individuals to connect deeply with others, creating strong bonds that can offer support and understanding during adversity. Their capacity to see situations from others' perspectives can also help in finding balanced and nuanced solutions to challenges.



When Overextended, it can lead to being **Emotionally Stretched**: Empathising too deeply can lead to emotional burnout, diminishing one's own resilience by prioritising others' needs and emotions over self-care and personal boundaries.



Easy-going Goal-evolving Goes with the flow



Adaptable individuals thrive in change and uncertainty. Their ease in adjusting to new circumstances makes them particularly resilient, as they can pivot quickly in response to adversity without losing momentum.



When Overextended, it can lead to being **Unfocused**: Being too adaptable can result in a lack of direction and commitment to goals, undermining resilience by failing to maintain a clear focus on overcoming specific obstacles.

Minimises bureaucracy Relaxed about order Loose planner



Flexibility is a key component of resilience. By being willing to bend and not break under pressure, flexible individuals can navigate challenges with creativity, often finding unconventional solutions that rigid thinking might miss.



When Overextended, it can lead to being **Chaotic**: Excessive flexibility can create disorganisation and confusion, reducing resilience by neglecting structured approaches that might better navigate through adversity.

Carefree with commitments Needs to be inspired Acts on impulse



Spontaneity includes the ability to act quickly and decisively in the face of unexpected challenges. This quality can lead to rapid responses to adversity, leveraging the element of surprise or the momentum of immediate action to overcome obstacles.



When Overextended, it can lead to being **Impulsive**: Spontaneity, when overplayed, can lead to rash decisions and mistakes, compromising resilience by not allowing time for thoughtful planning or consideration of consequences.



Learns by theory Likes complexity Sees trends and patterns



Those with a conceptual approach to life use their ability to see the bigger picture and connect disparate ideas to foster resilience. They can conceptualise solutions to navigate through adversity, often foreseeing long-term outcomes and planning accordingly.



When Overextended, it can lead to being **Unfeasible**: Overly conceptual thinking may detach individuals from practical solutions, weakening resilience by pursuing complex ideas without grounding them in reality.

Creative Appreciates aesthetics Sees possibilities



Imagination fuels resilience by enabling individuals to envision possibilities beyond current limitations. By imagining different futures, they can inspire hope and motivation, both in themselves and others, during tough times.



When Overextended, it can lead to being a **Fantasisit**: An overactive imagination can distract from actionable steps towards overcoming challenges, leading to a form of resilience that is not anchored in practicality.

Seeks variety Unconventional Non-conformist



Embracing change and being open to new experiences allow radical thinkers to adapt and thrive in ever-changing environments. Their willingness to challenge the status quo and explore unconventional paths can lead to breakthroughs in resilience.



When Overextended, it can lead to **Change for the Sake of Change**: Pursuing change without purpose can disrupt stability and hinder effective response to challenges, diminishing resilience by creating unnecessary upheaval.



Outgoing Socially confident Talkative



Sociable individuals draw strength from their connections with others. Their ability to network and communicate effectively can open doors to resources and support systems crucial for bouncing back from adversity.



When Overextended, it can lead to **Can't be Alone**: Overly sociable individuals might depend too much on others for support, potentially undermining their resilience by not developing sufficient self-reliance.

High-spirited Expressive Good verbal skills



Demonstrative individuals use their energy and optimism to motivate themselves and others. Their resilience is reinforced by their ability to maintain a positive outlook and encourage others to persevere through challenges.



When Overextended, it can lead to being **Overbearing**: Demonstrative qualities, when excessive, can alienate others, limiting the support network vital for resilience and potentially leading to isolation.

Enjoys influencing groups Assertive Comfortable with responsibility



Taking charge involves leading oneself and others through adversity with confidence and decisiveness. This quality builds resilience by fostering a sense of control and purpose during crises.



When Overextended, it can lead to being **Controlling**: Taking charge excessively can strain relationships and reduce collaborative support, crucial for resilience, by not allowing others to contribute or take initiative.



Candid **Likes to challenge** **Doesn't need to be popular**



Tough individuals confront challenges head-on, using their strength to persevere through adversity. Their direct approach and willingness to face difficult truths can lead to effective problem-solving and resilience.



When Overextended, it can lead to **Seeking Conflict**: Being overly tough and confrontational can create additional stress and resistance, hindering the collaborative problem-solving, necessary for resilience.

Winning focused **Proud** **Self-promoting**



A competitive spirit can drive individuals to overcome obstacles and emerge victorious from challenging situations. Their desire to win and be the best, provides motivation and resilience in the face of adversity.



When Overextended, it can lead to needing to **Win At All Costs**: Extreme competitiveness can isolate individuals, diminishing resilience by sacrificing relationships and teamwork for personal success.

Critical thinker **Values reasoning** **Shrewd**



Logical thinking aids resilience by enabling individuals to assess situations objectively, identify practical solutions, and make rational decisions under pressure, thereby navigating through challenges efficiently.



When Overextended, it can lead to being **Argumentative**: Overly logical individuals might alienate others with critical or dismissive attitudes, reducing the empathy and understanding that strengthen resilience.



Sets clear goals Determined Focused



Purpose-driven individuals use their goals and determination as a compass through adversity. Their clear vision and unwavering commitment provide the resilience needed to overcome obstacles.



When Overextended, it can lead to being **Goal-Fixated**: Being excessively purposeful can lead to burnout and strained relationships, undermining resilience by neglecting the flexibility and adaptability needed in crisis situations.

Methodical Orderly Follows processes



Structured individuals rely on organisation and planning to build resilience. By preparing for potential challenges and having contingency plans, they can mitigate the impact of adversity and maintain progress toward their goals.



When Overextended, it can lead to **Rigid Planning**: Excessive structure can prevent adaptation to unforeseen challenges, limiting resilience by not allowing for necessary adjustments in response to changing circumstances.

Diligent Punctual Honours commitments



Reliability includes a strong sense of duty and responsibility, which can be a powerful foundation for resilience. Their commitment to meeting obligations and deadlines ensures that even in tough times, they find ways to persevere.



When Overextended, it can lead to being **Hesitant**: Overreliance on reliability can lead to indecision and missed opportunities, weakening resilience by avoiding risks that could lead to growth or solutions.



Learns by doing Keeps it simple Realistic



Practicality involves focusing on tangible actions and achievable steps. This quality allows individuals to tackle problems methodically, building resilience by making steady progress in overcoming obstacles.



When Overextended, it can lead to being **Narrow Sighted**: Being too practical can close off innovative solutions, undermining resilience by not considering alternative approaches to overcoming obstacles.

Needs information Values precision Factfinder



Basing decisions on evidence and experience provides a solid foundation for resilience. By relying on what has been proven to work, these individuals can navigate adversity with confidence and effectiveness.



When Overextended, it can lead to getting **Lost in the Details**: Focusing too much on evidence can hinder the ability to act decisively, reducing resilience by slowing down response times in situations requiring quick decisions.

Risk averse Plays it safe Reluctant to change



A cautious approach to challenges can lead to resilience by minimising risks and avoiding potential pitfalls. Their prudence ensures that decisions are well-considered, enhancing the ability to withstand adversity.



When Overextended, it can lead to being **Change Resistant**: Excessive caution can prevent adaptation and growth, crucial components of resilience, by avoiding necessary risks and changes.



Prefers small groups Takes time making connections Reserved



Observant individuals build resilience by carefully analysing their environment and learning from it. Their reflective nature allows them to gain insights and strategies that help in overcoming challenges.



When Overextended, it can lead to being **Detached and Aloof**: Overly observing individuals may isolate themselves, weakening resilience by not engaging with support networks or collaborative problem-solving.

Serious Prefers written communication Controls emotions



By controlling their emotional responses and proceeding calmly, measured individuals can maintain resilience in the face of stress. Their ability to stay composed under pressure is a key asset in navigating adversity.



When Overextended, it can lead to being **Serious and Withdrawn**: Being too measured can lead to a lack of emotional connection and support, essential for resilience, by not sharing vulnerabilities or seeking help.

Good listener Prefers one-to-one Low-key



Preferring deep, one-on-one interactions, intimate individuals can forge strong, supportive relationships that are essential for resilience. Their focus on meaningful connections provides emotional support and understanding during difficult times.



When Overextended, it can lead to being **Passive**: Excessive intimacy-focused behaviours can result in a lack of assertiveness, undermining resilience by not advocating for oneself or taking initiative in challenging situations.

Our top tips for teams looking to boost their resilience



Creating a positive mindset

Be intentional with your headspace. Negative emotions are normal and keep us on our toes, but they can drain your energy. Remember, like a yawn, emotions can be contagious.

Seek out the good. Psychologists call this 'benefit finding'. The door to possibilities is always open so stay optimistic. Identify your inner self-talk and old beliefs that hold you back. Well-being is just a thought away.



Balancing act

It is about creating a balancing act between your qualities to avoid Overextension. If your accommodating nature is leading to stress, then it might be time to tap into your tougher side. Think about these paradoxes and your path to staying cool. Recognise and fine tune your habits to strike that perfect equilibrium.



Valuing all forms of resilience

Everyone on the team is a piece of the puzzle. When you mix all those one-of-a-kind skills and strengths, you get a crew that's tough as nails together. Spotting and cheering for what makes each person stand out is the key to bringing the best out in the team. Organisations should create structures that allow for various expressions of resilience. This includes recognising individual needs and providing resources that cater to a wide range of preferences and personalities.



Communication and support

Open lines of communication are vital. Teams should be encouraged to express their needs and offer support. Underpinning this is the ability to recognise that others may express their resilience in different ways; no one way is better than others, it's about recognising different ways of being, and supporting others to overcome challenges.



Leadership's role

Leaders can shape team resilience through modelling and encouragement. By demonstrating flexibility, acknowledging diverse forms of resilience, and providing clear communication, leaders can create a resilient team culture.



Training for resilience

Invest in training programmes that not only teach resilience strategies but also help individuals understand their unique qualities and how they can be harnessed in times of stress.



Harnessing team strengths

Assess the collective qualities of your team and consider how these can be channelled into resilient behaviours. For example, a team with high Collaborative and Sociable qualities might excel in collective innovation that fosters creative solutions to problems.



Promoting well-being

Equipping individuals to be resilient in their own ways allows for everyone to tackle challenges in ways that best suit them. Enforcing particular ways of being can force individuals to act in ways not natural to them, contributing to increased emotional labour in dealing with challenges. By allowing for unique expressions of resilience, benefits can be seen for both individual well-being and team performance.



Cultivating a learning culture

Encourage a culture where learning from challenges is valued. This means celebrating both successes and failures as opportunities for growth and resilience building.

Recap

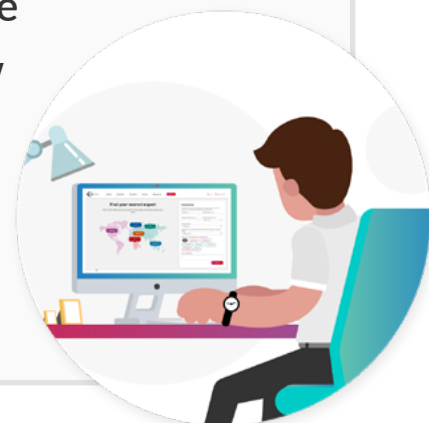
It's all about the mix of who your team is individually, their personal attitudes and environmental factors. Nurture these elements right and you've got a team that bounces back better than ever from tough times. It's not just good for the people at their desks; it's good for the whole company.

Discover the psychometric revolution for working better together.



All your individuality. All your talent. All your potential. Creating more self-aware organisations who have the clarity and confidence to adapt their behaviour so they can perform at their best, is what our psychometrics are all about.

Get to know why organisations are switching to Lumina Spark for smarter, behavioural change with a precise and practical perspective on how their people, teams and leaders connect.



Just fancy exploring more of the trending behavioural challenges influencing outcomes right now? Take a look at what people are gathering for at our free community events.



References

- Akinola, M., Kapadia, C., Lu, J. G., & Mason, M. F. (2019). Incorporating physiology into creativity research and practice: The effects of bodily stress responses on creativity in organizations. *Academy of Management Perspectives*, 33(2), 163-184.
- Alessandri, G., Vecchione, M., Donnellan, B. M., Eisenberg, N., Caprara, G. V., & Ciecuch, J. (2014). On the cross-cultural replicability of the resilient, undercontrolled, and overcontrolled personality types. *Journal of personality*, 82(4), 340-353.
- Barton, M. A., & Kahn, W. A. (2019). Group resilience: The place and meaning of relational pauses. *Organization Studies*, 40(9), 1409-1429.
- Connor, K. M., & Davidson, J. R. (2003). Development of a new resilience scale: The Connor-Davidson resilience scale (CD-RISC). *Depression and anxiety*, 18(2), 76-82.
- Clough, P., Earle, K., & Sewell, D. (2002). Mental toughness: The concept and its measurement. In I. Cockerill (Ed.), *Solutions in sport psychology* (pp. 32–46). London: Thomson Learning.
- Workplace Burnout Survey: Deloitte US. (2020). Retrieved from <https://www2.deloitte.com/us/en/pages/about-deloitte/articles/burnout-survey.html>
- Demerouti, E., Bakker, A. B., Geurts, S. A., & Taris, T. W. (2009). Daily recovery from work-related effort during non-work time. In *Current perspectives on job-stress recovery* (pp. 85-123). Emerald Group Publishing Limited.
- Eley DS, Cloninger CR, Walters L, Laurence C, Synnott R, Wilkinson D. The relationship between resilience and personality traits in doctors: implications for enhancing well being. *PeerJ*. 2013 Nov 19;1:e216. doi: 10.7717/peerj.216. PMID: 24282675; PMCID: PMC3840414.
- Ferris, P. A., Sinclair, C., & Kline, T. J. (2005). It takes two to tango: personal and organizational resilience as predictors of strain and cardiovascular disease risk in a work sample. *Journal of occupational health psychology*, 10(3), 225.
- Fletcher, D., & Sarkar, M. (2013). Psychological resilience. *European psychologist*.
- Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American psychologist*, 56(3), 218.

- Garnezy, N., Masten, A. S., & Tellegen, A. (1984). The study of stress and competence in children: A building block for developmental psychopathology. *Child development*, 97-111.
- Gorelick, C., Milton, N. J., & April, K. (2004). *Performance through learning: Knowledge management in practice*. Routledge.
- Hartmann, S., Weiss, M., Newman, A., & Hoegl, M. (2020). Resilience in the workplace: A multilevel review and synthesis. *Applied Psychology*, 69(3), 913-959.
- Helmreich, I., Kunzler, A., Chmitorz, A., König, J., Binder, H., Wessa, M., & Lieb, K. (2017). Psychological interventions for resilience enhancement in adults. *The Cochrane database of systematic reviews*, 2017(2).
- Hendrikx IEM, Vermeulen SCG, Wientjens VLW, Mannak RS. Is Team Resilience More Than the Sum of Its Parts? A Quantitative Study on Emergency Healthcare Teams during the COVID-19 Pandemic. *Int J Environ Res Public Health*. 2022 Jun 7;19(12):6968. doi: 10.3390/ijerph19126968. PMID: 35742218; PMCID: PMC9222929.
- Howlett, E. (2020). Only a third of UK employees feel resilient, survey finds. Retrieved from <https://www.peoplemanagement.co.uk/article/1742912/only-a-third-of-uk-employees-feel-resilient>
- Kinman, G., & Grant, L. (2011). Exploring stress resilience in trainee social workers: The role of emotional and social competencies. *British Journal of Social Work*, 41(2), 261–275.
- Lee, H. H., & Cranford, J. A. (2008). Does resilience moderate the associations between parental problem drinking and adolescents' internalizing and externalizing behaviors?: A study of Korean adolescents. *Drug and alcohol Dependence*, 96(3), 213-221.
- Luthans, F. (2002). The need for and meaning of positive organizational behavior. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 23(6), 695-706.
- Luthar, S. S., Cicchetti, D., & Becker, B. (2000). The construct of resilience: A critical evaluation and guidelines for future work. *Child development*, 71(3), 543-562.
- Lü, W., Wang, Z., Liu, Y., & Zhang, H. (2014). Resilience as a mediator between extraversion, neuroticism and happiness, PA and NA. *Personality and Individual Differences*, 63, 128-133.

Mache, S., Vitzthum, K., Wanke, E., David, A., Klapp, B. F., & Danzer, G. (2014). Exploring the impact of resilience, self-efficacy, optimism and organizational resources on work engagement. *Work*, 47(4), 491-500.

Malik, P., & Garg, P. (2017). The relationship between learning culture, inquiry and dialogue, knowledge sharing structure and affective commitment to change. *Journal of Organizational Change Management*, 30(4), 610-631.

Martínez-Martí, M. L., & Ruch, W. (2017). Character strengths predict resilience over and above positive affect, self-efficacy, optimism, social support, self-esteem, and life satisfaction. *The Journal of Positive Psychology*, 12(2), 110-119.

Masten, A. S. (2001). Ordinary magic: Resilience processes in development. *American psychologist*, 56(3), 227.

Meneghel, I., Martínez, I. M., & Salanova, M. (2016). Job-related antecedents of team resilience and improved team performance. *Personnel review*, 45(3), 505-522.

Morgan, P.B.C., Fletcher, D., & Sarkar, M. (2017). Recent developments in team resilience research in elite sport. *Current Opinion in Psychology*, 16, 159-164.

Ogle, C. M., Rubin, D. C., & Siegler, I. C. (2014). Changes in neuroticism following trauma exposure. *Journal of Personality*, 82(2), 93-102.

Panter-Brick, C., & Leckman, J. F. (2013). Editorial commentary: resilience in child development—interconnected pathways to wellbeing. *Journal of child psychology and psychiatry*, 54(4), 333-336.

Purcell, J. (2020). Resilience: The key to future business success. Retrieved from <https://www.forbes.com/sites/jimpurcell/2020/09/14/resilience-the-key-to-future-business-success/?sh=5b0b3ce5fde4>

Bryan Robinson, Ph. D. (2022). Toxic workplace culture 10 times more likely to drive employees away, study shows. Retrieved from <https://www.forbes.com/sites/bryanrobinson/2022/02/03/toxic-workplace-culture-10-times-more-likely-to-drive-employees-away-study-shows/?sh=523f19191386>

Rutter, M. (1987). Psychosocial resilience and protective mechanisms. *American journal of orthopsychiatry*, 57(3), 316-331.

Shapiro, S. L., Astin, J. A., Bishop, S. R., & Cordova, M. (2005). Mindfulness-based stress reduction for health care professionals: results from a randomized trial. *International journal of stress management*, 12(2), 164.

Siebert, A. (2009). *The resiliency advantage: Master change, thrive under pressure, and bounce back from setbacks*. ReadHowYouWant. com.

Shatté A, Perlman A, Smith B, Lynch WD. The Positive Effect of Resilience on Stress and Business Outcomes in Difficult Work Environments. *J Occup Environ Med*. 2017 Feb;59(2):135-140. doi: 10.1097/JOM.0000000000000914. PMID: 28002352; PMCID: PMC5287440.

Shoss, M. K., Jiang, L., & Probst, T. M. (2018). Bending without breaking: A two-study examination of employee resilience in the face of job insecurity. *Journal of occupational health psychology*, 23(1), 112.

Stevenson, D. (2017). *Thriving at work: The Stevenson/Farmer review of mental health and employers*. Department for Work and Pensions and Department of Health, London.

Stoverink, A. C., Kirkman, B. L., Mistry, S., & Rosen, B. (2020). Bouncing back together: Toward a theoretical model of work team resilience. *Academy of Management Review*, 45(2), 395-422.

Stuart, H. C., & Moore, C. (2017). Shady characters: The implications of illicit organizational roles for resilient team performance. *Academy of Management Journal*, 60(5), 1963-1985.

Warner, R., & April, K. (2012). Building personal resilience at work. *Effective executive*, 15(4), 53.

Yeager, D. S., & Dweck, C. S. (2012). Mindsets that promote resilience: When students believe that personal characteristics can be developed. *Educational psychologist*, 47(4), 302-314.

Wei, W., & Taormina, R.J. (2014). A new multidimensional measure of personal resilience and its use: Chinese nurse resilience, organizational socialization and career success. *Nursing Inquiry*, 21(4), 346-357.

Windle, G. (2011). What is resilience? A review and concept analysis. *Reviews in clinical gerontology*, 21(2), 152-169.