

RESILIENCE – THE KEY TO PERSONAL AND ORGANISATIONAL SUCCESS

Last month's article demonstrated that such a narrow IQ concept as 'Competition' kills any real creativity and with it, our ability to create life-long learners. This means of course, that in an endless and rapidly changing e-world, our standardised schooling system is quite dramatically failing not only our children but also their future.

Sir Ken Robinson's TED Talks (the most watched on the planet) are a real emotional connection to this dramatic failing in most western schooling (not educational) systems – with Finland as the stand out exception, where no one suffers 'standardised testing' until the age of eighteen.

Research shows that the real driver for creativity is twofold – 1) an appetite for discovery and 2) a passion for work itself. Being told that there is one correct answer to any question smothers/stifles creative thought.

We are embodied beings, and our physical (PQ), mental (IQ), emotional (EQ) and spiritual (SQ) well-being are intimately interconnected and interdependent. Schools generally separate us from that holistic concept and highlight in general only the mental with all other quotients suffering. We can clearly see this with the obesity epidemic and the continual eradication of physical education, music, dance and arts from a narrow IQ driven curriculum. Seeking better IQ results at the cost of everything else that makes us human and passionate, is very detrimental to mental health – witness the continual rise of suicides – the biggest 'killer' for 15-25 year olds!

IQ is of course the idea that we each have a set amount of innate intelligence which can quickly be tested and given a number; Competence. This is with no thought at all, about the person's Character and their ability to be truthful or trustworthy which surely should be a pre-requisite of any workplace and effective society?

In fact research now shows that in pursuing higher IQ scores, around 85% of students have cheated in their school / university work, seeking the upper hand over others in the 'race to mediocrity' – a great preparation for the ever changing world of society and work!

So – onto resilience which could be the saviour of much of this short term, hierarchical, quick fix world of schooling.

The world of work to be sustainable is anything but quick fix and requires dogged determination in continually seeking new answers to new and unprecedented situations.

So – what is resilience?

- **The ability of a substance, person or object to spring back into shape.**
- **The capacity to recover quickly from difficulties.**
- **The ability to cope with and rise to the inevitable challenges, problems and setbacks you meet in the course of your life, and come back stronger from them.**

Resilience relies on different skills and draws on various sources of help, including rational thinking skills, physical and mental health, and your relationships with those around you.

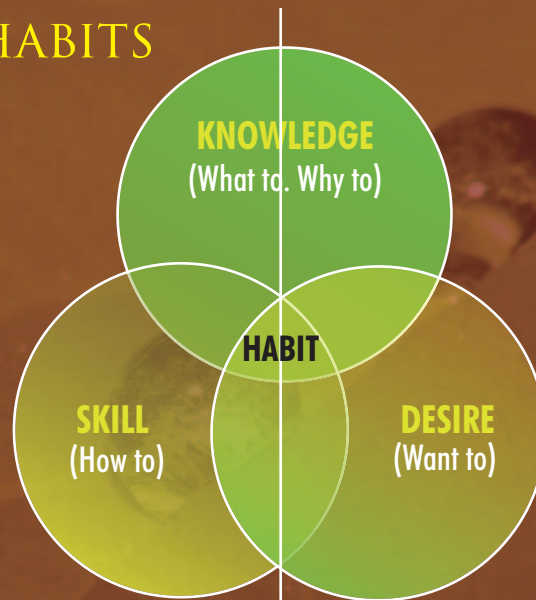
Bearing in mind that I believe all learning comes from moving into 'discomfort' and thus a self-desired improvement in self-awareness; resilience is simply sticking with something due to that crucial inner desire of learning.

Remember that a habit is created at the confluence of three things – two IQ and one EQ. Knowledge, skill and desire, and the only one that matters is the one no one else can give you 'Desire – the 'want to' coming from within ourselves.

DEVELOPING HABITS

IQ & PQ

HEAD
MANAGEMENT
PROCESS
SHORT-TERM
NEWTONIAN-DOING
INCREMENTAL
CERTAIN = PRISON
SCHOOL



EQ & SQ

HEART AND SOUL
LEADERSHIP
PEOPLE
SUSTAINABLE
QUANTUM - BEING
TRANSFORMATIONAL
UNCERTAIN = FREEDOM
EDUCATION

Where should you focus?

Schooling gives you the Knowledge (what to & why to) and Skill (the how to) yet the one that everyone identifies as the most important, when I ask the question 'are all three equal or is there one more important than the others' is Desire.

This is THE difference between schooling and education the former comes from experts who 'tell' you (sage on the stage) and the latter comes from a good mentor who 'asks' you (guide by the side) and doesn't have all the answers. They enable you to discover answers that are uniquely yours – which you have to discover within yourself.

Hence why the strap line for QFOUR is 'to lead out'.

The latest research, finally looking past Neanderthal, narrow, and ultimately undermining IQ scores, clearly identifies that what you achieve, relies far more on your passion and perseverance - resilience - than any cognitive intelligence that peaks at around twenty one and diminishes thereafter.

Here, it is worth pausing to consider Darwin's opinion on the determinates of achievement – that is, his belief that 'zeal and hard work are ultimately more important than intellectual ability. It's how we prosper and evolve.'

I also offer this as the reason that the Google's, Gore's and SAS's cultures have created the world's three Best Companies To Work For 2016. This also aligns with the most sustainable and growing financial profits – **as Profit should be an outcome of People and Passion – not the reason for it.**

Talent x Effort = skill

Talent is how quickly your skills improve when you invest effort.

Skill x Effort = Achievement

Achievement is what happens when you take acquired skills and use them

Can I ask therefore, how many organisations actually focus on achievement and not just the ability to do a job without any great discomfort? That race to mediocrity again!

I would suggest that the organisations in the Global Great Places To Work and the UK Sunday Times Top 100 Best Companies To Work For list will seek and measure

individual achievement and not just joint work done to the lowest common denominator that is acceptable!

Let me offer you what I believe to be the definitive measurement of resilience and thus a person's, teams, organisation's, family's ability to become in Maslow's hierarchy of needs – self-actualising, i.e. to become all you can be.

In 1940 researchers in Harvard designed a test to understand the 'characteristics of healthy young men' in order to 'help people live happier, more successful lives'.

One hundred and thirty sophomores were asked to run on a treadmill for up to five minutes. The treadmill was set at such a steep angle and cranked up to such a fast speed that the average man could only hold on for four minutes. Some lasted for only one and a half minutes!

By design the test was exhaustive, not just physically but also mentally.

They measured and adjusted for baseline physical fitness and thus it was a test of both stamina and will. The researchers knew that running hard was not just a function of aerobic capacity and muscle strength, but also the extent to which 'a subject is willing to push himself or has a tendency to quit before the punishment becomes too severe.'

Decades later, a psychiatrist (G. Vaillant) followed up on the young men by then in their sixties, who had been contacted every two years since graduation. Aspects like income, career advancement, sick days, social activities, self-reported satisfaction with work and marriage, visits to psychiatrists and use of mood altering drugs and tranquilizers were all recorded. All of this of course created composite estimates of the person's overall psychological adjustment in adulthood.

It turns out that run time on the Treadmill Test at age twenty, was a surprisingly reliable predictor of psychological adjustment throughout adulthood.

While thinking that their fitness at twenty was the key indicator, they found that adjusting for base line physical fitness 'had little effect on the correlation of running time with mental health.'

The result – when it comes to how we are in the marathon of life, physically, intellectually, emotionally and spiritually, counts more than baseline ability in all four quotients.

The word that is used for this ability is 'Grit'.

Grit – is a combination of Passion and Perseverance and shows why in the creation of our life habits, the IQ aspects of Knowledge and Skill, which can far more easily be learnt, are secondary to Desire.

It is sad that at present, our intellectual, working and career prospects are almost wholly dependent on that narrow brittle competitive scoring of IQ!

So many entrepreneurs who 'escaped' school at fifteen or sixteen and were not 'mind numbed' until eighteen, twenty one or even almost to their thirties at university by ever narrower experts, had that passion to say 'no' to 'schooling' and yes to education – life education.

It is fundamentally the consistency of effort or interest over time that creates happy successful individuals and thus sustainable companies, marriages or communities; not the cleverness or intensity of standardised automatised testing.

Enthusiasm is common – Endurance is rare

Who in your organisation 'sticks with it'.....shows grit.....until challenges are solved or finished? Find them, promote them, nourish them and develop them to ensure you grow the person first, then their team and your business.

10 TRAITS OF EMOTIONALLY RESILIENT PEOPLE



If specific types of challenges tend to “undo” you, or you often feel frustrated, impatient or drained, there may be some gaps in your resilience strategies. Learning and developing the traits of emotionally resilient people is a great way to even out your reactions and consistently take a more balanced approach to life than their team and of course your business.

1. They practice the art of care and self-care. They have discovered what their personal needs are and they provide for themselves. They have taken the time to discover and incorporate whatever it is that makes them feel cared for; creating a baseline and individual strategy.
2. They understand that stressful situations don't define them. They have relegated circumstances to their rightful place: as short-term conditions that have no power or influence over whom they are in the moment or who they will be when the situation has changed.
3. They are compassionate. They know that everyone deserves respect, good will and love — including others who may not be handling situations or circumstances in ways they would prefer. Judgment and condemnation do not contribute to nurturing resilience.
4. They know life isn't perfect and they've learned to practice acceptance. Instead of resisting what is happening, even if it's not their preference, they accept circumstances they can't change and expect that things will get better.
5. They know when to ask for help. We're taught to be self-reliant and independent with our problem-solving and much of the time this approach is entirely appropriate. Yet sometimes the best way to the downhill side of a challenge is to enlist the help of friends, family or colleagues. Resilient people have learned discernment in making this choice.
6. They know when to listen, when it's time to be supportive, and when to allow space. These are also judgment calls. Holding the awareness that there is a right time and circumstance for each of these strategies is the first step to learning which one is applicable in any given situation.
7. They have positive supportive circles. Making a conscious choice to interact with people who are willing and able to offer the support they need is vital in building resilience. Negativity and criticism drain resources and impact the ability to put things in perspective.
8. They know who to go to for honest advice and who's more likely to add drama to a situation. Loving or caring for someone doesn't necessarily mean that person will provide the guidance you need. Each person has their own strengths, so taking relevant personality traits into consideration before asking for advice is important.
9. They are self-aware and often engage in practices that provide self-reflection. The adage of “know thy self” is important in building and living with resilience. It can often make the difference between feeling confidence about the ability to handle adversity and feeling hopeless or overwhelmed.
10. They are grateful. The adage of “know thy self” is important in building and living with resilience. It can often make the difference between feeling confidence about the ability to handle adversity and feeling hopeless or overwhelmed.

It's common to have developed several of these traits, yet have little experience or comfort with others on the list. Zero in on which areas you feel can assist you in boosting your reservoir of resilience. You'll find it's worth the effort and focus so you can achieve the results you are looking for.

"The future will generate even more ambiguity and chaos than we face today. Learning how to raise our individual and collective resilience is not just a good idea - it is imperative."

**If you wish to explore leadership or the four quotients in your organisation – email or call.
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