


CULTIVATING RESILIENCE - Joseph Burnett Diehl



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CULTIVATING RESILIENCE
Presented by Joseph Burnett Diehl JD CPA

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Workshop Outline

Overview Segment

- I. Brief Introduction of the Presenter.
- II. Learning Objectives over this Brief Presentation.
- III. Resilience Defined.
- IV. Research: an Evolution in our Understanding of Human Resilience.
- V. Bibliography/Reading List.

Toolkit Segment

- VI. Toolkit: Resources for Cultivating Resilience from Experts:
 - a. Brenè Brown
 - b. Kelly McGonigal
 - c. David Goggins
 - d. Kubzansky and Viswanath
 - e. Every Ship Needs a Rudder: Mission Statements; Core Values; Life Purpose.
- VII. Final Thoughts... Part One and Part Two:
 - Recap. Your legacy. Physical resilience.

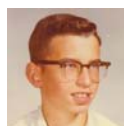
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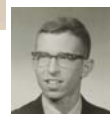
I. The Presenter: Joseph Burnett Diehl, JD CPA

- 1996-now: Managing Member, Diehl & Co. LLC – providing consulting and association management services to small membership organizations (Northwest Indian Housing Association, Affordable Housing Mgmt Assoc of WA, and the WA State Council for Affordable & Rural Housing.
- Serving on 3 Boards of Directors.
- 1993-1996: People of Color Against AIDS Network – Director of Operations, Seattle WA.
- 1990-1993: National Council of Real Estate Investment Fiduciaries – Executive Director, Tacoma WA.
- 1970-1990: held Controller and CFO positions in the for-profit sector.
- Dual professional: CPA and Attorney at Law.
- Juris Doctor (JD) – John Marshall Law School (Chicago).
- Bachelor of Science (BS) – Accountancy, Northern Illinois University.
- Born and Raised in rural Kankakee County, IL.
- Personal Insight: from Fragile to Anti-Fragile.

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"Joey"



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II. Learning Objectives

- To gain knowledge and a fuller understanding of the concept of RESILIENCE within humanity from experts in the field.
- To access expert tools in our toolkit based on that knowledge and research, which provide hands-on and actionable ways to cultivate resilience in your own life.
- To acquire big-picture skills that help to cultivate and build resilience: Developing a personal mission statement; determining your key core values; finding your "why" – your purpose in life.
- To reflect on what you've learned and experienced in life that made you RESILIENT.
- Be thoughtful on ways to improve your PHYSICAL resiliency.

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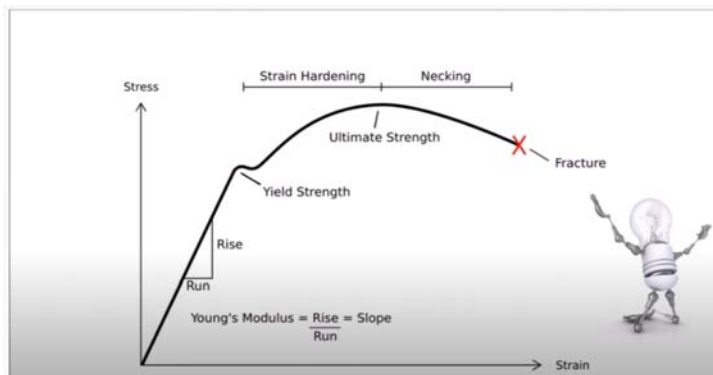
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III. Resilience Defined

- Pronunciation Key: /rə'zilyəns/ n. the capacity to recover quickly from difficulties; toughness.
- Resilience was originally used by engineers, to describe a material's ability to absorb energy when it is put under physical stress and strain.

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IV. Research: An Evolution in our Understanding of Human Resilience

Comparing it to the breaking point of materials using physics, resilience has become a metaphor for a human being's ability to deal with stress and strain of any kind, including Black Swan events.

Resilience is an innate survival mechanism that allows you to navigate through a difficult situation and recover equilibrium (or "homeostasis") for your family/tribe or your colleagues. However, resilience CAN be supplemented through learning.

The most interesting aspect of resilience, is its complexity and its many facets. If you thought there was a simple answer, then remember research has gone on for many decades and – events like the current pandemic, tests everyone's resilience in new ways. So look at this journey we are on – in a holistic, big-picture way.

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IV. Research: An Evolution in our Understanding of Human Resilience

Thus, there are no “magic bullet” steps for a person to become resilient; in fact, it is usually a long and arduous process. Every human being is different when it comes to their experiences, attitudes, emotions and their world view.

The broader goals of this course are: (a) to make you aware that you too can cultivate resilience over time; (b) to suggest tips and tools from the experts, for you to use in your practice of building resilience; and (c) to have you examine your own “Core Values” and your purpose in life – both essential as a framework for cultivating resilience and strength.

“A journey of a thousand miles begins with one step” – Lao Tzu



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IV. Research: An Evolution in our Understanding of Human Resilience (Continued)

Imagine this scenario. We're facedown in the arena. The crowd has gone silent. Other players take a knee, hoping – or even praying for the best outcome.



Our facedown moments can be the big ones (e.g. getting fired, or divorced) or small ones (being criticized by your boss or forgetting to send in a report on time). An arena is that moment and place where we have risked showing up and being seen. We are there, and we have “skin in the game.”



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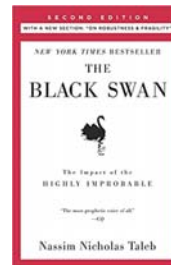
IV. Research: An Evolution in our Understanding of Human Resilience (Continued)

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Brene' Brown, PhD LMSW in Rising Strong studied this phenomenon in human beings: What happens when we're facedown? What's going on in this moment? What do people who stagger to their feet and try again – have in common? What is the process of "rising strong?" Dr. Brown's tips appear later this presentation.

Let's go into a deeper dive on challenges faced by humanity, and how events shape how we adapt. Philosopher and historian Nassim Nicholas Taleb provides many insights through two of his best selling books: Antifragile and The Black Swan (among others in his series, Incerto).



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IV. Research: An Evolution in our Understanding of Human Resilience (Continued)

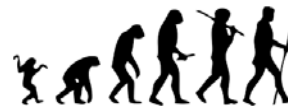
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Just as human bones get stronger when subjected to stress and tension, many people thrive in an environment of disorder, volatility and turmoil. Being "antifragile" is the foundation behind virtually every major human achievement from technological advances to the rise of cities. Darwin is attributed as saying:

"It is not the strongest of the species that survives, not the most intelligent that survives. It is the one that is most adaptable to change."

Few, if anyone, remembers the Fragile. We remember Winston Churchill, the Wright brothers, Geronimo (Chiricahua Apache), Abraham Lincoln – the Antifragile. The Fragile cannot survive the inevitable Black Swan events – not only in their own lives, but in the annals of history.



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IV. Research: An Evolution in our Understanding of Human Resilience (Continued)

A Black Swan Event defined: a highly improbable event that has three characteristics: (1) it is unpredictable; (2) it comes with a massive impact; and (3) after the fact, we as humans concoct an explanation that makes it appear less random.

They are truly game changers that take us by surprise!

Examples: an asteroid impact kills 70% of all life on our planet, including dinosaurs (note, some adaptive mammals hid underground and became, thankfully, our ancestors); the 9/11 attacks; Google's massive success; COVID-19 pandemic; The Great Recession, among others.

Game changers.

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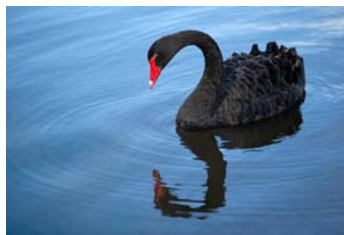
IV. Research: An Evolution in our Understanding of Human Resilience (Continued)

No sightings of an actual black swan occurred prior to the colonization of Australia, where they were reported globally starting in 1697.

One single observation can invalidate a millennia of confirmed sightings of (only) white swans. All it takes, is one (ugly) black bird sighting.

The indigenous Noongar People of the South-West of Australia call the black swan *Kooldjak* along the West and South-West coast, *Gooldjak* in the South East and it is sometimes referred to as *Maali* in language schools.

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IV. Research: An Evolution in our Understanding of Human Resilience (Continued)

- Martin E. P. Seligman Ph.D. is a professor of psychology at the University of Pennsylvania.
- Seligman recounts over 30 years of academic research in his book, Flourish.
- The research can distinguish the traits of those who collapse or struggle when faced with a crisis (fragile) and those who grow (antifragile).
- He found through research, that resilience can be taught.
- Antifragile people in his studies all had a common trait: **optimism**. His earlier book which has been updated in later editions, Learned Optimism, is a must read for those who desire to move away from pessimism and despair.



Seligman's principles have been adopted by the US Army, involving three parts:

1. *Building mental toughness.*
2. *Building signature strengths.*
3. *Building strong relationships.*

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IV. Research: An Evolution in our Understanding of Human Resilience (Continued)

Seligman and his associates were hired to create a program for the US military, known as the Master Resilience Training program with the goal of building mental toughness; building strengths; and building strong relationships.

The theme is to build is LEARNING – learning the skills of resilience. It led to a Pentagon funded program which began in 2008 and is still in use today. US Troops are RESILIENT! Restaurant owners during a pandemic are RESILIENT!

Master Resilience Training explains and demonstrates four types of responding to new information. For example, "I just got a promotion."

1. Active constructive: "That's great! What are your new duties?"
2. Passive constructive. "That's nice."
3. Passive destructive. "I got a weird email from my son. Listen to this."
4. Active destructive. "You won't get extra pay and you'll work longer hours."



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IV. Research: An Evolution in our Understanding of Human Resilience (Continued)

After learning mental toughness skills, Seligman turned to identifying core values – principle character strengths. For the military, the core strengths of a leader are: loyalty, duty, respect, selfless service, honor, integrity and personal courage. Many studies that grew out of Seligman's work has proven that understanding your own signature strengths is critical in the process of cultivating resilience.

Seligman offers his Signature Strengths Test for questionnaires and assessments - including that test, are available on Seligman's website and also in the Appendix of his book entitled, *Flourish*. A wide range of Pennsylvania website (where over 2 million people have registered).

<https://www.authenticchappiness.sas.upenn.edu/>

Seligman summarizes key human signature strengths in this way:

1. *Wisdom and knowledge*
2. *Courage*
3. *Humanity and Love*
4. *Justice*
5. *Temperance*

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AUTHORS: CHRISTOPHER PETERSON, PH.D.
AND MARTIN E. P. SELIGMAN, PH.D.

WHAT THE QUESTIONNAIRE MEASURES

The Values in Action (VIA) Survey of Character Strengths is a 240-item face-valid self-report questionnaire intended for use with adults. The measure uses 5-point Likert-style items to measure the degree to which respondents endorse items reflecting the 24 strengths of character that comprise the VIA Classification. The survey takes about 25 minutes to complete, although there is no time limit.

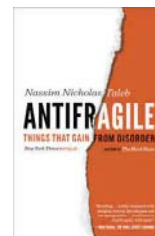
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IV. Research: An Evolution in our Understanding of Human Resilience (Continued)



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ANTIFRAGILE: Tardigrades or "Water Bears", are the most Antifragile living thing. They can live at negative -457 degrees Fahrenheit, heat as high as +357 degrees F, and survive being zapped with 5,700 grays of radiation - when 10-20 grays would kill most human beings. These animals can also live for a decade without water and even survive in space. They've been revived after being frozen for 30 years. **ANTIFRAGILE!**

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IV. Research: An Evolution in our Understanding
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(Left) Two years of happy contentment and being fed daily. Turkeys begin to love their owners...ANTIFRAGILE?

FRAGILE (Right): All good... until it is the bird's Black Swan Event Day
(also known as **THANKSGIVING!**)

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IV. Research: An Evolution in our Understanding
of Human Resilience (Continued)

CONCLUSION:

Resilience develops from a wide variety of factors in one's life. All of us are born - as a member of a human species, with an innate ability to react to stress and/or challenges to which we are forced to face, with actions that preserve our lives, our families or our "tribes." Beyond those innate attributes, resilience can be learned from those experiences that we are forced to face - rejection, being ostracized, going through break-ups or divorces, getting fired, losing one's health - these are challenges that challenge our very soul. Seligman and others have shown through extensive research, that resilience can be learned. In fact, one's own confidence in themselves, or knowing their Core Values or knowing their purpose in life, can be ways to cultivate resilience.

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V. Bibliography/Reading List

Rising Strong, Brené Brown PhD
Antifragile, Nassim Nicholas Taleb
The Black Swan, Taleb
Skin in the Game, Taleb
Fooled by Randomness, Taleb
The Bed of Procrustes, Taleb
Can't Hurt Me, David Goggins
The Upside of Stress, Kelly McGonigal, PhD
On Mental Toughness, Harvard Business Review
Purpose, Meaning and Passion, Harvard Business Review
Learned Optimism, Martin E.P. Seligman, Ph.D.
Flourish, Seligman
Thinking, Fast and Slow, Daniel Kahneman
Focus, Pedram Shojai



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VI. Toolkit: Resources for Cultivating
Resilience
from the Experts
Professor Brené Brown, Univ. of Houston

*Ten Expert Tips for Wholehearted Living –
the Keys to Resiliency*

1. Cultivate authenticity. Let go of what what people think.
2. Cultivate self compassion. Let go of perfectionism.
3. Cultivate a resilient spirit. Let go of feeling numb and powerless.
4. Cultivate gratitude and joy. Create a gratitude journal.
5. Cultivate intuition and trust. Let go of the need for certainty.
6. Cultivate creativity. Let go of comparison.
7. Cultivate play and rest. Exhaustion is not a status symbol.
8. Cultivate calm and stillness. Let go of anxiety as a lifestyle choice.
9. Cultivate meaningful work. Let go of self-doubt and "supposed to" words.
10. Cultivate laughter, song and dance. Do these things, like no one is watching.



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VI. Toolkit: Resources for Cultivating Resilience from the Experts (Continued)
Kelly McGonigal, PhD

Which statement, A or B, would you choose as correct?

- A. Stress is harmful and should be avoided, reduced, and managed.
- B. Stress is helpful and should be accepted, utilized and embraced.

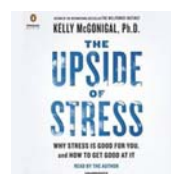
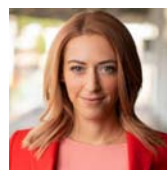
Results of an 8 year study of 30,000 participants found:

(The bad news) – high levels of stress increased the risk of dying by 43%

(The good news) – that increased risk of dying applied ONLY to people who also believed that stress was harming their health.

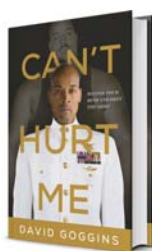
Those who did not view their stress as harmful had the lowest risk of death of anyone in the study... even lower than those who experienced very LITTLE stress. Thus, beliefs are very powerful in our conscious and unconscious minds. The power of beliefs can shape our reality!

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VI. Toolkit: Resources for Cultivating Resilience from the Experts (Continued)
David Goggins

1. Purchase a journal and write down the bad hands you were dealt, and the factors limiting your growth.
2. Use post-it notes and put them on your Accountability Mirror – your insecurities, dreams, goals, and look at them every day.
3. Start a second journal to write down all the things you don't like doing or which make you uncomfortable.
4. Focus on achieving excellence as you work on your goals.
5. Visualize your ideal future.

David Goggins is a retired Navy Seal. He is the only member of the US Armed Forces ever to complete Seal training, Army Ranger School, AND Air Force Tactical Air Controller training. He has competed in over 60 "ultra" events, setting many new records and usually finishing in the top five.

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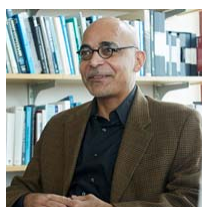
VI. Toolkit: Resources for Cultivating Resilience from the Experts (Continued)

David Goggins

6. Start a third journal of your achievements – like quitting smoking (e.g.) or winning an award at work.
7. Remove the “governor” - the limits on your thoughts. “Life is one big mind game.”
8. Quit multitasking and better plan your day, and your focus.
9. To become uncommon among the uncommon, it means sustaining greatness for long periods of time. Get rid of complacency. Stand alone!
10. Journal every day in all three of your journals – your failures, everything that went well, etc. It helps to control your mindset!

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VI. Toolkit: Resources for Cultivating Resilience from the Experts (Continued)

Kubzansky and Viswanath, Harvard University Faculty

1. Develop a core set of beliefs that nothing can shake.
2. Try to find meaning in whatever stressful or traumatic event has happened.
3. Try to maintain a positive outlook (“optimism”).
4. Take cues from someone who is especially resilient.
5. Don’t run away from things that scare you: face them.
6. Be quick to reach out to others for support when things go haywire.
7. Learn new things as often as you can.
8. Find an exercise regimen you can stay with.
9. Don’t beat yourself up or dwell in the past.
10. Recognize what makes you uniquely strong – and OWN it.

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**VI. Toolkit: Resources for Cultivating Resilience
from the Experts (Continued)**

***Finding Your Personal Mission Statement; Your
Key Core Values; and Your Purpose in Life***

- It took me many decades to establish my own Personal Mission Statement – and it is constantly being refined and more focused. It is like a rudder on a ship – it points me in the right direction. What is your (personal) Mission Statement? Consider your Key Core Values first and then seriously consider the things you are passionate about. Your family? Saving the planet? While it may not be related to your current job, it may become a cause for you to personally pursue in the future.
- Tape your top three or four Key Core Values and your new Personal Mission Statement to your mirror at home... tape it to the wall of your workstation... carry it in your wallet and look at it every day. When rough times happen – which they will, you'll have a compass to guide you. *(I have provided you an Excel spreadsheet tool as a handout to assist you in determining your Key Core Values!)*

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**VI. Toolkit: Resources for Cultivating Resilience
from the Experts (Continued)**

***Finding Your Personal Mission Statement; Your
Key Core Values; and Your Purpose in Life (Continued)***

- Then consider... which is really a different exercise – the act of establishing a purpose for your life. Your purpose is a short phrase that is your imaginary vision of what your “legacy” might be. You know your Personal Mission Statement... you know your Key Core Values... what is your WHY?
- On a personal note:
 - My Personal Mission Statement: to inspire and empower those who share my beliefs.
 - My Key Core Values: attitude; gratitude, competency, experience Life, sense of humor.
 - My Purpose (My Why): to leave the world in a better place, because I was here.

•Mark Twain once said: “The two most important days in your life are the day you are born and the day you find out why.”

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VII. Final Thoughts... Part One

WHAT WE LEARNED: A quote from a famous book – “the MEEK will inherit the Earth. “ History has shown, that the RESILIENT will inherit the Earth; and be the ones that are most likely to adapt to changing conditions, and succeed.

Having a personal mission statement, developing a short list of your key core values, and enunciating your purpose in life – simply, just HAS to build a world view that builds a fortress of resilience and strength. When “stuff” happens, you will have the focus to adapt and survive things like an asteroid hit, a pandemic, an economic depression, or losing someone you love – with an inner power that will not only empower you... but it will empower people around you.

Those who are experts in resilience should NOT be ignored. They have for the most part, “been there – done that” and further, many have done double blind sociological studies that have uncovered the nature and further understanding of how to cultivate and build resilience. Build your toolbox with expert tools.



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VII. Final Thoughts... Part One (Continued)

Finally, think about your legacy – what will future generations say or remember about your contribution to this world, and/or to this society, or to a cause in which you believe? When I visit my parent's graves, I appreciate that they worked SO hard and started me off on a successful life. There is nothing wrong with coming out of poverty and finding success for providing for your family and your community. Life truly, is too short. But it is rich and fragrant, like a spring flower.

VII. Final Thoughts... Part Two. Let's Get PHYSICAL!


The Pandemic is abating – yet we've not kept up with exercise and better food choices. It's not an opinion! Science shows that moving from a “hunter-gatherer” society to an “information age/technology society” has been damaging to our physical resilience. Make a commitment to strengthen your physical resiliency and round out your human life!



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HOMEWORK – *some fun videos to watch!*


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RECAP: What is RESILIENCE? 3+ min.
<https://youtu.be/C1UCI2ZHEqw>

What is Your WHY? 2+ min.
<https://youtu.be/UNQhuFL6CWg?t=10>

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Time for Questions & Answers & Comments

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