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Stronger

Develop the Resilience You Need to Succeed

THE SUMMARY IN BRIEF

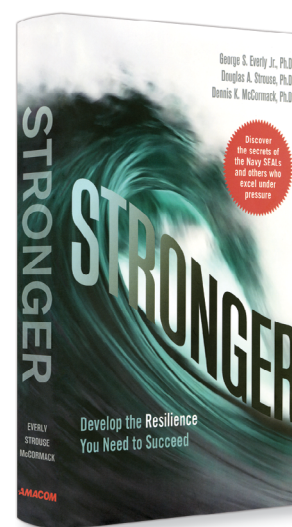
Professional athletes, surgeons, first responders — all perform remarkable feats in the face of intense stress. Why do they thrive under pressure, while others succumb? What separates the two is attitude. Resilient people meet adversity head-on and bounce back from setbacks. They seem to naturally exude an inner strength — but studies show that resilience is something that anyone can build.

Analyzing the heroic exploits of U.S. Navy Seals and others who succeed against all odds, *Stronger* identifies five factors that combine to unlock deep reserves of personal power: active optimism — believe that you can change things for the better; decisive action — you can't succeed if you don't take the leap; moral compass — face any challenge with clear guiding principles; relentless tenacity — try, try again; interpersonal support — gain strength from those around you.

Drawing on the unique perspective of a standout team of authors (a stress-management expert, a skilled entrepreneur and a Navy SEAL), *Stronger* explores the science behind resilience and explains how you can develop this vital trait for yourself. Whatever your profession, today's demanding world calls for a special kind of strength. *Stronger* holds the key.

IN THIS SUMMARY, YOU WILL LEARN:

- The five sequential factors of personal resilience.
- The difference between active and passive optimism.
- The elements of a strong moral compass.
- How to be tenacious and gain support for your efforts.
- Frameworks and prescriptions for practicing the factors of personal resilience.



by George S. Everly, Jr., Ph.D.,
Douglas A. Strouse, Ph.D. and
Dennis K. McCormack, Ph.D.

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THE COMPLETE SUMMARY: STRONGER

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Active Optimism and the Self-Fulfilling Prophecy

Everyone has faced adversity, and each has failed at least once in life. The issue is neither adversity nor failure per se but what happens in the wake of adversity when you find yourself in the dark abyss of despair. Successful people fail. Happy people fail. The key doesn't lie in the nature of the adversity. What really matters is the degree of personal resilience you possess in the wake of the adversity.

Personal resilience is your ability to bounce back, to pick yourself up and try again, and again and again, until you either succeed or decide on a more productive direction. Resilience is your ability to see yourself in the dark abyss of failure, humiliation or depression — and bounce back, not only to where you were before but to even greater heights of success, happiness and inner strength. Resilience helps you withstand adversity. Think of it as a form of immunity that helps you make good decisions under pressure, motivates you for the achievement of peak performance and allows you to bounce back quickly and effectively.

Five Factors of Personal Resilience

Successful people share a set of five core factors that equip them with personal resilience. Just as a suit of physical body armor protects the wearer from physical injury, a suit of psychological body armor can protect you against psychological distress and emotional injury. In psychologically toxic environments, they enable us to grow stronger.

The five factors of personal resilience are

1. Active Optimism. Optimism is more than a belief; it's a mandate for change. It's the

inclination to move forward when others are retreating. This mandate can be so strong that it can become a self-fulfilling prophecy. But to do so it must lead to . . .

- 2. Decisive Action.** Optimism is not enough. You must be decisive and act in order to rebound. You must acquire the courage to make difficult decisions. Making hard decisions is easier when it is based upon a . . .
- 3. Moral Compass.** Use honor, integrity, fidelity and ethical behavior to guide your decisions under challenging circumstances. Once your decisions have been implemented, employ . . .
- 4. Relentless Tenacity, Determination.** Persistence can be omnipotent. Be persistent, while at the same time knowing when to quit. To find hidden opportunities and aid in physical and psychological energy, rely upon . . .
- 5. Interpersonal Support.** Who has your back?

Active Optimism

Optimism is the tendency to take the most positive or hopeful view of matters. It's the tendency to expect the best outcome, the belief that good will prevail over evil. But the value of optimism is much greater than just the good mood that can accompany a rosy outlook. The optimist always has the capacity to look forward to another day. Not surprising then that optimistic people are more likely to persevere. They are not only more resilient than pessimists but better able to tolerate adversity, more task oriented and committed to success.

Passive optimists *hope* things will turn out well and *believe* that they will. But those who merely hope and



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believe are surrendering control of their circumstances to someone or something else. Active optimists, on the other hand, *act* in a way that increases the likelihood that things will indeed turn out well.

Navy SEALs seem to share the characteristic of a strong positive mental attitude — an expectation of personal success. For SEALs, the difference between success and failure is often the difference between life and death. From the SEAL perspective, success doesn't just happen by chance; it happens because you make it happen. The optimistic expectation of success occurs because of relentless preparation, understanding only too well the meaning of sacrifice, coupled with dogged determination. The SEALs' success begins with active optimism — a positive attitude and a mandate to change the world.

Of course, not all active optimists think in such emphatic terms; but all active optimists do believe they can make a difference.

The Self-Fulfilling Prophecy

The most powerful source of active optimism appears to be the experience of success itself. Success begets success. The more successes you have, the better you'll understand what it takes to be successful — which will generate more successes — and the more you will tend to expect success. This also sets the stage for the emergence of self-fulfilling prophecy, which promotes active optimism even further.

Victory always starts with a state of mind. It then spreads with such radiance that destiny can do nothing but obey. The self-fulfilling prophecy can be a tremendous competitive advantage. It is the embodiment of the notion that any prediction about a human behavior actually affects the behavior itself. Your state of mind really matters!

If you think you will succeed at something, you are likely to attempt the task with greater effort, enthusiasm and tenacity. You are less willing to accept initial rejection or failure. You are more likely to see those occurrences as exceptions to the rule and simply precursors of your inevitable success. You are more likely to be physically healthier. And your positive beliefs affect your performance.

Prescriptions for Building Active Optimism

Here are some specific methods, or prescriptions, for achieving active optimism.

1. Harness the Power of Optimism and the Self-Fulfilling Prophecy. Your optimism increases with each success you have. You must program yourself to be successful. The mistake that most people make is to choose a challenge that is initially too difficult to manage. There

are four ways you can leverage the success-building model in this first prescription:

- Break down large tasks into smaller and more manageable parts.
- When a task is too big for you to manage, ask for assistance.
- Rehearse your responses.
- Visualize success.

2. Build Active Optimism Vicariously. The best way to build active optimism is by first having success and then applying a self-fulfilling prophecy based on that success. But there's another road to achieving active optimism in the absence of your own success: Watch others be successful at what you want to achieve. The key is that you must perceive those you observe as either being somehow similar to you or possessing a key to success that you are realistically capable of acquiring.

3. Build Active Optimism Through the Encouragement and Support of Others. Evidence suggests that interpersonal connectedness and support are powerful determinants of resilience. In the military, unit cohesion is critical. In the social and business worlds, sometimes it really is whom you know that counts, and the strength of the bonds of affinity.

4. Build Active Optimism Through Self-Control. The ability to control oneself becomes a powerful determinant of subsequent behavior. When you can control your actions, thoughts and even bodily reactions, it conveys self-confidence and active optimism. Your ability to delay impulsive actions will prevent overreacting. Learning how to control both self-defeating thoughts and over-arousal can be powerful sources of active optimism. ●

The Courage to Be Decisive and Take Personal Responsibility

Having the courage to be decisive in the context of resilience really means the ability to effectively narrow a myriad of options and make the difficult decision to take action in the wake of adversity or in the face of extraordinary challenges.

For many, taking decisive action and then accepting personal responsibility for decisions are self-evident virtues. What might not be self-evident is why. Decisive action appears to be capable of (1) mitigating adversity, (2) helping you rebound from adversity and (3) promoting growth in the wake of adversity.

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Decisiveness Mitigates Adversity. Think about your own life. Have you ever wasted valuable time, money or energy because you were unsure what to do? Have you ever waited so long trying to make a decision that the opportunity itself was lost? So how does decisiveness help you? Those who are first to act most often reap the rewards that life has to offer. The saying “The early bird catches the worm” refers not only to early risers but also to those who are first to act. Opportunities in life seem to benefit those who act upon them more than those who merely recognize them.

In business, being decisive often leads to creating trends rather than following them. A visionary trendsetter, Steve Jobs was once referred to as the “Father of the Digital Revolution.” Jobs, who co-founded Apple Computer Inc. with Steve Wozniak in 1976, shaped the fields of computing, personal-communications devices, music and modern movie-making. But his greatest strength was his ability to make a decision and follow it through to fruition.

His ability to understand future markets, think beyond current limitations, create nontraditional business models, assemble a team of technical experts and guide (some would say push) the company to creative excellence is what really made Apple (and almost everything else that Jobs touched) successful, according to Jobs’ biographer Walter Isaacson.

At a Macworld conference, Jobs once said, “There’s an old Wayne Gretzky quote that I love: ‘I skate to where the puck is going to be, not where it has been.’ And we’ve always tried to do that at Apple. Since the very, very beginning. And we always will.”

Decisiveness Helps You Rebound from Adversity. Depression and feelings of hopelessness often follow in the wake of hardship. Psychologists have long known that if these feelings are allowed to persist, they can become paralyzing forces that dramatically reduce the likelihood of resilience.

Conversely, acting quickly and decisively has been shown to be of benefit in reducing stress and empowering people to rebound from adversity. The most powerful way of helping yourself in the wake of adversity appears to be resisting the pressures of psychological avoidance and paralysis by doing something to help yourself or others. Take action. Gain strength by identifying and actively pursuing a goal. Taking that first step is empowering and tends to result in other successes. To borrow from the principles of physics, an object in motion tends to remain in motion, and an object at rest tends to remain at rest.

Decisiveness Promotes Growth in the Wake of Adversity. In the process of bouncing back from adversity, you can not only completely recover, but you can become stronger and happier than you were before the adversity ever occurred. Steve Jobs’ success didn’t come easily, despite the great immunity to pressure he demonstrated early in his career. In 1985, Jobs was forced to resign from the company he and Wozniak had founded.

In a Stanford University commencement address in 2005, Jobs recalled that getting “fired” was one of the best things that ever happened to him. “The heaviness of being successful was replaced by the lightness of being a beginner again, less sure about everything,” he said. “It freed me to enter one of the most creative periods of my life.” Jobs went on to say he was “pretty sure none of this would have happened if I hadn’t been fired from Apple. It was awful-tasting medicine, but I guess the patient needed it.” After leaving Apple, Jobs went on to pioneer in arenas previously untouched by Apple, including digital movies.

Taking Personal Responsibility for Your Actions Empowers You

At this point you can see there is a resiliency advantage that accrues from decisive action. The next step is to take responsibility for your actions.

Taking personal responsibility requires courage, perhaps more courage than being decisive. After all, most of us believe that mistakes are who we are rather than what we did. We’re quick to seek other people or things to blame should the outcome of a decision not be as desirable as hoped. In doing so, we abdicate responsibility for failure and forfeit the potential benefit to be gained from rebirth. Only by taking responsibility for our actions can we then learn to take credit for our successes.

Taking responsibility for your actions aids in gaining empowerment. Your resiliency advantage accrues not only from the fruits of opportunities pursued and the empowerment of success in the wake of adversity, but from the fact that many people will view your decisiveness before, during or after adversity as evidence of courage, strength and desirability that extends to your entire persona.

Taking responsibility for your actions will be interpreted as evidence of honesty and trustworthiness. Consequently, you’ll often be given opportunities that others will be denied. And since your failures will be seen as uncharacteristic exceptions to the rule, you’ll likely be given greater leniency in the wake of failure and more chances to succeed. ●

The Moral Compass: Honesty, Integrity, Fidelity and Ethical Behavior

To resiliently bounce back when life has knocked you down, you must be decisive and act. Nevertheless, decisive action is often very difficult in the wake of adversity. Your ascent from the darkness of the abyss is made easier when you use the guiding light of the moral compass.

When you find yourself in the darkness of the abyss of despair, when the temptation is to bend the rules, use deception, take advantage of others and even cheat, the compass will help you choose the right direction, make decisions you will not have to apologize for later and ultimately find your way from the darkness of the abyss to the light of success. The term *moral compass* may be thought to denote any tool that serves to guide or direct your system of virtues.

The moral compass for resilience consists of four points — honesty, integrity, fidelity and ethical behavior — which collectively can help you navigate in the direction of virtue no matter how turbulent your journey in life may be. Although these terms are often used interchangeably, we believe there are important differences and that one builds upon the other.

Honesty, integrity, fidelity and ethical behavior tend to remove the risk from business and personal relationships. They offer interpersonal predictability; predictability engenders safety; and safety fosters trustworthiness. When you deal in business or personal relationships, others will never have to worry who “has their back” because their back will never be in danger. An amazing thing happens when you are perceived as trustworthy: You will be given greater responsibility that will lead to more opportunities.

Honesty

Honesty may be thought of as being truthful. Honesty may be thought of as being genuine. It is the absence of deception, fraud or deliberate misrepresentation.

Dishonesty, on the other hand, is the presence of disingenuousness. If your intention is to deceive so as to harm another or to achieve personal gain or advantage, then that is dishonesty. Cheating (taking unfair advantage) is dishonest. Any advantage that is gained through dishonesty seems brittle and short-lived. Dishonesty is often born of urgency, impulsivity and greed. For most people, dishonesty seems most associated with situational stress and a lack of

personal resiliency. For this reason, so-called honesty tests are generally poor predictors of dishonesty.

Integrity

While integrity is sometimes defined as honesty, it is actually a virtuous reliability and consistency that is built on a foundation of honesty. Integrity may be thought of as reliable incorruptibility and uncompromising sincerity.

Warren Buffet is one of the world’s richest men, having built, from relatively meager beginnings, an international investment empire. He is, for many, a paragon of business success. On the issue of integrity, he offers a personal imperative as well as an organizational admonition: “It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you’ll do things differently.” From the organizational perspective, he notes, “In looking for people to hire, you look for three qualities: integrity, intelligence and energy. And if they don’t have the first, the other two will kill you.”

Fidelity

The third point on the moral compass is fidelity, which means faithfulness and dedication. The Latin phrase *semper fidelis* — adopted by the U.S. Marine Corps as its motto in 1883 — means always faithful. The concept of fidelity as a core attribute dates back at least 200 years earlier in England, where it was a motto for aristocratic families and even entire cities. Fidelity is a precious commodity.

Ethical Behavior

The most complicated aspect of the moral compass is ethical behavior. Ethics often refers to a code of conduct that is pro-social. Simply said, ethical behavior supports and enhances a society and serves the greater good. Ethics is often linked to morality. Ethical behavior may be thought of as acting harmoniously within prescribed values of fairness as well as simply doing what is “right” and “just.” Ethical behavior, acting pro-socially, may be the most complex but important element; it serves as an action-oriented collective term for the other three points on the compass. Honesty, integrity and fidelity must culminate in ethical behavior if they are to serve as psychological body armor.

Why is the moral compass an important aspect of psychological body armor? When you see honesty, integrity, fidelity and ethical behavior in others, it creates a compelling atmosphere. They serve to create a role model for others. They immediately create a sense of predictability. Predictability creates a sense of safety. Safety inspires trust. For leaders of groups, organizations, societies and even

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nations, trust creates compliance. Conversely, deception, duplicity and dishonesty erode trust. They erode organizational, social and even national effectiveness. People will be inclined to act to protect themselves and defend their actions, rather than thinking outside the norm and taking risks that could rapidly and significantly advance the group toward its goal. ●

Relentless Tenacity: Try, Try Again

What is tenacity? Think of it as perseverance, as steady persistence in a purposeful course of action, especially in spite of difficulties, adversity or discouragement.

Despite temptations to the contrary, the course you choose to rebound from adversity should be one that is plotted using a moral compass. It makes addressing difficult decisions easier. Once the decision to act has been made, armed with an optimistic vision and a moral compass to guide you, you must be persistent.

The Best Plan for Successful Resilience: Tenacious Defiance

Failure is simply not an option, resilient people will say. So when we speak of tenacious defiance of failure, no name in world history resonates more than Winston Churchill, prime minister of Great Britain from 1940 to 1945 and again from 1951 to 1955.

On September 1, 1939, the army of Nazi Germany invaded Poland, initiating World War II. Great Britain declared war on Germany on September 3, 1939. Following the resignation of Neville Chamberlain on May 10, 1940, Churchill became prime minister. At that time, the war was not going well. According to Jon Meacham's 2003 best-seller, *Franklin and Winston: An Intimate Portrait of an Epic Friendship*, U.S. President Franklin Roosevelt was concerned about the resolve of the British as they faced an impending German invasion. Churchill was aware of his concern and in spring 1940 sent Roosevelt a telegram in which he stated, "Our intention is, whatever happens, to fight on to the end in this Island . . . but in no conceivable circumstances will we consent to surrender."

Shortly thereafter, the British future dramatically darkened. More than 300,000 troops were evacuated from Dunkirk, France, to avoid annihilation at the hands of advancing German forces.

By October 29, 1941, the military forces of Nazi Germany had control of Europe but not Great Britain. Churchill visited his alma mater, the Harrow School, to give an address. In one of his most memorable speeches, he underscored the theme of tenacious defiance once again. "Never

give in," he said. "Never give in. Never, never, never, never — in nothing, great or small, large or petty — never give in, except to convictions of honour and good sense. Never yield to force. Never yield to the apparently overwhelming might of the enemy."

Indeed, because of Great Britain's stubborn resistance in the face of unrelenting bombing campaigns, the German commanders soon abandoned the planned invasion of Great Britain. At that point, the tide of war changed.

When some people are told they cannot succeed, they give up. When others are told they cannot succeed, they become tenaciously defiant.

When is tenacity no longer useful? The answer appears to be, when the tenacious effort toward any goal becomes more of a liability than an asset, when resources dedicated in one direction are better reallocated in another.

When does tenacity become self-defeating? The answer is, when continued tenacious effort creates more problems than can be resolved once a successful outcome is achieved.

Prescriptions for Building Personal Tenacity

Choose a Goal and Practice Tenacity. Tenacity becomes self-sustaining when perseverant actions are rewarded. Success in the wake of tenacity is rewarding. It says all of the tenacious hard work can pay off. Choose a goal for which the best predictor of success is simply tenacious adherence to a plan of action. Mobilize the one thing over which you have complete control: how hard you will work to achieve your desired goal. Then go for it.

Observe Tenacious Role Models. Tenacity is increased when we see or read about others who overcame great barriers to be successful using tenacious defiance. Find tenacious role models. Study history; it's full of examples of tenacious defiance of failure.

Find People to Support Your Tenacity. Churchill needed the support of the United States if Britain was going to survive the war with Nazi Germany. In his book *Franklin and Winston*, Jon Meacham quotes Churchill's son Randolph's recollection of a conversation with his father in which Randolph asked how Britain could possibly defeat Germany. The elder Churchill replied, "I shall drag the United States in." ●

Gain Strength From the Support of Others

Interpersonal cohesion refers to the tendency of the members of a group to identify with other members,

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share values and provide support in times of distress. Interpersonal support is believed to be the single best predictor of human resilience. It really is whom you know that counts when you are making your comeback from, or even avoiding a descent into, the abyss, psychologically or physically.

Why Do People Help Other People?

If you are to generate a network of social support, it will be useful to understand why people might be willing to provide assistance. This will help you construct your interpersonal support system. Mathematical biologist Martin Nowak has identified five foundations of interpersonal reciprocity. According to Nowak, people will provide you assistance for one or more of these reasons:

- **Direct Reciprocity.** It's the principle of quid pro quo. I will help you now if you will help me at some later date.
- **Spatial Selection.** I will be more likely to help you if I know you via some mechanism of proximity. For example, we are neighbors, co-workers, attend the same gym or participate in the same recreational activities.
- **Genetic Selection.** I am likely to help you if we are related.
- **Indirect Reciprocity** (the most powerful). I am likely to help you if you are seen as a desirable person to me, for example, you have a positive reputation, celebrity or outstanding achievement.
- **Group Selection.** I am likely to help you if I'm altruistically inclined or if I believe that helping you will be acting on behalf of the "greater good."

Prescriptions for Building Interpersonal Support

Here are some suggestions on how to build supportive relationships.

Homophily × Proximity. Begin to seek out and develop sources of social and professional support. The formula for doing so is quite simple: homophily × proximity. First identify individuals whom you believe are likely to share attitudes and values of compassion and mutual support (homophily). Then frequent places where you are likely to encounter such people. Go there on a regular basis (proximity). Proximity is the best predictor of relationship formation.

Show Appreciation. If you want to be appreciated, show appreciation. As philosopher and psychologist William James said, "The deepest craving of human nature is the desire to be appreciated." Here are some guidelines for how to best show appreciation:

- Regarding children, provide safety and compassionate guidance.
- To the elderly, show respect and gratitude.
- Regarding your employer, earn your income.
- To those who rely on you, provide presence and unwavering support.
- To a friend, show loyalty.
- To your spouse, show honor and fidelity.

Be Patient. Control impulsive urges. Be patient with yourself and others.

Hanlon's Razor. Never attribute to malice that which can be adequately explained by stupidity. In other words, don't take things personally. People really are inconsiderate at times, and it has nothing to do with you.

Listen to Others, Especially Before You Speak. People who possess extraordinary interpersonal skills are good listeners. In even the briefest of encounters, they can make you feel important. When you listen to people, truly listen. Look at the other person with interest. Do not multitask. Any time you have to say, "Go ahead, I'm listening," you're really not.

Practice the WAIT Principle. WAIT is an acronym for Why Am I Talking? Pause before you speak. Most important, ask yourself two questions: (1) Where are my words likely to direct the conversation? and (2) How would I feel if someone said that to me?

The Power of the Paraphrase. When someone has finished making a point, use that person's name, and then paraphrase in your words the essence of what you understood that person to say. Then ask a follow-up question. ●

Lessons Learned About Human Resilience

What are the most significant lessons learned about human resilience as taught through history, personal reflection, scientific inquiry and case-study empiricism? The answer is to learn to be resilient in the wake of adversity, rejection, unfairness and failure. Develop your own variation of psychological body armor derived from the five factors of human resilience discussed. But as you consider how these five factors are applicable to your own life, here are a few things to keep in mind.

Simplicity Matters. The science of human resilience can be paralyzingly granular and abstruse. The quest is not intended to be definitive but to offer a user-friendly, heuristic and prescriptive formula.

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The Five Factors Are Sequential. Ideally, the five factors of personal resilience are a sequential prescription.

Resilience Can Be Learned at Any Age. Of course, some things are best learned at a young age. This is because of the enhanced neural plasticity, or malleability, of the young brain. Ironically, according to new research, extreme adversity, stress and traumatic events can cause the release of a cascade of neurological and neuroendocrine events that mimic, if not temporarily replicate, the neural plasticity of youth and, in doing so, actually facilitate learning. A key phenomenological characteristic of many life-changing events is the fact that the memories of those events are easily recalled, often in vivid detail. They reside for a lifetime just beneath consciousness, ready to surface at a moment's notice.

Self-Efficacy Is a Useful Framework by Which to Learn Each of the Five Factors of Human Resilience. Albert Bandura's brilliant model for acquiring self-efficacy and personal agency (the optimistic belief that you can be an effective agent of change) is a useful tool for learning each of the five factors of human resilience. Bandura offers four learning prescriptions for the acquisition and maintenance of self-efficacy that are generically applicable to *each* of the five factors of personal resilience:

- Seek to successfully demonstrate and repeatedly practice each of our five factors of personal resilience.
- Observe resilient people. Use them as role models. Human beings learn largely by observation.
- Vigorously pursue the encouragement and support of others.
- Practice self-control. In highly stressful times, myriad physiological and behavioral reactions occur.

Study the Past: Resilience in Their Own Words.

Extraordinarily resilient people can teach us a great deal.

- **On Active Optimism:** Abbey-Robin Tillery, Ph.D., psychologist, says, "Finding a way to imagine a better life for oneself is the first step in making it happen; telling people to never give up does not last if people can't even imagine a better life. Believe in yourself. Believe you are destined for something better. There is a strong intuitive sense in us all that screams out against all odds, 'I will make it!'"
- **On Decisiveness:** Ben Carson, MD, Johns Hopkins University neurosurgeon, says, "What happens with your life is up to you. Growing up, when I read books about successful people, I found out that many didn't start out that way. I began to understand it's not the environment. It's you and your attitude ... I ignored the pessimists from the time I was a teenager throughout my entire career. My adviser wanted me

to drop out of medical school. When I started performing surgical procedures that others had failed to perform or that had never been tried before, people said, 'You can't do that.' Because of our successes, those procedures are now being done routinely all over the world." When asked to summarize his concept of resilience, Carson said, "When adversity strikes, simply refuse to be a victim."

- **On Using a Moral Compass:** Dutch Ruppertsberger, U.S. congressman, says, "Just do the right thing, and everything else will take care of itself. Make your legacy tenacity and integrity. When you get knocked down, get up . . . You want to be respected for who you are and what you've done. In the final analysis, your legacy will be your deeds, not your words."
- **On Tenacity:** Patrick Rummerfield was given 72 hours to live after a terrible car crash. Having beaten those odds, but as a quadriplegic, he was sent to a nursing home to slowly die over the course of four or five years. As living testament to the fact that success begets success, he noticed his big toe move in response to thinking about driving a race car. Against his physician's advice, he entered intensive rehabilitation. Over the course of 17 years, he recovered the use of his arms and legs and has run a marathon. Rummerfield said, "No one can predict the future. Where there is life, there is hope. Where there is hope, there can be tenacity. Where there is tenacity, all things are possible."
- **On Interpersonal Support:** Erika Brannock, survivor of the Boston Marathon bombing, refuses to be a victim. "Yes, I lost my legs, but I am still here. I can still do all that I did before. I just have to get used to doing them a different way. You have to choose to focus on the positive, not the negative." Erika credits her mother, her students and the supportive health professionals who cared for her as the key to her recovery.

Never forget the words of the Brazilian writer and journalist Fernando Sabino: "In the end everything will be OK. If it's not OK, then it is not yet the end." ●

RECOMMENDED READING LIST

If you liked *Stronger*, you'll also like:

1. **The Adversity Paradox** by J. Barry Griswell, Bob Jennings. How can you use the very experiences that would stall or tumble a career to build uncommon success? Griswell and Jennings have the answer.
2. **Clutch** by Paul Sullivan. Do you choke under pressure, or are you "clutch"? Learn how to successfully perform under extraordinary pressure.
3. **Leadership and the Art of Struggle** by Steven Snyder. Snyder shows how to navigate intense challenges to achieve personal growth and organizational success.