The Johns Hopkins Model of Human Resilience

George S. Everly, Jr., PhD, FAPM
The Johns Hopkins University School of Medicine,
and
The Johns Hopkins Bloomberg School of Public Health
Disaster Mental Health

An often forgotten aspect of disaster response.
EVERY disaster plan requires a mental health component which covers both primary survivors and rescue and recovery personnel.
An essential first step is to estimate SURGE.
Second, SURGE CAPACITY should be estimated.
Empirically-based Estimations:
1. 80/20 Rule
2. Estimate Surge, then x2
3. Estimate capacity, then $\frac{1}{2}$

Terrorism may have no physical casualties, but numerous psychological casualties.
Teaching psychological triage is essential...

Event-based
Response-based
Screen
Assess capacity
Facilitate access to next level of care as indicated.
RESPONDING...
Resilience = the ability to adapt to, or rebound from, adversity.
ADAPT TO...
REBOUND FROM...
Johns Hopkins RRR Model

- Resistance - immunity
- Resilience - rebound
- Recovery – treatment/ rehab


Johns Hopkins’
RESISTANCE, RESILIENCE, RECOVERY
An outcome-driven continuum of care

[Resistance
“immunity”
Training
Support
Leadership]

[Resiliency
crisis intervention
PFA
CISM
Leadership]

[Recovery
treatment/rehab
Psychotherapy
Medications]

• Providing a continuum of psychological care post disaster has been estimated to reduce the cost of subsequent mental healthcare by 35%.

Key Elements in Resilience

• Attitudes
• Interpersonal Support
• Resilient Leadership
• Resilient Communications
Attitudes
STANDARDIZED REGRESSION COEFFICIENTS

Randomly selected sample of 4000/~266,000 AICPA members
1509 respondents

The goal of regression analysis is to determine the values of parameters for a function that cause the function to best fit a set of data observations. In linear regression, the function is a linear (straight-line) equation.

Job Control  .18

Workload  .27

Stressors → Acute Stress Arousal

Psycho-physiologic Symptoms

General Illness @ 1 year

Cognitive, Affective Indicia

Qualifications  .09

Affiliation  .13

CONCLUSION: Effects of job stressors were mediated via interpretational mechanisms.
A SEM CAUSAL MODELING ANALYSIS

Randomly selected sample of 2500/91,000 individuals employed in the public accounting and financial professions. Coefficients listed below are structural path coefficients.
Optimism Self-Efficacy

1. Enactive attainment
2. Vicarious attainment
3. Encouragement, support
4. Self-regulation
Optimistic Leadership

• Research on highly resilient people, including US Navy SEALs found that attitude was an essential characteristic of resiliency:

• Two components:
  
  optimism + perseverance

Optimism

• The purpose of optimism is NOT to predict the future.
• The purpose of optimism is to create it!
Interpersonal Support
Recent research shows that psychotherapy was less effective than crisis intervention 1-2 years post disaster!

Boscarino, Adams, Figley, 2011, Journal Nerv Mental Dis
Supervisors should be trained in PFA
Psychological first aid (PFA) may be defined as a compassionate and supportive presence designed to mitigate acute distress and assess the need for continued mental health care (Everly & Flynn, 2005)

Resilience is fostered by close-knit groups.
Resilient Leadership Characteristics And Actions
Foundations of Loyalty

• Mission
• Rewards
• Leadership
Crisis Leadership Training

• Tulane University
  – Leadership Academy
  – 5 year PhD

• Resiliency Science Institutes at University of Maryland Baltimore County Training Centers
  – Resilient Leadership (3 day certification)
  – Creating a Resilient Education Culture (2 day certification)
RESILIENT LEADERSHIP

RESILIENT LEADERSHIP CHARACTERISTICS

RESILIENT MOMENT COMMUNICATIONS

PSYCHOLOGICAL BODY ARMOR
Resilient Leadership

*Resilient leadership* is the term used to describe those leadership behaviors that help **others** withstand crisis, adapt to, or rebound from, adversity.

THE MISSING LINK IN LEADERSHIP TRAINING!
Resilient Leadership can be used to create a “culture of resilience.”
Consistent with Gladwell’s notion of the “tipping point,” the key to creating a resilient culture is training first line managers how to be resilient leaders.

(Gladwell, M., 2000, Tipping point. NY: Little Brown.)
Ancient Chinese and Medieval Manuals of War

• Sun Tzu – The Art of War (500BC)

• Erasmus – Guide for the Righteous Protector (1501)


Two Covenants of Resilient Crisis Leadership
(and the new mantra of leadership):

1. *Strength* &
2. *Honor*

*Mantra from movie The Gladiator*
Each covenant consists of two pillars, or characteristic components,...

- **Strength** consists of
  - Optimism, Positive Vision; Self-fulfilling Prophecy
  - Bold Decisive Action/Performance; Perseverance; Taking Responsibility

- **Honor** is cultivated via
  - Integrity, Ethical Behavior
  - Open Communications
Best Predictors for CL...

1. Communications and Public Persuasion (.89)
2. *Economic Management* (.86) (*not applicable in most situations*)
3. Ethics, Integrity, and Moral Authority (.82)
4. Inter-organizational Relations
5. Administrative Skills
6. Relations with Oversight and Collaborative Groups
7. Vision and Creating an Agenda for Action (Optimism) (.90)
8. Policy of Fairness and Equality, Justice For All
9. Performance Within Context of Times and Situation (Decisiveness) (.91)
EVERLY-STROUSE
Leadership Scorecard

1. Optimistic, visionary leadership
   Low   1 2 3 4 5 High

2. Decisive action/Taking responsibility
   Hesitant 1 2 3 4 5 Bold, decisive
   Impulsive Accepts
   Blames others responsibility

3. Honesty, integrity, ethical behavior
   Dishonest 1 2 3 4 5 Honest

4. Open communications
   Secretive 1 2 3 4 5 Open
“Leaders need to be optimists. Their vision is beyond the present.”
They must prepare relentlessly.

-R. Giuliani
Sun Tzu on Decisive Action

• Be decisive, vacillation saps the strength of any army.
• If action is necessary, make it swift, act boldly, no one benefits from protracted conflict or ambivalent leadership.

Sun Tzu on Honor

Follow the law of morality.

“Regard your soldiers as your children, and they will follow you into the deepest valleys; look on them as your own beloved son, and they will stand by you even unto death” (p. 54).
Warren Buffett on Integrity

"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."

— Warren Buffett, CEO, Berkshire Hathaway
7 Deadly Sins of Crisis Leadership

2. Impulsive action. Acting without consideration of the consequences.
3. Accepting the credit for successes without acknowledging efforts of others.
4. Trying to please everyone.
5. Failure to communicate.
6. Compromising one’s integrity.
7. Blaming others as a means of avoiding responsibility.
Resilient Communications
There is no such thing as an information vacuum. If the leader is not communicating, then someone else is... usually the most distressed.
The leader abdicates an essential responsibility when he/she fails to communicate.
“Closed communications are the mother of distrust and the father of rebellion.”
“Ambiguous communications are the mother of deception and the father of litigation.”
Closed, hesitant, or contradictory communications erodes loyalty in leadership and erodes group resilience.
Resilient Moment Communications

• What happened
• What caused it
• What are the effects
• What is being done now
• What will be done in future
Resilient Children

• What can be done to teach the NEXT generation resilience?
Resources
geverly@jhsph.edu