



# The Johns Hopkins Model of Human Resilience

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# Disaster Mental Health

An often forgotten aspect of disaster response.



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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.



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Second, SURGE CAPACITY should be estimated.



## Empirically-based Estimations:

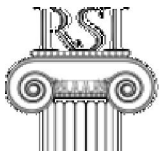
1. 80/20 Rule
2. Estimate Surge, then x2
3. Estimate capacity, then  $\frac{1}{2}$

Terrorism may have no physical casualties, but numerous psychological casualties.



# Teaching psychological triage is essential...

Event-based  
Response-based



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# CDC/ASPH Recommendations...

Screen

Assess capacity

Facilitate access to next level of care  
as indicated.



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# RESPONDING..



ADAPT TO...





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## REBOUND FROM...

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# Johns Hopkins RRR Model

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

Nucifora, F., Jr., Langlieb, A., Siegal, E., Everly, GS. Jr. & Kaminsky, MJ. (2007). Building resistance, resilience, and recovery in the wake of school and workplace violence. *Disaster Medicine and Public Health Preparedness*, 1(Supplement\_1): 33-37.

Kaminsky, MJ, McCabe, OL., Langlieb, A., & Everly, GS, Jr. (2007). An evidence-informed model of human resistance, resilience, & recovery: The Johns Hopkins' outcomes-driven paradigm for disaster mental health services. *Brief Therapy and Crisis Intervention*, 7, 1-11.





# 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

[Kaminsky, et al, (2005) RESISTANCE, RESILIENCE, RECOVERY. In Everly & Parker, Mental Health Aspects of Disaster: Public Health Preparedness and Response. Balto: Johns Hopkins Center for Public Health Preparedness. And, Everly, GS, et al. (2010). Resilient Leadership, NY: DiaMedica]



- Providing a continuum of psychological care post disaster has been estimated to reduce the cost of subsequent mental healthcare by 35%.
- Schoenbaum M, Butler B, Kataoka S, Norquist G, Springgate B, Sullivan G, Duan N, Kessler RC, Wells K. [Promoting Mental Health Recovery After Hurricanes Katrina and Rita: What Can Be Done at What Cost](#). Arch Gen Psychiatry. 2009 Aug;66(8):906-914. PubMed PMID: 19652130.



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# Key Elements in Resilience

- **Attitudes**
- **Interpersonal Support**
- **Resilient Leadership**
- **Resilient Communications**





# Attitudes

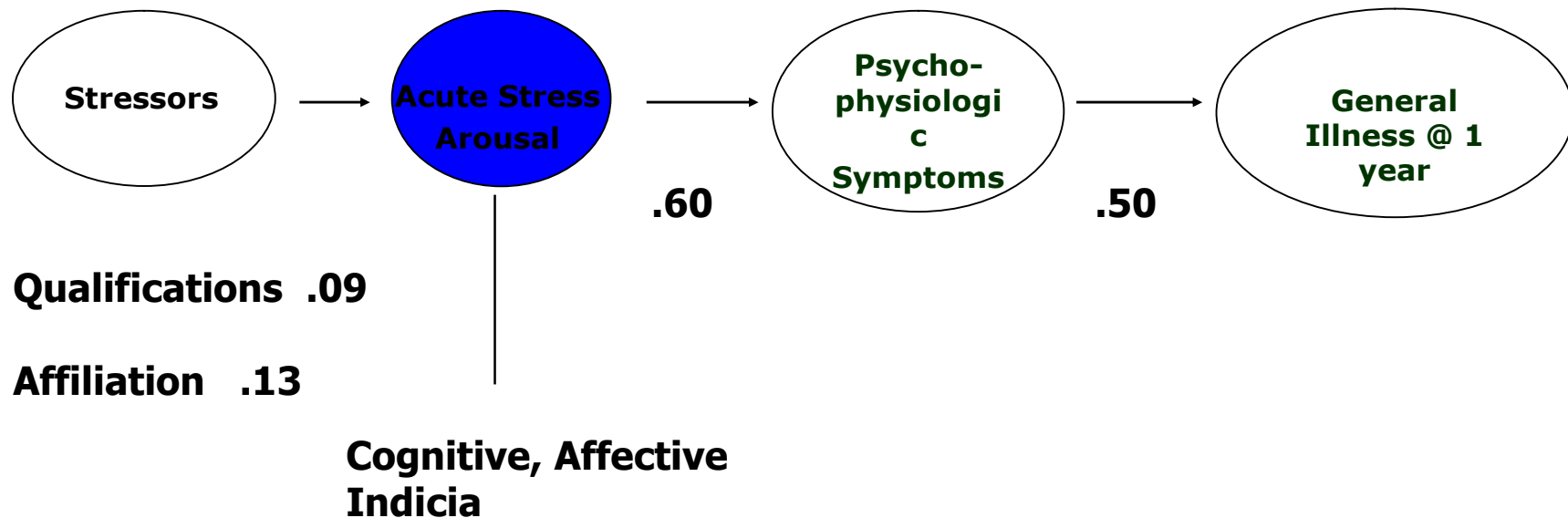
# STANDARDIZED REGRESSION COEFFICIENTS

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**

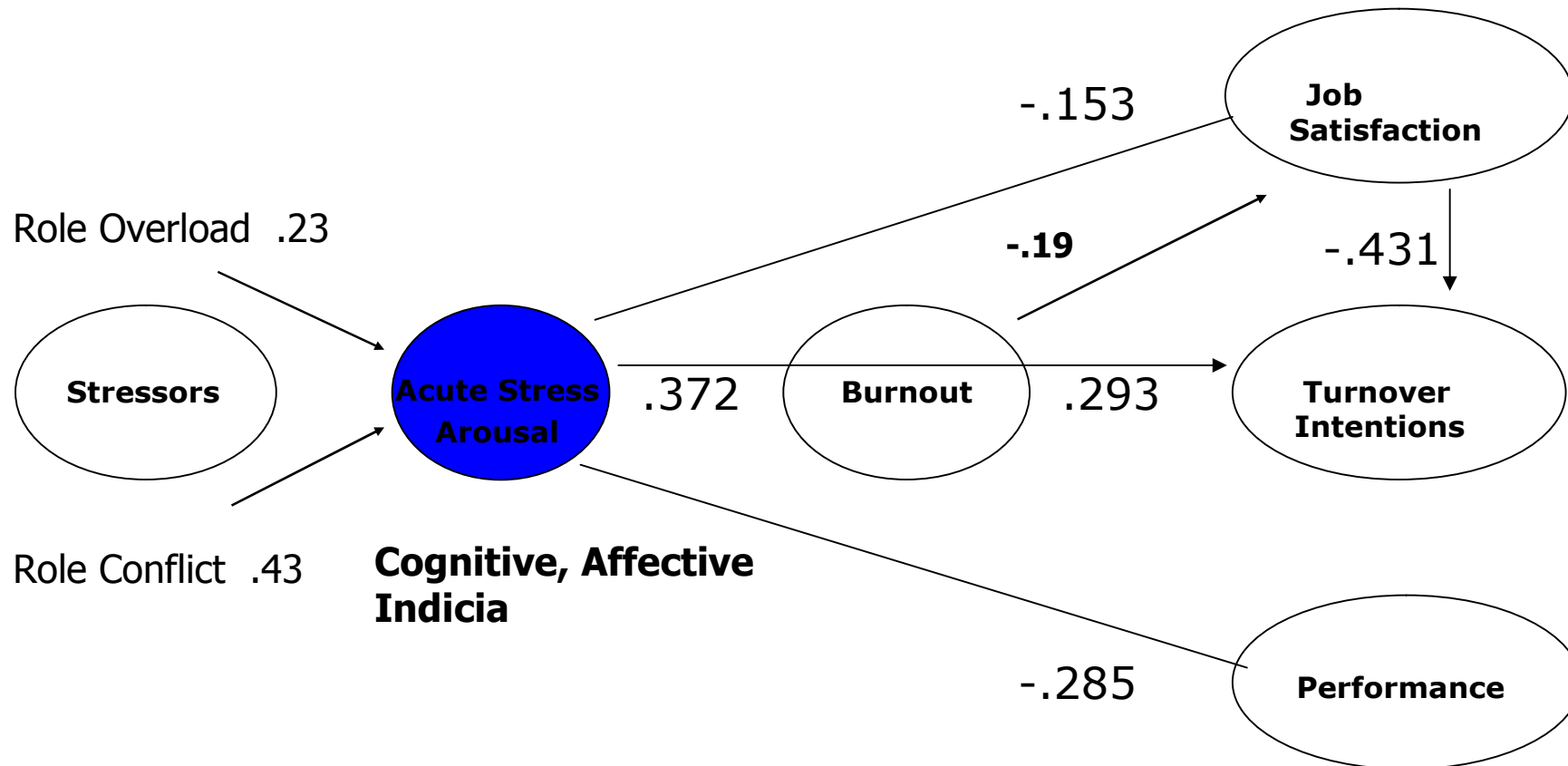


**CONCLUSION: Effects of job stressors were mediated via interpretational mechanism**



## 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



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# Optimistic Leadership

- **Research on highly resilient people, including US Navy SEALs found that attitude was an essential characteristic of resiliency:**
- **Two components:**  
**optimism + perseverance**

Everly & Links. (2010). Resiliency in High Risk Groups: A Qualitative Analysis of Law Enforcement and Elite Military Personnel.



# Optimism

- **The purpose of optimism is NOT to predict the future.**
- **The purpose of optimism is to create it!**




# Interpersonal Support



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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



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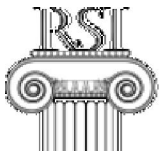


***Psychological first aid (PFA)***  
***may be defined as a compassionate and***  
***supportive presence designed to***  
***mitigate acute distress and assess the***  
***need for continued mental health care***  
***(Everly & Flynn, 2005)***

*Everly GS., Jr., Flynn B: Principles and practical procedures for acute psychological first aid training for personnel without mental health experience. International Journal of Emergency Mental Health 2006; 8: 93-100.*



Resilience is fostered by close-knit groups.



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# **Resilient Leadership Characteristics And Actions**





# Foundations of Loyalty

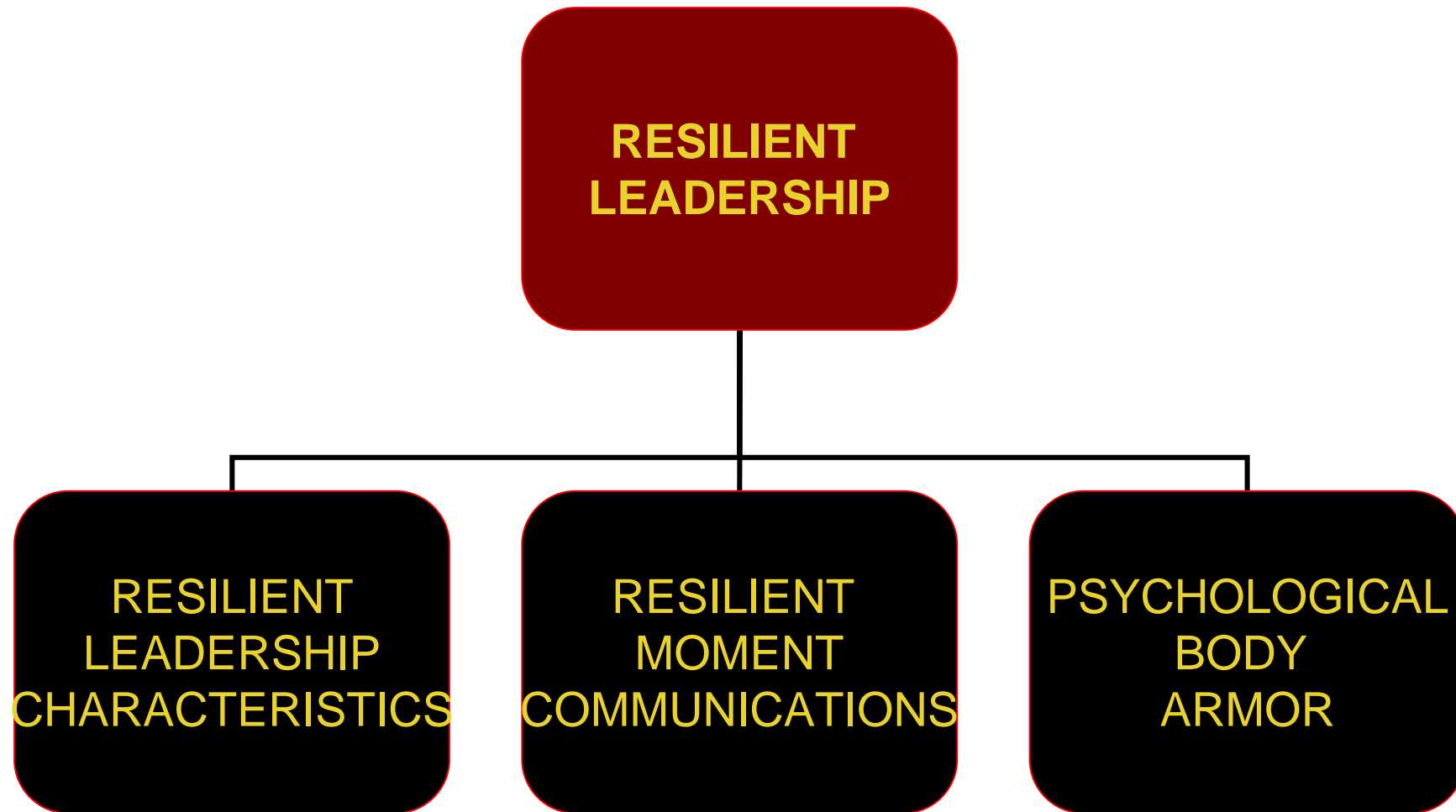
- Mission
- Rewards
- Leadership



# 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*** 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.”**



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**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)**

Sun Tzu. (1983). *The Art of War*. (J. Clavell, Trans.). New York: Delacorte. (Original work published c. 500 BCE)

Desiderius Erasmus, *A Guide for Righteous Protector*, 1501.



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

**1. *Strength***

**&**

**2. *Honor***

(Everly, Strouse, Everly, 2010, *Resilient Leadership*, NY: DiaMedica)  
*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



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***“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. (1983). *The Art of War*. (J. Clavell, Trans.). New York: Delacorte.  
(Original work published c. 500 BCE)





# 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



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# 7 Deadly Sins of Crisis Leadership

1. **Hesitation to act. Delaying action. Continually seeking “facts” prior to acting.**
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.**



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**“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.



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# Resilient Moment Communications

- What happened
- What caused it
- What are the effects
- What is being done now
- What will be done in future



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# Resilient Children

- What can be done to teach the NEXT generation resilience?




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# Resources

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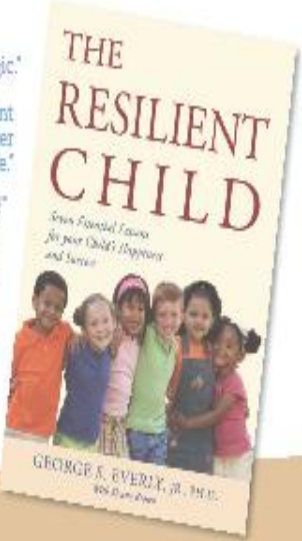
DIAMED PUBLISHING COMPANY  
CONGRATULATES



Dr. George S. Everly Jr.  
His book, *The Resilient Child*, has been selected as a finalist for book of the year by *Foreward Magazine*!

What The Reviewers Are Saying...

"Brilliant ideas & logic."  
"... gives parents a blueprint of how to rear a child who is better able to handle the adversities of life."  
"... a rare find if not a treasure!"  
"...it is the stuff of great personal reflection & family discussion."  
"This innovative and practical book will assist parents in teaching their children how to cope with stress.."



GET YOUR COPY TODAY!  
The Resilient Child is available at [www.everlybooks.com](http://www.everlybooks.com).

*Six Essential Skills for Leading In Adversity*

THE SECRETS OF

# RESILIENT LEADERSHIP

When Failure Is Not an Option

George S. Everly, Jr., Ph.D.,  
Douglas A. Strouse, Ph.D., and George S. Everly, III



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