

The Power of Learning During Disruption

Sharon J. Confessore, PhD

Principal, CSuite3

sharon.confessore@csuite3.com

sjjconf@gmail.com

February 23, 2021



Setting the Stage

- What has been your organization's journey regarding resilience?
- How has your perspective and thinking changed over the past year?
- What are the key challenges you are facing now?



Multiple Approaches to Addressing a Universal Challenge

Burn Out

A state of physical, emotional and/or mental exhaustion

Engagement

The extent to which an employee feels passion for the work; is committed to the organization and the amount of discretionary effort they expend

Well Being

State of being comfortable, healthy or happy; satisfied with life; sense of purpose; sense of control

Resilience

- **The ability to** invest personal resources in a way that initiates positive resource spirals in spite of stressful working conditions.
Acad Med. 2013 Mar;88(3):382-9.

- **Developable capacity to** rebound or bounce back from adversity, conflict, failure, or... positive events, and increased responsibility.

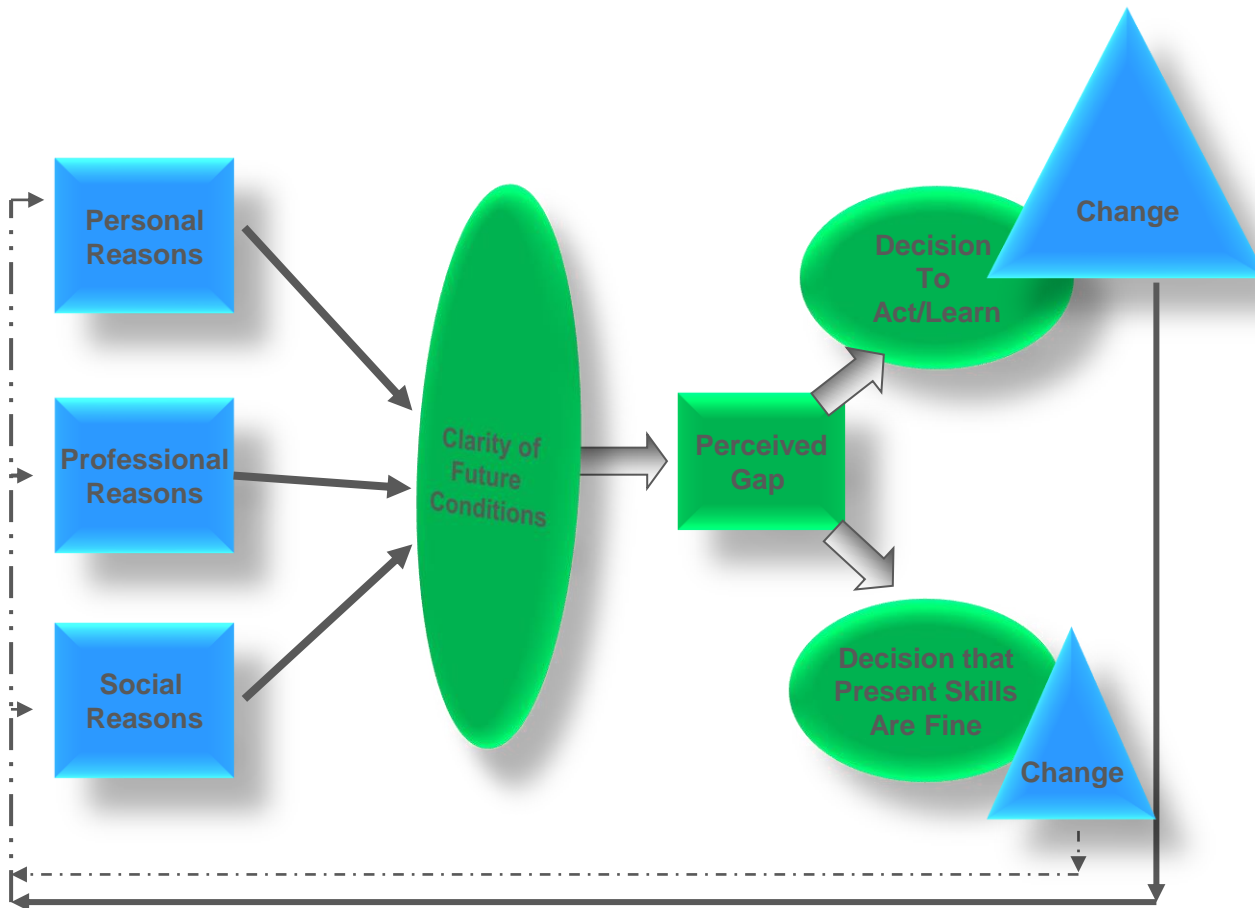
Luthans, F. (2002); Journal of Organizational Behavior, 23, 695-706.

The Big Question for Learning Leaders

- Why are some people able to manage and even thrive in highly challenging conditions?
- Learning attitudes and behaviors may play an important role in building greater resilience.
- Why do we think this?



Professionals' Change and Learning



- Design and execute independent learning experiences to manage new and challenging situations.
- Report the best learning occurs during periods of personal and professional change.
- Often, the bigger the change, the greater and more impactful the learning
- Have ability to identify resources, persist to desired outcome, assess own success

From Self-Directed Learning to Learner Autonomy

What is Learner Autonomy?

- ✓ Capacity to recognize a learning opportunity
- ✓ Ability [and willingness] to participate in learning experiences
- ✓ Activity participate, independently or with others

An Autonomous Learner

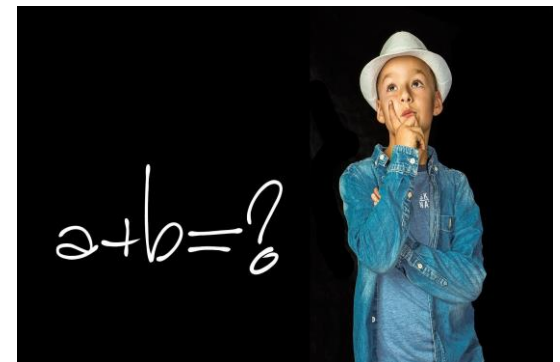
Makes efficient and best use of personal resources and the resources of others to ...

- Identify
- Plan
- Execute
- Evaluate

... their own learning experiences

Ability to Engage in Autonomous Learning is Activated by

- ✓ Need to know something new
- ✓ Sense of confidence as learner (“I Can Do This”)
- ✓ Belief in sufficient payoff to make it worth the requisite
- ✓ time and effort [and risk, at times]



Linking Learning Autonomy and Resilience

Potential for Autonomous Learning

Control of My Environment
(Perceived or Actual)

Need to Know Something New
(Idea to Action)

Worth the Effort
(Time, Focus, Risk)

Belief: I Can Do This
(Self-Efficacy)

Expanded Strength of Resilience Skills

Adaptability to Changing Conditions

Confidence to Manage Work Conditions

Increased Ability to Manage Stress

Supporting Resilience through Learning

Evidence Based--Resilience

Organization Supports

- High trust in leaders and belief that organization has fair processes
- Consistency in work conditions and expectations and interactions with others, especially leaders
- Feeling valued with some autonomy over work-related decisions

Individual Capabilities

- Confidence they can “manage” the situation
- Have confidence in own actions to improve conditions
- Willing to try out different solutions and keep what works

Possible Actions

- Consider leaders’ readiness to share (or re-share) decision-making and command and control levels
- Create opportunities and interventions to process the experience: build collective meaning
- AAR: After Action Review to identify those new processes and structures that stay, are abandoned or morph
- Assess resilience status to identify best external interventions
- Provide opportunities for individuals to identify and internalize new knowledge; process what they learned

Your Experience with Resilience and Learning

- How do individuals use learning as a way of navigating change and challenge in their professional practice in your organization?
- What do these learning experiences look like?
- What distinguishes those who successfully navigate dynamic and challenging conditions?
- Does your organization track these efforts? Provide resources to encourage?
- What recommendations do you have to enhance learning autonomy to build resilience?