

MENTAL TOUGHNESS AND RESILIENCE IN LEADERSHIP

SYLLABUS

June 2020

Written & Delivered By:



In Partnership With:



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Overview

You possibly face a lot of challenges as a Leader and you are exposed to inevitable pressures, stress, and changes. Mental Toughness and Resilience is becoming a scarce commodity in leadership today. You can practice Mental Toughness and become more resilient yourself to lead others through the VUCA times. Mental Toughness and Resilience on an individual level, first and foremost, requires self-awareness and self-management so managing others and building resilient teams and organizations can happen later. This module was designed to help you assess and build your personal resilience as a Leader. Simply, the more resilient you are, the better you can handle stressful situations and support those around you. We want you to become freer and more independent in your mental and emotional reactions so you can grow stronger and more resilient.

The purpose of this module is to develop the learner's knowledge and skills related to the essentials of Mental Toughness and Resilience, mental training interventions, stress management techniques, and building resilient teams.

Learners

This module is designed for:

- Specialists and star contributors with at least 10 to 15 years of work experience who have been identified as outstanding prospects for increased leadership responsibilities
- Managers from any business function and at any level, from project leaders to vice presidents
- Any accomplished leader and team supervisor seeking to drive growth in every corner of their organization

The module may qualify for Continuing Education Units (CEU) for professional certifications depending on the professional association.

Module Authors

The author for this module is Daria Lewandowska, the founder and CEO of *Selfmakers* headquartered in Wrocław Poland. Daria is a Master Trainer, ICF Coach, and Senior Learning & Development Consultant working for private and public sector (both business and academic) to help in improving emotional intelligence and well-being in business. This module is a joint project with Katarzyna Ujek, the founder and CEO of *Mental Gym*. The two sociologists work as Emotional Intelligence and Mental Toughness Experts in the field of Positive Psychology.

Learning Outcomes

The learning outcomes for the module are as follows. With the completion of this module, learners should be able to:

1. Describe and give examples of VUCA business reality.
2. Describe potential challenges that Leaders face and responsibilities of running a business in a VUCA environment.
3. Identify leadership skills, approaches and behaviors necessary to face the four VUCA threats and build long-term Resilience.
4. Explain how protracted exposure to stress over months and years influences health and performance.
5. Understand and give examples of VUCA Prime - the antidote to VUCA.
6. Understand differences and similarities between Mental Toughness and Resilience.
7. Identify 4 components of Mental Toughness 4C Model.
8. Know the difference between Mental Toughness and Mental Sensitivity.
9. Explain how Mental Toughness can be assessed.
10. Identify 8 typical behaviors of high and low levels of Mental Toughness.
11. Understand how to build Mental Toughness.
12. Identify 15 habits of mentally tough Leaders.

13. Know how the two basic mindsets shape your work life.
14. Explain how thoughts, feelings and behaviors are interrelated.
15. Identify your resources and strengths as a Leader.
16. Describe interventions which enable development of Resilient Leadership.
17. Understand your response to stress and adversities.
18. Know the mechanism of stress.
19. Identify the connections between your beliefs and emotional consequences in your Leader's role.
20. Identify strategies aimed at changing your response to stress.
21. Use self-soothing stress management techniques at the workplace.
22. Describe leadership behaviors promoting resilience and mental health.
23. Understand why resilience is so important for teams and organizations.
24. Know how the Mental Toughness 4C Model works from the team perspective.
25. Identify good practices of mental health and resilience in teams and organizations.
26. Identify initiatives that build resilient teams.

Curriculum

<u>Section</u>	<u>Topics / Subtopics</u>
Section 1: Introduction to Mental Toughness and Resilience in Leadership	<ul style="list-style-type: none"> • Introduction Video • Module overview
Section 2: New Business Reality in the VUCA World	<ul style="list-style-type: none"> • VUCA Environment • Challenges That Leaders Face in the Destabilizing VUCA Environment • Managing in the VUCA World

	<ul style="list-style-type: none"> • Stress Influence on Health and Performance in the VUCA World • Building Resilience Through VUCA Prime
Section 3: Mental Toughness and Resilience in Leadership	<ul style="list-style-type: none"> • Defining Mental Toughness and Resilience in Leadership • Mental Toughness 4C Model • Mental Toughness and Mental Sensitivity • Assessing and Developing Mental Toughness
Section 4: Understanding and Developing Mental Toughness and Resilience	<ul style="list-style-type: none"> • Developing Mental Toughness • 15 Habits of Mentally Tough People • Growth Mindset Versus Fixed Mindset: The Two Basic Mindsets That Shape your Life • Preventing Stress and Getting Stronger Through Mental Training • Mental Training Interventions Based on the 4C and Bounce Back Model
Section 5: Stress Management in Resilient Leadership	<ul style="list-style-type: none"> • Recognizing Your Stressors and Exploring Your Automatic Stress Responses • Mechanism of Stress • Coping with Stress Strategies • Self-soothing Stress Management Techniques
Section 6: Resilient Teams and Organizations	<ul style="list-style-type: none"> • Responsibilities for Building Resilient Teams • Culture Supporting Resilience in Teams and Organizations • Mental Health Care and Resilience Good Practices
Section 7: Review and End of Module Exam	<ul style="list-style-type: none"> • Conclusion Video • Farewell Message • Exam

Delivery

The module is delivered using Peregrine’s Learning Management System (LMS) known as CMAD. Course instruction is with asynchronous online learning activities.

Assessment

Throughout the module, there are in-progress quizzes and short exercises to ensure understanding of the instructional content. A completion certificate is issued when the learner obtains at least 80% on the final exam.

Hours and Articulation

Learner hours are shown in the following table. The hours are based on both the time within the module and time away from the module conducting application activities.

<u>Section</u>	<u>Hours</u>
Section 1: Introduction to Mental Toughness and Resilience in Leadership	2
Section 2: New Business Reality in the VUCA World	2
Section 3: Mental Toughness and Resilience in Leadership	2
Section 4: Understanding and Developing Mental Toughness and Resilience	3
Section 5: Stress Management in Resilient Leadership	3
Section 6: Resilient Teams and Organizations	2
Section 7: Review and End of Module Exam	1
Total Hours	15