A person is silhouetted against a bright sun in a field, with arms raised in a gesture of triumph or joy. The scene is bathed in a warm, golden light, suggesting a sunrise or sunset. The person's arms are raised high, and the overall mood is one of resilience and hope.

# Psychological Hardiness: The Key to Resilience Under Stress

**with Dr. Salvatore Maddi**

# Welcome to the Webinar, Psychological Hardiness

Dr. Salvatore Maddi and Dr. Lisa Firestone, Ph.D.



## Dr. Salvatore Maddi

Founder – The Hardiness Institute  
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# OUR TURBULENT TIMES

## » MEGATRENDS

- > Breathtakingly fast technological advances
- > Emerging globalization
- > Mounting competition
- > Equal opportunities for women and minorities
- > Aging population



## » THE TRICKLE-DOWN EFFECT IS MOUNTING STRESS

- > Companies reorganize, merge, startup, close down
- > Job security is decreasing
- > More jobs are available
- > Company loyalty is decreasing
- > Employers are struggling to keep and attract the best staff
- > Employers are hard pressed to bring the best out of their staff
- > Companies need to turn changes to their advantage



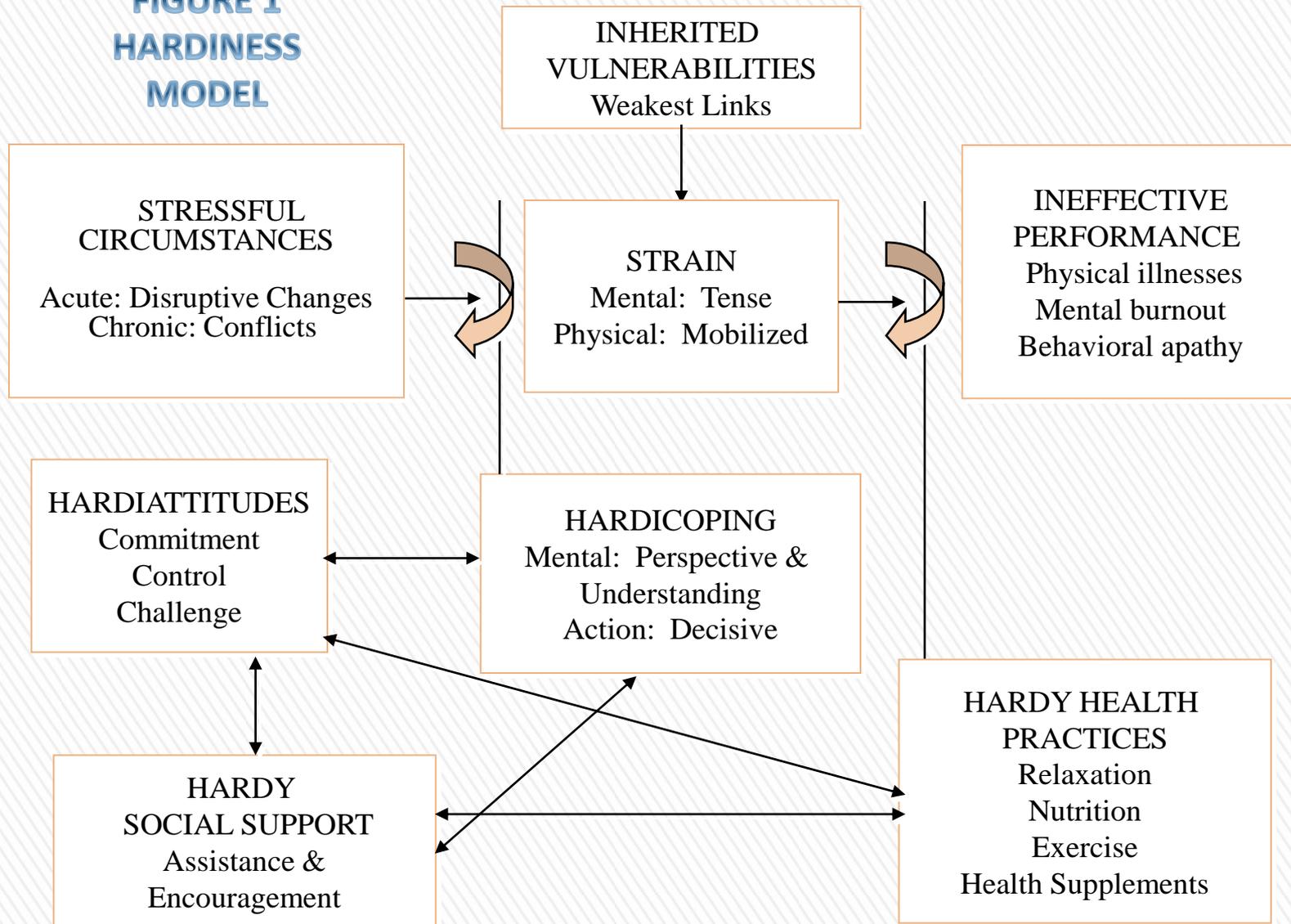
# THE ANSWER?

## RESILIENCY THROUGH HARDINESS

- » The other side of stressful change is opportunity
- » Resiliency is the fact of surviving and thriving under stressful circumstances
- » Hardiness is the pattern of attitudes and skills that facilitates resiliency
- » HardiAttitudes of Commitment, Control and Challenge (the 3Cs) give the courage and motivation to use the HardiSkills of Coping, Social Support and Self-Care
- » The discovery of Hardiness



**FIGURE 1  
HARDINESS  
MODEL**



Maddi, S. R., & Kobasa, S. C. (1984). *The Hardy Executive: Health Under Stress*.  
Homewood, IL: Dow-Jones-Irwin.

# ONGOING HARDINESS RESEARCH

**Hundreds of studies done all around the world that include:**

- » HardiAttitudes and military missions (Bartone)
- » HardiAttitudes and culture-shock (Atella)
- » HardiAttitudes and substance use (Maddi, Wadhwa & Haier)
- » HardiAttitudes and military training (Westman)
- » HardiAttitudes and leadership (Bartone)
- » HardiAttitudes and billable hours (Maddi & Khoshaba)
- » HardiAttitudes and creativity (Maddi and Khoshaba)
- » HardiAttitudes and HardiCoping (Maddi & Hightower; Maddi & Harvey)





# SPECIFICS OF HARDINESS PRACTICE: INDIVIDUAL LEVEL

- » **Assessment:** HardiSurvey® III-R  
([www.hardinessinstitute.com](http://www.hardinessinstitute.com))
- » **Vulnerability Factors:** Stress,  
Strain, Regressive Coping
- » **Resiliency Factors:** HardiAttitudes,  
HardiCoping, HardiWorkSupport™,  
HardiFamilySupport™,  
HardiSelf-Care™



# SPECIFICS OF HARDINESS PRACTICE: INDIVIDUAL LEVEL

## HardiSurvey<sup>®</sup> III-R Score Summary

Percentile		0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
Stress	80																					
Strain	90																					
Reg. Cope	70																					
Total Vulnerability	88																					
HardiAttitudes	45																					
HardiCoping	40																					
Social Support	57																					
Work Support	38																					
Total Resistance	33.7																					



# SPECIFICS OF HARDINESS PRACTICE: INDIVIDUAL LEVEL

- » **HardiTraining®**: HardiAttitudes and HardiSkills™  
Workbook: Khoshaba, D.M., & Maddi, S.R. (2004). HardiTraining: Managing Stressful Change (5<sup>th</sup> Ed.), Irvine, CA: Hardiness Institute.
  
- » **5 Fingers of the Hand:**
  1. HardiCoping, 2. HardiSocialSupport, 3. HardiRelaxation/Meditation,
  4. HardiNutrition, 5. HardiExercise.
  
- » **Palm of the Hand:** HardiAttitudes
  
- » HardiTraining® can be done in group or individual sessions
  
- » Research shows that HardiTraining® improves performance and health (Maddi, 1994; Maddi, Kahn & Maddi, 1998; Maddi, Khoshaba, Jensen, Carter, Lu, & Harvey, 2002; Maddi, Harvey, Khoshaba, Fazel, & Resurreccion, 2009).

# SPECIFICS OF HARDINESS PRACTICE: INDIVIDUAL LEVEL

## Summary of HardiCoping Training

- > Each stressful circumstance is worked on in turn
- > **Mental Aims**: Broadened perspective and deepened understanding
  - + Techniques: Situational Reconstruction, Focusing, Compensatory Self-Improvement
- > **Action Aims**: Taking actions that turns the stress to advantage
  - + Techniques: Planning and Taking Action
- > **Deepening the HardiAttitudes**: The three sources of feedback are used in this aim





# SPECIFICS OF HARDINESS PRACTICE: INDIVIDUAL LEVEL

## Summary of HardiSocialSupport™ Training

- > Each significant relationship is worked on in turn
- > **Mental Aims**: Considering conflicts and what can be done to resolve them
  - + Techniques: Ineffective Conflict Management, Situational Reconstruction, Focusing
- > **Action Aims**: Resolving conflicts and replacing them with giving and getting assistance and encouragement
  - + Techniques: Action Plan, Communicating and Listening Effectively, Giving and Getting Assistance and Encouragement
- > **Deepening the HardiAttitudes**: The three sources of feedback are used in this aim



# SPECIFICS OF HARDINESS PRACTICE: INDIVIDUAL LEVEL

## Summary of HardiRelaxation™ Training:

**Workday relaxation response for optimal arousal:**

- >Calm and centered employee functioning
- >A natural flow between the employee and the work environment
- >Heightened employee and organization awareness



# SPECIFICS OF HARDINESS PRACTICE: INDIVIDUAL LEVEL

## Summary of HardiNutrition Training:

**Workday nutrition for optimal levels of energy and arousal:**

- >Calms and centers employees
- >Increases their physical and mental stamina
- >Optimizes brain functioning



# SPECIFICS OF HARDINESS PRACTICE: INDIVIDUAL LEVEL

## Summary of HardiExercise Training:

We emphasize workday movement and physical activities that stabilizes body and brain functioning and contributes to employees' general well being.

### **HardiExercise knowledge and skills:**

- > Calms and centers employees and contributes to their overall functioning
- > Increases their physical and mental stamina
- > Stimulates the release of hormones and other body chemicals that contribute to brain functioning and an overall sense of well being and satisfaction





# Resources:

## 1. Hardiness Assessment.

The HardiSurvey III-R, a 65 item questionnaire, can be taken on our website: [www.HardinessInstitute.com](http://www.HardinessInstitute.com).

**2. Hardiness Training:** Our HardiTraining workbook can put readers through all the necessary procedures of hardiness training. The workbook reference is

Khoshaba, d.M., & Maddi, S.R. (2004) HardiTraining: Managing Stressful Chamce (5th Edition). Irvine, CA: Hardiness Institute. (This workbook is available at [www.lulu.com](http://www.lulu.com))

## 3. Recent, important readings:

Maddi, S.R. (2002). The story of hardiness: Twenty years of theorizing, research, and practice. Consulting Psychology Journal, 54, 173-185.

Maddi, S.R., & Khoshaba, D.M. (2005). Resilience at work: How to succeed no matter what life throws at you. New York, NY: Amacom.

Maddi, S.R., Harvey, R.H., Khoshaba, D.M., Fazel, M., & Resurreccion, N. (2009). Hardiness training facilitates performance in college. Journal of Positive Psychology, 4, 566-577.



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