MODULE OVERVIEW

More than holding on: The three kinds of resilience at work

Adaptive module | ~20 min

"Resilience" has become a catch-all word—and sometimes an excuse. This module sets it straight by distinguishing three successive kinds of resilience: holding on and getting back up; bouncing back as a team, with transparency, the right to make mistakes, and blameless post-mortems; and reinventing yourself when the job itself changes, AI included. It takes a clear stance: individual resilience must never be used to make employees bear the cost of organizational problems.

LEARNING OBJECTIVES

01 Strengthen individual resilience: get back up without defining yourself by your failures, using three personal levers.

02 Build collective resilience: trust, transparency, the right to make mistakes, and shared purpose, including blameless project post-mortems.

03 Explore transformative resilience: reinvent yourself in a world that is now brittle and nonlinear, rather than trying to return to your former shape.

04 Stay true to your values while steering AI tools, so you can transform without losing yourself.

WHO IT'S FOR

Anyone who wants to stay steady through shocks and keep going in a job that is changing.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1. **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.
2. **Expert video**: 10 minutes, with 3 pauses for reflection.
3. **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
4. **Dated commitment**: one action to try, written by the learner or picked from the suggestions.
5. **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Growth Mindset – Carol Dweck, popularized at Microsoft by Satya Nadella
- Three kinds of resilience (1.0 absorb a blow / get back up, 2.0 collective, 3.0 reinvent yourself) – Afthonios method
- BANI world – Jamais Cascio

SOURCES & REFERENCES

- Microsoft / Satya Nadella – cultural transformation since 2014 based on the "growth mindset" (Carol Dweck), from a culture of "know-it-alls" to one of "learn-it-alls"
- Airbnb / Brian Chesky – public letter from May 2020 about the losses and a 25% reduction in the workforce, a benchmark for transparent crisis communication
- Jamais Cascio – "BANI" framework (brittle, anxious, nonlinear, and incomprehensible), created in 2018 as a successor to VUCA
- Albert Bandura (1977) – self-efficacy and mastery experiences

Module created by Afthonios.com.

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