



Human Resilience & Performance – How Organizations Sustain Capability Under Pressure

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Science and operational experience behind
resilience, situational awareness, and
decision-making under pressure

Harri Gustafsberg | @ursusprogram

NEVER DOUBT THAT
A SMALL GROUP OF THOUGHTFUL
AND COMMITTED PEOPLE
CAN CHANGE THE WORLD.

IN FACT, IT IS THE ONLY THING
THAT EVER HAS.

— MARGARET MEAD



TWENTY-FIVE YEARS UNDER PRESSURE

From operational experience to the science of human performance



THE BEGINNING



OPERATIONAL EXPERIENCE



LEADERSHIP & TRAINING



Experience created the questions. Research helped build the answers.

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THE HUMAN PERFORMANCE FRAMEWORK

FOUNDATIONS

Shared human nature • Personality and character

CORE HUMAN CAPABILITIES

Self-awareness • Self-regulation • Social awareness
Relationship management

PERFORMANCE DOMAINS

PERFORMANCE DEVELOPMENT SYSTEM

PRINCIPLES | MODELS | METHODS | TOOLS

THE INTERCONNECTED DOMAINS OF HUMAN PERFORMANCE





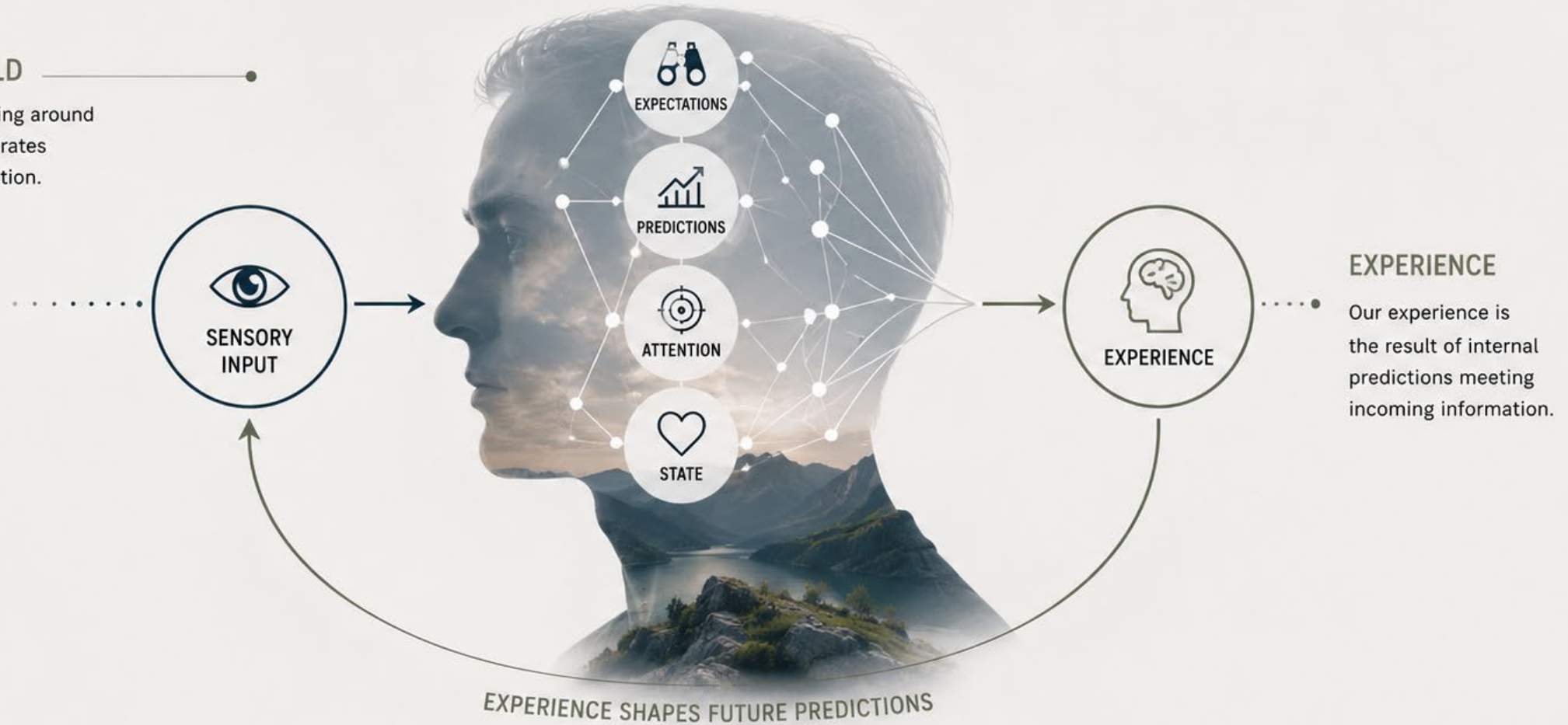
**WE DO NOT DEVELOP HUMAN PERFORMANCE
IN THE ABSTRACT.**

**WE ALWAYS DEVELOP IT IN RELATION TO
A SPECIFIC GOAL, TASK
AND OPERATING ENVIRONMENT.**

WE DON'T JUST PERCEIVE REALITY – WE CONSTRUCT OUR EXPERIENCE OF IT.

WORLD

Everything around
us generates
information.



EXPERIENCE

Our experience is
the result of internal
predictions meeting
incoming information.

INDIVIDUAL RESILIENCE

PERFORMANCE UNDER ADVERSITY AND PSYCHOLOGICAL PRESSURE



Ability to maintain goal-directed action and agency in the face of adversity and psychological pressure.



Ability to shift perspective, adjust interpretations and change strategies according to the demands of the situation.



Ability to restore psychophysiological functioning after demands and adversity.

Individual resilience refers to a dynamic process in which a person maintains or recovers functional capacity in the context of significant adversity, challenges and psychological pressure.

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 2. Galatzer-Levy, I. R. et al. A meta-analytic review of interventions to build resilience in adults. *Clin. Psychol. Rev.* **102**, 102289 (2020).

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**WE DO NOT RISE
TO THE LEVEL OF OUR
EXPECTATIONS.**

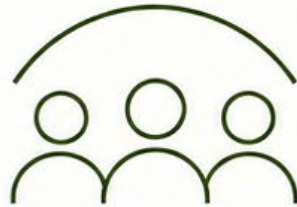
**WE FALL TO THE
LEVEL OF OUR
TRAINING.**



FACTORS THAT STRENGTHEN INDIVIDUAL PERFORMANCE, WELL-BEING AND RESILIENCE



**SUPPORTIVE AND
FAIR LEADERSHIP**



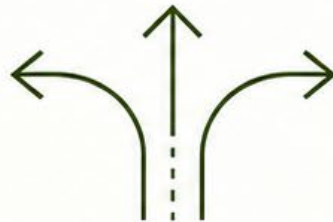
**PSYCHOLOGICAL SAFETY AND
WORKPLACE SUPPORT**



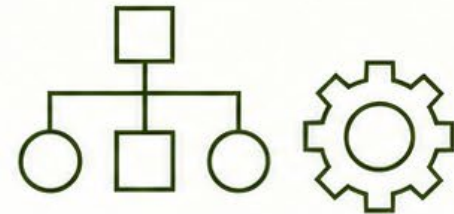
**AN ETHICAL, TRUST-BUILDING
CULTURE**



**BALANCE BETWEEN CHALLENGE,
WORKLOAD AND RECOVERY**



**AUTONOMY, INFLUENCE
AND FLEXIBILITY**



**CLEARLY ORGANIZED WORK,
COMPETENCE AND EFFECTIVE PROCESSES**

SIX FACTORS OF SUSTAINABLE ORGANIZATIONAL SUCCESS

1

SHARED PURPOSE, STRATEGIC DIRECTION AND VALUE CREATION

We know why we exist,
who we create value for and
what we aim to achieve.

2

THE RIGHT PEOPLE, CAPABILITY AND AGENCY

The organization has the capabilities
it needs, and people have the ability
and opportunity to take responsibility.

3

CLEAR STRUCTURES, RESPONSIBILITIES AND EFFICIENT PROCESSES

Operating models support the strategy
and core mission without
unnecessarily slowing them down.

4

TRUST-BASED, PRESSURE-RESILIENT COLLABORATION

Psychological safety, open
information flow and mutual support
enable collective performance.

5

EFFECTIVE, ETHICAL AND EXEMPLARY LEADERSHIP

Leadership provides direction,
enables success and sustains
accountability.

6

THE CAPACITY TO LEARN, ADAPT AND RENEW

The organization evaluates its
performance, learns from experience
and adapts to changes in its environment.

THE FUTURE IS STILL UNWRITTEN

THANK YOU



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