



# What comes after surviving?

# Hope-inspired leadership.

---

AzTA/ADOT Virtual Statewide Transit Conference

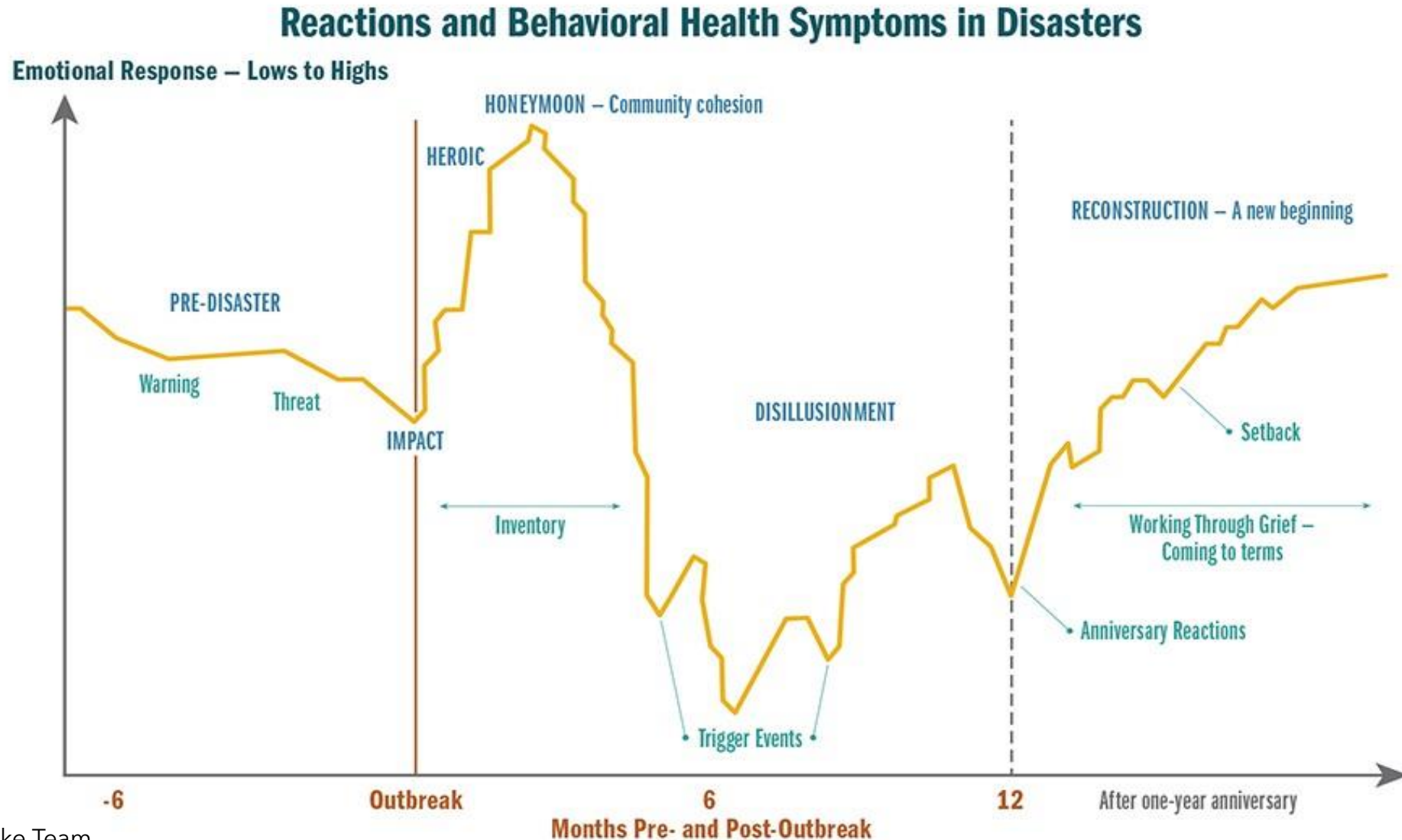
October 20, 2020

Kelly Johnston, MSOD | Clarity Consulting Partners

A sunset over a desert landscape. The sun is low on the horizon, casting a warm orange and yellow glow across the sky. Dark, silhouetted mountains and hills are visible in the foreground and middle ground. Several rays of light break through the clouds, creating a dramatic effect. The overall mood is contemplative and hopeful.

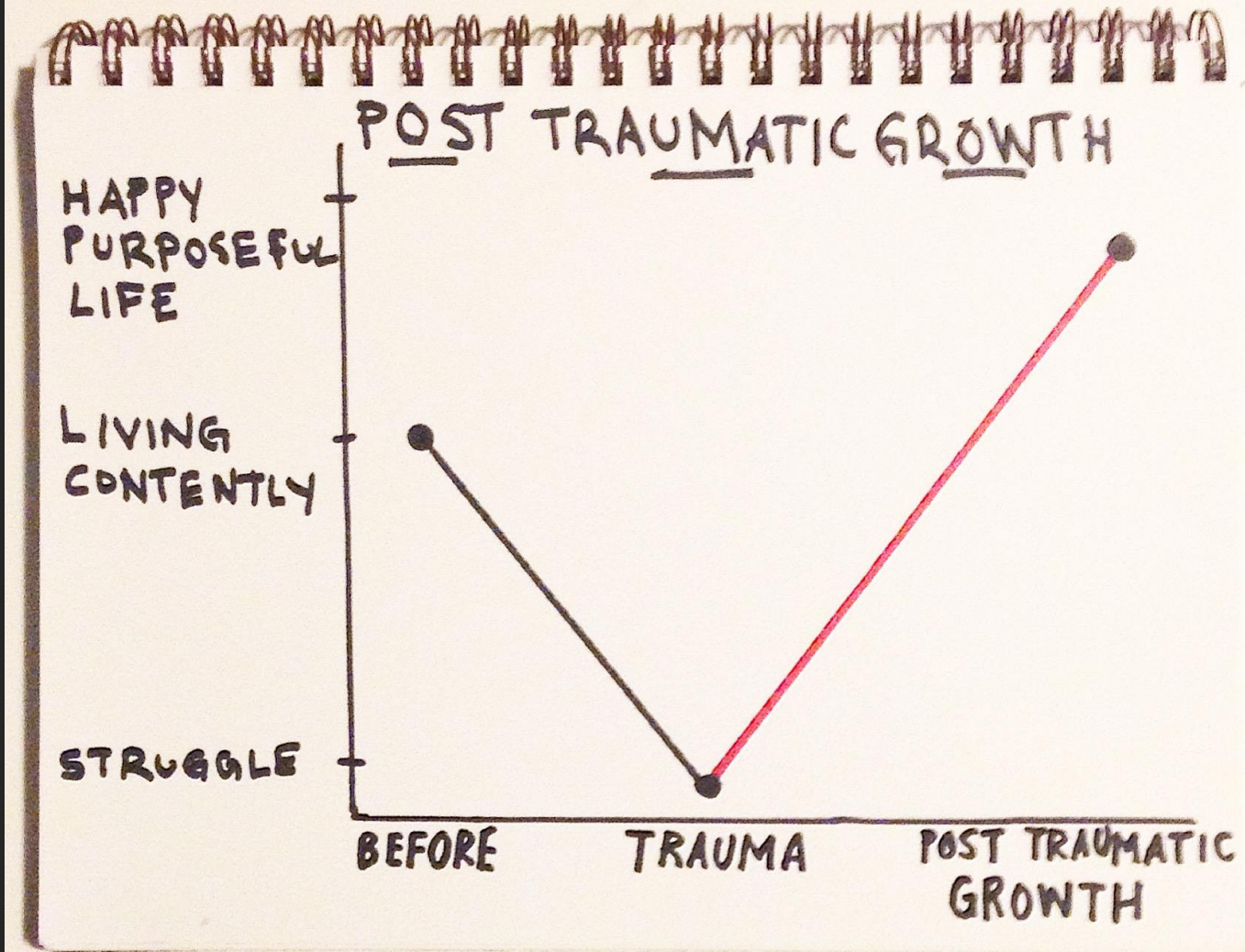
Is hope rising or falling in  
your organization?

# Statewide High-Level Analysis of Forecasted Behavioral Health Impacts from COVID-19





# Post-Traumatic Growth





# PTG Domains

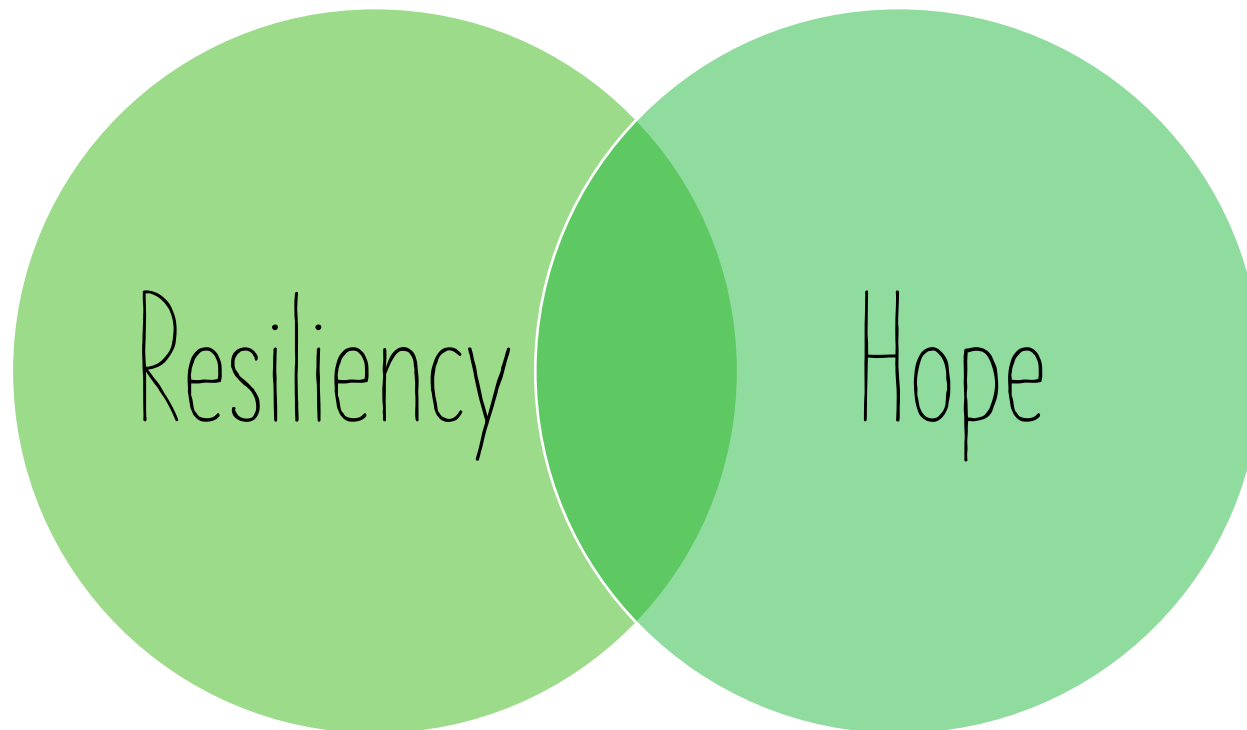
- Personal Strength
- Closer Relationships
- Greater Appreciation for Life
- New Possibilities
- Spiritual Development



# Resiliency and Hope

---

Resiliency:  
Bouncing back, as  
strong or stronger,  
in the face of  
adversity.



Hope:  
The capability to  
envision and  
create a better  
future.



# *Hope Rising*

---

**#1**

*Predictor of whether we flourish in life*

# What the Research Shows

Hope is the leading predictor of satisfaction and happiness in life.

## **Work**

Lower unplanned absences (4x)

Higher productivity (1 day/week)

More open to organizational change

Reaching goals more often and sooner

More resilient to stress, vicarious trauma and compassion fatigue

Higher profits and lower employee turnover

## **Education**

Higher academic performance (K-College)

Better predictor of success than ACT and LSAT

## **Health**

Increased healthy behaviors

Follow treatment plans and take medication

Higher pain tolerance



**Hope** matters.

**Hope** is a choice.

**Hope** can be learned.

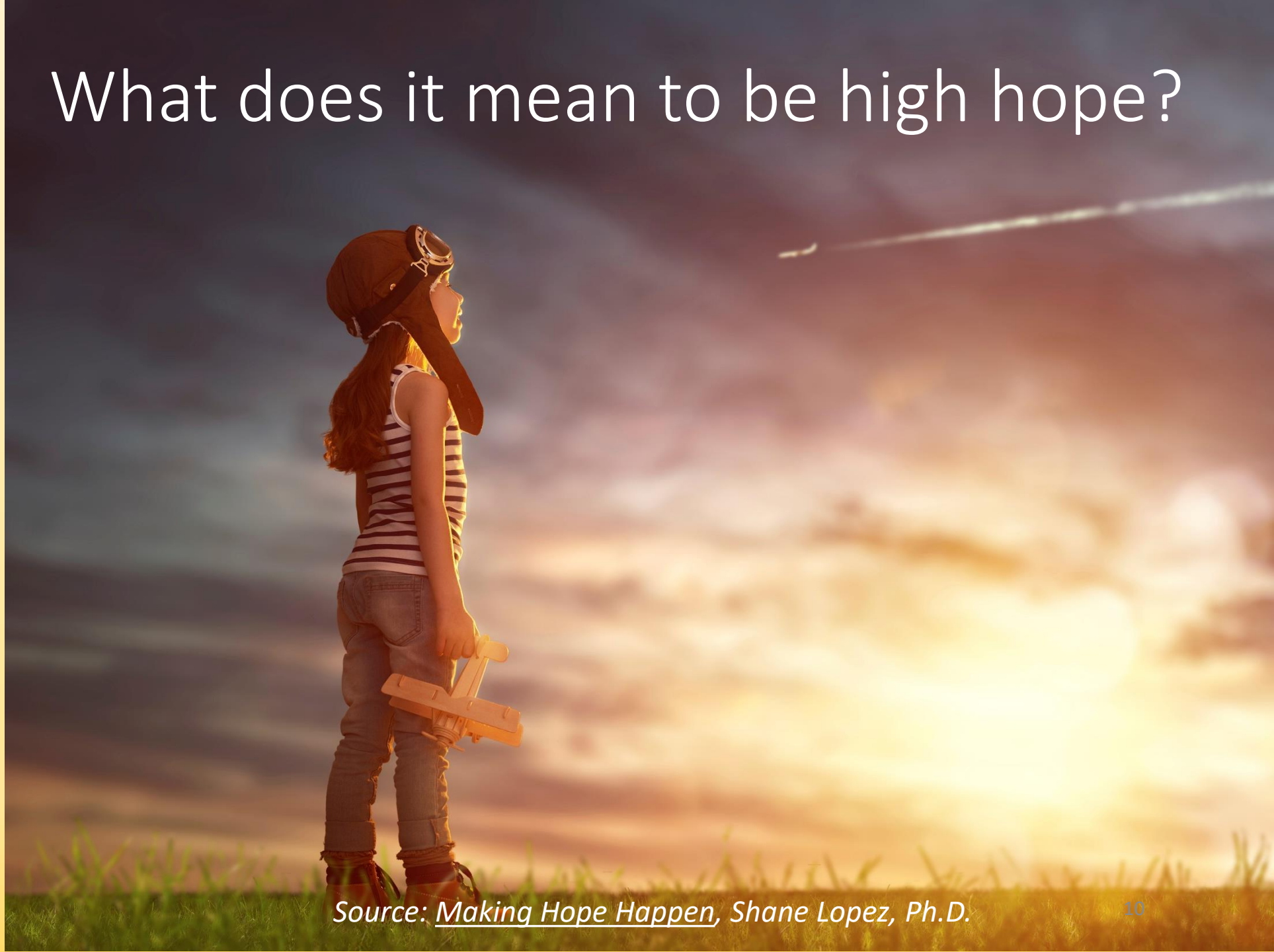
**Hope** can be shared with others.

*Source: Making Hope Happen, Shane Lopez, Ph.D.*

## High Hope People Believe:

1. The future will be better than the present.
2. I have the power to make it so.
3. There are many paths to my goals.
4. None of them is free of obstacles.

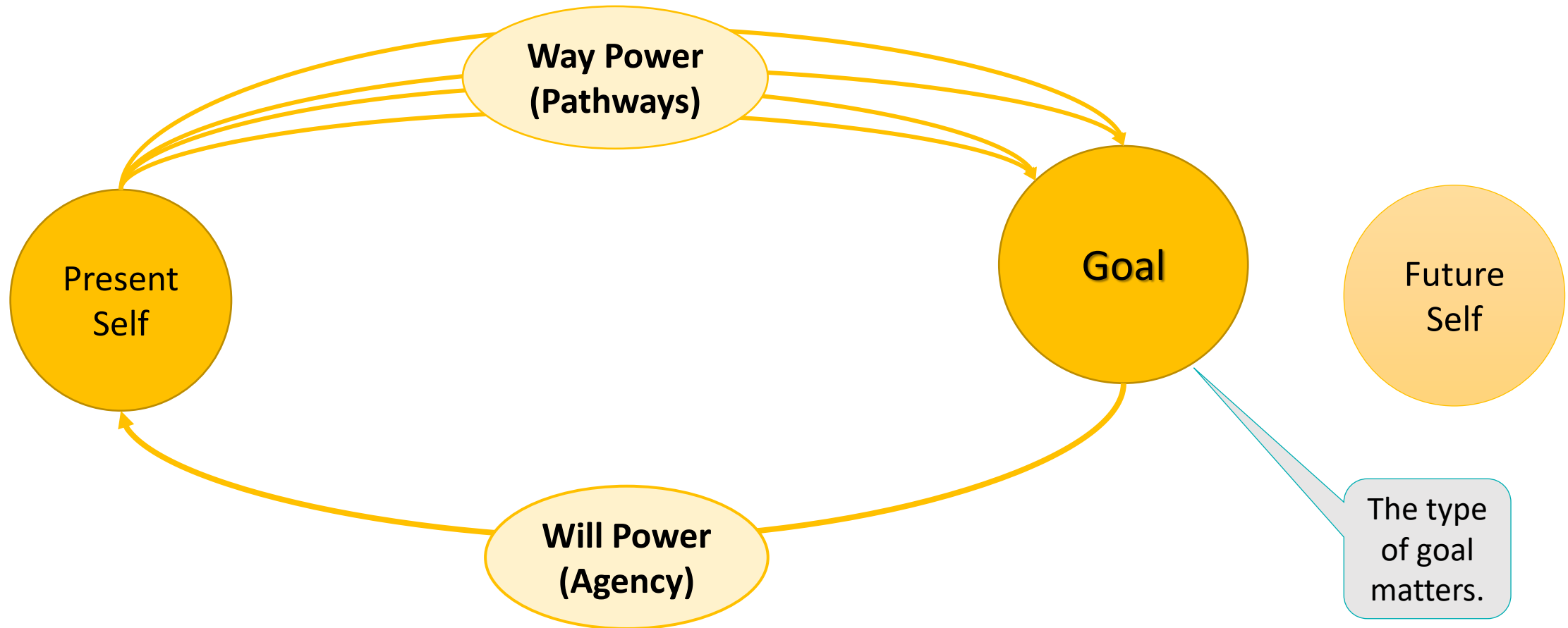
# What does it mean to be high hope?



Source: *Making Hope Happen*, Shane Lopez, Ph.D.

# Hope Theory

Both pathways and agency are required for hope...  
agency without pathways is more likely a wish!



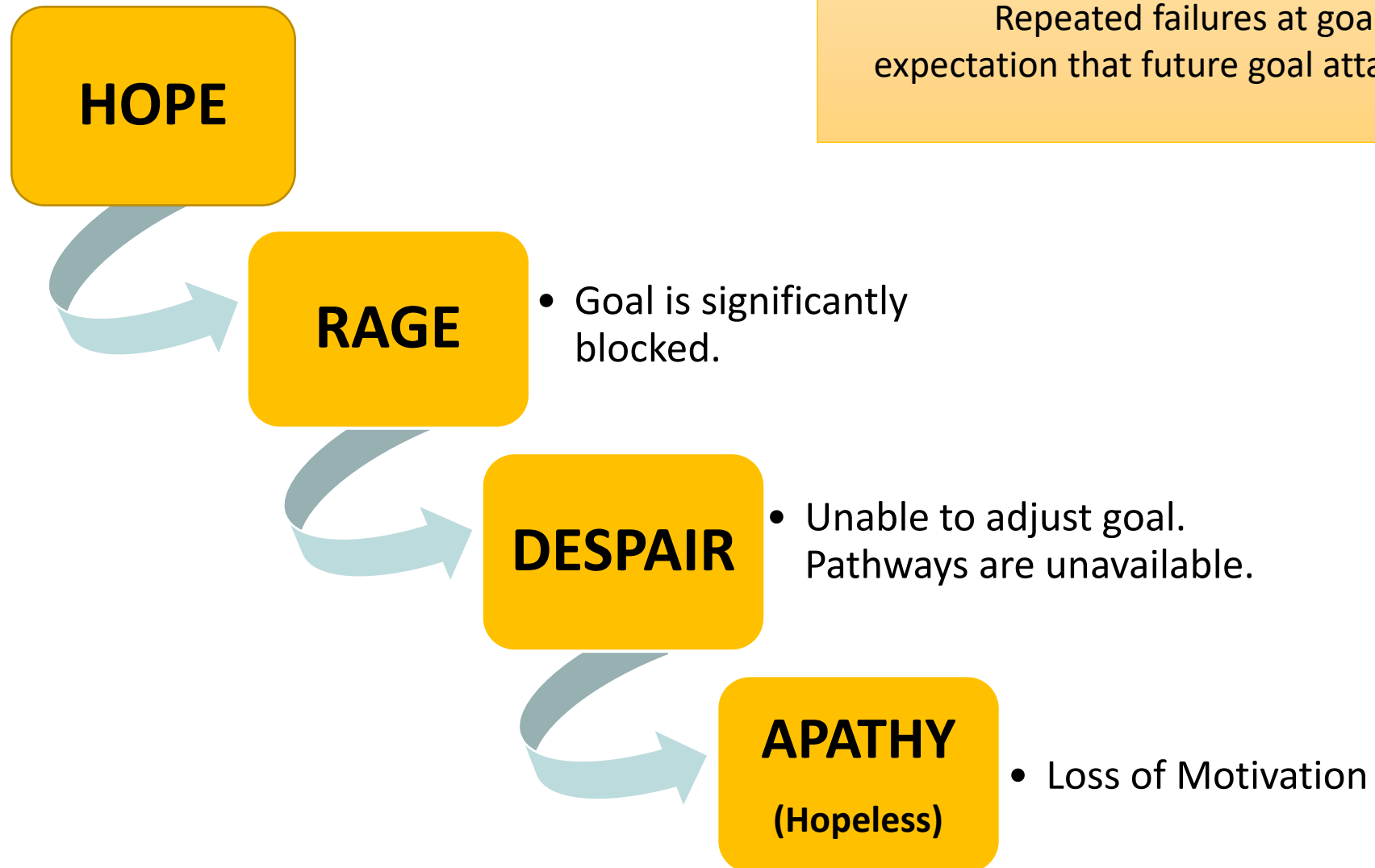
Resourced from *Making Hope Happen*, Shane Lopez

Menti



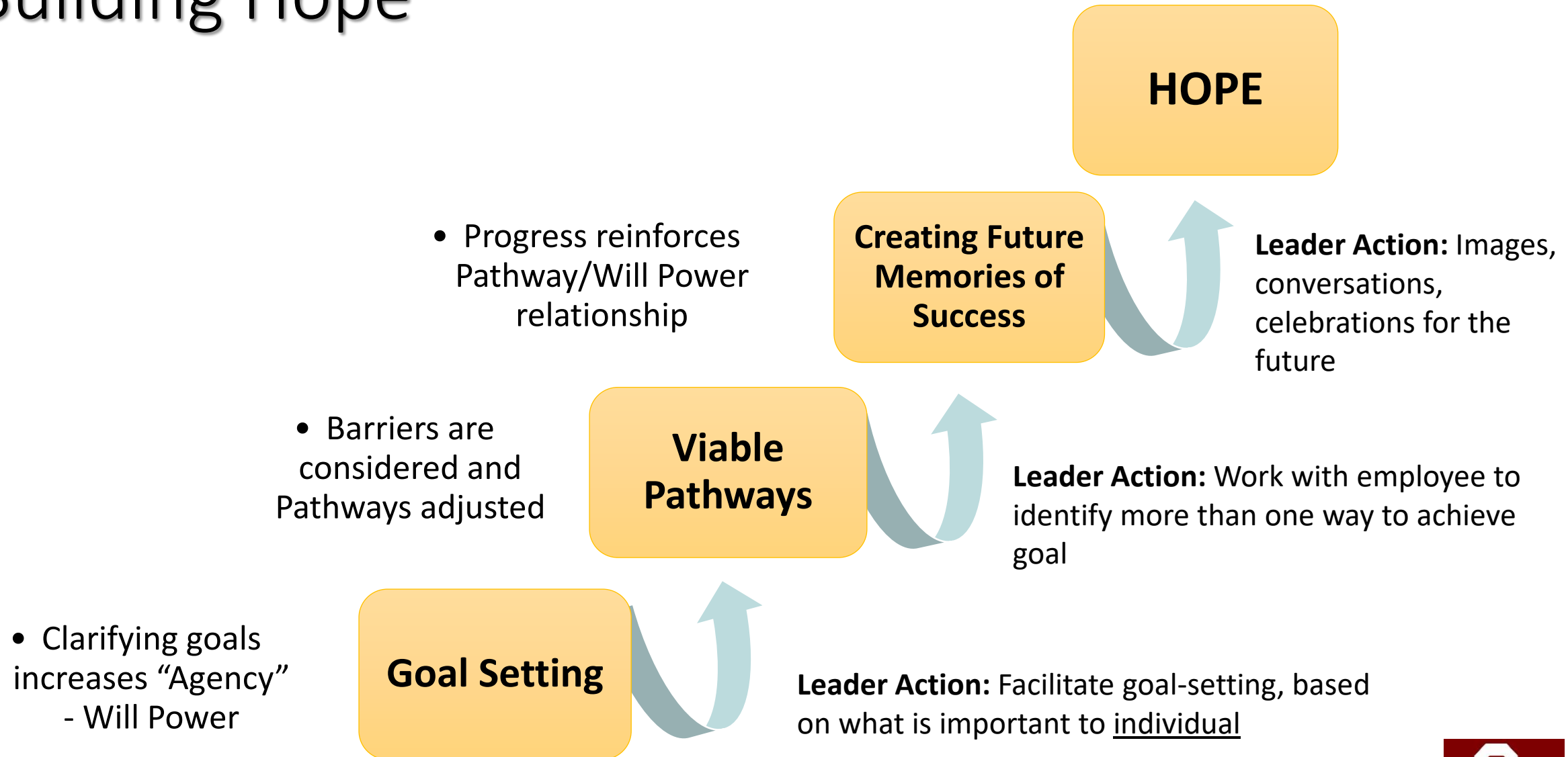
# The Death of Hope

Resourced from Dr. Chan Hellman, University of Oklahoma



Repeated failures at goals result in a general expectation that future goal attainment is not likely. "Why try?"

# Building Hope



Resourced from Dr. Chan Hellman, University of Oklahoma



# Leaders and Hope

## Hope is a social gift.

- High hope people inspire hope in others.
- High hope leaders engender hope in the organization.
- High hope managers have higher performing work units, higher retention rates and more satisfied employees.







# Collective Hope

- Shared community goals
- Shared belief that community goals can be achieved
- Community ability to identify pathways to attain goals
- Community can find resources to achieve its goals
- Community willpower (agency) to achieve its goals



## 5 Actions You Can Take Immediately

- ✓ Describe a vision of the future; regoal if needed
- ✓ Meet with employees to identify and clarify goals
- ✓ Model self-care and encourage in others
- ✓ Make goals visible
- ✓ Use the language of hope; avoid fatalism



# Ways you can create rising hope

- **Vision**
  - Describe the vision of the future
  - Language of hope: possibility vs. discouragement
- **Goals**
  - Help identify and clarify goals
  - Integrate individual and organizational goals
  - Build collective goals
  - Unhook goals from election or pandemic
  - Keep goals present and visible
  - Re-goal when needed
- **Pathways**
  - Identify multiple pathways
  - Be realistic about challenges
  - Ask about and remove barriers
- **Agency**
  - Normalize mental health challenges and care
  - Encourage rest and recovery time
  - Acknowledge that people will be distracted, angry and less productive
  - Model self-care behaviors and point them out
  - Reinforce areas of self-determination





# What is the story you're telling?

---

- What is the story you're telling in your organization?
- Is it hope or fear based right now?
- What is the journey you want to describe?

A pair of hands is shown cupping a bright, glowing light source. The light is surrounded by numerous sparkling particles, creating a magical and hopeful atmosphere. The background is dark and out of focus.

Holding Hope





# Hope

## Sources:

- [Making Hope Happen](#), *Shane Lopez, Ph.D.*
- [The Psychology of Hope](#), Snyder
- [Rising Hope](#), Casey Gwinn, JD and Chan Hellman, Ph.D
- [The Oxford Handbook of Hope](#), Gallagher and Lopez
- *Dr. Chan Hellman, University of Oklahoma (some slides)*
- *Akshay Malik, International Journal of Scientific and Research Publications, Volume 3, Issue 10, October 2013 1 ISSN 2250-3153*





Want  
more?  
Contact us!

- We are an organizational development consultancy with a design core.
- We specialize in leadership development, large-scale change efforts and virtual culture and leadership.
- [www.developingclarity.com](http://www.developingclarity.com)
- [kelly@developingclarity.com](mailto:kelly@developingclarity.com)