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# **“Defining a Research Model of Leader Resilience and Evaluating the Dispositional Effect of Resilience on Transformational Leadership”**

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### **Abstract**

Research linking the constructs of resilience and leadership style has begun to emerge in recent times (Garbowski, 2010; Offutt, 2011; Sylvester, 2009; Wasden, 2014). The focus of the present study was to investigate this relationship in an organisational setting and offer a model of resilience. A multidisciplinary review of research was carried out, and the three determinants of resilience were defined along with a proposed model of leader resilience. The determinants identified in a leadership context are self-concept well-being, locus of control, and constructive thinking. Each of these determinants has been independently shown to enhance a leader's ability to deliver a transformational leadership style.

Two field-based studies were used to assess the relationships between the constructs. Study 1 investigated the relationships between resilience and transformational leadership style and validated the proposed model of leader resilience. Study 1 used a field-based, non-experimental design with a sample of 110 leaders from a range of organisations across Western Australia. The results showed statistical support for the propped three-factor model of leader resilience. The structural equation model (SEM) of the relationships confirmed the proposed model of leader resilience with its determinants. The SEM also validated that enhanced levels of leader resilience predict a transformational style. Study 2 examined whether leader resilience and leadership style could be enhanced using a developmental intervention designed to build the determinants of leader resilience. This study utilised a before-and-after quasi-experimental design with quantitative data analysis and a sample of 27 leaders from two organisations. The results showed a significant and positive shift in the self-assessed scores across the measures of the three determinants and resilience. The statistical

analysis also confirmed that there was a significant and positive shift in the participants' levels of transformational leadership as measured by self-assessed and boss-assessed scores.

**Keywords:** Resilience, Leadership, Transformational Leadership, Locus of Control, Self-Concept Well-being, Constructive thinking.