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Resilience: Transform adverse events into an opportunity for growth and economic sustainability through the adjustment of emotions

Francesco Greco

Dr, Professor, Behavioral International Economist, University Niccolò Cusano RomaPag, Italy.

Abstract

Numerous are the studies that prove the effectiveness of personal narratives on physical health and welfare staff. Write events connotations emotionally organize time that it has managed to structure and give meaning to his history, effects on an emotional level of experience narrated become more manageable the personal narratives, helping to obtain an optimum adjustment of the emotions through the reduction of excessive control and activation (arousal) seem to represent a possible methodology to act on the mechanisms psychologists (appraisal, coping and positive emotions) which contribute to the process of reintegration resilient.

An economic agent, to deal effectively with a crisis, must mobilise and organize their own resources, contain stress and redefine a new functional structure and organizational structure which allows it to adapt to the new conditions. The fundamental processes that underlie a relational resilience are: flexibility, capacity to stay in relation, resources of a social and economic nature.

For the scholar of behavioral economics is important to evaluate the quality of social relations and their numerosity and must also find the hidden resources and promote the creation of new connections both intra-system that extra-system. Must provide information about resources in the community and to facilitate access to them. In the behavioral study evaluation of the operation of the entire economic system and of the necessary interventions, should not be limited to the mode or internal problems to the system, but should also take into consideration the connections present or absent that bring into communication the entire economic organization with the other resources. You should explore the economic situation, the income and the conditions of work. The systemic crisis economic do not always reflect structural problems of businesses, often refer to problems of lack or incorrect social organization.

Keywords: resilience, sustainability, emotions, negotiation, behavioral organization.

JEL Classification: Q01, D23.

Introduction

The literature on resilience from the first pioneering works of Emmy Werner has tried successfully to identify what characterizes human beings resilient, what are the protective factors and the paths that allow to start positive processes when they meet the conditions of life exceptionally critical or it is put in front of difficult problems of everyday life. Only recently and so for the moment still partial was instead paid attention to the psychological processes that underlie the positive resolution in front of the critical event (Tugade and Fredrikson, 2004).

Numerous are the studies that prove the effectiveness of personal narratives on physical health and welfare staff. Write events connotations emotionally organize time that it has managed to structure and give meaning to his history, effects on an emotional level of experience narrated become more manageable (Pennebaker and Seagal, 1999) the personal narratives, helping to obtain an optimum adjustment of the emotions through the reduction of excessive control and activation (arousal) seem to represent a possible methodology to act on the mechanisms psychologists (appraisal, coping[1] and positive emotions) which contribute to the process of reintegration resilient.

An indispensable precondition for being able to work with these problems is that scholar behavioral economy, at the base of his own convictions, has the hope, and the conviction that any situation can, at least in part, change. The hope is an emotion important, essential for a professional behavior. The hope is a reactive force that protects from the afflictions, from sufferings, from the awareness of his own limitations and from death.

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[1] (Bonnano, 2001)

It is an arrangement of the spirit which leads to belief to the realization of what it is to be hoped. It is a deep love for life, that with age you learn to cultivate more and more. [2] Do not, however, consists in a passive acceptance of the state of things, but trusting in the possibility of change. The hope is both a passion that a virtue and presupposes confidence in their own and others' resources, is connected to the optimism understanding as a choice and not as a portion of character. The future is not tied to the case but is built in a conscious way by the individual. The Hope makes man aware that the past does not belong to him anymore, that the present reveals its ambiguity and that the future must be invented. This creates the basis for the emergence of an innovative experience, allows the individual to express themselves by designing their own destiny, exalts the freedom to build for the future that he wants to dwell, to draw the profile of those who want to become, without hope there is progress, there is no change.

Finally, I think that the scholar of behavioral economics must necessarily possess tools to be able to tackle the above problems, must recognize, affirm and reinforce the ways of transforming adversity into opportunities, in order to trigger a positive change and evolution. In so doing, facilitates and promotes the resilience.

1. Organizational models

An economic agent, to deal effectively with a crisis, must mobilise and organize their own resources, contain stress and redefine a new functional structure and organizational structure which allows it to adapt to the new conditions. The fundamental processes that underlie a relational resilience are: flexibility, capacity to stay in relation, resources of a social and economic nature.

Flexibility to the individual or the family must increase a flexible structure in order to maintain an optimal operation in the face of adversity.

a) Usually there is a tendency to defend themselves and to avoid changes that exceed a certain threshold of tolerance. Since the change is an integral part and unavoidable of the human condition, individuals and families must be able to adapt to the changing demands of the environment and of the evolution, whether foreseeable events and expected ,which fall within the scope of the life cycle stages, both with respect to unexpected events and unusual. Then a dynamic balance between stability (homeostasis) and change (morphogenesis) allows the formation of a structure individual and family solid.

b) In the phases of crisis economic agents tend to lose their organizational structure and routines are interrupted. The behavioral scholars should favor the resilience helping economic agents to recover the stability and to restore roles, rules and interactive mode characterized by predictability and consistency. They must also be taken up and kept the rituals and the family routine as connect the present with the past and the future. In the chaos must be guaranteed stability, reliability, routine and rituals.

c) Leadership: the behavioral economist should work to ensure that, in a situation of serious crisis, processes dominant economic play a strong function of guide doing a *clear management role,* where the control of behavior is characterized by a combination of authority and flexibility. You should tend to a leadership strong and authoritative that might represent a secure basis for the economic sectors the weakest.

2. Ability to report

a) The ideal operation of an economic process occurs when each of the sub processes interact with the dominant process creating the necessary conditions so that it is possible to realize that the flexibility of the roles and the balance between the functions to promote the evolution and growth of the entire system. Reciprocity is essential to establish a fair report. We can help the entire economic process to negotiate to rebalance power and acquired rights, to share the loads in a more equitable way and to appreciate the contributions of one and of the other.

b) We must promote the establishment of relations based on mutual respect and challenge behavioral habits that perpetuate the imbalance of power. The cohesion or compactness of the agents of a system informs on the quality of their emotional bonds and structural. In the concept of cohesion there are some structural variables such as: borders, coalitions, the time or the shared spaces or segregated, the existence of economic networks and interests. To overcome moments of crisis one of the strategies most important is to join forces. Within organizations should promote the capacity to confide in one another but at the same time everyone must feel to be able to rely on their own forces on their own personal capacity and on their sense of responsibility. Individual differences, boundaries and the needs of the individual must be respected, the

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[2] Dan Short and Consuelo C. Chasuble (2004) thus define: <<is the desire to live that springs from the pleasure to exist even in the presence of ambiguities and uncertainties, even when in the present lacks the welfare, even when life is experiencing pain, diseases and losses>>.

boundaries between individuals must be solid, but flexible. Within the organization is essential to maintain clear boundaries between the various subsystems and the dominant system (Zanolli Sebastiano, 2014).

c) The behavioral economists can promote a process of reconnection and the redefinition of relationships tormented and interrupted looking for a reconciliation of the Bonds compromises. When the members of the organization live in distant places is necessary to restore the bonds with the organizational network through e-mails, letters, visits, objects, pictures, references to shared cultural traditions. A crisis can be lived and accepted as an opportunity for reconciliation.

3. Social and economic resources

a) In an era of great social fragmentation and independence as our, us behavioral economists we must help economic agents to build networks of solidarity within its own territory and with the external environment. This allows you to tackle more easily the difficulties and to find support from the point of view of practical and psychological. The economic networks and extended social offer material assistance, emotional support and a vital sense of belonging to their own community. In the moments of difficulty provide concrete aid, support, company and comfort. Also foster the development of a sense of security and solidarity. The connections with the social context is an index of psychological wellbeing and proves to be indispensable in the process of resilience, to overcome moments of crisis. The isolation and the lack of social support contributes, in conditions of stress, to generate dysfunctional processes.[3]

b) Another crucial factor for the purposes of resilience is represented by a certain economic security. In our society families must juggle to survive cumulative pressures, to the difficulty of finding a point of equilibrium between work demands, family commitments and the lack of childcare facilities accessible and quality.

c) Then in order to ensure that the individuals and families to reach and maintain a good balance is necessary that the work of the behavioral economist is connected with networks formal institutional.

For the scholar of behavioral economics is important to evaluate the quality of social relations and their numerosity and must also find the hidden resources and promote the creation of new connections both intra-system that extra-system. Must provide information about resources in the community and to facilitate access to them. In the behavioral study evaluation of the operation of the entire economic system and of the necessary interventions, should not be limited to the mode or internal problems to the system, but should also take into consideration the connections present or absent that bring into communication the entire economic organization with the other resources. You should explore the economic situation, the income and the conditions of work. The systemic crisis economic do not always reflect structural problems of businesses, often refer to problems of lack or incorrect social organization.

4. Communicative processes

Effective communication promotes the process of resilience. Because communication is effective requires three characteristics: it must be clear, allow the expression and sharing of emotions and the capacity to implement collaborative strategies for troubleshooting. In times of crisis is more possible that the communication fails. Every communication has an aspect of content, i.e. relates facts, beliefs or feelings, and to report that defines, says or contesting the nature of the report.[4]

1. The clarity is an essential quality of communication within the healthy firms should be direct, clear, specific and authentic. The verbal messages and behavioral should be consistent.

   In the face of adversity is important to clarify the more possible the situation, try to give meaning to the crisis, to clarify the facts of the case and to assess the possible alternatives, so as to make clarity on how to deal with them (Nardone G., Salvini A., 2013).

2. The ability to share emotions is an essential characteristic for dealing with crisis situations. The ability to express a wide range of emotions and feelings in a direct manner is connected to a good communication style. You must learn to express feelings so-called positive as joy, hope but also those with a negative value such as anger, wrath, fear and sorrow. In the critical moments of life the expression of feelings can assume tones very reactive, troublesome and aggressive. The conflict may lead to an escalating out of control.

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[3] (Walsh, 2008).
[4] (Watzlawick et al. 1971).

Collaborative strategies in conflict resolution. An essential characteristic of the resilience is the ability to manage conflicts and engage in a collaborative way in troubleshooting. In a situation of crisis the practical aspects and emotional are closely interconnected, so that emotional stress affects the ability to solve problems. A tone negative emotional among the members of the organization, anger, frustration, despair and sense of defeat, may determine a sort of paralysis that prevents to effectively manage situations.

In the solution of the problems you have to cross some stages:

a) *Identify problems and sources of stress.* You must identify the problem quota and trace any sources of additional stress recent or current in the life of the family, and it is important to investigate how the other members of the family react to understand if they contribute to the maintenance of the problem.

b) *Comparison and critical discussions and creative.* Identified the problems, the members of the family should let involves in a creative comparison. Everyone must be able to express their ideas and these should be respected and accepted. Must be including the impasse that hinder the solution of communications and thus find ways to overcome them.

c) *The decision-making processes participative: negotiation, impartiality and reciprocity.* A good negotiation implies the ability to recognize and accept the needs of others and distinguish them from their own. Then the negotiation implies the opportunity to welcome and give voice to the differences, working for the realization of a common goal. Must be guaranteed equal participation in resolving problems.

d) The vicious circles triggered by attitudes of critical, stigmatizing and withdrawal must be discontinued. You might say: this is not the way we try to resolve our differences in a more quiet, so as to listen to one of the reasons for the other. It is frequent that the possibility to open a trading and reach a compromise is prevented by power struggles times to assert some form of control. The adaptation can be seen only in terms of victory or defeat: or power is exercised on the other or it is subject to control or to a condition one-down. The positions become rigid and non-negotiable in the moment in which every compromise is perceived as an "act of yield" in respect of the other.

e) *Focus on your goals and take concrete steps.* Often the process that leads to the definition of the crucial decisions or the resolution of the crisis does not proceed in a fluid way, but contemplates the emergence of profound conflicts, pain and anger. A certain tolerance for the conflict admits the expression of dissent and the recognition of the differences and allows the solution of conflicts through the construction of consent, the definition of a compromise or a redefinition of the problem that generated the conflict. The conflict is not destructive if the various parts in the game are a combination and is offset by a positive expression of emotions, in particular through the demonstration of affection, humor, the positive resolution of the problems, the consent, understanding the empathy and active listening and not defensive.

f) *Benefit from the successes, learn from their failures and errors.* There must be the absolute trust in the existence of an active capacity of check with problematic events, focusing on achievable objectives and taking concrete steps to achieve them. The acceptance of the errors allows the components of the organization to be wrong without being attacked or be branded as incapable. Taking its own share of responsibility when something goes wrong learn not to repeat an error.

g) *Preventing problems and prepare to face future challenges.* When there is a problem you should try to resolve it quickly whereas in an open and clear the practical aspects and the emotional implications. We can promote resilience by encouraging firms to see a conflict, a crisis, an impasse as a challenge acceptable and rich in meaning. If their approach to the crisis is respectful and collaborative, they emerge stronger from this experience. It is important to encourage companies to look to the future, to overcome the inevitable obstacles that all families are faced with in every day life.

It is important to help companies to define achievable objectives, to identify concrete step, to build on the small achievements, to learn from experience, from their own errors and to experience the innovations, to prepare to face the difficulties expectations and especially to expect the unexpected. The clarity of communication processes and an open expression of emotions and a collaborative resolution of problems are the essential elements for the resilience in economic decision making .and the fundamental reinforce communication processes to alleviate the suffering and increase the capacity of enterprises to draw from their own resources. Contradiction and paradox of facts are very common in our experience, but very little considered by reason (Nardone G., 2016).

5. The role of emotions in the process of resilience

For many decades, the process of stress and its management has been mainly described in terms of the negative emotional involvement. This until you began to observe that under stressful circumstances, next to the negative emotions you also have positive emotions. [5]

The work of revision of model of stress and coping made by Folkman (1977) focuses on what happens when the outcome of the process of appraisal − emotion coping − reappraisal give a negative result. The new model assumes that after the failure of the resolution of the situation, the need to try to find a solution to trigger a process of *coping centered on the meaning* that in turn generates positive emotions. Experimentation with positive emotions and their subsequent evaluation (appraisal) influence the process of stress management through the recovery of resources of coping and the offer of motivational tips necessary to support the implementation for a long time of a coping centerd on the problem.

The coping centerd on the *meaning* is a style of coping that has proved to be highly correlated with the experimentation of positive emotions and in which people would draw on their own beliefs, values, existential objectives to be able to find the motivation you need to support the implementation of strategies centered on the problem[6] this style of coping groups five different strategies: Discovery of benefits, remembrance of benefits, adaptive process objectives, reordering priorities, connotation of ordinary events as emotionally positive.

The discovery of benefits is viewed in terms of the understanding of the stressful event not only as an obstacle to the achievement of its objectives, but also as the bearer of benefits such as: growth of wisdom, of patience and competence, as well as a greater appreciation for the life, more clarity about what you want to do and an increase of relational ability. Another essential element of coping[7] centered on the meaning is the reorganization of its objectives. Even the simple make a list of things to do when everything seems out of our control, helps to create a sense of domination and control even if only momentary. As a[8] result of an event that changes our life it is important that people come to assess their world in a different way from how they did before, must accept the changes and this also means giving a new order and direction to their own priorities. This process also opens the way for the new resolutions, of new objectives to ask. The last strategy consists in being able to "dye rosa" the ordinary events of life. Associate to the everyday life of our gestures of positive emotions, trying at all costs to feel good has a strong impact on our wellbeing.[9][10]

Cognitive level positive emotions change the way of thinking of the people. While the negative emotions restrict the range of attention to support specific trends to the action as the attack or escape, positive emotions are widening the field of attention, thought and behavioral repertoires. The joy for example increases creativity. The outcome of the cognitive amplification determined by positive emotions has proved to be[11] essential to the improvement of the skills of coping economic agents resilient relate to experience more positive emotions in[12] response to stress factors, both in the labs and in everyday life.

The resilient relate to find more positive meaning in the factors of the stress of everyday life and show a more rapid return to basic levels of cardiovascular activation consequent to experimental stress. These related benefits of resilience are at least partially mediated by the experience of positive emotions.[13]

Finally, the resilient people not only cultivate positive emotions in themselves but are also capable of eliciting positive emotions in their working circle, thus creating a social network of support which in turn ease the coping.[14]

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[5] (Viney, 1986; Wortman & Silver, 1987; Bonanno & Keltner, 1997; Larsen, McGraw & Cacioppo, 2001). This discovery has led Folkman (1977) to a revision of the theory of stress and coping Lazarus and simultaneously the Broaden and Build Theory Of Fredrikson (Fredrickson, 1998) has further increased the interest toward the positive emotions.

[6] (Parker & Folkman, 1997; Aldwin, 2007)

[7] (Helgeson et alt, 2006)

[8] (Folkman, 1997)

[9] (Stroebe and Schut, 2001)

[10] (Tugade, Fredrickson, 2006)

[11] (Brown & Ryan, 2003)

[12] (Aspinwall, 1998; Trope & Neter, 1994; Trope & Pomerantz, 1998)

[13] (Tugade et al., 2004)

[14] (Demos, 1989; Kumpfer, 1999; Werner & Smith, 1992)

Conclusions

The difficulties have to be considered as part of the life and the problematic situations can lead to recognize and to seek personal resources, parental and (with friends to be mobilised to tackle the negative vicissitudes. The Pain can also grow and stimulate in people, a profound trust in oneself, a priority to believe in their own ideas, a great deal of curiosity toward a world rich in possibilities unexplored.

The task of us behavioral professionals is to help the members of business organizations to overcome the status of impotence and despair that are experiencing and make them reach the confidence in their own ability and possibility to improve things. Then economists and behavioral undertakings shall cooperate in the development of alternative meanings or of new stories, more optimistic and positive, that replaced those previous negative. An approach based on resilience goes to search for resources that every family owns and on this potential builds the possibility of a change.

Yet as the experts in the field, in addition to encouraging companies to change their conceptions rigid and binding and to overcome the adverse conditions in which they find themselves, must commit to change the unfavorable circumstances: it would be necessary to operate in agreement with larger systems to change policies and interventions, so that enterprises can realize their aspirations and have a life more "easy" (Vaccarelli Alessandro, 2016).

These considerations do not only must not confine itself to a clear definition of the problem on which you want to intervene, but mainly focus on research, knowledge of the needs and resources of the people of the group on which you go to act; Careful not to just focus on the difficulties; the presence of interventions not only external but also the active involvement of the person, group and community membership; a rehabilitation process to be implemented on the basis of a careful analysis of the needs and finally the ability of who makes the intervention to put in relation to stand with, to establish relationships regardless of role, to recognize the other as belonging to the same Group by searching for a dynamic inversion of roles.

The construction of a path must provide a continuous exchange between the reflections and the deepening of the theoretical assumptions from which to follow tools, methodologies and practical experience on the field. The knowledge of the context of life it becomes fundamental to avoid to impose its point of view. Pay attention to the context implies the attempt to recreate the networks of civil coexistence, development of local resources through the direct involvement of all (Zolli, Andrew, Healy, Ann Marie, 2014).

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