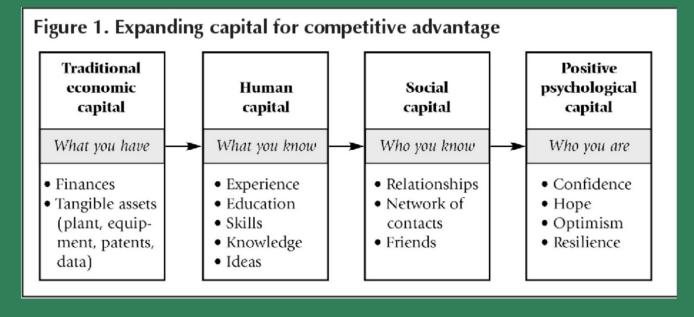


PSYCAP



Oxford Languages: wealth in the form of money or other assets owned by a person or organization or available for a purpose such as starting a company or investing.



PSYCAP

Psychological Capital is defined (Fred Luthans, et al., 2007) as

"an individual's positive psychological state of development"

which is characterized by having high levels of HERO; the four elements of Hope, (Self-)Efficacy, Resilience, and Optimism.



Positive psychological capital to help combat the mental health fallout from the pandemic and VUCA environment

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The major purpose of this article is to provide valuable insights and specific guidelines into how the now established "Bostive Psychological Capital" or simply PsyCap can help prevent, treat, and sustainably recover from the current mental health global challenges. Specifically, we propose and demonstrate how PsyCap can play a realistic atternative, supplementary, non-stigms role in flepfitting the dramatically have VLGA (Bottalle, Illenertain, Complex, Ambiguous) environment. Moreover, our hope is the evidence based PsyCap perspective and approach presented in this article will cap perspective and approach presented in this article will cap the property of the proposal property of the

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https://doi.org/10.1016/j.orgdyn.2020.100817

a spillover effect on improving performance and especially well-being of individuals, teams, and families long after the coronavirus pandemic is over.

BACKGROUND AND MEANING OF POSITIVE PSYCHOLOGICAL CAPITAL OR PSYCAP

Positive Psychological Capital or PsyCap was introduced into the management and organizational behavior /psychology literature right fatter the turn of the century (see a couple of articles by Luthans in the 2002 issues of Journal of Organizational Behavior and Academy of Management Executive). These articles resulted from his participationa as an external Callup Senior Scientist at the first annual Positive Psychology Summit held at the Gallup Organizational in 1999. The Impetus for this Summit came from well-time.

Please cite this article in press as: F. Luthans, J.D. Broad, Positive psychological capital to help combat the mental health fallout from the pandemic and VUCA environment, Organ Dyn (2020), https://doi.org/10.1016/j.orgdyn.2020.100817

HERO within

Н

Ε

R

O

HOPE

A sense of energy to persevere Towards your goals through proactive planning

EFFICACY

A belief in your own ability to produce positive results and achieve self-defined goals

RESILIENCE

A positive way of coping even when it seems there are no solutions to negative situations

OPTIMISM

Being and remaining positive about the likelihood of personal success, now and in the future

HOPE

The Psychological Capital Intervention (PCI) uses a three-pronged strategy in a goal-oriented framework — (1) goal design, (2) multiple pathway generation, and (3) overcoming obstacles. Begin by identifying an individual, family, team, and/or organizational valuable goal which they will use throughout the process, ensuring that goal design includes: (1) concrete end points to measure success; (2) an approach (rather than an avoidance) framework, which allows the trainee(s) to positively move toward goal accomplishment instead of away from undesired outcomes; and (3) importance of identifying sub-goals in order to reap the benefits of even small "wins", which the late well known positive psychology hope expert Rick Snyder referred to as "stepping". Pathways are then developed. Trainees are asked to generate multiple pathways to their well-being and performance goal(s). Trainees are encouraged to work together with relevant others in brainstorming as many alternative pathways as possible, regardless of the practicality of implementation. The final step is to inventory pathways; the PCG guides the trainee(s) in discarding unrealistic goal pathways, and a smaller number of realistic goal pathways are identified and ranked.

Obstacles can act as goal blockers leading to negative reactions such as frustration and disengagement from pursuing goals, especially during the prevention and treatment of a global pandemic such as COVID-19. The trainee(s) are instructed by the PCGs to take a few minutes to consider the potential obstacles, or "what can stop you from accomplishing your goal(s)?" After time for self-reflection, the trainee(s) again reconvene to determine alternative perspectives on potential obstacles and strategies to overcome them.

At the completion of this hope dimension of the PCI, the trainee will have identified a valuable goal in such a way as to take ownership, be prepared for identified obstacles, and be ready to quickly implement multiple pathways as contingency plans. Throughout this COVID-19 (VUCA problem) targeted PCI development process, the certified PCG tries to acknowledge and encourage positive "self-talk". The CPCG maintains focus on goal setting, pathway generation, and overcoming obstacles as a process that can and should be applied to an array of those needing help. Transferability back to daily life is emphasized. In other words, this part of the specific PCI focuses on how to increase participants' level of hope in their larger unit to accomplish goals individually and collectively, ultimately developing what we refer to as collective PsyCap, or CPsyCap. Most importantly, the skills learned during the targeted PCI are applicable to domains outside the current situation; they are generalizable.

Exploring the process of building PsyCap hope further and through example, as the now trained targets learned about and developed their hope, they become empowered. This can be easily accomplished by developing realistic goals, identi

EFFICACY

World renown social psychologist Albert Bandura is credited for the theoretical foundation and developmental process for building efficacy or confidence. When developing PsyCap, efficacy was arguably the most criteria- meeting and academically accepted of the four components. The efficacy input into our PCI largely draws from Bandura's widely recognized taxonomy of sources of efficacy. These include: (1) task mastery or success, (2) modeling or vicarious learning, (3) social persuasion and positive feedback, and (4) physiological and/or psychological arousal. Besides these Bandurian sources of efficacy, the PCI also incorporates his emphasis on the role that goal-orientation and framing plays in building efficacy. In addition, there is extensive academic literature that evolves efficacy from an individual or self-asset, to the collective (e.g., families, teams, and organizations) through similar collective efficacy development. The PCG would encourage the family/team/organizational members to discover and evaluate where there may be natural talents, where personality factors match efficacy requirements (e.g., choosing the family/team optimist to keep optimism high during COVID-19, the family/team pessimist to assist with identifying potential goal obstacles, etc.). The PCG engages in allowing participants to experience and model success, and through social persuasion and arousal, are all aimed at accomplishing the goals set earlier in the development of PsyCap hope. This efficacy building process elicits positive emotions and builds the participants confidence and also collectively the family's/ team's/organization's confidence, to generate and implement plans to

The PCG and family/team/organizational members serve as role models for this efficacy-building process. Bandura asserts that the perceived expertise and the relevance of models are key to determining the magnitude of influence. As described under the hope input into the PCI, when participants generate pathways, inventory resources required for goal accomplishment, and identify sub-goals as milestones or stepping goals to accomplishment, they have created an imaginal, implicit successful experience related to the COVID-19/VUCA situation, providing a much needed sense of control in an otherwise VUCA context that may be overwhelming. This modeled success builds a social contagion effect that can spread through the family/team/ organization. The members are able to visualize accomplishing each step toward their goal with the guidance of the PCG. In other words, in this input into the PCI, trainees gain implicit task mastery and in real time experience success to enhance their individual and collective efficacy in the pandemic and VUCA context.

Exploring the process of building PsyCap efficacy further and through example, as the trainees learn about their strengths and weaknesses, they begin to build collective self-awareness. This includes an understanding of inherent pe

RESILIENCE

There are three major recognized components of resilience attributed to the work of wellknown developmental psychologist Ann Masten: asset factors, risk factors, and influence processes. In the PCI, these components are discussed at the individual level but can also be easily adapted to the collective level (family, team, and organizational). Assets refer to factors that increase resiliency (e.g., education, experience, cooperation, and social support). Masten's research, as well as others, has found that resilience factors can be developed, managed, and accelerated. The most effective development strategies were found to be based upon enhancing assets, and proactively avoiding risky, potentially adverse events. The resilience input into our PCI, led by the PCG, focuses on developing and changing perceptions of influence through cognitive, emotional, and behavioral processes. Highly resilient people are characterized by a staunch view of reality. Thus, as the resilience input into our COVID-19/VUCA specific PCI strategy, participants identify a recent setback. This can be major (e.g., recent COVID-19 outbreak or diagnosis) or minor (VUCA related stressors) requiring the development of new coping strategies. Participants are then instructed by the PCG to write their immediate reactions to the identified setback. The PCG then elaborates on examples of a staunch view of reality and an ideally resilient process for mentally framing/reframing a setback. This may include what is within the trainee's control, out of her/his control, and various options for taking corrective, hopefully collective (i.e., the whole family, team,

In affecting the perception of influence in building resiliency, cognitive processes are employed to frame the setback (s) in terms of impact, control, and options associated with the participant's goals set for hope/efficacy development. Trainees are asked by the PCG to repeat and practice these new processes on additional relevant setbacks at school/work/home. The repetition reinforces learned cognitive processes which perpetuate the development of not only resiliency, but also "realistic" optimism. This is a good demonstration of the interactive, synergistic nature of the PsyCap positive resources.

Trainees are encouraged by the PCG to practice anticipating and addressing setbacks associated with goals in the hope building process, again related to the COVID-19/VUCA context. When participants more accurately frame a setback in terms of true impact (e.g., an inconvenience vs. a tragedy), control, and options, they are more apt to not only bounce back from a setback but may be able to attain levels even above where they started. Thus, going beyond the original level of the trainee's well-being and performance after a setback is central to the collective resiliency input in the specific PCI development process. Exploring the process of building PsyCap resilience further and through example, having identifi

OPTIMISM

When it comes to optimism, we draw from expectancy-value orientation and positive attributional, explanatory style, with realistic optimism being the ideal. From a collective perspective, the PCG requests the trainees complete an exercise where each member writes down three things, they are thankful/grateful for as it relates to their family, team, and/or unit. If appropriate, each member shares their three things within the group, and then they collectively build out a list of family, team and/or attributes they currently possess. This list should be guided by the contribution made towards meeting set goals and strengthening their unit's bond, cohesion, and satisfaction. The PCG then provides information to the members about how hope, efficacy, and resilience can also provide value by building their unit's optimism. The PCG brings out that the addition of optimism to hope, efficacy and resiliency is the final piece of PsyCap's "HERO within". In addition, the PCG emphasizes how optimism can impact decision making under stress, Barry Staw's so-called threat rigidity cycle, and common reactions to stress. The trainees are also asked to reflect and identify who in their unit may be naturally optimistic and pessimistic. Critical in this phase of the PCI is that the PCG emphasizes that there is no one gold standard. Each member contributes unique individualized assets that contribute to the well-being and the performance of the unit. In fact, a naturally optimistic member may gain great value by spending time with a pessimistic member in identifying obstacles to goals and finding the level of optimism which is rooted in a staunch sense of reality (as indicated, a hallmark of resilience). The PCG will describe tendencies between optimists and pessimists. For example, in preparing for obstacles, pessimists lose more feasible options by expecting bad things will tend to happen. In the collective hope development portion of the PCI, the worst-case and best -case scenarios are anticipated, and preparations are proactively in place for the trainee to continue to move ahead and succeed. This process counteracts pessimism and supports the development of realistic, yet optimistic, expectations and is reinforced by positive "self and family/ team/

Exploring the process of building PsyCap optimism further and through example, trainees are told to engage in small, daily rituals (i.e., doing specific things at specific times, such as taking the family dog for a walk together as a time to connect and get exercise) to boost optimism. Another example would be identifying positive emotions that occur daily (e.g., quarantine provides opportunities for family members to enjoy more meals together, opportunities to play games, engage in active listening with one another) and taking moments to reflect or share these collectively. They can also benefit by engaging in positive future planning with fellow teammates and/or organizational colleagues, increasi

How to build HERO

HOPE

Identification of one's intrinsic goals + Positive self-talk + Practicing optimism in everyday life

EFFICACY (CONFIDENCE)

ABC-Diary + Identification of your coping styles + Awareness of thoughts and reactions + Self-compassion

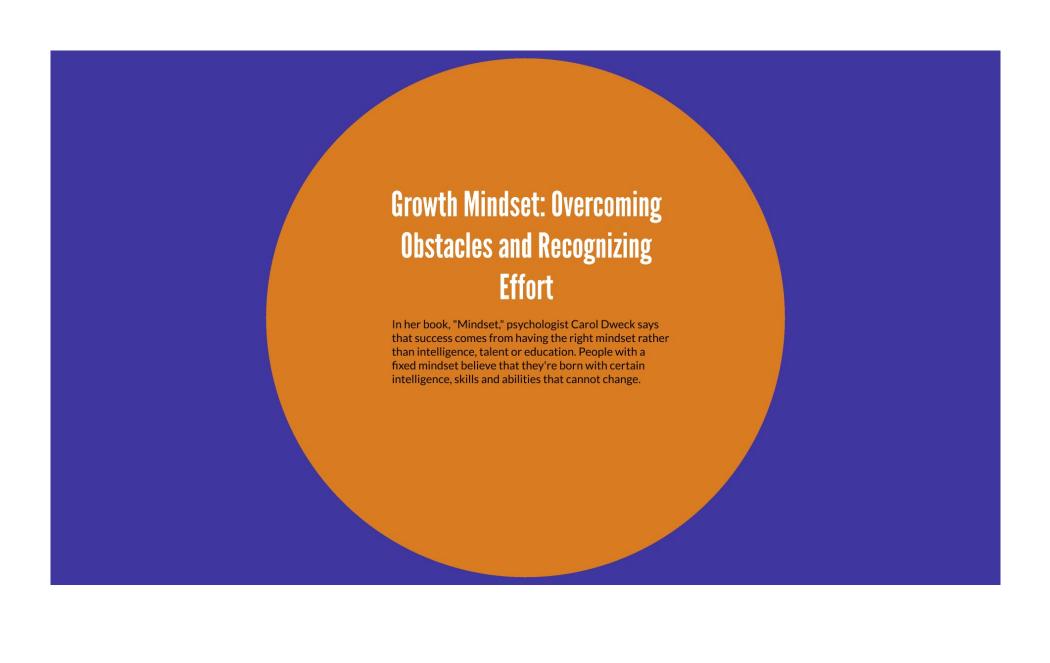
RESILIENCE

Elicits positive emotions +
Identification of character
strengths + Use of character
strengths + Identification of your
coping styles + Practicing
mindfulness E.g., mindful
breathing & mindful eating

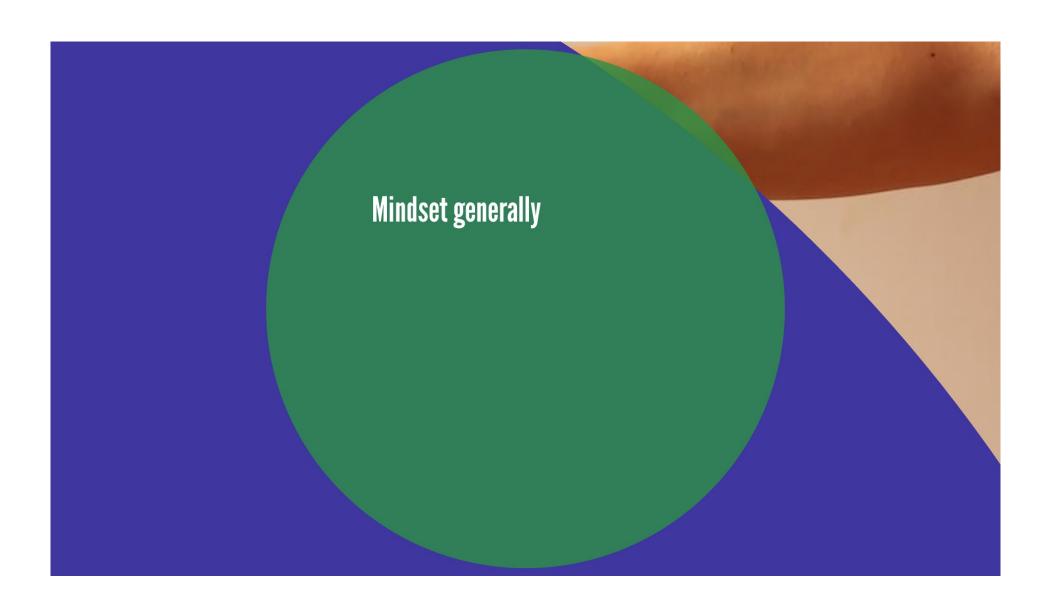
OPTIMISM

Practicing optimism in everyday life + Mindful positive attribution + Three good things diary + Gratitude diary + Engagement in pleasant activities + Engagement in positive relationships + Diary of pleasant emotions

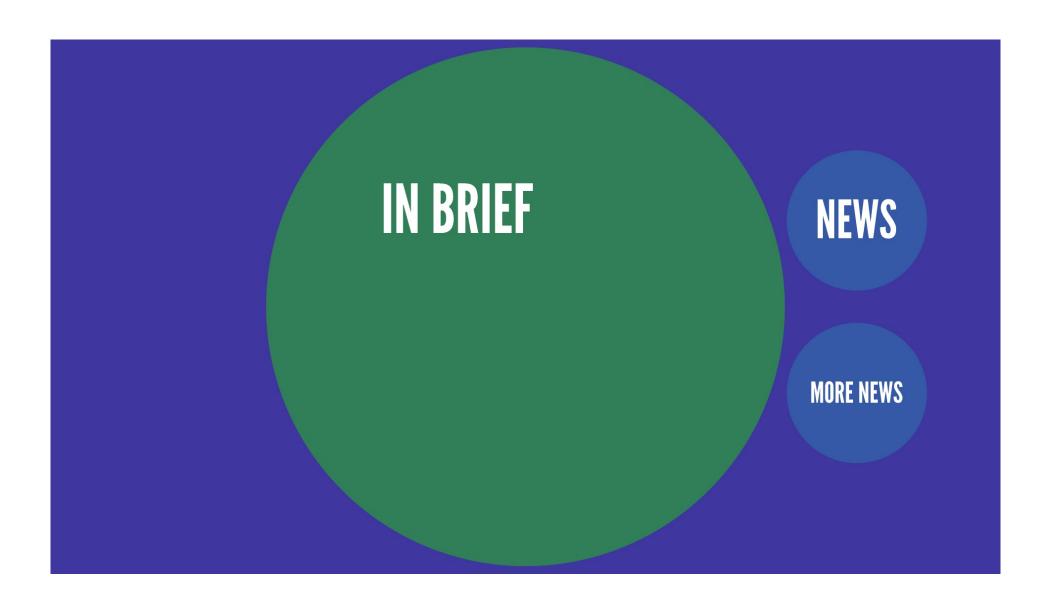






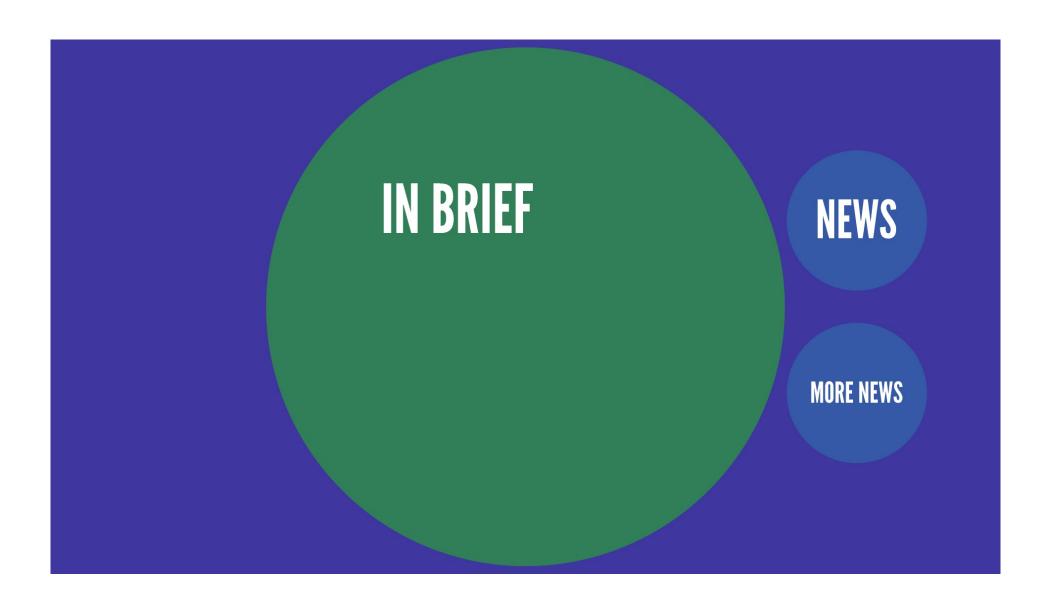






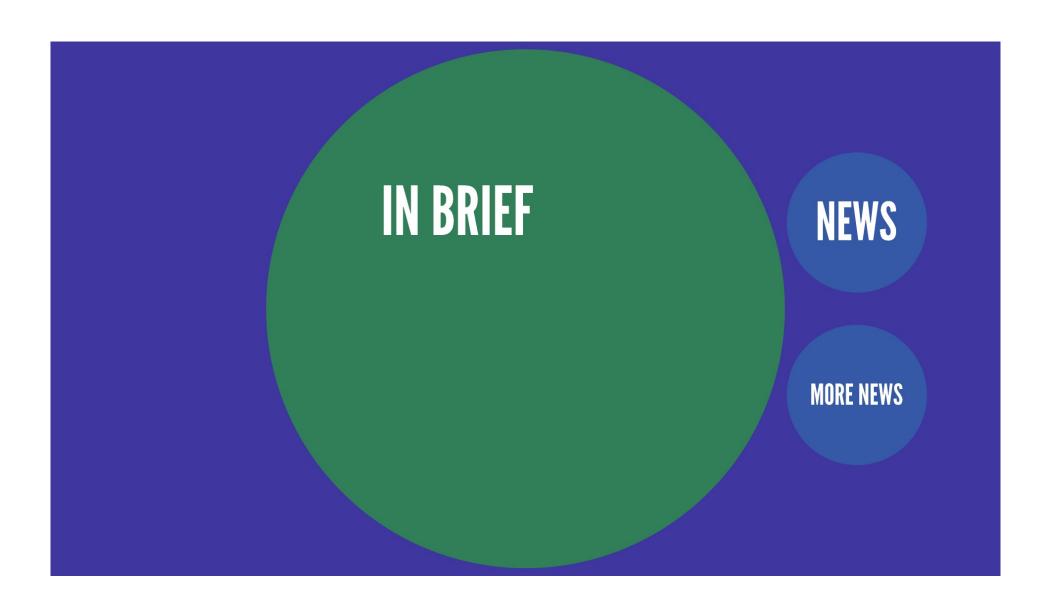
NEWS



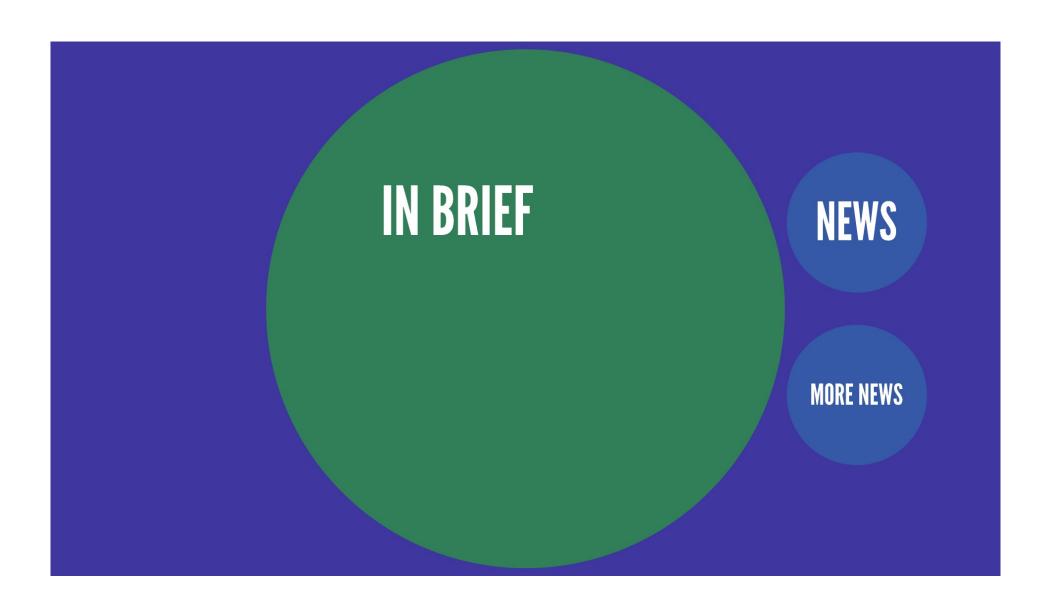


MORE NEWS



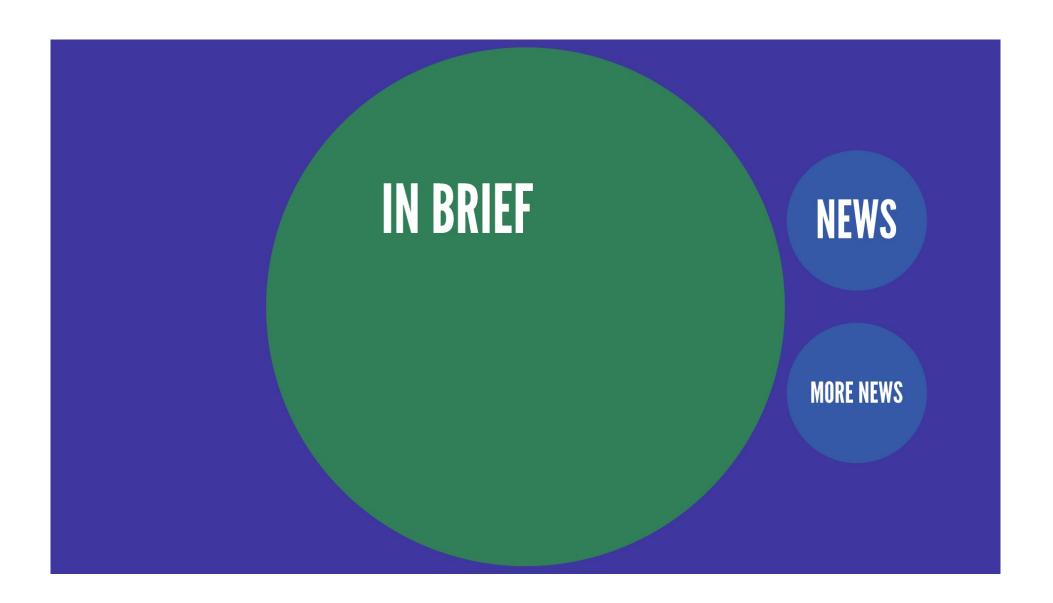






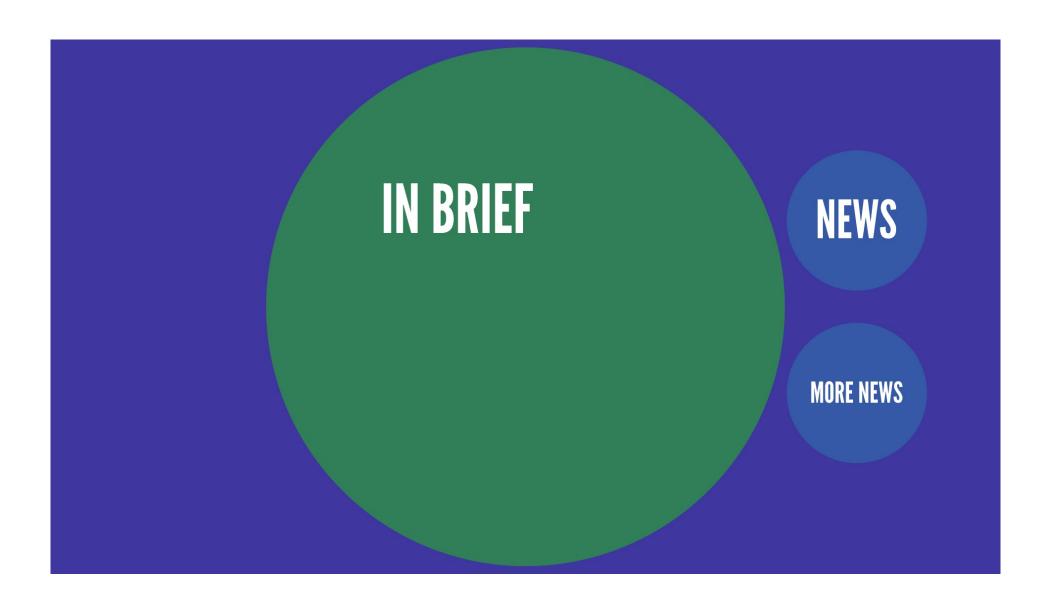
NEWS

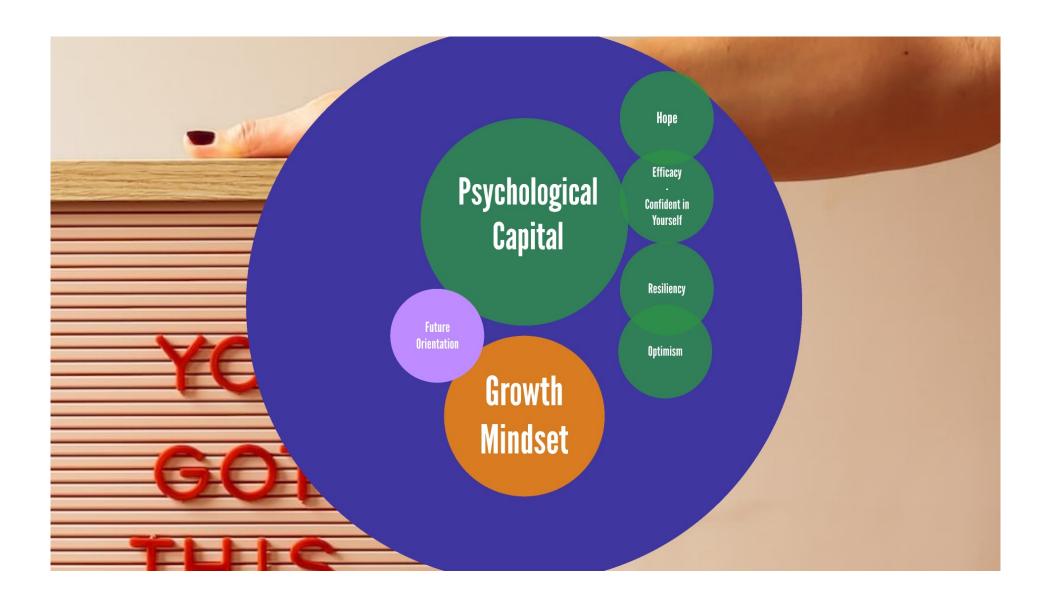




MORE NEWS







Seligman: "Positive thinking is the notion that if you think good thoughts, things will work out well. Optimism is the feeling of thinking things will be well and be hopeful."



OPTIMIST VS. PESISMIST

NOT PERSONAL

"WELL, THIS IS NOT ENTIRELY MY FAULT."

LOCAL

"IT ALL RELATES ONLY TO THIS ONE SITUATION. I WILL DO BETTER NEXT TIME."

TEMPORARY

"THIS WILL PASS."

CONTROL

"THERE MUST BE SOMETHING I CAN DO ABOUT IT!" PERSONAL

"IT IS ME! IT IS ALL MY FAULT."

PERVASIVE

"I CANNOT DO ANYTHING RIGHT! I ALWAYS MESS UP!"

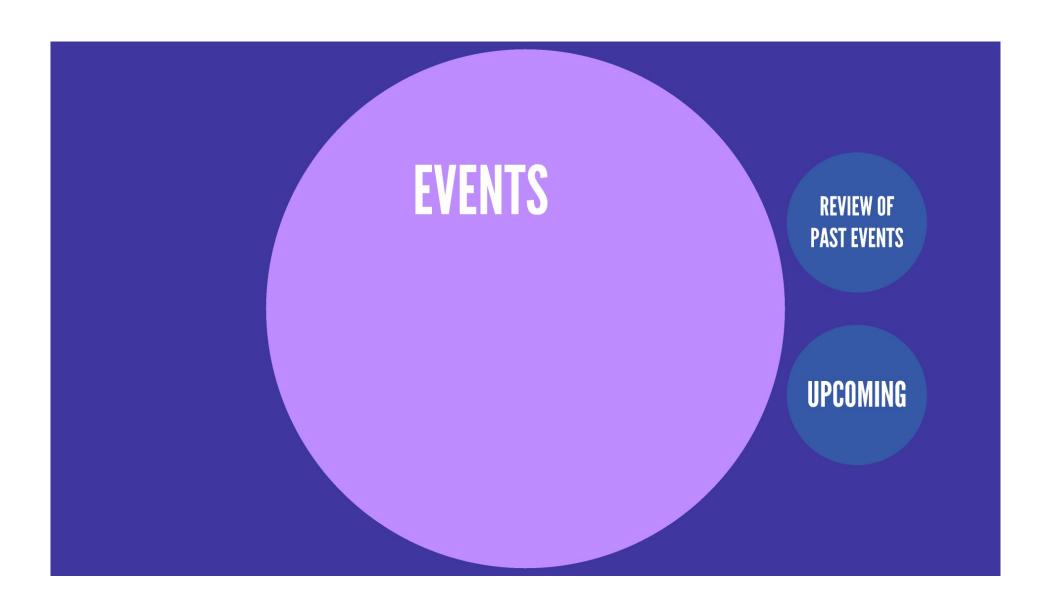
PERMANENT

"THIS WILL LAST FOREVER!"

POWERLESSNESS

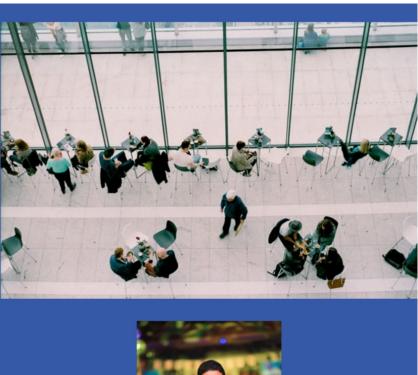
PARK YOUR CAR A BIT FARTHER AND WALK



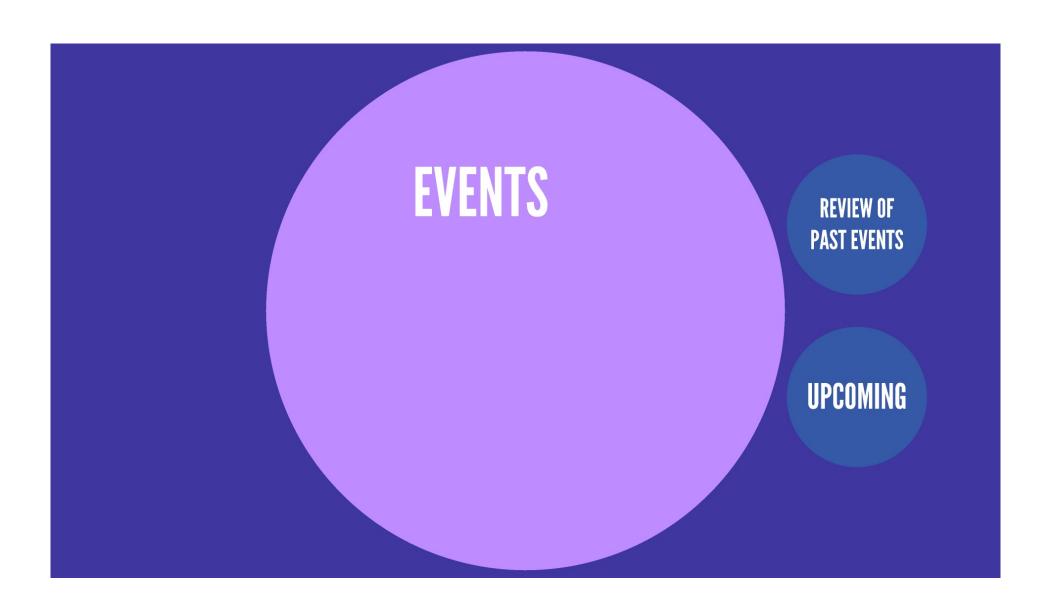


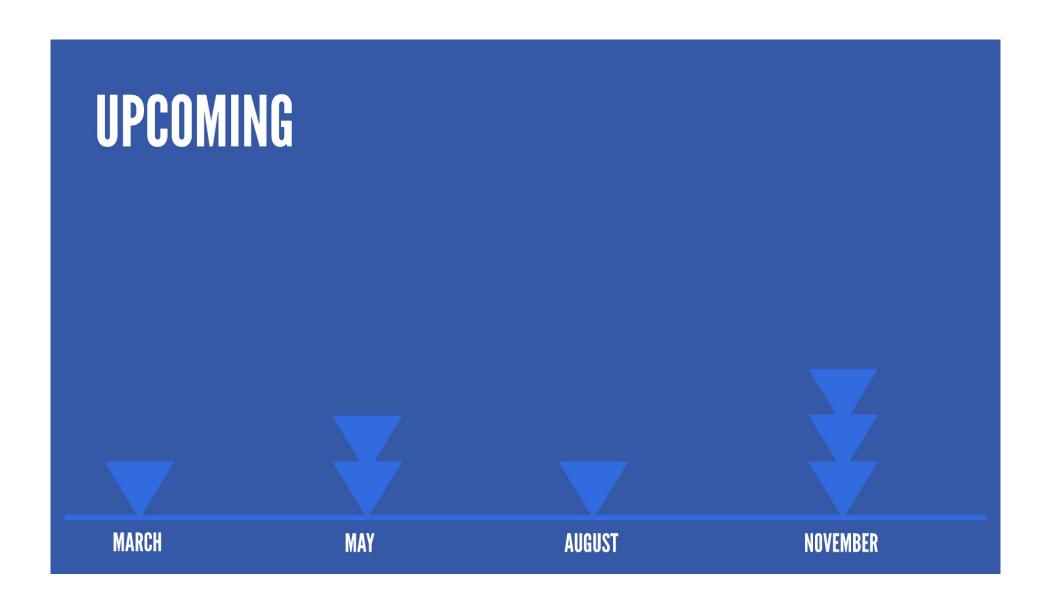
REVIEW OF PAST EVENTS

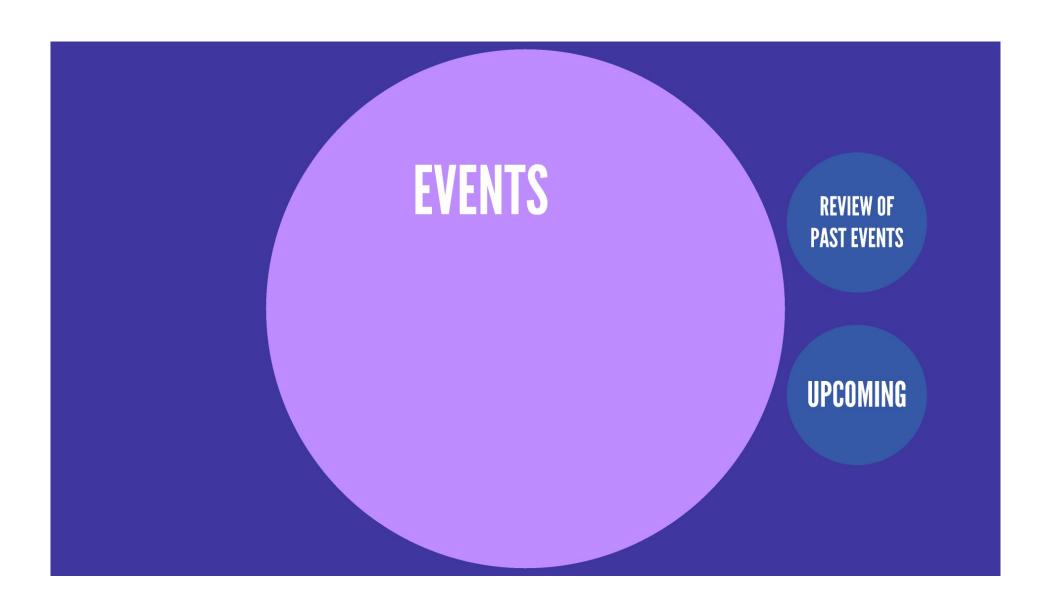








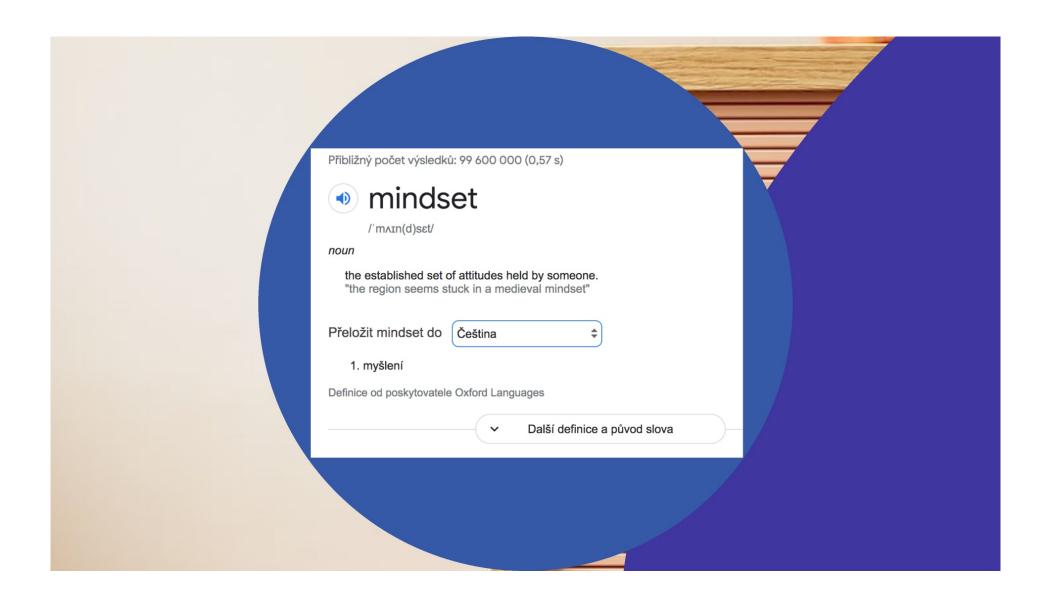


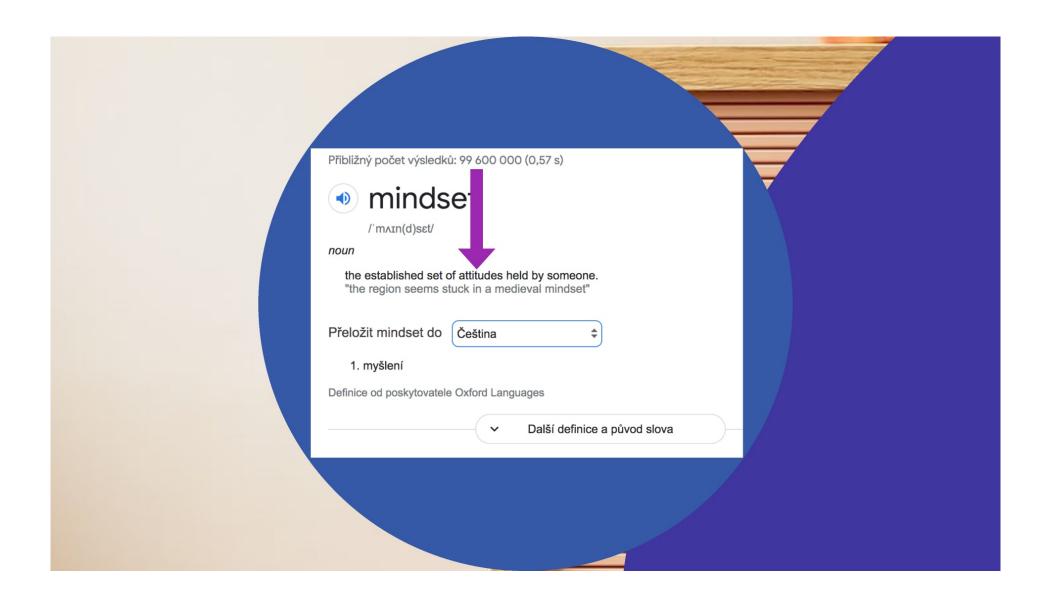




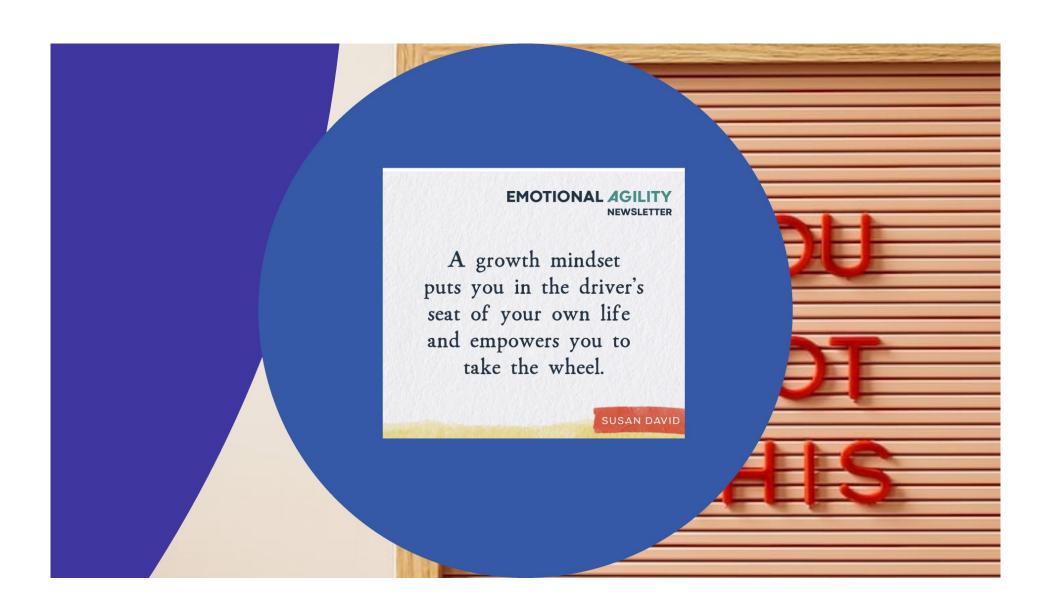


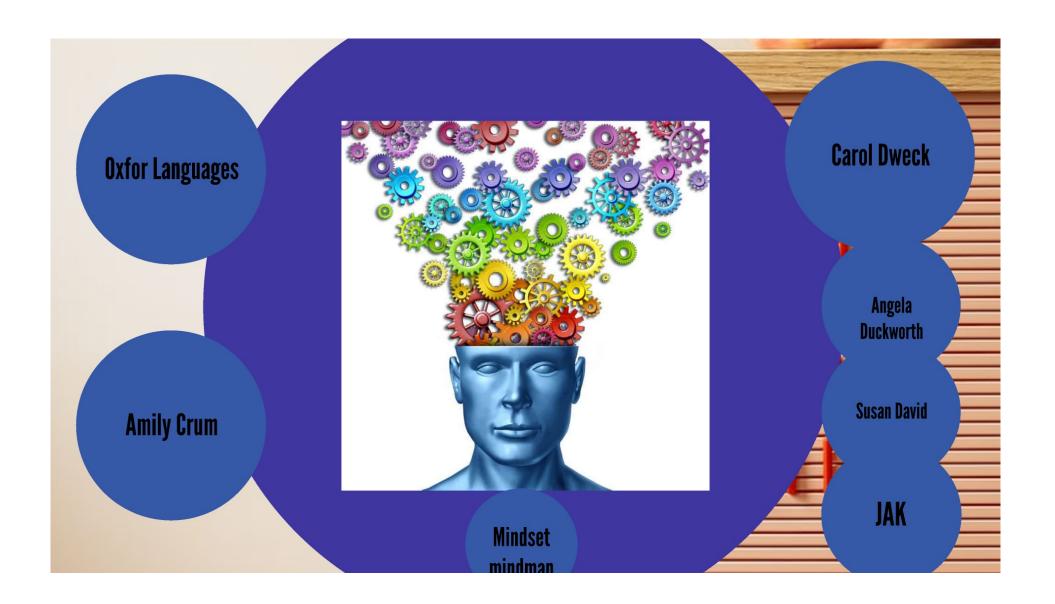




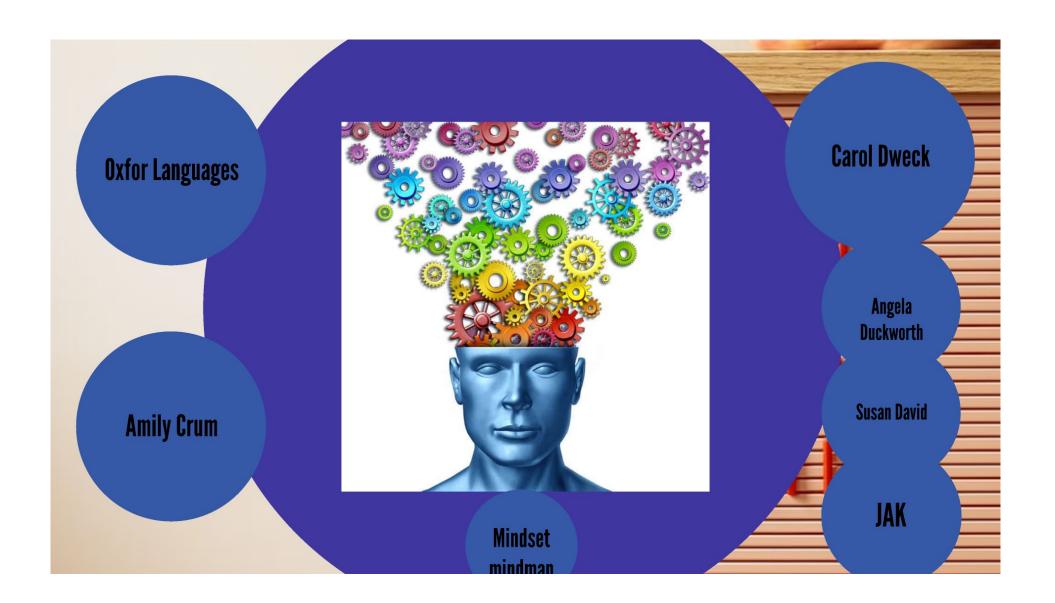






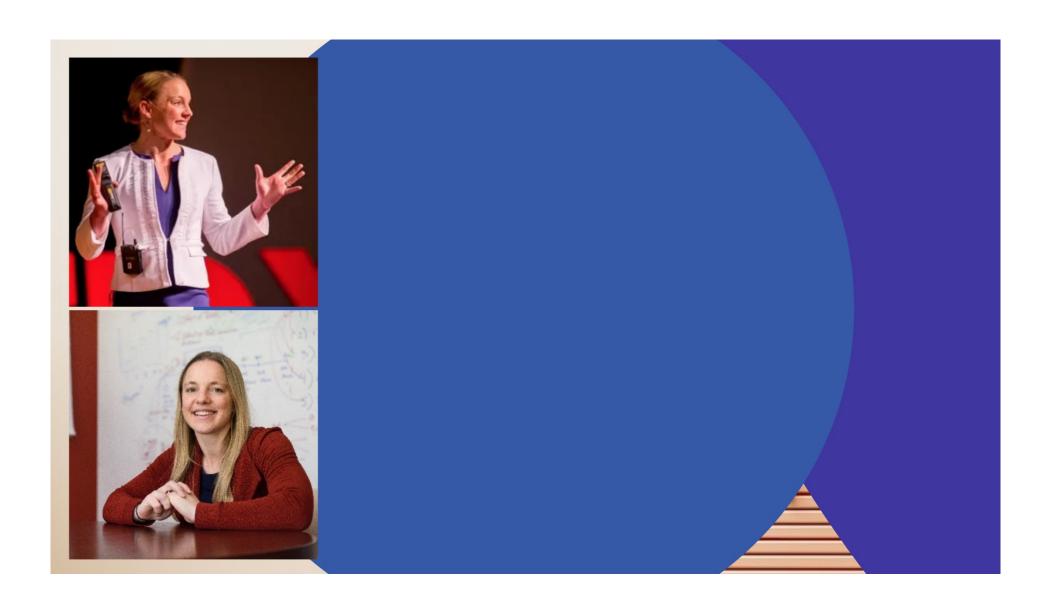






















For example: "aging is an inevitable decline", "failing at school means that I am not smart enough", "healthy foods taste bad."









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The world is complex and uncertain and yet we need to predict what will happen in order to act. Mindsets are our human way of simplifying and understanding a complex reality.







For example: "aging is an inevitable decline", "failing at school means that I am not smart enough", "healthy foods taste bad."

The world is complex and uncertain and yet we need to predict what will happen in order to act. Mindsets are our human way of simplifying and understanding a complex reality.

The mindsets we adopt are not right/wrong, true/false, but they do have an impact. Mindsets can change our reality by shaping what we pay attention to, how we feel, what we do, and what our bodies prioritize and prepare to do.





For example: "aging is an inevitable decline", "failing at school means that I am not smart enough", "healthy foods taste bad."

The world is complex and uncertain and yet we need to predict what will happen in order to act. Mindsets are our human way of simplifying and understanding a complex reality.

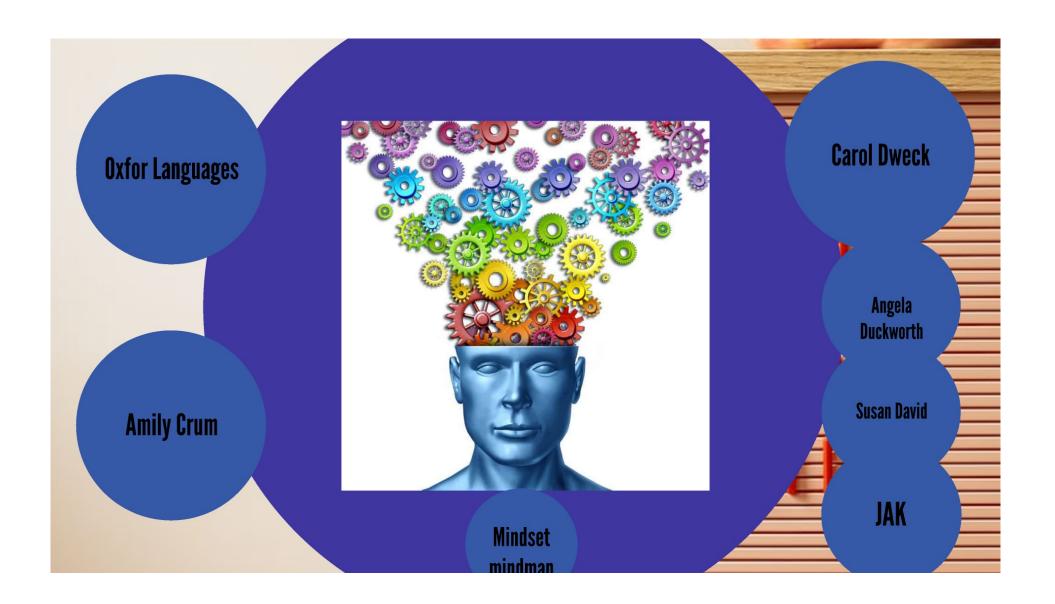
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BELIEVES

ATITUDES

BEHAVIOR

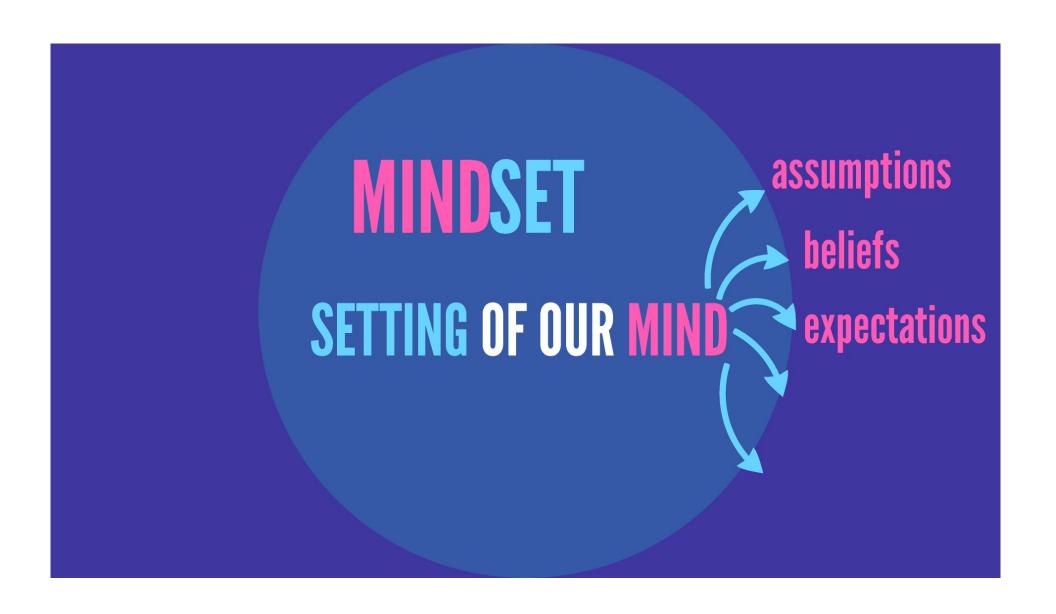
LIFESTYLE

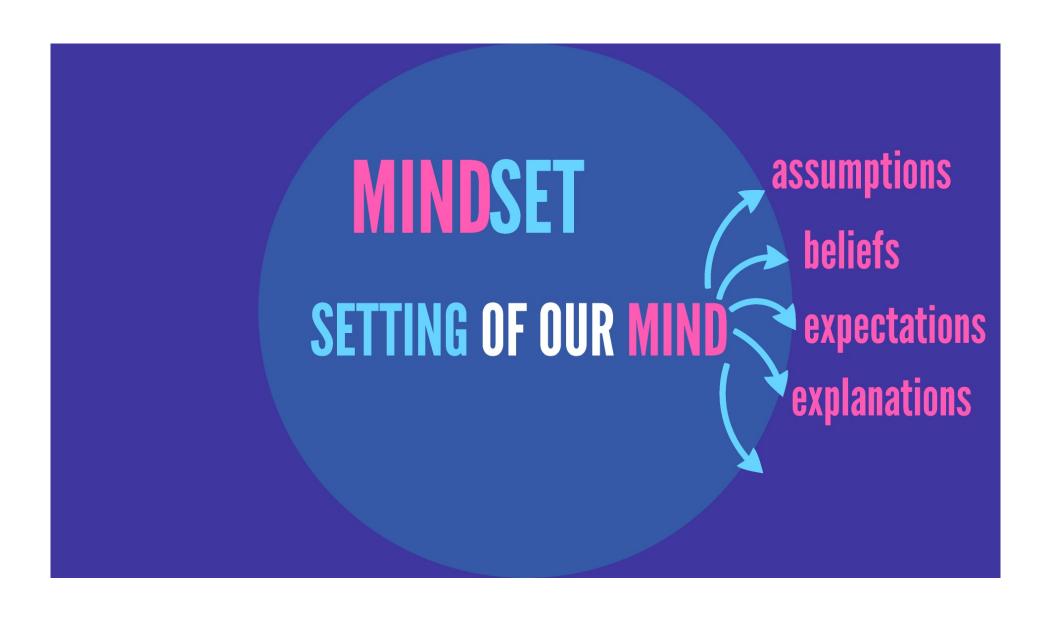






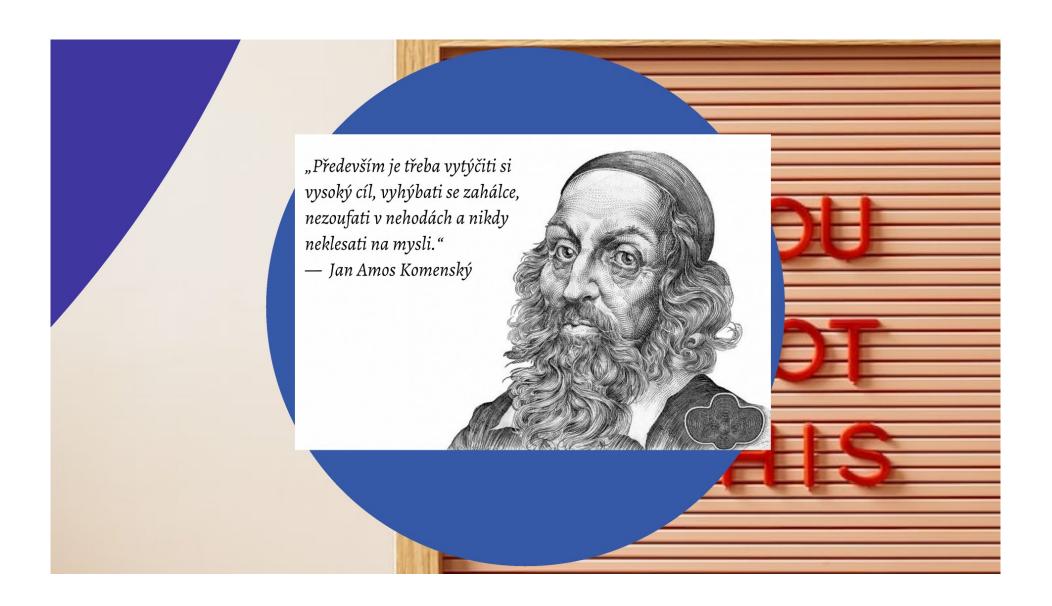


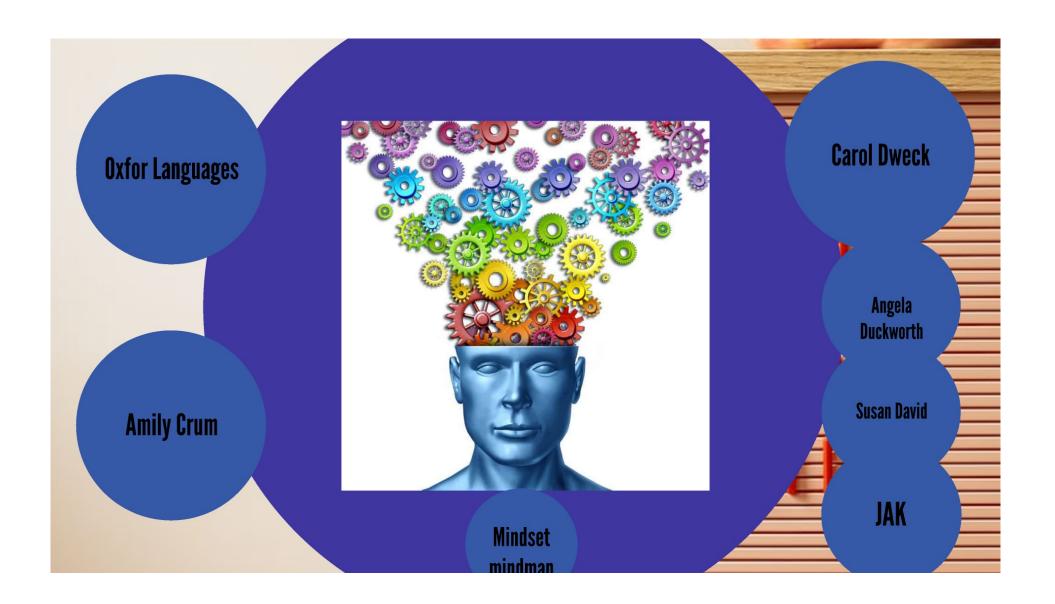




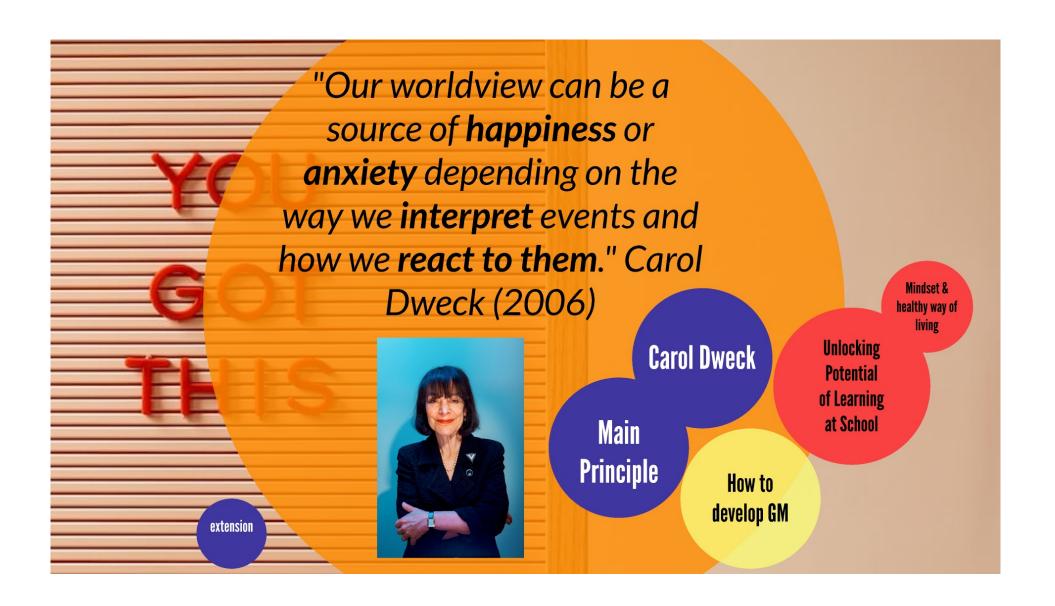


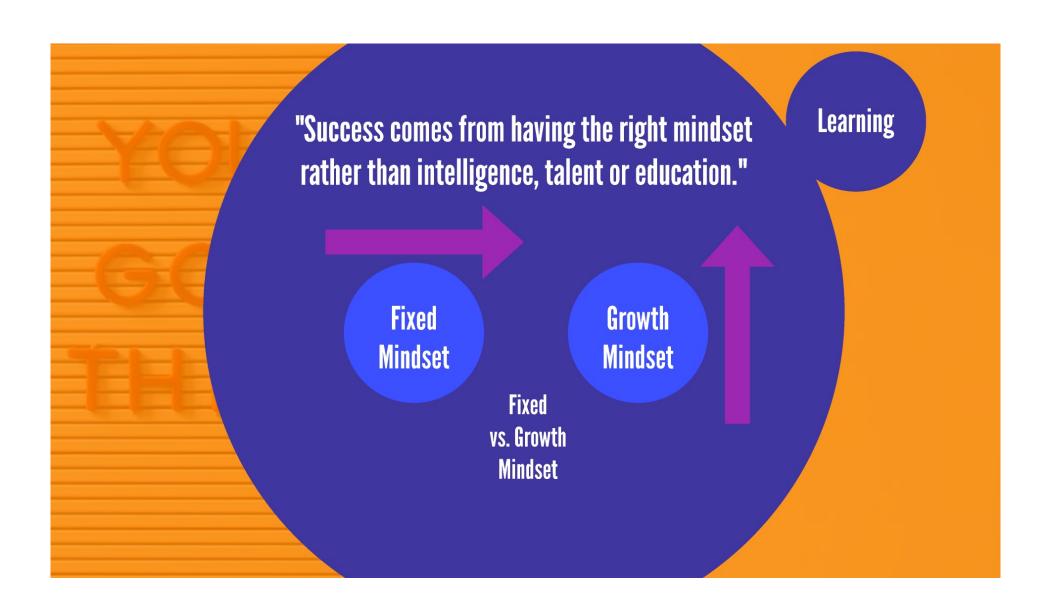


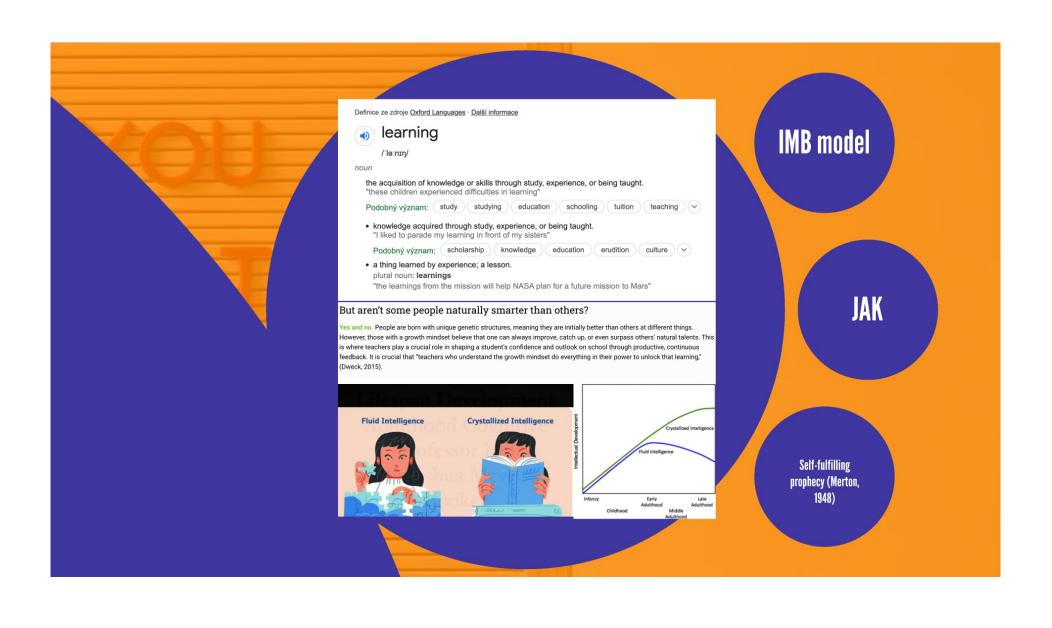


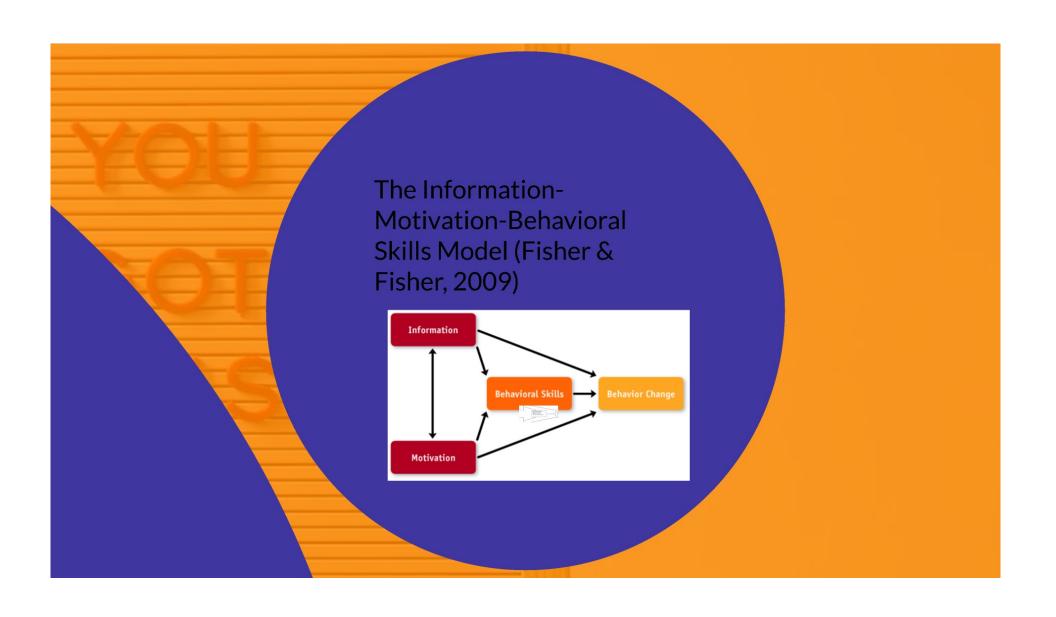


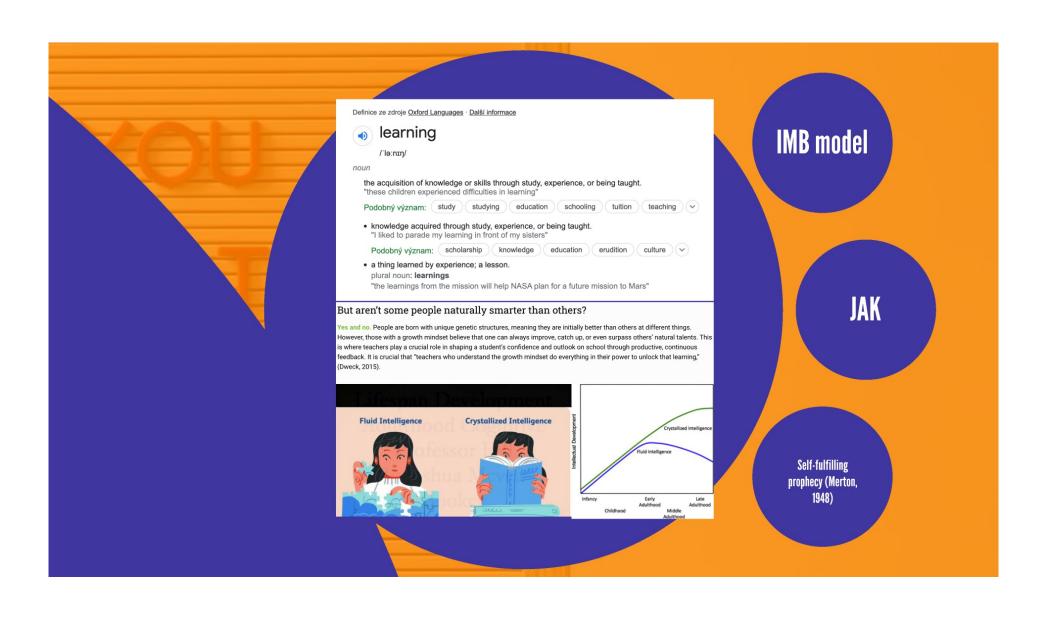


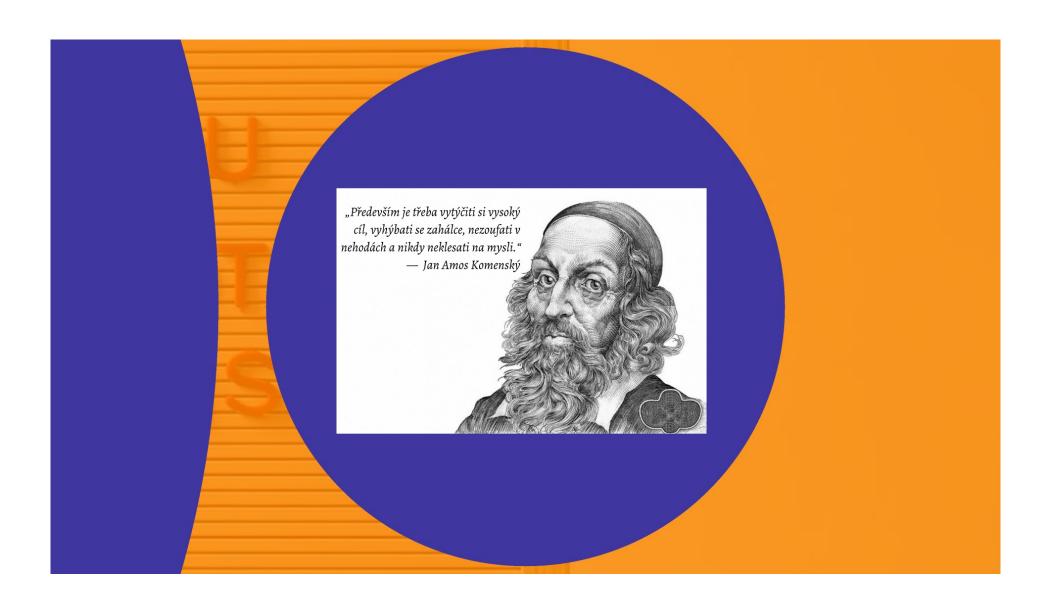


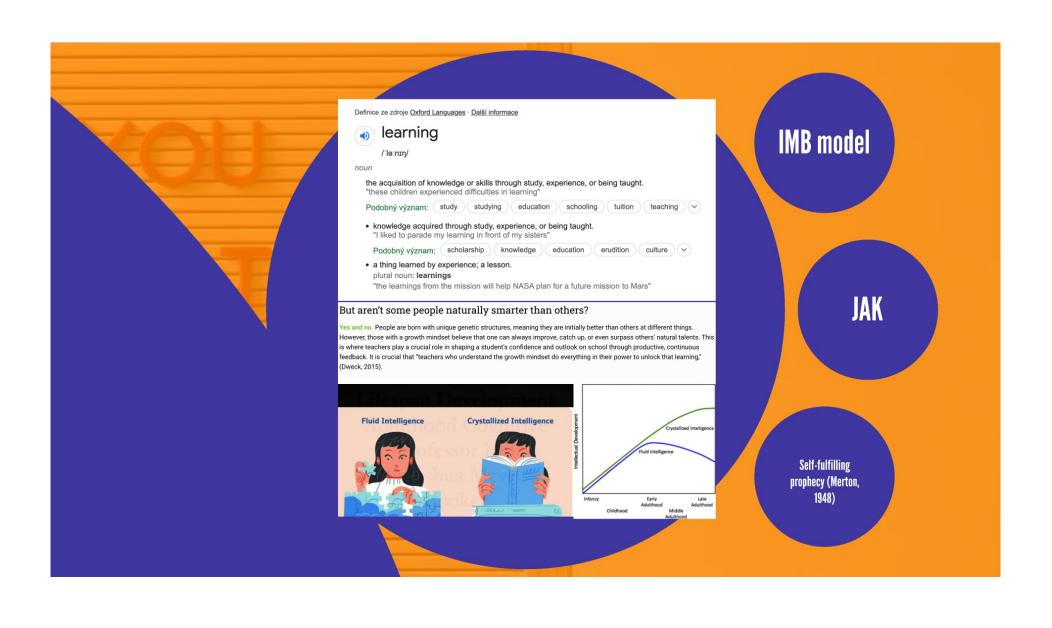


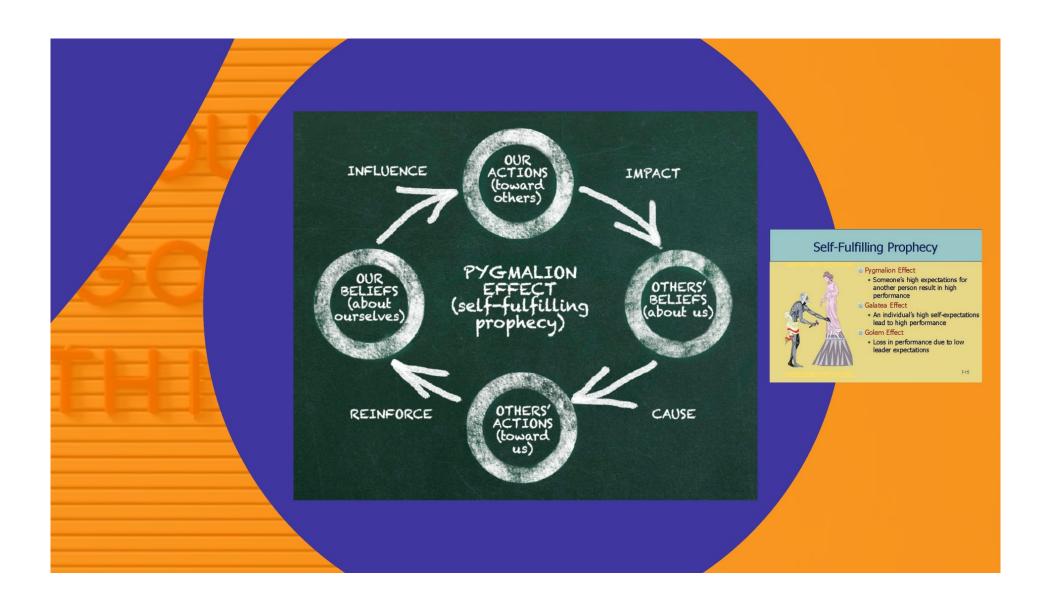


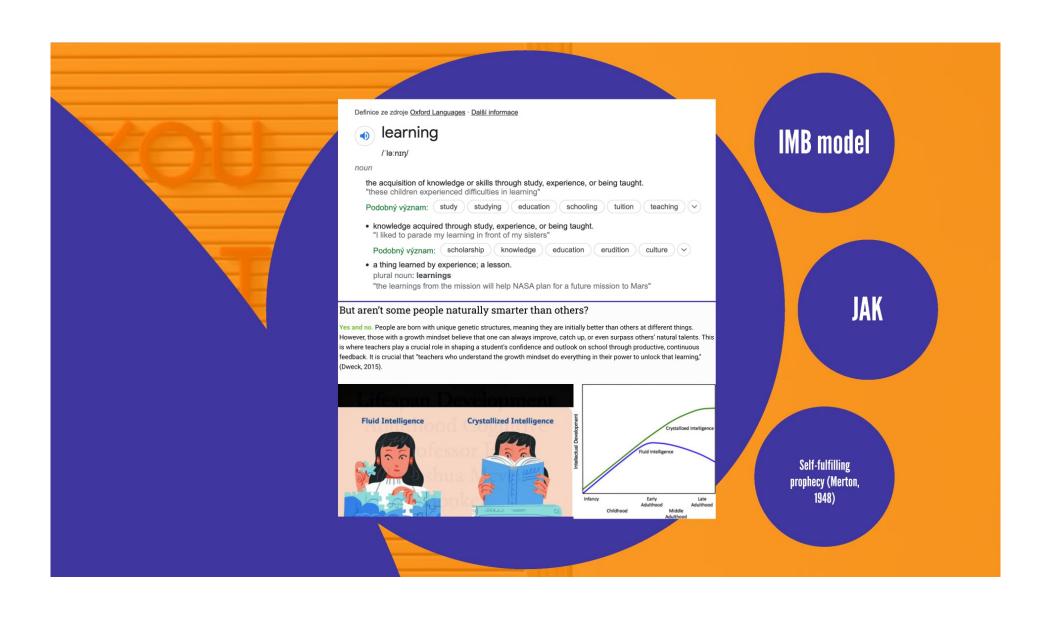


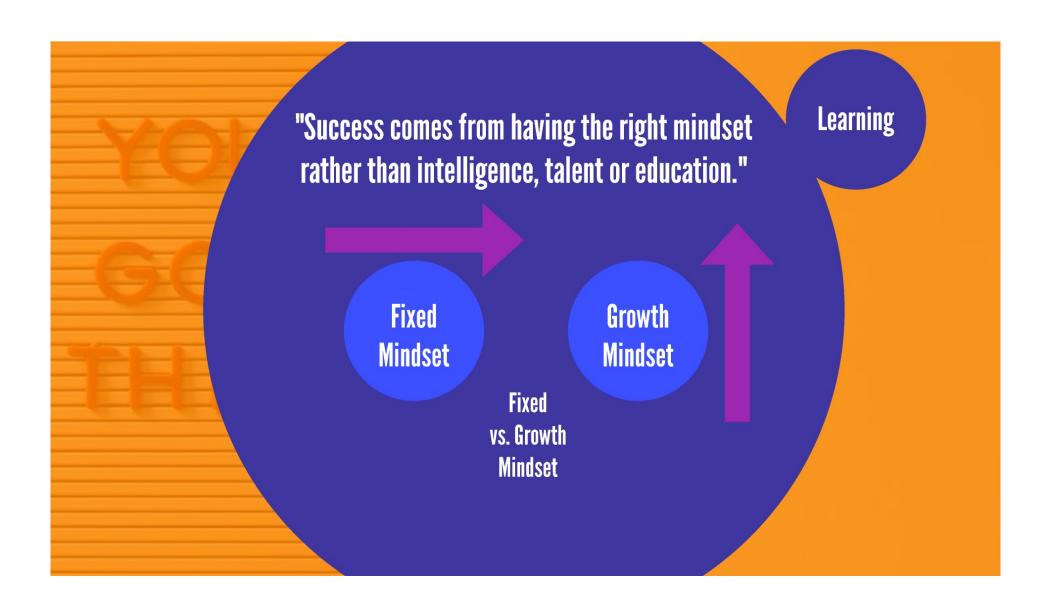












"I am a certain type of a person, and there is not much I can do about it."

What is being fixed?

#predetermination #stagnation #black&white #fear #failing I RATHER AVOID CHALLENGES. WHAT IF I LOSE!



WHEN I SEE OBSTACLES, I GIVE UP EASILY. LOSING DOES NOT FEEL GOOD.



EFFORT MEANS THAT BECAUSE I AM NOT GOOD ENOUGH, I HAVE TO TRY HARD.



I DON'T LIKE NEGATIVE FEEDBACK. OUCH!



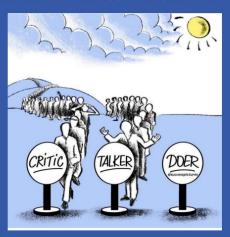
I FEEL UNCOMFORTABLE
WHEN I SEE OTHERS SUCCEE



Fixed Mindset: "In a fixed mindset, people believe their basic qualities, like their intelligence or talent, are simply fixed traits. They spend their time documenting their intelligence or talent instead of developing them. They also believe that talent alone creates success—without effort." (Dweck, 2015)

People with a fixed mindset believe **that they're born** with certain intelligence, skills and abilities that cannot change.

The fixed mindset: "I can't do it".



"I am a certain type of a person, and there is not much I can do about it." FIXED MINDSET

What is being fixed?

#predetermination
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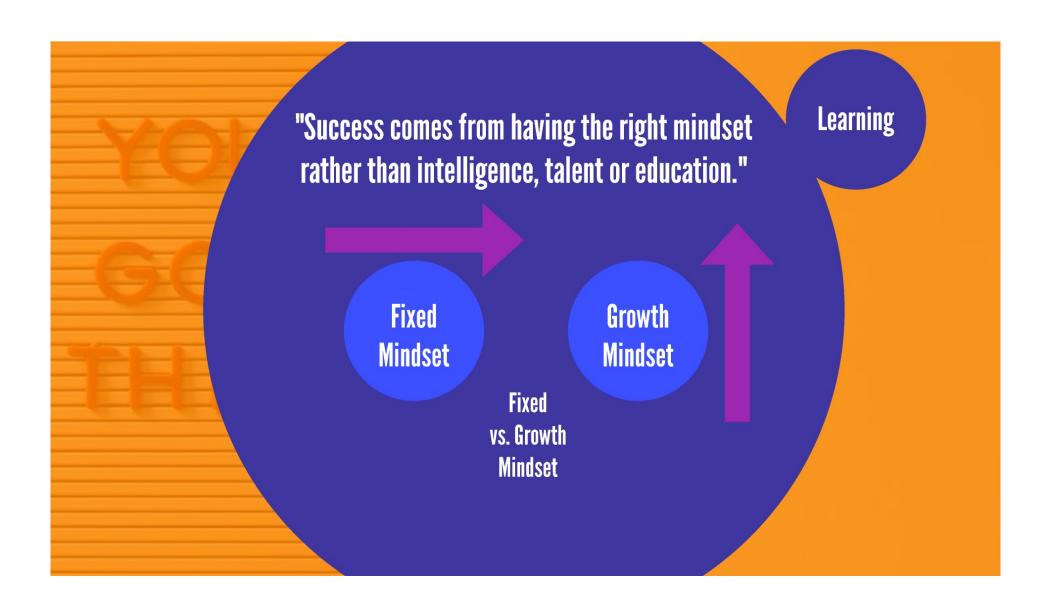


I DON'T LIKE NEGATIVE FEEDBACK. OUCH!



I FEEL UNCOMFORTABLE
WHEN I SEE OTHERS SUCCEED





"I can cultivate my skills and personal traits with effort."

GROWTH MINDSET

#engagement
#practice
#perserverance
#skills
#experiences
#challenge
#iknowmyslf
#flourishing
#change
#success

CHALLENGES MAKE ME EXCITED. CHALLENGE ACCEPTED!



OBSTACLES MAKE ME WANT TO TRY OVER AND OVER!



EFFORT IS MY WAY TO SUCCESS AND ACHIEVEMENT!



NEGATIVE FEEDBACK HELPS ME TO GET BETTER AND TO GROW.



SUCCESS OF OTHERS IS INSPIRATIONAL!



What is being in growth?

Growth Mindset: "In a growth mindset, people believe that their most basic abilities can be developed through dedication and hard work—brains and talent are just the starting point. This view creates a love of learning and a resilience that is essential for great accomplishment." (Dweck, 2015)

People with a growth mindset believe that **skills** can be cultivated through effort and they thrive on challenges. It is about overcoming obstacles and recognizing effort

The growth mindset: "I can't do it yet".



"I can cultivate my skills and personal traits with effort."

GROWTH MINDSET

#engagement
#practice
#perserverance
#skills
#experiences
#challenge
#iknowmyslf
#flourishing
#change
#success

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OBSTACLES MAKE ME WANT TO TRY OVER AND OVER!



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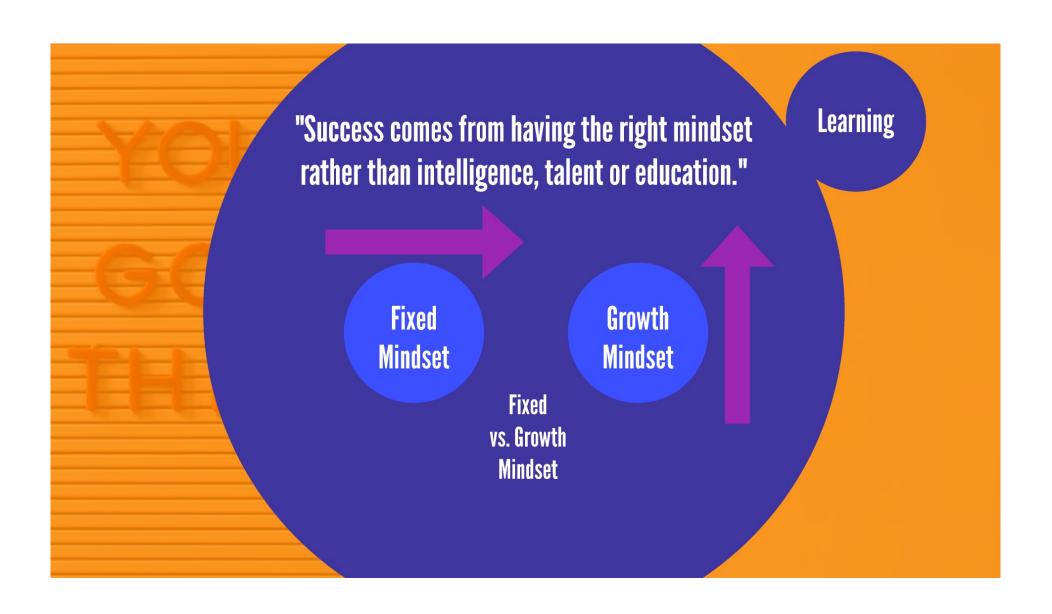
NEGATIVE FEEDBACK HELPS ME TO GET BETTER AND TO GROW.

INSPIRATIONAL!

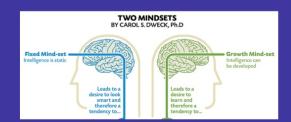


SUCCESS OF OTHERS IS

What is being in growth?



Challenges
Obstacles
Effort
Criticism
Success of others
Their success?



Challenges

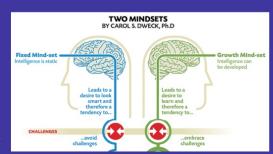
Obstacles

Effort

Criticism

Success of others

Their success?



Challenges

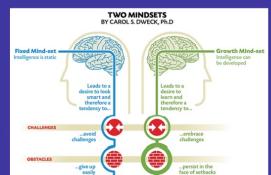
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Challenges

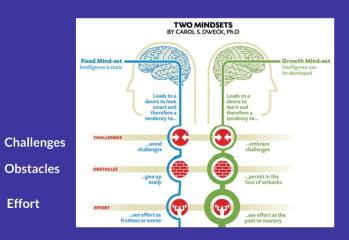
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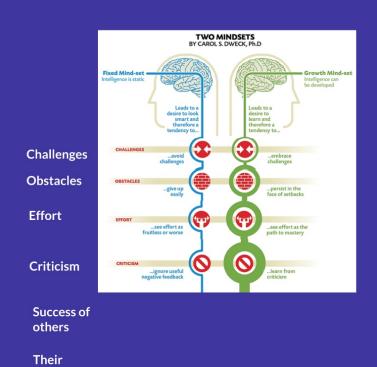


Criticism

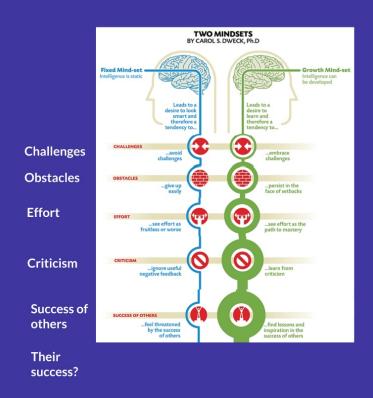
Effort

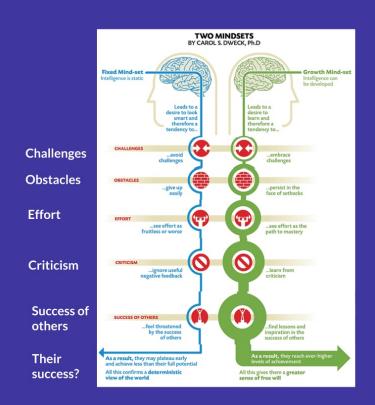
Success of others

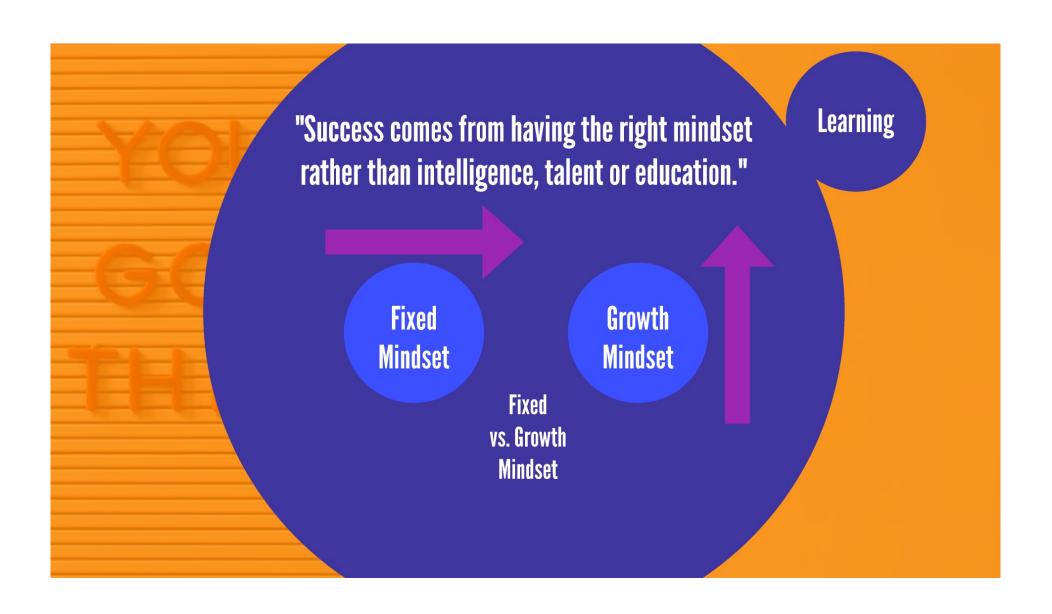
Their success?

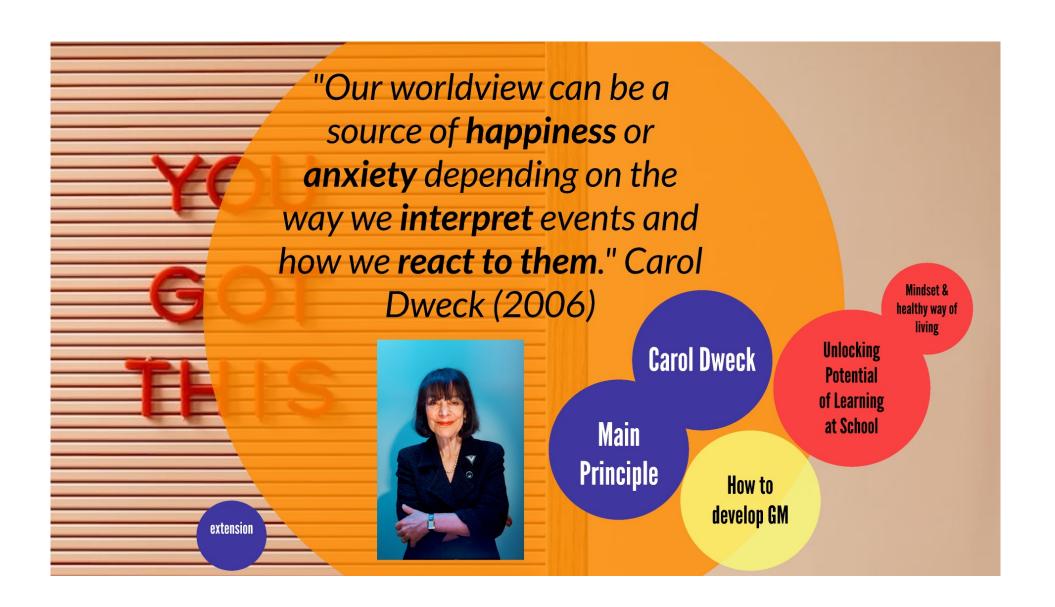


success?



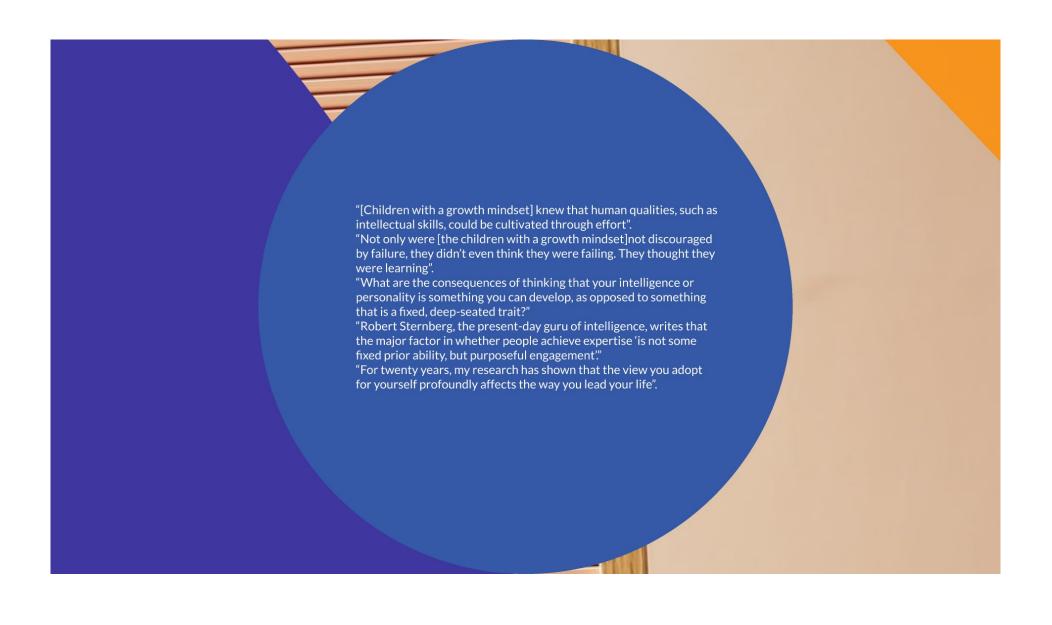














"Believing that your qualities are carved in stone—the fixed mindset creates an urgency to prove yourself over and over". "This growth mindset is based on the belief that your basic qualities are things you can cultivate through your efforts. Although people may differ in every which way—in their initial talents and aptitudes, interests, or temperaments—everyone can change and grow through application and experience". "Why waste time proving over and over how great you are, when you could be getting better? Why hide deficiencies instead of overcoming them?" "The passion for stretching yourself and sticking to it, even (or especially) when it's not going well, is the hallmark of the growth mindset".

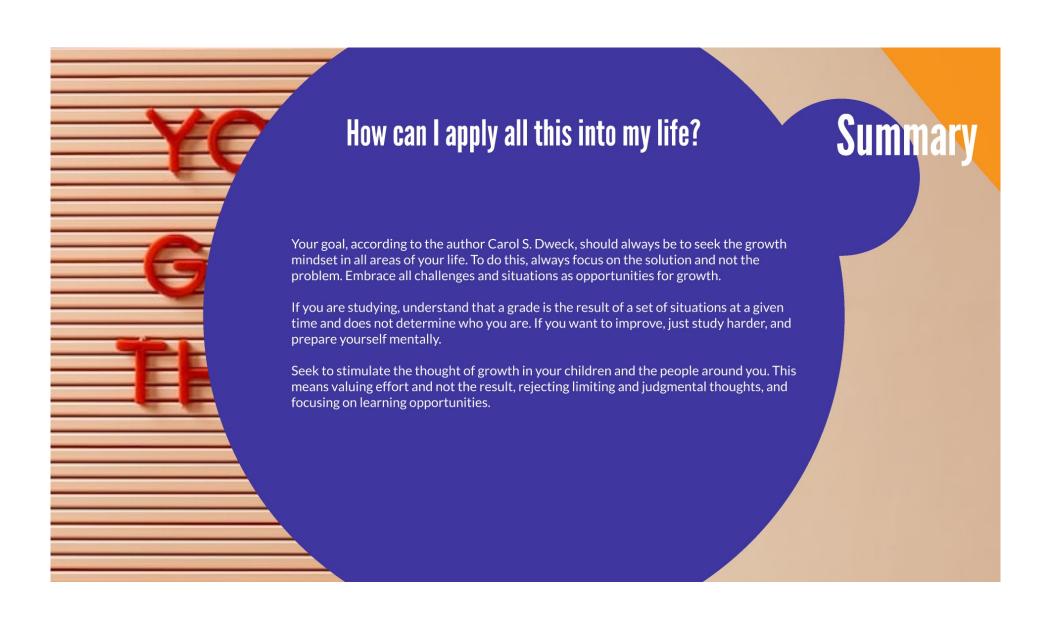


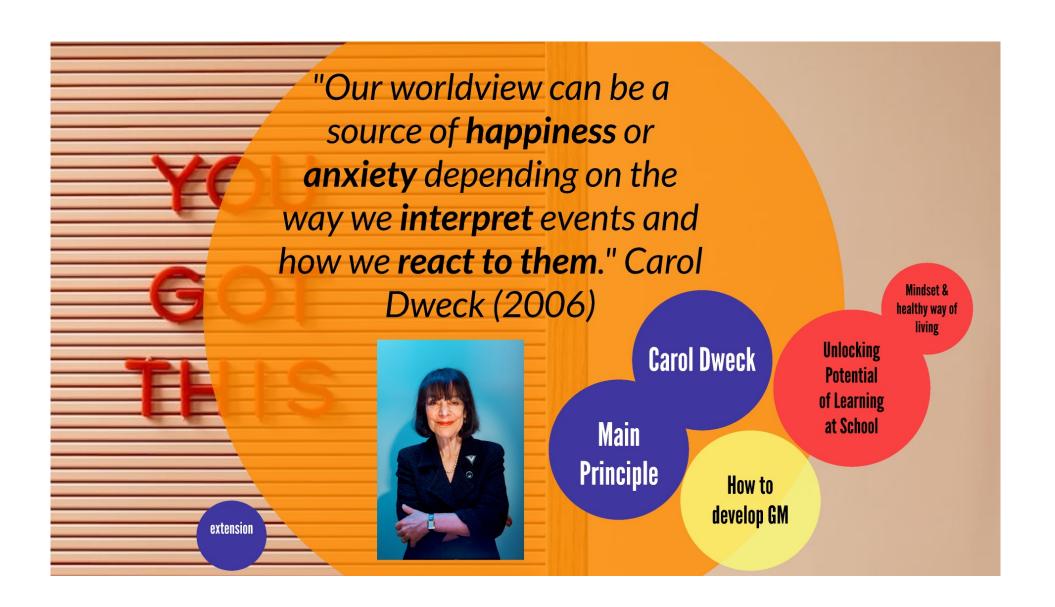
"The fixed mindset makes you concerned with how you'll be judged; the growth mindset makes you concerned with improving". "When you enter a mindset, you enter a new world. In one world—the world of fixed traits—success is about proving you're smart or talented. Validating yourself. In the other—the world of changing qualities—it's about stretching yourself to learn something new. Developing yourself". "Benjamin Barber, an eminent sociologist, once said, 'I don't divide the world into the weak and the strong, or the successes and the failures.... I divide the world into the learners and non-learners." "People in a growth mindset don't just seek challenge, they thrive on it". "We gave fifth graders intriguing puzzles, which they all loved. But when we made them harder, children with the fixed mindset showed a big plunge in enjoyment".

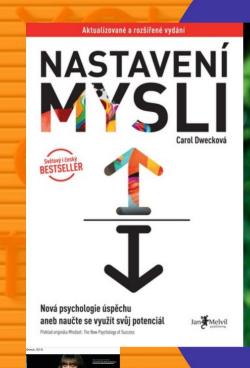


"For [people with a growth mindset] it's not about immediate perfection. It's about learning something over time: confronting a challenge and making progress". "Becoming is better than being'. The fixed mindset does not allow people the luxury of becoming. They have to already be". "People with the growth mindset know that it takes time for potential to flower". "College students, after doing poorly on a test, were given a chance to look at tests of other students. Those in the growth mindset looked at the tests of people who had done far better than they had. As usual, they wanted to correct their deficiency. But students in the fixed mindset chose to look at t











Carol Dweck

UPDATED EDITION

CAROL S. DWECK, Ph.D.

mindset
THE NEW PSYCHOLOGY OF SUCCESS

HOW WE CAN
LEARN TO FULFILL
OUR POTENTIAL

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*parenting
*business
*school
*relationships

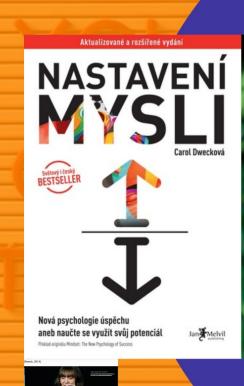
"Through clever research studies and engaging writing,
Dweck illuminates how our beliefs about our capabilities exert tremendous
influence on how we learn and which paths we take in life."
—BILL GATES, GateNotes

https://dci.stanford.edu/wp content/uploads/2018/03/ mindset-chap-1-3.pdf



ABILITY ≠ **ACCOMPLISHMENT**

ABILITY + EFFORT = ACCOMPLISHMENT





UPDATED EDITION

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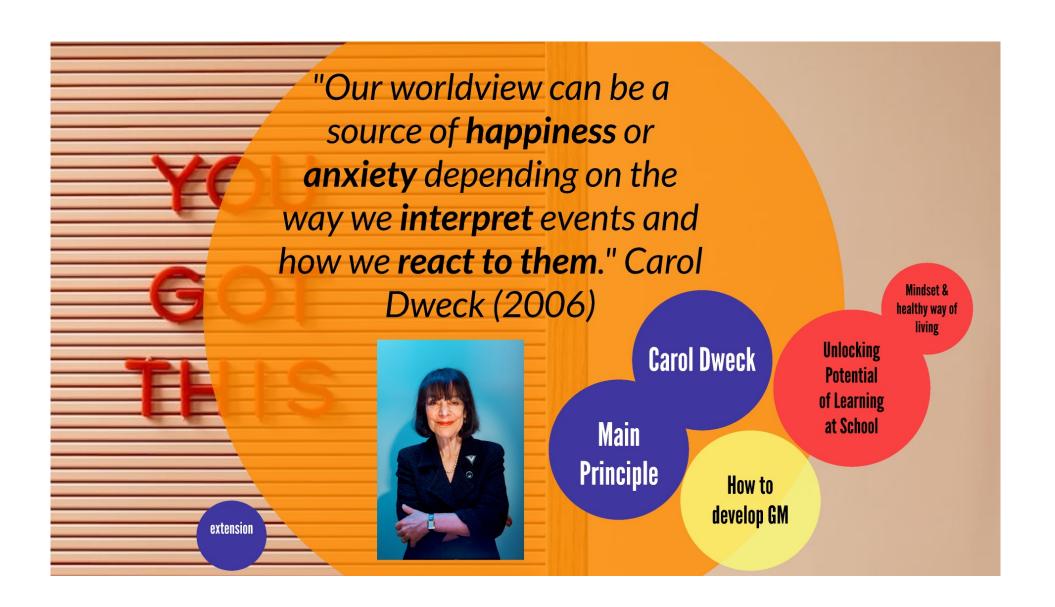
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reinforcing statements

- 1. Notice your saboteur when learning and failing in something and change your self talk from "I can do it" to "I can do it YET"!
- 2. Change your self-talk and champion yourself with words like "I can do it", "I can learn it", "I will get better with some effort"!
- 3. View school challenges as opportunities.
- 4. Replace "I am failing" with "I am learning."
- 5. Try different learning tactics.
- 6. Focus on the process over the end result. Appreciate you trying hard.
- 7. Have fun when learning new things and overcoming obstacles!
- 8. Do things for yourself rather than for others.
- 9. Value your effort and the effort of others, not accomplishments.
- 10. Celebrate growth with others!
- 11. Learn from criticism and celebrate your growth!
- 12. Learn to reveal purpose in everything you do.
- 13. Set intentions before any school activity.
- 14. Use the word "not yet".
- 15. Practice self compassion. It is ok to fail. It is important not to give up!

Mindset exercises Changing your

mindset

Changing your mindset

Changing your MS

Beyond school Environment

While mindsets produce definitive worldviews, people can change as they learn new skills. Human beings can be taught to react in different ways, such as facing challenges and thinking differently.

For example, when athletes with a growth mindset challenge themselves, they develop positive traits. According to researchers, these athletes did not achieve success on their own.

They focused on the process and ignored distractions, taking advantage of the challenge as much as the positive conclusion. They learned from failures and recognized that hard work brought personal gain.

Dweck says that in contrast, fixed mindset athletes forced themselves to win to show that they were better than their competitors. When they lost, however, they felt depressed.



Changing your mindset

Changing your MS

Beyond school Environment



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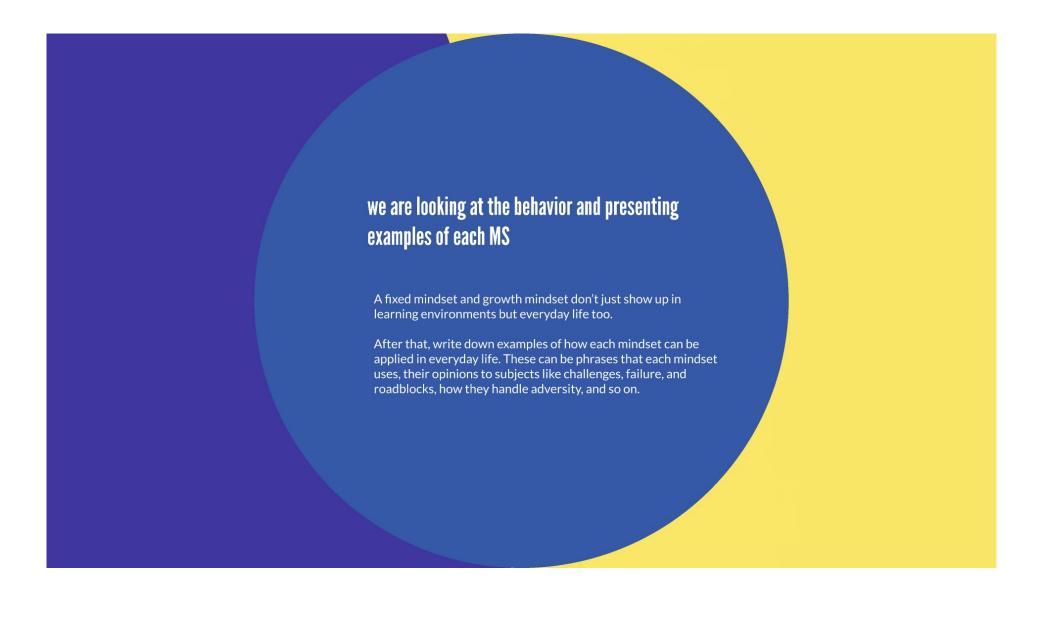
Mindset exercises Changing your

mindset













1 new activity (what, where, when)

One of the simplest growth mindset activities out there is to do it. Starting something new, whether it's learning something or building a habit, is the toughest part. If you have a fixed mindset, there are good odds that you're not eager to step out of that comfort zone.

If you want to develop a growth mindset, you'll need to change your attitude and start doing more. This isn't just focusing on stuff you're passionate about. It's also about exploring new passions. This means trying things you wouldn't have thought of.



Think back to your first day at work. Self-reflection is one of the growth mindset activities that looks at your external self rather than internal. It'll focus on your skills that you've built and how you were able to develop them. Regardless of the mindset you have right now, reflecting this way can piece together many things. For one, it helps us to realize that when we first started something, we weren't good at it. And over time, we got used to it.



Rebuild your own brain!

Neuroplasticity is the study of our brain and how it adapts to the environments, actions and experiences we go through life.[2] What this research uncovered was the fact that how we thought of brains before was all wrong.

For a long time, we though our brain was a "non-renewable" organ. We never thought our brain could form other neurons on its own, let alone be able to grow and be shaped however we like.

What decades of research have uncovered is that, regardless of our age, we can grow and learn new things. After all, our brain contains many circuits and pathways.

What this means in simple terms is that, these pathways allow our brain to push us through a sequence of steps. The more we go through those steps, the more our brain builds up that pathway. It eventually forms a circuit that allows us to perform that task with more skill and speed than before.

Being aware of neuroplasticity and how it can impact our lives is key to our growth.



What aren't you good at?

Better yet, to look for learning opportunities that you think you don't fit in for. This can be within your own industry or outside of it.

Whatever the case is, taking up something you are hesitant towards can build you up. The biggest reason for that is it teaches you to be comfortable with being uncomfortable. It also teaches you about how your attitude matters.

Again, someone with a fixed mindset would hesitate and give up when things get tough. Someone with a growth mindset will push forward in their own way.

By no means will learning a little about a subject or practicing a skill will make you a professional in that area. But it will bring you one step closer to being knowledgable and good in that area. That can be the confidence you need to do this more and apply it to your life.



Passion + Perseverance



Grit is what defines your perseverance to meet the goals that you set. It's the effort that you'll put into your work and your willingness to overcome obstacles and keep moving.

Developing grit comes down to finding something that you are interested in or have a passion for and continue to improve it. Another way to see it is that through hard and necessary work, you can develop, improve, and succeed in that area over time.

To develop grit is to surround yourself with those who have grit as well. Find the people who stick to their goals and work closely with them. Being with those who show up every day will ensure you become like them in time.

Dr. Angela Duckworth's book Grit is a good read to help you develop grit.



reinforcing **statements**

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Mindset exercises Changing your

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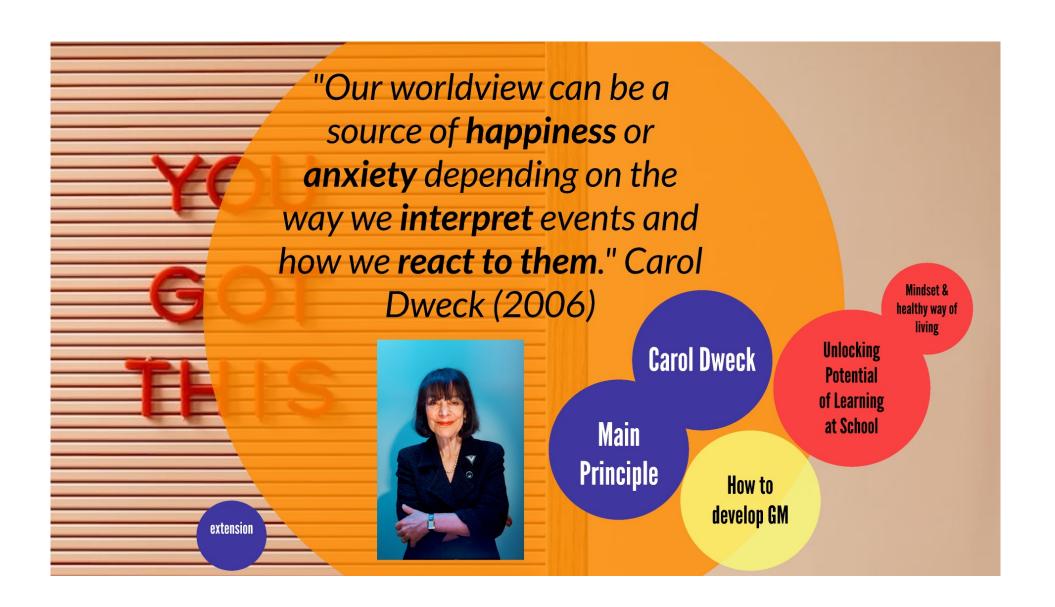


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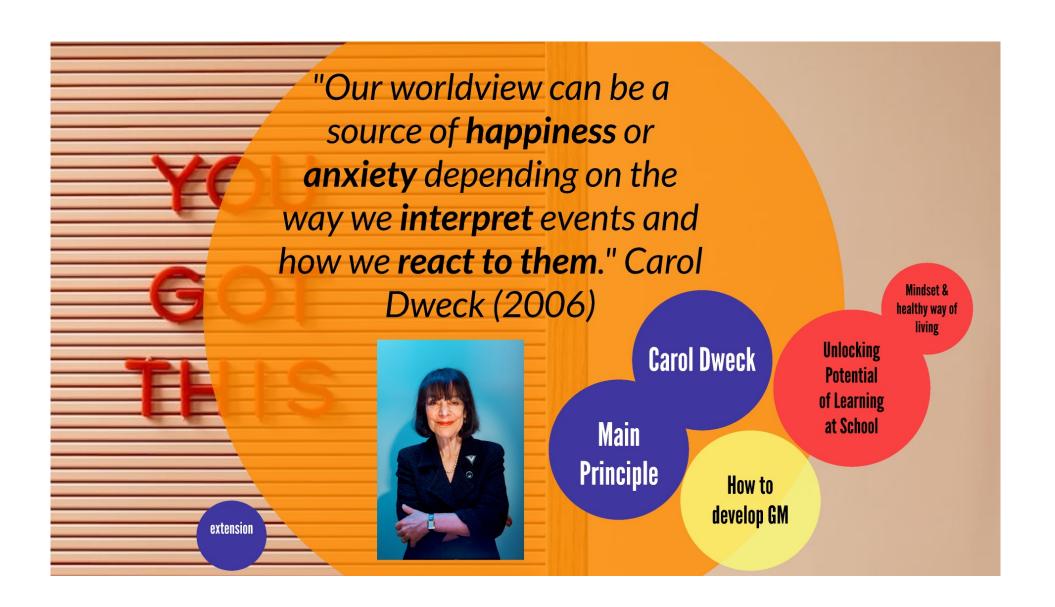
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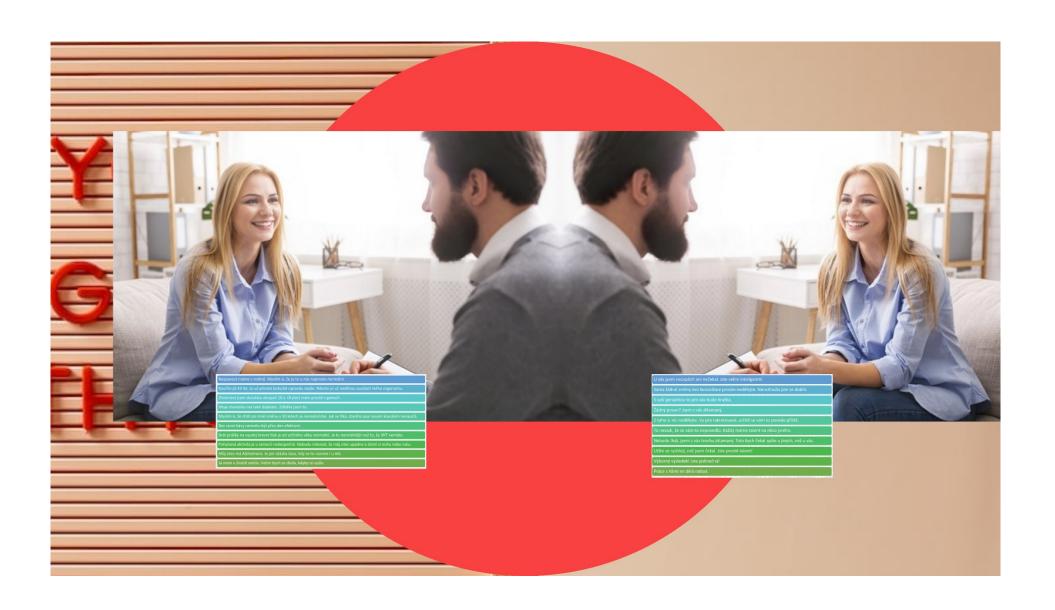
Mindset **exercises** Changing your

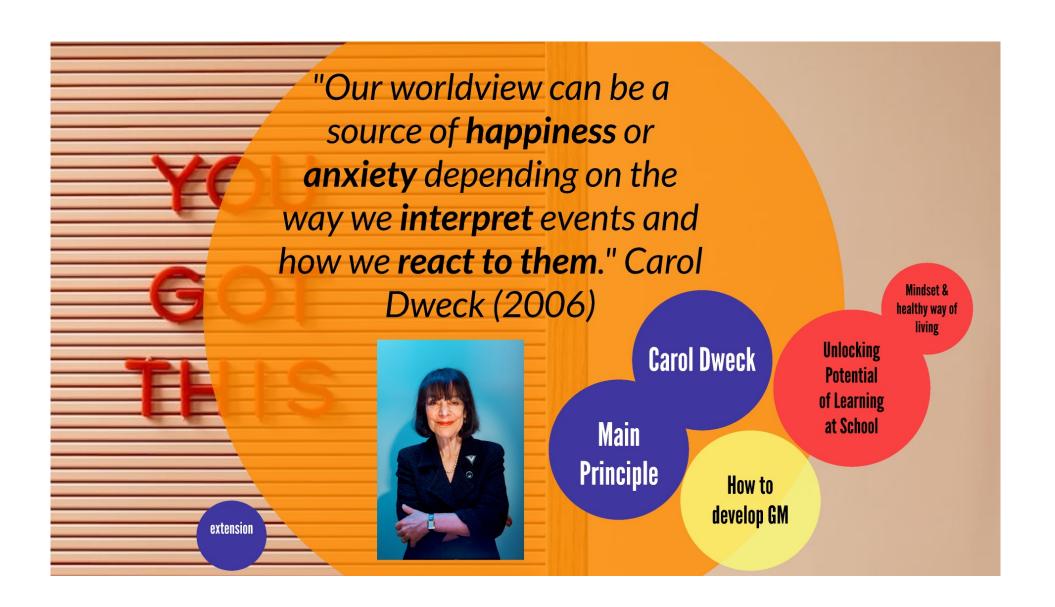
mindset











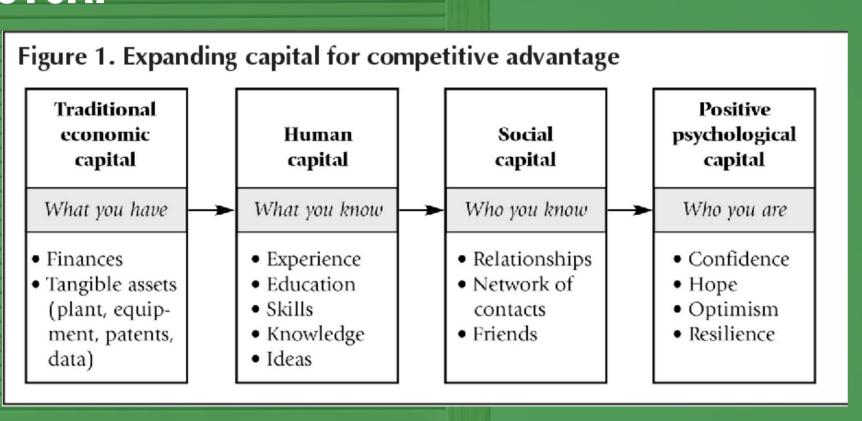


PSYCAP (Oxford Languages, 2022) Capital: wea

(Oxford Languages, 2022) Capital: wealth in the form of money or other assets owned by a person or organization or available for a purpose such as starting a company or investing.

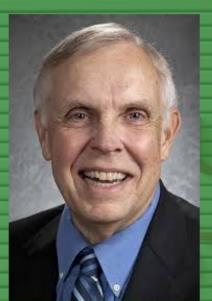


PSYCAP





Psychological Capital is defined (Fred Luthans, et al., 2007) as



"an individual's positive psychological state of development"

which is characterized by having high levels of HERO;

the four elements of:

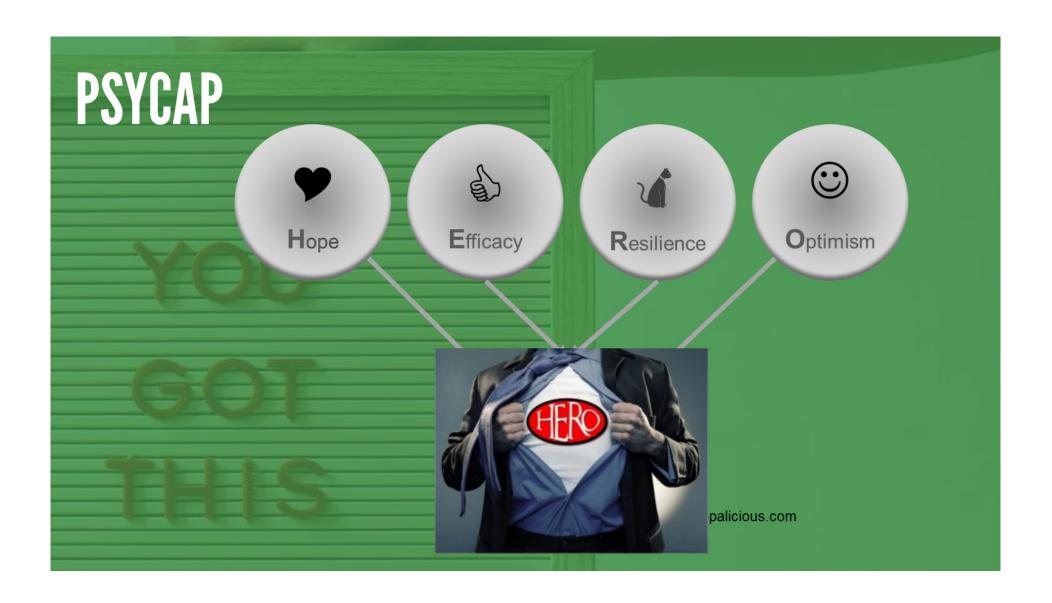
Hope,

(Self-)Efficacy,

Resilience, and

Optimism.





PSYCAP

Positive Psychological Capital or **PsyCap** was introduced into the management and organizational behavior/psychology literature right after the turn of the century (see a couple of articles by **Luthans in the 2002** issues of Journal of Organizational Behavior and Academy of Management Executive).

With a newly energized positive psychology, he urged more attention be given to how can psychology move people from being just normal to being extraordinary and thriving, rather than the negative with almost sole attention being given to fixing the abnormal and dysfunctional psychological problems.

This new emphasis in psychological research led to positive psychology and soon after Positive Organizational Behavior and Psychological Capital or PsyCap with groundbreaking research on their impact on performance and eventually well-being.

PsyCap was first defined as state-like positive organizational behavior aimed at improving performance: "the study and application of positively oriented human resource strengths and psychological capacities that can be measured and make a contribution to performance improvement in the workplace" (from the Luthans article in the 2002 Journal of Organizational Behavior, p. 698).

* Models ORGDYN-100817; No. of Pages 13 ARTICLE IN PRESS

Organizational Dynamics (2019) xxx, xxx-xxx



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Positive psychological capital to help combat the mental health fallout from the pandemic and VUCA environment

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*University of Nebraska·Lincoln, United States

Positive Organizational Behavior Institute, United States

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Implications PsyCap May Have for Mental Health			 	 	 	
Need for Rethinking the Delivery and Techniques of Mental Hea	alth		 	 	 	
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Real and Potential Impact of a PsyCap Gatekeeper Approach .			 	 	 	
Certified PsyCap Gatekeeper			 	 	 	
Specific Application Examples			 	 	 	
The Potential Application of "Fourth Industrial Revolution" Tec	chnolog	ies	 	 	 	
Selected Bibliography			 	 	 	
Appendix A			 	 	 	

The major purpose of this article is to provide valuable insights and specific guidelines into hwit hen ow established "Bostithe Psychological Capital" or simply PsyCap can help prevent, treat, and sustainably recover from the current mental health global challenges. Specifically, we propose and demonstrate how PsyCap can play a realistic alternative, supplementary, non-stigms role in fighting the dramatically increasing mental lines due to the CVDH-19 pandemic and the CVDH-10 pandemic and t

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juliebroad@gmail.com (J.D.).

https://doi.org/10.1016/j.orgdyn.2020.100817 0090-2616/© 2020 Elsevier Inc. All rights reserved. a spillover effect on improving performance and especially well-being of individuals, teams, and families long after the coronavirus pandemic is over.

BACKGROUND AND MEANING OF POSITIVE PSYCHOLOGICAL CAPITAL OR PSYCAP

Positive Psychological Capital or PsyCap was introduced into the management and organizational behavior /psychology literature right after the turn of the century (see a couple of articles by Luthans in the 2002 Sissues of Journal Conference of Organizational Behavior and Academy of Management Academy of Hangement articles resulted from this participation Reacture). These articles resulted from this participation of the Psychology Summit held at the Gallup Organization in 1999. The Impetut for this Summit held at the Gallup Organization in 1999. The Impetut for this Summit came from well-known

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HOPE

A sense of energy to persevere Towards your goals through proactive planning

EFFICACY

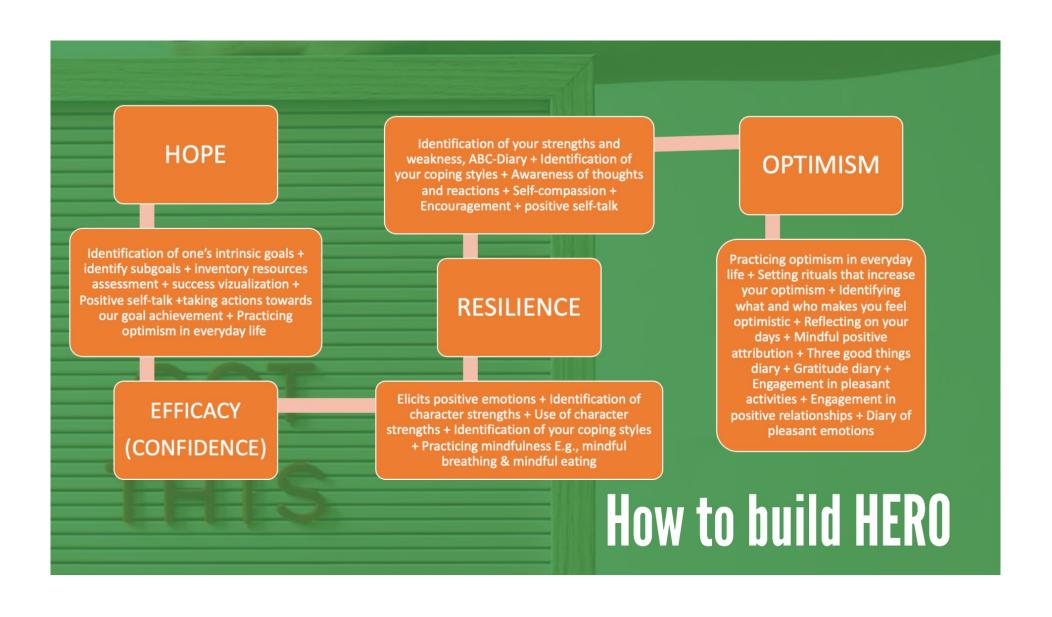
A belief in your own ability to produce positive results and achieve self-defined goals

RESILIENCE

A positive way of coping even when it seems there are no solutions to negative situations

OPTIMISM

Being and remaining positive about the likelihood of personal success, now and in the future



HOPE

Oxford languages define hope as a feeling of trust, a feeling of expectation and desire for a particular thing to happen. Hope motivates us to perceive our goals towards proactive planning and taking action.

Exploring the process of building PsyCap, learning about and developing hope makes us feel empowered. This can be easily accomplished by developing realistic goals, identifying our specific strengths and weaknesses, and actively taking actions towards our goal achievement.

HOPE

The Psychological Capital Intervention (Luthans & Broad, 2022) suggests a three-pronged strategy in a goal-oriented framework - (1) goal design, (2) multiple pathway generation, and (3) overcoming obstacles.

- Learn to generate pathways and assess inventory resources that will help you to reach your goal!
- Also identify subgoals as milestones or stepping goals to your desired accomplishment.
- Create an imaginal, implicit successful experience for yourself to give yourself a taste of what it will be like to accomplish what you want to accomplish!
- When you design your goals, try to come up with plan B and plan C, that are as satisfying to you as goal A.
- Make "what if" plans, take small steps towards your goals and don't forget to incorporate your superpowers - your character strengths and skills you master well!



RESILIENCE

Resiliency is a beautiful and trendy term nowadays. But how do we understand it?

Oxford Languages define resiliency as the capacity to recover quickly from difficulties. A toughness! And Elasticity. Our ability to spring back into shape.

Being resilient means having a mental capacity to bounce back and to bounce forward when difficulties arrive. It also means to learn from our experiences. In some cases, even going beyond the original level of our well-being!

Exploring the process of building your resilience and PsyCap (Luthans & Broad, 2021), identifying your strengths and weaknesses can be a valuable investment of your time! When adversity does strike, it is helpful to learn how to quickly deploy previously identified assets and assess which factors are currently within and outside of your control. Finally, it is helpful to try to mitigate the bumps on your road and proactively strategize how to deal with obstacles. Also, identifying risk factors that could hold you down in your bouncing back and beyond will help!

RESILIENCE

- 1. Live in the moment, even while working on school tasks and projects. When you're fully engaged in activities (e.g., lecture, project design, on-line consultation with your classmate), you will enjoy them more and be less preoccupied by concerns about the past and the future.
- 2. Be grateful for things in your personal and school life. Keeping a daily gratitude journal promotes positive feelings, optimism, life satisfaction, and connectedness with others. Practice being thankful for how positively your studies impact your life and see the improvement of your well-being!
- 3. Do things for others. Happiness comes most reliably from connecting with others and not being overly self-focused. Try to do things that benefit also your classmates, school friends, teachers or your loved ones who support your studies!
- 4. Take inventory of your strengths, then apply them in new ways in your daily life including your studies. For example, if you count curiosity as a strength, read about a new subject. If you consider yourself brave, try something that makes you nervous, such as public speaking in front of your on-line class.
- 5. Savor pleasure. Reminisce about good times, celebrate good moments with others, and be happy and proud of yourself when you accomplish something, especially at school.

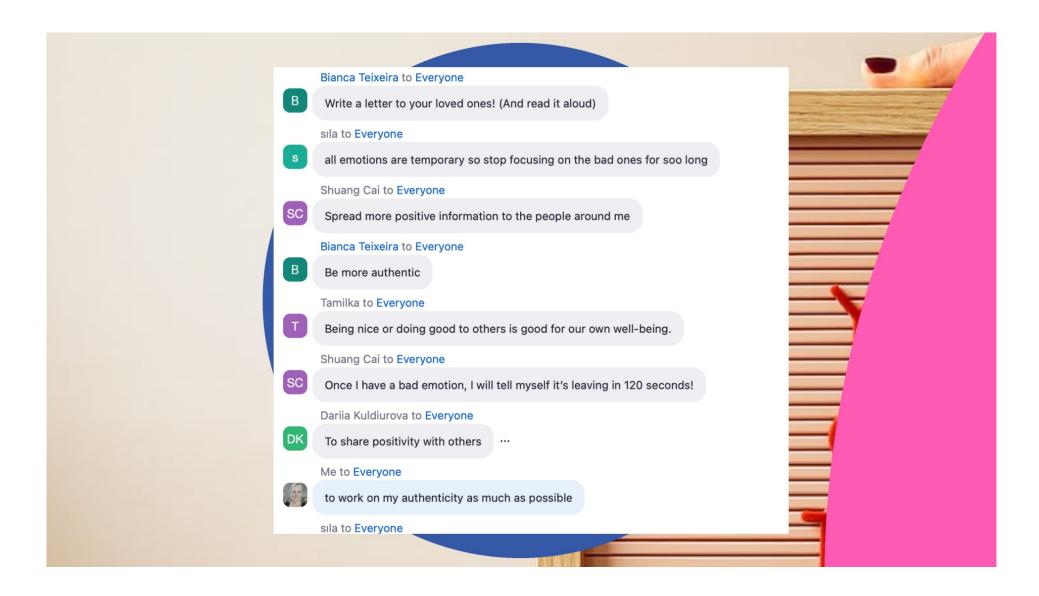
OPTIMISM

When it comes to optimism, we draw from expectancy-value orientation and positive attributional, explanatory style, with realistic optimism being the ideal. From a collective perspective, the PCG requests the trainees complete an exercise where each member writes down three things, they are thankful/grateful for as it relates to their family, team, and/or unit. If appropriate, each member shares their three things within the group, and then they collectively build out a list of family, team and/or attributes they currently possess. This list should be guided by the contribution made towards meeting set goals and strengthening their unit's bond, cohesion, and satisfaction. The PCG then provides information to the members about how hope, efficacy, and resilience can also provide value by building their unit's optimism. The PCG brings out that the addition of optimism to hope, efficacy and resiliency is the final piece of PsyCap's "HERO within". In addition, the PCG emphasizes how optimism can impact decision making under stress, Barry Staw's so-called threat rigidity cycle, and common reactions to stress. The trainees are also asked to reflect and identify who in their unit may be naturally optimistic and pessimistic. Critical in this phase of the PCI is that the PCG emphasizes that there is no one gold standard. Each member contributes unique individualized assets that contribute to the well-being and the performance of the unit. In fact, a naturally optimistic member may gain great value by spending time with a pessimistic member in identifying obstacles to goals and finding the level of optimism which is rooted in a staunch sense of reality (as indicated, a hallmark of resilience). The PCG will describe tendencies between optimists and pessimists. For example, in preparing for obstacles, pessimists lose more feasible options by expecting bad things will tend to happen. In the collective hope development portion of the PCI, the worst-case and best -case scenarios are anticipated, and preparations are proactively in place for the trainee to continue to move ahead and succeed. This process counteracts pessimism and supports the development of realistic, yet optimistic, expectations and is reinforced by positive "self and family/ team/organization talk".

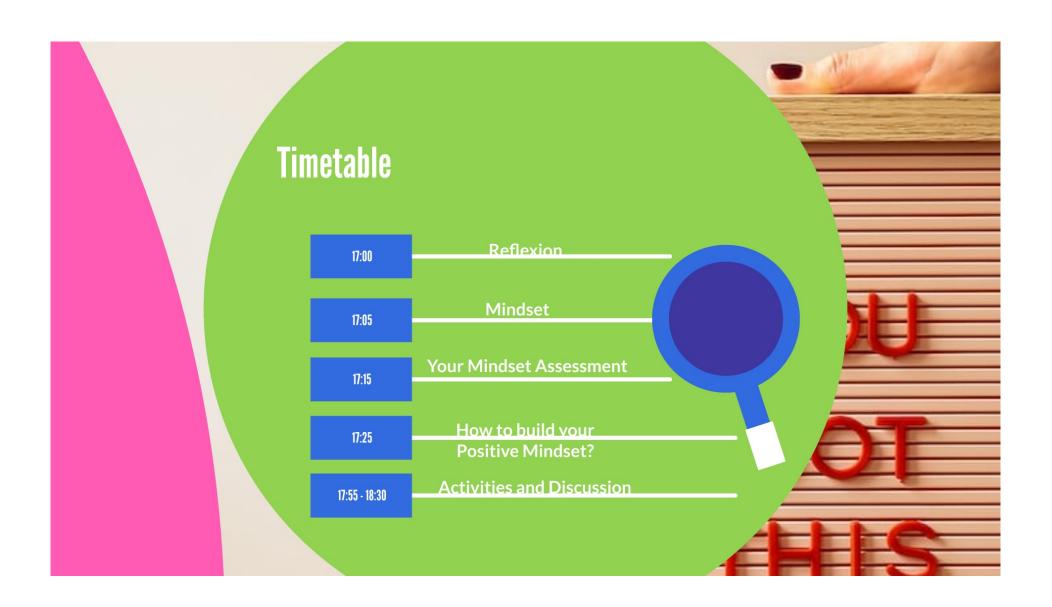
Exploring the process of building PsyCap optimism further and through example, trainees are told to engage in small, daily rituals (i.e., doing specific things at specific times, such as taking the family dog for a walk together as a time to connect and get exercise) to boost optimism. Another example would be identifying positive emotions that occur daily (e.g., quarantine provides opportunities for family members to enjoy more meals together, opportunities to play games, engage in active listening with one another) and taking moments to reflect or share these collectively. They can also benefit by engaging in positive future planning with fellow teammates and/or organizational colleagues, increasi



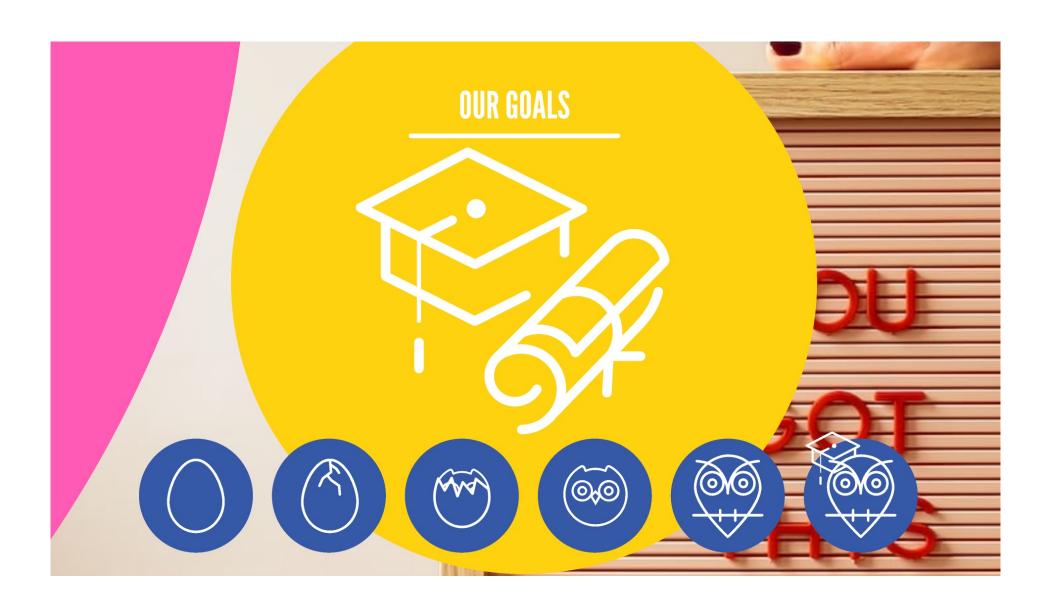








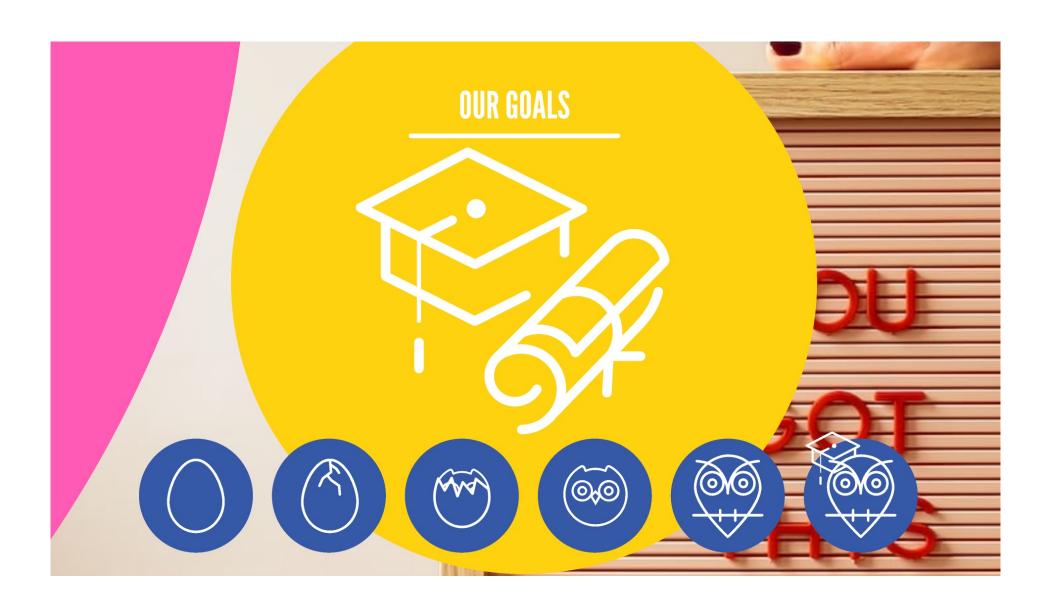




We understand what positive mindset is.

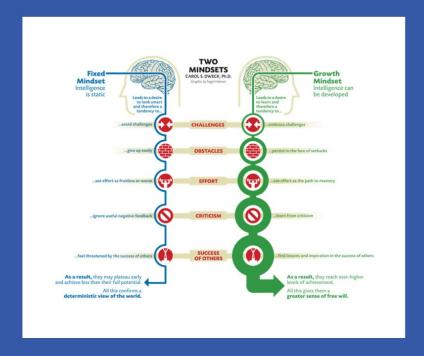


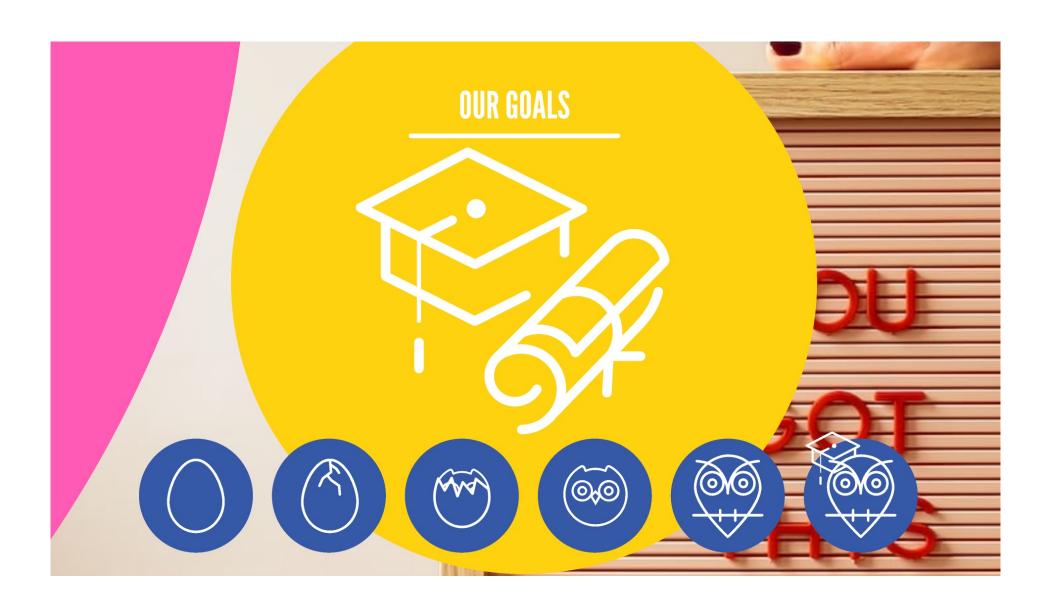




We recognize the benefits of right mindset.



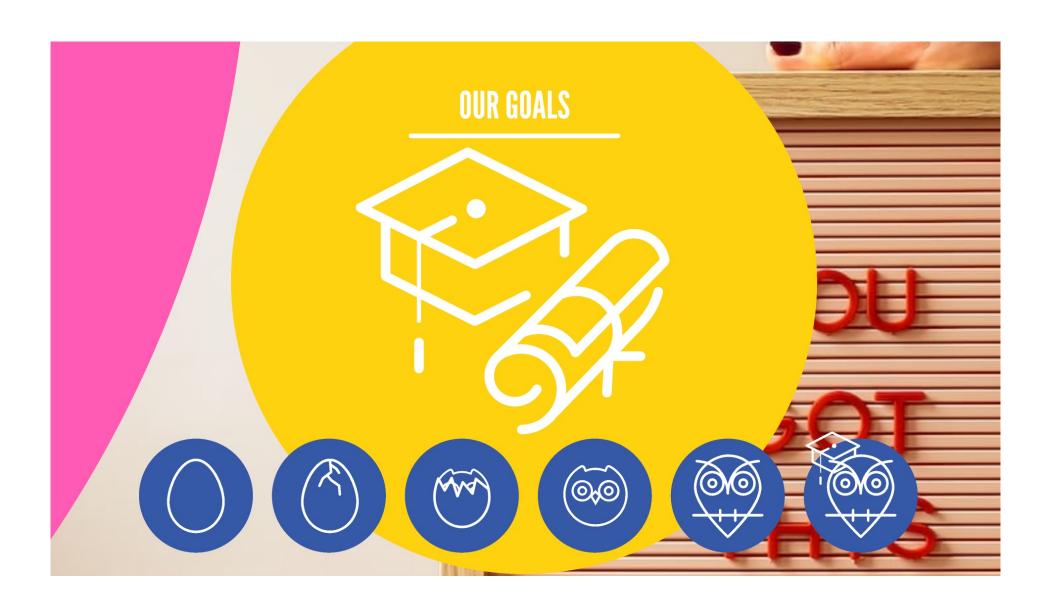




We know how to assess our mindset well-being building block.

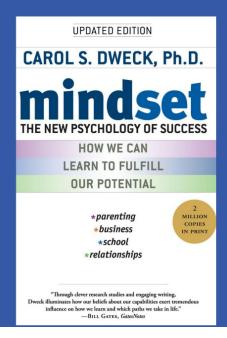


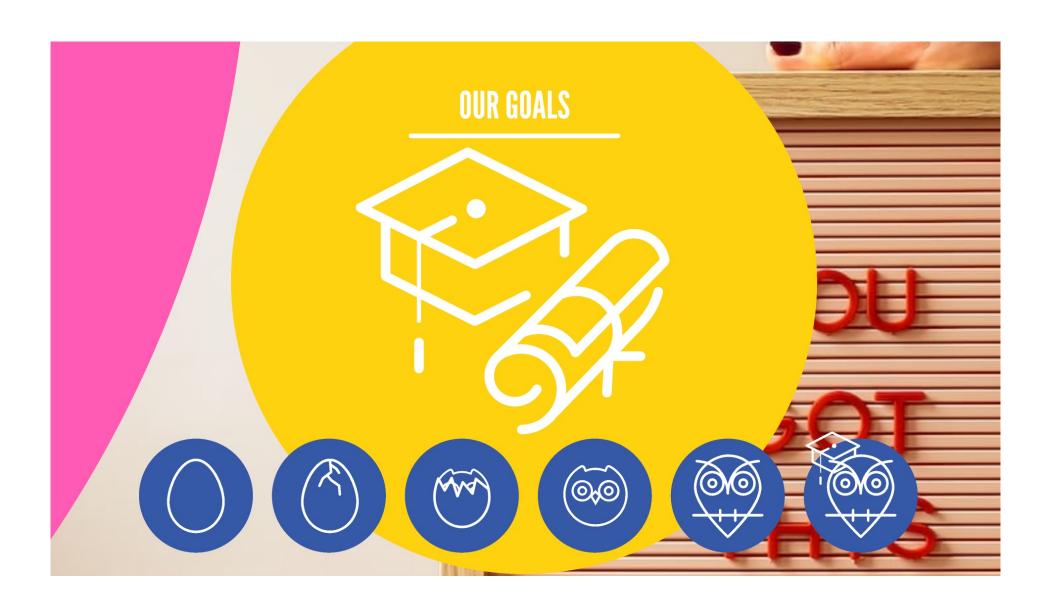




Evidence-based learning: we know evidence-based resources for theory on mindset and know where to learn more.



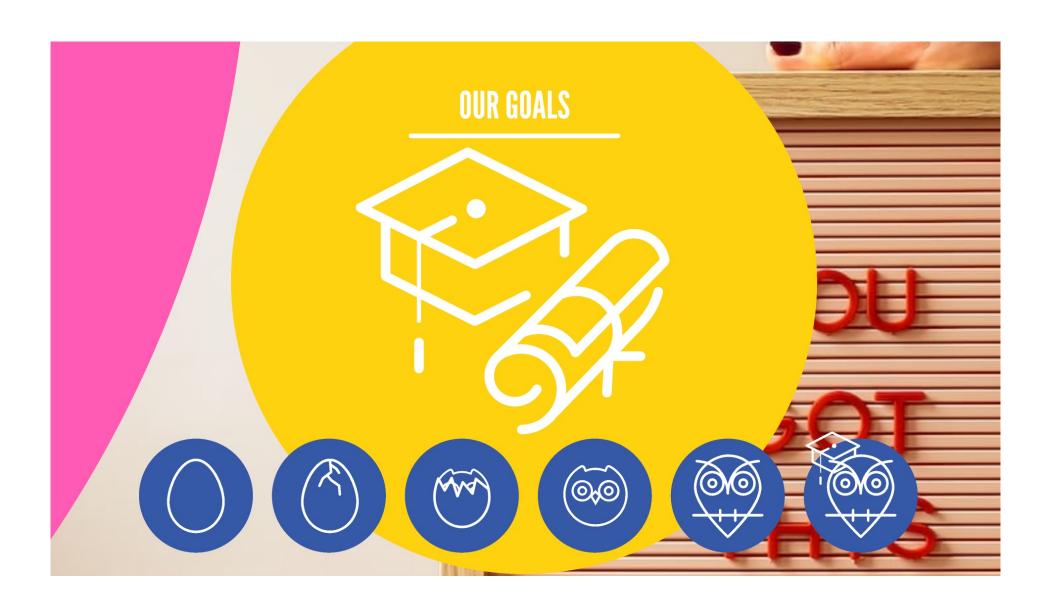






We know tools on how to build positive mindset and we use them.



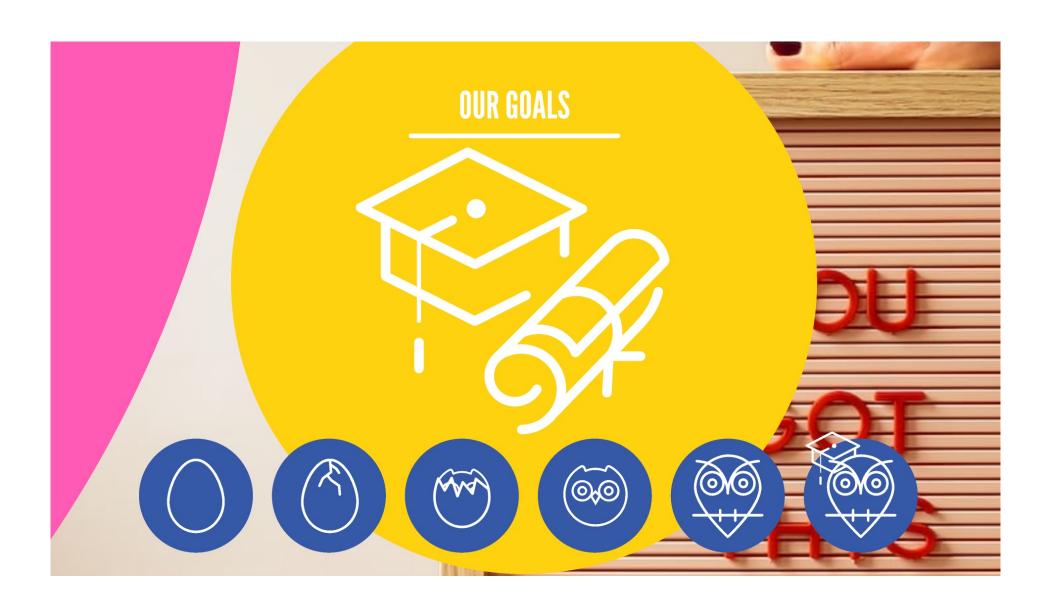


Goal 6

We care for our positive mindset.















Till the next week:
Build up your mindset!





AGREEMENT

