



On Resilience and Mental Models: A Proposed Theoretical Analysis

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Abstract. Disruptive events – like economic crisis and even the natural disaster - occur far more frequently than previously anticipated. The unpredictable and disruptive environmental changing circumstances has forced executives to adapt their business operation with many new and unexpected challenges, threats and opportunities. To succeed in this challenging environment, executives need to support the severe stress and to perceive and understand a broad variety of emerging drivers of change in the external environment to find new ways for surviving and prospering. In other words, they need resilience. Resilience may be referred to the maintenance of a positive adjustment under a dramatically evolving environment or context and it may be described as a dynamic process encompassing positive adaptation within the environment of significant adversity or turbulence. In facing a similar situation, many executives will have different perceptions and will present different resilient pattern. How explain this resilience pattern differences? This paper proposes Mental Models – operational and strategic – as a way for identifying and explaining these differences and the development the strategic mental model to develop and enhance executives' resilience.

Keywords: Executive Resilience, Mental Models, Resilience Development.

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