

Building resilience, from personal to work contexts

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Résumé

Cet article a pour objectif de préciser et de clarifier le lien entre la résilience personnelle et la résilience professionnelle. Dans cette optique, nous adoptons une approche dynamique et processuelle à travers une étude exploratoire portant sur cinq cas de personnes qui ont vécu des événements stressants dans un contexte personnel et professionnel. Cette exploration révèle un processus de renforcement de la résilience composé de trois phases : la formation de la résilience personnelle, l'évolution de la trajectoire professionnelle et le renforcement de la résilience professionnelle. La gestion des événements stressants personnels facilite la gestion des événements stressants professionnels, grâce à la transposition des sources de résilience individuelle, qui se produit par de multiples mécanismes. La nature des sources de résilience et la profondeur de la transformation individuelle après un événement stressant dépendent de l'ampleur de cet événement, qui influence à son tour la manière dont les individus gèrent les événements stressants au travail.

Mots-clés : résilience, vie personnelle, contexte de travail, mécanismes, processus.

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Abstract

To specify and clarify the linkage between resilience in personal life and resilience in work contexts, the current study adopts a dynamic and processual approach in an exploratory study involving five cases of people living stressful events in personal and work settings. This exploration reveals a three-factor process of building resilience: personal resilience formation, evolution of professional trajectory, and strengthening resilience at work. Managing stressful event in personal lives facilitates the management of stressful events in work contexts, through the transposition of sources of individual resilience, which occurs through multiple mechanisms. The nature of the sources of resilience and the depth of the individual transformation after a stressful event depend on the magnitude of that stressful event, which in turn influences how people manage stressful events at work.

Keywords: resilience, personal life, work context, mechanisms, process.

Introduction

Studies of resilience span various levels, such as organizational (Ortiz-de-Mandojana & Bansal, 2016; Linnenluecke, 2017), team (Alliger et al., 2015; Adler et al., 2022; Li & Tangirala, 2022), and individual (Tugade & Fredrickson, 2004, Bonanno *et al.*, 2015), as well as different settings, including childhood (Masten et al., 1990), entrepreneurship (Ayala & Manzano, 2014), and leadership (Duchek et al., 2022). Yet across all these contributions, two primary contexts are consistent: personal life or work.

Resilience at work appears increasingly important in the face of disruptions to various organizational dimensions (Fisher et al., 2023), such as the COVID-19 crisis with its intense consequences for organizations, as well as individuals. Furthermore, organizational changes, shifting organizational activities, layoffs, and negative financial situations invoke challenges for members of the organization, to which they often respond with negative attitudes, poor outcomes, and burnout (Paul et al., 2016). Resilience can help members of an organization

deal with the stressful situation, such that resilience in work contexts is a central consideration.

In work contexts, resilience can refer to employees (Ma et al., 2024; Moenkemeyer et al., 2012), leaders (Duchek et al., 2022; Foerster & Duchek, 2018), or entrepreneurs (Sutcliffe & Vogus, 2003; Blatt, 2009; Ayala & Manzano, 2010; 2014), but in all three cases, it involves individual (or psychological) resilience (Duchek et al., 2022). Therefore, for this study, we focus on individual-level resilience, across both personal life and work contexts, with the prediction that resources linked to personal resilience favor resilience at work. We thus seek to understand the connection between personal resilience and work resilience developments and thereby to address three research questions: (1) How do people build resilience in work contexts? (2) What role does personal resilience have in supporting the development of resilience at work? and (3) What mechanisms favor the transposition of personal resilience resources into work resilience?

Because resilience is a context-dependent construct, findings from one context cannot simply be transferred to another (Duchek et al., 2022). To understand how resilience at work might derive from personal resilience, we adopt a qualitative method, namely, a longitudinal, retrospective case study approach in which we review the life trajectory of five individual entrepreneurs and a stressful event in their personal lives (e.g., death of a loved one, divorce, serious accident). We analyze how the study subjects overcame the stressful event and the resources they developed in doing so. Next, we consider a stressful work event (e.g., dismissal, compulsory liquidation, cancellation of a major activity) and analyze how the same person overcame this stressful event. With this novel approach, we gain a clear sense of the role of personal resilience in overcoming professional stress.

In turn, we make three main contributions. First, the results show that resilience builds through a process, such that managing a personally stressful event generates sources of

resilience, which then can be transposed into the work context. Resilience at work is strengthened by the existence of sources of resilience developed in personal life. Second, as our study illustrates, this process persists in all five cases, but the content differs, depending on the magnitude of stressful event. When the stress is more intense (e.g., death), the sources of individual resilience tend to be abstract, linked to spirituality or faith, and the resulting individual transformation is deeper, which enables the person to manage the stressful work event more efficiently and serenely. Third, this research emphasizes three key links between personal resilience and work resilience: the evolution of a professional trajectory depending on the stressful event in their personal lives, the transposition of sources of personal resilience, and the mechanisms that support the transposition.

Theoretical foundation

Personal resilience

Resilience frameworks often include two fundamental concepts (Duchek et al., 2022): life-disrupting events and positive adaptation. That is, to generate resilience, people must undergo and overcome external disruptive events, stressful experiences, adversity, or trauma. Such terminology raises some debate; “stressful experience” is a general term, but no consensus exists regarding adversity and trauma, such that some authors propose a dimensional view of adversity but define trauma by its varying degrees, whereas others distinguish trauma as a qualitatively different category (McLaughlin, 2016; Krupnik, 2019). According to Krupnik (2019), when any entity has a stressful experience, it can respond in three ways: A normative (healthy) stress response means the organism returns to its initial homeostatic state; a pathogenic stress response implies a transition to a different homeostatic state, which corresponds with adversity; and a traumatic stress response means the organism transitions into a different homeostatic state and experiences a breakdown of its self-regulatory functions. The consequences of the experience depend on the entity’s self-

regulatory functions but also the severity of the event, some of which even can generate trauma, such as “Exposure to actual or threatened death, serious injury, or sexual violence” (Diagnostic and Statistical Manual of Mental Disorder; American Psychiatric Association, 2013, p 27, cited in Krupnik, 2019). For this article, we prefer the term “stressful experience,” because our aim is not to measure the severity or consequences of the event but rather to understand how people overcome stressful experiences, on the basis of their resilience.

Personal stressful experiences require positive adaptation for the person to persist on their stable life trajectory, which in turn depends on individual or psychological resilience (Tugade & Fredrickson, 2004, Bonanno *et al.*, 2015), defined as a person’s ability to adapt to stressful, potentially traumatic life events (Seery *et al.*, 2010) and negative emotional experiences (Tugade & Fredrickson, 2004, Genet & Siemer, 2011; Fan *et al.*, 2020). Although some people appear unable to overcome stressful events, others exhibit remarkable capacity to bounce back from them (Tugade & Fredrickson, 2004) and continue to enjoy positive emotional experiences (Bonanno, 2004). The latter, who represent resilient people, do not suffer pathological outcomes after stressful events but instead maintain a stable state of health (Seery *et al.*, 2010). Thus, resilience is characterized by positive adjustment in the face of stressful experiences, as evidenced by an absence of post-traumatic stress disorder or depression (Moenkemeyer *et al.*, 2012).

Whereas some early conceptualizations described resilience as a trait, or something a person does or does not possess, more recent studies define it as a construct (Masten, 2001). People can develop resilience over time (Ayala & Manzano, 2014), facilitated by both learning (Luthans *et al.*, 2006) and the acquisition of psychological resources during stressful events (Parker *et al.*, 2015), such that they can learn to manage stress and its associated problems or trauma (Corner *et al.*, 2017; Shin *et al.*, 2012). Developing resilience also

implies that when people are re-exposed to stress, they can mobilize their previously acquired psychological resources to mitigate its negative impact (Parker et al., 2015). Therefore, resilient people tend to achieve faster physiological and emotional recovery from stress and suffer fewer post-stress depressive symptoms (Ong *et al.*, 2006, Moenkemeyer *et al.*, 2012).

Notably, we distinguish resilience from recovery (Bonanno 2004, Westphal & Bonanno 2007). Recovery implies a trajectory, such that normal functioning gives way to psychopathology. Resilience indicates the ability to maintain a stable equilibrium. In contrast, Ijntema et al. (2023) propose that recovery is a form of resilience and propose the existence of three resilience trajectories: sustainability, such that people maintain relatively stable and healthy levels of functioning after a stressful experience; recovery, in which case the stressful experience has negative impacts, but people can bounce back rapidly after the event; and posttraumatic growth, such that people function even better after being exposed to the stressful experience.

Alternatively, resilience might be conceived of as a multidimensional characteristic that depends on the context, time, age, gender, cultural origin, and life circumstances (Connor & Davidson, 2003). In this view, people's resilience is strongly influenced by external or environmental factors and internal (psychological) characteristics (Luthans *et al.*, 2004, Parker *et al.*, 2015). For example, people may be better able to develop resilience when they receive support from social systems, such as families, organizations, or communities (Waller, 2001). The internal characteristics instead reflect specific human characteristics (Connor & Davidson 2003, Tugade & Fredrickson 2004), such as a capacity for resilience, based on what resources have been collected and remain available to the person to exploit to overcome the stressful experience (Fischer et al., 2023). Key resources include optimistic (Parker et al., 2015), enthusiastic, and energetic approaches to life (Tugade & Fredrickson, 2004); curiosity and openness to new experiences (Tugade & Fredrickson, 2004), and positive emotions

(Tugade & Fredrickson, 2004, Parker *et al.*, 2015), as might be attained through the use of humor, relaxation techniques, and optimistic thinking (Tugade & Fredrickson, 2004). Notably, positive emotion helps relieve stress and also promotes cognitive flexibility, or “the capacity to flexibly adjust behavior to changing situational demands” (Rademacher et al., 2023: 1863). Cognitive flexibility in turn can increase resilience, because it allows the person to shift their thought or action to meet changing demands of the situation (Genet & Siemer, 2011) or to achieve stress regulation (Rademacher et al., 2023).

To measure resilience, Connor and Davidson (2003) offer a well-validated scale (Ayala & Manzano, 2014), which includes key characteristics of resilient people, such as self-efficacy, patience, tolerance of negative affect, adaptability to change, optimism, and faith (Connor et al., 2003). Resilient people then achieve better outcomes in their personal, professional (Youssef & Luthans, 2007), and academic (Parker *et al.*, 2015) lives, which might reflect the process by which they build individual resilience. For example, Fisher et al. (2023) propose a three-phase process, involving resilience capacity (resources), resilience enactment (mechanisms), and resilience demonstration (outcomes).

Work resilience

Resilience in the workplace represents a topic of increasing interest among organizational scholars, reflecting growing recognition of how global events can affect employees, such as business-targeted cybercrimes or pandemic crisis (Fisher et al., 2023). This stream of research is relatively less well developed (Duchek et al., 2022), though we find some studies that address three main actors whose work resilience is critical: employees, entrepreneurs and leaders.

Employee resilience is more developed in literature in which resilience in workplace frequently refers to employee resilience which is defined as “the ability to recover not only

from adversity but also to utilize and proactively develop personal and workplace resources” (Ma et al., 2024: 1). Employee resilience is thus “the capacity to endure challenges while maintaining self-assurance in one’s abilities” (Thai et al., 2024) and it is considered as a critical determinant of heightened job engagement (Cooke et al., 2016). Experiences of difficult situations, negative events, or stressors at work can generate poor employee outcomes or burnout, but resilient employees can better avoid such outcomes, because they bounce back (Paul et al., 2016). Resilient employees can demonstrate positive adaptation and maintaining personal wellbeing and functioning (Bulenda, 2024). Indeed, resilience is not only about a return to a state of normalcy but also a catalyst for personal growth and development (Luthans et al., 2015; Thai et al., 2024). Some authors have highlighted positive effects of resilience on workplace: reduction of work place stress, quality of decision making, decrease use of sick days (Sanhokwe and Takawira, 2002), mental and physical health (Hartmann et al., 2020), job satisfaction (Sanhokwe and Takawira, 2022), work-related and change-related attitudes (Hartmann et al., 2020) and job performance (Bulenda, 2024). Among the likely antecedents of employee resilience, we find discussions of personal (Hartmann et al., 2020; Ma et al., 2024), work-related, leadership, and organizational (Ma et al., 2024) factors. Studies of personal factors cite personal resources, attitudes and mindsets (Hartmann et al., 2020), emotional stability (Lyons et al., 2015), positive emotions (Sommer et al., 2016), the Big Five personality traits (Athota et al., 2020), proactive personality (Zhu & Li, 2021), employee polytonicity (Anser et al., 2022), and psychological resilience (Ijnterma et al., 2023). Moenkemeyer et al. (2012) also propose that when employee resilience is conceived of as individual resilience in organizations, research offers three main approaches. The first applies positive psychology to workplace settings and defines resilience as a psychological capacity that can improve performance. The second refers to resilience as an aptitude to cope with changes in the workplace, and the final approach describes career

resilience as the ability to bounce back after a career setback. Some authors also highlight the role of social factors such as social support from superiors and colleagues that can favor resilience (Thai et al., 2024).

In entrepreneurship literature, resilience emerges as an important quality (Sutcliffe & Vogus 2003, Blatt 2009, Ayala & Manzano 2010; 2014), due to its ability to ensure the continuity of people's entrepreneurial activities. Entrepreneurs who exhibit strong ability to bounce back from negative experiences or failures likely achieve better performance in subsequent ventures (Lafuente et al., 2019), because by definition, a resilient entrepreneur has the ability to develop and mobilize resources to persist in or develop new entrepreneurial activities after a failure (Duchek, 2018). In turn, resilient entrepreneurs might tend to be serial entrepreneurs who continually create new companies (Lafuente et al., 2019). Furthermore, entrepreneurs need to be able to renew themselves over time, through innovation and adaptation to changes, as well as exhibit high self-esteem and feelings of control, along with little fear of failure (Ayala & Manzano, 2014). Such traits align with sources of resilience cited in prior literature, such as resourcefulness, hardiness, optimism (Manzano & Ayala, 2013, Ayala & Manzano, 2014), and perseverance (Markman *et al.*, 2005, Crick & Crick 2016). Thus, resilient entrepreneurs should tend to be successful (Ayala & Manzano, 2014).

Finally, we find just a few studies of leadership resilience at work (Foerster & Duchek, 2017; Duchek et al., 2022). Leaders resilience may be defined as the ability to “remain effective in adverse surroundings” (Foerster & Duchek, 2018). Indeed, leaders need for resilience because of their responsibilities (Foerster & Duchek, 2018). Some authors suggest that three factors characterize leaders' resilience: individual (individual traits and abilities), situational (support, resources, economy), and behavioral (behaviors that favor the effectiveness of work processes) (Foerster & Duchek, 2018). In sum, individual resilience plays an important role in leader's resilience (Foerster & Duchek, 2017). In this vein, in

analyzing the resilience of women leaders, Duchek et al. (2022) show that they develop it through individual resilience resources, particularly those they obtained in early childhood. Their compelling study offers an indication of the potential link between personal and work resilience. Thus, whether in the literature on entrepreneurs, employees or leaders, studies show that individual resilience plays a role in resilience at work. Nevertheless, these studies do not specify which mechanisms enable the transposition of individual resilience resources to work contexts.

Methodology

With a qualitative approach, we explore the development of resilience in work contexts (Edmondson & McManus, 2007), seeking new insights rather than trying to corroborate the relatively scarce existing literature on these topics. Thus, we conducted exploratory interviews with five people in France who have overcome stressful events in their personal lives and who are employees or entrepreneurs. To identify them, we solicited assistance from an association that helps entrepreneurs bounce back from failures¹ and also relied on the first author's network of contacts. To favor comparison, we chose individuals with different profiles: men and women who had experienced events of a different nature and occupied different positions in firm.

Case studies

To answer our research questions, we conducted five case studies (Yin, 2009) and comparisons across them, as is essential for scientific discovery (Eisenhardt, 1991).

- *Athena* is 47 years of age. She studied communications and worked for 15 years as a communications manager. Following a conflict with her employer, she decided to set up her own business; since then, she has established four companies. When the third

¹ The stated purpose of 60 000 Rebonds Hauts-de-France is to aid entrepreneurs who have experienced failure, particularly following a judicial liquidation, to recover, both professionally and personally.

company closed, Athena also was confronting a major personal tragedy, the death of her father. She suffered depression for three years and took six years to recover fully, but she managed to pull herself out of the situation by developing extra-sensory abilities, which she now uses in her professional activity.

- *Agathe* has had a professional social work career for more than 22 years, including working as a social worker for 7 years and then as a project manager for 15 years for a large mutual insurance company. She finds her professional career very fulfilling. On a personal level, she has undergone two divorces, the latter of which was very difficult; her family perceives such separations very negatively. Following her second divorce, Agathe fell into a depression, and to deal with the stressful event, she began to learn about personal development. After a few months, she decided to quit her salaried job and set up a business, using the skills she had developed.
- *Efil* spent 13 years in the construction industry as an engineer. He then became an intrapreneur with a major construction group, where he was in charge of developing new products. Following a serious car accident that almost cost him his life, Efil lost his job. He was in intensive care for several months and suffered serious physical damage. Once he recovered, Efil decided to set up his own business in a professional activity strongly linked to his personality, which he considers "borderline." In this work, he integrates recycled materials to give products a second life.
- *Félix* is 43 years of age and has been working in the technology sector for more than 20 years. He created a start-up, which he managed as a very small business for 7 years and to which he devoted a lot of work. Feeling burned out, he decided (with the agreement of the investors) to leave the company, and at the same time, he and his wife divorced, an event seemingly related to his overwork. The conflict with his former wife is deeply painful to Felix. To overcome it, he decided to resume his

professional activity and create a new business that would enable him to achieve a better balance between his personal and professional lives.

- *Luma* is a 42-year-old teacher in an engineering school, but she previously held positions as product managers in several companies and plans to finish her career in the private sector with a major group. She has a passion for textiles, which stems from her family background and particularly the influence of her grandfather. When her grandfather died, Luma experienced it as a major personal tragedy. Later, when faced with a work redundancy, she decided to set up a company in the clothing sector, based somewhat on her professional experience but even more on her personal experience, such that the company reflects the values passed down to her by her grandfather.

Data collection and analysis

To gather data, we used semi-structured biographical interviews that we voice-recorded and transcribed. All the interviews were conducted in face-to-face during April–September 2024, and they lasted from 47 to 80 minutes (see Table 1). The interview guide included four core themes:

- Stressful event in personal life, its management, and psychological resources developed as a result.
- Life trajectory (personal and professional) following the management of the event.
- Stressful event at work, its management, the resources used to manage it, and the link with psychological resources developed previously.
- Mechanisms that allow the transposition of psychological resources from personal life to work.

Furthermore, we conducted two interviews with each informant. In the first interview, we sought to identify all the psychological resources they developed after the stressful personal

event took place. Then the second interview focused on whether the same resources had been used to deal with the stressful work event and which mechanisms enabled the informants to make this transposition. In sum, we conducted 10 interviews.

- **INSERT TABLE 1 HERE** -

In the first step of analysis, we began by tracing the process, from the occurrence of a stressful personal event to the occurrence of a stressful work event, for each informant. This step involved a descriptive coding analysis (Clark et al., 2010), using a narrative method (Boje 2001; Creswell 2007; Langley 1999), such that we sought to describe the life trajectories of each participant in chronological order and reconstruct their story. Then in a second step (second-order analysis), we searched for revealed themes that could explain and describe the focal phenomena (Gioia et al., 2012). Among these themes, we note stressful events, individual sources of resilience, sources of resilience linked to the environment, individual transformation, and evolution of a professional trajectory. Finally, we identified aggregated dimensions linked to the process of resilience development. Figure 1 illustrates the data structure for the example of Agathe.

- **INSERT FIGURE 1 HERE** -

Following the data analysis for each case, we compared them, which revealed that the process remains the same, in terms of the different phases, though there obviously are some differences in the intensity or importance of self-management, transformation, evolution of professional trajectory, and management of the stressful event at work.

Transparency and openness

We describe our sampling plan, all data exclusions (if any), all manipulations, and all measures in the study, and we adhered to the Journal of Applied Psychology methodological checklist. Data and interviews are not available due to privacy concerns. We did not use

software for analysis. Because this is a qualitative study, we did not preregister a design or analysis.

Results

With these analyses, we gain a sense of the process of building resilience, as depicted in Figure 2, and thereby reveal the link between personal resilience and resilience at work. Our analysis highlights the building process of resilience is characterized by two components: resilience capacity and psychological capacity. Resilience capacity emphasizes that triggered by a stressful event in personal life, the person develops personal resilience over time, which they then mobilize in response to a stressful event at work. The building process of resilience is composed of three phases: (1) building individual resilience, (2) evolution of professional trajectory, and (3) building resilience at work. Psychological capacity is about the ability to become aware of resources developed after the formation of individual resilience and to transpose them in the professional context.

Resilience capacity: from personal resilience to resilience in work context

Building resilience begins with a stressful personal event, then proceeds through three phases (Figure 2): personal resilience formation, professional trajectory evolution, and strengthening of work resilience. These stages align with the development of personal resilience, in that they begin with its genesis, followed by amplification and then reinforcement.

Process origin: stressful personal event

In addition to identifying the consistency of the resilience process for all five cases, our analysis reveals that the content of the phases differs. Indeed, the origin of the process is one or more stressful events in the person's personal life, which we can distinguish according

to their severity (Table 2). Therefore, we can specify two groups. The first group, comprising Athena, Efil, and Luma, features a more severe stressful event, and the resilience process is marked by more significant changes. In the second group, Agathe and Félix experience less severe stressful events, and their resilience process is marked by less significant changes.

- INSERT TABLE 2 HERE -

In turn, the consequences of the events differ across groups, such that informants in the first, more severe event group experienced intense emotions that affected their entire lives. In Athena's description, her life gradually faded away: *"I spent 3 years without hope, which was the hardest for me."* Efil identifies the trauma of his accident as an obstacle: *"I was overwhelmed by these traumatic memories."* For Luma, losing her grandfather, who played a major role in her upbringing as the head of the family, *it was a hard experience when it happens (...). It's hard to step back. You're emotionally charged."*

In contrast to the first group, the emotions experienced by the second group did not affect their whole lives. Both Agathe and Félix continued to work while dealing with the stressful personal event. Agathe kept her job, which she deemed necessary, because she had to finance her daughter's studies: *"I'm a salaried executive, and I'm responsible for the future of my daughter, who was studying (...) So I was also the only one paying."* Félix realized his divorce was the result of his strong professional involvement and absence from his married life, so he began to separate his personal and professional lives. Following his marital separation, he realized that he had to change his behavior in his personal life: *"I don't have the same relationship at all anymore. I no longer look for the same things in my intimate relationships."*

Phase 1: Building individual resilience

This initial phase features the formation of individual or personal resilience, and it encompasses two broad dimensions: self-management and self-transformation.

First, we define self-management as drawing on existing resources to deal with stressful events, such as through the self-regulation of behaviors, thoughts, and emotions. In our analyses, this dimension is characterized by both internal (spirituality, faith, emotion management, balance private and professional lives, mental model modification) and environmental (social and family support) sources of resilience, and we can further specify differences between the two groups on this dimension. That is, the first group tends to rely mainly on internal sources of resilience, whereas the second group uses both sources. For Athena, Efil, and Luma, a common internal source of resilience that they share is spirituality, which Athena defines as life: *"Spirituality is life for me, it's a way of being, it's who I am."* Efil instead regards spirituality as some stronger force that allows him to access unlimited resources: *"I have infinite resources, it's not me it's this connection to this higher force gives me access to a force of infinite power, or infinite resource."* Although Luma also mentions spirituality, she approaches it as a form of faith: *"it's my faith, but it's not just my faith, it's a whole spirituality that's linked to many things.... My faith helped me to overcome death."*

In contrast, Félix relies exclusively on the help of friends or his wife, because he feels *"I have no others (...) I use all the resources I have available because they are reliable and credible."* Finally, Agathe's case is a little more nuanced. She has more experience than Félix, because she is going through her second divorce, and she actively turns to both environmental sources (*"I spoke about it to two close friends to find out what she thought"*) and internal sources (*"Self-knowledge is really important. (...) When you've got your treasure chest and you know what's in there, you know you're going to be able to dip into it."*).

Second, self-management also influences individual transformations, and here again, we distinguish the two groups, such that the transformation of the first is more profound. The

severe events they face, involving death, powerfully affected Athena, Efil, and Luma and even altered their mental model through the modification of *raison d'être*. Athena believes that she has a role to play in life overall: " (...) and I also like knowing that I'm part of a whole and that I'm a link in a chain of things." Efil similarly seeks understanding of the world: "I think knowing myself better, being connected to myself, helps me understand the world I live in. (...) I have to understand this world, and my emotions are the result of my connection with it". For Luma, the art of living evokes a strong intellectual curiosity: " Then, you have to learn to stay connected to your music, and then I'm lucky enough to have a curiosity that opens me up to many things, and this curiosity helps me to be passionate about astronomy (...)."

For the second group, the transformation instead pertains to learning how to manage a stressful event. Agathe is learning to manage her emotions: "First there was a lot of anger, then a lot of disappointment and sadness. I've given myself time to allow these emotions to express themselves and to give them all the space they need (...)." Félix instead is learning to balance his private and professional lives: "This has made me realize that I need to work on this balance. I'm still working on it."

Phase 2: Evolution of professional trajectory

These transformations in turn affect how their professional trajectory develops. All our informants took a new direction in their career, with varying degrees of divergence, after experiencing the transformation brought about by the stressful personal event. As might be expected, the professional break is more marked in the first group. Athena, previously a communications manager, became a medium/healer, citing: "Extra-sensory abilities are mediumship, speaking with the invisible.... I've also spoken to the souls of deceased people." Rather than being employed by a construction group, Efil became an entrepreneur: "I started

the company with a project where I was asked to imitate onyx stone (...) and at one point I said to myself, 'I'll go for it, I'll give it a year'." Luma also was employed by a large company and chose to become an entrepreneur, starting up a business in her own home: "It was a tough time, but I went into entrepreneurship (...) I'd bought a house shortly beforehand. Afterwards, this house enabled me to set up the company (...)."

Félix's and Agathe's career paths instead remained relatively more consistent. Félix persisted in the same general activity (technology sector) but changed jobs. He also shifted from functioning as an entrepreneur to becoming a financier, by creating an investment fund: *"I created the job I'm doing now, because I decided on it with my partners."* Agathe shifting from working in the social sector into personal coaching: *"I worked for 7 years for a school for visually impaired children. Then I spent 15 years as a project manager with a big company.... I've been a coach for 8 years now, I give individual conferences, I've written a book, I've given a TedX conference."*

Phase 3: Building resilience at work

Finally, developing resilience at work involves the occurrence of a stressful work event that the person finds a way to manage. Across the five cases, we observe that such management involves three types of resilience, that is, entrepreneurial, employee, or leader (See Table 3). For Efil and Athena, we find evidence of entrepreneurial resilience. After experiencing stressful work events in their own companies, they created new companies to recycle products, support, or establish an investment fund, respectively. Because Luma gained resilience through spirituality and learning after the death of her grandfather, she could apply them to cope with redundancy from a company, as a form of employee resilience. Finally, Agathe and Félix cases characterized leader's resilience. Indeed, Agathe's second divorce helped her learn to manage her emotions, an ability she used to overcome an event

cancellation that was crucial for the growth of her company, as a form of leader resilience. In Felix's case, realizing the importance of work-life balance helps him better manage employee relationships.

- INSERT TABLE 3 HERE -

With regard to the distinction by groups defined by severity, we note that the first group managed the stressful work event in a more holistic way, whereas the second group focused on resolving the problem, without necessarily questioning the work context. For example, in dealing calmly with the judicial liquidation of her company, Athena positioned herself in space: *Like the bankruptcy of an individual on earth, among all that's happening on earth, and among all that's happening in the universe, it puts things into perspective for me.*" Similarly, Efil used the judicial liquidation of his company as a reason to take a step back and ask himself some fundamental questions: *"So I was lucky, I had organized the receivership three days before my vacation. Above all, I'm going to do what I like and what I'm good at. I've taken a step back and asked myself the questions: What really drives me? What do I want to do tomorrow?."* To cope with her redundancy, Luma leveraged her spirituality, which framed the stressful work event as an opportunity to expand her learning: *"Yes, it irrigates my way of life, it transcends me in itself, spirituality or the fact of wanting to rise. (...) I set up my own business (...). This thirst to learn and develop my talent is what kept me going."*

In contrast, Félix manages communication problems with colleagues by making greater efforts to communicate: *" (...) if I try to put myself in my colleague's shoes, I understand why he sees things in the opposite way to me, and that enables me to manage certain stresses I have when I want to make myself understood by other colleagues. (...) For me, the underlying problem was more psychological: we didn't have the same basis for communication."* Agathe's more nuanced situation prompted her to ask herself questions to deal with the work event cancellation while also attempting to manage her emotions and to

take a step back: *" Then I also observe what's going on inside me, what I'm feeling, I breathe, I try to visualize what else I'd like instead."*

- INSERT TABLE 4 HERE –

Psychological capacity: the role of personal resilience at work

As our interviews indicate, the formation of personal resilience influences professional resilience. The nature of the stressful personal event they experience drives the choice of new activities and the sources of resilience they then mobilize in work settings, through a transposition mechanism. Certain mechanisms particularly encourage the transposition of different sources of resilience to the work context. (See table 5).

Professional trajectory

When our informants create a new business, their activity appears directly linked to the nature of the stressful personal event. Thus, Athena seeks to create a business that will enable her to monetize her transformation into a lucrative activity: *" I became a coach and then I developed extra-sensory abilities of the medium type, so I put that to work for my clients too."* Agathe similarly emerged liberated from her painful divorce, a stressful personal event that enabled her to break free from her family's restrictive dogmas and cultivate her singularity. In turn, she set up a coaching business based on her experience, with the aim of liberating women and encouraging their potential: *"I want to pass on my experience to other women, to tell them that you can succeed, that you can put Mrs. Perfect on the shelf, and that you can live something else. So I resigned from my job....."*

Efil's car accident left him with serious effects, which in turn increased his awareness of the risks he was taking. Following his transformation, achieved through dealing with the accident, he decided to set up a recycling business—something he had wanted to do for a long time but only felt able to do after the accident made him aware of certain things. The link between his life after his accident and his determination to stay safe is clear in his

comments, such that he draws a clear link between his “borderline” personality and the risk involved in trying to produce objects made from recycled materials: *"But if you look at Wasterials (his company name), I'm going to create something with at least 75% recycled materials. (...) So I'm unconsciously putting myself in a danger zone.... before I was outside the safety zone and today I want to be at the edge of the safety zone."* After his transformation phase, Félix also realized that he was no longer the right person to run his company, because his divorce made him aware of a lack of balance between his personal and professional lives. Setting up an investment fund with partners enabled him to achieve better balance, such that *"Absolutely, the job I'm doing now I created for myself because I determined it with my partners. We created this investment fund with specific roles and which operates a little differently from other funds on the market."*

Unlike the other cases, Luma did not indicate any link between the stressful personal event of the death of her grandfather and the work activity she developed (i.e., becoming an entrepreneur, then an employee in a small company, and later an employee of a large company); her transformation was more spiritual. Nevertheless, she implies a link with her personal history, insofar as she is deeply attached to the textile sector: *"But my desire to become an entrepreneur was to develop the know-how we still had here before it disappeared completely, and that's how I set up my first company."* The difference with the others cases could be explained by the age of Luma who is younger than others. Indeed, she was still student when she lost her grandfather whereas the others were professionally active.

Transposing resilience

After developing sources of personal resilience, people might reuse them to manage stressful events at work. For example, Athena dealt with the death of her father by turning to sources of resilience linked to faith and spirituality. She also developed extra-sensory abilities

and undertook a process of introspection and personal development. When her company went into receivership, she remobilized these same sources of resilience, such that her medium practice enabled her to feel serene even in the face of her company's liquidation: *"I have mediumistic practices ... sometimes I feel a kind of serenity, of love."* Refocusing on herself also helps her downplay the stress: *"When I refocus, I come back to myself, I come back to the present moment, and that's where it's at, the rest is no longer important. It helps to play things down...."* This personal spirituality enables her to be less harsh with herself and then manage the work situation with gentleness: *"The winding-up happened because I wasn't vigilant about certain things, and spirituality shows it in a more benevolent light. I'm often quite hard on myself, so spirituality gives me a gentler view of things."* Faith also facilitates stress reduction despite the stressful work events, such that *"I also had other existential stress points that used to give me anxiety, but now that's not the case at all.... Faith has really changed everything for me...."*

To overcome her marriage difficulties, Agathe decided to divorce, a choice that was facilitated by key sources of resilience, such as breaking out of codes, spirituality, personal development, self-confidence, and the ability to be stronger and more courageous in the face of adversity. On a professional level, she mobilized some of these resources to deal with the stress of poor registration rates for a "smile with me" event she wanted to organize. In particular, by listening to her feelings, she could step outside a conventional framework and stop organizing the event: *"It's good to listen to your feelings and trust them. But very often we're guided by our heads rather than our hearts, because that's the way we've been brought up (...) Well, you do. So there's a link with getting out of frames."* Again, spirituality developed in the personal dimension helped her deal with the professional event, using practices such as self-observation: *"I also observe what's going on inside me, what I'm feeling, I breathe, I try to visualize what I'd like others to do instead...."* Agathe also gains

calm: *"The time to welcome emotions, because when you're not calm, it's difficult because you can't see."*

Efil's main focus after his road accident was to seek greater security and a sense of being more responsible and confident in his choices. Thus, when his company entered into a bad financial situation, he leveraged feelings of security and responsibility to decide to file for receivership quickly, with a clear goal: *"Yes, in terms of responsibility, my number one priority is to earn money to feed my family. Indeed, I'm using security and optimization to manage the receivership. (...) That's responsibility."*

Following his divorce, Félix developed resilience related to establishing a balance, in this case between his personal and professional life. He considers finding balance in the professional sphere essential, and he finds such balance by prioritizing the activities he enjoys, while leaving other activities, for which he is unmotivated, in the background: *"For example, I'm a computer scientist at heart, and it just so happens that in my to-do list, there's some computer stuff I'm going to code. I'm going to make it a priority and I'm going to be late on some hyper-stressful legal work, so I'm going to put it aside and go and code the function in question. (...) because coding relaxes me."*

Finally, the resilience that enabled Luma to overcome the death of her grandfather stemmed from faith, which in turn taught her to enjoy the present moment, free herself from the opinions of others, and trust herself. When Luma faced redundancy, she overcame it by implementing a business creation project, and in the process of setting up the company, she leveraged the sources of resilience that helped her overcome the death of her grandfather. In turn, faith and spirituality are central to the business creation process: *"My spirituality helps me not to be afraid, even if I train myself, it will be an asset and if it doesn't help me, too bad, I grow each time and I'm sure of that vision."* In creating the company, Luma freed herself from others' judgments, noting that *"It's also about freeing yourself from the gaze of others"*

and refocusing on yourself, so I created a second entrepreneurial project that resembles me 100%, whereas the first was with an artistic directive, so it didn't resemble me 100% because there was always a consensus to be reached. That wasn't the case here." Finally, self-confidence helped her develop the business creation project: *"Creating my own job is also a way of gaining self- confidence."*

Transposition mechanisms

The analyses reveal five specific mechanisms that favor the transposition of sources of resilience into professional spheres: overlap between personal and professional life, awareness of the existence of resources, proximity to the emotions generated by events, confidence in one's ability, and awareness of a lack of other resources. All the individuals do not use all the mechanisms but only some of them (see Table 5).

First, reflecting an overlap between personal and professional life, Efil stresses this close proximity, by noting that *"My professional and personal life are intimately linked"* and that he behaves identically in both: *"When I grow personally, it makes me grow professionally and vice versa. Once again, it's a question of alignment."* Athena also acknowledges using the same resilience sources in her professional and personal life, such that she actively does not separate them: *" For example, when I went into receivership, I withdrew into myself for a year, because I had to let go. And when it comes to personal events, I tend to withdraw a lot."*

Second, Athena, Agathe, and Luma all expressed an awareness of the resources they possess, which they also realize they can mobilize in a work context. As Athena explains, *"they help me to deal with a professional difficulty.... But knowing that I have them helps me when I remember."* Agathe compares her resources to a treasure chest and stresses the importance of being aware of them, so as to be able to mobilize them when needed: *"It's about being able to show that the sources I've developed are there. And above all, it's about*

being able to see them. It's as if we had a treasure inside us, but it's well hidden." In turn, Luma highlights that being aware of existing resources to deal with stressful events enables her to handle them more serenely: *"It's true that when you're dealing with a professional event, you're not exactly serene, but the fact that I know I have such and such a resource means I can deal with things in a healthier way in my professional life."* For Félix, being aware of insufficient resources, namely, a lack of balance, also helps him deal with stressful events: *"From experience, I realized that I lacked balance, so I became aware of that, and that's what motivates me to draw on these resources when I'm in stressful situations. I know it helps me a lot."*

Third, proximal emotions offer another mechanism, as cited by Agathe and Luma; it implies that an event experienced in professional settings might generate the same emotions as those generated by an event in personal life. The proximal emotions then encourage the mobilization of similar sources of resilience to deal with them. Agathe offers an explanation, using an example of commitment, such that disengagement exhibited by some of her customers for the event she wanted to organize reminded her of the disengagement she experienced during her divorce: *"You can remember some of the anger, panic, etc., that I experienced in my personal life. You can see my first emotion against people who don't commit. And I experienced it in my personal life. You see people who say we're going to do this together and they don't show up, it's exactly the same in personal life. We say it. The brain makes generalizations: 'Look, it's always the same, people don't commit to anything anymore and you see right away your brain compares and generalizes'."* Luma concurs, pointing out that a stressful event at work generates the emotions she felt in response to a stressful personal event, so she mobilizes her prior, personal experiences: *"Yes, at work you can feel emotions—anger, joy—so I imagine you mobilize the emotional experiences you have*

in your personal life in some way.... Managing and mastering emotions helps to deal with stressful professional events."

Fourth, experience dealing with a stressful personal event can give people confidence in their ability to deal with other experiences. Due to their ability to define their experience, Agathe, Efil, and Luma also feel confident about using this ability in their professional lives. Agathe explains this transposition by offering the metaphor of a "little bath" and "big bath" to explain that if we did it in one context, we can do it in another context: *"I like to tell my customers that if you can do it in the shallow end, you can do it in the deep end. Once you've tried it on a personal level, you can do it on a professional level. Okay, I had confidence when I had to do this or that, so now I have the same confidence for the event 'smile with me.'* Here again, we draw a parallel. *If I've done it in my personal life, I can reproduce it in my professional life."* Although Efil does not directly link the management of stressful personal events with the management of stressful work events, he notes that connecting to his emotions in his professional life reassures him and helps him manage stressful work events: *"My visceral states of stress, because you see, it happens in the belly. But ... I no longer feel stressed about this morning's delivery. Normally, I would have been stressed from Tuesday to Friday morning. Yes, connecting with my emotions and managing them reassures me a lot."* Citing experience effects and the development of her ability over the years, Luma explains how she manages stressful work events: *"There's an experience effect, especially as I'm over 40, so yes. If you ask a 25-year-old entrepreneur, he may not be fully aware of his resources. But the fact that I'm aware of my resources and know what I can rely on, gives me strength, so it reinforces my ability to take a step back, so in a stressful professional situation I'm less shaken than before."*

Fifth, a belief that no other resources are available encourages the use of resilience factors at work. This mechanism is particularly pertinent for Félix, who explicitly claims he

uses the same resources because he knows he has no others, though he also asserts that these uses reflect his belief in their reliability and credibility: *"Because I don't have any others. Maybe I could find solutions in books, but I ... these are the only resources I use. I use all the resources I have available because they are reliable and credible."*

- **INSERT TABLE 5 HERE** -

- **INSERT FIGURE 2 HERE** -

Discussion

Theoretical implications

Compared with the many studies of personal, individual resilience, studies of work resilience are less abundant. Because the meaning of resilience varies across contexts (Duchek et al., 2022), it becomes crucial to study resilience in each context to understand its effects. In particular, we consider the transposition of individual resilience from personal to work contexts, in an attempt to understand the relationships between them. Our study in turn makes three main contributions.

First, it specifies the process of resilience building, and particularly how it moves from personal to work contexts. In detailing this process, we describe its content and the links across personal and work contexts, which offers support for prior literature that delineates the three types of entrepreneurial (Sutcliffe & Vogus 2003, Blatt 2009, Ayala & Manzano 2010; 2014), employee (Ma et al., 2024; Moenkemeyer et al., 2012), and leader (Foerster & Duchek, 2018; Duchek et al., 2022) resilience at work. As we show, resilience developed in personal life may strengthen all three types of work resilience. In addition to detailing how our informants developed entrepreneurial, employee, and leader resilience, we add to

literature the different stages of resilience development from personal to work context. As we show, a stressful personal event triggers the process that allows people to mobilize personal resources to confront a stressful work event. This process includes the formation of resilience in personal life (through self-management and individual transformation), the evolution of the professional trajectory, and then the strengthening of resilience at work. We establish the consistency of this process for all cases that we study.

Second, we also identify some nuances and differences among the cases, even as they move through the same process. In line with prior studies that acknowledge the varying severity of stressful events and their different consequences (Krupnik, 2019), we clarify that the nature of the stressful event affects the formation of personal resilience, as well as the resilience that then emerges in work contexts. The nature of the stressful event determines the time required to adapt, such that dealing with death demands the most time to find a new state of stability. For any severely stressful personal events though, people embrace mostly internal sources of resilience, then undergo a deeper transformation and more radical shift in their professional trajectory. Less severe events lead people to use either internal or external sources, undertake a more incremental transformation, and exhibit a less radical break in their professional trajectory. Moreover, our findings offer more clarity about the link between the nature of the stressful event and nature of the resulting sources of resilience. Prior literature tends to emphasize optimism (Parker et al., 2015), enthusiasm, energetic approaches, curiosity, openness to new experiences (Tugade & Fredrickson, 2004), positive emotions (Tugade & Fredrickson, 2004, Parker *et al.*, 2015), and cognitive flexibility (Rademacher et al., 2023) as resources; we add that when people experience severe personal stresses, they often turn to resilience sources based in spirituality or faith too. Nevertheless, as is depicted in table 4, resilience sources linked to spirituality and faith appear for women while for the men, we find sources such as security, responsibility and balance in professional sphere. It

would be interesting to do gender studies to better understand whether the sources of resilience linked to spirituality are specific to women. Our study also shows a difference with Efil and others cases. Efil is an engineer and during the personal stressful event, he didn't ask help from family. According to him, the members of his family are all teachers and they are not able to understand his problems. So he asked his engineer friends for help. It could be interesting to do studies on the professions to understand if sources of resilience are linked to professions.

Third, in detailing the links that arise between resilience in personal and in work contexts, we affirm Ducheck et al.'s (2022) argument that resilience is a context-dependent construct and further specify three key linkages: evolution of professional trajectory, transposition of sources of resilience, and mechanisms allowing this transposition. The choice of a new work activity or professional trajectory reflects what people learn from managing a stressful personal event, such that once they have experienced and overcome such an event, they use their transformation to define their professional lives. This link is especially evident among people who have confronted severe stressful events in their personal lives, such that they alter their professional path more radically and choose a new profession that reflects what they have learned in overcoming the personal event. But even if they experience less stressful personal events, our informants alter their professional trajectory, perhaps less radically, by integrating lessons they have learned into their functions. However, our study reveals one difference among cases. Indeed, while for four cases, the new professional trajectory is linked to the nature of the personal stressful event, for one case, the choice of the professional trajectory is linked to her personal history. We also show that for the latter case, the individual is younger than others and she is still student. Further studies could be interesting to understand the reasons/factors or indicators which explain the nature of activities developed after a personal stressful event: age, professional situation, personality

etc. Thus, building on previous research (Duchek et al., 2022), we show that sources of personal resilience can be transposed to work. Our study goes further by emphasizing the mechanisms that favor this transposition, namely, overlap between personal and professional domains, resource awareness, proximity to emotions, confidence in one's ability, and awareness of having no other resources. The identification of these mechanisms offers interesting research perspectives. Our study shows that the individuals do not use the same mechanisms. It could be interesting to understand why do individual use some mechanisms and not others.

Managerial implications

First, developing the ability to manage stress is crucial, and resilience is closely linked to this ability. Managers should establish training programs for stress management techniques that can help employees overcome stressful work events, such as regular workshops related to relaxation techniques, meditation, or emotional management. Second, promoting a culture of learning and tolerance of error is essential, because by creating an environment in which mistakes are defined as inspiration for or sources of learning, it is possible to strengthen individual employees' capacity for resilience. Such a culture might be achieved by introducing a "right to make mistakes" policy and providing regular feedback on failures at team meetings. Third, managerial support can be crucial to the development of employees' resilience, because it represents a source of external resilience. Interpersonal relationships are fundamental to the resilience process. Managers might encourage the creation of formal and informal support networks, such as mentoring programs, experience-sharing groups, or regular "talking circles" to encourage employees to share their concerns and successes.

Fourth, the development of emotional skills appears to offer a key lever, considering our findings that indicate the importance of an ability to regulate emotions. Training in

emotional intelligence might become part of professional development programs, to help employees better identify, understand, and manage their emotions, as well as encourage appropriate expressions of emotions in professional settings. Fifth, promoting work–life balance is crucial, because acquiring resources from personal lives ultimately is essential to professional resilience. Managers should take care to implement policies that encourage this balance, such as flexible working hours, teleworking options, or workplace well-being programs that offer sports and leisure activities.

Conclusion

This research emphasizes the importance of personal, individual resilience as a foundation for strengthening resilience at work. It can facilitate work resilience, because the sources of resilience generated and mobilized in the face of stressful personal events also can be relevant at work. Therefore, individual employees, leaders, and entrepreneurs should work to build their personal resilience capacity if they hope to cope effectively with difficulties in work contexts.

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Table 1. Interview informants

Individual	Current position	First interview	Second interview	TOTAL
Athena	Entrepreneur	48 minutes	47minutes	95 minutes
Agathe	Entrepreneur	78 minutes	35 minutes	113 minutes
Efil	Entrepreneur	60 minutes	48 minutes	108 minutes
Félix	Entrepreneur	50 minutes	41minutes	91 minutes
Luma	Entrepreneurship training manager	80 minutes	34 minutes	114 minutes
TOTAL	5 individuals	316 minutes (5 hours and 26 minutes)	205 minutes (3 hours and 41 minutes)	521 minutes (8 hours and 68 minutes)

Figure 1. Data structure

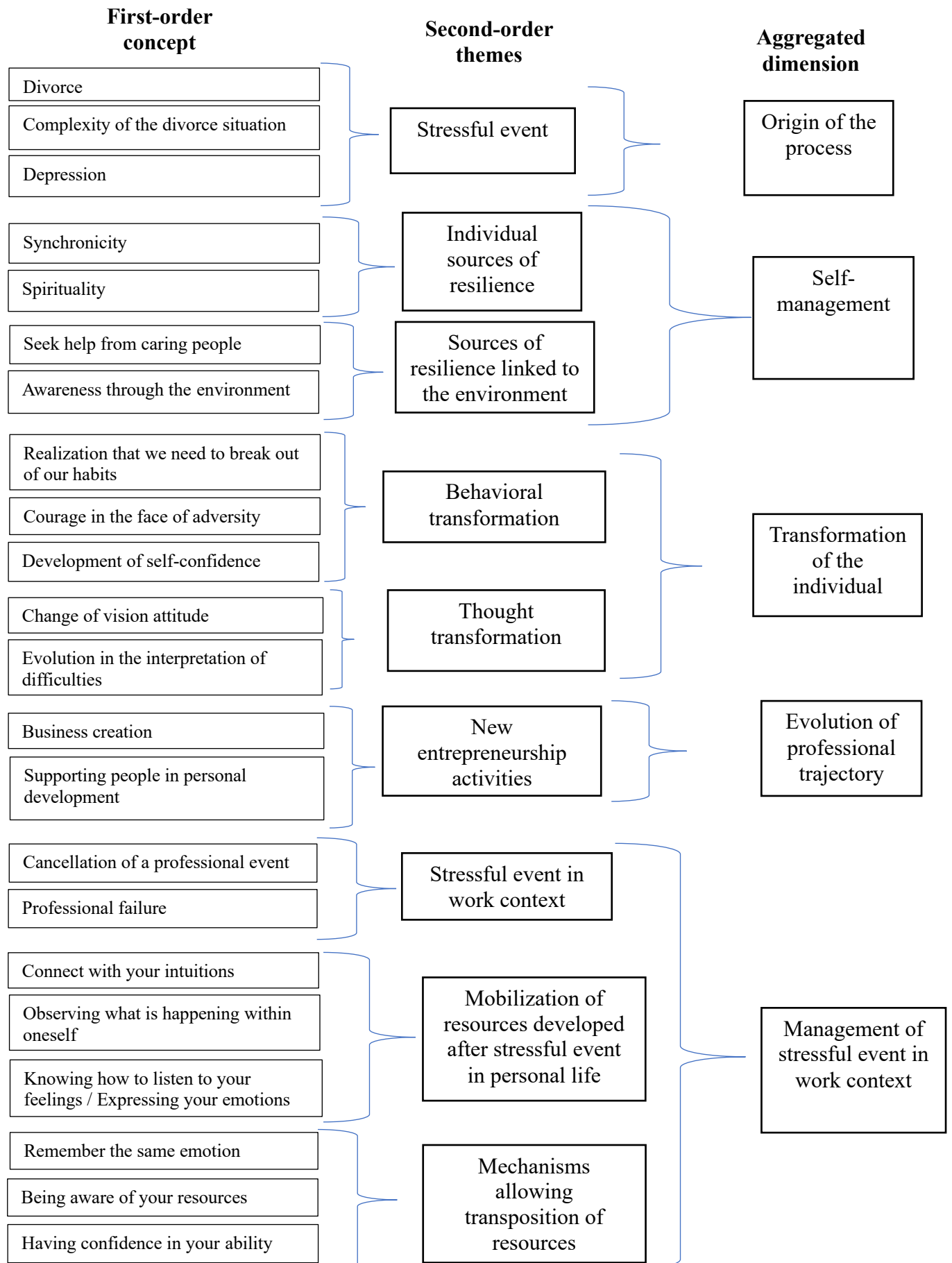


Table 2. Stressful events, severity, and consequences

Group	Informant	Event	Consequences
1, Severe	Athena	Death of father	"The death of my father, I think that's the most important.... His departure lasted a long time and it was atrocious for him. It left a deep impression on me. My father died 7 years ago in 2016. It took me 6 years to get over it."
	Efil	Car accident	"I had a very serious accident 10 years ago, and Amélie woke up 3 times thinking she was a widow. I was in intensive care 3 times. It did a lot of damage to my body."
	Luma	Death of grandfather	"I had the death of my grandfather, my father's father.... Yes, it was very hard. He passed on a lot to me, so the loss of someone like that, who structured the family, certainly shook things up a bit."
2, Less severe	Agathe	Two divorces	"And again after 10 years, he was the manipulative narcissistic pervert, and now I realize that things aren't going well and that I have to divorce him again. And it's horrible, because I have to take responsibility again in the eyes of my family."
	Félix	Divorce	"The fact that I separated from the person I was in a relationship with. It was an extremely conflictual separation."

Table 3. The three types of resilience

	Employee's resilience	Entrepreneur's resilience	Leader's resilience
Definition	The capacity to endure challenges (Thai et al., 2024). Positive adaptation and maintaining personal wellbeing and functioning (Bulenda, 2024).	The ability to develop new entrepreneurial activities after a failure (Duchek, 2018) or continually create new companies (Lafuente et al., 2019).	The ability to "remain effective in adverse surroundings" (Foerster & Duchek, 2018). Resilience is a requirement because of their responsibilities.
Efil		Ability to manage the receivership of his company	
Athena		Ability to manage the receivership of her company	
Félix			Ability to understand the needs of employees and know how to

			communicate with them
Luma	Ability to face to redundancy		
Agathe			Ability to accept her responsibilities of failure of organizing an event in her company

Table 4. Comparative table of cases by criterion for resilience capacity

Process phase	Criteria	First group: Athena, Efil, and Luma	Second group: Agathe and Félix
Origin of the process, stressful event	Severity of personal event	High	Moderate
	Level of emotional depth	Total	Partial
Phase 1: Building individual resilience Self-management	Sources of resilience	Mostly internal	Internal and/or external
Individual transformation	Transformation level	Deep	Shallow
Phase 2: Evolution of professional trajectory	Professional break	Radical	Incremental
Phase 3: Formation of resilience at work	How to manage the stressful work event	A more holistic way	Focus on resolving problem

Table 5. Comparative table of cases by components of psychological capacity

	Athena	Efil	Luma	Agathe	Félix
Professional trajectory	Link between the personal stressful event and the evolution of professional trajectory	Link between the personal stressful event and the evolution of professional trajectory	No link	Link between the personal stressful event and the evolution of professional trajectory	Link between the personal stressful event and the evolution of professional trajectory
Sources of individual resilience transposed in work context	Spirituality Faith Sensory abilities Refocusing on herself	Security Responsibility	Spirituality Faith Self-confidence	Spirituality Breaking out of codes	Finding balance in the professional sphere

Transposition mechanisms	<p>Overlap between personal and professional life</p> <p>Awareness of the existence of resources</p> <p>Proximity to the emotions generated by events</p> <p>Confidence in one's ability</p>	<p>Overlap between personal and professional life</p> <p>Confidence in one's ability</p>	<p>Awareness of the existence of resources</p> <p>Proximity to the emotions generated by events</p> <p>Confidence in one's ability</p>	<p>Awareness of the existence of resources</p>	<p>Awareness of insufficient resources</p> <p>Awareness of a lack of other resources</p>
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Figure 2. Resilience process

