|  |  |
| --- | --- |
| **Cause-oriented thinking** | **Response-oriented thinking** |
| **Control** |  |
| Was this adverse event inevitable,or could I have prevented it? | What features of the situation can I (even potentially) improve? |
|  |  |
| **Impact** |  |
| Did I cause the adverse event, or didit result from external forces? | What sort of positive impact can I personally have on what happens next.  |
|  |  |
| **Breadth** |  |
| Is the underlying cause of thisevent specific to it or morewidespread? | How can I contain the negatives of the situation and generate currently unseen positives? |
|  |  |
| **Duration** |  |
| Is the underlying cause of thisevent enduring or temporary? | What can I do to begin addressing the problem now? |

A change in mindset – Are you asking yourself the right questions?

To strengthen their resilience, managers need to shift from reflexive, cause-oriented thinking to active, response-oriented thinking.