



Volume XXVII 2024

ISSUE no.1

MBNA Publishing House Constanta 2024



Scientific Bulletin of Naval Academy

SBNA PAPER • **OPEN ACCESS**

Exploring Grit Resilience in Military Student Sailors: Implications and Strategies for Enhancing Performance and Adaptation

To cite this article: Carmen L. Cojocaru and Florențiu Deliu, *Scientific Bulletin of Naval Academy*, Vol. XXVII 2024, pg. 97-106.

Submitted: 18.04.2024

Revised: 18.06.2024

Accepted: 01.08.2024

Available online at www.anmb.ro

ISSN: 2392-8956; ISSN-L: 1454-864X

doi: 10.21279/1454-864X-24-I1-014

SBNA© 2024. This work is licensed under the CC BY-NC-SA 4.0 License

Exploring Grit Resilience in Military Student Sailors: Implications and Strategies for Enhancing Performance and Adaptation

C L Cojocaru¹, F Deliu¹

¹ Associate Professor PhD, Naval Academy "Mircea cel Bătrân", Romania

¹ Associate Professor PhD, Naval Academy "Mircea cel Bătrân", Romania

Abstract: The study aims to explore and operationalize the concept of military resilience from both a theoretical-methodological and practical-actional perspective by developing an investigative research design with the following objectives: understanding and measuring the global level of military resilience grit, its components (passion and perseverance), and its intercorrelations with other variables such as RS-13 resilience, self-esteem, self-confidence, tendency towards self-undermining success; the other practical-applicative objective, with implications for future possibilities, proposes capturing the dynamic evolution of grit resilience in naval military students within the instructive-educational, formative process of the Naval Academy "Mircea cel Bătrân". In these circumstances, the degree of grit crystallization as a perfectible trait in shaping the character of future naval officers can become a valid predictor of performance in the sphere of stressful, traumatic missions, crisis management, potential adversity, mental health, adaptation to extreme, dangerous events. The participants of the study were N= 52 military marine students in their last year of study in the undergraduate program of Navigation, Hydrography and Naval Equipment who self-assessed the degree of grit resilience, RS-13 resilience, self-esteem, self-confidence, self-handicapping tendency. The research results obtained from descriptive and inferential statistical analysis confirm the hypotheses presumed, namely that military grit resilience measures at least average values and that there are strongly significant intercorrelations between military grit resilience and the other measured variables.

Keywords: military resilience, grit personality, self-esteem, self-confidence, self-handicapping, performance, resilience training, adaptation, resilient military leadership

1. ARGUMENT. NATO'S COMPREHENSIVE APPROACH TO RESILIENCE

The NATO Secretary General's Annual Report 2023 reaffirms NATO's values and fundamental purpose, namely "to ensure the defence and security of all allies, individually and collectively," in accordance with the strategic document outlining NATO's three essential tasks: deterrence and defence, crisis prevention and management, and security assurance through allied cooperation. The NATO Secretary General structured his presentation on the transatlantic forum's activities in 2023 into several sections of interest, among which NATO's Comprehensive Approach to Resilience holds particular importance.

Thus, the NATO 2023 Resilience Symposium was organized by NATO's International Military Staff and Allied Command Transformation and took place in Riga, hosted by the Latvian government and attended by over 250 participants: resilience experts, political and military decision-makers, partners, directly interested and involved civilian leaders. The Symposium's theme unanimously emphasized that "Resilience is a key element of the Alliance's strategy" and "Deterrence and Resilience are Two Sides of the Same Coin."

The comprehensive approach to the concept of Resilience entails the development of a set of seven requirements for strengthening resilience, summarized as follows: "assured continuity of government and critical government services; resilient energy supplies; ability to deal effectively with uncontrolled movement of people; resilient food and water resources; ability to deal with mass casualties and disruptive health crises; resilient civil communications systems."

This pragmatic-actionable perspective on military resilience involves bold initiatives and responds to NATO's strategy, which aims to ensure the Alliance's security amid current geopolitical challenges. In this regard, several directions of analysis and action can be discerned, including:

- cooperation and coordination among NATO member states, establishing resilience partnerships with the European Union, Ukraine, and the Republic of Moldova regarding critical infrastructures in the Euro-Atlantic area in sectors such as transportation, energy, digital infrastructure, and space.
- expertise and risk assessment, identifying strengths and vulnerabilities, with NATO providing support and technical assistance to strengthen the military resilience of member states;
- enhancing societal resilience by increasing situational, emotional, and multicultural awareness to protect populations from hostile, manipulative propaganda influence, based on PSYOPS products.
- Interconnectivity through the engagement and involvement of civilian and military NATO citizens, through participation in exercises, training, and joint missions aimed at influencing rapid response capabilities and addressing threats, crisis situations, counterterrorism, hybrid attacks, and peacekeeping;
- The NATO partnership for training and investment in military education by providing courses and training support in critical areas such as security and defence or through the Defence Capacity Building Program, which "helps partners build, develop, and reform their professional military education institutions by establishing validated common references for military education."

We endorse the comprehensive approach to the concept of military resilience developed by NATO and further propose to discuss its operationalization in specialized literature, with a focus on the specific aspects of resilience among naval military personnel heavily influenced by the culture and requirements of the military organization as well as the current geopolitical context.

2. UNDERSTANDING MILITARY RESILIENCE

The concept of resilience has become polysemantic, being constantly used, and often indiscriminately, in relation to other terms in the adjacent conceptual sphere such as psychological resistance, voluntary behaviour, perseverance, and tenacity. In the current context of interdisciplinarity and the dynamism of ideas transferable from one domain of competence to another, specialized literature mentions the adoption of the term resilience from the fields of engineering and metallurgy, referring to the physical properties (especially elasticity) of materials that, subjected to harsh and prolonged processing (pressure, temperature), had the quality of returning to their initial parameters or even improving their characteristics. Building upon this, the psycholinguistic understanding of resilience can be associated with the capacity to overcome obstacles in achieving set goals, to derive valuable lessons from such experiences with negative impacts, to pass them through one's own psycho-motor skills to generate personal development and psychological growth, while maintaining benchmarks of balance and mental health.

A multidimensional and multifaceted psychological concept, resilience represents a synthetic and global neuropsychological capacity through which the human psyche operates fine adjustments for maintaining or rebalancing mental, physical, social, and moral well-being in relation to one or more stressors. An essential role in this process is held by the subjective perception of the aggressiveness of the stimulus in terms of its intensity and durability in relation to the self-evaluation of personal resources.

From this perspective, the following general situations and various combinations thereof can be described:

- Harmony, efficiency of resilience associated with psychological well-being, positive self-image, the feeling of control, optimal psychosomatic functioning, and performance effectiveness;
- Dissonance, inefficiency of resilience, systemic disturbance through overstimulation or underutilization of the psyche due to excessive perception in one direction or another of psychological, physical, social, moral demands, low self-control, contracted self-image, associated with negative psychosomatic experiences and manifestations and failure or inefficiency in achieving objectives.

Rephrasing, we can interpret resilience in terms of continuous and sustained effort to withstand demands over an extended period, and the emergent capacity of the human psyche to maximize voluntary behaviour for the purpose of higher psychological adjustment through strong, emotionally supported volitional effort. This mental process, with a well-defined purpose, namely integration, adaptation, systemic balance, maximally mobilizes psychological resources depending on the perceived difficulty of obstacles or adversities and is experienced psychosomatically as a state of tension, internal tension, and anxiety. As a psychological mechanism of self-regulation and self-determination in mental life, willpower provides the useful mental energy for initiating and carrying out actions to achieve resilience, and implicitly, may trigger actions of postponement, delay, suspension, or even inhibition of regulatory processes, akin to the fine cerebral adjustment between cortical excitation and inhibition explained by Pavlov. Thus, we can explain interindividual differences regarding the level of resilience and combat the mythologization of inherited talent, which remains merely a cognitive bias of psychological software.

The literature review inventories a multitude of approaches to the concept of resilience, emphasizing the epistemological dynamism in defining this concept, focusing either on its nature, mechanisms of elaboration, or its purpose, correlated with variables verifying context, expectations, or efficient behaviour. Thus, psychologist G. Bonanno (2004) defined resilience as "the ability to maintain relatively stable and healthy levels of psychological and physical functioning," researcher E. Henderson (2001) proposed a tripartite model of resilience in which the three factors involved, though at different levels, develop certain relationships: "there must be a relationship in the resilient factors coming from three different levels: I have (social support), I am (internal strength), and I can (skills)." Gartland et al. (2011) stated: "resilience is a dynamic process that changes over time and with context," Aburn et al. (2015) stated: "resilience relates to adaptation to adversity," and summarizing, a definition that received broader consensus among researchers was proposed by Crane (2017): "resilience is the capacity to adapt effectively to adversity and trauma with a short-term downturn in functioning and mental health."

It is evident that the military environment involves factors with a high degree of risk and uncertainty, and in theatres of operations, military missions are demanding and involve exposure to ambiguous events, with lethal or traumatic potential, threatening life. The military organization's requirement to maintain "operational readiness" leads military leaders at all levels of command to constantly concern themselves with developing resilience and operational stress management in preparing soldiers for combat, explicitly aiming to increase subordinates' capacity for efficient response to demands in a timely manner and with minimal negative impact from emerging adversities.

NATO military documents define military resilience as "a complex concept that involves the ability of a military force to cope with and adapt to various threats and environmental conditions"

(Army Leadership and The Profession, 2019). The relevant aspects of military resilience reside in soldiers' perseverance to fulfil the tasks entrusted to them by assuming commitment, focusing attention, and voluntarily mobilizing to overcome challenges, even if they may include failures, traumas, or adversities. We can emphasize the essential role of military leaders capable of inspiring courage, following a tough but realistic winner's vision, and providing personal models of resilience.

In line with NATO's comprehensive approach to military resilience, the Naval Leadership Manual coordinated by Rear Admiral M. Panait considers military resilience to be "the demonstration of psychological and physical capacity to overcome failures, defeats, and privations. The tendency for rapid recovery after failures, shocks, injuries, adversities, and stress, while maintaining a focus on mission and organization" (2022).

Another reference military document is the Manual for Psychological Preparation and Operational Stress Control coordinated by Col. V. Marineanu, which defines military resilience as "Positive psychological adaptation in the face of significant stressors affecting development, evolution, or even survival." (2014) The authors draw attention to the "inner strength of soldiers to confront fear," which involves the reinforcement of certain character traits originating from a set of attitudes, beliefs, convictions, but especially the "mental, emotional, behavioural, and spiritual adaptation capacity of soldiers" with reference to the efficient generation of coping mechanisms. These imply the rapid development of intelligent problem-solving strategies for new, unfamiliar challenges through the governance of affectivity by logical, cognitive, resolution-oriented psychic processes, resulting immediately in a sense of control, goal focus, and optimal military operational performance, as well as efficient emotion regulation.

Synthesizing the presented analysis directions, we subscribe to a systemic perspective for exploring military resilience both at the individual, intra-psychic level, considering personality as the Romanian psychologist M. Golu describes it, "a hypercomplex, probabilistic, dynamic, open system," and at a more general, synergistic level that includes the interaction, interinfluence, interdependence, compensation, and feedback of various factors such as: the context as a theatre of operations or the organizational culture in the military environment, community social support, family support, cohesion and camaraderie within the combat group, quality and dynamics of interpersonal relationships, troop morale, military leadership style practiced in relation to the leader's personality attributes, characteristics of the naval military crew, authentic and timely communication style, and the level of structure and complexity of military missions.

3. RESEARCH DESIGN

3.1 Procedure and Study Design

The general theoretical-methodological objective of the study is one of understanding, through scientific research, the degree of psychological resilience as a personality attribute of naval military students and the relationships established between resilience and other psychological factors such as grit resilience with its two components: passion and perseverance, self-esteem, self-confidence, and the tendency for self-handicapping, with a facilitating or inhibiting role in its consolidation.

The practical-applied objective, from a perspective standpoint, aims to capture the evolution and crystallization of resilience among naval military personnel in the context of the instructive-educational, formative process at the "Micea cel Batran" Naval Academy. Even though the micro-research only describes static, observational aspects, "of the moment" of this composite concept - psychological resilience - it can serve as an inaugural reference point in making predictions regarding the rapid adaptability, mental health status, and performance in carrying out missions under adversity conditions by future naval officers.

Hypotheses

H1. We consider that the level of grit military resilience registers at least medium values, and its two components are statistically represented as follows: the PERSISTENCE variable has higher values than the PASSION variable.

H2. There are significant intercorrelations between grit military resilience and all other measured variables.

3.2 Participants

The present study was conducted on a sample of N= 52 naval military students, imminent graduates of the "Navigation, Hydrography, and Naval Equipment" undergraduate program at the Naval Academy. Participants volunteered for the study, were informed about and explained the objectives and design of the research and agreed to participate by providing informed consent. The same complete investigative process was applied to all participants in the research sample, and the collected data respected anonymity and confidentiality.

3.3 Research Method - Measures

3.3.1 Grit Resilience Scale (Duckworth, 2018)

Participants completed the Grit Resilience Scale (Duckworth, 2018), as utilized by the author in research on the grit personality of military students conducted at the United States Military Academy at West Point. This scale comprises 10 items, with self-administered responses given on a 5-point Likert scale, ranging from 1 (not like me at all) to 5 (very much like me). Summing the scores reflects a higher degree of self-evaluated resilience (5 = extremely gritty and 1 = not gritty at all). The test aims to highlight two subscales in their quality as components of grit resilience: passion or consistency of interest (5 items) and perseverance of effort (5 items). Scores for each subscale are calculated by summing the responses to the corresponding items, after reversing negatively formulated items, and the total GRIT score is obtained by calculating the average of the scores of the two subscales.

3.3.2 Resilience Scale (RS-13, cited in Berndt, 2014)

This useful tool in measuring resilience was developed by a group of researchers from the University Clinic Jena under the coordination of Karene Leppert. It consists of self-evaluated responses to 13 items on a 7-point Likert scale where 1 = "does not fit me at all" and 7 = "fits me completely." By summing the obtained points, a score is obtained within a range of 13-91 points that allows for self-estimation of the degree of personal resilience.

3.3.3 Self-Esteem Evaluation Scale (Glenn Schiraldi, 2019)

The starting point in developing this scale is the author's conception, a professor at the University of Maryland (USA), of self-esteem expressed as follows: "the definition of self-esteem is the central point of our journey. Self-esteem is a realistic and appreciative opinion about oneself. Realistic means true and sincere. Appreciative implies the existence of positive feelings and acceptance of oneself" (Glenn Schiraldi, p. 42). The Self-Esteem Evaluation Scale is constructed of 12 items on a 10-point scale where 0 = strongly disagree and 10 = strongly agree, and the task of respondent subjects is to assess the extent to which they believe the statements are correct. The total score is obtained by summing the points obtained and describes the self-perceived level of self-esteem.

3.3.4 Self-Confidence Evaluation Scale (L. Chelcea, 1994)

A significant number of studies have shown that a well-structured self-image can be considered a construct with multiple interrelated dimensions, where self-confidence correlates with self-esteem depending on personality attributes, external stimuli, life events... The Self-Confidence Evaluation Scale consists of 12 items presented as statements to which subjects can respond "true or false" regarding how they perceive themselves. The scores obtained place the interpretation of the results in an interval of 12-24 points.

3.3.5 Self-Handicapping Scale (for students) (Kaur, Raji, 2022, cited in Chelcea, 2024)

Professor Septimiu Chelcea conceptualizes self-handicapping as "undermining one's own success" (p. 79, 2024), operating fine discriminations between "behavioural self-handicaps" and "self-reported handicaps", specifically referring to mechanisms generating strategies of self-sabotage to preserve self-esteem and maintain a socially desirable self-image.

The Self-Handicapping Scale consists of 12 items, with subjects responding on a Likert scale ranging from 0 (total disagreement) to 5 (total agreement). The final score is the sum of the scores

from all 12 statements. The higher the score, the higher the level of self-handicapping tendency, while the lower the score, the lower the level of self-handicapping tendency. (p. 84, 2024)

4.RESULTS OF THE RESEARCH AND DISCUSSIONS

4.1 Statistical Analysis

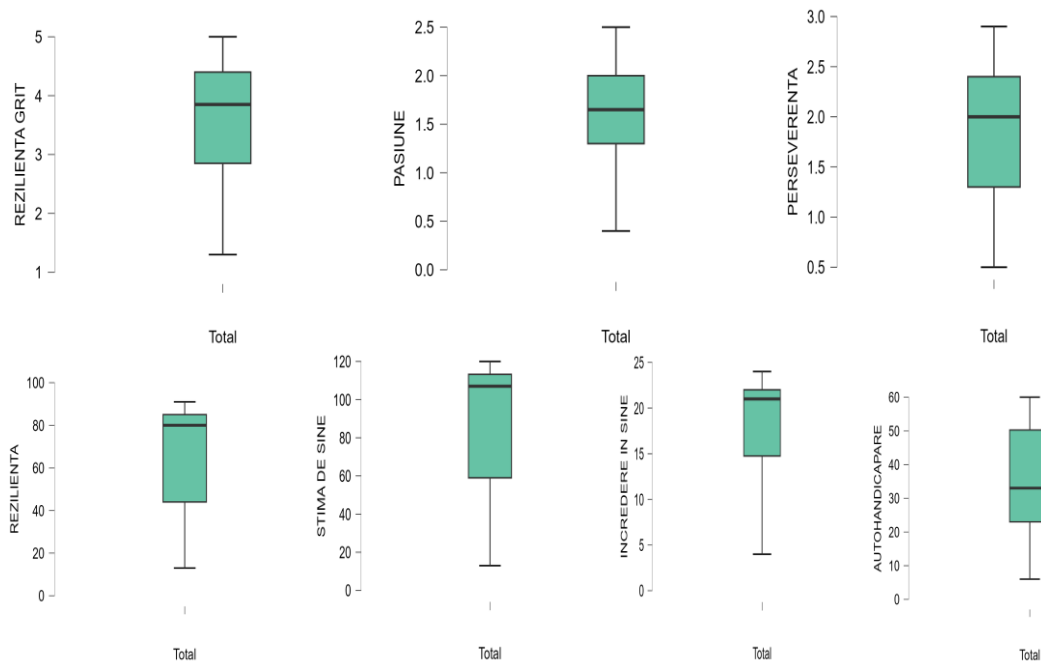


Figure 1: Graphical Representation of the Value Ranges for Each Variable and Highlighting of the Median Value

From the presented graphs, we observe the distribution of data around the median and conclude that we do not have extreme data for any variable.

4.2 Descriptive Statistics

Table 1: Descriptive Data of the Investigated Sample

	GRIT RESILIENȚA	PASSIUNE	PERSEVERENȚA	RESILIENȚA
Valid	52	52	52	52
Missing	0	0	0	0
Mean	3.575	1.652	1.904	65.654
Std. Deviation	0.997	0.496	0.597	27.197
Minimum	1.300	0.400	0.500	13.000
Maximum	5.000	2.500	2.900	91.000

	SELF-ESTEEM	SELF-CONFIDENCE	SELF-HANDICAPPING
Valid	52	52	52
Missing	0	0	0
Mean	88.365	18.712	34.596

	SELF-ESTEEM	SELF-CONFIDENCE	SELF-HANDICAPPING
Std. Deviation	36.578	4.590	15.509
Minimum	13.000	4.000	6.000
Maximum	120.000	24.000	60.000

From the descriptive data presented in Table 1, we observe that the mean values obtained by participants for the variables are situated above the average values of the scales for these variables. The only exception is regarding the variable SELF-HANDICAPPING, where the obtained mean value is in the middle range of the scale.

4.3 Inferential Statistics

Table 2: Correlations between the Studied Variables

Variable		GRIT RESILIENCE	PASSION	PERSISTENCE
PASSION	Pearson's r	0.914 ***	—	
	p-value	< .001	—	
PERSISTENCE	Pearson's r	0.930 ***	0.733 ***	—
	p-value	< .001	< .001	—
REZILIENCE	Pearson's r	0.922 ***	0.778 ***	0.896 ***
	p-value	< .001	< .001	< .001
SELF ESTEEM	Pearson's r	0.849 ***	0.702 ***	0.870 ***
	p-value	< .001	< .001	< .001
SELF CONFIDENCE	Pearson's r	0.681 ***	0.616 ***	0.673 ***
	p-value	< .001	< .001	< .001
SELF HANDICAPPING	Pearson's r	-0.730 ***	-0.700 ***	-0.678 ***
	p-value	< .001	< .001	< .001

* p < .05, ** p < .01, *** p < .001

Variable		RESILIENCE	SELF- ESTEEM	SELF- CONFIDENCE
SELF ESTEEM	Pearson's r	0.928 ***	—	
	p-value	< .001	—	
SELF CONFIDENCE	Pearson's r	0.699 ***	0.710 ***	—
	p-value	< .001	< .001	—
SELF HANDICAPPING	Pearson's r	-0.788 ***	-0.815 ***	-0.614 ***
	p-value	< .001	< .001	< .001

* p < .05, ** p < .01, *** p < .001

In the correlation table, we observe that all variables in the research design positively correlate significantly with each other, except for the AUTOHANDICAP variable, which negatively correlates significantly with all other variables involved in intercorrelation.

We aim to examine the research data and analyse military grit resilience for descriptive purposes, to describe its level as a characteristic of the personality of naval military students, for explanatory purposes to detect the relationships established between the analysed variables, and also with the aim of extracting from the correlational analysis those abilities that prove to be convergent, interactive, which can constitute valid benchmarks in the consolidation and training of military resilience building.

Thus, from Table 2 of correlations, we will extract only the correlations of the GRIT RESILIENCE variable, and it is observed that it positively correlates significantly with all other variables analysed: PASSION ($r=0.914$, $p<0.001$), PERSEVERANCE ($r=0.930$, $p<0.001$), RESILIENCE ($r=0.922$, $p<0.001$), SELF-ESTEEM ($r=0.849$, $p<0.001$), SELF-CONFIDENCE ($r=0.681$, $p<0.001$). Additionally, the GRIT RESILIENCE variable negatively correlates significantly with the AUTOHANDICAP variable ($r= -0.730$, $p<0.001$).

Returning to the theory of the GRIT Resilience Scale developed by Angela Duckworth and used in our exploratory approach, we understand that the author places the concept of resilience in the broader sphere of personality, more precisely at the level of character traits. As a relational-value and self-regulation aspect of personality with an essential role in adaptation, character aggregates attitudes and traits expressed in behaviour, which allows, through "a proactive attitude, growth mindset, valuable goals, deliberate practice, commitment, determination in the face of obstacles" (Duckworth p.11), the development of a gritty personality. The high values of grit resilience demonstrate that military students have a high grit potential rather in terms of persistence in task rather than the intensity of effort, which is confirmed by the slightly different scores of the two grit components: PASSION with a relatively lower score than PERSEVERANCE. From here, we could deduce that military students appreciate sustained, diligent work, willingness to volunteer effort focused on achieving goals/missions, with steadfast mobilization towards achieving established objectives. Tenacious practice of activities, operations, military missions involve the maximal exploitation of one's psychological resources and, consequently, the enhancement of professional skills, abilities, and competencies, all contributing to shaping and fostering a gritty military culture and a resilient gritty leadership style.

The high, significantly positive scores of the PASSION variable indicate that naval students consider military activity to be very important, courageous, attributing it with positive value, with vocational significance generating intellectualized emotions and valorising performances.

From this perspective, we can affirm that grit becomes a credible, valid predictor of success both in academic and military careers, surpassing intelligence, economic-financial situation, or talent as a hereditary inheritance.

An interesting aspect of the research results is the only strongly significant negative correlation with the AUTOHANDICAP variable ($r= -0.730$, $p<0.001$), known in the specialized literature that the tendency to sabotage one's own success to justify an anticipated failure or to exacerbate an anticipated success is closely related to self-esteem. (Chelcea, p.80, 2024) Analysing the results obtained for the variables SELF-ESTEEM, SELF-CONFIDENCE, and their strongly significant positive correlations with RESILIENCE and GRIT RESILIENCE, we can conclude that, for naval military students, there is a minimal tendency to develop and manifest behavioural self-handicaps and declarative auto handicaps (self-reported handicaps).

The majority of scientific research consensually affirms that "auto handicapping depends on a series of personality characteristics: low self-esteem, lower intelligence level, high anxiety level, external locus of control, emotional instability" (Chelcea, p. 82, 2024), which does not characterize the personality of military individuals. The specificity of life in a military environment with restrictions and deprivations, with military missions involving risks, threats, uncertainties, shapes military personalities where character traits are cultivated such as determination, courage, shock resistance, the ability to become models of perseverance, to tolerate frustration, self-control, to overcome obstacles, to continue to rebuild after failure. This is what Success Psychology defines as grit resilience, and Duckworth (p.72, 2018) calls "resilience and willpower calibration" through setting realistic goals, practicing self-discipline, understanding feedback as a source of alternative generation, and practicing resilient leadership.

5.CONCLUSIONS

In line with NATO's comprehensive approach to military resilience and analysing this multidimensional and complex concept of military resilience in the specific context of the military

environment and theatres of operations where survival becomes not only physical but also psychological imperative, the implementation of training programs for enhancing resilience targets several synergistic directions: physical resilience (selection and recruitment), mental health (emotional and situational awareness, combat survival skills, operational stress management), cohesion, military group camaraderie, troop morale (social and multicultural awareness), familial and spiritual support in terms of morality, resilient military leadership (supportive climate, treating soldiers with respect and dignity, apologetic psychological leadership).

In the military environment, resilience training takes place before, during, and after missions and adopts specific strategies for its defining elements: "resilience involves the development of courage, the ability to face fear of injury or loss of life, to respond to acts of aggression, and to survive" (Marineanu, 2014), being closely connected to operational stress. Moreover, NATO standards for operational life requirements prioritize events associated with high stress levels such as: "Threatening. Example: being shot at during a fire fight; Overwhelming. Example: being confronted with the death of a unit buddy; Unexpected. Example: being surprised by bad news from home while deployed; Uncertain. Example: being on a mission with an unclear return date; Ambiguous. Example: having to respond to an incident when rules of engagement seem unclear. (Army Leadership and The Profession, 2019).

The Naval Academy "Mircea cel Bătrân", a higher military naval education institution, promotes a culture of organizational and formative resilience in the instructional-educational process, in the military combat training of naval students, shaping adaptive personality traits in stress management and potentially conflictive situations, risk assessment, and adversity while maintaining mental health.

The present research design only describes an "initial state portrait" of the grit resilience of naval students and does not allow for generalizations and inferences for the entire population of military sailors, limiting our options to identify causal relationships between the analysed variables.

Based on this, we believe that future experimental longitudinal studies could multifactorial and interdisciplinary analyse the cognitive, affective, and conative dimensions of grit resilience of naval military personnel, synthesizing an eclectic model of resilient military leadership as a process of social influence, generating grit education and high performance in various military contexts.

References

- [1]. Aburn, G., Gott, M., & Hoare, K. (2015), *What is resilience? An integrative review of the empirical Literature*, Journal of Advanced Nursing, 72, 980–1000.
- [2]. Berndt, Christine, (2014), *Reziliența. Secretul puterii psihice*, Ed. All, București.
- [3]. Bonanno, G., (2004), Loss, trauma and human resilience: have we underestimated the human capacity to thrive after extremely aversive events?, *American Psychologist Journal*, 20-28.
- [4]. Chelcea, S., (2024), *Spre cunoașterea de sine. 21 de schițe psihosociologice*, Ed. Pro Universitaria, București.
- [5]. Crane, M. F. (2017), *A manager's introductory guide to resilience. In M. F. Crane (Ed.), Managing for resilience: A practical guide for employee wellbeing and organisational performance*, London: Routledge/Psychological Press.
- [6]. Duckworth, Angela, (2018), *Grit. Puterea pasiunii și a perseverenței*, Ed. Publica, București.
- [7]. Gartland, D., Bond, L., Olsson, C. A., Buzwell, S., & Sawyer, S. M. (2011). *Development of a multi-dimensional measure of resilience in adolescents: The adolescent resilience questionnaire*. BMC Medical Research Methodology.
- [8]. Henderson, E., Alchourrón, M., (2001), *New trends in Resilience discovering your own strengths*, Barcelona: Editorial Paidós, 20-22.
- [9]. Kaur, Mandeep, Raji, Navdeep S. (2022), *The Self-Handicapping Scale. Development and validation in indian context*, Journal of Positive School Psychology, 6, 9, pp. 234-243.
- [10]. Schiraldi, Glenn, (2019), *Manualul Stimei de Sine*, Ed. Curtea Veche, București.

*** The NATO Secretary General's Annual Report 2023

https://www.nato.int/nato_static_fl2014/assets/pdf/2024/3/pdf/sgar23-en.pdf#page=55

*** *Manual pentru Pregătirea Psihologică și Controlul Stresului Operațional* -ediția I- , coord. col. Vasile Marineanu, 2014, București.

*** F.N.-2.1.2/ 2022, *Manualul privind Leadershipul în Forțele Navale*, București.

*** ADP 6-22 *Army Leadership And The Profession*, Department of the Army Washington, DC, 31 July 2019.