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The Phoenix of Leadership

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The Phoenix of Leadership

Joe Ptak USM Student, Dr. Elizabeth Goryunova Professor USM

Abstract

The paper aims to generate an understanding of common renewal competencies associated with executive military industry leaders that have failed at some point in their careers and return stronger in their corporate positions with readiness to lead.

Introduction or Background

There must be a commonality between leaders who have fallen and learned from their mistakes and leaders that just know about renewal process and mindfulness.

Hypothesis/Question/Objective

What are the *renewal techniques* that are common amongst successful leaders that have come back into a leadership position from failure?

Are leaders who engage in *mindfulness* equipped with the mental capacity to come back from failure?

Are leaders at a higher level (executive or higher) more prone to come back from failure?

Methods

Qualitative Method

- Reflexive interviews
- Documentary analysis
- Research papers
- Scholarly articles
- NVivo 12 software

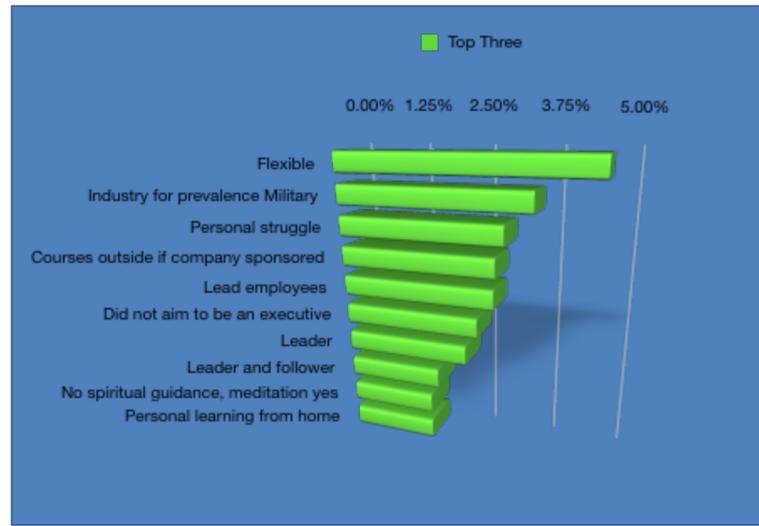


Figure 1. Top three factors for the Phoenix to exist

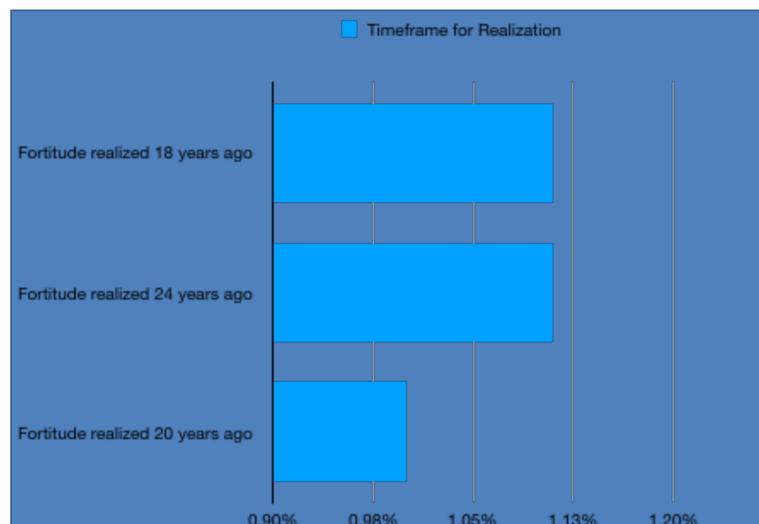


Figure 2. Realization moment happened early on in career

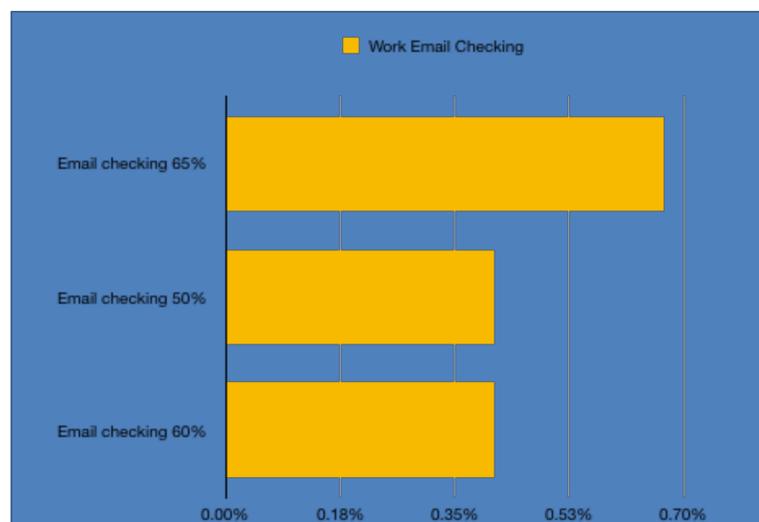


Figure 3. Checking emails; this is habit, not a quality

Results

Being flexible is a major contributor to the bounce back of leaders from failure. Personal struggles hold more weight than an externally driven one. As this appears to be the catalyst when mixed with flexibility you have a leader that can come back from failure, becoming a Phoenix. The defense industry is more prone to having a leader come back from failure. The failures that identified their resilience happened early on in their career. One interesting piece of email checking, while this could be proactive, it is merely by habit and was not instrumental to their comeback.

Discussion/Conclusions/Next Steps

The paper provides empirical insights about how common renewal characteristics are linked to leaders that return from failures. It suggests that resilient leaders share identifiable links that empower them to come back from failure.

The findings show that flexibility is a main renewal trait that allowed the leaders to bounce back from failure. A personal struggle initiated the come back sequence and it appears that the military industry is more forgiving as a domain for this to happen in. Mindfulness traits are known, but not practiced. All the participants were executive level or higher with multiple years of experience to back their answers. The pivotal moment that defined their resilience happened early on in their career.

Because of the chosen research approach, the research results lack a larger population set for feedback. Therefore, given this small subset of executives, further research would be recommended to verify that these characteristics are common among a larger group.

Special thanks to everyone at USM to making this possible.