



ABAC ODI JOURNAL Vision. Action. Outcome

ISSN: 2351-0617 (print), ISSN: 2408-2058 (electronic)

Key Strategies to Enhance Team Resilience for NGO Sustainability: A Case of Charity Corps Myanmar

Mung Dan, Somchai Tantasanee, Boonyapak Sirirat

ABAC ODI JOURNAL Vision. Action. Outcome Vol 13(1) pp. 130-154

<https://assumptionjournal.au.edu/index.php/odijournal>

Published by the
Organization Development Institute
Graduate School of Business and Advanced Technology Management
Assumption University Thailand

ABAC ODI JOURNAL Vision. Action. Outcome
is indexed by the Thai Citation Index and ASEAN Citation Index

Key Strategies to Enhance Team Resilience for NGO Sustainability : A Case of Charity Corps Myanmar

Mung Dan¹, Somchai Tantasane², Boonyapak Sirirat³

¹Master of Management in Organization and Development (MMOD)
Graduate School of Business and Advanced Technology Management (GS-BATM),
Assumption University, Thailand. Email: g6629061@au.edu

²Lecturer, MMOD Graduate School of Business and Advanced Technology Management,
Assumption University, Thailand Email: tantasa2003@yahoo.com

³Visiting Lecturer, Graduate School of Business and Advanced Technology Management,
Assumption University, Thailand Email: s9beam@hotmail.com

Received: 16 December 2024. Revised: 11 March 2025. Accepted: 13 March 2025

Abstract

This study discusses ways to improve team resilience in a non-governmental organization operating in a challenging socio-political context: Charity Corps Myanmar. The study employs qualitative techniques to understand the role of transformational leadership, collective efficacy, team familiarity, and organizational practices in ensuring team resilience and organizational sustainability. Using data from interviews and applying thematic analysis shows important gaps in team dynamics and operation practices that reduce resilience. Using Appreciative Inquiry (AI) and SOAR analysis, this work represents a unique synthesis of frameworks in the context of an NGO and new perspectives on resilience building. They will consider your key takeaways on the importance of adaptability, collaboration and structured organizational practice. To foster transformational leaders and enhance team cohesion and operational efficiency, the study recommends implementing structured leadership training programs and improving communication channels. Our findings offer a useful perspective to NGOs working in high-risk contexts and practical strategies to better resist the challenges they face while serving their mission and accomplishing their objectives.

Keywords: Team Resilience, Transformational Leadership, Collective Efficacy, Team Familiarity, Organizational Practices.

Introduction

Non-governmental organizations (NGOs) in Myanmar contribute significantly to filling humanitarian, social, and economic development gaps that the state and private sectors have failed to address. These organizations are important in the provision of food, vocational training, and livelihood support, especially during calamities. NGOs have faced increasing challenges due to political instability and economic uncertainty. This is especially the case for the smaller NGOs, such as Charity Corps Myanmar, which are more dependent on external resources that have become difficult to obtain.

Charity Corps Myanmar has been operating for several years and has faced increasing pressure to adapt and sustain operations in high-risk conditions. An important aspect of this effort is team resilience, the capacity to manage change, learn from failure, and perform effectively in the face of adversity (Alliger et al., 2015). Without resilience, teams can become overwhelmed, resulting in reduced productivity and effectiveness.

This study focuses on four critical factors contributing to team resilience: transformational leadership, collective efficacy, team familiarity, and organisational practices. Transformational leadership helps the team members to work towards the achievement of group goals and to tackle difficulties. Efficacy in groups increases the team's spirit and morale, while familiarity with the group improves communication and collaboration during the crisis. Effective organizational practices provide flexibility and performance stability under volatile conditions.

In this case, the four components will be used to see how Charity Corps Myanmar can strengthen its resilience to enable it to manage crises, change, and vulnerable people well.

Organizational Diagnosis

The diagnostic process focused on intensive interviews with the founder of Charity Corps Myanmar, who also serves as the CEO. The founder was selected due to his comprehensive knowledge of the organization's history, operational dynamics, and leadership vision. His unique position provided critical insights into the leadership structure and strategic goals that might not be accessible from other team members. This focused approach aligned with the diagnosis of the organization's strategic objectives, though broader interviews could have provided additional adapt and sustain operations in these high-risk conditions. An important aspect of perform effectively in the face of adversity (Alliger et al., 2015). Without resilience, practices. Transformational leadership helps the team members to work towards the perspectives.

The interview questions were designed to assess team resilience and organizational sustainability. Key questions included:

1. What are the organization's existing strengths regarding resilience and leadership?
2. How does the leadership team address challenges and promote adaptability?
3. What are the primary internal and external factors influencing team cohesiveness and performance?
4. How does the organization engage with its donor base, and how critical is this relationship to financial viability?
5. What are the long-term objectives for fostering team resilience, and how does leadership plan to sustain operations amidst political and financial uncertainties, while ensuring continued growth and community impact?

These questions highlighted the organization's challenges in an uncertain political and economic environment, emphasizing the importance of adaptability and sustainability. Insights from the founder revealed critical organizational assets, including agile leadership, strong donor connections, and a culture of continuous learning. These elements are vital for sustaining resilience during periods of political instability and Aspirations, Results framework was

employed. SOAR emphasizes leveraging strengths and identifying opportunities, aligning well with volatile operational environments.

The framework highlighted internal strengths such as leadership adaptability and team cohesion, as well as external opportunities like expanding the donor base and financial constraints. To frame the diagnosis, the SOAR (Strengths, Opportunities, exploring corporate social responsibility (CSR) initiatives. Emphasize that focusing on strengths enhances organizational adaptability, while Stavros et al. (2015) stress the importance of leveraging external growth opportunities for long-term success. Aspirations, as noted by Stavros and Hinrichs (2011), provide organizations with direction, guiding long-term objectives. For Charity Corps Myanmar, these include strengthening team resilience, sustaining operations during political upheavals, and increasing community impact.

Reed (2006) underscores the role of appreciative inquiry in fostering resilience by leveraging organizational strengths, even amid turbulence. The SOAR framework aligns ambitions with measurable outcomes, such as improved donor engagement, enhanced team performance, and long-term program effectiveness, enabling Charity Corps Myanmar to track progress toward resilience and sustainability.

Table 1

Organizational Diagnostic Results.

Strengths	Opportunities
Senior team members provide invaluable expertise, steering the organization through difficulties. - Local teenagers from many religious backgrounds foster community cohesiveness and inclusion. The team's eagerness to learn and adapt augments its talents and resilience. - Robust partnerships with donors' guarantee sustained financial stability.	-Building trust with donors through transparent communication and impact reporting for financial support. -Enabling smoother project implementation and enhancing community engagement. - Mitigating political uncertainties to create a stable environment for operations. - Receiving strategic advice and guidance, benefiting from mentorship for long-term sustainability.
Aspirations	Results
-Cultivating the next generation of leaders to ensure leadership continuity and future growth. -Enhancing team skills in problem-solving, communication, and project management for efficiency. - Supporting personal and professional growth to keep staff motivated for long-term contributions.	- The team's ability to carry out projects smoothly, despite political uncertainties, shows resilience. - Success is reflected in timely project completion, staff retention, ongoing funding, and expanding partnerships.

The SOAR study gives us a support-wheel way of doing strategic planning for Charity Corps Myanmar's long-term sustainably. For example, some possible opportunities are collective efficacy gaps in the service environment, unfamiliarity with the team, organizational models without transformational leadership at all levels of organization and one-way policies. These areas require & need some work.

Opportunities include deepening funder confidence through open communication, project execution improvement, and finding a stable political situation for running a train. Access to pooled resources, leadership and strategic help from partners enhances the organization's sustainability potential. Staff local to the project region is familiar with each area. Serving as a bridge between the top-down and bottom-up leadership is what Charity Corps is all about. The group hopes that with training, communication skills development, people learning how to manage a project and professionalism the motivation to sustain itself will be maintained rather than dissipated slowly.

The goals set out here are to establish a project management and communication system in which teams at all levels can effectively carry out their work regardless of political uncertainty, with employees remaining part of company until they retire after 80 or more years at their desks.

This study places particular stress on the need to utilize strengths and opportunities in order to plug gaps in leadership and resilience. It provides a clear road map for Charity Corps Myanmar/Alfa Estate Ltd to ensure that its operations are in line with international best practices and support the disadvantaged communities it serves remain sustainable

Problem Statement

When organizationally diagnosed, Charity Corps Myanmar brings to light a number of serious deficiencies in four critical areas. Consensus Exhilarating, mutually familiar teamwork, transforming authority, and organizationally solid operations These errors greatly decrease the effectiveness of the NGO in keeping its teams in good order and responding to forces from without especially in the current environment of political unrest and financial uncertainty.

Team resilience is crucial for the long-term survival of charities like Charity Corps Myanmar that are all at one in aiding poor communities Despite the leadership team's efforts, decisive gaps remain in the organization's transformational leadership that could fundamentally and directly inspire or guide team work through difficulty. Equally essential is an editorial staff able to hang together; yet the journal lacks this cohesion for good collaborative work on all fronts which is paradoxical. What is more, tough internal pressures limit its chances of contributing anything big to society as a whole. Furthermore, there remain constraints on the setting up of effective business practices for Charity Corps Myanmar. This is making the team even less capable of acting as a united force against external pressures. These shortcomings pose significant threats to the group's future and may result in effects such as: declining colt functional efficiencies cause growing donor weariness. Ultimately, they may even endanger the group's continued existence. This study examines the interrelationships among leading changes in management, shared players working in community life stroke teams and their adaptation, organization practices to find out how all these contribute to team resilience more effectively. The results are used to make strategic recommendations for improving the situation in these areas and guaranteeing that Charity Corps Myanmar goes on operating long after other people have been struck down.

Research Objectives

1. To assess the current state of team resilience within Charity Corps Myanmar.
2. To propose strategic recommendations for enhancing team resilience in Charity Corps Myanmar.

Research Questions

1. What is the current state of team resilience at Charity Corps?
2. What strategies can be implemented to enhance team resilience at Charity Corps based on the findings?

Significance of study

This study is vital for Charity Corps Myanmar to enhance team resilience and sustainability in Myanmar's challenging political and socio-economic landscape. NGOs in Myanmar continue to face significant challenges due to political and economic instability, highlighting the need to build resilient teams to support vulnerable communities. The research focuses on transformational leadership, collective efficacy, team familiarity, and organizational practices to strengthen internal capabilities. It aims to:

1. Demonstrate how transformational leadership inspires and motivates teams to stay agile during crises.
2. Enhance team familiarity and efficacy for better collaboration under pressure.
3. Improve organizational practices, making systems more resilient to uncertainty.
4. Develop strategies to help the organization adapt and thrive despite external challenges.

The findings will not only benefit Charity Corps Myanmar but also provide insights for other high-risk NGOs. By addressing leadership, team dynamics, and resilience, this study will contribute to NGO expertise and offer practical solutions for sustaining operations and fulfilling missions in difficult conditions.

Scope the of Study

This research focuses on Charity Corps Myanmar, an NGO in Myanmar, exploring key factors like transformational leadership, collective efficacy, team familiarity, and organizational practices essential for building team resilience. Using a qualitative approach, data is gathered through interviews and questionnaires with selected team members and leaders. The study aims to understand how these elements strengthen resilience and help the organization navigate challenges like political instability and financial uncertainty. While tailored to Charity Corps Myanmar, the findings may also benefit other NGOs or organizations in similar high-risk contexts. Insights are drawn from 10 respondents, highlighting internal dynamics and unique challenges.

Literature Review

This study is based on a literature analysis that summarizes and analyses previous research on team resilience, collective efficacy, transformational leadership, organizational practices, and team experience with adversity. Empirical studies support this section's analysis of these factors and their relationships. The study's conceptual framework was developed by searching and reviewing relevant literature. The major ideas and interactions between dependent and independent variables are rigorously evaluated in this review to contextualize and justify the research.

Team Resilience

Many scholars have highlighted leadership, collective efficacy, and organizational practices as key variables in team resilience theory. Team resilience depends on communal sensemaking and the ability to recover from setbacks, as shown by Stoverink et al. (2020).

By studying how strategic human resource management builds resilience, Lengnick-Hall et al. (2011) expanded on this idea. They stressed the importance of leadership and teamwork in building organizational resilience. Carmeli et al. (2012) have stressed the relevance of psychological safety for team resilience, arguing that a supportive and secure environment improves team performance, especially in difficult conditions.

Collective Efficiency

Bandura (2012) states that teams with collective efficacy are more likely to overcome obstacles. Team effectiveness and resilience depend on this shared idea, especially in high-pressure NGOs with frequent external crises. Bandura emphasizes that strong collective efficacy helps teams handle stress, stay united, and be productive.

Gully et al. (2002) found in a meta-analysis that teams with high team efficacy, including collective efficacy, perform better, especially when members depend on one another. In NGOs, teamwork and shared responsibility are essential to project success. Collective efficacy helps teams stay focused and productive under difficult situations, according to Gully et al.

Tasa et al. (2007) demonstrate that teamwork and trust build collective efficacy over time. NGOs need this steady development since teams encounter constant change and need trust to overcome it. Collaborative efficacy helps teams become more resilient, adaptable, and successful.

Team Familiarity

Recent studies have shown that team familiarity improves performance and resilience, especially in dynamic, high-pressure situations like NGOs. Espinosa et al. (2007) emphasize the value of team familiarity in geographically distributed teams, where experienced team members can coordinate better. The study indicated that team familiarity lowered explicit

communication, helping distant teams' function better under duress. Remote NGOs need good cooperation to succeed, therefore this idea is very useful.

Lingard et al. (2015) explore team familiarity in high-stress contexts like construction projects. They found that familiar teams make better judgements faster and more effectively when faced with challenges. Team familiarity can increase decision-making and resilience in NGOs, where teams must adjust swiftly to changing conditions.

Organizational Practice

Research on organizational practices and resilience, especially in demanding and unpredictable contexts, has grown in recent years. The study by Lengnick-Hall et al. (2011) on how strategic human resource management (SHRM) approaches build resilience is important to this field. They believe NGOs and other organizations can establish resilient teams by emphasizing flexibility, adaptation, and continual learning. These methods help teams handle unanticipated situations and respond to crises.

Organizational resilience is explained in detail by Ducheck (2020) using a capability-based perspective. The study emphasizes anticipating, coping, and adaptation as organizational strategies that can boost team resilience in NGOs. Organizations may operate well in unpredictable conditions by equipping staff to anticipate and respond to obstacles.

Resiliency Theory

Resilience Theory in the workplace addresses various characteristics that build resilience in individuals, teams, and organizations. These aspects emphasize internal adaptability and external support mechanisms to help entities overcome hardship.

Adaptability: Resilience emphasizes adaptability while retaining essential functionality. To maintain performance, individuals and organizations can adapt their methods and behaviors to new difficulties. Masten (2001) states that adaptability is essential for handling uncertainty and exploiting change for success.

Bouncing Back: Resilience also requires the ability to quickly rebound from setbacks and resume performance. Resilient teams and organizations may sustain hardship and rebound stronger, rather than stagnate or deteriorate. Bonanno, G. A. (2004) found that individual qualities and supportive circumstances affect "bouncing back".

Grow and Learn: Resilience is using adversity to learn, innovate, and develop. After recovering, resilient systems frequently become stronger and better prepared for future challenges. Resilience promotes continual learning, which creates long-term capacity for development and innovation, according to Reich et al. (2010).

Protective factors: Resilience is enabled by internal and external stress buffers. These include self-efficacy, social support, and organizational frameworks that provide stability and support during uncertainty. According to Luthar et al. (2000) protective factors help people recover from adversity.

Dynamic Process: Individuals, teams, and surroundings shape resilience. S. Ducheck (2020) proposed resilience in phases: anticipating, coping, and adaptation. This dynamic character emphasizes ongoing progress and adaptability.

Systemic resilience depends on interactions between people, processes, and structures, according to Lengnick-Hall et al. (2011). They said that resilience helps organizations foresee, absorb, and adapt to disruptions, ensuring their sustainability and growth. Resilience is also the presence of successful techniques to handle failure, according to Reich et al. (2010).

They used Resilience Theory because it provides a comprehensive framework for understanding how flexibility, recovery, and systemic support help organizations and teams overcome problems. Charity Corps Myanmar can use this theory to develop resilience-building factors like adaptive leadership (transformational leadership), team familiarity, and collective efficacy and organizational learning. This strategy cultivates and sustains resilience, preparing teams to overcome challenges and improve performance and innovation. Thus, resilience theory helps organizations build methods to manage complexity and uncertainty holistically.

AI (Appreciative Inquiry)

The research framework was developed using AI, an approach, based on action and research have three main purposes--to identify systems (or structures) strengths to leverage what is good; as a result, it identifies system best practices too. The AI focuses on how people and organizations are at their best enabling dynamic discussions that release talents into action. By taking on multiple viewpoints and looking back into the past, it facilitates an approach to improvement that is collaborative in nature but built on strengths Stavros et al. (2015).

AI has grown into a popular method used for organizational change and community change, built around the idea that when we look at people or organizations, we are seeking something positive from them. People indeed are the operators of this system focuses-although it should be noted that there are many other factors involved in determining how well such systems will function. Increasingly Grenada's Aung and Fernando (2022) notice of AI is the ease with which it can be used, regardless of setting: be a personal, informal-interaction type setting (or formal organizational podium) and be applied at different levels for communities, townships or statehood provinces. Perhaps the most common uses for AI method are linked to Pecs 5D Cycle of Appreciative Inquiry: Come to terms with something once and for all.

This disciplined approach combines constructive collaboration with continuing innovation and growth that can last over generations. AI stimulates creativity and engages its participants by looking at the past and drawing from diverse perspectives, which leads to greater flexibility in strategy adaptation. Such a framework is quite effective at promoting positive organizational development and brings forth creativity of all kinds (Garrett, 2023)

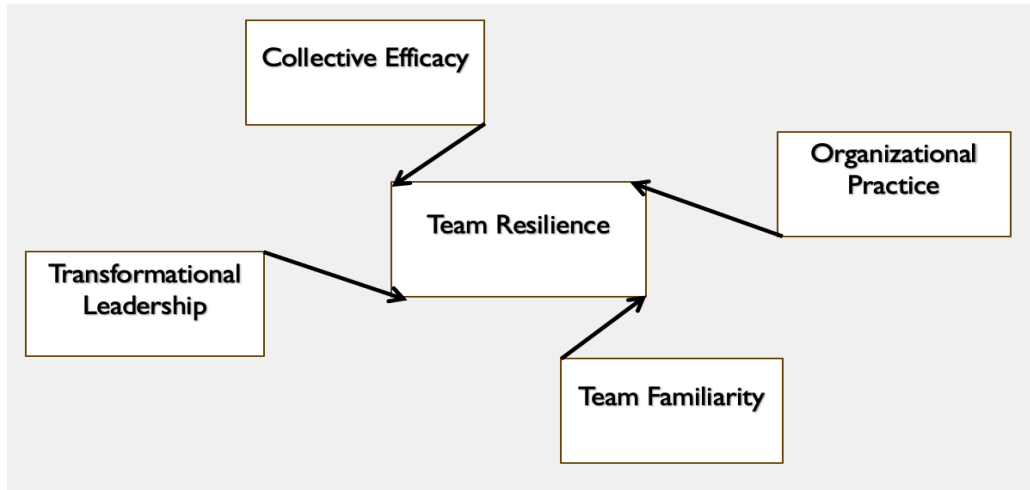
The Conceptual Farmwork.

This conceptual framework highlights the key factors influencing Team Resilience: Transformational Leadership, Collective Efficacy, Organizational Practices, and Team Familiarity. Transformational leadership inspires vision and adaptability, while collective efficacy fosters collaboration and shared confidence. Organizational practices, including structured workflows and transparent communication, ensure operational efficiency. Team familiarity, built on trust and communication, strengthens collaboration. Together, these elements create resilient teams capable of adapting and thriving in challenging environments,

providing a roadmap for sustainable organizational success

Figure 1

Conceptual Framework



Research Methodology

The qualitative research design is especially suited for Myanmar's socio-political context due to the complexity and sensitivity of the challenges faced by organizations like Charity Corps Myanmar. The country's ongoing political instability, economic difficulties, and cultural diversity create a unique environment where numerical data alone cannot capture the full picture. By using in-depth interviews and open-ended questions, this method allows participants to share detailed and personal insights, providing a deeper understanding of how team resilience is developed in such volatile conditions. This approach ensures that the research reflects the realities of working in Myanmar, making the findings both practical and relevant for NGOs navigating similar challenges.

Population and Sample

The target population consists of all 15 employees at Charity Corps Myanmar. From this population, a purposive sample of seven participants was chosen to represent a variety of perspectives on team resilience because it allows the research to focus on collecting detailed and in-depth information rather than covering a larger number of people. This sample includes individuals from diverse departments such as human resources, accounting, management, operations, and fieldwork. By involving staff from different roles and levels, the sample provides a rich data set that reflects the organization's internal dynamics and ensures that the insights are representative of the organization's overall structure and operations.

Sampling Criteria

Participants were selected based on purposive sampling criteria that reflect the diversity

within Charity Corps Myanmar. The following factors guided the selection process:

- Department affiliation (e.g., Finance, Program, Leadership)
- Years of experience (ranging from early-career to senior leadership)
- Gender
- Marital status

These criteria were chosen to offer a broad perspective on resilience-related factors within the organization, such as Transformational Leadership, Team Familiarity, Collective Efficacy, and Organizational Practices. Including participants from varied backgrounds allows the study to capture how different factors impact adaptability, stress management, and resilience.

Interview Process

The interview questions focused on constructs such as Collective Efficacy, Transformational Leadership, Organizational Practices, and Team Familiarity. The Appreciative Inquiry (AI) Framework guided the interview structure, aligned with the SOAR (Strengths, Opportunities, Aspirations, Results) Diagnostic model to organize questions within each AI stage. These stages Define, Discover, Dream, Design, and Destiny were structured to elicit meaningful insights into current practices, aspirations, and actionable steps for enhancing team resilience at Charity Corps Myanmar.

Face-to-face interviews were scheduled in advance to ensure participants' availability and were conducted in a comfortable, open setting to encourage candid responses. This structured approach aimed to capture a holistic view of resilience within the organization.

Research Instruments and Validation

The primary instruments for data collection were semi-structured interviews and questions designed to capture key constructs related to team resilience, such as Collective Efficacy, Transformational Leadership, Organizational Practices, and Team Familiarity. Open-ended questions in the interviews allowed participants to provide detailed experiences and viewpoints, enhancing the depth of the findings.

Instrument Validation and Relevance

To validate these instruments, an Index of Content (IOC) evaluation was conducted with feedback from three professors. These experts reviewed each item of the interview questions to confirm alignment with the study's constructs, providing critical input to refine and adjust items for clarity and precision. The IOC evaluation involved rating each item on a binary scale +1 for relevant, 0 for uncertain, and -1 for not relevant. The instruments achieved a target IOC score of +1.0, indicating full agreement among the experts on each item's relevance. Based on this feedback, minor adjustments were made to improve question clarity, enhancing the instruments' validity and reliability.

This rigorous validation process reinforces the credibility of the research instruments, ensuring that they effectively capture key elements of team resilience. The refined instruments provide a solid foundation for collecting meaningful insights that will inform actionable

recommendations for resilience-building strategies at Charity Corps Myanmar.

Data Collection

Virtual interviews were employed as the primary method of data collection, involving seven informants representing diverse roles within Charity Corps Myanmar. The participants included both field staff and management personnel, ensuring a comprehensive and balanced perspective on the challenges and needs related to team resilience.

To enhance the rigor of qualitative analysis, the researcher, along with two additional coders, independently reviewed the interview responses to identify recurring themes. This inter-coder reliability approach minimized personal biases and contributed to a more objective and reliable analysis of the data. The results of this thematic analysis are summarized in Tables 4 to 12, which highlight the key themes identified at each phase of the Appreciative Inquiry (AI) model.

The interviews were carefully structured to align with the AI framework, incorporating open-ended questions that encouraged participants to share their insights and personal experiences freely. This design enabled the collection of rich and nuanced information, capturing the multifaceted dynamics of team resilience within Charity Corps Myanmar.

Data Analysis

Thematic analysis was used to examine the qualitative information acquired from the interview process. This approach comprised finding, examining, and summarizing trends (themes) in the data. The data was coded, codes were grouped into themes, and themes were then interpreted to produce significant insights. Through the application of thematic analysis, the researcher was able to gain a thorough grasp of the experiences and viewpoints of the participants as well as to methodically investigate the contributing factors to employee retention.

Results and Discussion

Demographic Profile of the Informants in this Study

In Charity Corps Myanmar, the team consists of several diverse employees with a good balance male and female staff of different roles, from director and team leader, community facilitator, and finance officer the informants who were selected for this study were selected for their relevant experience and responsibilities covering a range of roles within the organization. This targeted sampling gives a balanced view of perspectives overall within charity corps. Data collection and analysis with a total of 7 informants were interviewed; consisting of 2 male top professionals. (director & team leader) as well as 5 other staff members in roles ranging from community a sense of the range, from logistical support to financial oversight. This group has 3 male and 4 female administrative staff members insights from different genders and positions. Table 2 provides further information on the demographic background of each informant (age, gender, position, years of experience, and of marital status).

Table 2*Demographic Profile of Research Participants*

ID	Age	Gender	Position	year	Marital Status
P1	38	Male	Director	3	Married
P2	47	Male	Team Leader	2	Married
P3	28	Female	CF	2	single
P4	21	Female	CF	2	single
P5	41	Female	Team Leader	1.5	Married
P6	23	Female	Finance Officer	2	single
P7	23	Male	CF	2	single

Demographic Profile of Research Participants

The study included seven participants from Charity Corps Myanmar, a registered charity recently formed a small team of 15 staff members. Mirroring the youthfulness of the organization, most of the team members are early-career professionals, a unique opportunity to examine how a nascent organization builds resilience among its teams and leadership. Below is an overview of the participants' demographic profile:

Age: Participants ranged from 21 to 47 years, with an average age of 31.4 years. The predominance of younger professionals aligns with the organization's overall demographic makeup.

Gender: The study featured balanced gender representation, with four females and three males. This diversity provided a variety of perspectives on teamwork and resilience.

Positions and Tenure:

- **Leadership Roles:** One Director with three years of tenure and two Team Leaders with 1.5–2 years of experience.

- **Operational Roles:** Four participants held key operational roles, including three Community Facilitators (CFs) and one Finance Officer, each with approximately two years of experience. The short tenure reflects the organization's nascent stage and evolving structure.

- **Marital Status:** Four participants were single, and three were married, offering insights into balancing personal and professional commitments.

Charity Corps Myanmar is a small and agile team, working in a fast-paced environment demanding flexibility and tenacity. Its young workforce indicates a climate of vibrancy and an experience in innovation and a stable supply of executive support to drive resilience. This study model leverages these dynamics to explore how leadership styles, team cohesion are driven by values documents.

Table 3

Summary of Demographic Profile

Category	Details	Count	Percentage
Age	21–29 years	4	57.1%
	30 years and older	3	42.9%
Gender	Female	4	57.1%
	Male	3	42.9%
Position	Leadership (Director/Team leader)	3	42.9%
	Operational (CF/Finance officer)	4	57.1%
Marital Status	Single	4	57.1%
	Married	3	42.9%

This table summarizes the diverse demographic composition of the participants and highlights the organizational context. The findings provide valuable insights into how a young, emerging organization like Charity Corps Myanmar can build resilience through leadership support, dynamic teamwork, and strategic organizational practices.

Research Objectives I: To assess the current state of team resilience within Charity Corps Myanmar.

The researcher employed the Define phase of the Appreciative Inquiry (AI) model to assess the current state of team resilience within Charity Corps Myanmar. This phase focused on capturing participants' personal understanding of key constructs Collective Efficacy, Transformational Leadership, Organizational Practice, and Team Familiarity and their perceived contributions to team resilience.

By exploring these concepts, the researcher aimed to establish a baseline understanding of resilience within the organization, identify existing strengths, and uncover areas for improvement. The findings from this phase are detailed in the following sections, where the elements of team resilience are categorized and analyzed to highlight the organization's strengths and areas for improvement. These insights provide a foundation for understanding how these factors shape team dynamics and resilience at Charity Corps Myanmar, aligning with the study's objective.

Table 4

Common Themes on Define Phase.

State of AI	Variable	Question	Common themes
Define	Collective Efficacy	What do the following mean to you (personal understanding): Collective Efficacy,	Collaboration and Teamwork, Open Communication, Flexibility and Adaptability
Define	Transformational Leadership	Transformational Leadership, Organizational Practice, Team Familiarity and Team Resilience?	Inspiration and Visionary Leadership, Adaptability and Problem-Solving,

State of AI	Variable	Question	Common themes
			Empowerment
Define	Organizational Practice		Efficient Project Management, Planning and Knowledge Transfer, Onboarding and Orientation, Collaboration and Mentorship
Define	Team Familiarity		Trust and Support, Effective Communication, Guidance and Mentoring
Define	Team Resilience		Supportive and Collaborative Environment, Long-Term Success and Sustainability, Supportive and Collaborative Environment

The findings emphasize the critical elements necessary for fostering collective efficacy, transformational leadership, organizational practices, team familiarity, and team resilience within organizations. Collective efficacy relies on collaboration, open communication, and adaptability, which enhance productivity, mutual support, and resilience, creating cohesive and effective teams. Transformational leadership inspires teams through vision, adaptability, and empowerment, fostering purpose, trust, and motivation essential for achieving organizational goals. Effective organizational practices, including efficient project management, knowledge transfer, onboarding, and mentorship, ensure structured processes, innovation, and team cohesion. Trust, communication, and mentorship strengthen team familiarity, fostering collaboration and skill development, which are vital for sustainable team dynamics. Team resilience is anchored in a supportive and collaborative environment, promoting trust, morale, and adaptability through proactive planning and resource management. Together, these interconnected elements provide a robust framework for building strong, cohesive, and resilient teams capable of navigating challenges and achieving both immediate and long-term organizational success.

Table 5

Common Themes on Discover Phase

State of AI	Variable	Question	Common themes
Discover	Collective Efficacy	What is your best work experience in the following areas: Collective Efficacy, Transformational Leadership, Organizational Practice, and Team Familiarity, Team Resilience	Collaboration and Teamwork, Flexibility and Adaptability, Shared Success
Discover	Transformational Leadership		Inspiration and Vision, Empowerment and Mentorship, Adaptability and Problem-Solving
Discover	Organizational Practice,		Efficient Processes, Knowledge Transfer and Mentorship, Focus on Collaboration
Discover	Team Familiarity		Trust and Support, Mentorship and Guidance, Adaptability and Anticipation
Discover	Team Resilience		Adaptability to Challenges, Supportive Environment

The findings from the interview reveal key themes essential for fostering a positive and resilient organizational culture, effective leadership, and team success. Collaboration and teamwork emerged as pivotal in building unity, trust, and mutual support, enabling individuals to learn from one another and overcome challenges collectively. Flexibility and adaptability allow teams to navigate dynamic situations and obstacles through contingency planning and maintaining focus on objectives, while shared success fosters pride, ownership, and morale through celebrating achievements. Inspirational and visionary leadership provides clear direction and motivation, aligning team efforts even during challenges. Empowerment and mentorship play a vital role in fostering growth, trust, and innovation, encouraging team members to take initiative and develop their capabilities. Adaptability and problem-solving ensure sustained productivity by enabling leaders and teams to navigate uncertainties and overcome obstacles with resilience.

Efficient organizational processes, knowledge transfer, and collaboration further enhance team dynamics and performance. Clear workflows and structured planning reduce confusion and improve productivity, while mentorship ensures continuous learning and innovation. Trust and support create a cohesive work environment, fostering collaboration and a sense of belonging. Additionally, adaptability and anticipation allow teams to proactively address challenges and adjust strategies to sustain progress. A supportive environment motivates and empowers team members, creating a foundation for long-term success. Together, these elements reflect Charity Corps’ commitment to cultivating a resilient, high-performing, and sustainable organization capable of thriving amidst challenges and uncertainty.

Table 6

Common Themes on Discover Phase

State of AI	Variable	Question	Common themes
Discover	Collective Efficacy	What challenges did you face in each area, and how did you overcome them ?	Political Instability, Coordination and Communication Issues, Budgeting and Inflation, Religious and Cultural Sensitivities, Lack of Familiarity with NGOs, Organizational and Personal Growth Challenges
Discover	Transformational Leadership		
Discover	Organizational Practice,		
Discover	Team Familiarity		
Discover	Team Resilience		

Challenges and Overcoming Concerns in Discover Phase

The findings highlight political instability, communication and coordination issues, and organizational growth challenges as significant obstacles faced by Charity Corps staff, underscoring the complexity of working in dynamic and sensitive environments. Political

instability created safety concerns and logistical difficulties, exacerbated by inflation and market challenges. Team members navigated these issues through strong relationships with local authorities and proactive planning. Communication and coordination issues arose from working with diverse communities and addressing religious sensitivities, which were managed through patience, trust-building, and adaptive strategies. Organizational growth challenges included skill gaps in data management, public speaking, and project delays, which were mitigated through mentorship, self-improvement, and strategic planning. Together, these challenges emphasize the resilience, adaptability, and collaboration required to maintain effective operations and achieve success in difficult contexts. By leveraging strong relationships, open communication, and continuous personal development, Charity Corps teams demonstrated their ability to navigate obstacles and sustain impactful work.

Objective II: To propose strategic recommendations for enhancing team resilience in Charity Corps Myanmar.

The researcher used the interview questions based on the three phases of Appreciative Inquiry, namely Dream, Design, and Destiny.

Dream Phase

During the Dream phase, the researcher facilitated discussions that allowed participants to envision their aspirations for overcoming challenges and enhancing organizational effectiveness. By identifying goals such as fostering resilience, improving collaboration, and achieving sustainable growth, this collaborative dreaming aims to create a shared vision that drives innovation and strengthens team dynamics.

Table 7

Common Themes on Dream Phase

State of AI	Variable	Question	Common themes
Dream	Collective Efficacy	What are your aspirations for each area (Collective Efficacy, Transformational Leadership, Organizational Practice, and Team Familiarity, Team Resilience.?)	Strengthening Collaboration and Trust, Regular Knowledge Sharing, Expanding Impact
Dream	Transformational Leadership		Leadership Development, Inspiration and Recognition, Field Engagement
Dream	Organizational Practice,		Streamlined Processes, Knowledge Sharing and Transparency, Flexible Policies and Technology
Dream	Team Familiarity		Team-Building Activities, Mutual Support and Stability, Role Awareness and Communication
Dream	Team Resilience		Proactive Resilience Culture, Well-Being and Reflection, Sustained Support

The analysis of participants' responses highlights aspirations for enhancing collective

efficacy, transformational leadership, organizational practices, team familiarity, and team resilience at Charity Corps. Strengthening collaboration, trust, and regular knowledge sharing were seen as crucial for collective efficacy, fostering a supportive team environment, mentorship, and adaptability to challenges while expanding organizational impact. Transformational leadership aspirations focused on leadership development, inspiration, recognition, and field engagement, emphasizing empowerment, motivation, and meaningful grassroots connections. For organizational practices, participants prioritized streamlined processes, transparency, knowledge sharing, and adaptable policies and technology to enhance efficiency and innovation. Enhancing team familiarity centered on team-building activities, mutual support, role awareness, and clear communication to foster trust and collaboration. Lastly, aspirations for team resilience emphasized embedding resilience into daily practices, prioritizing well-being and learning from challenges, and ensuring sustained support systems for effective recovery and adaptability. Together, these aspirations reflect a unified vision for building a resilient, efficient, and impactful organization capable of navigating challenges and achieving long-term success.

Table 8

Common Themes on Dream Phase

State of AI	Variable	Question	Common themes
Dream	Collective Efficacy	What would be the ideal state of each area in five years?	Teamwork and Trust, Sustainability and Resilience, Expansion and Donor Support, Sustainability and Resilience,
Dream	Transformational Leadership		
Dream	Organizational Practice,		
Dream	Team Familiarity		
Dream	Team Resilience		

Ideal State of Organizational Development in Five Years (Dream Phase)

Participants envision an ideal organizational state characterized by collaboration and trust, resilience and adaptability, strategic growth and sustainability, and leadership and innovation. Collaboration and trust are foundational, fostering mutual reliance, open communication, and shared values to enable seamless teamwork and shared success. Resilience and adaptability emphasize integrating proactive planning, well-being initiatives, and learning into daily practices to navigate challenges and ensure sustainability. Strategic growth focuses on expanding impact, optimizing resources, and building sustainable donor partnerships while maintaining operational efficiency. Leadership and innovation highlight the importance of visionary leaders who inspire teams, align strategies with ground realities, and foster a culture of creativity and technological advancement. Together, these aspirations present a roadmap for creating a cohesive, resilient, and future-ready organization committed to its mission and sustained impact.

Table 9

Common Themes on Design Phase

State of AI	Variable	Question	Common themes
Design	Collective Efficacy	What strategies would you suggest for developing each area at Charity Corps?	Team Goal Setting and Collaboration, Team-Building Activities, Open Communication
Design	Transformational Leadership		Leadership Development Programs, Field Visits and Hands-On Leadership, Mentorship and Empowerment
Design	Organizational Practice		Streamlining Workflows and Standardization, Capacity Building, Diversity and Inclusion
Design	Team Familiarity		Team-Building Activities, Cross-Functional Collaboration, Long-Term Stability
Design	Team Resilience		Contingency Planning, Support Systems, Celebrating Successes

The Design phase focused on co-creating strategies to address challenges identified in the Discover phase and align with aspirations from the Dream phase. Emphasizing actionable solutions, it aimed to strengthen organizational practices, enhance team resilience, and improve collective efficacy. Participants proposed strategies for collective efficacy through team goal setting, collaboration, team-building activities, and open communication to create shared purpose, trust, and transparency. Transformational leadership strategies included leadership development programs, field visits, and mentorship to inspire innovation, build trust, and empower future leaders. Organizational practices were targeted through streamlined workflows, capacity building, and fostering diversity and inclusion to enhance efficiency, adaptability, and collaboration. Strategies to improve team familiarity involved team-building activities, cross-functional collaboration, and ensuring long-term stability to strengthen trust and cohesion. For team resilience, participants focused on contingency planning, robust support systems, and celebrating successes to prepare for challenges, provide emotional and practical support, and boost morale. These integrated strategies collectively aim to overcome political, cultural, and operational barriers while fostering growth, collaboration, and sustainability at Charity Corps Myanmar

Table 10

Common Themes on Design Phase

State of AI	Variable	Question	Common themes
Design	Collective Efficacy	What resources or support are needed to implement these strategies?	Financial Resources and Funding Support, Training and Development, Tools, Systems, and Infrastructure, Human Resources and Talent Development, Team Bonding and Support Systems
Design	Transformational Leadership		
Design	Organizational Practice,		
Design	Team Familiarity		
Design	Team Resilience		

Resources and Support Needed for Implementation

Participants proposed strategies to enhance key areas at Charity Corps, including Collective Efficacy, Transformational Leadership, Organizational Practices, Team Familiarity, and Team Resilience. These strategies emphasized clear goal-setting, collaboration, leadership development, and resilience-building. Successful implementation requires robust support in financial resources, training and development, upgraded tools and infrastructure, human resource management, and team bonding initiatives. Adequate funding is critical for training, team-building activities, and technological upgrades. Training programs focused on leadership, technical skills, and role clarity were highlighted as essential for capacity-building. Tools and infrastructure, such as project management systems, are needed to streamline workflows and enhance collaboration. Recruiting and retaining skilled personnel is vital for stability and effectiveness, while team bonding and support systems foster trust and resilience. Addressing these resource needs will enable Charity Corps to align its strategies with its goals, promoting growth, resilience, and sustainable impact.

Table 11

Common Themes on Destiny Phase

State of AI	Variable	Question	Common themes
Destiny	Collective Efficacy	How can we best implement the strategies you suggested for each area?	Staff Training and Capacity Building, Team Building and Collaboration, Operational Efficiency and Monitoring, Open Communication and Feedback
Destiny	Transformational Leadership		
Destiny	Organizational Practice,		
Destiny	Team Familiarity?		
Destiny	Team Resilience		

Strategic Implementation (Destiny Phase)

Participants emphasized four key themes to effectively implement initiatives proposed in the Design Phase at Charity Corps: Staff Training and Capacity Building, Team Building

and Collaboration, Operational Efficiency and Monitoring, and Open Communication and Feedback. Continuous training tailored to leadership, technical skills, and team dynamics is essential for equipping staff to meet challenges and drive strategies. Team-building activities and cross-functional collaboration foster trust, unity, and effective communication, strengthening collective efficacy and team familiarity. Operational efficiency focuses on streamlining workflows, leveraging technology, and implementing robust monitoring systems to ensure accountability and adaptability. Open communication emphasizes transparency and regular feedback to align teams, refine strategies, and maintain motivation. By addressing these themes, Charity Corps can build a structured, collaborative, and sustainable approach to achieving its goals and ensuring long-term organizational success.

Table 12

Common Themes on Destiny Questions

State of AI	Variable	Question	Common themes
Destiny	Collective Efficacy	How can we ensure continuous improvement and adaptation of these strategies over time?	Regular Monitoring, Evaluation, and Feedback, Encouraging Innovation and Adaptability, Recognition and Motivation, Open Communication and Engagement
Destiny	Transformational Leadership		
Destiny	Organizational Practice,		
Destiny	Team Familiarity		
Destiny	Team Resilience		

Destiny

The Destiny phase focused on implementing and sustaining the strategies co-created during the Design phase, ensuring long-term growth and resilience for Charity Corps. Grounded in the data analysis, this phase emphasized empowering team members to take ownership of the strategies, fostering a culture of continuous learning, and creating feedback mechanisms to adapt and refine approaches. By aligning with the organization’s values and addressing challenges such as political instability and operational inefficiencies, the Destiny phase aimed to solidify a sustainable path toward achieving the shared vision identified in the Dream stage

Strategic Adaptation and Continuous Improvement (Destiny)

Participants proposed strategies to ensure continuous improvement and sustainability of organizational initiatives at Charity Corps, emphasizing key themes of regular monitoring, innovation and adaptability, recognition and motivation, and open communication. Regular monitoring and feedback mechanisms were highlighted as essential for evaluating progress, identifying gaps, and refining strategies to align with evolving goals. Innovation and adaptability were deemed critical for fostering creative problem-solving and maintaining agility in dynamic contexts. Recognition of contributions and celebrating successes were emphasized as key to sustaining morale, engagement, and commitment to strategic goals. Open communication and active engagement were identified as vital for building trust, inclusivity,

and alignment within teams. Together, these themes form a structured and proactive approach to maintaining the relevance and effectiveness of organizational strategies, supporting long-term growth and resilience.

Conclusion

This study emphasizes how team resilience is an essential capacity for NGOs such as Charity Corps Myanmar to survive and thrive in circumstances characterized by high levels of political and economic instability. The research highlights important implications for developing a more robust and sustainable team framework by analyzing the organization's strengths and weaknesses through the constructs of Collective Efficacy, Transformational Leadership, Organizational Practice, Team Familiarity, and Team Resilience.

The findings reinforce why creating a healthy, collaborative, and supportive work environment is key to building resilience among teams. Structured leadership development programs, knowledge-sharing mechanisms, and communication practices that promote transparency, trust, and cohesion are just as, if not more so, important. Resilience-building practices are integrated into daily operations, individuals are provided with opportunities for professional development, and competitive and fair compensation are offered, addressing both short-term and long-term organizational needs.

Ultimately, Charity Corps Myanmar's success and sustainability in uncertain environments will depend on its commitment towards nurturing effective leadership, improving operational effectiveness, and ensuring the care and development of the team. Beyond addressing immediate challenges, these strategies lay the foundation for an organization that is poised for long-term success. The insights and recommendations included in this study provide a tangible framework for responding to the challenges posed by political uncertainty, COVID-19 and to support the work of Charity Corps Myanmar and similar NGOs, adding to the literature on resilience in the nonprofit space.

Table 13

Presentation of Research Objectives

Objective	Summary of Findings
To assess the current state of team resilience within Charity Corps Myanmar.	The findings emphasize key factors for organizational success: fostering collective efficacy through collaboration, open communication, and adaptability to enhance cohesion and productivity; transformational leadership that inspires vision, empowers individuals, and ensures adaptability in problem-solving; organizational practices that prioritize efficient project management, planning, knowledge sharing, and mentorship to drive innovation; team familiarity built on trust, effective communication, and mentorship to create cohesive and aligned teams; and team resilience supported by a collaborative environment and a focus on sustainability, enabling teams to adapt to challenges while maintaining morale and productivity.

Objective	Summary of Findings
To propose strategic recommendations for enhancing team resilience in Charity Corps Myanmar.	Based on the findings, the following are imperative; discuss with work teams how to work together and build trust and collective efficacy, explore transformational leadership to inspire vision and empower people, streamline workflows layering technology for scalable organizational practices, increase team familiarity through team-building and mentorship, build resilience practices and prioritize wellbeing, and maintain structures for accountability to adapt over time.

Discussion: Enhancing Team Resilience at Charity Corps Myanmar

The final section discusses the findings of this study in conjunction with existing literature and suggests the implications of the research for developing and sustaining team resilience within Charity Corps Myanmar. Then, each of Collective Efficacy, Transformational Leadership, Organizational Practice and Team Familiarity is examined to probe how these constructs contribute to resilience in a challenging socio-political context.

Collective Efficacy

Collaboration, open communication, and adaptability were emphasized in the study as key aspects of collective efficacy. According to informants, teamwork, trust, and shared success are necessary to foster a cohesive team that will accomplish the aims of the organization. This is in line with Bandura’s (2012) concept of collective efficacy which states that members should be able to address challenges as a team that strengthens their resiliency. The increasing premium on knowledge-sharing mechanisms and a culture of mutual help will be the keys to making this construct work.

Transformational Leadership

These findings point to transformational leadership as a key resilience factor. Leadership that inspires, empowers and iterates strategy on-demand was viewed as critical to navigating uncertainty. Informants emphasized the crucial balance between a powerful vision and field presence, showing that the leader must stay close to the ground and also inspire his or her troops. These findings reflect Bass and Riggio’s (2006) stress on how transformational leaders promote innovation and adaptation. Building on that, the development of leadership training programs (and such programs should be built into every department) that integrate mentorship and proactive problem solving will serve to create even more resilient organizations.

Organizational Practice

Project management, transferred knowledge, and mentoring were recognized as critical to the efficient functioning of the operations. Tons of talk around being more streamlined and not getting fixated on processes that can deviate from objective as circumstances are constantly evolving. These findings are consistent with Duchek (2020) which conceptualized resilience as anticipation, coping and adaptation in order to respond to challenges and optimally navigate

uncertainties, and highlights the need for NGOs to incorporate adaptive practices. Technology investments, structured workflows, and transparency in communication work towards operational efficiency and resilience.

Team Familiarity

Team familiarity was strongly linked to trust, effective communication and role clarity, but team familiarity was seen as critical itself. To informants, familiarity was the basis of collaboration and resilience, allowing teams to anticipate one another's needs, and to work in lockstep in high-stakes situations. Does this ring with Huckman et al. (2009) The importance of shared understanding in dynamic environments was found. The above can further foster interpersonal relationships and harmonious teams by running initiatives like team-building activities and role awareness programs.

Recommendations for Charity Corps Myanmar

These strategies would leave the Charity Corps Myanmar group more resilient and sustainable in the long run: Leadership, collaboration, open and effective communication, professional development, networking, and external engagement. The critical aspect is developing the leadership capacity so that they are competent enough to provide directional guidance, adaptive problem solving and empowering perquisites to the teams. Furthermore, leaders' active engagement in the field will align organizational objectives with realities at the ground level. With regular team-building activities, you can promote collaboration and well-being to build trust, cohesion, and a feeling of shared purpose. Encouraging mutual respect and identification will enhance the morale and connectedness, with peer mentoring programs that allow for skill- and knowledge-sharing.

Optimizing organizational practices is crucial for its operational efficiency. Effective tools for project management as well as curated onboarding and knowledge sharing constructs support teaming and continuity, and regular review of policies provides an ongoing evolution in response to externalities. Better communication is key to creating trust and accountability. Providing regular feedback and clear and transparent guidelines with respect to promotions, performance reviews, and compensation will align goals and expectations and lead to fairness. In addition, investing in their professional growth is also crucial through providing clear career paths, training programs, structured salary reviews and performance-based incentives to retain talent. Hand in hand with developing resilience, teams should develop contingency plans and leverage scenario-based training on what-ifs to acclimate themselves to uncertainty, supported by mental health resources and stress management programs.

Lastly, engaging more actively with external stakeholders, such as local authorities, community leaders and partners (schools, religious leaders, NGOs, etc.) will make it easier to implement projects and ensure better coordination between the various stakeholders involved. Steps to take right now include leadership workshops, team-building exercises, and better communication. Knowledge sharing platforms, mentorship programs, and transparent policies should be established as medium-term efforts. In the long term, long-term strategies should prioritize ongoing learning, new preparations, as well as staff wellness. The above skills would

help Charity Corps Myanmar to create a strong cadre of team members, develop good work and mentoring practices that improve efficiency, and would allow the organization to overcome challenges and to achieve their mission.

References

- Alliger, G. M., Cerasoli, C. P., Tannenbaum, S. I., & Vessey, W. B. (2015). Team resilience. *Organizational Dynamics*, 44(3), 176-184.
<https://doi.org/10.1016/j.orgdyn.2015.05.003>
- Aung, O. M., & Fernando, M. S. C. L. (2022). Resilient organization roadmap for sustained organization using a generative approach: a case of Landesa Myanmar. *ABAC ODI Journal Vision. Action. Outcome*, 10(1), 42-65.
<https://doi.org/10.14456/abacodijournal.2022.17>
- Bandura, A. (2012). On the functional properties of perceived self-efficacy revisited. *Journal of Management*, 38(1), 9-44. <https://doi.org/10.1177/0149206311410606>
- Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership*. Psychology Press e-books. <https://doi.org/10.4324/9781410617095>
- Bonanno, G. A. (2004). Loss, trauma, and human resilience: have we underestimated the human capacity to thrive after extremely aversive events. *American Psychologist*, 59(1), 20-28. <https://doi.org/10.1037/0003-066x.59.1.20>
- Carmeli, A., Friedman, Y., & Tishler, A. (2012). Cultivating a resilient top management team: The importance of relational connections and strategic decision comprehensiveness. *Safety Science*, 51(1), 148-159.
<https://doi.org/10.1016/j.ssci.2012.06.002>
- Garrett, M. D. (2023). Creating visionaries through positive leadership: shifting educational paradigms towards strengths. *Canadian Journal of Educational Administration and Policy*, 203, 91-101. <https://doi.org/10.7202/1108434ar>
- Duchek, S. (2020). Organizational resilience: a capability-based conceptualization. *Business research*, 13(1), 215-246. <https://doi.org/10.1007/s40685-019-0085-7>
- Espinosa, J. A., Slaughter, S. A., Kraut, R. E., & Herbsleb, J. D. (2007). Team knowledge and coordination in geographically distributed software development. *Journal of Management Information Systems*, 24(1), 135-169.
<https://doi.org/10.2753/mis0742-1222240104>
- Gully, S. M., Incalcaterra, K. A., Joshi, A., & Beaubien, J. M. (2002). A meta-analysis of team-efficacy, potency, and performance: interdependence and level of analysis as moderators of observed relationships. *Journal of Applied Psychology*, 87(5), 819-832. <https://doi.org/10.1037/0021-9010.87.5.819>
- Huckman, R. S., Staats, B. R., & Upton, D. M. (2009). Team familiarity, role experience, and performance: evidence from Indian software services. *Management Science*, 55(1), 85-100. <https://doi.org/10.1287/mnsc.1080.0923>

- Lengnick-Hall, C. A., Beck, T. E., & Lengnick-Hall, M. L. (2011). Developing a capacity for organizational resilience through strategic human resource management. *Human Resource Management Review*, 21(3), 243-255.
<https://doi.org/10.1016/j.hrmr.2010.07.001>
- Lingard, H., Pink, S., Harley, J., & Edirisinghe, R. (2015). Looking and learning: using participatory video to improve health and safety in the construction industry. *Construction Management and Economics*, 33(9), 740-751.
<https://doi.org/10.1080/01446193.2015.1102301>
- Luthar, S. S., Cicchetti, D., & Becker, B. (2000). The construct of resilience: a critical evaluation. *Child Development*, 71(3), 543-562.
<https://doi.org/10.1111/1467-8624.00164>
- Masten, A. S. (2001). Ordinary magic: Resilience processes in development. *American Psychologist*, 56(3), 227-238. <https://doi.org/10.1037/0003-066x.56.3.227>
- Reed, J. (2006). *Appreciative Inquiry: Research For Change*. Sage Publications
- Reich, J. W., Zautra, A. J., & Hall, J. S. (2010). *Handbook of adult resilience*. Guilford press.
- Stavros, J. M., & Hinrichs, G. (2011). *The Thin Book of SOAR: Building Strengths-Based Strategy*. Thin Book Publishing.
- Stavros, J. M., Godwin, L. N., & Cooperrider, D. L. (2015). *Appreciative Inquiry*. Wiley.
- Stoverink, A. C., Kirkman, B. L., Mistry, S., & Rosen, B. (2020). Bouncing back together: toward a theoretical model of work team resilience. *Academy of Management Review*, 45(2), 395-422. <https://doi.org/10.5465/amr.2017.0005>
- Tasa, K., Taggar, S., & Seijts, G. H. (2007). The development of collective efficacy in teams: a multilevel and longitudinal perspective. *Journal of Applied Psychology*, 92(1), 17-27.
<https://doi.org/10.1037/0021-9010.92.1.17>

