

effective management of psychological harm. In the long term, reduced personal stress has the potential for positive health outcomes

the impact of stress. The development of socially based resiliency may be one such technique.

on stress (Aldwin, Levenson, & Spiro, 1994; Armeli, Gunthert, & characteristics that make individuals or organizations more or less resilient to stress than others (Maddi, 2002; Maddi & Khosaba, 2005; Youseff & Luthans, 2005; Walsh, 2002; Luthar, Cicchetti & Becher, 2000). Taken together, these factors suggest that resilience is not so much a trait as it is a process of integration of available resources such as groups or organizations (Siebert, 2002).

The police organization plays an important role in the process of

to deal with increasingly complex and threatening incidents, it is also appropriate to expand the scope of resiliency within the context of the organization to include the development of one's capacity to deal with future events (Klein, Nicholls, & Thomalla, 2003). Each

cope, which forces them to learn about their own capabilities and available organizational support networks.

In sum, an approach integrating individual and organization resiliency has far wider implications than simply focusing on the pathology of stress and trauma. Organizational and individual resiliency together can have a meaningful impact on the more

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