RESILIENCE DELIVERS

HOW AND WHY?

the resilience institute

GLOBAL RESILIENCE DIAGNOSTIC REPORT 2016

An analysis of 26,099 Resilience Diagnostic Assessments over 6 years

RESILIENCE AT EVERY LEVEL UNDERPINS THE PERFORMANCE OF YOUR PEOPLE AND YOUR ORGANISATION

WHY RESILIENCE?

The current reality is a world of increasing uncertainty. Globalisation, disruption resulting from technological advances, and geo-political shifts put people under increasing pressure and strain. The persistent change in the world and the pressures on us to transform and adapt require agility. In a volatile, uncertain, complex and ambiguous world, resilience becomes a strategic asset.

"One of the things we're grappling with is the pace of technology and change occurring right now. As an industry, we have largely been protected from change due to high barriers to entry. But if we don't change, we could be the taxi companies that get disrupted and disrupted in 3-5 years. That is quite frightening. So how do we get comfortable with change, respond to change and find ways to come up with ideas, to collaborate and talk beyond just our roles or level of experience. We need people to be themselves, you need to have your whole self at work. If corporates were to mature 10-15 years, resilience would ideally just be a natural part of what we do and how we act."

Sarah Turnbull, ANZ Bank

RESILIENCE DRIVES PERFORMANCE

Resilience is an evidence-based, integral and practical solution to the human dimension of work. Building resilience mitigates problems like depression, distress and illness. It liberates the potential in our people to be well, effective and whole.

Resilience is a foundation and goal of strategy.

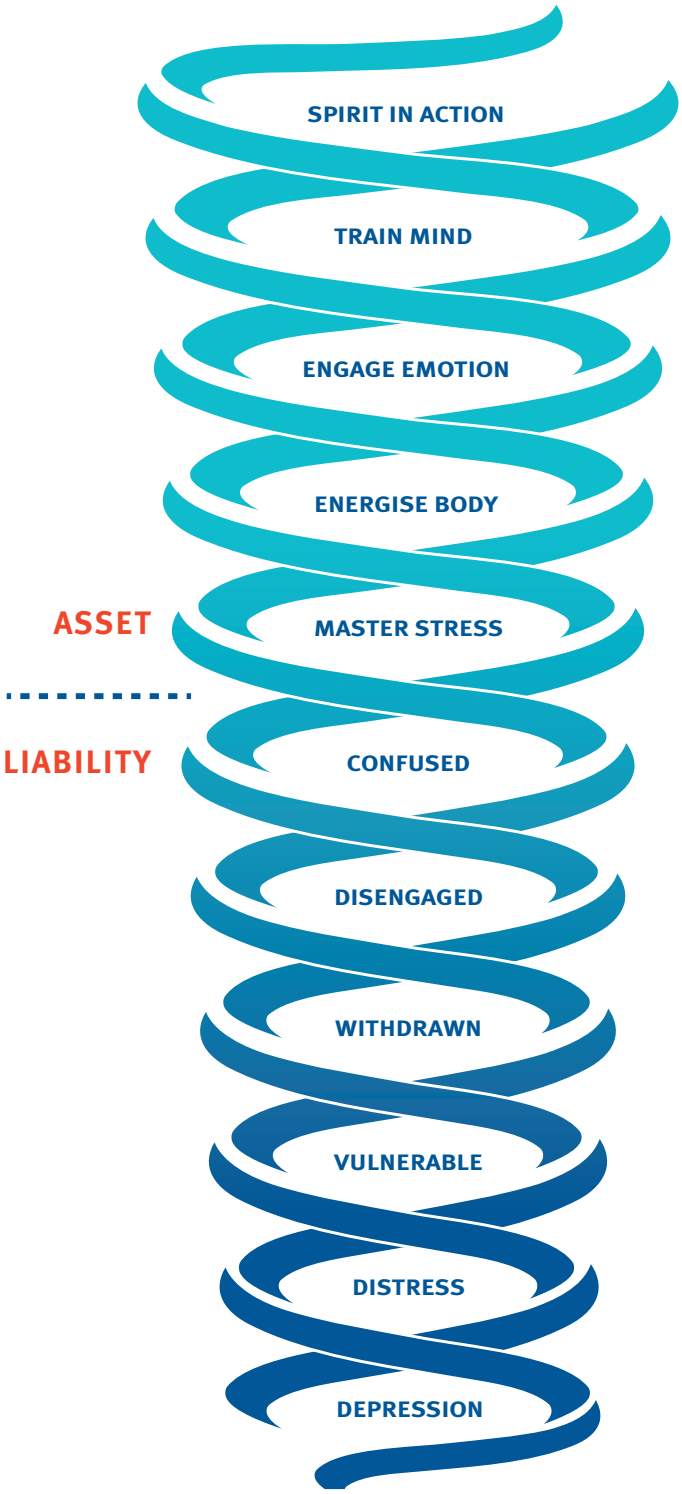
We face a variety of part solutions – EAP, insurance, wellness, EQ, mindfulness, etc. – that can trivialise the importance of preparing and challenging your people to be at their best on the job and at home.

Resilient people are calm, energised, engaged, focused and creative. A resilient organisation serves with vision, humility and care. It is adaptive, innovative and tenacious. It is a force for good.

When your organisation is resilient you will attract resilient people. This virtuous cycle separates the truly great from the average.

The Resilience Institute has a proven solution to measuring the human dimension, targeting the right investments, and delivering the results that underpin success. Let's see what 26,099 people can tell us.....

"We define resilience as the learned ability to demonstrate bounce, courage, connection and creativity."



THE RESILIENCE DIAGNOSTIC

The Resilience Diagnostic is made up of 11 categories; each evaluated by a set of 5 to 7 questions. These categories are defined as either ASSET or LIABILITY.

Highly resilient people have high ASSET scores and low LIABILITY scores.

The Resilience Ratio

A person's resilience is determined by the sum of all Asset scores divided by the sum of all Liability scores (1-5)

ASSET = HIGH SCORE A SIGN OF RESILIENCE

LIABILITY = LOW SCORE A SIGN OF RESILIENCE

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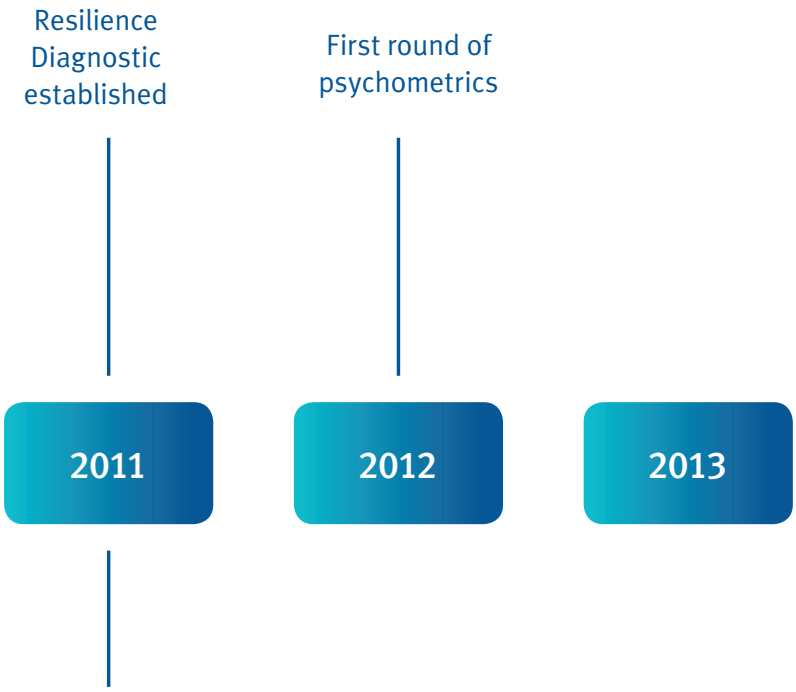
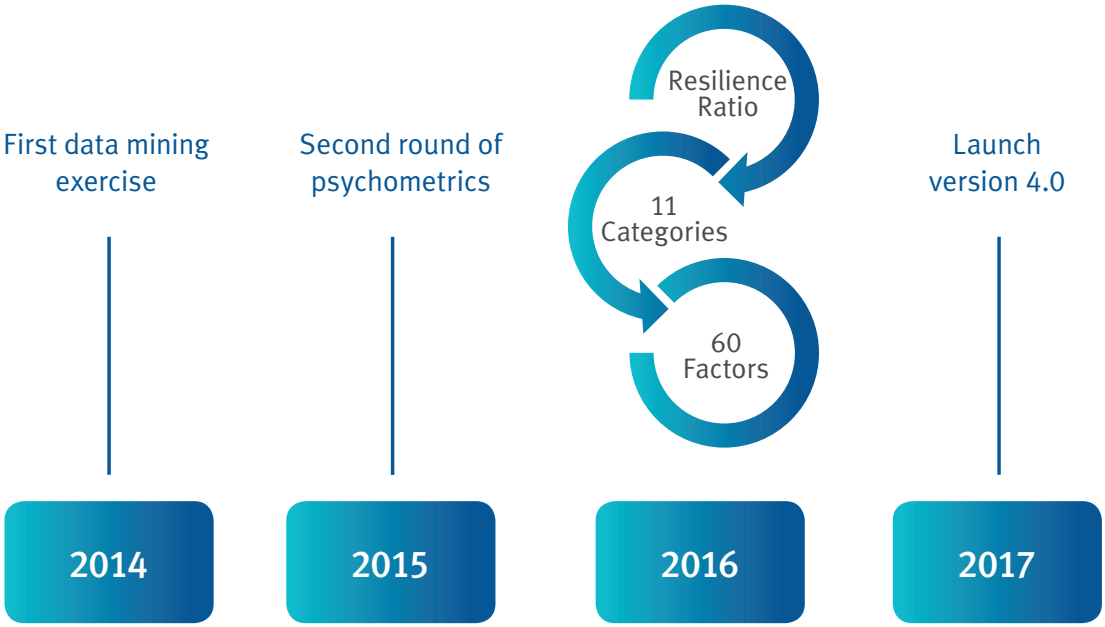
THE RESILIENCE DIAGNOSTIC HISTORY



- 50 questions
- Secure confidential assessment
- Operates in 5 languages
- Regularly tested online process to ensure quick completion, reporting, and data security



60 Questions continuously improved over 6 years with peer-reviewed psychometrics:

- High reliability (Cronbach's Alpha)
- Construct Validity (Confirmatory Factor Analysis)
- Construct Validity (Item Response Theory)

26,099 unique participants

Over 1 million discrete data points measured

Completed in 5 languages on all continents

SIX KEY FINDINGS

01

RESILIENCE DELIVERS

We can prove positive change on every factor of resilience

02

THE CEO MUST LEAD

Leadership must shape, promote and model resilience

03

GLOBAL DIVERSITY

Globally relevant and locally distinct

04

GENDER COUNTS

Men and women have different needs and solutions

05

AGE MATTERS

Needs and opportunities must match age profile

06

WE ARE CHANGING

Over time key resilience factors are changing

01

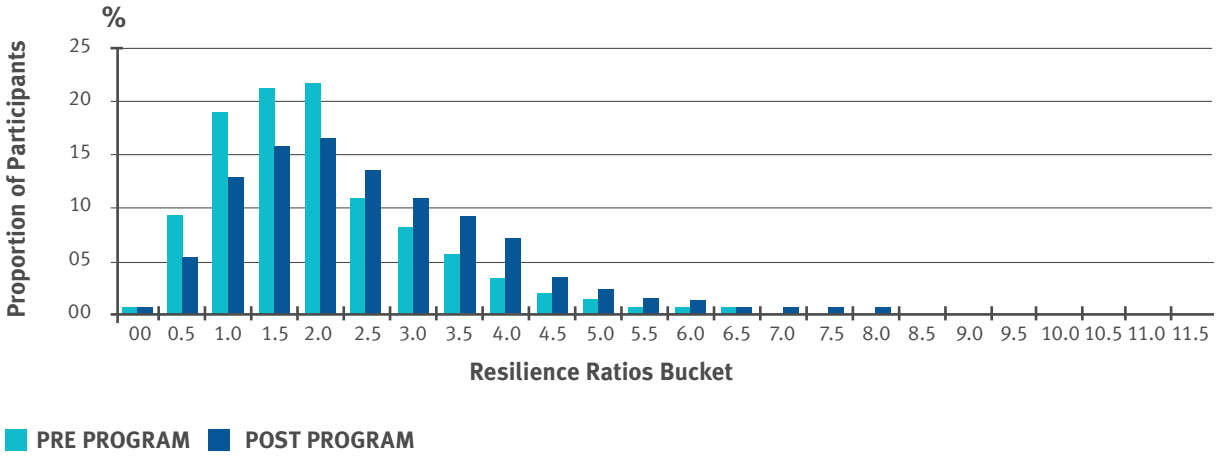
RESILIENCE DELIVERS

RESILIENCE INTERVENTIONS IMPROVE EVERY MEASURE RECORDED IN THE RESILIENCE DIAGNOSTIC. THE RESILIENCE RATIO IMPROVES BY AN AVERAGE OF 0.55 (FROM A START AVERAGE OF 2.21). EVERY CATEGORY OF RESILIENCE IMPROVES AND EVERY ONE OF THE 60 FACTORS IMPROVES IN THE RIGHT DIRECTION.

RESILIENCE RATIOS IMPROVE

Our data shows a clear increase in resilience ratios before and after training.
The average improvement is 0.55 (25%). Some people can double their scores.

Distribution of resilience ratios - overall



RESILIENCE CATEGORIES IMPROVE

Our data shows that after intervention, every category of resilience improves.
Assets increase and liabilities reduce.

Asset categories improve across the board.

Master stress	Energise body	Engage emotion	Train mind	Spirit in action
0.18	**0.27**	0.17	**0.19**	0.15

IMPROVEMENT

Liability categories reduce across the board.

Depressed	Distressed	Vulnerable	Withdrawn	Disengaged	Confused
-0.20	-0.17	-0.16	-0.15	-0.10	-0.16

REDUCTION

WHAT RESILIENCE DELIVERS

Resilience training drives improvements in every one of the sixty factors of resilience.

BEFORE RESILIENCE

Fragile people feel disconnected, self critical and sad. They score low in Train Mind and Spirit in Action. With training, sleep, health, relaxation, fulfilment and focus improve greatly....

AFTER RESILIENCE

Resilient people are fulfilled at work, sleep well and take care of nutrition. Fueled by wellbeing they are focused, decisive and purposeful....

Factor	Before	After	Change	% Improved
Sleep Quality	0.83	1.54	0.71	86%
Health Awareness	1.27	1.88	0.61	48%
Relaxation	0.75	1.32	0.57	76%
Fulfillment	1.18	1.71	0.54	46%
Focus	1.21	1.73	0.52	43%
Vitality	1.27	1.78	0.51	40%
Purpose	1.38	1.85	0.47	34%
Emotional Insight	2.06	2.51	0.45	22%
Bounce	1.46	1.89	0.43	30%
Intensity	1.24	1.66	0.42	34%
Values Alignment	1.81	2.22	0.41	23%
Influence	1.79	2.19	0.39	22%
Presence	1.77	2.16	0.39	22%
Assertiveness	1.67	2.05	0.38	23%
Fitness	0.67	1.05	0.38	57%
Optimism	1.58	1.94	0.36	23%
Creativity	1.31	1.67	0.36	27%
Nutrition	1.68	2.03	0.35	21%
Empathy	2.29	2.64	0.35	15%
Positivity	1.64	1.99	0.35	21%

The table shows the top 20 gains achieved by people who start one standard deviation below the average. Work intensity (a reverse scored liability factor) is one of the major pressures on people, with 30% of all respondents scoring very high on intensity. This shows a 34% reduction post-training.

02

THE CEO MUST LEAD

OVER 20 YEARS, 300 ORGANISATIONS AND 65,000 PEOPLE, WE SEE RESILIENCE WORKING WHEN LEADERSHIP COMMITS, ENGAGES AND MODELS THE BEHAVIOURS OF RESILIENCE. LEADERS DRIVE CULTURE AND CULTURE DRIVES PERFORMANCE. WHEN LEADERS COMMIT TO RESILIENCE, THEY GET RESULTS.

CEO COMMITMENT

Organisations exist for people and through people. Human capital leadership lags behind other business functions. Potential is wasted. Our data shows:

- 55% of people worry excessively
- 50% are hypervigilant
- 45% experience distress symptoms
- 30% have impulse control problems
- 35% are unable to relax
- 30% experience excessive work intensity

This is an explosive combination for an organisation seeking to be adaptive, innovative and successful. This is a workforce overloaded and anxious – a fear-based culture. The costs are staggering: absenteeism, presenteeism, conflict, attention failure and error.

There is a point at which pressure to perform has counterproductive effects. Individual and organisational performance declines. A resilient culture has to understand how to secure the safety, wellbeing and effectiveness of people, teams and leadership.

The consistent experience over 20 years at The Resilience Institute shows that client interventions with the most sustainable impact on people, performance and culture are those that incorporate a systemic approach. This approach only works when Leadership participates, engages and models resilience; then the organisation is able and enabled to follow. When leadership fails to engage, there is rapid fade and what can be a strategic advantage becomes a forgotten 'box ticking' exercise.

A systemic approach has the following criteria:

1. CEO and executive team lead.
2. Compassionate leadership and respect for the whole person.
3. High trust culture where failure is OK and vulnerability is acceptable.
4. Purpose, performance and values driven.
5. Clearly communicated strategic priorities.
6. Culture, processes and systems aligned to resilience philosophy.
7. Recruitment incorporates resilience attributes.
8. Resilience education of leaders and staff.
9. Opportunity and support for behavioural change over time.
10. Sustainability - understand that peak performance is not the same as sustainable performance.

03

GLOBAL DIVERSITY

WHILE THERE IS LITTLE DIFFERENCE IN STARTING RESILIENCE BETWEEN REGIONS, RESPONSES DO VARY BY REGION. THE AMERICAS HAVE THE GREATEST INCREASE IN RESILIENCE RATIO AFTER TRAINING (+0.79). SOUTH EAST ASIA HAS THE LOWEST INCREASE IN RESILIENCE RATIO AFTER TRAINING (+0.13).

“The importance of organisations caring about people is more than just a care of duty, it is role modelling, it is directly contributing back to society and it is conscious leadership. It lets leaders have deeper and new conversations with their staff. The outputs are, high level people with a great sense of satisfaction and who are empowered to consistently operate at a higher level.”

Melissa Cameron, PWC Global Development Director.

Region	Average Ratio pre training	Average Ratio post training	Change
Americas	1.74	2.53	0.79
New Zealand	1.61	2.03	0.42
Australia	1.79	2.17	0.38
UK	1.59	1.93	0.35
Greater China	1.78	2.12	0.34
Other	1.76	2.08	0.32
Europe	1.93	2.24	0.31
South East Asia	1.55	1.68	0.13

The table above shows data points from 22,089 assessments over the past six years.

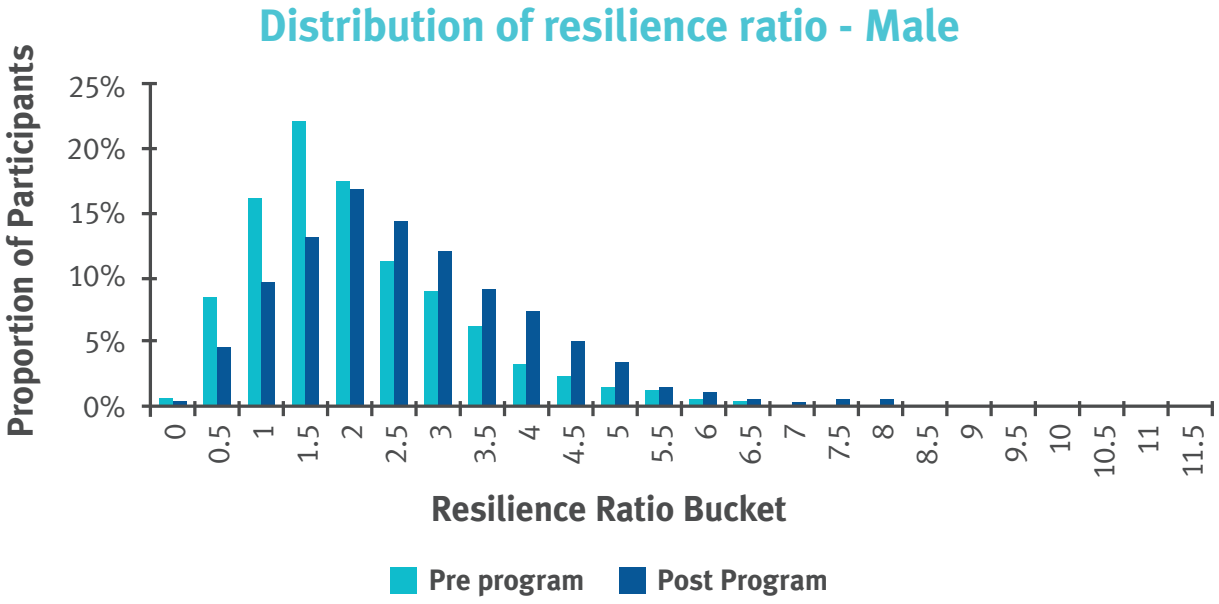
Clearly demonstrated are different starting points and different impacts of our interventions in different regions.

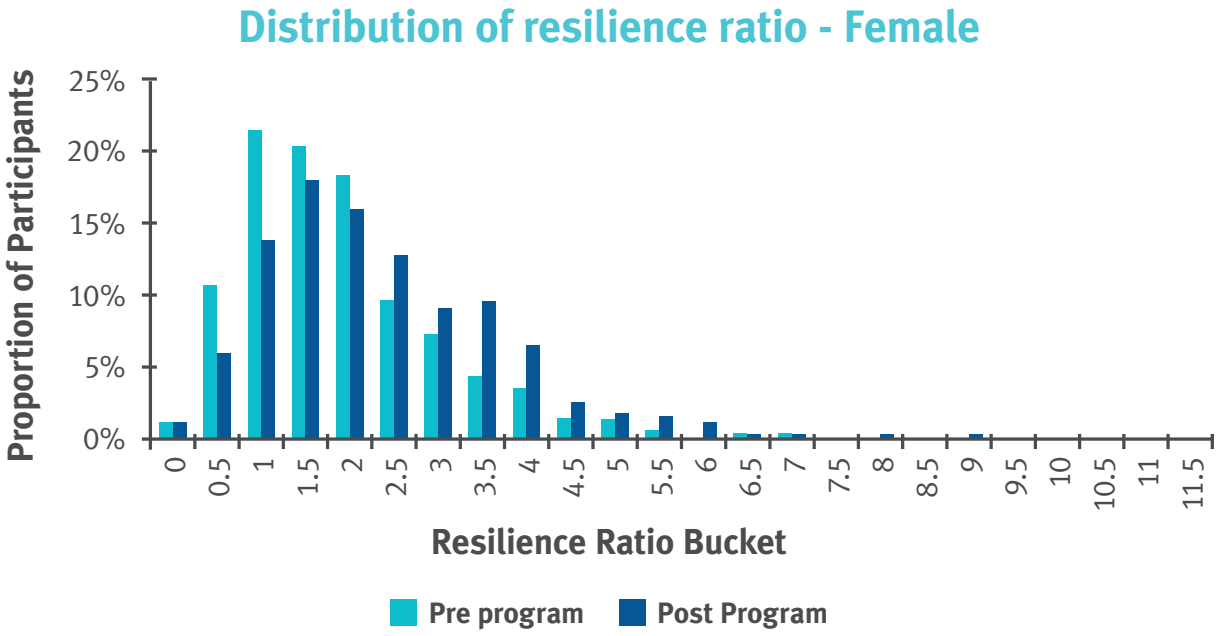
As our global footprint grows, we will have more detailed information on regions and industries. At this stage, generalised conclusions on this data should be avoided.

04

GENDER COUNTS

OUR DATA SHOWS THAT MEN SCORE HIGHER IN RESILIENCE RATIO AND IMPROVE MORE WITH TRAINING. WOMEN SCORE POORLY IN DISTRESS, VULNERABLE AND WITHDRAWN CATEGORIES. WOMEN SHOW GREATEST IMPROVEMENTS POST-TRAINING IN THE ENERGISE BODY, TRAIN MIND, DEPRESSION, AND DISTRESS CATEGORIES. MEN SEE THE GREATEST IMPROVEMENTS POST-TRAINING IN THE ENERGISE BODY, MASTER STRESS, AND TRAIN MIND CATEGORIES. FOR WOMEN, GAINS CORRELATE WITH RELAXATION AND FOCUS. FOR MEN, THE GAINS CORRELATE WITH FOCUS, DECISIVENESS AND ASSERTIVENESS.


Distribution of resilience ratio - Male
Proportion of Participants
25%
20%
15%
10%
5%
0%
0
0.5
1
1.5
2
2.5
3
3.5
4
4.5
5
5.5
6
6.5
7
7.5
8
8.5
9
9.5
10
10.5
11
11.5
Resilience Ratio Bucket
Pre program
Post Program


Distribution of resilience ratio - Female
Proportion of Participants
25%
20%
15%
10%
5%
0%
0
0.5
1
1.5
2
2.5
3
3.5
4
4.5
5
5.5
6
6.5
7
7.5
8
8.5
9
9.5
10
10.5
11
11.5
Resilience Ratio Bucket
Pre program
Post Program

05

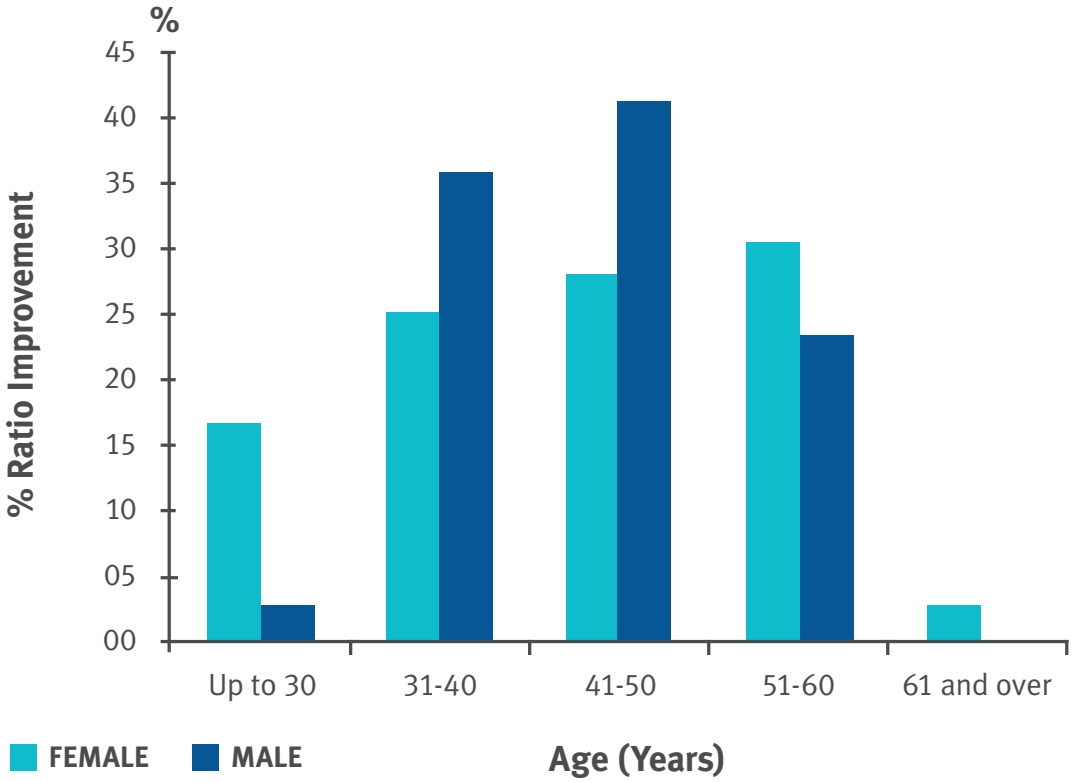
AGE MATTERS

RESILIENCE TENDS TO INCREASE WITH AGE. IN PARTICULAR, THE TRAIN MIND CATEGORY SCORES INCREASE, LED BY FOCUS AND DECISIVENESS. THE SPIRIT IN ACTION CATEGORY IMPROVES WITH AGE, LED BY VALUES ALIGNMENT AND FLOW. OLDER PEOPLE ARE ALSO LESS VULNERABLE AND MANAGE SLEEP DELAY BETTER. HOWEVER, ENERGISE BODY SCORES SHOW A DECLINE IN THE 31-50 AGE GROUPS. NUTRITION AND FITNESS ARE KEY FACTORS THAT END TO BE NEGLECTED IN MID LIFE; OVER 50 THIS IMPROVES.

THE BIGGEST CHANGERS

Our data also shows that big improvements are more likely to occur in younger and older women. Between 31 and 50, men are more likely to make major changes (double their ratios).

Ratio improvement by age



In older people we see:

1. Resilience increases with age – particularly the assets.
2. Strength in Train Mind – particularly focus and decisiveness.
3. Strength in Spirit in Action – particularly values alignment and flow.
4. Less vulnerability – they manage sleep delay better.
5. Energise body scores are lower between 31 and 50 – particularly fitness and nutrition.

Younger people are more vulnerable.

06

WE ARE CHANGING

OVER 6 YEARS OF DIAGNOSTICS AND IN EXCESS OF A MILLION DATA POINTS, WE ARE OBSERVING CONSIDERABLE CHANGES OVER TIME. RELAXATION, FITNESS, INTENSITY, IMPULSE CONTROL FACTORS SEE THE GREATEST DECLINE OVER TIME. CONNECTION, HEALTH AWARENESS, BIOLOGICAL INSIGHT, DISENGAGED AND VALUES ALIGNMENT FACTORS SEE THE GREATEST IMPROVEMENT OVER TIME.

Some factors are under more strain.....

Factor	Average answer score		Change
	Jun-11	Jun-16	
Relaxation	2.9	1.4	-1.5
Fitness	1.9	1.2	-0.7
Intensity	2.3	1.7	-0.6
Impulse Control	2.4	1.9	-0.5
Assertiveness	3.0	2.6	-0.4
Nutrition	2.7	2.4	-0.3
Fulfilment	2.8	2.5	-0.3

What this means is that people are not relaxing and recovering. In fact, data shows a 30% reduction in daily practice of relaxation. Fitness is suffering, Intensity is increasing and Impulse Control is getting worse.

....others are showing improvement

Factor	Average answer score		Change
	Jun-11	Jun-16	
Health Awareness	1.4	2.1	0.7
Connection	2.4	3.0	0.6
Biological Insight	2.6	3.0	0.4
Disengaged	2.7	3.1	0.4
Values Alignment	2.6	3.0	0.4

What this means is that people are becoming more health aware, connected, biological aware, engaged and connected to values.

CONCLUSIONS

"With this whole digital shift towards valuing artificial intelligence, I believe that humans, versus machines will reach a tipping point. There will be a pendulum swing back to humans taking centre stage again. I really believe being resilient is the key to address this push towards a technology-led world, by keeping humans more, not less important. We need to be resilient as individuals and as organisations, humanity will be the key to this."

Christiane Bisanzio, HR Director, AXA

Deliberate practice trumps genes and natural talent every time. Resilience is a learned ability in a person or an organisation to demonstrate:

1

Rapid bounce in adversity

2

Courage in uncertainty

3

Meaningful connection to others

4

Creativity in a volatile, uncertain, complex and ambiguous world

Learned resilience positively influences the way people think about themselves (less worry, hypervigilance, self-criticism) and their physical well-being (better sleep, nutrition, fitness, relaxation).

Participants who have engaged with the Resilience Institute have achieved, on average, a 0.55 increase in Resilience Ratio, with the greatest improvements shown in Wellbeing and Depression. Resilient people contribute their physical, emotional and cognitive mastery to organisational work.

To find out more and to discuss how the Resilience Institute can help you and your organisation, visit www.resiliencei.com

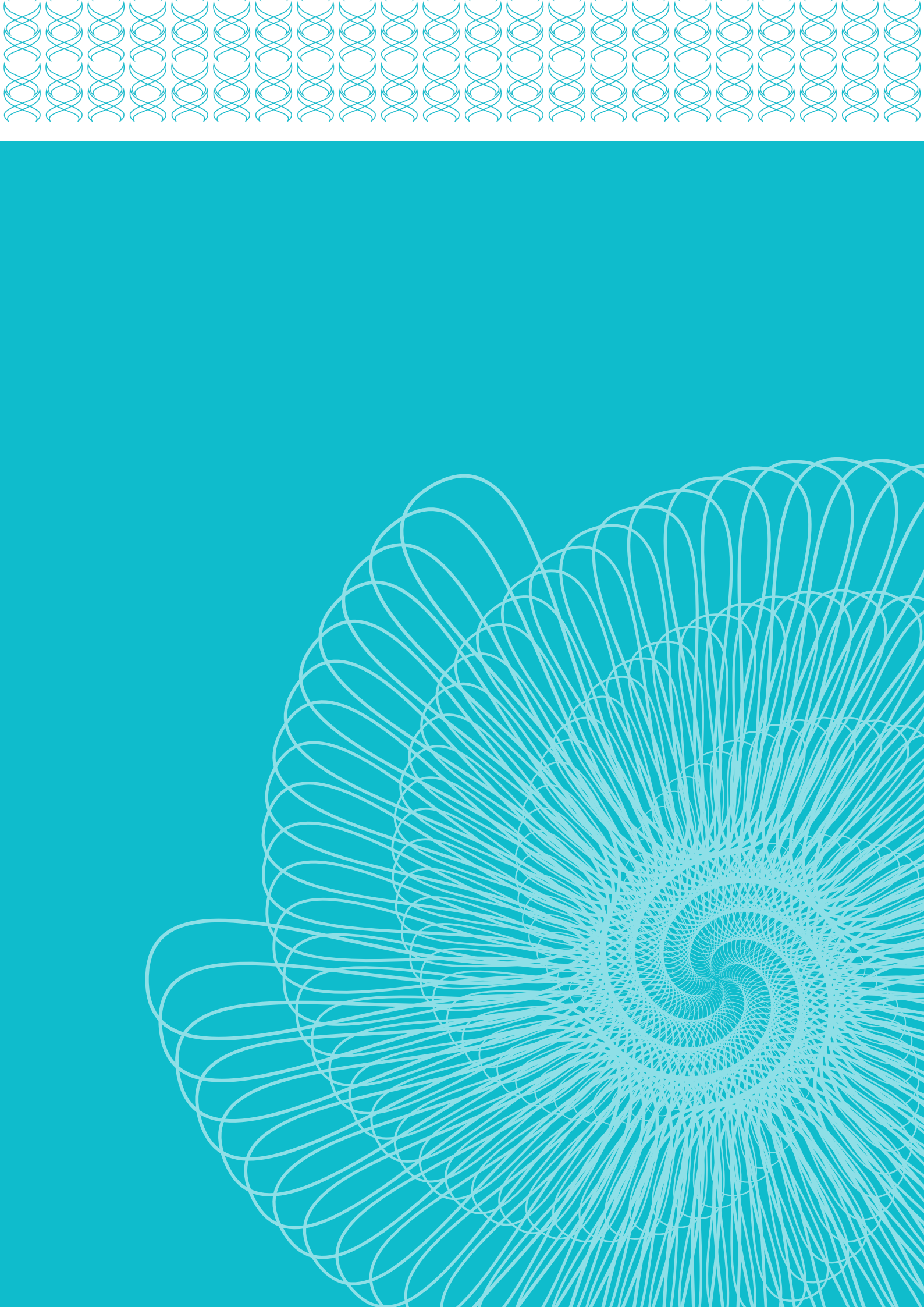
The Resilience Institute

- Australia
- New Zealand
- Europe
- Southeast Asia
- China
- UK
- USA

For more on how we work: **www.resiliencei.com**

or

To talk to our team: **contact@resiliencei.com**



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