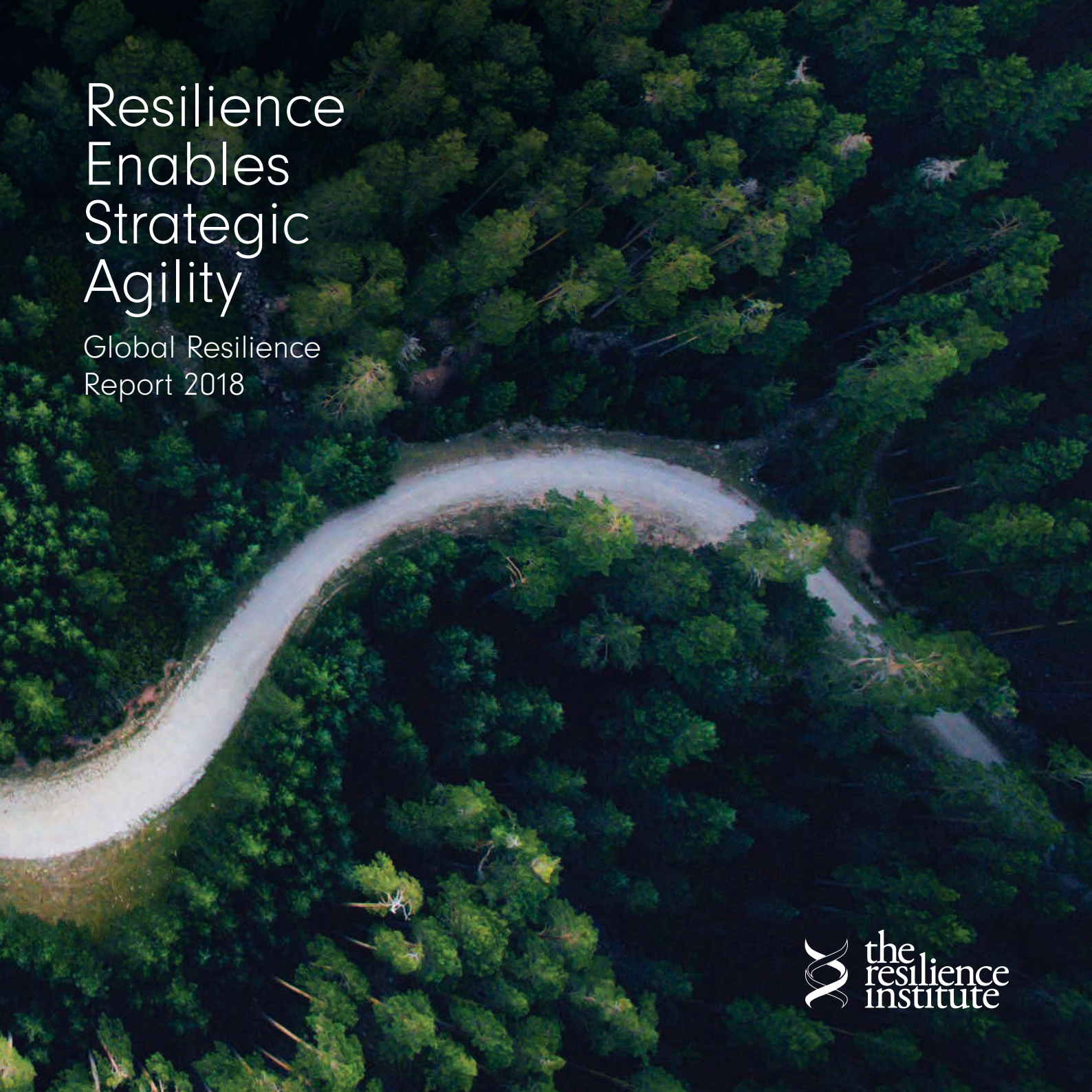
Resilience Enables Strategic Agility

Global Resilience Report 2018



the resilience institute

The Resilience Institute is a global and multidisciplinary team of professionals. We deliver research-based resilience solutions to secure safe, resilient and productive workplaces. Our primary focus is to help organisations grow and protect their most valuable asset - people. This investment builds organisational resilience and strategic agility.

Our teams are based in Europe, United Kingdom, United States, South East Asia, China and New Zealand. We have a fifteen year relationship with Springfox as our Australian partner and thank them for the significant contribution to this report.

We reach over 300 organisations and 80,000 people. Our online assessments, workshops and digital solutions are available in five languages and in all continents.

the resilience institute

www.resiliencei.com

springfox

powered by resilience

www.springfox.com

Welcome

It is our pleasure to share our third Global Resilience Report with you. For two decades we have helped people assess, understand and build resilience. We believe this is a primary contributor to a good life.

Thus, we take what we do seriously. We are committed to being evidence-based, integral and practical. Part of this is to measure resilience and track the improvements our clients make.

This report details the results of over 21,239 assessments from across the world in five languages. We can now demonstrate the critical themes in resilience and how they relate to safety, resilience and productivity. Most importantly, we can show how resilience improves with your investment.

Our message to you in 2018 is to be integral. Humans are an integral mix of physical, emotional and cognitive attributes. Our recommendation is to aim for integral solutions that address human growth and risk using a common language and model.

We extend our thanks to the people and organisations who have contributed to this noble journey. Together we are making a difference. This report proves the value.

Our research reveals ten key insights, each of which have potential to build resilience in you and your organisation. We invite you to explore these insights and apply them within your life and your work.

Dr. Sven Hansen
Founder

The Resilience Institute

What is resilience?

A learned ability to demonstrate:

BOUNCE

Toughness and recovery skills

GROW

Enthused by change and challenge

CONNECT

Respect and care for others and nature

FLOW

Develop talents and opportunities

When resilience is developed at a personal, leadership and organisational level, strategic agility is enabled.

Why resilience?

Research-based resilience solutions secure a safe, resilient and productive workplace. Resilience is growth as a whole person – a learned fitness for life, work and education. Through resilience skills we master bounce in adversity, connect with others, and discover flow in our life and work.

The workplace faces multiple compliance and performance aspirations. Each one requires ownership, planning, communication, expertise and monitoring. This is complex. Single focus initiatives such as safety, bullying or mental health fail to achieve the reinforcing benefits of a multi-factor approach.

Resilience connects diversity. Awareness leads to understanding which supports practice and growth. Resilience programs deliver measurable benefits at all levels. Each person is free to engage with the content and practices that fit their preferences.

An integral approach creates a powerful web of competencies that protect us from distress and lift productivity. Our Resilience Diagnostic and development model brings all of these disparate initiatives into an integrated solution.

The result is strategic agility at the organisational level.

There are massive gains and cost savings from integral solutions.
Our data proves this.

Contents - 10 insights

PART 1: THE WORKPLACE TODAY
Research Method – measuring resilience

1. Build on regional diversity 12

2. Focus on key factors 14

3. Break through the glass ceiling 16

4. Fast-track growth in Millennials 18

5. Model personal best practice 20

PART 2: HOW RESILIENCE DELIVERS
Research Method - measuring impact

6. Invest and grow capability 27

7. Rethink "mental health" 30

8. Adapt to industry best practice 32

9. Integral solutions amplify ROI 36

10. Align and execute for strategic agility 40

SUMMARY

Part 1:

The Workplace Today

21,239
PARTICIPANTS

OVER
1 million
DATA POINTS

AVAILABLE IN
5
LANGUAGES

The findings in Part 1 are based on workplace participants completing the Resilience Diagnostic assessment prior to a resilience intervention such as face-to-face workshops, coaching or online education.

The following insights provide a snapshot of resilience in workplaces today.

Research Method - measuring resilience

Resilience was measured using The Resilience Institute's Resilience Model (see picture), an evidence-based framework of an individual's key risk and performance factors. This measurement is enabled by the Resilience Diagnostic tool which provides a diagnostic report with detailed insight into a person's ability to bounce, grow, connect and flow. This data was then aggregated to provide 10 key insights.

The Resilience Diagnostic

The Resilience Diagnostic is a secure, online, 12-minute questionnaire that is psychometrically robust. It reports on 60 discrete factors in 11 categories. These categories define a person's assets and liabilities, which indicate how resilient they are. It is available in five languages, across all continents. For more information on the framework, visit resiliencei.com/resilience-diagnostic

The Resilience Ratio

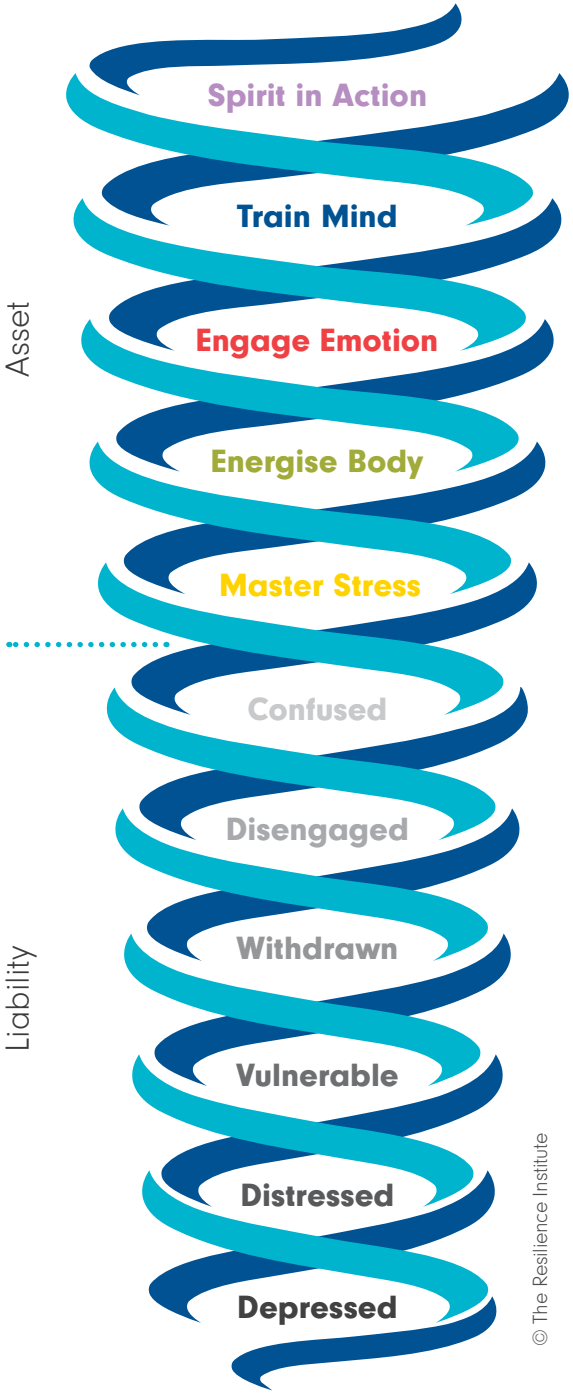
The diagnostic tool attributes a numerical value (between 1-5) to a person's assets and liabilities, which informs their overall level of resilience – what we call a 'resilience ratio'.

An individual's resilience ratio is determined by the sum of all asset scores divided by the sum of all liability scores.

Highly resilient people have high asset scores and low liability scores.

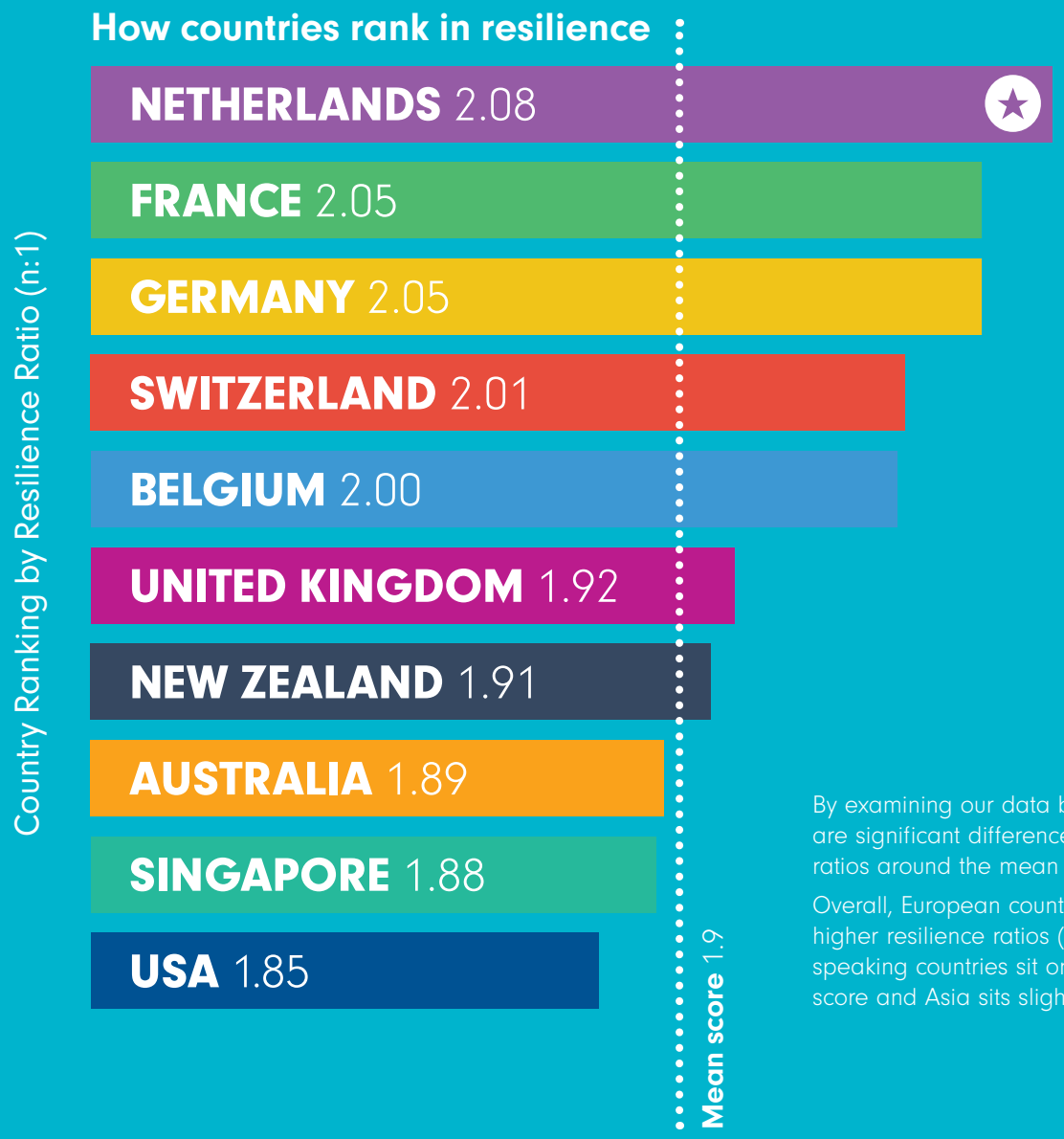
HIGH ASSET SCORE
= a sign of resilience

LOW LIABILITY SCORE
= a sign of resilience



© The Resilience Institute

1. Build on regional diversity



By examining our data by country, there are significant differences in resilience ratios around the mean of 1.9.

Overall, European countries experience higher resilience ratios (>2.0), English speaking countries sit on the mean score and Asia sits slightly below.

We can see that there are significant differences in the key factors that influence resilience in each population.

Interestingly, whilst the Dutch operate under the highest intensity, they worry the least. They also exercise the least, despite this being a proven factor of resilience. They are the most resilient but also the most self-critical.

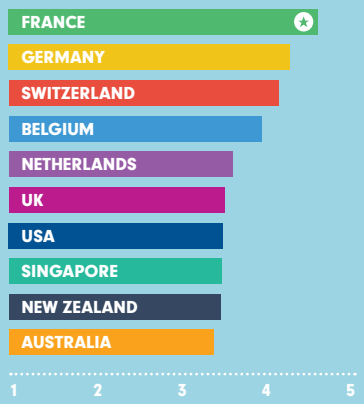
In contrast, people in New Zealand and Australia exercise the most, however they also have the highest levels of worry, despite experiencing lower intensity than most.

Understanding global strengths and differences provides insight into lifestyle and cultural trends that influence a population's resilience.

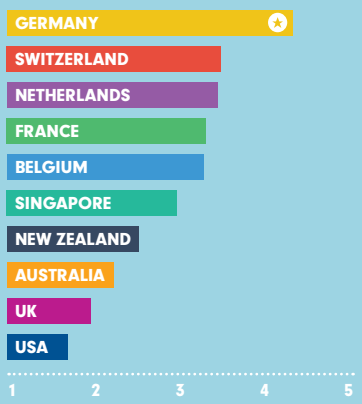
Asset Factors

Reported fitness level

Experience flow state

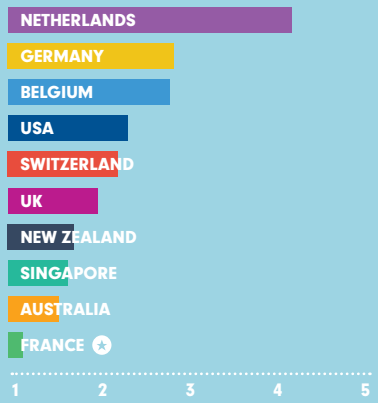


Ability to focus

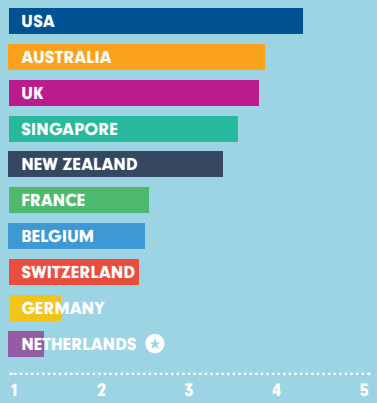


Liability Factors

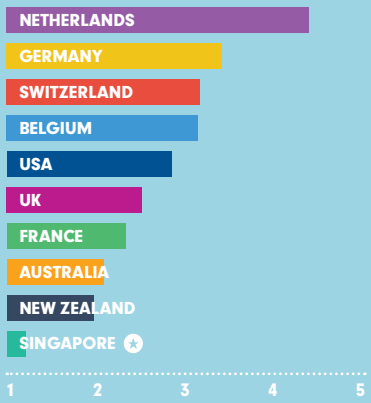
Feel the intensity



Worried about the future



Being self-critical



This data is based on participants rating the factor on a scale of 1 to 5, with 5 meaning "nearly always".

2. Focus on key factors

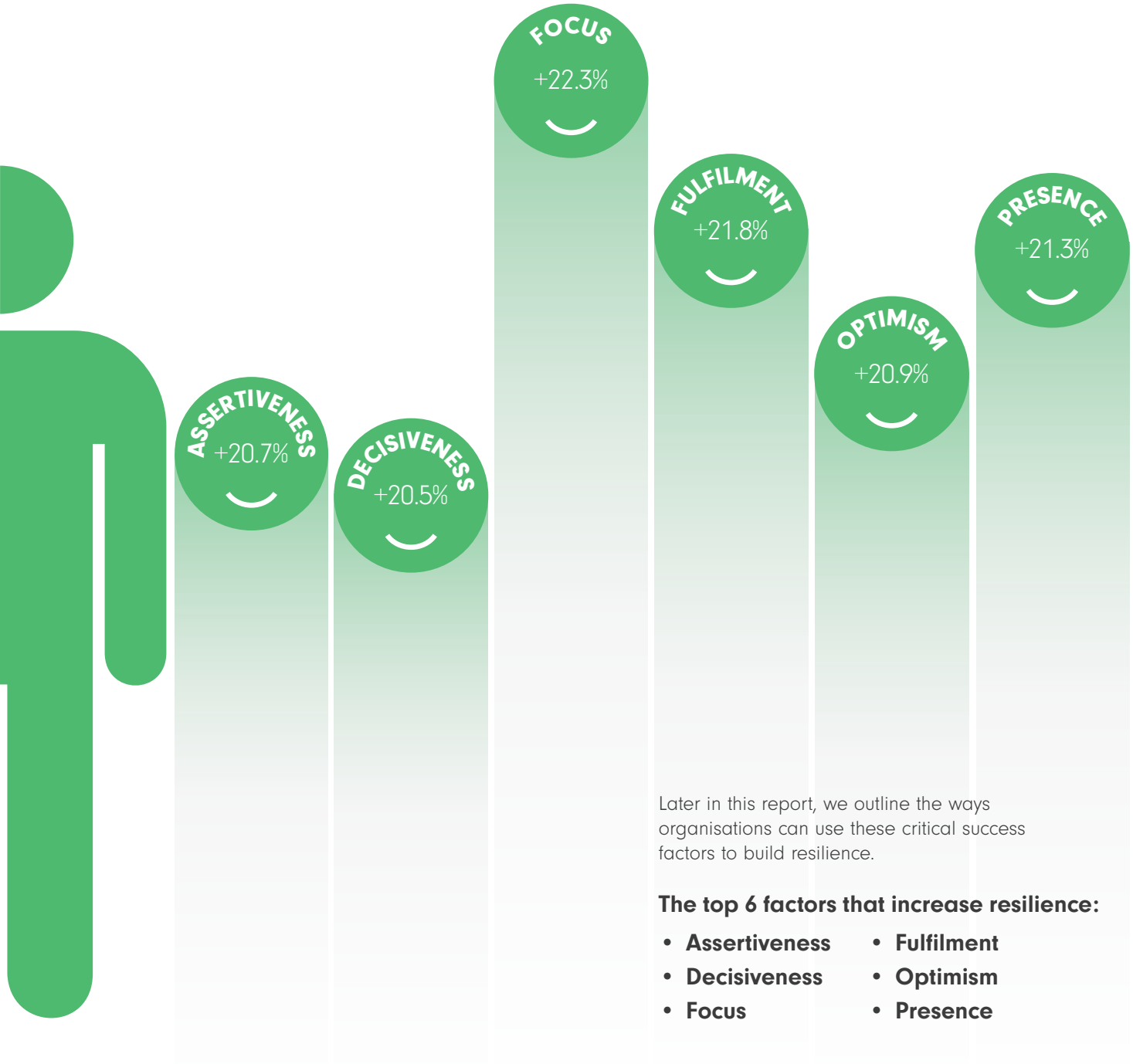
As previously outlined, the Resilience Diagnostic measures 60 factors that determine an individual's resilience.

It has been universally found that certain factors have a marked impact upon our resilience.

Our research shows which factors have the greatest effect in either compromising or increasing our resilience. Being aware of these influences allows us to the develop skills required to thrive both in adversity and opportunity.

The top 6 factors that decrease resilience:

- **Apathy**
- **Disconnect**
- **Hostility**
- **Joylessness**
- **Rumination**
- **Sadness**



Later in this report, we outline the ways organisations can use these critical success factors to build resilience.

The top 6 factors that increase resilience:

- **Assertiveness**
- **Decisiveness**
- **Focus**
- **Fulfilment**
- **Optimism**
- **Presence**

3. Break through the glass ceiling

In a workplace where equity is a primary value, why are the results for women so worrying?

Do women find it more difficult to take time for themselves?

Is this because women are more self-aware?

Is this a consequence of the pace of change in the workplace?

Does compassion and connection come at a cost?

Can resilience interventions advance equity in the workplace?

Rose Garner, Senior Director of Health Promotion UPMC WorkPartners, says that women need higher resilience to counteract traditional obstacles at work. Many studies show that the representation of women at senior levels is growing slowly at best. Women in senior leadership has fallen in the UK (Grant Thornton). Worldwide women hold only one out of every four senior positions (Economia, 2017).

While our global sample of 21,239 is evenly split between female and male, our research on resilience again shows that women in the workplace lag behind men on almost all factors of resilience.
Our early conclusions:

- Globally, equity at work is stalling with female representation at 17 to 25%.
- Clients that use our services have female representation at 50%.
- Women are experiencing more distress than men – a consistent trend since 2009.
- Women score higher in positivity, insight, compassion, and connection.
- Resilience interventions reduces overload, worry, distress symptoms, and fatigue more than men.

We believe single parent families account for 17.8% (NZ) to 25% (UK) of family units. Women head 90% of these families. Working women with children under six years of age has doubled, with a staggering 68% in the workforce. Does the responsibility overload women? Do high expectations lead to self-criticism and compromise self-care? Are they putting others ahead of their own needs?

Despite these pressures, women score better than men in positivity, insight, connection and compassion. When given the opportunity through understanding, skills and support, women bounce and grow their resilience. Health factors such as awareness, fitness, sleep and nutrition improve markedly along with relaxation and tactical calm. Influence, purpose, optimism and situation agility follow.

CATEGORY (% DIFF TO MEN)	FACTOR	% DIFF TO MEN
+2.1% Spirit in Action	Connection	4.9
	Compassion	4.1
	Creativity	-2.9
-2.7% Train Mind	Decisiveness	-6.2
	Focus	-4.2
+0.5% Engage Emotion	Positivity	5.7
	Emotional Insight	5
	Influence	-5.5
-2% Energise Body	Nutrition	3.9
	Sleep Quality	-4.9
	Fitness	-6.6
-2% Master Stress	Biological Insight	2.4
	Tactical Calm	-2.5
	Bounce	-8.4
+0.3% Confused	Distractibility	-2.1
	Overload	2.7
-1.8% Disengaged	Self Absorbtion	-5.1
	Disengaged	-1.5
+1.5% Withdrawn	Suffering	2.4
	Apathy	3.8
+4.2% Vulnerable	Sloth	4.1
	Fatigue	5.4
	Sleep Delay	7.2
+4.8% Distressed	Hypervigilance	3.1
	Headaches	8
	Chronic Symptoms	11.1
+2.3% Disabled	Self Critical	3.3
	Insomnia	6.7

	Male	Female
Sample size	N = 10,795	N = 10,444
Resilience ratio	1.95	1.86

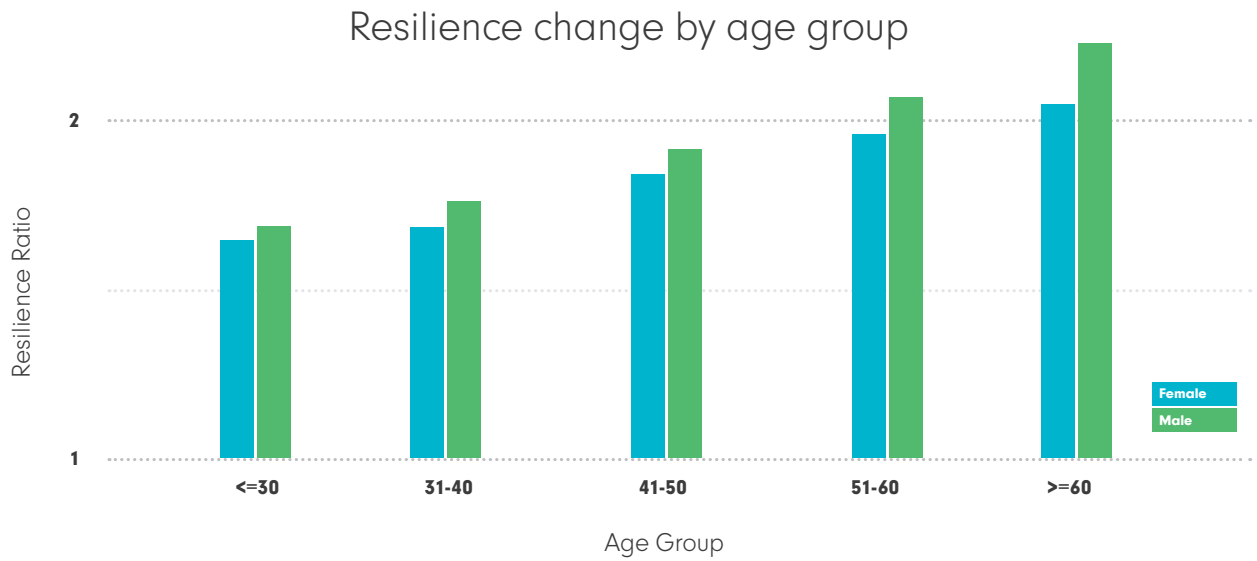
4. Fast-track growth in Millennials

Opportunities for Millennials

A consistent trend in our research shows that resilience is a learned skill that increases with age and experience.

Because of this, we expected to see a slight difference of resilience between age groups, however our data shows that when considering the factors that have the greatest impact on resilience, Millennials fall dramatically short.

Note: For the purpose of this report we have measured 'Young Millennials', i.e. individuals who listed their date of birth as 1989 or later.

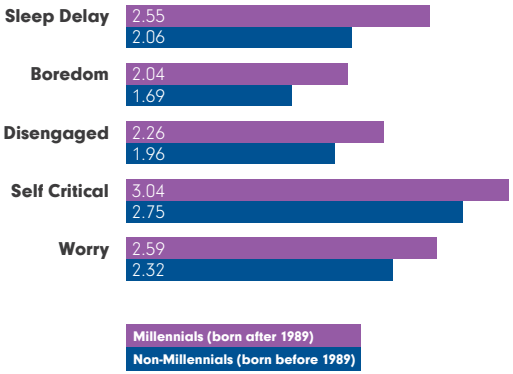


How Millennials stumble

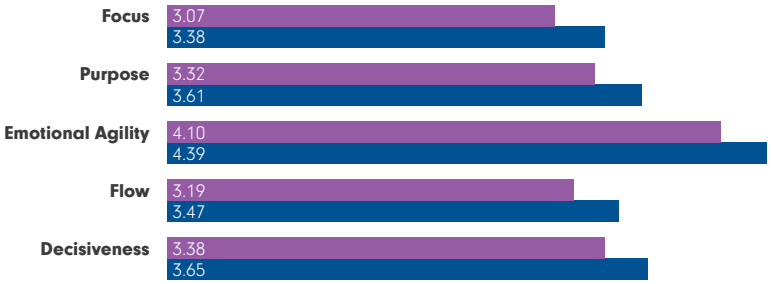
Millennials struggle with all of the key factors that correlate with high resilience. Many of these factors rely on skills that are developed with age, but some scores might be linked to information overload and sleep issues.

In a connected world, Millennials are exposed to more information and technology than previous generations, which can hinder focus, connection and exacerbate an 'always-on' mentality.

Liability factors



Asset factors



We can draw three conclusions:

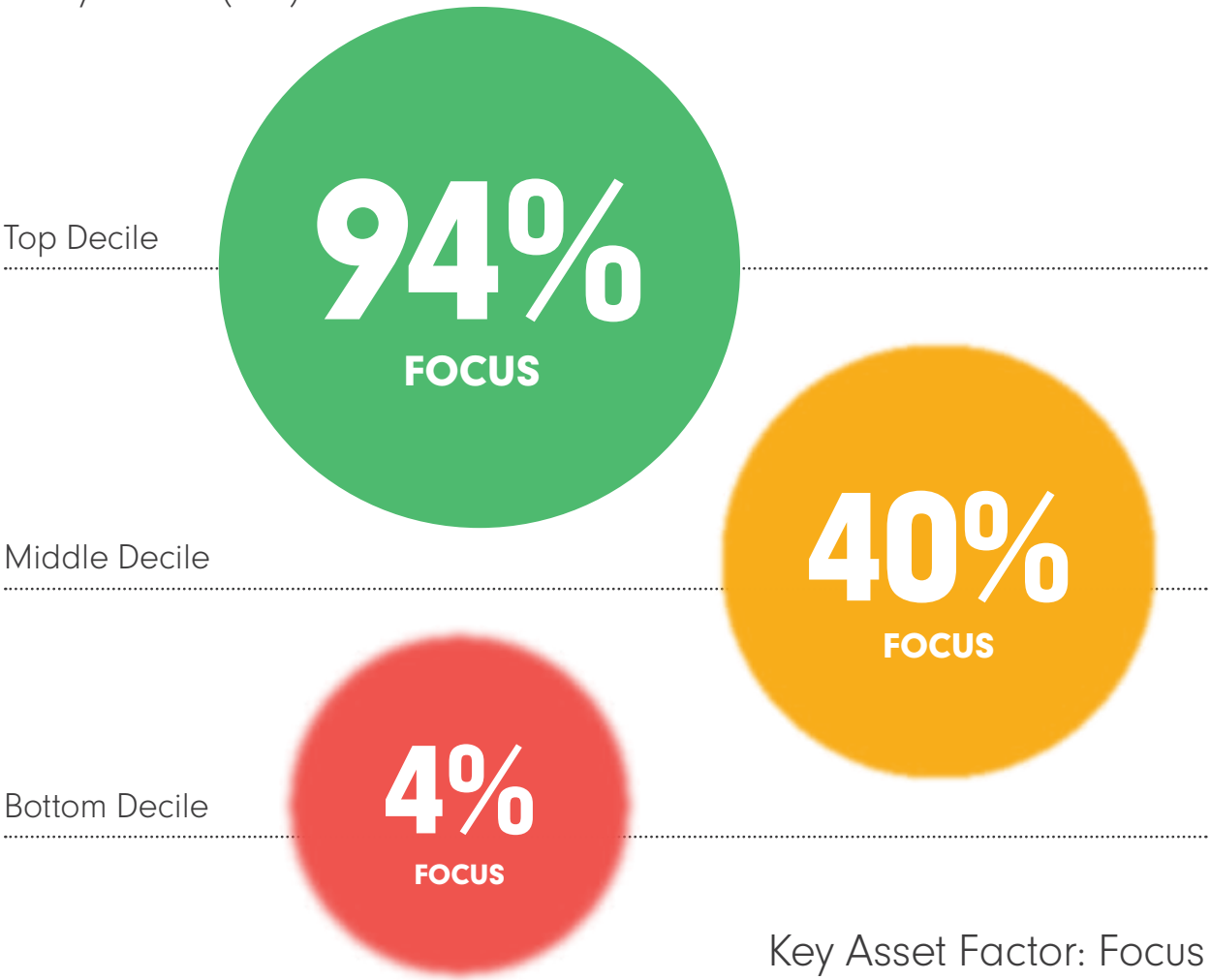
1. Let's not underestimate the contributions and value of older people. They become increasingly resilient.

2. Investing in resilience for younger people is good for them and for your business.

3. Resilience is learned over time.

5.1 Model best practice: resilience assets

The ability to focus was the common thread between the most resilient people. Those with the highest ratios of resilience overwhelmingly reported a strong ability to focus (94%).



Key Asset Factor: Focus

What separates the most resilient people from the rest?

Our research shows a significant difference between the asset scores of resilient people and the asset scores of those with low resilience ratios.

In support of their high resilience, top performers have strengths associated with assets such as focus, purpose, fulfilment and optimism that are left wanting by bottom performers.

To build resilience, these are the key asset factors to model:

ASSET FACTORS	TOP	MIDDLE	BOTTOM
Focus	94	40	4
Purpose	96	56	8
Fulfilment	91	40	4
Optimism	95	54	9
Vitality	95	48	9
Presence	98	66	13
Decisiveness	97	59	13
Values alignment	98	72	17
Assertiveness	94	52	13
Bounce	89	44	8
Sleep quality	83	31	4

% reporting high factor score

Top, middle and bottom performance categories were determined using the Resilience Ratio deciles (top 10%, middle 10% and bottom 10%) then Resilience Factors were sorted by percentage of decile population with scores of "very often" and "nearly always".

5.2 Model best practice: resilience liabilities

The most resilient people report very little fatigue. 54% of the least resilient report high fatigue.

Top Decile

2%
FATIGUE

Middle Decile

14%
FATIGUE

Bottom Decile

54%
FATIGUE

Key Liability Factor: Fatigue

What liabilities do top performers mitigate?

In support of their high resilience, top performers mitigate risks associated with liabilities such as fatigue, intensity, self criticism and overload that are left unresolved by bottom performers.

These are the key liability factors to mitigate to protect resilience and build strategic agility.

LIABILITY FACTORS	TOP	MIDDLE	BOTTOM
Fatigue	2	14	54
Intensity	19	47	73
Worry	1	10	52
Self critical	8	29	61
Overload	2	16	49
Apathy	0	2	41
Chronic symptoms	1	9	42
Sloth	3	17	41
Self doubt	0	2	32
Hypervigilance	1	8	35

% reporting high factor score

Top, middle and bottom performance categories were determined using the Resilience Ratio deciles (top 10%, middle 10% and bottom 10%) then Resilience Factors were sorted by percentage of decile population with scores of "very often" and "nearly always".

Part 2:

How Resilience Delivers

3,963
PARTICIPANTS

PRE AND POST INTERVENTION DATA

AVAILABLE IN
5
LANGUAGES

The findings in Part 2 are based on workplace participants completing the Resilience Diagnostic assessment before and after a resilience intervention such as face-to-face workshops, coaching or online education.

The following insights highlight evidence of the impact of resilience interventions in workplaces today.

Research Method - measuring impact

We have measured the impact of resilience interventions in workplaces by calculating growth using 'The Growth Ratio', which is a statistically sound way to measure an individual's improved resilience ratio.

The "Growth Ratio" is calculated in the same way as the Sharpe Ratio in finance. It measures your average return above the risk-free rate (not doing anything). Average improvement can mask the average of great gains and great losses, whereas the Growth Ratio shows a consistent improvement across the population by using the mean and standard deviation of individual changes.

Calculate the average (ave) and standard deviation (sd) of the growth values for each group, where a group can be a factor (e.g. Angst), a category (Train Mind) or the resilience ratio.

Calculate growth ratio = ave * 100 / sd.

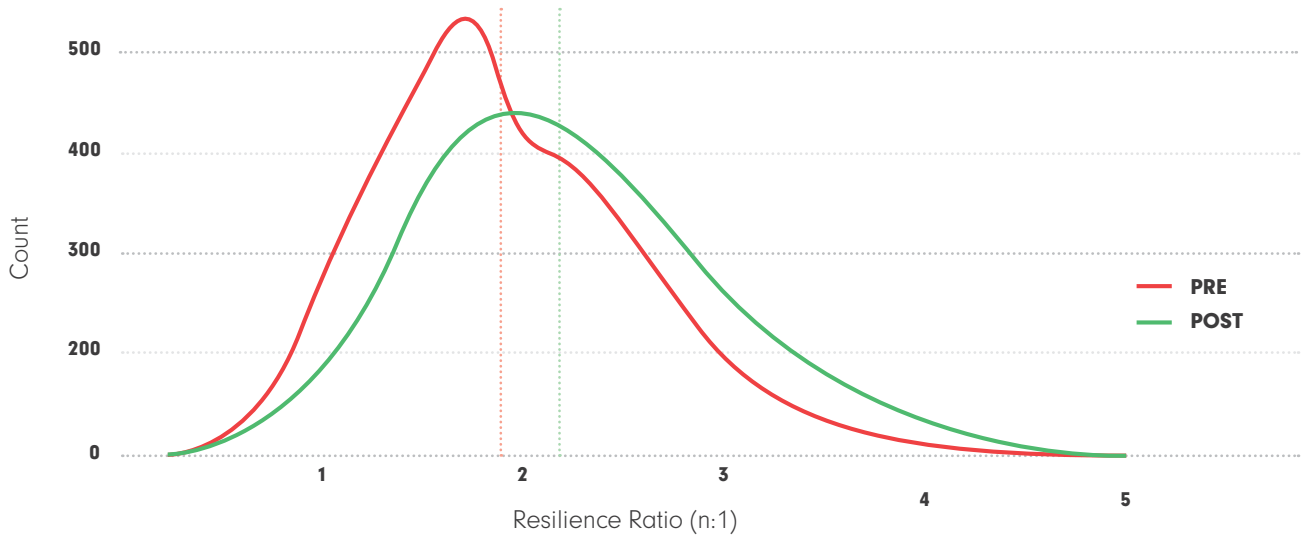
6.1 Invest and grow capability

When an organisation invests in resilience assessment and programs for its people, resilience across all levels of the organisation improves. In fact, resilience interventions improve individual resilience by an average of 38%.

The benefit of resilience interventions is that it's one program that delivers multiple benefits for the individuals and the organisation, including reducing risk (safety, mental health, illness, conflict) and increasing performance (physical, emotional and mental).

This data has been collected from 3,693 people who have completed a pre and post intervention diagnostic. It demonstrates that resilience interventions positively impact on every factor of resilience. The greatest gains are seen from multi-day workshop engagements implemented over time.

Resilience interventions clearly improve the resilience of large populations



6.2 Invest and grow capability

Resilience interventions deliver 38% growth in capability.

SPIRIT +29.6%

MIND +35.0%

EMOTION +25.3%

ENERGY +46.9%

STRESS +33.3%

-28.4% **CONFUSED**

-15.1% **DISENGAGED**

-30.1% **WITHDRAWN**

-27.8% **VULNERABLE**

-32.0% **DISTRESSED**

-30.0% **DEPRESSED**

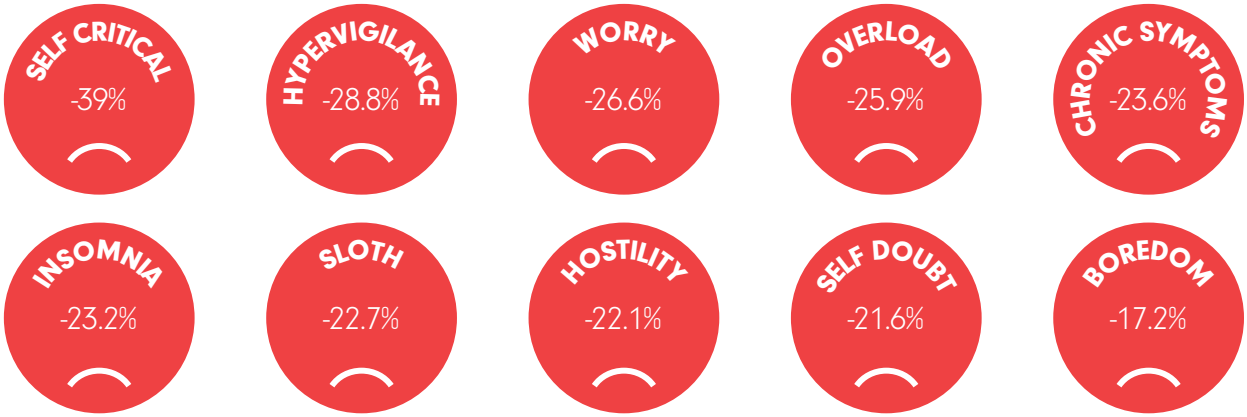
Our data shows the impact of resilience interventions on every category and factor (n = 3,963 people who completed both pre and post intervention diagnostics).

Top 10 Asset Gains (%)

These are the factors that improve the most between pre and post intervention.

Top 10 Risk Reductions (%)

These are the factors that reduced the most between pre and post intervention.



7. Rethink "mental health"

Resilience interventions deliver 30% reduction in "mental distress" symptoms

Work-related mental health conditions are overtaking physical safety as a critical risk in the workplace. The World Health Organisation says anxiety and depression increased globally by 50% between 1990 and 2013 (Lancet, 2016). In May 2018, the American Psychiatric Association announced another 5% increase this year.

Many leaders are scrambling to address the issue. However it's so complex that many leaders choose to turn a blind eye as they feel incapable of creating change.

The starting point for leaders to grapple the problem is to be clear on definitions. When the term "mental health" is used, it is often thought of as a person's level of depression or anxiety and their ability to bounce back from these conditions.

Clear definitions can help us address and solve the challenge:

Mental health = calm, alert, focused, agile, decisive.

Mental distress = distressed, anxious, depressed, hostile, withdrawn or delusional.

Resilience = a learned ability to recognise risk, bounce skilfully, and secure robust physical, emotional and mental well-being.

Mental distress diagnosis often have emotional and physical causes:

DIAGNOSIS	MENTAL	EMOTIONAL	PHYSICAL
Depression	Confusion Indecisiveness Pessimism	Sadness Disappointment	Fatigue/Apathy Sleep Disturbance Digestion Issues
Anxiety	Worry/Catastrophising Indecisiveness	Fear Dread	Distress Symptoms
Hostility	Tunnel Vision Blaming	Anger Frustration	Immune Compromise High Blood Pressure

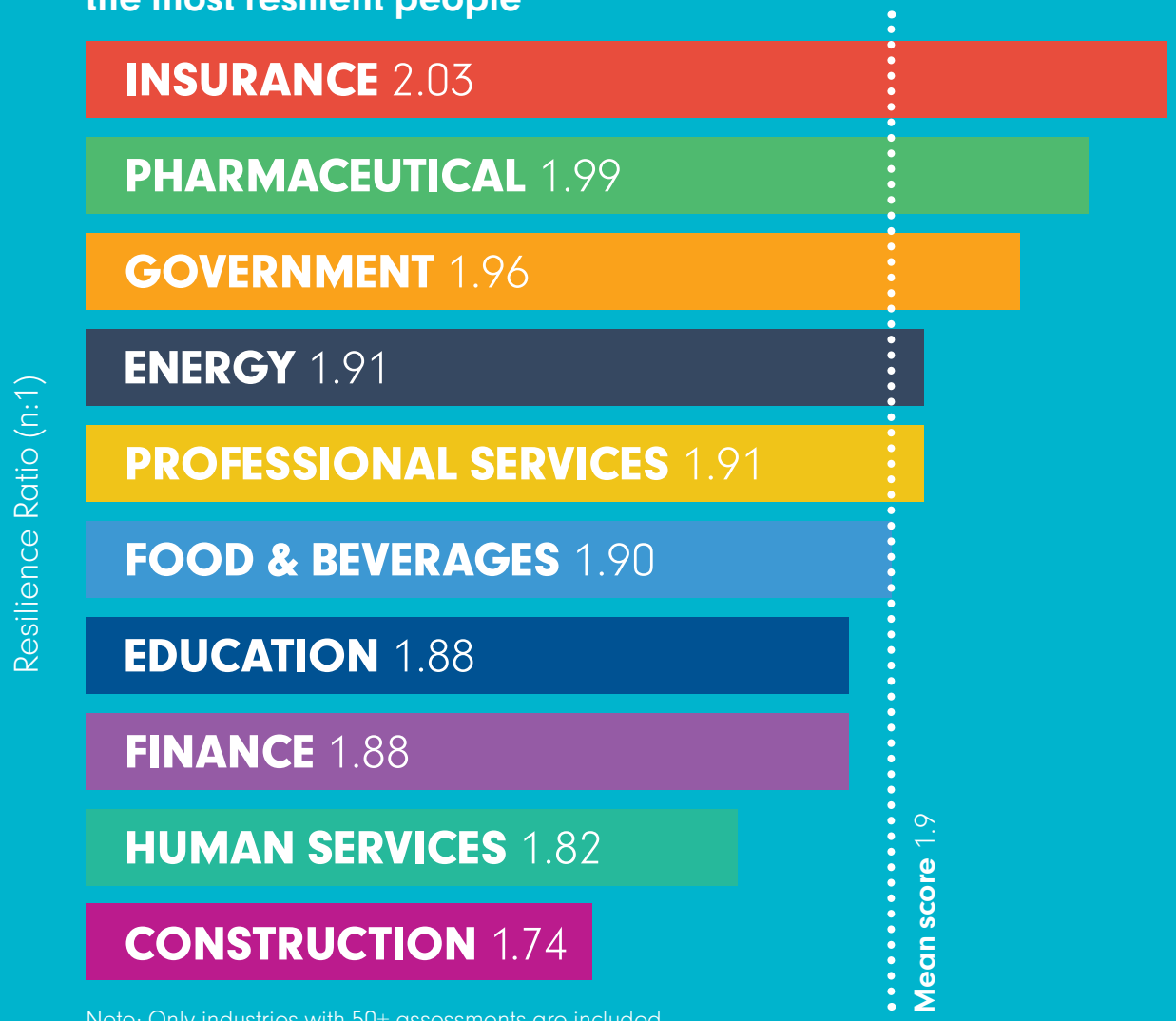
Resilience interventions deliver an average 30% reduction in symptoms of depression (with results up to 82%) and a 32% average reduction in anxiety symptoms (with the highest result of an 86% reduction). With antidepressants having a 3% impact, and sleep 6%, it is clear that people need an integral and practical solution to their mental distress.

MENTAL HEALTH	GAINED %
Cognitive	
Optimism	+26
Decisiveness	+22
Situation Agility	+22
Focus	+21
Purpose	+26
Emotional	
Fulfilment	+22
Assertiveness	+23
Emotional Insight	+21
Positivity	+17
Emotional Agility	+17
Compassion	+23
Empathy	+22
Physical	
Health Awareness	+31
Fitness	+28
Relaxation	+26
Sleep Quality	+25
Nutrition	+25
Vitality	+16

MENTAL DISTRESS	REDUCED %
Depression	
Self Critical	-39
Insomnia	-23
Self Doubt	-22
Suffering	-20
Sadness	-11
Anxiety Disorders	
Hypervigilance	-29
Worry	-27
Chronic Symptoms	-24
Angst	-15
Anger/Impulse Control	
Hostility	-22
Impulsivity	-11
Social Withdrawal	
Disconnected	-21
Avoidance	-16
Attention Disorders	
Distractibility	-18
Intensity	-20
Boredom	-17

8.1 Adapt to industry best practice

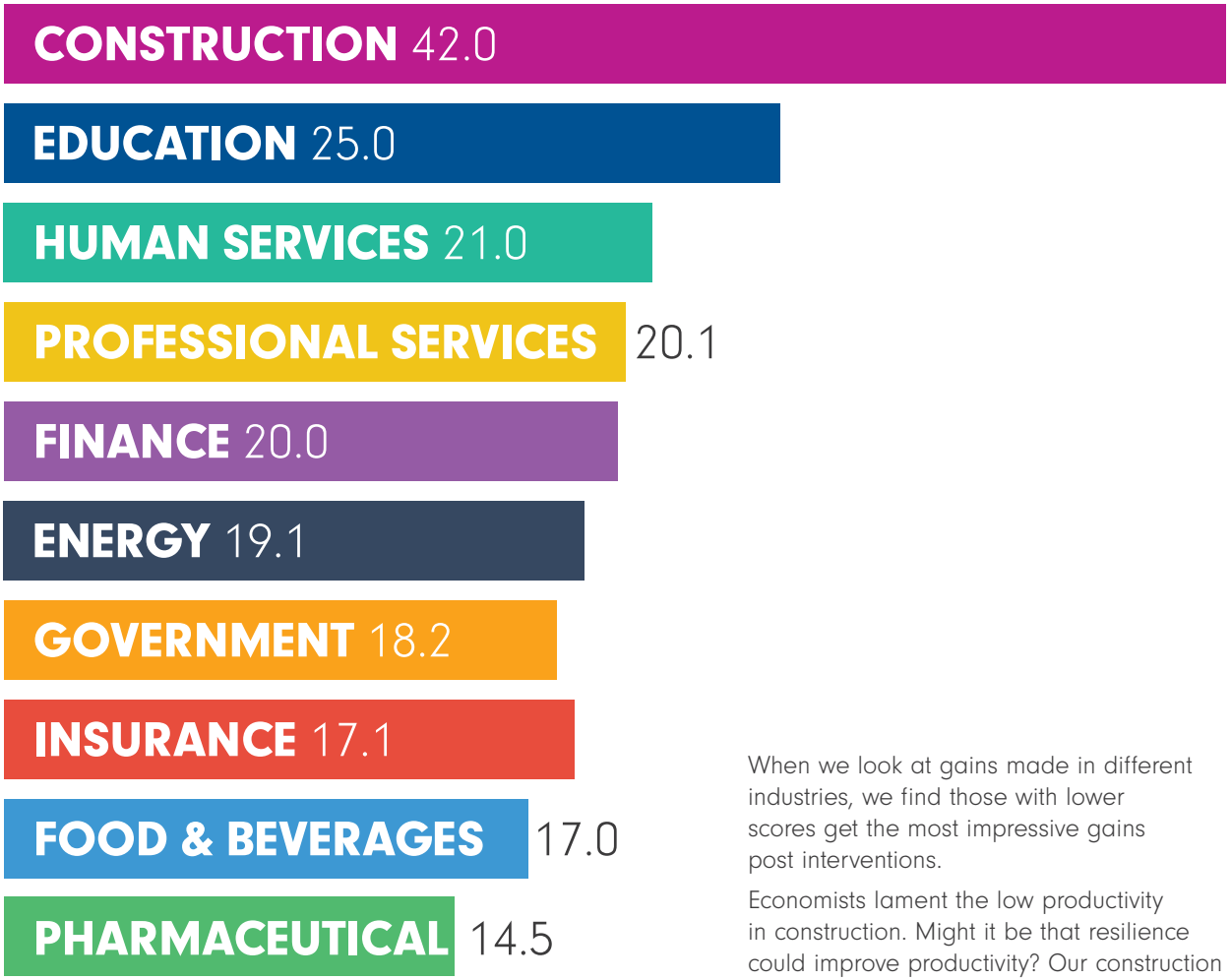
These are the industries with the most resilient people



Note: Only industries with 50+ assessments are included.
Total number of assessments = 20,691

The below shows which industries benefit the most from resilience interventions. It illustrates percentage of growth.

Average Resilience % Growth (Post - Pre)



When we look at gains made in different industries, we find those with lower scores get the most impressive gains post interventions.

Economists lament the low productivity in construction. Might it be that resilience could improve productivity? Our construction clients get a massive positive impact.

Consider your industry and the likley impact of your investment.

8.2 Case studies

The impact of resilience intervention is consistently positive in every category and client (change shown as Growth ratio %).

ORGANISATION SAMPLE	PROFESSIONAL FIRM N = 656	BANK 1 N = 486	BANK 2 N = 75	INSURER N = 318
RR Ave % Gain	21	18	25	17
RR Growth Ratio % Gain	37	35	38	35
Spirit in Action	34	25	50	25
Train Mind	36	29	49	29
Engage Emotion	25	25	31	35
Energise Body	51	51	51	33
Master Stress	33	33	32	27
Confused	-28	-20	-49	-19
Disengaged	-24	-29	-18	-7
Withdrawn	-38	-29	-37	-30
Vulnerable	-35	-34	-41	-11
Distressed	-39	-33	-51	-35
Depressed	-38	-29	-51	-37

Resilience Assets

% increase

Resilience Liabilities

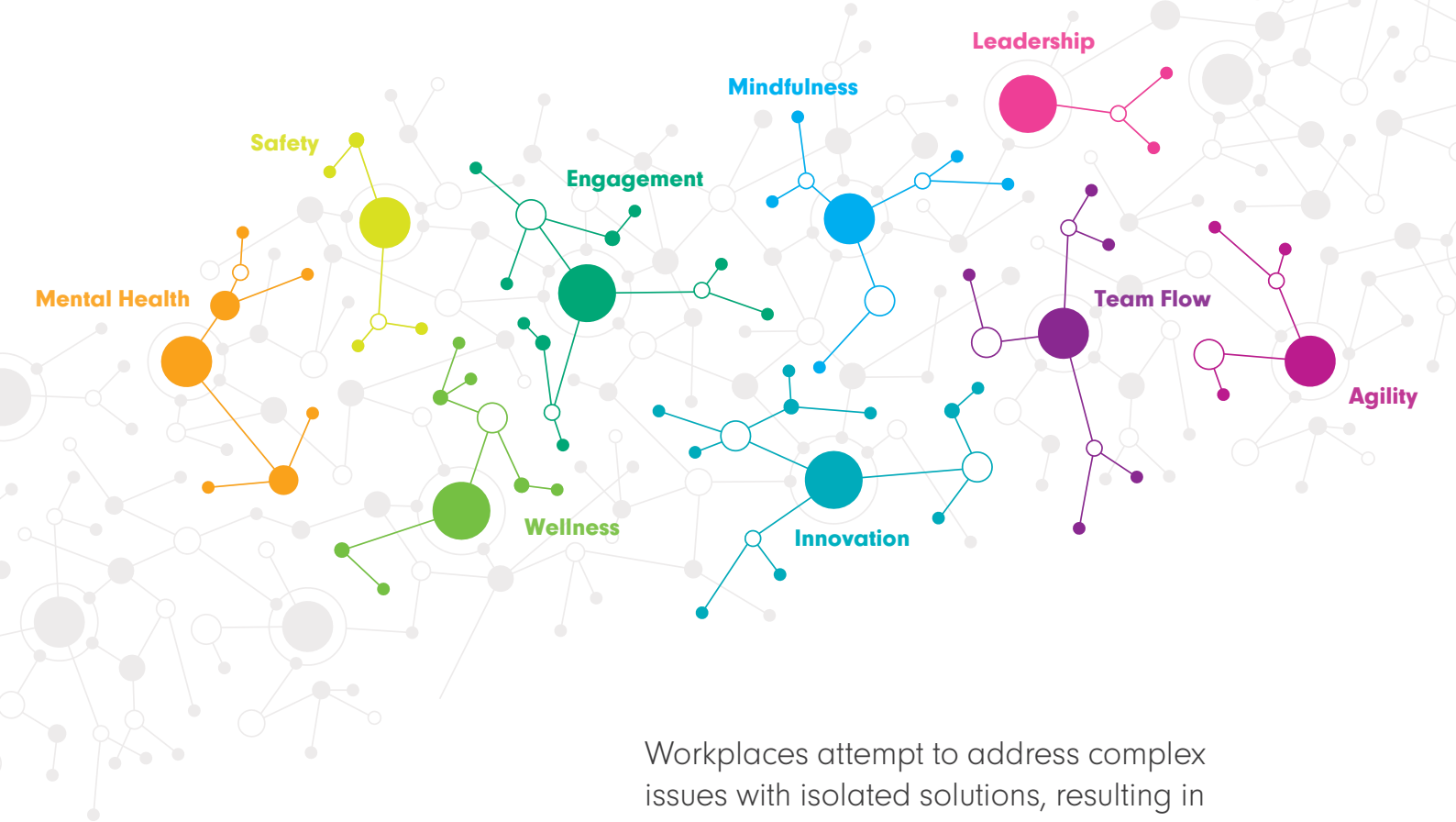
% reduction

ENERGY N = 273	PRINCIPALS N = 130	EDUCATION N = 71	OWNERS N = 115	ARCHITECTS N = 20	
19	30	22	32	41	
31	45	39	45	42	
33	32	20	42	66	
42	44	39	52	77	
35	41	27	48	69	% increase
44	47	28	66	129	
41	53	46	47	70	
-29	-38	-26	-67	-54	
-21	-44	-49	-30	-49	
-28	-46	-38	-36	-73	
-25	-45	-36	-55	-78	% reduction
-28	-51	-32	-54	-82	
-39	-50	-43	-44	-86	

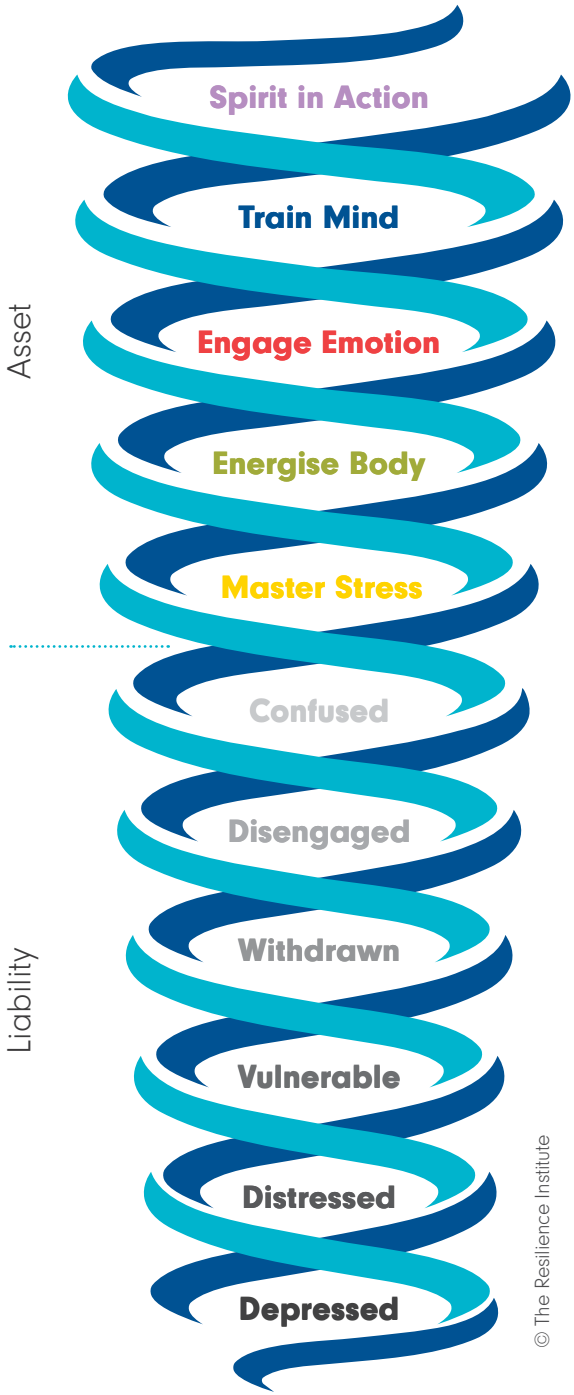
9.1 Integral solutions amplify ROI

From complex...

Most people think that resilience is simply the capacity to endure tough times, however it's much more complex and powerful than that.



Workplaces attempt to address complex issues with isolated solutions, resulting in an ineffective, fragmented approach.



© The Resilience Institute

...to integrated.

An integral approach creates a powerful web of competencies that protect us from distress and lift productivity. Through resilience, you can connect multiple interventions around risk and performance to address a person's whole being.

As an organisation, this integration is simply good practice. It is essential in a fast-paced environment where the cost of excessive compliance is high. An integral approach will reduce complexity, remove cost, reduce confusion and significantly increase the impact of your investment in people and strategic agility.

9.2 Integral solutions amplify ROI

Liability Mitigation

Presenteeism: Presenteeism costs the US economy $225 billion, the UK economy £15.1 billion and the Australian economy $6.1 billion per year (PwC workplace report 2014, Inc 2016, Centre for Mental Health 2011). Resilient workplaces experience lower levels of presenteeism on the whole as employees are more engaged, more motivated, and communicate openly.

Bullying: Bullying in the workplace costs the US economy $300 billion, the Australian economy $36 billion and the New Zealand economy $7 billion per year respectively (APA). Resilience in the workplace reduces bullying practices and culture.

Sleep: Poor sleep compromises productivity at the cost of $1,400 per person each year (Harvard, 2017).
Our results: 25% improvement.

Accidents: Workplace accidents cost $2.99 trillion (3.94% of GDP) and kill 2.4 million workers per year (Safety & Health, 2017). Resilience interventions aim to increase safety by improving focus, alertness and attentiveness in the workplace.

Anxiety: Anxiety affects 18% of adults (ADDA, 2017). **Our results: 32% reduction.**

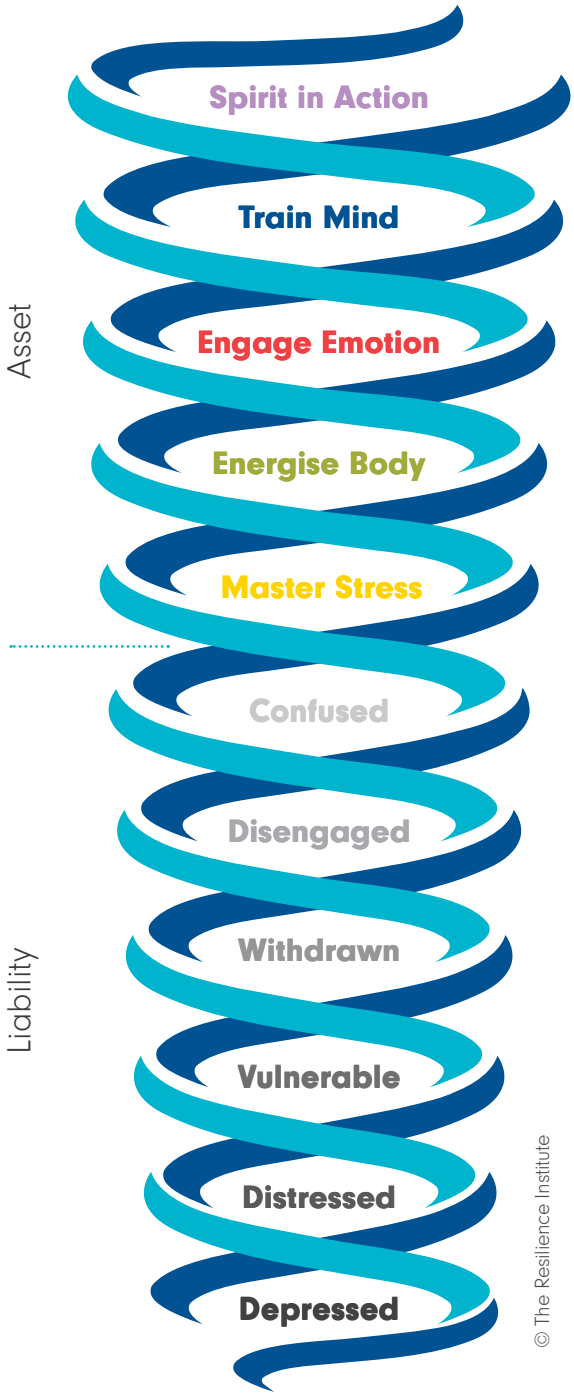
Overload: Where overload reduces productivity in the workplace by 50% (Bank of England, 2017), resilience delivers a 29% improvement, and shortens the time it takes to enter a state of flow after a break.
Our results: 26% reduction.

Hostility: Where anger and failure of empathy sits behind most conflict and suffering in our world (J Attali, 2018). **Our results: 22% reduction.**

Social withdrawal: Our results: 30% reduction.

Absenteeism: Absenteeism costs the US economy $1,600 per person, the UK economy £8.4 billion and Australian economy $4.7 billion per year respectively (PwC workplace report 2014, Inc. 2016, Centre for Mental Health 2011). Resilient workplaces experience lower levels of absenteeism on the whole, therefore helping to reduce this cost.

Mental Distress: For every for each $1 invested, there is a $4 return on investment. Resilience training has 13 times the effect of medication such as anti-depressants (WHO, 2016). **Our results: 30% reduction.**



© The Resilience Institute

Asset Gains

Flow: People achieve 5 times more productivity when operating in a state of flow (McKinsey, 2013). **Our results: 33% improvement.**

Emotional Intelligence: Adds $21,600 of value per executive. (IHHP, 2017). **Our results: 25% improvement.**

Fitness: The National Institute of Health projects that a fit workforce would save the economy US $51.5 billion and increase productivity gains by US $69 billion. **Our results: 28% improvement.**

Focus: 20% increase in focus could increase productivity by 10% in the workplace (Davidson, Goleman, 2017). **Our results: 21% improvement.**

Well-being: The ROI of well-being in the workplace is $3 for every $1 spent (Forbes, 2018). **Our results: 47% improvement.**

Relaxation: The ROI of relaxation in the workplace is equivalent to one third of an executive salary. **Our results: 26% improvement.**

10. Align and execute for strategic agility

"The management revolution now under way is about working smarter, not harder, and achieving more value from less work, with much greater adaptability... a firm practicing Strategic Agility creates new markets and dominates them. **The profit margins are bigger, and the value to society is often larger.** Achieving Strategic Agility, involves mastering a playbook for systematically generating market-creating innovations and the necessary shift in culture that is required."

— Steve Denning, Forbes Magazine, Feb 2018

Here are our top ten recommendations for leading resilience:

1. CEO and executive team-led (not a delegated "tick the box")
2. Compassionate leadership rewarded (not sympathy or indifference)
3. High trust culture is cultivated (not fear-based)
4. Resilience skills from top to bottom (not confusion or suffering)
5. Integral solutions address risk and performance (not piecemeal)
6. Situational agility is a strength (not resistance or change fatigue)
7. Renewable performance is fostered (not overload or burnout)
8. Innovate to purpose and possibility (not "business as usual")
9. Recruit and promote for resilience (not just IQ and technical skill)
10. Reward creativity, purpose and behaviour (not just budget achieved)

Leaders who invest in their own resilience are more focused, efficient, productive and less likely to experience distress and worry. They are confident and skilful in adversity.

A leader who models resilience paves the way for others in the organisation to follow suit. Creating a resilient organisation of safe, resilient and productive people takes focus and commitment from leaders.

Summary

Life in the modern workplace is face-paced, demanding and overwhelming. Leaders are confused as to where to start to enable strategic agility. Each problem requires ownership, planning, communication and monitoring of a different solution. Where single focus initiatives fail to achieve results, our resilience development model measurable via our Resilience Diagnostic brings all of these disparate initiatives into one solution for a multi-factor, integral approach.

Organisations exist through people, and people are a complex mix of physical, emotional, cognitive and spiritual perceptions and behaviours. People all have different strengths and weaknesses, and when it comes to resilience this still rings true. Yet all of this diversity is connected, and resilience interventions are proven to deliver positive, measurable results across all 60 factors of resilience. Awareness of our own resilience leads to understanding which supports practice and growth. Each person is free to engage with the content and practices that fit their preferences. The result is happy, healthy, successful individuals who thrive at both work and in life.

Resilience provides a framework for navigating a demanding world. By developing skills across a range of disciplines, employees can construct personal blueprints for safety, well-being and success. This integral approach creates a powerful web of competencies that protect an organisation and its people from distress and drives flow and the benefits that follow. The result is high-sustainable, successful organisations that are grounded in resilient, productive, mentally healthy people.

the resilience institute

Safe. Well. Effective