

2025 GLOBAL REPORT

Fit for Change.

How to build a future-ready team.



Introduction.

For more than two decades, Resilience Institute has led global research into how humans adapt, perform, and thrive under pressure. As a Certified B Corporation, our mission is to help people and organizations build the capabilities that drive well-being, performance, and change readiness.

From our headquarters in Switzerland, our international network of certified coaches and consultants supports teams across Europe, North America, Asia-Pacific, the Middle East, and Africa. Together, we partner with leading organizations to measure, benchmark, and strengthen resilience using our flagship Resilience Assessment, certification pathways and evidence-based training programs.

This 2025 Global Report, themed “Fit for Change”, provides a data-driven snapshot of how individuals and teams sustain performance in an age of constant disruption. Based on insights from more than 8,000 participants completing Version 5 of our Resilience Assessment, the findings reveal that thriving through change depends on fitness—physical, emotional, mental, and social.

When people can regulate emotion, recover quickly, and stay connected to purpose and others, they build the stability from which agility, innovation, and high performance emerge.

Resilience today is not simply about bouncing back. It is about being fit for change.

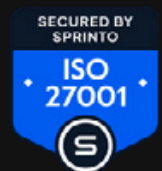
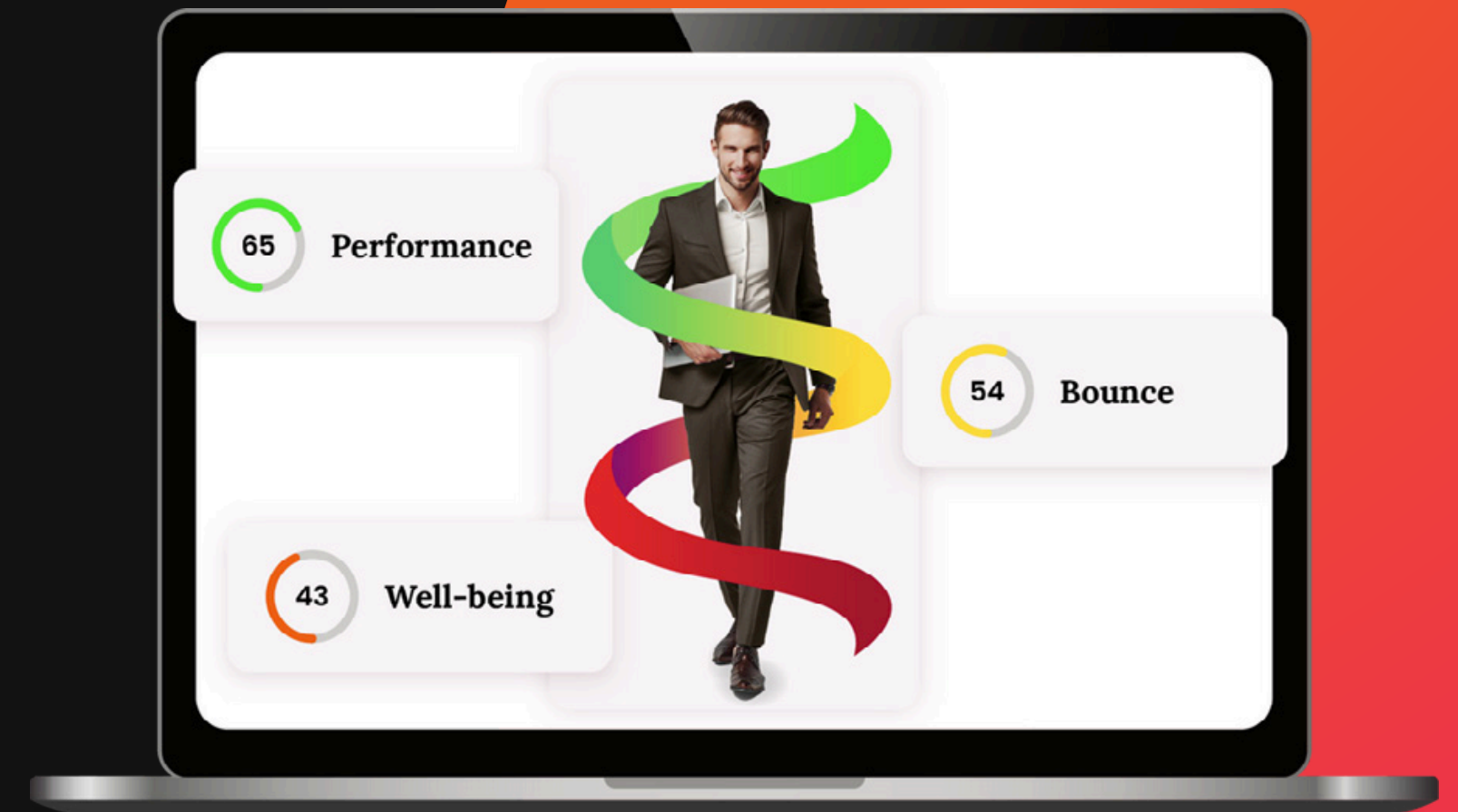


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Welcome from our CEO.

Dear colleagues, partners, and friends,

Change is no longer an event, it is our daily reality. AI rollouts, new operating models, and shifting regulations are transforming how we work and live. In this environment, resilience is not just a skill; it is the foundation of sustained performance and well-being.

At Resilience Institute, we have spent more than two decades helping people and organizations thrive through uncertainty. Our data confirms a simple truth: the most resilient individuals actively manage their energy, attention, and connections. They sleep well, regulate emotions, and make space for recovery. They stay grounded in purpose, nurture strong relationships, and keep risks such as anxiety, frustration, and distress low.

This report offers leaders more than data: It provides a practical playbook for navigating transformation. Inside are insights you can apply immediately to accelerate change, reduce rework, and build cultures that are truly fit for change.

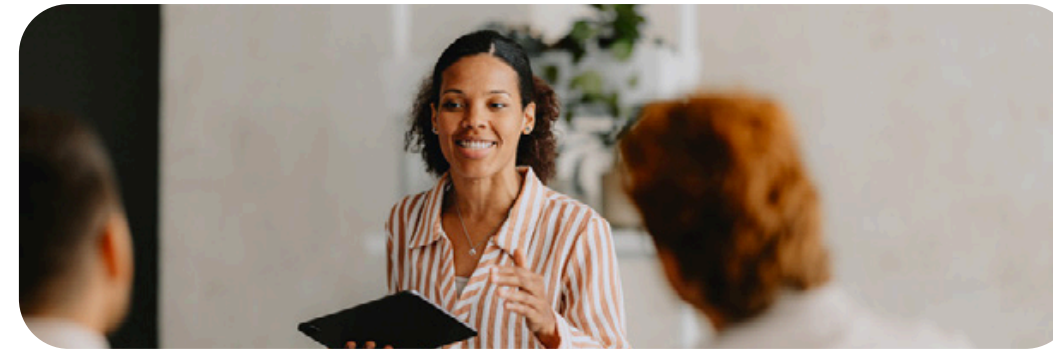
I am proud of the work our global team continues to deliver, and grateful to our clients and partners who share our mission. Together, we are demonstrating that resilience can be measured, strengthened, and scaled—helping organizations and their people not just cope, but flourish in complexity while shaping a more human, sustainable future.

Warmly,

Benoît Greindl
Chief Executive Officer



Executive summary.



What resilient people do.

Resilient people don't just work harder—they recover smarter. They regulate anxiety, distress, and frustration through effective emotional regulation and faster physiological recovery. This balance between activation and recovery stabilizes attention, preserves energy, and sustains performance under pressure.

Where we all struggle.

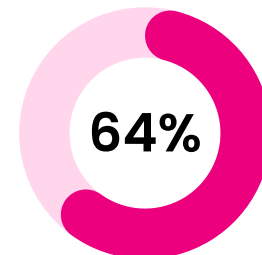
Multitasking scores lowest of all resilience factors—just 25%, even among top performers. It's not a skill gap but a human limit. Constant task-switching fragments attention, drains energy, and fuels frustration. Over time, it erodes focus, amplifies stress, and weakens emotional regulation—the foundation of resilience.

What you can start today.

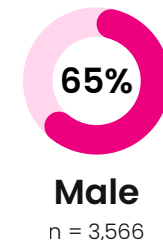
Equip leaders to recognize early warning signs of distress, strengthen psychological safety, and ensure access to support. Then coach and train teams in emotional regulation, recovery, sleep, and focus to create stability. Model presence and deep focus, embed calm and daily rhythms, and a change-ready, resilient culture will emerge.

Key insights.

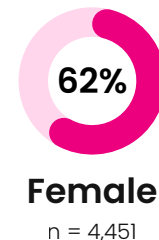
n = 8,419.



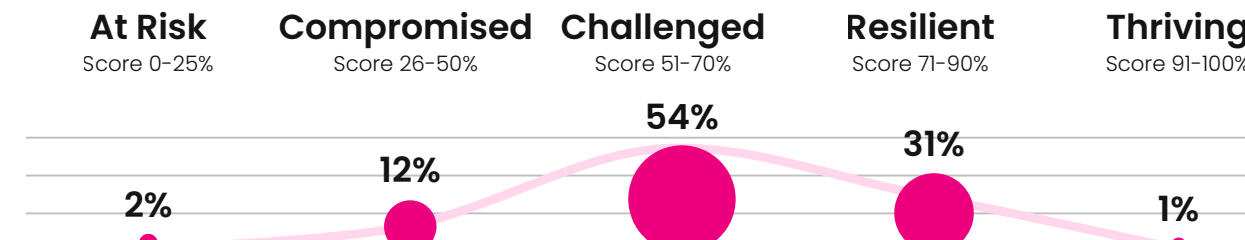
Average
Global Resilience Score.



Male
n = 3,566



Female
n = 4,451

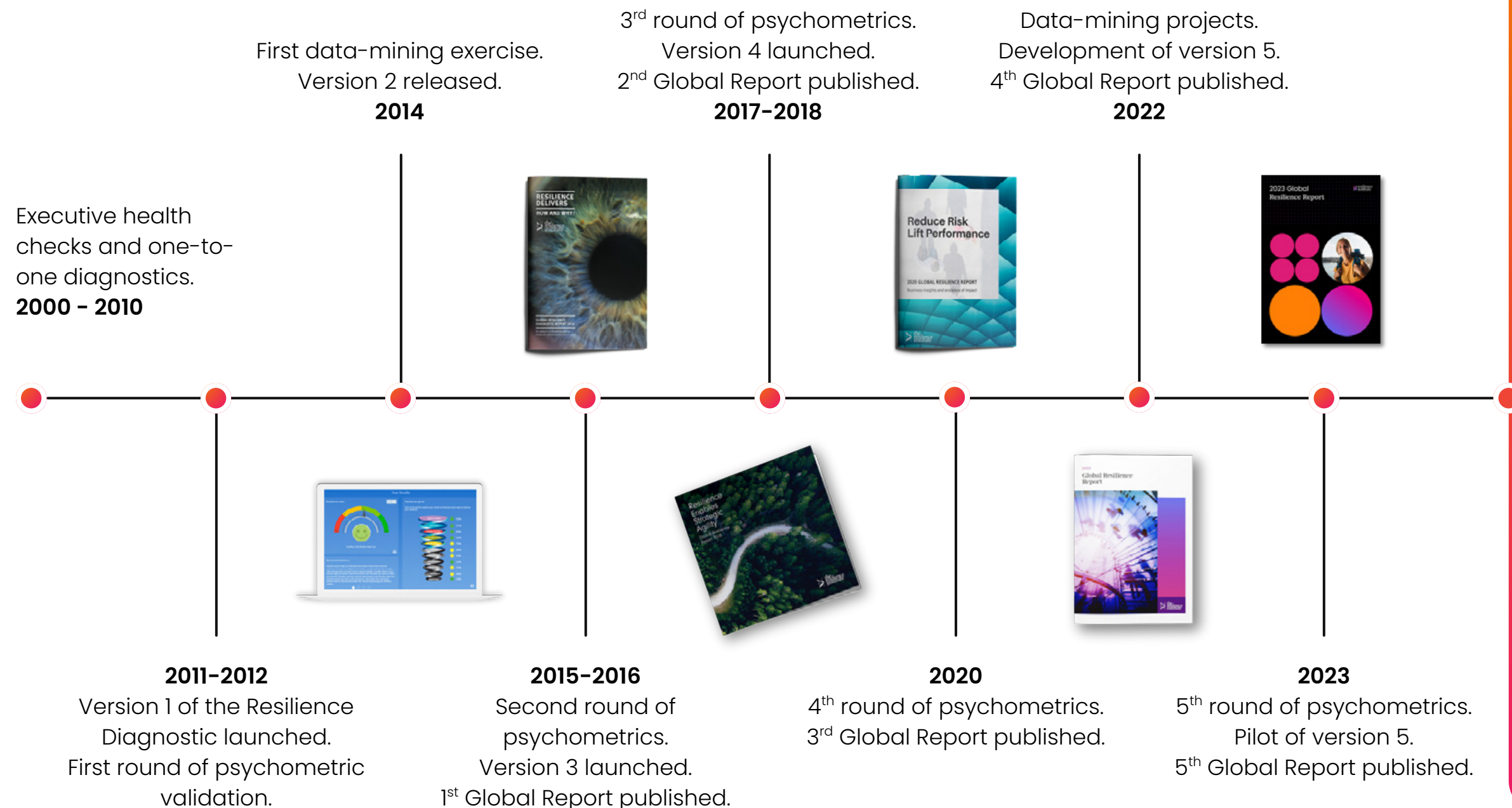


Overall
Global Resilience Distribution.

HOW TO MEASURE RESILIENCE

Introducing the Resilience Assessment.

The insights in this Global Report are drawn from the Resilience Assessment, a science-based tool we have refined for more than two decades to measure strengths, risks, and the daily practices that drive resilience.



2024–2025

- Version 5 launched on our new AI-powered, ISO 27001-certified platform.
- Adopted globally by organizations including Google, PwC, and Electronic Arts.
- Current Global Report released.

What's new?

- Percentage-based scoring system aligned with best practice.
- 60 factors refined to 50 for greater clarity.
- New categories — *Performance Mindset*, *Well-being*, and *Bounce* — aligned with our training programs and methodology.
- AI-powered group insights to guide leaders.

HOW TO MEASURE RESILIENCE

How the Resilience Assessment works.

The Resilience Assessment enables organizations to measure and strengthen the human capabilities that drive well-being, adaptability, and performance. Each participant completes a short, seven-minute survey designed to capture the key behaviors and mindsets that underpin resilience.

Every response maps to 50 evidence-based factors across physical, emotional, cognitive, and social dimensions. Participants instantly receive a clear, visual report that can be used for coaching, self-reflection, or professional support.

For organizational programs, we provide a unique access link or manage distribution directly for clients. Follow-up assessments are then scheduled to track progress over time, allowing leaders to quantify the impact of resilience training and change initiatives.

This Global Report is based on 8,419 assessments from across the globe. Each factor was scored on a 1–5 scale and converted to a percentage for comparison. Risk factors—such as anxiety, worry, and frustration—were inverted so that lower distress indicates higher resilience. Data were grouped into five categories (*At Risk*, *Compromised*, *Challenged*, *Resilient*, and *Thriving*) and analyzed using t-tests, ANOVA, and effect-size calculations.

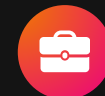
The findings align with established global research: resilience increases with age; women report higher empathy but also higher anxiety; and factors such as focus and sleep quality remain critical for sustainable performance.

The data presented here offer a reliable, data-driven lens on the human side of resilience in today's workplace.



Your people KPI.

We ask the right questions.
You make the right decisions.



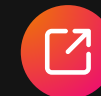
Business-friendly
language.



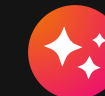
Privacy by design.
Passwordless login.



Actionable
insights.



Dynamic
resources.



Intelligent
recommendations.



CONTEXT

Building fitness for change.

The pace of change has outgrown our planning cycles. Technology, climate, geopolitics, and social expectations now shift in months, not years. Signals that once arrived sequentially now converge all at once—AI disruption, regulatory reform, environmental shocks, and social movements blending into a single, volatile current.

For leaders, this means strategy is no longer a steady course but a living process of adaptation. Forecasts expire before the ink dries. The ability to learn, adjust, and decide at speed has become the defining capability of high-performing

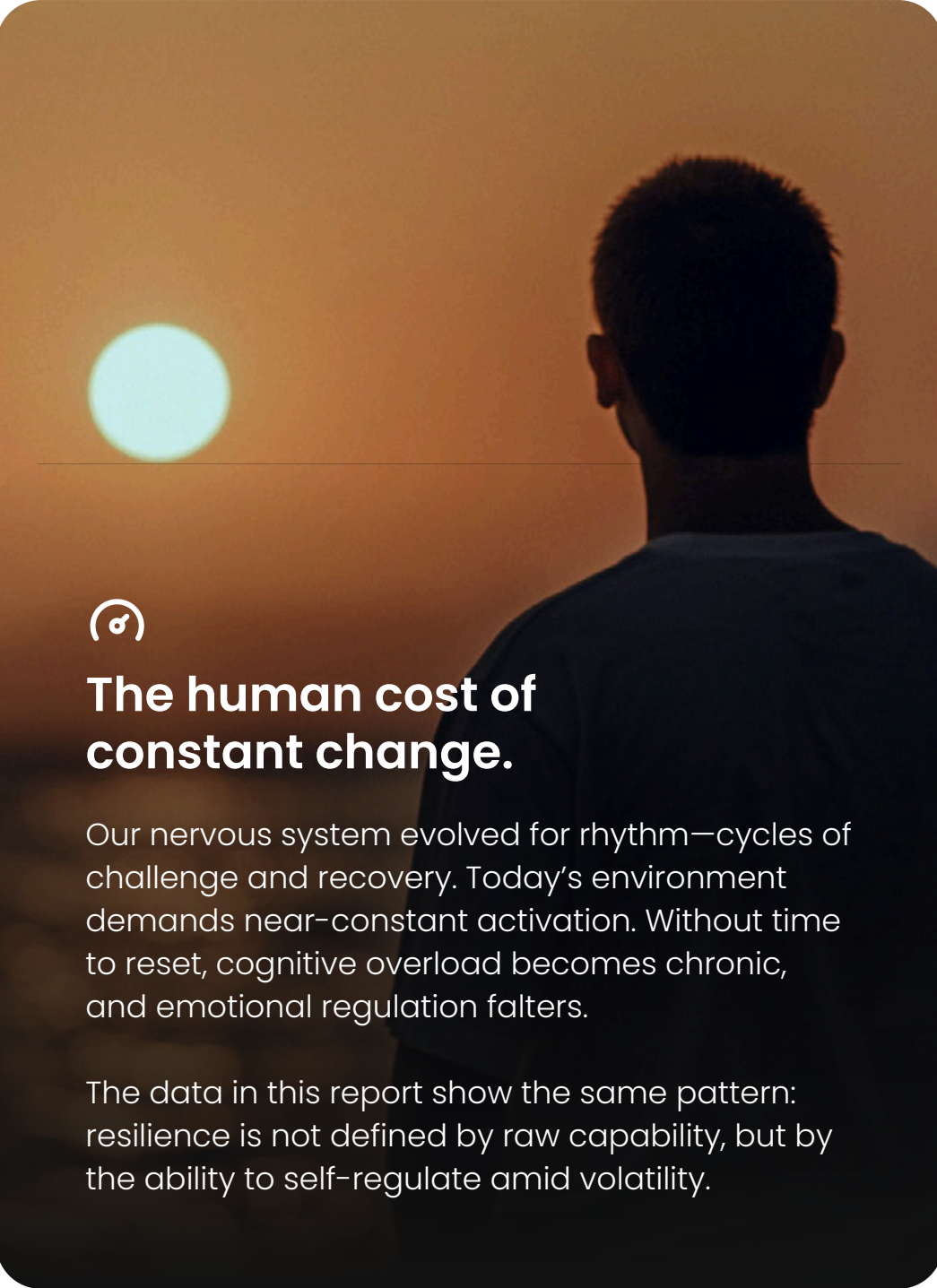
organizations. To meet this challenge, individuals and teams must cultivate fitness for change—the ability to maintain stability, focus, and connection under dynamic conditions.


An integrated set of capabilities makes this possible. Physical fitness builds energy reserves and enhances recovery capacity. Emotional fitness regulates mood and motivation. Mental fitness improves cognitive flexibility and focus. Social fitness deepens trust and collective alignment. Together, these dimensions sustain performance through disruption.

The Acceleration Table.

Technology / Platform	Time to Reach 50 Million Users	Notes
Telephone	~75 years	Based on adoption from 1876 to 1951 in the US
Radio	~38 years	Often cited in historical tech diffusion studies
Television	~22 years	Mid-century mass adoption benchmark
Internet	~4 years	Global adoption from early 1990s base
Facebook	~3 years	Reached 50M active users around 2007
ChatGPT	~1 month (estimated)	Reached 100 M in ~ 6 weeks (UBS / Reuters 2023)
Pokémon Go	19 days	Widely cited record for mobile app adoption speed

Sources: Our World in Data, Statista, Visual Capitalist, UBS Research, Reuters (2023–2024).





The human cost of constant change.

Our nervous system evolved for rhythm—cycles of challenge and recovery. Today’s environment demands near-constant activation. Without time to reset, cognitive overload becomes chronic, and emotional regulation falters.

The data in this report show the same pattern: resilience is not defined by raw capability, but by the ability to self-regulate amid volatility.

GLOBAL STRENGTHS & RISKS

How to build a resilient team.

More than half the global workforce (54%) sits in the *Challenged* range of resilience—functioning, yet fragile. The next level up, the Resilient group of professionals, reveals what truly sets them apart.

The data is clear: the gap is emotional. Resilient people experience the same stress but recover faster. They regulate distress, anxiety, and frustration with greater skill—and these skills can be learned. **Emotional regulation** is a trainable capability and one of the most powerful outcomes of resilience training and coaching.

	Challenged	Resilient	Difference
Average Resilience Score	61%	78%	17pp
Ability to manage risk factors	55%	74%	19pp
Strength factors	68%	82%	14pp

The big eight differentiators: Resilient people manage these better.

n = 7,114



What is emotional regulation?

Emotional regulation is the ability to notice, understand, and influence one’s emotional responses. It includes skills such as reframing negative thoughts, calming physiological arousal, and expressing emotions appropriately. Research shows that people who regulate emotions effectively report higher well-being, focus, and job satisfaction, and are less prone to stress and burnout (Gross, 2015; Hülshager et al., 2013). Within teams, emotional regulation underpins empathy, collaboration, and psychological safety—cultivating calmer, more adaptive workplaces that perform and connect under pressure (Ashkanasy & Dorris, 2017).

GLOBAL STRENGTHS & RISKS

Achieving high performance.

For the past seven years, we’ve measured the resilience factors that differentiate top performers—those in the highest decile of overall resilience scores—from those in the lowest. Despite refinements to the model, the key differentiators have remained remarkably consistent. Focus has appeared in the top five every year and, in 2025, once again ranks first. Bounce has featured since 2020 and now ranks second, while Sleep Quality remains third, reinforcing the importance of recovery and rest.

This year, Tactical Calm and Safety join the top five, signalling a broader shift toward emotional regulation and psychological safety within teams. Together, these factors illustrate a mature model of high performance—balancing clarity with recovery, performance with care, and individual composure with collective trust.

Differentiating factors of the top decile.

Year	Top 1	Top 2	Top 3	Top 4	Top 5	Emerging Theme
2018	Focus	Purpose	Fulfillment	Optimism	Vitality	<i>Cognitive and purpose-driven resilience—clarity, optimism, and meaning.</i>
2020	Fulfillment	Focus	Presence	Bounce	Integrity	<i>Meaning and mindfulness begin to merge with adaptability and ethics.</i>
2022	Sleep Quality	Fulfillment	Bounce	Relaxation	Focus	<i>Post-pandemic shift toward recovery, rest, and physical well-being.</i>
2023	Fulfillment	Sleep Quality	Bounce	Focus	Relaxation	<i>Sustained focus on well-being and fulfillment as drivers of performance.</i>
2025	Focus	Bounce	Sleep Quality	Tactical Calm	Safety	<i>Integrated resilience: mental clarity, recovery, composure, and psychological safety.</i>



Calm and safety.

Calm and psychological safety have emerged as defining markers of high performance. When pressure rises, the best performers don’t push harder—they regulate better. Calm stabilizes the nervous system, preserving focus and cognitive control. Safety, in turn, reduces avoidance and defensive behaviours, enabling open communication, risk-taking, and creativity.

Together, they create the biological and social conditions for sustained excellence—less reactivity, faster recovery, and clearer thinking. These are not fixed traits but learnable capabilities that multiply a team’s capacity to perform and adapt under pressure.

WHAT TO PRIORITIZE

Practices that build resilience.



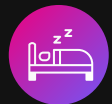
#1

Learn emotional regulation.

Regulating fight-or-flight emotions like frustration, anxiety, and distress preserves clarity, composure, and performance under pressure.

What to do.

- Practice daily awareness: name emotions as they arise (“label to regulate”).
- Use short breathing or grounding techniques to reset after tension spikes.
- Reflect after conflicts: identify triggers, reframe responses.



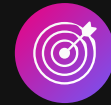
#2

Prioritize quality sleep.

Sleep quality drives recovery, mood, and focus. It’s one of the top predictors of resilience and burnout prevention.

What to do.

- Keep a consistent bedtime and wake time—even on weekends.
- Reduce caffeine and screen time before bed.
- Track sleep quality weekly and adjust your evening routine.



#3

Train focus & attention.

Distraction and rumination are major barriers to resilience. Training focus and attention helps manage overload and sustain deep work.

What to do.

- Block 90-minute “deep work” sessions daily with no notifications or disturbances.
- Take short microbreaks to reset attention: stand, stretch, or look away from the screen for a minute.
- Limit multitasking. Finish one thing before starting another.



#4

Strengthen recovery & rhythm.

Resilient people work in pulses—not constant effort. They balance challenge with deliberate recovery.

What to do.

- Schedule 5–10 minute breaks every 90 minutes.
- Use physical movement or brief walks to reset between meetings.
- Create rituals for daily wind-down (journaling, reflection, stretching).



#5

Connect with others.

Social connection buffers against burnout and distress. Loneliness and apathy are key risk factors for decline.

What to do.

- Schedule meaningful 1:1 connections each week.
- Express appreciation and empathy regularly.
- Join communities or groups aligned with your values.



GLOBAL STRENGTHS & RISKS

The universal struggle: multitasking.

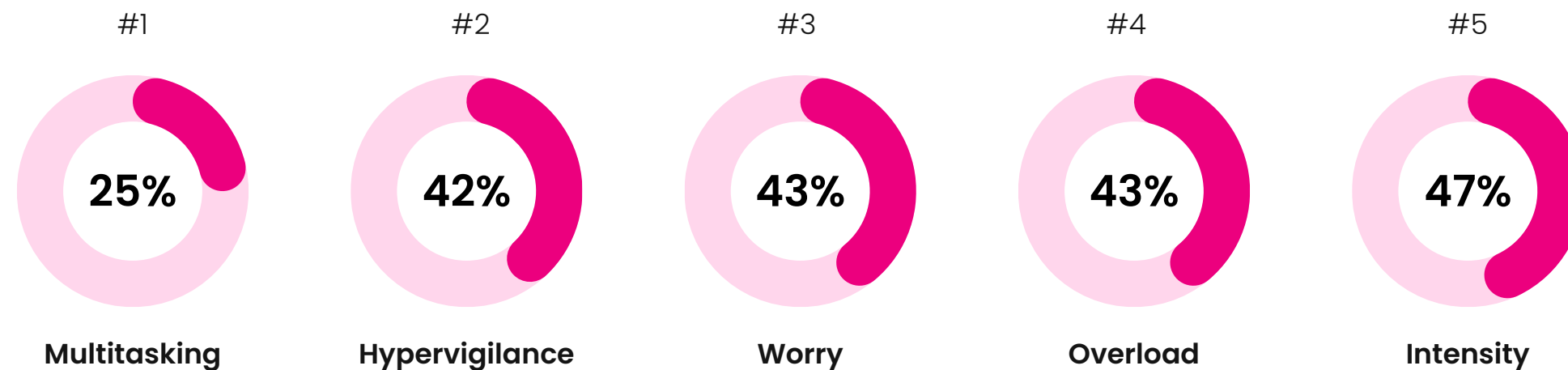
Some challenges are universal. Our data reveals that even the most resilient people share the the same fundamental struggles as everyone else. Risks such as multitasking, overload, worry, intensity, and hypervigilance affect participants in every score category, from *At Risk* to *Thriving*.

The ability to manage multitasking is the most striking example. It averages just 25%, with even top performers reaching only 31%. That narrow gap shows multitasking is not a skill deficiency, it's a human limitation. Research suggests that digital workers switch between tools and contexts up to 1,200 times per day, and during core hours are interrupted every 2 minutes by meetings, email, or messaging alerts.

The issue is amplified outside typical work hours. Employees now send or receive more than 50 messages after hours, and meetings after 8 p.m. have increased 16% year-on-year. Work spills into weekends and evenings, eroding recovery time and disrupting balance. The constant flow of notifications creates "notification fatigue," making it harder to focus and increasing mental strain.

While multitasking and overload appear to be biological or systemic constraints, other struggles like distress, rhythm (work-life balance), and worry are trainable. Small improvements in these areas yield large gains. Building capacity here is where resilience grows.

Which factors drain resilience?



The multitasking hazard.

Every task switch forces the brain to drop one mental context and load another. This "switch cost" reduces neural efficiency in the prefrontal cortex—the region governing attention, working memory, and goal management. Each reset consumes glucose and increases cognitive fatigue.

Over time, constant switching creates "attention residue," where fragments of the previous task linger in mind, slowing reaction time and reducing accuracy. Sustained focus, by contrast, engages the brain's frontal control network, restoring coherence, conserving energy, and protecting clarity under pressure.

WHAT TO PRIORITIZE

How to mitigate resilience risks.



#1

Multitasking.

Multitasking fragments attention and depletes energy. Each switch forces the brain to reset, slowing progress, increasing mistakes, and eroding learning. Over time, it drives stress and contributes directly to overload.

What to do.

- Block focused work sessions (60–90 minutes).
- Silence non-urgent notifications.
- Set clear “monotask” team norms.



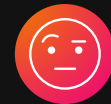
#2

Hypervigilance.

Hypervigilance keeps the body tense and alert long after stress has passed. Staying “on guard” raises anxiety, disrupts recovery, and reduces creativity.

What to do.

- Build deliberate recovery breaks after high-stakes events.
- Use relaxation techniques (breathing, stretching, mindfulness).
- Encourage leaders to model calm responses.



#3

Worry.

Worry—mental loops of “what if” thinking trap attention in future threats instead of solutions. This drains capacity, disrupts bedtime rest, and undermines confidence.

What to do.

- Label worries to create distance and perspective.
- Schedule a “worry session”: designate a 15-minute timeframe daily to process concerns; outside that window, let thoughts go until the session.



#4

Overload.

Overload is the cumulative strain of too much, too fast, for too long. Without rhythms of recovery, performance, decision quality, and relationships decline.

What to do.

- Clarify priorities and set limits on concurrent projects.
- Build micro-breaks into daily schedules.
- Establish team agreements to protect focus.



#5

Intensity.

Intensity drives achievement, but without rhythm, it becomes unsustainable. Staying in “go mode” affects stress hormones, reduces cognitive flexibility, and increases burnout risk.

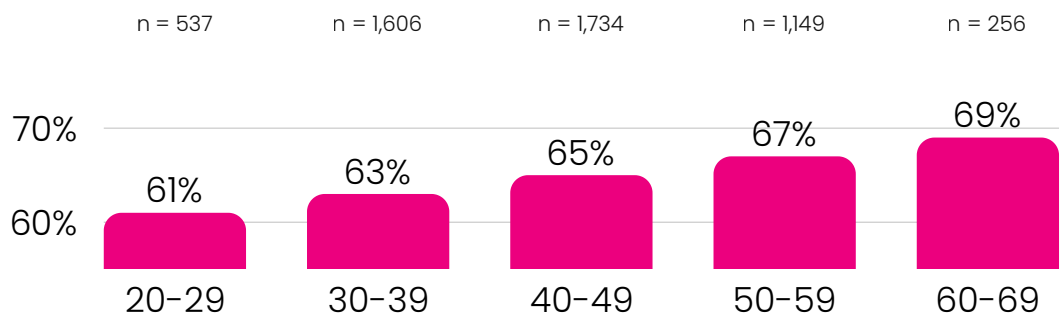
What to do.

- Pace projects: alternate effort and recovery phases.
- Celebrate quality and long-term progress, not speed.
- Encourage leaders to model calm, sustainable performance.



RESILIENCE DEMOGRAPHY

Resilience across age groups.



Resilience increases steadily with age—from 61% in workers under 30 to 69% in those over 60, a gain of nearly eight points. This isn’t about aging making people tougher; it’s about experience bringing perspective, composure, and meaning.

What develops most: purpose leads the way.

Among all 50 resilience factors, purpose shows one of the largest gains, rising +16.8 points from the 20s (63%) to 60+ (80%).

While most high-growth factors reflect emotional regulation, worry, rumination, and anxiety control, purpose stands alone as a positive strength that matures dramatically with time.

Purpose by age group:

20-29	30-39	40-49	50-59	60+
63%	70%	74%	76%	80%



What makes a difference?

Younger workers struggle most with anxiety (47%), overload (43%), and rumination (47%)—pressures that drain focus and confidence. This reflects a broader pattern of emotional strain in early careers, where purpose is strong but easily disrupted by stress.

What more experienced workers have developed.

- Purpose: 80% (+17 vs. young)
- Reduced worry: 50% (+16 vs. young)
- Bounce (recovery): 71% (+13 vs. young)
- Reduced self-doubt: 75% (+12 vs. young)

These gains reflect stronger emotional regulation—the ability to remain steady and protect purpose under pressure.

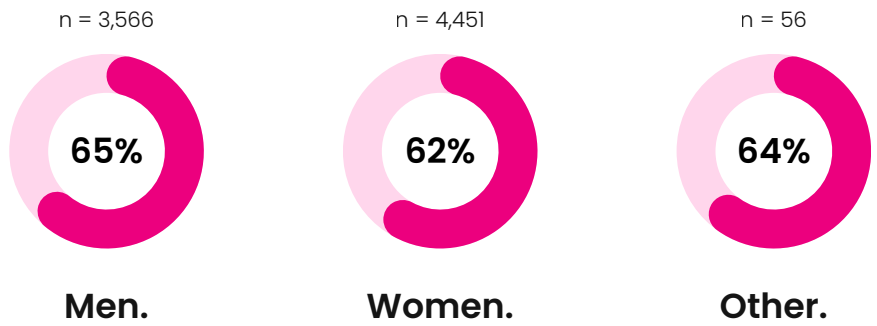
The opportunity.

Purpose often matures with experience, but organizations can accelerate it. Younger workers already care (scoring 63% on purpose); they simply need structures that help sustain it when overloaded or uncertain.

Leaders can make the difference by making purpose tangible—connecting daily work to real impact, normalizing setbacks as learning, and cultivating purpose-based communities that reinforce meaning when stress rises. These practices help younger employees build the composure and confidence that experience typically provides.

RESILIENCE DEMOGRAPHY

Resilience by gender.



The data reveals small but consistent differences across genders. Men averaged 65%, women 62%, and other or non-binary respondents 64%. The resilience gap between men and women (3 percentage points) is statistically significant but modest. The deeper insight lies not in the number itself, but in how each group manages emotion under pressure.

Different strengths, different stress signatures.

Men in this sample report lower distress, rumination, and anxiety, along with higher tactical calm and focus. Women score higher on empathy, altruism, and social awareness, yet experience more anxiety and rumination.

Each approach carries strengths and trade-offs. Task-focus enhances clarity and execution, while connection-focus deepens collaboration but can heighten emotional load. In teams, resilience is not one thing—it’s the balance between awareness and regulation.

Overall, 37% of males fall within the *Resilient* or *Thriving* categories, compared with 28% of females. The encouraging insight: resilience can be trained.



The challenge for young women.

Women aged 20–29 record the lowest resilience scores of any group, averaging 60%, compared with 62% for young men and 68% for women over 50. The difference is consistent across domains and appears most strongly linked to emotion-regulation skills. Younger women show exceptional social and emotional awareness. Yet this greater emotional engagement demands calm and recovery. Two areas where they score lower.

With age and experience, women build resilience—transforming awareness into composure and increasing distress tolerance and recovery. This highlights a valuable opportunity for mentoring and intergenerational learning, where emotional intelligence is paired with regulation.

Factor	Women <30	Women >50	Gap
Anxiety management	47%	59%	12%
Tactical calm	49%	57%	12%
Rumination control	45%	56%	11%
Empathy	78%	79%	1%
Altruism	81%	82%	1%

RESILIENCE TRAINING

The impact of resilience training.

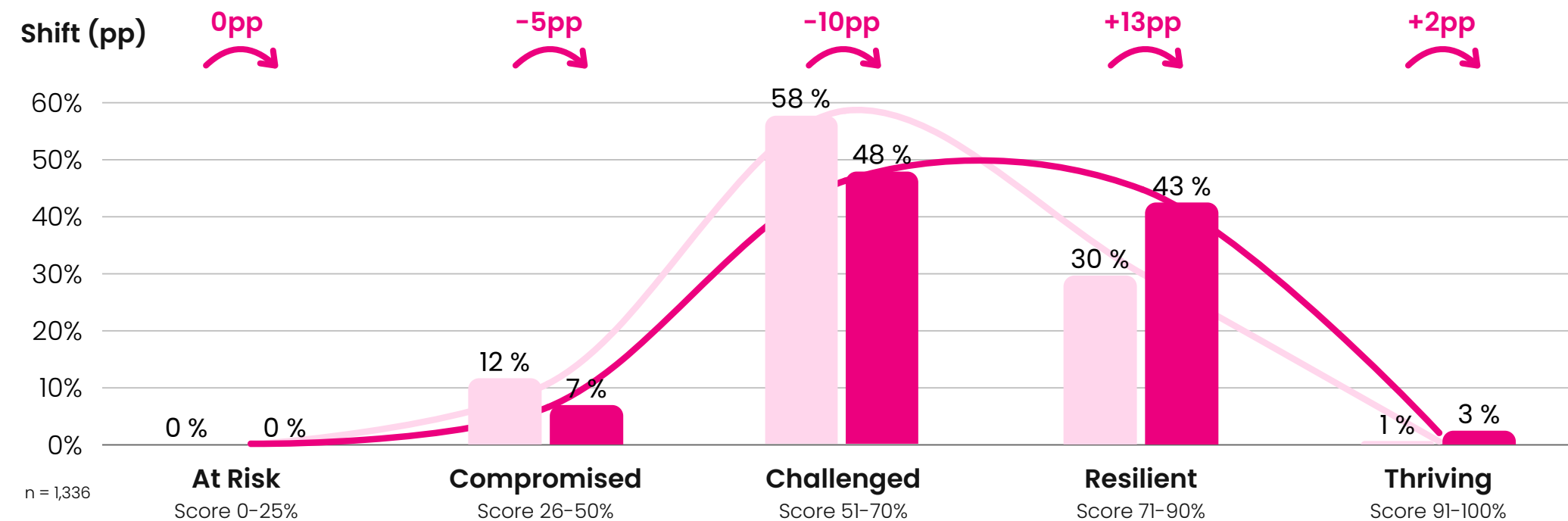
1,336 participants who completed Resilience Institute programs globally showed meaningful and measurable improvement—demonstrating that resilience can be intentionally built and developed, not merely accumulated through experience.

Importantly, the largest gains occurred across emotional regulation factors—the very capabilities identified earlier as defining the transition from *Challenged* to *Resilient*.

This alignment between assessment insights and training outcomes confirms program precision: resilience training enhances frustration control, distress tolerance, worry regulation, and calm under pressure. These are learnable skills that drive both well-being and performance.

As a result, individuals, leaders, and teams who have been trained show a measurable narrowing of the capability gap between coping and performing.

Distribution shift pre-training and post-training.



Return on resilience.

Our work with teams across the world reveals transformative results.

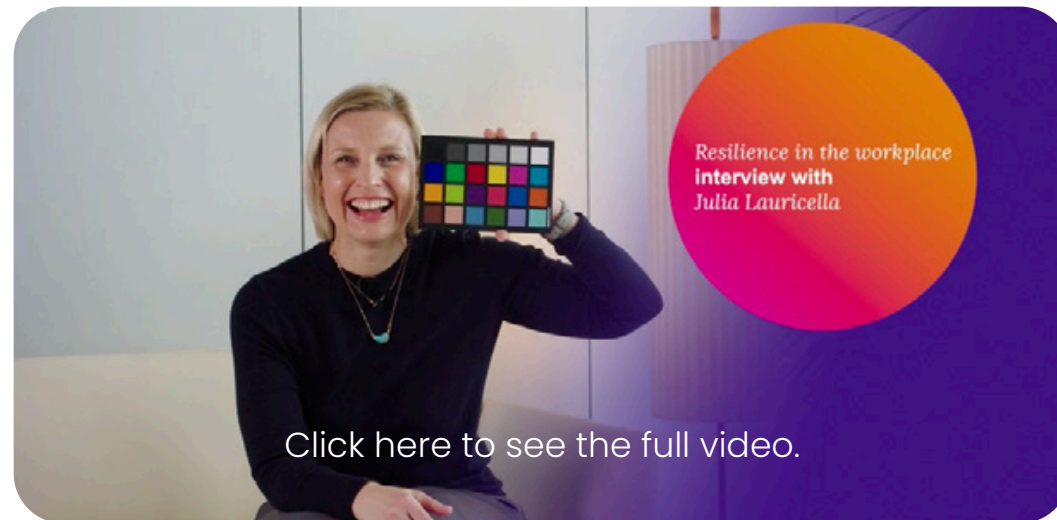
Using a measure-train-measure approach, we assess resilience baselines, deliver targeted training, and re-measure progress to understand impact and shape future training programs.

The results speak for themselves.

- 66% of participants showed measurable gains post-training.
- 1 in 3 moved from *Challenged* to *Resilient*.
- All key emotional-regulation factors improved.

Case studies.

We asked our clients why they choose to measure and train resilience with Resilience Institute. This is what they said.



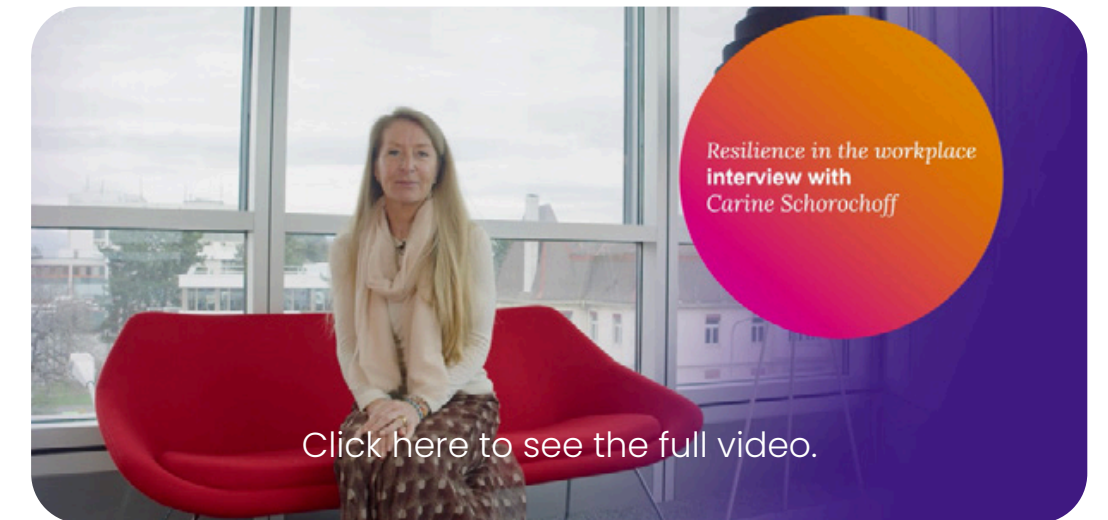
The most responsible way to push performance.

Julia Lauricella
Head of Nestle Systems Technology Center



We increased resilience across our division by 41%.

Lisa Wordeman
Wyoming Department of Health



Me and my team improved resilience scores in 3 months.

Carine Schorochoff
Senior VP Edwards Lifesciences

Culture of coaching: leaders as resilience coaches.

The new paradigm.

The workplace is transforming. Amidst constant change, hybrid teams, and mounting cognitive load, the traditional role of a manager as a supervisor and decision-maker is being replaced by that of a coach.

Today's best leaders don't just drive performance; they develop capability. They listen deeply, ask better questions, and help their teams solve problems autonomously. Harvard Business Review describes this as the coaching mindset: moving from "telling" to "asking," from "managing tasks" to "enabling growth."

This shift isn't cosmetic, it's structural. McKinsey research highlights that organizations fostering a coaching culture outperform peers on both engagement and adaptability metrics. As automation takes on routine work, human leadership now hinges on empathy, sense-making, and the ability to build psychological safety—skills that coaching directly cultivates.

However, coaching does not come naturally to everyone. A landmark HBR study, *The Leader as Coach*, found that many managers overestimate their coaching ability, believing they coach when, in practice, they advise or direct. Genuine coaching requires new habits: active listening, presence, and reflection. And, like any discipline, it benefits from structure, feedback, and metrics.

The rise of the resilience coach.

That's why leading organizations are now equipping their managers to become certified resilience coaches—leaders who can translate data into dialogue and drive genuine behavioral change.

Just as sports coaches use analytics to optimize performance, resilience coaches use the Resilience Assessment to understand the human side of work. They identify early indicators of stress, disengagement, or overload; track recovery and rhythm across teams; and guide evidence-based performance conversations built on trust and care.

Equipped with insight and psychological safety, these leaders enable continuous adaptation rather than reactive change. In many organizations, resilience metrics are mapped directly to established change frameworks such as Prosci's ADKAR model, agile transformation tools, and emotional-intelligence matrices. This integration turns soft-skill data into measurable enablers of change readiness.

Unlike traditional engagement surveys that capture sentiment retrospectively, the Resilience Dashboard provides an integrated view of human performance over time—helping leaders guide energy, focus, and emotional balance across their teams. In uncertain environments, that visibility becomes a strategic advantage.



Become a Certified Resilience Coach.

- Equip your leadership with resilience dashboards in addition to annual engagement surveys
- Spot leading indicators against benchmark: anxiety, overload, distress, sleep quality, etc.
- Lead team check-in conversations: assessments, review team operating norms, recovery cycles
- Align coaching with change frameworks → faster adaptation, lower burnout, greater resilience

OUR APPROACH TO RESILIENCE

How we help organizations thrive.

Every day, people face challenges that impact mental health, productivity, and well-being. Our proven approach helps organizations measure, build, and sustain resilience—so individuals and teams can perform, adapt, and flourish even in demanding times Click the boxes below to find out more.



Assess.

We measure human strengths and risks in your organization with the world's most trusted resilience assessment.



Train.

We deliver training and workshops calibrated to your needs with our worldwide network of consultants and coaches.



Certify.

We build a community of resilient professionals in and outside your organization to achieve sustainable change.



3 takeaways in 2025.



#1

Strengthen emotional regulation.

The most resilient individuals don't just push through stress, they skillfully regulate it. Daily habits that support calm, focus, and recovery—such as mindful breaks, quality sleep, and single-task focus—protect clarity and decision-making under pressure. The foundation of resilience is not endurance, but awareness and regulation.



#2

Measure to understand and act.

Resilience data reveal how teams respond to pressure and where anxiety, overload, or rumination may limit potential. The Resilience Assessment gives leaders actionable insight to guide conversations, strengthen composure, and direct energy where it matters most. Measurement turns well-being into strategy.



#3

Build a culture of coaching.

Resilience can be learned, shared, and scaled. Organizations that train leaders as certified resilience coaches build capability from within—turning managers into mentors who foster trust, safety, and adaptive performance. Coaching becomes the heartbeat of change readiness, helping teams thrive through uncertainty.

Building a Change-Ready Future.

The world isn't slowing down—and neither should our capacity to adapt. Resilience is no longer optional; it's the strategic capability that determines who thrives in uncertainty.

Our data prove it can be measured, developed, and sustained. With the right insight, training, and accountability, individuals grow stronger under pressure—building composure, clarity, and confidence that ripple through entire organizations.

If your organization is navigating change, the time to invest is now.

Partner with Resilience Institute to strengthen your people and build a culture ready for whatever comes next.

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