

Working Together

Building an Infrastructure for Workplace Resilience

Grit



TOUGHNESS

Mental Fortitude

FLEXIBILITY

Resilience

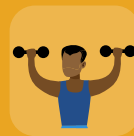
= Our ability to cope and persevere in times of stress and to bounce back following adversity.

Four Types of Resilience



MIND:

Your mind remains calm and centered through uncertainty, challenges, and adversity.¹



BODY:

You have the stamina and strength to perform physical work, exercise regularly, and recover from illness, accidents, or other physical challenges.³



EMOTIONAL IQ:

You recognize your feelings, empathize with others, make sound decisions, and pick yourself up after a setback.²



ORGANIZATIONAL:

Your organization responds quickly to and recovers from adverse situations like workplace upheaval, family emergencies, and other challenges to the workforce.

Highly resilient managers and employees are



31%

More productive.



78%

Less likely to leave their organization.

Organizations with a highly resilient workforce have



42%

Higher annual return on assets.



60%

Higher 5-year revenue growth.⁴

Resilience was “word of the year” in 2020 and 2021, but^{5,6}



Only **19%** U.S. employees are highly resilient and fully engaged at work.⁷



Almost **90%** Employees are vulnerable to high levels of stress and burnout.⁸



Strategies for Helping Employees Build Resilience at Work

- Projects that align with team members’ strengths and interests⁷
- Personal agency for how employees get their work done⁷
- Flexible work schedules and reasonable workloads⁹
- Worker trust in team leaders and senior leadership⁷
- Opportunities for employees to identify and solve workplace problems⁹
- Manager support of team members’ personal needs⁹
- Work culture that encourages supportive relationships⁹
- A comprehensive Employee Assistance Program to help workers overcome challenges¹⁰



Resilient individuals:

- Are connected to a support network
- Are flexible in their thinking and actions
- Are willing to think creatively and try something new
- Understand the current reality and are willing to face it
- Plan proactively, not reactively
- Communicate, collaborate, and problem-solve effectively
- Learn new skills and knowledge to overcome obstacles¹¹



Resilient organizations:

- Flexibly balance short- and long-term priorities
- Adapt to adversity with the help of versatile employees
- Collaborate effectively to share knowledge and make decisions
- Build trust through strong communication and transparency
- Responsibly meet the needs of stakeholders¹²

¹ Mojtahedi, D. (2021, March 25). *Mental toughness can help you cope with challenging events like the pandemic—here’s how to cope with it.* The Conversation. <https://theconversation.com/mental-toughness-can-help-you-cope-with-challenging-events-like-the-pandemic-heres-how-to-cultivate-it-155186>

² Abdel-Fattah, H. M. (2020, April 21). Emotional intelligence and emotional stability in crises. *Journal of Psychiatry and Psychiatric Disorders* 4, 56–62. <https://doi.org/10.31579/2578-8868/127>

³ Hurley, K. (2020, December 11). *What is resilience? Your guide to facing life’s challenges, adversities, and crises.* Everyday Health. <https://www.everydayhealth.com/wellness/resilience/>

⁴ Jeannotte, A., E. Eatough, E., & Kellerman, G. R. (2020). *Resilience in an age of uncertainty.* BetterUp. <https://grow.betterup.com/resources/resilience-in-an-age-of-uncertainty>

⁵ Huffington, A. (2020, December 4). *And the word of the year is... “resilience.”* LinkedIn. <https://www.linkedin.com/pulse/word-year-resilience-arianna-huffington>

⁶ Robinson, B. (2020, December 6). *Why the word for 2021 is ‘resilience’ and how it affects mental health.* Forbes. <https://www.forbes.com/sites/bryanrobinson/2020/12/06/why-the-word-for-2021-is-resilience-and-how-it-affects-mental-health>

⁷ Hayes, M., Chumney, F., & Buckingham, M. (2020). *Workplace resilience study: Full research report.* ADP Research Institute. <https://www.adpri.org/assets/workplace-resilience-study/>

⁸ Derler, A. (2021, September 1). When vacations aren’t enough: The employee burnout epidemic. *Forbes.* <https://www.forbes.com/sites/visier/2021/09/01/when-vacations-arent-enough-the-employee-burnout-epidemic>

⁹ Kelly, E. L., L. F. Berkman, L. D. Kubzansky, & M. Lovejoy. (2021, October 12). 7 strategies to improve your employees’ health and well-being. *Harvard Business Review.* <https://hbr.org/2021/10/7-strategies-to-improve-your-employees-health-and-well-being>

¹⁰ Sampson, K. S. (2021, March 22). EAP offers free, confidential services for employee resilience. U.S. Army. https://www.army.mil/article/244522/eap_offers_free_confidential_services_for_employee_resilience

¹¹ Vahidi, P. (2021, February 4). *How to bend, but not break: 7 traits of resilient people.* Thrive Global. <https://thriveglobal.com/stories/how-to-bend-but-not-break/>

¹² Renjen, P. (2021, January 25). Building the resilient organization. *Deloitte Insights.*

