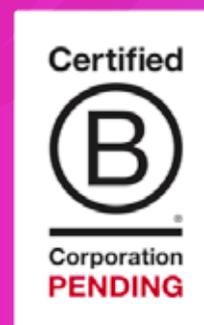


2022

Global Resilience Report





Resilience Institute Global

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New Zealand | China | South Africa
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resiliencei.com

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1. Performance with Care

Resilience is front of mind for business leaders. Our times are volatile, uncertain, complex and ambiguous (VUCA). Many aspects of daily life and work are testing humanity.

Effective business requires effective performance, which is only sustainable if organizations care for their employees and help them meet the challenges posed.

Rising inflation, employee wellbeing, the Great Resignation and supply chain disruptions are now top

priorities for CEOs and other senior C-Suite leaders.¹ These challenges require solutions. Leaders are searching for ways to build resilience.

Global surveys have identified resilience as a priority that arises in board meetings.² Organizations that made early investments in resilience have outperformed their competition. The Global Crisis Survey 2021 (2,814 global leaders across 73 countries and 29 industries) rated resilience as a top priority for leaders.³ The Survey states that business leaders recognize that a foundation of resilience can make the difference between an organization's floundering and flourishing.

Resilience is a learned ability to bounce, grow, connect and discover flow.





1.1 Defining Resilience with an Integral Framework

Resilient people enable resilient organizations because they have the skills necessary to meet performance challenges without compromising their wellbeing. Investing in resilience is a practical and achievable goal for meeting the challenges of our time.

Our mission is to design, test and deliver evidence-based, integral, practical and holistic solutions. We have the privilege of thousands of clients who have engaged with us to measure, learn and secure resilience over the past 25 years. We have conducted five rounds of psychometrics to ensure that the questions in our Resilience Diagnostic Assessment are clear, reliable and valid. The assessment measures physical, emotional, cognitive and values-based human factors.

The Resilience Diagnostic and Development Framework is based on 60 questions that measure specific factors that support or undermine resilience. The factors group

into the categories shown in the spiral. Resilient people and organizations work at the higher levels. When resilience fails, we drop into the lower levels. Completing the questionnaire provides the user with a map of strengths and risk and practical recommendations to move up the spiral

Just as we can train elite athletes, so can we improve the physical, emotional and mental resources that deliver performance at work without compromising wellbeing. Investment in resilience is not just the right thing to do—it helps your business grow.

As the capabilities of body, emotion, mind and spirit are activated, energy increases, and we feel calm, strong, engaged, focused and fulfilled. When we neglect these capabilities, energy is depleted, and we feel confused, withdrawn and distressed.

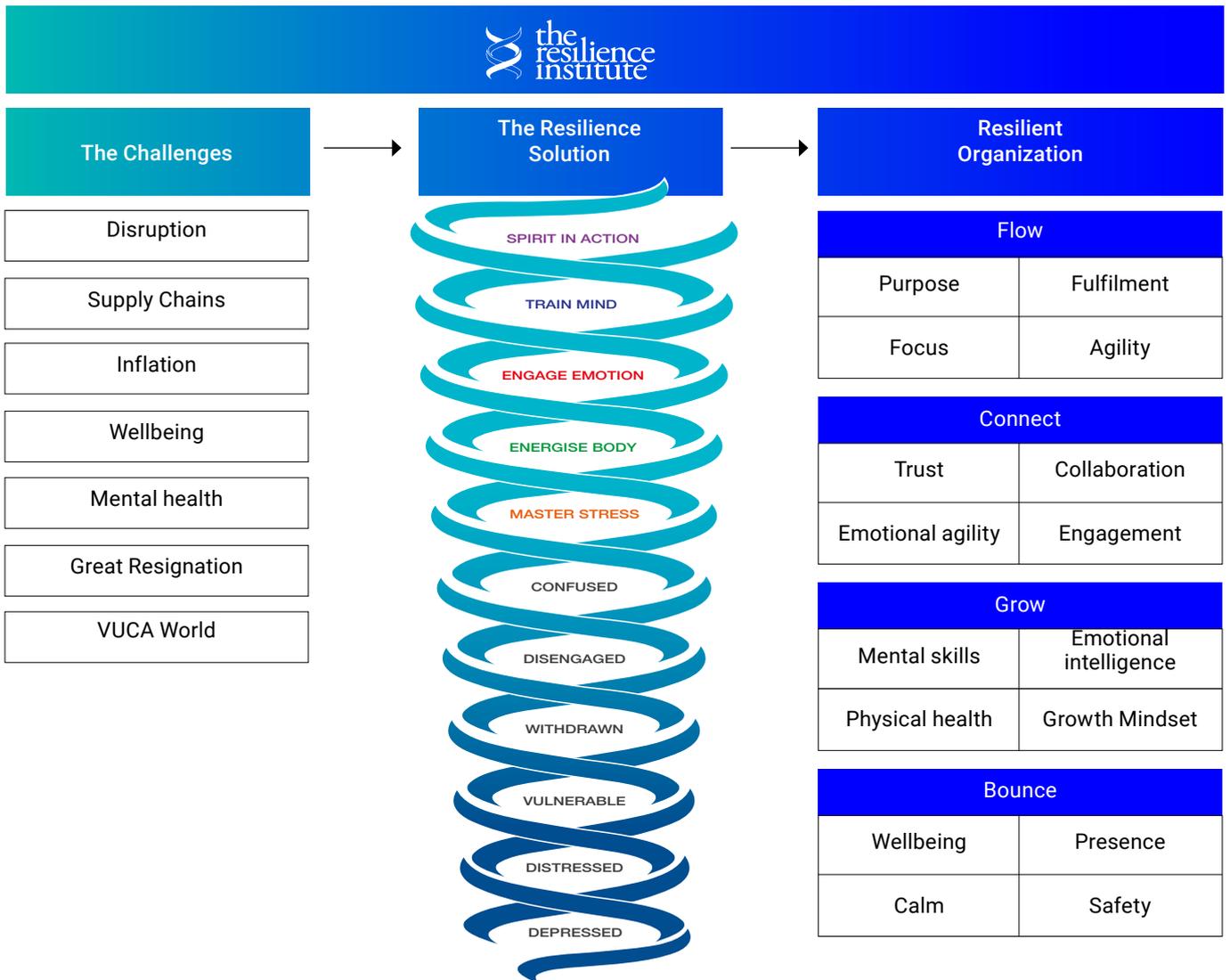


The Resilience Diagnostic is trusted by organizations worldwide to measure individual and group resilience.

The assessment is available in seven languages and is accessible via website and mobile app.

 resiliencei.com/resilience-diagnostic

Resilience is not a genetic or instinctive reaction; it is a learned response to adversity and challenge. It requires intention, practice, and discipline to develop the skills to be resilient. Increased capacity for resilience is enabling, rewarding, creative and liberating.



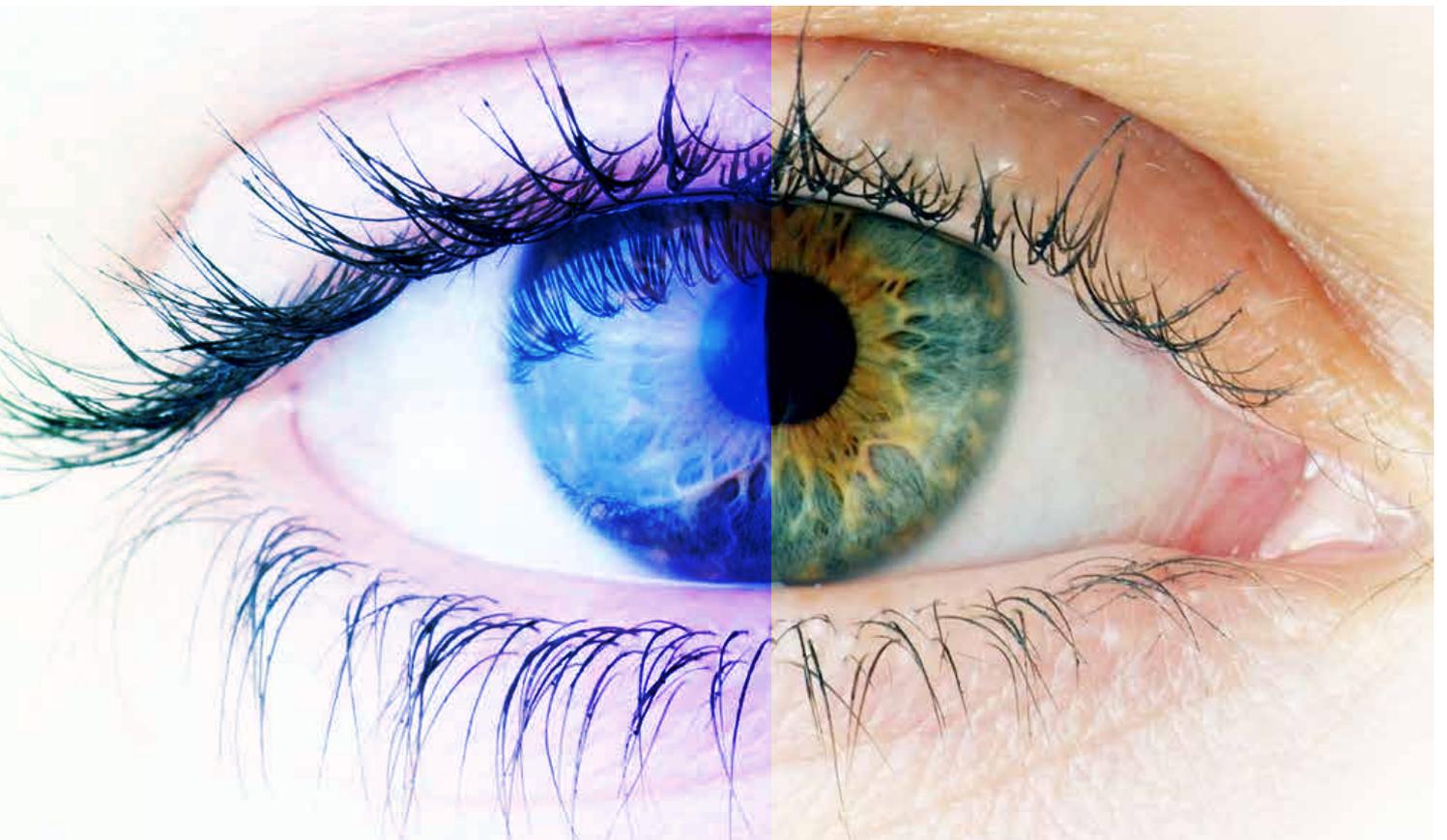
1.2 Our 2022 Resilience Research

Over the past decade, the Resilience Institute has analyzed data collected from circa 100,000 Resilience Diagnostic Assessments (RDAs) globally and in seven languages.

This report analyzes 23,990 people from all over the globe. The study was conducted over three years, from late 2018 to late 2021. Participants completed the RDA and underwent resilience training, both in-person and virtually. The analysis in this report allows us to examine data collected without compromising confidentiality. The data provides deep insights into how people have responded to the challenges of our time. With a rich sample of employed people in many industries and regions, we can examine the data by region, industry, gender, and age.

Many of our clients complete a post-training RDA to assess change and understand the effectiveness of our training. This sample allows us to match the data of 4,456 participants pre- and post-training. Beyond proving—again—that our programs have consistent and positive effects, we can see which components of our training are most effective.

This report presents the top five lessons from this analysis that we believe will help leaders and organizations shape effective human growth strategies and assist individuals with their transformation into more resilient people.



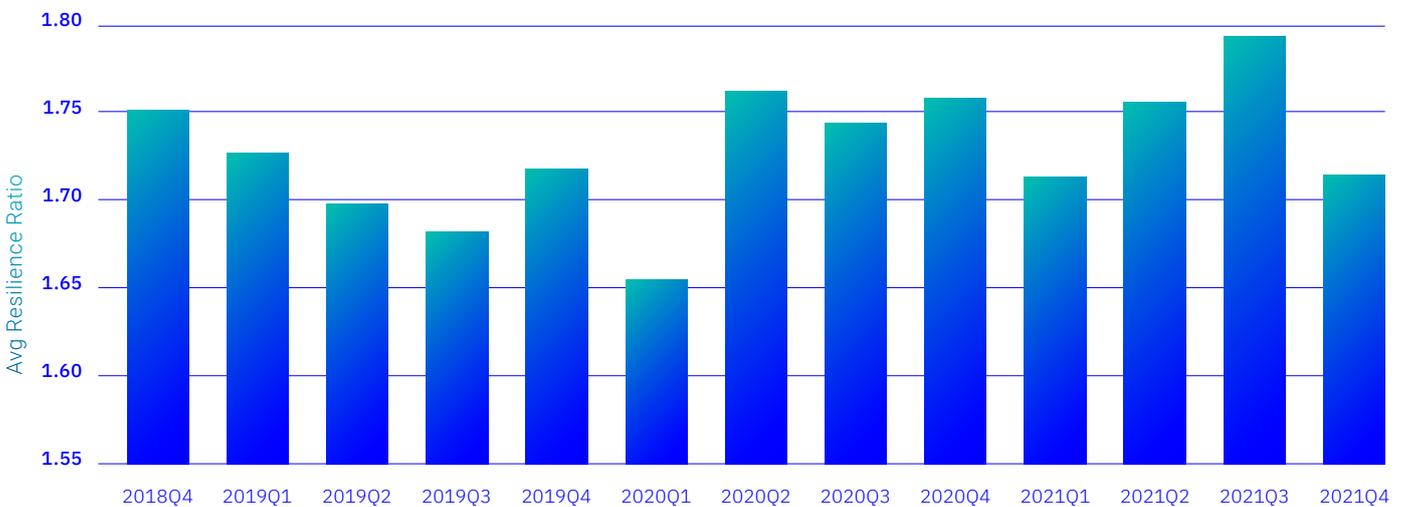
1.3 Resilience and Covid-19

Our data suggests that adversity stimulates us to bounce and grow. We found that the onset of Covid-19 in the first quarter of 2020 correlates with our lowest average global resilience ratio to date, yet the following six quarters correlate with some of the highest global ratios we have seen.

In short, our data shows that the immediate impact of Covid-19 was significant but that, within months, participants had found a way to bounce and build resilience. While the range is small (1.66 to 1.79), there is a downward drift from late 2018 to a low in the first

quarter of 2020 when Covid exploded on the scene. Thereafter, resilience increased steadily until the last quarter of 2021.

These findings demonstrate that adversity activates bounce and growth. Given the impact of lockdowns, masks, isolation, loss of collaborative work, and community connections, this is remarkable. Of interest, when we examine the individual risk factors, we find no significant increase in worry, fatigue, distress, anxiety or depression.

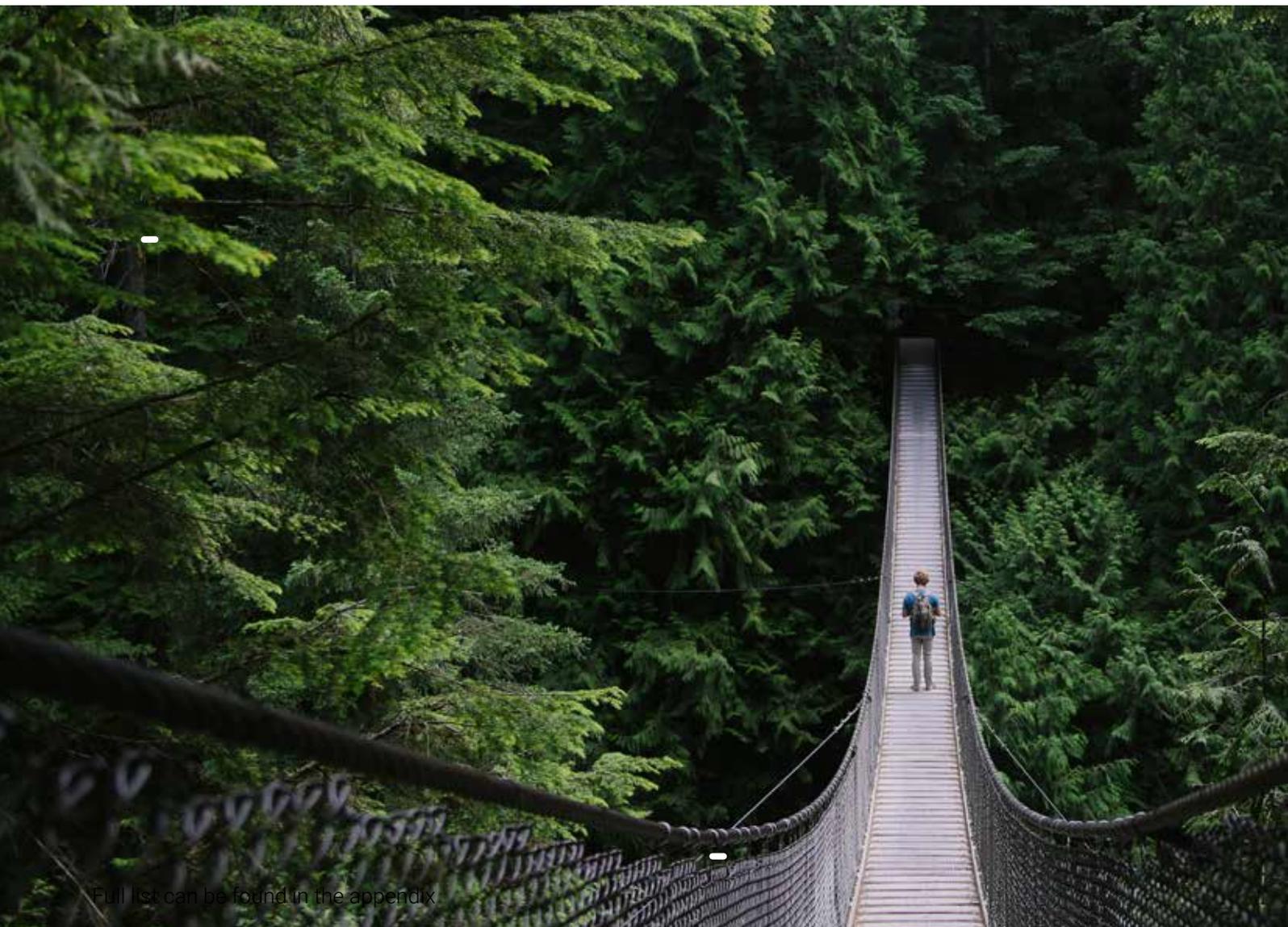


The data suggests that adversity stimulates resilience. Even in a global pandemic, an investment in resilience protects and promotes mental health, wellbeing and resilience.

2. Top 5 Critical Success Factors

We measure attitudes and behaviors. Using the resilience ratio (an overall measure of scores on 60 human factors), we compare the answers of the top 10% to the bottom 10%. How is the top decile different to the bottom decile? What strengths define the top decile? What risks lead to faltering? How do we target efficient and effective solutions for resilience at scale?

When we examined the profiles of 23,990 people, we found that the average resilience ratio is 1.73:1. That means there are 1.73 strength factors for every risk factor. The average ratio is slightly higher for men at 1.80:1 and slightly lower for women at 1.67:1. The top 10% score above 2.6:1 and the bottom 10% under 0.98:1.



Full list can be found in the appendix

We identified the five most important success factors differentiating those with high resilience from those with low resilience.



	Strength Factors (Pre-training)	Top 10%	Bottom 10%	Difference
	Sleep Quality	86	7	79
	Fulfillment	94	18	76
	Bounce	91	23	68
	Relaxation	83	17	66
	Focus	95	29	66

Difference (%) between participants who have mastered each factor within the top and bottom decile of resilience.

2.1 Sleep• a superpower

“Sleep is the single most effective thing we can do to reset our brain and body health each day.”

— Sleep expert Professor Matthew Walker, *Why We Sleep: Unlocking the Power of Sleep and Dreams*

Sleep quality over the past two years (during the pandemic) has become the defining factor for high overall resilience—meaning better mental health, wellbeing and resilience. Sleep quality takes the number one position in our rankings for the first time.

The disruption to our daily rhythms related to the pandemic had a negative effect on sleep for many. That is concerning considering that we found sleep quality is currently the single most important factor that differentiates between those with high versus low resilience.

The top decile scored high 86% of the time and the bottom decile scored high 7% of the time.

Over the period of this research a controlled sample of people who completed both pre- and post-RDAs (n = 4,456) demonstrated that investment in resilience training delivers an average 25% improvement in sleep.

In a well-managed program, the impact is more significant. For example, in a program for business leaders in New Zealand through 2021, we see the following result:

	Pre-Program Score	Post-Program Score	Improvement
 Resilience Ratio	1.26:1	1.90:1	+51%
 Sleep Quality	2.10	3.07	+46%
 Insomnia	2.95	1.93	-34%

Improvements in sleep factors and overall resilience in business leaders, 2021. n=75



Research shows that sleep impacts many aspects of employees' work performance including the ability to adequately respond to rapidly changing work demands and stress-inducing environments, self-regulation, decision-making and a variety of performance measures.⁴ The Centers for Disease Control and Prevention also found a correlation between insufficient sleep and unemployment.⁵ Sleep expert Matthew Walker reports that sleep disruption costs on the order of USD \$1,400 per person per year.⁶

A good night's sleep is the lead factor for promoting resilience, wellbeing and good mental health. Our resilience training delivers a 25% improvement in this factor.



Case Study:
Roche Diagnostics

Roche engaged our South African team to build resilient leadership and support staff through Covid-19. The program focused on mental health, bounce, wellbeing, connection and leadership in adversity. The average resilience ratio improved by 21% and there was a 50% reduction in people at risk (low resilience ratio). The key strength improvements included health awareness, relaxation, fitness, daily practice, nutrition, assertiveness and trust. Key risk reductions include worry, avoidance, fatigue, suffering and immune failure.

“From the initial setup to the execution of the webinars, the team at The Resilience Institute was phenomenal. Very professional and efficient. The combination of the webinars and the Resilience App sufficiently equipped our organization to become resilient and practice resilience during especially trying times last year.”

– Anna-May Golding, Roche Diagnostics.



2.2 Fulfillment: the reason why

Fulfillment has always ranked as a key strength. If someone is fulfilled, they are positively engaged in their role at work. We believe this factor is not only a key to individual wellbeing but also critical for talent retention.

For example, a managing director who has been a vital leader in his organization for many years recently announced his resignation. The organization has been performing well. The managing director explained to us that while he loved his work, his quality of life —specifically sleep, time pressure and relationships — was compromised. It will cost this organization dearly.

Loss of key talent is accelerating with the Great Resignation as millions of employees and professionals are using the disruption caused by the pandemic to seek more fulfilling work. Research shows that 80% of employees are dissatisfied with their jobs.⁷ One of the main reasons for their dissatisfaction is that leadership does not create an environment for personal happiness and fulfillment.

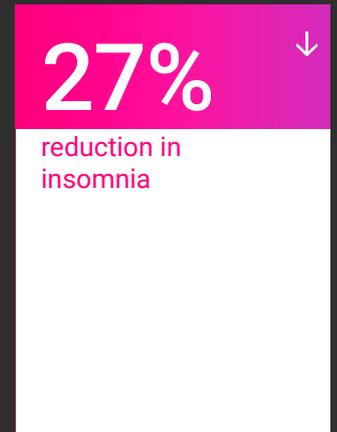
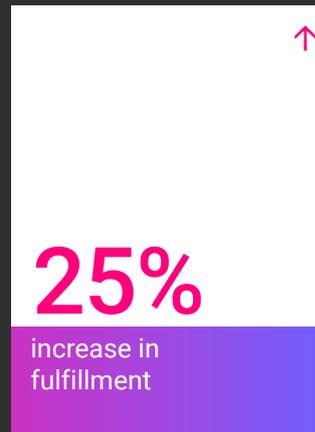
Organizations that clearly articulate their purpose and consider the impact of business on all stakeholders are more likely to build a mission-driven, fulfilled workforce.

Leaders must monitor the Fulfillment of their people. This requires skillful communication and the will to help employees meet their fulfillment needs.



Case Study:
Global Investment Bank

Resilience Institute ran a pilot program for a global investment bank in 2021, amidst major change and disruption. Participants engaged in a live training session, supported by the Resilience App and a digital resource journey. The post-Diagnostic showed a 20% increase in overall resilience. At a factor-level we see a 33% increase in overall health awareness, 25% increase in fulfillment and a 27% reduction in insomnia. Participants slept better and felt significantly more fulfilled after this training experience. The program has now expanded to the wider team.



Resilience ratio increase in a population of professionals across the Asia Pacific region, 2021. n=22

2.3 Bounce hits top three for the first time

Bounce is the base foundation for resilience. When we confront adversity, it triggers awareness, learning and adaptation. In most cases, research shows that even in severe adversity, there is post traumatic growth.⁸ Thus, "bounce," as a learned set of skills, allows us to recover quickly after facing adversity.

Recognizing that humans will bounce and grow from adversity is a liberating idea. This is something we have taught and encouraged since our foundation 20 years ago, and the pandemic has increased the importance of bounce significantly. This is a message of hope for all those wrestling with mental illness.

In our controlled pre-post RDA results (n = 4,456), bounce increases by 19% in female participants and 16% in male participants.

Bounce is strongly related to tactical calm, which increases by 17% and 18% respectively. Contemplation increases by 43% in female participants and 51% in male participants while relaxation increases by 38% and 36%, respectively. The combination of these factors provides a strong foundation for bounce in our resilience solutions.



Bounce is a foundation of resilience in a VUCA environment. It is increasing in importance.

RESEARCH STUDY 2021

Effects of a Resilience Course on Perceptions of Work Life Balance for Technical Leaders in a Pandemic

Liza Kotar, Dr Ben Zoghi (Texas A&M University), Dr Michele Norton (Texas A&M University) and Brad Hook (Partner, Resilience Institute).

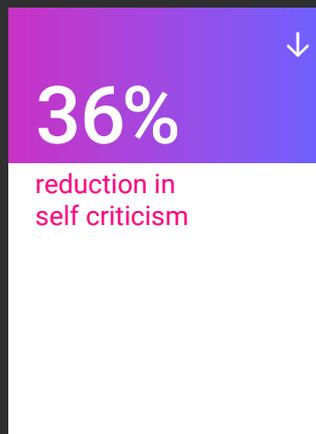
The goal of this study was to discover if a more resilient workforce enables professionals to perform better, improving well-being, productivity, and satisfaction. The study investigated the impact of resilience training through the pandemic. Resilience concepts were presented along with practical strategies and discussion to create relevance for individual students. The analysis included improvements in Resilience Diagnostic and interviews. Findings show an increase in positive coping such as tactical calm and bounce in adversity (53.33%). Self-criticism decreased by 36.36%. All participants' resilience ratios increased. There was a positive effect on perceptions of work-life balance after receiving resilience education.

For the study overview, please see link in the Appendix.

Study lead, Liza Kotar, is a healthcare consultant with a background in crisis communication. She is an international researcher and Fulbright program finalist.



She holds a Master of Science in Recreational Therapy, a Bachelor of Arts in Business, History and Literature and is an accredited Resilience Institute consultant, based in Seattle, USA.



2.4 Relaxation permission to be resilient

Amidst increasing complexity and intensity, the ability to make time for relaxation becomes critical to our wellbeing and effectiveness.

There are many ways to relax, including contemplation, time in nature, massage, music and more. The key is that one does it as a daily practice. Our VUCA environment triggers the sympathetic nervous system, causing distress that may be experienced as fear or frustration. Excess sympathetic arousal leads to physical, emotional and mental distress.

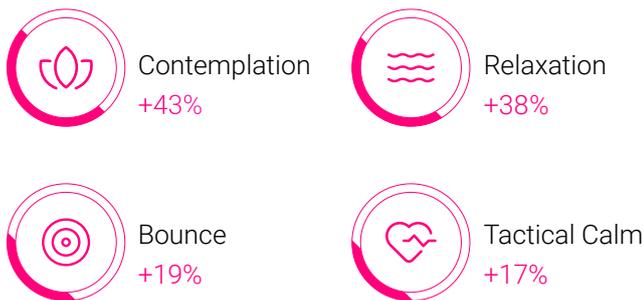
The pressure to perform mixed with anxiety, self-critical thinking, anger and perfectionism create an

explosive cocktail of distress symptoms in today's work environment. Relaxation activates the parasympathetic nervous system. Specifically, by engaging the ventral Vagus Nerve fibers, we activate the calm, control and connect response, as described in Polyvagal Theory.⁹

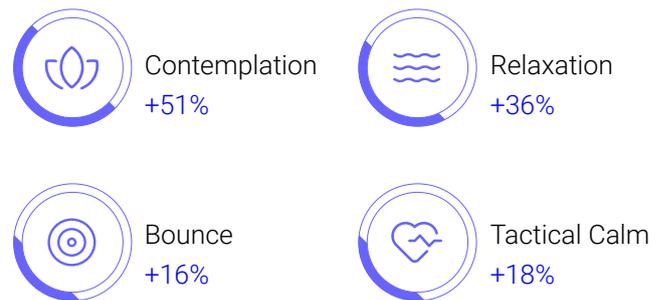
Bounce, relaxation, tactical calm, and contemplation are all critical factors for achieving performance with care.

Our pre-post analysis of 4,456 people shows that stress mastery is the area of greatest gain for participants. The percentage gain is shown for female and male participants below:

FEMALE (n = 2,405) % – Growth Strength Factors



MALE (n = 2,046) % – Growth Strength Factors

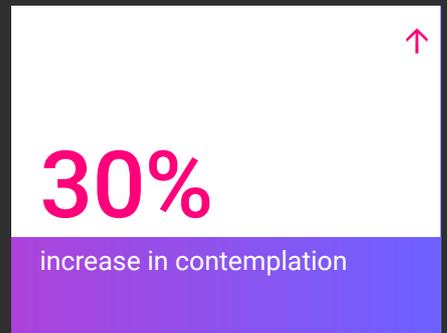


Improvements in relaxation factors, post-resilience training. n=4,456

The key to sustainable performance is regular, disciplined relaxation. People need training to master it. When they do, the impact is dramatic.

Case Study:
Global Food Processing Company

The training program consisting of the Resilience App, Diagnostics and webinars was designed to support the this European organization's human resources team. Despite the seriously challenging Covid context, the team achieved a 25% increase in overall resilience.



2.5 Focus the key growth enabler

“If we want to do what matters in any domain – any context in life – we have to be able to give attention to the right things ... If we can’t do that, it’s really hard to do anything.”

— Johann Hari, *Stolen Focus: Why You Can't Pay Attention*

Focus has consistently tracked in the top three factors as a differentiator for high levels of resilience. In a sleep-deprived and digitally invasive world our focus—or attention span—has been fragmented. The average adult switches attention every 3 minutes and the average young person switches every 18 or 19 seconds.¹⁰

The inability to focus is the subject of a new (and highly recommended) book, *Stolen Focus*.¹¹ Focus, a mental skill, is the enabler for almost all growth. Usually, we have little awareness of how distracted and attention disordered we are. Loss of Focus is a hidden threat to wellbeing and performance.

Protecting our focus and building the capability to hold focus on what matters is a key to resilience. Focusing on a clear goal is a pre-requisite for flow and the 500% productivity gain¹² that follows. When interrupted by an e-mail, tweet or notification, it can take 30 minutes to regain the focused engagement required for flow. If productivity is the goal, focus is the enabler.

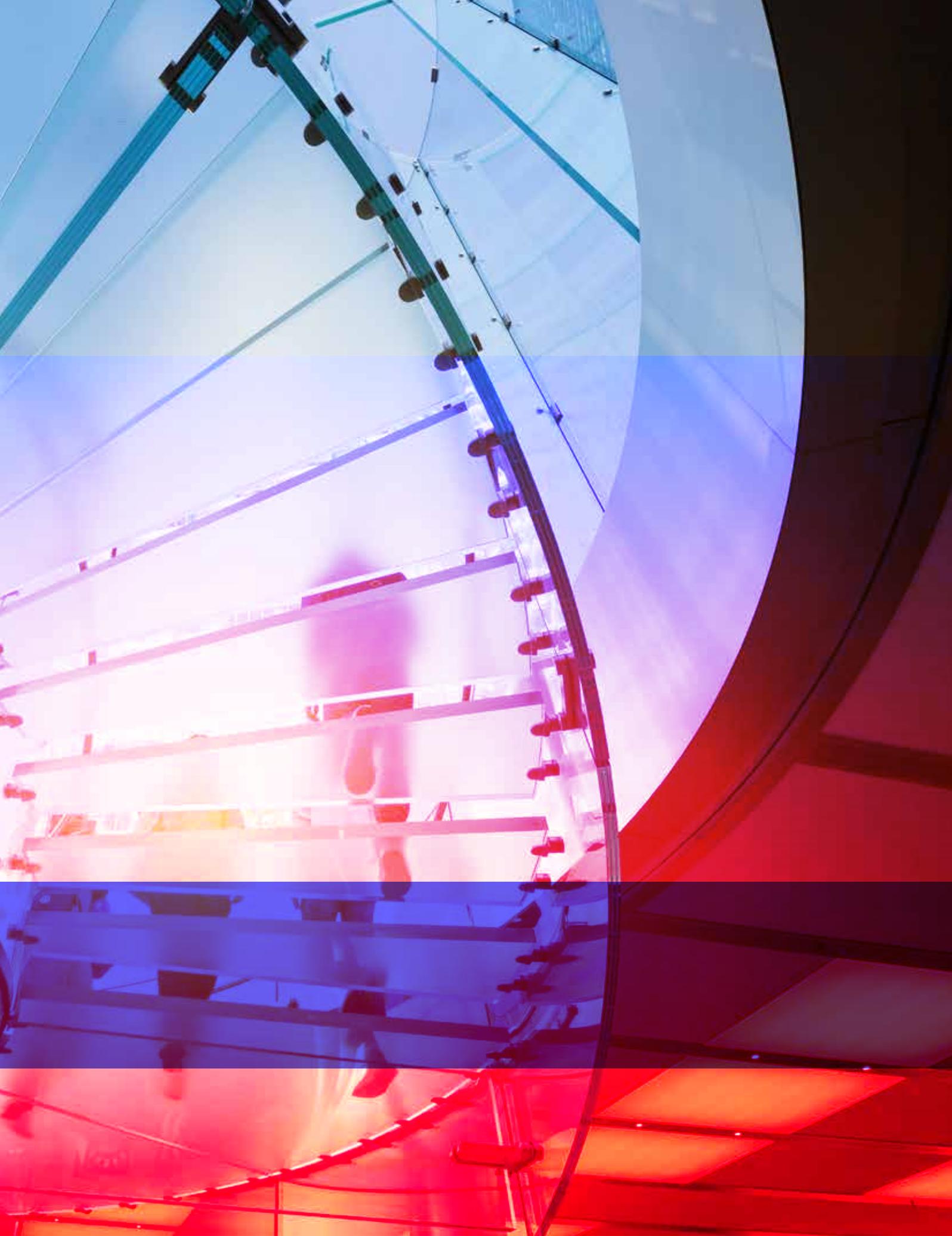
At the opposite end of the spectrum from flow are attention disorders. They have increased at an alarming rate. The symptoms are similar to those from sleep deprivation. Loss of focus is a component of some mental illnesses. In anxiety disorders, the mind is drawn into repetitive worries about the future. In depressive

disorders, the mind is drawn into cycles of rumination about the past. In both cases, the person cannot focus on the present moment. Both worry and rumination are the top two risks that define low resilience scores.

In our pre-post-controlled studies, focus increases by 11% in female and 10% in male participants. Building deep, sustained attention is hard work. In our complex world, this is an important skill for development.



Understanding focus and being able to sustain focus on what matters remains a consistent behavior for high performing people.



Case Study:
Education Sector

Springfox, our partner in Australia, has supported the Education Sector through the challenges of Covid-19 – online teaching, isolation, personal challenges and student distress. The leading challenges were overload, confusion, fatigue, self-criticism and sleep. The program included a pre and post Resilience Diagnostic assessment supported by six weeks of virtual training. Their resilience ratio increased from 1.60 to 1.95 for a matched sample of 446 participants, securing a 22% growth in resilience.



“A great blend of knowledge, research and personal connection to resilience concepts that made it very relatable. Practical exercises in building resilience were not just offered but able to be practiced on the day. I would certainly recommend this course to colleagues and particularly to all leaders and educators.”

— Deputy Principal

“Everything was relatable and easy to understand. Little tips and tricks were easy to become part of daily life.”

— Education Support Staff

“This program has been truly life changing. Not only do I feel like I am now a more effective educator and professional, I feel I have better self-awareness of where I am in my life’s journey.”

— Classroom Teacher

Leadership recommendations

What our data says about the most effective practices:

 Secure sleep (quantity, timing and quality)

 Focus with intensity and single-mindedness

 Find fulfillment in work and life

 Be intentional about reducing worry

 Contemplate (meditate, reflect, pray) daily

 Avoid ruminating on the past

 Work on fitness five days per week

 Master fatigue (get sufficient sleep and ample rest)

 Cultivate bounce (forward fast)

 Beat anxiety (relax and contemplate)

 Take time to relax daily

 Counter and reframe apathy

Case study:

National Lotteries Commission

Having gone through a devastating Covid-19 outbreak in 2020, NLC (South Africa) sought to equip employees with the skills to face adversity, connect with each other, communicate better and promote self-care and wellbeing. The training included 171 participants and we noted excellent engagement in our Resilience App.

Risks including self-criticism, fatigue, hypervigilance, sadness and insomnia reduced significantly. Strengths including sleep quality, relaxation and contemplation improved significantly. Despite the turbulent context, employees were able to increase meaning and commitment to their own wellbeing.

“Their flexible, consultative, accommodative, execution and delivery style has not only met but exceeded our expectations. Their work is conducted in a professional, impeccable manner, on time, within budget and has added immense value to NLC.”

— Ms Khau Moloko, Human Capital Senior Manager.

3. Connection. The next frontier of leadership

Connection is demanding. Covid-19, remote work and the Great Resignation have stretched leaders' ability to connect. While remote work serves productivity goals, we hear from senior leaders how exhausting virtual leadership has been. Connection includes performance and care.

When teams connect effectively, they collaborate more. Cross-fertilization of ideas, innovation, accelerated decision-making and execution improve. Team flow is productive and rewarding. To achieve productive collaboration, leaders must build emotional intelligence.

Critical Connection Strength Factors

% – Growth

Assertiveness	16%
Trust	16%
Influence	16%
Compassion	12%
Presence	11%
Empathy	10%

Improvements in connection factors post-resilience training. n=4,456

The critical factors include presence, assertiveness, empathy, trust, influence and compassion. These factors take considerable focus and energy to develop and activate. When stretched or fatigued, they fade. When someone shows presence, empathy, assertiveness, influence, trust and compassion it is quite different to someone distracted, self-absorbed, withdrawn and suspicious.

The paradox in our research is that this cluster of factors rates lower in importance than personal resilience. The gains achieved in these factors is not as marked as for relaxation, fitness, sleep and bounce. We believe that the bounce and physical factors of resilience are well established and promoted. Connect factors will be the next frontier for leaders to master.

Positively, after resilience training, we see significant growth in connection-related factors, as shown on the previous page, both for female and male participants.

When we integrate these connect factors, our emotional intelligence and influence capabilities increase significantly. We welcome the need to articulate these skills more effectively and encourage leaders to embrace the opportunity.

There is much to learn about these skills. There is no doubt that they can transform life, work and leadership. They underpin 85% of great leadership. They are twice as important as the cognitive and technical skills in your workforce.¹⁴

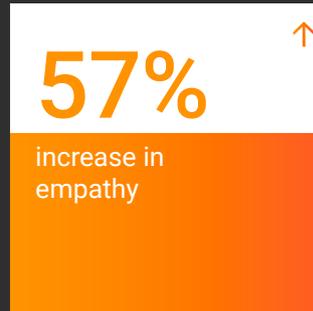


Connect factors define leadership and virtual team success. They make performance with care possible.



Case study:
Global Food Manufacturer

Our Australian partner, Springfox, ran a four-month resilience training program for 75 leaders and 150 people managers through the Covid-19 period and the challenges of demand, hybrid work and loss of trust. The resilience ratio increased from 1.95 to 2.38 for leaders and 1.67 to 2.07 for managers. They achieved significant growth in factors supporting connection.



“[My] aspiration for this [Resilient Leaders Program] is to do the right thing for our people. It will help them do good in the world and hopefully we will get a business benefit from it.”

— Managing Director



“Excellent program. In three months my diagnostic report shows considerable improvement. The team at Springfox provided a fun and highly professional environment to take us on the Resilience learning journey. They set high challenge with high support and it gives me clarity in the practical ways I can develop my leadership style and build trust”

— Resilient Leaders Program participant

4. Gender, Age and Resilience

In the context of this report, we define gender based on the selection made by participants upon submitting their Resilience Diagnostic. Study participants self-selected their preferred gender, and that is the gender used for purposes of our data. Our 2022 report features a roughly even gender mix (12,166 male and 11,793 female). It

shows that female participants have lower resilience ratios (1.67) than male participants (1.80) on average. *The group who self-selected "other" as their preferred gender was too small to be statistically significant. However, their average resilience ratio was 1.78 and their growth after training was 28.6%.*



There may well be gender differences in how we assess resilience but it is clear that the gaps can be closed with the right training.

4.1 Gender differences

Most studies show that women have lower resilience scores on self-assessment but women and men may express resilience in different ways. Over the past decade, our research shows female participants score higher across risk factors such as distress symptoms, fatigue, and self-doubt. However, they outperform males in contemplation, compassion, and positivity.

Women may equate resilience with the need to suppress their emotions at work. There is also a possibility that men are better at hiding their vulnerabilities and thus appear more resilient.¹⁵

Even if this is true, resilience is learnable and can be acquired through deliberate practice. Our training closes the gap, as demonstrated below:

Strength factors	Male Average	Female Average	Difference	Percentage	Female Growth	Male Growth
 Assertiveness	3.64	3.29	0.35	9%	18%	14%
 Impulse control	3.43	3.13	0.30	7%	16%	14%
 Tactical calm	3.48	3.09	0.29	7%	17%	18%
 Bounce	3.35	3.08	0.27	7%	19%	16%
 Decisiveness	3.74	3.47	0.27	7%	12%	9%
 Fitness	2.64	2.38	0.26	6%	36%	38%
 Focus	3.55	3.36	0.19	5%	11%	10%

The table above reveals key resilience factors where female scores lag behind. However, the growth column demonstrates that women gain more through our interventions on these specific factors. The green

shading highlights factors key to high levels of resilience. There may be differences in how women perceive and express resilience but there is meaningful change in both perception and behavior when looking at growth.

Case Study: Engineering Services Company

A six-month online resilience training journey was delivered as part of a global leadership program for this European organization in 2021. Key elements included Resilience App access and live webinar training sessions. Chronic distress reduced by 28% and self-criticism by 23%. Contemplation increased by 23%.

28%



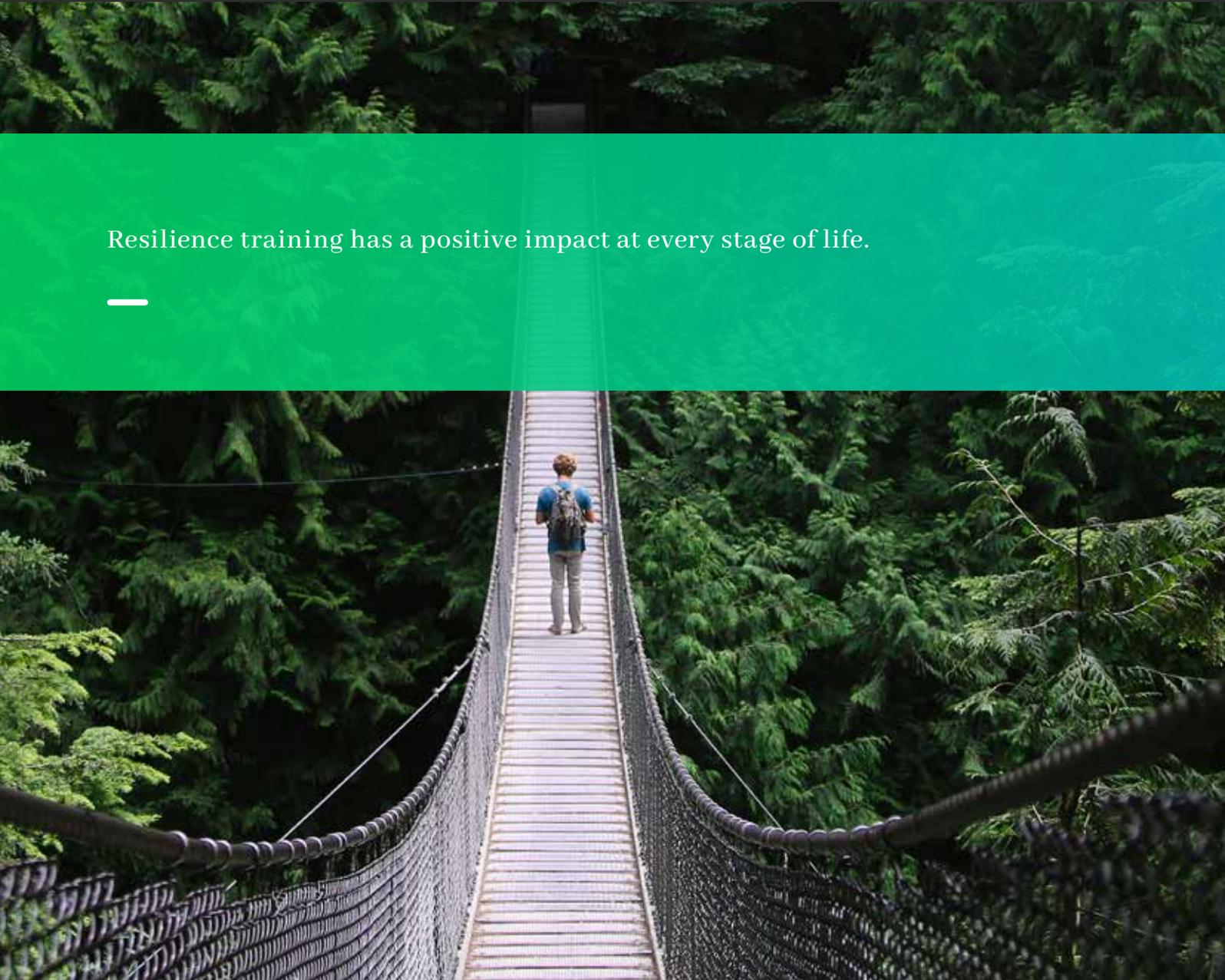
decrease in
chronic distress

23%



increase in
contemplation

Resilience training has a positive impact at every stage of life.



4.2 Resilience increases with age



Age is again an important factor. In previous reports we have demonstrated clearly that resilience increases naturally with age.

However, resilience can be learned. The table below shows the average pre-training Resilience Ratio and the growth achieved after Resilience Institute training.

Growth in resilience peaks in the 40s. This is a time of increased responsibility, both at work and home, presenting many opportunities to test and practice resilience.

Resilience training has a positive impact at every stage of life.



Age group	n	Average Res Ratio	Growth after training
Below 30	2,967	1.56	25%
30-39	7,565	1.64	25%
40-49	7,714	1.77	27%
50-59	4,546	1.88	23%
60-69	1,073	2.02	23%
70+	125	2.05	15%

Is resilience training the answer to healthy aging?

If we look at the gains in contemplation, relaxation, fitness, health awareness and sleep quality, we can be confident that resilience training has a marked impact

on healthy aging. These are the well-proven factors that prevent disease, improve mental health, increase wellbeing and contribute to longevity.

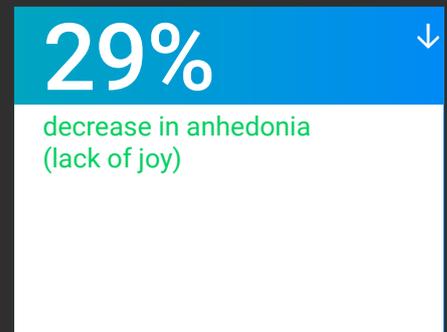
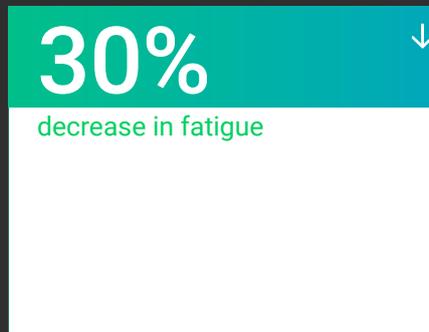
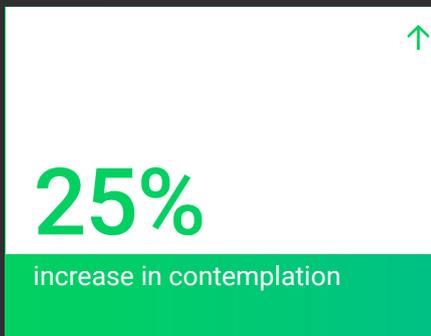
Critical Wellbeing Strength Factors	% – Growth
Contemplation	44%
Fitness	38%
Relaxation	37%
Health Awareness	31%
Sleep Quality	25%
Daily Practice	19%
Bounce	19%
Nutrition	18%
Tactical Calm	18%
Positivity	15%

Improvements in longevity factors, post-resilience training. *n*=4,456

If our goal is to retain talent and for older people to remain active and engaged in work, resilience training might be the solution.

Case Study:
Global Packaging Company

In a six-month virtual program for senior executives of a complex business based in Saudi Arabia, a controlled sample of participants increased their resilience from 1.88 to 2.27 for a 21% growth in resilience.



With the Great Resignation in play, a resilient culture attracts the right people, accelerating the performance of younger staff and leveraging the skills and experience of older staff.



6. CEO and Board Considerations

Resilient people drive resilient organizations. Multiple studies across the globe are indicating that resilience is a strategic priority for both the CEOs and Boards of organizations today.

The challenges have never been greater— Covid-19, regional conflict, climate threats, the Great Resignation, inflation and supply chain issues. People are under pressure. Mental health and wellbeing is tested. To combat this, organizations must find a way to attract, develop and retain resilient people.

This report has shown which human factors really matter: sleep quality, fulfillment, bounce, relaxation, and focus. We have demonstrated that an evidence-based, integral and practical resilience solution can rapidly drive positive change. Key measures of resilience improve significantly with an investment in assessment and training.

To offer a comprehensive example, we show a controlled group of 75 CEOs who completed a program with us during 2021. These programs were run through multiple disruptions by Covid-19 and the associated lockdowns. It was a difficult time for these leaders and their businesses.

The program involved a pre-program diagnostic, two half-day training sessions, our digital support app, individualized learning journeys, micro-learning resources, a chatbot coach, and a post-program diagnostic six months later. The sample is controlled to ensure that only those who completed the program and both assessments are included. The resilience ratio improved from 1.5:1 to 1.81:1, for a 21% improvement in resilience. An entire population of executives has become more resilient.



TOP 10 STRENGTH INCREASES

Contemplation	28%
Relaxation	26%
Fitness	21%
Sleep Quality	19%
Health Awareness	17%
Emotional Insight	15%
Daily Practise	11%
Presence	10%
Fulfillment	10%
Assertiveness	9%

TOP 10 RISK DECREASES

Mental Fatigue	-24%
Hypervigilance	-22%
Rumination	-20%
Insomnia	-18%
Sloth	-16%
Attention loss	-16%
Self Critical	-14%
Angst	-13%
Distractibility	-12%
Immune Failure	-11%

Improvements in cohort of CEOs, post-resilience training. n=75

This is performance with care. When you increase the strengths available to your people and reduce the risks

that compromise performance, you build organizational resilience.



Conclusion

This report demonstrates that resilience can be learned and developed but that like building a muscle, doing so requires intentionality. Our pre- and post- diagnostic data provides evidence-based insights of the shifts that can be made from building resilience. The positive transformation resulting from the experience of building resilience helps people bounce, grow, connect and flow.

The organization that fosters resilience yields a motivated and engaged workforce, with salutary benefits for both the employees and the organization. Given the challenges we face today, resilience is an imperative. Embed it in the DNA of your organization.

Our Recommendations to the Board seeking to build resilience



Initiate resilience from the Board and executive team



Initiate resilience training, which can be face-to-face, digital or a blend of the two



Executives and leaders must 'walk the talk' and share their journeys



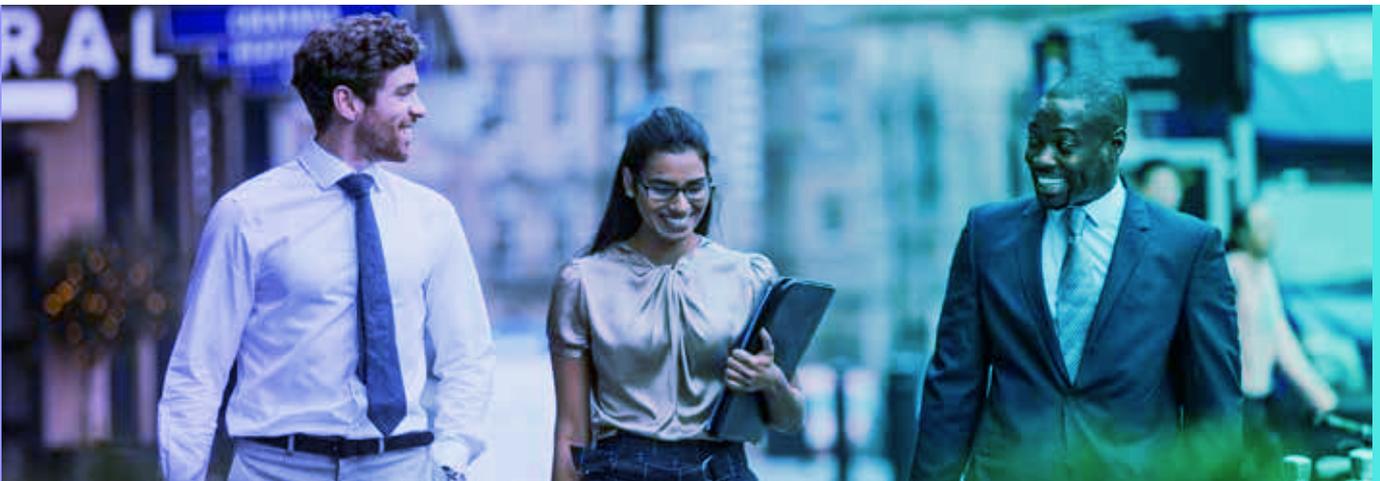
Measure the impact of training on a yearly basis



Be sure to have a measure so that you can identify your priorities



Be prepared to invest in and support your resilience program for at least three years



Acknowledgements and Gratitude

We acknowledge and thank the organizations who work with us as leaders in a movement to deliver performance with care. We thank our teams around the world for the hard work they do to build resilient people for resilient organizations and a resilient planet.



For a list of our 2022 Global Report Contributors and detailed data tables visit



resiliencei.com/research/2022-report



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