

RESILIENCY FOR BUSINESS LEADERS

What Leaders Must Do to Support a Resilient Workplace	<ul style="list-style-type: none"> ▪ Cultivate resiliency in the workplace ▪ Create appropriate systems (policy, procedures) ▪ Have good communication skills ▪ Ability to make plans and carry them out ▪ Managing strong feelings ▪ Trust ▪ Develop systematic ways to manage and retain knowledge
Top Factors That Greatly Reduce Resilience in Individuals and Organizations	<ul style="list-style-type: none"> ▪ A hostile atmosphere ▪ An atmosphere which tolerates personal attacks, threats ▪ Being asked to perform personal tasks that may be unethical ▪ A defensive atmosphere ▪ Threats to job security ▪ Unclear expectations ▪ Conflicting expectations ▪ Lack of personal control ▪ Poor communication ▪ Work overload ▪ Authoritarian organization (employees are closely monitored, organizational politics, power oriented, hierarchy, failure punished) <p style="text-align: right;"><i>Center for Organizational Effectiveness Spring, 1999</i></p>
How Can I Support My Employees in becoming More Resilient?	<ul style="list-style-type: none"> ▪ By allowing them to take risks with new behaviors and by creating a work environment which will support resiliency ▪ By changing your views and habits ▪ Changing your thinking and actions ▪ Becoming more resilient yourself ▪ Identify employee stressors and address them as soon as possible ▪ Appreciate employee accomplishments daily ▪ Practice good stress management ▪ Use emotional intelligence ▪ Lead transitions and change ▪ Support a learning organization
Programs That Foster Resiliency	<ul style="list-style-type: none"> ▪ Flexible work hours ▪ Telecommuting options ▪ Shared work arrangements ▪ Employee Assistance Program (EAP) assessment and counseling ▪ Work/life resource and referral ▪ Fitness promotion ▪ Health risk appraisals ▪ Stress management ▪ Encouragement of outside activities, e.g. volunteering

***Remember-The More Resilient YOU Are,
The Better You Will be Able to Support Others and Foster a Resilient Environment***

Qualities of a Resilient Organization

- Corporate mission
- Positive corporate culture
- Connect employees to mission and values of organization (gives meaning to daily work)
- Align individual and corporate values
- Accept and encourage change, proactive
- Promote organizational learning
- Elastic and adaptive
- Clarity of purpose
- Forward thinking
- Positive, can-do mind-set, “adversity as opportunity”
- Recovers rapidly from adversity
- Listens to complainers
- Environment of support, trust, and open communication
- Partnering and strategic alliances

A resilient “bounce back” team not only provides a better service but also knows how to support each other through times of challenges and crisis.

Dan Johnston, [Lessons for Living](#)