RE-SILIENCY IN THE WORKPLACE:
THE RESILIENT EMPLOYEE

Karen D. Lloyd, PhD, LP
Senior Director, Behavioral Health
HealthPartners
Employee experience

- Stress comes *from* work
- Stress comes *to* work
# Stressors

<table>
<thead>
<tr>
<th>Work</th>
<th>Home</th>
</tr>
</thead>
<tbody>
<tr>
<td>Realigning</td>
<td>Marriage</td>
</tr>
<tr>
<td>Down sizing</td>
<td>Children</td>
</tr>
<tr>
<td>Expectations</td>
<td>Divorce</td>
</tr>
<tr>
<td>Promotion</td>
<td>Family health</td>
</tr>
<tr>
<td>Demotion</td>
<td>Personal health</td>
</tr>
<tr>
<td>Transfer</td>
<td>Extended family</td>
</tr>
</tbody>
</table>
Today’s work environment

- Complex
- Demanding
- Always changing
Impact of stress on employees

3.6 highest stress level considered

25% reported increased stress

4.9 average stress level

20% rate their stress as extreme

10 = high stress

0 = low stress

2012 Stress in America™ survey
Leading sources of stress

Money: 69%
Work: 65%
The economy: 61%
Family responsibilities: 57%
Relationships: 56%
Family health: 52%
Personal health: 51%
Coping with stress

<table>
<thead>
<tr>
<th>Sedentary coping</th>
<th>Problematic coping</th>
</tr>
</thead>
<tbody>
<tr>
<td>48% listen to music</td>
<td>25% eat</td>
</tr>
<tr>
<td>40% read</td>
<td>13% drink alcohol</td>
</tr>
<tr>
<td>34% watch TV</td>
<td></td>
</tr>
</tbody>
</table>

52% exercise
Unhealthy coping
The behavioral health impact

Mental health + Chemical health

= Behavioral health
The mental health impact

25% of U.S. adults have a mental illness during a one year period

Many are undiagnosed or under treated
The mental health impact

More than 54 million Americans have a mental health disorder in any given year

Fewer than 15 percent of Americans seek help for those disorders

Presenteeism takes a larger toll than absenteeism
The impact of depression

Depression and chronic medical conditions are closely related:

– Chronic diseases can exacerbate depression
– Depressive disorders can lead to chronic diseases
The impact of depression

Depression and other mental illnesses are closely tied to poor outcomes:

- Diabetes
- Coronary artery disease (CAD)
- Obesity
Impact of depression on employees

2-4% of employees have major depression

17% of adults have at least one episode of depression in their lifetime

Up to half will utilize short term disability due to depression
Impact of depression on employers

- Total economic burden in 2000: $83 billion
- 62% of economic loss is due to low productivity
- Loss equivalent to 27 work days due to low productivity
The chemical health impact

• Among full-time employed adults (monthly):
  – 8.2% used illicit drugs
  – 8.8% used alcohol heavily
The distressed employee

- Easily overwhelmed
- Makes poor choices
- Careless
- Withdrawn
- Irritable
- Tense
- Distracted
- Pessimistic
- Lack of focus
- Highly reactive
The resilient employee

- Alert
- Engaged
- Eager to learn
- Energetic
- Positive attitude
- Proud
- Detail oriented
- Makes good choices
Healthy coping
Whole-person well-being

Leads to whole person well-being

Emotional
Conclusions

- Stress comes to work and stress comes from work – diverse causes, but common solutions
- 20 percent of employees rate their stress as extreme – this is associated with low productivity
- A healthy lifestyle includes – healthy physical, emotional and social habits
- Some need EAP support or treatment for depression or substance abuse – stress can cause these conditions or worsen them
- Healthy habits are contagious – employees influence each other to adopt positive coping
THANK YOU
References

• Highlights of American Psychological Association Stress in America™ at APA.org
• Stewart, et al, JAMA, June 18, 2003, pp-3135-3144
• Greenberg et al, Journal of Clinical Psychiatry, 64:12, December 2003
RE-SILIENCY IN THE WORKPLACE: THE RESILIENT COMPANY

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HealthPartners
Resilience is...

“The positive ability of a system or company to adapt itself to and withstand stresses of ‘environmental loading’...a fundamental quality found in individuals, groups, organizations, and systems as a whole.”

Adapted from: Horne and Orr, 1998
Resilience is ...

- Transforming situations
- Tapping into hope
- Taking on challenges
- Responding positively
- Bouncing back
Resilience is...Important

- Strain and tension is unavoidable
- Performance is tied to pressure
<table>
<thead>
<tr>
<th>Personal (at home)</th>
<th>Professional (at work)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Physically energized (healthy behaviors)</td>
<td>• High work demands</td>
</tr>
<tr>
<td>• Mentally focused (healthy thinking)</td>
<td>• Management and leadership support</td>
</tr>
<tr>
<td>• Emotionally connected (work-life balance)</td>
<td>• Control of work</td>
</tr>
<tr>
<td>• Spiritually aligned (clear vision, beliefs, values)</td>
<td>• Relationships</td>
</tr>
<tr>
<td></td>
<td>• Leadership behavior</td>
</tr>
<tr>
<td></td>
<td>• Expertise</td>
</tr>
</tbody>
</table>
Performance and pressure

- Performance
- Level of Pressure
- Minimum
- Average
- Maximum
- Fatigue, poor judgment and decision making
- Exhaustion, serious health problems, breakdown, burnout
Building resilience

• Minimizing disruptions
• Optimizing performance
<table>
<thead>
<tr>
<th>Properties</th>
<th>What does it mean?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robustness</td>
<td>Strength to withstand a given level of stress</td>
</tr>
<tr>
<td>Redundancy</td>
<td>The extent to which functions that have been damaged can be replaced or substituted</td>
</tr>
<tr>
<td>Resourcefulness</td>
<td>The capacity to identify problems, establish priorities, and mobilize resources when disruption occurs</td>
</tr>
<tr>
<td>Rapidity</td>
<td>The capacity to meet priorities and achieve goals in a timely manner</td>
</tr>
</tbody>
</table>
## Resilience dimensions

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>What does it mean?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical</td>
<td>The ability of physical systems to perform at acceptable levels</td>
</tr>
<tr>
<td>Organizational</td>
<td>The capacity of the organization to make decisions and cope when dealing with strain and crises</td>
</tr>
<tr>
<td>Social</td>
<td>Measures designed to prevent or lessen the extent the company and its people suffer negative consequences</td>
</tr>
<tr>
<td>Economic</td>
<td>The capacity to reduce both direct and indirect economic or financial losses resulting from strain or crises</td>
</tr>
</tbody>
</table>
# Actions to optimize performance

<table>
<thead>
<tr>
<th>Category</th>
<th>Redundancy</th>
<th>Resourcefulness</th>
<th>Robustness</th>
<th>Technical</th>
<th>Organizational</th>
<th>Social</th>
<th>Economic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical</td>
<td>Back up</td>
<td>Resources</td>
<td>Sustain operations</td>
<td>Damage avoidance</td>
<td>Backup resources to sustain operations</td>
<td>Plans and resources to provide for worker needs</td>
<td>Optimal time to return to pre-event function level</td>
</tr>
<tr>
<td>Organizational</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social</td>
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<tr>
<td>Economic</td>
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</tbody>
</table>
What about health?

• Employee health is dependent on the workplace being a supportive environment
• Well-being at work increases productivity and attendance
Workplace well-being

Gallup poll indicates that employees who are engaged with their work exhibit:

• Lower turnover
• Higher sales growth
• Increased productivity
• Better customer service
• Superior overall performance
Workplace well-being

- Resilient employees and teams are at the center of healthier workplaces

- The need for flexible and supportive workplaces will be even more critical if companies are to thrive in a rapidly changing environment
<table>
<thead>
<tr>
<th>Individual</th>
<th>Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotes health, well-being, energy</td>
<td>Respect for co-workers</td>
</tr>
<tr>
<td>Reduces health risks</td>
<td>Manage personal and team energy</td>
</tr>
<tr>
<td>Managers and leaders pay attention to staff</td>
<td>Bring flexibility into work schedules;</td>
</tr>
<tr>
<td>well-being</td>
<td>let co-workers come up with solutions to</td>
</tr>
<tr>
<td></td>
<td>work-life issues</td>
</tr>
</tbody>
</table>
The business value

- Company investment in health
- Safe work environment
- Inspiring social environment
- Relationship with local community
- Healthy products and/or services
- Vital and resilient employees
Take action together

**Employees can:**
- Be active
- Take notice
- Give or volunteer
- Connect with others
- Continue learning

**Employers can:**
- Create safe work environment
- Promote healthy behavior
- Create psychologically healthy workplace
- Promote social cohesion

**Create a healthy workplace with:**
- Good work
- Good physical health
- Good emotional health
- Good relationships
- Good communications

**Build healthy businesses with:**
- Reduced absenteeism
- Improved engagement
- Increased productivity
- Higher retention rates
- Lower recruitment costs
- Enhanced brand image
Action steps

**Employees**

- Be active
- Take notice
- Give/volunteer
- Connect with others
- Keep learning

**Employers**

- Get people moving
- Nurture sensitivity
- Encourage generosity
- Foster community
- Promote learning

*Transparency, legitimacy and representation*
Company resilience

- Proactive employees
- Influence change
- Clear communications
- Clear mission, goals and values
- Non-judgmental environment
- High performance
- Emphasis on learning
- Employee diversity
Resilience

**Prevent**
- Unclear expectations
- Threats to job security
- Lack of personal control
- Hostile environment
- Defensive atmosphere
- Unethical environment
- Lack of communications

**Protect**
- Open communications
- Supportive colleagues
- Clear responsibilities
- Ethical environment
- Sense of control
- Job security
- Supportive management
- Connectedness among departments
- Recognition
Conclusions

• **Employees are a critical** asset to the company

• **Whole person health is a key** ingredient of resilience

• **Resilience protects the company**—through its primary human assets

• Resilience is about *minimizing disruptions and optimizing performance*—which is linked to health and well-being

• Employees and employers *need to work together* to create healthy companies and employees
THANK YOU

The bamboo that bends is stronger than the oak that resists.
References


• Business in the Community. Business action on health. www.bitc.org.uk

• Business in the Community. WorkWell. www.bitc.org.uk

Questions