

At-a-glance: Creating resiliency in the workplace

Benefits of being resilient in the workplace

Building a resilient organization requires having resilient employees. Supporting resiliency may be fruitful for many reasons and may allow for employees to adapt to life's misfortunes and setbacks. Having resiliency may help employees: see past problems, find enjoyment in life and better handle stress.¹



Understanding the keys to resilience

The seven “keys” are the skills and traits that can support resiliency in the workplace and beyond. These keys are not learned all at once, nor do they function independently of one another. As one capacity develops, the others tend to follow.

Flexibility—the ability to let go of rigid expectations (i.e. allowing flexible schedules, work expectations)

Adaptability—the ability to adjust to change

Self-esteem—having a healthy, positive sense of self

Self-efficacy—having faith in oneself (i.e. to learn, adapt)

Emotional regulation—the ability to experience or witness emotions with some degree of detachment (i.e. remaining calm in a tense conversation or situation)

Positive coping strategies—being inclined to favor thoughts and actions that support positive outcomes

Mindfulness—the ability to be fully present and more intimately aware of ourselves and our surroundings

Non-judgmental mind—the ability to resist automatic judgements, to be curious and accepting of our differences

Strong relationships—being connected to others in ways that are mutually supportive and dependable



Resiliency

The capacity to withstand or recover quickly from difficulties



Going deeper: the value of resilient employees

Work can be the most common source of stress and anxiety for many employees. Aided by technology and a reluctance to take time off, the pace of work today leads many to feel overwhelmed. Resilience training in the workplace may be used to address these issues and may have the following benefits:

- **Enhanced productivity**—resilience training may help teach employees how to better focus their attention on the “here and now” and on challenges that may be solved. The ability to compartmentalize, and acknowledge what is outside of our control, are key components to staying productive during challenging times.
- **More adaptive response to stress**—Response flexibility is at the heart of resilience training. It enables employees to step back, reflect and have useful responses to stressful stimuli rather than an emotional “reaction”—helping to create a more calm and positive work environment
- **Smoother organizational change**—Employees who adopt the keys to resilience may be better equipped to handle organizational change. They rely less on outside circumstances to determine their emotional well-being and focus on proactive ways to respond to uncertainty and change.



How to create a supportive resilient workforce:

- **Understand your employees**—resilient employees make resilient organizations. People who feel supported, motivated, and equipped are best positioned to overcome obstacles and distractions.
- **Engage your leadership**—Employees are more likely to participate in resiliency programs when they feel supported and encouraged by their leadership, and when middle management and senior leadership participate in the program themselves.
- **Resiliency Training**—in a dynamic work environment, resiliency elevates job performance and work engagement.
- **Create a resilient culture**—organizational culture has many layers. It is ultimately built on principles of empowerment, purpose, trust, and accountability. Building or improving a resilient culture is strengthened by a company-wide statement showing support for employees and a commitment to addressing resiliency
- **Improve the work environment**—flexibility is important whether your employees are onsite or remote. Consider allowing autonomy, rewarding good work, and providing access to services that support behavioral health. Allow flexible schedules if possible and set reasonable work expectations.²

A successful health & well-being program takes a holistic approach and acknowledges that health & well-being goes beyond physical health and encompasses strategies to create a worksite that supports employees to thrive. UnitedHealthcare offers solutions, tools and resources that can support the mental well-being of your employees. For additional resources, please work with your UnitedHealthcare team.

¹ Mayo Clinic. www.mayoclinic.org. Resilience: Build Skills to endure hardship. July 2022. Accessed May 2023.

² Center for Workplace Mental Health. www.workplacementalhealth.org. Resilience: A Strong Workforce Needs It. 2023. Accessed May 2023.