DEFINING RESILIENCE

Personal skills and processes used to:

• Reduce stress
• Perform well under pressure
• Learn continuously
• Maintain work-life balance

Do You Bend or Break?
TOPICS

Overview
Are We Building Resilience?
Identifying Solutions
Committing to Improvement
Q&A

For Polling, Text: mindybostick967 to 22333
Headquartered in Atlanta, GA

100% employee owned

Who we are:
local roots
mid-sized firm
full spectrum of expertise

25 Offices in the Americas
28 Offices in the EU
21 Offices in ME/AP
CAPABILITIES

North Highland has eight core consulting capabilities that span strategy through delivery.

- Strategy & Advisory
- People & Change
- Marketing & Design
- Data & Analytics
- Technology
- Process & Business Analysis
- Program & Project Management
- Professional Staffing
RESEARCH OVERVIEW

Disruptions are constant and accelerating and organizations are finding it difficult to respond and be resilient.
ARE WE BUILDING RESILIENCE?
Disruptions are constant

Is your organization currently experiencing a disruption?

Majority of companies experienced a disruption

58% say individuals are deeply and very deeply affected

How deeply has the change affected the workforce?

Disruptions are constant

Is your organization currently experiencing a disruption?

Majority of companies experienced a disruption

58% say individuals are deeply and very deeply affected

How deeply has the change affected the workforce?

Disruptions are constant

Is your organization currently experiencing a disruption?

Majority of companies experienced a disruption

58% say individuals are deeply and very deeply affected

How deeply has the change affected the workforce?

Disruptions are constant

Is your organization currently experiencing a disruption?

Majority of companies experienced a disruption

58% say individuals are deeply and very deeply affected

How deeply has the change affected the workforce?

Disruptions are constant

Is your organization currently experiencing a disruption?

Majority of companies experienced a disruption

58% say individuals are deeply and very deeply affected

How deeply has the change affected the workforce?

Disruptions are constant

Is your organization currently experiencing a disruption?

Majority of companies experienced a disruption

58% say individuals are deeply and very deeply affected

How deeply has the change affected the workforce?

Disruptions are constant

Is your organization currently experiencing a disruption?

Majority of companies experienced a disruption

58% say individuals are deeply and very deeply affected

How deeply has the change affected the workforce?

Disruptions are constant

Is your organization currently experiencing a disruption?

Majority of companies experienced a disruption

58% say individuals are deeply and very deeply affected

How deeply has the change affected the workforce?

Disruptions are constant

Is your organization currently experiencing a disruption?

Majority of companies experienced a disruption

58% say individuals are deeply and very deeply affected

How deeply has the change affected the workforce?

Disruptions are constant

Is your organization currently experiencing a disruption?

Majority of companies experienced a disruption

58% say individuals are deeply and very deeply affected

How deeply has the change affected the workforce?

Disruptions are constant

Is your organization currently experiencing a disruption?

Majority of companies experienced a disruption

58% say individuals are deeply and very deeply affected

How deeply has the change affected the workforce?

Disruptions are constant

Is your organization currently experiencing a disruption?

Majority of companies experienced a disruption

58% say individuals are deeply and very deeply affected

How deeply has the change affected the workforce?

Disruptions are constant

Is your organization currently experiencing a disruption?

Majority of companies experienced a disruption

58% say individuals are deeply and very deeply affected

How deeply has the change affected the workforce?

Disruptions are constant

Is your organization currently experiencing a disruption?

Majority of companies experienced a disruption

58% say individuals are deeply and very deeply affected

How deeply has the change affected the workforce?

Disruptions are constant

Is your organization currently experiencing a disruption?

Majority of companies experienced a disruption

58% say individuals are deeply and very deeply affected

How deeply has the change affected the workforce?

Disruptions are constant

Is your organization currently experiencing a disruption?

Majority of companies experienced a disruption

58% say individuals are deeply and very deeply affected

How deeply has the change affected the workforce?
THE WORKFORCE ISN'T WELL PREPARED

If you were to face a challenge today, how confident are you in your workforce’s capacity to absorb it without experiencing burnout?

- Not confident: 6%
- Minimally confident: 12%
- Moderately confident: 29%
- Confident: 41%
- Very confident: 12%
ORGANIZATIONAL CONDITIONS DON’T FAVOR RESILIENCE

- Accelerating change makes employee resilience a critical business issue
- Organizational conditions don’t foster resilience
- Common challenges:
  - Excessive multitasking, collaboration, meetings and decision-making (72%)
  - Organizational complexity (66%)
  - A lack of downtime to recover from high-stress work (59%)

<table>
<thead>
<tr>
<th>Employee Challenges</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excessive collaboration</td>
<td>72%</td>
</tr>
<tr>
<td>Excessive multitasking</td>
<td>72%</td>
</tr>
<tr>
<td>Unnecessary organizational and/or procedural complexity</td>
<td>66%</td>
</tr>
<tr>
<td>Lack of “downtime” to recover from periods of high stress work</td>
<td>59%</td>
</tr>
<tr>
<td>Volume and pace of work make it difficult or impossible to keep up</td>
<td>56%</td>
</tr>
<tr>
<td>Office politics</td>
<td>52%</td>
</tr>
<tr>
<td>Volume and pace of work make it difficult to maintain health</td>
<td>44%</td>
</tr>
</tbody>
</table>
Which of these conditions is the most significant challenge in your organization?

A. Excessive collaboration (too many meetings and/or decision making nodes)

B. Excessive multitasking

C. Unnecessary organizational and/or procedural complexity

D. Lack of "downtime" to recover from periods of high stress

E. Volume and pace of work make it difficult or impossible to keep up

F. Office politics (e.g. challenges working with or managing difficult people)

G. Volume and pace of work make it difficult to keep up
ORGANIZATIONS STRUGGLE TO PROMOTE RESILIENCE

In your view, how successful is your organization at promoting a culture of resilience?

<table>
<thead>
<tr>
<th>Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not successful</td>
<td>17%</td>
</tr>
<tr>
<td>Minimally successful</td>
<td>34%</td>
</tr>
<tr>
<td>Moderately successful</td>
<td>37%</td>
</tr>
<tr>
<td>Successful</td>
<td>10%</td>
</tr>
<tr>
<td>Very successful</td>
<td>2%</td>
</tr>
</tbody>
</table>

88%
THERE IS ROOM TO IMPROVE

RESILIENCE CULTURE GAP

Leadership role modeling
Supporting autonomy & risk-taking
Aligning initiatives w/ values
Giving feedback on resilience
Minimizing disruption from change
Checking resilience in exit interviews

Importance
.Execution
IDENTIFYING SOLUTIONS
HOW TO CULTIVATE RESILIENCE

Six Focus Areas

- GENERATE BUY-IN
- REWARD & RECOGNIZE
- SMASH HIERARCHIES
- HARNESS AUTOMATION
- NURTURE & RETAIN TALENT
- MENTOR
GENERATE BUY-IN

• Clarify employees’ roles in reaching organization's goals
• Focus on benefits realized, not project tasks
• Include clear, two-way communication throughout journey
• Support diversity and listen to all the voices
• Manage multiple, overlapping changes
• Enable employee resilience rather than managing resistance

- Minimize disruption from continuous change (78%) and incorporate measures of resilience (82%)

**SOLUTIONS**
REWARD AND RECOGNIZE

• Consider adjustments needed to salary, promotions, and bonuses
• Think carefully about other incentives
• Consider intrinsic rewards
• Encourage career exploration based on skills and interests
• Define career paths for roles

TYPES OF COMPENSATION
that Employees Feel are Effective at Combating Burnout and Disruptive Change

<table>
<thead>
<tr>
<th>Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotions</td>
<td>63%</td>
</tr>
<tr>
<td>Bonuses</td>
<td>60%</td>
</tr>
<tr>
<td>Salary</td>
<td>58%</td>
</tr>
</tbody>
</table>
SMASH HIERARCHIES

• Smash hierarchies to increase cooperation and information flows
• Reduce organizational complexity
• Reduce organizational layers
• Reduce governance layers and empower teams

91% of employees feel reducing org hierarchy and complexity is important yet only 14% of companies are doing this
HARNESS AUTOMATION

• Use technology to provide information only when it’s needed

• Automate “busy work”

• Enable critical thinking, creativity, and innovation

• Don’t treat technology as an end in itself

"Nine out of 10 survey respondents said their organization should adopt technologies that automate routine work, freeing them to focus more on the creative aspects of their jobs."
NUTURE AND RETAIN TALENT

- Offer projects that make a tangible contribution
- Place new hires on high-performing teams
- Encourage continuous skill-building and creativity
- Provide flexibility
- Celebrate “failures” as well as successes
- Monitor resilience levels through exit interviews

94% of employees prefer to have adequate time for continuous learning programs yet only 26% of organizations provide this.
MENTOR

• Create formal mentoring programs
• Use two-way mentoring between generations
• Mentor across departments
• Factor mentoring and coaching into succession planning

78% of employees feel formal mentoring programs are important yet only 31% of organizations provide this.
Which of these focus areas is most important for your organization to address?

- Generate Buy In
- Reward and Recognize
- Smash Hierarchies
- Harness Automation
- Nurture and Retain Talent
- Mentor
COMMITTING TO IMPROVEMENT
ADDRESSING AREAS FOR IMPROVEMENT

Don’t start if you won’t finish

• Failed efforts can do harm
• Surveys must result in action
  ○ Results are open to interpretation
  ○ Inconvenient findings may be glossed over
• Align key messages with their initiatives and practices
• Most organizations don’t have adequate ways to promote resilience

No one has responsibility
It's not clear to me who is accountable
No concerted effort
HOW TO GET STARTED

MULTI-DIMENSIONAL EVALUATION

CREATE AND ACTIVATE KEY RESILIENCE LEVERS

CAPABILITY BUILDING
MAKING IT STICK

1. Keep goals clear and coordinated
   Connect employees’ work to the organization’s goals

2. Push resilience deeper into the organization
   Make resilience a formal leadership responsibility

3. Measure and track
   Include measures in performance feedback

4. Lead by example
   Show senior leader’s commitment and devote resources

5. Make resilience a skill set the organization can repeat
   Become agile at implementing changes
Which of the five components are the most important for your organization to drive sustainable commitment to resilience?

- Keep goals clear and coordinated
- Push resilience deeper into the organization
- Measure and track
- Lead by example
- Make resilience a skill set the organization can repeat
THANK YOU

MINDY BOSTICK
People & Change Capability Executive
North Highland
Mindy.Bostick@northhighland.com

TO LEARN MORE and DOWNLOAD REPORT
http://www.northhighland.com/services/capabilities/people-change