



Reduce Risk Lift Performance

2020 GLOBAL RESILIENCE REPORT

Business insights and evidence of impact

How resilience reduces risk and lifts performance

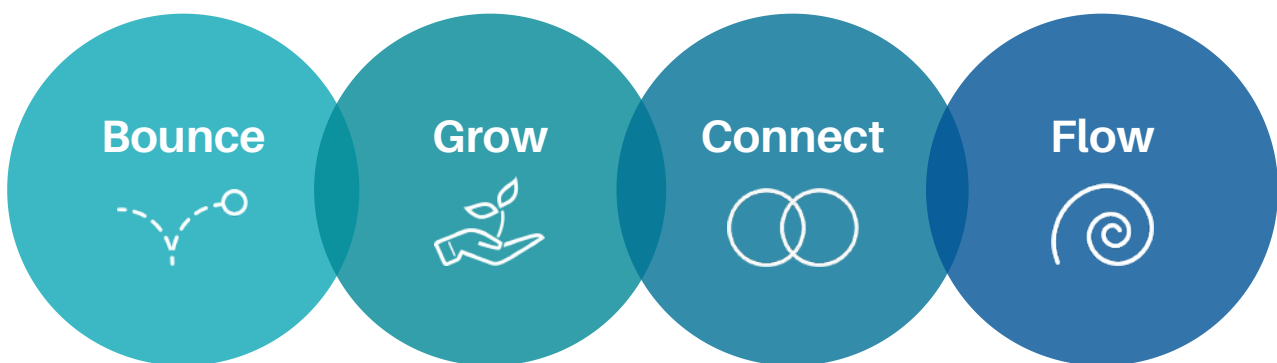
A good business secures two organisational development objectives:

1 Reduce risks and unnecessary suffering (prevent problems and pain)

2 Raise the productivity and fulfilment of work (achieve more, enrich life)

In August 2019 the Business Roundtable – a group of CEOs from 200 major U.S. corporations – released a statement outlining the purpose of a modern corporation. Listed above delivering shareholder value is investing in employees, including supporting them through training and education so that they develop new skills for a rapidly changing world*.

The Resilience Diagnostic provides insights into the human factors that underpin physical, emotional and mental fitness. By measuring 60 human factors we understand what drives high resilience and how to model training programmes that build capability and close skill gaps. The 60 factors provide a detailed assessment of resilience which we define as a learned ability to bounce, grow, connect and flow.



Our previous global reports demonstrate that an evidence-based, integral and practical solution to resilience works. Physical, emotional and mental skills can be measured and improved. Risks to people and the business can be reduced significantly. Productivity and life quality can be raised.

This interim report works with a data set of 7,473 people extracted from our new, GDPR compliant platform, the Resilience App. While there have been subtle changes since 2018, there are important signals and clear evidence that interventions deliver a consistently positive result.

*The latest Business Roundtable announcement: <https://www.cnbc.com/2019/08/19/the-ceos-of-nearly-two-hundred-companies-say-shareholder-value-is-no-longer-their-main-objective.html>

The focus of this short analysis is to help you consider how you can make investing in human factors work for you, your business and your people. When you measure and act on good data, you succeed. If you know what factors (perceptions and behaviours) drive or block success, you can coach yourself and your teams more effectively.

Doing the right thing for your people translates into good business and shareholder value. With current healthcare costs, mental illness rates, distress and inequality, mastering human factors is the test of our time.

Business will and is leading the way.



Our 2020 Global Resilience Report focuses on 7 recommendations for leaders.

- 1** Know what drives success and lead to increase it
- 2** Define and remove what compromises human wellbeing and performance
- 3** Assess needs and target training for measurable impact
- 4** Understand your people and direction of change
- 5** Talent is grown or destroyed by leadership
- 6** Think like a coach. Expertise does not drop out of a workshop
- 7** Pay attention and integrate human factors

1. Know what drives success and lead to increase it

By knowing which human factors drive resilience one can prioritise training. Based on overall resilience scores, we compare how the top 10% of our participants score versus the bottom 10%. The data demonstrates the behaviours and mindsets that drive high resilience in a large population of professionals. Imagine the value of knowing this in your company. Do you know the different human success factors for sales, operations or leadership?

2018 Factors	Top 10%	Bottom 10%	2020 Factors	Top 10%	Bottom 10%
Focus	94	4	Fulfilment	90	1
Purpose	96	8	Focus	94	5
Fulfilment	91	4	Presence	95	8
Optimism	95	9	Bounce	89	4
Vitality	95	13	Integrity	96	14
Presence	98	13	Decisiveness	94	13
Decisiveness	97	13	Optimism	92	13
Integrity	98	17	Purpose	88	10
Assertiveness	94	13	Flow	90	12
Bounce	89	8			

*Strength factors (% score high) with greatest variance between high and low resilience
n=7,473*

For example, if this was your company data, as CEO you know:

1. **Focus** and **Fulfilment** drive success
2. **Bounce**, **Presence** and **Fulfilment** are becoming more important
3. **Integrity**, **Decisiveness** and **Optimism** remain key factors for success

2. Define and remove what compromises human wellbeing and performance

One can see which risk factors successful people master and which factors associate with those who are struggling. As you explore the list, consider how often you hear words like 'tired', 'busy', 'stressed', 'worried' or the self-criticism in your own mind?

2018 Factors	Top 10%	Bottom 10%	2020 Factors	Top 10%	Bottom 10%
Fatigue	2	54	Worry	1	66
Intensity	19	73	Fatigue	0	65
Worry	1	52	Self-critical	13	76
Self-critical	8	61	Rumination	0	58
Overload	2	49	Angst	1	51
Apathy	0	41	Hypervigilance	2	52

*Risk factors (% score high) with greatest variance between high and low resilience
n = 7,473*

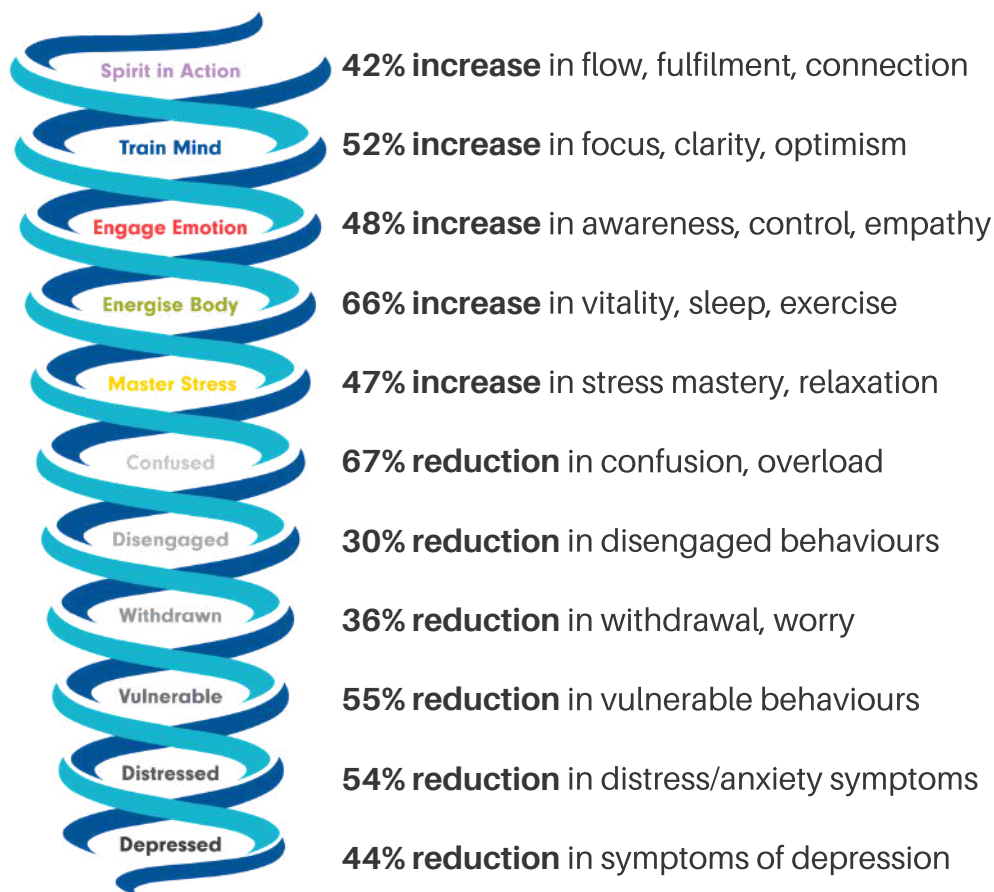
For example, if this was your company data, as CEO you know:

1. **Fatigue, Worry and Self-critical** suggest a performance or wellbeing risk
2. **Intensity** has dropped in importance while **Rumination** and **Hypervigilance** increase
3. **Worry**, which is linked to anxiety disorders, is an increasing risk for your people



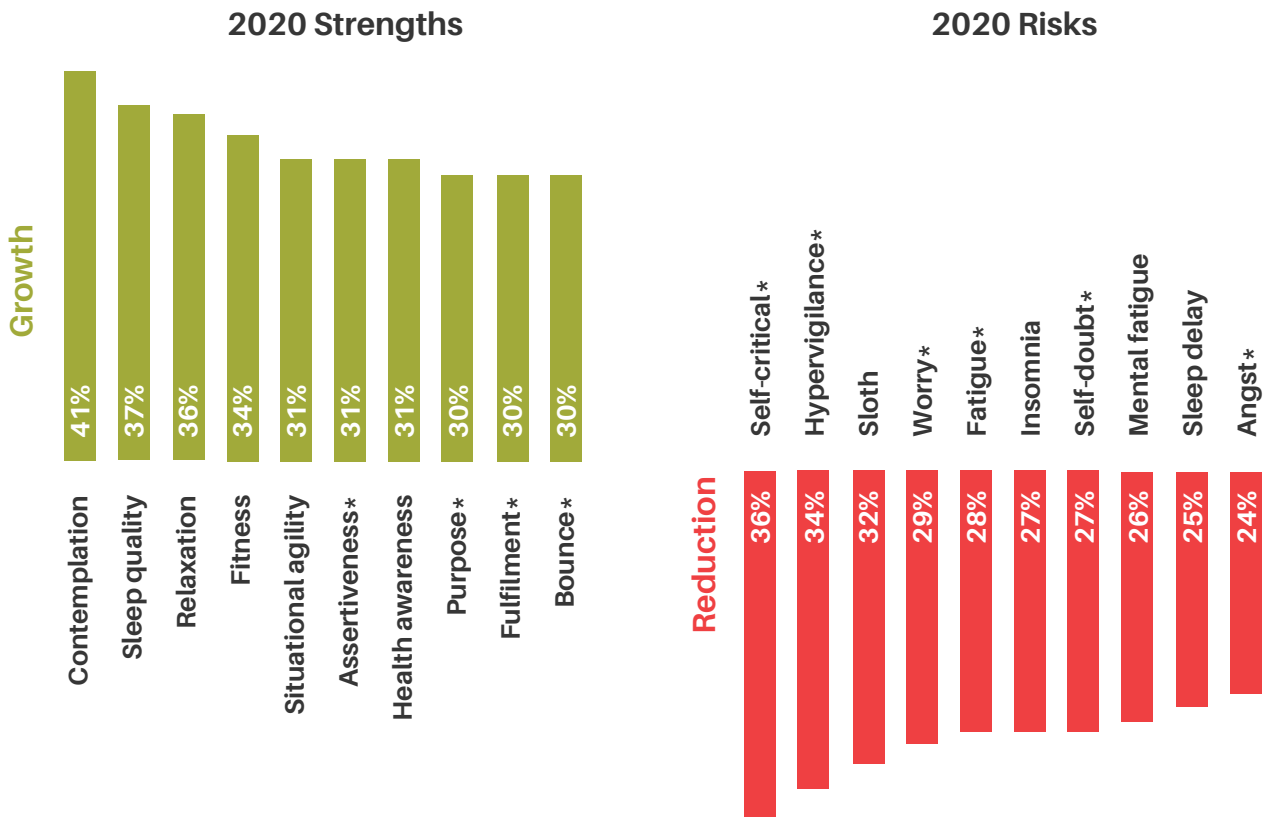
3. Assess needs and target training for measurable impact

Given the importance of mental fitness today, take a quick look at the reductions in mental illness risk factors across a sample of 115 entrepreneurs who participated in resilience training. There is a powerful, consistent reduction in fragility, distress and depression signals.



*Gains shown over 6 months in a group of 115 Entrepreneurs.
Each category includes five or six questions which we report as factors.*

Below you can see how specific factors improve after resilience training interventions. Notice how contemplation, sleep, relaxation and fitness improve.



Growth ratios for strength improvements and risk reductions in a sample of 1,788 people.

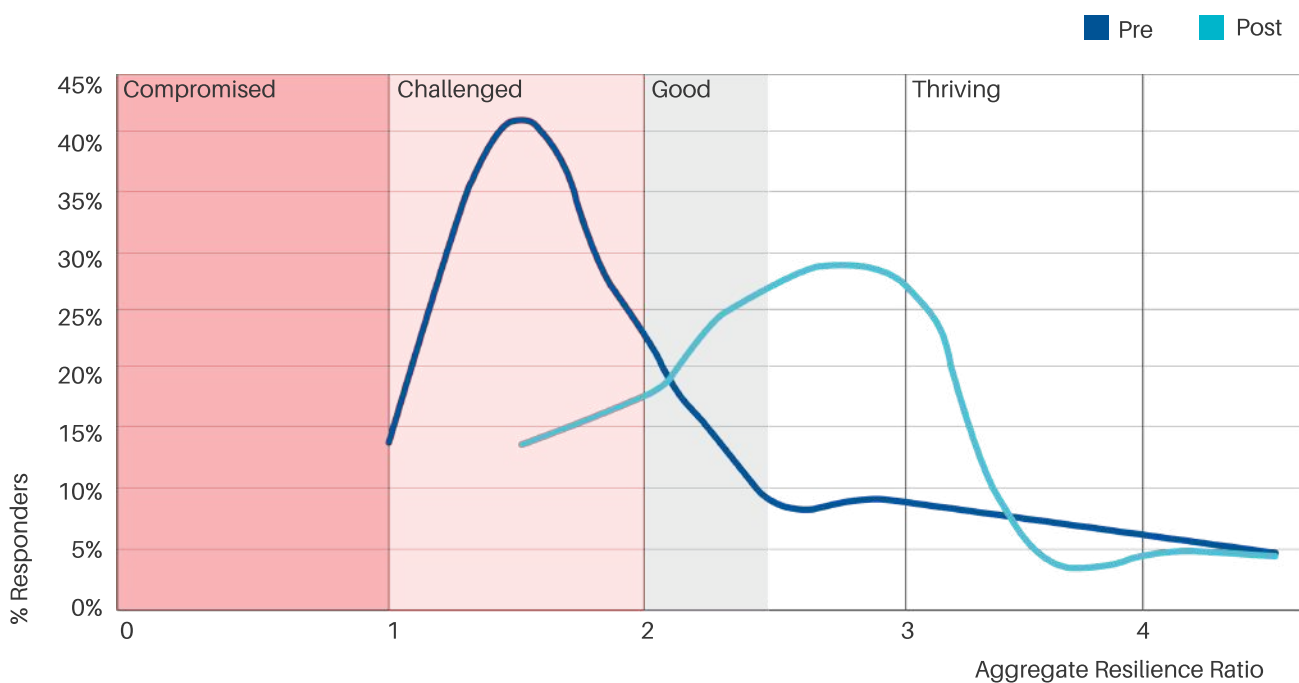
*Key 2020 success factors (See page 6).

Correlations can help you to identify hidden factors that might drive the impact you seek. For example, emotional agility (hidden) is strongly correlated with bounce and calm under pressure. Equally, our data shows that factors associated with depression, anxiety and hostility show reductions highly correlated to an improvement in resilience.



4. Understand your people and direction of change

Humans thrive on challenge and well supported agility. With the right fitness, skills and support, challenge brings growth and fulfilment. Without challenge, you leave people to wallow in doubt and distress. Flow (optimal performance) is the sweet spot where challenge meets skill.



An example of human growth. Risk reduces and fitness for work increases. The right shift of the Bell Curve is a 39% improvement in our resilience ratio. Notice how much risk (left) is removed and how the group has moved into thriving. This group is ready for increased challenge and the risk reduction is clearly visible.

n = 115

Our programs deliver measurable growth in every case where the solution is implemented over time. The rightward shift of the Bell curve above, when sustained over time, is the answer to productive, innovative and fulfilling work. Resilience training is an effective and efficient intervention to improve mental, emotional and physical health and fitness.

5. Talent is grown or destroyed by leadership

Human factors belong with leadership. The cost and risk of injury, illness and grievance has never been higher. The competitive upside of physical, emotional and mental fitness has never been greater. Risk and performance co-exist. If you fail to understand, measure and drive human factors in the right direction, you leave money and dignity on the table. It is your job to ensure that you and your people front up physically, emotionally and mentally prepared to do the job effectively and safely.

The willingness of the leadership team to engage and 'walk the talk' is clearly a key success factor for a successful resilience programme.



6. Think like a coach. Expertise does not drop out of a workshop

Shift from training events to building expertise deliberately over time. There is no doubt from our results with clients that the most impressive gains apply resilience training over time. Our process is measure, learn, achieve and repeat.

How to get started



Integrate your human factors into one solution



Define the language and desired outcomes sought



Measure what is going on



Prioritise skills and spread training



Develop champions and use digital support tools



Measure after training and define impact

This is exactly how a good coach works in a performance-based environment. They know the performer, benchmark indicators of success, define coaching objectives and then they drill these skills with quick feedback loops over long periods of time. Use experts to help innovate and refine but manage the journey internally.

7. Pay attention and integrate human factors

Engagement is too vague. 'High performer versus free-rider' thinking leaves no room for learning and growth. Leaders can bring the same level of precision to human factors that they demand for finance, sales or logistics. Be curious about what drives human success and failure. The data is all around you. Get it, measure it and master it.

In many organisations, the discipline of human factors is fragmented. Safety, health, wellbeing, mental health, quality, teams, EQ, mental skills and performance can be integrated. Attracting, developing and retaining skilled people becomes simple and effective. Savings await. You do the right thing for your people.



The Resilience Institute's purpose is to deliver measurable improvements in physical, emotional and mental skills and fitness

1 Reduce risk and improve performance in large organisations

2 Raise individual wellbeing, resilience and success

We bring data-driven intelligence to human factors, within an evidence-based, integral and practical framework. We improve performance and reduce risk by enabling human growth.

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