

me**Q**uilibrium

**BUILDING THE  
BUSINESS CASE**  
*for* **WORKFORCE  
RESILIENCE**

7 Ways to Get the  
C-suite On Board



## **YOU ALREADY UNDERSTAND WHY WORKFORCE RESILIENCE IS IMPORTANT TO YOUR ORGANIZATION WHEN THE PRESENT AND FORESEEABLE FUTURE ARE FULL OF CONSTANT CHANGE.**

You know that improving resilience not only makes your people healthier, more engaged, and equipped to navigate change, but that it also makes your business more agile, productive, and profitable. The reality is, employee demands are rising because of a post-pandemic reckoning about work itself, causing turnover and employment instability.

But how can you explain all that in a way that resonates with the C-suite? How do you address their concerns - and objections! - as you show the value of a more resilient workforce? One that can deal with the challenges of workplace transformation and drive tangible bottom-line business results.

**IN SHORT, TO GET THE C-SUITE ON BOARD,  
YOU NEED TO MAKE THE CASE TO INVEST IN  
WORKFORCE RESILIENCE. WE'RE HERE TO HELP.**

**1**

## **MAKE THE C-SUITE CARE**

If you want the C-suite to get on board with your resilience solution, you need to show leadership why workforce resilience matters. When the C-suite asks, “Why should we care?” you need a great elevator pitch and meaningful statistics to back it up.

**2**

## **THE ELEVATOR PITCH**

Resilience skills give employees the capacity to respond well to change, recover quickly from challenges, and thrive in times of adversity—things we all need to be better at—and it’s scientifically proven to increase wellbeing, engagement, performance, and profit.

**ACCORDING TO GLOBAL INDUSTRY ANALYST [JOSH BERSIN](#), DISRUPTION TO THE BUSINESS WORLD COMES FROM CHANGES IN TECHNOLOGY, CHANGES IN THE WAY PEOPLE WORK, AND CHANGES IN THE WAY ORGANIZATIONS ARE MANAGED. YOUR LEADERS CARE ABOUT IMPROVING THE BUSINESS'S ABILITY TO RESPOND TO CONSTANT CHANGE—AND RESILIENCE PLAYS A KEY ROLE BY EQUIPPING PEOPLE WITH THE ADAPTIVE SKILLS THEY NEED TO THRIVE.** For more info, see our ebook, "[The Resilience Imperative: The Science Behind Organizational Resilience.](#)"

Now that you've got the elevator pitch down, you can support it with compelling data points to show the impact of resilience in the four key areas the C-suite cares about:

### PERFORMANCE

Resilient people report higher levels of focus, energy, and efficiency, and managers see a marked improvement in their work.

**HIGHLY RESILIENT PEOPLE DEMONSTRATE:**

**60%**

Less burnout

**50%**

Less stress-related productivity loss

### ENGAGEMENT

Highly resilient people demonstrate lower intent to quit, higher levels of self-confidence and job satisfaction, increased commitment, and good citizenship.

**HIGHLY RESILIENT PEOPLE ARE:**

**4X**

More likely to have job satisfaction

**31%**

More engaged

### WELLBEING

People with an increased capacity for resilience are more equipped to deal with the negative effects of stress—decreasing the risk of absenteeism and stress-related illness.

**HIGHLY RESILIENT PEOPLE ARE:**

**5X**

More likely to experience good health

**80%**

Less likely to exhibit signs of depression

### THE BOTTOM LINE

By improving performance and productivity, and decreasing costs due to absences and turnover, workforce resilience can have a critical impact on your business's bottom line.

**HIGH RESILIENCE LEADS TO:**

**1/2**

People who are ½ as likely to quit

**\$2,000+**

An annual ROI of \$2,000+ per employee



# BUILD THE BUSINESS CASE

**NOW THAT YOU HAVE YOUR CORE ARGUMENTS SET, LET'S GET PRACTICAL. TAKE THESE THREE STEPS TO BUILD A STRONG BUSINESS CASE AND MAKE SURE YOU'RE SET UP FOR SUCCESS WITH THE C-SUITE.**

## 1. GATHER SENTIMENTS.

**TALK TO STAKEHOLDERS THROUGHOUT THE ORGANIZATION.**

Resilience is really the foundation for employer support. Whether you conduct focus groups with everyone from leaders to interns, or use engagement surveys to get a pulse on how people are doing—engaging, feeling, connecting—use these insights to better understand what your people need. Understanding how your people feel about their workload, work life balance, and ability to adapt can determine which business cases could be solved with workforce resilience.

What priorities are highest on the C-suite's list? Is it upskilling for the future, increasing productivity, improving agility and velocity, decreasing turnover, or enhancing wellbeing and engagement? Look at your current offerings. Examine how resilience skills would fit in with the employee experience at your organization today. What other engagement, wellbeing, or performance initiatives does your organization have? What objections might the owners of those initiatives have? How could resilience skills integrate with those activities and complement their goals?

## 2. HELP 'EM WHERE IT HURTS.

**ANALYZE AND ARRANGE YOUR FINDINGS WITH THE MOST URGENT NEEDS FIRST.**

Where and how is your organization experiencing the most pain? How far-reaching is that impact, and how much is it affecting your organization as a whole? How effective are your people analytics in helping you understand risks versus drags? Share this info with the most critical stakeholders. Who are the stakeholders most closely tied to your organization's strategic priorities? Are some departments disproportionately affected by these pain points? These stakeholders may be able to support your business case and get things moving more quickly.

## 3. COUNT THE COST.

**ADDRESS RESILIENCE IN FINANCIAL RETURNS BY LINKING WELLBEING AND PERFORMANCE.**

To gain buy-in from the highest levels of the organization, drive home the cost of low resilience and the inability to improve it. Estimate your organization's annual costs due to turnover, absenteeism, and productivity slumps.

# Be Prepared for **THE 7 MOST COMMON OBJECTIONS FROM THE C-SUITE**

By now, you're well on your way to building a solid business case and demonstrating the power of workforce resilience across the board. The final step is to consider common questions and objections leadership may have. We've provided a list of the most common ones, and key points for responding.





## OBJECTION NO. 1

# OUR PEOPLE DON'T HAVE A PROBLEM WITH RESILIENCE.

## WITH THE PANDEMIC, TRAUMA HAS GONE GLOBAL.

Challenges loom for HR leaders. 41 percent of your people are struggling with anxiety in the face of an uncertain future. In a recent Mercer study, the three risks deemed most likely to impact business included workforce exhaustion, deteriorating mental health, and communicable health conditions. According to the Global Risks Report, 23 percent of people say mental health deterioration is a top risk. Trends within our meQuilibrium member community show that 32 percent of frontline workers and 25 percent of managers are at risk for pandemic-related PTSD.

According to McKinsey & Company, 49 percent of people say they're experiencing burnout in the workplace, and what's even more alarming is that this figure is likely underreported.

Companies are looking to their HR leaders to fix all of this. That's where resilience comes in. We define resilience as the ability to remain effective during times of uncertainty, and to bounce back from setbacks. To make an impact, you need resilience training for employees, critical skills and training for managers, actionable data on demand, and a scalable way to reach people in need. **WHEN YOUR WORKFORCE IS RESILIENT AND AGILE, PEOPLE ARE 30% BETTER AT RESPONDING QUICKLY TO UNFORESEEN CHALLENGES.**

Now is the time to hit 'em with some of the findings from your sentiment analysis and conversations with stakeholders, and remind them how imperative addressing workforce resilience is.

**“WHAT HAS BEEN HELPFUL IS BEING ABLE TO GO TO THE MEQUILIBRIUM DATA. I WAS ABLE TO REALLY PINPOINT WHAT WAS HAPPENING WITH THIS SPECIFIC POPULATION AND CONFIRM WHAT I THOUGHT I MIGHT BE HEARING THAT LED US TO BEING ABLE TO GO TO THE LEADERSHIP OF THAT ORGANIZATION, GO TO THE HR BUSINESS PARTNERS AND SAY, LET'S START GETTING SOME RESOURCES TO THESE TEAMS.”**

— Jill Sochor, Global Leadership Management, Ford Motor Company





## OBJECTION NO. 2

# LOW RESILIENCE ISN'T THAT COSTLY TO OUR ORGANIZATION.

**THE COSTS OF LOW RESILIENCE ARE SUBSTANTIAL, AND THEY'RE IMPACTING YOUR ORGANIZATION... RIGHT NOW.**

As it turns out, companies that neglect workforce resilience pay a huge price. A WHO-led study estimates that depression and anxiety disorders cost the global economy \$1 trillion each year in lost productivity. The cost, for example, of a leader's state of low emotional intelligence—low resilience—during a meeting leading to an outburst can contribute to staffing issues, turnover, and negative employer reviews. The impacts to the bottom line are real. But with tools that address the root cause of such situations, you can prevent them from happening in the first place.

**HARVARD RESEARCHERS ESTIMATE STRESS COSTS U.S. ORGANIZATIONS UP TO \$190 BILLION EACH YEAR, WITH LOST WORKDAYS ALONE COSTING \$50 BILLION.** A study in the Journal of Occupational Health Psychology estimated 70 to 90 percent of work-related stress cost was lost productivity, while the remaining cost was for healthcare expenses. The CDC reports that absenteeism costs organizations \$225.8 billion, or \$1,685 per employee, per year. When you invest in resilience, people are 31 percent more engaged, and 50 percent less likely to experience stress-related productivity loss. Resilience is scientifically proven to decrease absence rates.

**A HOSPITAL SYSTEM WITH MORE THAN 1,500 EMPLOYEES THAT STRUGGLED WITH A HIGH STRESS WORK ENVIRONMENT SAW A 20% IMPROVEMENT IN BURNOUT, EMOTIONAL CONTROL, AND PRODUCTIVITY AFTER ADOPTING MEQUILIBRIUM'S DIGITAL COACHING PLATFORM.** The detailed workplace insights unveiled population risks and showed significant improvements in absenteeism.



## OBJECTION NO. 3

We've got [fill in the blank] we're working on first.

### **BUILDING RESILIENCE SHOULD BE TOP PRIORITY. IT MAKES ALL YOUR OTHER PROGRAMS MORE SUCCESSFUL.**

Before employees can engage and perform at their best, they need to be equipped with the right skills. Workforce resilience is the key to unlocking the outcomes you want, but resilience skills also fit alongside other programs to boost those results. meQuilibrium's intelligent navigation analyzes behavior and usage patterns, and proactively routes members who display risk to the right source of assistance — including EAP options within an organization's wellbeing ecosystem.

For example, a return to office plan will be more successful if you've built the resilience in your teams to adapt to change, and the empathy skills your leadership needs to manage the transition with compassion.

### **WHILE IT MAY SEEM LIKE AN ADDITIONAL INVESTMENT, RESILIENCE ACTUALLY DRIVES SAVINGS TO YOUR BOTTOM LINE—WE'VE FOUND IMPROVING PERFORMANCE AND REDUCING ABSENCES AND TURNOVER CAN DRIVE AN AVERAGE ANNUAL ROI OF \$1,400+ PER PARTICIPANT.**

Whether it's adapting to the hybrid workplace, a new telehealth offering, or an existing benefits program that just isn't moving the needle, resilience improves employee performance across your workforce. Predictive analytics and insights help you understand what parts of your wellbeing ecosystem are working, what parts aren't, and why. It all starts with resilience.

A large independent audit, tax, and advisory firm was experiencing rapid growth and multiple mergers. The company engaged meQuilibrium with the goals of maximizing employee productivity, identifying organizational vulnerabilities, and positively impacting employee stress. After employees started using meQuilibrium's platform, the company saw a 13 percent improvement in employee productivity, 16 percent improvement in quality of life, and 68 percent of the platform users said they would recommend the tool to others.





## OBJECTION NO. 4

“WE WANT ALL OF OUR VENDORS AND OUR PRODUCTS AND SERVICES TO INTEGRATE WITH EACH OTHER AND BY HAVING A GATEWAY AVAILABLE -- A SEAMLESS WAY OF MAKING SURE PEOPLE ARE SERVED UP INFORMATION THAT’S RELEVANT TO THEM IN A TIMELY WAY WITHOUT HAVING TO DIG AND SEARCH FOR IT. WE’VE REALLY APPRECIATED THE PARTNERSHIP WITH MEQUILIBRIUM FOR ADVANCING OUR RESILIENCE STRATEGY.”

— Laura Young, VP, Benefits & Wellness, Goldman Sachs

**Goldman  
Sachs**

People don’t want yet another survey or mindfulness app.

**SURVEYS AREN’T SOLUTIONS, AND WORKFORCE RESILIENCE ISN’T JUST ANOTHER APP. IT’S AN ENTIRE SYSTEM THAT CAN REACH 100% OF YOUR PEOPLE.**

An engagement survey can tell you what your people are feeling, but it won’t tell you the root cause, why it’s there, or help them learn how to manage adversity and uncertainty on an individual, team, or organizational level. Surveys can’t intervene when your people are in trouble, but our skills and activities focused on empathy, work/life balance, burnout, change-readiness, growth mindset and purpose can. We’ve worked with Fortune 100 companies to drive engagement, and have found that people will use effective systems related to their biggest pain points in the moment, when they are embedded into the culture and driven by leadership as the change agents.

If you’re trying to prepare your people, it’s time to understand the role mindfulness plays in the big picture. Mindfulness can be described as a ‘non judgemental observation of the ongoing stream of internal and external stimuli as they arise.’ It’s useful in building awareness, but if you don’t have a suite of services to support upskilling, training, and intervention for your employees to improve empathy, anger response, and emotion control, the most relevant part of how mindfulness can help transform your organization is lost. Resilience incorporates mindfulness, and all the other factors that impact productivity, disengagement, and turnover.

## OBJECTION NO. 5

Resilience as a wellbeing strategy would be hard to implement for a company of our size.

**NOT IF YOU HAVE THE RIGHT TOOLS TO HOLISTICALLY ADDRESS YOUR WORKFORCE'S GREATEST RISKS, AND ACTIONABLE DATA SO YOU CAN INTERVENE.**

Resilience is a set of skills that employees and managers can learn. We've developed global, scalable workforce resilience training to help employees and managers understand the behavior patterns that get in the way of performance. We've done this time and again with some of the largest, most data secure companies in the world – and we've done it successfully at scale.

The right resilience solution will use clinically-validated assessments across measurable factors for your entire organization to tailor skill-building programs to each individual, with reporting for managers to improve coaching conversations and build their team's resilience.

In a recent study, meQuilibrium has proved that the product time to effectiveness ratio is 1:1. Meaning that for the amount of time your people put into building resilience, your organization gets an equal return in productivity. You get the science based results to make better decisions, and your people get the interventions, skills, and support. It's a win-win solution.

**“BUSINESSES WITH THE HIGHEST EMPLOYEE HAPPINESS LEVELS, AS YOU LOOK AT THE RESEARCH, GROW THEIR REVENUES THREE TIMES FASTER. ORGANIZATIONS WITH HIGHER PERFORMING CULTURES CREATE THREE TIMES THE SHAREHOLDER RETURN.”**

— Lance Bloomberg, Vice President, Culture and Employee Experience, Employer Brand + Communications at Marriott International

**Marriott**  
INTERNATIONAL



## OBJECTION NO. 6

**“AS ONE PART OF THE LEARNING, WE’RE PRIORITIZING DIVERSITY AND INCLUSION BY LEVERAGING MEQUILIBRIUM’S MODULE ON CHALLENGING HIDDEN BIAS WHICH WAS A PERFECT FIT FOR OUR OBJECTIVES.”**

— Emily Poag, Leadership Edge Instructional Designer, JPMorgan Chase

**JPMORGAN  
CHASE & Co.**

# We’ve got similar solutions in place—do we need another?

**IF YOUR SOLUTIONS CAN’T DRIVE BEHAVIOR CHANGE ACROSS THE ORGANIZATION, YOU’RE NOT MOVING THE NEEDLE IN A MEASURABLE WAY.**

Most companies have mental health solutions in place, but struggle with usage and tangible outcomes. The fact is, your mental health ecosystem might be well designed, but if it’s not holistic, you’ll continue to fall short of engaging your whole workforce.

An Employee Assistance Program (EAP) is valuable, but at least 45 percent of employees that need help with a mental health condition will never reach out to an EAP or a behavioral health professional for help. You need a program that works with your EAP to help identify risks and challenges that may become critical weaknesses when disruptions inevitably happen.

Articles from wellbeing experts are not enough either, because they’re not targeted to that individual’s specific behavioral drags and challenges. They can’t tell your people how to connect their behaviors to how they show up at work. For example, when an individual’s lack of energy is tied to old thinking patterns developed in their childhood. General wellbeing advice won’t provide personalized guidance that would help them address those particular root causes, leading to improvements that they can monitor and take ownership of.

**WITHOUT A HOLISTIC AND PERSONALIZED ACTION PLAN TO IDENTIFY RISK, TAKE ACTION AGAINST THAT RISK, AND PRODUCE A MEASURABLE OUTCOME, YOUR BUSINESS IS GAMBLING WITH TIME, ENERGY, BUDGET, AND THE WELLBEING OF YOUR PEOPLE.**

Having access to personalized skills and activities tailored to individual weaknesses identified through personal factor scores and predictive analytics is a game-changer for individuals, teams, and your entire organization.

## OBJECTION NO. 7

# How can we measure whether it's effective? How does it help our business?

### YOU NEED INTELLIGENT DATA, ON-DEMAND TO HELP YOU TAKE ACTION.

The right solution gives you population insights through updated, data based reporting, and the ability to measure improvements across your organization. You'll be able to diagnose your workforce's strengths and weaknesses—and get actionable recommendations that improve the resilience and agility of your people. You can even equip employees to take immediate action through advanced analytics that direct them to other health and talent development solutions in your HR ecosystem.

Our Workforce Intelligence dashboard gives you plenty of actionable data, on demand. We transform analytics into accessible, real-time insights, so HR leaders can detect the early warning signs that lead to employee burnout, turnover, and disengagement within their population. Our analytics link population-level efficacy data with engagement, turnover, productivity metrics, healthcare spend, and more, to deliver powerful proof of the impact resilience has on business outcomes and the employee experience.

Our Burnout Insight Heatmap allows organizations to visually pinpoint workforce burnout risk, both overall and via key component scores — low motivation, negative outlook, self-doubt, and work overload — to then act upon these insights. Employers can also compare data to industry benchmarks based on more than a billion unique data points aggregated over 10 years to give context to their organization's data.

**THROUGH THE DATA AND INSIGHTS COLLECTED FROM THE MEQUILIBRIUM PLATFORM, A LARGE BIOTECHNOLOGY COMPANY WITH 22,000 EMPLOYEES REDUCED SIGNS OF BURNOUT AND STRESS.** The organization saw a 24% improvement in stress management, a 12% improvement in work-life balance, an 11% improvement in emotion control, and a 6% improvement in mindfulness across their workforce.





## GET STARTED TODAY

You're ready to unleash the power of resilience. It's time to get everyone else ready, too. As you begin building the business case and getting stakeholders on board, know that meQuilibrium is here to be your guide. We live and breathe the science of resilience—and we're passionate about helping companies build the best strategy and the best program for their people. We've done it for other enterprise organizations just like yours.

If you have any questions or need additional guidance along the way, feel free to reach out at 617-916-1262 or visit us at [www.meQuilibrium.com](http://www.meQuilibrium.com).

**WE'RE HERE TO HELP.**



## ABOUT MEQUILIBRIUM

meQuilibrium is the engagement and performance solution that harnesses behavioral psychology and neuroscience to unleash your organization's full potential. By unlocking the power of resilient people and teams, your organization can navigate even the most turbulent of times. Powered by the predictive meQ scores and data driven insights, our solution uses a clinically validated assessment and robust benchmarking to measure resilience and create personalized programs that build team and employee skills. With meQuilibrium, you can equip each of your employees to discover and master the skills they need to overcome any obstacle, increase agility, gain adaptive capacity, and transform your organization.