

THE RESILIENCE IMPERATIVE

The Science Behind
Organizational Resilience

me**Q**uilibrium



OVERVIEW

TO SUCCEED IN AN ENVIRONMENT OF RAPID CHANGE AND DISRUPTION, ORGANIZATIONS AND THEIR EMPLOYEES NEED TO ACHIEVE A NEW LEVEL OF RESILIENCE. IT'S NO LONGER SIMPLY HOW WELL A PERSON CAN PERFORM IN A STRUCTURED, FAMILIAR SITUATION, BUT HOW PEOPLE REACT AND ADAPT TO NEW CHALLENGES AND CIRCUMSTANCES. THESE ARE THE CRITICAL SKILLS OF THE WORKFORCE OF TODAY AND TOMORROW.

Just as climate change has made extreme weather events more frequent and more intense, globalization and the digital economy have made major business shifts more frequent and more intense. The global COVID-19 pandemic is the most obvious example, but the list is long: rapid changes in international politics and trade, enormous increases in the pace of innovation, vast and rapid technology shifts across nearly all business sectors, major shifts in consumer behavior—rare is the organization that operates the way it did just months ago. As a result, employee resilience and organizational agility have replaced efficiency as the best predictors of business success over time.



Executives believe less than half of their workforce is adaptable to this new world of work, according to a major survey, Mercer's 2020 Global Talent Study. As the study's authors state, **"THE QUESTION IS NOT WHO CAN ADAPT BUT HOW BEST TO DEVELOP AN ADAPTABLE WORKFORCE."** Businesses are now reorganizing around the changed needs and behaviors of their customers, for example the mass retailers who now offer curbside pickup or the exponential growth of videoconferencing. This requires companies to rewire ways of working and—even more directly—ways of thinking, re-imagining their organizations and adapting talent accordingly.

The level of rapid and disruptive change is revealing the cracks in operational and workforce systems built for efficiency. Amid worries about the economy, job security, their health and the health of their loved ones, employees' capacity to take on change in the workplace has plunged significantly, HR advisory firm Gartner said. "HR leaders now realize that efficient organizations are actually fragile. Most HR leaders expect an impact in next 12 months as organizations shift from designing for efficiency to designing for flexibility."

That's where building resilience comes in. Beginning in the 1980s, a meQuilibrium co-founder, Andrew Shatté, Ph.D., was among the first in the field of psychology to identify the core capabilities—problem solving, emotional control, optimism, and self-efficacy—of resilience. Shatté and his colleagues adapted the techniques of cognitive behavioral therapy for the real world of employee training. Resilience, their work demonstrated, can be learned, reinforced, and spread through an organization. Co-founder and CEO Jan Bruce built meQuilibrium to help organizations bring Shatté's work to their entire workforces.

Resilience helps individuals and organizations bounce back from setbacks, even catastrophic events. Just as importantly, the same capabilities serve a preventive role, putting people in position to adapt to daily events and challenges without the levels of stress, uncertainty, and resistance they would otherwise have experienced.

The evidence is prevalent in meQuilibrium's database of user assessments. Because the digital system can be offered company wide at any scale— it includes companies comprising millions of employees— meQuilibrium has assessed the resilience and tracked the progress of more than 500,000 individuals around the world, amassing 1.5 billion data points in the process.



ANDREW SHATTÉ, PH.D.
Chief Knowledge Officer and
Co-founder



JAN BRUCE
CEO and Co-founder

OVER 24 MONTHS BEGINNING IN DECEMBER 2018, COMPANIES WITH HIGH RESILIENCE OUTPERFORMED THE DOW JONES INDUSTRIAL AVERAGE BY 116%.

Resilience can be learned—and people with high levels of resilience are 60% less likely to suffer burnout and 31% more engaged, can have a 26% reduction in depression risk, and half the stress-related productivity loss as compared to those with low resilience. In short, people who gain resilience are happier, healthier, more engaged, and more effective.

This paper explores the research that meQuilibrium's team has done to understand the issues of resilience and the impact that a targeted resilience training and support system can have on individuals and businesses.

Real-world data demonstrates that, from bottom to top, resilience training and ongoing guidance can improve workforce engagement, mindset, and effectiveness. In this time of evolution, adaptation, and acute—even emergency—events, such as the next pandemic or hack, the companies that build the muscle to continuously and rapidly adapt their models and workforces to changes will be better able to compete.

RESILIENT PEOPLE ARE:

60%
less likely to
experience burnout

31%
more engaged

50%
half the stress-related
productivity loss

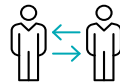
Key FINDINGS



**COMPANIES WITH RESILIENT WORKFORCES
OUTPERFORM THE MARKET**



**EMPLOYEE RESILIENCE PREDICTS
ORGANIZATIONAL AGILITY AND WORKFORCE
RISKS**



**RESILIENCE TRAINING CROSSES COMMON
ORGANIZATIONAL DIVIDES**



**IN STRESSFUL TIMES AND HIGH-STRESS
ENVIRONMENTS, RESILIENCE IS ESPECIALLY
VALUABLE**



**RESILIENT WORKFORCES REDUCE COSTS AND
RAISE PROFITS**



RESILIENCE MAKES WORKPLACES WORK

Understanding **RESILIENCE**

"Dealing with ambiguity has perhaps become the most important power skill during a time when all aspects of life have been upended." – Josh Bersin, *Business Resilience: The Global COVID Pandemic Response Study*



RESILIENCE IS THE HUMAN ABILITY TO REMAIN EFFECTIVE DURING TIMES OF UNCERTAINTY AND TO BOUNCE BACK FROM SETBACKS.

Because it involves situational awareness, rethinking, perspective, and—at times—reinvention, resilience is closely tied to positive qualities including creativity, empathy, optimism, and simple good cheer.

Scientific study of resilience is growing exponentially. Before the year 2000, there were only about 30 peer-reviewed resilience studies published in journals each year. By 2016, there were more than 900 per year. The upheavals of 2020 made the trend a tipping point. The organizational, economic, and personal impact of COVID-19 saw an explosion of attention to resilience from organization leaders, consulting firms, academics, and business media.

Much of the interest has come as psychologists determined that cognitive training could improve personal resilience. Once seen as an innate characteristic, meQuilibrium's work demonstrates that resilience can be seen as a set of learnable competencies that mitigate the experience of stress, accelerate response to challenges, and allow people to more readily adapt to change.

Led by the work of meQuilibrium co-founder Andrew Shatté, employee resilience is a significant subset of resilience research and intervention. meQuilibrium's insight was that mental health is considered an issue for a small (10%) of the employee population, and that, unfortunately, society stigmatizes those diagnosed with mental health problems or illness. But just as everyone has physical health, every person has mental health, and can benefit from improving it.

Beginning in the 1990s, Shatté and others established that resilient employees demonstrate skills in seven key areas that help them remain psychologically robust when faced with challenges or adversity: **EMOTION REGULATION, IMPULSE CONTROL, CAUSAL ANALYSIS, SELF-EFFICACY, MEASURED OPTIMISM, EMPATHY** and **REACHING OUT**.

1

EMOTION REGULATION

The ability to control feelings like anger, fear, or grief in trying situations.

2

IMPULSE CONTROL

The physical counterpart of emotion control. The ability to control one's behavior.

3

CAUSAL ANALYSIS

The ability to think through issues in new ways so that current or cultural mindset does not limit one's ability to address them.

4

SELF-EFFICACY

The belief in your own abilities and your impact on others.

5

MEASURED OPTIMISM

The ability to be realistic while seeing how a situation might improve.

6

EMPATHY

The ability to grasp someone else's perspective and approach.

7

REACHING OUT

The ability to make connections so you can lean on others or provide support.

VALIDATING meQuilibrium's Data

To document the correlation between meQuilibrium's user data analysis and well-established psychology metrics, meQuilibrium commissioned a series of independent studies of more than 2,000 respondents from national panels. Each panel completed a survey which included items from the meQuilibrium survey and from common psychometric measures of wellbeing, including:

The Psychological Capital Questionnaire (PCQ)

Copenhagen Psychosocial Questionnaire (COPSOQ)

Perceived Stress Scale (PSS)

Patient Health Questionnaire 9-item Depression Scale (PHQ-9)

Work Productivity and Activity Index (WPAI) Presenteeism Measure

The meQuilibrium assessment correlates highly with other measures of resilience, and strongly predicts outcomes such as stress, depression, anxiety, and presenteeism.

BUILDING RESILIENCE IN AN ORGANIZATION

RECOGNIZING THE VALUE OF RESILIENCE IN AN ORGANIZATION, MEQUILIBRIUM CREATED A RESILIENCE-BUILDING AND SUPPORT SYSTEM THAT COMMONLY REACHES WELL MORE THAN HALF OF AN ORGANIZATION'S POPULATION. IN DEPLOYMENT, THE SYSTEM HAS COLLECTED BILLIONS OF DATA POINTS ON MORE THAN 500,000 USERS FROM A NUMBER OF THE WORLD'S LEADING COMPANIES, PROVIDING DEEP PERSONAL, ORGANIZATIONAL, AND GLOBAL INSIGHTS.



The introduction of a digital system for resilience improvement changed companies' potential for participation from limited, mostly top-down individual training for managers to a whole-company approach that offered culture-defining potential.

To personalize its user interaction and improve results, the meQuilibrium system gathers a uniquely broad spectrum of data points—encompassing focus, engagement, mental state, physical wellbeing, personal situation, and connection—on each user. Its onboarding questions categorize users into essential personality tendencies that predict each user's needs and how each individual is likely to react to training. It pinpoints each person's reaction to the most common stress factors. And it provides a baseline score—the meQ Score—that individuals can use to assess their current resilience and track improvement over time.

For individuals, this multidimensional assessment leads to a highly personal engagement with meQuilibrium's tools, content and training. The “assessment to assignment” algorithm allows the user's digital training to focus on each person's greatest need and highest potential.

AT THE TEAM AND ORGANIZATIONAL LEVEL, THE MEQUILIBRIUM DIGITAL SYSTEM OFFERS REAL-TIME INSIGHTS INTO WORKFORCE EFFICACY, WELLBEING, AND MINDSET—INFORMATION THAT IS SIMPLY UNAVAILABLE THROUGH COMMON HR SOURCES AND TOUCH POINTS.

And at the global and academic level, the data provides critical information on wellbeing trends, financial impacts, industry variations, and the universal human need for resilience in a vast and varied society. The findings answer critical questions about resilience training and its impact.

WORKPLACES ARE IDEAL FOR RESILIENCE IMPROVEMENT

THE WORK ENVIRONMENT, RESEARCH DEMONSTRATES, PROVIDES FERTILE GROUND FOR RESILIENCE TRAINING. WORK DECISIONS AND ACTIONS OFFER TRAINEES A PSYCHOLOGICAL DISTANCE THAT MORE PERSONAL (FAMILY, FRIENDS) SITUATIONS DO NOT, MAKING IT EASIER TO APPLY RESILIENCE SKILLS THAT LOWER THE EMOTIONAL TEMPERATURE OF THE MOMENT, IMPROVE DECISION-MAKING AND REDUCE STRESS.

The trove of research demonstrates that resilience can be learned and improved—by anyone. The training does not need to rise to the level of cognitive behavioral therapy, which calls for intensive individual work with a professional therapist, often over long periods of time. Instead, individuals can learn to understand their own patterns of thinking and response, which allows them to situationally end-run their more deeply held psychological patterns and history.

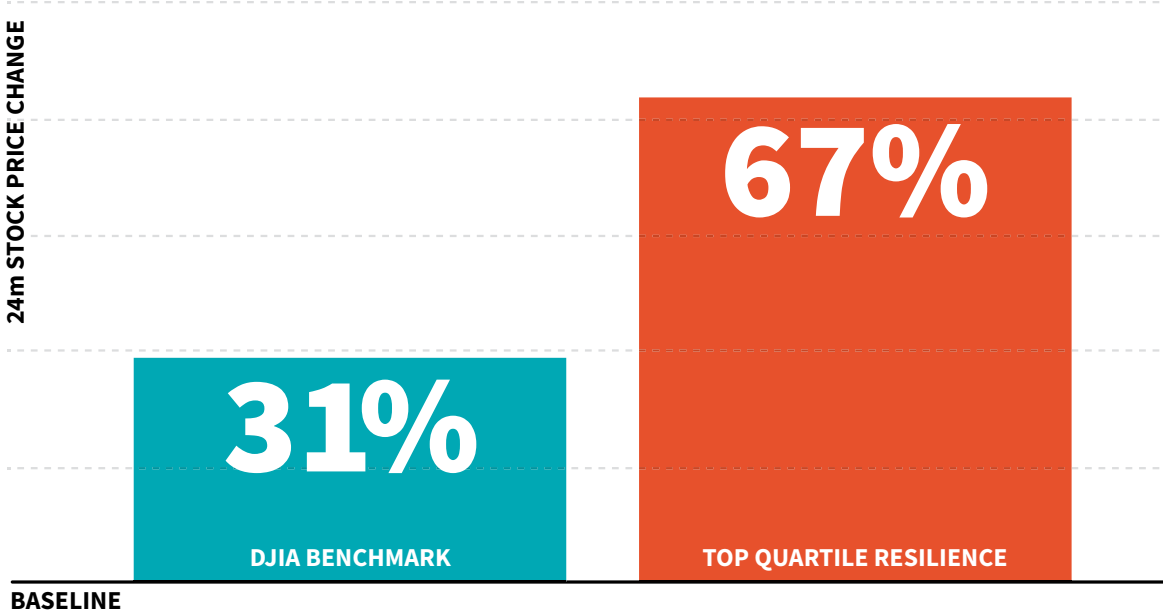
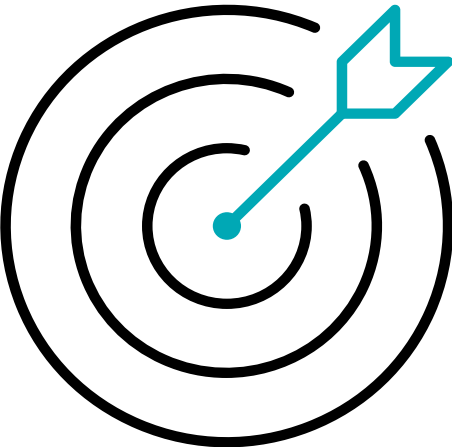


MEMBERS WHO COMPLETED A DOZEN OR MORE SKILLS HAD 211% MORE RESILIENCE IMPROVEMENT, OR 3.1x THE RESILIENCE IMPROVEMENT OF MEMBERS WHO COMPLETED FEW TO NO SKILLS.

Businesses with Resilient Employees **OUTPERFORM THE MARKET**

AMONG MEQUILIBRIUM’S LARGEST PUBLICLY-TRADED CUSTOMERS, THOSE COMPANIES WITH THE HIGHEST RESILIENCE SCORES AT BASELINE OUTPERFORMED THE DOW JONES INDUSTRIAL INDEX (DJIA) BY 116% OVER THE LAST 24 MONTHS.

Change in Stock Price: December 2018 — December 2020 by aggregate resilience scores at Baseline.



EVEN SMALL AMOUNTS OF TRAINING HAVE A POSITIVE IMPACT

EVIDENCE SHOWS A STRONG “DOSING EFFECT”— EACH TRAINING SESSION PROVIDES MEASURABLE IMPROVEMENT — FOR TIME SPENT IN PERSONALIZED, TARGETED RESILIENCE TRAINING. USERS WHO STARTED WITH LOW RESILIENCE SAW EXCEPTIONAL LEVELS OF IMPROVEMENT.

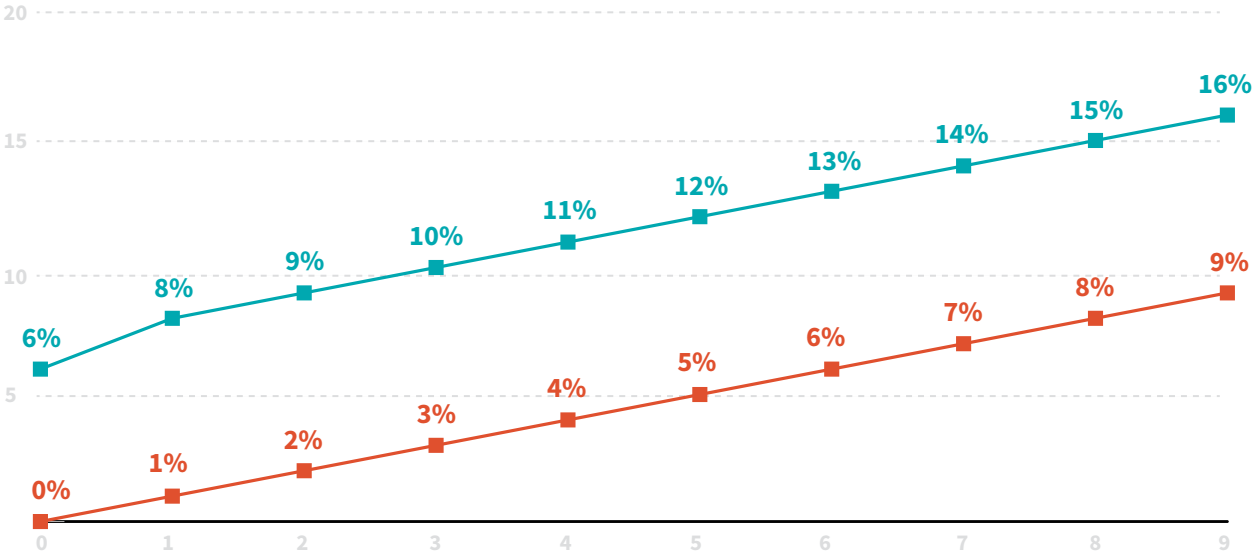


In work published in the Journal of Occupational and Environmental Medicine, meQuilibrium’s research team showed resilience skill-building’s “dosing effect”. For the 600 randomly selected participants, correlation was nearly linear: time spent training led to markedly improved resilience levels, perceived stress levels, and reduced somatic (physical) symptoms of stress.

THE AVERAGE MEMBER SAW A 5% IMPROVEMENT IN RESILIENCE WITH SIX HOURS OF TRAINING. EACH ADDITIONAL HOUR OF RESILIENCE TRAINING LED TO AN INCREASE OF 1.3% IN RESILIENCE.

Having a lower level of resilience at the time of enrollment tended to produce greater improvements in resilience for the same time invested in training. A member who began the program with low levels of resilience could expect to see a 10% improvement with just 4 hours of training.

The study also found a strong dosing effect for stress reduction. Depending on time invested in the program, decreases in perceived stress ranged from 0% to 13%, and decreases in somatic symptoms ranged from 0% to 9%. After 5 hours of training, those with lower baseline resilience reported a 15% and 11.1% decrease in stress and somatic manifestations, respectively.



2.8x
USERS WITH THE HIGHEST NEED
HAVE A HIGHER RETURN ON TIME
SPENT ON RESILIENCE

10x
USERS WHO MADE SIGNIFICANT
INVESTMENTS IN RESILIENCE
TRAINING HAD ON AVERAGE 10x
THE IMPROVEMENT OF USERS
WHO MADE MINIMAL INVESTMENTS

RESILIENCE SKILLS IMPROVE LIVES ACROSS MANY MEASURES

**THE CORRELATIONS ARE TOO STRONG TO IGNORE:
PEOPLE WITH HIGH RESILIENCE SKILLS ARE ON THE
WHOLE ARE MORE ENGAGED, MORE EFFECTIVE,
HAPPIER AND HEALTHIER.**

By just about any measure of either overall wellbeing or employment effectiveness and satisfaction, resilience leads to success.

Resilient people are much less likely to burn out, quit, or spiral into more serious issues such as depression or unmanaged anger. They suffer fewer of the physical (somatic) manifestations of stress, such as insomnia. And they are more engaged, contributing more to an organization's efforts.

Low resilience correlates with poor overall health. In fact, employees with low resilience are more than twice as likely to be overweight and twice as likely to report a hospital stay in the past year. In addition, 50 percent of those with low resilience have indications of depression, compared to only one percent of those with high resilience.

5x

**AS MANY HIGH RESILIENCE
USERS REPORT BEING IN VERY
GOOD OR EXCELLENT HEALTH**

30%

**MORE MENTALLY AGILE
THAN LESS RESILIENT
EMPLOYEES**

3x

**BURNOUT SCORES ARE MORE
THAN 3x LARGER AMONG
THOSE WITH LOW RESILIENCE**

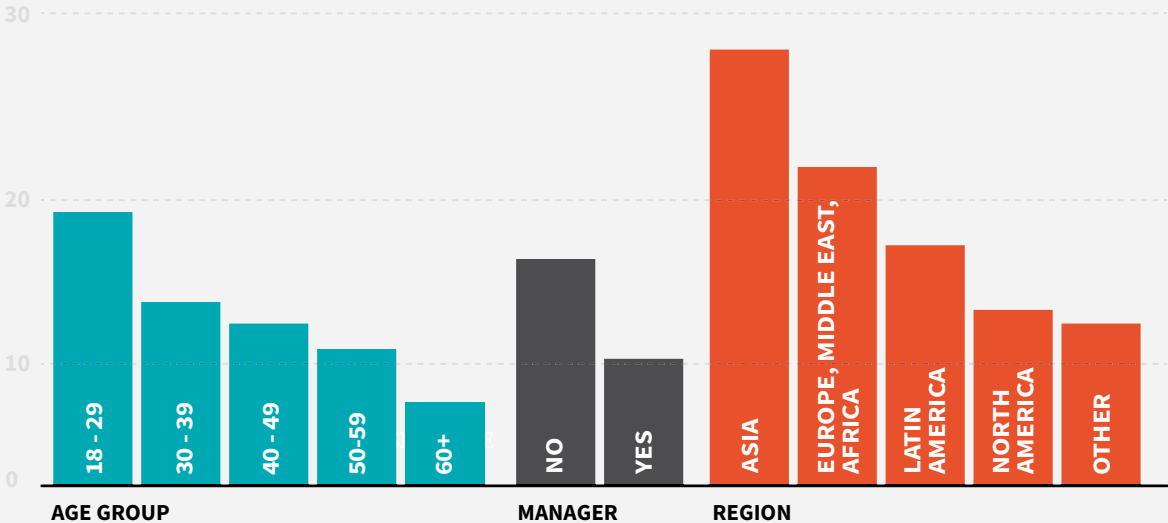
RESILIENCE DATA PROVIDES PREDICTIVE INSIGHTS

ACROSS TIME, TEAMS, REGIONS, AND INDUSTRIES, RESILIENCE ENGAGEMENT BRINGS DEEP LEARNING TO ORGANIZATIONS.

Significant population and trend analysis requires robust data. Analysis of meQuilibrium’s dataset, along with real-world evidence, shows that organizations offering resilience assessments and training to their entire workforces are rewarded with statistically valid insights into population trends for mindset, resilience, and wellbeing. The data presented here is an excerpt of actual findings for a large global company that had recently begun to offer resilience services during the early stages of the COVID-19 pandemic. Human Resource management at the company immediately reacted to this risk analysis data, looking to improve many of the numbers over time.

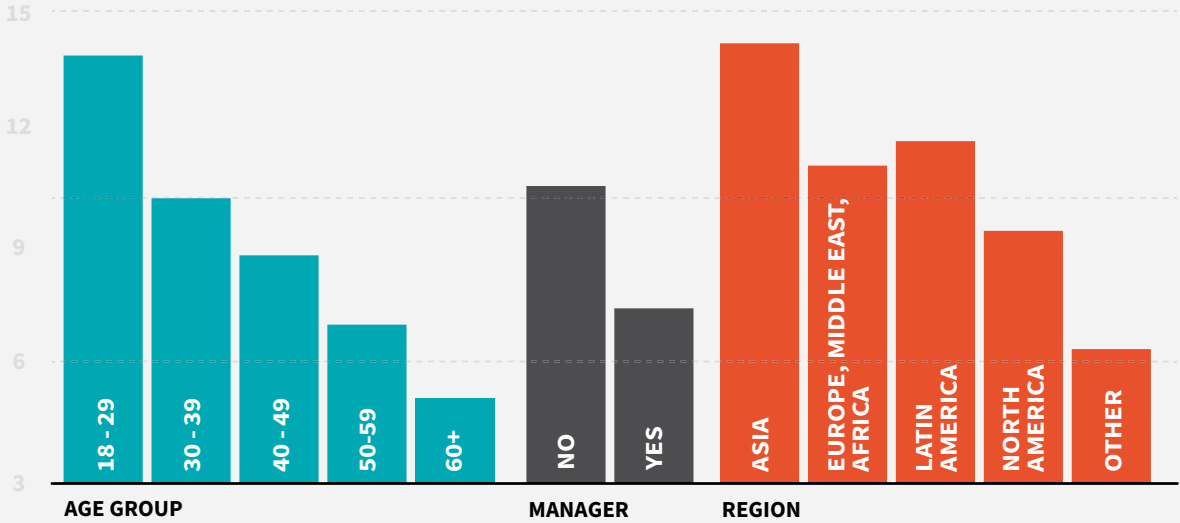
EMPLOYEE CATEGORIES AT HIGH RISK FOR ANXIETY

Percentage of Users at Very High Risk Compared to meQ Norm



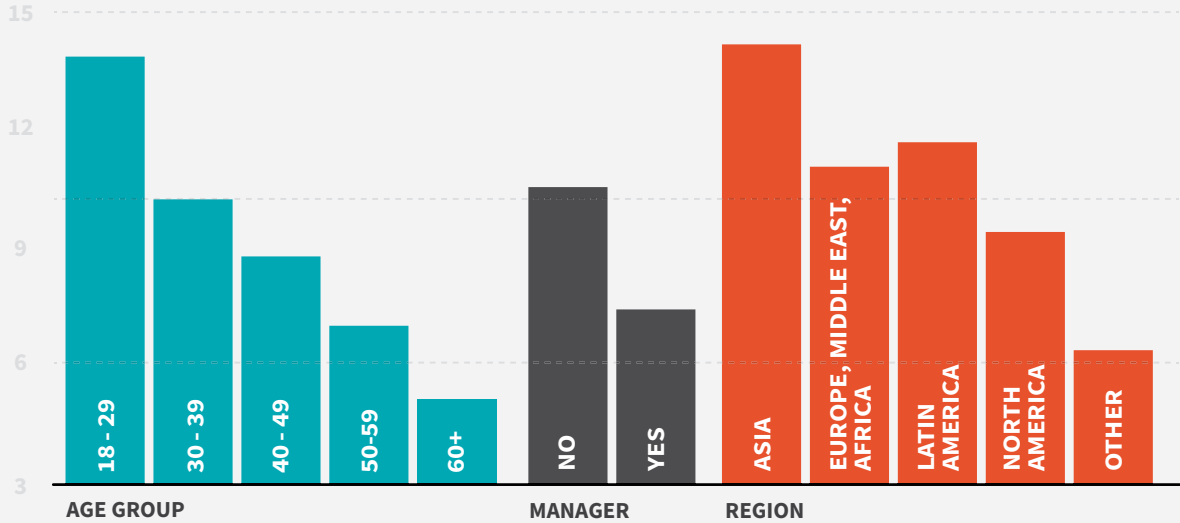
**EMPLOYEE CATEGORIES
AT HIGH RISK FOR
BURNOUT**

*Percentage of Users at Very High Risk
Compared to meQ Norm*



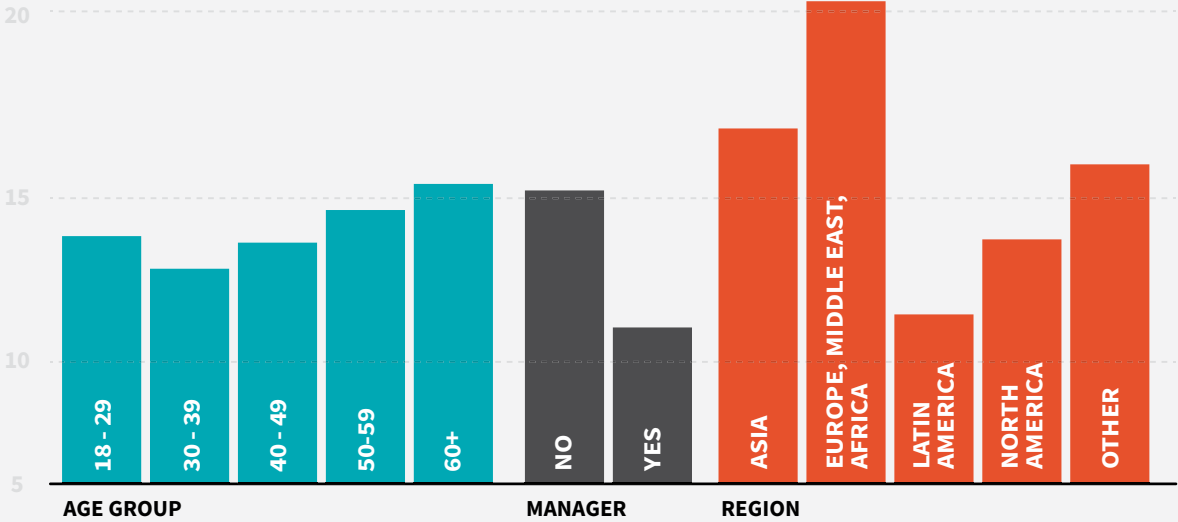
**EMPLOYEE CATEGORIES
AT HIGH RISK FOR
LOW PRODUCTIVITY**

*Percentage of Users at Very High Risk
Compared to meQ Norm*



EMPLOYEE CATEGORIES AT HIGH RISK FOR LOW RESILIENCE

Percentage of Users at Very High Risk Compared to meQ Norm



PREDICTIVE INSIGHTS

can also be derived from tracking cognitive patterns such as **EMPATHY**, **EMOTIONAL INTELLIGENCE**, and **PROBLEM-SOLVING**

THINKING TRAPS

Percentage of users with common thinking traps



For many organizations,
**WORKFORCE RESILIENCE IS
THE OVERLOOKED ELEMENT.**



**PREDICTS
ORGANIZATIONAL
AGILITY**



**WORKS ACROSS
COMMON
DIVIDES**



**CRITICAL IN
STRESSFUL
TIMES**



**REDUCES COST
AND RAISES
PROFITS**



**MAKES
WORKPLACES
WORK**

EMPLOYEE RESILIENCE IS THE BASIS OF ORGANIZATIONAL AGILITY

ORGANIZATIONAL AGILITY CALLS FOR LEADERSHIP, VISION, TECHNICAL FACILITY, AND OPERATIONAL FLEXIBILITY. BUT BUSINESSES ARE ONLY AS AGILE AS THEIR WORKFORCES ALLOW. A WORKFORCE THAT IS RESISTANT OR OVERWHELMED BY CHANGE WILL FALTER AT REINVENTION.

The workforce qualities that manifest as agility at the organizational level are, at the individual level, resilience. meQuilibrium's research shows that resilience is the basis of creativity, innovation, and positive change management.

AGILITY ATTRIBUTES

ADAPTIVITY

+28%

RESILIENCE IS A KEY DRIVER OF THE ABILITY TO ADAPT TO CHANGE.

Employees who had the highest resilience as measured by meQ Score were 28% more able to adapt to changing circumstances, and were more likely to display attributes such as creativity, acquiring new skills, adapting to others and responding quickly to new challenges.

CREATIVITY

+30%

HIGH RESILIENCE SCORES CORRESPOND TO 30% HIGHER DEMONSTRATIONS OF NEW THINKING AND CREATIVITY.

- willingness to go beyond the status quo
- a desire to be innovative
- a pattern of trying numerous methods to find new solutions

AGILITY ATTRIBUTES

QUICK THINKING

+30%

HIGH RESILIENCE SCORES CORRELATE TO A 30% HIGHER ABILITY TO RESPOND QUICKLY TO UNFORESEEN CHALLENGES.

- reorganizing work to adapt to new circumstances
- quickly resolving problems
- rapidly analyzing novel situations

SKILL BUILDING

+32%

RE-SKILLING AND UPSKILLING TALENT IS CRITICAL FOR A RESILIENT AND ADAPTIVE ORGANIZATION.

Those with low resilience are 32% less likely to engage in training and skill-improvement to enhance their performance compared to those with highest resilience.

- more likely to volunteer for new and different assignments
- to improve their skills
- proactively find training opportunities
- track innovation one's tasks

INTERPERSONAL ADAPTABILITY

+20%

INTERPERSONAL ADAPTABILITY INCLUDES THE ABILITY TO WORK WELL WITH DIFFERENT TYPES OF PEOPLE—A CRITICAL ABILITY IN TIMES OF CHANGE AND AN ERA WHEN COMPANIES ARE MAKING DELIBERATE EFFORTS AT DIVERSITY AND INCLUSION.

The highest levels of resilience are associated with 20% higher interpersonal adaptability.

- an openness to other viewpoints
- placing a high value on relationships and collaboration
- willingness to adjust one's communication style to fit different circumstances.



Without Workforce Resilience **HIGHLY AGILE TEAMS CAN SUFFER**

Because agility requires constant adaptation, it calls for psychological skills that support positive reactions to change. meQuilibrium's data shows that high organizational agility demands in a low-resilience workforce is associated with much higher levels of depression and anxiety risk.

Improving both resilience and agility show strong benefits across three outcomes: depression, anxiety, and absenteeism. **HOWEVER, BUILDING AGILITY ALONE IN LOW-RESILIENCE EMPLOYEES MAY PRODUCE UNANTICIPATED CONSEQUENCES.**

UNANTICIPATED CONSEQUENCES:

+27%
depression risk increase

+54%
anxiety risk increase

+5.7 DAYS PER YEAR
absenteeism increase

RESILIENCE TRAINING

Works Across Common Organizational Divides

The idea of resilience is universal. Religions, literature, and drama from every culture and every moment in history reflect the importance of personal and group resilience in the human experience. The fact that virtually everyone appreciates and desires resilience allows corporate resilience initiatives to cross all the matrices that make up a diverse organization.

Some of meQuilibrium's first deployments were in large call centers, where the staff had limited autonomy and had to remain positive and professional at all times. As meQuilibrium's deployments grew, they encompassed knowledge workers, health care professionals, government workers, and senior executives, often in large (Fortune 500) companies that offer the digital system to every employee.

As usage grew and meQuilibrium's science team gathered data, evidence showed that resilience is an asset for every job. As companies increasingly recognize the value of diversity and the importance of cultural awareness, resilience training offers common ground and unifies successes.



EVERYONE BENEFITS FROM RESILIENCE

WE ALL NEED RESILIENCE: AT EVERY LEVEL OF INCOME AND EDUCATION, MORE THAN 40 PERCENT OF PEOPLE STUDIED HAVE LOW MEQUILIBRIUM RESILIENCE SCORES.

To drill down into the need for resilience training bottom to top, meQuilibrium's research team contrasted resilience levels across a range of income and education levels, controlling for the effects of age and gender.



HIGHLY PAID, HIGHLY EDUCATED EMPLOYEES ARE AT RISK FOR THE NEGATIVE CONSEQUENCES OF LOW RESILIENCE: feeling burned out, having sleep issues, experiencing more absences, and having impaired productivity.

INCOME

Low resilience was common among employees regardless of compensation.

41%

OF THOSE WHO EARNED \$150,000 OR MORE A YEAR HAVE LOW RESILIENCE

59%

54%

OF THOSE WHO EARNED BETWEEN \$75,000 AND \$100,000 HAVE LOW RESILIENCE

46%



THE HIGHLY EDUCATED, WELL-PAID, BUT LOW RESILIENT POPULATION HAD SEVERELY HEIGHTENED RISKS FOR DEPRESSION (3x) and twice the rate of absence and turnover intent than those who scored high in resilience.

EDUCATION

A similar pattern of findings was seen for resilience by level of educational attainment.

OVER 40%

OF THOSE WITH A MASTER'S DEGREE OR HIGHER SCORED BELOW AVERAGE FOR RESILIENCE

60%

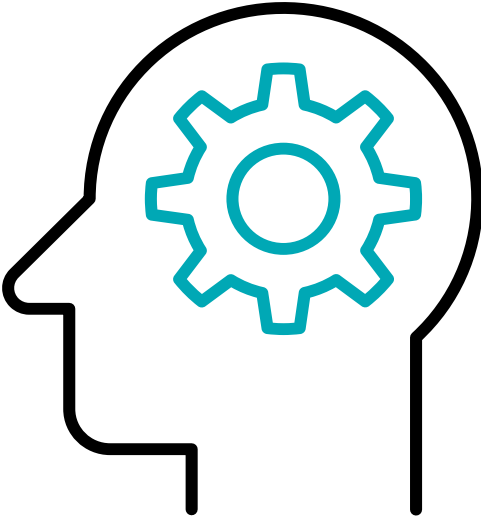
47%

OF THOSE WITH A BACHELOR'S DEGREE SCORED BELOW AVERAGE FOR RESILIENCE

53%

RESILIENCE SKILLS ADDRESS EVERYDAY CHALLENGES IN EVERYDAY LANGUAGE

The broad appeal of resilience is reflected in the kinds of psychological skills that highly resilient people demonstrate. So is the improvement that diverse workforces gain from resilience training. In a before and after study, meQuilibrium users reported marked gains in everyday skills.



SKILL	MANIFESTATION	AVERAGE IMPROVEMENT
COOL YOUR ANGER	When things go wrong, I get angry.	20%
CURB YOUR FRUSTRATION	When I am stuck in a problem, I get easily frustrated.	16%
EMBODY YOUR CORE VALUES	I feel "blah" about my life.	12%
TRAIN YOURSELF TO SEE THE POSITIVE	I can easily dispel negative thoughts that pop into my mind.	38%
CLEAR YOUR HEAD	I easily get bogged down in thoughts that turn over and over in my mind.	30%

RESILIENCE IS INVALUABLE IN STRESSFUL TIMES

The evidence is overwhelming that resilience is valuable across a variety of mental health, physical health and general wellbeing outcomes. But resilience has even more value when the going gets tough. Whether a company is facing a crisis or a turning point, or is by its nature a high-stress environment, resilience skills are reflected in employee effectiveness, happiness, and engagement.

PURPOSE

IN HIGH CHANGE SCENARIOS, GIVING INDIVIDUALS A SENSE OF CONNECTION TO AND MEANING IN THEIR WORK IS NOT ONLY GOOD FOR THE EMPLOYEE, BUT ALSO KEY TO ENSURING A HIGH-FUNCTIONING, COMPETITIVE ORGANIZATION.

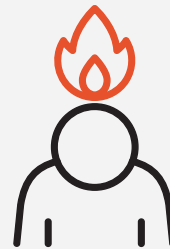
Employees who have a personal connection to their work and see how their work and life purposes intersect are more committed and motivated on the job.



BURNOUT

EMPLOYEES FACED WITH THE STRESS THAT COMES WITH AN ENVIRONMENT WHERE CHANGE IS THE ONLY CONSTANT ARE AT HIGH RISK FOR BURNOUT, which can show up as physical or emotional exhaustion, cynicism, detachment, or feelings of being ineffective.

Resilience and agility are strongly protective against work burnout.



TURNOVER INTENT

RESILIENT AND AGILE EMPLOYEES ARE ALMOST 50% LESS LIKELY TO QUIT.

The positive impact of resilience and agility extends beyond burnout to turnover intent. Employees who are both highly resilient and have higher agility are about half as likely as those with low resilience and agility to plan to leave their job in the next six months.



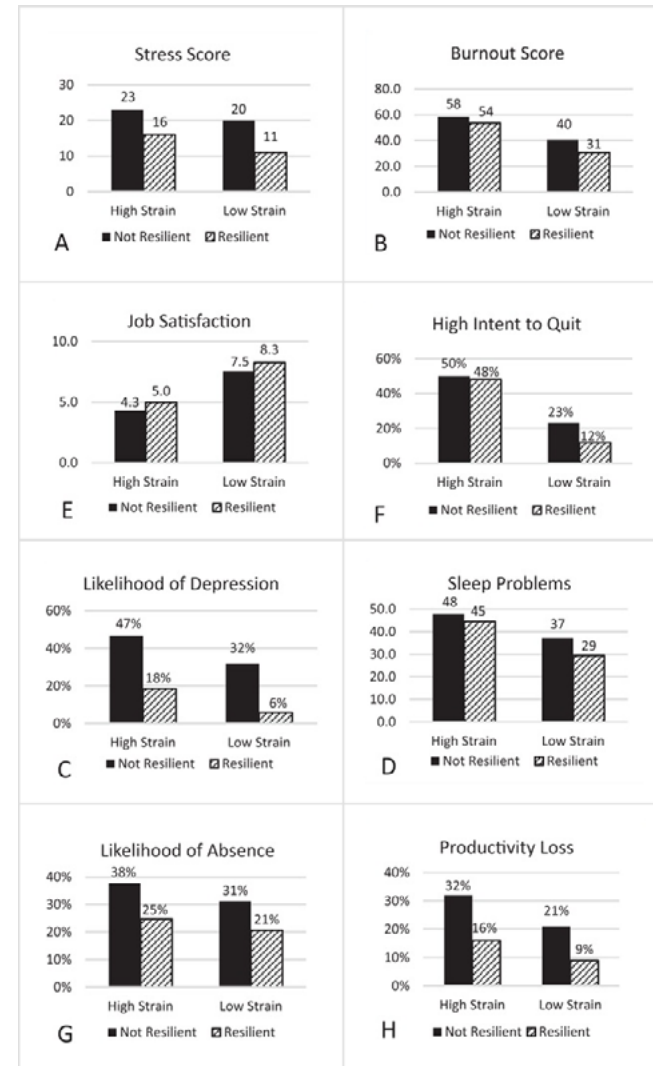
EVEN IN CHALLENGING ENVIRONMENTS, RESILIENT WORKERS CONTINUE TO THRIVE

RESEARCH SHOWS A POWERFUL PROTECTIVE EFFECT OF RESILIENCE FOR ALL EMPLOYEES, BUT A PARTICULARLY STRONG EFFECT FOR THOSE EMPLOYEES WHO WORK IN SITUATIONS WHERE THEY ARE REQUIRED TO DELIVER QUICKLY, HAVE LITTLE AUTONOMY AND RECEIVE RELATIVELY LITTLE SUPPORT.

While meQuilibrium’s current client population reflects a huge range of occupations and work situations—front-line workers, knowledge workers, management, professionals, and executives.

In a peer-reviewed article published in the Journal of Occupational and Environmental Medicine, meQuilibrium studied resilience in high-stress workplaces. The work environments were assessed using elements from the Copenhagen Psychosocial Questionnaire, specifically job demands, autonomy, and social support at work.

- Across every outcome and regardless of work environment, highly resilient employees fare better than less resilient employees.
- Resilience often has its highest payoff in high strain environments. For depression, absenteeism and productivity impairment, resilience is more protective in high strain relative to low strain environments.



Outcomes comparing high and low resilience under high and low strain work environments.



At Times of Acute Crisis,

RESILIENCE IS PARAMOUNT



THE COVID-19 PANDEMIC PRESENTED A REAL-WORLD LABORATORY FOR RESILIENCE RESEARCH IN MYRIAD WAYS, FROM MEQUILIBRIUM'S CONCERN FOR ITS OWN WORKFORCE TO INDUSTRY-SCALE ANALYSIS OF CRISIS REACTION AND MANAGEMENT.

The ultimate finding: It's critical for employers to understand the state of the workforce and protect against falling behind.

Managers who saw vulnerable workforces and responded with support—from resilience training to facilitating working at home to childcare and more—were much better able to keep their workforces engaged and encouraged.

meQuilibrium's study of 7,000 workers compared changes in job stress, burnout, motivation and sleep between December 2019 and June 2020. The large sample was drawn from a range of organizations and allowed for data analysis by industry and demographic cohorts.

The data showed some surprises: particularly the vulnerability of younger workers. The major

finding: High resilience inoculated workers against personal stress.

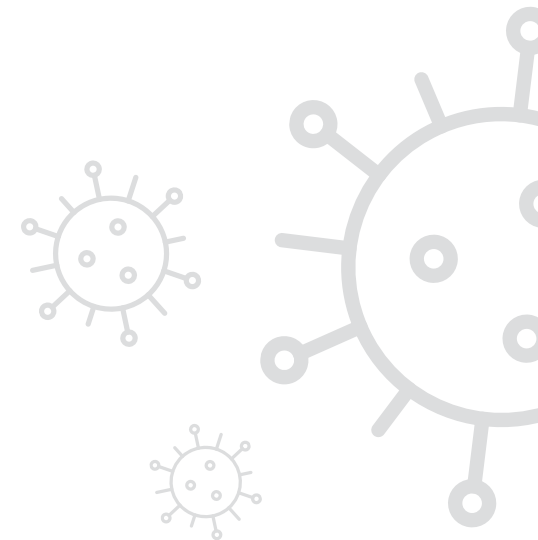
Across all industry segments perception of employer support had a mitigating impact on stress and it increased motivation. In addition, resilience training worked for those users who were most engaged with the meQuilibrium solution had more positive outcomes.

TECH INDUSTRY EMPLOYEES had the most broadly negative changes of the industries broken out in the study (others included finance, communications, manufacturing, health products and health services), with **DOUBLE-DIGIT INCREASES** in **JOB STRESS (11%), DISORDERED SLEEP (14%), BURNOUT (23%),** and an almost **40% DROP IN MOTIVATION.**

YOUNGER WORKERS generally had stronger reactions than older ones. Workers under 40 experienced a 23% increase in disordered sleep, versus an increase in sleep issues of only 1% in older workers. **MOTIVATION HAD A SERIOUS DECLINE**, with workers under 40 experiencing a decline of 45%, while workers over 40 suffered a 14% decline in motivation. There was also a 19% **INCREASE IN THE RISK OF BURNOUT** among the younger group, while the older group experienced a 3% decreased risk of burnout between December 2019 and June 2020.

JOB STRESS AMONG WOMEN increased by nearly 20%, while job stress among men increased just 1.6%. In addition to job stress, the rate of decreased motivation was **SUBSTANTIALLY HIGHER AMONG WOMEN (31%) THAN AMONG MEN (21%).**

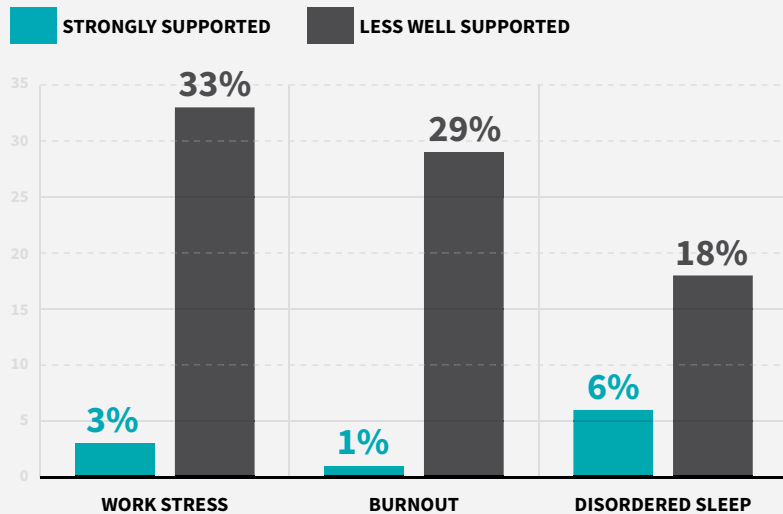
EMPLOYEES IN INDUSTRIES SUCH AS COMMUNICATIONS, TECHNOLOGY SERVICES AND FINANCE/INSURANCE showed negative impacts from the transition to working from home and all the changes entailed. In contrast, employees working in Health Products & Devices (mostly pharmaceutical companies) and Manufacturing showed some of the lowest **NEGATIVE OUTCOMES** related to emotional wellbeing in the early months of the pandemic.



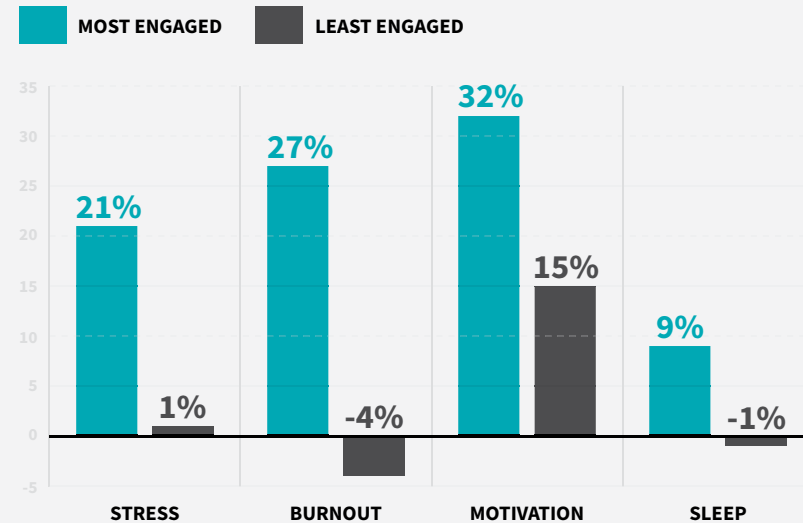


OVERALL, MEQUILIBRIUM USERS REPORTED MENTAL CHALLENGES IN THE FIRST 6 MONTHS OF 2020.

HOWEVER, EMPLOYER SUPPORT MADE A CONSIDERABLE DIFFERENCE.



THOSE MOST ENGAGED WITH RESILIENCE TRAINING FARED CONSIDERABLY BETTER THAN WORKERS WHO WERE LESS ENGAGED.



Because all of the subjects were meQuilibrium users, the results are specific to the meQuilibrium product.

Those **MOST ENGAGED** with resilience training **FARED CONSIDERABLY BETTER** than workers who were less engaged.

33%

Increased feelings of stress

9%

Increased feelings of burnout

-29%

Decreased feelings of motivation

-27%

Decreased feelings of positivity

THOSE WHO LEVERAGED LESS RESILIENCE TRAINING EXPERIENCED:



ROI: RESILIENT WORKFORCES REDUCE COSTS AND RAISE PROFITS

meQuilibrium research shows that when people can improve their coping skills and become more resilient, they become more engaged, more productive, are less likely to miss work or quit their jobs. At scale, that can be worth millions.

An increase in resilience helps stress symptoms and illness rates, absences, disability rates and duration, turnover, work engagement, and productivity. The meQuilibrium Score measures the change in those factors—and supports a financial analysis. Data on resilience combined with company data on pay scales, absence and turnover rates demonstrates the payoff.

COMMONLY-ACHIEVED RESILIENCE IMPROVEMENTS STAND TO RAISE PERFORMANCE BY \$1908 PER MEMBER OR MORE THAN \$2.4M PER 10K EMPLOYEES.

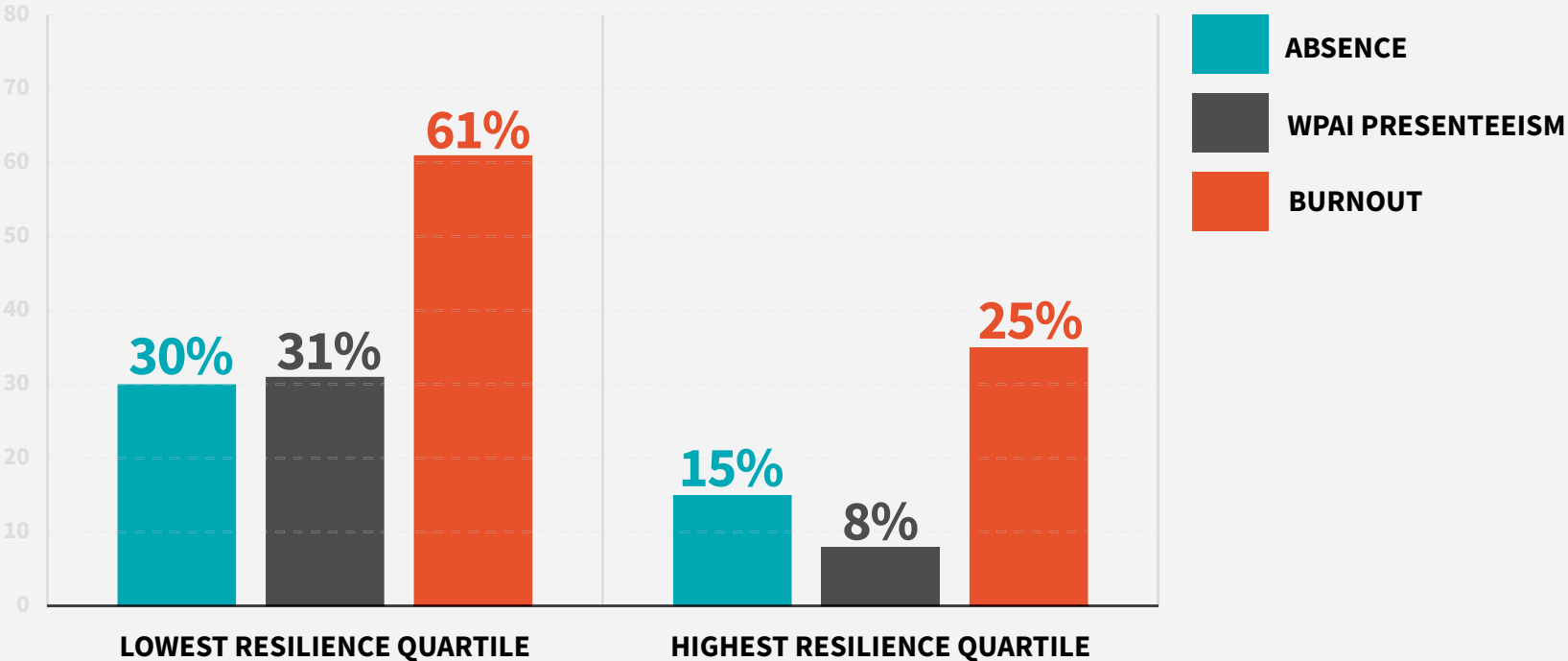
The model assumes an average salary of \$50,000, 25% enrollment of eligible users, 50% engagement, and a 30% resilience improvement, all typical of a meQuilibrium implementation.



WORKFORCE ROI IS DIRECTLY IMPROVED BY RESILIENCE TRAINING OUTCOMES

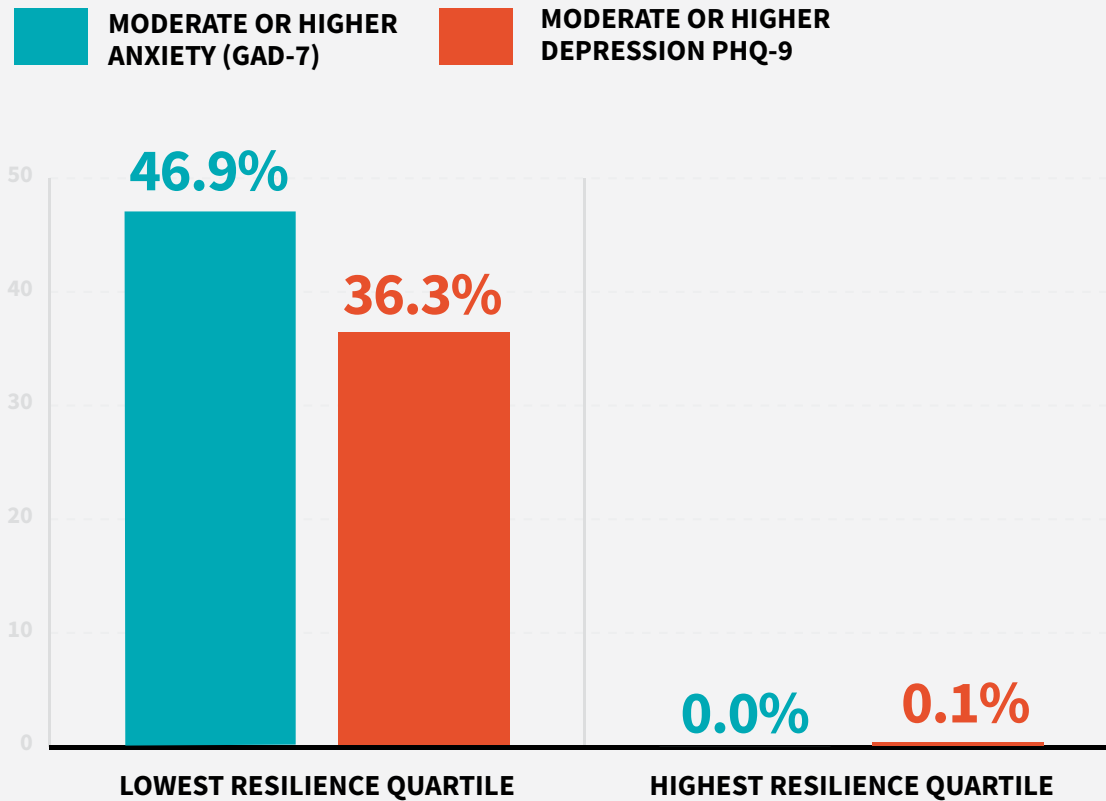
Any employee is at risk for underperformance, whether through absence, "presenteeism", or burnout. Highly resilient employees are both more productive and more effective.

PERFORMANCE



MENTAL HEALTH

Percentage of population with **MODERATE OR HIGHER DEPRESSION** (PHQ-9) and **MODERATE OR HIGHER ANXIETY** (GAD-7) per quartile



Perceived Stress Scale Scores by **RESILIENCE** and **POSITIVITY** Level

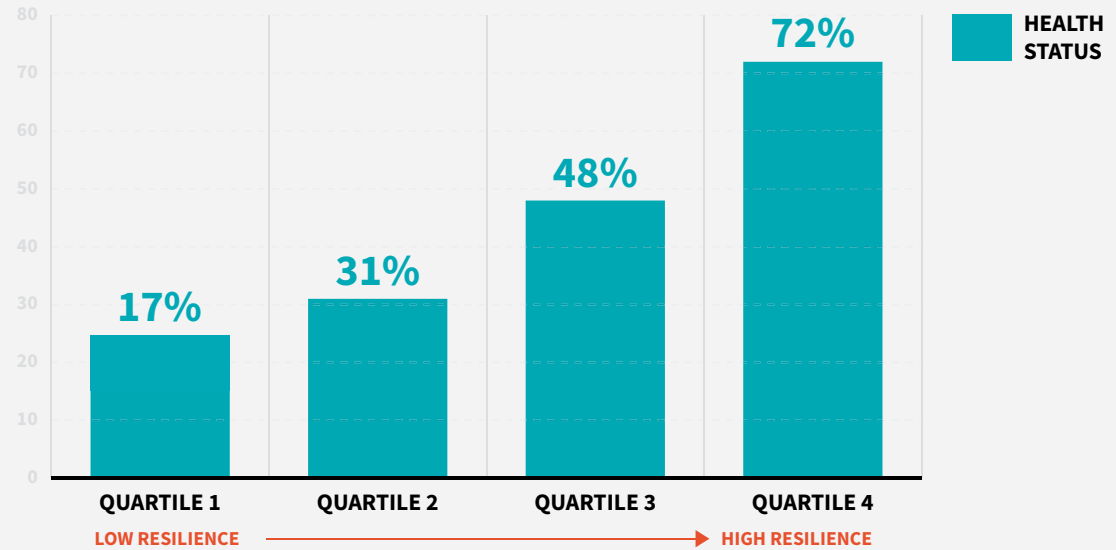
20.4%
LOW RESILIENCE

9.5%
HIGH RESILIENCE

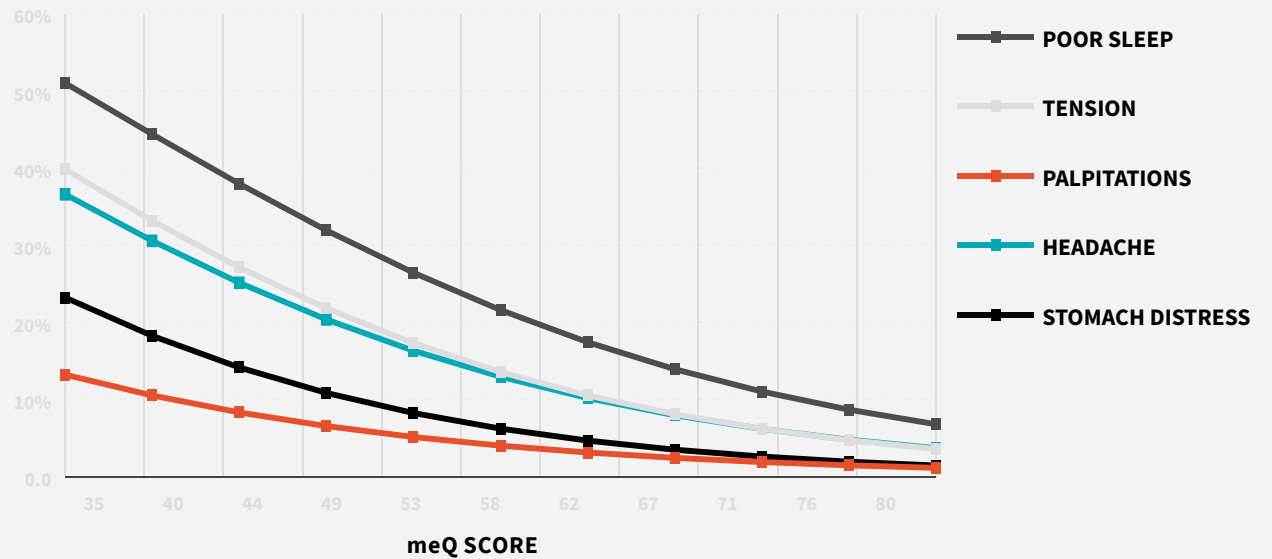
9.4%
**HIGH RESILIENCE &
HIGH MINDFULNESS**

PHYSICAL HEALTH

OVERALL meQ SCORE AND HEALTH STATUS



PERCENT OF RESPONDENTS REPORTING SYMPTOMS



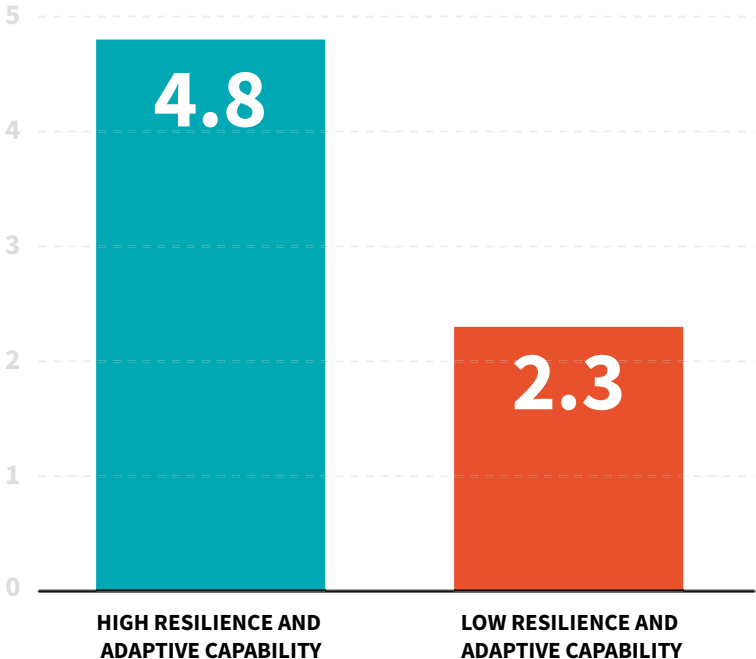
RESILIENCE MAKES WORKPLACES WORK

More than 20 years of research by Gallup shows that employee engagement is strongly connected to outcomes essential to a business's financial success, including profitability, productivity, and customer satisfaction. Resilient employees have almost 2x the sense of connection to meaning and purpose at work which is key to ensuring a high functioning competitive organizations.

MEANING AND PURPOSE AT WORK



AGILITY



RESILIENCE MAKES WORK A HAPPIER, HEALTHIER EMPLOYEE EXPERIENCE

Improving resilience has numerous positive benefits for employee experience. In addition to meQuilibrium's own research, management research conducted by multiple independent researchers confirms that:

- Resilience is associated with positive perceptions about work such as satisfaction, commitment, and good citizenship
- Resilience is associated with fewer negative perceptions about work such as disengagement and cynicism as well as disruptive behaviors
- Employees with high levels of resilience report a lower intent to quit and look for other jobs less often.
- Those with high resilience are more open and less cynical to change in their organizations.
- Resilient individuals report feeling more hopeful and optimistic about their jobs.
- Those with high resilience have higher levels of optimism about their ability to succeed.
- Resilient employees report higher levels of psychological wellbeing at work



RESILIENCE BOOSTS FOCUS, ENERGY, AND DEDICATION

MEQUILIBRIUM'S RESEARCH SHOWS DEFINITELY THAT RESILIENCE HAS A POWERFUL, POSITIVE EFFECT ON EMPLOYEE PRODUCTIVITY. RESILIENCE IMPROVEMENT INCREASES THE ABILITY TO FOCUS AND REDUCE DISTRACTIONS. In addition to our own research, the peer-reviewed management literature strongly supports the consistent and strong association between resilience and job performance.

- Self-reported productivity, manager-reported productivity, and objectively measured performance all improve with resilience
- The resilience of supervisors seems to improve the performance of the workers they supervise
- Interventions that improve resilience produce measurable improvements in performance
- Resilience makes employees more confident when taking on challenging tasks
- Individuals with higher resiliency are more energized and are able to come up with multiple solutions to problems than their low-resilience counterparts
- Resilient employees are more likely to engage in positive behavior such as mentoring newcomers



Finding **RESILIENCE**

MAKE NO MISTAKE, BECOMING RESILIENT IS A SCIENCE.

Success and resilience need each other, it's that simple, and it's something meQuilibrium knows a lot about.

Responding to evolving market demands successfully doesn't happen without a resilient workforce of people. Our resilience solutions help individuals rise above everything that life throws at them. Our workforce analytics reveal what's impacting performance so leaders can make more informed decisions about their people and their business in ways that enable the organization to shift and meet these demands head on.

The result of being more resilient not only changes the way organizations grow and how people perform, it lets us thrive at work and in life. Being resilient makes us better teammates, more present family members, and a stronger culture of humans. It's that simple.

meQuilibrium is changing the way organizations adapt for the now and prepare for the future.

LET'S TALK

[meQuilibrium.com/letstalk](https://mequilibrium.com/letstalk)

617-916-1262

meQuilibrium: The Resilience Imperative



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