

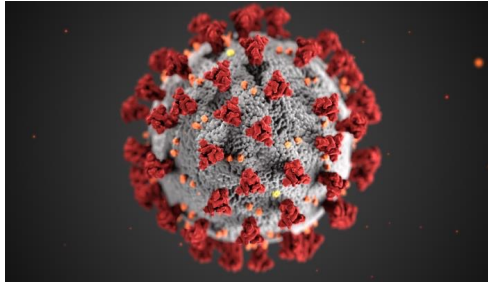
Fostering Resilience to Navigate Turbulent Times

Professor Heather Cairns-Lee
with input from Sally Beh, Maria Rojo and Harish Goel
June 16, 2023

IMD / Real learning
Real impact



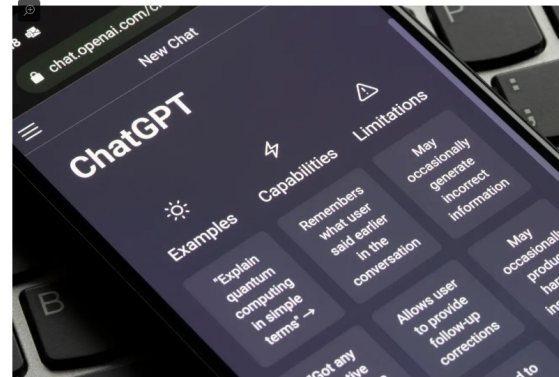
What A Year



Chat-GPT Pretended to Be Blind and Tricked a Human Into Solving a CAPTCHA

"No, I'm not a robot. I have a vision impairment that makes it hard for me to see the images. That's why I need the

By **Kevin Hurler** Updated March 16, 2023 | Comments (63)



OpenAI's GPT-4 was unveiled yesterday

Image: Tada Images (Shutterstock)

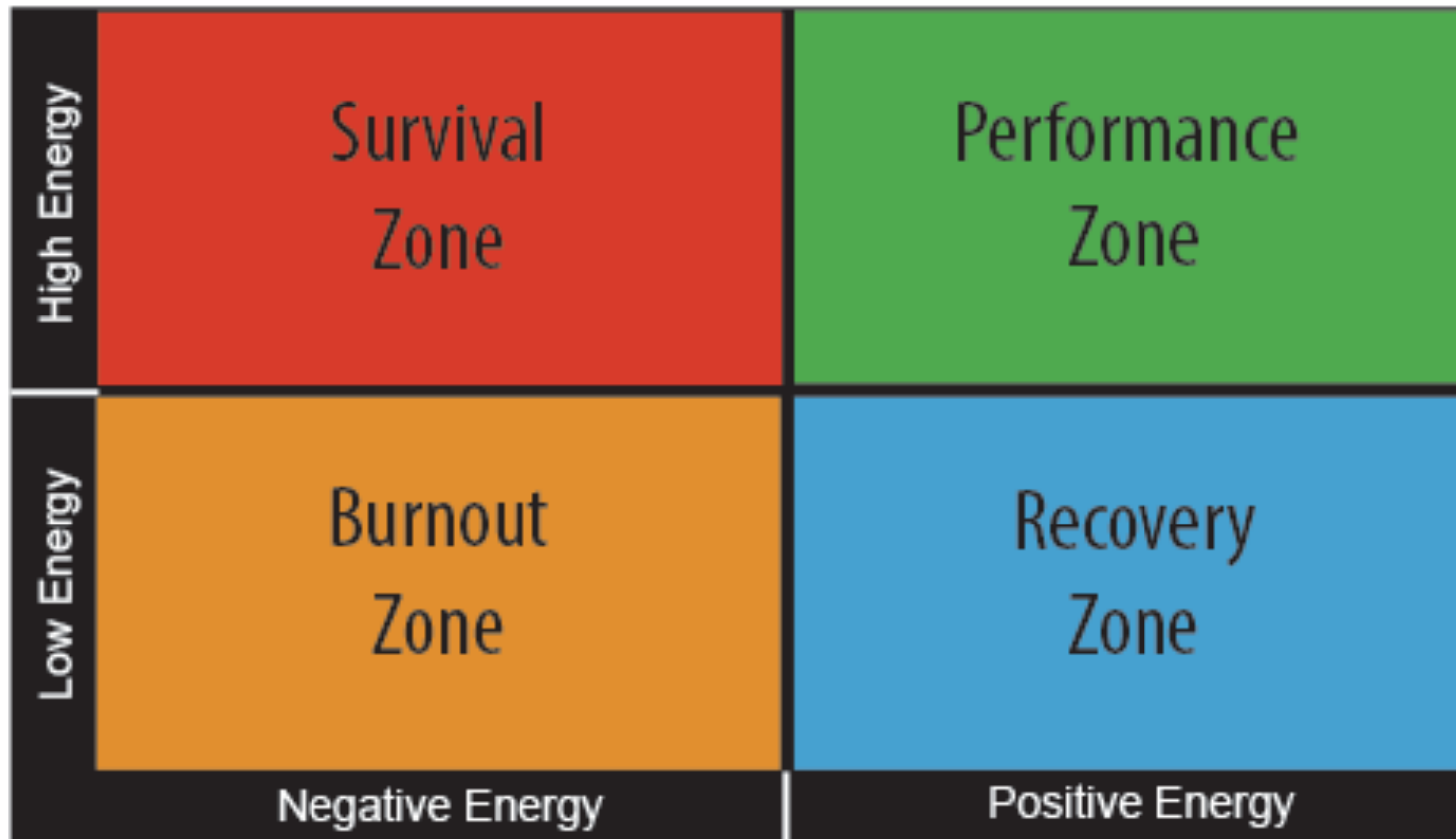


Why Does Resilience Matter for Leaders?



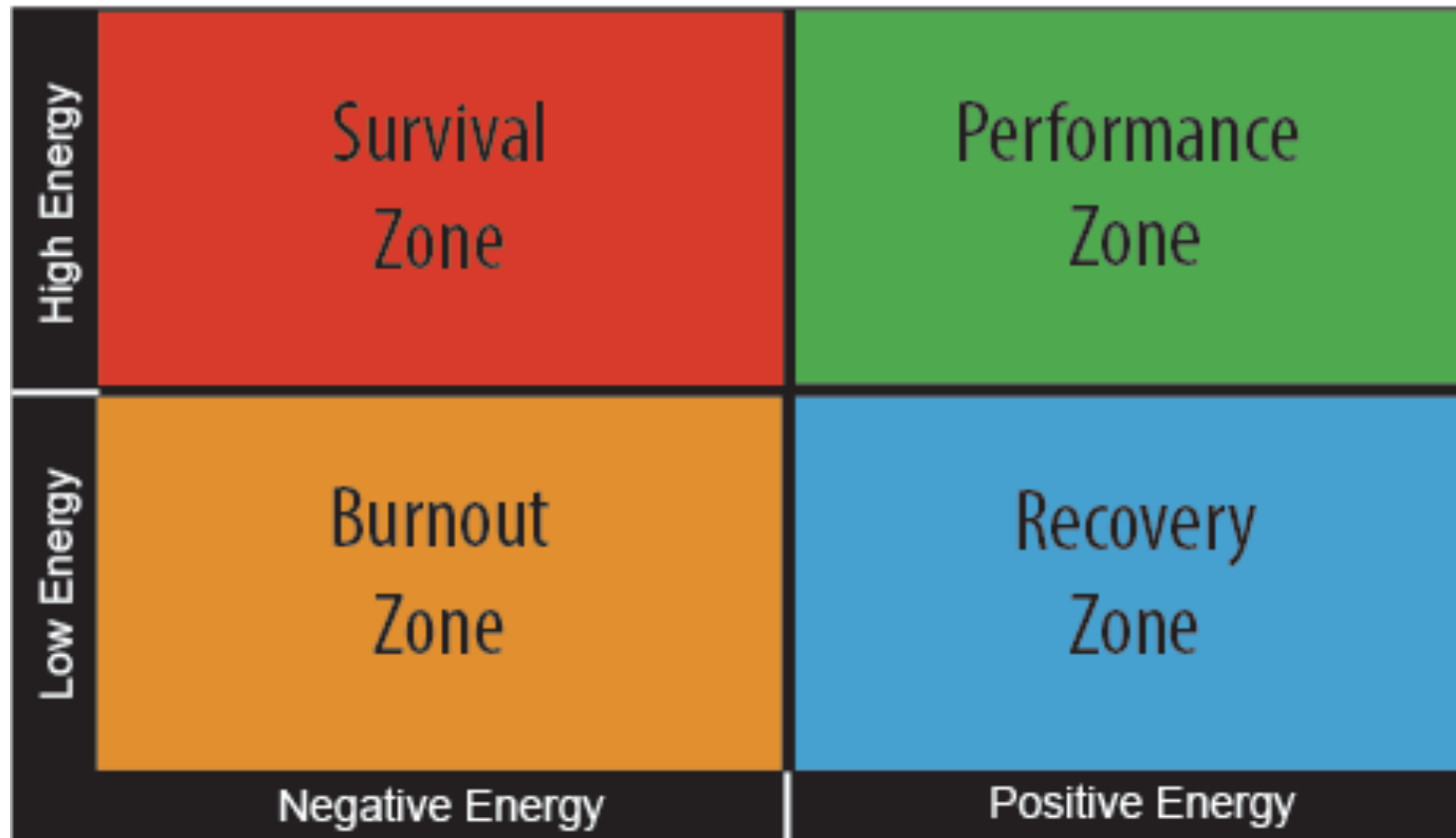
- Manage your response, energy and performance. You are contagious!
- Motivate people to cope with change & challenges
- Increase well-being at work:
Thriving in what you do everyday makes for stronger relationships & health

Where Are You?



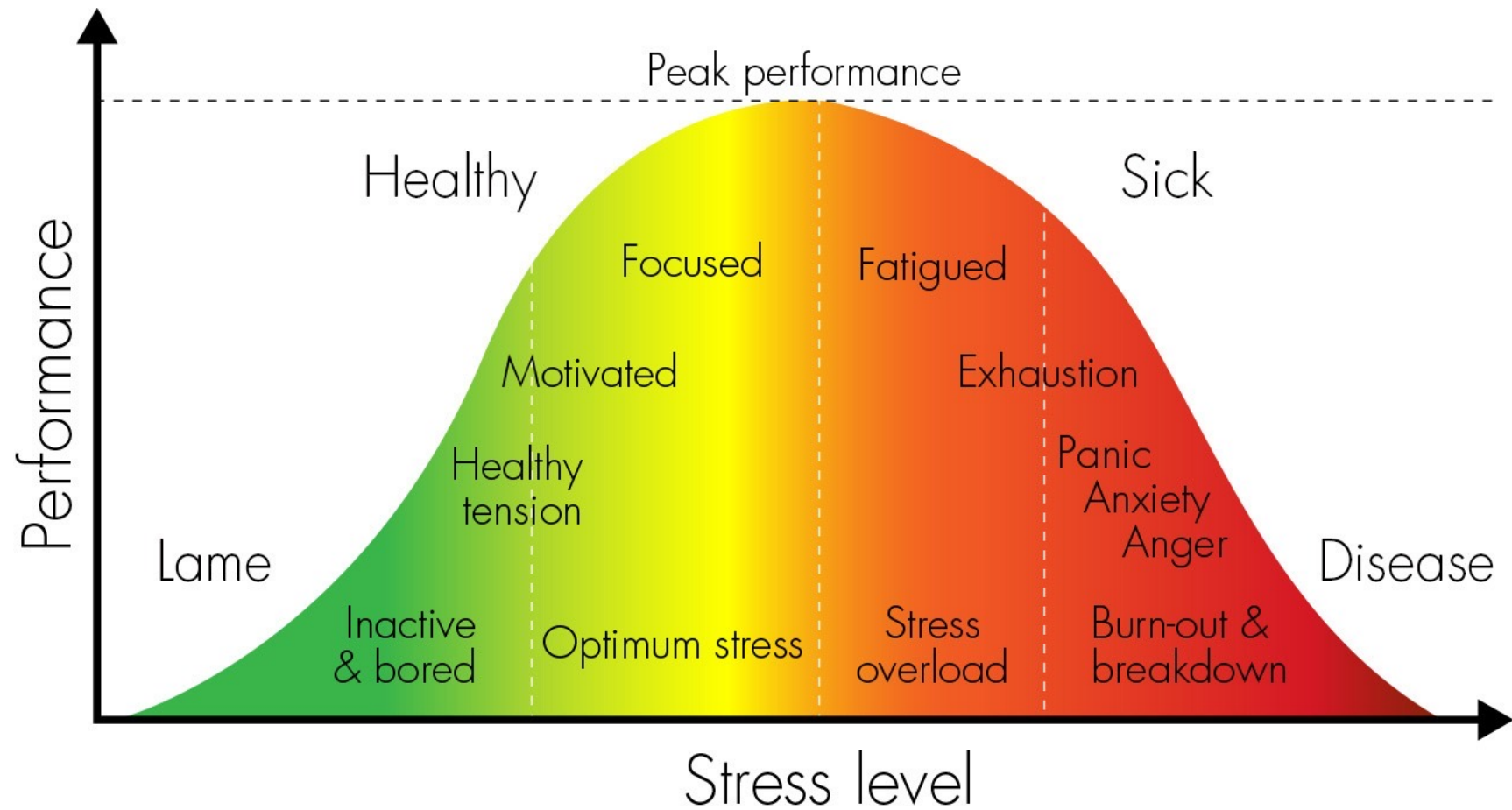
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Where Are You?

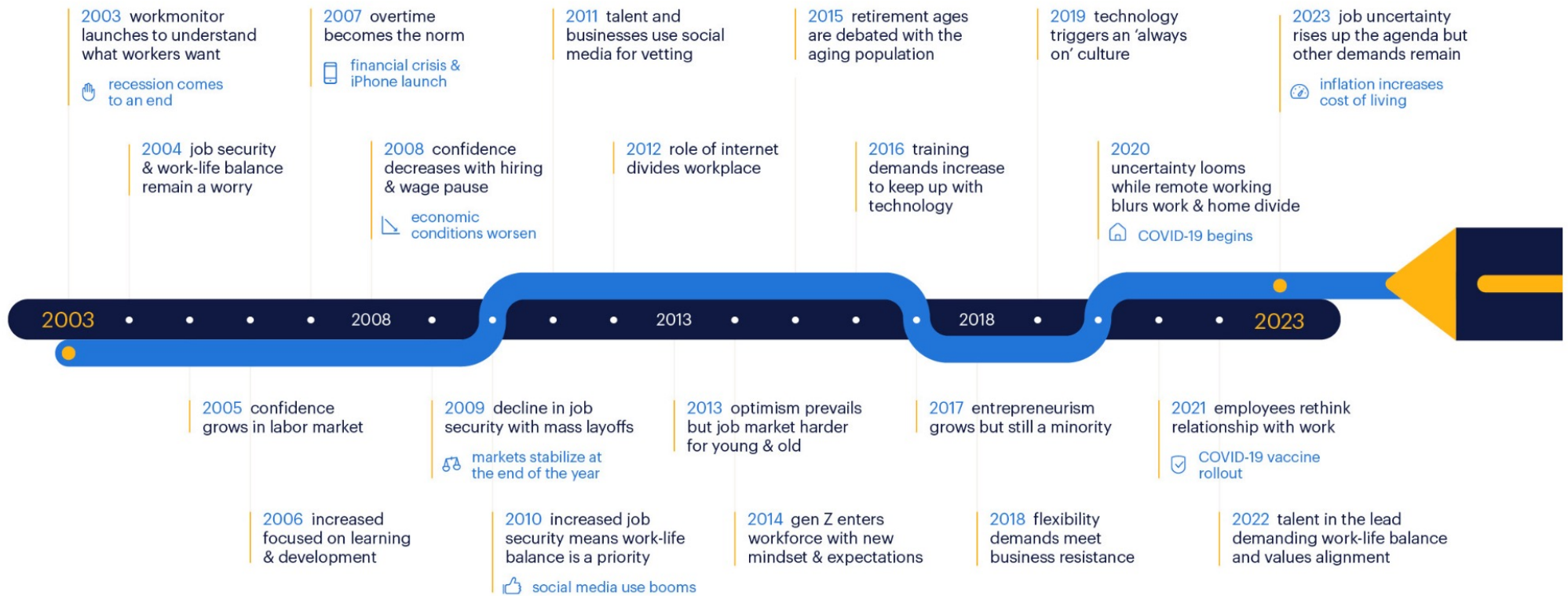


Since January 2023, 35% to 55% Of Executives Report They Are Operating Primarily From The Survival Zone

Managing Stress



Expectations of Employees are Changing



source: randstad workmonitor 2023; the randstad workmonitor launched in the Netherlands in 2003 and went global in 2010.

How workers expectations of their working patterns has changed over the years Image: randstad workmonitor 2023

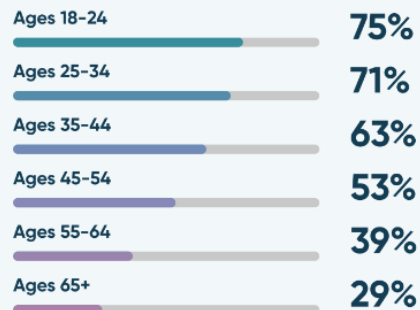
[Randstad Workmonitor 2023](#)

Mental Health Across Generations

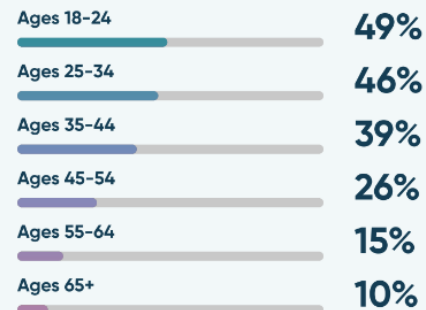
Mental health experiences vary widely across generations of workers

Younger generations of employees face more mental health struggles, and are more likely to stay with employers that offer robust mental health support.

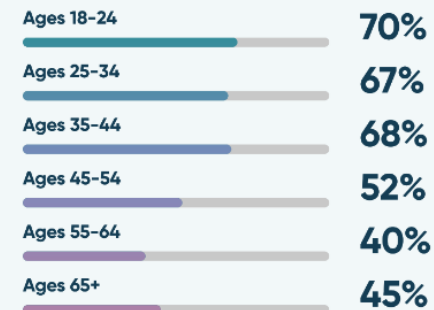
Employees whose mental health impacted their ability to work in 2021



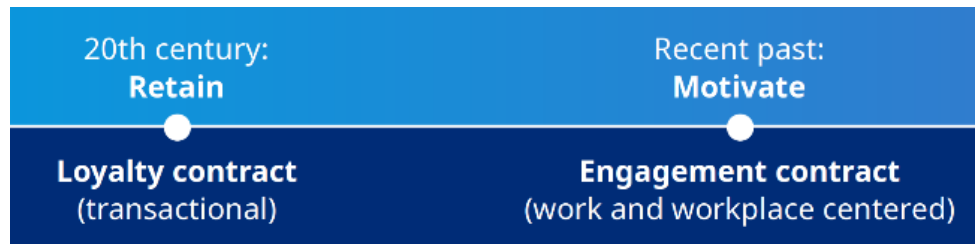
Employees who sought mental health support in 2021



Employees who said they would stay in a job because it offers robust mental health benefits



Work Contract Needs Re-Framing



Basic needs:
Pay, Benefits, Security

If we provide a fair deal,
employees will stay

Pay and benefits
for time and output

Psychological needs:
Achievement, Camaraderie, Meaning

If we provide enriched jobs,
employees will be engaged

Broader set of rewards (pay, benefits,
career, experiences) in exchange for
organizational engagement

Well-being needs:
Purpose, Equity, Impact

If we support well-being, employees
will recover and return to work

Healthy experiences in exchange for a
commitment to organizational renewal

Fulfillment needs:
Choice, Connection, Contribution

If we understand employees' full lives, we can
craft mutually beneficial employment deals

Total rewards that include flexibility
and employability in exchange for the
promise of continued relevance

Cultivating Resilience For Individuals And Organisations





Resilience: Ability to Adapt, Reframe and Bounce



“The capability of a system, organisation or person to maintain its core purpose and integrity in the face of dramatically changed circumstances” (Zolli & Healy, 2012)

Resilience is like bamboo. The bamboo that bends is stronger than the oak that resists

Key Components of Resilience

Self Awareness

Attention to thoughts, emotions, behaviours

Self Regulation

Ability to change thoughts, emotions, behaviours in service of desired outcome

Mental Agility

Ability to look at situations From different perspectives & reframe creatively

Focus on Strengths

Ability to use strengths to overcome challenges

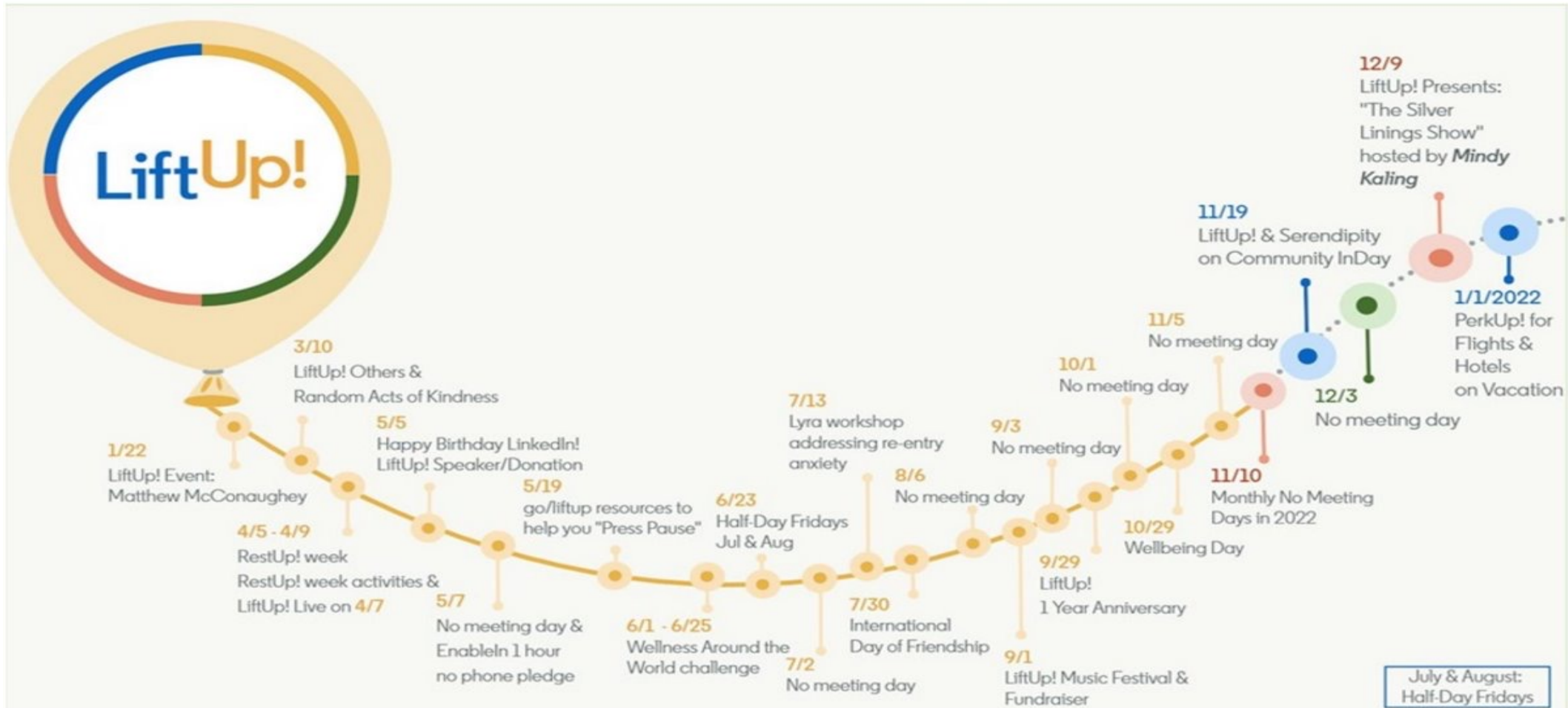
Connection

Ability to build & maintain trusting relationships

Optimism

Ability to notice & expect the positive, focus on what you can control

LinkedIn LiftUp! Program



Unilever



Culture – Empowering our people through education and raising awareness of mental health, addressing stigma and making mental health conversations commonplace, on a par with physical health

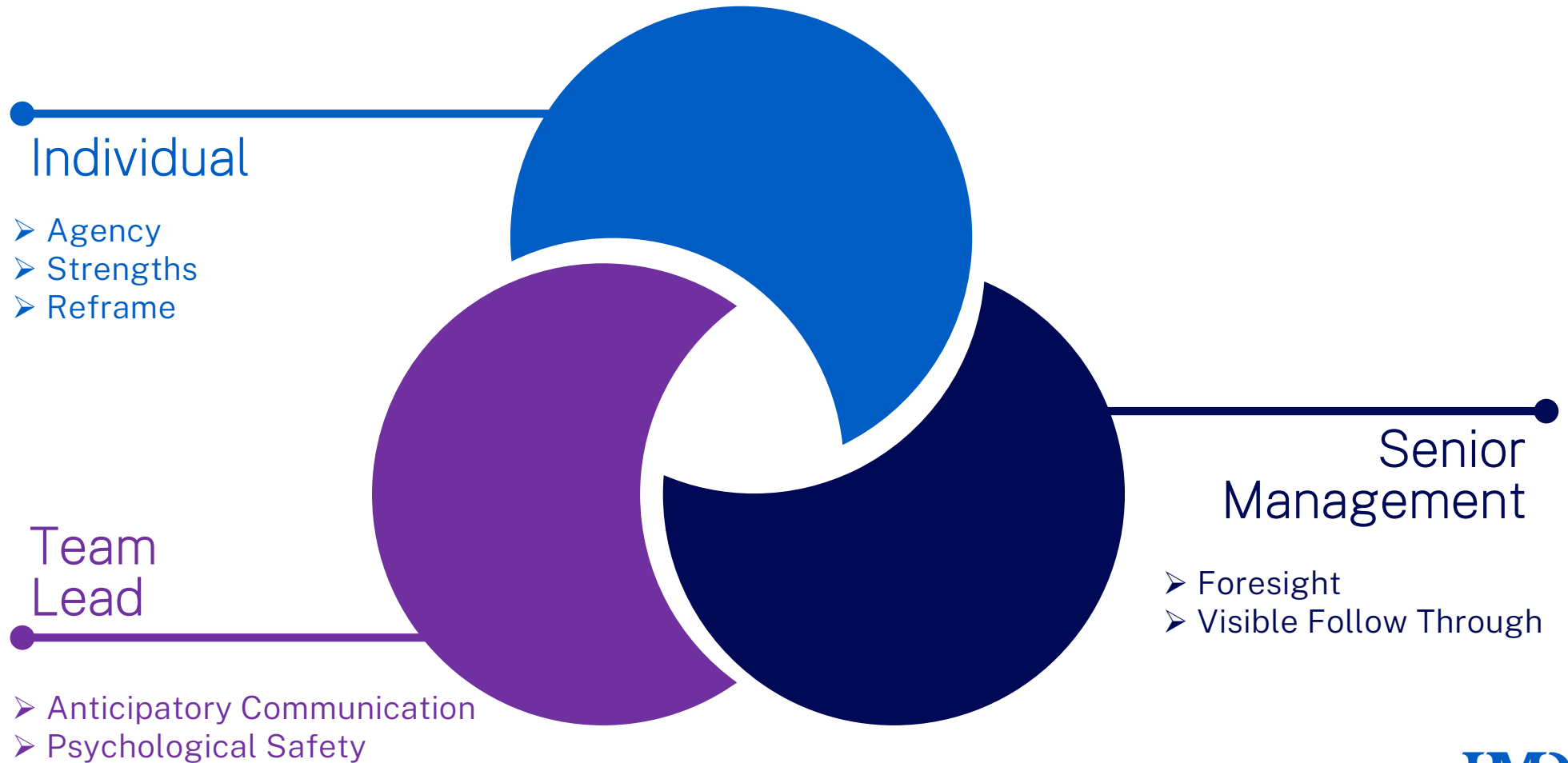
Leadership – Building awareness and capability on mental health support, while encouraging role modelling

Prevention – Providing access to self-help tools for individuals and teams, including information from experts and lifelong learning

Support – Enabling a strong foundation of anytime, anywhere access to expert mental health support and the ability to have mental health conversations with peers.



Individual, Team and Organisational Resilience



Optimism: Gratitude



Thank You for your engagement.
Wishing You a Positive Ripple Effect
And Please do Connect



Heather Cairns-Lee
Professor of Leadership and Communication



IMD / Real learning
Real impact

