

TRACOM[®] GROUP

THE SOCIAL INTELLIGENCE COMPANY[®]



THE CASE FOR RESILIENCY TRAINING

IT'S JUST GOOD BUSINESS



Long hours and fast-changing business processes are the hallmarks of today's corporate climate. And while change is a normal and necessary part of daily business operations, it can be a negative force for employees who don't know how to respond.

Organizations — and especially senior HR leaders are looking for ways to help employees deal with the effects of workplace change, strain and anxiety. Whether they know it by name, they are seeking individual and organizational Resilience.

This whitepaper looks at five areas where Resilience skills have an impact on individual and organizational performance, referencing research from TRACOM® and other studies.

WHAT IS RESILIENCE?

TRACOM defines Resiliency as *“the ability to bounce forward in times of adversity and to see challenges as opportunities for growth.”* And according to the Mayo Clinic, Resilience is the “ability to adapt well and recover quickly after stress, adversity, trauma or tragedy.” So while the definitions vary slightly, there is common agreement that Resilience shows how people embrace forward momentum despite challenges, or the capacity to be strong and vigorous under fluctuating conditions. Resilient people can maintain focus and emerge from adversity in a better position. Individuals with Resilience skills are more likely to remain engrossed in their work during trying situations without having their health damaged.

Mayo Clinic research also shows that individuals with a Resilient Mindset are better able to maintain control and sustain a healthy level of personal physical and psychological wellness when faced with challenges. Less Resilient people are more likely to dwell on problems and feel overwhelmed.

Resilient people and organizations are not always successful. They embrace the possibility of failure because they can learn from the experience. Accepting a challenge — and the possibility of failure — can trigger Resilience. Mentally strong people have the capacity to go with the flow, but they also find opportunities in hardship. They have the ability to bounce back from misfortune.



CAN RESILIENCY BE LEARNED?

Yes it can. With training, tools and strategies, most people can become more Resilient and ultimately more productive.

DOCUMENTING THE IMPACT OF RESILIENCY SKILLS TRAINING

Resiliency training programs help employees recognize and understand their natural thoughts and behaviors as they arise. In turn, this makes employees better equipped to respond to negative feelings with actionable solutions. Employees with these skills are better able to respond to unexpected workplace changes with greater confidence and ambition.

TRACOM gathers and analyzes performance and Resilience data from thousands of people. Specifically, to compare people with low-Resilience scores against those with high-Resilience scores to show how they perform in several key areas of work such as managing stress, dealing with change and influencing others. This study demonstrates that people with Resilience skills are more flexible, engaged and productive than those without such skills.

Resilience skills have an impact on individual and organizational performance in these key areas:



WELLNESS



CHANGE MANAGEMENT



SALES



LEADERSHIP



EMPLOYEE ENGAGEMENT





WELLNESS

Perks like gym memberships and healthy lunch incentives are ubiquitous across corporate environments, and prioritizing physical activity helps employers keep their workers healthy and fit. However, these programs don't account for another, equally important aspect of wellbeing: **mental health**.

Research by Gallup shows that the most successful corporate wellness programs incorporate other health factors, such as navigating one's purpose and emphasizing social relationships. A more holistic approach to employee wellness makes employees more committed to their daily work, and helps them maintain healthy support systems with others. Gallup's research concluded that adults exposed to both physical and mental health benefits at work are **81% less likely to look for a new job upon market improvement**. Such a significant reduction in turnover rates proves that holistic health programs make employees happier and more engaged.

Another way to improve employee success through wellness is to engage in Resiliency training, which teaches people to be more flexible and adaptable. According to Gallup's research, employees engaged in physical, psychological and social wellness programs **"are more than twice as likely to say they always adapt well to change."** Combining physical health and wellness programs with psychological Resilience training also helps employees adopt better stress management. TRACOM®'s research shows that employees with Resilience training are **22% more likely to be personally unaffected during stressful situations**. Such data proves that if organizations want to boost their bottom line through a more adaptive workforce, they must incorporate physical and psychological health programs into their employee wellness offerings.

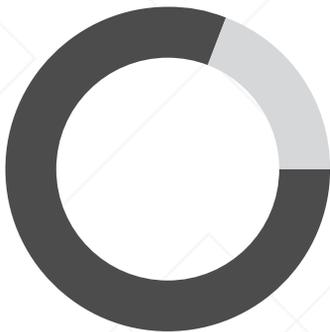


A photograph of three business professionals in an office setting. One person is standing and pointing at a document held by another person, while a third person is seated and looking on. The image is partially obscured by a grey diagonal overlay.

WHO NEEDS IT?

Faced with rapid changes in technology and a highly competitive global marketplace, a leading mobile communications solutions company has identified Resiliency training from TRACOM® as a key part of an overall employee wellness solution.

For most businesses, the pace of change is accelerating and people are under more stress than ever before. According to the American Psychological Association, *69% of employees report that work is a significant source of stress* and *51% of employees say they are less productive due to stress*.



ADULTS EXPOSED TO BOTH PHYSICAL AND MENTAL HEALTH BENEFITS AT WORK ARE

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RESILIENT PEOPLE ARE BETTER AT **NAVIGATING CHANGE**

Resilient individuals either welcome—or at least accept—change, seeing it as a positive opportunity. Unfortunately, most people are uncomfortable with change in both their personal and work lives. They may react to a proposed reorganization with anxiety, fear and denial. As a result, a majority of workplace change efforts fail, with estimates ranging from **50-70%**. Most people respond to changes and environmental stressors with subconscious reactions—referred to by psychologists as *'automatic beliefs.'* These innate reactions to stress often bring about negative emotions like anxiety, paralysis and self-doubt. And since feelings inform behavior, these kinds of emotions often lead to actions that inhibit change.

Resiliency training helps people identify and understand their natural reactions to stress. When employees are more in tune with their

thoughts, feelings and behavioral responses, they can better recognize when their negative feelings are beginning to impact their behavior. As a result, people trained in Resiliency are less afraid of unexpected changes. As TRACOM®'s data on resiliency programs suggests, people equipped with resiliency skills are actually **15% more actively supportive of change that occurs.** When employees are less stressed about the negative effects of change, they're able to refocus their efforts on a deliberate, step-by-step process. In turn, they're more likely to feel accomplished by small wins, and therefore are motivated to achieve the final goal. Employees with Resiliency training are more equipped to respond positively when navigating organizational change, meaning they're able to view challenging situations as new opportunities for growth and development.





EMBRACING RESILIENCE

MNCMN BUILDS RESILIENCE TO ENABLE POSITIVE CHANGE

The mission of Minnesota Change Management Network (MNCMN) is to provide opportunities for learning, networking and the exchange of ideas among change management professionals in the greater Twin Cities area. With that in mind, more than 30 change executives and consultants came together for a series of workshops focused on Building a Resilient Mindset. The workshops utilized TRACOM's Adaptive Mindset Profile and curriculum. It focused on how Resilience can support change efforts including:

- Productively adapting to change in the workplace
- Overcoming fear and resistance to change
- Managing stress to embrace positive change
- Understanding our individual strengths and weaknesses related to Resilience

Research studies have shown that the vast majority of change efforts don't achieve success, with failure rates at **50-70%**. This low success is because organizations too often focus on primarily the process of change at the expense of the people that will actually determine the success. IBM found that **"changing mindsets and attitudes"** is the single most significant challenge when implementing change projects, far ahead of process, resources or technology.





SALES & RESILIENCY

It is the nature of sales that salespeople hear “no” more than “yes” and stress comes with the territory. For salespeople, Resiliency is the ability to accept rejection as part of the job and still pursue prospects without losing motivation.

Resiliency training for sales teams gives salespeople the skills they need to form stronger customer relationships. One technique that’s particularly effective for sales teams is called **active thinking**. Active thinking trains salespeople to understand their underlying thoughts and respond to them in rational and realistic ways. This is especially useful when responding to difficult clients or devising solutions to tough questions. According to TRACOM’s research, employees with Resiliency skills, such as active thinking, are **15% more likely to initiate appropriate action to challenges at work**. This is a highly important strength for salespeople, who must respond to challenges promptly and effectively in order to meet quotas. Active thinking puts employees in control of their own feelings and behaviors, which allows them to repair their confidence more quickly.

Since active thinking helps salespeople bounce back more quickly, it also makes them more confident in their own abilities, which in turn makes them more successful overall. Additionally, in many technology and service organizations, business development activities are actually conducted by technical experts such as engineers, consultants, lawyers, etc. These people may not have traditional selling skills and can find “sales” uncomfortable. Resiliency skills help people understand and overcome this discomfort.



DEVELOP RESILIENCE IN LEADERS

Adopting the right skills to successfully manage change is one of the biggest challenges that leaders face, largely because people's change responses are so driven by innate feelings and beliefs. A study by change management researcher IBM found that **only 40%** of people responsible for designing, creating, or implementing change believed they had the right skills to successfully manage that change.

Active thinking is an important skill that helps managers better direct change among employees. Understanding the challenges your team members face helps you be more proactive about preventing future issues, and makes it easier to promote stronger team relationships. As shown by TRACOM's research, ***team leaders with resiliency skills are 21% better at positively influencing others during times of change.***

Teaching active thinking skills also helps you become a more results-driven manager. For example, teams who practice active thinking are more willing to agree to new ideas that may be considered risky. Instead of responding with stress-driven behavior like fear and self-doubt, a team that practices active thinking sees new products, strategies, and techniques as an opportunity to learn, grow, and succeed. As a manager, this means you'll be able to inspire your team more easily, and they'll become a more resilient, innovative workforce.

LEADERS WITH RESILIENCY SKILLS
ARE **21% BETTER** AT POSITIVELY
INFLUENCING OTHERS DURING
TIMES OF CHANGE

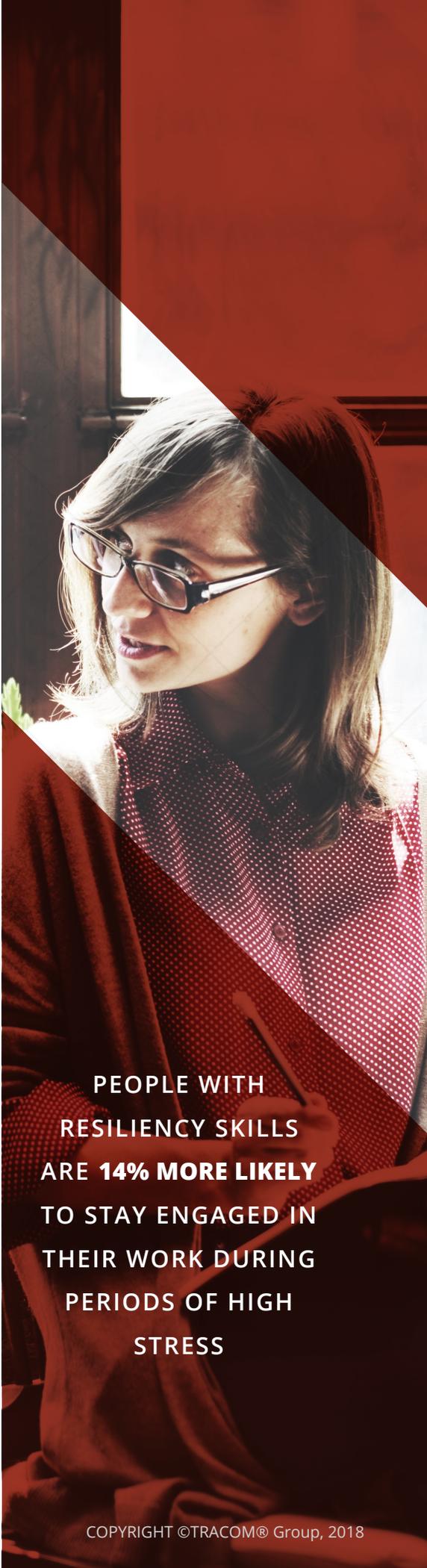


EMPLOYEE ENGAGEMENT & RESILIENCY

Engaged employees are those who are fully absorbed by and enthusiastic about their work, and take positive action to further the organization's reputation and interests. Conversely, stressed employees exhibit a lack of enthusiasm and commitment to their work and are more likely to disengage from their environment. This often results in plummeting productivity.

According to Gallup, *lack of employee engagement costs the United States \$450 billion to \$550 billion annually in lost productivity.* Gallup's research also shows that *managers account for 70% of variances in employee engagement scores.* The survey also finds that engagement is highest among employees who have some form of daily communication with their managers. Those managers who use a combination of face-to-face, phone and electronic communication are the most successful in engaging employees.

Positive changes that result from engagement include higher job satisfaction, greater commitment, improved feelings of connectedness and better job performance. In TRACOM's research, *people with Resiliency skills are 14% more likely to stay engaged in their work during periods of high stress.* Resiliency training is a highly effective way to improve employee engagement because it gives people a stronger sense of self-awareness and confidence, helping them to stay proactive and positive on a consistent scale.



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RESILIENCY SKILLS
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TRACOM RESEARCH

OVERVIEW

This research compares people who have been profiled using TRACOM's Adaptive Mindset for Resiliency Multi-rater profile. People with "Undeveloped" (low) Resiliency skills are compared to people with "Prepared" (high) skills. The percentage indicated is the difference between the high group average and the low group average for each performance measurement question.

For example: A question asked survey participants to evaluate if the learner is "comfortable initiating change when needed." The Undeveloped group average was 4.532 and the Prepared group average was 5.4413. This difference of 0.9093 represents a 20.06% difference. Thus we say people with Resiliency skills are 20% more comfortable initiating change when needed.

A study of 322 Learners and 3,500+ Raters demonstrates the connection between Resiliency and key job skills.

TRACOM® RESEARCH STUDIES:

<i>Performance Measure</i>	<i>% Increase w/ Resiliency Strength</i>
Stressful situations do not take a personal toll	22% increase
Positively influences others during times of change	21% increase
Comfortable initiating change when needed	20% increase
Helps build a positive culture	18% increase
Consistently performs at a high level	16% increase
Initiates appropriate action to challenges at work	15% increase
Finds opportunities in workplace challenges	15% increase
Actively supports change when it occurs	15% increase
Stays engaged in work during times of high stress	14% increase
Embraces change rather than resisting it	14% increase



RESILIENCY PROGRAM IMPROVEMENTS

TAKE ACTION

Learn how **TRACOM®'s Adaptive Mindset for Resiliency™** programs can help your organization teach employees about sources and response patterns to workplace stress. We provide practical strategies for altering counterproductive responses.

Each participant enrolled in TRACOM®'s "Building a Resilient Mindset" receives:

- A full day of educational activities, thought-provoking exercises and insightful discussions
- An extensive review and discussion of the multi-rater profile report
- Hands-on training from experienced, TRACOM-certified instructors
- Review of critical topics like Emotions, Behavior and the Brain
- A program based on extensive research in the areas of neuroscience and resiliency
- Actionable strategies to immediately apply at work

Help support your employees to become more Resilient and better able to deal with challenges in today's complicated workplace.

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ABOUT

TRACOM® GROUP

THE SOCIAL INTELLIGENCE COMPANY®

THE TRACOM GROUP - THE SOCIAL INTELLIGENCE COMPANY - IS A WORKPLACE PERFORMANCE COMPANY AND A LEADING PROVIDER OF SOCIAL INTELLIGENCE SOLUTIONS

[WHY we do] We believe that improving peoples' understanding of themselves and others makes the world a better place.

[WHAT we do] We synthesize our discoveries into actionable learning and resources that improve an individual's performance in all parts of their lives. We call this Social Intelligence.

[HOW we do it] Through research and experience we uncover the hidden barriers to individuals achieving their maximum potential and identify how to help overcome them.

WWW.TRACOMCORP.COM | INFO@TRACOM.COM | 303-470-4900