Resilient Organizations

A Systems-Based Pathway to Health and Well-Being

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Resilience – Demonstration of positive adaptation in the face of significant adversity.

- Brit, Sinclair, and McFadden, 2013
Resilience

The survey included the Brief Resilience Scale (Smith et al., 2008), a six-item measure of people’s ability to recover from stress. Results suggest that working Americans have an average ability to bounce back.

**% Strongly Agree/Agree**

**POSITIVE STATEMENTS**

- I tend to bounce back quickly after hard times: 72%
- It does not take me long to recover from a stressful event: 62%
- I usually come through difficult times with little trouble: 60%

**NEGATIVE STATEMENTS**

- I have a hard time making it through stressful events: 19%
- It is hard for me to snap back when something bad happens: 17%
- I tend to take a long time to get over setbacks in my life: 16%

**MEAN: 3.65**

**Scoring**

1 - Strongly disagree   4 - Agree
2 - Disagree             5 – Strongly agree
3 - Neutral

Total score calculated by reverse scoring the negative items and calculating the mean of the six items.

**BASE: All respondents  2015 n=1552**

Q1175 Please indicate the extent to which you agree with each of the following statements:

[NEW QUESTION IN 2015]
MENTAL HEALTH AND STRESS MANAGEMENT

Fewer than half of employed adults report that their employer provides the resources needed to meet employees’ mental health needs (48%) and even fewer report receiving sufficient resources from their employers to help manage stress (42%).

(% Strongly Agree/Agree)

- My employer provides the resources necessary for employees to meet their mental health needs. 48%
- My employer provides sufficient resources to help employees manage their stress. 42%
- During my workday, I typically feel tense or stressed out. 37%
Stress Management

- Individual-Level Interventions
- Individual/Organizational-Level Interventions
- Organizational-Level Interventions
FAIRNESS

Feel Treated Fairly  Feel Treated Unfairly

Motivation  89%  40%
Job Satisfaction  92%  19%
Would recommend organization as a good place to work  83%  10%
Chronic work stress  70%  31%
More cynical and negative at work  43%  19%
Turnover intent  56%  23%
Workers reported having more trust in their companies when the organization recognizes employees for their contributions, provides opportunities for involvement and communicates effectively.

- **Trust Their Employer**
- **Don't Trust Their Employer**

<table>
<thead>
<tr>
<th>Category</th>
<th>Trust Their Employer</th>
<th>Don't Trust Their Employer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation</td>
<td>88%</td>
<td>66%</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>91%</td>
<td>53%</td>
</tr>
<tr>
<td>Would recommend organization as a good place to work</td>
<td>80%</td>
<td>46%</td>
</tr>
<tr>
<td>Positive Relationship With Supervisor</td>
<td>88%</td>
<td>63%</td>
</tr>
<tr>
<td>Chronic work stress</td>
<td>70%</td>
<td>23%</td>
</tr>
<tr>
<td>Cynicism and negativity</td>
<td>57%</td>
<td>9%</td>
</tr>
<tr>
<td>Turnover intent</td>
<td>65%</td>
<td>16%</td>
</tr>
</tbody>
</table>
**FEELING VALUED**

### Employment Experience
- **All in all, I am satisfied with my job**
  - Feels valued: 96%
  - Does not feel valued: 29%
- **I am motivated to do my very best for my employer**
  - Feels valued: 94%
  - Does not feel valued: 47%
- **I would recommend my workplace to others as a good place to work**
  - Feels valued: 89%
  - Does not feel valued: 16%
- **I intend to seek employment outside of my or organization**
  - Feels valued: 49%
  - Does not feel valued: 25%

### Employee Involvement
- **Sufficient opportunities for me to be involved in decision making, problem solving and goal setting at work**
  - Feels valued: 82%
  - Does not feel valued: 23%
- **I regularly participate in activities designed to involve employees in decision making, problem solving and goal setting.**
  - Feels valued: 76%
  - Does not feel valued: 25%
- **I regularly participate in employee training and development activities.**
  - Feels valued: 88%
  - Does not feel valued: 35%
- **My employer provides sufficient opportunities for internal career advancement.**
  - Feels valued: 86%
  - Does not feel valued: 18%

### Growth and Development
- **Overall, I am satisfied with the growth and development opportunities offered by my employer.**
  - Feels valued: 77%
  - Does not feel valued: 23%

### Compensation and Recognition
- **Overall, I am satisfied with the employee recognition practices of my employer.**
  - Feels valued: 85%
  - Does not feel valued: 16%
- **I receive adequate monetary compensation for my contributions at work.**
  - Feels valued: 77%
  - Does not feel valued: 24%
- **I receive non-monetary rewards for my achievements and contributions at work.**
  - Feels valued: 71%
  - Does not feel valued: 22%

### Mental Health and Stress
- **Overall, I am in good psychological health.**
  - Feels valued: 89%
  - Does not feel valued: 16%
- **My employer provides sufficient resources to help employees manage their stress.**
  - Feels valued: 63%
  - Does not feel valued: 15%
- **My employer provides the resources necessary for employees to meet their mental health needs.**
  - Feels valued: 67%
  - Does not feel valued: 28%
- **During my workday, I typically feel tense or stressed out.**
  - Feels valued: 69%
  - Does not feel valued: 29%
- **When at work, I find that I am more cynical and negative in my dealings with others.**
  - Feels valued: 39%
  - Does not feel valued: 18%

### Health and Safety
- **Overall, I am satisfied with the health and safety practices of my employers.**
  - Feels valued: 91%
  - Does not feel valued: 47%
- **My employer provides its employees with adequate health insurance.**
  - Feels valued: 80%
  - Does not feel valued: 53%
- **I regularly participate in the health and wellness programs provided by my employer.**
  - Feels valued: 58%
  - Does not feel valued: 27%
WELL-BEING CLIMATE

Less than half of working Americans say the climate in their organization supports employee well-being.

<table>
<thead>
<tr>
<th>Category</th>
<th>% Strongly Agree/Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>44%</td>
</tr>
<tr>
<td>Management Priority</td>
<td>48%</td>
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<tr>
<td>Management Commitment</td>
<td>43%</td>
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<tr>
<td>Organizational Participation</td>
<td>42%</td>
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<tr>
<td>Organizational Communication</td>
<td>43%</td>
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BASE: All respondents 2016 n=1501
Nearly three-fourths (73 percent) of employees with senior managers who show support through involvement and commitment to well-being initiatives said their organization helps employees develop a healthy lifestyle, compared with just 11 percent who work in an organization without that leadership support. The survey found widespread links between support from senior leaders and a variety of employee and organizational outcomes.

**With Support from Senior Management**
- Regularly participate in employee involvement efforts: 73%
- Believe employer values health and safety: 95%
- Believe organization helps employees develop a healthy lifestyle: 73%
- Regularly participate in health and wellness efforts: 55%
- Satisfied with the organization's health and safety practices: 93%
- Positive relationship with supervisor: 91%
- Positive relationship with coworkers: 93%
- Motivation: 91%
- Job satisfaction: 91%
- Feel valued: 86%
- Would recommend as a good place to work: 89%
- Turnover intent: 51%

**Without Support from Senior Management**
- Regularly participate in employee involvement efforts: 22%
- Believe employer values health and safety: 43%
- Believe organization helps employees develop a healthy lifestyle: 11%
- Regularly participate in health and wellness efforts: 18%
- Satisfied with the organization's health and safety practices: 46%
- Positive relationship with supervisor: 54%
- Positive relationship with coworkers: 72%
- Motivation: 38%
- Job satisfaction: 30%
- Feel valued: 12%
- Would recommend as a good place to work: 17%
- Turnover intent: 25%

**BASE: All respondents 2016 n=1501**
THE PSYCHOLOGICALLY HEALTHY WORKPLACE

Communication

- Work-Life Balance
- Health & Safety
- Employee Recognition
- Employee Involvement
- Employee Growth & Development

Employee Well-Being

Organizational Functioning

CONTEXT
ORGANIZATIONAL CHANGE

It is clear that we are living in a time of change. In total, half of U.S. workers (50%) say they have been affected by organizational changes in the last year, are currently being affected by organizational changes or expect to be affected by organizational changes in the next year.

- Recent, current or anticipated changes: 50%
- Affected by organizational changes in past year: 34%
- Currently affected by organizational changes: 33%
- Anticipate being affected by changes in next year: 40%
ORGANIZATIONAL CHANGE AND WELL-BEING

A pattern emerged when it comes to the relationship between organizational changes and employee well-being. Workers experiencing recent or current change were more than twice as likely to report chronic work stress compared with employees who reported no recent, current or anticipated change (55 percent vs. 22 percent), and more than four times as likely to report experiencing physical health symptoms at work (34 percent vs. 8 percent). Working Americans who reported recent or current change were more likely to say they experienced work-life conflict (39 percent vs. 12 percent for job interfering with non-work responsibilities and 32 percent vs. 7 percent for home and family responsibilities interfering with work), felt cynical and negative toward others during the workday (35 percent vs. 11 percent) and ate or smoked more during the workday than they did outside of work (29 percent vs. 8 percent).
ORGANIZATIONAL CHANGE AND EMPLOYMENT EXPERIENCE

The survey findings show how workplace changes may affect employees’ attitudes and experiences on the job. Workers who reported being affected by organizational change currently or within the past year reported lower levels of job satisfaction compared with employees who reported no recent, current or anticipated changes (71 percent vs. 81 percent). Working Americans who reported recent or current change were almost three times more likely to say they don’t trust their employer (34 percent vs. 12 percent) and more than three times as likely to say they intend to seek employment outside the organization within the next year (46 percent vs. 15 percent) compared with those with no recent, current or anticipated change.
INTEGRATIVE MODEL OF RESILIENCE FOR EMPLOYEES

Processes Reflecting Capacity for Resilience

- Appraisal of Adversity
- Coping with Adversity
- Seeking Help From Others

Positive Adaptation (Demonstration of Resilience)

- Job Performance
- Low Symptoms
- High Well-Being
- Healthy Relationships

Resources That Influence Capacity for Resilience

- Individual Resources
  - Genetic/Biological Personal Energy/Affect
- Organizational Resources
  - Cohesion Support Flexibility
- Family Resources
  - Support Close Relationships Low Conflict
- Community Resources
  - Resources Belonging Connection

From Britt et al., 2016
TABLE DISCUSSION: RESILIENT ORGANIZATIONS

• To develop your design pathway toward organizational resilience, share your ideas with others at your table about who makes up the stakeholder base in and outside of your organization
Data Reveal the Benefits of Psychologically Healthy Workplaces

- Employees Who Intend to Seek Employment Elsewhere in the Next Year: 28% (2018 PHWA Winners), 10% (U.S. Average)
- Employees Who Experience Chronic Work Stress: 19% (2018 PHWA Winners), 37% (U.S. Average)
- Employees Who Would Recommend Their Organization as a Good Place to Work: 86% (2018 PHWA Winners), 63% (U.S. Average)
- Employees Motivated to Do Their Best: 89% (2018 PHWA Winners), 77% (U.S. Average)

Sources: American Psychological Association (APA), Psychologically Healthy Workplace Program; APA's 2017 Work and Well-Being Survey

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CONTEXT is KING
Socioecological Model of Health Promotion

McLeroy et al., 1988
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