



Resilient Organizations

A Systems-Based Pathway to
Health and Well-Being

David W. Ballard, PsyD, MBA
*Assistant Executive Director
for Organizational Excellence
American Psychological Association*



AMERICAN PSYCHOLOGICAL ASSOCIATION
CENTER *for* ORGANIZATIONAL EXCELLENCE

\ri- 'zil-yən(t)s\

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

- Brit, Sinclair, and McFadden, 2013



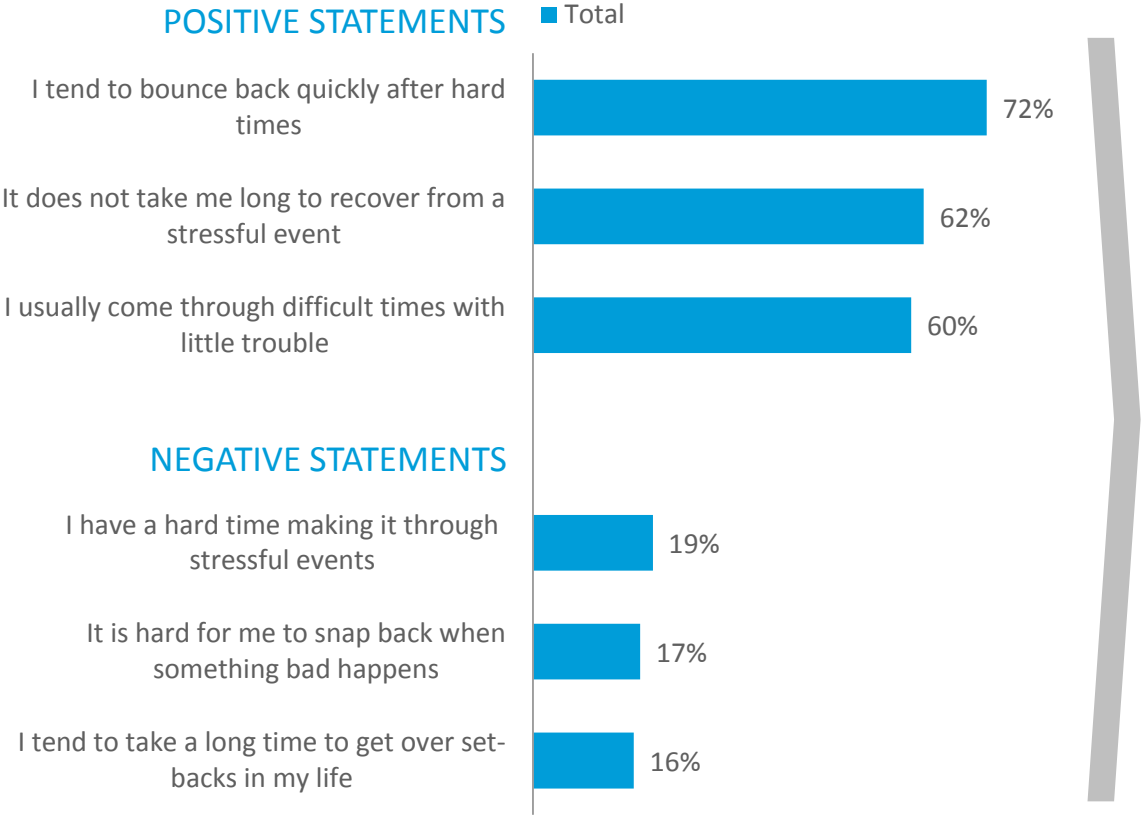
STRESS



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



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)



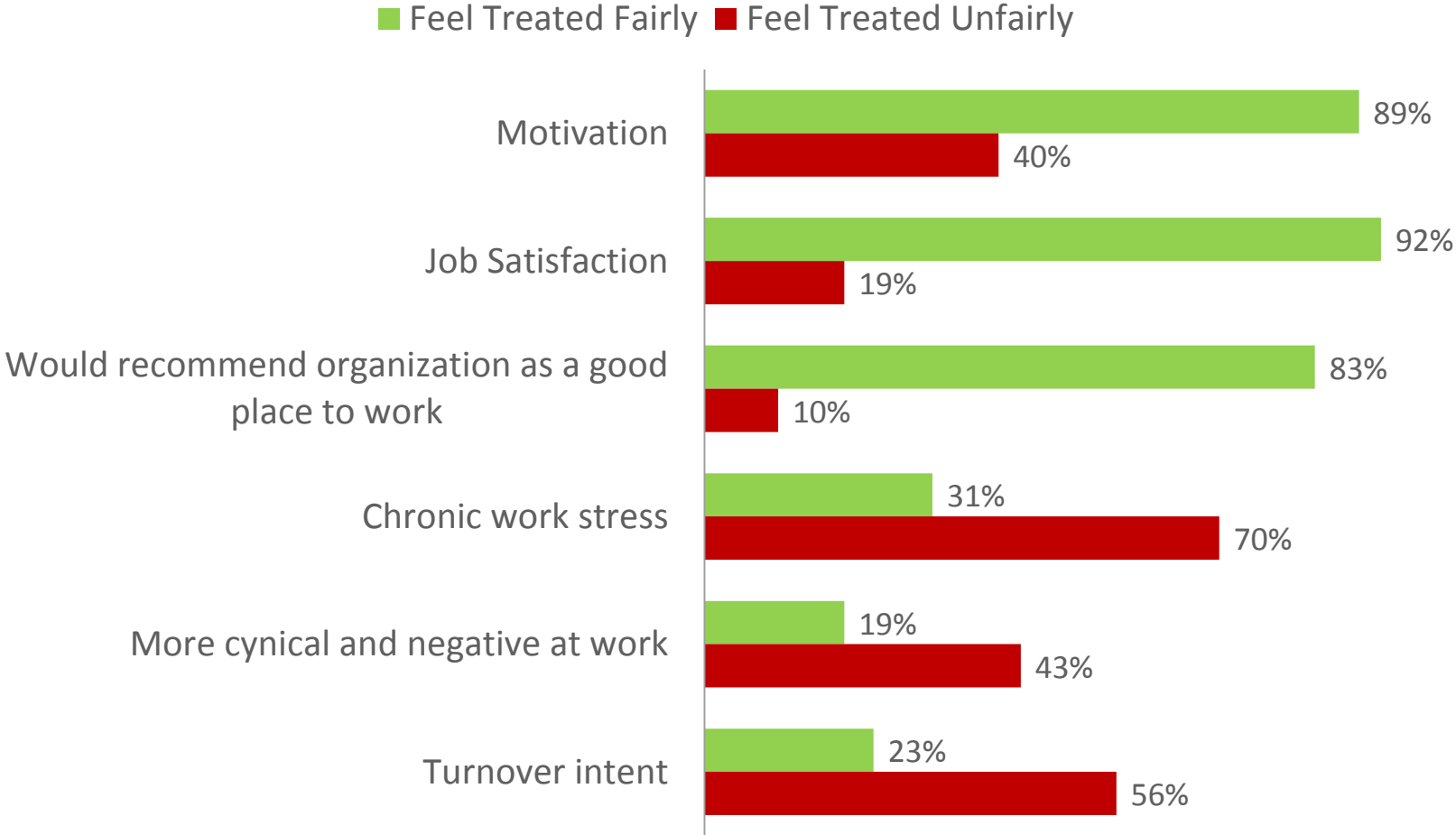
Stress Management

- ▶ Individual-Level Interventions
- ▶ Individual/Organizational-Level Interventions
- ▶ Organizational-Level Interventions





FAIRNESS



TRUST

Workers reported having more trust in their companies when the organization recognizes employees for their contributions, provides opportunities for involvement and communicates effectively.

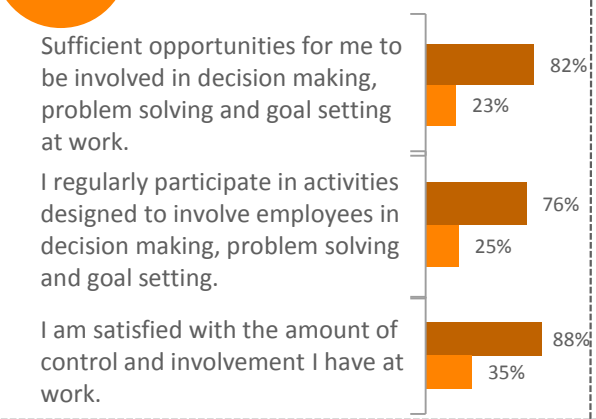


FEELING VALUED

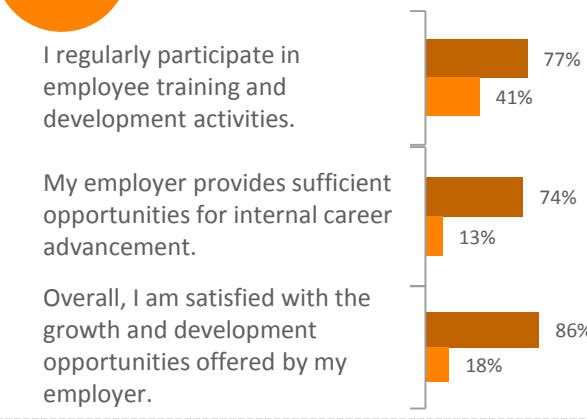
Employment Experience



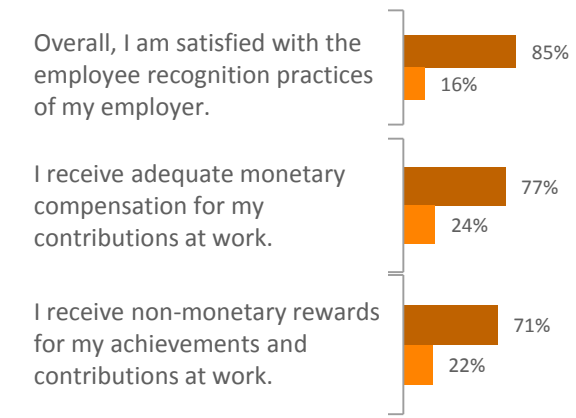
Employee Involvement



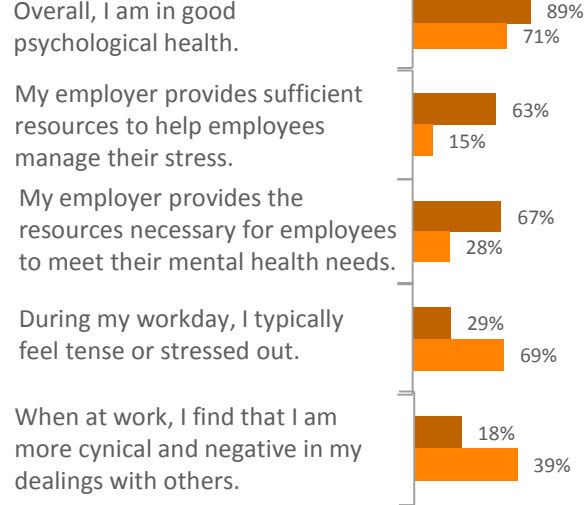
Growth and Development



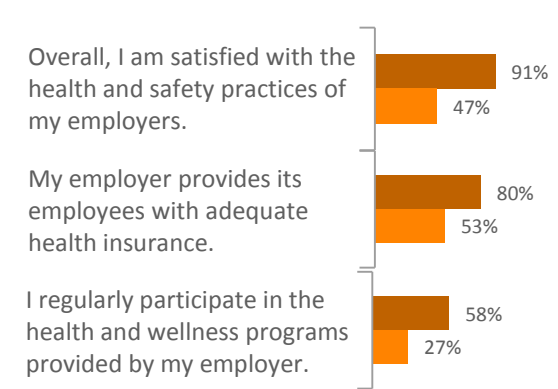
Compensation and Recognition



Mental Health and Stress



Health and Safety

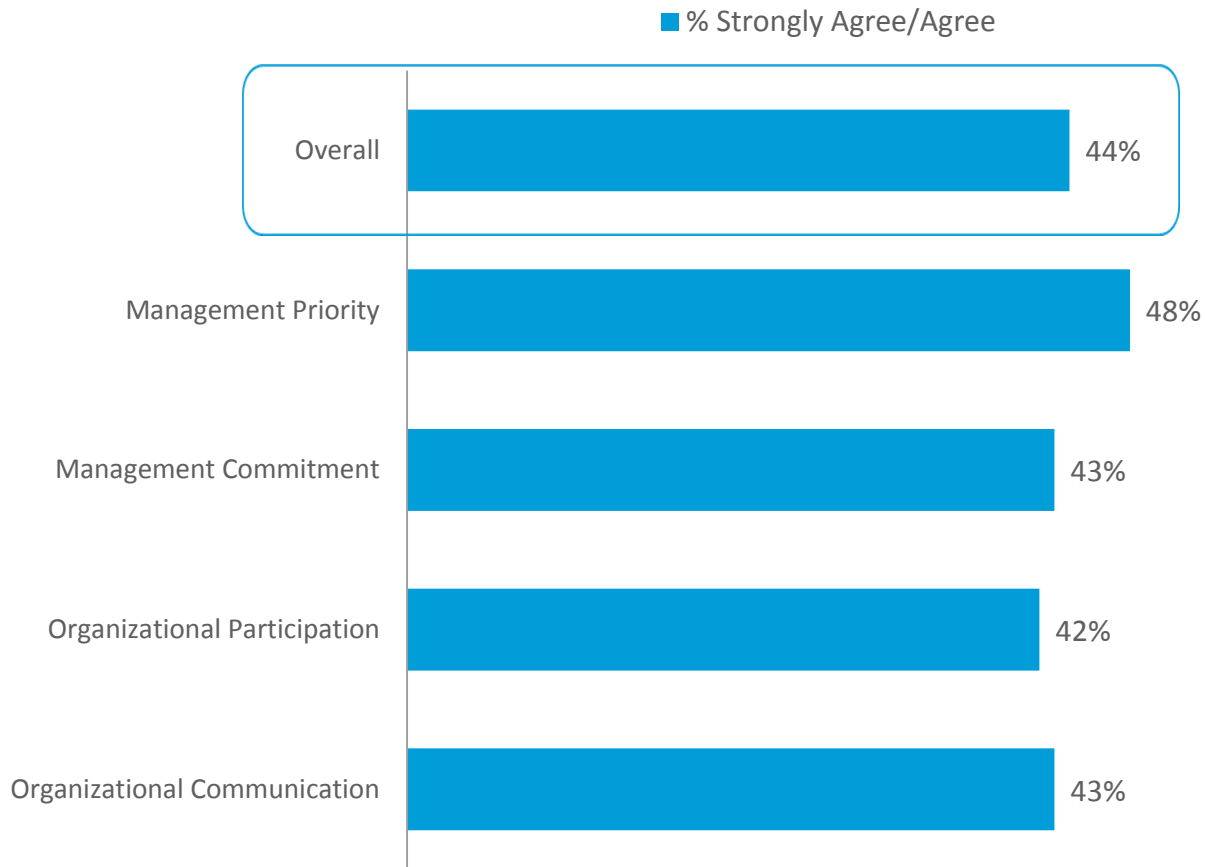


■ Feels valued ■ Does not feel valued



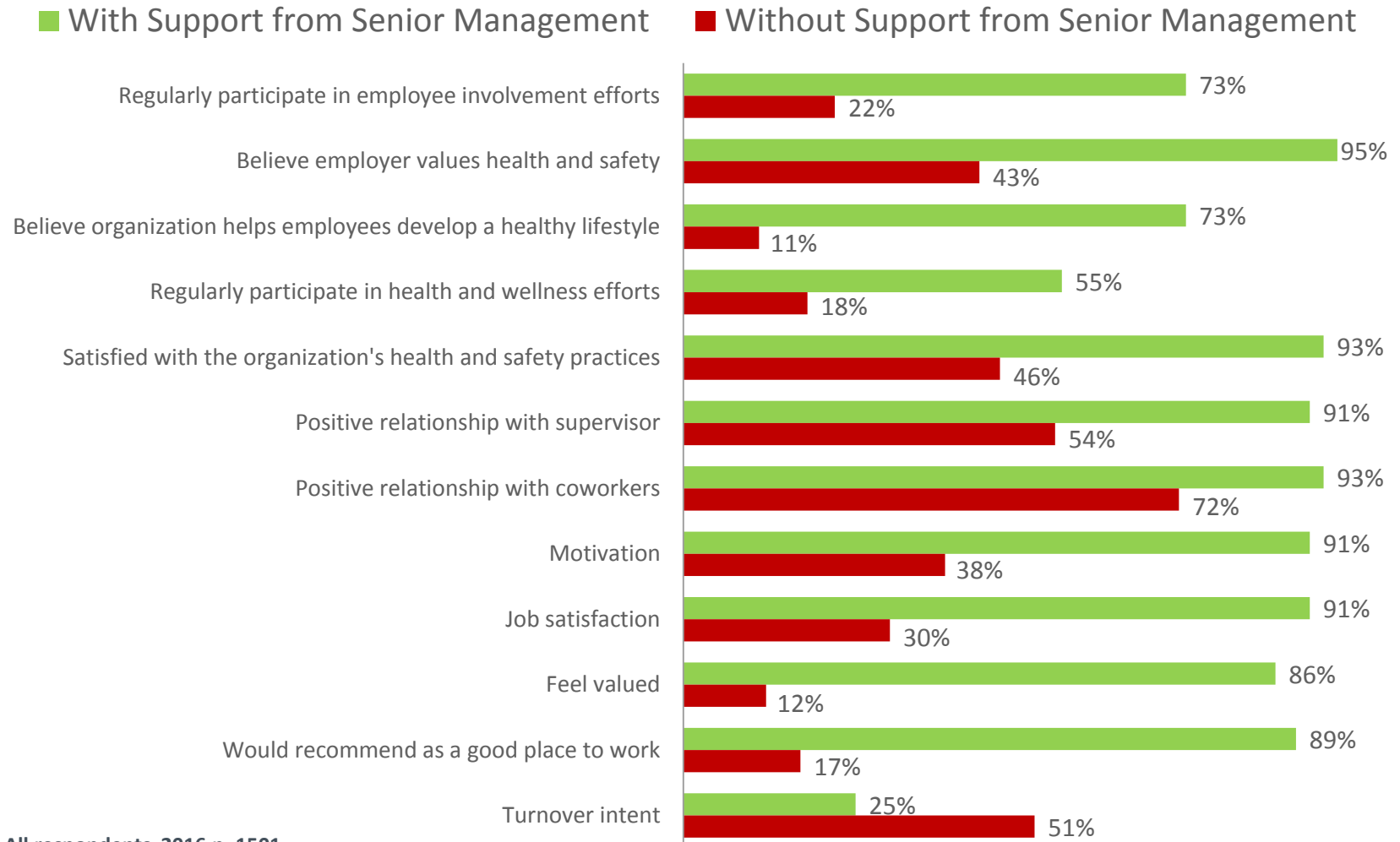
WELL-BEING CLIMATE

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

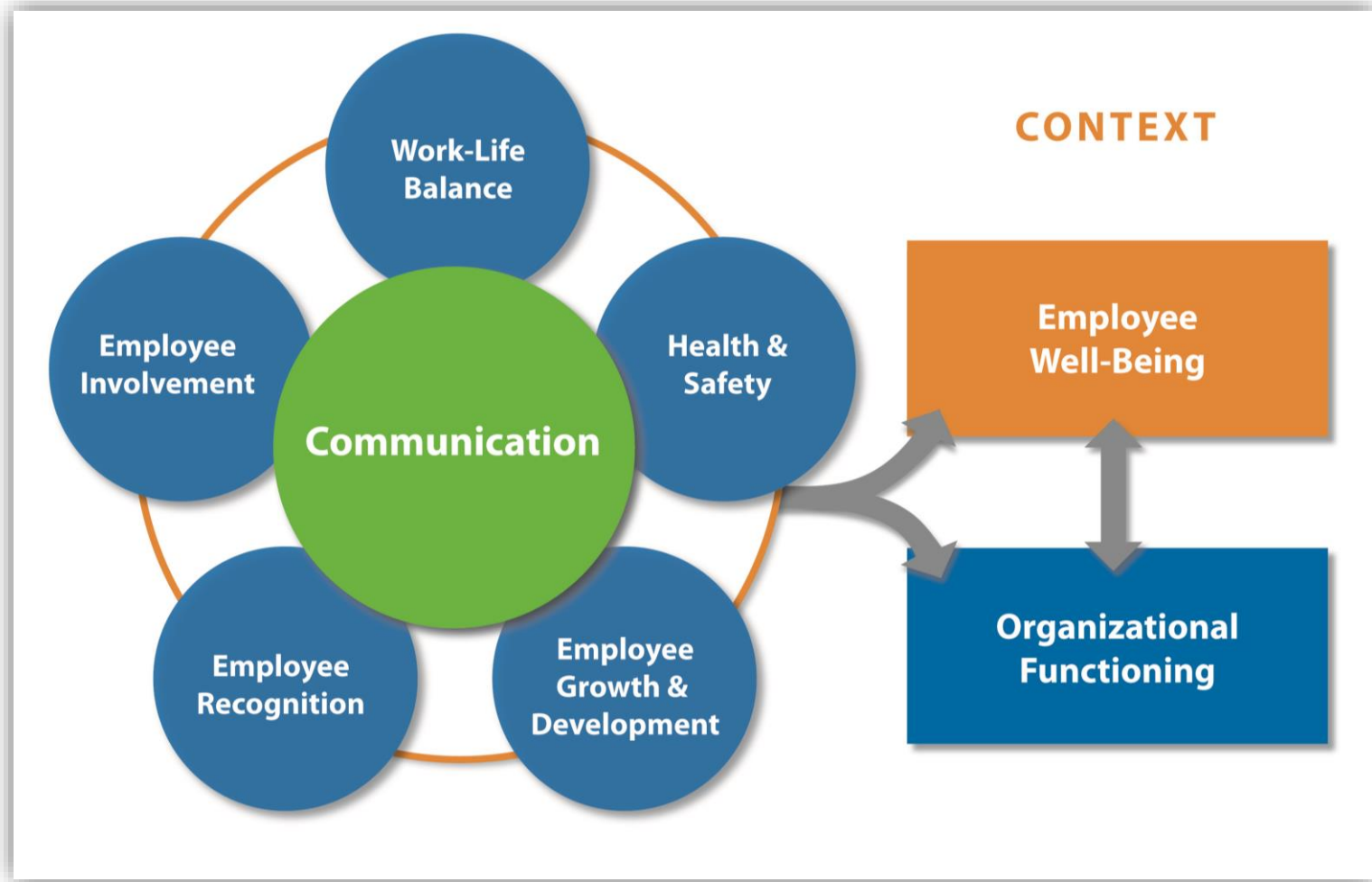


WELL-BEING CLIMATE AND LEADERSHIP SUPPORT

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.

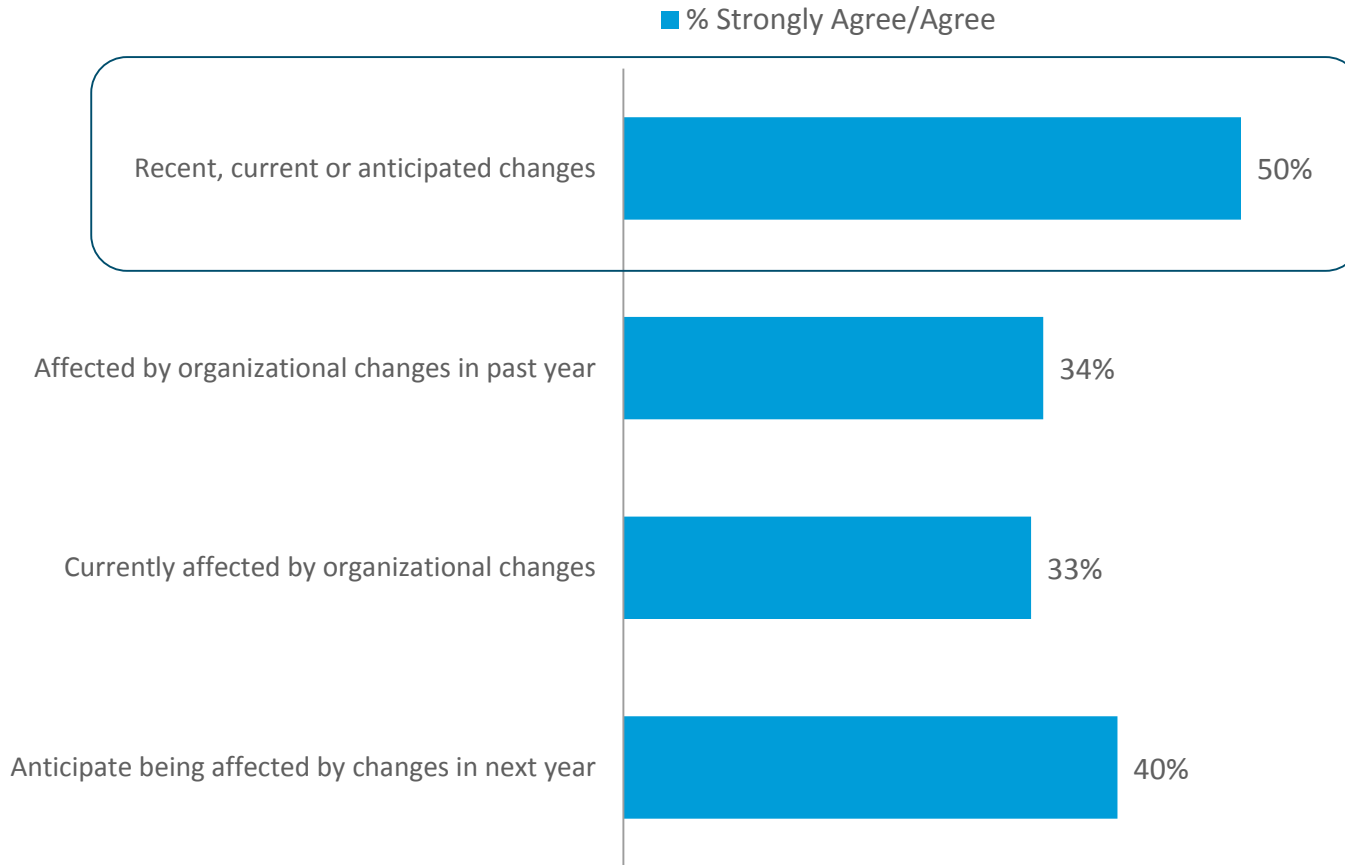


THE PSYCHOLOGICALLY HEALTHY WORKPLACE



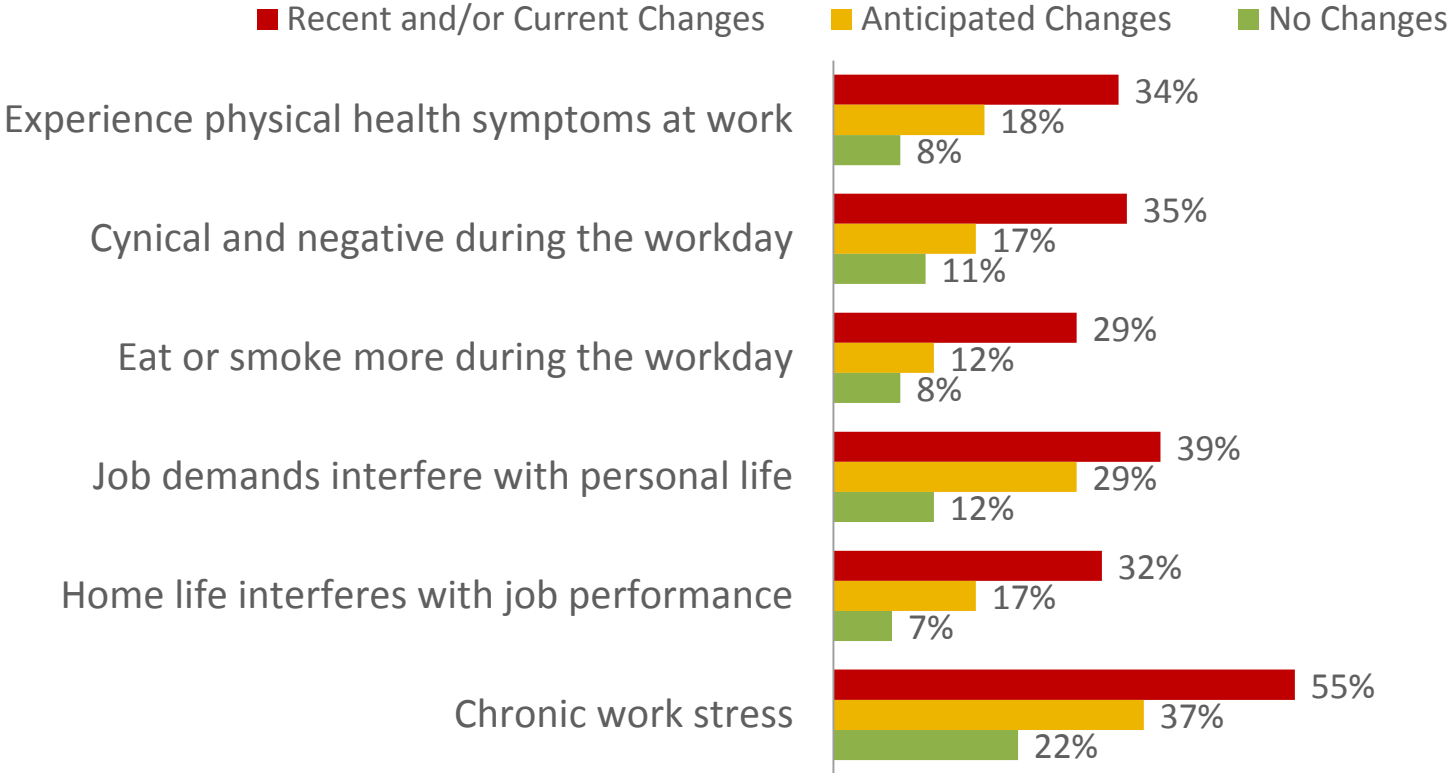
ORGANIZATIONAL CHANGE

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.



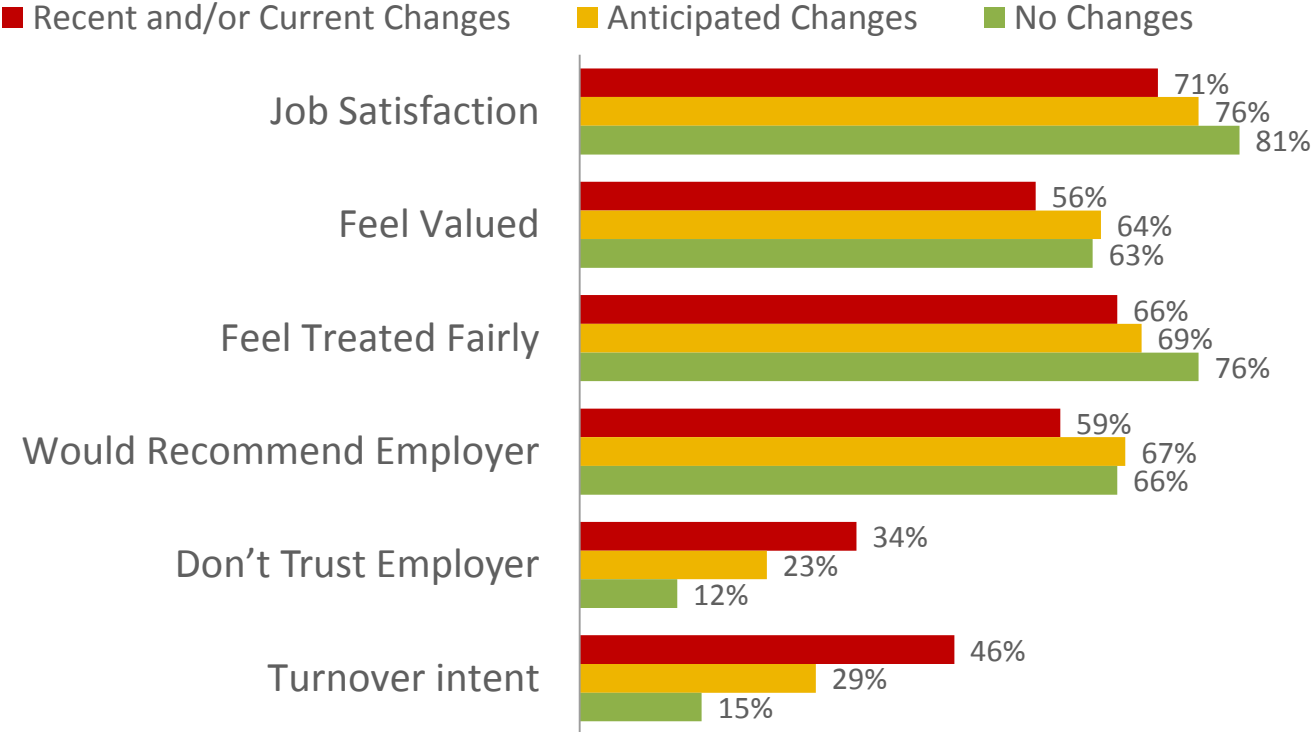
ORGANIZATIONAL CHANGE AND WELL-BEING

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

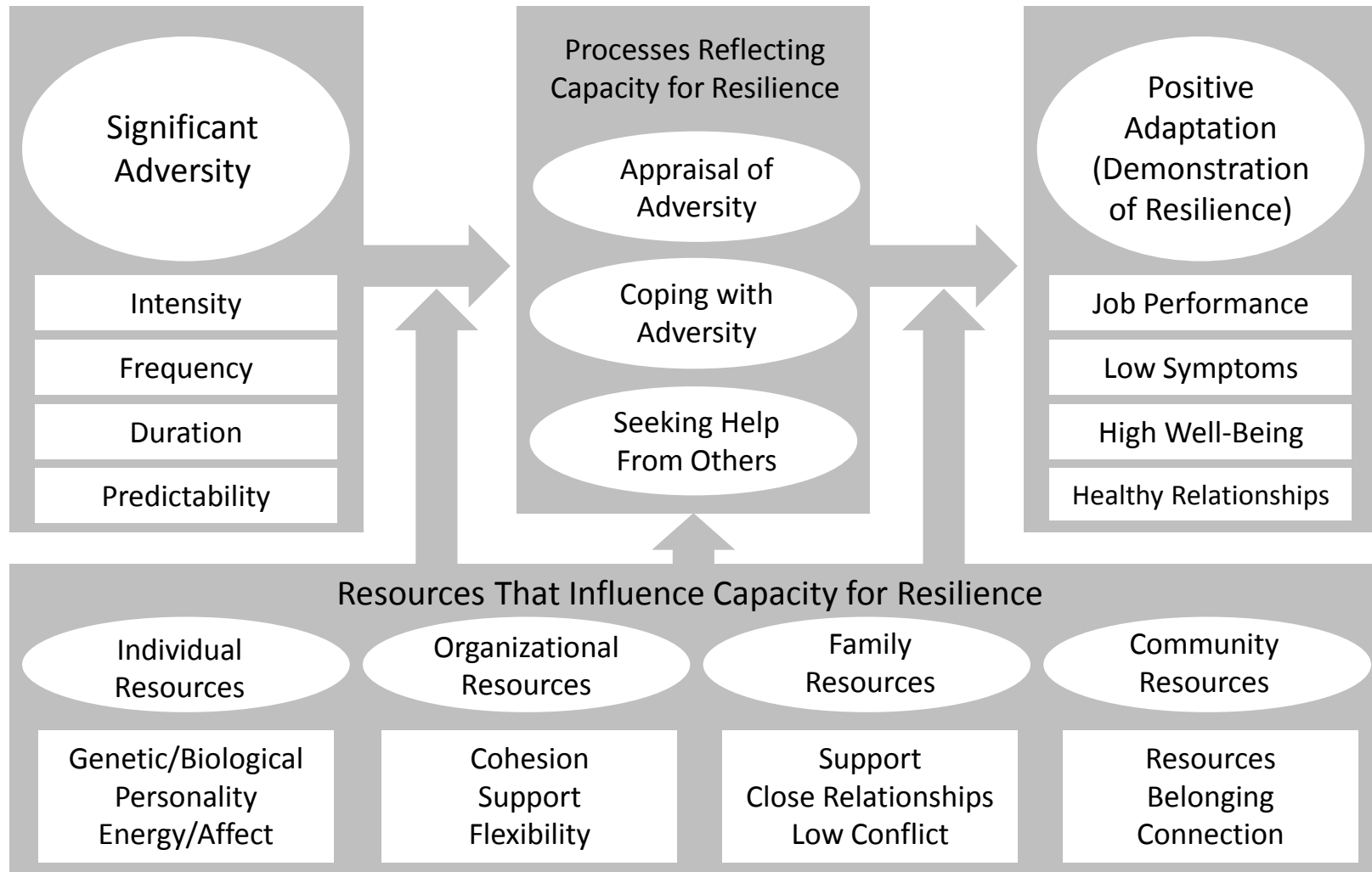
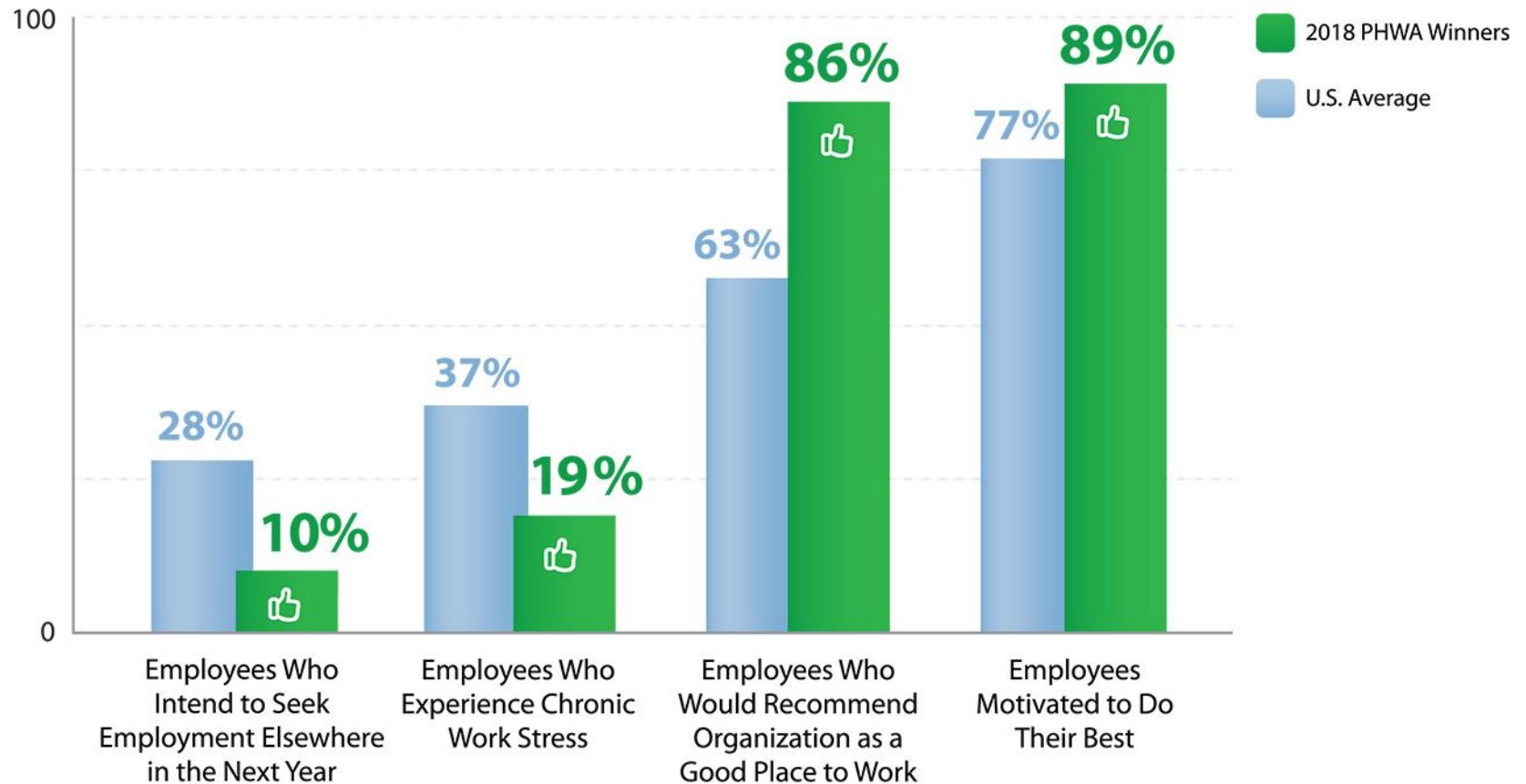


TABLE DISCUSSION: RESILIENT ORGANIZATIONS

- 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

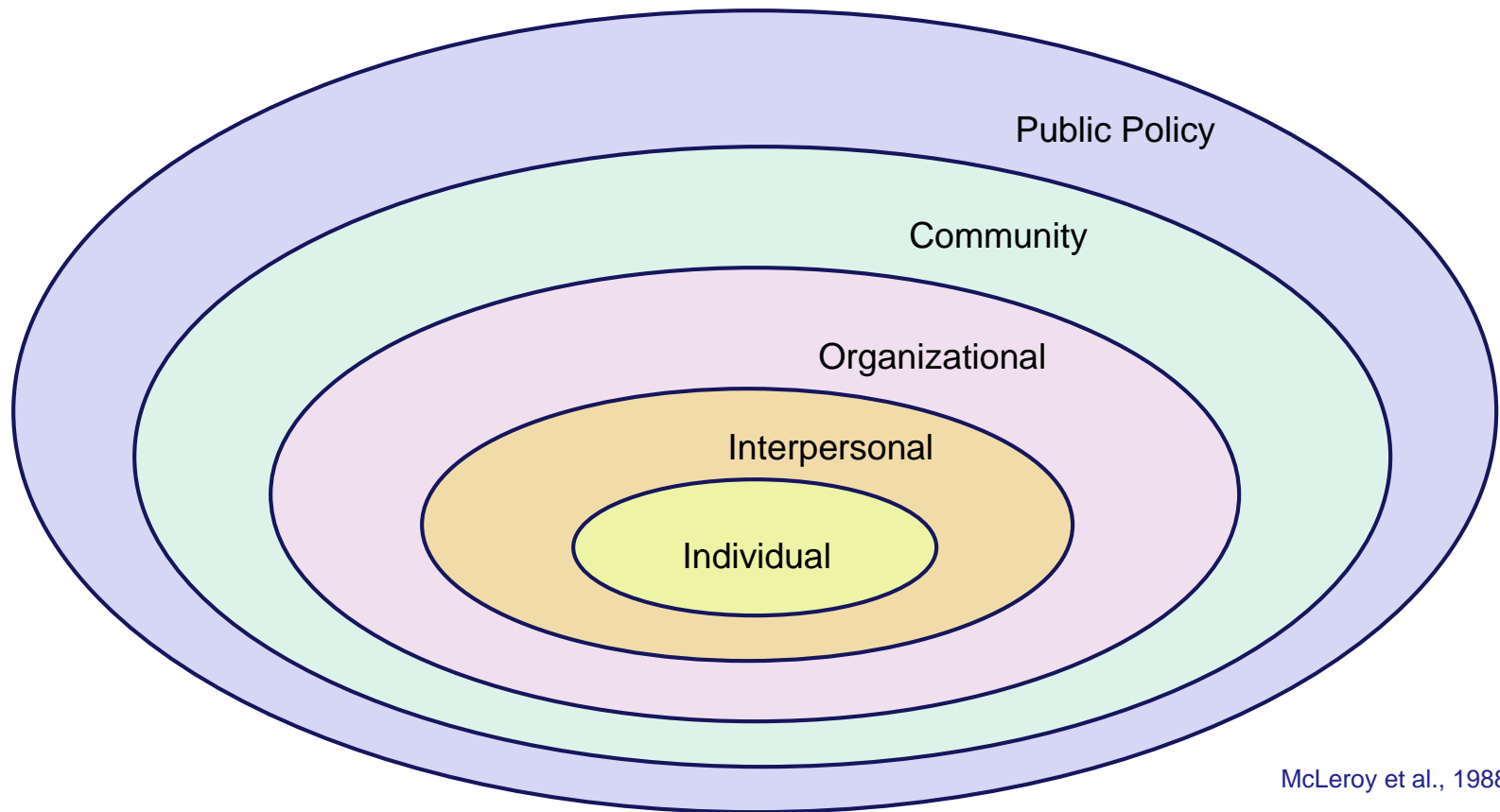


Sources: American Psychological Association (APA), Psychologically Healthy Workplace Program; APA's 2017 Work and Well-Being Survey



CONTEXT
IS
KING

Socioecological Model of Health Promotion



McLeroy et al., 1988





David W. Ballard, PsyD, MBA

Assistant Executive Director for Organizational Excellence
American Psychological Association
dballard@apa.org



[LinkedIn.com/in/DavidBallard](https://www.linkedin.com/in/DavidBallard)



[Twitter.com/DrDavidBallard](https://twitter.com/DrDavidBallard)

apaexcellence.org

