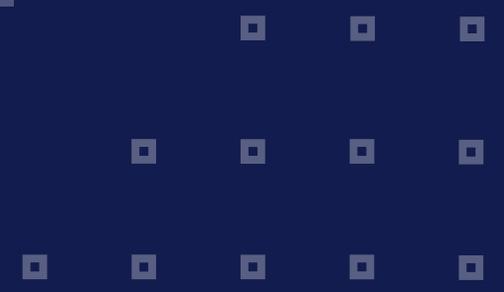


10 Facts About Resilience

Executive Summary

Dr. Mary Hayes, Dr. Frances Chumney, Marcus Buckingham



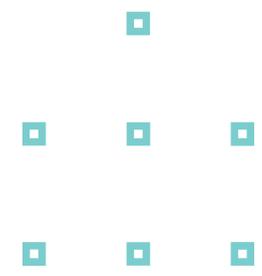
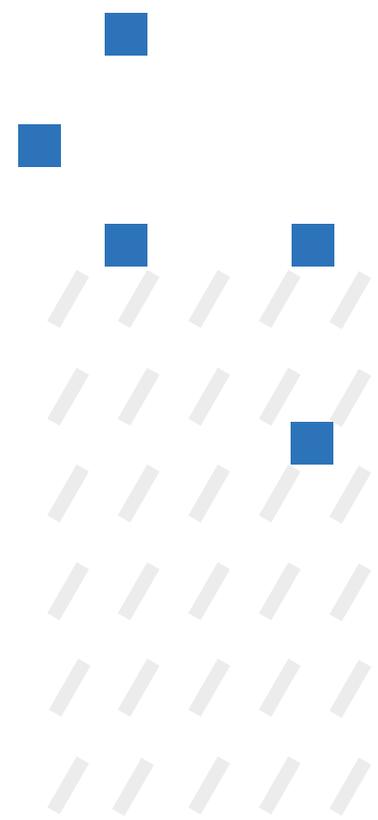
Executive Summary

The ADP Research Institute® (ADPRI) designed and developed a Workplace Resilience Scale to understand how resilience plays a role in the world of work.

We define resilience as: **the capacity of an individual to withstand, bounce back from, and work through challenging circumstances or events at work.**

In the current environment, organizations need a tool that will help them understand and support their workforce through these challenging times.

Through this research over the last year, we have begun to unravel the picture of resilience within the workplace. This executive summary provides an overview of key findings.



The Studies

We have conducted three studies to gather information about resilience within the United States, to design the items, test the selected items, and gather convergent and divergent validity evidence.



1

We have developed a conceptual model of resilience that is three parts (self, team leader, and direct leaders).

2

Using a second sample, we validated the Workplace Resilience model.

3

In the third study, we examined the relationship of resilience to outside scales.

Workplace Resilience Items



Self

- 1 I have all the freedom I need to decide how to get my work done.
- 2 No matter what else is going on around me, I can stay focused on getting my work done.
- 3 In the last week, I have felt excited to work every day.
- 4 I always believe that things are going to work out for the best.



Team Leader

- 5 My team leader tells me what I need to know before I need to know it.
- 6 I trust my team leader.
- 7 I am encouraged to take risks.



Senior Leaders

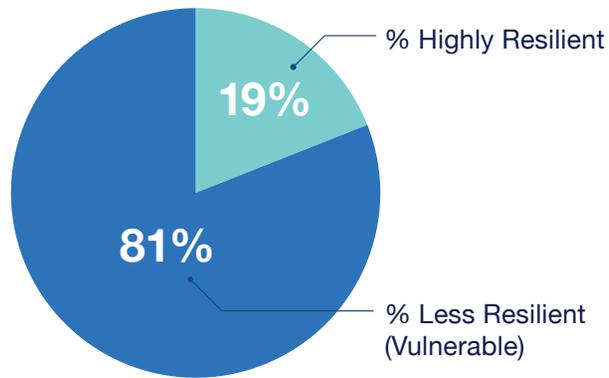
- 8 Senior leaders are one step ahead of events.
- 9 Senior leaders always do what they say they are going to do.
- 10 I completely trust my company's senior leaders.



What We Learned

1

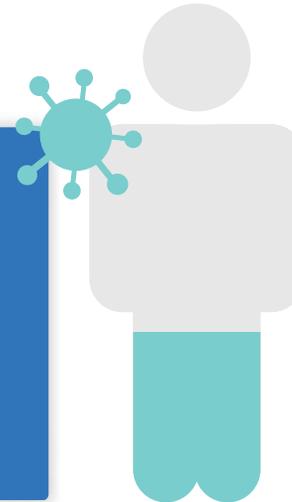
19% of US Workers Are Highly Resilient



COVID-19 and Resilience

33%

have had direct COVID-19 experience.



67%

of workers have had no direct personal experience of COVID-19.



Workers who experienced these conditions were **3.2x** more likely to be Fully Engaged and **2.8x** more likely to be Highly Resilient.

2

Loving Work Matters

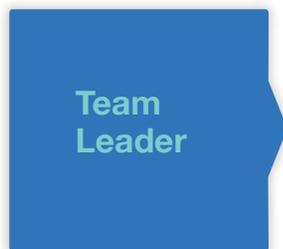
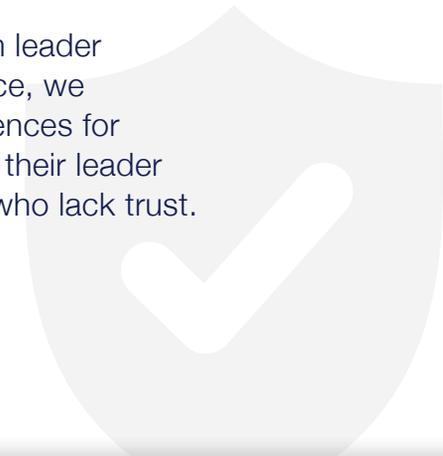


3

Trust Is a Crucial Part of Resilience



Even within the team leader sub-scale of resilience, we see significant differences for those who fully trust their leader compared to those who lack trust.



- 5 My team leader tells me what I need to know before I need to know it.
- 6 I trust my team leader.
- 7 I am encouraged to take risks.

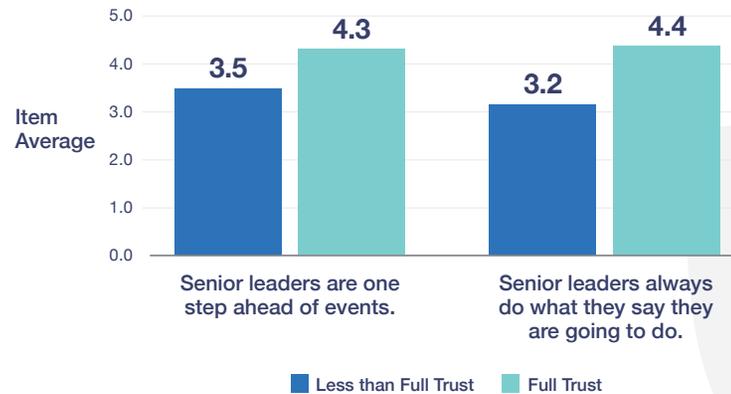


As suspected within the workplace, **trust is a building block for resilience**

4

Trust in Senior Leaders Also Contributes to Resilience

We separated those who fully trust their team leaders from those who do not.



Senior Leaders

- 8 Senior leaders are one step ahead of events.
- 9 Senior leaders always do what they say they are going to do.
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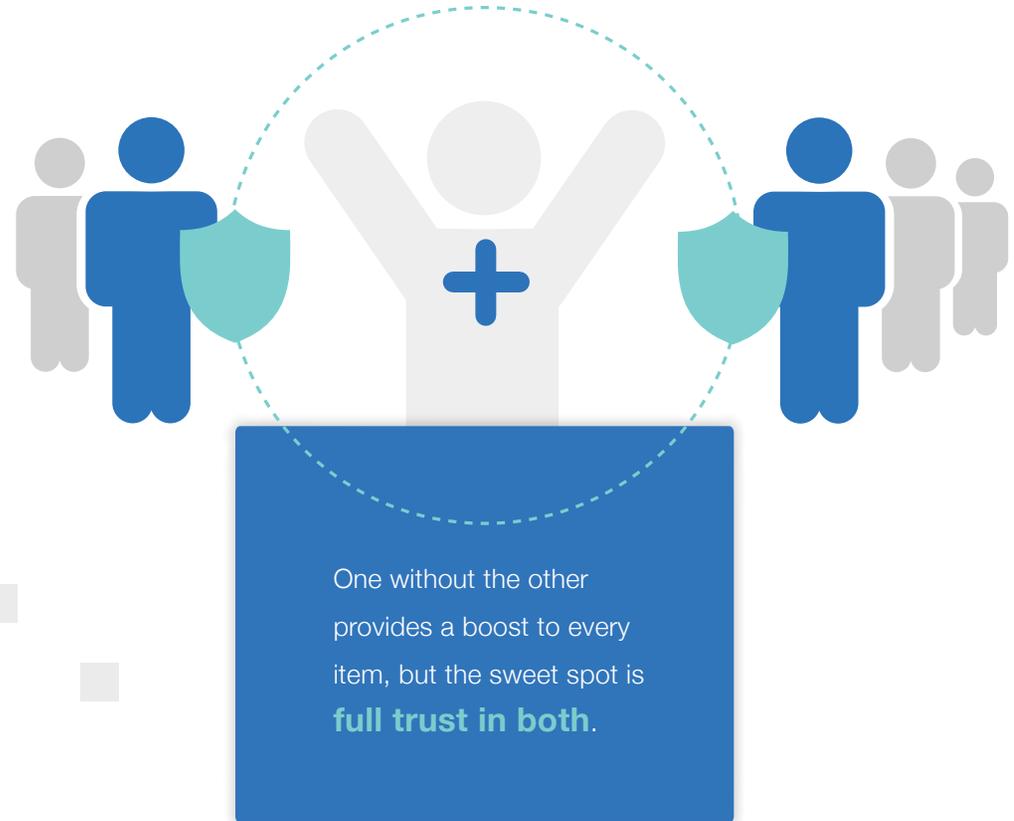
Workers who have full trust in their senior leaders **respond significantly higher** to the other two items on the senior leader sub-scale of resilience.



5

Trust Has a Cumulative Effect on Self-Resilience

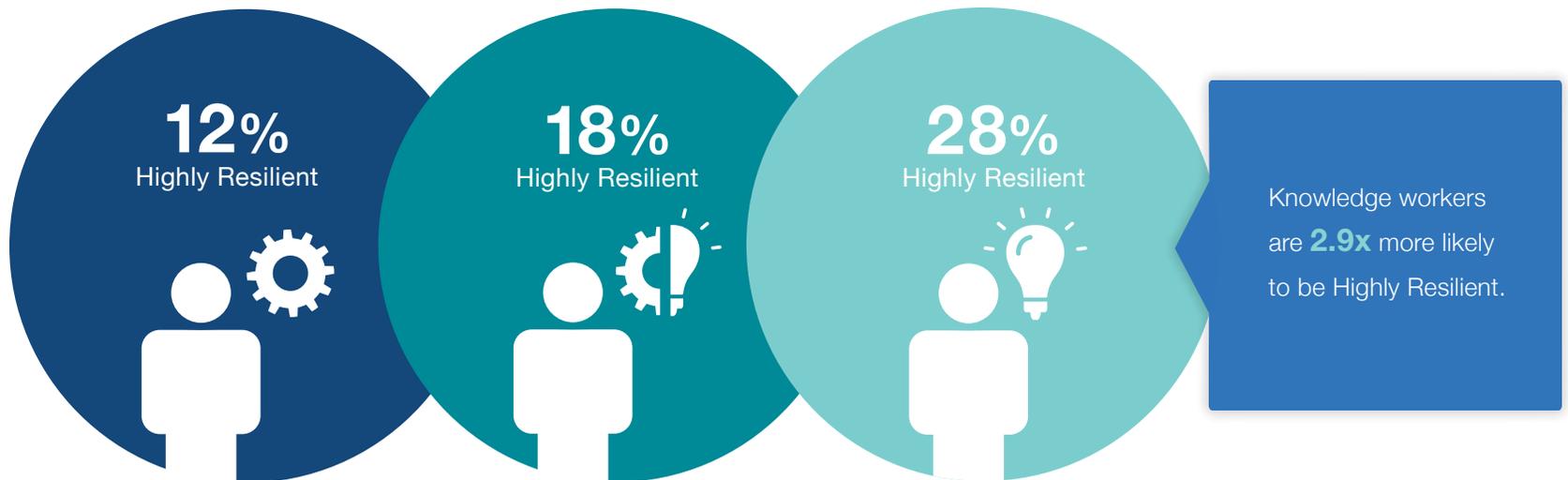
The highest levels of self-resilience exist when individuals fully trust **both their team leader and the senior leaders** within their organization.



6

The Type of Work Has an Impact on Resilience

Significant differences exist between the types of workers we studied. **Knowledge workers exhibit the highest resilience compared to those who complete repetitive tasks.**



7

Resilience Varies by Job Level

The higher one's level within a company, the more likely one is to be Highly Resilient.

10%
of **Intern /
Temporary
Employees** are
Highly Resilient.



14%
of **Individual
Contributors** are
Highly Resilient.



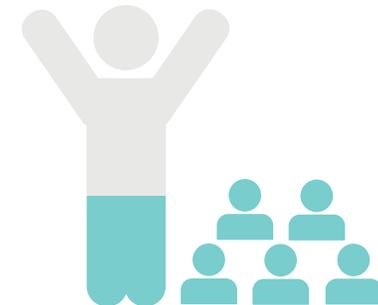
20%
of **Frontline
Management** are
Highly Resilient.



25%
of **Middle
Management** are
Highly Resilient.



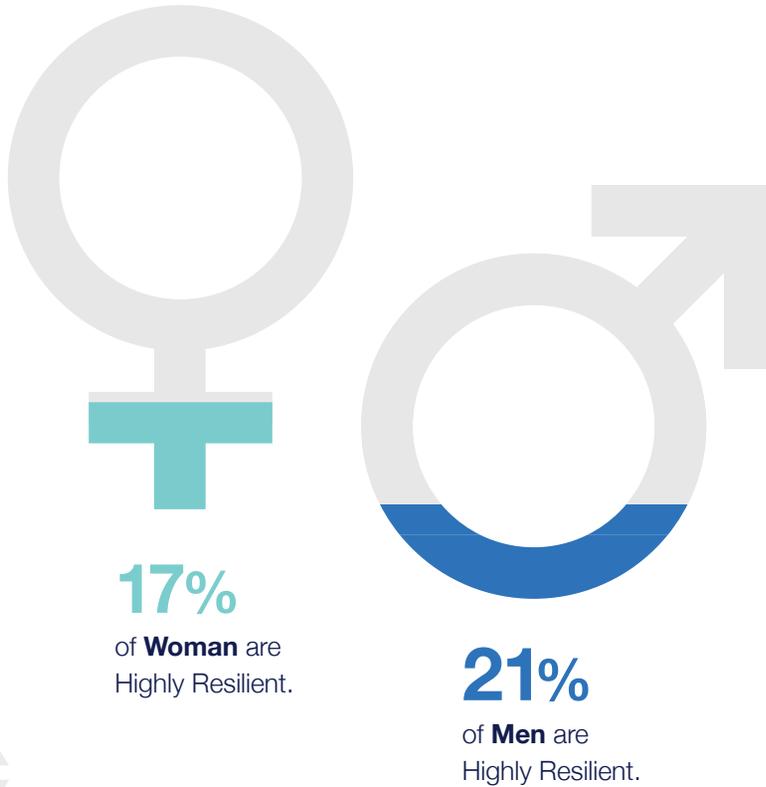
37%
of **Upper
Management** are
Highly Resilient.



During this time of crisis within organizations, we know that leaders have had to face many different trials and make tough decisions. Through this process, they have had to **activate their resilience to come out on top.**

8

Gender Does Not Predict Workplace Resilience



Men and women often see the world differently. With this in mind, we believed that men would be more resilient than women – which is the case.

However, the difference is within the margin of error and lacks statistical significance, which suggests that **the difference is not meaningful.**

9

Neither Does Age

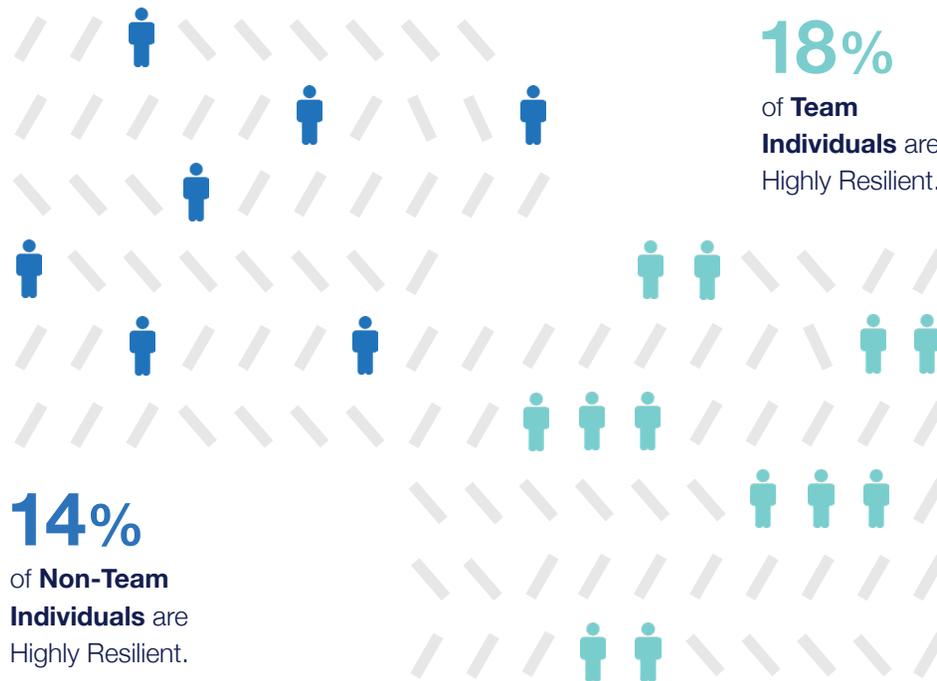
We hypothesized that the older you were, the more resources you would be able to draw upon to generate resilience.



However, **whether you are young or old**, within the workplace, you have equal opportunity to be Highly Resilient.

10

Being on a Team Does Not Increase Your Likelihood of Being Highly Resilient



In this primary study of resilience within the United States, we found that **being part of a team** does not significantly increase resilience.

We will continue to investigate this finding to see if this holds up globally.
Stay tuned for the upcoming Global Workplace Study this year.



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