



# BUILDING AND MAINTAINING RESILIENCE

ZOOM INTERACTIVE EVENT

On 10<sup>th</sup> June 2020, CRF members gathered for **Building and Maintaining Resilience**, a Zoom Interactive Event. CRF's **Carmen von Rohr** hosted Philips' **Clare Gowar** and Johnson & Johnson Human Performance Institute's **Nick Propper** in discussion on resilience – what is it, and what can organisations do to boost their people's resilience in a situation as challenging as that of the pandemic?

## PRACTICAL EXERCISE

Write down three words that best describe you when you are showing up as your best self.

Which of these characteristics is the first to go when you are under stress?

Think about one small change you can make to help you hang on to that characteristic a little bit better.

Commit to making this an action.

**crf**  
CORPORATE RESEARCH FORUM

**BUILDING AND  
MAINTAINING**  
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### KEY TAKEAWAYS

*Resilience is the acquired ability to recover, adapt and grow from stress. The key message is that resilience is a skillset that can be improved and developed through practising certain behaviours.*

There are four components to building resilience: awareness, exposure, recovery and mindset. Awareness means bringing consciousness and specificity to the stresses faced. Exposure means allowing discomfort to be a source of growth. We know from the physical domain that exercise to the point of discomfort builds capacity and strength – the same applies to the psychological and spiritual domains. Recovery should not be seen as something that's coming in the future, such as a holiday, but should be built into the working day.

In developing a strategy for wellbeing and resilience, it's a good idea to build on what's already working within the organisation rather than start from scratch. At Philips, the demand was there because of some of the pressures of organisational change. The effectiveness of energy management had already been proved in one part of the business, allowing the broader strategy to build on this foundation.

*Leaders play an essential role in promoting resilience. Developing organisational resilience requires an integrated, multi-disciplinary approach. The most important thing is for leaders not just to support programmes but to model good behaviours.*

*Some – prioritising recovery, for example – can be counter-cultural. Cultures shift when leaders inspire others to change their behaviour and validate and support others by giving permission to behave differently.*

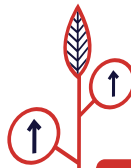
# 1



# 2

**STRESS IS AN UNAVOIDABLE FEATURE OF WORKING LIFE AND ALWAYS HAS BEEN. STRESS DOESN'T HAVE TO BE PERCEIVED AS NEGATIVE, TO BE REDUCED OR AVOIDED. IT CAN BE USED AS AN OPPORTUNITY TO GROW. IT IS A SOURCE OF ENERGY THAT, WHEN HANDLED PROPERLY, CAN BE AN ENGINE OF FORWARD MOMENTUM AND GROWTH.**

# 3



# 4

The unifying idea is to connect to your individual purpose. This taps into your intrinsic motivation, provides a filter for decision making and enables you to tackle challenging and stressful situations.

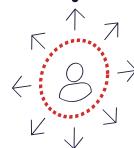
# 5



# 6

**Build a community to deepen engagement. Adopting a Train-the-Trainer approach has enabled Philips to build expertise internally to meet global demand. Sessions can be customised for local markets and delivered in multiple languages. A growing online community shares learning and builds momentum.**

# 7





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### AUDIENCE Q&A

**Q** What practical steps can you take to include time for recovery in the working day?

**A** *It's a shift in mindset from seeing recovery as something that will happen in the future to oscillating between stress and recovery throughout the day. Micro-bursts of recovery such as a minute of deep breathing every hour, getting up and moving around regularly, or texting a friend between phone calls are all examples. You need to build in multiple points of recovery throughout the day.*

**Q** How has energy management been applied at Philips through the Covid-19 crisis?

**A** *Energy management has become even more relevant as people adapt to working remotely and juggling multiple demands. At the start of the crisis, Philips didn't have a virtual offering, but has developed one, which has provided support as people begin to tire of home working. Covid will have a significant impact on mental health, and we are accelerating our investment in this area, including delivering virtual mindfulness programmes, and helping people to open up about their experiences and build human connections.*

**Q** What role does coaching play in building resilience?

**A** *Coaches help leaders think about how to apply what they've learned in real life and to make sure the learning sticks. For example comparing their old (pre-Covid) story against the new story by examining what they have learned through the crisis and habits they would like to maintain. Coaches can also help leaders think about resilience as a team-level capability.*

**Q** Expanding on the gym analogy of resistance and recovery, if we try to lift too much or run too far too soon we risk injury. How does this apply to resilience?

**A** *It's the same in the emotional and spiritual space – we are looking for incremental exposure to build tolerance over time. This means exposure to the point of discomfort, but never to the point of pain.*

### SPEAKERS



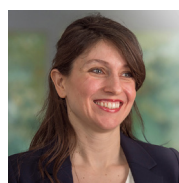
in LINKEDIN

**CLARE GOWAR** joined Philips in 2013 as Health and Wellbeing Manager for UK&I, responsible for planning, designing and implementing strategies that addressed employee wellbeing and proactively responded to the key drivers of absence and ill health. Since 2018, Clare has focused on the development and implementation of global employee wellbeing programs as a key element of Inclusion and Diversity, with a particular onus on building (on) and developing initiatives that support individual vitality and mental wellbeing.



EMAIL

**NICK PROPPER** joined J&J HPI with experience in a number of senior leadership positions at Omnicom, the world's leading holding company of marketing and communications agencies. In addition to obtaining a deep understanding and commitment to HPI programs having graduated in 2013 from the HPI Performance program as part of his Senior Leadership training. This triggered a passion for coaching and having been through the T3 programs for Resilience and Performance, Nick trained over 750 senior Omnicom executives across multiple agency businesses worldwide.



EMAIL

**DR. CARMEN VON ROHR** is a sociologist with extensive research and learning design experience. She began her career as a digital learning designer in higher education at Cengage Learning before joining CRF in 2018 to contribute to research and learning content.



## **BUILDING AND MAINTAINING RESILIENCE** **INTERACTIVE ZOOM EVENT**

### **FURTHER READING**

Nick Propper's slides can be found [here](#).

Beaudin, Guy. 2017. **Resilience: Simple Habits That Will Make a Big Difference**. RHR International. <https://www.rhrinternationalconsultants.eu/thought-leadership/blog/resilience-simple-habits-will-make-big-difference>

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Rubin, Deborah P. 2018. **A Different Look at Managing CEO Performance**. RHR International. <https://www.rhrinternationalconsultants.eu/thought-leadership/blog/different-look-managing-ceo-performance>

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### **CRF PARTNERS**

CRF's partners are here to support your organisation during the crisis and beyond. Learn more [here](#).

### **crf UPCOMING CRF EVENTS**

-  **ONLINE:**  
[\*\*Grow the Pie: How Great Companies Deliver Both Purpose and Profit\*\*](#)  
17<sup>th</sup> June 12.00PM BST
-  **ONLINE:**  
[\*\*Leading for Recovery and Renewal\*\*](#)  
25<sup>th</sup> June 12.00PM BST
-  **ONLINE:**  
[\*\*HRBPs: Reset and Thrive – Helping Businesses Prepare for an Uncertain Future\*\*](#)  
1<sup>st</sup> July 12.00PM BST