

Employee resilience: through the pandemic & beyond

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Under pressure?



- Do more with less
- Respond
- Adapt
- Make cuts
- Recover
- Repeat...

Work-life balance (ranking)



1 Hungary	10 Iceland	19 Germany
2 Estonia	11 Switzerland	20 France
3 Austria	12 Norway	21 New Zealand
4 Latvia	13 Czech Republic	22 Sweden
5 Lithuania	14 Mexico	23 Belgium
6 Israel	15 Finland	24 United Kingdom
7 Chile	16 United States	25 Australia
8 Japan	17 Denmark	
9 Slovenia	18 Spain	

How often demands of job interfere with family life
International Social Survey Programme (ISSP) 2015



1 in 4 overworks by 10+ hours/week



- None
- Up to 5 hours
- More than 5, up to 10 hours
- More than 10, up to 15 hours
- More than 15 hours

= (Hours actually worked) – (hours would like to work)

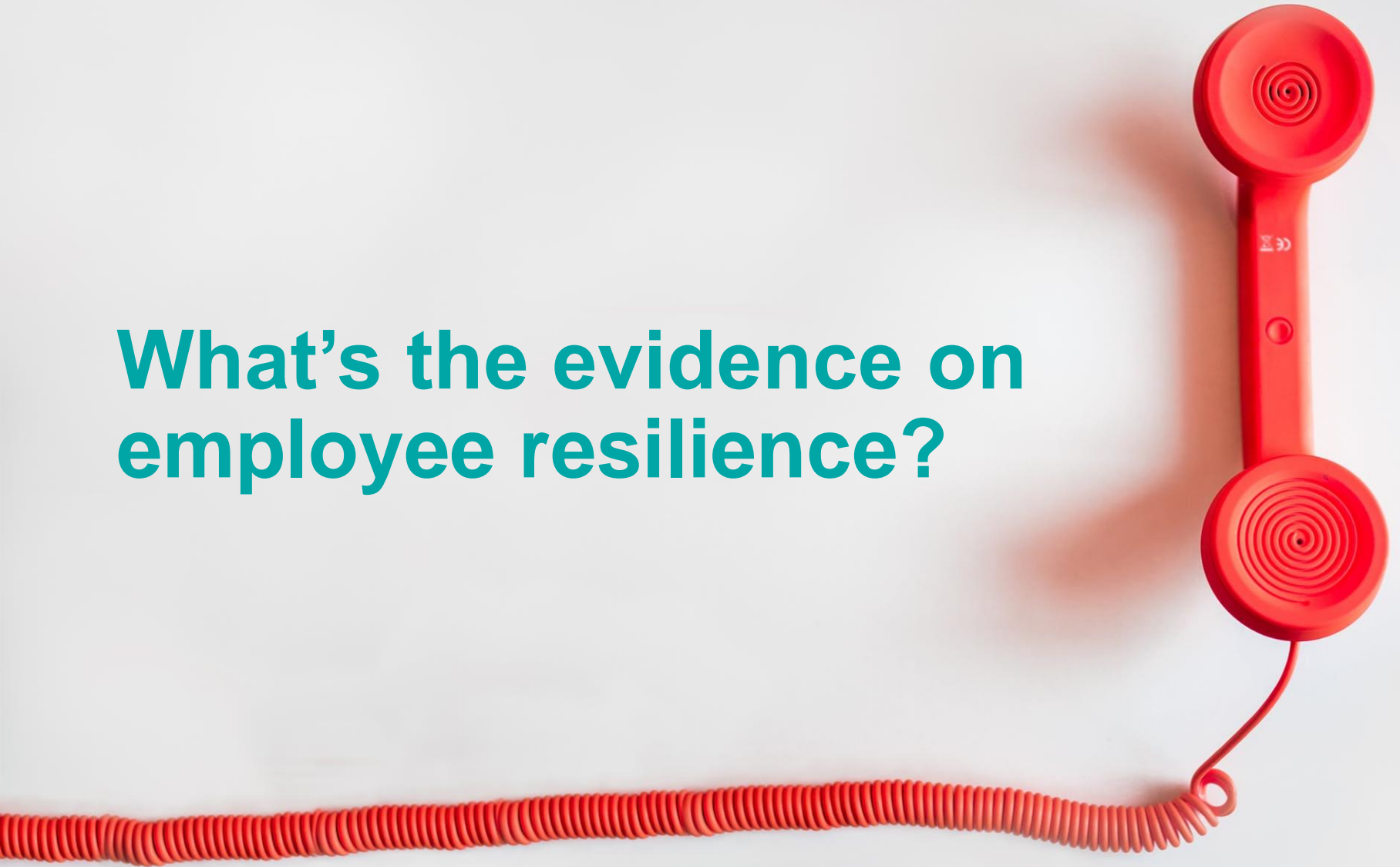
% UK workers (n=5,136); CIPD/YouGov UK Working Lives survey 2019

COVID-19 pressures & anxiety

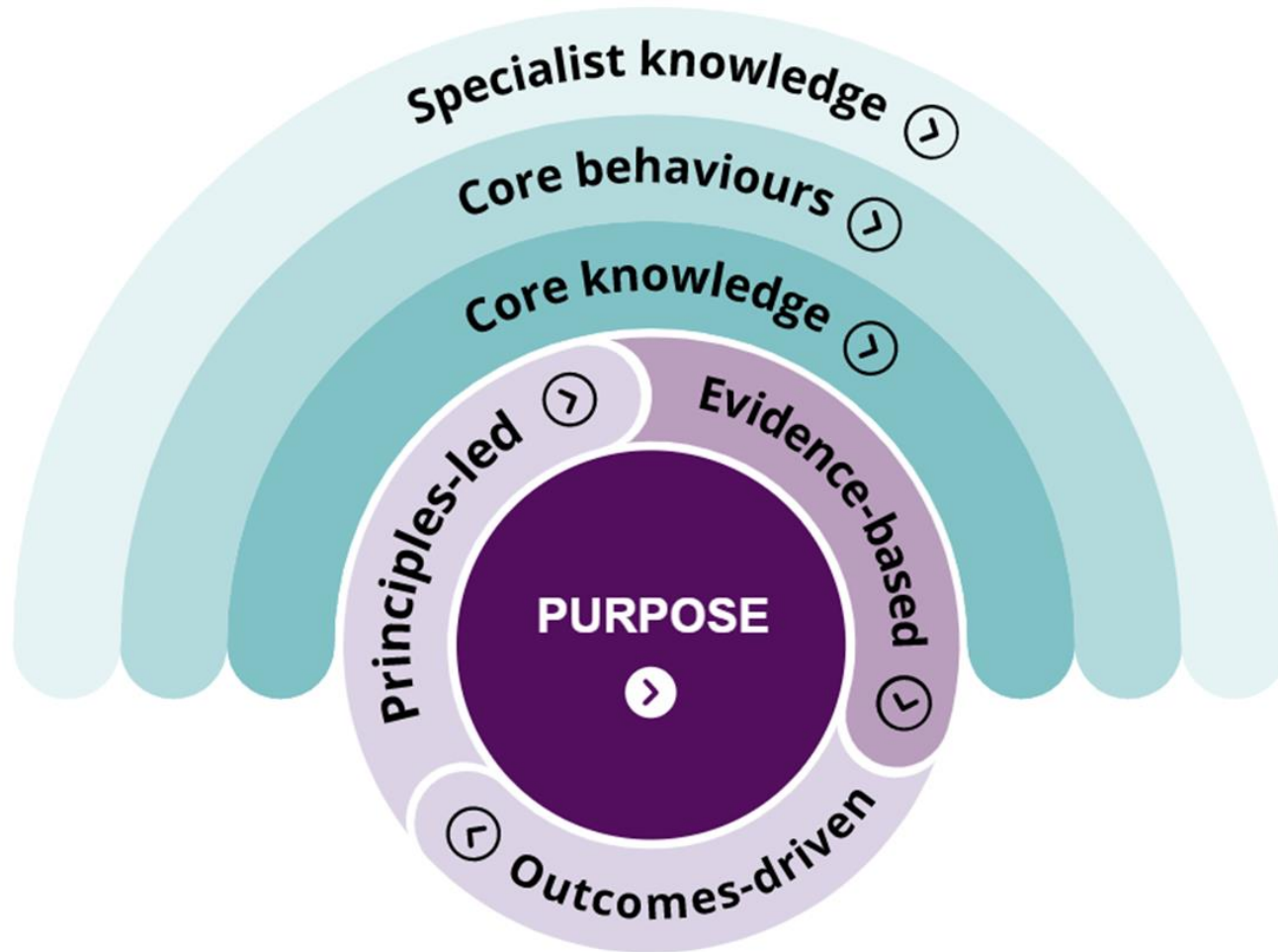


- Health & safety
- Lockdown
- En-masse WFH
- Furloughing
- Redundancies
- Social isolation
- Return to work

What's the evidence on employee resilience?



CIPD Profession Map



CEBM

The Centre for Evidence-Based Medicine develops, promotes and disseminates better evidence for healthcare.



Center for Evidence-Based Education (CEBE)

Shaping, Supporting & Sustaining Transformation

...Every Piece Counts

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Welcome to the Center for Evidence-Based Management

The Center for Evidence-Based Management (CEBMa) is the leading authority on evidence-based practice in the field of management and leadership. We are an independent, non-profit foundation that provides support and education to managers, leaders, consultants, teachers, and others who want to enhance their understanding of how an evidence-based approach helps people in organizations make better decisions.



WHAT IS EVIDENCE-BASED MANAGEMENT?



EBP is an established process...

1

Asking

Translating a practical issue or problem into an answerable question



2

Acquiring

Systematically searching for and retrieving the evidence



3

Appraising

Critically judging the trustworthiness and relevance of the evidence



4

Aggregating

Weighing and pulling together the evidence



5

Applying

Incorporating the evidence into the decision-making process



6

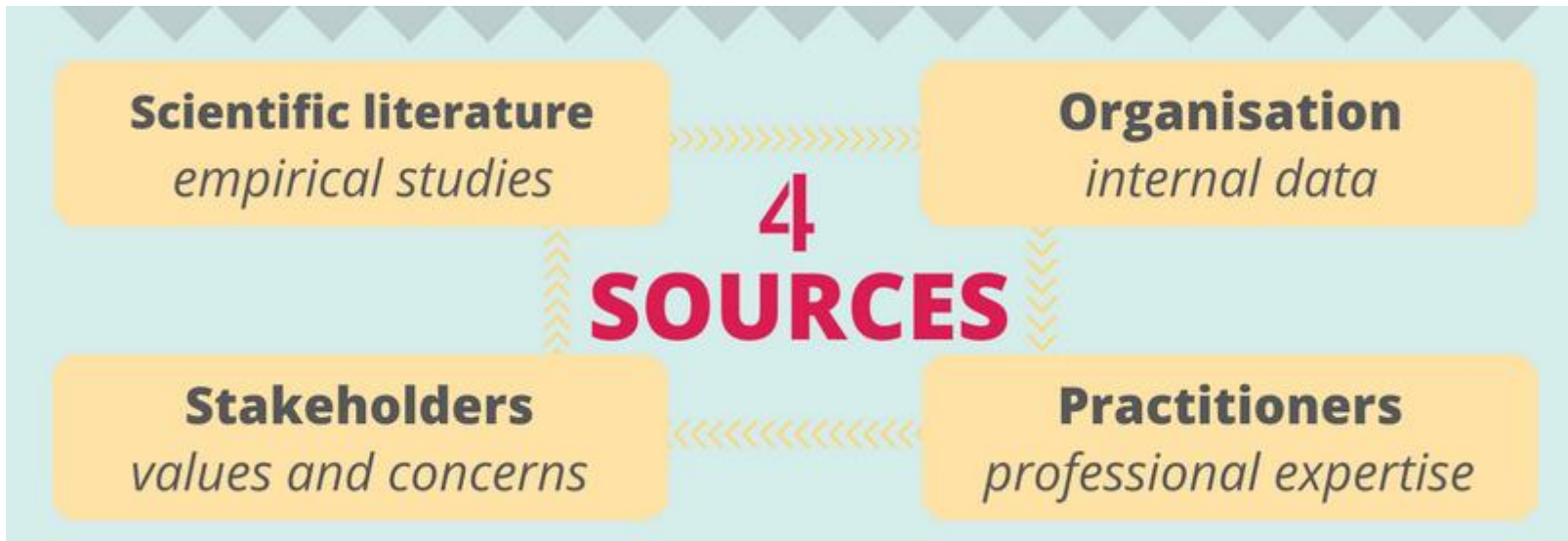
Assessing

Evaluating the outcome of the decision taken



To increase the likelihood of a favourable outcome.

EBP draws together evidence from:



Practical questions & better decisions

- What do we mean by employee resilience?
- Why is it important? What does it affect?
- What affects it?
- How can we increase it?
- Can we measure it?

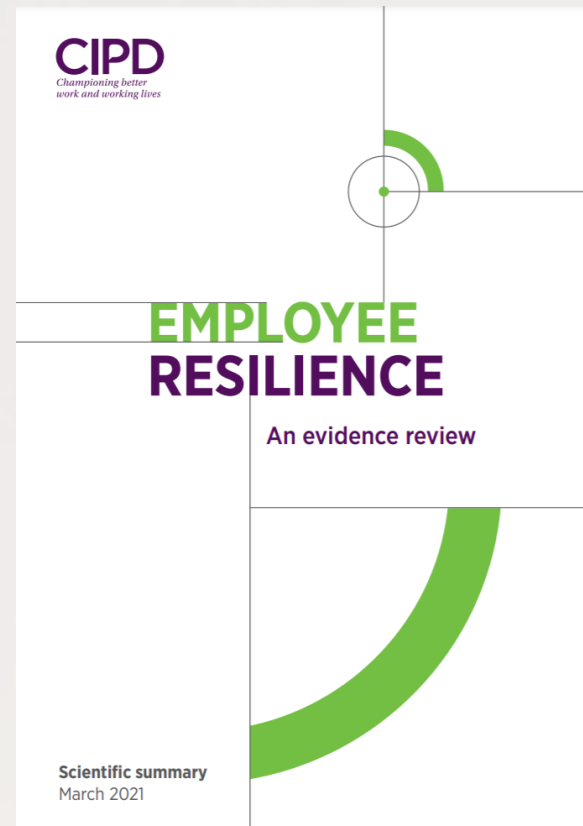
EMPLOYEE RESILIENCE

An evidence review

Evidence summary
March 2021

Short systematic review of the best
available research

www.cipd.co.uk/evidence-resilience



**Resilience:
buzz word or
scientific construct?**



Resilience:
keep going &
bounce back

*stay mentally &
physically healthy
through traumatic
events*

*rebound or recover
from adversity*

A professional man with grey hair and a beard, wearing a white dress shirt and a patterned tie, is sitting at a desk in an office. He is looking towards the camera with a slight smile. The background shows a window with a view of a building.

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*Championing better
work and working lives*

**How important is
resilience? Worth us
prioritising? Who's
responsibility is it?**

Top 10 outcomes related to resilience

- 1 general wellbeing
- 2 psychological stress
- 3 proactive work behaviour
- 4 creative behaviour
- 5 commitment to change
- 6 task & 'contextual' performance
- 7 work engagement
- 8 organisational commitment
- 9 burnout, emotional exhaustion
- 10 job satisfaction.

The nature of resilience

Psychological trait:
stable personal attribute

Psychological state:
variable, affected by context
& behaviours





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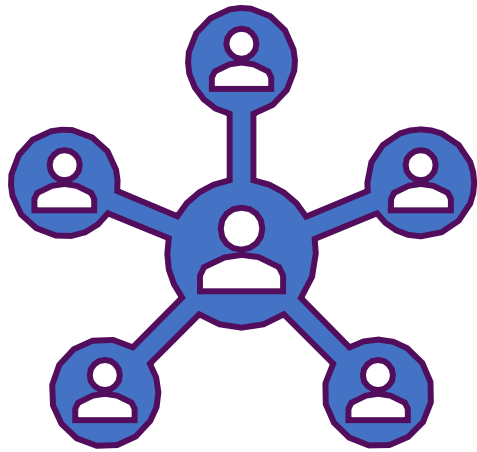
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***“You just need to be
more resilient”***

**No: manager behaviour
affects employees’
resilience**

**What influences
employee resilience?
What can we do to
protect & build it?**





Top 5 influences on employee resilience

Self-efficacy

Positive emotions
& optimism

Sense of coherence

Social support

Leader–member
exchange



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Help people develop effective work habits, be confident in their roles & understand what's going on.

Help teams build supportive mutually beneficial relationships, & happy optimistic environments.

**Can training protect
& build employee
resilience?**



A woman with blonde hair, wearing a yellow top, is looking down at a laptop screen. The background is softly blurred, showing what appears to be an office or home workspace with a window. A purple semi-transparent box is overlaid on the left side of the image, containing white text.

Mixed approach, e.g. self-awareness & small group discussions *in combination with* goal-setting & coaching.

F2F & intensive best.



Can we measure it?

Näswall's 9-item *Employee Resilience Scale* e.g.

- *I successfully manage a high workload for long periods of time.*
- *I resolve crises competently at work.*
- *I learn from mistakes at work and improve the way I do my job.*
- *I approach managers when I need their support.*

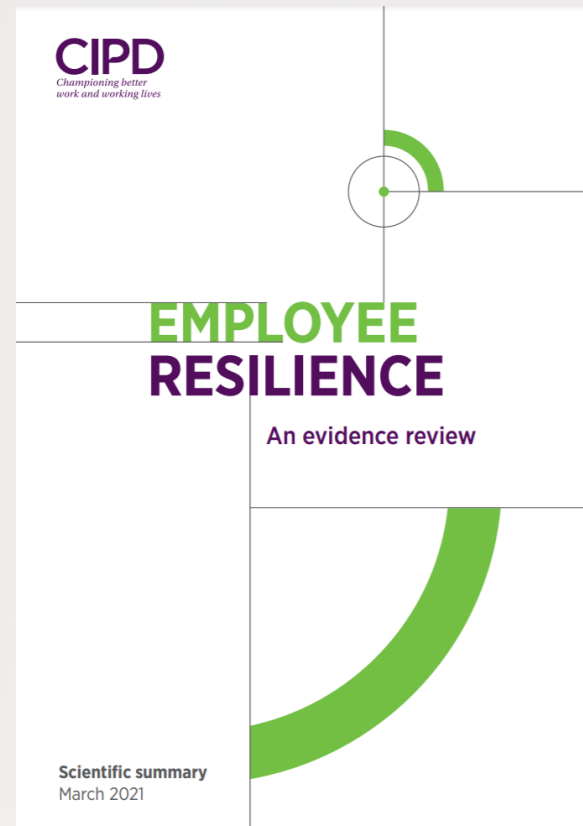
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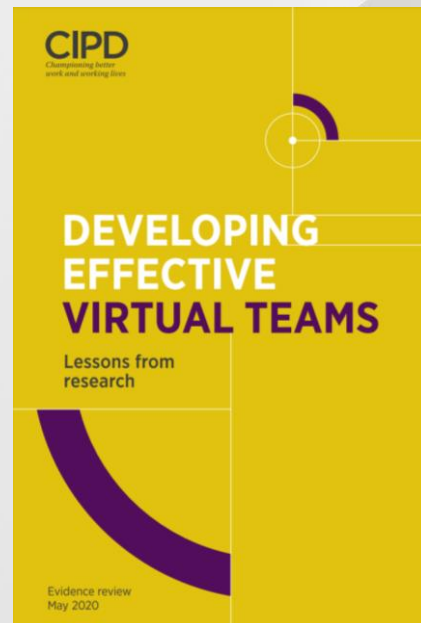
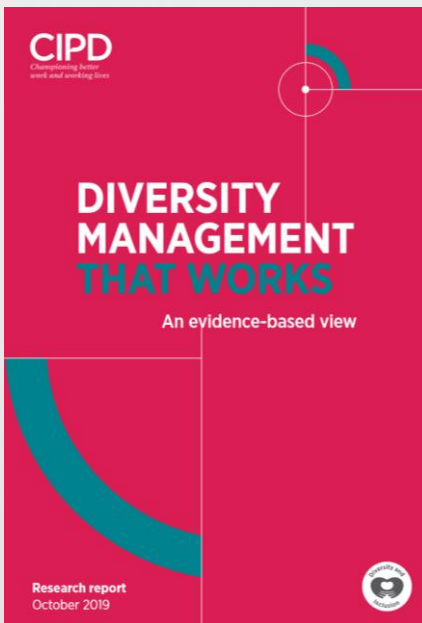
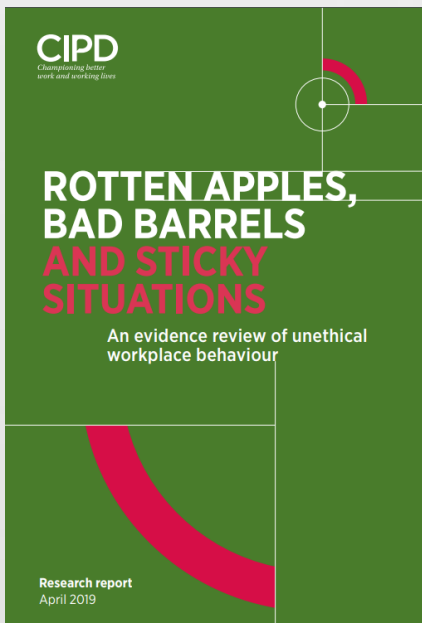
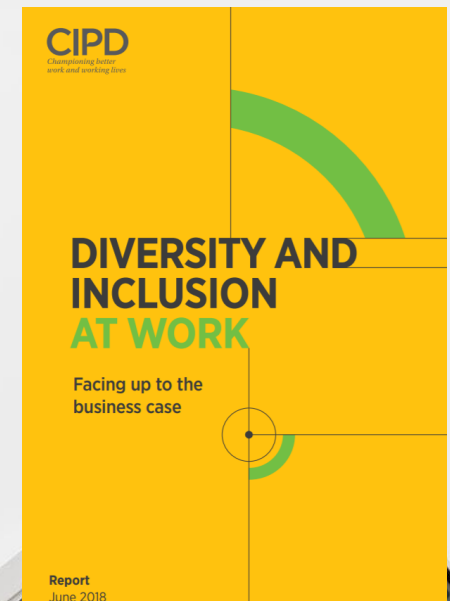
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All available online, *CIPD Evidence Hub* coming soon!

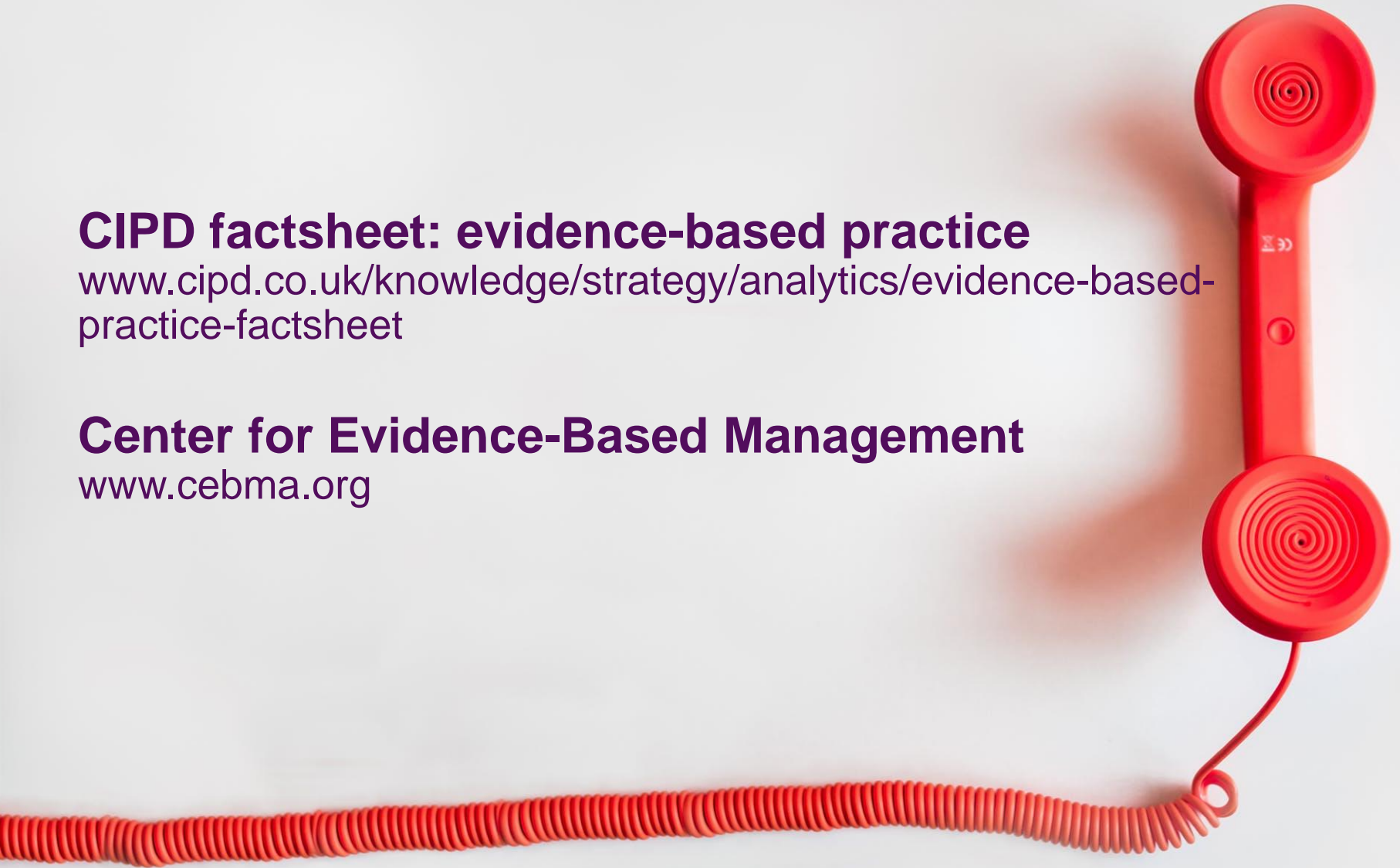
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CIPD factsheet: evidence-based practice

www.cipd.co.uk/knowledge/strategy/analytics/evidence-based-practice-factsheet

Center for Evidence-Based Management

www.cebma.org



Thanks

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