



# BUILDING ORGANIZATIONAL RESILIENCE

Like individuals, the psychological health of an organization hinges on its capacity to bounce back or recover from a significant setback. A resilient organization bounces back much more quickly than its competitors. Strategies for building organizational resilience are outlined below.

1

## Know your leaders.



Not all leaders are capable of leading out of a crisis. Determine the right structure and intentionally place leaders in key roles based on skill set - crisis management versus growth. Implementing a regular talent review to understand leader skill sets will better prepare you for future challenges.

2

## Identify exposures and develop multiple scenarios.



Determine where you have critical dependencies and develop a playbook to address multiple scenarios that position the organization for future success. Maintain an external focus to address changing customer needs. Quickly shift focus from problems to solutions to meet future demands.

3

## Communicate with intention.



Communicate internally and externally to collaborate with employees, partners and regulators. Maintain two-way communication to establish new rules of engagement with stakeholders and gather data from third parties to anticipate business challenges and problem-solve.

4

## Examine the "elasticity" of your workforce.



Determine new ways of working and consider associated costs - both financial and reputational. Establish or revisit remote working policies. Consider short-term reductions in hours, changing schedules and voluntary leave/retirement options to temporarily scale your workforce.

5

## Convert failures to learning.



Transform failures into teachable moments and learning opportunities. Encourage learning from new experiences and reward innovation as well as creative problem solving. Include a diverse set of opinions and perspectives in key discussions. Share lessons learned across the organization.

6

## Foster employee well-being.



Acknowledge the realities of fear and stress. Support your current talent and respond in highly personal and individual ways. Create working groups to foster social interaction. Ensure managers dedicate time to informal discussions and use positive emotions to support their teams. Establish employee assistance programs.