

DEVELOPING RESILIENCE IN ORGANISATIONS

How Strategic HR is Vital

1 What is a Resilient Organisation?

Resilience as a term in psychology is the

Positive capacity of people to cope with stress and catastrophe.
It also includes the ability to bounce back to `normal' after a disruption.

Resilience for an organisation is not a plan or a checklist. Resilience is not something an organisation does – it is something an organisation is. In this sense "resilience" can have cumulative "Protective factors" as opposed to cumulative "Risk factors" "Protective factors" are factors that make it more likely for an organisation to survive the pressures and challenges it is facing.

It is about an adaptive capacity. (To take a Darwinian Analogy)

It is not the strongest that survive
It is not the most intelligent that survive
It is those that are most adaptable to change

In some cases the level of disturbance to the environment of an organisation means that there may be no bounce back to an old equilibrium there may be a need for a new equilibrium.

Protective factors	Risk factors
A strong leader Having the Trustees on Board Being knowledgeable about the environment Networking and scanning Contacts in Government or funders or purchasers A realistic audit of strengths and weaknesses Spreading the range of income sources Valuing interdependencies Depts in oprgs: Orgns in sector; sector in a community Willing to consider mergers Strong SMT that are not `Yes' people HR at the top table Clear identity, culture and values Change management skills Performance management a priority Line managers skilled in people management Able to have difficult conversations and challenge! Well being always on the agenda Communication with staff Staff involvement in developing the charity – What could we do better? What have we learnt?	Add your own!

2 Why is a Resilient Organisation Important?

In fact resilience is a characteristic that is always important for an organisation. In actuality it becomes critical when organisations face challenges and that is why it is the hot topic at the moment. A resilient organisation -

- Recognises external environment is changing
- It doesn't crumble under pressure
- Internal mechanisms can be geared up quickly
- Staff are trusting and supportive (generally)
- It survives without too much damage
- It may be able to morph into something better
- Jobs and services are preserved

Current political and economic climate

This level of change and challenge is particularly difficult at the moment.

Attitude to what the sector is for

New political spectrum is not so automatically vol org friendly

We don't really know what Big Society means or the potential winners + losers yet.

They believe in the power of the market and small state so the public sector is automatically suspect and if we are funded from Local Government we are likely to be badly affected.

Opening up of secure and ring fenced sources of funding

DIFD opening up to new bidders for previously ringfenced money

Office of civil society cutting the number of preferred providers

Caps on Percentage of turnover funded

40% is not what most organisations are used to or have been working on. What do you do if it is currently 65% or 80%?

Economic effect on Trust Funds

Down turn hit investments so no more money here

Political changes to all Sectors

Review of everything all in one go is very unsettling

And thus there are many sources of **insecurity** for organisations and also for individuals.

Negative effects of insecurity

- Panic Fear of future + fear of change
- Sickness absence (for all reasons) is 2.17 times higher after a major restructuring
- Increase in job demands
- Decrease in job control
- Satisfaction and Performance declines
- Turnover increases and Skills are lost

3 Resilience – what are the protective factors

These are the ones I've prepared earlier:

- Leadership (Aligned with Trustees)
- Scanning environment
- Adaptive capability
- In Partnership HR
- Culture and Values aligned
- Change Ready
- 'In training' – expectations staff and managers'
- Performance Intelligent
- Well Being on agenda at all times

Leadership (Aligned with Trustees)	Leadership with clear direction Trustees on Board Real communication at the top- beyond groupthink
Scanning environment	Awareness of the Situation: Risk aware and risk management Get and act on correct information Network and Organise
Adaptive capability	Recognise interdependencies: Depts in organisations: Orgns in sector: Sectors in community Merge ? If Appropriate
In Partnership HR	HR at top table and planning stages A partner not a technical fixer
Culture and Values aligned	Culture and values that underpin customer service or delivery and caring for staff Organisation anomalies in hand
Change Ready	Change management skills valued
'In training' – expectations staff and managers'	'In training' – expectations staff and managers' The psychological contract is explicit about what it means to work here
Performance Intelligent	Managers are trained in Performance Management Getting good performance and Dealing with Poor performance Managers are not frightened to be assertive
Well Being on agenda at all times	Organisation is 'honest' in it's communication with staff Show that you care about staff whatever the climate outside

Which are the most important to focus on: A bit of a checklist

- Lead and encourage leadership across the organisation
- Recognise wider societal and political context of current external pressure on third Sector
- Employ and enable senior staff who can quickly identify and respond to a disruption or change in the environment
- Value and engage staff
- Train managers in Performance Intelligence
- Remember change management principles see 'Kotter'

Strategic importance of HR

HR is of course one of the linchpins in the success of these initiatives. Any organisation that doesn't value great strategic HR skills is less likely to be resilient.

- HR on top table involved in key decisions
- HR able to influence decisions and process and have a VOICE on the Impact of effects on staff
- Ensure organisation is 'honest' in it's communication – and HR involves itself as a broker
- Show that you care about staff even if redundancy is not on cards
- Focus on Performance performance performance

The TUC found that 6 million workers (25%) are not satisfied with their job and 30% not engaged by their employer. (2009) HR and an organisation if it's canny will always be

aware of and focus on developing personal resilience as well. And these initiatives do not need to be expensive to have an impact.

Effect on Individuals and Personal Resilience

Personal Resilience	Workplace Initiatives
Promote self esteem	<i>Emphasise Positive Praise + Reflection (managers) (1)</i>
Promote contact with people	<i>Lunch club/Book Group Baking Group – across teams and cliques (2)</i>
Promote work life balance	<i>HR monitor hours: Insist people go home (3)</i>
Promote health	<i>Massage/Yoga/Walking Singing/Meditation (4)</i>
Promote Learning – anything	<i>Absolutely anything (5)</i>
Welfare Advice + EAP	<i>Counselling and Home issues (6)</i>

Evidence for why we should do these

- 1) All research in HR shows that praise that is delivered appropriately and on time and from a trusted source = best way to value staff. It shows you notice and care about them as a person and that you notice their performance. Encouraging them to learn about themselves and their skills is next added benefit.
Talk is work – Building a positive relationship is vital for trust and performance management
We need to move away from English awkwardness about praise!!!!
- 2) Any increase in contact with people is good for mental health. Any increase in contact across the organisation is good for building trust and communication. And fun.
- 3) Research from Japan shows that every hour over 8 you get 10% less productive and after 10 hours not productive at all.
- 4) All of these have been shown to improve mental health and reduce stress.
- 5) Learning anything at all improves mental agility and makes you feel good.
- 6) If home life is affecting a person then we have to recognise this and support as best we can. Offer help support and advice to a plan.

Have a look at the Company examples from the Emotional Resilience toolkit and see what impact they had on key HR benchmarks. See the resources section.

4 Strategic Overview of the Importance of investing in HR management

- All internal initiatives work better
- Performance increases
- Hard stats improve
- Staff are happier and in the right jobs and therefore work better and harder – discretionary effort

5 More Resources and Reading

1 Work Foundation

Exceeding Expectation: the principles of outstanding leadership Report

Published: January 2010 Authors: Penny Tamkin, Gemma Pearson, Wendy Hirsh and Susannah Constable Download (PDF)

<http://www.theworkfoundation.com/research/publications/publicationdetail.aspx?oItemId=233&parentPage>

The Future of HR is a [major two-year research project](#), which aims to demonstrate what really works in maintaining this crucial relationship. We will be launching the **final paper** in the Future of HR Research series at the [HRN Europe Conference: Transform 2010](#) conference in October 2010.

2 Business Action on Health

`Emotional resilience toolkit'

This Emotional Resilience Toolkit provides practical guidance in promoting the resilience of individuals and teams in companies as part of an integrated health and wellbeing programme.

http://www.bitc.org.uk/resources/publications/emotional_resilience.html

3 Marcus Buckingham 'First break all the rules' ISBN 978-1-4165-0266-1

4 Personnel Management 2nd Sept 'PM interview'
CIPD website www.cipd.org.uk

5 John Kotter: recent article in the Harvard Business review discussed why
'Transformation efforts fail' Google Kotter.