

# Resilience: How to Build It in Yourself and Those You Lead

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# Sample

 Over **1,000** per country



**50.3%** male  
**47.3%** female  
**1.7%** non-binary  
**.7%** prefer not to answer

**26,594**  
participants



**50.2%**  
Over 40  
years of age



**60%**  
Third generation  
residents (grandparents  
immigrated)



**80%**  
Some college education  
(some college to  
advanced degree)

# 25 Countries (2020)

## North America



United States



Canada

## APAC



China



Singapore



India



Australia



Japan



South Korea



Taiwan

## Europe



Germany



United Kingdom



Netherlands



Italy



Spain



France



Russia



Sweden

## Middle East/Africa



Saudi Arabia



Egypt



United Arab Emirates



South Africa



Israel

## Latin America



Argentina



Mexico



Brazil



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# Engagement and Resilience



## Engagement

is a measure of your **proactive** frame of mind to deliver your very best work. We use a valid and reliable 8-question survey to measure it.



## Engagement and Resilience

are positively correlated. And yet each is independent of one another – it is possible to be Fully Engaged but not Highly Resilient, and vice versa.



## Resilience

is a measure of your **reactive** capacity to withstand and bounce back from challenges. We use a valid and reliable 10-question survey to measure it.

# Engagement to Resilience

Engagement and Resilience are related.  
Engagement explains **64%** of the variance in Resilience.

**5%**

of workers are Highly Resilient but “Just Coming to Work”.

**10%** 

of workers are both Fully Engaged and Highly Resilient.

**80%**

(the majority of workers globally) are “Just Coming to Work” and are Vulnerable.

**5%**

of workers are Fully Engaged but “Vulnerable” – not Highly Resilient.

It is possible to be **Fully Engaged** but not **Highly Resilient**, and vice versa.

# Workplace Resilience Items

- 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.



- 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.



- 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.



# Overall Level of Workplace Resilience

Workplace  
Resilience is low

Only

17%

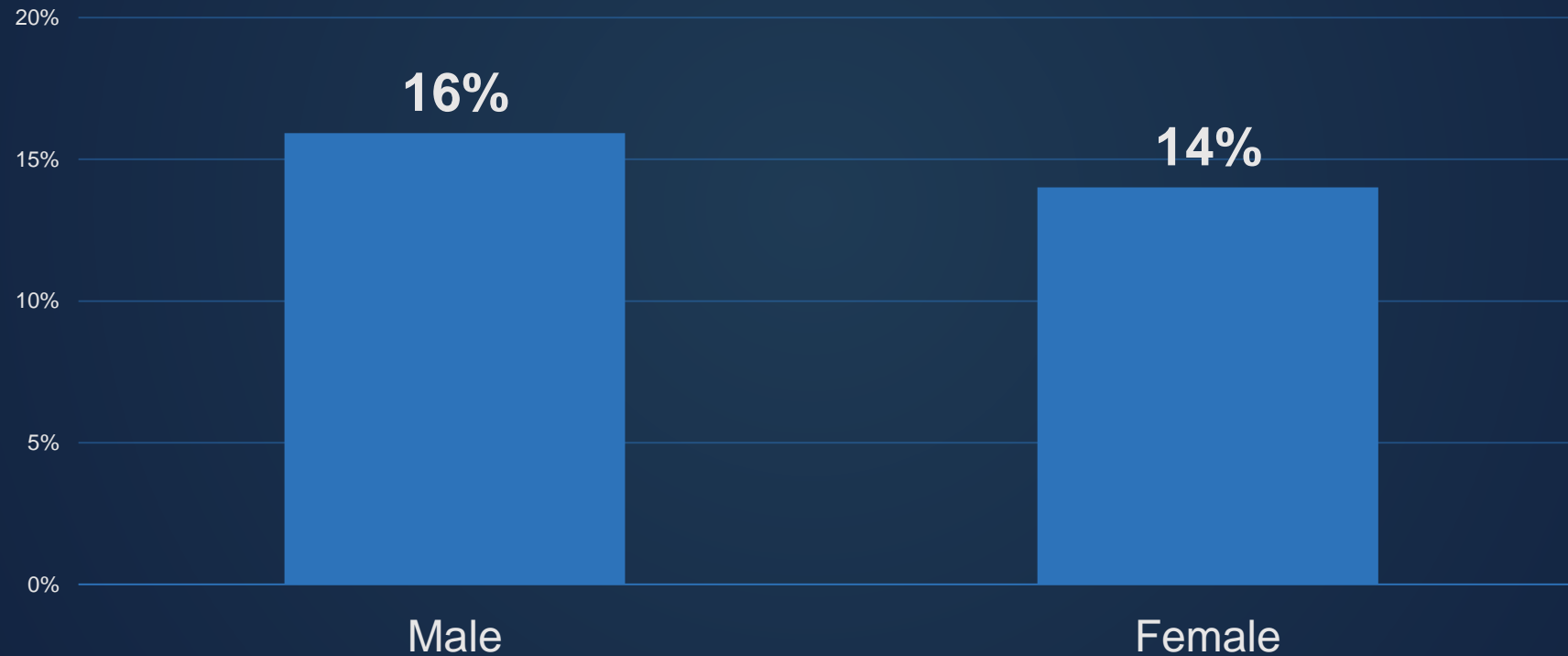
of the world's workers  
feel Highly Resilient.





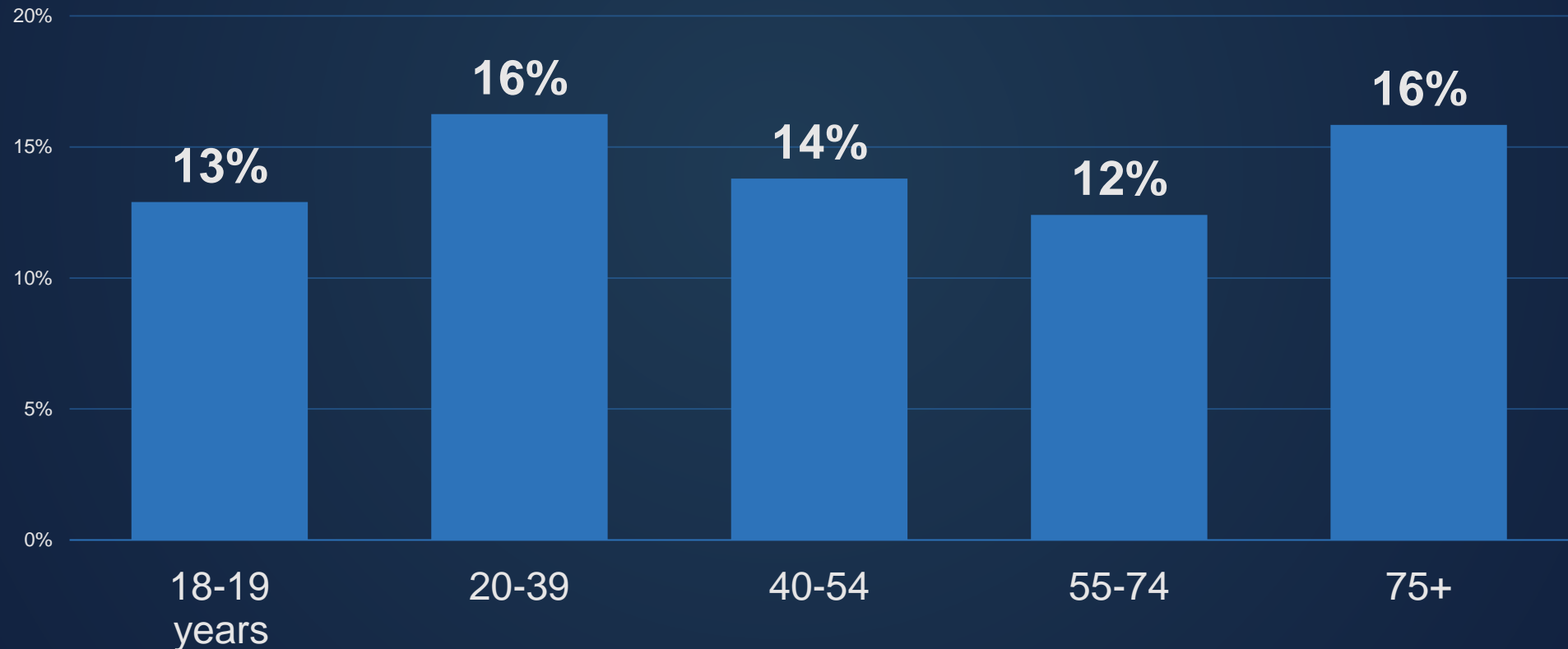
# Men and Women Report Similar Levels of Resilience in the Face of COVID-19

**% of People Rated “Highly Resilient” by Gender**



# Age Does Not Appear to be a Factor When it Comes to Resilience in the Face of COVID-19

**% of People Rated “Highly Resilient” by Age**



# COVID-19 Macro Effects

A country's level of COVID-19 Impact (average cases and deaths per million, and average unemployment) had no effect on Workplace Resilience.

## High COVID-19 Impact

-  Brazil
-  France
-  Italy
-  Spain
-  Sweden
-  United Kingdom
-  United States

**14%** Fully Engaged  
**13%** Highly Resilient

## Moderate COVID-19 Impact

-  Argentina
-  Canada
-  India
-  Israel
-  Mexico
-  Netherlands
-  Russia
-  Saudi Arabia
-  South Africa

**16%** Fully Engaged  
**17%** Highly Resilient

## Low COVID-19 Impact

-  Australia
-  China
-  Egypt
-  Germany
-  Japan
-  South Korea
-  Singapore
-  Taiwan
-  United Arab Emirates

**12%** Fully Engaged  
**14%** Highly Resilient

# Resilience Varies by Intimacy of COVID-19

**33%**  
have had  
COVID-19  
experience.

A stylized blue icon of a person with a white virus particle above their head, representing direct COVID-19 experience.

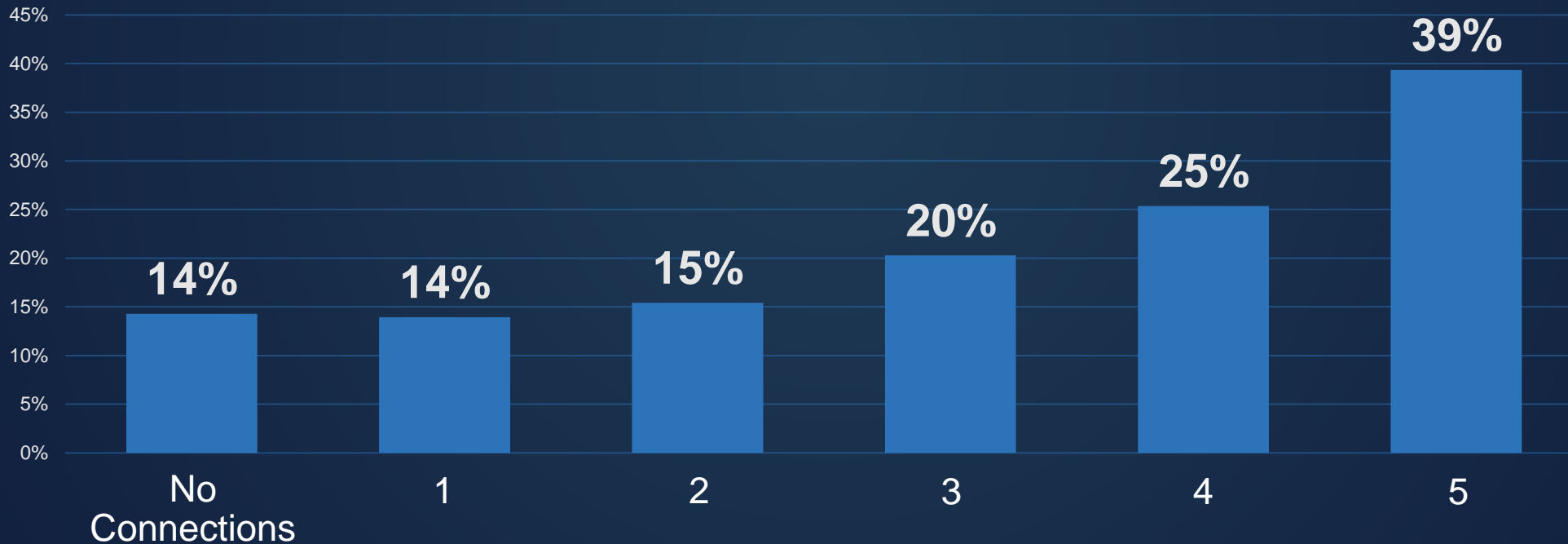
**67%**  
of workers have had no  
direct personal experience  
of COVID-19.

Workers who had a direct COVID-19 experience were **2.8x** more likely to be Highly Resilient.

# Proximity to COVID-19 Increases Resilience

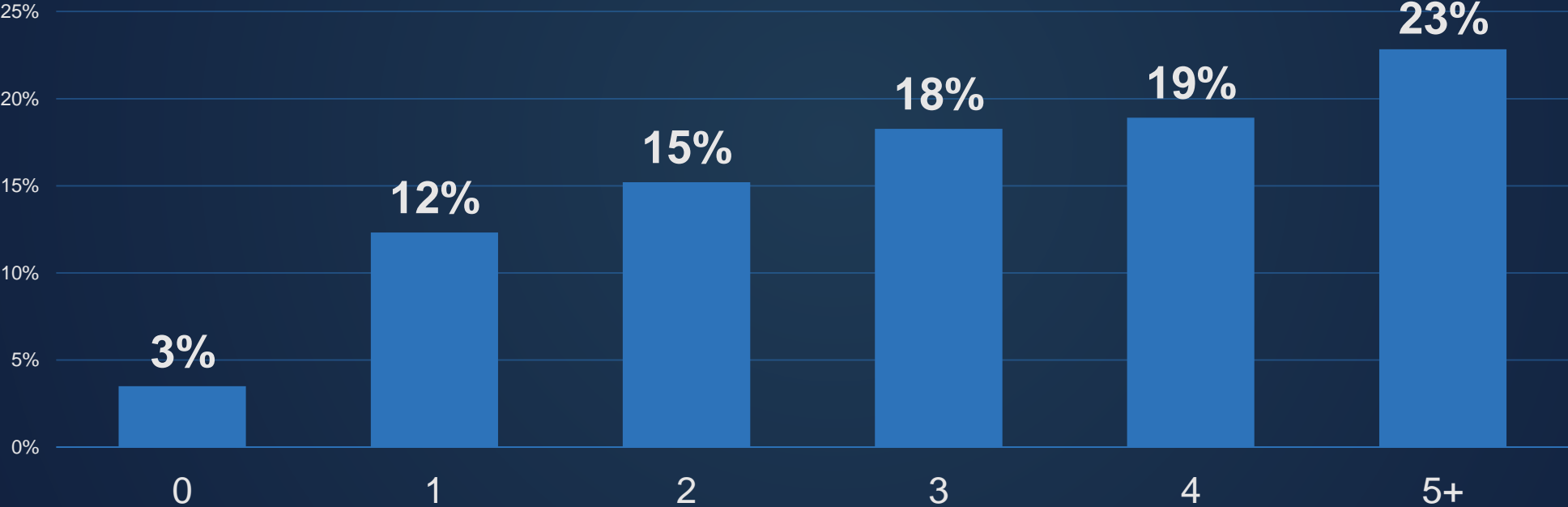
Respondents with personal connections to multiple people who had contracted COVID-19 were more likely to be Highly Resilient.

**% of People Rated “Highly Resilient” by Number of Personal COVID-19 Connections**



# Experiencing Multiple Work-Related Changes Due to COVID-19 Increases Resilience

% of People “Highly Resilient” by Number of COVID-19-Related Work Changes



# The More Changes You Experience, the More Resilient You Are

Overall, **97%** of workers had experienced one or more of these changes.



# Resilience Varies by Job Level

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



# Gender Does Not Matter, But it Does When We Examine Relationship Status

## % Highly Resilient by Relationship Status



18%  
Married

13%  
Not  
Married



17%  
Married

11%  
Not  
Married

Child  
Under 5



21%  
Married  
Parents

13%  
Not Married  
Parents

Children  
6-17



23%  
Married  
Parents

15%  
Not Married  
Parents

# Workplace Resilience by Industry

## Top Three

 **22%** Technology

 **18%** Finance

 **18%** Construction and Related Trades

## Bottom Three

 **12%** Transportation

 **12%** Education

 **11%** Healthcare

# Workplace Resilience By Country

## Top Three



32% India



26% Saudi Arabia



24% United Arab Emirates

## Bottom Three



8% Sweden



8% Taiwan



8% South Korea



# Engagement

# Engagement Questions

## The eight Engagement Pulse survey items are:

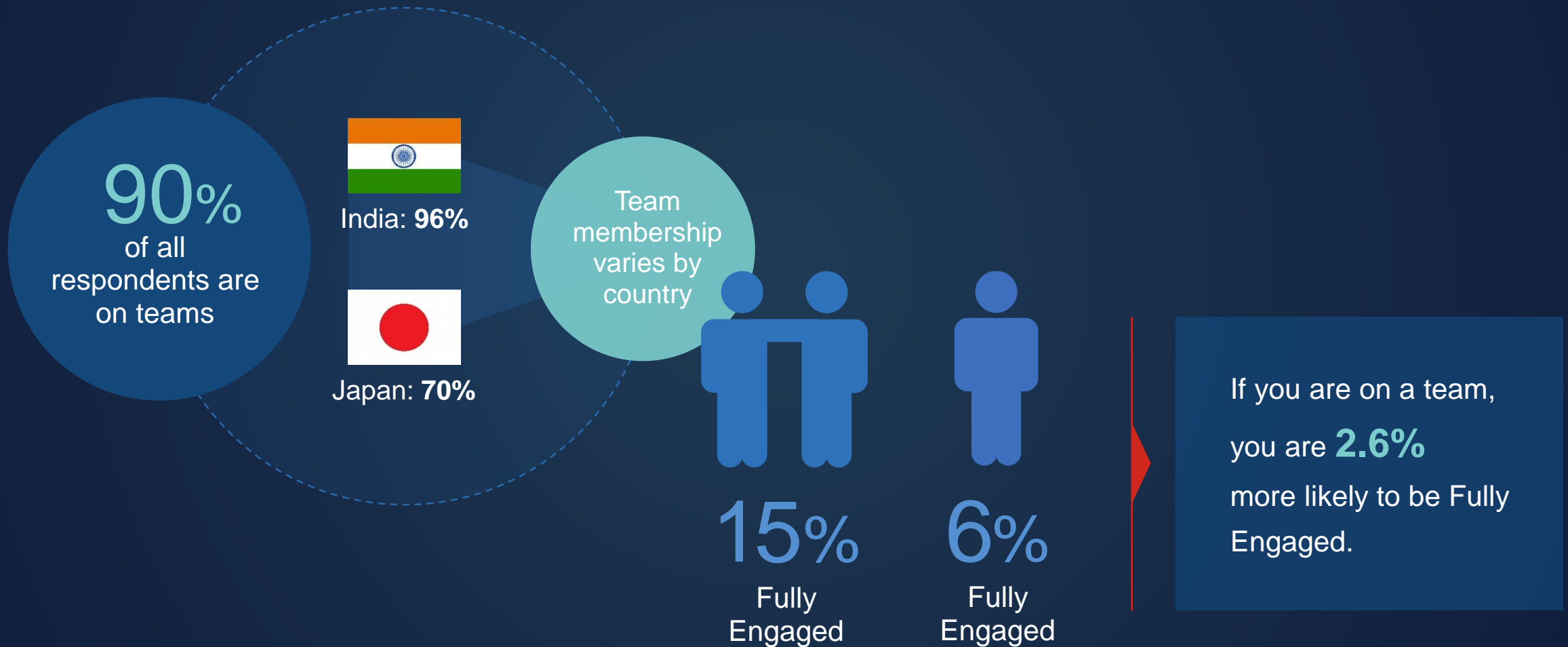
- 1 I am really enthusiastic about the mission of my company.
- 2 At work, I clearly understand what is expected of me.
- 3 In my team, I am surrounded by people who share my values.
- 4 I have a chance to use my strengths every day at work.
- 5 My teammates have my back.
- 6 I know I will be recognized for excellent work.
- 7 I have great confidence in my company's future.
- 8 In my work, I am always challenged to grow.

# Engagement Remains Low

Global Engagement has slightly changed over the last two years, with a drop of 1% globally. **14%** of employees globally at Fully Engaged.



# Engagement is a Team Sport



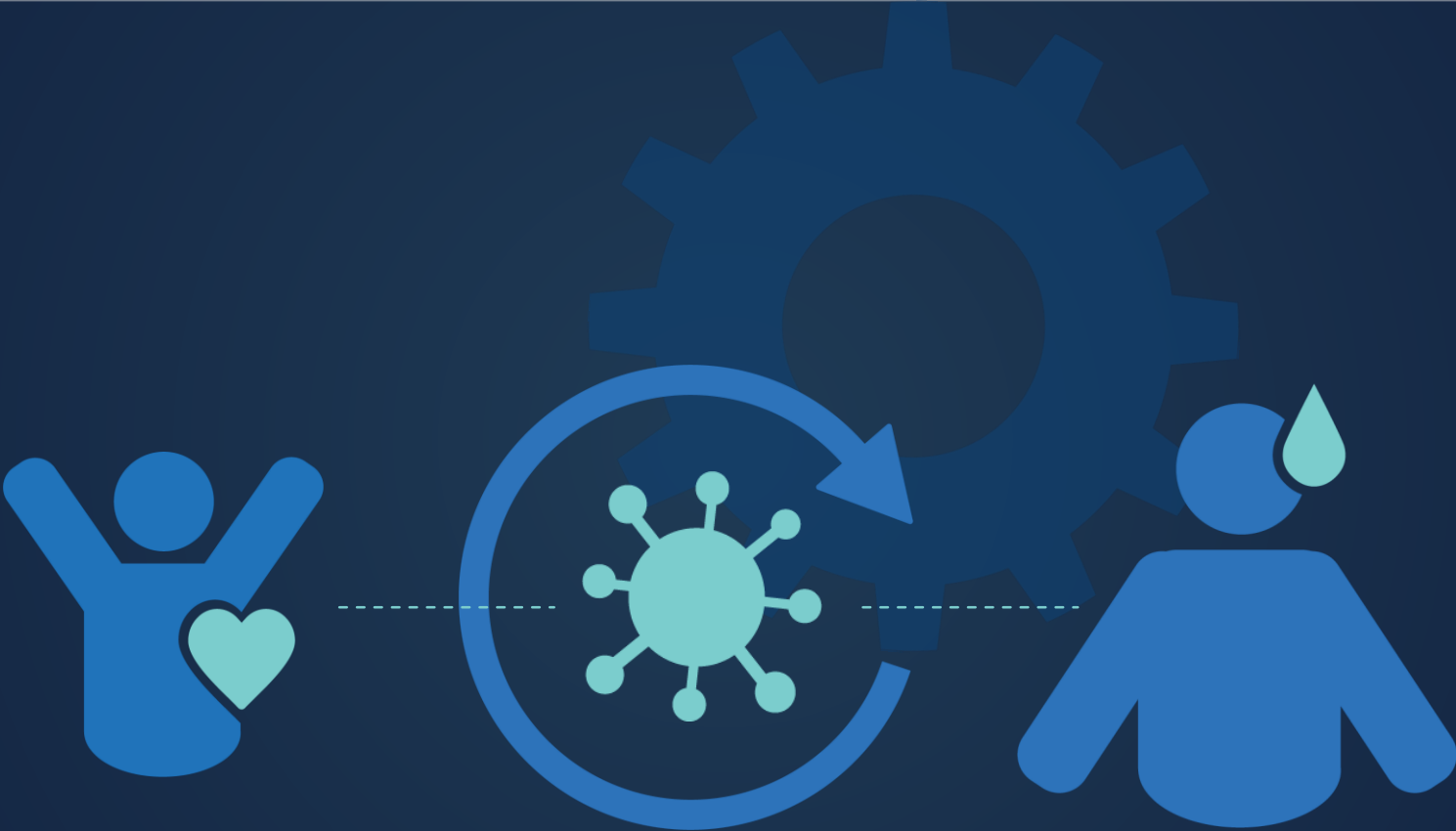
# Engagement Varies by Level

## Position in Organization

Level	% Fully Engaged	% Highly Resilient
Upper Management	27%	30%
Middle Management	16%	17%
Frontline Management	11%	12%
Individual Contributor	10%	9%
Intern/Temporary Employee	10%	11%

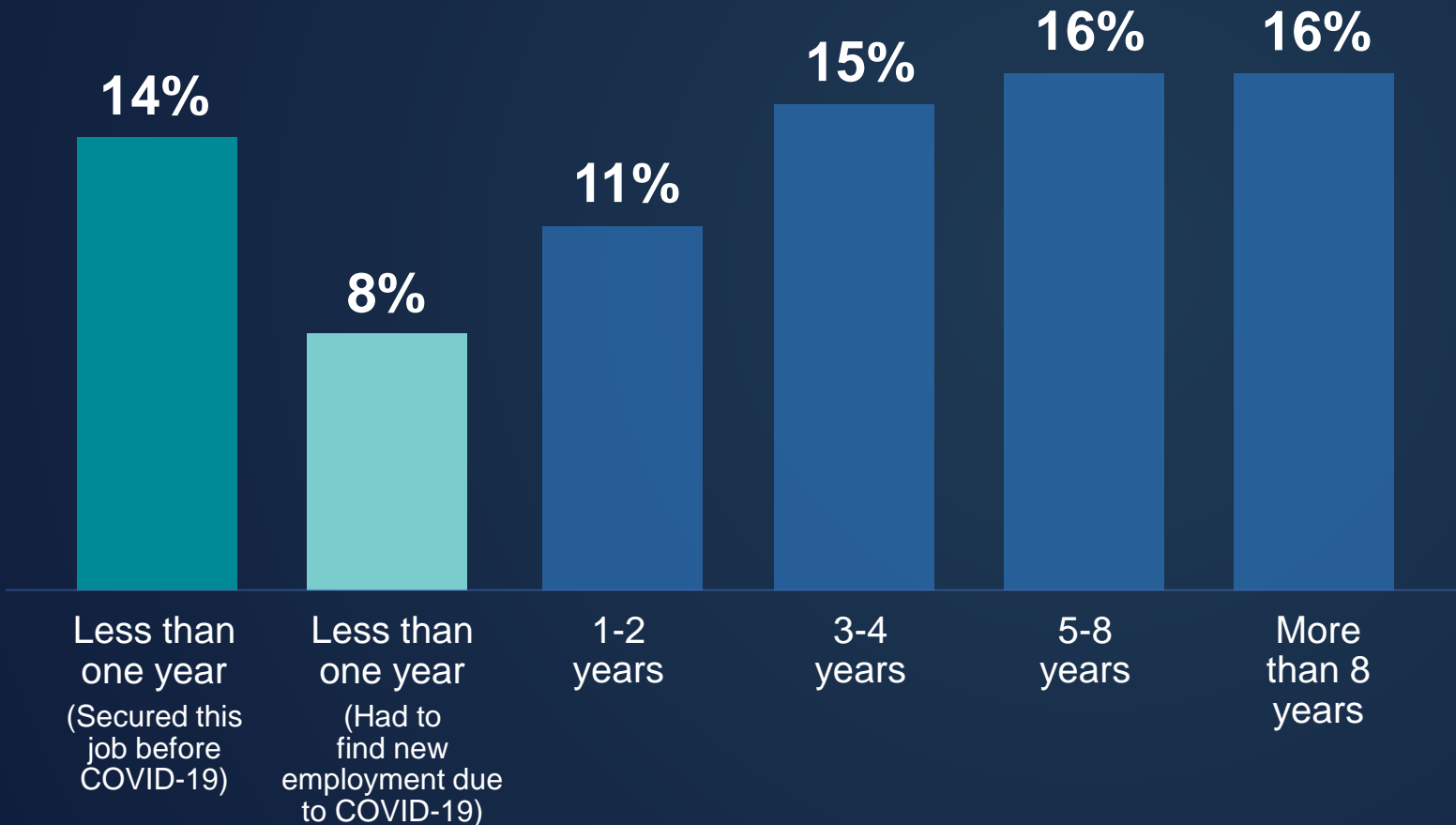


# The Honeymoon Effect has Disappeared



# Disappearing Honeymoon

## Tenure – % Fully Engaged



Workers who have had to take on new roles during this pandemic are **42%** less likely to be Fully Engaged than others.

# Engagement Varies by Employment Status

2018

25% Fully Engaged

1 Full-Time Job

AND

1 Part-Time Job

2020

19% Fully Engaged

2 Full-Time Jobs

OR

1 Full-Time Job and  
Full-Time as Gig Worker



People with a part-time or part-time contingent job are **50%** less likely to be Fully Engaged than those with only full-time jobs.

# Comparison of Differences

## Workplace Resilience and Engagement don't always align.



**Some countries have higher Resilience than Engagement**



Singapore has almost twice as many Highly Resilient as Fully Engaged workers  
**(19% vs 11%)**



China has a third more Highly Resilient than Fully Engaged workers  
**(11% vs 8%)**



**Some countries have higher Engagement than Resilience**

**% Highly Resilient minus % Highly Engaged**



Israel:  
**- 4%**



United States:  
**-3%**



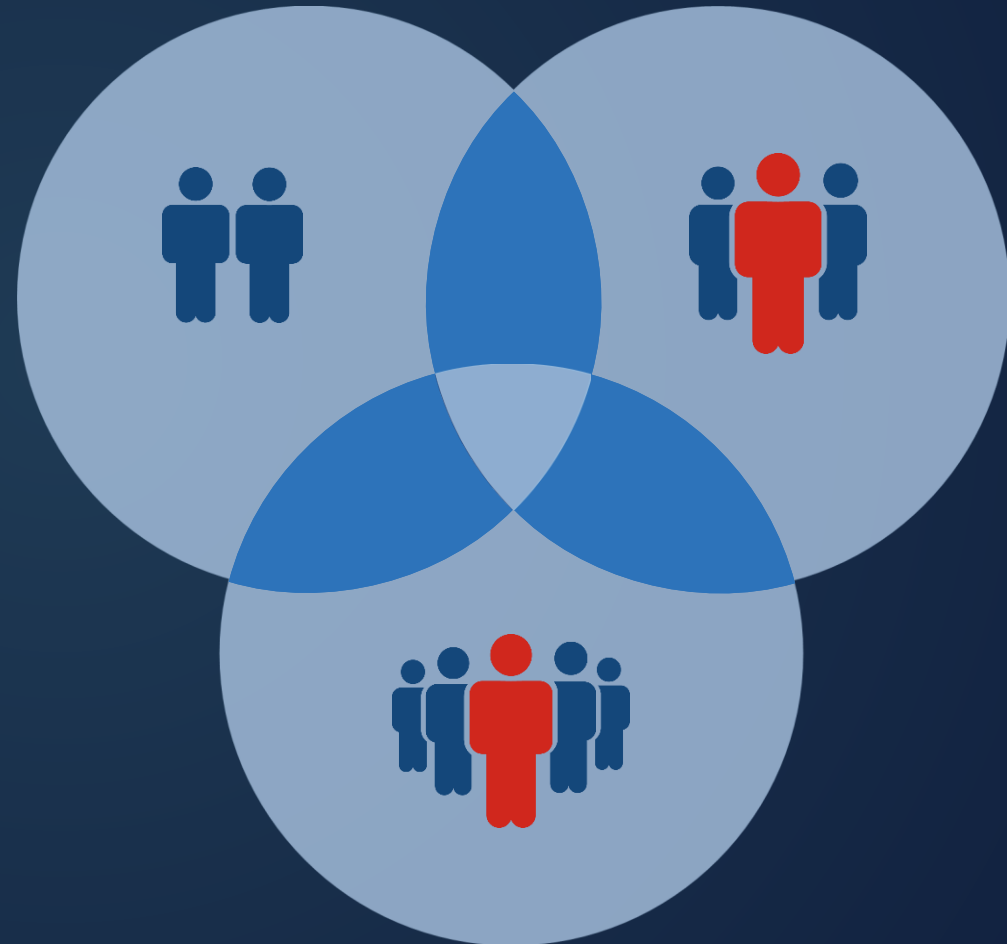
United Kingdom:  
**-2%**



Sweden:  
**-3%**

# Levels of Trust Multiply both Engagement & Resilience

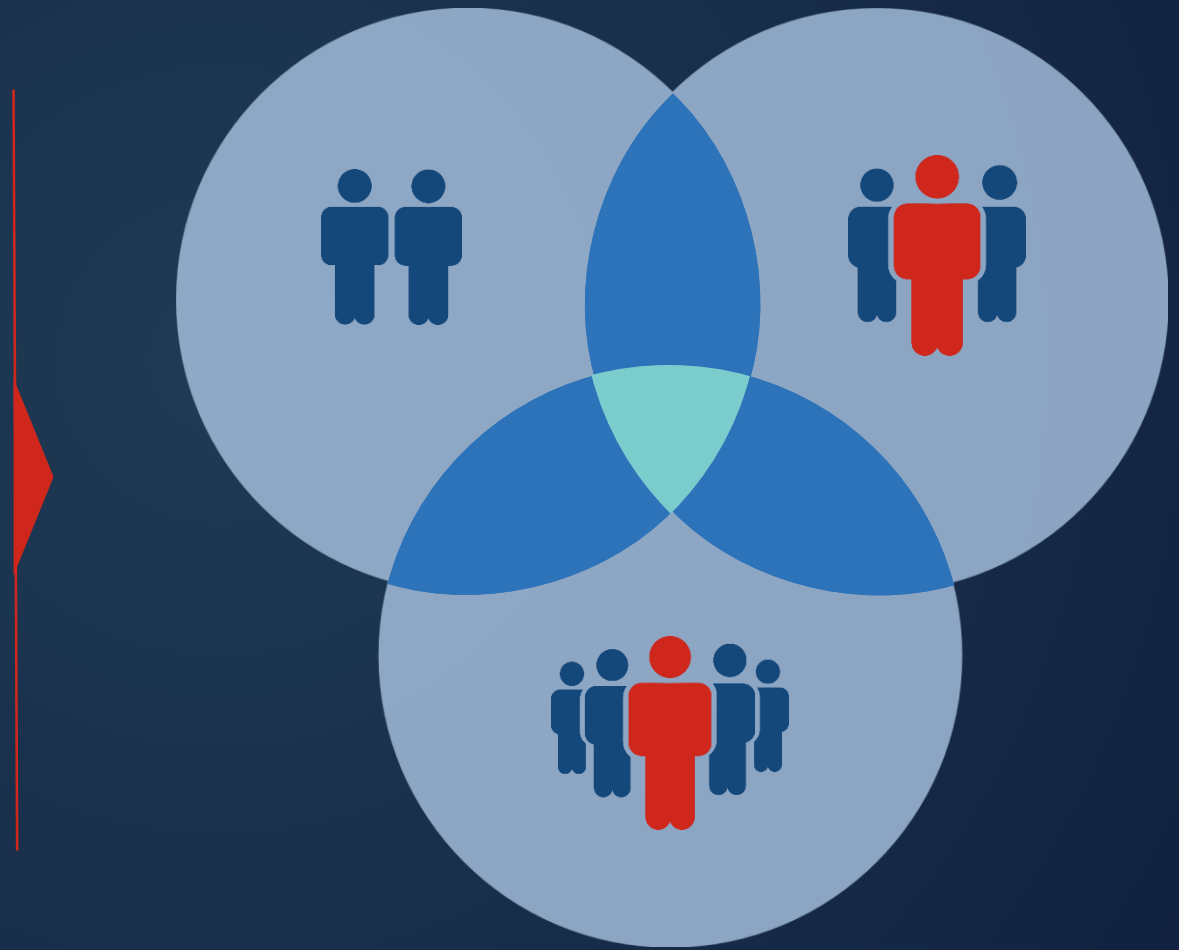
Those who strongly agree with 2 of these statements are **3X** more likely to be Fully Engaged.



# Levels of Trust Multiply both Engagement & Resilience

Those who strongly agree with all 3 of these statements are

**15x** more likely to be Fully Engaged  
and **42x** more likely to be Highly Resilient





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# Q&A



