

Building Employee Resilience in the Fourth Industrial Revolution

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Context

- Unprecedented change
- Uncertainty is normal
- Rapid innovation
- Data: the new oil
- Traditional vs emerging skills

In the future talent, more than capital, will represent the critical factor of production

Klaus Schwab, WEF 2016

A multibillion pound challenge

£42 bn = cost of mental health in UK*

2.3 m = number of people experiencing mental health problems that can affect their work*

* Thriving At Work, Stevenson & Farmer, October 2017
Money and Mental Health Foundation, November 2018



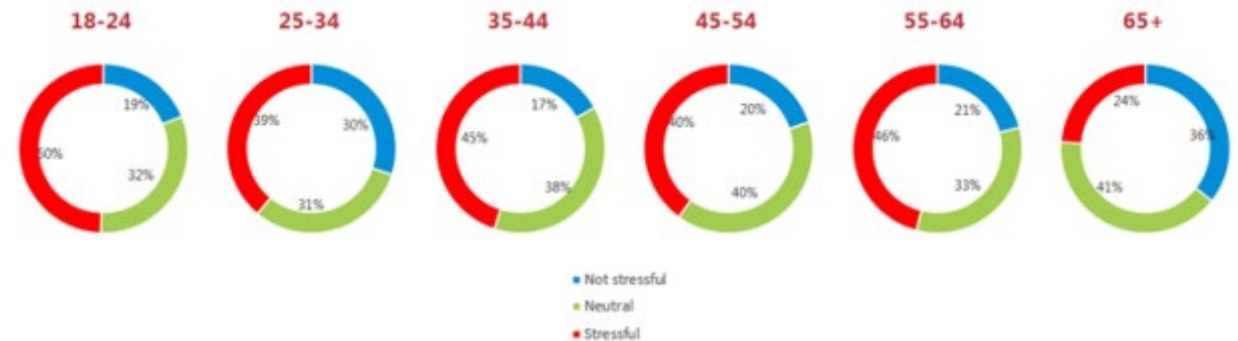
But there are brighter days ahead...

- Increased awareness
- Willingness to think differently
- Recognition by employers that they have a role to play

How does it all add up?

- Only 1 in 5 employees doesn't find their job stressful
- 57% say that job stress has worsened in last 12 months
- 50% of millennials say their job is stressful

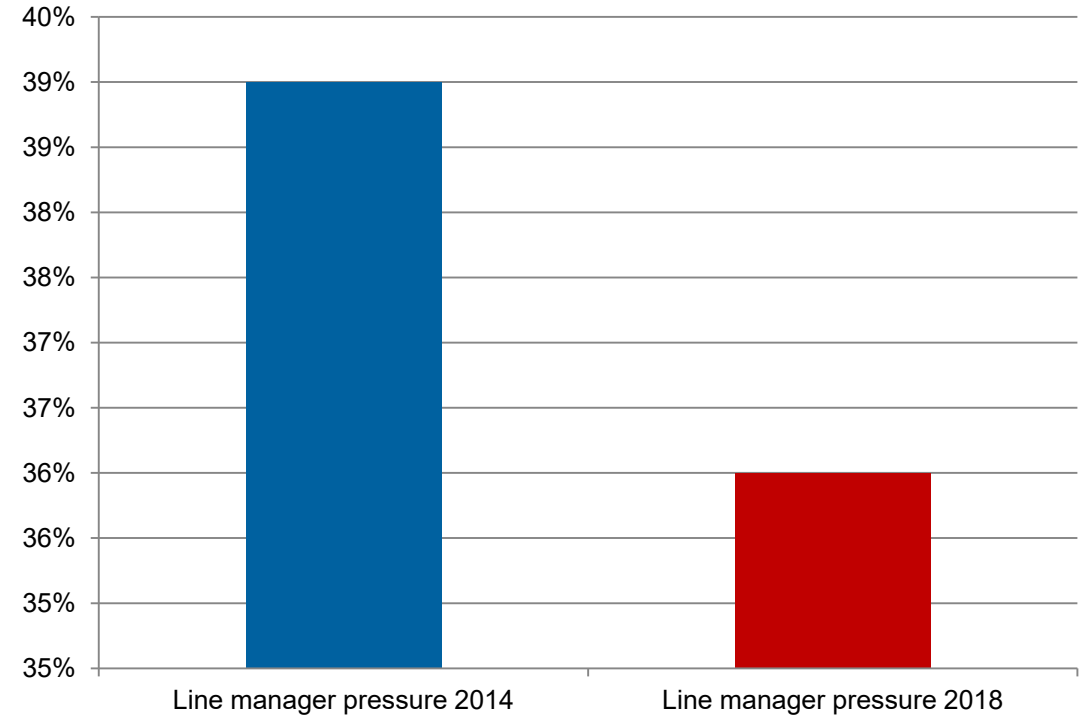
Q1. Thinking about your current role, how stressful do you think your job is on a day-to-day basis?
(By age group)



Source: survey from July 31st and August 1st, 2018 by independent research agency Consumer Intelligence among 1,068 UK adults aged 18+ in full time employment. Research among employers was conducted online by Pollright among a panel of 200 UK HR professionals in June 2018. Research for the 2015 report was conducted among 1,052 adults aged 18+ in full-time employment by independent research agency Consumer Intelligence between November 4th and 10th 2014.

Unravelling the issue

- **52%:** understaffing
- **52%:** colleagues not performing
- **30%:** juggling work demands with managing finances



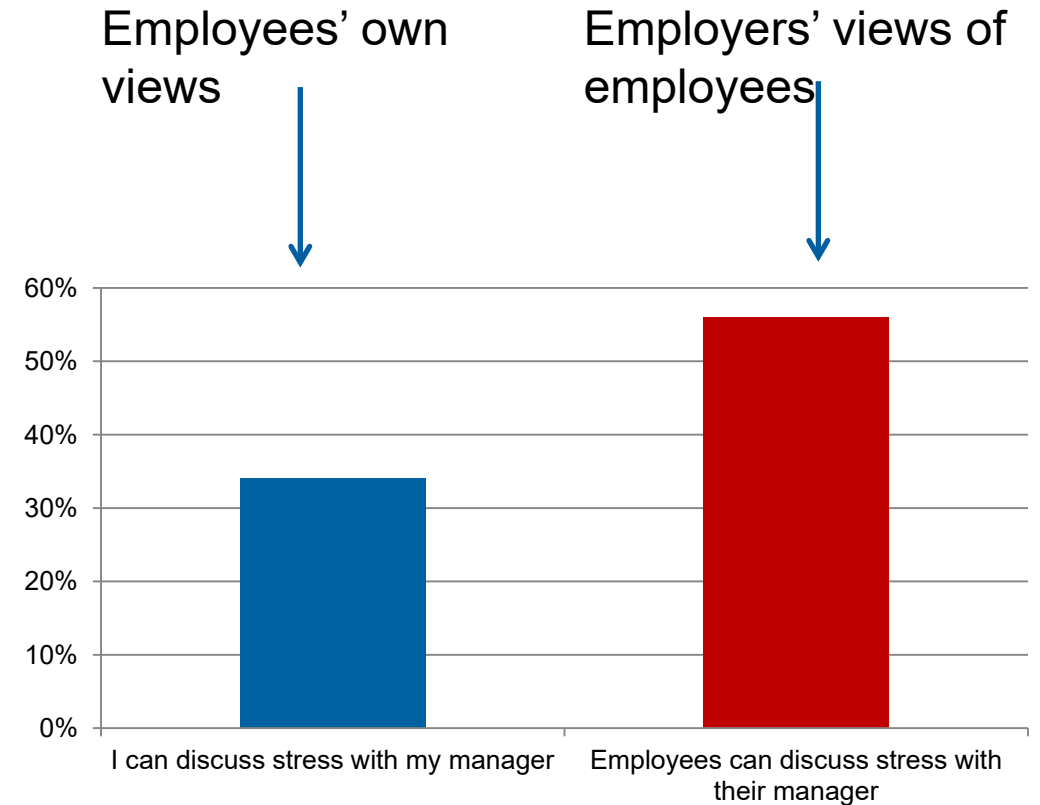
Is this the real life, is this just fantasy?

- **Reality:** 65% regularly work extra hours on top of contracted hours
- **Reality:** 25% say fitting work around family commitments is a source of stress
- **Reality:** over half work weekends just to catch up

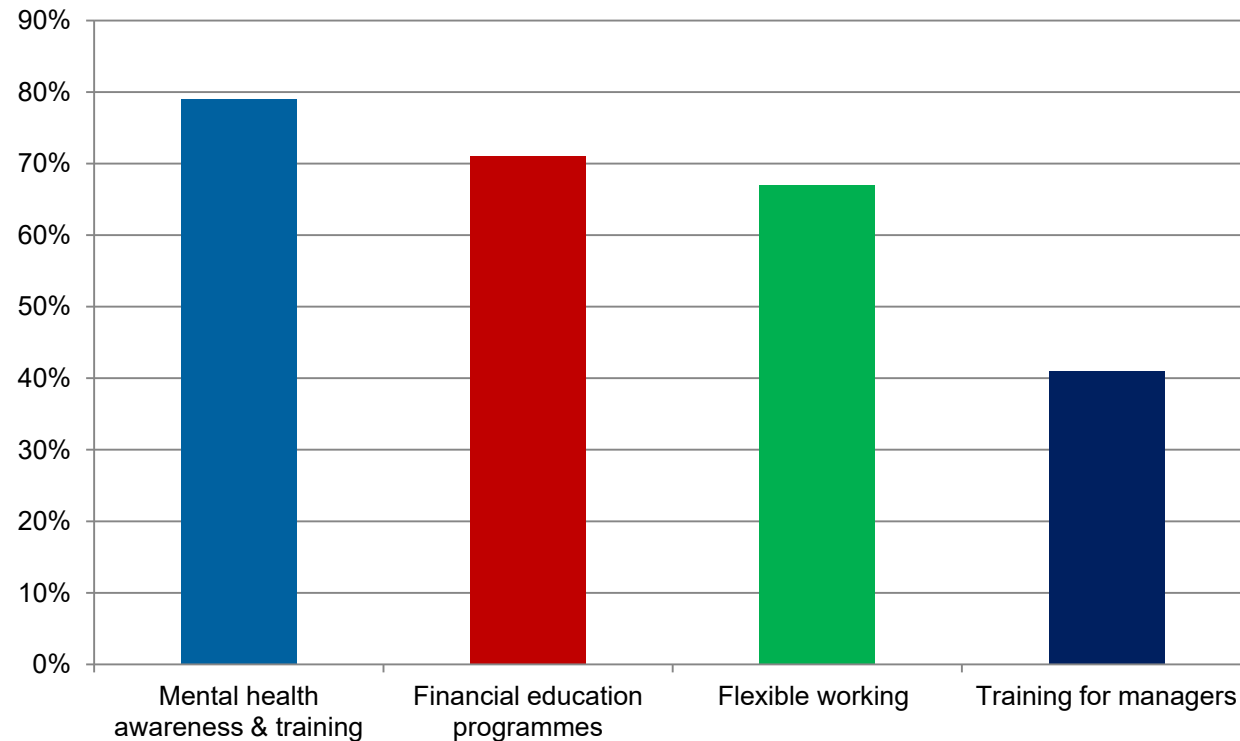
Yet 64% of employers say they offer some form of help

Game of Moans?

- **44%:** it would make me look weak
- **35%:** say it would make them look not committed to their job
- **28%:** it would harm my career



Actions employers are taking




45%: of employers said their culture created stress

Practical solutions



Build trust

-
- Create a common purpose
 - Recognise and reward individual working styles



Recognise the role of line managers

-
- It can be a lonely job
 - Recognise unique pressures they are under
 - Employee Assistance Programmes play a role
 - Recognise strong managers



Communicate

-
- Purpose
 - Transparency
 - Check understanding

Concluding remarks

- Leadership sets the culture and culture makes a difference
- Team leaders and managers need to understand their role...
- ...and get support to help them in that
- Investment has clear payoff: stronger and more sustainable organisations
- Less strain on public support systems (NHS, schools)

Questions

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