How to Recession Proof Your Workforce:  
Facilitating Individual and Organizational Resilience

With David Lee

About the Presenter: David Lee has worked with organizations and presented at conferences throughout North America and overseas. He is the author of *Managing Employee Stress and Safety*, as well as over 50 articles on maximizing organizational and individual performance that have been published in trade journals and books in North America, Europe, Asia, India, and Australia. He has held positions as a clinician and trainer in the healthcare field and as a supervisor and trainer in the corporate world.

In addition to his own research and work with organizations, David Lee’s work draws from a wide range of disciplines, evolutionary biology, peak performance technology, anthropology, accelerated learning, trauma psychology, and neuroscience. The unifying theme of his work is this: Understanding human nature in the workplace is like having a “green thumb” when it comes to employee motivation, morale, and performance. When you know what “growing conditions’ need to be present to optimize human performance, you’ll have a high performing, resilient, inspired workforce.

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How to Recession Proof Your Workforce: Facilitating Individual and Organizational Resilience

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Agenda
1. What is resilience.
2. Why it’s critical to organizational success.
3. The impact of emotions…
4. How to create positive Emotional Contagion.
5. The drivers of organizational resilience.

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What Is Resilience?
- “Not Sweat The Small Stuff.”
- “Be At Your Best When It’s Big Stuff.”
- “Go With The Flow.”
- “Bounce Back ability”
Organizational Resilience: Having a Workforce That Is:
- Adaptable
- "Can Do"
- "How can I help?" vs. "How will I survive?"
- Upbeat; Spirited

A Resilient Workforce Is Heroic

The “Warrior Spirit”

As you think about your employees...
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Key Principle

We are creatures of context.

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Key Principle: Emotions Affect...

- Perception
- Creativity
- Rationality and Analytical Thought
- Maturity, Benevolence, and EQ

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Positive Emotional Contagion

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Energizer or De-Energizer?:
The Bottom Line Implications

“A person’s position as an energizer in the network was four times greater a predictor of performance than any other factor measured.”

Sources:
UVA Top News Daily November 11, 2005
Rob Cross, Wayne Baker and Andrew Parker, What Creates Energy?

Two Powerful “Energizer Behaviors” of Resilient Organizations

- Goodwill
- Gratitude

How to Create Positive Emotional Contagion

- Catch people...
- Don’t take people...
- Teach your people...
- Celebrate...
- Include gratitude...

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Factors Affecting Resilience

- Current Stress Load
- Control
- Predictability and Clarity
- Meaning and Purpose
- Self-Efficacy
- Relationships

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Current Stress Load

- Red tape.
- Inadequate resources.
- Set up for failure.
- Concerns and requests ignored.
- Toxic behavior tolerated.
- Being kept in the dark.
- Other...

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What to Do

- Ask
- Act
- Notify
- Make it safe to speak honestly

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Control

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What to Do

- Job Autonomy
- Flexibility
- Input...

...especially regarding changes.

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Predictability and Clarity:

“Perceived Control”

Clarity

- Organizational goals and initiatives?
- What’s happening—now and next?
- Team goals?
- Job expectations?
- How their job contributes...
- How they’re doing?

Confusion Reigns...

- Only 37% of employees have a clear understanding of what their organization is trying to achieve and why.
- Only 20% said they have a clear “line of sight” between their tasks and their team’s and organization’s goals.

Source: Harris Interactive

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If they were on a football team...

- Only four of the 11 players on the field would know which goal was theirs.
- Only two of the 11 would know what position they play and what they are supposed to do.

Source: Steven Covey, *The 7 Habits*

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Meaning and Purpose

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Maslow's Hierarchy of...

...Grumbles
Are You Engaging Their Hearts?

The word “courage” comes from the French word “coeur” which means “heart” or “from the heart.”

Mission, Meaning and Purpose

- Do they get the chance to make a difference?
- Do they believe they are part of something great?
- Do they see how what they do matters?
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What to Do

- Share stories...
- Connect LP with BP.
- Rally around cause.
- Connect with voice of customer.
- Involve in innovation, change, and improvements.

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Self-Efficacy

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Efficacy
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Self-Efficacy
- Thrill of victory or...?
- Biochemistry of success vs. helplessness?
- Dominant emotional state?
- Climate of helplessness or of efficacy?
- Winners or Losers?

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What to Do...
- Effective Onboarding.
- Ask “Are we setting you up...?”
- Banish: “Just deal with it...”
- Make it easy...

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What to Do...
- Special projects.
- Small wins.
- Try, stretch, grow.
- Celebrate.

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Relationships

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Relationships

- Supervisor.
- Teammates.
- Other departments.
- Senior management

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What to Do

- Leave the “Mean” out of “Lean and Mean”.
- Focus on relationship building.
- Invest in Management’s EQ.
- Align rewards with people skills.
- Hold people accountable.

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Factors Affecting Resilience
- Current Stress Load
- Control
- Predictability and Clarity
- Meaning and Purpose
- Self-Efficacy
- Relationships

Now What?
- Share this and related resources with management team.
- Identify sources of stress.
- Help managers learn how to create...
- Learn more...
- Make it safe for people to speak up.

Resources
- For these articles and 50 more:
  - "How to Recession Proof Your Workforce"
  - "8 Ways Managers Can Improve Morale"
  - Go to: HumanNatureAtWork.com
- To receive:
  - "Unnecessary Sources of Stress Checklist"
  - "50 Questions That Can Transform Your Workforce"
- Email: David@HumanNatureAtWork.com
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About David Lee

David Lee provides consulting, training, and executive coaching services that help organizations and their managers achieve the following results:

- Improve employee morale and productivity.
- Develop a Magnetic Employer Brand™ that leads to “employer of choice” status, cuts down on recruiting costs and turnover, and leads to a better talent pool to draw upon.
- Reduce the time, energy, and financial cost of employee relations problems by identifying organizational and managerial practices that prevent such problems from occurring, and helping managers develop the facilitation skills to quickly and effectively resolve such issues.
- Help employees respond effectively to change, so their energy is spent contributing to – rather than fighting – change initiatives.
- Create an environment and provide skills that enable sales and customer service professionals to maximize customer loyalty.

Comments About David Lee’s Work:

“I was inspired by David’s presentation. As onboarding new ladies and gentlemen at the Ritz-Carlton, Hotel Company LLC is one of the cornerstones of our success, I cannot agree more with his statement that, ‘Everything you do in onboarding matters’.” - Diana Oreck, VP Global Learning & Leadership Center, Ritz Carlton, MD

“I’ve now worked with over 150 presenters since you last were a part of MEBSR’s Spring Conference, and still you stand out as the best person we’ve ever had come and present on how we best work with one another, increase productivity and thrive.” - Sanna McKim, Executive Director, Maine Businesses for Social Responsibility, ME

“Thank you for doing such an outstanding job keynoting our conference. As you could tell by the response, participants loved both the content and the delivery of your presentation.” - Dr. Ian Gawler, Director, The Gawler Foundation, Victoria, Australia

“David’s presentation style is unparalleled! The substantive and timely content of his subject materials is immediately adaptable to the workplace making his seminars an invaluable aid to an employer seeking to be an “Employer of Choice.” - Lynn M. Lombard, VP, MMG Insurance Company, ME

“I just wanted to thank you again for a magnificent presentation. I have been to many seminars, and this far exceeded any past experience. I walked away feeling energized, enthusiastic and empowered. I can hardly wait to apply the principles that we discussed today at work and beyond.” - Sybil L. Morin, Director of Administration, LifeShare, Inc., NH

“David, not only did I find your presentation very clear on concepts and theories, but more importantly, your program includes practical suggestions and multiple workshop handouts that participants can take back to their workplaces to implement those concepts and theories in a practical way”. - Don Steig, HRH of Northern New England, ME

“I can honestly say that your sessions were highlights for me at the conference. Since then I have perused your website and read many of the articles posted on there. Again, thank you and kudos to you for the great presentation!” - Rob Huppée, Amica Mature Lifestyles Inc., British Columbia

“It was a sheer delight to sit back and listen, learn and laugh as David weaved his extensive knowledge of the material with his abundant practical wisdom generously sprinkled with personal reflections, stories and his own wholesome humor. David brings a rare blend of practical knowledge and genuine humanity to his presentations. One cannot help but leave his sessions smarter, and a better human being, as he has a way of touching one’s heart as well as one’s head.” - Bill Gaertner, MD, WI
Other Programs By David Lee

Being More Than Just a Boss: Coaching Skills for Supervisors

Constructive Conversations: How to Promote Honest, Open, Non-defensive Communication

Constructive Feedback: How to Give It So They Want to Hear It... and Use It

The “Dream Employee” Program: Informal Leadership and Personal Effectiveness Skills for Frontline Employees

How to Become a Super Supervisor

How to Create a Workforce of Champions: Secrets of the Best Managers and Companies

How to Create a “Wow” Customer Experience: Skills for Front Line Service Professionals

How to Attract, Retain, and Engage the New Generation of Workers

Now I Know Why They’re Acting That Way!: How to Understand and Work With People Who Have Different Personality Styles

Stress Less to Unleash Your Best!

The Busy Manager’s Guide to Keeping Employee Morale High... and Stress Low

Turning Difficult Customers Into Happy Campers: Techniques Used By the Most Skillful Service Professionals

What Every Manager Should Know About Human Nature: The “Owners Manual to High Employee Performance”