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CONTACT:
Laurenn Vertal
Peppercom
(212) 931-6141
lvertal@peppercom.com

**NEW STUDY REVEALS ONLY HALF OF EMPLOYEES ARE CONFIDENT THEY
CAN MAINTAIN THEIR JOB PERFORMANCE DURING TIMES OF CHANGE**

**WFD Consulting Announces “Resilience Services,” to Build Dynamic, Effective
Workplaces that Prosper During Times of Stress and Change**

WATERTOWN, Mass., June 22, 2004 -- New national research conducted among U.S. employees from WFD Consulting, a management consulting firm with a focus on employee engagement and effectiveness, shows that employees are struggling to adapt to pressures and changes at the workplace. While business conditions increasingly call for a high performance workforce that can quickly adapt to change, respond innovatively to competition, and even thrive under chronic pressure, the survey revealed that only half of employees currently have the resilience necessary to perform under today’s business conditions: only 52% of employees “strongly agreed” they can manage the pressures of their work and barely half (54%) “strongly agreed” they could maintain their job performance during times of change¹. The results underscore the effects that a continually changing workplace and the relentless push for excellence have on both businesses and employees. Backed by years of research and experience in this field, WFD Consulting is announcing its “Resilience Services” to help organizations build more resilient workforces.

1. *Telephone research study conducted by Opinion Research Corporation among 1,249 adults 18 and older who are employed full or part-time. The margin of error for the survey, conducted April 1-5, 2004, is +/-3%.*

In its organizational services, WFD defines resilience as the ability to bounce back from difficulties, manage pressure, and adapt quickly to change while continuing to perform at a high level.

“Ultimately, resilience is about more than simply surviving change,” says Amy Richman, senior consultant at WFD Consulting. “The proof of a resilient organization and employees is that they thrive through successfully overcoming challenges.”

Conversely, the lack of support for resilience at the organizational level can lead to employee-specific problems such as stress-related health issues, reduced productivity, high turnover and absenteeism and an overall inability to adapt to change. The national study conducted by WFD found that less than half (42%) of employees surveyed¹ felt that they consistently have enough energy to accomplish the tasks that are important to them. However, highly resilient employees experience fewer of the physical and mental side effects of stress: only 18% of employees with high resilience reported feeling physically or mentally drained at the end of the workday “always or most of the time, ” compared to 41% of those with low resilience who regularly feel drained and depleted. These results suggest that increasing resilience not only enables employees to remain productive and healthy during demanding situations, but that increased workforce resilience could also reduce the cost to employers of stress related illness, estimated at \$300 billion annually.²

About WFD’s Resilience Offerings

To help companies build resilient workplaces, WFD works with leaders, managers and teams on the essential areas identified by research as the drivers of personal and organizational resilience.

² American Institute of Stress

“Research shows that, contrary to popular opinion, resilience is not an inborn personality trait,” says Richman. “Resilience skills can be learned and are critically rooted in organizational, cultural and management practices. The organizational drivers of resilience include fostering health and wellness, giving employees flexibility and some measure of control over their work, offering access to training and development, supporting work-life integration, and providing effective managers.”

WFD offers the ResilienceWorkout™, an action oriented, structured, hands-on process that enables leadership and management to identify what hinders resilience in the organization and develop targeted strategies to build a resilient workplace. The leadership team completes WFD’s Organizational Resilience Scorecard, an assessment tool which helps create the foundation of an action plan. In addition, WFD offers specialized resilience survey and assessment tools, as well resilience training for managers and employees.

WFD Consulting has created tools to help companies undertake the following key activities for building resilient workplaces:

1. Engage and educate leaders about the business costs of low resilience in the organization.
2. Identify threats to resilience in the organization and prioritize targets for improvement.
3. Empower managers to foster resilience by using their personal management style to help all employees navigate the pressures and changes at work.
4. Address and manage employee workload; engage teams in eliminating inefficiencies and practices that lead to burnout.
5. Equip employees with resilience skills through training workshops or on-line materials.
6. Monitor for resilience regularly through periodic pulse surveys.

Overall, says WFD, resilience bolsters organizational as well as employee objectives.

“A resilient workforce gives business the nimbleness and staying power required to keep up with the speed of change,” said Karen Noble, senior consultant, WFD Consulting. “But equally important is employees’ sense of well-being and the confidence that comes from knowing they

can manage the pressure of their daily lives. By learning resilience, employees can manage business challenges, grow professionally and reach their personal goals.”

About WFD Consulting

At WFD Consulting, we partner with our clients to create inspiring work environments where businesses succeed and employees thrive. Our research, consulting, and implementation services enable our clients to mobilize the full richness, diversity, and potential of their employees, resulting in a more resilient, productive, and engaged workforce. We achieve distinction through dedication to client needs, collaboration, innovation, and a focus on action that set the standard for our field.

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