

HR insights podcast

Series 8 | Episode 13

PSA: This transcript has been written with assistance from AI.

The real state of HR resilience

[00:25.6]

Hi everyone, my name is Stuart Elliott and welcome back to another episode of HR Insights. Today I am joined by Thierry Moschetti. He is the co founder and managing partner at the Resilience Institute. And today we are going to talk about our, findings of our global HR Resilience Report.

[00:42.7]

Thierry and I started talking about this in the summer actually and it was an idea that we, that we came up with together and we wanted to understand a little bit more about the broader resilience of HR. We've worked with the Resilience Institute before on content and they are keen listeners of the show.

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And the people that have listened to the podcast for a long time will recognize Thierry from previous podcasts that we've had him on. Based on the reports, we had data from nearly 150hr professionals worldwide. The report found that only 32% of respondents are resilient and just 1% are currently thriving.

[01:18.7]

While strengths like empathy, social connection and curiosity seemed to shine through. The report also revealed serious pressure points including low scores in sleep, energy management and stress recovery. Bounce was also the weakest of all three resilience categories, showing how HR leaders are performing under the weight of continuous transformation and strain.

[01:39.1]

And therefore we discuss what practical steps can be taken to enhance HR professionals in the current, in the current community. This isn't just another well being check in. It's a candid conversation about the health of HR and how we can better support the people driving change across the organizing organization today.

[01:58.4]

We hope you enjoy the show. If you have any questions, do contact me at se@elliottscotthr.com

[02:10.3]

Terry, welcome to the show. How are you? Very well. Thank you for welcoming me, Stuart. No, it's nice to see you in person. Normally we're on teams or zoom. Normally, yeah. Indeed. I think it's been a long time we haven't met face to face, with a strange world. That is a bit of a shame because I was.

[02:25.7]

Hannah was actually asking me this bit, earlier on actually because I was trying to think when was the last time we met in person? Was that pre Covid? I guess I think it's when I came to do training with your team. What is an event in Richmond. Richmond, yeah. That was what, 20, 19 maybe. So it's been what, six or seven years since you've actually met in person?

[02:45.2]

So it's insane. But why you're in town today for a conference? Yeah, it was an interesting conference organized by the French Chamber in Great Britain. Very interesting one, I mean where one of the editors of the Economist came to share the kind of latest and trend to come. And yeah, so I mean, good opportunity to meet you face to face this time. That's very good.

[03:05.9]

And on the conference, any interesting trends for next year, anything that you should be aware of? Well, I mean no big surprise, honestly. I mean it was all about the USA and the shift also of power between China and the USA. There was a lot of stuff around security, obviously AI, but I mean nothing really big.

[03:21.7]

I mean some things you did not, not really know. What was interesting was one thing that struck me was that he spoke about war and peace, you know, and War or Peace? And it was by the title was War or Peace. Yes. To just say it was very difficult to get some kind of clarity about where we would be going in Shima if you know, in different parts of the world.

[03:45.6]

And he shared a map of the world with different conflicts. And when you look at all the conflicts right now taking place in different countries, quite actually worrying because it's really across all different continents. And that is really a rising trend.

[04:02.2]

So hence budget spent in defence not just in Europe but in Middle east, in Asia obviously even America. If you think about now, the US stance in Colombia for instance. So I mean when you look at the map level, all the different conflicts that you tend to know about, but you forget, well, all those multiple kind of small, large conflicts, conflict.

[04:26.9]

It's a bit frightening. Yeah, I was like, I suppose the news generally tends to side with things like I suppose Russia and the Middle east generally. But you're absolutely right, there's so many other sort of conflicts or wars going on around the world. Yeah, yeah, yeah, fascinating. But for, for the audience obviously you've been on the show before.

[04:43.9]

I think we've recorded what two or three times. But I think it'd be good for you just to do a little intro into yourself and the Resilience Institute as well. Yeah. So the research institute itself is research based organization, which was founded in 2002.

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What's interesting to talk about history is that before starting as an institute, we actually were operating as sports, medicine practice in New Zealand, Auckland. The founder, Sven Hansen, Dr. Hansen had that kind of long experience working with elite sports people, and in pioneer the kind of methodology helping those professionals in sports flourish, trying to reperform at their best without compromising the well being.

[05:33.1]

And so 2002 we've been really especially dedicating our energy and focus on helping organizations starting with leaders, build residents and we for that use a range of different services.

[05:48.3]

The first one, which is really one that is kind of our flagship product is resilience assessment. The one we use for today's survey. And the intention of this assessment is really give the data, the clarity, the evidence to organization about how resilient the people are.

[06:08.7]

Mapping across industries, teams, functions, you know business units, And looking at really I mean where people actually do well, where actually there might be some need of support. So assessment is the first kind of range of services that we use consistently across different projects.

[06:28.7]

Second line of services, training, intervention. When we have team of experts in different places around the world. We actually come from Asia so we have quite a number of people trained in Asia but also in Europe and more and more in Americas.

[06:45.0]

And so that team of expertise go to organization to redeploy intervention usually top down, starting from the top with leadership team and then with the rest of the organization. And the third range of services that we've just launched this year is actually an accreditation certification pathway to train empower people within those organization but also independent consultants to use our methodology in order to deploy it in a larger scale within those organizations.

[07:15.7]

So that's what we do. And the fact is because we've been working that field of reasons for the past 20 years, we collect data and data points that really tell us interesting things about what people do well, what they might actually need to address and the risk that some organization will need to address in order to really well navigate well the coming years of Change, uncertainty which are quite Constant in our world. Yeah.

[07:45.7]

And tell us about your role within the resilience industry. So well, I mean I'm right now the managing partner for Europe obviously in the project different intervention we have here in Europe. But initially I started up actually I joined the institute in Singapore.

[08:01.1]

We, I think you have some. Some colleagues based there. Beautiful City Singapore 2010. And actually my path to resilience, I must say I always like to share that, that. That piece of story from my end. But it started with at 32 when I was in the corporate world, after seven years of really, I mean very interesting rewarding career had to quit because it was just too much.

[08:27.4]

My pace of work was not really sustainable. And that was really that moment that triggered kind of deep interest into the drivers of you know, high engagement, life, performance. And on my way I met Sven, the founder.

[08:42.6]

And that's how I get hooked by that concept of resilience. So it's a really long journey. It's been a long journey for me and you. And you work with companies of all different shapes and sizes, correct?

Yeah, very different type of organization. Obviously we quite specialize on large organization like AXA, PwC, Google.

[09:02.8]

But we do also work with small organization, with school, business school, you know, sometimes even primary schools, you know like in Singapore. I had the chance to work with a couple of them. Healthcare is a big sector in the US also. Even though right now with the new administration has been quite a difficult time for them to allocate budget to those kind of trainings.

[09:23.4]

But I mean we see the need everywhere clearly. So it's interesting to when you, when we deploy project across the five continents, you know and different industries, I mean obviously the way we interact bring this kind of conversation can be different but I mean the need is the same, you know, the same kind of biology call reality.

[09:43.8]

And business wise, I mean the way I think business operator on the way is pretty similar actually. You know at fast pace, back to back in terms of you know, way of working in the day with plenty of well difficult consequence on people.

[10:00.0]

Yes. And sorry, when did you say you started? With 2010. 2010. Random questions to digress in a little bit. But how have you seen things change over that time during prison five and starting in 2010 to say like 15 years later? Well yeah, I mean first 2010 I can say even myself when I, when I met, you know, Dr. Hansen.

[10:19.5]

No one will talk about resilience. No one will speak about mental health or even you know Bernard that was kind of a very strange kind of concept in the business world. Obviously not in psychology or in some other field of science. But I mean it was very much a foreign concept today.

[10:34.7]

I mean especially since the pandemic. I think we do talk a lot about mental health. We do speak a lot about resilience. Some have said too much, others will be quite well aware about the importance of well being. So I think there has been quite a lot of investment in those areas.

[10:54.3]

Especially in Europe I must say. UK has been at the forefront for quite a number of years. Australia also USA probably too in some parts of the country. So much more I think awareness. People know what they should do. The question is whether they do it.

[11:09.3]

That's another reality. They might not do it. Yeah. So there has been evolution. The question is really do we see enough change? Probably not and we'll see with the report today. I mean it's the awareness is not enough to take action.

[11:25.1]

It's the first start. You have first to have to gain awareness inside. But the question is how do you really help people? Then go to the implementation of those principles. And here there's still a lot of work. Interesting. So a general trend really sounds like better awareness but still not enough action.

[11:42.9]

Indeed what you've seen over those 50 years. Yeah. And why much more disruption today, Much more uncertainty than compared to 15 years ago as much as clarity. I mean the big shift of power, I mean east compared to waste, you know and supply chain disruption. I mean, I mean the world is really in a kind of in a mess.

[12:00.7]

So when you survival modes it is very difficult to invest time in those things because you just try to protect yourself, your direct circle of friends and family members and survive basically. And that make those kind of maybe principle more difficult to put in place even though they're even more important.

[12:23.1]

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[14:42.9]

And has technology impacted what you do specifically? I know that we're talking about AI every other day now but yeah. Is that impacted at all? A lot. And you're right. And actually 2010 remember every single train will be face to face but 2020 in the next, you know in a matter of weeks or months it went full digital.

[15:00.2]

I was a really big disruption for us and for me as a trainer because you know train people facing a screen when you sometimes don't even see their face. Yeah super difficult. You don't even know they've listening to you. Right. So I think there has been a lot of disruption. I think it's not just bad you know evolution because we can reach out many more people but it make it much more difficult also to connect and motivate people to take change if it's through a screen compared to when you have the time, the duration, I mean, I mean to really and the proper environment to have those kind of human conversation.

[15:38.4]

So now we I think going coming back to more in person and face to face intervention compared to two, three years ago. Which is good. This is why we do this. But it's still very much present. Right. I think most of our days are spent still on the screen. Yeah, I'd still say a lot of our days are still spent on screen.

[15:55.2]

But it is amazing. You are right. Isn't it like rewind 15 years and years ago. And pretty much all that you were trying to do was in person. And now that's definitely not the case, but you are. It's interesting again how we're trying to sort of flip that a little bit so that we did more in person. Yeah, super interesting.

[16:13.1]

Giving a bit of context to I suppose, why we're here and why we're talking. Like we, we had a conversation in the summer, I think it was like June, July time, wasn't it? Around I suppose, resilience report. And we wanted to do something for the HR community to really assess, I suppose, how resilient they are. I talk to leaders continually and I feel like they're just in this perpetual state of change.

[16:34.3]

So my intrigue was a little bit around how much strain are they under? Are they surviving or are they actually suppose flourishing in the work that they do? So we spoke around, I suppose, getting this report out to or surveyed out to as many people in the HR community as we possibly can and then running the report to sort of see where we landed for our audience.

[16:56.8]

Do you want to sort of give a bit of context around how the report works and the types of questions and what you're looking for? Yeah, so. Well, you know, resilience, we've got different kind of way to define it clearly, I mean, but now the way we see it and if we look through the different fields that kind of, you know, provide insight on resilience, whether it's psychology, positive psychology, I mean military science, sports medicine, preventive medicine, plenty.

[17:24.2]

I mean of neuroscience, we look into resilience, into three kind of building blocks. The first one, is the capacity people have organization systems, to bounce, not just to bounce back, which is to come back to the ground level, but to rebound forward.

[17:41.9]

We like to call it bounce forward in a way that you really get stronger from the setback, the difficult time you go through. That's the very first, you know, capacity that we evaluate through this assessment how people can really navigate well, but of change, disruption, high pressure times.

[18:02.0]

And that's the first one second, one second building blocks. It's. We call it well being, which is all around the capacity to manage your energy and recovery. So it's things that people again, understand pretty well aware of and often tend to compromise, you know.

[18:22.1]

But well, being is critical to really sustain resilience over the long term and especially support the third building block of resilience, which is what we call performance Mindset, all those kind of emotional, cognitive, social skills. You need to accomplish great things in your life at work to basically obviously perform at a high level but without burning out, without compromising your well being.

[18:46.0]

That's hence the importance of those kind of three kind of foundation well being to sustain right that capacity perform over the long term. But also bonds because well life is not always you know made of happy times. You clearly go through well difficult situation whether it's a new job because you've been laid off or maybe you have to you know go through a divorce or through a difficult disease do kind of times will really train your muscle of bones.

[19:14.7]

So we do kind of three aspects. So the model, the assessment we built really score people across three foundations with an overscore resilience. Today when we look at global benchmark which is made of 6,000 participants, most of them 99% working in corporate environment around the world to APAC, Europe and Americas, especially North Americas.

[19:42.9]

The current global average is 60 3%. That's going to give us a kind of average score worldwide. And we use that benchmark whenever we work in an organization with a team with a company to help us benchmark them with that kind of global average so they can have a sense of what they do better, what they do maybe not as well and even benchmark them throughout different teams, businesses functions in that same organization.

[20:17.8]

So the assessment tool is an evolution of 15, 20 years of work like 20 years ago. We will have a blood test, health check, 360 assessment for leaders with 18 reports scoring you.

[20:33.8]

The problem was that people would not spend the time completing those assessments would just be too time consuming. So over the years we moved from very detailed comprehensive type of assessment to something much more simple like the one version 5 we've been using for the survey which is made of 50 factors.

[20:52.7]

It's a self assessment so basically subjective to your own perception of yourself. But the psychometrics are really strong and robust. We went through five rounds of psychometrics and it really helped people in just 7 minutes identified strengths of risk and as we consolidate aggregate results together then we can have a look at a team level and organization level.

[21:19.7]

So what we've done in this case for the hr communities we invited people around the world. We managed to get around 150 so it's not massive but it's enough to have a first Evaluation and try to look at the trend.

[21:37.6]

You know, how well, what are the strengths, what are The area of risk, how do they compare with the benchmark and what does it tell us about hr, As a region's population? Yeah. And I suppose that brings us nicely on some of the key findings.

[21:53.1]

I think we can talk about that because you mentioned a minute ago around 63% around sort of the global average. And the scores that we had was 65% in HR. So slightly above the global average, which I'm guessing is a good thing in terms of what we're seeing there.

[22:09.5]

But the things that we. I suppose the things that were maybe slightly more concerning was around I suppose the resilience profile. And the highest factor there was the fact that only 1% of respondents were thriving.

[22:26.4]

Can you just talk to us what that means? And I suppose, yeah, and I suppose maybe what thriving needs? Yeah, yeah, it's a good question. So I mean first, So when we assess individuals and organization and teams we kind of You know, This would result in five different categories.

[22:46.4]

I mean the highest one is thriving, which is about flourishing really. When you even actually Enjoy pressure, change. You really find that you know those kind of moment of change of disruption are definitely builders of you know, Develop yourself.

[23:03.8]

You know, I mean bring you to the next level of expertise of experience in life. So those guys really at one really do not shy away from. From. From challenges. They always try to get outside zone of comfort. They're in a minority and you never get you know, I mean 100% of people in thriving. I mean it's really the kind of stage where people really Or context in which they really express the best of themselves.

[23:29.0]

Level below is resilient. So resilient people, I mean they have practices, skills, experience, expertise. They build up over the years in their life. And we see that resilience really increase as you Age. Obviously it's quite normal. Right. You get experience from your life.

[23:46.0]

But they really display Good skills, good practice, good routines, having good in place to really navigate well life and the changes that might go through. And we see that well in the case, case of Population we assess we had around I think 32% of them resident.

[24:08.5]

And actually when. So when you take thriving and resilient together 33%, 1/3. That's what we often find in any kind of large population we often find 1/3 only past the threshold resilience. Let's go above 77%.

[24:27.3]

Well I mean 2/3 basically, I mean consistently whether it's in that group of HR or in general tend to score lower below that threshold majority. I think 58% for the HR population. When that the typical challenge. Yes. Yeah.

[24:46.3]

So what does it mean? Challenge? Challenge means that it's a level where you do have some practice in place, you do have some skills clearly, but you do the job, you perform at work, you bring the result. But it's at a cost, it's not sustainable. It's a bit what happened to me at 32, you know, that's the fact that I was super engaged in my work but it just took a toll on my well being and at some point I had to leave.

[25:09.9]

So the problem of those 58% in that categorical challenge is that they will have to re at some point find a way to slow down, find a proper, better, more effective way to sustain that performance. And then if you keep going down to the result then you go to compromise and at risk.

[25:29.3]

Compromise and at risk are really a category of people who really get overwhelmed by the pace of life of work. It doesn't have to be ready to work to be ready to life. Where stress is critical when they don't have any more coping mechanism to really respond well to the context.

[25:49.9]

And for those ones really I mean what we invite them to is to really seek support. You know, I mean the fact is the best way to get back quickly is to really seek professional support. Whether it's you know, I'm interested, friends, psychotherapist, medical support, depending on the condition.

[26:07.0]

Obviously we talk about many different type of conditions. Not just burnout. It could be depression, it could be chronic anxiety. I mean in those kind of context really need support and some to envy patient, to really rebuild themselves.

[26:27.1]

But ultimately we had like when you look at those last three categories that you mentioned, sort of challenged compromise and at risk, 68% of people fell into those three categories. So there was a very what 33% of people were in the top two categories.

[26:46.1]

So it's not a lot. Now it does actually collate well with Gallup. I mean even though it's two different kind of concept, engagement and resilience. The fact is. Well I think Gallup, the latest one show that I think two thirds roughly of people are not engaged or actively disengaged from work and they quote really well to regions too.

[27:06.8]

The fact is, I mean high engagement when you find a capacity to express the best of yourself, to bring your talent, your skills, to really feel motivated by what you do, that's a very actually strong foundation to Resilience.

[27:23.1]

You know it's really a way for you to be all your kind of strengths into your life, into your work. So I think it's Yeah it's just reality of today's world. And I think many people indeed tend to operate all day in survival mode. Yeah.

[27:41.6]

And I think the other worrying thing on sort of I'm digressing from some of the questions here that we can't written down but actually I want to sort of move us on to talking about bounce because that was the weakest score from hr, professionals. So it was. I suppose again it'd be good for you just to highlight what bounce actually is and what it means and then we can sort of talk about potentially the result there as well. Yeah. So bounce.

[28:04.3]

Bring together the 25 factors of risk we assess through this assessment. And factors that play at Physical, emotional, mental and often when you think about you know This kind of frictions, burdens that really push us down.

[28:21.9]

They're very much first mental. Typical example would be like you know The first level, I mean in that kind of reality of bounds is overload. The fact that Many of us we leave our days in back to back meetings doing multiple things at the same time overloaded with information, data, email notifications.

[28:47.0]

I mean, I mean it never stop actually. And that kind of Overload brings some at some point fatigue, cognitive fatigue. Yeah. And the problem is really I mean The kind of overload of the minds of the brains.

[29:02.9]

At some point push our stress system to take over. That's a survival mode. When really when we feel so overwhelmed what happens to us and we have no more clarity about what we should do and how we can cope with all the different things that are waiting for attention. That's when the stress mechanism actually take over and through different kind of response.

[29:23.7]

Whether it's through Fear driven, anxiety driven type of response. When we avoid Difficult conversation difficult things, we tend to isolate and really Kind of Avoid that kind of reality or when on the other side we might actually Fight back, be too reactive to impulsive, too Confrontational when it's fuelled by Anger, frustration, resentment.

[29:51.6]

And we do see a lot of actually issues around hostile behaviours or communication, in some contexts of high pressure. And the last stage of balance in a way, I mean is to really think that when it's too much, naturally the body is going to force you to stop, through disease, through burnout.

[30:15.4]

It's basically a way to tell the brain, the mind that you have to stop, you have to take time for yourself. So bounce. It's about the capacity to understand those kind of different type of Risk we face. Mental, emotional, physical.

[30:31.3]

And have the capacity through awareness to really then deploy, implement, through simple Adjustment. That, That muscle of recovery, of coming back, to a better level through different kind of techniques which we can share actually for some of them, it starts really first with that awareness of how are you today?

[30:57.3]

How are you traveling? I mean mentally, emotionally, I mean physically, can you give yourself a score and what is needed to do to be done to really get back to a much better level? Yeah. Interesting. The report, we sort of say essentially that we get the impression with the low score of balance that HR professional are outwardly high functioning, engaged, but internally running on low reserves.

[31:18.3]

Basically. Exactly that. Which feels like a lot of the conversations that I have. Yeah, yeah. When I talk to people I generally feel that they're dealing with. They're listening to a lot of problems. But maybe people are not really listening to what problems they have or they're having to solve a lot of the people issues.

[31:40.4]

And again that gives them no time to either recover themselves or think about how to look after themselves. Yeah, that's the point I think really. Hr, heartbeat, the kind of first, you know, I mean the emotional, mental, first responders in an organization is really that kind of, you know, support.

[31:59.3]

And one of the factors we track in bonds is we call it, empathy fatigue. When you so much. And you find that issue very much obviously in healthcare, you know, in school, in education, at home with parents, when you spend so much energy, especially if you attempt to help others, you don't have much life for yourself.

[32:20.2]

So the problem really is, and it's, you know, it's a vigorous thing to do. But the problem is if you don't have much for yourself, you can't much support others. So the classic kind of, you know, image of put your oxygen mask first before helping others. But yes, the results show that HR are at the forefront of supporting the resilience of their people.

[32:42.7]

But the cost of this kind of And we've seen the factors going very high, the strengths, beautiful strengths of hr. We've seen altruism, supporting others to succeed, empathy, understanding them to really be in that kind of space of connecting at emotional and mental level.

[33:00.0]

High curiosity. They love to learn, sense of purpose driven by the fact that they are the heartbeat of the organization. But the cost of those kind of strengths is that lack of self care.

[33:15.7]

No more time for me. I just have not much energy left. Which is a real concern because I mean at some point they had the risk of burnout themselves. It was interesting you mentioned the strengths. There. Because I also think it's worth highlighting the vulnerabilities that we highlighted too.

[33:33.4]

So the vulnerabilities that came up in this were multitasking, distraction, overload, hyper vigilance, mental alertness, tipping into sort of that anxiousness and then worry, persistent emotional strain.

[33:48.5]

Like they were the things that came up in terms of the sort of vulnerabilities. Yeah. Again, highlights everything that we've just been talking about. Indeed. And it's quite, you know, I think, I mean, so just for hr, I mean take one simple. I mean overload everywhere.

[34:04.5]

I mean, you know, you have to be lean, you have to be, you know what to do more with less. And well, it's actually not helping the resilience of organization because you don't have much buffer, you know. And so the problem is really that kind of constant Overload push people to, well to do different things at the same time. Multitasking.

[34:26.0]

And I'm not saying multitasking is something you have to eradicate because it's part of who we are. Point evolution, it came here. But in crisis, at war, it's good to be able to multitask. But if you operate on multitasking throughout days, it comes at a cost.

[34:44.5]

We know from studies, multiple studies, more time involved, more time spent on multitasking than multitasking, more mistake made, more fatigue coming out of it. So it's no surprise that if you spend all your day at work, I mean multitasking different, doing different things at the same time.

[35:03.7]

When you come back from busy day to your home to your house, then hypervigilance take place, which is a factor that trunk the fact that you are very I mean the mind is very busy at the end of the day. Yeah. Because that kind of in the machine, the thinking machine aren't.

[35:19.3]

And so you sit with your family at the table. But the mind still aren't the desk. You see, I guess, we all have been there where your other half is talking to you and they sort of look at you and they're like, where are you listening? And you're like, yeah, yeah, I am.

[35:35.9]

And then the reality is that you're not. You're actually thinking about something that's gone on that day or you're trying not to forget something that's happened that day. And I mean, so I mean the man, the whole of your mind is to really remind you about things you haven't addressed, stuff that you will need to address next day, whatever. It's a good job.

[35:54.8]

It's a, I mean it's a really important aspect and function of the mind. The problem is if it's relentless and if you can't at some point, you know, let go those thoughts to come back into the present and be with your family or with your whatever with your task. If it's during the day, I mean it comes at a cost.

[36:13.0]

So it's normal to vary from time to time. It's not when it's really constant. That's when it crosses into anxiety and even chronic anxiety. So I think you know, I mean it depends on people, the way you can manage it. But I think the first step is to first accept that reality and then to see how you can, I mean trained yourself and your mind to let go and be more present.

[36:42.2]

How hard is that now? Like the phones we have, the things that we do. Your phone buzzes, your watch buzzes, like to try and be present sometimes so difficult. And I can imagine that even people, probably people listening to this are probably thinking they get anxious turning off their phone. Yeah, I'm sure.

[37:03.1]

Yeah. Because yeah, I know a lot of people would. They'd be worried that they missed something. Yeah, yeah, yeah. That's a big one. I mean the FOMO clearly is one reason, but and the rush of dopamine, the fact that we really feel, you know, great when we get news because it good news, increase your salary or maybe an invitation to dinner, you know, whatever.

[37:20.2]

It's not the case. Most of the time it's bad news. Right. So it just feed more worries. But I think, I mean it's, I mean especially in hr, like again go back to good news. Like I in sales, you might get an email, says I've signed the proposal or I've we're going to agree to this contract. Like there's good News generally in hr, they're coming to you because there's a fire, they need your help.

[37:43.1]

Generally, like, generally there's a problem, whether it's performance, whether it's leadership, whether it's employee relations, it is an issue that needs to get solved. So it is rare, I think, that HR gets somebody that comes in with a load of good news. Yeah, yeah.

[38:00.6]

So it doesn't mean that you have to switch off and forget the world and stop supporting your people, because that's your job and you. We want to be collaborative, we want to be supportive, and that's why people never switch off. What we say is that it has to be disciplined. I think once a day, if it's not once a day, once a week, if it's not once a month, to start with something to schedule, to block proper time in the day, where it's half an hour to start, maybe 90 minutes.

[38:26.7]

Ideally because we've got cycle of energy up and down every 90 minutes, alternate reason, but to block some kind of a time, whether it's deep work, I mean, focused on whatever you call it, when you can really do things, which matters, things that really are, strategic things you have to complete stuff that will make, your job, you know, I mean, meaningful, or different, whatever I mean, but in those kind of deep, work moments, indeed, manage environment, turn off teams, smartphone, maybe even take a different laptop, you know, whatever.

[39:01.0]

I mean, go, offline, analogue, going to different environment, coffee shop, home, I don't know, any place where you see that there's less disruption from around you. So environment, you can manage it. So you have to give license to yourself that the ride that for 90 minutes, for half an hour for whatever you can do, you're going to be not disrupted by others.

[39:25.0]

But then there's a second kind of key foundation for that to be possible. You have also to really make sure yourself, you stay focused on what you want to do. Because most of us, when we do block time at the moment we start that kind of a, deep focus session.

[39:41.9]

That's when the mind. Because it's difficult to work on a strategic work, it takes time. You want to write an article, it takes a month, you say. And then you go, well, you start and you have nothing to say about. You don't even know where you're going to start. So you say, well, Stuart, why don't you check your email?

[39:56.9]

Maybe it's going to be, some interesting news, maybe some good news, but at least it's going to be easier than to work on my article. So again you say okay, let's go and see the email, come back maybe have some. And you never really stand on the difficult task. You keep switching and doing all this stuff. So the second condition is you have to retrain yourself to restay on what you want to do, even if it's just for 15 minutes, you know, then take a short break and then again 15 or 25 minutes.

[40:22.9]

This is the Pomodoro technique, nothing new. It's something that has been used by many people, to help ADHD, people in particular. But try to really have that kind of capacity to stay on what you do for a certain time and then take a short break and then come back.

[40:39.8]

So my pleasure is to say it's possible the way it's going to offer is going to be different. But it has to be a plan, strategy, it has to be really well managed, carefully thought through because the world basically, I mean conspire to steal your attention.

[41:00.4]

And I think it's a Nobel Prize in economics. Albert Simon, maybe you heard about what he said in 1970. So that, I mean more than 50 years ago there was no Google, no web, website, whatever. At that time he said a wealth of information creates a poverty of attention.

[41:21.2]

Too much information kills your attention. So if you really want to stay focused and do what is meaningful work, you have to remanage that kind of constant flow of information and turn it off, you know, and inside your own self too because the thought, the mind will push you or pull you away from that difficult task to something else.

[41:44.0]

And this is what you have to also train carefully so you can stay and train that muscle of attention to be on what where you want to work. Yeah. And I think that's why a lot of HR leaders still like to do things like work from home for blocks and the week because they can then have that attention and focus.

[42:03.4]

Just I want to touch on this like the, on, on the, on the survey we also looked at the impacts I suppose age and, and gender. Yeah, I just want to touch on that. Now there wasn't a huge difference in gender, but there was definitely a slightly more resilient score from, from men rather than women.

[42:24.6]

Is, is there, is there a reason for that or is there anything that. Well I mean it's, it's a trend we've seen, I mean analysing data for the past 10 years. Yeah, we consistently see that men score 2 to 3% higher than, than women.

[42:39.8]

Yeah, it's a 3% difference. Basically in this case it's 62 for women. 65 I think for, for men is that. Yeah, for resilience it was 64 for women. 67. 67. Okay. And then the performance mindset was 77 women, 80% for men.

[42:59.2]

Wellbeing was especially higher for men. The biggest difference. Yeah, we had 61% for women and 68. Yeah, that's an interesting one. Yeah. And then we have 57% on bouts and 60% on bounce. So again men were higher.

[43:14.2]

So the trend is men were higher. But the biggest difference was the wellbeing score which again we could. Yeah, one of the questions was to touch on the well being score. Yeah. So first, very difficult. There's no causality. I mean it's very difficult to really give proper explanation about the difference.

[43:31.7]

I always say first is self assessment. Yeah. So I tend to see, and I think it's really often you know, supported by evidence that women tend to be a bit more self aware. But in general women will assess or feel the questionnaire with much more honesty than men.

[43:54.3]

So they would be much more self aware that they're going through tough time, they're anxious, worried, while men will say, well, you know what, quite optimistic about myself, it's okay even if life sucks, actually I'm doing well. And so I think maybe the higher awareness in women make them maybe score themselves harsher than men in general.

[44:14.9]

That's my kind of first explanation. Second explanation, we know mental loads and the fact that life is really not fair today. And still, even though there have been some improvement, but there's a lot of actually pressure on women to work and take a family and obviously to go to higher place.

[44:31.9]

It takes much more effort for women than for men. You know, it's unfair, it's unfortunate. It's probably actually one of the reasons why they suffer more. And actually when you look into medical studies we do see that women tend to feel more stressed, and more anxiety than men.

[44:49.2]

So you know, for different kind of reasons like the few one I just shared. So that's the kind of first comment I can share on well being I think clearly, probably. And this is also, I mean we do see often many more women in HR function than men.

[45:05.3]

But I think the fact is indeed women tend to first give themselves to others, support others, family, colleagues, you know, other function. If you're in HR before they support themselves. Yeah. For men being a man, maybe I could share that.

[45:21.8]

But I think we're a bit more, you know, I mean self centered sometimes, you know. Yeah. And say, you know, I want to be strong, I want to be fit and poorly, you know. And I think we tend to invest much more in fitness. For instance, we know that when you look at factors, men score high in fitness than women, high twin sleep than women. Yeah.

[45:43.5]

Nutrition, that women tend to do better. And women do especially better in again like for hr, altruism, empathy, curiosity, those kind of things which really are the social emotional skills that you need to support the world. So the message is, you know, yeah, I mean take time for yourself.

[46:02.3]

It doesn't mean that you have to leave the family and the team for six months and go to India or whatever. But I mean it could be just trying to at least have a bit of time for yourself. Whatever me time means to you. If it's, you know, I think recovery is a clear, requirement, on the resource you might want to.

[46:23.8]

I mean I'm not sure if we're going to speak about actions to take but recovery is a big theme today especially for hr. There's not enough recovery time. Yeah, I think there are. Recovery I think is one thing, but I definitely think that whole sort of compartmentalizing switching off, taking a break is definitely one thing.

[46:42.1]

I laughed the other week. I was out with some friends and there was a group of us and there was like three guys, two girls. And the girls that were with us were like, oh, we'll stay for another drink but, oh, but I better check in that everything's all right at home.

[46:58.4]

Yeah, the three guys was just. Yes, of course they didn't, they didn't think I need to check in at home and make sure that everything was all right. That was not the assumption. So you can clearly see that again even at our friends in that sort of just very small group. Yeah.

[47:14.7]

The two women that were with us were immediately, I need to check that everything's all right. And the men were selfishly probably just thinking, yeah, everything's okay because my wife's looking after. Yeah, yeah, indeed. Indeed. Yeah, it's, it's really, Yeah, so it is changing but it's probably not enough.

[47:33.6]

I want to touch on age as well because we mentioned that on gender, but I want to touch on age because again there was differences here that I thought were quite interesting in Some of the results, it seemed to imply that the younger you are and the older you are, you were equally sort of resilient.

[47:58.1]

And then the middle years seem to be the ones that were impacted more. So actually the older you are seem to be much more confident in their own skin. In terms of the results scoring the highest actually their performance mindset was at 80%. But it was the age brackets between 30s, 39, 40 to 49 that scored lowest in terms of bounce and also wellbeing again.

[48:22.4]

So I mean first, if we look at general trend beyond hr, population, we clearly see rise, constant rise from a young to an old age. If you look at, and we don't have, I mean many, many people below 20. So it's really, I mean below 30 compared to below 40, below 50, below 60 and below 70 we don't have much.

[48:42.8]

I mean when we really look at different age group, we clearly see consistent increase of resilience. Now I must say, you might get older and not more resilient if you never take the time to stop and reflect on your experience. We know that, you know, resilience, is built kind of bounce forward, part of resilience, especially through reflection, taking the time.

[49:06.8]

So you go through a divorce, you go through a loss of job. It means you don't just go to the next relationship or next job without first taking time to stop, reflect on what, how it impacted you and what you might change in the way you respond to it and how you integrate this experience.

[49:25.0]

This is bounce forward. So you know, some people don't do that well and they might be 60 and still not be so resilient because they just keep repeating the pattern in a relationship, in a professional context. So even though life teach us or hone our skills, it's really important for people to understand that it's not resilience, not about going just through setbacks, it's about especially reflecting on those setbacks.

[49:49.5]

All right. But we do see that right now what's interesting indeed in that specific case is that there's a dip for that kind of group, age group below certain, below 40 compared to below 20 I think.

[50:05.3]

And can you remind me the 20, 29, 30 to 39 and 40 to 49 and then 50 to 59. So it's 30 to 40 which gone away. Yeah. So one reason could be that, you know, at that stage when you have family. Yep. I was going to say, what do you think that makes perfect? That you would.

[50:23.7]

And I Don't know whether that then comes back to the whole point of multitasking because ultimately you are, you're trying to juggle home, work, family, everything, everything that comes with that. And worries, you know, tend to obviously accumulate and, and financial issues too because you have to fund finance, those kind of, you know, things.

[50:42.9]

And also we're also forgetting there maybe elderly parents as well. Indeed. With, I suppose, coming to life and practice. Indeed. So, yeah, I mean when we look at broader results, we haven't seen actually kind of a deep, So it's kind of really quite specific to the HR population because in the broader kind of sample of population we assess, we do see kind of a regular increase by age group still.

[51:10.8]

So that's kind of, tracing a difference here. Yeah, it just, it's just interesting. I suppose it comes back a little bit. There's, there's definitely a little bit, I think that to do with experience. Your point? Your, Your own resilience of things that you've been through. And I see a little bit, even when I talk to more senior candidates actually.

[51:28.5]

So potentially people that have been made redundant so The people that have experienced it once or twice are always the ones that like, yeah, I've done it, it's happened before, not an issue, or do it again, like, yeah, go through it. And they're, they're much more sort of focused, the ones that haven't experienced that.

[51:47.3]

And I suppose that is probably the age profile at 30 to sort of 49, where indeed they haven't and they worry a little bit more. And also there was somebody that I was speaking to the other week that was. They were saying to me that they're, they're going for interviews at the moment. And these are, these are interviews that rewind the clock. 10 years ago go.

[52:06.1]

They get them. Yeah. Now they're not. And they're questioning themselves because they haven't experienced. Yeah, yeah, they haven't been through that process. And that's actually. It means they're questioning, I suppose their own self confidence themselves a little bit. And it's.

[52:24.1]

And it's difficult, goes back to that experience, that resilience. Indeed. Yeah. Really interesting. Yes. Looking at the clock, obviously we'd gone through so much already. I did want to talk about burnout because you mentioned at the very beginning that obviously this is the reason that you do what you do, you experience this.

[52:42.5]

And I'm conscious that I suppose the phrase gets banded around a little bit. What do we actually mean by Burnout. What is it? Yeah, I mean it's really a word which is kind of I mean it has become quite popular.

[52:57.7]

I mean if you look at the way to diagnose it or to really think about symptoms, it's really a mix of physical mental exhaustion, you really get a kind of sense of high fatigue, kind of low sense of accomplishment, lack of self, efficacy that you really don't see much accomplishment in your life, kind of cynicism.

[53:18.8]

Also sometimes, I mean, I could really see myself quite cynical in those years. Really that kind of feeling of being dry at every level and difficulty is that Many symptoms tend to also cross over with depression.

[53:34.0]

So I mean it's kind of a very subtle boundary between those kind of two. What I know is actually if you look at recent study, I think it was in the UK 2024 to July 2024, I think, the study survey actually, assessing employees and managers in UK organization found out that on average we had 40%, of those, active people either in burnout or at risk of burnout.

[54:04.7]

And even more for managers, 45% of them. So it's quite a lot actually. And so, the problem is because we. I mean it might be, you know, symptoms that will just be for. Due to certain context, I don't know, project that takes a lot of your energy, your time.

[54:23.4]

And it might just be contextual, I mean, and not just, you know, something that has been on for a long time. So we have to be kind of careful, and probably meet medical experts to diagnose those kind of things. But what is clear, as I said earlier on, many of us, operate in survival mode.

[54:41.9]

I mean, just pushing too much, it doesn't mean that, It's just a matter of recovery. Clearly it's also a matter of how you live your life. How do you retrain yourself to take it back? Inner control of yourself?

[54:57.5]

I think today, I mean, if you look at education, we don't spend much time on that kind of. Much more, interoperational skills, managing yourself, understanding yourself just come too late in life. So I think, the first kind of step, is to really try to.

[55:15.9]

And this is the assessment is to try to really do a bit of introspection, to look at the way you operate, in life at work and try to put words on your feelings, your thoughts, your sensations, your level of energy, you know, and then with the help of a professional, well, see you know, if something should be done, but we clearly see that kind of risk of burnout, higher and higher in organization today because people are just pushing themselves just too far, too much.

[55:47.6]

And that's the whole point. We wanted to do this in the first place. The whole point of this was to try and increase I suppose the level of scrutiny that goes on this increase the level of that introspection that we're talking about. And then I suppose, last question then. In terms of what can HR leaders do to strengthen a team's resilience, what are the actual things that they can go away and do?

[56:14.1]

Well, I mean first, I think it's good to be clear with what it means to be resilient. And I like to say you've got different views. I mean often leaders will tend to look into resilience with that kind of tough side of it, you know, being tough, take shock, go through it, persevere, keep pushing, get the result.

[56:31.2]

And that's really, I mean an important side of resilience. But there's another side, a kind of softer side which is really, I mean the capacity also that sometimes like for me it was the case at 32. You need to stop, you need to slow down, you need to really decelerate and try to take the time to really well find you kind of you know, back your foundation.

[56:54.7]

Yeah. Whether it's through, you know, a break, proper break, some holidays, bit more time for yourself in the day, you know, saying no. So you don't have overload of projects, you know. Yeah, I mean everyone heard about that say no. And I must say, you know, I think as a leader you really want to support resources for people and the well being of your people.

[57:14.6]

And again it's about not just well being for the sake of being well, taking care of yourself and leave the job aside and don't support your colleague. You need to really have that kind of equilibrium between performing, bringing the result because the organization always will shut down and everyone will lose the job and taking care of yourself and also of your colleagues, of the parents and the environment.

[57:39.2]

So it's an equilibrium. And the premise sometimes, I mean we might do too much on care and not enough on performance too. So it's just, you know, I mean the kind of reality of both have to be well managed. The problem is I think that So the first thing is be clear with what it means to be resilient.

[57:57.3]

It's about having A capacity to care about ourselves but also perform, bring the results and play at our best. And whenever there's a challenge coming, and facing us to collectively, I really have that capacity, that confidence to go through it and to learn from it.

[58:15.1]

So semantics is important. Second point, I think for leaders, is for them to first walk the talk. So I mean our advice to any organization is to restart at the top. Because if you are the head of the HR team, if you have a leadership team who does not, breathe those principles, I mean, bring them into daily, life, implementation.

[58:40.1]

It just works on paper. You know, it's just duty of care. It's just nice stuff that you give to others but you don't do yourself. Do you have a gym? Do you go to the gym? I mean, do you have your family? Do you leave early to go to your family on Wednesday? And do you see show that to all your people in your team? Or you do you do it in a very kind of, you know, secret way because you don't want people to live like you, you know.

[59:00.0]

So I think the walk you took is pretty important. You know, I think, I mean like Gandhi, I love that quote, be the change you want to see. So be that force, in your team that really, I mean show by example. This is important. Third point, I think, because often people will say, well, they don't dare do anything because it's just too much.

[59:20.4]

Revolution will cost money. It will cost performance and result. I think you can start with simple things. And the first simple things you can do is have a conversation with your team. Open conversation, you know, I mean, everyone is in the same kind of reality.

[59:35.6]

I mean, there's too much work, many things with family, I mean, stress, pressure, multiple steps to manage, whatever. I mean, you know, it's just the same reality for all of us at the top as in the rest of the organization. So take the time, even just a couple of hours, maybe in a coffee, shop in a nice environment, to just have an open conversation about how you've been doing.

[59:58.0]

Team and the assessment, I must say, I mean, okay, we are behind it, but having the data to support this conversation really make a difference. You know, some organizations like Google, PwC, use it for that purpose to equip the managers of a team to really start this conversation.

[60:16.1]

Look at the reason, okay, sleep is really low. How can we do better? It doesn't mean that I force you to go to bed early. It's your responsibility. But we can talk about maybe what aspect of work make our sleep more difficult, Overload, you know, worry.

[60:32.9]

Those kind of things are quite interesting conversation to have. And not just about the risk but also about the strengths. You know, the beauty of altruism, curiosity, empathy for the HR people. I mean these are things you can leverage strengths, you can really bring more in your team.

[60:50.1]

So conversation I think is an easy way to start all this other's reality. I remember you know I think it was last year we did a training for one of the major retail company here in the UK, the top leadership team. And one of the leaders after the program we ran for them, I mean first kind of action was to have to schedule a meeting with her direct report team.

[61:19.6]

It was like just like 90 or minute or two hours and it was about okay, let's share our kind of red lights, non negotiable stuff that really matters to us and that maybe sometimes we might compromise at the workplace. Just that simple conversation.

[61:35.8]

And actually two of the direct reports shared with her that the meeting they had on Monday 8am was just a big source of stress because kids Monday start of the week, I mean they were just in a rush every single week and that was the worst start possible for the week.

[61:54.1]

And she just said okay, just let's change it, make it on Tuesday at different time. And actually it's a very simple change. Right? But no one had dared showing those concerns. It doesn't have to be really complex. It's just about trying to listen to each other.

[62:09.9]

And maybe we can't always change things, you know, but at least we understand where we come from different realities. You know, you're single, you have a family, you have an old parent to take. I mean it's important to understand those kind of things. So I think conversations make a big difference at a low cost.

[62:30.4]

And fourth, well it's probably if you're the head of HR to instead of trying to support the world around you to make sure you have that kind of you know, team, HR team well supported, build resilience in your team.

[62:46.6]

Because if you really want resilience to be part of the culture, you have to really buy as a team, as an HR team. So bring you know, experts, I mean like us or I mean have within your organization people can trend your team with resilience. Because it's really an imperative.

[63:03.8]

You can't really hope to support well others if you are not equipped yourself with those kind of Things and I'm not saying that HRP are not resilient today. They are resilient, it's just that their areas, recovery, focus, overworked, overload, which really need some attention and for them to address.

[63:29.7]

And once you have that kind of hr, resilience, hr, capacity I think then it's about trying to really make it your own. That means that what works in one organization might not work in another organization. It's cultural, it's contextual, it's functional based.

[63:46.7]

Every team sells different from hr, from operations, from supply chain, from it. They all have different realities. So it is not kind of a one silver bullet. It has to really be contextual adjusted the reach of each team, business unit.

[64:01.9]

And that means you know it's a top down start but it's a bottom up kind of continuation. It's a long journey and that's the point. It's not a miracle appeal. Yeah, it's not going to happen overnight is it? I think it's really. There's a couple of things that I like in that.

[64:18.3]

I love the phrase like be the change you want to be. I think it's a great one. But I also like the advice around the report. It's a talking point. Indeed. That's one of the great things about it. And I have to say that's even when I did it you just, it's the visuals that come from it that just highlight a few things to your point.

[64:35.8]

It's not going to change the world necessarily but it just means you open up a conversation. Exactly. You encourage somebody else to do it and therefore it might have the same results, it might have different results but it allows people to start thinking about it. Exactly. And I think that's, that's a really good point.

[64:52.0]

Just, just on that and obviously we're just about to wrap up. If anybody else wants to get access to this report, how can they get hold of you and what's the best way to reach? Well, I mean I think we still have that access link open I guess so we might, we might, we might keep using.

[65:07.8]

I mean I think I would be quite keen to get more data, you know, I mean. So we can still go there. Yeah, yeah we can, we can keep it open but I mean very Welcome to I think you have your website. We will have on the report but please feel free to pass my contact.

[65:24.8]

Really happy to I mean to support anyone obviously in your community. But again, I think I really insist on the fact that it's not a judgment, kind of label we put on edge to think that you're not resilient. You are clearly resilient. Human species is super resilient.

[65:40.8]

You know, I mean, that's how we dominate planet Earth. It's just that, it's not actually, you know, kind of a tray of thick state. We don't reach a certain age and then can call ourselves resilient. We keep going up and down. I keep going up and down.

[65:56.0]

So the importance of, I mean, these reports to really show at a certain time, the state of resilience, the main risk as well as main strengths, knowing that each one of us and you in the HR community will have a different score, a different reality.

[66:12.2]

And so it's about trying to really especially focus on those kind of gaps you find interesting to address, even if it's just one, you know, is it sleep? Is it recovery? Is it more time with your family? You know, is it a, courageous conversation to be clear on priorities of work?

[66:32.4]

So you can say no on some project? There's actually a bias, that's interesting. It's called additive bias. That means that whenever we have a problem, whenever there's some kind of things going on, we keep adding things. Project meetings as a prime, maker meetings.

[66:49.4]

Instead of this, we should actually first subtract, remove, instead of adding another meeting. Okay, let's get rid of one meeting and replace it with this one. So the additive bias means that the plate is pretty full, you know, and so we have to really consciously, well, remove, less is more, as, we like to say.

[67:09.6]

Again, I like. I like the visuals on that. Even when you think of a plate with your food or anything you've added to it and stable flows. And I think that's. That's a really good visual in terms of. In terms of how people should think. But, it's been a real pleasure to have you on the show again. Thank you so much for actually coming into the studio today.

[67:24.7]

Really good to see you. And we'll make sure that your contact details are there, and everyone can access both the report and also the, resilience survey as well. Thank you, Suat. It was our pleasure. Thanks a lot.

[67:44.1]

Thank you for listening to today's show. We just want to say a huge thank you to Thierry and the team at the Resilience Institute for their partnership and the depth of insight that they have brought to the Global HR Resilience Report 2025 if this conversation has resonated with you, whether you're an HR leader, part of Stretch Team or simply someone who supports those around you, we invite you to take the free Resilience check in and download the full report.

[68:07.6]

All links will be in the description. It's time we ask not just how HR is performing but how HR is doing. Because as we navigate this ongoing shift in the profession, one thing is absolutely clear. The strength of your people depends on the strength of the people delivering it. Yet look out also for our future episode with Bianca Arrigo who will be joining us to chat more about the well being aspects of the report and offer solutions of how hr, improve well being and in turn their resilience.