

RESILIENCE 2023

Leading in a Paradoxical World: Re-Inventing Our Relationship with Change

FEATURING:

JAN BRUCE, CEO & Co-founder, meQuilibrium (meQ) +
ANDREW SHATTÉ, PH.D., Chief Knowledge Officer & Co-founder,
meQuilibrium (meQ)



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AGENDA

- **Hyper Change and Volatility Have Made It a Paradoxical Time**
- **Three Workforce Paradoxes**
- **The Mental Challenges of Dealing with Constant Change and Ambiguity**
- **Resilient Leadership: The Antidote for Paradoxical Times**
- **Q&A**

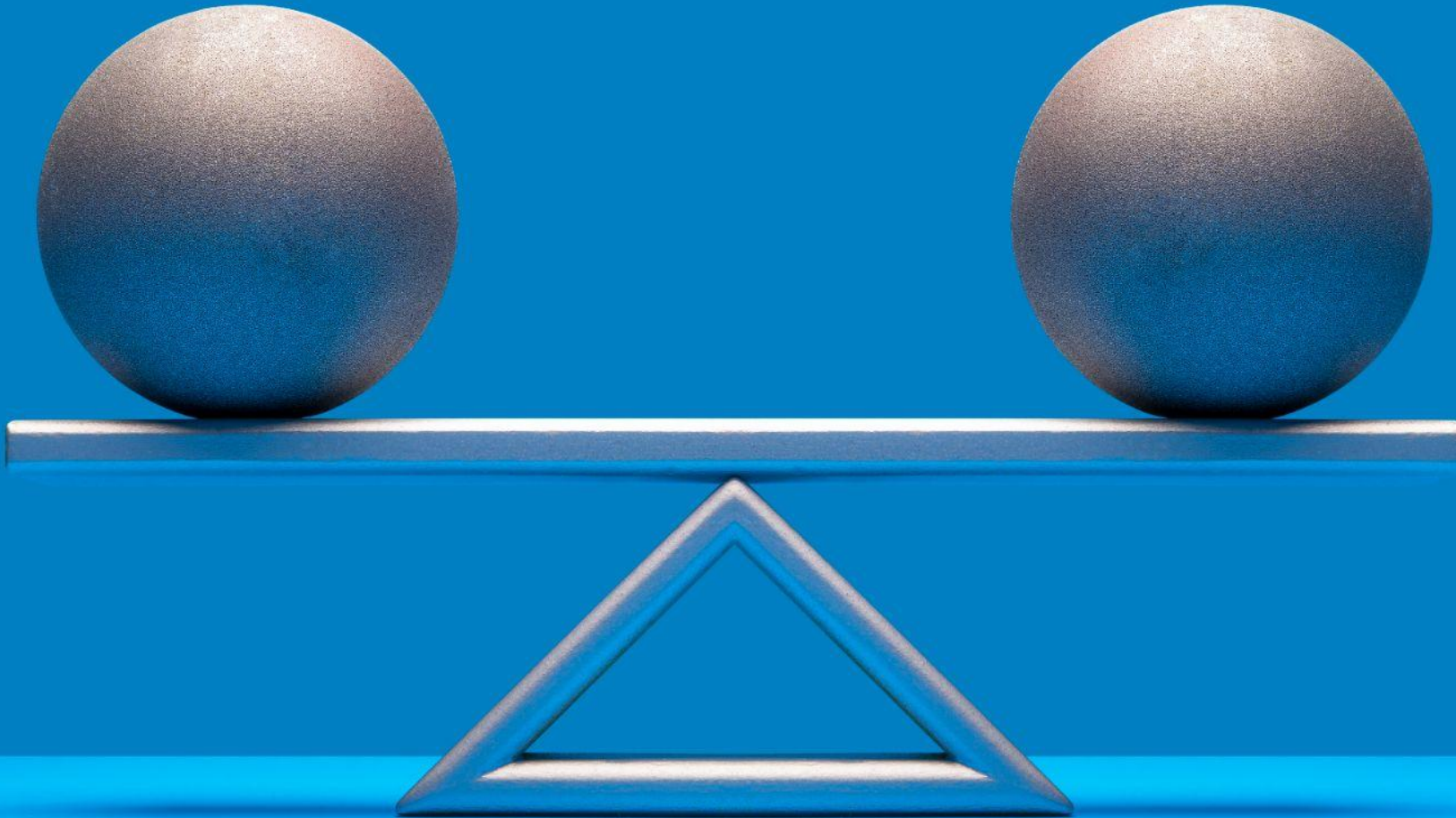


HYPER CHANGE AND POLY CRISIS

POLYCRISIS:

A cluster of related global risks with compounding effects, such that the overall impact exceeds the sum of each part.

PARADOX:
Two Contradictory Facts
are True at the Same Time



THREE KEY WORKFORCE PARADOXES

Labor Market Paradox



Flexible Work Paradox



Manager Paradox



Labor Market Paradox



Pervasive layoffs



And staffing shortages

Layoffs up in 2023... not just in Tech



Employers announced 270,416 cuts in Q1 2023, a **396% increase** from the 55,696 cuts announced in the same period one year prior.



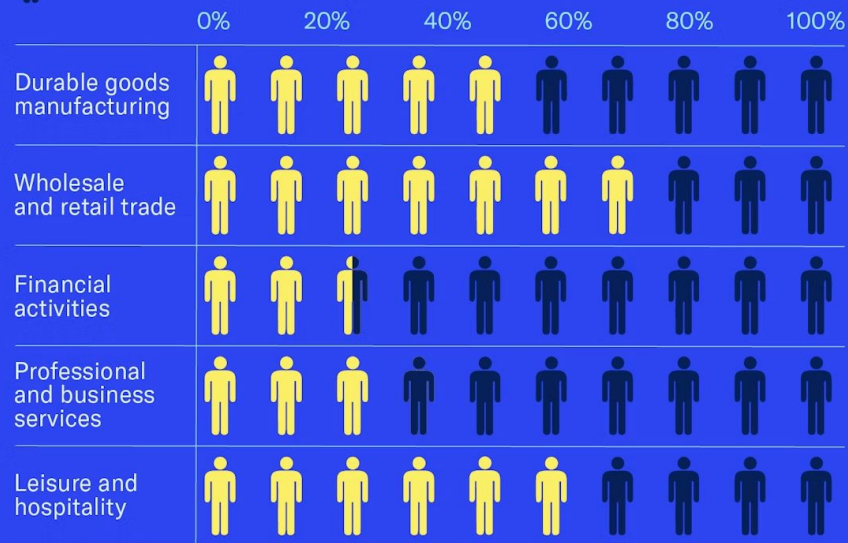
Lots of jobs, but not enough workers

Labor Force Shortage by Industry

September 2022



Unfilled job openings



Source: U.S. Chamber of Commerce Analysis, BLS Data



U.S. Chamber of Commerce

**We have a lot of jobs,
but not enough workers.**

10.3M

open jobs in the U.S.

6M

unemployed workers in the U.S.

Flexible Work - Productivity Paradox



Employees demanding flexibility



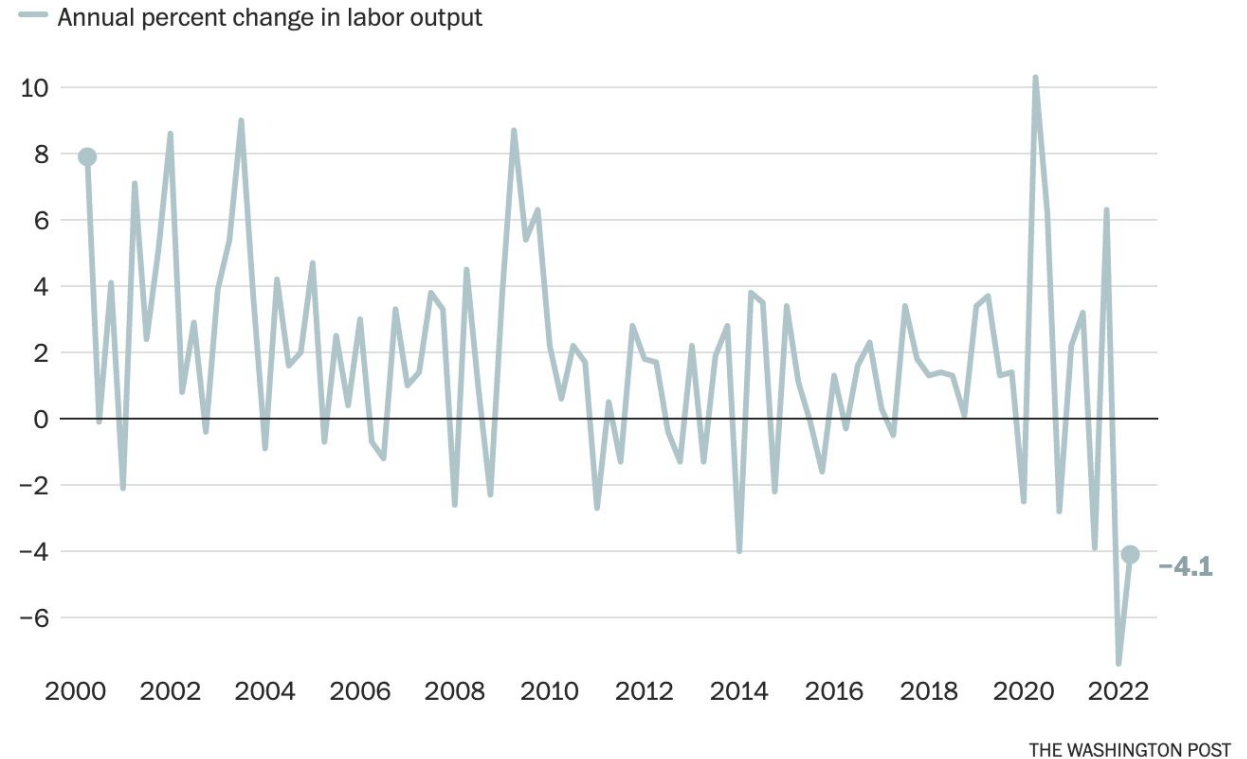
Bosses not so sure

US Productivity Down 4.1% (Annualized):

The Biggest Decline Since Tracking Began in 1948



Labor productivity in the nonfarm business sector



Manager Paradox



Overburdened



Underprepared

Cracking the Code on Manager Skills is Critical

Only 1 in 3 HR Leaders believe they are providing managers with the necessary skills.

Work Environment Shifts and Their Impact on Core Leader Responsibilities



Core Leader Responsibility	Role Model Behavior	Support Teams	Deliver Results
Prior Approach	Professional Enable workplace boundaries	Employees Address work needs	Efficient Manage standardized workflows
Work Environment Shift	Social and Political Turbulence High stress and risk of controversy	Work-Life Fusion Increasingly visible personal lives	Hybrid Work More variety in work patterns and norms
New Approach	Personal Enable safe self-expression at work	People Address life needs	Individualized Manage tailored, flexible workflows

Gartner.



A rapidly changing world has radically altered what is expected from a manager.

Managers and Leaders need new skills to create psychological safety:

- Enable self expression at work
- Address work life balance
- Manage flexible workflows

Employees Who Receive Strong Manager Support for their Mental Well-being are:

42%

**LESS LIKELY
TO QUIT**

33%

**LESS LIKELY TO
SUFFER BURNOUT**

31%

**MORE LIKELY TO
SPEAK HIGHLY OF
THEIR EMPLOYER TO
FRIENDS**

63%

**MORE LIKELY TO SAY
THE ORGANIZATION
INSPIRES THE BEST
IN THE WAY OF JOB
PERFORMANCE**

meQ Semi-Annual Member Self-Check Study 2020 - 2023

The Mental Challenge of Change and Ambiguity: Problem & Solution

meQ.

**We are
Depleted
as Never
Before**

TRAUMA

CHRONIC and unrelenting

PERVASIVE in life impact

GLOBAL in nature

Out of our **CONTROL**

FALSE hope — goal posts shift

Volatility
Uncertainty
Complexity
Ambiguity



- Economic Uncertainty/Recession
- Transformational Change at unheralded rates
- Layoffs/Staff Shortage
- “Resentee-ism”

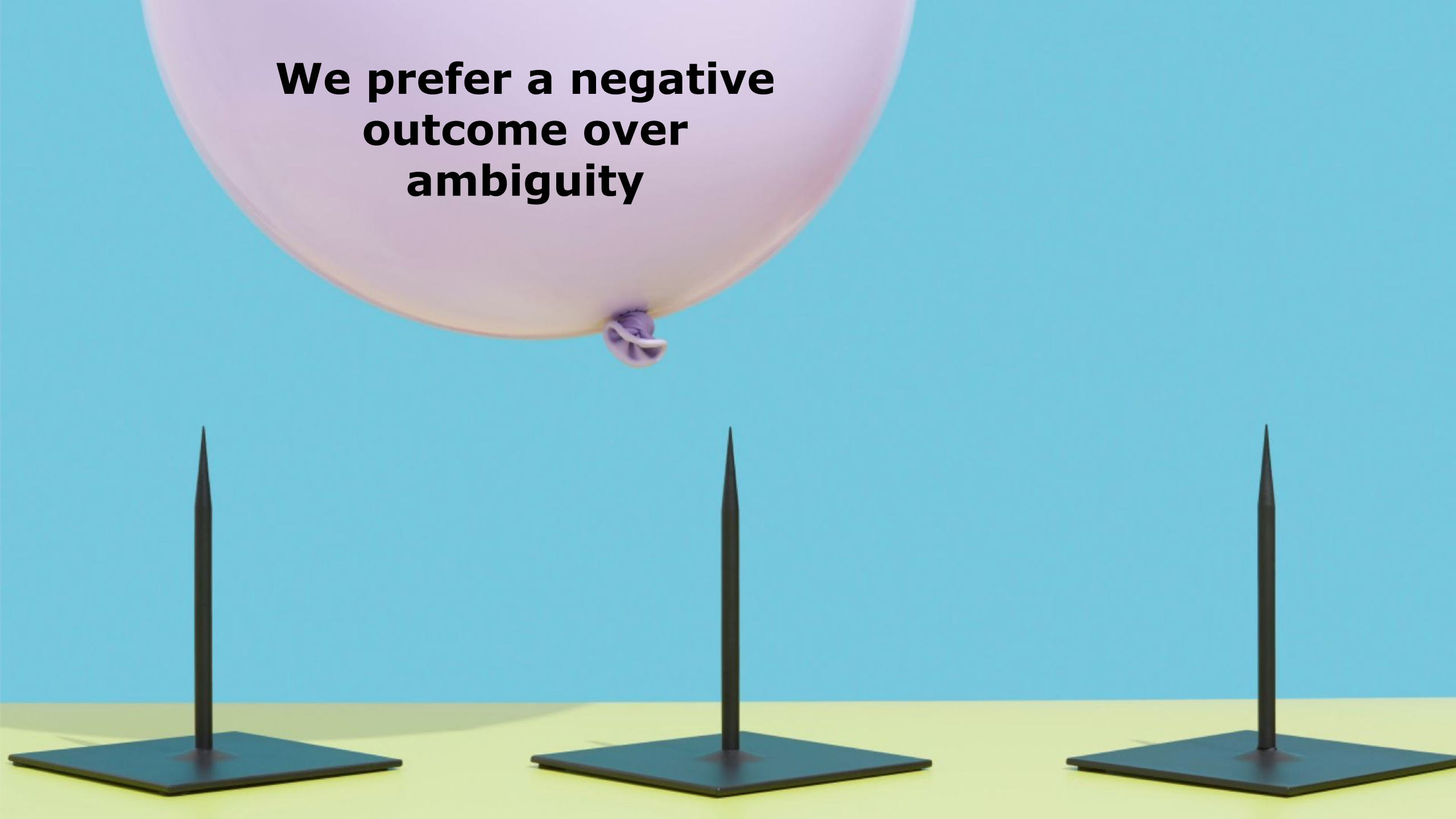
WE ARE WIRED TO FEAR UNCERTAINTY

Uncertainty is one of the top stressors worldwide. People would rather face a negative event with certainty than a potentially positive event with an uncertain outcome.

WHY?

Uncertainty makes it hard to anticipate your next move.

**We prefer a negative
outcome over
ambiguity**



And the Fallout is Dire...

Immediate Crises

90% Increase in health-related **absenteeism**

25%+ Historic levels of employee **turnover**

52% of employees report suffering from **burnout**

”

The pandemic accelerated the conversation about emotional wellbeing. It's a much safer conversation to have because so many of us have been impacted not just by the pandemic, but by racial injustice, civil unrest, the political discord that exists today, and inclement weather. These things are having an enormous cumulative effect on us, but we're also starting to get over the stigma. We're beginning to realize that focusing on our wellbeing is foundational to being able to survive, let alone thrive, as individuals.

— **Jake Flaitz**,
Director of Benefits &
Wellbeing, Paychex





**WE NEED TO COMPLETELY
REINVENT OUR
RELATIONSHIP WITH
CHANGE**

The Major Differentiator in Terms of Organizational Success Moving Forward.

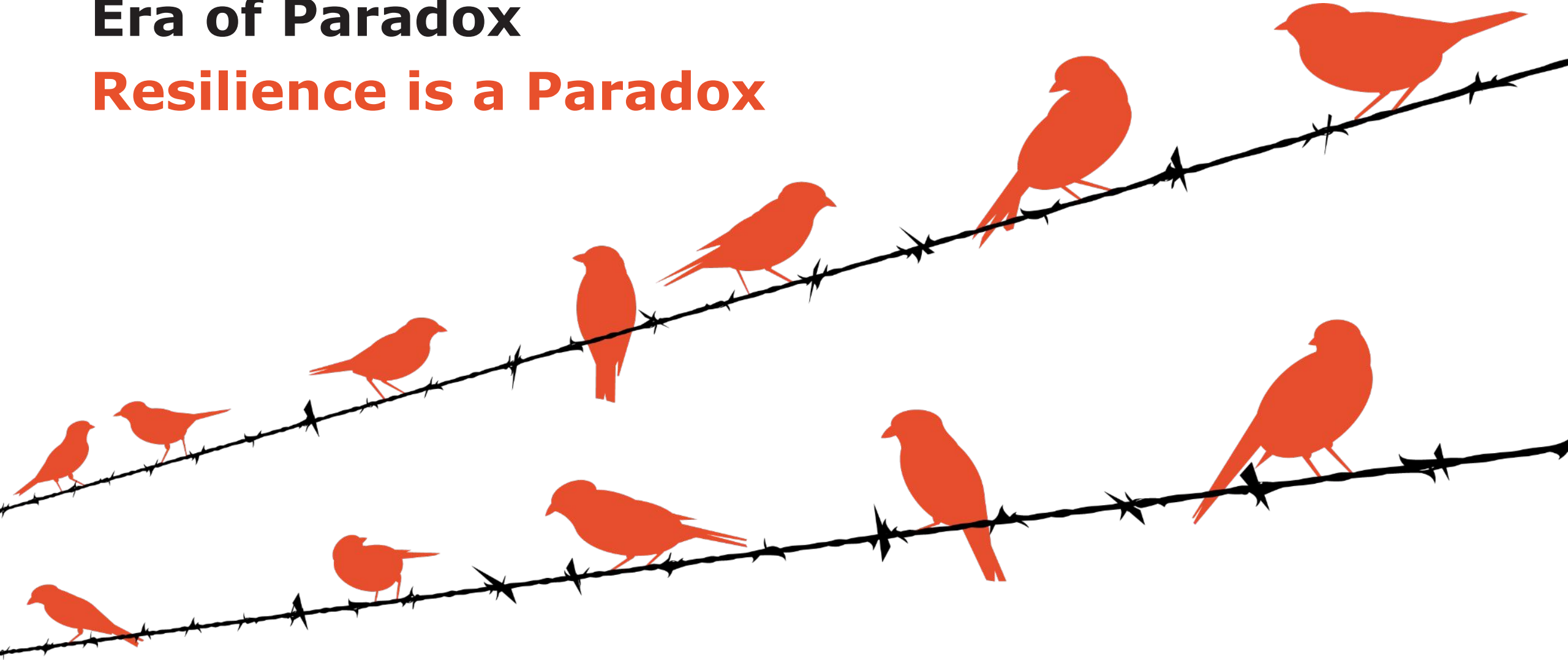


Resilient Leadership: The Antidote for Paradoxical Times



Resilience is The Skill for an Era of Paradox

Resilience is a Paradox



Develop a Resilient Leadership Style

Rational

Unemotional

Methodical

Decisive



Intuitive

Empathetic

Fast

Inclusive



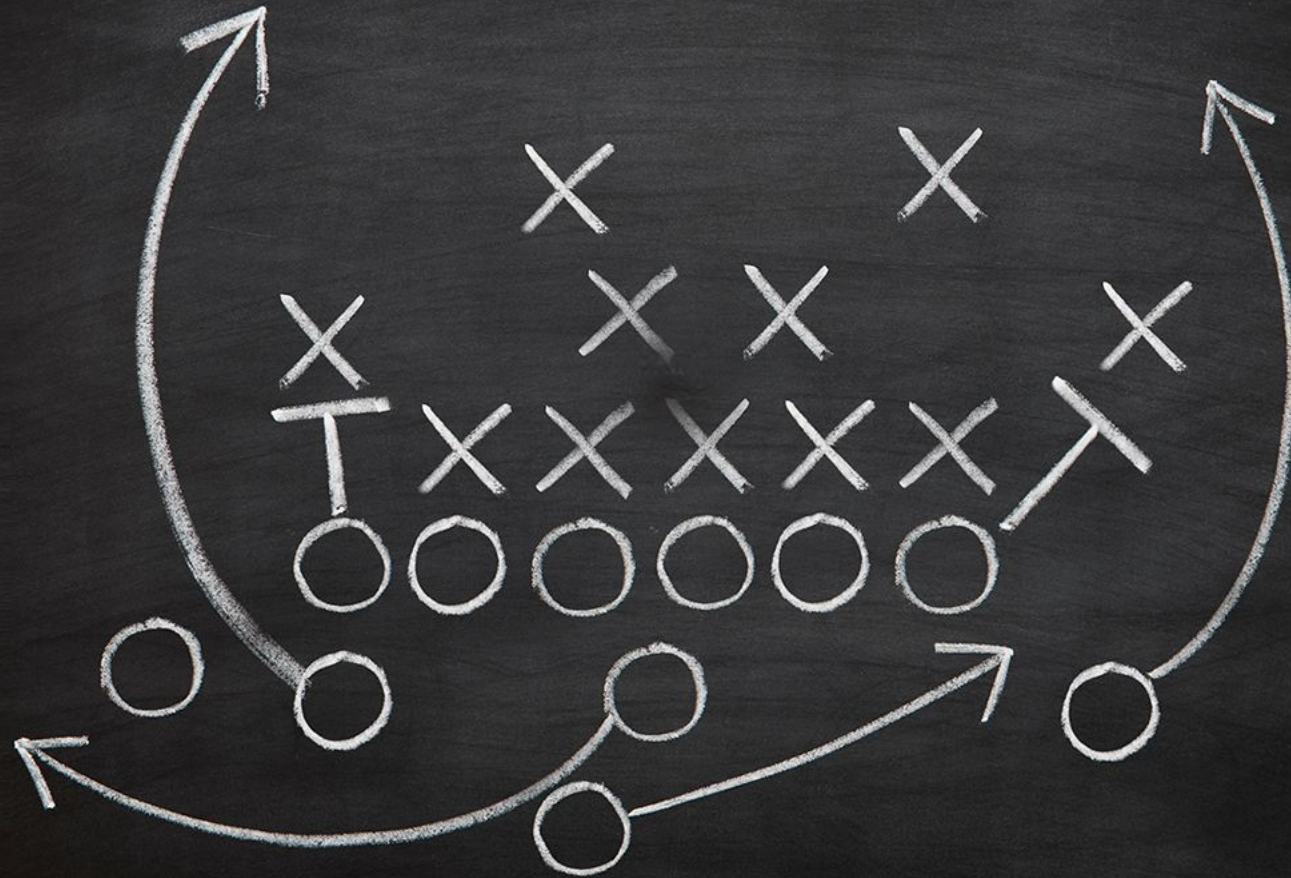
A person with dreadlocks, wearing a white t-shirt and black shorts, is climbing a rock wall. The wall is grey with a prominent red diagonal stripe. Various colorful climbing holds are attached to the wall. The person is positioned in the center-right of the frame, facing away from the camera. The text "PRACTICE YOUR OWN MINDSET OF AGILITY" is overlaid on the left side of the image in white boxes.

**PRACTICE YOUR
OWN
MINDSET OF
AGILITY**

A high-angle, top-down photograph of a diverse group of people, including men and women of various ethnicities, gathered in a circle. They are all looking upwards towards the center, where their hands are stacked on top of each other in a gesture of unity and teamwork. The people are wearing a variety of colorful clothing, including orange, blue, green, and red. The lighting is bright and even, highlighting the textures of their clothing and the skin tones of their hands. The overall mood is positive and collaborative.

ADOPT A WHOLE WORKFORCE APPROACH

**LEADING IN PARADOX REQUIRES PLAYING
OFFENSE AND DEFENSE...
AT THE SAME TIME**



QUESTIONS

meQ.

ABOUT meQ



Make Every Workforce a Force for Growth



We make **RESILIENCE** **scalable** and engaging with an **evidence-based** SaaS coaching solution, for your entire workforce, that drives **measurable performance results**.

We prepare people for the challenges of work and life.

THE #1 RESILIENCE BUILDING SYSTEM

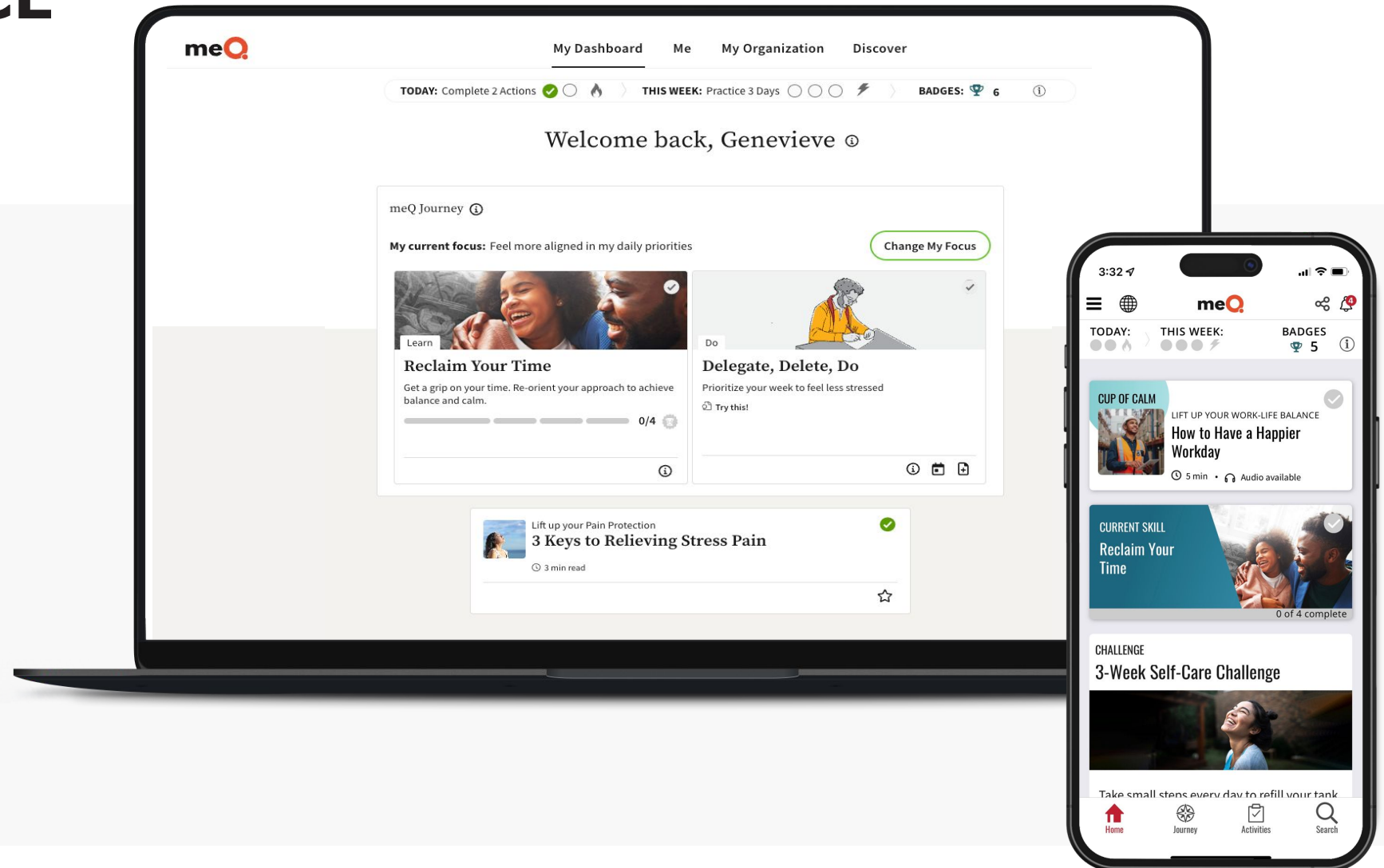
25+ years of research, data and proprietary science

Expert at addressing **100% of population**; across job roles

Focused on **prevention** by addressing root cause

Predictive and actionable **population insights**

Enterprise-grade, private and secure, globally scalable



RESILIENCE PROFILE

Show: BaselineCompared to: Book of Business[All Filters](#)

meQ SCORE

Population resilience level out of 100



Norm: 63

2% below Book of Business

SOURCES OF STRESS

Leading stressors for your population



ANXIETY



18%

Total 1,191 people

Show high risk of anxiety

Norm: 15%

BURNOUT



12%

Total 823 people

Show evidence of burnout

Norm: 10%

DEPRESSION



19%

Total 1,267 people

Have symptoms of clinical depression

Norm: 17%

PRODUCTIVITY



12%

Total 840 people

Show signs of productivity impairment

Norm: 10%

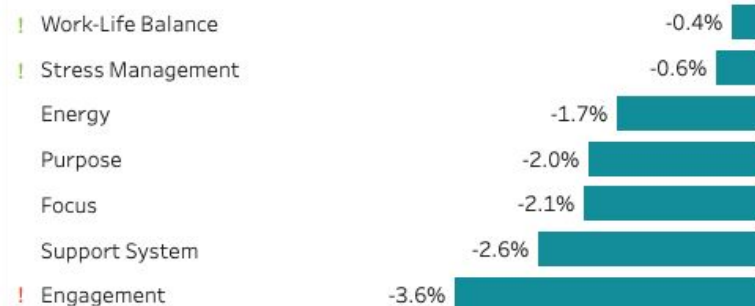
PRIMARY FACTORS

Primary Factors address thinking styles and core skills for healthy, resilient thinking.



SUPPORTING FACTORS

Supporting Factors measure thinking patterns which reflect and amplify core resilience levels.



SOMATIC FACTORS

Somatic Factors are manifestations of resilience level in physical symptoms and health behaviors.



meQ | RESILIENCE 2023



The Future of Working and Learning: Key Workplace Tensions and What to Do about Them

FEATURING:

PAM BOIROS, Chief Marketing Officer, meQuilibrium (meQ) +
JEANNE MEISTER, Founder, Future Workplace, and Executive Vice President, Executive Networks



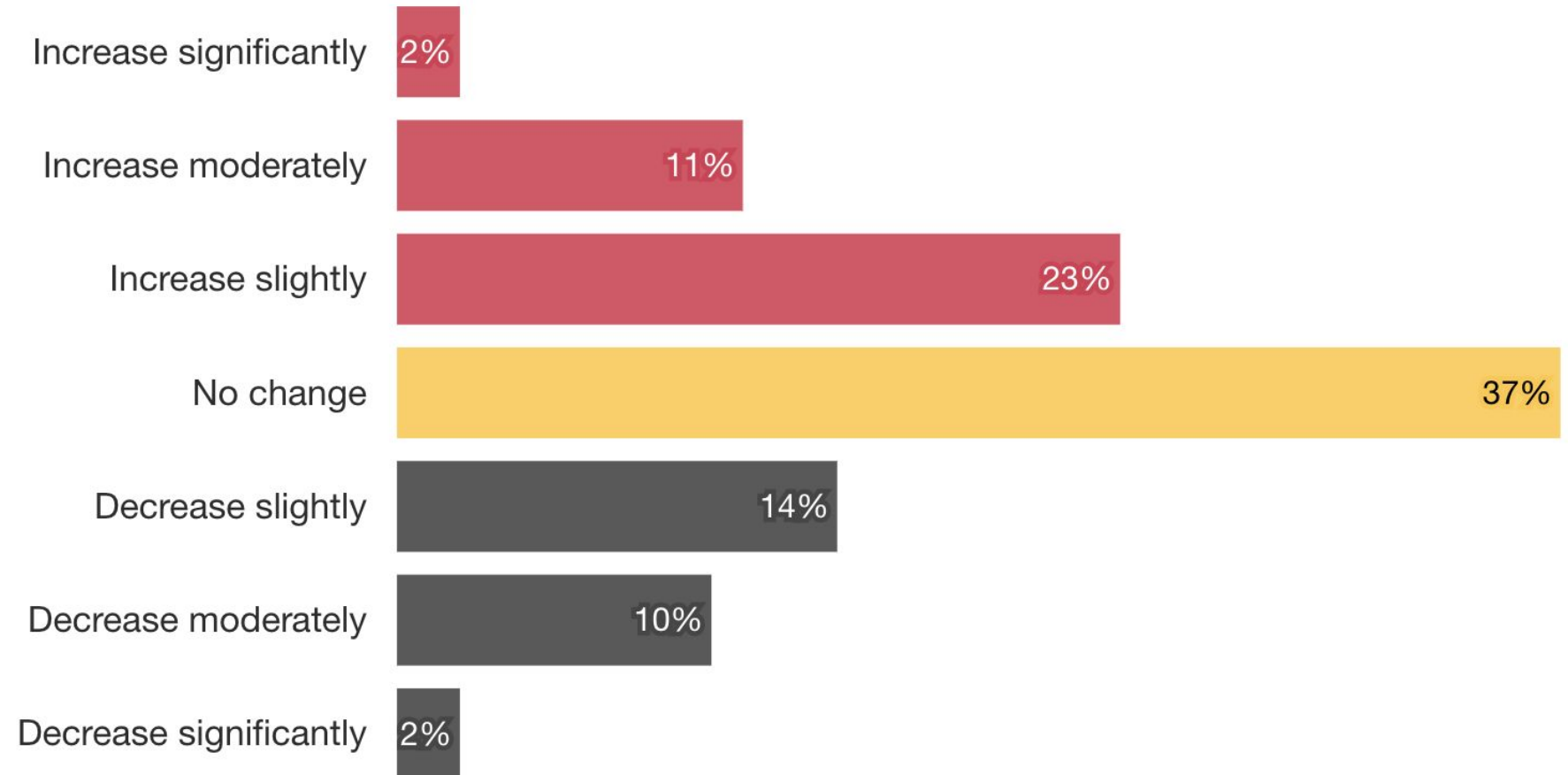
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Register now:



CEOs Expect the War For Top Talent to Remain Fierce

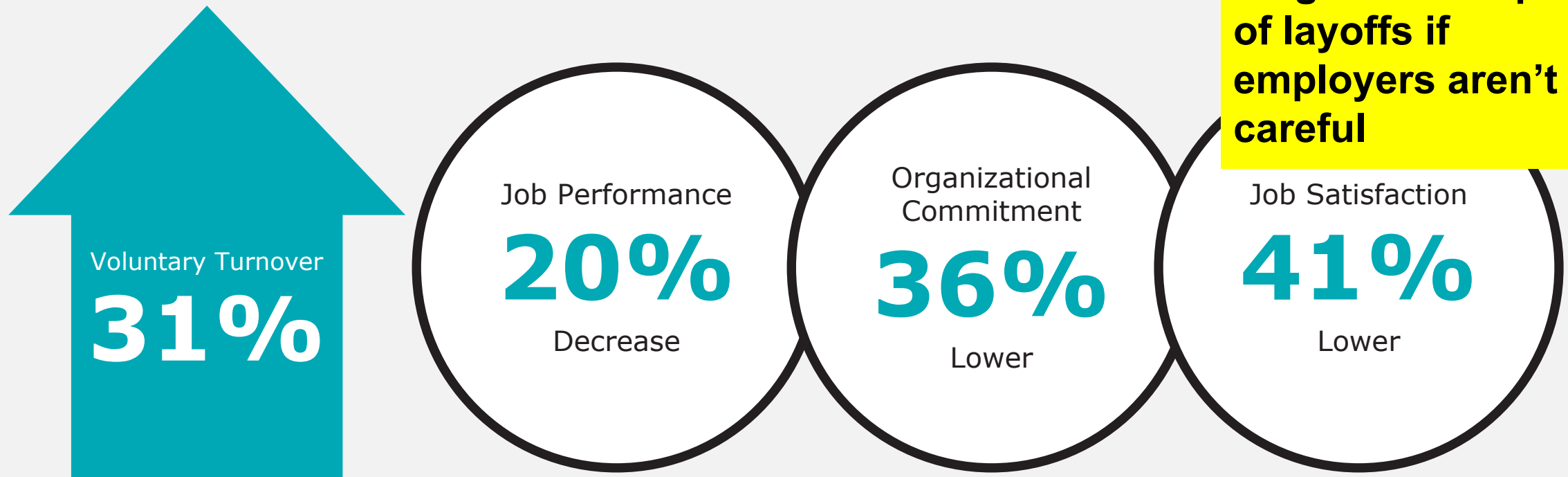
CEOs were asked: How do you believe employee resignation/retirement rates in your company will change in the next 12 months?



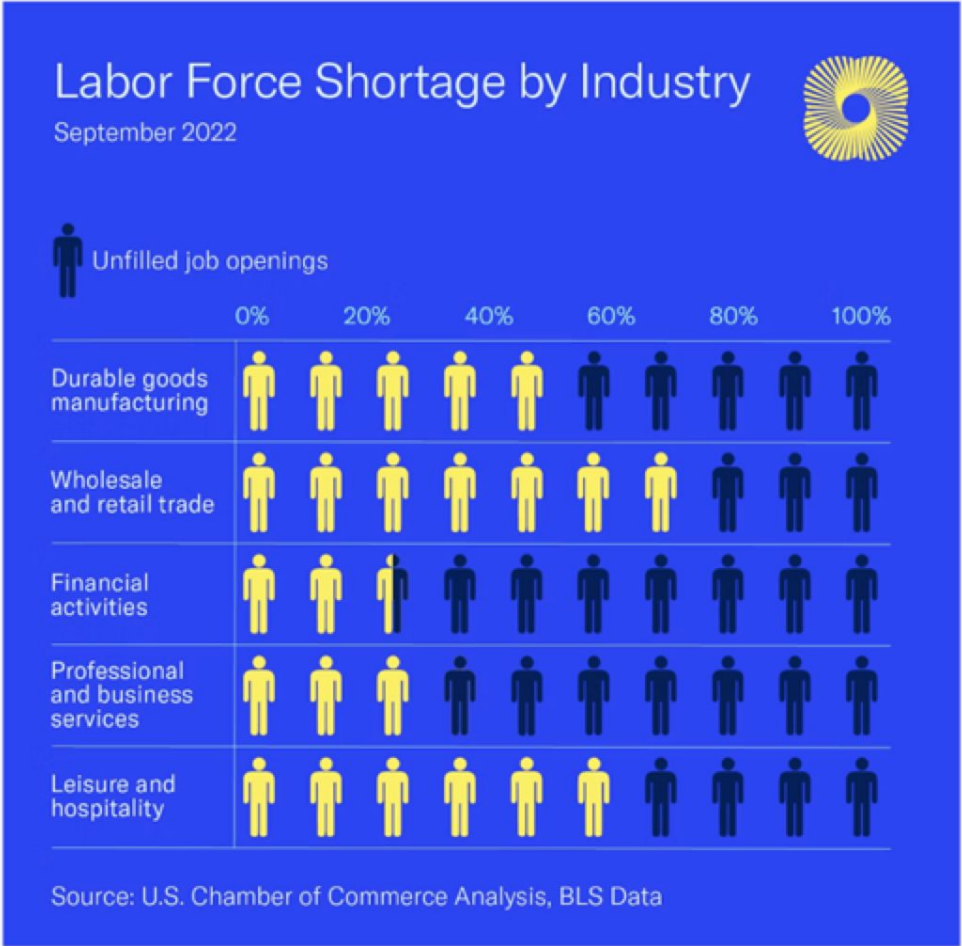
Note: Percentages may not total 100 due to rounding.
Source: PwC's 26th Annual Global CEO Survey

The Long Tail of Workforce Reduction

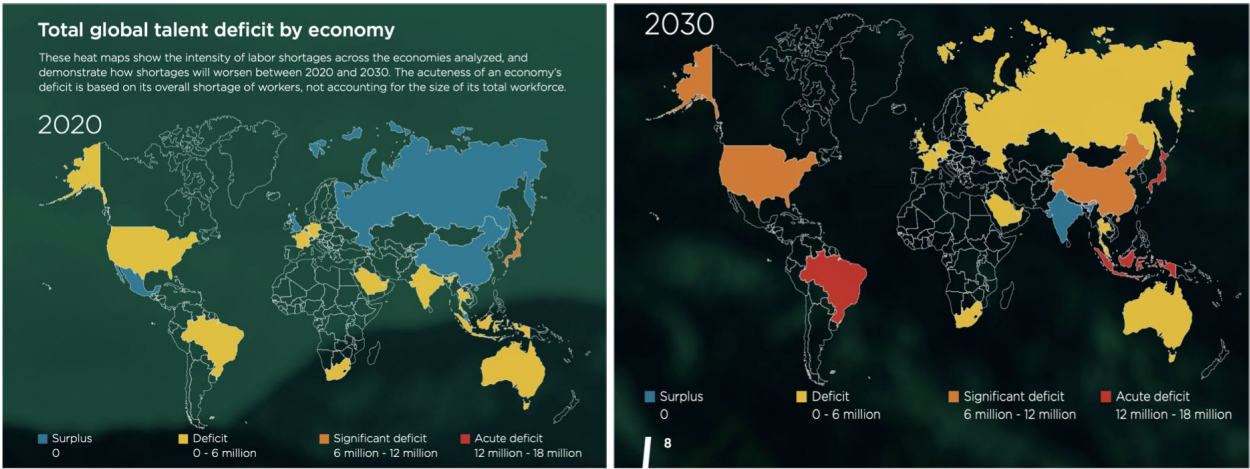
Employers see significant declines in workforce engagement among employees who remain after layoffs



Labor Market Paradox



The US already has a deficit of critical tech talent and talent in many other sectors
(By 2030 India will be the only nation with a tech talent surplus)



CEOs continue to focus on Winning the War for Talent & Navigating Flexible Work Arrangements

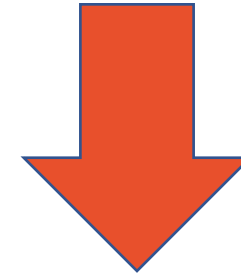
Deloitte.

Fortune

Remaining Flexible on Flexibility

44% would like employees back into the office but don't feel they can mandate it due to the tight labor market.

80% plan to develop new tools to drive engagement and loyalty that don't depend on co-location.

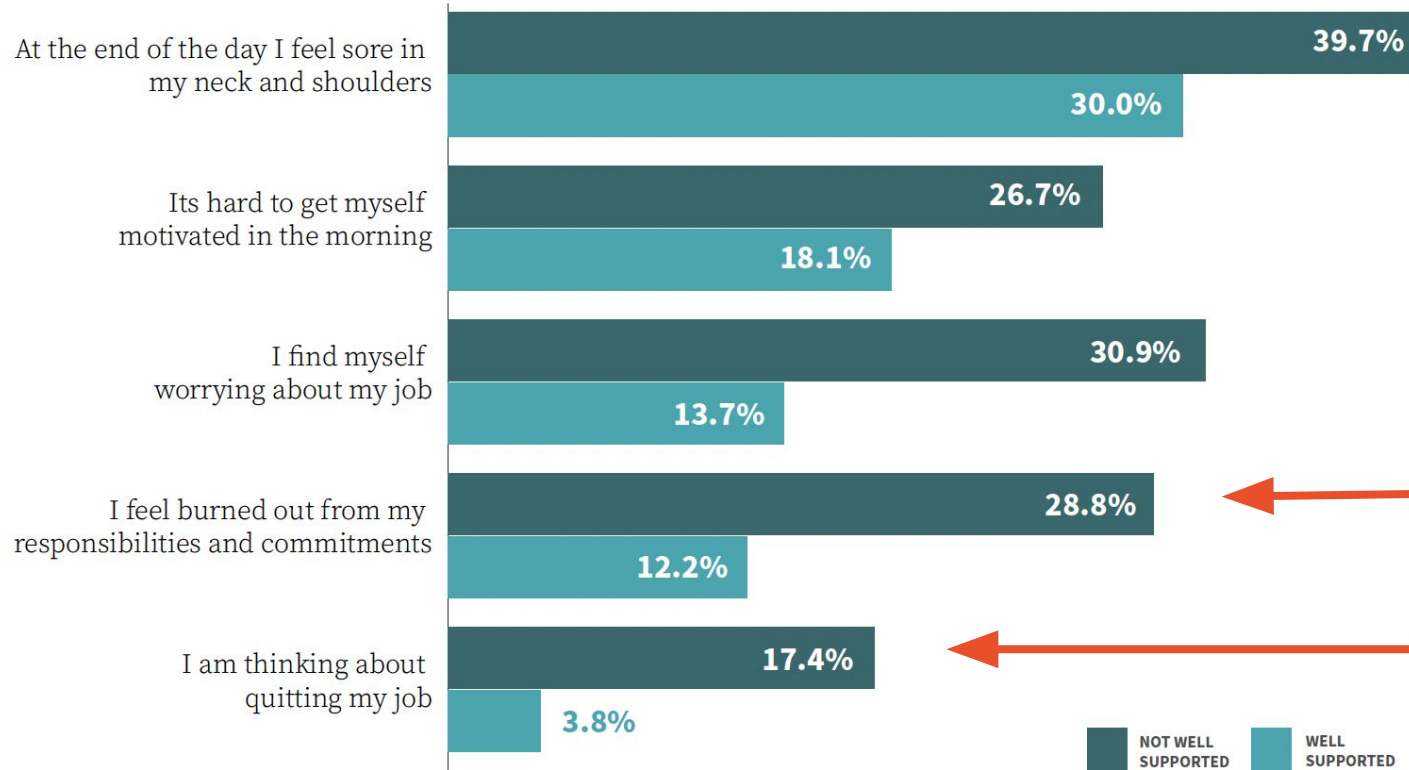


At the same time **54%** believe hybrid workplace models lead to lower employee engagement and loyalty.

meQ 2023 Research Findings: Employees Who Have High Manager Support Consistently Fare Better

WELL-BEING OUTCOMES AND TURNOVER INTENT BY DEGREE OF PERCEIVED MANAGER WELL-BEING SUPPORT

Percent of employees agreeing or strongly agreeing with each statement (N=2,911)



58% lower risk of burnout

79% lower risk of turnover

Source: meQ January 2023 Self-Check

Companies that win through resilience do three things well in a disrupted environment:

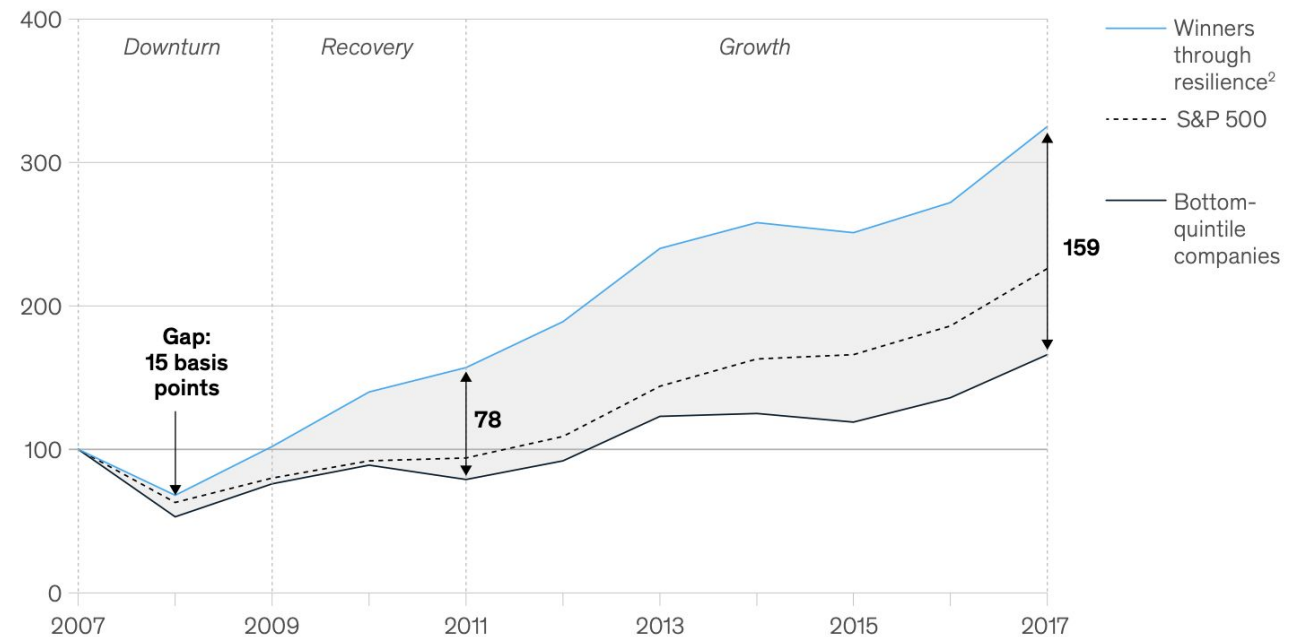
1. SPEED: They make faster and harder moves in productivity, preserving growth capacity.

2. ANALYTICS FOR PREDICTION AND PREEMPTION

3. TALENT IS KEY: top talent is the best response to volatility

Resilient companies play defense and offense simultaneously.

Total shareholder returns of 1,140 global companies,¹ 2007–09 financial crisis, index (2007 = 100)



1. Leading in Paradox - Jan

a. Self: Practice your own mindset of agility

- i. Offense - Defense**
- ii. Developing a paradoxical leadership style**
 - 1. Rational/intuitive**

SPEAKING NOTES ONLY - See if the following slides address it visually.

b. Workforce : Adopt a whole workforce approach

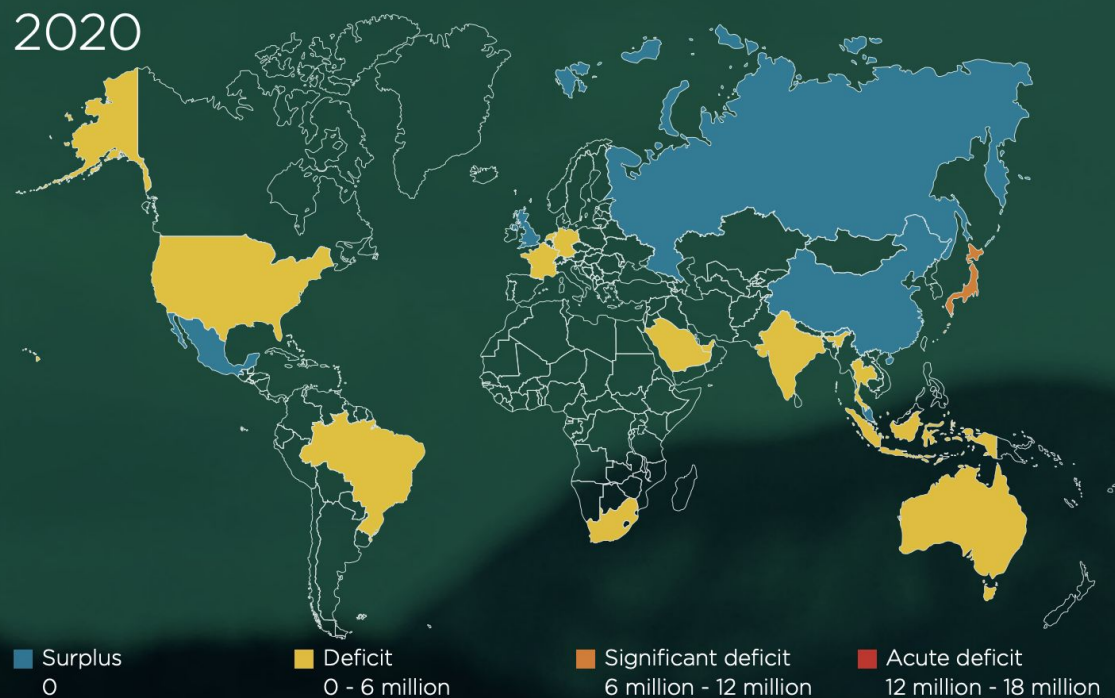
- i. Embrace a growth mindset**
- ii. Encourage continuous learning:**
- iii. Foster a culture of innovation:**

The US already has a deficit of critical tech talent and talent in many other sectors (By 2030 India will be the only nation with a tech talent surplus)

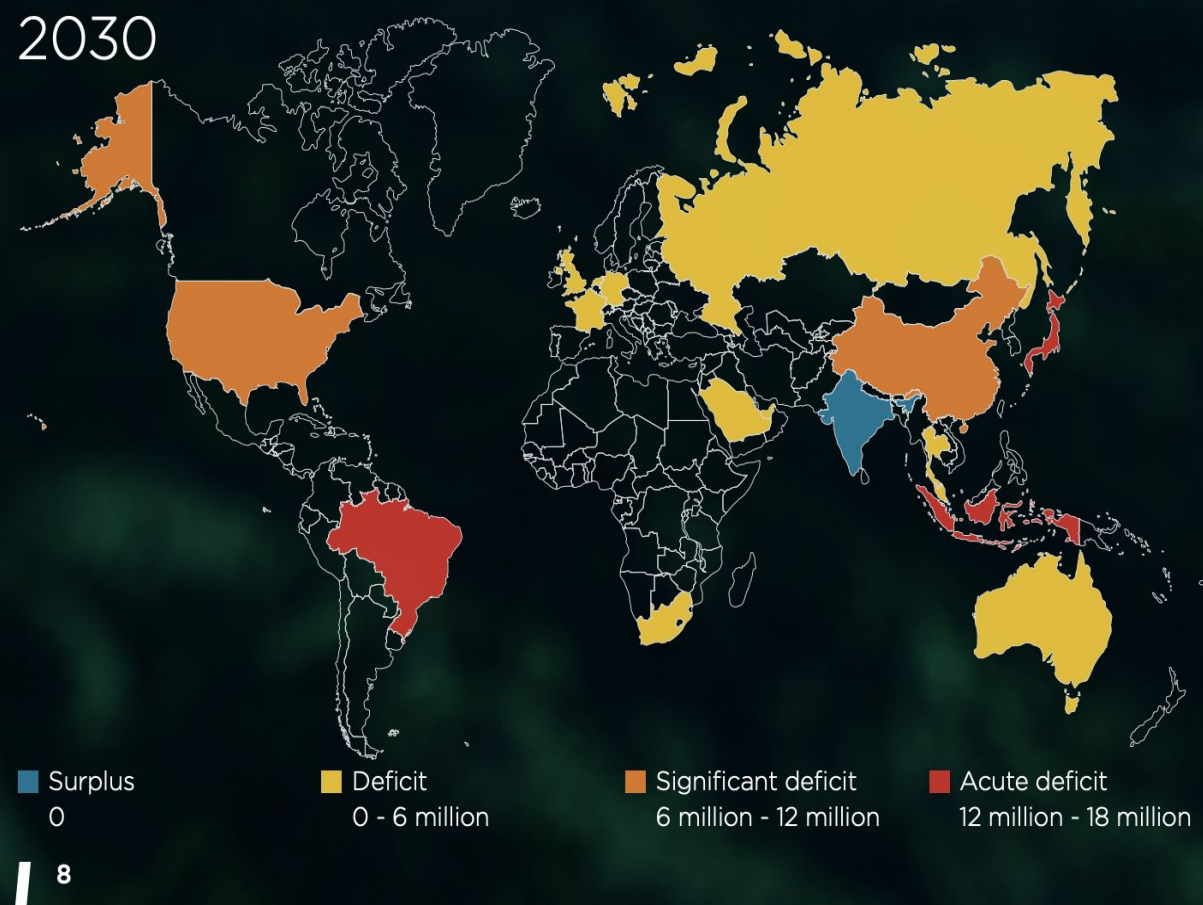
Total global talent deficit by economy

These heat maps show the intensity of labor shortages across the economies analyzed, and demonstrate how shortages will worsen between 2020 and 2030. The acuteness of an economy's deficit is based on its overall shortage of workers, not accounting for the size of its total workforce.

2020



2030



Lower Perceived Leadership Support for Well-being Among Managers is Associated with Stress and Burnout Risk:

7x

Larger increase in somatic symptoms of stress among managers compared to individual contributors.

18%

Higher risk of burnout among managers compared to individual contributors.