

# Building Hardiness and Resilience

Hardiness and resilience are two psychological concepts that have considerable utility in the workplace during a traumatic event, a significant change or a challenging business climate. Both concepts are related to how much stressful events will impact employee health and productivity.

**Hardiness** is a protective or preventive factor against stress. It indicates how resistant someone is to the emotional and physical impact of adverse events. It's predictive of *Resilience*.

**Resilience** refers to the ability of an individual, group or organization to rapidly and effectively rebound from adverse psychological or environmental events.

**Here are a few tips on how to build hardiness and resilience in yourself and your people.**

## In yourself:

- Maintain your physical health: watch your diet; exercise; limit alcohol; get adequate sleep.
- Build social support. Don't isolate yourself. Talk to others about your experiences.
- Take ownership and accountability when you can. Challenge yourself. Don't minimize your accomplishments. Hardiness and resilience do **NOT** come from avoiding stress.
- Balance your life in a way that suits you. Know your limits. Detach and set boundaries if needed.
- Focus on what you can control. Don't live in the future or obsess about the past. Be flexible and avoid catastrophic thinking. Realize that there is no such thing as perfect.

## For your people:

- Model resilience, optimism and a readiness to tackle adversity. Demonstrate and encourage a work-life balance that best benefits the individual and Caterpillar.
- Good communication is essential and should be: open, honest, transparent, timely, understood and reinforced. Take care not to overwhelm people with too much information.
- Be visible. Check in. Ask people how they are doing. Engagement is a contact sport.
- Show empathy, flexibility and a willingness to forgive.
- Maintain clear goals, expectations and priorities. Readily challenge people. Reward risk-taking, persistence and accomplishments (PDPs still matter).
- Teach after failures. Encourage problem-solving. Promote accountability and ownership.
- Be consistent. Solicit feedback. Ask for and demonstrate commitment.



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