

## SOURCE STUDY TITLE AND AUTHOR

Developing a resilient, adaptable workforce for an uncertain future. December 6, 2024

## SUMMARY

# The Research: A Resilient, Adaptable Workforce Are More Engaged and Innovative

## DESCRIPTION

Recent surveys of more than 40,000 employees by McKinsey and the McKinsey Health Institute (MHI) reveal insights about the importance of resiliency and adaptability to employers.

## KEY FINDINGS

The surveys explored the relationship between employees' resiliency and adaptability and their feelings of engagement, innovation, and ability to face uncertain times.

- **High levels of resilience and adaptability are associated with significantly higher engagement and innovation:** According to the MHI survey, individuals who report high levels of resilience or adaptability demonstrate better health and higher engagement. Those individuals who are both resilient and adaptable are three times more likely than peers to report high engagement and almost four times more likely than peers to report an increase in innovative behaviors.
- **Yet organization underinvests in resilience and adaptability.** McKinsey's Talent Trends survey found that only 16 percent of employers invest in adaptability and continuous learning, but 26 percent of employees consider adaptability a top skill need for them.
- **And few employees feel equipped to deal with uncertainty.** Only 23 percent of the employees surveyed felt both resilient and adaptable and able to handle unexpected events while being positive about the unpredictability.

- **Four actions for leaders to take** to support resilience and adaptability in themselves and their workforce are:
  - Set a compass or North Star to help people move in a common direction
  - Build a psychologically safe community, not just a workforce
  - Ensure that they, themselves, are demonstrating resilience and adaptability and serving as a role model
  - Encourage employees to learn and build these skills in groups

[SOURCE STUDY LINK](#)

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