



# **Journey to Resilience:**

*Strengthening Organizations with  
Integrated Solutions*

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**fei** workforce  
resilience

# Journey to Resilience:

## Strengthening Organizations with Integrated Solutions

### Resilience.

It's a word we use a lot. Enhancing individual *resilience*. Being *resilient* in the wake of crisis. Creating workforce *resiliency* and building a *resilient* organization.

But what does being resilient mean? And how can an organization establish resilience throughout its entirety in order to withstand the most consequential of challenges?

At its core, resilience means “to return” to a foundational principle, or “to recover” from an unanticipated change. It is the idea that, in the end, an individual or organization can adapt to, recover from or succeed in meeting the daily challenges and opportunities of life. A resilient employer is prepared for the unexpected, can respond to crises of any size and return from misfortune intact—and stronger than before.

*The path to resilience is a journey, and finding the right partner is critical.*

How an organization supports resiliency is another matter. Employers have an abundance of opportunities for improvement at their disposal. Professional development, team building exercises and expansive consultations are just a few of the processes saturating the resiliency market. Discovering the right fit is an exhausting, time-consuming journey.

Yet the path to resilience *is* a journey, and that's why finding the right partner is critical to an organization's success.

### Four Aspects of Resilience

At FEI, we believe resilience is achieved through the adoption and integration of four key solutions: An employee assistance program (EAP), organizational development, workplace violence prevention and crisis management.

EMPLOYEE  
ASSISTANCE  
PROGRAM

ORGANIZATIONAL  
DEVELOPMENT

WORKPLACE  
VIOLENCE  
PREVENTION

CRISIS  
MANAGEMENT

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Let's start by providing an overview of each individual solution. Only by understanding the core assets of these services will an organization begin envisioning how they intersect and combine to ensure holistic workforce resilience, from tackling the personal challenges of individual employees to safeguarding the entire enterprise against crises.

### Employee Assistance Program

An EAP partner serves as a guide and mentor, offering consult to help build and execute the best strategies for organizations. EAPs should be comprehensive benefits that provide employees and their dependents with 24/7 access, via phone or online, to professional counselors who refer callers to counseling sessions near work or home, connecting them to appropriate resources and supporting their immediate needs. EAPs also should include options for corporate wellness, legal consultations, financial guidance, and work-life referrals to child or elder care providers, among other well-being and support services.

A robust, quality EAP will engage organizations during and after implementation, provide a dedicated account manager for organizational management consultation, continually deliver marketing materials to promote program resources and provide regular reporting on utilization. These solutions include consultation for a critical incident response in the event a traumatic occurrence warrants on-site counseling assistance for employees.

### Organizational Development

Although the definition differs depending on the source, adept organizational development will tackle workplace challenges—some inherent, others extrinsic—by evaluating, analyzing, designing and implementing proven best practices. From top-down culture reviews to intimate team trainings on topics such as unconscious bias or anger management, organizational development has long served as a means to evaluate and assess an employer's success regarding productivity, engagement and retention. Through customized training and development, organizations can grow from the inside out and, with the right partner, achieve resilience.

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### Workplace Violence Prevention

Preventing incidents of workplace violence is of growing importance to organizations, and not just in industries where staff might be exposed to individuals who pose a risk of harm to themselves or others. Stress, anger or past traumatic experiences can inform individual behaviors that, on the surface, present as aggressive. Using training techniques that emphasize the de-escalation of potentially violent confrontations while recognizing the influence of past experiences on aggression can create a safer workplace environment for all.

### Crisis Management

Business continuity cannot center only around IT or infrastructure, as this perspective overlooks support for the most important element of a resilient organization: The people—employees, customers, families and others—who have just lived through a harrowing experience. A human capital approach to crisis management allows organizations to prepare for, respond to and recover from unexpected and traumatic events, whether they are clear potential risks (like a fire or natural disaster) or unforeseen circumstances (like a cyberattack or active shooter situation). Crisis planning, including regular plan evaluation and training drills, creates a foundation of preparedness paramount to successful responses during real-life crisis situations while ensuring a resilient outcome.

Each aspect of resilience represents a piece of a larger organizational puzzle. While having one or two pieces assures a degree of security for your organization and employees, having all four allows you to realize the full potential of what it means to be genuinely resilient.

*Having all four solutions allows you to realize the full potential of resilience.*

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### What If?

Discussing each key solution and providing examples for independent utility is common practice. EAPs have been a part of assisting employees with challenges—both at work and at home—for decades, and research proves the beneficial role they play in strengthening employee well-being. Likewise, crisis management has demonstrated its importance to the continuing welfare of organizations time and time again, offering individuals support in the wake of organizational cyberattacks, corporate scandals, or traumatic events such as airline tragedies or hotel bombings.

*Envisioning all  
four services  
working in tandem*

Envisioning all four services working in tandem presents more of a challenge, so we've prepared a scenario that will clarify both the validity of having each service available, and the importance of one to the other:

A long-term employee is struggling at work due to personal dilemmas stemming from a rough divorce. The employee's manager, noticing a marked decrease in productivity and engagement, refers the employee to the company-provided **employee assistance program**. The EAP offers guidance and referral to a local counseling professional. With this support, the employee better adjusts to the changes taking place in his or her life and returns to a baseline sense of normalcy.

*Easy enough, right? But what if the employee doesn't know about the EAP, or your company simply doesn't provide this benefit?*

Under an increasing amount of stress and pressure, the employee loses control and begins verbally assaulting a co-worker. Fortunately, another staff member has had **workplace violence prevention** training and is able to de-escalate the employee's behavior without resorting to a physical confrontation. Appropriate training and resources once again curtail a potentially troubling situation.

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*But what if staff hadn't had the necessary training? What if the confrontation did turn violent and someone was injured—or worse, many employees were injured or lost their lives?*

With a robust **crisis management** plan in place, your company can quickly begin responding to a volatile, unexpected situation by:

- Accounting for your people.
- Communicating with employees, families, customers, vendors and media.
- Notifying family members and establishing victim and family assistance support centers, if necessary.
- Ensuring operations continue in the wake of the crisis.

During the aftermath of the event, the crisis management plan continues helping employees who are distraught, frightened or traumatized by what they've seen or heard. While not ideal, your company is nevertheless able to return to a standard of regularity post-incident.

*But what if your organization wasn't prepared for any of these challenges?*

Working with an **organizational development** expert helps identify areas of improvement in operational processes and procedures. With a firm understanding of company culture, a development partner can offer organizations the training and enrichment systems needed to manage workplace challenges, sustain business and establish resilience. (For example, if your organization assesses workplace violence prevention policies and procedures as a matter of course, it will be able to recognize the employee's escalating behavior and intervene with a solution before something traumatic happens.)

Each piece of the puzzle, while catering to a specific challenge, is also able to integrate across service offerings—as well as across employee and organizational needs—to make sure resiliency is at the core of an organization's success.

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### The FEI Difference:

Reframing the notion of resilience is paramount to the overall welfare of an organization and its people. Viewing EAP as a superfluous investment is easy when such services are considered underutilized add-ons to prepackaged benefit plans, or that crisis management—and thus business continuity—is possible without a dedicated focus on the human aspects of crisis. However, if viewed as critical to the health and well-being not only of employees but the entire organization as a multifaceted ecosystem, then the true value of these tools becomes increasingly apparent.

*Reframing the notion of resilience is paramount to the overall welfare of an organization and its people.*

For over 35 years, FEI has been at the forefront of enhancing workforce resiliency by offering a full spectrum of solutions, from EAP and organizational development to workplace violence prevention and crisis management. We integrate a unique perspective on behavioral health support through the framework of crisis management experience and a deep understanding of resiliency practices.



Boasting the first nationwide network for **employee assistance**, FEI's EAP offers employers, employees and dependents expert guidance, information, intervention and referrals—24 hours a day, seven days a week. With the assistance of licensed counselors who hold master's and doctorate-level degrees, organizations can feel secure in the knowledge that employees are receiving only the best care in times of personal need. We pair organizations with a dedicated, credentialed account manager who administers additional support via management consultation, coaching on workplace issues, job performance referrals, case management, program utilization and critical incident response.



**Organizational development** is a logical extension of FEI's integrated EAP, but also can function as a separate benefit to an existing EAP resource. We consult on a range of extensive and comprehensive subjects including workplace diversity, teamwork building, behavioral management, multigenerational workforce challenges, bullying and harassment, and leadership development. FEI ultimately trains employers to handle the challenges of workplace culture by assessing and evaluating existing organizational practices and offering solutions to bolster productivity, engagement and retention.

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Additionally, we've collaborated with The Mandt System® to offer a cost-effective **workplace violence prevention** program proven to reduce use of restraint and seclusion while preventing the likelihood of workplace violence for staff. A focus on behavioral challenges stemming from past experiences, including those of a traumatic nature, allows organizations to fully understand the underlying motivations behind violent or disruptive acts in workplace settings. With FEI and The Mandt System®, your organization can build healthy relationships, promote positive behavior and resolve conflict among staff.



In the stressful and chaotic environment of a disaster, organizations often find they have overlooked the impact a crisis will have on the emotional and psychological well-being of those affected. That's why, as a leader in preparedness, response and recovery associated with the human side of crisis and trauma, FEI gives organizations the tools to address any and all aspects of **crisis management**—from beginning to end. We have responded to the most unthinkable events and provided crisis support in response to organizational restructuring, breaches in personal trust, health outbreaks and cyberattacks as well as mass casualty events involving workplace violence, natural disasters and acts of terror.


It's time to think beyond the conventional understanding of individualized benefits and expand resilience across the entire organization as a workforce imperative, incorporating entry-level hires all the way to seasoned executives. Securing the future continuity of productive, engaged personnel relies on an employer's ability to adapt to constantly changing expectations and cultures.

An organization is only as strong as its people, so consider the question: **Are you resilient?**






# fe*i* workforce resilience



*FEI has a 40-year history in enhancing workforce resiliency by offering a full spectrum of solutions, from employee assistance programs (EAPs) and organizational development to workplace violence prevention and crisis management. One of the most successful social enterprises in America, FEI was created by the Alliance for Strong Families and Communities, a national network of social sector organizations working to achieve its vision of healthy and equitable society.*



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