



Building resilience to survive the recession

With unemployment having risen above 2m for the first time since 1997, the recession is clearly starting to bite. Organisations across a wide range of sectors are feeling the effects of the global economic downturn and responding by cutting jobs. According to the Economist, what differentiates this recession from previous ones is its impact across sectors, regions and occupational level. It would seem that few organisations will be able to escape feeling the pinch. And there's more to come, with unemployment predicted to continue to rise well into 2010 taking the total beyond 3m.

Even before the recession, one in six employees at any one time was experiencing mental health problems relating to stress, but this is only likely to increase in the current climate. As organisations look to reduce costs, job insecurity and its related anxieties are on the increase. The resulting strain is not confined to those whose jobs may be cut, but also affects those who remain, who often face increased workload and significant changes to their role. A recent Health and Safety Executive (HSE) report also highlights the potential impact such strains can have on safety performance

So what can employers do to support their employees and manage effectively through the recession?

Provide support for those experiencing difficulties:

The Keil Centre's clinical services offer focused and effective treatment programmes for stress-related conditions such as anxiety and depression. Our psychologists also provide short briefing sessions or workshops to help **individuals** and their managers recognise signs of strain and learn techniques to manage or reduce its impact.

“ The support from The Keil Centre has made me feel much better and more positive about myself, knowing that I can deal with situations in a better way ”

clinical service client

Develop employee resilience, maintain their engagement and strengthen management capability:

This may be particularly important for those remaining, if the organisation is making redundancies.

The Keil @ 7 Steps to Optimal Performance programme incorporates personal resilience skills and is run in a workshop format. We also offer a *Building Career Resilience* programme, which equips participants with the skills to take control of their career development in turbulent times

Ensure your organisation's **managers** are well equipped to manage change and its potential fall-out. Managers have a key role to play in engaging and sustaining staff through change, so this is a time to check your people management skills training is robust and comprehensive.

Leaders in the organisation often need support too, though this may be more effectively delivered on an individually tailored basis. The Keil Centre's coaching programmes can provide a combination of the personal

support that leaders often particularly value when their organisations are facing challenging times, integrated with more 'traditional' business-focused coach

“ My experience of The Keil Centre has been so significant and life-changing that I have recommended them to numerous colleagues ”
coaching client