

**HUMAN
PERFORMANCE
INSTITUTE®**

Johnson & Johnson

WHITE PAPER

THE POWER OF RESILIENCE

How Reframing Stress
Can Fuel Performance

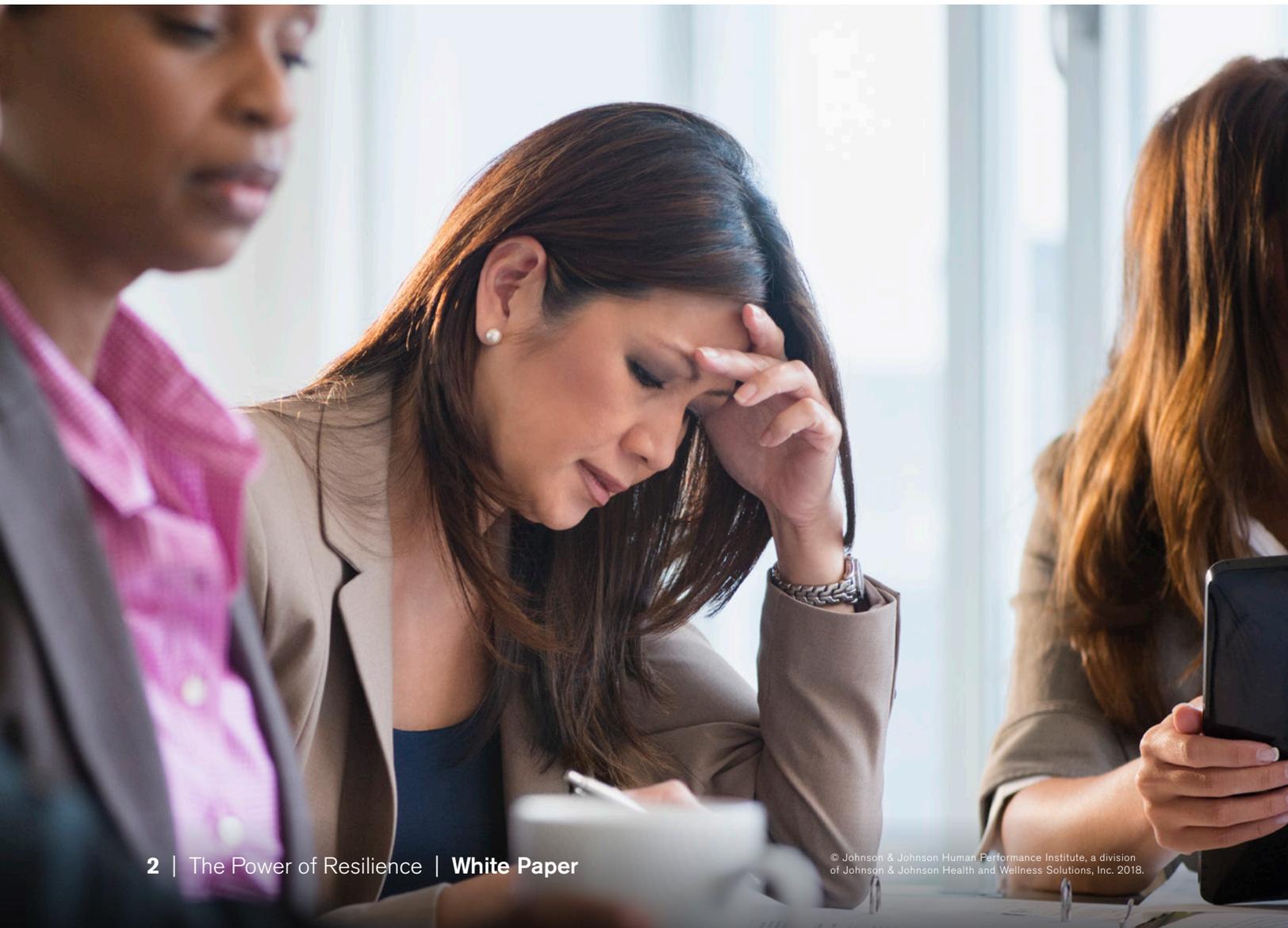


The Stress Epidemic

Organizations face many challenges as they strive to inspire teams to accomplish their goals. And one challenge consistently emerges at the forefront – stress.

Unavoidable and ever increasing, 65% of adults not only cited work as a top source of significant stress, but 34% reported an increase in stress over the past year alone.¹

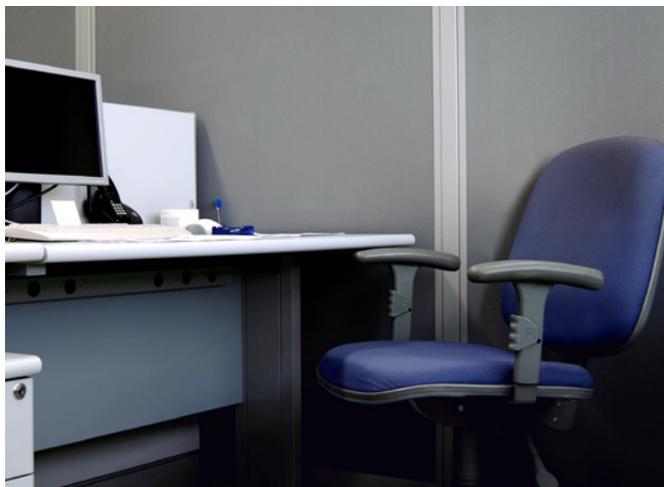
These findings support a common sentiment among employees that workplace demands are higher than ever. At this crucial moment, finding a way to solve the stress epidemic is paramount.



The Impact of Stress

Unaddressed stress can cause negative effects – both personally and professionally.

The effects of stress compound, with an overall negative outcome for organizations. Increased stress often leads to employee burnout, poor performance, and poor employee health, which can result in higher absenteeism. **Job stress costs the U.S. economy \$300 billion in sick time, long-term disability, and excessive job turnover annually.²** With such substantial economic and organizational impact, clearly it's in the best interest of employers and employees to work together to better address chronic stress.



80%

of employees report being stressed out by work²

77%

of stressed employees report above-average levels of fatigue³

75%

of employers ranked stress as their top health and productivity concern⁴

54%

of employees are reporting high stress levels⁵

Common Stress Factors

In spite of occupational differences, similar events and environments tend to increase employee stress.



Employees are working long hours with tight deadlines.



Longer hours are causing employees to neglect important personal commitments and relationships.



The organization is undergoing a significant transformation.



More tasks and projects are piling up without any relief.



Leadership is changing and employees don't have a clear idea of company structure.



Employees are faced with uncertainty about the company's future.



Many people are leaving for other jobs, creating holes that make more work for those who stay.



People are looking for back-up plans out of fear that organizational change is for the worse or that they'll be terminated.

Finding the Solve for Stress

“Owing to the excessive increase in traffic and the wire-networks of our telegraphs and telephones, which now span the entire globe, our trading patterns and circumstances of life have been transformed completely: All affairs are conducted in haste and excitement... overheating people’s heads and forcing their spirits to undertake ever new exertions while robbing them of the time for rest, sleep, and stillness.”

— Wilhelm Erb, 1884

History has taught us that, when unaddressed, increases in stress have predictable results. As the negative effects of stress impact morale and performance, companies are searching for ways to help employees manage stress more effectively. In 2015, 28% of employers were actively looking to implement a program to address stress in their workforce.⁶

With our experience training elite performers to understand and use stress in positive ways, the Johnson & Johnson Human Performance Institute developed the Corporate Athlete[®] Resilience course to help empower employees to thrive in stressful work environments.

Johnson & Johnson Human Performance Institute

Quick Facts

- Rooted in 30 years of experience training high performers, including elite athletes, military personnel and Fortune 500 executives
- Focused on training for high-stress environments while enhancing health and emotional wellbeing
- Designed to create long-term, positive changes in behavior

The Transformative Power of Resilience

In 2012, researchers at the University of Wisconsin conducted a study asking people two questions:

1
How much stress have you had in the past year?

2
Do you think stress is harmful to your health?

In the study, individuals who reported high levels of stress and believed that stress had a large impact on their health actually had an increased risk of premature death by 43%.⁷ Meanwhile, those who reported high levels of stress but did not believe it had a negative impact on health were found to have the lowest risk of premature death of every group in the study. This suggests that the very way we perceive stress is one of the most important factors influencing how it affects health. To effectively address the stress epidemic, organizations need a way to help employees achieve a

180-degree change in their perception of stress – that's where Corporate Athlete® Resilience comes into play.

The powerful differentiator of our training lies in a core foundational principle: rather than trying to reduce or avoid stress, it can be used as a tool for improved performance. This change in mindset is achieved in part by redefining stress into three distinct categories, so we can better understand how stress affects us and pinpoint the moments of stress that can be leveraged for growth.

Identifying Types of Stress

Normal Stress

Regular, expected stress that is relatively comfortable.

Examples: a morning routine, a daily commute to and from work

Training Stress

Intentional deviation from normal stress through moderate and planned challenges to fuel growth and build a higher capacity to handle more stress.

Examples: stretch/long-term project, two-year relocation, learning a new language

Excessive Stress

Unintentional deviation from normal stress. Untreated, it can result in serious conditions like anxiety, insomnia, muscle pain, high blood pressure and a weakened immune system.

Examples: 12-hour workdays without breaks, unexpected health issues, unforeseen financial burden

Through consistent and deliberate periods of training stress followed by strategic recovery, employees can build resilience.

Resilience

The acquired ability to recover, adapt, and grow from stress.

What makes our approach different from other courses that attempt to manage stress and/or build resilience? **Our focus on using stress for positive change and growth.**

Turning Stress Into Growth

“A key learning during our 30 years of experience training elite athletes has been the principle of oscillation between stress and recovery. It’s not enough to just work and then rest. You have to push beyond your limits and then strategically recover in order to grow.”

— *Dr. Jim Loehr*

Co-Founder, Johnson & Johnson Human Performance Institute

One of the cornerstones of our approach is understanding and embracing the oscillatory nature of stress. In this training, stress is framed as energy-out, while recovery is energy-in. With this in mind, effectively managing stress requires the strategic use of recovery. Not facilitating strategic recovery after energy is drained through stress is what ultimately leads to burnout – impacting performance and, in many cases, negatively influencing aspects of overall health and emotional wellbeing.

Expending energy through stress and restoring energy through recovery is no different in the workplace than it is during a workout. When weightlifters

want to complete 50 bicep curls, they don't attempt to do them all at once – they do them in sets of 5 or 10, with recovery in between. This principle of oscillation was observed and documented by Johnson & Johnson Human Performance Institute Co-Founder Dr. Jim Loehr while working with professional tennis players. He called his discovery the “16-second cure” which gets its name from the 16 seconds of downtime that tennis players have between points. He realized that those 16 seconds between stress intervals were crucial moments for strategic recovery. The highest performing players optimized this time with specific rituals that helped them regain focus and visualize success in the coming plays.

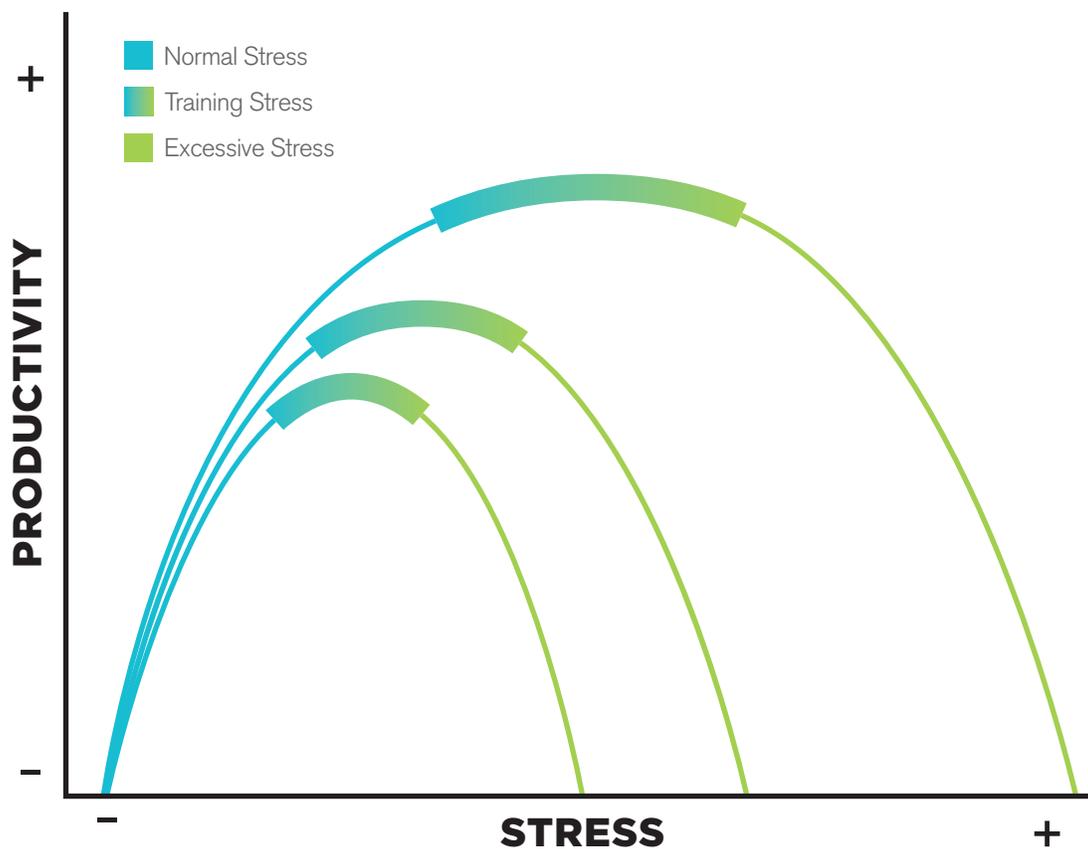
Stress becomes growth through the repeated process of intentionally pushing just past one's perceived limits and then allowing for recovery. Just like weightlifters split a workout into sets, they also add weight incrementally to further challenge themselves and force their muscles into growth.

There is an optimum point of stress that allows us to increase

our capacity for further stress and operate at our highest level – normal stress does not offer an opportunity to grow, and excessive stress causes burnout.

This positive force in stress that employees should strive for increases performance and, when paired with recovery, empowers growth.

Training Stress Leading to Growth



The Takeaway

There is no hiding from the fact that stress is inevitable and increasing. Whether induced by significant change in an organization, or extreme and unwavering demands, stress can burn out a workforce and take a toll on your bottom line when not effectively addressed.

However, when employees push their own personal limits through training stress and follow up with strategic recovery, they not only have the ability to perform at a high level, they are empowered to grow and achieve even more.

Take the Next Step Toward Resilience

To learn more about how Corporate Athlete® Resilience training can help transform your workforce, visit jjhpi.com or connect with an account manager by calling **1.800.543.7764**.

SOURCES

1. American Psychological Association. Stress in America: The impact of discrimination. apa.org/news/press/releases/stress/2015/impact-of-discrimination.pdf. Published March 10, 2016. Accessed May 18, 2017.
2. Workplace Stress. stress.org/workplace-stress/. Published March 14, 2017. Accessed May 24, 2017.
3. Fernandez, R. 5 Ways to Boost Your Resilience at Work. hbr.org/2016/06/627-building-resilience-ic-5-ways-to-build-your-personal-resilience-at-work. Published April 24, 2017. Accessed May 24, 2017.
4. Willis Towers Watson. Seventy-five percent of U.S. employers say stress is their number one workplace health concern [Press release]. willistowerswatson.com/en/press/2016/06/75-percent-of-us-employers-say-stress-is-top-health-concern. Published June 29, 2016. Accessed May 18, 2017.
5. Swenson J, Devcich, C, Baumruk, R, et al. Consumer Health Mindset® Study 2017. Turning Struggles Into Savvy. Top 5 New Insights. Aon Hewitt. aon.com/attachments/human-capital-consulting/2017-Consumer-Health-Mindset.pdf. Published 2017. Accessed May 18, 2017.
6. Employers turn to resilience-building programs to cut worker stress. Business Insurance. businessinsurance.com/article/20150607/NEWS03/306079981. Published June 7, 2015. Accessed May 18, 2017.
7. Keller A, Litzelman K, Wisk LE, et al. Does the Perception that Stress Affects Health Matter? The Association with Health and Mortality. Health psychology: official journal of the Division of Health Psychology, American Psychological Association. ncbi.nlm.nih.gov/pmc/articles/PMC3374921/. Published September 2012. Accessed May 18, 2017.