

Resilience 3.0

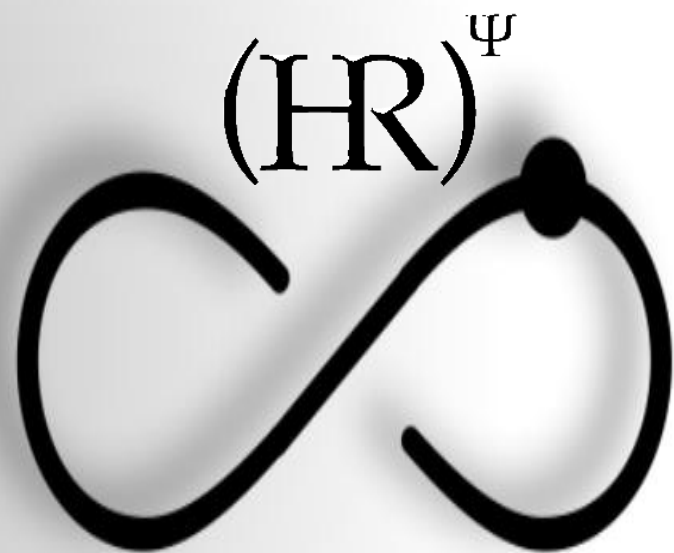
Dr Hamira Riaz DCLinPsyc PhD AfBPsS
Sept 2026

Employee Wellbeing as a Strategic Imperative



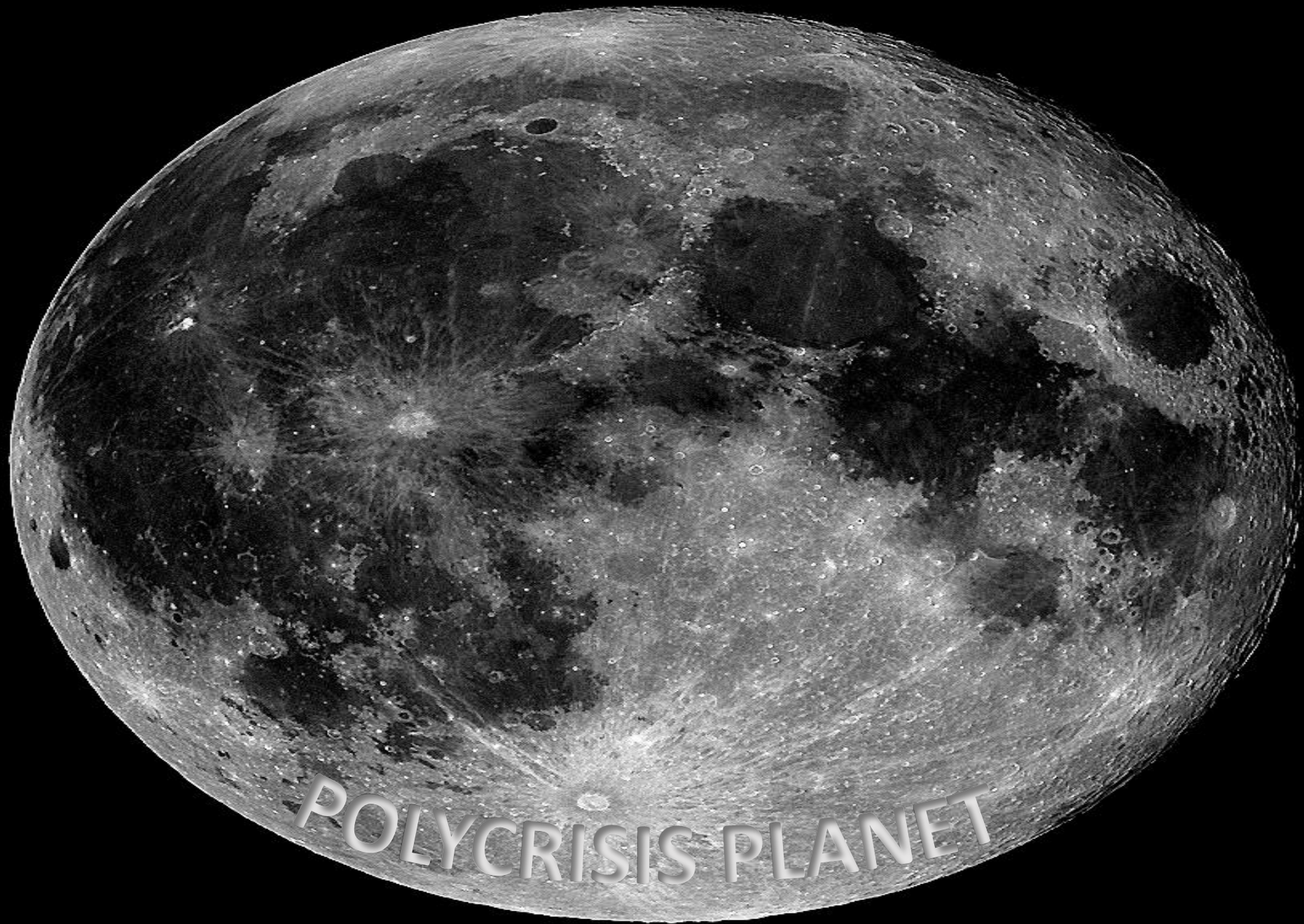
*Is the pace of change in society caused
by things like modern technology simply
too much for peoples' brains...?*

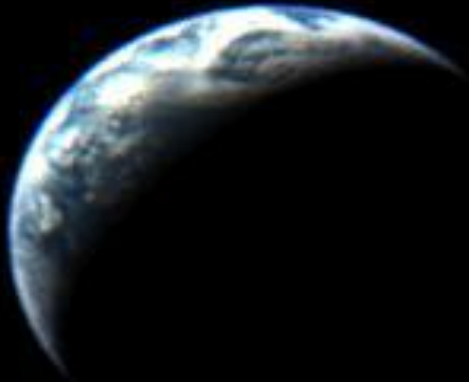
Future Shock, Alvin Toffler, 1970



Part I
Resilience 2.0







Surviving in here-and-now

Stuck in comfort zone

Risk averse BAU



Thriving & Future Ready

Growth Mindset

Risk informed innovation

Resilience 2.0



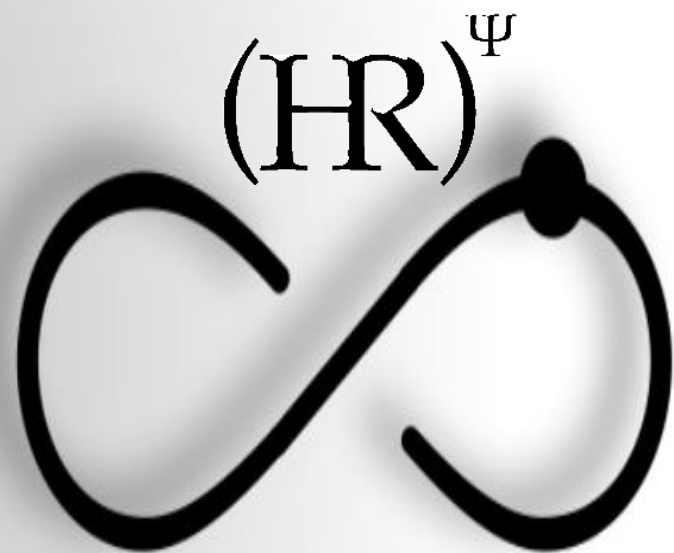
Psychological Resilience

Physical Resilience

Social Resilience



"We will no longer be able to claim that the brain is the organ of the mind. Instead we will need to think about mind and the cognitive processes that make up the mind at the level of the whole brain-body-environment system..." The Embodied Brain: Toward a Radical Embodied Cognitive Neuroscience by Julian Kiverstein & Mark Miller, Front Hum Neurosci. 2015 May 6: 9:237



Part II

The New Normal



“anthropocene”

Transformation

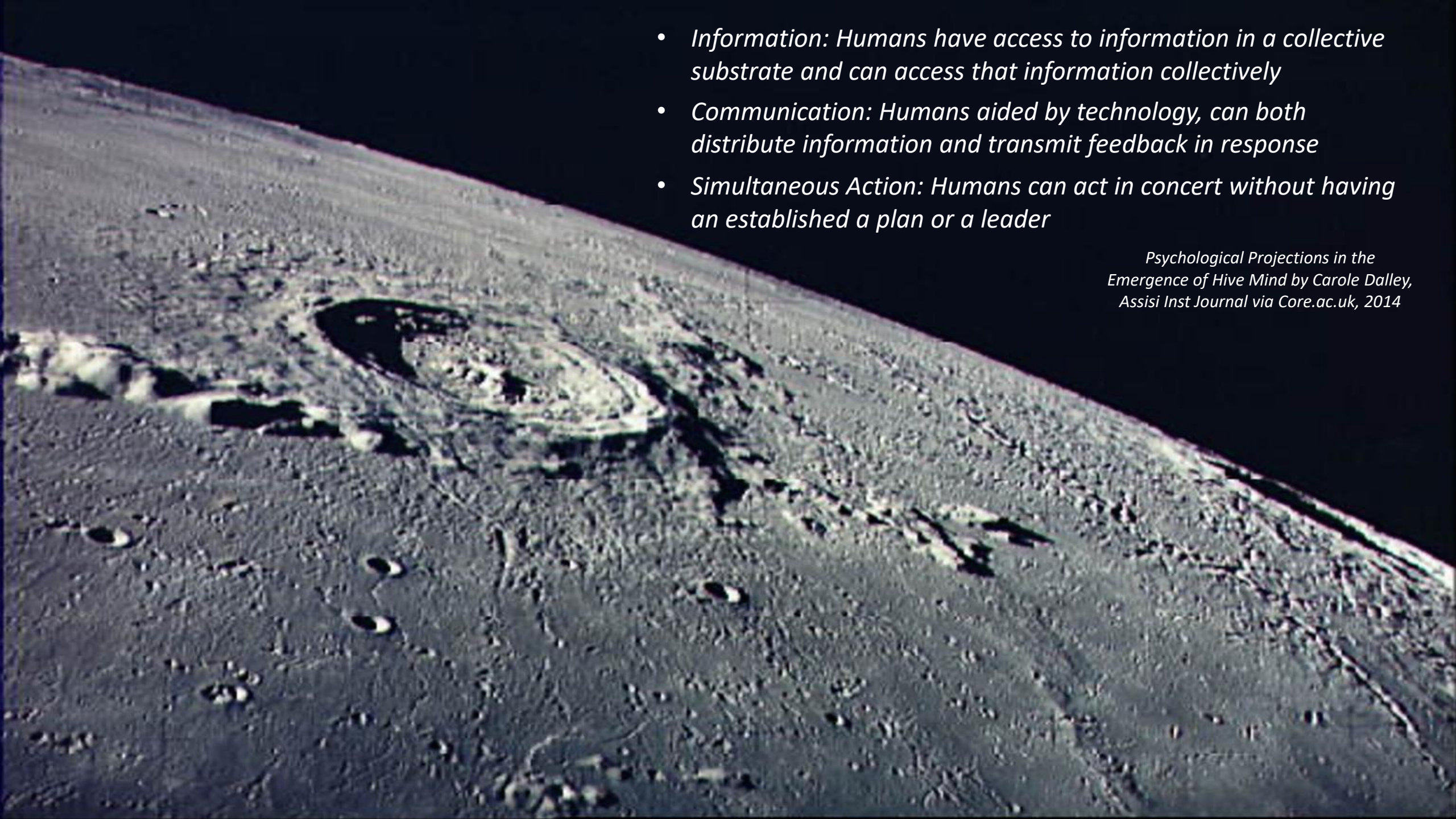
Growth

Stability

DECLINE

References:

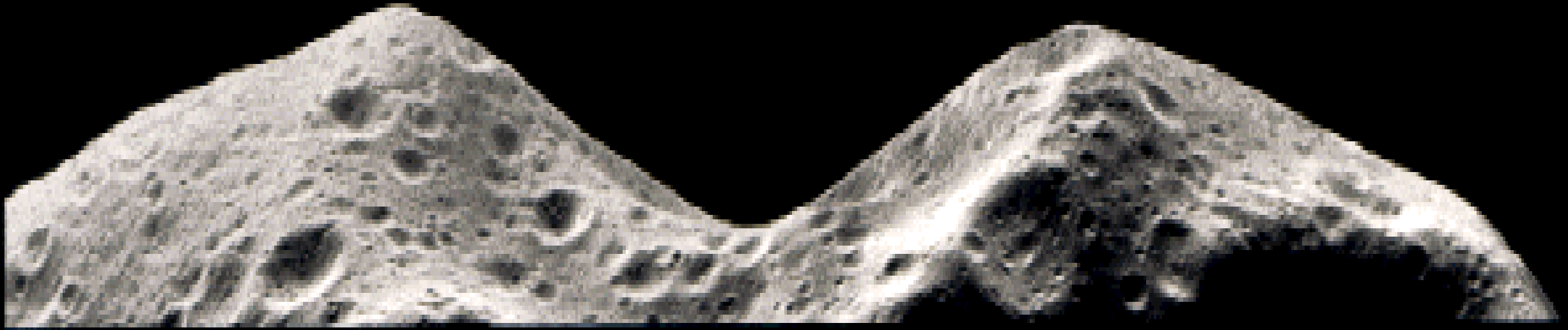
- Dr Nafeez Ahmed, “Planetary phase shift” as a new systems framework to navigate the evolutionary transformation of human civilizations. Foresight, March 2025
- Gaya Harrington, Sustainability & Dynamic System Analysis Researcher @KPMG quoted in “The End of the World as We Know It?” The Independent, January 2025
- Daniel Brooks & Salvatore Agosta, A Darwinian Survival Guide: Hope for the 21st Century. MIT Press. February 2024

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- *Information: Humans have access to information in a collective substrate and can access that information collectively*
 - *Communication: Humans aided by technology, can both distribute information and transmit feedback in response*
 - *Simultaneous Action: Humans can act in concert without having an established a plan or a leader*

*Psychological Projections in the
Emergence of Hive Mind by Carole Dalley,
Assisi Inst Journal via Core.ac.uk, 2014*

Cognitive Dissonance

- *How life is feeling: When asked about happiness in the round including, business & economics, diversity, education, environment, food/shelter, transport, work, health, etc., the trend is upwards...*
- *How we are feeling: When asked specifically about mind health and wellbeing, there's been no change since the pandemic low, especially for younger adults who are struggling in a disproportionate way*

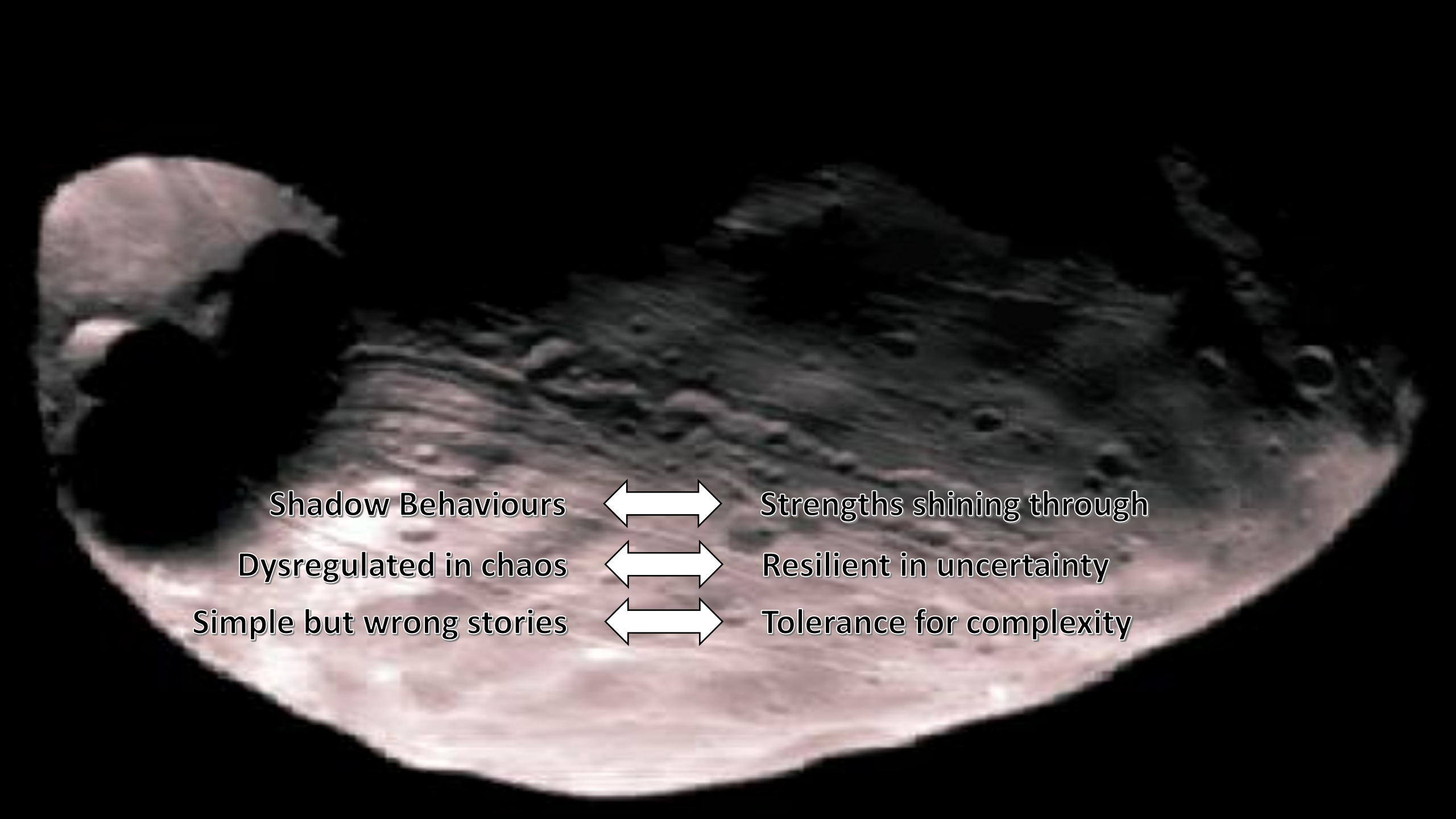


Diminishing Employee Experience....

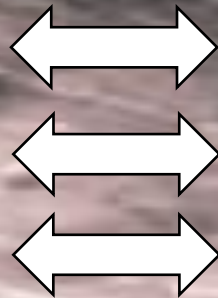
- *Benefits being walked back & salaries stalled*
- *One size fits all back to office dictates*
- *Return to authoritarian management practices*
- *Progressive DEI initiatives on the back burner*

Flat Job Market ...

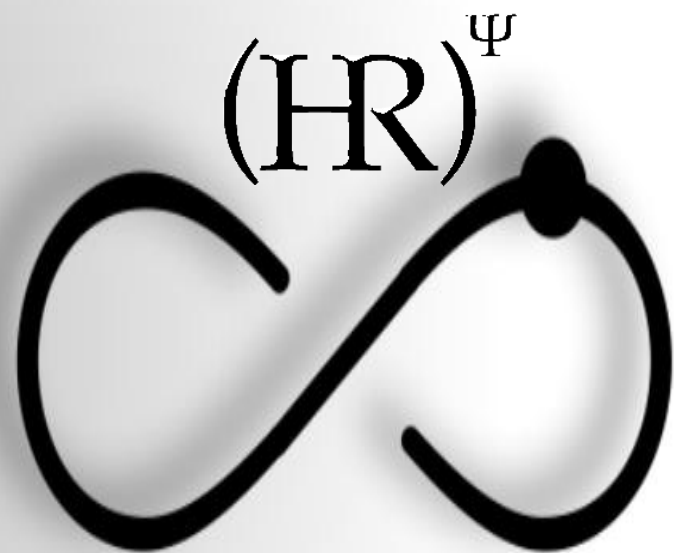
- *Quiet Quitting. - tendency to stop contributing beyond the job description & no longer go the extra mile*
- *Soft Quitting – subtle disengagement or “lying flat” behaviours that eat away at culture and productivity*



Shadow Behaviours
Dysregulated in chaos
Simple but wrong stories



Strengths shining through
Resilient in uncertainty
Tolerance for complexity



Part II
Resilience 3.0



A deep space photograph showing a dense field of galaxies and stars. Two bright stars are highlighted with white crosshairs: one in the upper left and another in the lower center. The background is filled with numerous smaller stars and distant galaxies, creating a sense of vast cosmic scale.

*Can humans
Happily Co-exist
with Machines?*

To AI or not to AI?

Upside of Personality Data

- *Strengths, Drivers & Darkside*
- *Individual & aggregate data profiles*
- *Cultures & Subculture benchmarks*

Downside of Personality Data

- *Computerized reports*
- *Standalone & de-contextualized*
- *Only as good as the norm group*



Upside of Cognitive Data

- *Speed & Agility of Decision making*
- *Crystallized relative to Fluid ability*
- *Relationship to Risk & Novelty*

Downside of Cognitive Data

- *Highly sensitive personal data*
- *Conflated with 'IQ or intelligence'*
- *Used in isolation as a shortcut*



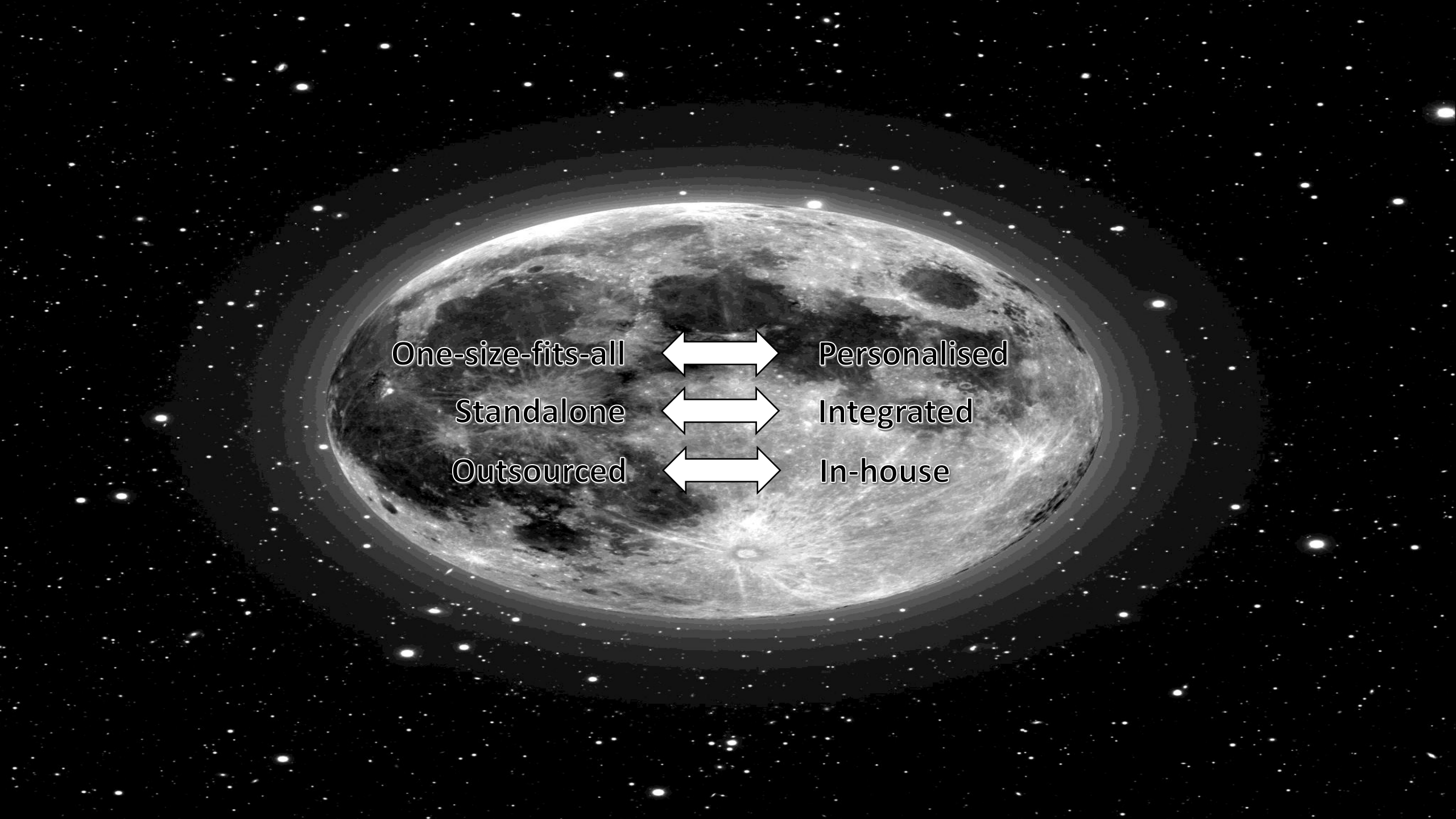


Upside of Biofeedback Data

- *Real-life read of rest-recovery*
- *Indicator of stress responses*
- *Compelling evidence of dysregulation*

Downside of Biofeedback Data

- *Highly sensitive personal data*
- *Standalone wellbeing intervention*
- *Not integrated with other data*

A full moon is centered in the frame against a black background filled with numerous white stars of varying sizes. Overlaid on the moon is a diagram consisting of three horizontal double-headed arrows. To the left of each arrow is a text label, and to the right is another text label. The labels are arranged in three rows, connected by the arrows.

One-size-fits-all

Standalone

Outsourced

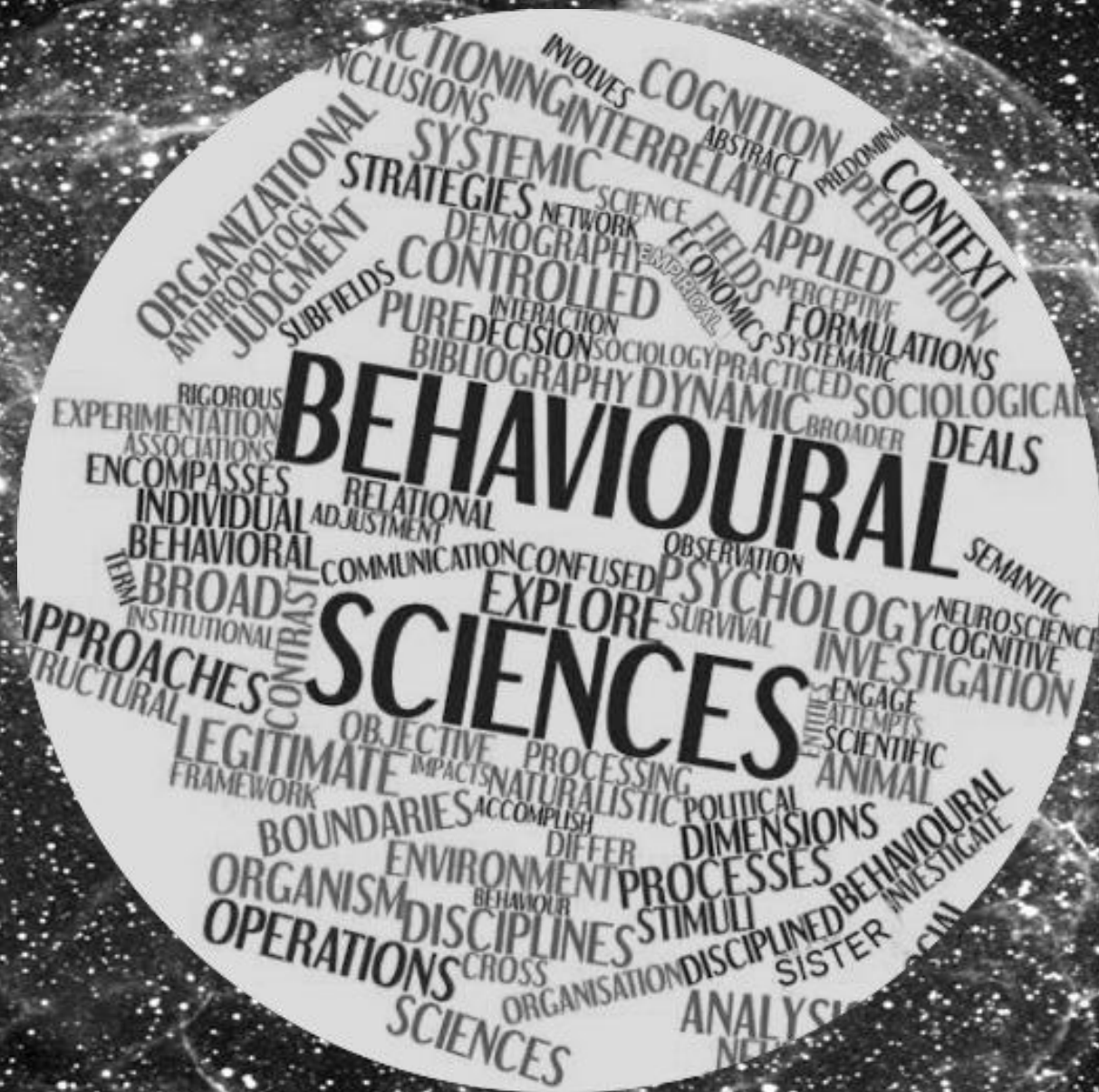
Personalised

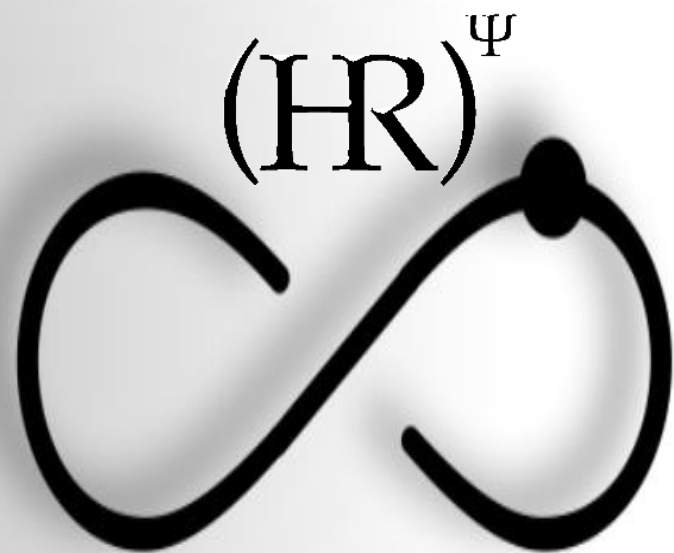
Integrated

In-house



- One-stop shop for “science of people behaviour”
- Multidisciplinary, independent & standalone
- Bridge between business-people-tech strategy
- Scanning Research & Benchmarking the Market
- Assessment, Coaching, Advisory, SWAT team





Thank you

hamira@hriazconsults.com

