



WHITE PAPER

THE RESILIENT WORKFORCE

**Shaping Resilient,
Engaged, and
Future-Ready
Employees in Asia**

INTEGRATED SOLUTIONS FOR
LEADERSHIP X CHANGE



Between 2017 and 2024, global political and economic turmoil resulted in an estimated **US\$320 billion decline in profits** across nearly **3,500 companies** earning over **US\$1 billion annually** (Ernst & Young, 2025). As countries move to protect their economies, de-globalization is reshaping global trade and supply chains, prompting businesses to re-examine their trade models (Ernst & Young, 2025).

The International Monetary Fund projects that parts of the Southeast Asia's economy will face a further **GDP output loss of 9.1%**, driven by declining foreign investments, employment shift, and productivity drops (International Monetary Fund, 2023).

While these issues are forcing businesses to rethink strategies, the effects are felt more deeply at the **people level**:

- **39% of employees in Asia** believe their company will not survive the next decade (PWC, 2023).
- **40% of companies** expect a hike in voluntary turnover (PWC, 2023).
- **83% of employees across Asia** are already experiencing burnout (Mercer, 2024).

Elevated turnover leads not only to **financial costs** such as recruitment and training, but also **social costs**, such as productivity loss and diminished morale among remaining employees.

The combination of economic uncertainty, burnout, and disengagement is creating a **fragile talent foundation**, threatening both **business continuity and long-term growth**. These realities underscore the urgent need for businesses to **prioritize workforce resilience**, empowering employees to adapt, stay engaged, and thrive through one of the most challenging periods in recent history.

What This White Paper Covers?

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The Value of
Workforce
Resilience

02
Today's
Workforce

03
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Resilient
Workforce

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Framework
for Resilience

01

The Value of Workforce Resilience

The World Economic Forum identifies resilience as one of the core skills for the workforce of 2030, making it a critical capability to prioritize today (World Economic Forum, 2025).

1. Sustained performance in times of volatility

Volatile, high-stakes situations require consistent and enduring efforts. Resilient employees, alongside sound strategies, are capable of withstanding challenges, being agile while focused on achieving goals. Resilient employees are the result of improved psychological well-being, ability to regulate stress and enhanced employee engagement (Robertson et al., 2015).

2. Stronger employee retention & engagement

Undeniably, psychological capital is key to employee engagement. Engaged employees are more satisfied with their jobs, and they also report positive employee experience, thereby improving retention rates (Tehseena & Danish, 2020).

3. Develop agility and competitive advantage

Resilient employees are more agile and adaptive. Forward-looking resilient workforce brings a competitive advantage to businesses (Ludviga & Kalvina, 2025). Organizational agility has been consistently linked with improved financial performance, innovation, competitiveness and enhanced employee performance (Nguyen, Le, Nguyen, et al., 2025).



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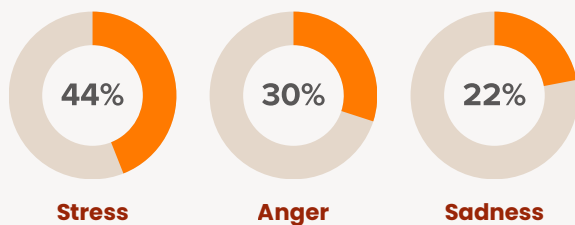
Today's Workforce

Post-Pandemic Workforce Struggles

Post-pandemic challenges, geopolitical and economic instabilities continue to have a devastating impact on employees' well-being. **Burnout, stress and emotional disconnection** continue to plague today's workforce, severely impacting engagement levels.

Gallup's global engagement survey showed all-time low engagement with only **23% of employees** reporting they are fully engaged at work. **44% reported daily stress, 30% daily anger, and another 22% daily sadness** (Gallup, 2025). All these figures have linked their emotional state with the rise of quiet quitting.

Employees' Daily Emotional State



Source: State of the Global Workplace 2025 report, Gallup.

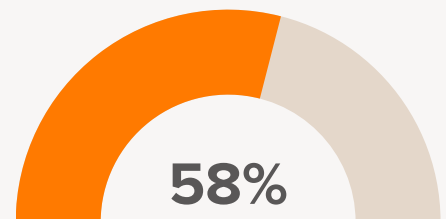


The Rise of Quiet Quitting

Quiet quitting is far from a mere myth. Merriam-Webster defines quiet quitting as the practice of doing the minimum amount of work required of one's job, a term that became noticeable in 2022 and continues to this day.

Gallup reports that 59% of global employees were identified with quiet quitting (Gallup, 2023). Its causes are linked to burnout, unclear career progression, and disengagement. It persists in hybrid or remote environments and amid rapid shifts like AI adoption and changing work values (People insights, n.d.).

Silent Disengagement Among Employees



Source: Quiet Cracking: A Hidden Workplace Crisis, Talent LMS, 2025.

Quiet Cracking: The New Silent Risk

An alarming trend is emerging from quiet quitting – **quiet cracking**.

A term introduced by TalentLMS (2025), it describes employees who continue to perform at baseline but lose emotional connection and motivation.

In their 2025 survey, **58% of employees** reported experiencing this kind of silent disengagement. **This is the new silent risk.**

03

Fostering Resilient Workforce

Strengthening Resilience with Training

Human Dynamic has been at the forefront of delivering **learning and coaching** programs to develop individual resilience, ultimately supporting organizations to foster an agile, future-ready workforce.

Through our work with clients across Asia Pacific in 2024/2025, we are seeing a high demand for learning topics that are foundational to resilience. Among the focused topics were:



The strong demand for learning in these areas reflects a collective recognition that resilience is not built in isolation, but through strengthening individual wellbeing, fostering healthier relationships, and equipping people with skills to adapt and thrive in the ever-evolving work environment.

Employees were also asked about learning areas that would interest them in future learning. They expressed a keen interest in deepening their knowledge and skills in a few similar learning areas, such as emotional and mental fitness, personal growth, physical wellness, work relationships & communication, and career engagement.

Employees were proactive in suggesting new areas of interest based on their needs. Among these are:



- From Stress to Strength: Building Resilience for Sustainable Performance
- Thriving in a Hybrid World
- Future-Ready Leadership: Managing Skillfully
- Strengthening Connections: Enhancing Family and Relationship Well-being
- Peak Performance at Work

Coaching for Resilience

Beyond the structured, company-wide learning sessions, many employees also enhanced their development through one-to-one coaching. Based on Human Dynamic coaching data across Asia Pacific (June 2024–June 2025), employees participated in over 7,000 coaching sessions, reflecting both personal and professional concerns.

In the professional domain, coaching helped employees navigate the following issues:

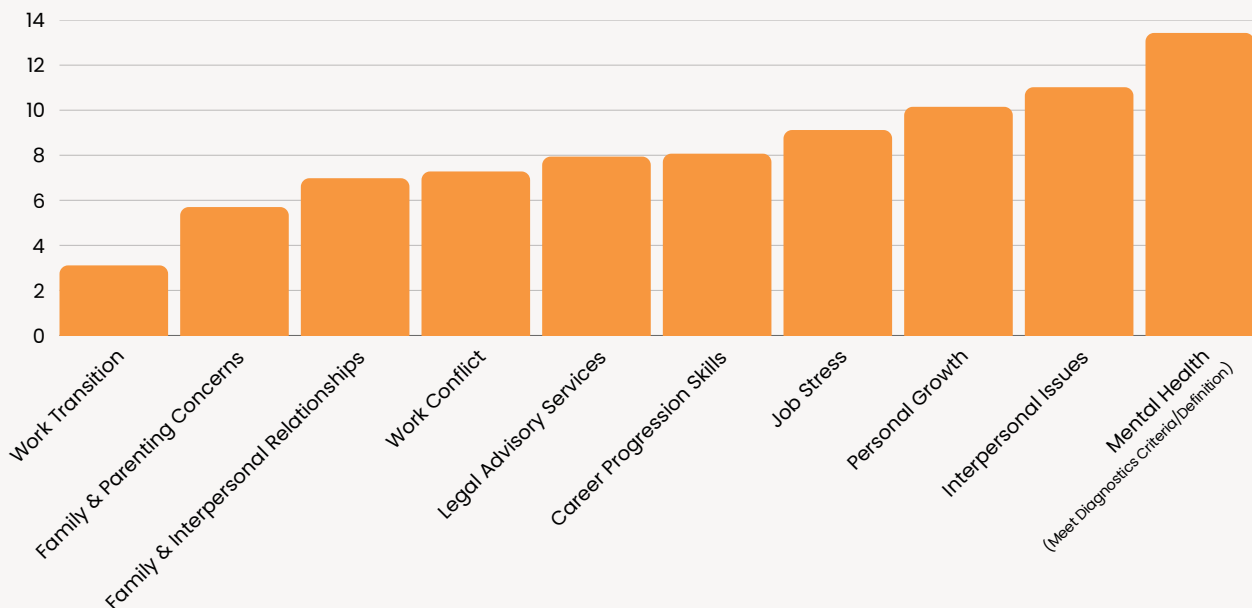
- Workplace Harassment
- Work Conflict
- Career Progression
- People Management
- Work Transitions caused by Restructuring
- Job Stress

In the personal domain, coaching helped employees navigate the following issues:

- Personal Growth
- Social Skills
- Self Esteem and Confidence
- Self-Management
- Grief
- Family and Parenting Concerns
- Family & Interpersonal Relationships
- Mental health (Mood-Related and Anxiety)
- Legal and Financial Advisory

This trend shows that employees are taking proactive steps to address both personal and professional concerns, recognizing that working on these issues is critical to coping effectively, sustaining wellbeing, and staying engaged in their roles to ensure productivity. The growing openness to coaching reflects an important shift and that is, resilience today is no longer about enduring challenges and bouncing back, but it’s about building skills, mindset, and support systems needed to thrive in a complex and uncertain world.

Top 10 Coaching Topics on Work & Life Issues



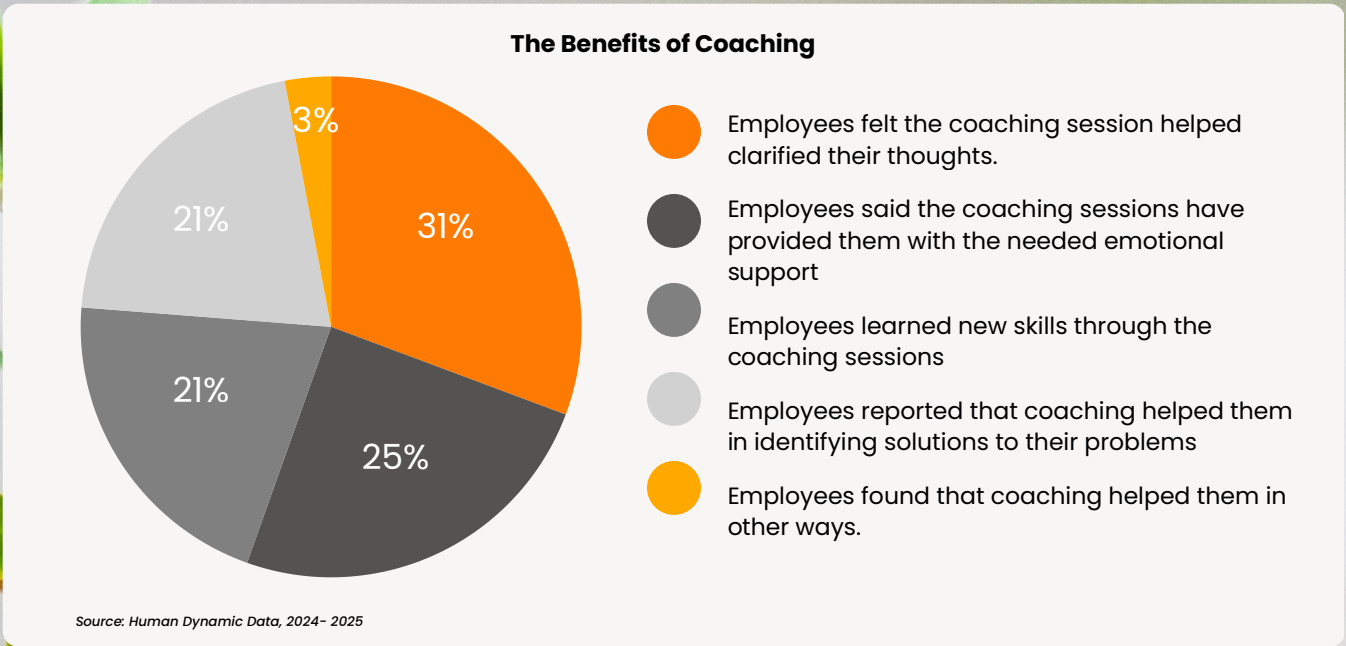
Source: Human Dynamic Data, 2024 – 2025.

How Coaching Benefitted Employees

Feedback from Human Dynamic one-to-one coaching across Asia Pacific (June 2024–2025) highlights the **transformative value of coaching** for employees. **94% employees** who received coaching reported that coaching helped them **gain clarity, confidence, and practical strategies they could apply immediately**.



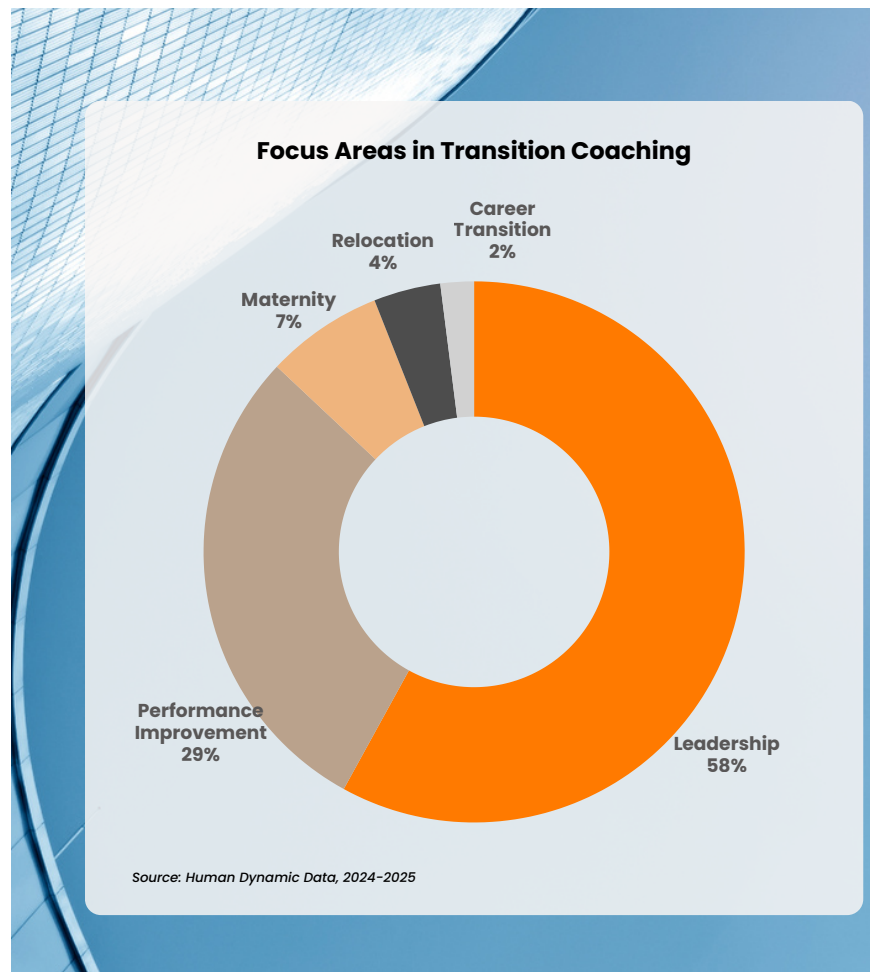
Together, these results demonstrate that coaching not only supports employees emotionally but also builds clarity, problem-solving ability, and practical skills, **directly enhancing both individual well-being and workplace performance**.



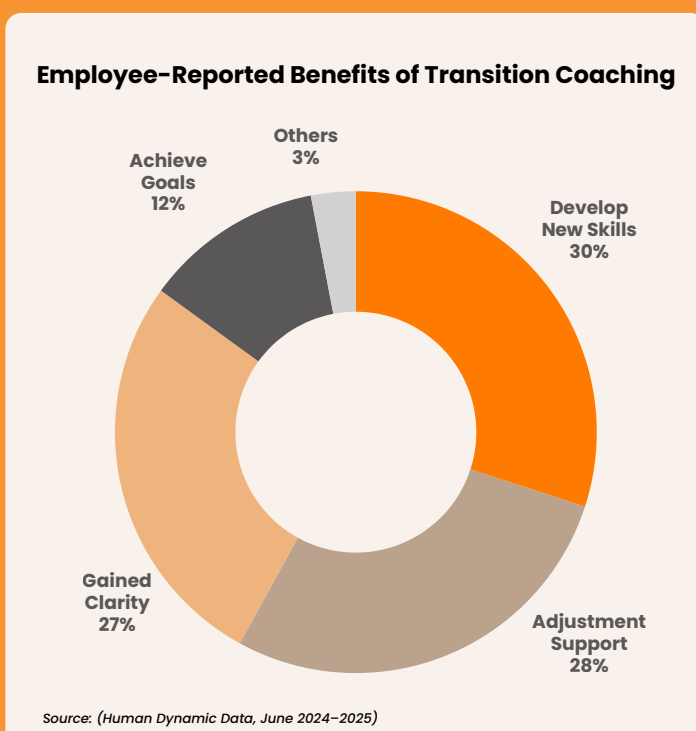
Coaching Enhances Transition Success

Transition occurs in many junctures of life, be it personal or professional. Coaching during transition enhances growth, builds confidence and resilience. Whether it is a personal transition of joining a new company, leaders tackling new responsibilities or teams navigating structural shifts, coaching is a vital enabler that accelerates adaptation and fosters future-readiness.

Human Dynamic supports individuals as they navigate different transitions in their life and career. From Human Dynamic transition coaching data across Asia Pacific (June 2024–June 2025), the majority of sessions focused on **leadership** (58%), followed by **performance improvement** (29%), **maternity** (7%), **relocation** (4%), and **career transition** (2%).



How Transition Coaching Benefitted Employees



Individuals who leveraged transition coaching reported that the coaching sessions helped them develop new skills, served as adjustment support, gained clarity, assisted in achieving goals and others. Consistent with this feedback, it was found that transition support for new leaders cuts time to build effectiveness by 50% through clarified priorities and stakeholder alignment. Transition coaching has also been found to facilitate deep, lasting perspective shifts and transformative learning (Watkins, 2017).

The Role of Coaching in Developing Resilience across Levels

Coaching acts as a critical enabler in strengthening resilience within the workforce. Whether employees leverage coaching for personal, professional, or transition challenges, the impact of coaching extends beyond individual growth. The light that is ignited at the individual level contributes to stronger teams and more adaptive organization.

Individual Resilience

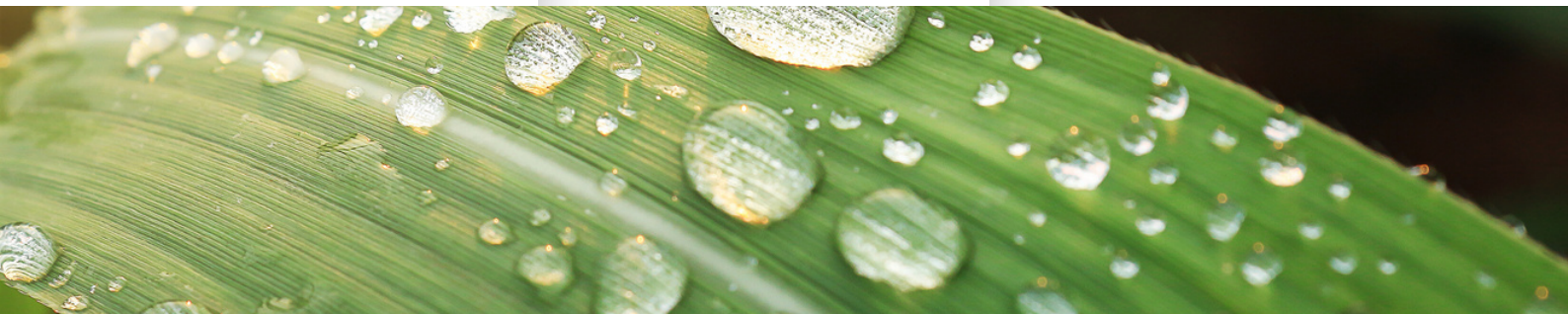
- Provides a safe space for employees to address personal and professional concerns (e.g., stress, workplace dynamics, workload management, self-confidence, self-management, transitions, leadership roles).
- Builds skills to manage stress, navigate workplace challenges, and adapt to a changing business environment.
- Enhances clarity on expectations and alignment of personal goals with organizational aspirations.
- Develops self-awareness and objective thinking, enabling employees to face challenges with confidence and composure.

Team Resilience

- Self-aware and adaptable employees communicate and collaborate more effectively.
- Improves interpersonal relationship management strengthens overall team dynamics.
- Transition coaching for newly promoted leaders builds trust and enhances team communication.
- Develops collaborative problem-solving skills that drive accountability and team performance.

Organizational Resilience

- Coaching builds leaders' capability to anticipate, interpret, and drive change effectively.
- Employees develop adaptability skills that support quicker adjustment to transitions.
- A more adaptive workforce strengthens organizational resilience and future-readiness.
- Offering coaching signals genuine care for employee wellbeing, which boosts engagement and productivity.



04

A Framework for Building a Resilient Workforce



Building a resilient workforce requires a three-tiered approach that begins at the individual level, where resilience is strengthened through skills such as emotional intelligence, problem-solving, and reflective practices that enable individuals to regulate stress, gain clarity in decision-making, and maintain balance, preventing burnout.

At the team level, resilience is cultivated through psychological safety, conflict resolution, social connections, and collective emotional intelligence, allowing teams to collaborate under pressure and adapt to uncertainty with cohesion.

At the organizational level, resilience is sustained by transformational leaders, who foster adaptive cultures and embrace learning from disruption. Such organizations are better positioned to navigate crises and maintain business continuity.

Together, this integrated three-tier framework ensures that resilience is embedded across individuals, teams, and the organization as a whole, creating a workforce that is both adaptable and future-ready.

The 3-tier Framework for a Resilient Workforce



- Transformational leaders, adaptive culture, learning from disruptions.
- Psychological safety, conflict resolution, social connections, and collective emotional intelligence
- Emotional intelligence (EQ), adaptability and problem solving skills, healthy work & life balance and reflective skills.

Turning Insights into Action: Implications for HR, L&D Professionals, and People Leaders.



Learning and Coaching as Strategic Foundations of Workforce Resilience.

This whitepaper reinforces a growing truth in modern organizations that resilience is learned, not inherited. When employees develop skills such as emotional regulation, problem-solving, and effective communication, they are equipped to navigate uncertainty and maintain performance under pressure.

These insights offer HR and L&D professionals a data-informed guide to design targeted learning and coaching interventions that address real employee needs and strengthen resilience across the organization.

Learning Data as an Early Indicator for Wellbeing and Retention Risks

While traditional HR metrics such as engagement or turnover reveal issues after they occur, participation in learning and coaching can offer early insights into workforce health. Patterns in session topics, feedback, or attendance trends often surface early signals of burnout, disengagement, or transition challenges.

This shows that coaching and learning data can serve as a listening tool, helping HR sense where employees may need greater clarity, support, or direction. By responding to these early cues, organizations can reduce attrition, improve engagement, and foster healthier workplace dynamics.

Coaching Outcomes as Evidence for the ROI of Learning & Development

The reported outcomes from the coaching sessions, such as clarity, improved emotional regulation, enhanced problem-solving, and coping skills, serve as tangible evidence of growth that goes beyond satisfaction scores. These outcomes show that learning and coaching directly influence emotional intelligence, collaboration, and decision-making, which are the critical drivers of performance and agility.

Blueprint for Building a Resilient and Learning-Responsive Workforce

The three-tier framework (individual-team-organization) offers HR leaders a practical roadmap to develop resilience systematically through skill development, leadership behaviors, and cultural reinforcement.

At the individual level, employees build self-awareness and adaptability; at the team level, leaders cultivate trust and psychological safety; and at the organizational level, systems and culture sustain wellbeing and learning. When these layers align, resilience evolves from a personal strength into an organizational capability, enabling teams to adapt, grow, and perform through change.

Strengthening the Leadership Pipeline through Targeted Coaching Support

Leaders play a multiplier role in shaping resilient, learning-oriented teams. The Transition coaching data indicates that a structured support accelerates leadership readiness and performance. Leaders who receive coaching learn to manage ambiguity, communicate with empathy, and inspire commitment, traits that define transformational leadership. These insights provide HR with a proven approach to enhance succession and talent management strategies while fostering a leadership culture rooted in authenticity and adaptability.

Strengthening the Inner Core: How Individuals Build Resilience

The data highlights that employees who seek coaching to manage personal or professional challenges are demonstrating resilience through self-awareness and action. Their participation in learning sessions further proves a personal commitment to growth and resilience.

Build the core skills of adaptability

Individuals can strengthen their resilience by developing stress management, emotional regulation, and problem-solving skills, as reported to be tangible benefits in the coaching findings.

Seek connection and support

Resilience is not built in isolation. Coaching and learning foster reflective practices, enhanced self-awareness, and effective communication that help individuals draw strength from trusted relationships.

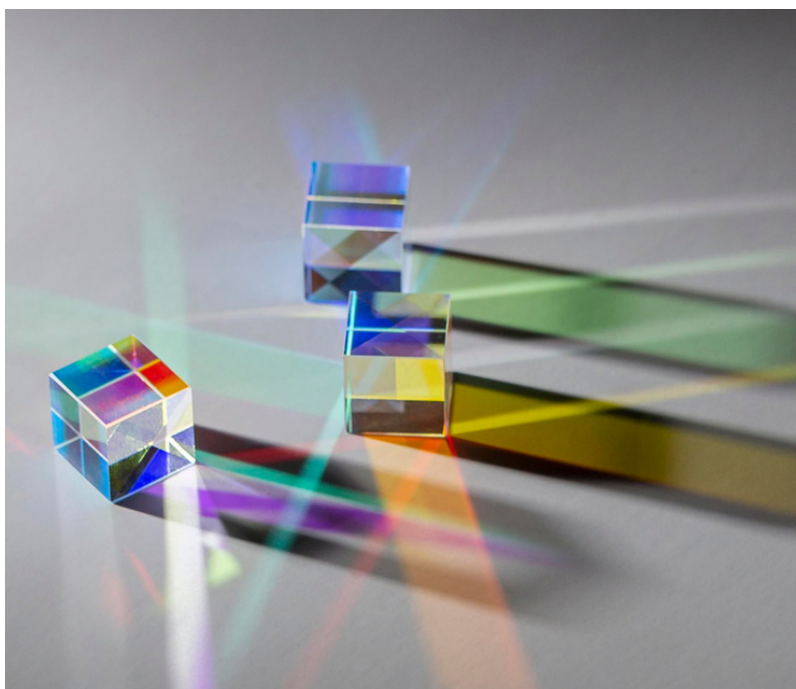
Align personal and professional growth

Coaching insights show that clarity of goals and values leads to better focus and motivation, helping employees align their personal aspirations with their organization's direction.

Shaping a Future Resilient Organization: A Foundation for Future-Ready Leadership

A resilient organization is not formed overnight, nor in isolation. The role of leaders in promoting resilient behaviors and ultimately shaping the organization's culture is crucial. As leaders strengthen their own capacity to adapt and lead with authenticity, they naturally embody the principles of Transformational Leadership, a model rooted in purpose, adaptability, and authentic influence that enhances organizational performance.

Through coaching and targeted learning, leaders learn to manage emotions and remain calm under pressure, communicate with empathy and care, and inspire hope amid uncertainties. By embedding resilience within leadership programs, organizations nurture leaders who not only perform effectively during change but also enable their teams to adapt, grow, and thrive. Combining resilience and transformational leadership creates future-ready leaders who sustain engagement, drive innovation, and cultivate collective confidence in an ever changing business landscape.





How Can Human Dynamic Help Your Organization Build a Future-Ready Workforce?

With Human Dynamic's 30 years of experience serving clients across Asia Pacific, we bring a deep understanding of how organizational resilience is built from the inside out. We have supported companies through rapid growth, restructuring, cultural transformation, and the everyday pressures of modern work. These experiences shape the way we design practical, people-centered solutions.

Our **Resilience 360°** approach begins by understanding your employees' real experiences and challenges. These insights form the foundation for a tailored program that aligns with your organization's culture, priorities, and readiness. Depending on what your workforce needs most, your program may integrate Work Life Coaching, Wellness Coaching, and Transition Management Coaching, complemented by learning sessions that strengthen skills such as emotional agility, communication under pressure, navigating change, and sustaining personal wellbeing.

A central driver of resilience is **transformational leadership**. We develop leaders who can lead self with clarity and emotional steadiness, lead teams with trust and collaboration, and lead the organization with purpose and alignment. Leaders learn to shape vision, communicate with impact, influence with authenticity, and implement actions that inspire ownership and commitment. When leaders model these behaviours, resilience becomes part of everyday practice and not merely an individual skill.

What sets Human Dynamic apart is our ability to connect human resilience with organizational performance. We go beyond one-off workshops by designing a holistic, sustained resilience journey that empowers individuals, equips leaders, and strengthens the whole system, ensuring your workforce remains adaptable, engaged, and future-ready.

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Author and Contributors

ABOUT THE AUTHOR



Sharmini Abd Karim
Senior Consultant
Development Manager –
Organizational Transformation

CONTRIBUTORS

Matthew Lei, Associate Consultant
Research and data analysis

Xin Yuan Low, Senior Consultant, Director of Solution Innovation & Excellence
Research and editorial support

Rachel Kang, Marketing & Communications Executive
Design and layout support

Hew Zhi Shun, Research Assistant
Research and data analysis

OUR ASIA PACIFIC PRESENCE

Headquarters- Hong Kong

T: (852) 2854 3727

E: info@humandynamic.com

Shenzhen, China

T: (86) 755 8831 2191

E: sz.office@humandynamic.com

Kuala Lumpur, Malaysia

T: (60) 3 2093 2822

E: kl.office@humandynamic.com

Manila, Philippines

T: (632) 8654 0335

E: info@ph.humandynamic.com

Shanghai, China

T: (86) 21 6288 4430

E: sh.office@humandynamic.com

Taipei, Taiwan

T: (886) 2-2377 0993

E: tw.office@humandynamic.com

Penang, Malaysia

T: (60) 4 6450 622

E: kl.office@humandynamic.com

Bangalore, India

T: (91) 80 4114 6991

E: india.office@humandynamic.com

Guangzhou, China

T: (86) 20 8351 1101

E: gz.office@humandynamic.com

Seoul, South Korea

T: (822) 552 9572

E: kr.office@humandynamic.com

Singapore

T: (65) 6535 5977

E: sg.office@humandynamic.com

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