

# Organisational resilience that supports work ability

## Summary of research-based information from the study

### Importance of a company's capacity for change

Working life is constantly changing, and each era brings with it new challenges and opportunities. In recent years, technological development has brought about many changes within the workplace. Additionally, social conditions, climate change, economic fluctuations and global events can affect the operations of companies. Work-related changes impact everyday working life, the demands of the work and the working environment. At its best, change offers opportunities to learn new things and to enhance work processes.

Organisational resilience refers to a company's ability to adapt to changes and maintain its operations within evolving conditions. Resilience is built on the company's resources, which help to anticipate changes and support the renewal and learning of the work community.

### Content and purpose of the study

The research report on organisational resilience that supports work ability provides an overview of the research data on resources that support the work ability of personnel as well as work functionality within an evolving working life.

The report also includes analyses carried out by Elo, in which the willingness and ability to change is examined comprehensively from the perspectives of company executives, HR specialists and employees.

This summary lays out the main points of Elo's analysis results. The comprehensive report provides a more detailed description of the study and analyses.

### Results

**The results of the analyses can be summarised in five main points:**

1. Monitoring the operating environment facilitates change readiness in SMEs.
2. Good daily management creates the foundation for work ability in the face of changes.
3. Psychological safety enables joint work development.
4. A positive change experience supports work ability.
5. Successful change requires the strengthening of organisational resilience.

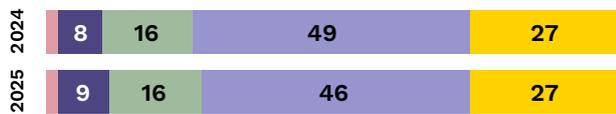
## 1. Monitoring the operating environment facilitates change readiness in SMEs

According to company decision-makers, small and medium-sized enterprises are actively monitoring changes in their operating environment and are perceived to have the ability to react to these changes.

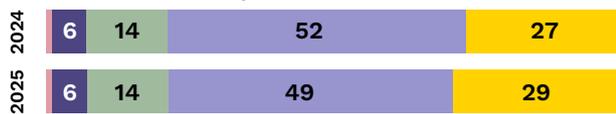
### We put special focus on anticipating future competence needs, % of respondents



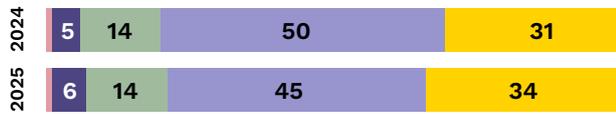
### Our organisation has the ability to react to changes in the operating environment



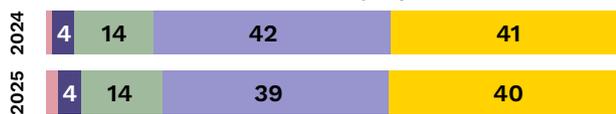
### Our organisation has the ability to operate within crisis and disruption situations



### We continuously monitor changes in our operating environment



### Investing in personnel competence is necessary for the future success of our company



Disagree    Somewhat disagree  
 I don't agree or disagree  
 Somewhat agree    Agree

This result is based on a joint survey conducted by Elo and LocalTapiola in 2024 and 2025. The survey was answered by more than 500 executives in SMEs during 2024 and 2025.

## 2. Good daily management creates the foundation for work ability in the face of changes

According to HR managers, change readiness is largely founded on everyday work and good work ability management. Reasonable work demands, high-quality supervisory management, support for learning and smooth co-operation create the foundation for renewal and adaptation to change.

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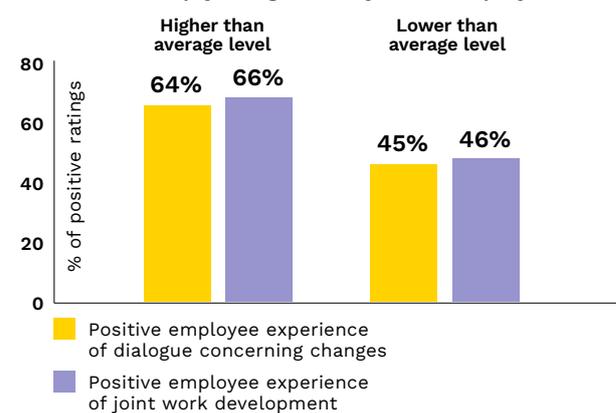
Interviews with HR managers highlighted the importance of open discussion in change situations. It is important to monitor how changes impact everyday working life, to speak openly about these impacts and to gain an understanding of how simultaneous changes will affect the overall organisation.

This result is based on an interview with 15 HR managers from different sectors among Elo's company customers.

## 3. Psychological safety enables joint work development

When psychological safety resources are stronger than average, nearly two-thirds of employees feel that new ways of working are being developed jointly in the workplace. Discussions about work-related changes is also significantly more common compared to workplaces where the experience of psychological safety resources is lower. Psychological safety creates a secure foundation upon which to take initiatives and present new ideas. In addition, change-related concerns and needs for support are more easily raised and addressed.

### The resources for psychological safety in the company



The result is based on a sample of more than 10,000 employees and more than 100 workplaces from among Elo's data. The Work community survey is a tool used by Elo's company customers to support knowledge-based management. The survey enables the assessment of the personnel experience from the perspectives of work functionality, the functionality of the work community, supervisory work, work resources and work ability.

## 4. A positive change experience supports work ability

The way that employees experience changes has a significant impact on how those changes affect work functionality and well-being at work. According to the results of Elo's customer survey, changes that are perceived as being negative lead to a weaker sense of control at work, a heightened sense of urgency and an inability to fully recover from work. Changes that were viewed as positive, in turn, lead to a higher level of job satisfaction. Work-related changes do not appear to be a risk to work ability and well-being at work if there are sufficient resources to deal with the changes and the everyday life at work provides sufficient support.

The result is based on Elo's customer survey, conducted in spring 2025, on work-related changes and companies' capacity for change. The survey was answered by 252 employees from 11 different workplaces.

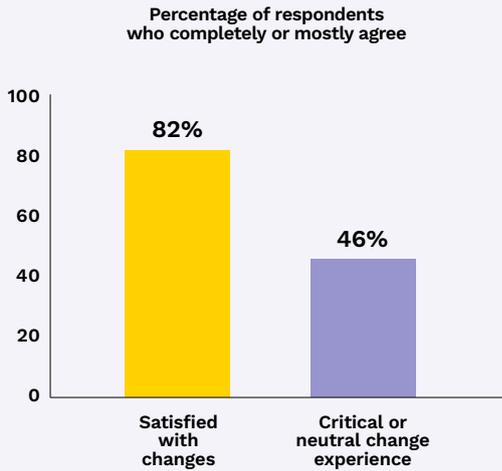
## 5. Successful change requires the strengthening of organisational resilience

The stronger employees perceive a company’s level of organisational resilience to be, the more satisfied they are with the implemented changes.

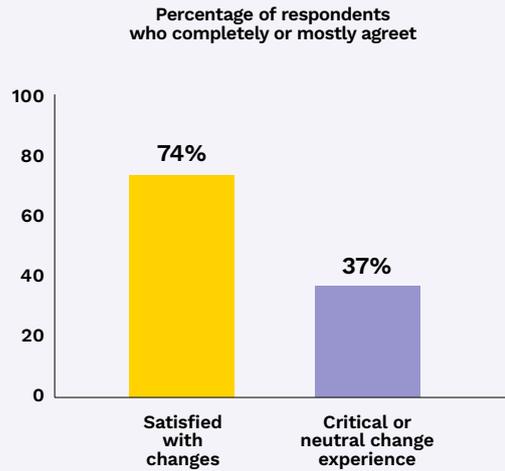
Important resources for organisational resilience:

- Participatory approach to and support for changes
- Investments in competence development
- Transformational leadership
- Solution-oriented approach
- Flexibility and innovation of the organisation
- Team spirit and open interaction

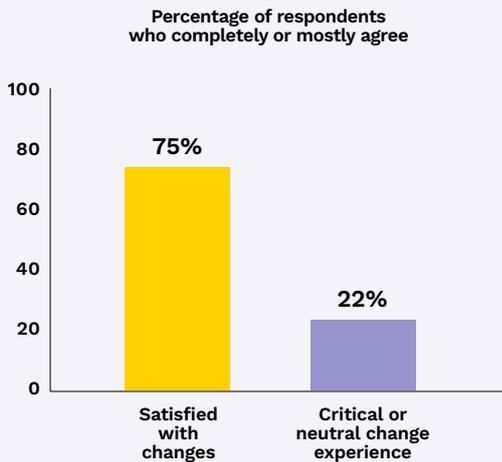
*‘In my work community, we actively and jointly seek solutions to challenges and problems’*



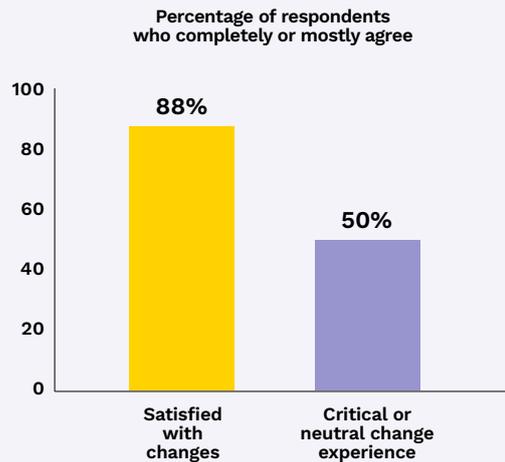
*‘The flow of information and interactions within my work community are open’*



*‘My workplace makes efforts to hear personnel out when changes are being implemented’*



*‘My work community invests in the development and maintenance of competence’*



The results are based on Elo’s customer survey on work-related changes and organisational resilience, conducted in spring 2025. The survey was answered by 252 employees from 11 different workplaces.

## Tools are available to strengthen organisational resilience

It is worth viewing the resources necessary to affect positive change as objectives worth pursuing. Such resources are not only existing strengths, but areas of continuous development that are strengthened and maintained as part of everyday work ability management. The development work can be advanced in stages, focusing first on the areas that are most important for the situation within your own company.

The possibility to participate, ask questions, give feedback and present development suggestions reduces uncertainty in change situations. The learning management practices used in a company create the basis for enhancing competence. Approaches, such as trust building and the promotion of workplace co-operation and a positive vision for the future will help personnel adapt better to changes. Transformational lead-

ership also involves encouraging and supporting employees in the search for new solutions and innovative ways of working.

Psychological safety and trust make it possible to raise concerns about changes, but also to share successes and good practices with the rest of the work community.

As part of the study on organisational resilience that supports work ability, practical tools were developed for strengthening a company's change resources. The tools, based on research and everyday observations of workplaces, are part of Elo's learning environment. They facilitate the assessment of the company's resilience resources and provide ways to augment and strengthen them.