

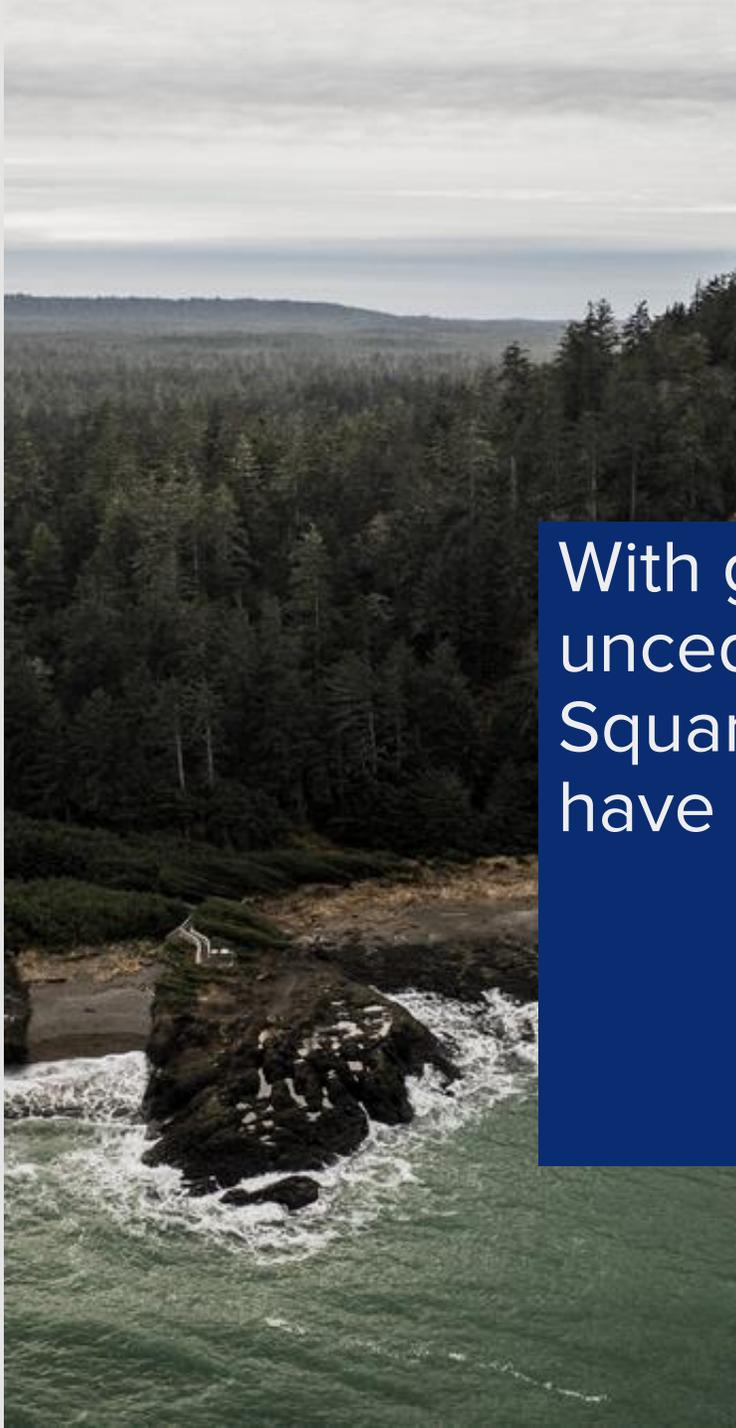
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BUILDING RESILIENCE IN TOURISM & HOSPITALITY TEAMS



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With gratitude, we recognize that we are on the unceded territories of the Musqueam, Squamish, and Tsleil-Waututh Peoples, who have cared for this land since time immemorial.

WHO WE ARE

go2HR is BC's
tourism and
hospitality human
resource and
health & safety
association



Health & Safety



Human Resources



Industry Training



Research and Strategy

go2HR exists to drive **strong workforces and safe workplaces** to deliver world-class tourism and hospitality experiences in BC



LET'S BE HONEST ABOUT WHAT WE'RE FACING

Your team deals with:

- Demanding guests
- Seasonal pressure that never truly ends
- Physical exhaustion that accumulates
- Emotional labour that's invisible but draining
- Unexpected crises
- Service and Business interruptions
- Risk of violence, harassment or verbal abuse



RESILIENCE ISN'T JUST A “NICE TO HAVE”

Research shows resilient teams experience:

Higher guest satisfaction scores

- Guests notice when your team has energy

Lower turnover costs

- Staff who can cope in stressful situations stay longer

Fewer safety incidents

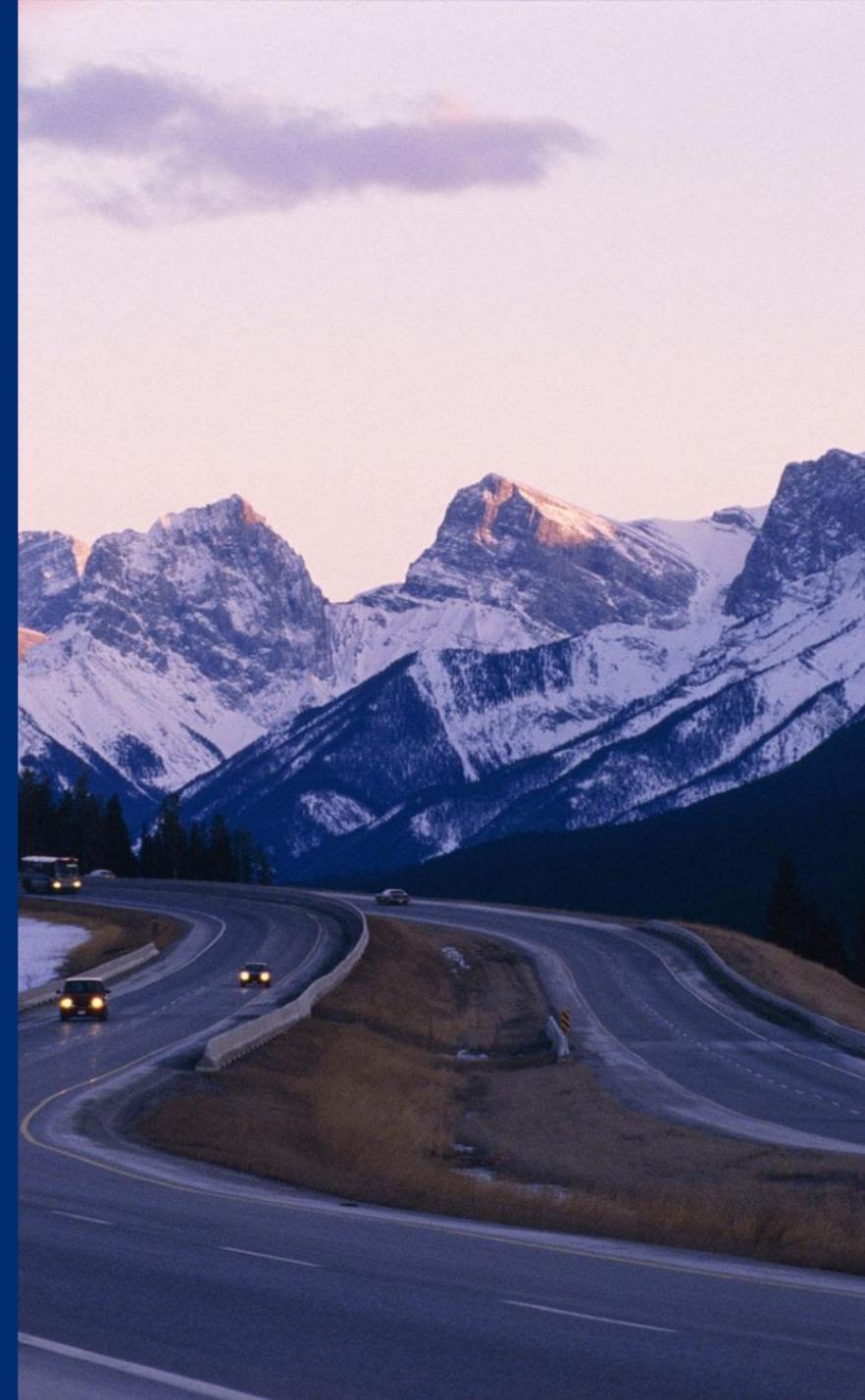
- Prevents physical- and mental-health related incidents, and avoids potentially complex and costly claims

Resilience = Better guest experiences +
Healthier employees, teams & bottom line

What We'll Cover Today

1. Understanding resilience in the workplace
2. Building individual resilience skills your team can use during shifts
3. Creating team-based resilience systems
4. Leadership strategies for supporting resilient teams

Throughout: interactive discussions, practical activities, real-world Q&A



Part 1

Understanding Resilience In High-Stress Environments





FIRST, LET'S BUST SOME MYTHS

✘ Not "Toughing it out"

Resilience isn't about suppressing emotions

✘ Not being invincible

Resilient people still feel stress and struggle

✘ Not never needing help

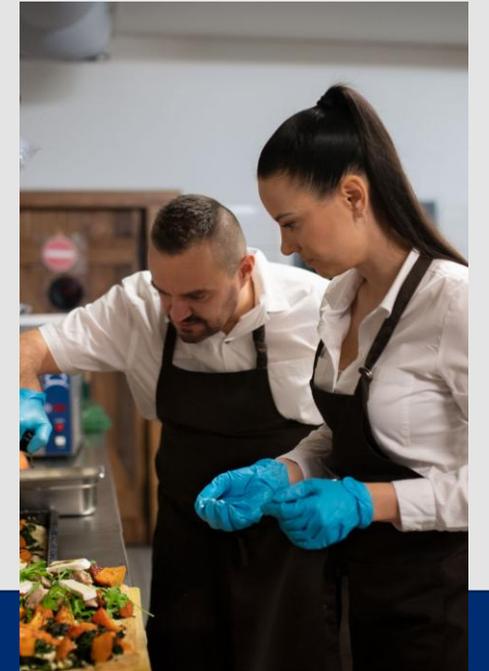
Resilience includes knowing when to ask for support

✘ Not a fixed personality trait

Everyone can build resilience skills

TRUE RESILIENCE IN TOURISM & HOSPITALITY

- **Bouncing back** after a difficult guest interaction and giving the next guest your full attention
- **Adapting** when three people call in sick and you need to rework the entire schedule
- **Recovering quickly** from mistakes without spiraling emotionally
- **Maintaining perspective** during the chaos of a busy time
- **Using strategies** to reset your energy between high-demand situations



TWO TYPES OF RESILIENCE

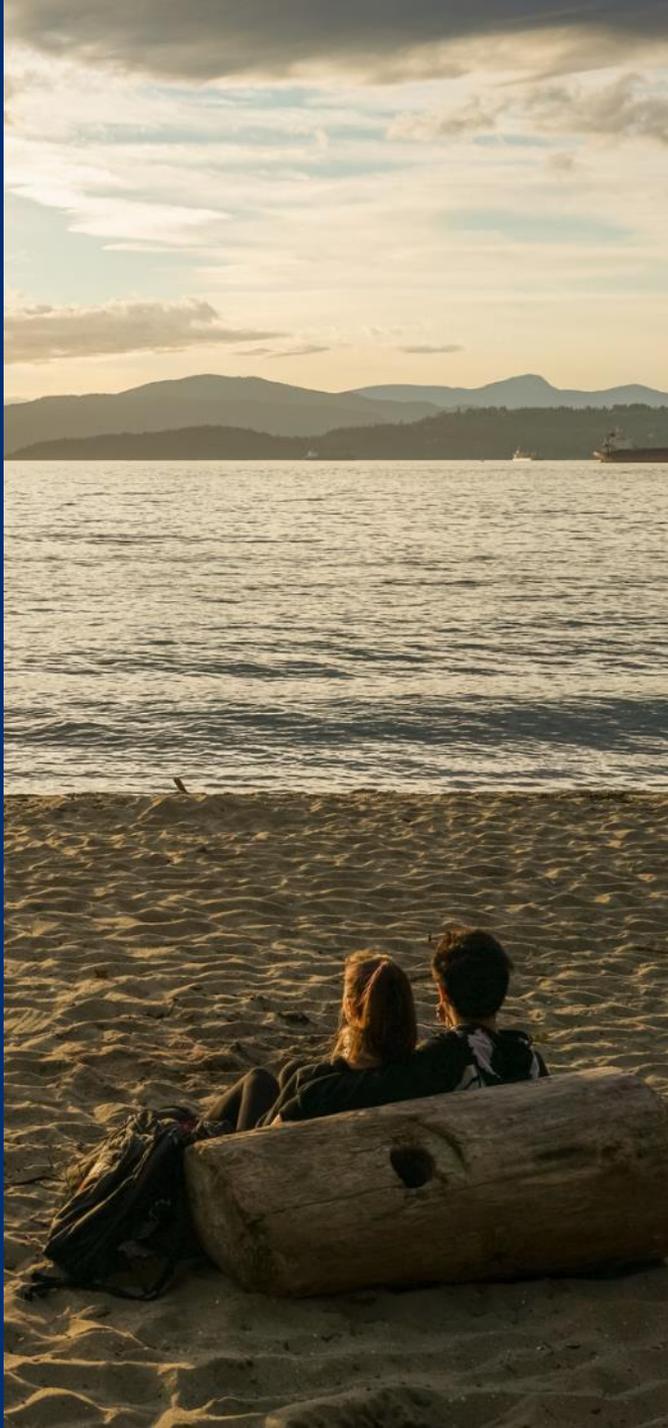
Individual

- Managing their own stress response
- Recovering from difficult interactions
- Maintaining energy throughout shift
- Asking for help when needed

Team

- Supporting each other
- Sharing workload
- Creating psychological safety
- Debriefing together
- Comfortable asking for help
- Time and space to recover

Both matter. You need BOTH.



WHAT'S BREAKING YOUR TEAM'S RESILIENCE

- **Chronic Stress Without Recovery**

No breaks, no reset time, pressure never lets up

- **Emotional Labour That's Invisible**

Maintaining the smile even when you're drowning

- **Physical Demands + Mental Exhaustion**

On your feet for hours while also problem-solving and managing emotions

WHERE IS YOUR TEAM RIGHT NOW?

RESILIENCE LEVEL	SIGNS
LOW Resilience	<ul style="list-style-type: none">● Frequent absences or calling in sick● Irritability, snapping at colleagues● Incidents/accidents increasing● Energy clearly depleted● Decreased morale, increased gossip/complaining
MODERATE Resilience	<ul style="list-style-type: none">● Getting through shifts but exhausted after● Some support-seeking behaviour● Occasional recovery between stressors
HIGH Resilience	<ul style="list-style-type: none">● Team bounces back quickly● Proactive problem-solving● Supportive interactions● Energy maintained throughout shifts

Part 2

Building Individual Resilience Skills





RESET YOUR ENERGY IN 90 SECONDS

1. **Recognize** → Notice
2. **Remove** → Step away physically
3. **Reset** → Use a quick technique
4. **Return** → Engage the next situation with renewed energy

This works DURING your work day, not just after.



TOOLS FOR THE 60-SECOND RESET

-  **Box Breathing** - In 4, hold 4, out 4, hold 4
-  **Mental Rinse** - Visualize stress washing away
-  **Body Scan** - Tense and release shoulders, jaw, fists
-  **Refocus Statement** - "Next guest, fresh start"
-  **Temperature Shift** - Cold water on hands/wrists
-  **Visual Break** Look at something calming (photo, window)

This works DURING shift, not just after.



WHEN GUESTS PUSH YOUR TEAM'S BUTTONS

The RAIN Technique:

- Recognize what feeling
- Allow the emotion without judgement
- Investigate with curiosity
- Non-identification

Result:

respond thoughtfully, not reactively.



ADAPTING WHEN PLANS CHANGE

Rigid Thinking → Breaks Under Pressure:

- "This isn't how it's supposed to go"
- "We've always done it this way"
- "Everything is ruined now"

Flexible Thinking → Bends Without Breaking:

- "Okay, this is different. What's possible?"
- "Let's try a new approach"
- "One thing went wrong, but we can adapt"

BUILD YOUR RESILIENCE TOOLKIT

Grab a pen. Answer these questions.

1. My go-to stress reset technique is:
1. My physical warning signs I'm getting overwhelmed are:
1. One person I can turn to for support is:
1. One thing that helps me recover after a really hard work day is:

Part 3

Creating Team- Based Resilience Systems





BUILD SUPPORT INTO YOUR STRUCTURE

Why formal peer support matters:

- Normalizes asking for help
- Spreads emotional load across team
- Creates redundancy when one person is struggling
- Reduces isolation

How to implement:

- Pair experienced team members with newer staff
- Create "check-in buddies" during shifts
- Train specific people as peer support leads
- Make support-seeking visible and valued



SIMPLE SYSTEM, POWERFUL RESULTS

The 30-Second Buddy Check:

1. **NOTICE** - Watch for signs: withdrawal, irritability, mistakes increasing

2. **ASK** - "Hey, are you okay? You seem off today."

3. RESPOND

- **If they say they're fine:** "Okay, I'm here if you need anything"
- **If they open up:** Listen, validate, help problem-solve or get support

This only works if your culture says it's okay to not be okay.

MAKING IT SAFE TO SAY “I’M STRUGGLING”

Four Essential Elements:

1. Model Vulnerability

Leaders share their own challenges appropriately

1. No Punishment for Honest Disclosure

Asking for help doesn't hurt your performance review

1. Validate, Don't Fix

"That sounds really hard" before jumping to solutions

1. Separate Person from Problem

"You're not the problem—this situation is challenging"

PROCESS TOGETHER, DON'T JUST MOVE ON

The 15-Minute Shift Debrief:

1. **GATHER** → Bring the team together before leaving
2. **ACKNOWLEDGE** → "That was a tough one"
3. **SHARE** → "What was hardest for you today?"
4. **LEARN** → "What would help next time?"
5. **APPRECIATE** → "What did we do well?"
6. **RELEASE** → "Now let's leave it here"

Prevents trauma buildup. Creates closure. Builds team bonds.





SMALL TRADITIONS, BIG IMPACT

Pre-shift huddles → 2-minute connection before the rush

End-of-shift high-fives → Physical acknowledgment of making it through

Routine team meals → Breaking bread builds bonds

Gratitude practices → Sharing one good thing from each shift

Inside jokes & shared language → Creates "us" identity

These aren't frivolous—they're the social glue that holds teams together under pressure.

Part 4

Leadership Strategies For Supporting Resilient Teams



MODEL RESILIENCE, DON'T HIDE YOUR HUMANITY

✘ Don't:

- Pretend you never struggle
- Hide all stress from your team
- Say "I'm fine" when clearly not
- Project invincibility

Your team watches HOW you handle stress, not just WHAT you tell them to do.

✔ Do:

- Share challenges appropriately
- Model healthy coping in real-time
- Say "This is hard for me too" when true
- Show how you recover from setbacks

RECOGNITION THAT ACTUALLY MATTERS

Specific Praise

"I saw how you handled that difficult guest—your patience was remarkable"

Acknowledge Effort, Not Just Outcomes

"That was a really tough situation and you gave it your all"

Public + Private Recognition

Both matter. Not everyone wants public praise.

Timely Recognition

Say it now, not at the annual review



RECOGNIZING WHEN SOMEONE NEEDS MORE SUPPORT

Warning signs to act on:



Immediate concerns:

- Talking about self-harm or hopelessness
- Drastic behaviour changes
- Safety risks (theirs or others') → **Act now. Don't wait.**



Persistent concerns:

- Performance decline over weeks
- Withdrawal from team
- Physical signs (weight change, exhaustion) → **Private conversation. Offer resources.**



Manageable struggles:

- Normal stress responses
- Bouncing back with support → **Monitor. Check in regularly.**

RESILIENCE CAN'T COMPENSATE FOR CHRONIC UNDERSTAFFING

Resilience skills help your team cope with challenges, but resilience is NOT a substitute for:

- Adequate staffing levels
- Reasonable shift lengths
- Real breaks during shifts
- Time off between busy periods
- Fair compensation

If workload is the problem, resilience training alone won't fix it.

ACTION PLAN

- **This week:** Teach your team one micro-recovery technique
- **Within 2 weeks:** Implement buddy check-ins or peer support
- **Within 1 month:** Create or improve post-incident debriefing
- **Ongoing:** Model resilience and recognize it when you see it

Start small. Build consistently. Celebrate progress.

WHERE TO GO TO GET MORE SUPPORT

Industry Resources:

- **go2HR** - PHS Advisory Services, tools and training. Web: www.go2hr.ca
Email: safety@go2hr.ca
- **People Working Well** - Mental health resources for tourism & hospitality workers www.peopleworkingwell.ca

Crisis Support (BC):

- BC Mental Health & Crisis Response: 310-6789 (no area code required)
- National Suicide Crisis Line: 9-8-8 (call or text)
- [Get Support - People Working Well](#)

QUESTIONS & DISCUSSION

Share your real-world scenarios
Ask about implementation challenges
Let's problem-solve together



Your team is worth it.
You've got this!

REMEMBER THESE THREE THINGS

- 1. Resilience is a SKILL, not a trait**
Everyone can build it. Practice makes stronger.
- 2. Individual + Team resilience BOTH matter**
You need personal tools AND team systems.
- 3. Start small, build consistently**
One technique this week. One system this month. Keep going.

A scenic landscape at sunset. The sky is filled with soft, golden light and scattered clouds. In the foreground, a paved road winds through a lush, green forest. Two cyclists are riding along the road, their silhouettes visible against the bright background. The overall atmosphere is peaceful and natural.

PHS & OHS Resources & Support

Psychological Health & Safety (PHS) Advisory Services

1:1 Support to help Tourism & Hospitality Employers:

- **Show Leadership Commitment** – Lead by example and set the foundation for psychological health and safety
- **Develop Supportive Managers** – Equip managers to respond with care and lead resilient teams
- **Ensure Worker Participation** – Engage you workers to contribute to and positively impact psychological health and safety

Let's Meet! [Contact us](#)





If you are in need of immediate assistance please dial 9-1-1 or 9-8-8. You're not alone in this journey. Find more trusted local resources.

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About 

In partnership with go2HR

People Working in Tourism & Hospitality

We want to help you and your workplace get the right support for mental health. Let's keep our communities strong together.

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Training Resources



Psychological Health & Safety (PHS)
Workplace Mental Health



Occupational Health & Safety



Thank you!

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