



ADAPT | OPTIMISE | SUSTAIN

# Resilience at Work<sup>®</sup> Leader Scales

**Do you lead in a way that promotes resilience in others?**

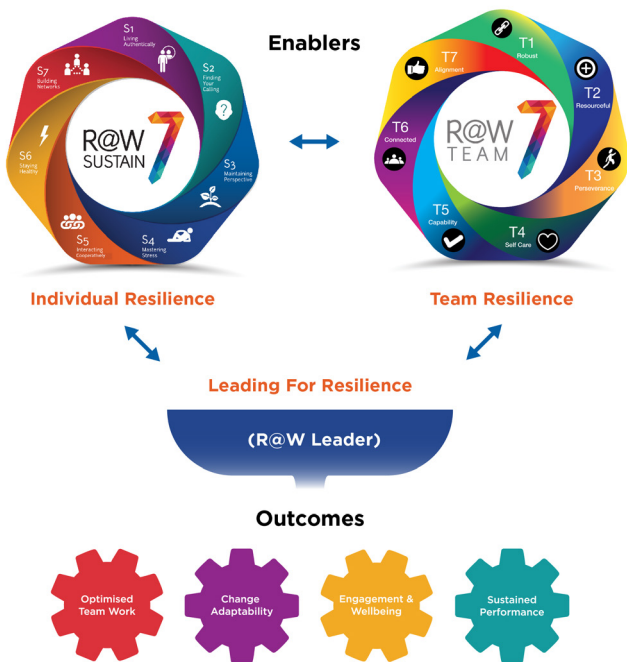
**Do you create work climates that ensure teams sustain future performance and well-being?**

**..... Find out by taking the Resilience at Work<sup>®</sup> Leader Scale**

The Resilience at Work® (R@W) Leader Scales are powerful diagnostic tools that provide leaders with valuable insights on how they can help their teams sustain performance in times of high pressure, uncertainty, complexity and change.

They are part of the Resilience at Work® Toolkit, an evidence-based framework that systemically builds resilience through aligning team, personal and leadership actions. The outcome is a culture that is adaptable and stakeholder focused yet preserves employee wellbeing and engagement.

## Resilience at Work® Toolkit



## The R@W Leader Scales

There are two versions of the leader scales.

### » The R@W Leader Self-Rating

This scale allows you to self-rate your leadership in relation to the actions you take in fostering resilience in others.

### » The R@W Leader - 180

This allows you to compare your self-ratings with those of the employees you lead.

Both scales are quick and easy to administer on-line. They provide an assessment on the 7 components and 22 sub-dimensions that build team resilience. The results provide a clear snapshot of your leadership strengths and areas to strengthen. You and your coach can then co-design strategies in the areas that will most benefit you and your team.

1. McEwen, K., & Boyd, C. M. (2018). A measure of team resilience: Developing the resilience at work team scale. *Journal of Occupational and Environmental Medicine*, 60(3), 258-272.

The survey is based on a team assessment developed by organisational psychologist Kathryn McEwen and researcher Dr. Carolyn Boyd in response to a need for evidence-based assessments.<sup>1</sup>

## The Seven Components of Team Resilience

**Team Resilience:** The collective capability of a team to manage the everyday pressure of work and remain healthy, to adapt to and learn from unexpected setbacks and to prepare for future challenges proactively.



The R@W Leader scales were designed as a development tool. The results inform practical actions that are within the scope of a leader to influence. The assumption is that even within organisations with many systemic challenges there are still strategies that can assist in creating resilient cultures.

Both R@W Leader Scales allow exploration of the 7 key components of team resilience.

### T1 Robust: Having solid intention with agility

Do you create clarity of purpose and goals in the team yet ensure adaptability to change, or does your team lack pro-activity around future challenges?

### T2 Resourceful: Optimising resources and processes

As demands increase and budgets or staffing levels decrease, do you promote realigning resources and leveraging strengths or do silos and competition get in the way?

### T3 Perseverance: Persisting despite setbacks

What happens when your team faces setbacks or uncertainty? Is there shared energy around creating solutions or do they get stuck in problems and look to you to make decisions?

Have you ensured shared expectations, practices and boundaries around pressure management and work-life integration or does the team's culture, or your role modelling, work against attempts at self-care?

### **T5 Capability: Delivering in a changing landscape**

How well do you build team capabilities to align with shifting stakeholder and external expectations? Does your team's talent remain unchanged in spite of different performance needs?

### **T6 Connected: Having a sense of belonging**

We all need to feel connected in increasingly disconnected workplaces. Do you foster care and co-operation or self-focus in your team? Can members ask others for help or are they missing the psychological safety to be vulnerable?

### **T7 Alignment: Sharing motivation for success**

How well do you instill team optimism and motivation to achieve outcomes? Is there a sense of collective success and accountability or does personal ambition get in the way?

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## What's Involved in Taking the Resilience at Work® Leader - 180?

1. Your coach or consultant will meet with you to explore your current leadership scenario and explain how resilience coaching can address your particular challenges.
2. Your coach will provide a link to a secure website for you to complete the assessment. You will also be given a team link.
3. You email the team link and survey instructions for distribution to team members.
4. Team members complete the survey (anonymously) on the web platform in 10 -12 minutes.
5. Your coach shares the report and works with you to determine priorities and strategies that work for you. You continue to review and amend agreed actions using the R@W Leader workbook and other resources.

The R@W Leader self rating is more straightforward, requiring only completion of steps 1, first step of 2, & 5.

## Resilience at Work® Leader - 180 Report

The report has 4 sections:

**Section 1:** An introduction to the R@W Team model and its 7 components.

**Section 2:** The below example is an overview from the report of the average ratings for team members and range of ratings on each of the seven components.



### WORKING WITH RESILIENCE

SUSTAINING OPTIMAL PERFORMANCE THROUGH RESILIENCE

Adapt | Optimise | Sustain

Resilience at Work® Leader Scale

Confidential Report

Sample Leader 180 07178  
January 2020

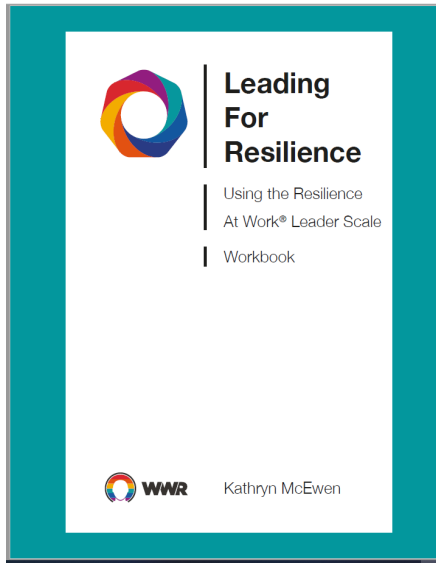
**Section 3:** A deeper dive into results with the average team rating, range of rating, and response mode on each of the 22 sub-dimensions of the 7 components.

**Section 4:** Verbatim anonymous comments from team members on 3 open-ended questions relating to your leadership.

## Resources to Support the R@W Leader

### The R@W Leader Reflection Workbook

This workbook is an excellent resource to support the coaching process and encourage ongoing reflection.



### The R@W Leader Reflection Cards

Our reflection cards can be used in individual coaching or for groups of leaders.



## Resilience.TV

For great content and resources on all things resilience at work visit [www.resilience.tv](http://www.resilience.tv)



**RESILIENCE.TV**  
CONTENT & RESOURCE CENTRE

## Looking to Use the R@W Leader?

To gain accreditation or access an accredited user of the R@W Leader, visit Working With Resilience in your region.

### Australasia and New Zealand

[www.workingwithresilience.com.au](http://www.workingwithresilience.com.au)

### United Kingdom

[www.workingwithresilience.co.uk](http://www.workingwithresilience.co.uk)

### Europe

[www.iwd-europe.com](http://www.iwd-europe.com)

### Italy

<http://www.decathloncons.it/>

### North America

[www.workingwithresilience.com](http://www.workingwithresilience.com)



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