



## **Working with Resilience**

Sustaining Optimal Performance  
Through Resilience

# **The Resilience at Work<sup>®</sup> Toolkit**

ADAPT | OPTIMISE | SUSTAIN



## Why resilience at work?

Resilience has become a buzzword as organisations seek ways to support their staff to stay productive in workplaces that are turbulent, complex and pressurised. Resilience assists employees and teams to:

- » Adapt to frequent change and uncertainty
- » Stay productive, despite increasing demands to deliver more with less
- » Manage customer expectations that may exceed delivery capabilities
- » Maintain physical and emotional wellbeing despite job pressures.

## Resilience at Work (R@W) Toolkit

The R@W Toolkit is a complementary suite of measures that recognises the inter-relatedness of employee, leader and team behavior at work.

The measures can be used independently or together, dependent on the circumstances.

**R@W Individual:** A measure based on the Sustain 7 Model that assesses individual employee resilience.

**R@W Team:** A measure that assesses the group practices that promote team resilience. This builds on the R@W Individual Scale and can be used when there is an opportunity to work with the whole team.

**R@W Leader:** A measure that assesses the leader behaviours that support and foster resilience in employees and teams. This can be used as a stand-alone measure in coaching and leadership development or together with the other scales.







## R@W Scale

The R@W Scale is a scientifically researched measure of individual workplace resilience that measures the seven components that interrelate and contribute to overall resilience. The benefits include:

- » Validated and specifically designed for the workplace
- » Relates to everyday work behaviours that can be changed rather than personality factors
- » Takes into account the impact of the organisational context in which people are working
- » Considers management of current work challenges
- » Provides a comprehensive feedback report that is easily translated into practical actions
- » Places emphasis on building strengths in addition to better managing the stress and specific issues people are facing
- » Provides benchmarking on the seven components of personal work resilience
- » Takes a holistic approach and considers all aspects of resilience – physical, cognitive, emotional and spiritual (purpose and values)
- » Is quick and easy to administer, taking only 5-10 minutes to complete on-line.



## R@W Scale

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- S1 Living Authentically**  
 Knowing and holding onto your personal values, deploying your strengths, and having a good level of emotional awareness and regulation.
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- S2 Finding Your Calling**  
 Having work that offers purpose and a sense of belonging. Aligning work with your core values and beliefs.
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- S3 Maintaining Perspective**  
 Staying optimistic and keeping a solution focus when things go wrong. Reframing setbacks and minimising the impact of any negativity around you.
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- S4 Mastering Stress**  
 Having work and life routines that help you manage your everyday stressors. Working to create work-life balance and ensuring time for relaxation and recovery.
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- S5 Interacting Cooperatively**  
 Seeking feedback, advice and support and also providing support readily to others.
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- S6 Staying Healthy**  
 Maintaining a good level of physical fitness, having a healthy diet and getting adequate sleep.
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- S7 Building networks**  
 Developing and maintaining the personal and professional support networks needed at home and at work in order to perform well in your job.
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## R@W Team

The R@W Team is the aspect of the Toolkit that measures team resilience. It complements and builds on the R@W Scale by assessing the behaviours that create resilience in groups of people who work together.

The R@W Team incorporates aspects traditionally known as essential for teamwork but also includes elements that are emerging as important team behaviours for challenging jobs.

The measure has been designed to focus on actions that can be implemented by the team itself. While group-level actions can be inhibited by external demands, both within and outside of the organisation, the premise is that teams can still create a sub-culture that contributes to resilience.

## Why use the R@W Toolkit?

The R@W scales are valuable for:

- » Building resilience in individuals and teams via coaching, workshops or professional development programs
- » Coaching and counselling when personal resilience has been challenged
- » Organisational interventions for sustainable performance and resilience
- » Research into employee performance and wellbeing.

## R@W Leader

Managers and team leaders that promote and support resilience tend to engage in a number of behaviours. Typically they assist team members to:

- » Build capacity and optimise the resources they have
- » Manage the workload and any operational challenges
- » Link into any support and networks available
- » Anticipate, position for, and adapt to change
- » Ensure work practices are sustainable from a physical and psychological wellbeing perspective.

The R@W Leader Scale assesses the extent to which managers or team leaders engage in behaviours that support resilience in the people and teams they lead. Assessments include both self-assessment (R@W Leader) and 180-degree assessments completed by the leader, and their team (R@W MyManager).



## R@W Team

### T1 Robust



Having shared purpose, goals and values and the skills needed to do the job. Being proactive when issues arise for the team.

### T2 Resourceful



Developing effective team processes that enable a clear focus on priorities. Harnessing team member strengths and resources and building a culture of continuous improvement.

### T3 Perseverance



Staying optimistic and having a solution, rather than a problem, focus. Persisting in the face of obstacles.

### T4 Self-care



Promoting and deploying good stress management routines and being alert to signs of overload in members. Supporting life-work balance.

### T5 Capability



Continually building capacity through accessing networks and supports. Seeking feedback and building on what works well.

### T6 Connected



Caring for colleagues as people and being co-operative and supportive with each other.

### T7 Alignment



Aligning and developing talents to create the desired outcomes. Sharing and celebrating success.

## Why use the R@W Toolkit?

The Toolkit is suitable for all occupations, up to Board level. It can be used for:

- » Professional, leadership or team development
- » Management and executive coaching
- » Organisational resilience interventions
- » Applied research.

## Our Journey

Working With Resilience was established in 2010 and is an international consortium of practitioners and academics combining their skills to advance the understanding of what resilience actually means in relation to our working lives.

We are interested in what work resilience is, how you measure it and what you can do to create it.

Our passion is in:

- » Understanding what creates sustainable work practices and resilience in challenging work environments and occupations
- » Developing validated tools that measure resilience within the employment context
- » Providing strategies to build the resilience of employees, teams and leaders in a way that creates both optimal performance and personal wellbeing.

Managing Director, Kathryn McEwen, is an Australian-based organisational psychologist, who has substantial experience in coaching and working with leaders, individuals and teams operating in demanding environments.

Kathryn has partnered with like-minded experienced practitioners and credentialed researchers in the area of workplace wellbeing and performance.

Our aim is to develop practical evidence-based tools that can assist organisations develop and embed sustainable work practices that build resilience.

## How to access the R@W Toolkit?

The R@W Toolkit is available through our accredited user network.

Contact us for information on accreditation or for R@W users in your region.

Email: [contact@workingwithresilience.com.au](mailto:contact@workingwithresilience.com.au)

### Australia

[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)

## R@W Books

Building Your Resilience:  
How to Thrive in a Challenging Job

Building Team Resilience

Available for purchase at  
[www.workingwithresilience.com.au](http://www.workingwithresilience.com.au)



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