WORKING WITH RESILIENCE

SUSTAINING OPTIMAL PERFORMANCE THROUGH RESILIENCE

Adapt | Optimise | Sustain

Resilience at Work Scale
Confidential Report
Jane Smith Case Study

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WHAT IS WORK RESILIENCE?

Being resilient at work means:

- Managing the everyday stress of work while staying healthy,
- Rebounding and learning from unexpected setbacks
- Preparing for future challenges in a proactive way.

WHAT DO WE KNOW ABOUT WORK RESILIENCE?

Exposing the myths...

- Resilience is not just about learning to better cope in your job – it is also about being adaptable and best positioning yourself for the next inevitable challenge or setback. In essence it is being the best you can be in the environment in which you work
- You can develop your resilience through changing your thoughts and behaviour
- Your level of resilience is not a fixed attribute or personality trait. It changes according to how well you deploy your 'toolkit' of strategies to meet the challenges you are facing. This means that resiliency needs regular review to keep on track
- Attention to resilience is important for us all and is not just for those of us who feel we are struggling or performing below our capabilities
- Resilience is not stoicism. While tough mindedness and persistence are important, continuing to push ahead despite the impact on your health, relationships or performance is highly detrimental.

THE RESILIENCE AT WORK SCALE

The Resilience at Work (RAW) Scale measures your personal workplace resilience. It was scientifically researched and developed in 2011 by organisational psychologist Kathryn McEwen and research psychologist, Dr Peter Winwood. The model that underlies the scale has been applied successfully across a very wide range of jobs and professions at all organisational levels– from front line to executive. Its power is in its simplicity.

The RAW Scale comprises seven components to sustain resilience. All seven interrelate and contribute to your overall work resilience. Consider these components as a 'toolkit' of strategies that you need to continually invest in. You may not always be able to invest in them equally however. For example, if your health is poor this may be outside of your influence to change. This means that you need to invest more actively in other components of resilience, such as support, in order to stay on track.

S1 LIVING AUTHENTICALLY MEANS...

You know and hold onto your personal values, deploy your strengths, and have a good level of emotional awareness and regulation.

S2 FINDING YOUR CALLING MEANS...

Your work offers purpose and a sense of belonging. It also aligns with your core values and beliefs.

S3 MAINTAINING PERSPECTIVE MEANS...

You stay optimistic and keep a solution-focus when things go wrong. You reframe setbacks and minimise the impact of any negativity around you.

S4 MASTERING STRESS MEANS...

You have work and life routines that help you manage your everyday stressors. You work to create work-life balance and ensure time for relaxation and recovery.

S5 INTERACTING COOPERATIVELY MEANS...

You seek feedback, advice and support and also provide support readily to others.

S6 STAYING HEALTHY MEANS...

You maintain a good level of physical fitness, have a healthy diet and get adequate sleep.

S7 BUILDING NETWORKS MEANS...

You develop and maintain the personal and professional support networks you need at home and at work in order to perform well in your job.

SUSTAIN R@W 7 SNAPSHOT

Your results are reported here as very high, high, average, below average, low or very low as compared to the working population.

YOUR OVERALL RESULTS: BELOW AVERAGE

S1 LIVING AUTHENTICALLY: AVERAGE

S2 FINDING YOUR CALLING: LOW

S3 MAINTAINING PERSPECTIVE: AVERAGE

S4 MASTERING STRESS: VERY LOW

S5 INTERACTING COOPERATIVELY: BELOW AVERAGE

S6 STAYING HEALTHY: VERY HIGH

S7 BUILDING NETWORKS: HIGH

Below Average

Your overall results indicate that your work resilience is currently below average. The RAW Scale assessment will be useful in determining strategies that you can use to build and then consolidate your resiliency levels.

S1 LIVING AUTHENTICALLY

- Knowing and living core values
- Understanding and leveraging personal strengths
- Managing personal emotions.

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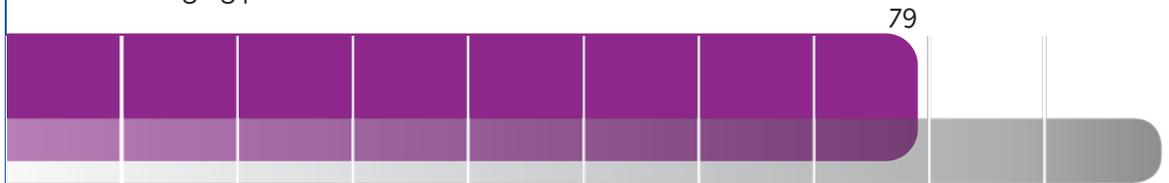
AVERAGE

Your results may be due to a very low score on just one aspect, or average scores across each of the three aspects of this component. This includes use of strengths, values and emotional regulation. Some exploration is needed with your coach of whether you are sure of your personal values and strengths and if so how well these are being used in your work environment. It may also be that there is a high self-awareness of your values and strengths but a mismatch between these and your current work role. Working with your coach on aspects of living your personal values, leveraging from strengths and managing emotions at work may be useful.

S2 FINDING YOUR CALLING

- Creating a job-person match in purpose and values
- Having a sense of belonging with your workplace
- Feeling connected.

58
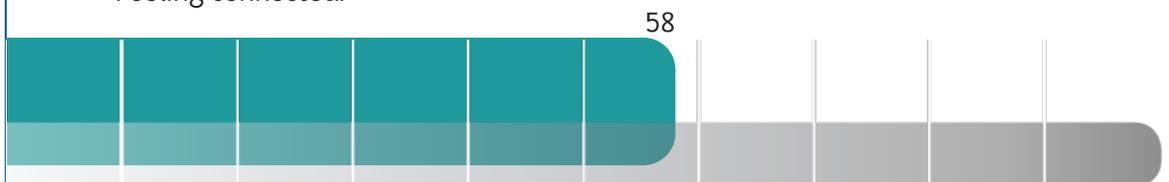
LOW

Your low score on this component may indicate a high degree of job dissatisfaction in your current role. This discontent may stem from a sense that the work lacks any meaning or purpose that you can relate to. It could also be that the role or working environment is changing in a direction that is away from what you see as important. A low score also indicates inconsistency between your values and those demonstrated within the organisation and you may perceive that your work lacks integrity. There is also a limited sense of belonging that indicates that you may not feel part of, or committed to, the workplace. This may not be sustainable unless addressed.

S3 MAINTAINING PERSPECTIVE

- Staying Optimistic
- Focussing on the solution to setbacks and problems
- Buffering the negative energy of others.

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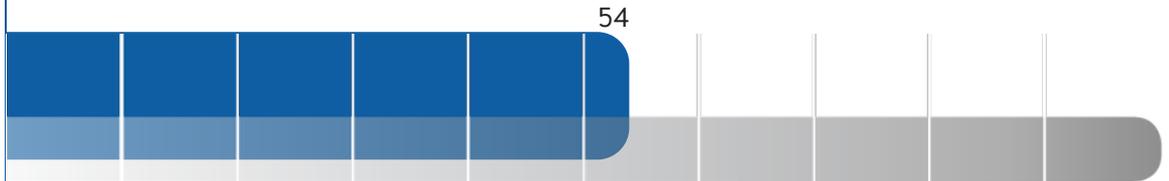
AVERAGE

Your result indicates that you are as adaptable as the average person. There may be scope for improvement in the way you interpret and think about problems and setbacks at work. Reframing how difficult situations are viewed, maintaining an optimistic outlook and focussing more on what to do about problems rather than getting 'stuck' in them might be helpful.

S4 MASTERING STRESS

- Having good self-care routines
- Managing your workload effectively
- Creating a sense of work-life balance.

29

VERY LOW

This result indicates that you believe you have very poor work-life balance and that work demands overshadow your home life. You are also finding it very difficult to manage the everyday stress of your job and are struggling to relax and unwind. This is a critical area for attention if you are to maintain your health and resilience.

S5 INTERACTING COOPERATIVELY

- Openly seeking feedback on your performance
- Being willing to ask for support when you need it
- Readily providing support to others.

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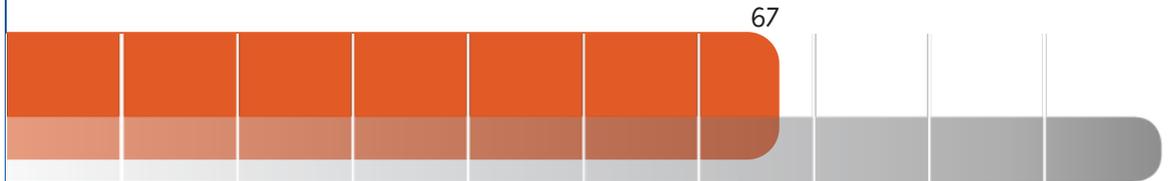
BELOW AVERAGE

Your score suggests that there may be potential for you to accept or give support more readily in your work, or to more actively seek out feedback on your performance so that you can better position yourself to perform effectively. It may be that you scored below average on each of the three areas covered in this component or that you rated yourself very low in just one, or low in two.

S6 STAYING HEALTHY

- Keeping physically fit
- Having a healthy diet.

100
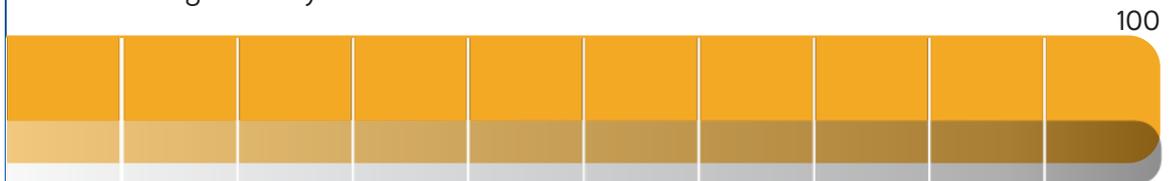
VERY HIGH

Your result demonstrates a belief that you have an excellent level of physical fitness and are careful about eating well and healthily. It is likely that you have well-established routines that you generally maintain despite work pressures. These habits are very helpful in maintaining the energy levels you need to perform at work and to live your life.

S7 BUILDING NETWORKS

- Developing and maintaining personal and professional support networks.

89

HIGH

Your high score on 'building networks' indicates that you believe you have a solid support network to help you in your job and for aspects of your life that impact on your work. You have a fairly reliable network of people to draw on.

MAKING SENSE OF YOUR RESULTS

In making sense of your results remember that:

- It was you who completed the assessment and so it is your perception, not that of others, that is reflected in the results
- Your actual scores are not as important as what you make of them. It is your personal reflection and interpretation of the results that is of most benefit
- Resilience is a state not a fixed trait – It can change if your circumstances change significantly without a corresponding adjustment of your 'toolkit'. For example a period of high workload with no support may result in poorer scores for 'mastering stress' and 'interacting cooperatively' if you have not adapted your strategies to manage this change
- While the RAW Scale focuses on work, your out of work life is very likely to have an impact on your scores
- The results are not fixed – You can further develop your resilience. If it is high you also need to continue to work on maintaining it.

PREPARING FOR YOUR FEEDBACK AND COACHING SESSION

If you have received this report in advance of your feedback session with your coach the following reflective questions may help you to prepare for the meeting:

- In what areas I have I rated myself highly?
- What am I doing that is working well for me and how can I build on this?
- What areas are outside of my capacity to influence at the moment because of current circumstances?
- What is my 'maintenance plan'? How do I ensure I continue doing what I am doing well in busy or challenging times?
- Where is there scope to improve my resilience?
- What interesting interrelationships are there in my scores?