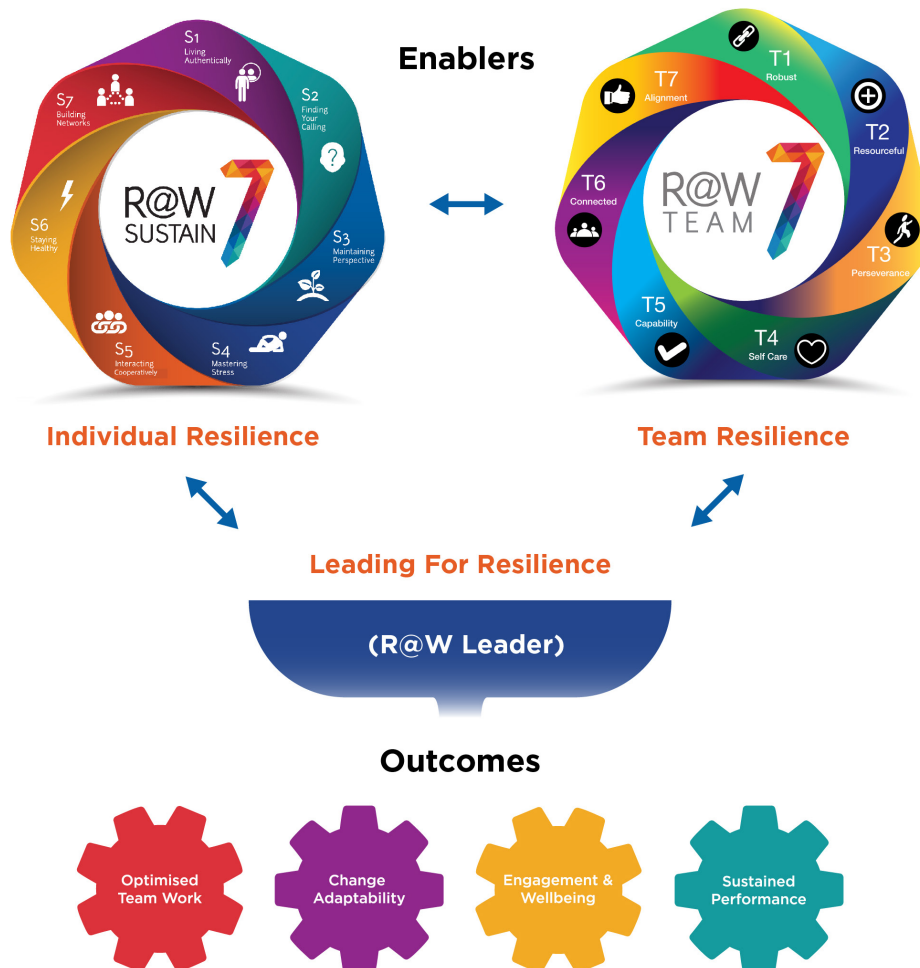




# The Resilience at Work<sup>®</sup> Toolkit Accreditation

ADAPT | OPTIMISE | SUSTAIN



## Working with Resilience

Sustaining Optimal Performance  
Through Resilience

# Why Resilience?

## Who Are We?

Working With Resilience was established in 2010 to help people stay productive and well in work environments that were turbulent, complex and pressurised. In a COVID-19 World, almost all work now meets these criteria, making resilience a critical, rather than a desirable, attribute.

We are an international consortium of practitioners and academics who have combined our skills and experience to determine how best to build workforce resilience. Our vision is creating work environments where people perform optimally while staying well. To achieve this we have developed practical evidence-based measures and resources that help embed sustainable work practices.

## How do we Define Resilience at Work?

There are a multitude of definitions of resilience, many of which are non-work related. More recently we have seen emerging concepts such as emotional agility, anti-fragility and grit used inter-changeably.

For us, work resilience involves having individual and collective strategies to deal with challenges and setbacks, adapt to changing demands and to look beyond the horizon to determine how best to position for the future.

## Principles Guiding Our Work

The guiding principles in our work are that resilience is:

- » A capability that can be developed
- » A dynamic state that results from the interplay of individual factors and the organizational context (rather than an inherent individual trait)
- » The capacity to positively respond not only to major setbacks but also to everyday challenges such as change, uncertainty and workload
- » A resource that protects against burnout through exploring how performance can be sustained while preserving wellbeing
- » Enabled through both the availability of organisational resources (e.g. collegial support and flexible work) plus a willingness to access these
- » Achieved through a systemic approach that aligns employee, leader and team behaviours with organisation processes and stakeholder expectations.

## Introducing The Resilience at Work® Toolkit

Our growing global community of talented practitioners are accredited in the use of the Resilience at Work® (R@W) Toolkit – a set of integrated measures and resources that build workforce resilience.

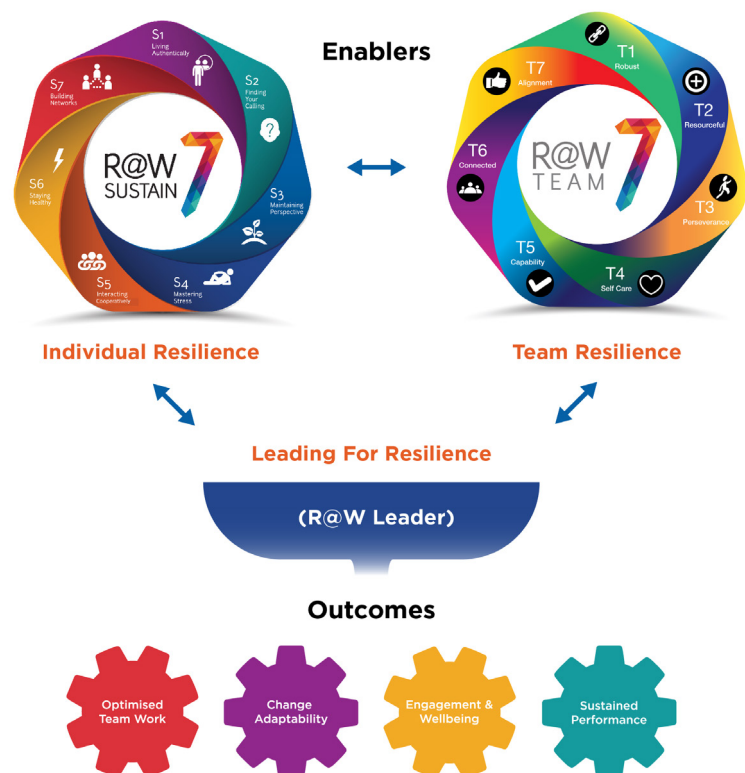
The R@W Toolkit has been designed specifically to help people at work to:

- » 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.

It includes a complementary suite of measures that recognise the inter-relatedness of employee, leader and team behaviour at work.

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

## The Resilience at Work® Toolkit



# Why Join Us?

## Components of the R@W Toolkit

### 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. The R@W Team incorporates aspects traditionally known as essential for teamwork and also includes elements that have emerged as important in challenging work environments.

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.

### 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.

There are two R@W Leader assessments, including a self-assessment (R@W Leader) and a 180-degree assessment (R@W Leader-180) that is completed by the leader and their team.

The R@W Toolkit is suitable for all occupations, up to Board level and is being used for:

- » Professional, leadership and team development
- » Coaching
- » Organisational resilience interventions
- » Applied and theoretical research globally.

“

I appreciate the evidence that supports the individual tool – and the thought that has gone into making all of the materials user-friendly. I would say that the accreditation training not only helps you to incorporate the instruments into your coaching arsenal, but also provides materials/resources beyond the instrument itself that I believe will prove useful.

”

## The Benefits of Joining Us

By joining our R@W Community you will have access to:

- » A set of resilience measures that assess and inform personal, team and leadership actions for sustainable wellbeing and performance in challenging work
- » The only empirically researched systemic approach to resilience-building at work
- » Measures that are supported by a solid research base. We have more than 120 international academic studies integrating aspects of the Toolkit
- » A wide range of supporting resources for coaching, workshops, interventions, in-house promotion and marketing – all easily accessible via our member only web portal
- » A Toolkit that is flexible and able to be scaled from 1:1 coaching to organisational interventions
- » Easy to use survey platforms with immediate access to quality reports on completion, at a price that allows access to everyone – not just senior leadership
- » A Toolkit that is highly practical with proven applicability to any occupation at any level
- » A global community of practice with regular networking opportunities with talented researchers and practitioners
- » Opportunity to showcase your work via blogs, videos and podcasts on our R@W Community website [www.resilience.tv](http://www.resilience.tv)
- » Mentoring from our country leads on in-house interventions and consultancy proposals.

“

Thank you both very much for your time and attention in what I found to be an interesting, well-structured programme. The toolkit has so much depth and versatility and I am really looking forward to getting started. Good advice to start soon! It's been a real pleasure working with everyone on the programme and I have been really impressed with your levels of expertise and skill.







”

# Resilience at Work® (R@W) Individual Scale

The Resilience at Work®(R@W) Individual is a scientifically researched measure of personal workplace resilience that measures the seven components that interrelate and contribute to overall resilience. The benefits of use include:

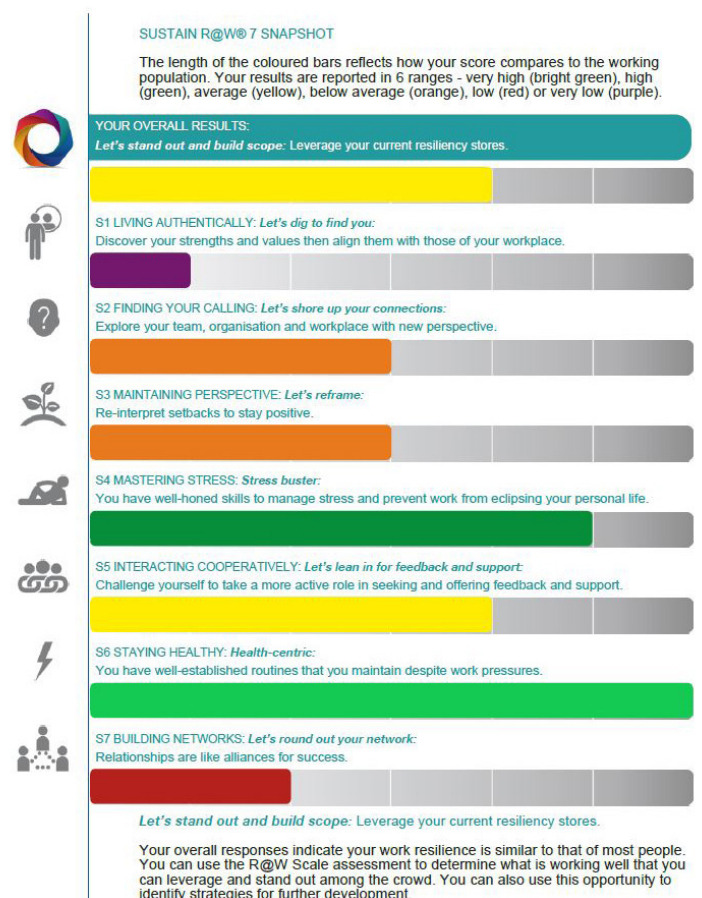
- » Validated and specifically designed for the workplace
- » Relates to everyday work behaviours that can be changed rather than personality factors
- » Takes into account the impact of the organisational context in which people are working
- » Considers management of current work challenges
- » Provides 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

## The R@W Scale Comprises 7 Components

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



## (R@W) Individual Sample Report



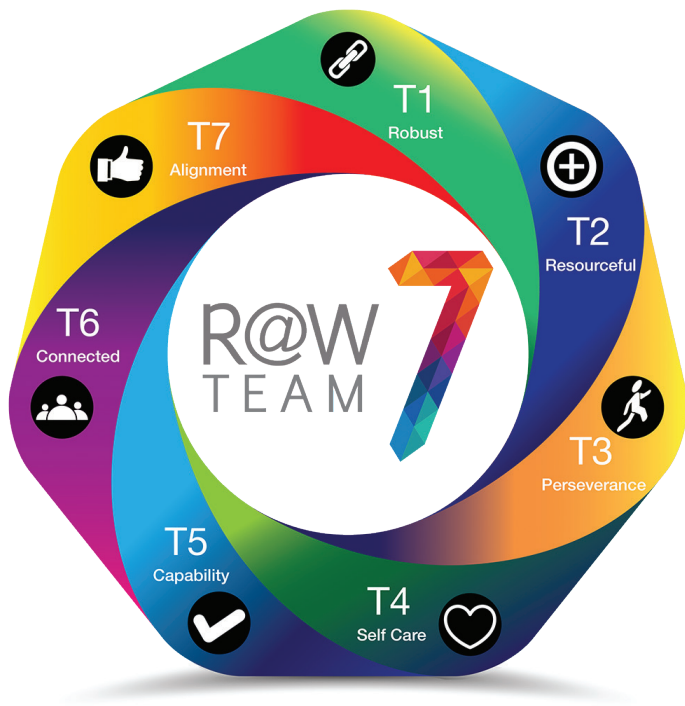
1. Winwood, P. C., Colon, R., & McEwen, K. (2013). A practical measure of workplace resilience: Developing the resilience at work scale. Journal of occupational and environmental medicine, 55(10), 1205-1212.

# Resilience at Work® (R@W) Team Scale

The Resilience at Work® (R@W) Team Scale is a powerful diagnostic tool that provides your team valuable insights on sustaining performance in times of high pressure, uncertainty, complexity and change.

Published in 2016, it is used extensively in resilience studies and aims to create a work climate that is adaptable and stakeholder focused yet preserves employee wellbeing and engagement.

The scale is quick and easy to administer on-line. It provides an assessment on the 7 components and 22 sub-dimensions that build team resilience. The results provide a clear snapshot of a team's strengths and areas to strengthen. Using the results, the team co-designs strategies in the areas that will most build resilience in their unique working environment.



This evidence-based assessment provides a clear picture of a team's current resilience. You can then easily work with them to design practical actions that support them. This resilience work increases their ability to meet current and future challenges more effectively.

Our team workbook is designed to assist in debriefing and recording this process.

The R@W Team allows exploration on 7 key components.

- T1 ROBUST: Having solid intention with agility**

Is the team clear on their purpose and goals yet adaptable enough to change these when needed or do they lack proactivity around future challenges?
- T2 Resourceful: Optimising resources and processes**

As demands increase and budgets or staffing levels decrease, does the team realign resources and leverage strengths or do silos and competition get in the way?
- T3 Perseverance: Persisting despite setbacks**

What happens when the team faces setbacks or uncertainty? Is there shared energy around creating solutions or do they get stuck in problems and look to leaders to make decisions?
- T4 Self-Care: Ensuring sustainable performance**

Does the team have shared expectations, practices and boundaries around pressure management and work-life integration or does the team's culture work against attempts at self-care?
- T5 Capability: Delivering in a changing landscape**

How well does the team build capabilities to align with shifting stakeholder and external expectations? Does the team talent remain unchanged in spite of different performance needs?
- T6 Connected: Having a sense of belonging**

We all need to feel that we belong in increasingly disconnected workplaces. Does the team foster care and co-operation or self-focus? Can the team ask others for help or are they missing the psychological safety to be vulnerable?
- T7 Alignment: Sharing motivation for success**

How well does the team stay optimistic and motivated to achieve outcomes together? Is there a sense of collective success and accountability or is there personal ambition?

# Resilience at Work® (R@W) Team Scale

The R@W Team was designed as a development tool for use at a group level. The results inform practical actions that are within the scope of the team to influence. The assumption is that even within organisations with many systemic challenges there are still strategies that can assist in collectively managing the situations faced.

The survey was developed by organisational psychologist Kathryn McEwen and researcher Dr. Carolyn Boyd in response to a need for evidence-based assessments that measure team resilience.<sup>2</sup>

## Resilience at Work® Team Report

The R@W Team report has 4 sections:

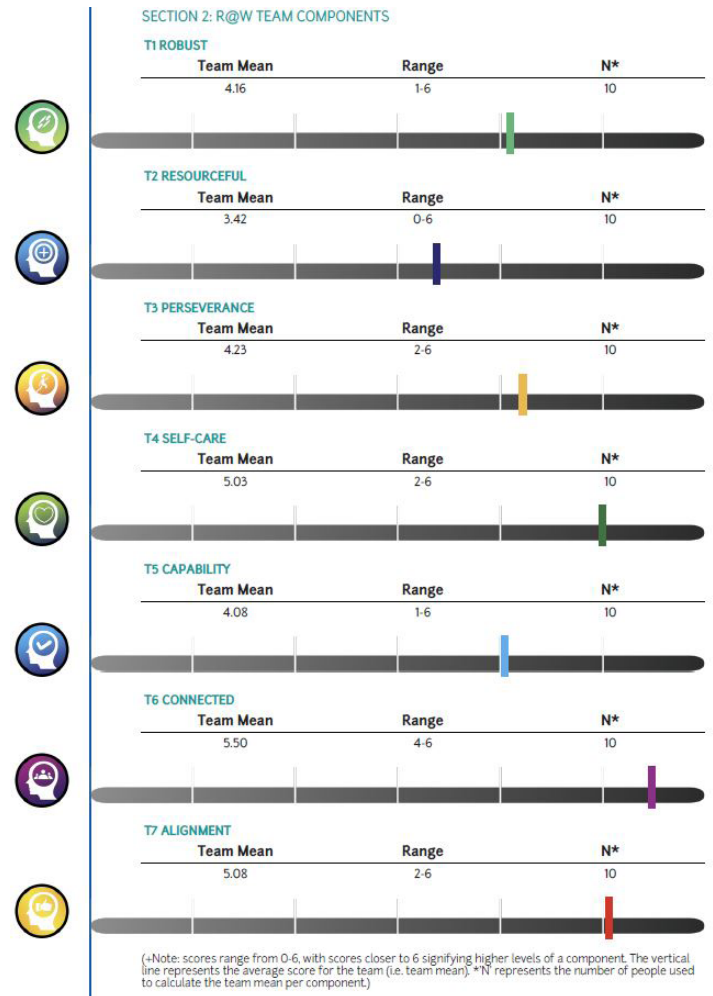
Section 1: An introduction to the R@W Team model and its 7 components.

Section 2: An overview of the average ratings for team members and range of ratings on each of the seven components.

Section 3: A deeper dive into results with the average 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 team resilience.

## Sample of Section 2 of Report



## What is Team Resilience?

The collective capability of the 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.

“

Thank you Catherine and Mary, I admired how you co-facilitated with ease, knowledge and lightness while creating a comfortable, engaged learning environment. I am looking forward to reviewing the many resources.

”

# Resilience at Work® Leader Scales

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.

## The R@W Leader Scales

There are two versions of the leader scales.

### The R@W Leader Self-Rating

This scale allows a leader to self-rate their leadership in relation to the actions they take in fostering resilience in others.

### The R@W Leader - 180








This allows leaders to compare their self-ratings with those of the employees they lead.

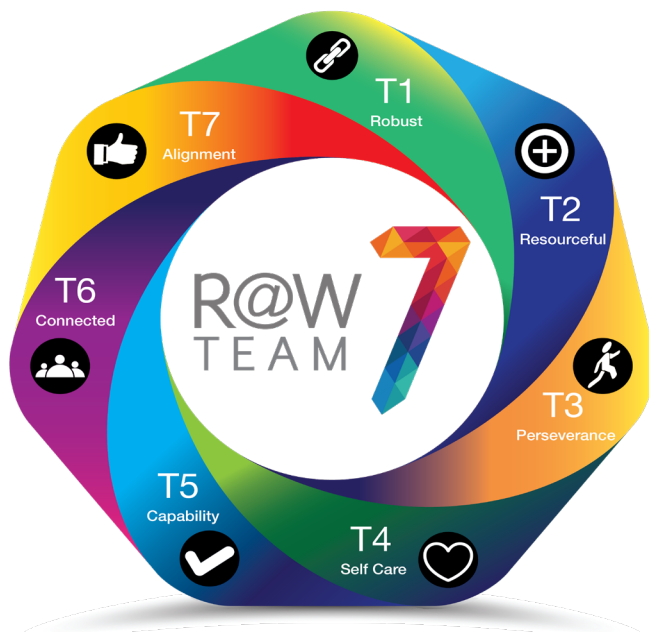
Both scales are quick and easy to administer on-line. They provide an assessment on the 7 components and 22 sub-dimensions that build team resilience. The results provide a clear snapshot of leadership strengths and areas to strengthen. Working with the client and their results, strategies are co-created in the areas that will most benefit their team leadership.

## The Seven Components of Team Resilience

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 a leader's impact on the 7 key components of team resilience.

-  **T1 Robust: Having solid intention with agility**  
Does the leader create clarity of purpose and goals in the team yet ensure adaptability to change, or does their team lack pro-activity around future challenges?
-  **T2 Resourceful: Optimising resources and processes**  
As demands increase and budgets or staffing levels decrease, does the leader promote realigning resources and leveraging strengths or do silos and competition get in the way?
-  **T3 Perseverance: Persisting despite setbacks**  
What happens when the leader's team faces setbacks or uncertainty? Is there shared energy around creating solutions or do they get stuck in problems and look to them to make decisions?
-  **T4 Self-Care: Ensuring sustainable performance**  
Has the leader ensured shared expectations, practices and boundaries around pressure management and work-life integration or does the team's culture, or their role modelling, work against attempts at self-care?
-  **T5 Capability: Delivering in a changing landscape**  
How well does the leader 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. Does the leader foster care and co-operation or self-focus in their 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 does the leader 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?



# Resilience at Work® Leader Scales

## 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 example provided here is an overview from the report of the average ratings for the leader and team members with a range of ratings on each of the seven components.

### Section 3:

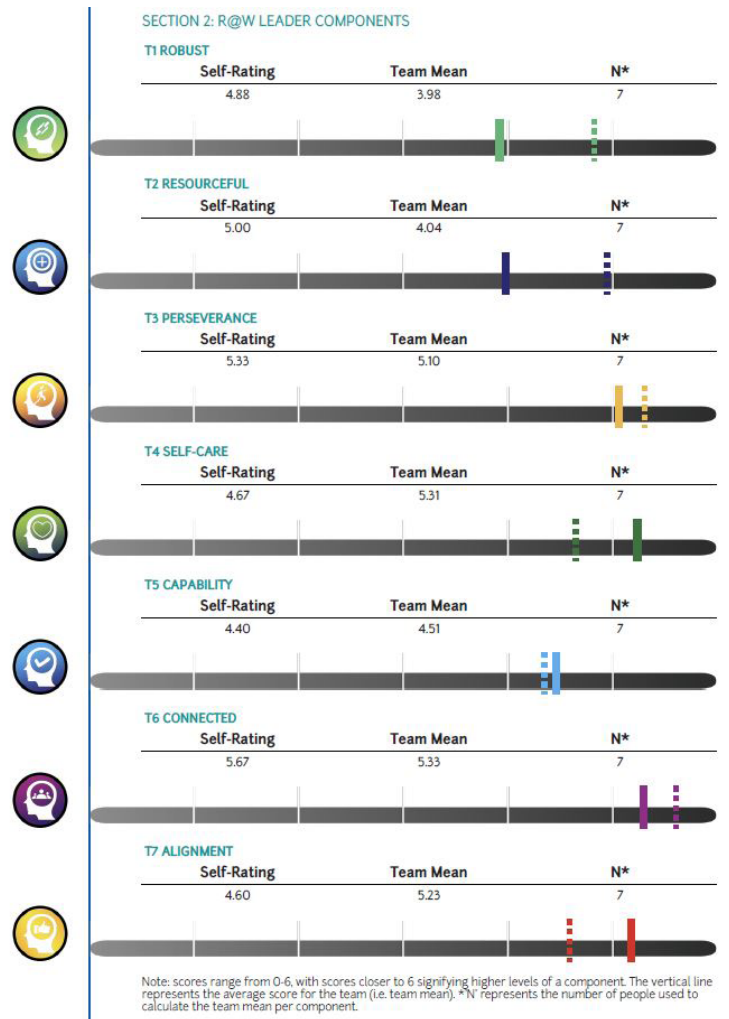
A deeper dive into results with the average team rating, range of rating, and response mode on each of the 22 sub-dimensions of the 7 components.

### Section 4:

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

*Note: For R@W Leader Self Rating there is no Section 4 and other sections reflect self-ratings only.*

## Sample of Section 2 of Report



“The Resilience at Work tools provide clear structure around personal, team, and leader resilience. Having such a structure will help my clients define specific goals, create plans and act. Yet, within the structure, there is flexibility for me to use these tools in a nondirective coaching relationship. I recommend this training to those wanting to find clarity and common language for resilience.”

“Attending the accreditation R@W program was of value and I am confident that it will assist me in developing holistic and rigorous training programs in my field. The course was delivered really well, and the engagement activities were of added value in assisting to gain perspective from the other participants.”



# R@W Accreditation Facilitators

## Australasia and New Zealand



Kathryn McEwen leads the Working With Resilience consortium from South Australia. She is an organisational psychologist, executive coach and mediator with more than 30 years consulting experience across all industry sectors.

Kathryn researches and practices in workplace resilience. She has authored three books on employee and team resilience and has led the development of the R@W Toolkit.

## North America



Dr Catherine Carr is the Consortium Lead for Working with Resilience, North America. Catherine has over 25 years experience working internally and externally as a leadership and team coach, instructor and supervisor. She is a Master Corporate Executive Coach and a Psychotherapist known for her contribution to the team coaching field, including coauthoring High Performance Team Coaching.



Mary Crowley is a Certified Professional Coach (PCC) with over 25 years experience facilitating and leading trainings. Mary is a leadership and team coach, Resilience at Work Master Trainer and Business Lead with Resilience at Work, North America.

## United Kingdom and Ireland



Paul Chudleigh is a principal practitioner of business psychology and certified practitioner of applied neuroscience. He is the UK/Ireland Lead for Working with Resilience. Paul has worked extensively in the fields of individual and organisational resilience.

## Europe



Pierre Naquet is our European distributor for Working With Resilience products. He works at senior management levels, contributing to the development of business strategy and performance. He has specialised in executive assessment and coaching for leadership performance.

## Italy



Guido Prato Previde is a business psychologist who consults with leaders, teams and organisations at a local and international level. Previously, he worked as a medical doctor and clinical psychologist. For more than 20 years he has been a trainer and executive coach across 10 countries.

# Accreditation Overview

## Program Content

Due to COVID-19 restrictions our accreditation is being offered virtually at present.

The core program includes a minimum of 6 hours of webinars, pre-work and completion of activities between sessions. The format varies across regions but all include:

- » Pre-reading
- » Completion of the R@W Individual Scale
- » Coaching practice using personal R@W Individual reports
- » An introduction to the R@W Individual Scale
- » An introduction to the R@W Team Scale
- » An introduction to the R@W Leader Scales
- » Organisational applications of the R@W Toolkit
- » Discuss and explore debrief and coaching sessions with each of the R@W Scales
- » Facilitating workshops using the R@W Toolkit
- » Case studies: Review and discussion
- » Resources: How to use the R@W workbooks and reflection cards
- » Promotion and marketing of the R@W Toolkit
- » Research opportunities

## Resources Included as Part of Accreditation

Accredited users have access to a comprehensive range of resources via our website member portal including:

- » Coaching Guide: Building Team Resilience
- » Coaching Guide: Building Personal Resilience Using the R@W Individual Scale
- » Promotional fliers for the R@W Toolkit and each of the scales for use with clients
- » Presentation slides
- » White paper: Building Resilience at Work
- » Sample reports for each of the R@W Scales
- » Coaching demonstration videos: Conducting feedback for R@W Individual
- » Coaching video: How to debrief the R@W Team report
- » A list of R@W publications
- » Copies of the research papers on design of the R@W Scales
- » Email signatory showcasing your accreditation
- » Resources for workshops.

Workbooks, available only to accredited members, include:

- » Team Workbook –Building Team Resilience
- » Client Workbook – Leading for Resilience
- » Client Workbook – Building Personal Resilience

Books available at discounted rates include:

- » Building Team Resilience
- » Building Your Resilience: How to Thrive in a Challenging Job

*Note: Some programs include samples of these workbooks in hard or e-version and hard copies of the books.*

## Community of Practice

We hold regular Community of Practices at no fee in different time zones where you can network, gain updates, share practice and ask questions.

## Resilience.tv

This website showcases our R@W Community. You can contribute through case studies, blogs and videos.

## Mentoring

Our regional leads are generous in mentoring you in application of the R@W Toolkit.

## Registration and Enquiries

For dates and fees contact your regional lead

- » Australasia and New Zealand, Kathryn McEwen, [contact@workingwithresilience.com.au](mailto:contact@workingwithresilience.com.au)
- » United Kingdom and Ireland, Paul Chudleigh, [paul@workingwithresilience.co.uk](mailto:paul@workingwithresilience.co.uk)
- » North America, Catherine Carr, [CarrKlineAssociates@gmail.com](mailto:CarrKlineAssociates@gmail.com)
- » North America, Mary Crowley, [mary.crowley@telus.net](mailto:mary.crowley@telus.net)
- » Europe, Pierre Naquet, [pierre@iwd-europe.com](mailto:pierre@iwd-europe.com)
- » Italy, Guido Prato Previde, [guidopratoprevide@decathloncons.it](mailto:guidopratoprevide@decathloncons.it)

## What Recent Participants Have Said About Our Virtual R@W Accreditation

“The training was well-organized and nicely paced, the accompanying R@W materials are excellent, participants were well-supported.”

“I want to just say a huge thanks and just how much I loved the R@W programme. Genuinely, it is the best holistic model I have seen.”

“An interesting, well-structured programme. The toolkit has so much depth and versatility.”

“So energised to be part of this network.”

# R@W Resources

## R@W Books



Building Resilience at Work

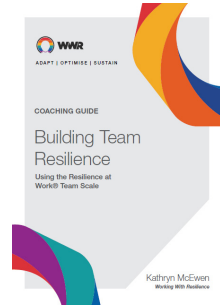
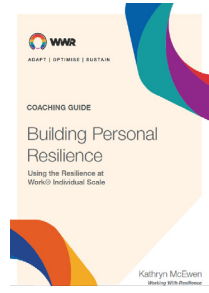


Building Team Resilience

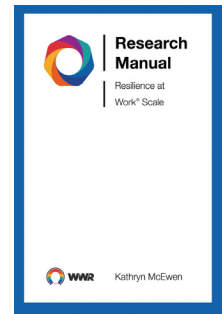


Building Your Resilience: How to Thrive in a Challenging Job

## R@W Coaching Guides



## R@W Research



## R@W Reflection Cards

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



Reflection Cards: Personal Resilience



Reflection Cards: Team Resilience



Reflection Cards: Leading With Resilience

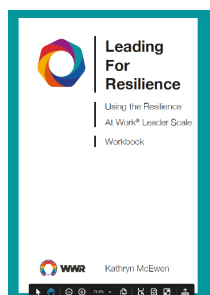
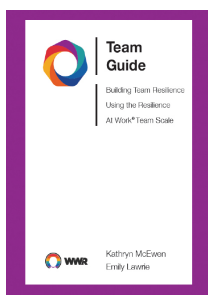
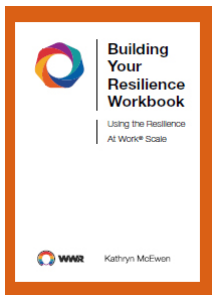
## Resilience.TV

For great content and resources on all things resilience at work visit [www.resilience.tv](http://www.resilience.tv). Be part of showcasing your work by contributing as a member of our R@W Community.



## R@W Member Only Resources

### R@W WorkBooks



## Community of Practice

Regular global networking, support and updates via the R@W Community of Practice.

“ I want to just say a huge thanks and just how much I loved the R@W programme. Genuinely, it's the best holistic model I have seen. I have a long-standing personal interest in resilience growing up a young carer and now professionally R@W ties resilience together seamlessly and in a real-life, honest and practical way. I come away from this feeling really energised and your facilitation was superb, thank you both. ”

## Looking for accreditation?

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

Australasia and New Zealand  
[www.workingwithresilience.com.au](http://www.workingwithresilience.com.au)

United Kingdom and Ireland  
[www.workingwithresilience.co.uk](http://www.workingwithresilience.co.uk)

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

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

North America  
[www.workingwithresilience.ca](http://www.workingwithresilience.ca)

“ This accreditation has changed my view on how we should lead our teams, design our organisations and generally look after one another both in and outside of the workplace. Paul Chudleigh and Kathryn McEwen are amazing mentors and being part of their network of practitioners is so valuable to my practice and my own resilience levels. If you are thinking of joining the resilience space to make a difference to the way we lead in today's dispersed workplace then I cannot recommend this valid practice enough..... best of luck to you all attending - wish I could do it all again. ”

