

# LEADING FOR RESILIENCE

MODEL AND SUPPORT



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# Individual Resilience Self-Assessment



**As an individual I am...**  
**Scale Continuum:** 5 -> 1: 5- Doing great on this! 1- Barely ever doing this



Component	Description	Self-rating
<b>Living Authentically</b> S1	<i>Knowing and holding on to your personal values, deploying your strengths and having a good level of emotional awareness and regulation.</i>	
<b>Finding Your Calling</b> S2	<i>Having work that offers purpose and a sense of belonging. Aligning work with our core values and beliefs.</i>	
<b>Being Adaptable</b> S3	<i>Staying optimistic and keeping a solution focus when things go wrong. Reframing setbacks and minimizing the impact of any negativity around you.</i>	
<b>Ensuring Self-Care</b> S4	<i>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.</i>	
<b>Building Support</b> S5	<i>Seeking feedback, advice and support as well as readily providing support to others.</i>	
<b>Maximizing Physical Energy</b> S6	<i>Maintaining a good level of physical fitness, having a healthy diet and getting adequate sleep.</i>	
<b>Building Networks</b> S7	<i>Developing and maintaining the personal and professional support networks needed at home and at work in order to perform well in your job.</i>	

Source: McEwen, K. Building Your Resilience. Mindset Publications. South Australia. 2016



# Team Resilience Assessment

Team Rating: As a team we are...

Scale Continuum: 5 -> 1: 5- Doing great on this! 1- Barely ever doing this



Component	Description	Team Rating	Leader Rating (Model+Support)
<b>Robust</b> T1	<b>Having solid intention with agility.</b> <i>Creating and living shared purpose, vision, and values. Being adaptable to change. Being proactive in identifying team issues.</i>		
<b>Resourceful</b> T2	<b>Optimizing resources and processes.</b> <i>Harnessing team member strengths and using them creatively. Building a culture of continuous improvement. Developing effective team processes that enable a clear focus on priorities.</i>		
<b>Perseverance</b> T3	<b>Persisting despite setbacks.</b> <i>Staying optimistic and having a solution, rather than a problem, focus. Finding a way forward in the face of obstacles. Regrouping collectively.</i>		
<b>Self-Care</b> T4	<b>Ensuring sustainable performance.</b> <i>Promoting and deploying good stress management and self-care routines. Being alert and responding to overload in members. Supporting life/work integration.</i>		
<b>Capability</b> T5	<b>Delivering in a changing landscape.</b> <i>Continually building capacity through accessing networks and supports. Seeking feedback and building on what works well.</i>		
<b>Connected</b> T6	<b>Having a sense of belonging.</b> <i>Caring for colleagues as people and being cooperative and supportive with each other to get the work done.</i>		
<b>Alignment</b> T7	<b>Sharing motivation for success.</b> <i>Aligning and developing the talents of team members to create the desired outcomes. Sharing and celebrating success with each other.</i>		

Source: McEwen, K. Building Team Resilience. Mindset Publications. South Australia. 2016



## Leading for Resilience Action Plan

For each of the team model components, describe **specific actions** that you can take as a leader to **model** and **support** your team’s resilience. Refer to the individual and team model elements above to review the component descriptions and use the examples as a guide.

Component	Consider How You Model and Support ( <i>Do I...</i> )	Leader Actions to Lead for Resilience
Robust T1	<p><b>Having solid intention with agility.</b></p> <ul style="list-style-type: none"> <li>• ...make sure the team keeps purpose and vision present in decision-making conversations?</li> <li>• ...promote that they work out issues together and without delay?</li> <li>• ...show a solution-focused approach to problems?</li> <li>• ...practice, recognize and reward behaviors that align with our values?</li> </ul>	<p><u>Example:</u> I will relate performance feedback to our team’s shared purpose, vision, and values.</p>
Resourceful T2	<p><b>Optimizing resources and processes.</b></p> <ul style="list-style-type: none"> <li>• ...know my team members’ strengths?</li> <li>• ...support their collaboration to make the best use of our talent and resources?</li> <li>• ...brainstorm with them ways to continue to improve processes and practices?</li> <li>• ...model and support self and shared accountability?</li> </ul>	<p><u>Example:</u> I will schedule team discussions on creative ways to use their strengths and share the workload.</p>
Perseverance T3	<p><b>Persisting despite setbacks.</b></p> <ul style="list-style-type: none"> <li>• ...offer encouragement when we encounter obstacles?</li> <li>• ...show optimism even in the face of challenges?</li> <li>• ...encourage the review of lessons learned after setbacks?</li> <li>• ...promote and participate in fun activities for resetting and recharging?</li> </ul>	<p><u>Example:</u> Whenever we bring up a problem, we will come with at least one possible solution to address it.</p>

<p style="text-align: center;"><b>Self-Care</b> T4</p>	<p><b>Ensuring sustainable performance.</b></p> <ul style="list-style-type: none"> <li>• ...keep reasonable hours and take breaks?</li> <li>• ...support regular opportunities for rest and recovery?</li> <li>• ...encourage team conversations on remote-work boundaries for managing life-work integration?</li> </ul>	<p><u>Example:</u> I will not send emails or other communications outside of normal work hours and address with any on the team who do.</p>
<p style="text-align: center;"><b>Capability</b> T5</p>	<p><b>Delivering in a changing landscape.</b></p> <ul style="list-style-type: none"> <li>• ...foster seeking and acting on feedback from those we serve (students, faculty, staff, parents, community)?</li> <li>• ...work on establishing ties with outside units knowing that they could boost the team's efforts?</li> <li>• ...reassess and develop team members' skills to address changing needs?</li> </ul>	<p><u>Example:</u> I will identify key stakeholders and set aside one hour per month to reach out and seek feedback.</p>
<p style="text-align: center;"><b>Connected</b> T6</p>	<p><b>Having a sense of belonging.</b></p> <ul style="list-style-type: none"> <li>• ...encourage both asking for and giving help to team members?</li> <li>• ...show up naturally and authentically?</li> <li>• ...support friendly interactions (with boundaries and without camps)?</li> </ul>	<p><u>Example:</u> I will participate in UF Training &amp; Development's Stronger Together events to learn and implement equitable leadership practices.</p>
<p style="text-align: center;"><b>Alignment</b> T7</p>	<p><b>Sharing motivation for success.</b></p> <ul style="list-style-type: none"> <li>• ...communicate how individuals add value and exponentially increase each other's potential?</li> <li>• ...recognize individual efforts and celebrate shared successes?</li> <li>• ...encourage and hold conversations on establishing and practicing team conflict norms?</li> </ul>	<p><u>Example:</u> I will post notes on our team's "Wall of Wins" when I see individual or team actions that get us to impact (and highlight how those relate to values to also support T1 Robust).</p>

*\*\*Steps to pursue on your own time. \*\**

### **STEP 1:** Reflect

- **Identify why** you have chosen your ratings (as an individual, as a team member, as a leader) for each of the scale elements. Use these insights to understand current state before you move to the next step.

### **STEP 2:** To start making changes

- **Select strategies that really resonate with you.** Try some for size; if some don't work after you've given them a fair attempt, try others.
- **Consider the whole person.** Recognize how issues outside of work impact your and your team members' wellbeing.
- **Consider the whole team.** Hold individual and group conversations with your team to identify areas of growth and establish shared agreements on purpose, vision, values, procedures, processes, and practices.

### *Remember:*

- **Aim for small changes.** Once you master the first steps and make them part of your new normal, you can work on longer strides. Small wins make a huge difference. Celebrate them!
- **Build on what already works for you.** For each component, identify things that are already working; that's your foundation.
- **Get support.** Share your efforts with your team and other leaders who know you well, can share their strategies and boost your decision to incorporate changes in your everyday actions.
- **Resilience is not static.** Be good to yourself and remain adaptable when circumstances put a bump on the road of your commitments. If you sprained your ankle and can't take regular walks for a while (S4 Self-Care), include a meditation practice (it's another S4 Self-Care strategy) or use the time on your lounge chair to connect with professional contacts (S7 Building Networks). If one of your team members accepted a promotion and you must operate short-staffed for some time, celebrate their new opportunity (T7 Alignment), hold team conversations on how to make the most of your existing resources (T2 Resourceful) and explore ways to get support from other units or, as a leader, manage the inflow of work for the team (T5 Capability).

### Resources:

McEwen, K. (2018, September). *Working with Resilience*. <https://www.workingwithresilience.com.au/wp-content/uploads/2018/09/Whitepaper-Sept18.pdf>

Resilience.TV | Adapt, Optimisation, Sustain. <https://resilience.TV/>

McEwen, K. (2011). *Building Resilience at Work*. Australian Academic Press.

McEwen, K. (2017). *Building Your Resilience*. Mindset Publications.

McEwen, K. (2017). *Building Team Resilience*. Mindset Publications.

