



wraw®

Workplace resilience
and wellbeing



Wraw Team Report

Organisation Name - Team Name

LOGO

Number of contributors: 25

Report generated on 09 Jan 2019

Comparison group: Global Workers

Confidential

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What is Wraw?

Wraw is a psychometric measure of resilience and its impact on wellbeing for working people. It stands for 'Workplace resilience and wellbeing', describing a subject that is of increasing importance in the workplace. A snapshot of where you are now is provided by Wraw to help raise awareness, with a view to enhancing behaviours and approaches going forward.

Why is Wraw important?

Our work environment is constantly evolving, with increased use of technology, more complex regulation and compliance, and fast-moving, highly competitive markets. Work can often spill over into personal time, leaving little respite for busy lifestyles and a real risk that our resilience and wellbeing are compromised. It is crucial that we have strategies to keep this in check, get the necessary down-time and maintain a healthy work/life balance.

There are things individuals and teams can do to help with this, as well as things managers and leaders can do. So, where possible, we recommend a two-pronged approach:

 **Educate and empower** individuals and teams to take ownership of their own resilience and wellbeing.

 **Educate and enable** managers and leaders to build a safe and supportive working environment.

Wraw has been built with this ambition in mind, to increase awareness of the importance of resilience and wellbeing for individuals, and to put it at the heart of every organisation. The aim is to help shape and guide an organisation's wellbeing strategy and to embed Wraw in everyday approaches.

For individuals and teams, completing Wraw and using the reports it generates can help to:

- Create greater awareness of when resilience and wellbeing start to dip.
- Step in early, be proactive and minimise the risk of physical or mental wellbeing declining.
- Identify personal strategies to habitually enable resilience and wellbeing.
- Harness the opportunity to develop high performance in a healthy way.

For managers and leaders, it can help to:

- Enhance senior leadership skills to shape and sustain a Wraw culture, with robust strategies and actions to support the whole organisation.
- Embed Wraw in all approaches, such as code of conduct, appraisals, meeting culture, workload reviews, processes and protocols.
- Support teams - starting with getting to know and understand colleagues better.
- Build confidence to engage in regular wellbeing conversations.

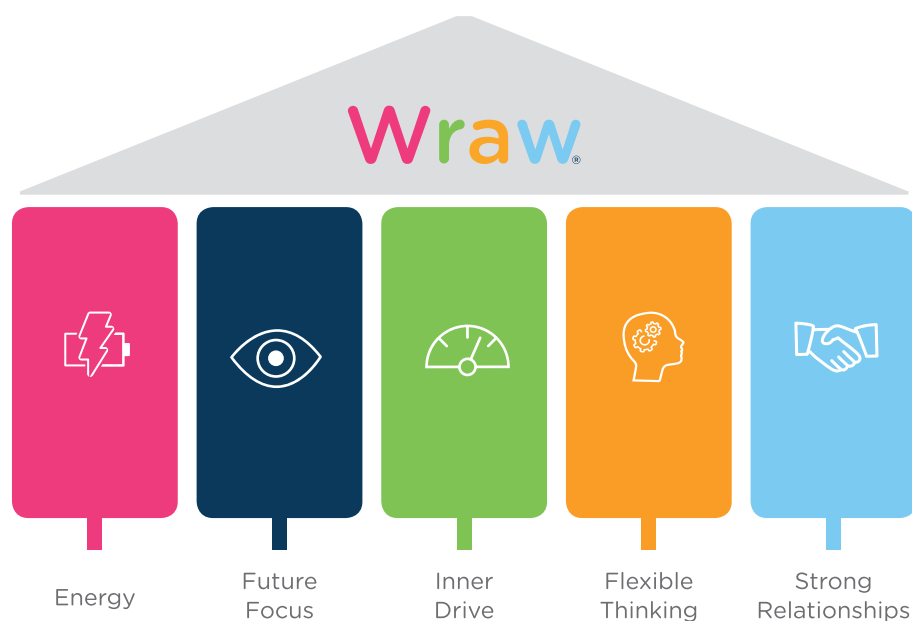
We see a real opportunity for organisations to develop a competitive edge, to rise above the daily pressures they face and to build sustainable healthy high performance.

Introduction to your Wraw report

Thank you to everyone who contributed to completing Wraw. Your Wraw Team report reflects the way your team responded to the questionnaire collectively, although a large part of interpreting this is knowing where responses sit in relation to your comparison group (identified on the front cover of this report and described on page 6). You are advised to reflect on the accuracy and relevance of your team results in the current situation. Gaining awareness and understanding of your Wraw results is a first step to developing strategies to enhance resilience and wellbeing going forward.

The pillars defined

The 5 pillars of resilience underlie Wraw and are defined in the overview below.



Energy

Sustaining and renewing physical energy to have the capacity to keep going through challenging times.

Future Focus

Having a clear sense of purpose and direction to help to move forward without getting stuck or feeling held back.

Inner Drive

Sustaining self-belief when times get tough, displaying confidence, motivation and perseverance.

Flexible Thinking

Having an open and optimistic mindset, enabling a positive and adaptive response to change and challenges.

Strong Relationships

Building open and trusting relationships and being willing to call on these for help and support if facing a challenge.

It is well established that life's ongoing challenges have an influence on our physical and psychological wellbeing. Our resilience and wellbeing can have an impact on the degree to which these challenges affect us. Resilience does not mean we are immune to what life throws at us: physical and mental health challenges may lead to outcomes that affect us regardless of our resilience.

However, evidence suggests that developing a high level of resilience leads to positive outcomes, such as experiencing a sense of challenge and achievement, which are important for high levels of psychological wellbeing¹.

It is therefore worthwhile developing our resilience. In particular, this can help protect against situations where pressures become too difficult or numerous to cope with.



Report contents

Your results and next steps are structured around the pillars, as outlined below:

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The information contained in this report should be treated as confidential, and as such should be stored securely and in compliance with best practice on data protection. The report provides a snapshot in time. Wraw scores are likely to change depending on how much respondents are able to develop resilience and wellbeing strategies, and on how much their personal circumstances change. After a number of months, it would be sensible to reconsider the ongoing relevance of a set of scores. Completing Wraw again may provide a different set of scores that could be used to track development in the intervening months.

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How to use this report

In this report, you will be provided with information to allow you to gauge the extent to which your team is being affected by challenges, pressures and demands – particularly at work – and how current levels of resilience and wellbeing are equipping them to deal with these factors.

The various facets that comprise the team's resilience will be explored in detail, allowing you to identify areas of strength and development, as well as specific strategies to enhance resilience.

Scores in this report are presented in two ways:

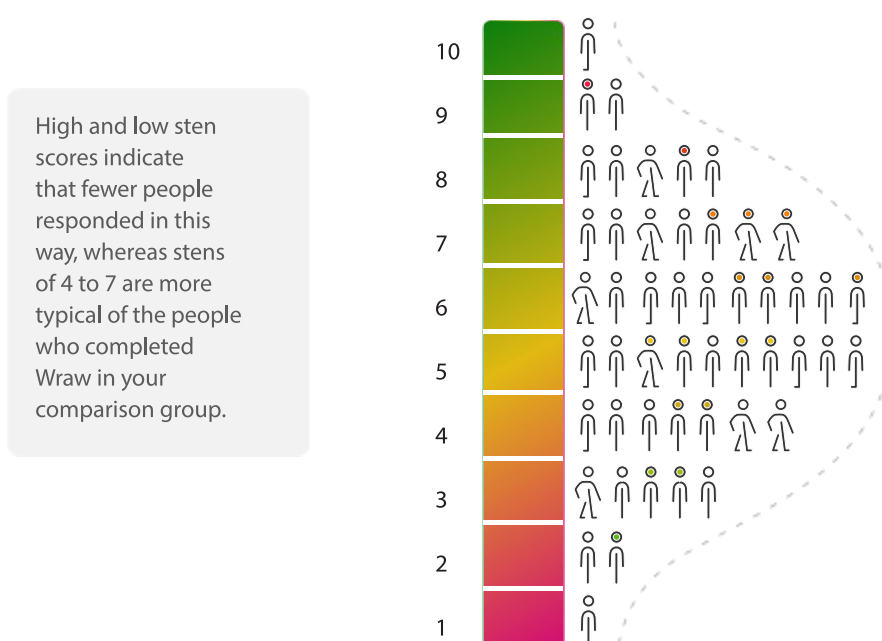
Summative scores

These involve presenting combined responses as a percentage, so are simply a summary of the responses that team members provided on the given scale. Whilst it is possible to achieve a full range of percentage scores on these scales, higher scores indicate greater resilience, whilst lower scores indicate more opportunities for development.

Comparison scores

In addition, the report compares the team's responses to a group of individuals who also completed Wraw. Your comparison group is Global Workers, who came from a wide range of organisations, including both private and public sector workers.

The comparison scores are presented as sten scores from 1 to 10. A sten score indicates your team's approximate position with respect to the other people who completed the questionnaire. The sten scores are defined by reference to a standard normal distribution as shown in the chart below.



Team results - Wraw index

This provides an overall measure of the extent to which respondents are demonstrating the 5 pillars, in relation to your comparison group. It reflects their faculty to be resilient at the present time and in present circumstances.

A lower score indicates that on average the team are demonstrating resilience to a lesser degree than most people in the comparison group. A higher score indicates that on average the team are demonstrating resilience to a greater degree than most people in the comparison group.

Readily engages, adapts and seeks to recover from setbacks, pressure or change

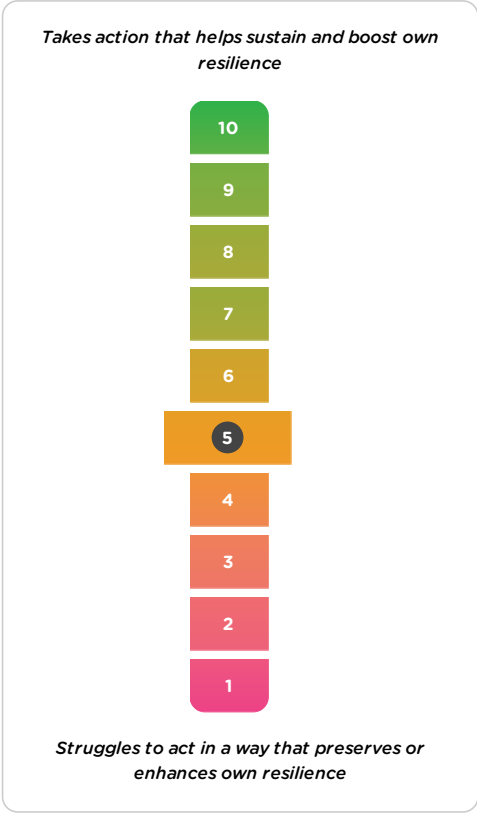


Struggles to adapt or seek to recover from setbacks, pressure or change

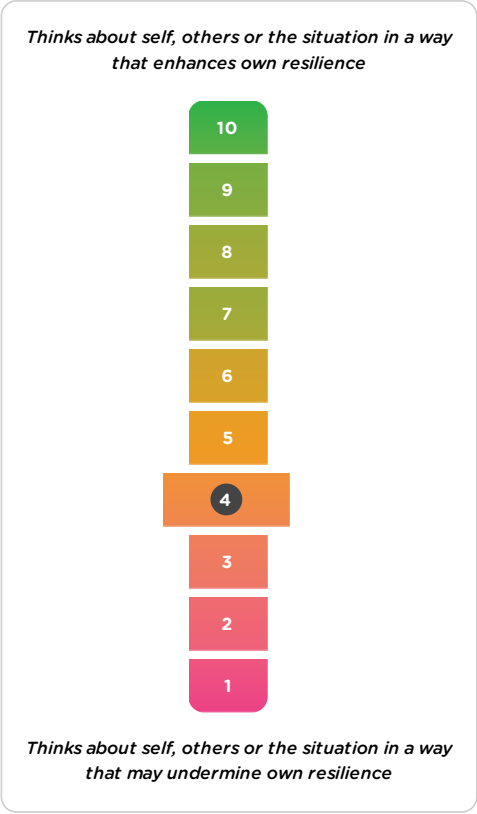
Resilient actions and thoughts

Your team’s Wraw index is made up from both resilient actions and resilient thoughts relating to each of the pillars. This section looks at the resilient actions and resilient thoughts overall, to give you an indication as to whether your team might enhance its resilience by focusing on the way it’s thinking about its situation, what it’s doing or both. The team’s results are shown in relation to the comparison group.

Resilient actions



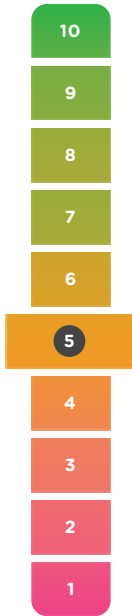
Resilient thoughts



Team results - Impact index

As detailed earlier, life provides challenges that result in a level of what might be termed physical and mental wellbeing. Our Impact index indicates the extent to which your team is feeling the effects of these pressures, challenges and adversities, keeping in mind that there is a particular focus on work in the questionnaire. A lower score indicates that on average your team is feeling the effects to a greater degree than most people in the comparison group. A higher score indicates that on average your team is feeling the effects to a lesser degree than most people in the comparison group.

Is not feeling the effects of challenges, pressures and adversities



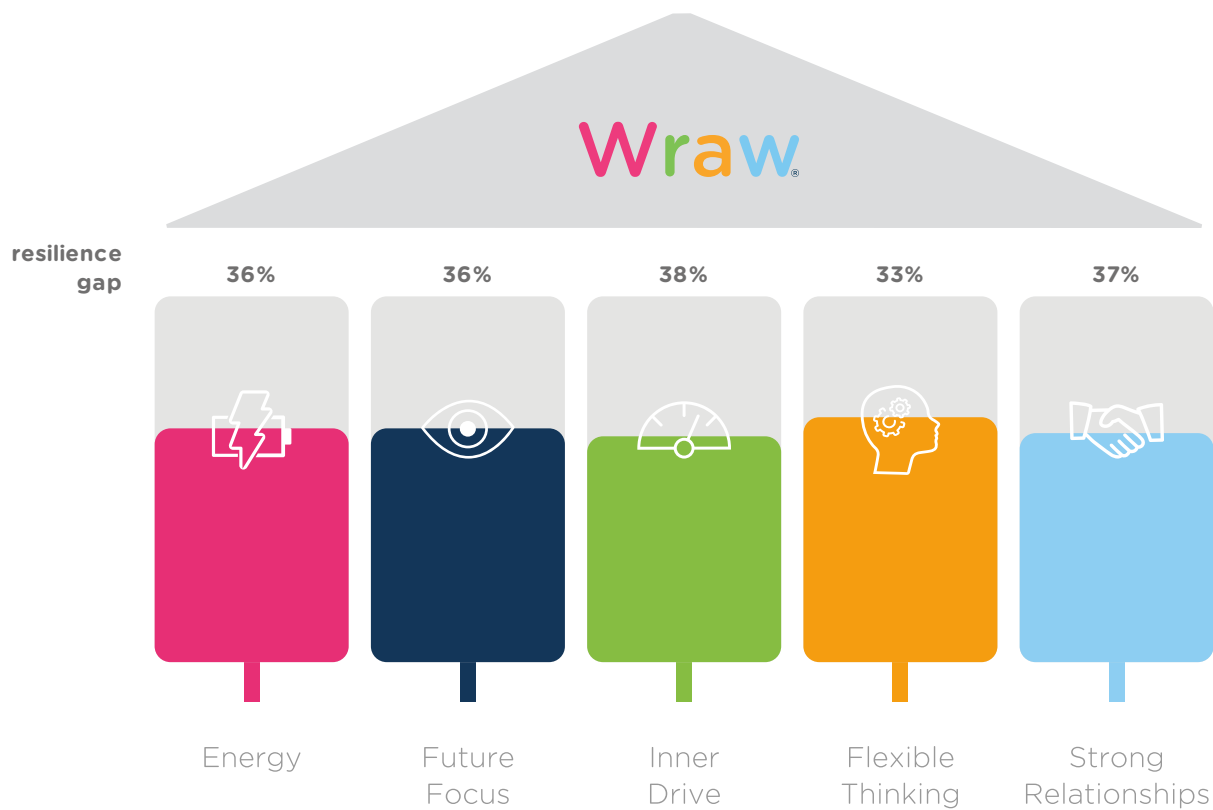
Is feeling the effects of challenges, pressures and adversities

If you wish to enhance the outcomes experienced in the team and ultimately boost wellbeing, you can do so by exploring the team’s scores on the pillars.

Team results - The pillars summative scores

The Pillars

In the chart below you will see how your team has responded to each of the pillar scales of Wraw (summative scores). These pillar scores are simply a combined sum of the team’s responses and they do not take account of any comparison to the scores of others. For any one pillar, the resilience gap indicates the extent to which there is scope to develop the team’s resilience. The maximum resilience shown on any one scale is 100%, so your percentage gap gives an indication of how much room for development the team has.

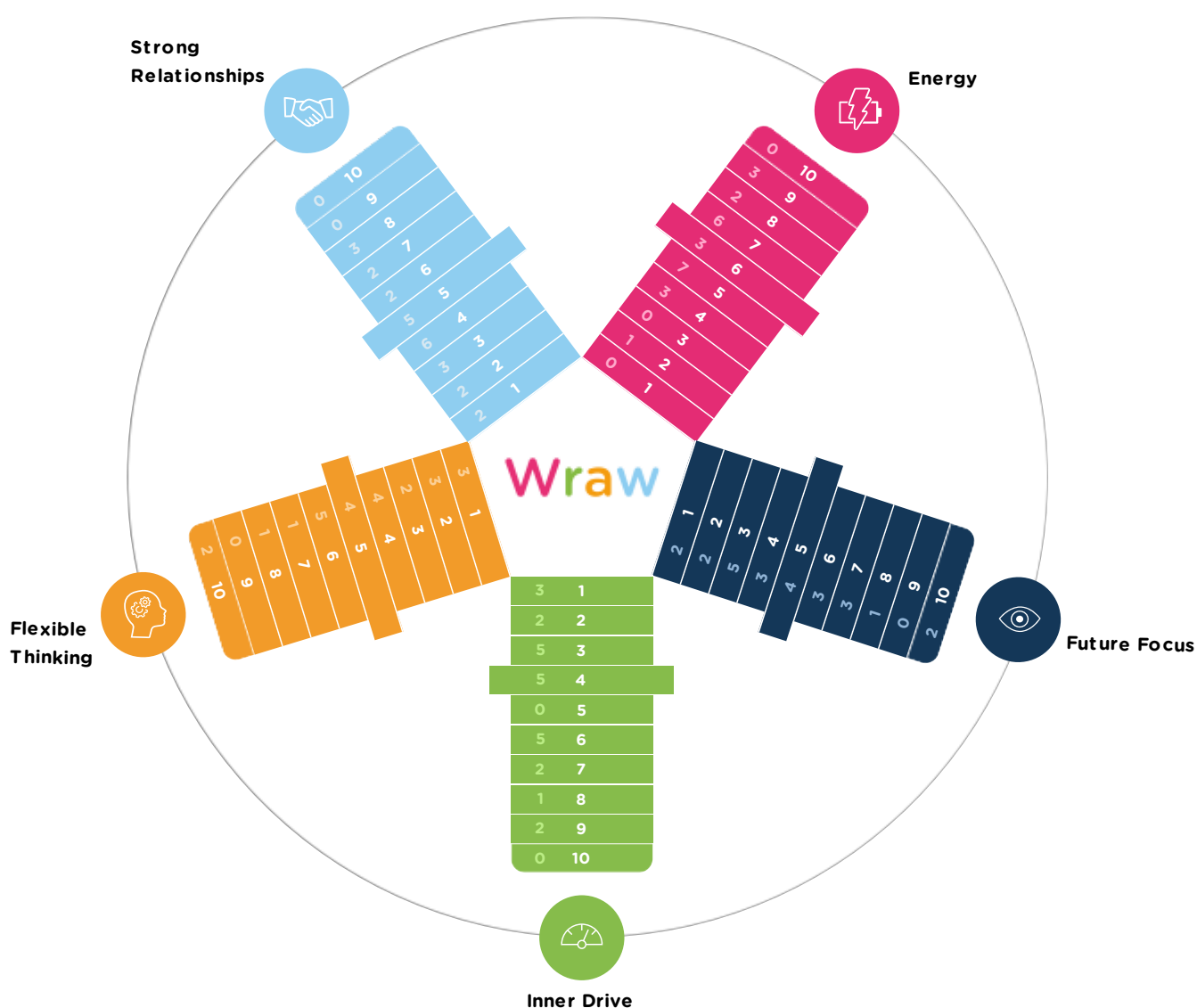


Considering this alongside ‘Team results - The pillars overview’ scores should offer you further insight into where your team’s priorities may lie.

Team results - The pillars overview

In the last section we gave you the pillar scores in absolute terms. Here each pillar is summarised in relation to the comparison group, so that you can see how typical the team's responses are, as well as the relationships between pillars.

Sten scores 1 to 10 are shown on each pillar in white, with your team's average sten highlighted. The numbers to the left of the sten scores show how many members of the team had scores on that sten. A high team average sten score indicates that the team are demonstrating that pillar to a greater degree than most other respondents. A low score indicates that the team are demonstrating that pillar to a lesser degree than most others in the comparison group. Remember that scores in the range of 4 to 7 are typical of the comparison group.



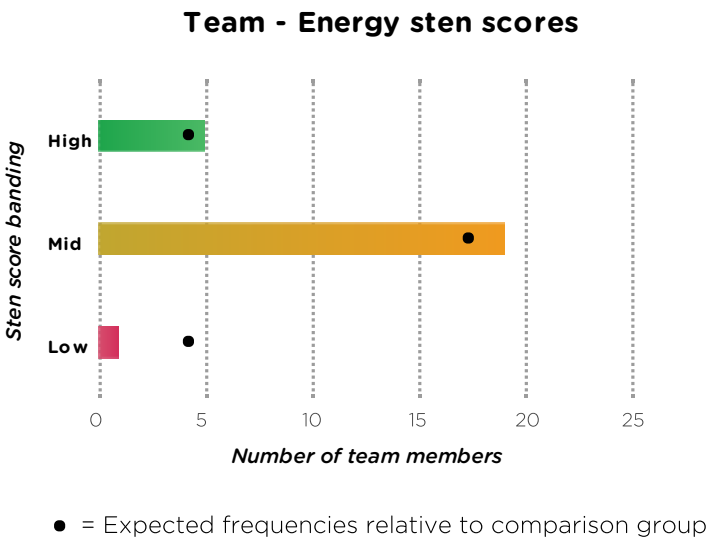
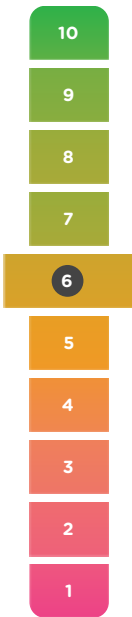
By looking at the team's scores on the pillars you will be able to identify those areas where there is greatest room for improvement relative to your comparison group.

Team results - The pillars in depth

Energy

Energy is the foundation of physical, mental and emotional resilience. This pillar is about sustaining and renewing physical energy to feel energised throughout the whole day. Having regular intervals of self-care, restoration and recovery helps to re-energise from high-paced or intense periods.

Acts to renew and sustain physical energy



Overlooks renewing and sustaining physical energy

Consider whether you have more people on either the high or low extremes than might be expected by examining the above chart. Reflect on what this might mean in terms of enhancing this pillar – should it be a focus for all team members or only some?

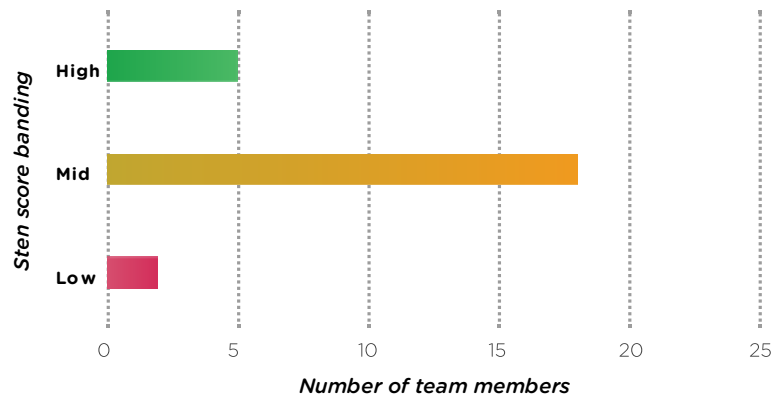
Energy subscales

To shed light on the different aspects that contribute to energy, we have broken it down into 4 subscales, which are comparative scores. We have identified the number of team respondents who are high, medium or low on each. There are also strategies outlined for improving in each energy subscale area.



PHYSICAL ACTIVITY

Sustaining physical exercise and movement.



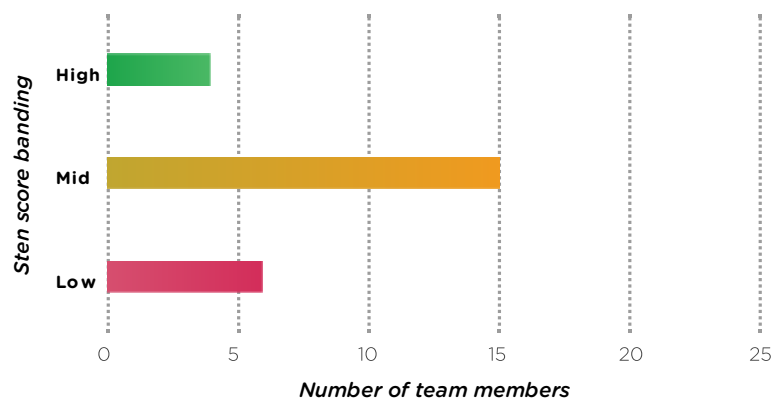
Strategies to enhance

- Taking regular exercise to enhance overall health can help increase resilience during times of pressure and challenge.
- Encourage team members to set up activities such as walking or running groups, yoga sessions or team sports to increase physical exercise.



SLEEP

Preserving your sleep and ensuring you maintain good sleep patterns.



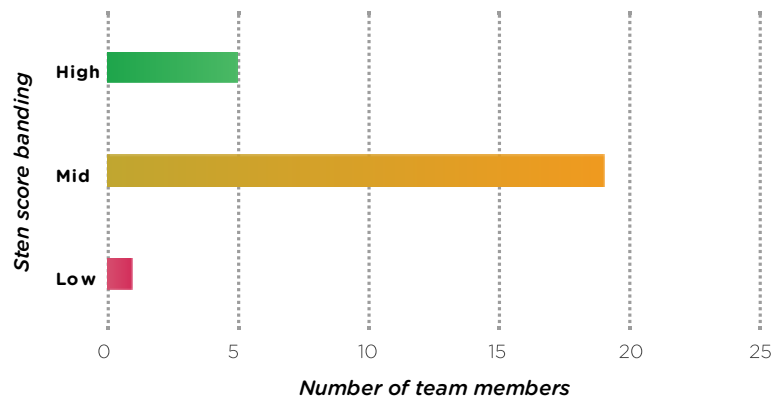
Strategies to enhance

- Encourage team members to wind down and avoid using phones and tablets before bed.
- Consider encouraging the practise of mindfulness techniques to help calm the mind.



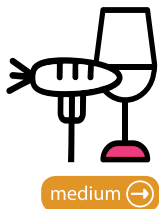
BOUNDARIES

Sustaining physical energy by taking breaks and maintaining boundaries (not allowing work to take over).



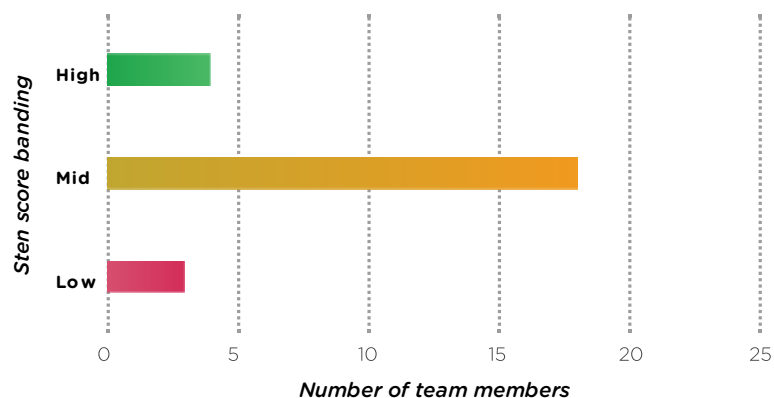
Strategies to enhance

- Encourage team members to renew their energy by taking regular periods of relaxation to 'rest and digest'.
- Support each other in adopting healthy behaviours such as taking regular lunch breaks and time away from the desk.
- Help fellow team members to maintain boundaries and disconnect by minimising emails and calls outside of regular working hours.



HEALTHY CONSUMPTION

Eating and drinking healthily despite pressures, without relying on substances to calm or stimulate.



Strategies to enhance

- Encourage team members to support each other in their efforts to develop healthy behaviours, such as moderating or reducing their intake of caffeine, alcohol or cigarettes (where applicable).
- Consider alternatives to team social events that involve alcohol, such as engaging in sports and physical activities.
- Provide options such as herbal teas in addition to tea and coffee.

Team results - The pillars in depth

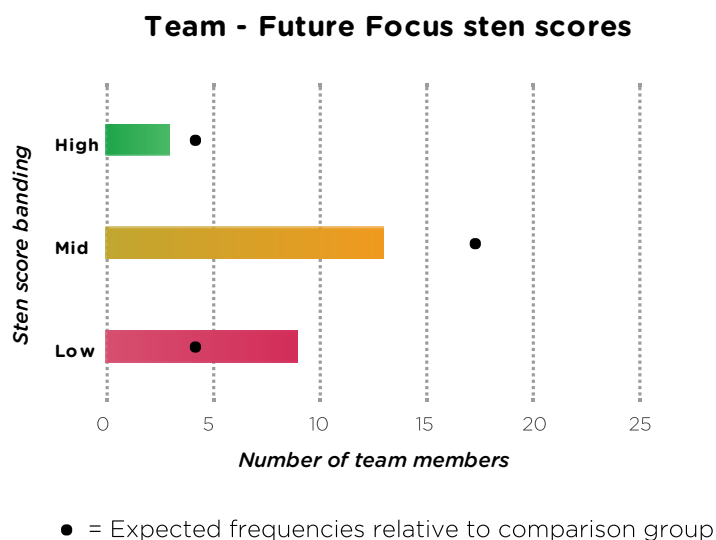
Future Focus

This is about having a sense of purpose and direction. It makes it much easier to feel resilient when we know where we want to go and have ideas of how we're going to get there. Having a clear future focus helps us move forward whether in a work or home environment.

Has a clear sense of purpose and direction, feels in control of own future



Is unclear about what wants and how to get there, feels stuck in the past or present



Consider whether you have more people on either the high or low extremes than might be expected by examining the above chart. Reflect on what this might mean in terms of enhancing this pillar – should it be a focus for all team members or only some?

Strategies to enhance Future Focus

If this is a pillar the team would like to enhance, consider the following strategies:

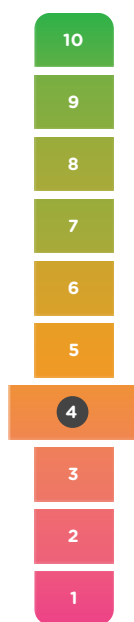
- Make time to discuss and reflect on the team's core values and how these relate to members' individual values.
- Draw on these values to set objectives using the SMART technique to ensure goals are Specific, Measurable, Achievable, Relevant and Time-bound.
- Jointly consider if there is any scope to make changes to team members' roles (big or small), where necessary, to help ensure they are satisfying their values and working towards their longer-term goals.
- Help team members to create milestones for their goals and to motivate each other to achieve them.
- Encourage team members to support each other and celebrate successes.

Team results - The pillars in depth

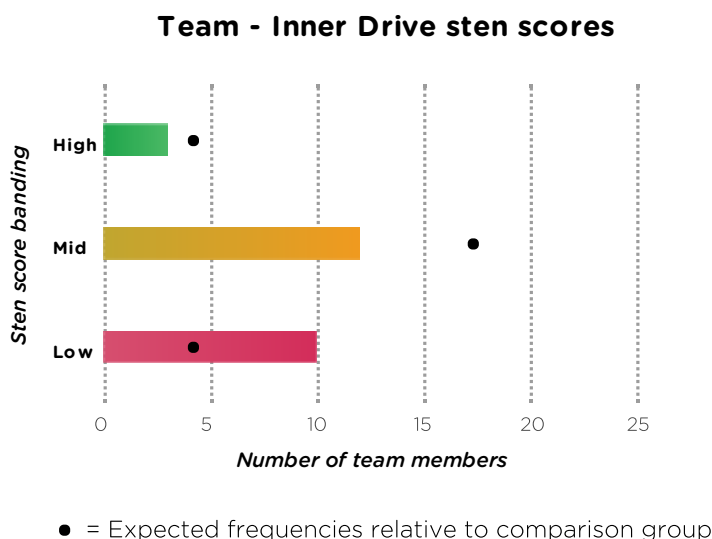
Inner Drive

Inner drive is about sustaining motivation and self-belief despite what may be going on. Those with inner drive navigate through and around challenges with confidence. They show self-compassion in thinking about their own approaches.

Maintains self-belief, motivation and perseverance



Finds it hard to sustain motivation and self-belief when times get tough



Consider whether you have more people on either the high or low extremes than might be expected by examining the above chart. Reflect on what this might mean in terms of enhancing this pillar – should it be a focus for all team members or only some?

Strategies to enhance Inner Drive

If this is a pillar the team would like to enhance, consider the following strategies:

- Encourage team members to reflect on their achievements to help increase motivation, confidence and self-belief.
- To maintain inner drive, it is important to encourage fellow team members to feel confident about regularly stepping back and recalibrating. Having the opportunity to do this also brings the benefit of being able to recharge (also see Boundaries under the Energy pillar).
- Be aware of how moods can be contagious and impact on other team members, both positively and negatively.
- Notice if fellow team members' self-belief or motivation is dipping and step in to redress the balance e.g. by highlighting what has gone well or reinforcing their self-belief.

Team results - The pillars in depth

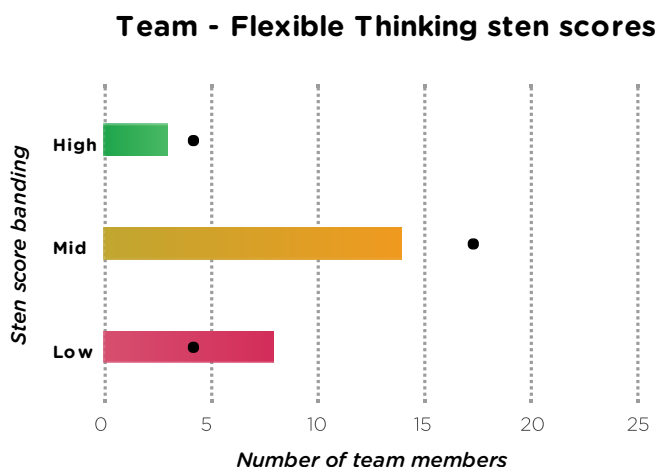
Flexible Thinking

Flexible thinking is the ability to see things from different perspectives and find alternatives and options to the challenges and changes we face. Having a flexible and open mindset helps to prevent us making snap judgements and assumptions about people and situations.

*Has an open and optimistic mindset,
responds well to change*



*In challenging times, struggles to see
positive options or other views*



● = Expected frequencies relative to comparison group

Consider whether you have more people on either the high or low extremes than might be expected by examining the above chart. Reflect on what this might mean in terms of enhancing this pillar – should it be a focus for all team members or only some?

Strategies to enhance Flexible Thinking

If this is a pillar the team would like to enhance, consider the following strategies:

- Promote a 'growth mindset' within the team, where members are encouraged to challenge themselves and see setbacks as opportunities to learn and develop.
- Call out when team members appear to be falling into thinking traps that might be holding them back. Introduce other, more constructive perspectives if someone is being overly rigid in their thinking.
- Help team members to support one another by introducing new ideas on problems and setbacks, challenging each other to see issues from different angles.
- Remember that approaching situations with realistic optimism can encourage a more solutions-focused mindset.
- Modify an aspect of how things are done in the team to ring the changes and flex creativity!

Team results - The pillars in depth

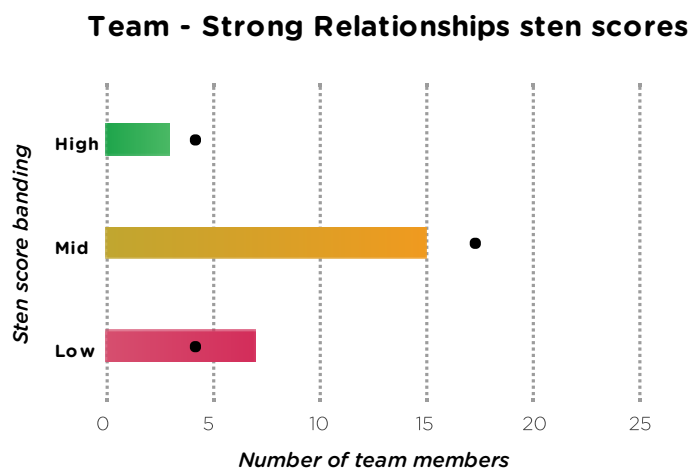
Strong Relationships

Strong relationships are a key enabler in achieving resilience. People who build open, honest and trustworthy relationships with others, and are able to share their challenges and ask for help, have a strong network and support system that enables them to be highly resilient and achieve their goals.

Builds relationships and a strong support network



Is cautious about building relationships, reluctant to accept or access help



● = Expected frequencies relative to comparison group

Consider whether you have more people on either the high or low extremes than might be expected by examining the above chart. Reflect on what this might mean in terms of enhancing this pillar – should it be a focus for all team members or only some?

Strategies to enhance Strong Relationships

If this is a pillar the team would like to enhance, consider the following strategies:

- Arrange regular lunches and fun social opportunities to help individuals get to know each other more on a personal basis.
- Organise team development days, ideally away from the office, with activities that build trust and communication between members.
- Set up a mentoring programme where team members meet on a one-to-one basis with more experienced colleagues to gain from their knowledge and insights. Also consider reverse mentoring where experienced individuals with deep technical expertise can learn from colleagues with knowledge in areas such as technology and social media.
- Encourage open and honest communication between team members, with regular praise for successes and constructive feedback on opportunities for development.

Next steps, development plan and team actions

It is important to reflect on how you might take forward any insights you have gained from your Wraw report. Completing the team action sheet below and integrating this into planning can help you to get closer to achieving your goals. This action sheet can be completed together as a team or with additional support, such as from your Wraw practitioner or coach:

Development goal What are the team's goals? What can you realistically achieve and by when?	
Reality What are the key elements or takeaways that have been highlighted from Wraw?	
Options What are the options going forward? What are the likely obstacles along the way? How will you overcome them?	
Actions What action will the team take and by when? Will the team need support to achieve goals? Who will you ask to support you?	

The resources overleaf may help you to complete your team action sheet, as well as provide more general support to enhance your resilience and wellbeing.

Resources

General Resources

Please visit www.wrawindex.com for further information about the Wraw tool, learn more about its development and the team of experts who have been involved in the design and build.

The Wraw tool is powered by The Wellbeing Project, www.thewellbeingproject.co.uk, a global wellbeing consultancy supporting public, private and charity organisations using an engaging selection of resources and support.

You may also find the following public resources helpful to build and maintain your resilience and wellbeing:

NHS Live Well - information on healthy living, including a library of apps to help manage your health www.nhs.uk/livewell/Pages/Livewellhub.aspx

British Nutrition Foundation - provides impartial advice on food and nutrition www.nutrition.org.uk, call 020 7557 7930

Your local GP - access to healthcare, services, therapy, medication

Mind - advice and support for anyone experiencing a mental health problem. www.mind.org.uk, call 0300 123 3393 or text 86463

Samaritans - a round-the-clock service that offers a safe place to talk and provides emotional support, www.samaritans.org, call 116 123

Notes



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