



Wraw Leader Report

LEADER 05

Number of contributors: 82

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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 your self-awareness, with a view to enhancing your 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 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 first signs or symptoms when your resilience and wellbeing 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 your own 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.

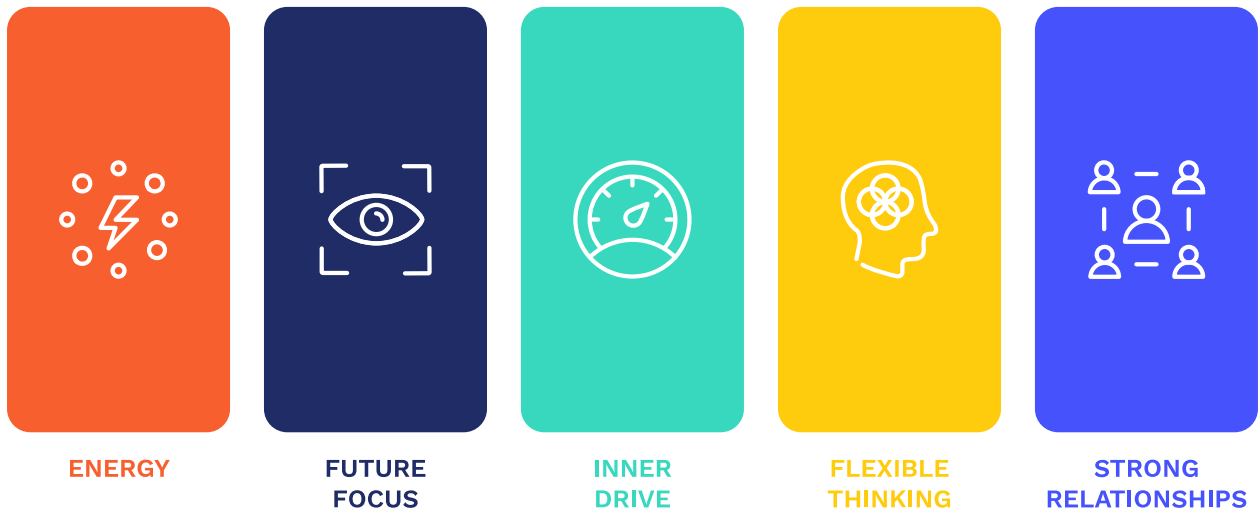
We see a real opportunity for organisations to develop a competitive edge, to rise above the daily pressures they face and to build sustainable healthy high performance.

Introduction To Your Wraw Report

The Wraw Leader report is generated by asking those you line manage for their views on how you support resilience and wellbeing. It reflects how they responded collectively. You are advised to reflect on the accuracy and relevance of your leader 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 underpin 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.

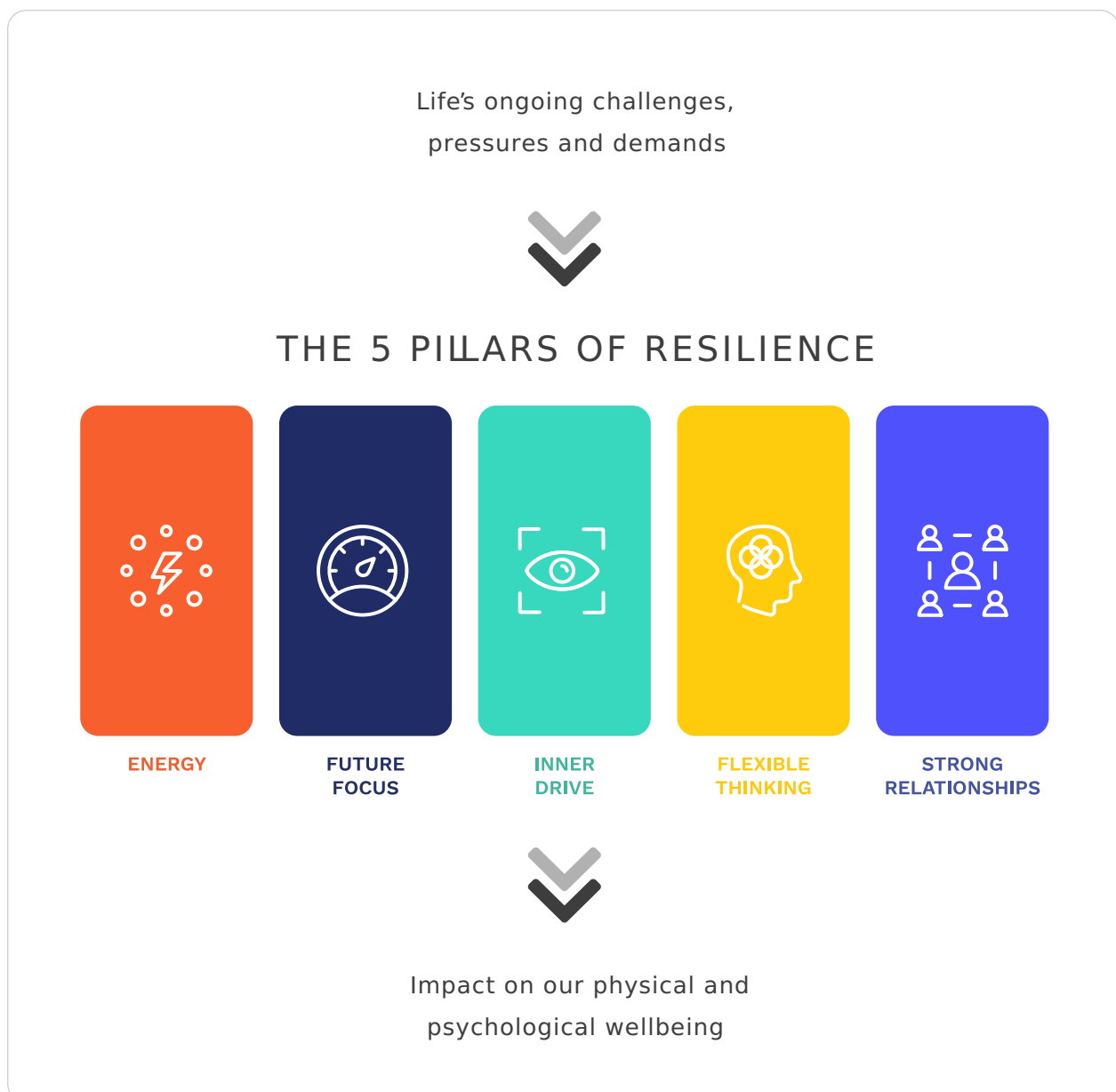
INNER DRIVE Sustaining self-belief when times get tough, displaying confidence, motivation and perseverance.

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.



¹BPS Division of Occupational Psychology White Paper on Psychological Wellbeing at Work.

How To Use This Report

In essence, the Wraw Leader report provides feedback on how you are currently seen to manage resilience and wellbeing, in the eyes of those you line manage. Aspects that influence team members' resilience are covered, with a view to identifying areas where there may be scope to better influence resilience and wellbeing of those who you line manage going forward. Specific strategies to help with this are outlined, which you can look at with the support of your own line manager or Wraw Practitioner. You may wish to do this with reference to your own Wraw Individual report if you have one.

Scores in this report are generated from the responses of those you line manage. The proportion of team members who responded should be considered when interpreting the results. For example, if nearly everyone you line manage responded, you can be fairly confident in the findings. However, if say less than half responded, the results should be treated with caution and perhaps explored in the wider group.

Bear in mind that receiving feedback can evoke a range of emotions. It is quite natural to feel concerned about this, but the report is designed to help you address any issues. There may be some surprises in here - some pleasant and perhaps some less so. Please don't be overly concerned if the measures aren't as positive as you'd hoped - this is only a snapshot, and it will give you insight into how you might change things going forward to better support the resilience and wellbeing of the team. Remember not to ignore the positives. We often take the positives for granted and move straight on to things we do less well. It is just as important to appreciate and maintain the positives to ensure a rounded approach going forward.

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. Your Wraw scores are likely to change depending on how much you're able to develop resilience and wellbeing strategies, and on how much your personal circumstances change.

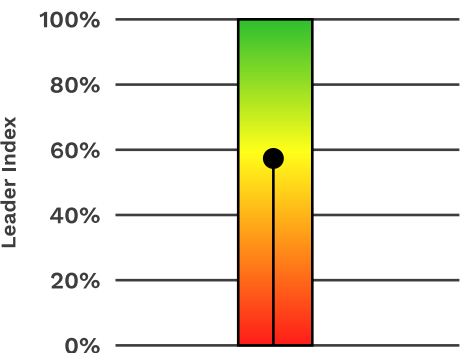
After a number of months, it would be sensible to reconsider the ongoing relevance of your set of scores. Completing Wraw again may provide you with a different set of scores that you could use to see how you have developed in the intervening months.

Leader Results - Leader Index

Our Leader Index indicates the extent to which individuals feel their resilience and wellbeing are actively supported by their line manager, including through modelling good practice. A lower percentage indicates that on average respondents feel you could do more to support resilience and wellbeing. A higher percentage indicates that on average respondents feel you adopt and model behaviour that supports resilience and wellbeing.

The chart shows the extent to which you are seen to adopt and model behaviour that supports others' resilience and wellbeing.

YOUR LEADER INDEX - 56%



Please see the breakdown below showing how those who you line manage responded to the Leader Index statements. The '% favourable' is the percentage of respondents who 'strongly agreed' or 'agreed' with a statement, apart from where a statement is negatively phrased (denoted by *). Here the '% favourable response' represents those who 'strongly disagreed' or 'disagreed' with a statement.

Statement	% favourable
Most favourably rated	
It is clear to me that my line manager cares about my wellbeing	85
My line manager gives me constructive feedback on the work I do	77
My line manager lacks good coping strategies to deal with pressure *	66
My line manager is aware of the pressure I'm under and seeks to keep this in check	61
I've noticed that my line manager models a healthy work-life balance	49
My line manager is approachable if I want to talk about issues that affect my wellbeing	9
My line manager doesn't invest enough time in getting to know me *	5
Least favourably rated	

Strategies To Enhance Leader Index

If there are areas within the Leader Index statements that you would like to enhance, consider the following strategies:

ROLE MODELLING HEALTHY APPROACHES AS A LEADER

- Whilst leaders frequently face significant pressure, remember that it is important to nurture your own wellbeing to sustain yourself and also support your team more effectively. You have an opportunity to positively influence behaviour by role modelling healthy approaches to resilience and wellbeing (Individual Wraw reports include strategies to enhance each Pillar).
- Ask for feedback from your team and be open to the feedback you receive. Resilient leaders have a firm design to continuously improve their skills and develop their capabilities.
- As technology enables us to be constantly connected and organisations increasingly work on a global basis, it is tempting - sometimes necessary - to contact people outside of core working hours. However, this makes it harder to maintain boundaries and enable your people to disconnect. Be mindful of the potential impact of out-of-hours contact, agree any principles for this where it is essential, but try to minimise as much as possible.

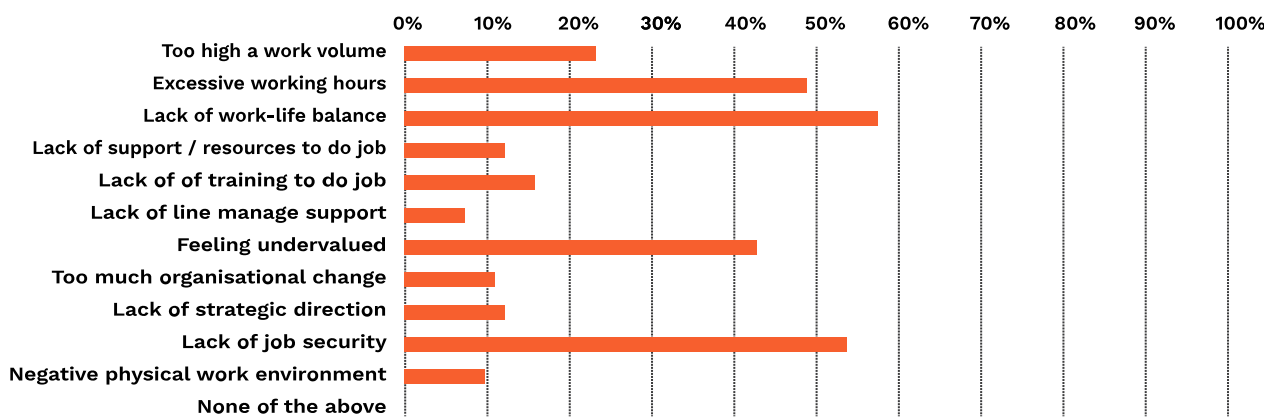
SUPPORTING EMPLOYEE RESILIENCE AND WELLBEING

- Build positive relationships based on trust. Where possible, get to know your team on a personal basis, gaining insights into their likes and dislikes and what drives them. Be willing to share some of your own experiences and personality to help build trust.
- Communicate regularly with your team. Effective communication helps others to understand expectations, changes and new directions. Having this knowledge will help individuals to feel more in control and, in turn, support their resilience.
- Provide your team members with regular feedback, calling out successes and providing constructive and timely comments on opportunities for development.
- Check in with your team to understand how they are feeling and what pressures they are under. Preventing issues and concerns from spiralling is more effective than trying to cure them once they've taken hold.

Leader Results - Pressure Points

Understanding Pressure Points that are impacting negatively on resilience and wellbeing within your team and organisation, is critical to being able to intervene and do things differently. Those you line manage were asked to identify up to 3 pressure points in the workplace that they felt were impacting most negatively on resilience and wellbeing. Respondents also had the option to say that none of the list below applied.

PRESSURE POINTS - FREQUENCY OF MENTION



STRATEGIES TO ADDRESS PRESSURE POINTS

If there are areas above that you would like to enhance, consider the following strategies:

WORK DEMANDS

Addressing too high a work volume, excessive working hours, lack of work-life balance.

- Think about how your work is designed. Are your team roles set up in the most efficient way, with appropriate processes in place and avoiding duplication, or can changes be made to save time? Ask the team about the ideal set up and what would make a difference for them.
- Are there tasks that your team members are completing that should sit elsewhere in the organisation?
- Consider whether you expect team members to be present/available for more hours than is strictly necessary? If so, what can you change about this? Where can you be flexible?
- Avoid unnecessary meetings, which can waste valuable work hours. Keep meetings focused and to time.
- Help your team members to prioritise their workloads by communicating which tasks are most important and where there's more flexibility.
- Check that you are delegating appropriately in terms of skills and availability and involve team members in these decisions whenever possible. Also ensure you delegate the responsibility to complete a task. Both of these aspects help people to feel more in control of their work volume.

SUPPORT AVAILABLE

Addressing lack of support/resources to do job, lack of training to do job, lack of line manager support, feeling undervalued.

- A lack of resources can create frustration, low morale and poor productivity, all of which can negatively impact wellbeing. Identify where there are insufficient resources for team members to do their job and assess the impact it's having.
- Consider what alternatives are available and whether a business case needs to be made to increase investment in resources or to upskill team members through training.
- Demonstrate support for your team by pushing back on unrealistic demands or expectations from other areas of the business or stakeholders.
- Whilst it is empowering to give team members autonomy, ensure you provide them with frequent opportunities to talk to you and discuss any challenges they are facing.

ORGANISATIONAL CONTEXT

Addressing too much organisational change, lack of strategic direction, lack of job security, negative physical work environment.

- Share the vision of where the organisation and team are heading to help gain buy-in and increase motivation to work towards common goals.
- Many people find change unsettling, which can impact their resilience and wellbeing. Support your team by communicating when and why change has occurred. Where possible, ask for their input.
- Be prepared to be decisive when choices need to be made to help the team move forward with a clear sense of direction.
- Working in a clean attractive environment can have a significant impact on wellbeing. Make the working space as comfortable and motivating as possible, ideally with natural light. Where possible, allow team members to choose where to work or allow them to customise their work space.
- Consider where flexible working might be revitalising for people in terms of work environment or might relieve travel time.
- If people are feeling uncertain about job security, listen to their concerns and provide any assurances you can, whilst not being unrealistic. Feed concerns upwards where necessary.

Leader Results - Open-Ended Responses

What (if anything) could your line manager do to better support your resilience and wellbeing?

Responses appear as they were entered into the questionnaire:

- I think with working from home we see less of each other so I think more 1:1's would benefit and improve my wellbeing just to discuss how I am feeling or to discuss things I am not confident with.
- Ask how I am at the start of each 1:1 and check in on workloads and general wellbeing.
- I don't feel she needs to do anymore, I already feel supported, she goes above and beyond to help me in all circumstances.
- To check in more regularly and make time to have a conversation rather than an email/ teams chat. Sometimes its hard to open up without someones voice.
- Check in more regularly.

Next Steps, Development Plan And Personal Actions

It is important to reflect on how you might take forward any insights you have gained from your Wraw report. Completing the leader action sheet below and integrating this into planning can help you to get closer to achieving your goals. This action sheet can be completed on your own or with support, such as from your Wraw Practitioner. Remember to integrate any findings from your Wraw Individual report if you have one.

Development goals What are your 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 your options going forward? What are the likely obstacles along the way? How will you overcome them?	
Actions What action will you take and by when? Will you need support to achieve your goal? Who will you ask to support you?	

The resources overleaf may help you to complete your personal 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

Resources

Resources available in your organisation

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

Notes

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