



RESILIENCE DIAGNOSTIC

Notes:

The diagnostic focuses on the symptoms of a lack of resilience. So, these are the impacts that a lack of resilience can create in a team. These symptoms are separated into 3 key areas:

- 1) Physical energy
- 2) Mental energy
- 3) Emotional energy

These 3 types of energy are very much interlinked and are all critical for resilience.

Take some time to observe your team before completing this diagnostic. To help you with this, “dial up” your observational skills – calibrate how your team members show up compared to your normal experience of them. Notice what is similar or different. This is particularly important for thinking about physical energy. If you don’t see them face to face or via video, try to build in some time regularly to do so. Or at the very least talk to them on the phone and listen to their tone of voice. It is really hard (but not impossible) to assess your team if you only work via email.

Consider each of the questions on the following pages. To what extent do you agree or disagree with each question when thinking about your team overall right now? There are 3 sets of questions: physical, mental, emotional. Total up the scores for each type of energy and interpret your team’s score for each type of energy.

Once you’ve completed the diagnostic, look at the overall scores for the resilience levels in your team and focus your attention on managing the symptoms and addressing the possible causes of low resilience in your team.



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Instructions:

Consider each of the questions below. To what extent do you agree or disagree with each question when thinking about your team overall right now?

4= Completely disagree

3= Slightly disagree

2= Slightly agree

1= Completely agree

PHYSICAL ENERGY

1. I hear team members saying "I'm / we're too busy right now" more frequently than usual

2. I see team members looking tired regularly

3. Team members are experiencing minor physical symptoms like headaches / stomach problems more frequently

4. Team members are taking less care of their physical appearance than normal

5. Team members appear unable to refresh after breaks / vacations / time out

6. Team members are working longer hours than usual

7. Team members tell me / others that they are stressed

8. Team members are off work sick more frequently than usual

Total score for Physical Energy:

Interpreting your score:

8-15 Physical energy is very low in your team – what can you do to address this urgently?

16-23 Physical energy is low in your team – start thinking about strategies for addressing this.

24+ Physical energy levels are high in your team – what can you do to maintain this?



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MENTAL ENERGY

1. Team members are struggling to consider new ways of working / new initiatives

2. Team members are making more mistakes than usual

3. Team members are struggling to think clearly or take time to think about things right now

4. Team members are struggling to see the bigger picture

5. Team members are missing deadlines more than usual

6. Team members are finding it harder than usual to analyse problems

7. Team members are struggling to make well-formed, timely decisions right now

8. Team members are forgetting things more regularly than usual

Total score for Mental Energy:

Interpreting your score:

8-15 Mental energy is very low in your team – what can you do to address this urgently?

16-23 Mental energy is low in your team – start thinking about strategies for addressing this.

24+ Mental energy levels are high in your team – what can you do to maintain this?



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EMOTIONAL ENERGY

1. Team members seem more negative / pessimistic than usual

2. Team members are getting into conflict more than usual

3. Team members are struggling to express their emotions well right now or are taking things more personally than usual

4. Team members have a lower capacity for creativity / innovation right now

5. Team members have a lower capacity for empathy right now than usual

6. Team members are not living their values right now

7. Team members appear to be less confident than usual right now

8. Team members appear more reluctant than usual to collaborate with others or take part in team activities

Total score for Emotional Energy:

Interpreting your score:

8-15 Emotional energy is very low in your team – what can you do to address this urgently?

16-23 Emotional energy is low in your team – start thinking about strategies for addressing this.

24+ Emotional energy levels are high in your team – what can you do to maintain this?



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Some possible causes for low energy levels:

Physical Energy

- Poor diet
- Lack of exercise
- Lack of good quality sleep
- Underlying illness
- Poor boundaries between work and “time off”
- Too much screen time

Mental Energy

- Poor boundaries between work and “time off”
- Overwhelm
- Lack of focus / prioritisation
- Low physical energy
- Lack of breaks – working for long periods of time without a break
- Working in isolation for too long
- Lack of variety
- Spending too much time in the detail

Emotional Energy

- Low physical energy
- Personal values being undermined / unfulfilled
- Being in conflict with others
- Being left out / isolated – lack of connection with others
- Not feeling valued by others in team
- Mindset – negative self-talk and making assumptions
- Monotony / boredom

Some possible solutions:

Physical Energy

- Review your team Routines – are they fit for purpose? Think about things like:
- Walking meetings
- Team exercise challenges
- Agree team boundaries around working / meeting hours
- Team lunches

Mental Energy

- Review your team Reason and Results – are they clear / compelling enough?
- Help people prioritise workload
- Discuss workloads at team meetings – are team members’ accountabilities aligned with the team Results?
- Remind the team of the bigger picture and your team Reason
- Build in some fun and variety
- Encourage collaboration
- Encourage learning new things

Emotional Energy

- Work on the team’s Relationships – build vulnerability-based trust as a team
- Create a team contract – how we will behave together?
- Encourage collaboration and inclusion
- Help people feel valued, encourage team members to voice this
- Manage mindset of team members – build confidence
- Create variety and fun
- Celebrate success



COACHING

Total scores:

Physical

Mental

Emotional

What insights does this give you about resilience levels in your team?

What actions will you take?