Wraw

Wraw Leaders' Summary Report

LEADERSHIP GROUP - SAMPLE

Number of contributors: 490

Report generated on Mon 15 Aug 2022

Confidential

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 you can do personally to help with this, and depending on your circumstances, there may also be things your organisation 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 Leaders' Summary report is generated by asking individuals who are line managed by a particular group of leaders for their views on how their line manager supports resilience and wellbeing. It reflects how they responded collectively. You are advised to reflect on the accuracy and relevance of your leaders' summary 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 or resilience underlie Wraw and are defined in the overview below

ENERGY	FUTURE FOCUS	INNER DRIVE	FLEXIBLE THINKING	STRONG RELATIONSHIPS
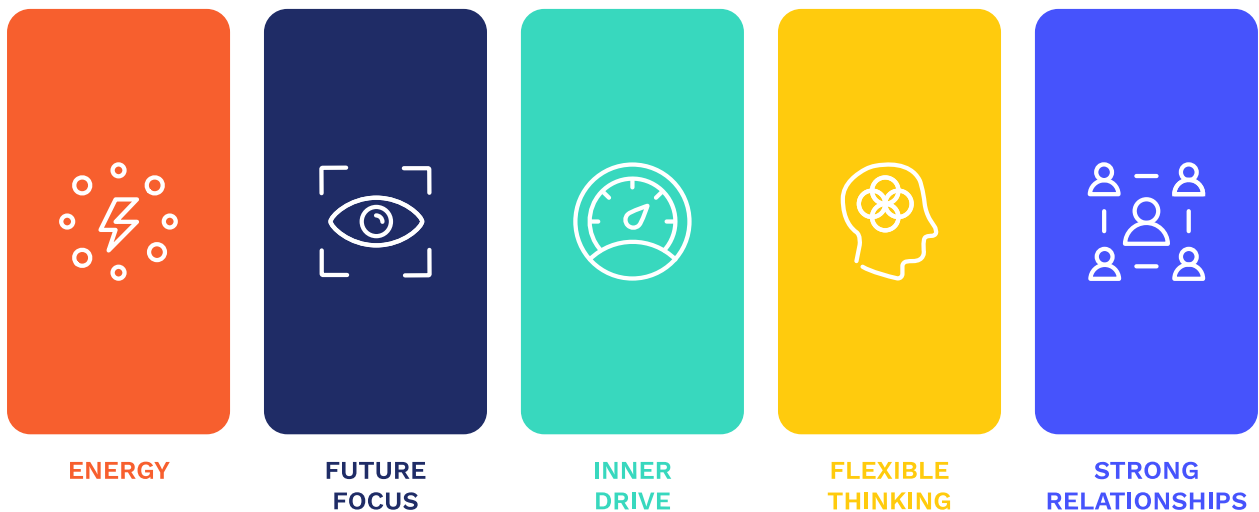
ENERGY Sustaining and renewing physical energy to have the capacity to keep going through challenging times.

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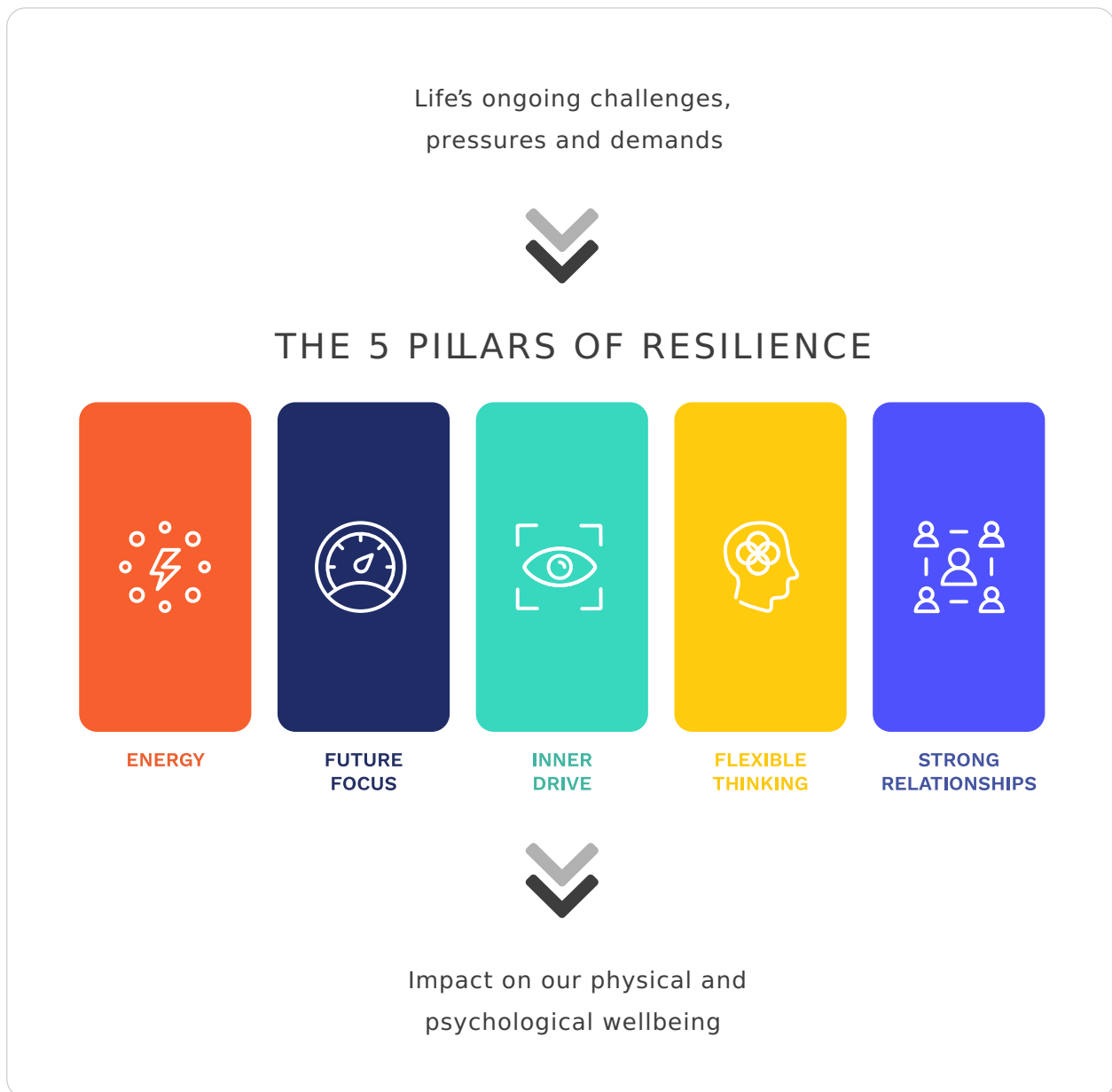
STRONG RELATIONSHIPS Building open and trusting relationships, and being willing to call on these for help and support if facing a challenge.

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 wellbeing[1].

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.

The diagram below demonstrates the role of resilience and its impact on wellbeing.

Life's ongoing challenges,
pressures and demands

THE 5 PILLARS OF RESILIENCE

ENERGY

FUTURE FOCUS

INNER DRIVE

FLEXIBLE THINKING

STRONG RELATIONSHIPS

Impact on our physical and
psychological wellbeing

[1]BPS Division of Occupational Psychology White Paper on Well being at Work.
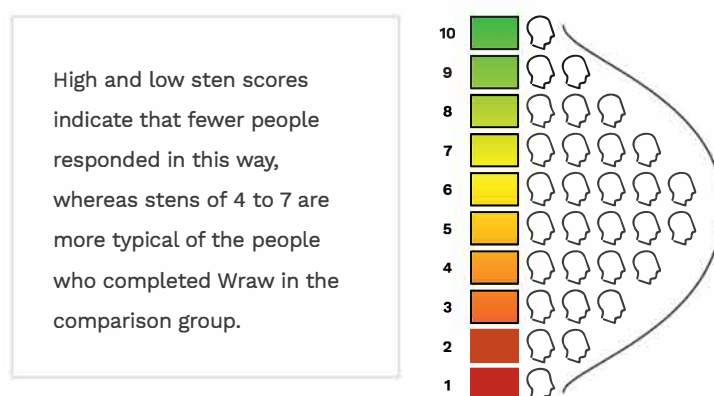
How To Use This Report

In essence, the Wraw Leaders' Summary report provides an overview of how a group of leaders are currently seen to manage resilience and wellbeing, in the eyes of those they line manage. Aspects that influence respondents' resilience are covered, with a view to identifying areas where there may be scope to better influence resilience and wellbeing of those who are line managed going forward. Specific strategies to help with this are outlined, which can be considered in respect of the context in which the group of leaders are working.

Scores in this report are generated from the responses of those who are line managed by the group of leaders concerned. The proportion of people who responded should be considered when interpreting the results. For example, if nearly everyone who is line managed by the group of leaders responded. the findings are likely to be fairly representative. However, if say less than half responded, the results should be treated with caution and perhaps explored in the wider group.

COMPARISON SCORES

Whilst most data in the report simply sums up and averages the views of respondents on leaders, the Wraw index and Impact Index look at respondents' reflections on their own behaviours and feelings with respect to resilience and wellbeing. These two indices are comparison scores, which compare the responses of those who are line managed to a group of individuals who also completed Wraw. The 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 respondents' 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.

High and low sten scores indicate that fewer people responded in this way, whereas stens of 4 to 7 are more typical of the people who completed Wraw in the comparison group.

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 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.

Leaders' Summary Results - Leader Index

The 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 line managers could do more to support their resilience and wellbeing. A higher percentage indicates that on average respondents feel line managers adopt and model behaviour that supports their resilience and wellbeing.

The chart below shows the extent to which the leadership group are seen to adopt and model behaviour that supports others' resilience and wellbeing. The Leader Index is based on 5 leaders.

LEADER INDEX AVERAGE FOR LEADERSHIP GROUP - 54%
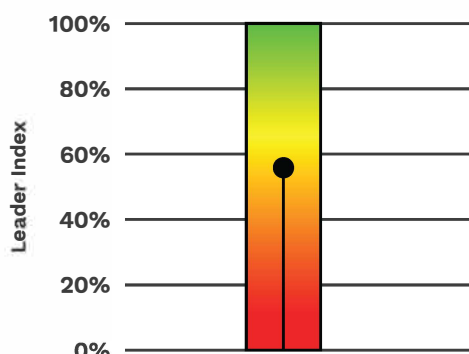
All responses to leader statements

Please see the breakdown overleaf showing how those who are line managed by someone in the leadership group responded to the Leader Index statements. The 5-point agreement scale used in the Wraw questionnaire has been converted into how favourable the response was. For example, where respondents 'strongly agreed' with a statement, it is shown as 'strongly favourable', apart from where a statement is negatively phrased (denoted by * Here the 'strongly favourable' end of the scale represents those who 'strongly disagreed' with a statement.

Breakdown Of Responses To Leader Index Statements

Statement	% of respondents				
	Strongly Favourable	Favourable	Neutral	Unfavourable	Strongly Unfavourable

Most favourably rated

| Statement	Strongly Favourable	Favourable	Neutral	Unfavourable	Strongly Unfavourable
It is clear to me that my line manager cares about my wellbeing	42	42	11	2	1
My line manager gives me constructive feedback on the work I do	24	50	13	8	2
My line manager lacks good coping strategies to deal with pressure *	24	43	21	8	1
My line manager is aware of the pressure I'm under and seeks to keep this in check	17	48	23	9	1
I've noticed that my line manager models a healthy work-life balance	10	35	33	15	5
My line manager is approachable if I want to talk about issues that affect my wellbeing	2	7	10	49	33
My line manager doesn't invest enough time in getting to know me *	1	4	7	37	48

Least favourably rated

Leaders' Summary Results - Leader Index

The chart below shows the extent to which each leader in the leadership group is seen to adopt and model behaviour that supports others' resilience and wellbeing.

LEADER INDEX BY LEADER

For those who have been given access to the leader names, a separate key will appear at the end of the report.
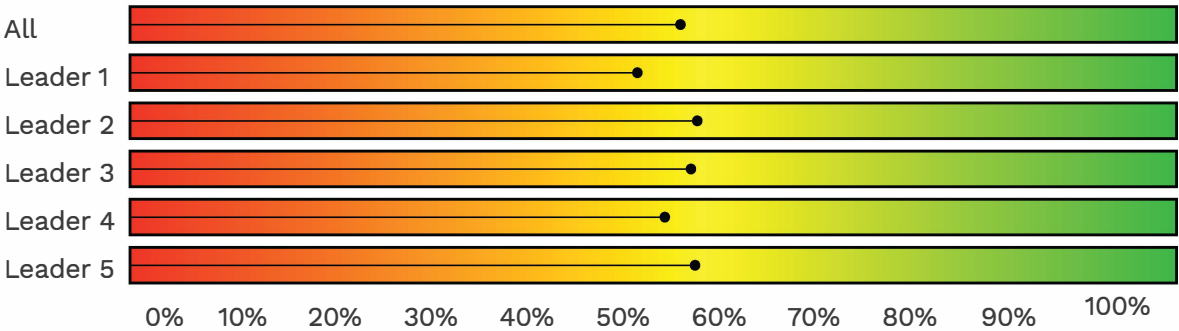
Leader Index

Strategies To Enhance Leader Index

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

LEADERS ROLE MODELLING HEALTHY APPROACHES

- Whilst leaders frequently face significant pressure, it is important they nurture their own wellbeing to sustain themselves and support their teams more effectively. Leaders have an opportunity to positively influence behaviour by role modelling healthy approaches to resilience and wellbeing (Wraw Individual reports include strategies to enhance each pillar).
- Encourage leaders to ask for feedback from their team and be open to the feedback they receive. Resilient leaders have a firm desire 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 - and sometimes necessary - to contact people outside of core working hours. However. this makes it harder to maintain boundaries and enable your people to disconnect. As an organisation, it is important to show you are 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

- Encourage leaders to build positive relationships based on trust. Where possible, it is important to support leaders in getting to know their team on a personal basis. Gaining insights into their likes and dislikes and what drives them is important. This might be through running events or initiatives that encourage sharing Of individual experiences and to build trust.
- Foster regular communication within teams. 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.
- Reinforce a culture of regular feedback, calling out successes and providing constructive and timely comments on opportunities for development.
- Ensure people processes encourage leaders to check in with team members 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.

Leaders' Summary Results - Wraw Index

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

A lower score indicates that on average, respondents who are line managed by each of the leaders included, are demonstrating resilience to a lesser degree than most others in the comparison group. A higher score indicates that on average respondents who are line managed by the leaders included are demonstrating resilience to a greater degree than most others in the comparison group.

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

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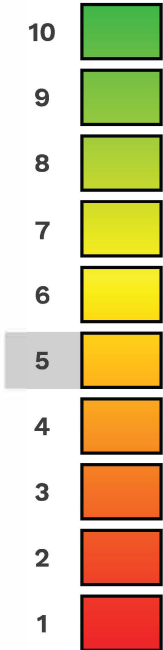
Struggles to adapt or seek to recover from setbacks, pressure or change

Leaders' Summary 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 respondents are 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 respondents who are line managed by each of the leaders included, are feeling the effects to a greater degree than most others in the comparison group. A higher score indicates that on average respondents who are line managed by the leaders included are feeling the effects to a lesser degree than most others in the comparison group.

Is not feeling the effects of challenges, pressures and adversities

10
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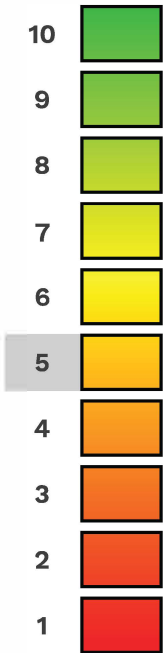
Is feeling the effects of challenges, pressures and adversities

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 to 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.

- 1-1 catch up session monthly just to talk and reflect.

- 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.

- For my Manager to understand my job and stop making unreasonable demands.

- I think my manager is very supportive and approachable. I think having a manager you get on with is very important and I really enjoy working with my manager as he inspires me to be better and appreciates my efforts.

- 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 Leaders' Summary 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 for you?	
Options What are your options and choices going forward?	
Actions What can you do to bridge the gap between your goals and current reality? 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