



**wraw**<sup>®</sup>  
Workplace resilience  
and wellbeing

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## **Wraw Leaders' Summary Report**

**Leadership Group Name**



Number of contributors: 100

Report generated on 11 Sep 2018

**Comparison group: Global Workers**

Confidential

Please be aware that this report contains potentially sensitive information and should therefore only be shared with those who have been given permission to view the data.

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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.

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**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 report it generates can help to:

- Create greater awareness of first signs or symptoms when personal 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 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.

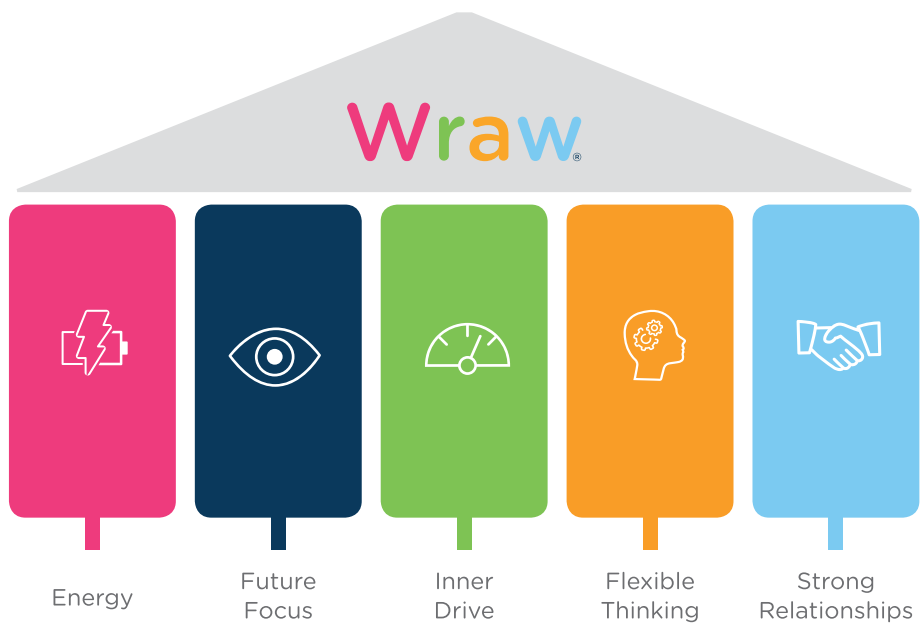
We see a real opportunity for organisations to develop a competitive edge, to rise above the pressures and demands they face day-in day-out, to build sustainable healthy high performance for their business and most importantly for their people.

# Introduction to the Leaders' summary Wraw report

The Leaders' summary Wraw 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 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 wellbeing<sup>1</sup>.

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.



<sup>1</sup>BPS Division of Occupational Psychology White Paper on Psychological Wellbeing at Work.

# Report content

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.

The Wellbeing Project (Europe) Limited  
Registered Company No. 06052302  
E: [info@thewellbeingproject.co.uk](mailto:info@thewellbeingproject.co.uk) W: [www.thewellbeingproject.co.uk](http://www.thewellbeingproject.co.uk) T: 0800 0856899

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# How to use this report

In essence, the Leaders' summary Wraw 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. 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 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.

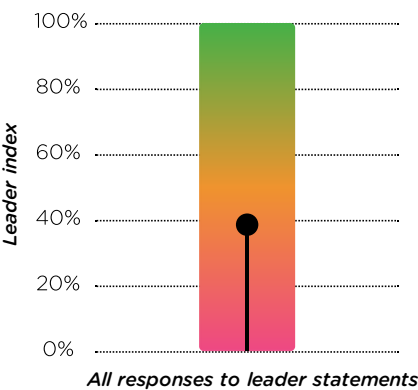


# Leaders' summary results - Leader index

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 3 leaders.

## Leader index average for leadership group - 39%



Please see the breakdown below 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

% of respondents					
Statement	Strongly Favourable	Favourable	Neutral	Unfavourable	Strongly Unfavourable
<i>Most favourably rated</i>					
I've noticed that my line manager models a healthy work-life balance	25	21	15	18	21
My line manager is aware of the pressure I'm under and seeks to keep this in check	23	21	15	31	10
My line manager is approachable if I want to talk about issues that affect my wellbeing	21	21	20	10	28
My line manager lacks good coping strategies to deal with pressure*	21	21	16	21	20
It is clear to me that my line manager cares about my wellbeing	21	20	21	11	26
My line manager gives me constructive feedback on the work I do	20	21	20	23	16
My line manager doesn't invest enough time in getting to know me*	23	13	31	16	16
<i>Least favourably rated</i>					

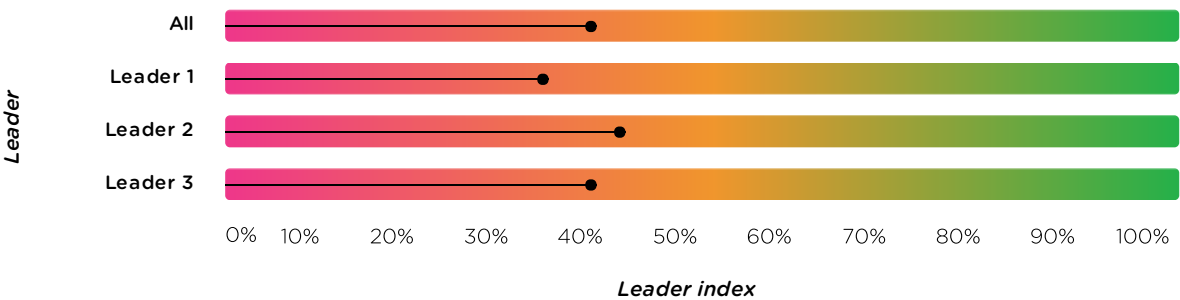


# Leaders' summary results - Leader index

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



## Strategies to enhance Leader index

If there are areas in 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 (Individual Wraw 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**

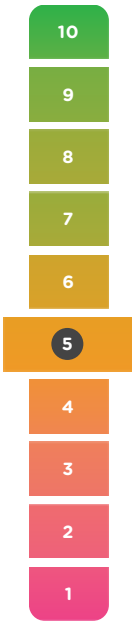
- Encourage leaders to build positive relationships based on trust. Where possible, it is important to support leaders in getting to know their team on a personal basis, gaining insights into their likes and dislikes and what drives them is important. This might be through running events or initiatives that encourage sharing of individual experiences and personality 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*



*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 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 adversities*



*Is feeling the effects of challenges, pressures and adversities*

## Leaders' summary 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:*

- Listen more to what staff have to say and take their ideas forward where they are viable. This goes hand in hand with getting to know staff better and offering more feedback.
- Ensure you set reasonable timeframes and recognise how being unrealistic can cause undue stress.
- Flag up conflicting priorities and offer insight on what needs to be addressed first.
- Think through current commitments before you agree to additional tasks that the team will just have to figure out some way to deliver...

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

# Resources



## General Resources

Please visit [www.wrawindex.com](http://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](http://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](http://www.nhs.uk/livewell/Pages/Livewellhub.aspx)

**British Nutrition Foundation** - provides impartial advice on food and nutrition [www.nutrition.org.uk](http://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](http://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](http://www.samaritans.org), call 116 123

Notes



Notes





# Leader Key

Leader Key	Leader Name
Leader 1	Leader Name 1
Leader 2	Leader Name 2
Leader 3	Leader Name 3

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E: [info@thewellbeingproject.co.uk](mailto:info@thewellbeingproject.co.uk) W: [www.thewellbeingproject.co.uk](http://www.thewellbeingproject.co.uk) T: 0800 0856899

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