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Building Resilience Within and Across Teams

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Welcome



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- You are very welcome to this session



Your facilitator



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Steve Tarpey
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Zoom etiquette



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Have your video on unless you are experiencing connection issues. Find a quiet space without interruptions / background noise.



Mute your microphone when you are not speaking to help keep background noise to a minimum.



Be mindful of background noise when your microphone is not muted, avoid activities that could create additional noise, such as shuffling papers.



Position your camera properly so that it is stable and focused at eye level, to create a more direct sense of engagement with other participants. Have a plain background and avoid backlight from bright windows.



Limit distractions so that it is easier to focus on the meeting. Turn off notifications, close or minimize running apps, and mute your smartphone.



Avoid multi-tasking to retain the discussion better. Refrain from replying to emails or text messages during the meeting.

Some suggested ways of working



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- Chatham house rules
- Keep to time
- Mobiles off/silent
- Share what is comfortable
- Everyone gets a chance to speak
- Participate
- Talk about what's important to you
- Listen to what's important for others
- Think of your followers
- Engage and participate

Today's agenda

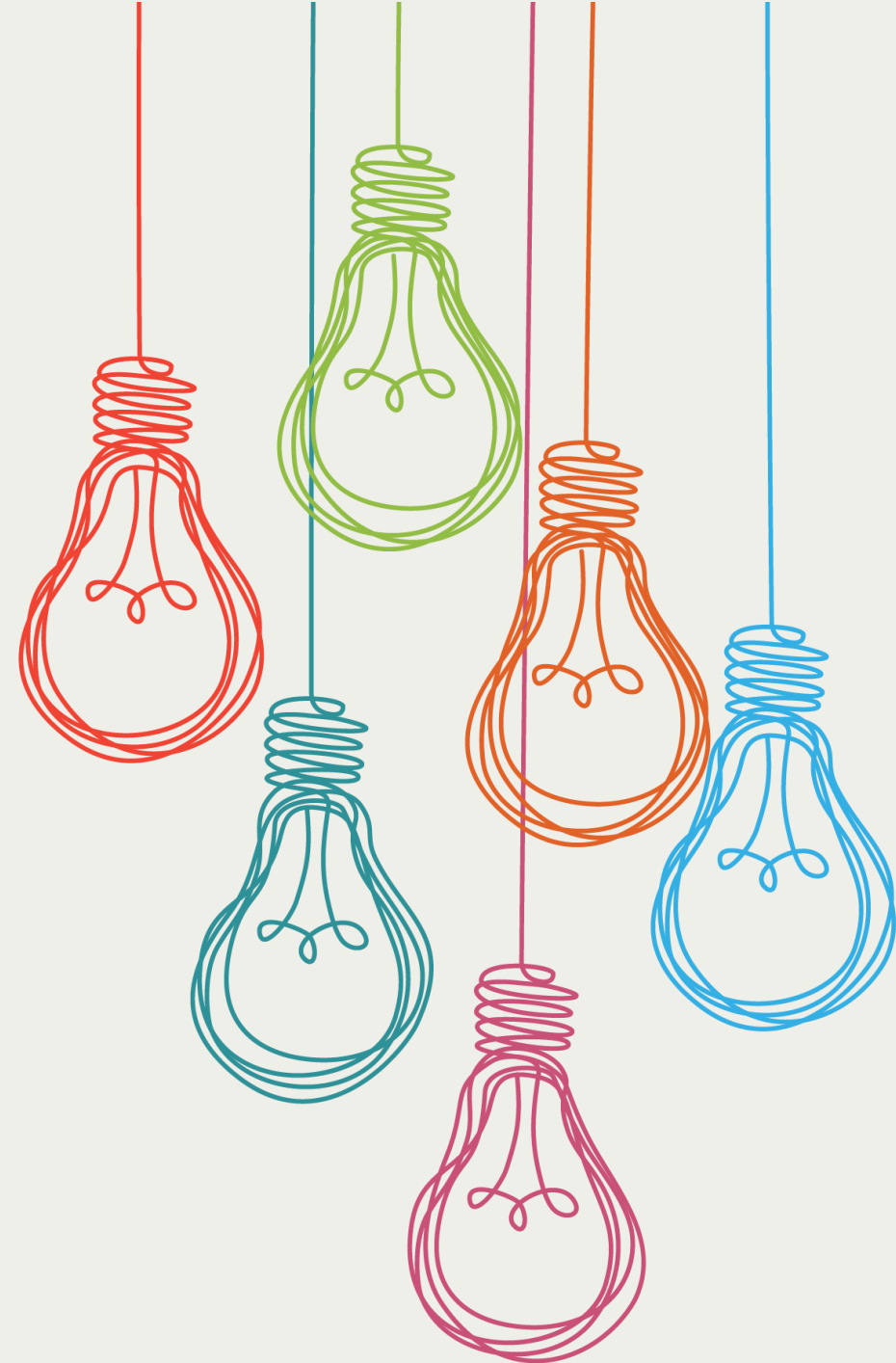


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- Welcome and introductions
- Stories of resilience and lessons learned
- Understanding resilience and team resilience
- A model for understanding team resilience
- Ideas for promoting resilience across teams
- Action planning
- Q and A

Resilience in context

1. Exhaustion
2. Change
3. Strategic chaos
4. Strange leadership behaviours
5. Resignation



Discussion room

In pairs, share stories of “resilience” with each other.

These can be stories you have lived experience of or stories you have watched unfold.

Highlight the lessons you have learned about resilience from your stories – and be ready to share your lessons back in the main room

10 mins, make sure you both have time to speak



Plenary discussion



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Share your lessons
in the chat, lessons
only!!



Question

- What does resilience mean? (add your definition into the chat)



Question

- What does team resilience mean? (add your definition into the chat)



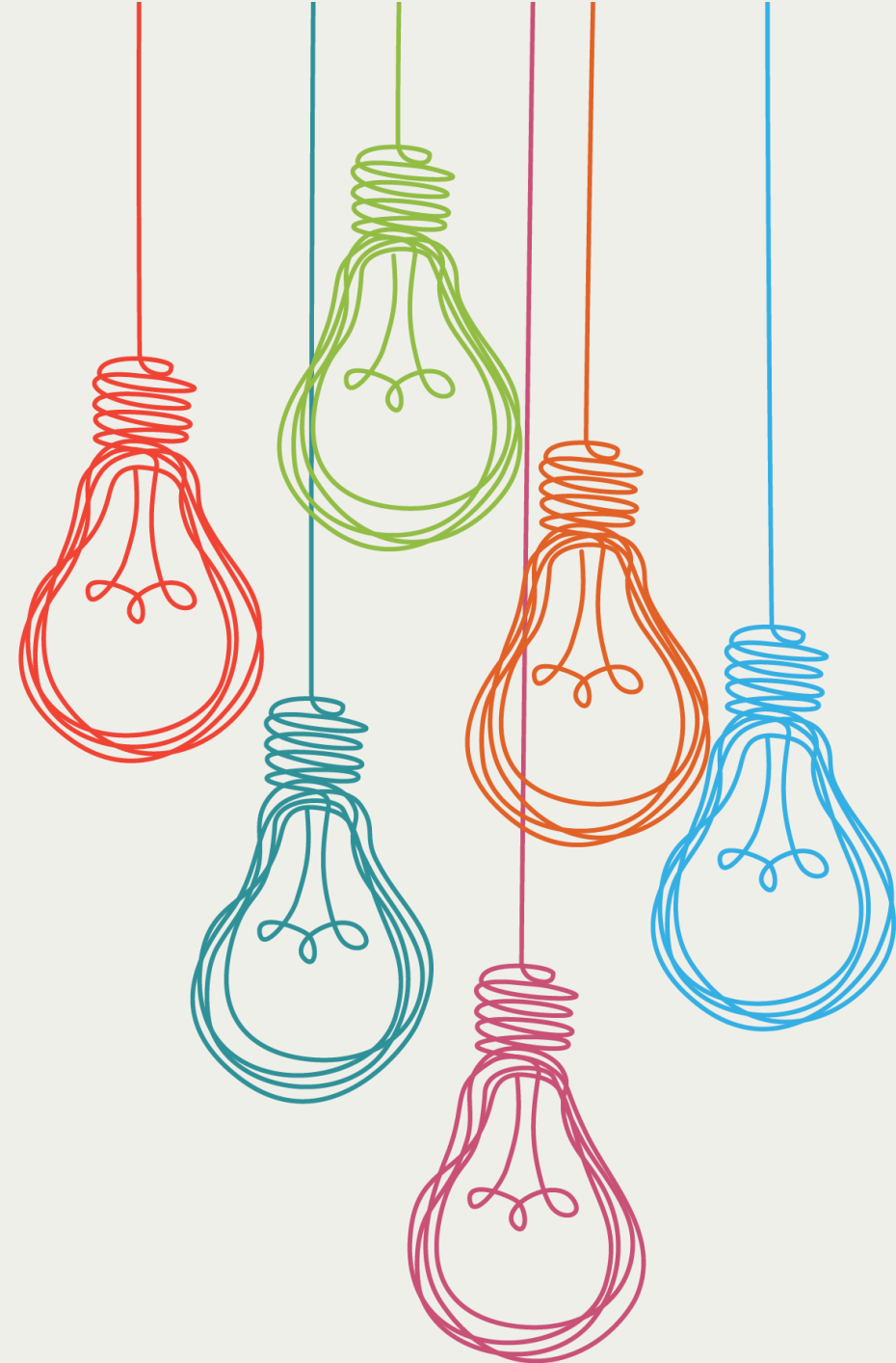


Team resilience has been described as a team's capacity for **positive adaptation** which refers to a team's collective potential to **innovate and change** to meet the demands of a difficult or novel situation (e.g. Sutcliffe & Vogus,).

One impact of Covid-19 is a greater test of team resilience to get work done, which may lead to new configurations of people, processes, practice or problems

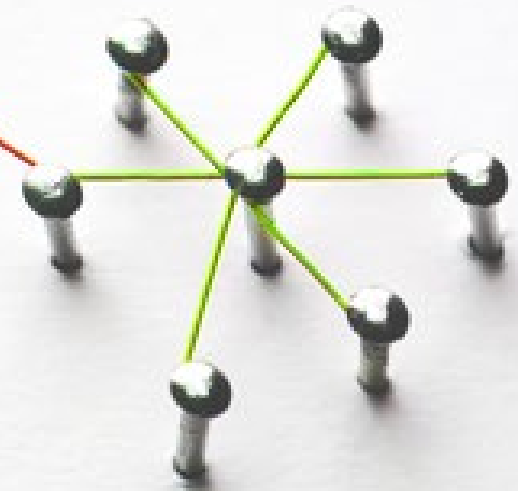
Organisational questions on team resilience

1. How do the team feel?
2. Who is best placed to help the team?
3. How strong are relationships in the team?
4. What is really straining the team (how do I know?)
5. What one change could be made to help the team be more resilient?



Individually

- In your context; what 2 questions are you asking about your team? (3 mins)
- In trios share your questions and 6 mins – time will go quickly so please make sure everyone has a chance to share and ask advice



Teams with low resilience



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- When team resilience is low performance is affected, negative behaviours and practices become more frequent
 - Lack of knowledge sharing
 - Lack of support for each other
 - Lower levels of motivation
 - Lower levels of engagement
 - Increased stress and despondency
- Trust between team members and between team members and leaders can erode, especially if there is a decrease in the quality and clarity of communication.



Resilient Teams and performance

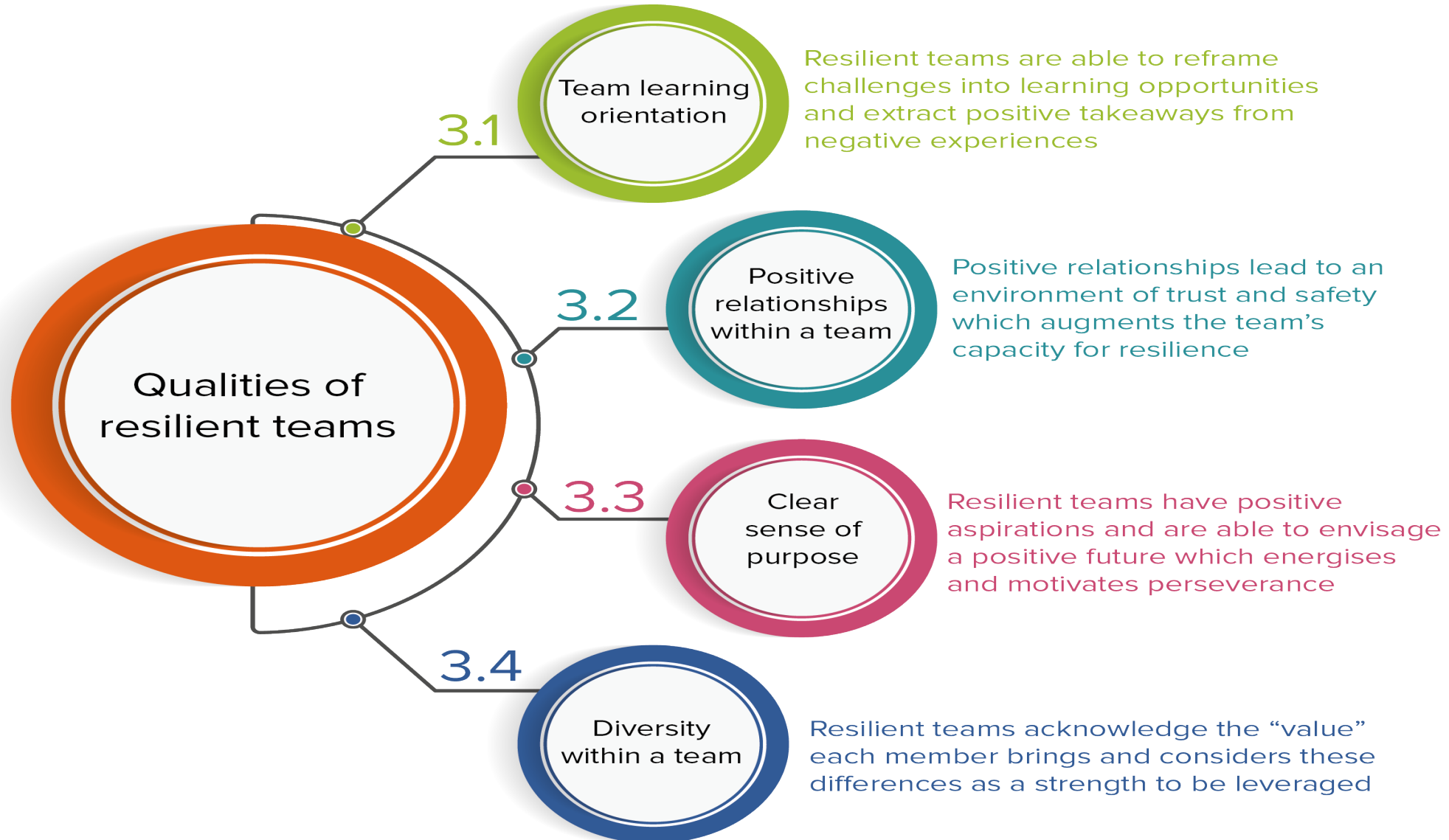


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What we see in resilient teams is:

- Persistence despite challenges
- Continuous Learning and improvement
- Sustained performance

Qualities of a resilient team



Question

- How can resilience be built or nurtured across teams?

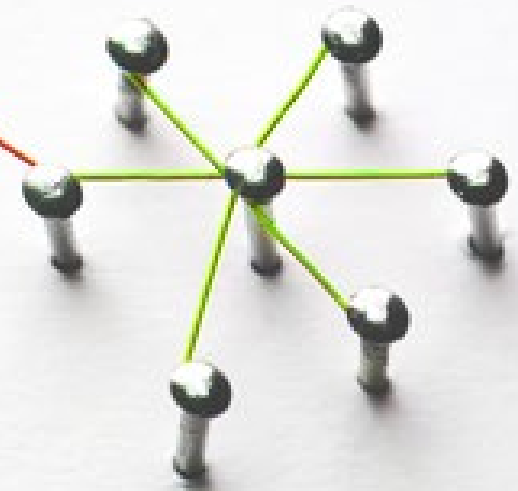


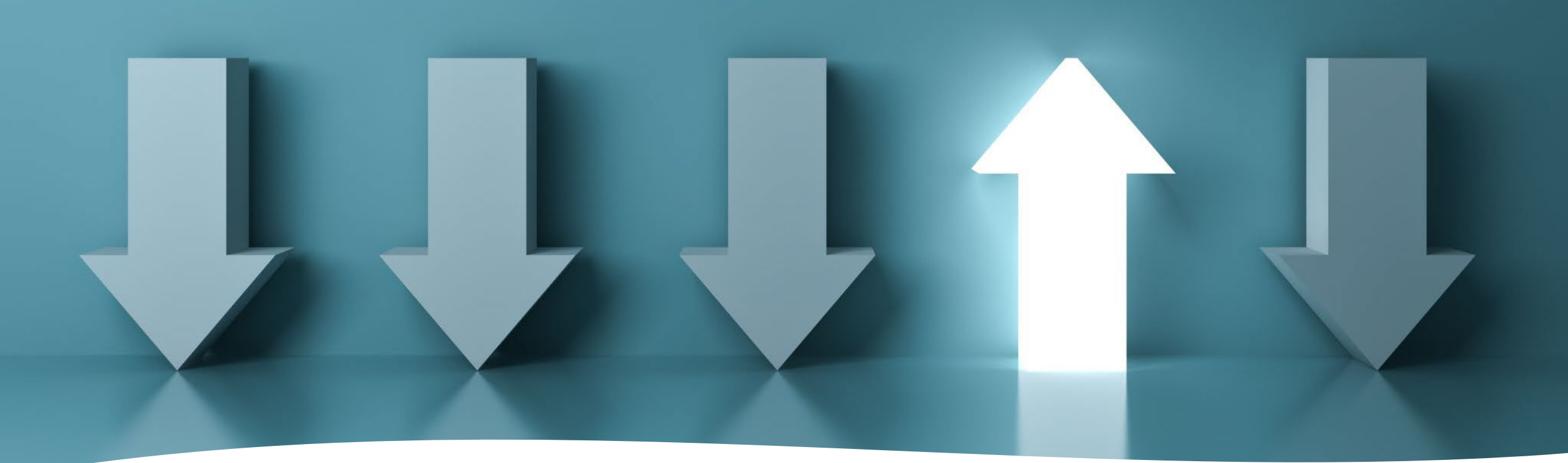
Group work

- What actions can you take to build or nurture resilience within or across your teams?

In small groups discuss actions that you can take that can make a difference to your teams. What can you do? What value would this action add?

12 mins – please make sure everyone has a chance to share and ask advice





Leading resilient teams

- Provide structure and direction
- Nurture a safe and enabling environment
- Pay attention to communication
- Maintain a sense of purpose and the ability to sense-make
- Facilitate learning and innovation
- Build and maintain relationships

Remember...



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“**Resilience**

is about being able to overcome the unexpected.

Sustainability

is about survival.

The goal of resilience is to
thrive”

Jamais Cascio



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THANK YOU

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