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persolog®
Team Resilience Profile

▌ Evaluating your team's resilience competence

▌ Getting to know the 6 factors of team resilience

▌ Developing measures to foster resilience in your team

Support your team on its way to more strength and resistance!

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Resilient teams –
Flexible, strong, and resistant

Challenges associated with current developments in the professional world call for greater resilience (Latin *resilire* = to bounce back, rebound), i.e. they call for the ability not only to get over difficult challenges, but to emerge from them stronger. For teams, too, it is essential to develop resilience in order to remain adaptable, productive and agile in stormy times.

Team resilience is not a state, but a permanent cycle that can be divided into different phases: before, during and after difficult challenges or changes. Before, it is important to prepare in the best possible way and take preventive measures to avoid possible damage. When critical events occur, it is about dealing with them effectively and initiating change proactively. When difficult times are over, the most important lessons must be learned. It's only in this way that a team emerges safe and strengthened from a difficult time. Therefore, the following question arises: What qualities should a team have in order to be able to master all that?

6 basic resilience factors of a team (see figure below) provide the answer. By working to establish and develop these factors, a team takes a critical step toward realizing its full potential, and successfully defending itself against crises. Find out how a team can do that in this profile.
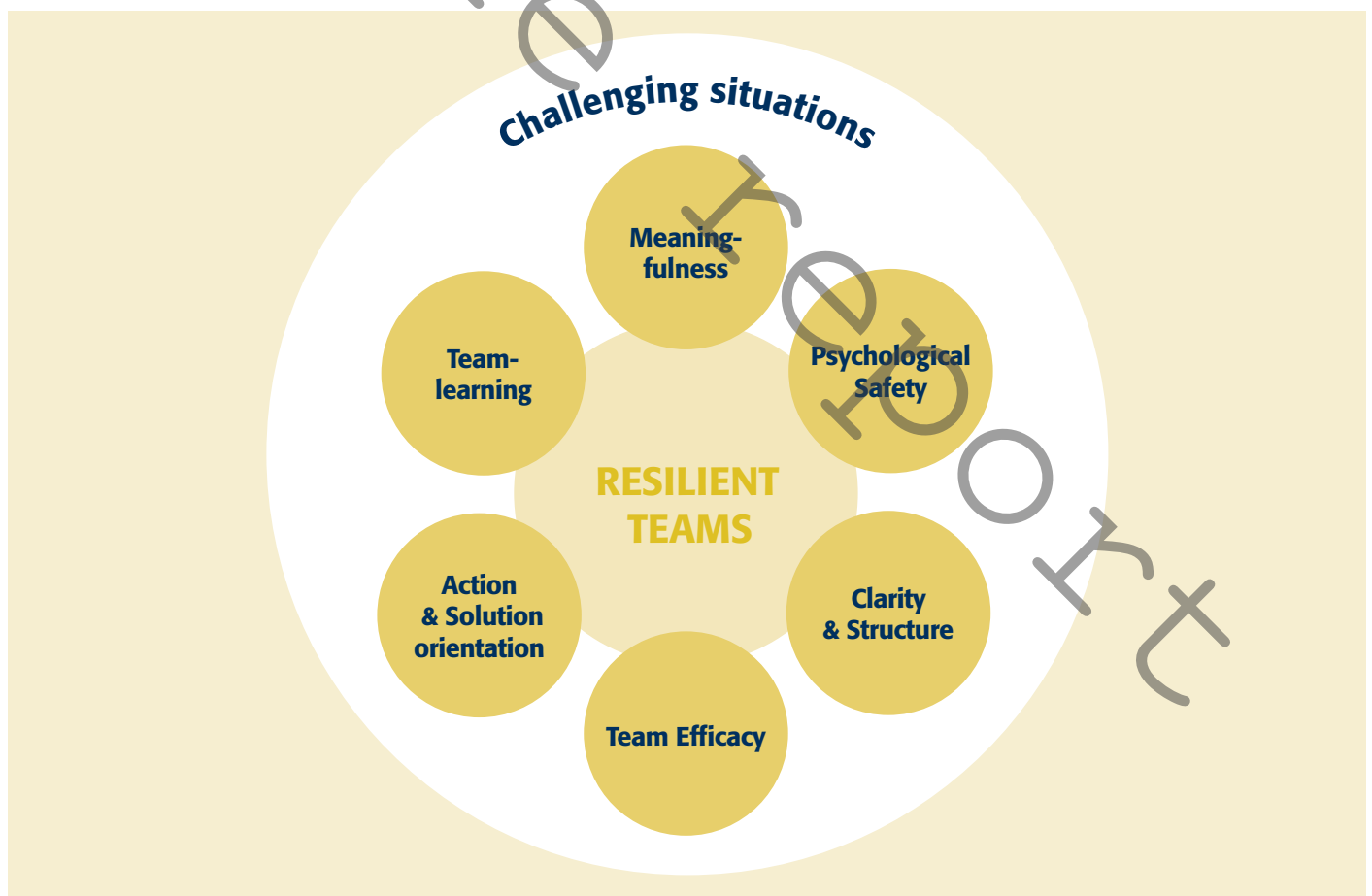
The 6 resilience factors: Challenging situations can be successfully mastered if the 6 essential resilience factors are continuously strengthened and promoted in the team. Only in this way the resilience process can be set in motion, successfully run through and restarted after difficult times.

The story behind Kintsugi

Kintsugi is a gold repair method that emerged in 15th century Japan. It goes back to the shogun Ashikaga Yoshimasa, whose favorite tea bowl breaks one day. Because he doesn't want to throw it away, he sends it back to China to have it repaired. A little later, he receives the bowl back. However, what he gets back is not the repaired bowl he was hoping for: What he had expected is a tea bowl that looks like new. Back he gets a bowl which was put together with golden clips.

Basically, Shogun likes the principle of a bowl whose old fractures are still clearly visible. However, he asks a craftsman friend to find a method that is nicer to look at: Born was the art of Kintsugi. Since then, broken pieces of ceramics and porcelain have been carefully and artistically glued together in small repair shops in Japan. Numerous schools offer appropriate courses to perform Kintsugi as expertly as possible at home.
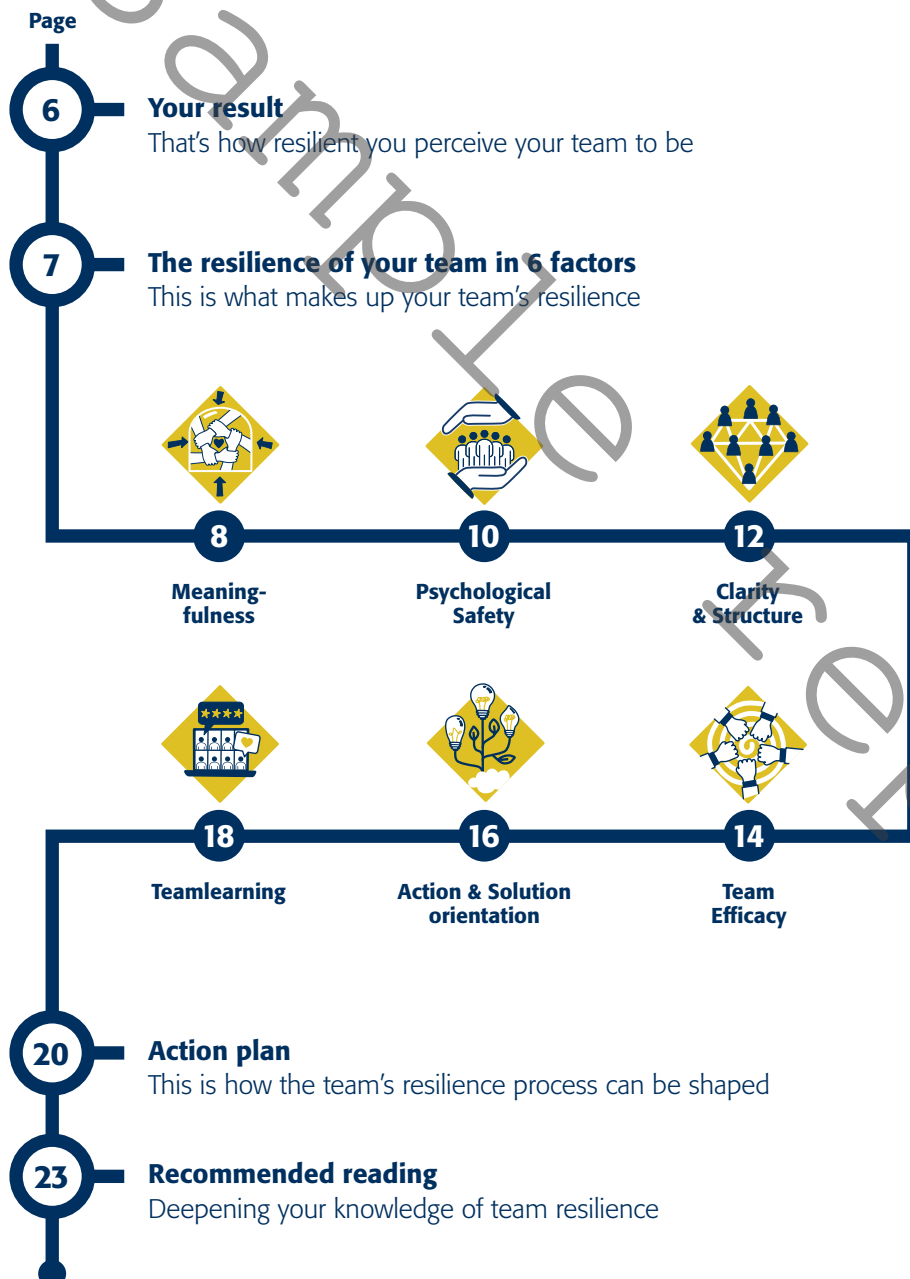
Japanese arts and crafts teach us to value things and not to throw them away hastily just because they are no longer perfect. In addition, Kintsugi shows us how to heal (emotional) injuries step by step. These can be hurts from failed relationships, or moments when life plays us difficult cards: When our health lets us down, the job is being quit, the dream apartment becomes a nightmare, and so on. Each of us knows such a situation, personally and also in a team.

That's how the profile is structured
Tracing your team's resilience

What does your team do to survive, adapt and grow in times of turbulent change? Which potential enhancing the team's resilience do you recognize? Where do you see need for action? And how can you personally contribute to strengthening the resilience of your team? These are the questions this profile focuses on. And these are the questions it wants to answer with you.

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Deepening your knowledge of team resilience

Note: In the following, we use the generic masculine. This approach is intended to ensure a better readability of the contents. However, please be assured that we want to address all our readers of any gender. We hope for your understanding.
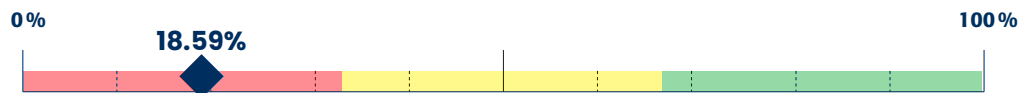
Your result
That's how resilient you perceive your team to be

Find out how resilient you perceive your team to be: Your result, i.e. your team resilience index, was assigned to one of three ranges: low, medium or high. Read the description of the highlighted range, and figure out how much you agree with the content.

Team resilience index:

0%   18.59%   100%

From your point of view, your team's resilience is: **18.59%**

What does that mean?

low	**medium**	**high**
Regarding your team's resilience, you see great potential for improvement: Flexibility, adaptability, resistance – these are qualities that, from your point of view, should be developed and strengthened.	You attribute a basic resilience to your team. At the same time, you recognizes potential for improvement that your team should make full use of to think and act in an even more adaptable and flexible manner.	You ascribe a high resilience to your team. From your perspective, your team can handle challenging situations and turbulences well, adapt to new circumstances, and respond flexibly to change.

Targeting your team's resilience

Now that you've dealt with your basic evaluation, it's time to get more concrete: Read through the characteristics of a low and high team resilience, below. Consider: Which descriptions apply to your team?

Teams with a low resilience ...

- ☐ struggle to accept change.
- ☐ tend to blame others or circumstances.
- ☐ are quickly overburdened or stressed when new challenges arise.
- ☐ are often involved in team internal quarrels.
- ☐ hold back their opinion, according to the motto "It's no use, anyway".
- ☐ contribute few own ideas and show little initiative.
- ☐ are rather pessimistic and moan very often how difficult and complex everything has become.
- ☐ tend to avoid addressing problems openly or expect others to solve them.

Teams with a high resilience ...

- ☐ show initiative and make suggestions for improvement.
- ☐ assume responsibility, even if something goes wrong.
- ☐ address problems, are open-minded and able to lead factual and engaged discussions.
- ☐ are happy about their team member's successes.
- ☐ overcome setbacks and stick to their goals.
- ☐ share knowledge and ensure that information flows.
- ☐ spread positive vibes and talk about their success and progress.
- ☐ accept change and concentrate on the possibilities it opens up.

The resilience of your team in 6 factors
This is what makes up your team's resilience

The scales below show your results in the 6 factors of team resilience. This will give you an overview of how you perceive your team's resilience at the moment.

0%   **100%**

Meaningfulness (MS)
Forming identity, developing culture
— 10.69%

Psychological Safety (PS)
Establishing trust, strengthening unity
— 35.14%

Clarity & Structure (CS)
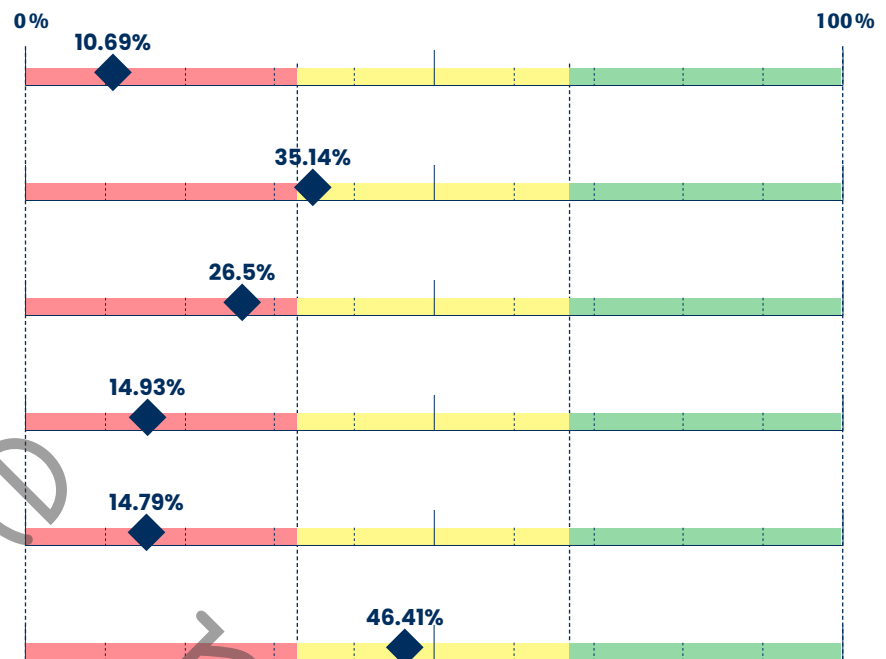Clarifying expectations, shaping communication
— 26.5%

Team Efficacy (TE)
Being optimistic, mastering challenges
— 14.93%

Action & Solution Orientation (AS)
Initiating change proactively, being adaptable
— 14.79%

Teamlearning (TL)
Coping with events, integrating experiences
— 46.41%

That's how you read your results

There are 3 ranges in each scale, or rather, in each of the 6 resilience factors. These ranges have the following meaning:

low: The competences in the corresponding factor are still being formed. There's great need for action.

medium: The competences in the corresponding factor do exist. They can be developed further.

high: The competences are already developed and are being used successfully.

Instructions: Now take a look at the individual resilience factors. To do so, please refer to the corresponding pages.
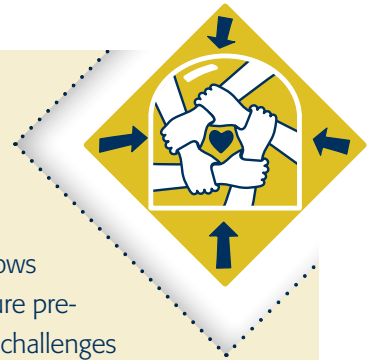
Team resilience factor	Meaningfulness	Psychological Safety	Clarity & Structure	Team Efficacy	Action & Solution Orientation	Teamlearning
Page number	8	10	12	14	16	18

Meaningfulness (MS)
Forming identity, developing culture

Meaningfulness means that a resilient team is able to embrace community and common ground in terms of meaning, purpose, and values. It is ensured that each team member knows what their work means to the team, and how they contribute to the team's performance. A culture prevails in which there exists a shared belief in the meaning of work. In addition, mastering specific challenges and obstacles is considered valuable and worthwhile. Once the team has answered the question regarding the "why?" for itself, a high level of commitment and performance emerges.

Your overall evaluation of this factor

The scale shows how you evaluate the resilience of your team in the factor *Meaningfulness*. Thereby, the following applies: **The higher the value, the more resilience you attribute to your team.**

0%　　　　10.69%　　　　　　　　　　　　　　　　　　100%

Your evaluation in detail

The factor *Meaningfulness* consists of various facets. These facets are expressed by the following statements. **The colors red, yellow and green reflect your evaluation of the facets.** Make yourself aware of your results in the factor *Meaningfulness*.

Knowing the shared values

Doing work that is meaningful for oneself

Have clarity on the team's contribution to the whole

Being aware of the team's significance

Considering the team to be meaningful

Food for thought from your side

Now, it's your turn: Do you have first ideas on how your team, and yourself as part of it, can maintain or even strengthen your resilience skills in this factor?

Your team:

Yourself:

How will you recognize the change?

Methods for enhancing Meaningfulness

The team's IKIGAI
Discovering the meaning of the team with 4 questions

Ikigai (Iki = life, Gai = value) is a Japanese concept. It can be translated as "The feeling of having something worth getting up for." This concept stands for a basic attitude, and it provides orientation for more meaningfulness. It helps answer questions like: *"What is it that makes me unique?", "Where do I want to get in terms of my personal development?".* A team's IKIGAI, too, can be brought to light, using 4 guiding questions that contribute to meaningfulness in the team.

Application: Divided into small groups, you and your team members should answer the following 4 questions/elements, using the IKIGAI model. Question 1: *"What does our team love?"* (What do we like to do? What inspires us?) Question 2: *"What is our team good at?"* (What is easy for us? What are we admired for?) Question 3: *"What is the team being paid for?"* (What do we officially get our salary for? What else are we getting paid for?) Question 4: *"What does the world need?"* Which contribution do we want to make for the company? What would be missing if we were not there?). The different answers to these questions should be brought together and categorized. Then find your team's IKIGAI, that all team members do not only agree, but are truly satisfied with.

Making a promo video for your team
Visualizing one's understand of the team's purpose

Where does your team want to go? In other words: Do you know the team's purpose? Once the team purpose is clearly defined and internalized by everyone in the group, each team member can work effectively, focused and, most importantly, pro-actively to meet it. In that case, there does exist a common direction. Team members are happier and more productive because they recognize the meaning in what they are doing.

Application: Spend some time to think about the purpose of your team on your own. Be prepared to use your smartphone. Think about how you would present your team's purpose in a 1-minute video clip. This clip is intended to be a promo video for your team in which you address the following questions: 1. Why is it so good to be in that team? 2. What am I proud of? 3. What's our team's purpose? Make a video of yourself answering these questions. All team members perform the task for themselves. Subsequently, all contributions are collected and presented one after the other. The session ends with a discussion in which the clips are analyzed in terms of their content: What stands out? What links the different perspectives? In which sentence could we summarize our team's purpose?

This is how you recognize your team's progress in this factor

❙ Group identity precedes personal identity: everyone identifies with our team.

❙ The shared team values are the basis for every team member's acting.

❙ Everyone knows why something is done in the team, and how that something contributes to overall success.

❙ The team's shared values are being reviewed and adapted to new framework conditions.

Psychological Safety (PS)
Establishing trust, strengthening unity

Psychological safety means that a resilient team operates in a safe environment. This environment enables the team to take personal, interpersonal, and economic risks, and to think and act in an open and fearless manner in critical situations. Even unpleasant questions or critical feedback are fine for everyone. Team members know that they are accepted and valued within the team, even if they make mistakes or voice criticism. There prevails an atmosphere characterized by mutual respect and trust.

Your overall evaluation of this factor

The scale shows how you evaluate the resilience of your team in the factor *Psychological Safety*. Thereby, the following applies: **The higher the value, the more resilience you attribute to your team.**

0%   35.14%   100%

Your evaluation in detail

The factor *Psychological Safety* consists of various facets. These facets are expressed by the following statements. **The colors red, yellow and green reflect your evaluation of the facets.** Make yourself aware of your results in the factor *Psychological Safety*.
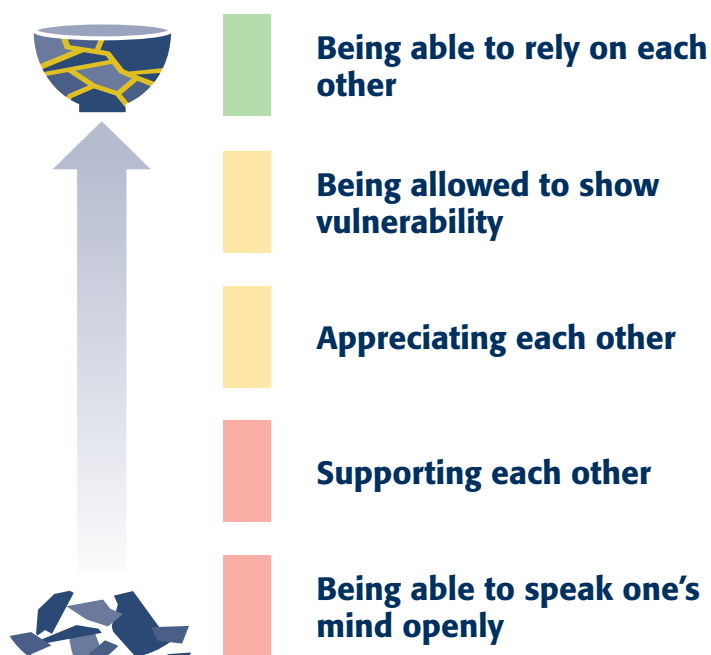
Being able to rely on each other

Being allowed to show vulnerability

Appreciating each other

Supporting each other

Being able to speak one's mind openly

Food for thought from your side

Now, it's your turn: Do you have first ideas on how your team, and yourself as part of it, can maintain or even strengthen your resilience skills in this factor?

Your team:

Yourself:

How will you recognize the change?

Methods for enhancing Psychological Safety

Your most embarrassing favorite song/experience
Trust as the basis of Psychological Safety

In an environment of psychological safety, it should be possible to ask questions, come up with unconventional ideas, make mistakes or voice criticism. In an environment of psychological insecurity, on the other hand, team members eye each other up critically, considering themselves to compete with the rest of the team, what, of course, is not very beneficial for cooperation. This is precisely why it is so important to establish and maintain a basis of trust within the team.

Application: Trust also means being able to show one's vulnerability, without being criticized or devalued for it. This exercise allows vulnerability to be accepted within the team. For this, you and your team mates will be divided into groups of three. Tell your group your favorite embarrassing song, whether it's 70s yacht rock, 80s glam metal, or the like, a song that embarrasses you because others love to make fun about it. Optionally, you can tell the others about your most embarrassing experience. Create a funny and laid-back atmosphere. Afterwards, roles are changed. By sharing personal little secrets with the team, showing vulnerability will be trained, even if it's just about a cheesy pop song. People only admit weaknesses when they trust. Train that!

Strengths feedback as a team process
What team members value about each other

Psychological safety develops, among other things, from daily behaviors and interactions experienced within the team and with colleagues. Team members who perceive that they are accepted and valued by their team feel psychologically safe. They are more willing to show vulnerability and take risks even in difficult situations, without worrying about negative consequences.

Application: This exercise brings positive feedback into everyone's focus. The strengths of the team are enhanced, and mutual appreciation for everyone's contributions is encouraged. Everyone in the team gets a sheet of paper attached to their back. On the front it says: 1. From my point of view, you contribute the following valuable things to the team … 2. These are the strengths I keep on observing in you … 3. That's something I admire about you … On the back, the sheet says: 1. What I think you can do to make us as a team even more effective is … 2. How you could make that additional contribution in concrete terms … Team members walk around the room and have the others complete the statements on the sheet. This is followed by a reflection session in which everyone takes part. The team shares the positive effects of the exercise.

This is how you recognize your team's progress in this factor

❚ Our team is motivated and acts in a more determined manner.

❚ Everyone in the team can make errors, voice criticism or indicate problems without fear.

❚ The members of our team rely on each other, even in difficult times.

❚ We show our vulnerability and share our insecurities and fears.

Clarity & Structure (CS)
Clarifying expectations, shaping communication

Clarity & Structure means that a resilient team is able to maintain certainty about what needs to be done and who's responsible for what, even in difficult times. There is clarity regarding team goals, which are regularly reviewed for appropriateness, and readjusted. Everyone in the team knows what is expected of them and how they can contribute to the common achievement of goals. Transparent communication enables the team to adjust responsibilities quickly in order to counteract critical developments at an early stage and, in the best case, to prevent them.
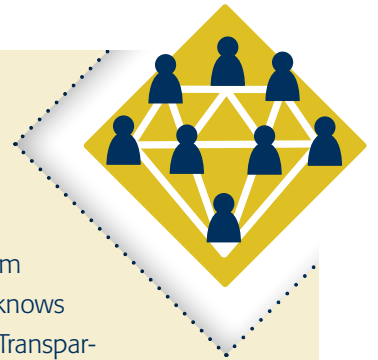
Your overall evaluation of this factor

The scale shows how you evaluate the resilience of your team in the factor *Clarity & Structure*. Thereby, the following applies: **The higher the value, the more resilience you attribute to your team.**

0%   26.5%   100%

Your evaluation in detail

The factor *Clarity & Structure* consists of various facets. These facets are expressed by the following statements. **The colors red, yellow and green reflect your evaluation of the facets.** Make yourself aware of your results in the factor *Clarity & Structure*.

Developing new routines

Setting and adjusting common goals

Knowing one's contribution

Knowing the tasks and the rules of the game

Being clear about expectations

Food for thought from your side

Now, it's your turn: Do you have first ideas on how your team, and yourself as part of it, can maintain or even strengthen your resilience skills in this factor?

Your team:

Yourself:

How will you recognize the change?

Methods for enhancing Clarity & Structure

Painting an unknown picture
Clarity requires clear communication

A resilient attitude in the team becomes especially apparent in communication. However, it is communication that poses a problem for many people. George Bernard Shaw was right when saying: "The biggest problem in communication is the illusion that it has taken place." Good communication means that all team members know exactly who is responsible for what tasks, and what is expected of them.

Application: The exercise helps to reveal the effects of clear communication. Your team is being divided in groups of two. Each couple sits down with their backs against each other, all spread out around the room. Both partners are given a sheet of paper and a pen. You, as person A, start: You paint a picture, or you're given a template that represents various geometric figures in a graphic composition. Now you describe your picture to person B. Based on your descriptions, they must draw the same picture. The mission is made more difficult when person B is not allowed to ask questions and is under time pressure. Then, both pictures are compared with each other. Afterwards, roles are being changed. In a nutshell, the exercise helps to recognize the importance of precise communication in order to achieve the desired outcome.

"Marketplace of expectations"
Clarifying mutual perspectives in the team

Are goals, roles, and milestones actually clear to everyone on the team? Is it clear, e. g., what is expected of everyone on the team? In a well functioning team, it should be ensured that this is the case. Above all, unvoiced demands placed on team members should be articulated as regularly as possible in order to rethink old structures and develop new routines. This is exactly where the "Marketplace of expectations" is a very effective approach.

Application: Divided into groups or individually, you will be asked to describe your own function on your "marketplace" (= on a flipchart). Then the "swap" starts. All persons/groups go clockwise to the next flipchart (= marketplace) and write down what they expect of the person/group in front of whose marketplace they are currently standing, or what they think this person/group is responsible for. The contributions already written down by the predecessors are read through and supplemented with the new expectations. Little by little, the marketplaces get filled with "goods" (information, viewpoints, roles). At the end, the owners return to their own marketplace, reading through and reflecting on the expectations written down. Open questions will be clarified in plenary.

This is how you recognize your team's progress in this factor

❙ If conditions change, we promptly start to adjust our targets.

❙ Uniform structures prevail in our team.

❙ Even in the event of difficulties, everyone in the team knows what they have to do. Expectations are clearly defined.

❙ Our team regularly checks whether our routines are still useful and appropriate.

Team Efficacy (TE)
Being optimistic, mastering challenges

Team Efficacy describes a collectively perceived efficacy. This means that a resilient team knows its strengths and has a shared belief in its ability to master complex tasks, obstacles, and adversity. Even under difficult conditions, everyone trusts in the team's performance. A team that perceives it's efficacy to be strong approaches challenges and dangers with more self-confidence and optimism, is able to cope better with the unpredictable, and emerges stronger from crises.

Your overall evaluation of this factor

The scale shows how you evaluate the resilience of your team in the factor *Team Efficacy*. Thereby, the following applies: **The higher the value, the more resilience you attribute to your team.**

0%   14.93%   100%

Your evaluation in detail

The factor *Team Efficacy* consists of various facets. These facets are expressed by the following statements. **The colors red, yellow and green reflect your evaluation of the facets.** Make yourself aware of your results in the factor *Team Efficacy*.

Facing challenges in a positive manner

Being convinced that a problem can be overcome

Sharing a positive attitude

Believing in the team's capabilities

Mastering problems using the power of the team

Food for thought from your side

Now, it's your turn: Do you have first ideas on how your team, and yourself as part of it, can maintain or even strengthen your resilience skills in this factor?

Your team:

Yourself:

How will you recognize the change?

Methods for enhancing Team Efficacy

A hitlist of optimism killers in the team
Tracking down team effectiveness thieves

In difficult situations, pessimism is often accepted. It is precisely in such situations that a team is quickly overburdened by challenges that arise unexpectedly and for which a solution must be found. If, then, a collective pessimism emerges, the negative impact on the team's collective performance becomes palpable. Therefore, it is important to identify factors that prevent the team to develop and maintain an optimistic attitude.

Application: Divided into small groups or in plenary, collect the typical optimism killers in the team, which come up especially when you are stuck in difficult projects, have experienced failure, or have lost faith in a successful problem solution. Write down these killers (e.g., demands for perfection, competitive behavior, or fears of failure) on a piece of paper. The results (gained in the small groups) are discussed in plenary. Prioritize the optimism killers on this list with others from your team: Determine the top 5 of your optimism killers. Consider together how you as a team can better deal with these killers, or what you can do to consciously and effectively counteract them.

Getting out of the comfort zone
Greater effectiveness through fear and learning zones

Human beings are creatures of habit. But if a team always does the same things, it will never know what it is capable of. Therefore, team efficacy is strengthened when a team leaves its comfort zone and overcomes its fear zone, when it realizes that it can learn, grow and believe in itself more strongly. In this way, the team succeeds in facing greater challenges, being convinced that it can master them together.

Application: Think individually about the different zones of your team. Answer the following questions regarding the: *Comfort zone:* What are we good at as a team? What are our strengths and competencies? What can we rely on? *Fear zone:* Which issues cause doubts or insecurities within the team? What topics causing fear should the team address because they are critical to success? *Learning zone:* Where can we improve? Where can we develop competencies and expand our skills? The goal is to make the team's comfort zone larger and larger, because by doing this, stable belief in team efficacy emerges, which is extremely important, especially in difficult times. Afterwards, the most important findings are discussed within the team, and concrete measures are derived.

This is how you recognize your team's progress in this factor

▎ Our team members are confident about their work and actively participate in tasks.
▎ Our team members take a factual and objective view on failures, not a personal one.
▎ Our team members accept new challenges without ifs and buts.
▎ Our team members show personal commitment when it comes to overcoming obstacles.

Action & Solution Orientation (AS)
Initiating change proactively, being adaptable

Action & Solution Orientation means that a resilient team is able to remain proactive even in adverse situations, and to search for a common solution. Problems are observed and analyzed from different perspectives. The entire energy of the team is mobilized and activated to navigate the team out of the problem focus as quickly as possible, and to accelerate solution orientation. The first steps towards change are initiated together, and the necessary competence to act is secured.
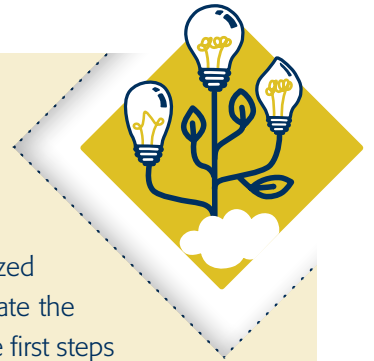
Your overall evaluation of this factor

The scale shows how you evaluate the resilience of your team in the factor *Action & Solution Orientation*. Thereby, the following applies: **The higher the value, the more resilience you attribute to your team.**

0%   14.79%   100%

Your evaluation in detail

The factor *Action & Solution Orientation* consists of various facets. These facets are expressed by the following statements. **The colors red, yellow and green reflect your evaluation of the facets.** Make yourself aware of your results in the factor *Action & Solution orientation*.

Dealing with solutions instead of problems

Initiating changes without delay

Dealing with viable solutions

Examining problems from multiple perspectives

Adapting to change

Food for thought from your side

Now, it's your turn: Do you have first ideas on how your team, and yourself as part of it, can maintain or even strengthen your resilience skills in this factor?

Your team:

Yourself:

How will you recognize the change?

Methods for enhancing Action & Solution orientation

Peer case consultation
Benefiting from the knowledge and experience of others

There are always tricky situations in everyday team life that can be solved more easily in an exchange with colleagues. The method "Peer case consultation" is suitable for this purpose. In contrast to short conversations in passing, the focus is on a targeted and systematic exchange. The so-called topic provider takes advantage of others' perspective to understand their own concerns more deeply and to develop new perspectives for solutions.

Application: Your team is being divided in groups of 6–8 persons. One person assumes the role of the topic provider. That means: This person describes a certain matter to the group (approx. 3–4 min.) The others (the consulting team) ask questions about the facts of the matter, previous attempts to find a solution, etc. (approx. 5 min.). All questions are welcome, except the question regarding the "Why?". The topic provider turns their back to the group. The consulting team expresses its appreciation and confidence that the problem can be solved (approx. 4–5 min.). Then, it brings up ideas, suggestions and experiences that can be helpful (approx. 10 min.). The topic provides writes down everything that appears to be useful. Then, the topic provider turns around, thanking the consulting team, letting it know which valuable impulses will be transformed into action and which concrete measures will be taken.

The 6-3-5 method
Generating new ideas through brainwriting

When problems arise, existing options for action are often overlooked or not even perceived: A collective "problem trance" prevails. The 6-3-5 method by Bernd Rohbach is a creativity technique that can be used spontaneously and with little effort in a team to boost solution orientation and encourage the development of new, unusual and unconventional ideas.

Application: Your team will be divided into groups of 6. Everyone in the group receives a worksheet (6 rows x 3 columns) prepared in advance. On that sheet, a concrete question – i.e. a concrete problem – and fields for ideas are given. The first person from the group writes down three ideas they can think of for solving this problem. The person then passes their sheet with the three collected ideas clockwise to their neighbor. Now, the task is to continue the development of the ideas by passing the sheets from one to another. At the end, each team member gets their own sheet back. That means, each member gets back a 5-step-process in which the three ideas everyone had noted in the beginning, are developed further. Finally, the team jointly evaluates which ideas are realistic and effective.

This is how you recognize your team's progress in this factor

❙ Our team focuses more on strengths, resources and feasible options for action.

❙ Our meeting culture is characterized by solution instead of problem thinking.

❙ Problems in our team are viewed and analyzed from different perspectives.

❙ In our team, you rarely hear sentences like "I'd love to, but …", "You should finally …", "It's mainly up to …".
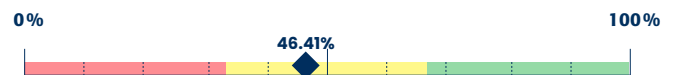
Teamlearning (TL)
Coping with events, integrating experiences

Teamlearning means that a resilient team is able to consider experienced setbacks as a natural part of the learning process, and to draw future-oriented conclusions from these experiences. It is important to reflect on negative experiences together retrospectively, and to work through them both, factually and emotionally, in a constructive manner. Relevant lessons learned are collected, responsibilities redefined, and innovative routines integrated into everyday life.

Your overall evaluation of this factor

The scale shows how you evaluate the resilience of your team in the factor *Teamlearning*. Thereby, the following applies: **The higher the value, the more resilience you attribute to your team.**

0%　　　　　　　　46.41%　　　　　　　100%

Your evaluation in detail

The factor *Teamlearning* consists of various facets. These facets are expressed by the following statements. **The colors red, yellow and green reflect your evaluation of the facets.** Make yourself aware of your results in the factor *Teamlearning*.

Analyzing setbacks in retrospect

Dealing constructively with setbacks

Drawing conclusions from negative experiences

Overcoming annoying defeats

Analyzing mistakes together

Food for thought from your side

Now, it's your turn: Do you have first ideas on how your team, and yourself as part of it, can maintain or even strengthen your resilience skills in this factor?

Your team:

Yourself:

How will you recognize the change?

Methods for enhancing Teamlearning

Sharing fuck-up stories
Learning from negative experiences

Nothing is as exciting, interesting and inspiring as true stories. While facts and figures increase the credibility of a piece of information, storytelling provides an emotional touch. Storytelling also has a great effect in teams: When personal stories of falling down and getting back up, so-called fuck-up stories, are shared, experiences become vivid and resources and strengths become visible.

Application: Everyone in the team brainstorms for themselves on the topic of "My fuck-up stories". In doing so, you and the others should briefly recall particularly instructive stories from your life in which you experienced failures or suffered setbacks. Then decide on a specific story to tell your team members. Prepare your story using the following guiding questions. When narrating, focus on the main message you want to convey: What was your most important learning? What helped you to overcome the situation? What can your team members learn from your story? Everyone who wants to do so tells their personal fuck-up story. That way, a collective learning experience emerges.

Doing team retros
A regular review of cooperation

Retrospectives are modern meetings in which teams reflect on collaboration outside of the daily work routine and identify approaches for improvement. In such meetings, the team leaves the content level, questioning cooperation instead. Both, positive and critical, team aspects are emphasized. In addition, the question of what should be done differently in the future is clarified. Retros are an integral part of an agile working environment.

Application: Invest one hour of your team time at a set rhythm (about every two weeks) to look back together, learn and derive concrete actions from your experiences (ideally, retros are accompanied by an external facilitator). In a retrospective, the recent past is focused. Using a variety of creative techniques, everyone on the team is asked to critically review experiences and lessons learned from the corresponding time interval, and find answers to the following questions: What went well? What went wrong? What do we want to improve? How can we do that, in concrete terms? It is important to document the measures in writing. For they are brought back into view in further retros: Progress is recorded, further measures are defined.

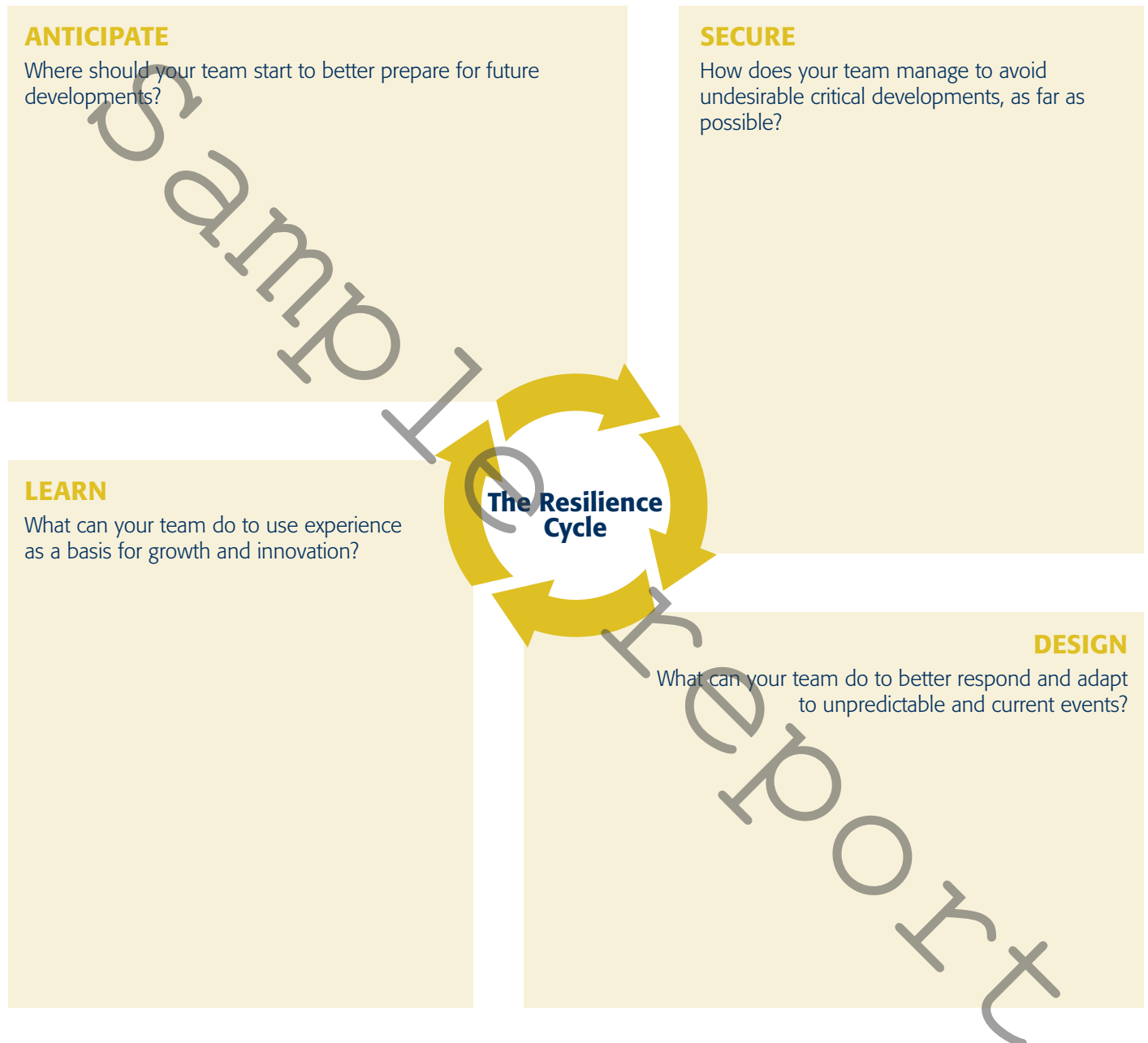## This is how you recognize your team's progress in this factor

❙ Our team has regular meetings in which we discuss what's going well and what's going not that so well.

❙ Negative experiences are interpreted not only as risks, but also as learning opportunities.

❙ Knowledge and information is shared within our team in a timely manner.

❙ Our team addresses mistakes that have happened openly in order to do things better in the future.

Action plan
This is how the team's resilience process can be shaped

ANTICIPATE

Where should your team start to better prepare for future developments?

SECURE

How does your team manage to avoid undesirable critical developments, as far as possible?

The Resilience Cycle

LEARN

What can your team do to use experience as a basis for growth and innovation?

DESIGN

What can your team do to better respond and adapt to unpredictable and current events?

What kind of support does your team need to successfully implement measures for improvement on the path to greater resilience?

Space for your ideas and your crucial insights.

Notes

Recommended reading

▍ Bridges, W. & Bridges, S. (2017): *Managing Transitions. Making the most of change.* London: John Murray Press.

▍ Cook, S. (2021): *Well-being in the Workplace: A guide to resilience for individuals and teams.* Cambridge: ITGP

▍ Crane, M. F. (2017): *A Practical Guide for Employee Wellbeing and Organizational Performance.* Sidney: Routledge.

▍ Fröhlich-Gildhoff, K. & Rönnau-Böse, M. (2014): *Resilienz.* 3. edition. Munich: Ernst Reinhardt.

▍ Huber, M. (2019): *Resilience in the team. Ideas and application concepts for team development.* essentials. Springer Fachmedien Wiesbaden GmbH.

▍ Kirkman, B. L. & Stoverink, A. (2023): *Unbreakable: Building and Leading Resilient Teams.* Stanford Business Books.

▍ McEwen, K. H. (2017): *Building Team Resilience.* Mindset Publications, 1. edition.

▍ Neenan, M. (2017): *Developing Resilience: A Cognitive-Behavioural Approach.* UK: Taylor & Francis Ltd.

▍ Rolfe, M. (2019): *Positive Psychologie und organisationale Resilienz. Stürmische Zeiten besser meistern.* DGPP, Springer-Verlag GmbH, Berlin.

▍ Soucek, R., Ziegler, M., Schlett, C. & Pauls, N. (2016): *Resilienz im Arbeitsleben – Eine inhaltliche Differenzierung auf den Ebenen von Individuen, Teams und Organisationen. Gruppe. Interaktion. Organisation.* Zeitschrift für Angewandte Organisationspsychologie, 47, 131–137.

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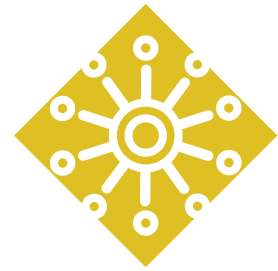
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Time and time again, it turns out that some teams are more successful in overcoming challenges than others. These teams adapt to new circumstances with apparent ease. They react quickly, they act confidently. And they remain true to themselves when others go into a spin.

"We are only as strong as we are united, and as weak as we are divided." This quote of J. K. Rowling indicates a common feature that unites such teams: They take advantage of the synergy effect that results from successful cooperation. Above that, they have certain characteristics which can be summarized by the term **team resilience** and which help them to survive these times and perhaps even emerge from them stronger.

Resistance & adaptability, strength & flexibility – these are the characteristics that make up team resilience. And these are the characteristics that you and your team should develop, expand and consolidate in order to be able to meet current and future challenges even more resiliently. That's exactly what this profile aims to support you in.