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Civida

Resiliency
Toolkit

PART 2 / *Measuring Resiliency*

Resiliency Toolkit PART 2 Measuring Resiliency

TOOLKIT **INTRODUCTION**	**PART 1** UNDERSTANDING RESILIENCY	✅ **PART 2** MEASURING RESILIENCY	**PART 3** IMPROVING RESILIENCY

			WORKSHOP VIDEOS, ACTIVITIES & WORKSHOPS
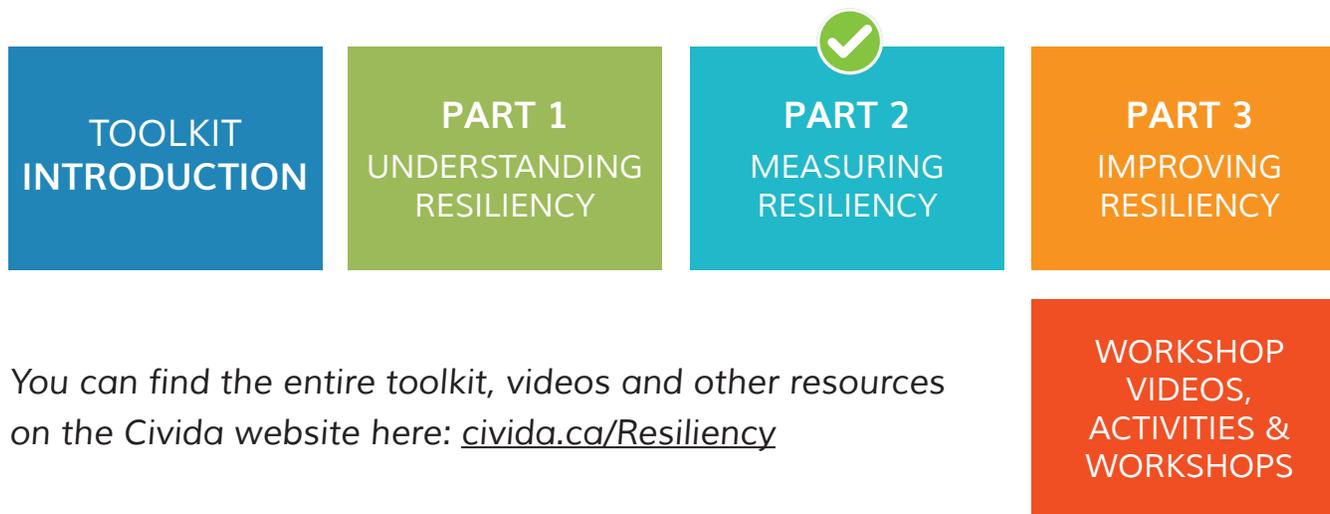
You can find the entire toolkit, videos and other resources on the Civida website here: civida.ca/Resiliency

How to use this section of the Toolkit:

The information and tools in this section will help you decide how and when to measure resiliency in your organization. It outlines some key areas to measure and why they are connected to resiliency. After you have measured resiliency, you can implement some or all of the activities in Part 3 of the toolkit.

Why should we measure resiliency?

Measuring resiliency is a good indication of how an organization will handle changes and stressors - the more resilient an organization and the people within it, the easier the adaptation. Resiliency does not mean that operations return to "normal", but that operations continue and succeed.

When we measure resiliency, we are measuring indicators or attributes of resiliency – things that are associated with the ability to successfully handle change at both the personal level and at the organizational level. These attributes of resiliency include both mindsets (ways of thinking) and behaviours (ways of acting). This can be things like the way organizations think about situations; the organizational values and practices that impact how they respond to change; the ways organizations behave; and the actions organizations take to prepare for change and develop adaptive capacity.

What should we consider when measuring resiliency?

Based on leading resiliency research, there are three main attributes or indicators to consider when measuring resiliency:[1]

1. Leadership and organizational culture.

Positive leadership and a strong, positive organizational culture impact the organizational capacity for change and the way change is approached. Leadership and organizational culture can support resiliency

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1   See Xu and Kajikawa, "An Integrated Framework for Resilience Research"; Resilient Organisations, "What Is Organisational Resilience?"; Parsons, "Organisational Resilience."

Produced by Civida, December 2021. View more at civida.ca/Resiliency

by viewing change as an opportunity for growth. Having strong, positive leadership and organizational culture also supports resiliency during times of crisis by having trust in leadership to make good decisions. More resilient organizations have a supportive culture; both top-down support for employees such as professional development activities and feedback opportunities, and bottom-up support where staff trust their decision makers to make the best decisions, especially during times of crisis when leaders may not have time to consult on big decisions.

Factors that will influence this attribute include having trust in leadership; having strong staff engagement; developing situation awareness throughout the organization; supporting decision making and delegating authority; and supporting innovation and creativity.

2. Networks.

Resiliency is relational and exists within broader systems. Resilient organizations need to have an understanding of relationships, internally and externally – both so that they understand how and who changes will impact, but also the relationships and resources they can draw on during crises or changes. An important aspect to networks is information sharing, internally and externally, to support evidence-based decision-making. Internally, more resilient organizations have strong teamwork and an integrated approach to work.

Factors that will influence this attribute include establishing effective partnerships; sharing knowledge and learning from previous experiences or research; breaking down silos between organizational departments; and having internal resources and capacity.

3. Change-ready processes.

More resilient organizations and people are more proactive and focused on problem solving. This includes both mindsets and behaviours, including viewing change as an opportunity but also having plans and actions ready to go in case of change, whether intentional or unintentional. More resilient organizations have processes to become aware of situations that can impact them and work to be prepared before they become (or to avoid them becoming) a crisis.

Factors that will influence this attribute include sharing a strong unity of purpose throughout the organization; setting the organization up to be proactive; developing strategic plans to guide decision-making; and developing and testing plans to handle "what if" scenarios.

These three indicators of resiliency and their sub-factors are described in the table below.

Resiliency Indicator	Connection to Resiliency
1. Leadership and Culture	More resilient organizations have more adaptive capacity. This is strongly impacted by leadership and organizational culture.
A. Leadership	Strong leadership is important for sound decision-making and to facilitate resiliency through business transformation and disruption.
B. Engagement	In more resilient organizations, staff are engaged and understand the connection between their work and the organization's mission. Staff are empowered and use their skills to solve problems.
C. Situation Awareness	In more resilient organizations, staff are encouraged to be aware about the performance of the organization and to report potential problems.
D. Decision Making	In more resilient organizations, staff have the authority to make the decisions they need to in their work. Authority is also delegated to support quick responses during crises and change when it is not always possible to consult.

Resiliency Indicator	Connection to Resiliency
E. Innovation and Creativity	In more resilient organizations, staff are encouraged and rewarded for using their knowledge in innovative and creative ways to develop solutions to existing and new problems. The organization and staff learn from research, best practices, and previous experiences.
2. Networks	More resilient organizations have external and internal relationships that are developed, maintained and ready to be leveraged in the case of crisis. They understand their networks and connections across systems and organizations and how and who changes might impact.
A. Effective Partnerships	More resilient organizations have strong partnerships internally and externally. They understand the relationships and resources the organization might need to access from other organizations during a crisis. They also have the planning to know how to access these relationships and resources.
B. Knowledge	In more resilient organizations, critical information is stored in multiple formats and locations and staff have access to expert opinions when needed. Roles are shared and staff are trained so that someone will always be able to fill key roles.
C. Breaking Silos	More resilient organizations minimize divisive social, cultural and behavioural barriers, which are most often visible as communication barriers creating disjointed, disconnected and detrimental ways of working. Teams work collaboratively and have an integrated approach.
D. Internal Resources	More resilient organizations know and manage their resources and capacity to be able to continue operating during crisis or changes.
3. Change Readiness	More resilient organizations are more aware and anticipate events that might impact them. They work to understand their own vulnerabilities and work to create agility and flexibility to be ready for change.
A. Unity of Purpose	In more resilient organizations, there is an organization-wide awareness of what the organization's priorities are and would be following a crisis, clearly defined at the organization level. There is a strong sense of shared purpose across the organization.
B. Proactive Positioning	More resilient organizations are more proactive and develop mindsets and behaviours to be ready to response to signals of change before they become crises, both internally and externally.
C. Planning Strategies	In more resilient organizations there are plans that guide change and developments and they are known documents that lead decision-making.
D. Stress testing Plans	More resilient organizations have and rehearse different situational plans, such as business continuity plans or emergency plans. Staff are also aware that these plans are tested and rehearsed so that staff know what to do in the case of crisis.

Sources: Xu and Kajikawa, "An Integrated Framework for Resilience Research"; Resilient Organisations, "What Is Organisational Resilience?"; Parsons, "Organisational Resilience."

How do we measure resiliency?

We recommend using the *Resilient Organisations Resilience Benchmark Tool* to measure resiliency. You can find more on their website at *https://www.resorgs.org.nz/*. This survey covers these three areas of leadership and culture, networks, and change readiness. It has been validated and used in numerous research studies around the world.

We would also recommend asking questions about the challenges facing affordable housing providers and the changes being experienced by staff. These questions help identify stressors and pressures that are impacting personal and organizational resiliency. While improving resiliency is important, it is also important to address those challenges and stressors as a root cause.

Even if you do not plan to use the survey, we recommend reviewing the *Resilient Organisations Resilience Benchmark Tool* to help you determine what is a priority in your organization.

How often and when should we measure resiliency?

Measuring resiliency should be:

- Iterative.

- Ongoing.

- Used to highlight possible areas for intervention. Note that the areas we recommend measuring (described in the table above) are both indicators of resiliency and also areas to intervene to improve resiliency.

As a best practice we recommend the following sequence for measuring resiliency:

1. **Engage Stakeholders** – through conversation with leadership, team leaders, or at a staff meeting, determine what are the best methods to measure resiliency at this moment for your organization.

   a. For example, if you have just done an employee satisfaction survey, you may not want to circulate a resiliency survey immediately.

2. **Identify any crucial areas** – you may already know the pressure points in your organization that you want to measure and improve on. Develop and highlight these areas to guide what will be focused on when measuring resiliency.

   a. For example, if you have just had a leadership transition, you may want to focus on leadership questions.

3. **Develop a measurement plan** – whether you are using the survey as a whole, in parts, or other methods, develop your measurement plan it so that it is consistent and can be used again. Ensure that anyone who will be using it understands it well.

4. **Implement** – there are important things to consider when implementing any measurement plan, and factors that can impact what feedback you get. Consider some of the following:

   a. Should the collection be anonymous?

      i.   If not, how might this impact what people share?

   b. Can this be done on work time?

   c. Is it accessible (language, technology, etc.)?

    d. Who will have access to the data?

        i. If it is anonymous, could those with access identify people?

        ii. Are there any power dynamics to consider?

    e. How long will you be collecting data?

    f. What do participants need to know about who will have access to the data?

5. **Review** – review the responses to your measurement strategies/tools and determine current state and best ways forward. You can review the table in Part 3 of this toolkit that identifies exercises with different resiliency indicators (*civida.ca/Resiliency*). Remember, the indicators that you are measuring are also areas for intervention. Things to consider:

    a. Are there areas for growth that surprised you?

    b. What was a common thread? What did only a few people say? Why might that be?

    c. What are some of our strengths?

    d. How can we share some of these results with the organization?

6. **Support** – implement components of the toolkit and any other relevant changes to increase resiliency. Some examples include:

    a. Implementing parts or all of this toolkit.

    b. Increasing inducements.

    c. More communication.

    d. Revising performance review process.

7. **Measure again** – it is good practice to measure again following any intervention. Best practice is to re-measure using the same measurement tool one month or more later. Compare these results to the previous results to determine any changes.

8. **Implementation** – resiliency is an iterative process. You can use the results in the above step to determine any other interventions that you want to implement.

What are some ways we can measure resiliency in our day-to-day operations?

Here are just a few strategies you can use to regularly measure resiliency:

For Individuals

- In performance reviews, include questions about resiliency (individual and organizational) and provide opportunities to discuss areas for growth and support.

For Teams

- In team meetings, ask a prompting question about a specific aspect of resiliency that your organization might be working on or that may have come up as an issue.

    > For example, if you have heard that people are unsure of some new changes in the organization this could indicate that organizational resiliency is suffering because of communication. A team member or leader could facilitate a conversation about ways to strengthen communication and encourage outside-the-box thinking.

- Appoint a "Resiliency Leader" within a team who sends out a weekly resource to encourage and increase resiliency. This could be a five-minute meditation, encouragement from other teams, staff recognition or even a one-word check in. Observing how a team engages with this (are they excited to be the leader? do they appreciate the resources shared and use them?) can be a measure of resiliency.

- Absenteeism can be an indication of decreased resiliency – monitoring this in your organization may tell you if stress levels are high, people need additional time off, or perhaps are not motivated to show up.

For All Staff/Full Organization

- Here are some simple icebreakers to engage with resiliency concepts at all-staff gatherings:

  > Have people name the organizational values and demonstrate how their work aligns with them.

  > Host a trivia game or jeopardy-style game about recent changes in the organization.

  > Ask people to submit questions anonymously about the organization – insight into what people do and don't understand is also a measure of resiliency

  > At leadership or management meetings ask people to report on the resiliency of their team – broadly, or with specific areas in mind.

Other strategies for regularly measuring resiliency in organizations

In addition to the *Resilient Organisations Resilience Benchmark Tool*, there are many other approaches to measuring and improving resiliency.

Using the resiliency indicators and the *Resilient Organisations Resilience Benchmark Tool* as a guide, you could develop focus groups or interviews with staff in different departments to understand more about their experiences as well challenges and successes in different teams.

There are lots of ways to engage with staff about resiliency and to understand the level of resiliency for individuals and for organizations. From simple measurements (like measuring communication engagement) to more complex (regular focus groups with staff), it's important to recognize the centrality of resiliency to organizational success and to always have it in the back of your mind.