

# Team Resilience Checklist

Organizations continue to face disruptive change. Teams and leaders will need to increase resilience in order to promote agility, innovation, and thriving. Research has begun to identify more clearly what it takes for teams and organizations to cope, and even flourish, when they experience change and uncertainty.<sup>[i]</sup>

**These strategies will help you think about what to do before, during and after a challenge to promote resilience: <sup>[ii]</sup>**

Before	During	After
Anticipate challenges and plan contingencies	Make real-time adjustments quickly if something isn't working	Debrief – what went well; what do you need to improve?
Know team members' capacity levels (is a particular division operating beyond capacity such that it will impact its ability to help/respond effectively)	Recognize when a team member needs help	Address any friction points that may have emerged between team members
Address known vulnerabilities (e.g., distrust among team members; lack of resources/expertise)	Provide transparency and ongoing status updates	Communicate appreciation to team members (from both leaders and peers)
Establish a process for regular communication about a developing problem	Continue constructive routines like regular meetings	Thank external resources for their help and support
Identify back-ups for people in key roles	Tap into resources outside the team or organization to get others' insight	
	Reclarify roles and goals; disruptive events may create new and competing tasks for teams	
	Keep it personal – don't forget about personal interaction and check in's	

<sup>[i]</sup> Bernard Walker et al. *Building Adaptive Resilience: High-Performing Today, Agile Tomorrow, Thriving in the Future* (2014), which you can download here: [https://resorgs.org.nz/wp-content/uploads/2017/07/Resilient\\_Organisations\\_Building\\_Adaptive\\_Resilience\\_print\\_version.pdf](https://resorgs.org.nz/wp-content/uploads/2017/07/Resilient_Organisations_Building_Adaptive_Resilience_print_version.pdf)

<sup>[ii]</sup> George M. Alliger, Christopher P. Cerasoli, Scott I. Tannenbaum, & William B. Vessey (2015). *Team Resilience: How Teams Flourish Under Pressure*. *44 Organizational Dynamics* 176-184.