

## Developing Team Resilience

The need for teams is increasing. Traditionally, functional teams where there was individual expertise and performance were adequate for delivering the organisation's goals efficiently. But efficiency does not solve the complex issues facing organisations today which need an adaptive capability. The current research of The Resilience Engine into team and organisational research is looking at the balanced investment required between efficiency and resilience. We don't have the answers yet, although we have some very challenging figures of a 1x efficiency: 2x resilience ratio in the midst of our thinking!

We do know that in times of high ambiguity, complexity and change, using efficiency as a measure for how we organise ourselves is not sufficient. Resilience needs to be in the mix and understanding the resilience of the individuals in your team is an important part of understanding the overall team resilience.

The Resilience Engine Research shows that team resilience cannot effectively be developed if any member of the team is below COPING on the Resilience Dynamic®. This could be any member of the team at any time depending on their context. A person below the COPING state of resilience will have no surplus energy for learning and change and cannot participate effectively, they need support to get energy to stabilise and extend their resilience. Robust team conversations cannot safely be embarked on and equal relationships cannot be established in the team.

