



Saville Assessment

Willis Towers Watson 

Building Resilient Agility Workshop

Virtual Building Resilient Agility Session
Facilitator Guide
1-2 hours

Contents

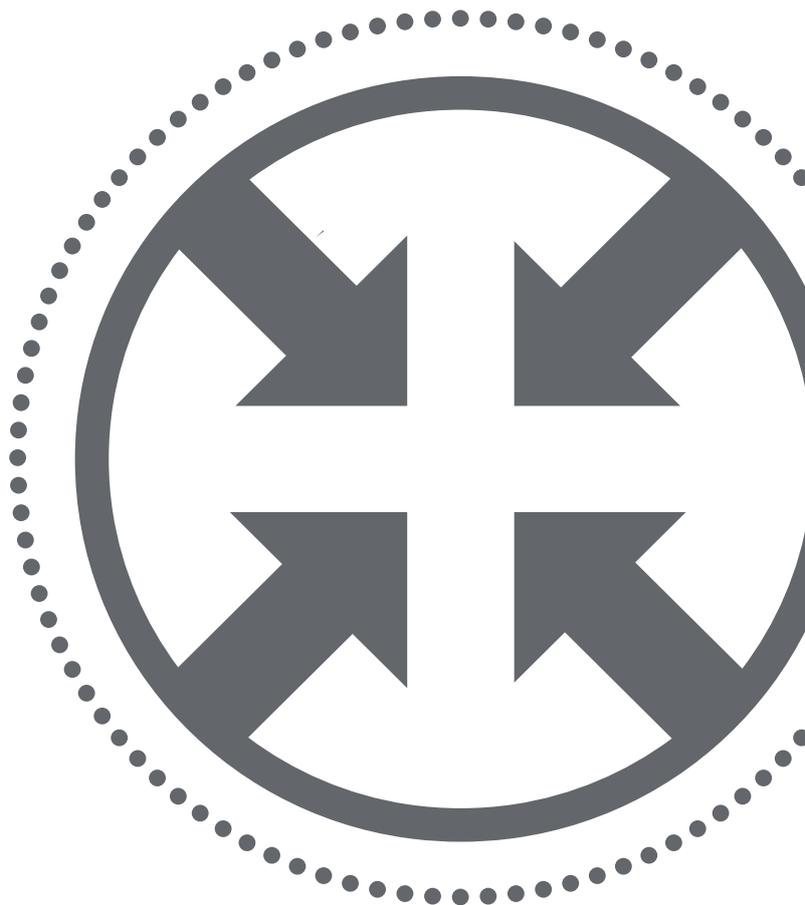
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Introduction

This guide provides suggestions for facilitating a virtual development session using Saville Assessment's Building Resilient Agility Reports and online Group Overview functionality. The session is designed to be two hours in total, but some guidance is provided for those looking to shorten the session.

The key purpose of the session is to provide groups of individuals with greater insight into both their own and the group's ability to effectively cope with and adapt to change and how this agility can be maintained over the longer term. We recommend running the session with a specific live or upcoming organizational change/transformation as an area of focus. It is however also possible to run the session with a broader focus if desired.

At the end of the document, we have provided some considerations for running virtual group development sessions, which may be helpful when planning the session.





Virtual Session Content

Pre-Session Content

The Pre-Session exercise document provides participants with background reading and a short exercise to be completed before the session. The purpose of the pre-read content is to share information with participants on the Building Resilient Agility Model, for them to familiarize themselves with their own Building Resilient Agility Report and to start thinking about the importance of these areas for effectively dealing with change and transformation as well as how they can build on their current strengths and challenge areas in such a context.

Pre-Session Facilitator Questions

As the facilitator it is important to have a good understanding about the purpose and objective of the session. Make sure that you liaise with the key stakeholders in advance to answer the following questions:

- Who is attending the session?
- Why do the stakeholders want to run a Building Resilient Agility group session?
- What are the current and/or upcoming organizational changes the group are/will be experiencing?
- What are the desired outcomes of the session?
- What is the next step? E.g. is there support in place? Who is responsible for following through on the actions committed to?
- Do the group give their informed consent to show individual names/ data in the session?

Facilitator Slide Deck

A separate facilitator slide deck is available for you to use during the virtual session.

Session Introduction and Quick Overview of the Building Resilient Agility Model

It is recommended that you cover the following points in the introduction:

- Timings, housekeeping, individual introductions.
- Purpose of the session. It is recommended that here you discuss the specific organizational change the session will be focused around.
- Desired outcomes, next steps.
- Introduction to the Building Resilient Agility Model.
 - Overview of the 4 Key Drivers.
- Any questions about the model or the report.

Exercise 1



Approx.
20 mins

Getting to know the Group's Individual Resilient Agility

When

After providing an overview of the Building Resilient Agility Model.

Purpose

Help the group better understand each other's strengths and challenge areas in the context of Building Resilient Agility, and start thinking about how this could be applied to organizational change.

Consideration

This exercise, along with the others in this guide, works best with groups that know each other and will be working together in a current or upcoming organizational change.

How?

- Share some of your own examples of how your strengths and challenge areas in the context of Building Resilient Agility have led to positive and less positive outcomes.
- Ask someone to volunteer to read out their examples for their areas of strength and challenge from the pre-session activity. You can also ask them to share where the Key Drivers referenced could be utilized in the organizational change in focus.
- Repeat with the rest of the participants in the group. If you have a larger group, aim to get examples from at least three participants.

Discuss

- Were there any surprises when learning about others' strengths and challenge areas?
- Was there any overlap in how the group thinks the Key Drivers are important for the organizational change in focus?
- **ACTION** : Ask everyone to think of one action they will personally take away and send it in the chat function to the group/facilitator by the end of the session.

Exercise 2

Ready, Steady, Change



Approx.
20 mins

When

Before you introduce the Group Overview.

Purpose

Get the group to start thinking about which Key Drivers and underlying dimensions will be particularly important in the change their organization is/will be going through.

Consideration

Polling technology can make this exercise easier to facilitate i.e. get everyone to select the behaviors rather than trying to get everyone to contribute verbally.

How?

- Share your screen with the 20 underlying dimensions (Building Resilient Agility Dimensions slide).
- Ask the participants to identify which underlying dimensions will be required to effectively work through the organizational change in focus. You can ask the participants to rank order these in terms of importance.
 - To keep this exercise focused, you can ensure the group do not simply select all dimensions by asking them to select the top 5 most important dimensions.
- Reveal the Key Drivers aligned with the most important dimensions (Building Resilient Agility Key Drivers and Dimensions slide).
- These should be noted down as they will be referred to during the discussion of the Group Overview.

Discuss

- If the group haven't identified any underlying dimensions from a particular Key Driver as being important for the organizational change in focus, challenge them by asking what the impact of this might be.

Group Overview Walkthrough



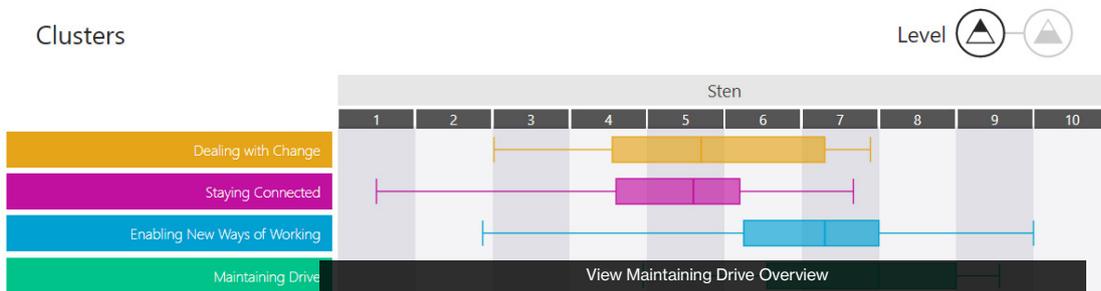
Approx.
20 mins

Purpose

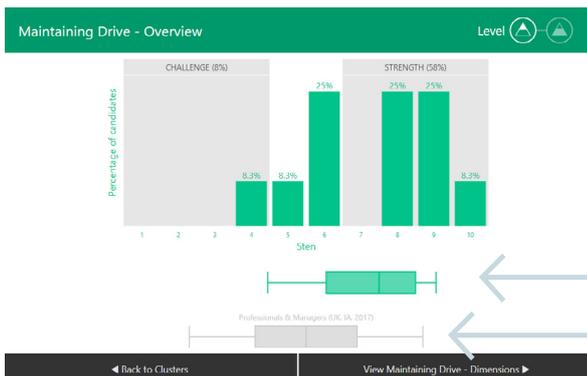
Help the group understand their key strengths and challenge areas in the context of change and transformation.

How?

- Prepare ahead of running the session
 - Walk through the Group Overview on your own and pull out some key trends. If this is your first time using the Group Overview, you can make use of the guided tour functionality in the 'Options' tab in the top left corner of the window. A PDF guide is also available to show you how to generate the Group Overview: [Click here to view the PDF.](#)
- Firstly, you are presented with the 4 Key Drivers. Use this screen to identify the key strengths and challenge areas of the group. The Group Overview highlights a challenge area for scores 1-4 (this corresponds with yellow dot in report), 5,6 as neutral and 7-10 as a strength. The personal report uses a light green dot + (indicating fairly typical preference) for scores 5,6,7 and the dark green ++ (very strong preference & potential of overplay) for scores of 8-10. It is good to be mindful of this difference. The group data for each Key Driver and the underlying dimensions is presented using box plots. If you are unfamiliar with box plots, make use of the guided tour functionality in the Group Overview 'Options' tab. You can explore box plots in more detail by selecting the help button '?' in the top right hand corner of the Group Overview.

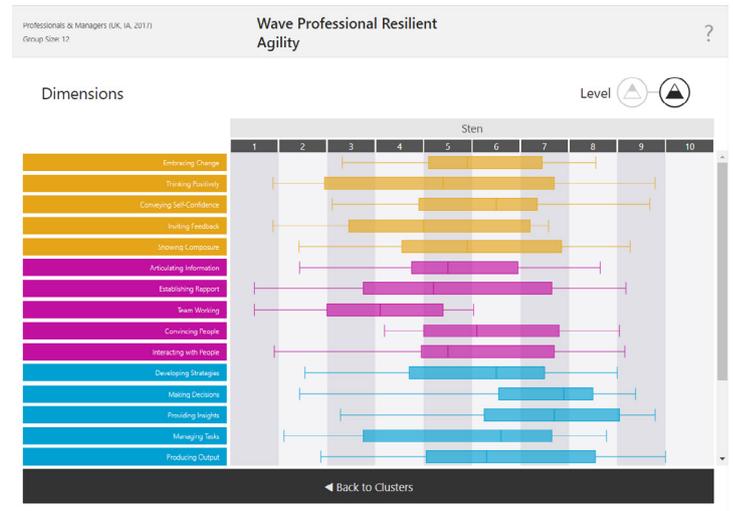


To view what % in the group has a Key Driver as a strength vs. a challenge area, hover over a cluster and select 'View Overview'. You are then presented with a histogram which shows the frequency of each score so that you can clearly see the distribution of the group. If you have switched on names (by selecting 'show names' in the 'Options' tab) names of the group members will also be presented here.

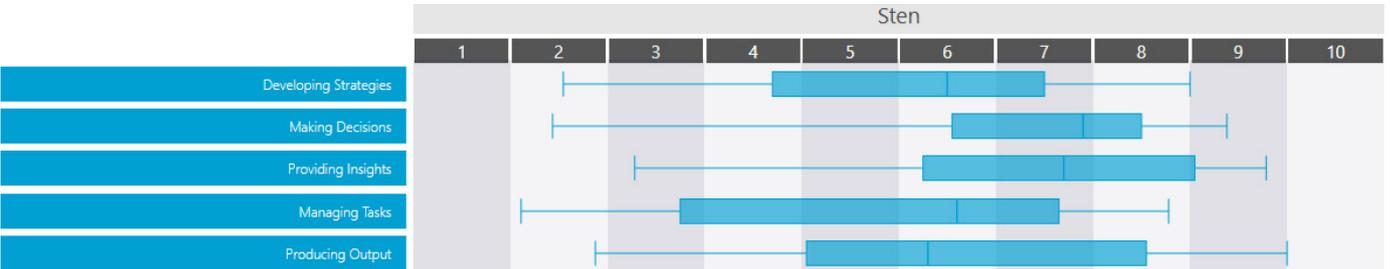


Underneath the histogram, the box plot is presented again, along with the box plot for the benchmark group so that you can easily see how the group compares. This example shows that the group is stronger in Maintaining Drive than the benchmark group. You can see this by looking at the median line, which is higher than the median for the benchmark group (which is always 5.5).

- Now select 'Back to Clusters' and select 'View Dimensions' – Here you see all dimensions together. Now identify the 4 highest and 4 lowest scoring dimensions (based on the median). Again, you can select any of these to show the same overview as shown above for the Key Driver Maintaining Drive.



The example below shows the dimensions from the Key Driver 'Enabling New Ways of Working'. The median shows the mid-point, so 50% of the group sit above this line and 50% sit below. The dimension with the highest median is therefore the dimension the group are likely to show the greatest strength in. The median highlighted below therefore indicates that Making Decisions is the dimension they show the greatest strength in within Enabling New Ways of Working.



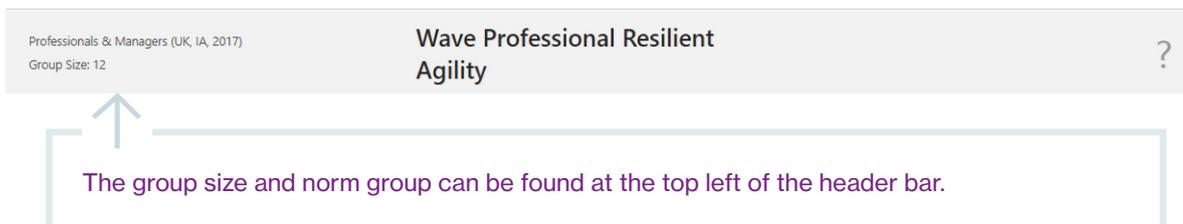
- Look for any other patterns that may be interesting to bring up during the discussion (key strengths, challenges, ranges, gaps).

The example below shows how we determine the range within a dimension. The top and bottom of each 'whisker' represents the 5th %ile and 95th %ile (data points below and above this are classed as outliers so are not shown). The below example shows there is a wider range (larger spread) for the Producing Output dimension and a more narrow range (less spread) for the Pursuing Goals dimension.

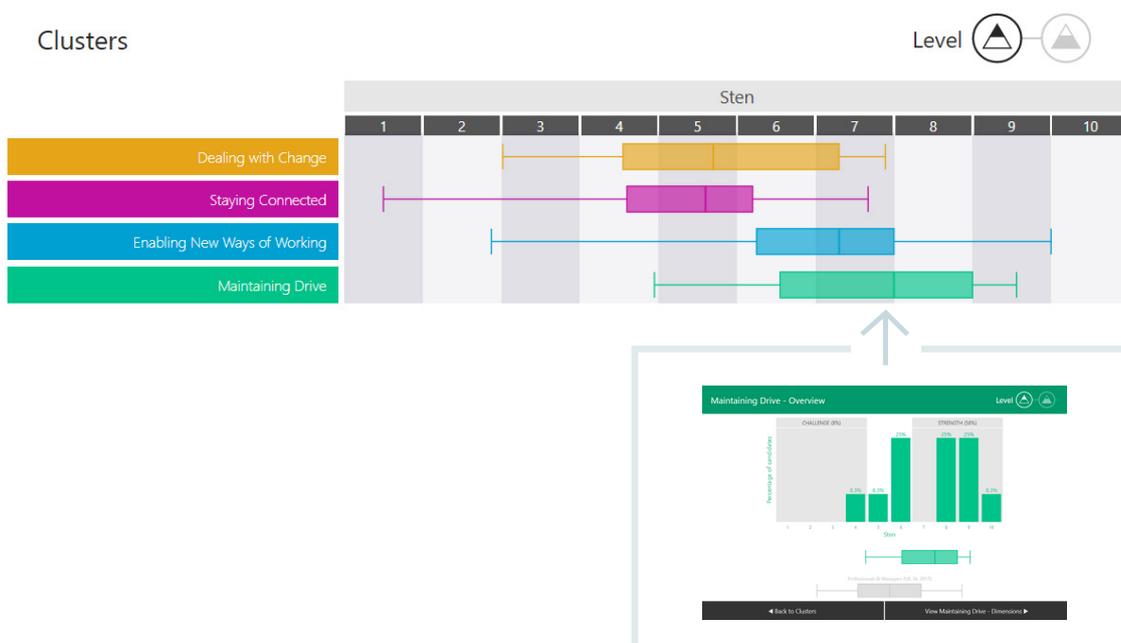


During the session

- Share your screen with the group's Building Resilient Agility Group Overview.
 - If the group have agreed to share individual names, ensure you have selected 'show names' in the 'Options' tab.
- Begin by explaining how the overview works e.g. group size and reminder of norm group compared against.

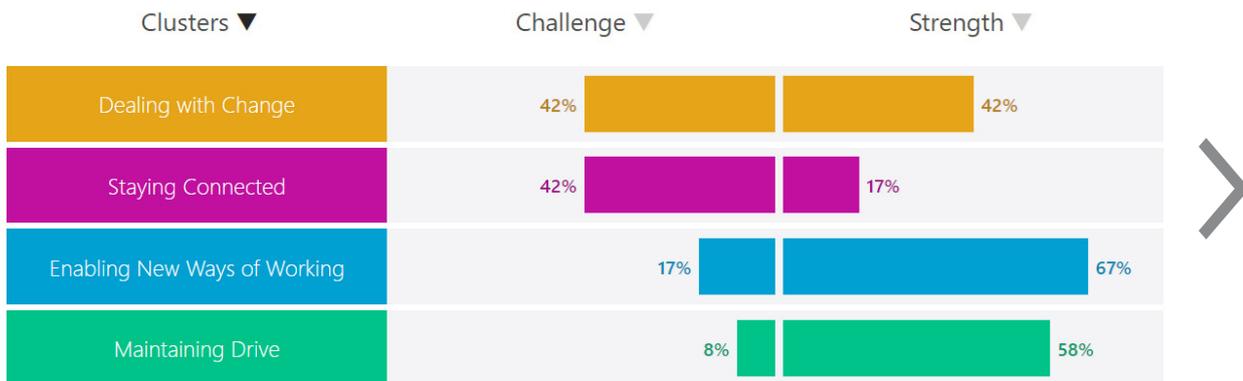


- Provide a summary of the trends on the first page showing the four Key Drivers. At this point, explain how the box and whisker plots work.



- Then explore each of the Key Drivers in detail, looking at the overall patterns in the underlying dimensions at the group level e.g. narrow vs. wide ranges. We recommend starting on an area of strength.
 - Ask group to reflect on each driver, how it resonates, what it means for them in terms of change/transformation.
- Explore the underlying dimension overviews in more detail for the dimensions of particular interest e.g.
 - Top four dimensions (areas of strength) across the model.
 - Bottom four dimensions (challenge areas) across the model.
 - Particularly wide or narrow ranges.
 - Anything they highlight as being of interest during the walkthrough.

- Show the group the Overall Summary page by clicking the arrow on the right hand side of the page (➤)



- Getting any final thoughts by reordering firstly by strengths, then by challenge areas (this can be done by selecting either the (▼) beside 'Challenge' or 'Strength'.

Discuss

- What are the key areas of strength for the group?
- What are the group's areas of challenge?
- How much of a range is there within the underlying dimensions e.g. wide spread or narrow?
- Referring back to the findings from Ready Steady Change, discuss whether there are any similarities and/or gaps between what the group identified as being important for the organizational change in focus and their own Group Overview?
 - If the participants feel that there are gaps, how might the group need to adapt in order to effectively manage the change?
 - How might they address this going forward?

Exercise 3

SWOT Analysis



Approx.
20 mins

When

After going through the Group Overview.

Purpose

- Start to capture the discussion from the previous exercises into key themes and learnings for the group.
- Encourage objective analysis of the group's data.

Consideration

- This exercise works best in the context of a specific organizational change. However, it can also be run in a more general context around the group's Resilient Agility more broadly.
- Both exercise 3 and 4 focus on capturing key themes and action planning from the sessions.
- Exercise 3 can be included if you feel more discussion is needed around key themes before thinking about setting actions. If you feel the group have already identified key themes throughout the session, you may choose to go straight to Exercise 4 without completing Exercise 3.

How?

- Explain that the purpose of this exercise is to encourage the group to start thinking objectively about their group.
- Share your screen and ask the group to discuss their Strengths, Weaknesses, Opportunities and Threats (SWOT analysis), summarizing the group's discussion as you go. You can either use the Key Questions and Discussion Points table, or the Strengths, Weaknesses, Opportunities, Threats table for this exercise.

Key Questions	Discussion Points
What are the strengths of the group – what aspects of Building Resilient Agility are the group best at?	
What are some potential challenge areas (weaknesses) for the group – what are the areas in which the group can improve? Which of these areas are easiest to improve in?	
When looking at the group's strengths, what opportunities will the current/upcoming organizational change provide to leverage these strengths and become more effective in these areas?	
When looking at the group's challenge areas (weaknesses), what kind of threats might they pose to your group in effectively coping and adapting to the current/upcoming organizational change? What do they need to do to prevent these threats?	

Strengths	Weaknesses
Opportunities	Threats

Exercise 4

Stop, Start, Continue



Approx.
20 mins

Purpose

- Get the participants to summarize their takeaways from the day.
- Encourage the participants to think about next steps.

Consideration

- Both exercise 3 and 4 focus on capturing key themes and action planning from the sessions.
- If you feel the group have already identified key themes throughout the session, you may choose to run this Exercise without first completing Exercise 3.

How?

- Show the next slide with the below image to encourage discussion on what the group should Stop, Start, and Continue to do.

Stop	Start	Continue
<p>What should we stop doing?</p> <p>I.e. Things which are not working for the group, things which are not having the desired outcome, or things that the group do not like.</p>	<p>What should we start doing?</p> <p>I.e. Things which the group are not doing but think will be important for the organizational change in focus, or new ideas that have come up during the session which have not been considered before.</p>	<p>What should we continue doing?</p> <p>I.e. Things that are working well or things which are proving successful that will continue to be important going forward.</p>

Discuss

- What does the group think about the themes identified?
- Are there any reflections that people do not agree with? Anything to add?
- How are the group feeling about the organizational change now compared to before the session?
- How are they going to hold themselves accountable for the actions?

Session Close

- Ask the group if they have any final questions.
- Thank them for their time.
- Summarize what has been covered in the session, the key takeaways and any follow-up actions.

Follow-Up After The Session

- We recommend using either Exercise 3 or Exercise 4, as they both focus on capturing key themes and action planning.
- Exercise 4 can be used when you feel the group have already identified key themes in the previous exercises. Exercise 3 can be useful if you feel more discussion around the key themes is required before thinking about actions.

Feedback

Finally, ask the group for their feedback on the session, particularly what worked well, what worked less well and any thoughts on how it could be improved.



Considerations for Running Virtual Group Development Sessions

What to consider ahead of the session

Practical Considerations

- Consider how long the group have available for the session. Would the shorter option of 60-minutes be preferable or is a 2-hour session feasible?
- If running a session for 60-minutes:
 - Shorten exercise 1 to a maximum of 10-minutes
 - Remove exercises 2 and 3
 - Keep the Stop, Start, Continue exercise to a maximum of 5-minutes.
- Consider the types of technology options you can use for the session. Has everyone in the group got access to the same technology? Using polling technology can make it easier to gauge the group's opinions; explore whether polling is something your chosen technology solution supports.
- Once you have determined your chosen technology solution, you may want to consider the group size that is most practical and that you can comfortably run a productive session with.
- Plan your session with enough notice so that everyone has plenty of time to complete the pre-session activity.

Framing the Session

- It is a good idea to have a briefing call with the key stakeholder / sponsor of the program to understand what has prompted the initiative, what a 'good' outcome would be and what the next steps internally will be. This will help you frame the session and prepare relevant scenarios to discuss during exercises.
- Think about who is attending and how well they know each other. How might these dynamics affect the session and how will you facilitate this?
- Be clear on the overall purpose of the session and how will you communicate this to the group. Be honest and positive about the need for the session and what you hope it will achieve.
- Outline that you expect participants to complete the pre-session activity before joining the virtual session. You may additionally want to gauge the mood of the group ahead of the session by including a short survey or poll including questions such as:
 - How positive do you feel about organizational change and transformation?
 - As a group, how well do you think you are equipped to deal with change?
 - What do you want to get from the session?

Make sure the session is accessible

- Make sure there are no obvious accessibility issues with the technology you intend to use.
- Give your group the chance to try out the technology in advance.
- Give your group plenty of opportunity to share any difficulties they believe they will have in accessing the technology or completing the session using this format.

Book in enough time

- Build in some additional time at the beginning to deal with any delays.

Think about the location you are joining from

- Make sure there will be nothing in the video frame that would reflect badly on you or your organization.
- Conduct the session in a quiet, well-lit room with a plain background behind you so the group focuses on you and is not distracted.
- Lighting is important so make sure the main light source is in front or slightly to the side of you.

Make sure you have everything you need to run the session

- Make sure you have access to all the paperwork and materials you need ahead of the day of the session.

What to consider whilst running the session

Deliver the introduction well to put the group at ease

- Thank the group for their time.
- Confirm how long the session will take.
- Explain the format of the session.
- Explain how the exercises will work.
- Explain what you will do if the connection breaks. Have a back-up technology in case the issue is terminal (this could be as simple as a conference call).
- Ensure the group feel able and comfortable to let you know if you, or any of the other group members, are speaking too fast or your connection is breaking up.
- Ask if they have any questions before you begin.

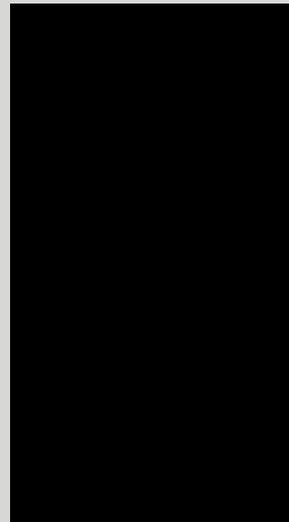
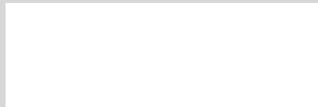
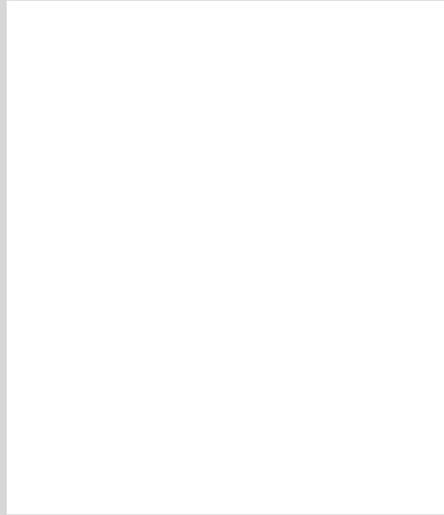
Be aware of group dynamics and individual differences

- Are there quieter members of the group that you may need to help feel confident to contribute?
- How will you ensure all members of the group are heard equally?

Close the session confidently

- Ask the group if they have any final questions.
- Thank them for their time.
- Summarize what has been covered in the session, the key take-aways and any follow-up actions.





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