



Team Resilience*

Recognized by the U.S. Surgeon General and the National Registry of Evidence-based Programs & Practices



*Note. This document was compiled by NREPP in March, 2017, prior to the publication of the electronic version of Team Resilience. [Access the new research here](#), as cited Bennett, J. B., Neepser, M., Linde, B. D., Lucas, G. M., & Simone, L. (2018). Team Resilience Training in the Workplace: E-Learning Adaptation, Measurement Model, and Two Pilot Studies. *JMIR mental health*, 5(2). <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5956157/>

CONTACT US

Contact Information

Program Developer Contact Information	Dissemination/Implementation Contact Information
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Other Program Details

Program Type*	Implementation/Dissemination Materials
<input checked="" type="checkbox"/> Mental health promotion <input type="checkbox"/> Mental health treatment <input checked="" type="checkbox"/> Substance use disorder prevention <input type="checkbox"/> Substance use disorder treatment <input type="checkbox"/> Co-occurring disorders	<input type="checkbox"/> Implementation materials available <input type="checkbox"/> Dissemination materials available

Demographics and Geography for Studies Reviewed

Age Category*	Gender*	Race/Ethnicity*	Geographical Setting	Delivery Setting*
<input type="checkbox"/> 0-5 <input type="checkbox"/> 6-12 <input checked="" type="checkbox"/> 13-17 <input checked="" type="checkbox"/> 18-25 <input checked="" type="checkbox"/> 26-55 <input type="checkbox"/> 55+ <input type="checkbox"/> Information not provided	<input checked="" type="checkbox"/> Male <input checked="" type="checkbox"/> Female <input type="checkbox"/> Transgender <input type="checkbox"/> Information not provided	<input type="checkbox"/> American Indian/Alaska Native <input type="checkbox"/> Asian/Pacific Islander <input checked="" type="checkbox"/> Black <input checked="" type="checkbox"/> Hispanic <input checked="" type="checkbox"/> White <input type="checkbox"/> Other <input type="checkbox"/> Information not provided	<input checked="" type="checkbox"/> Urban <input checked="" type="checkbox"/> Suburban <input type="checkbox"/> Rural and/or frontier <input type="checkbox"/> Tribal <input type="checkbox"/> Non-US <input type="checkbox"/> Information not provided	<input type="checkbox"/> Correctional setting <input type="checkbox"/> Court <input type="checkbox"/> Home <input type="checkbox"/> Hospital/medical center <input type="checkbox"/> Mental health treatment center <input type="checkbox"/> Outpatient facility <input type="checkbox"/> Residential facility <input type="checkbox"/> School/classroom <input type="checkbox"/> Substance abuse treatment center <input type="checkbox"/> University <input checked="" type="checkbox"/> Workplace <input type="checkbox"/> Other (include computer/internet-based programs here, if they don't clearly fit elsewhere) <input type="checkbox"/> Information not provided

Additional Information

Special Populations (either target of program, or majority of population in one reviewed study)
<input type="checkbox"/> Co-occurring disorders <input type="checkbox"/> Couples <input type="checkbox"/> Families <input type="checkbox"/> Homeless or runaway <input type="checkbox"/> Immigrant/refugee <input type="checkbox"/> In-home language use (other than English) <input type="checkbox"/> Justice-involved adults <input type="checkbox"/> Justice-involved youth <input type="checkbox"/> Lesbian, Gay, Bisexual, Transgender, Questioning (LGBTQ) ITS (Intersexual) <input type="checkbox"/> Low-income <input type="checkbox"/> Military or veteran <input type="checkbox"/> Non-English speaking <input type="checkbox"/> Older adults <input type="checkbox"/> Populations affected by Serious Mental Illness (SMI) <input type="checkbox"/> Populations affected by Emotional Disturbance (ED) <input type="checkbox"/> Suicidal <input checked="" type="checkbox"/> Transition-aged youth <input type="checkbox"/> Tribal or American Indian or Alaska Native <input type="checkbox"/> Victims of trauma or violence <input type="checkbox"/> Youth in or transitioning out of foster care
Program Components*
Prevention/Promotion/Treatment: <input type="checkbox"/> Academic skills enhancement <input checked="" type="checkbox"/> Drug or alcohol education <input type="checkbox"/> Family support



- Media literacy or education
- Media campaign
- Parent management training**
- Social skills/life skills training**
- Stress management**
- Youth mentoring
- Other

Treatment:

- Behavior modification or management
- Case management
- Cognitive-behavioral treatment
- Crisis services
- Family counseling or therapy
- Group counseling or therapy
- Home visiting
- Individual counseling or therapy
- Medication management
- Motivational Interviewing
- Wraparound
- Other

Other:

- Community mobilization or advocacy**
- Diversion
- Occupational therapy
- Peer support**
- Re-entry
- Vocational or job training
- Other

Program Description*

Team Resilience is a health-promotion training for young adults who are restaurant employees. The intervention aims to enhance participants' individual resiliency, increase their healthy behaviors, and contribute to a positive work environment. It also helps participants address tobacco and alcohol use (including reducing alcohol use and lowering personal stress) and set goals in various areas of their well-being. By incorporating peer-to-peer communication, Team Resilience is designed to disseminate the skills learned by participants into the work environment, thereby providing a benefit to employees who are not directly exposed to the intervention.

The Team Resilience training is based on the five features, or Five Cs, of resilience: 1) centering (e.g., wellness, stress management), 2) compassion (e.g., empathy, character strength), 3) community (e.g., helping others), 4) confidence (e.g., positive self-focus, self-control), and 5) commitment (e.g., goals). It also includes scenario-based learning and self-assessments of the Five Cs and ways to access support (e.g., through an employee assistance program [EAP] or community resources). Managers receive training in leadership and supportive techniques for working with young adults, giving them an orientation to the employee training. The employee training is provided through three, 2-hour sessions, held on 3 consecutive days at the restaurant where the participants are employed.

- Session 1 (The Map) introduces the Five Cs of resilience, and emphasizes their relevance to young restaurant employees.
- Session 2 (The Terrain and Compass) reviews stress management, work–life boundaries, and responding to coworkers who have alcohol, drug use, or other problems.
- Session 3 (The Destination) covers communication strategies and introduces peer referral to encourage coworkers and friends to get help for problems (e.g., using the EAP).

Sessions are led by a trained facilitator and include discussion, team exercises, role play, and activities for practicing communication skills. To reinforce covered topics, each session includes 30 to 45 minutes for playing Journey to Resilience, a board game that incorporates familiar work situations. Those employees who have attended at least two sessions may be selected to serve as “ambassadors” and receive training to help maintain the program at the restaurant. A single, 60- to 90-minute booster-training session is conducted about 6 months after the three-session employee training.



Adaptations of Team Resilience (health communications, workshops, and online e-learning modules) have been developed to accommodate workplaces not requiring the full multicomponent model.

Program Versions

Other versions of this program on NREPP include: Small Business Wellness Initiative–Choices in Health Promotion and Team Awareness.


Other available versions of this program include: Team Resilience: Finding Strength Through Stress (e-learning version), Resilience Training (60-minute workshop)

Program Summary*


- This is a health-promotion training for young adults who are restaurant employees.
- This program was rated **promising** for reducing alcohol use and disorders. This program was rated **ineffective** for reducing substance use-related consequences.

Evaluation Findings by Outcome

Outcome #1: Alcohol Use and Disorders

Outcome Tags	
Evidence Rating* 	<input type="checkbox"/> Effective <input checked="" type="checkbox"/> Promising <input type="checkbox"/> Ineffective
Effect Size*	.19
Lower Confidence Limit*	-.07
Upper Confidence Limit*	.45
For Profile Text	
Program Effects Across All Studies*	<p>This program is promising for reducing alcohol use and disorders. The review of the program yielded sufficient evidence of a favorable effect.</p> <p>Based on one study and two measures, the average effect size for alcohol use and disorders is .19 (95% CI: -.07, .45).</p>
Key Study Findings*	<p>Participants in the intervention group reported greater declines in both binge drinking (five or more alcoholic drinks on the same occasion) and heavy drinking (5 or more days of binge drinking), compared with participants in the control group. These differences were statistically significant for heavy drinking, but were not significant for binge drinking (Bennett et al., 2010).</p>
Measures Used*	Bennett et al. (2010): Items from the National Survey on Drug Use and Health
Additional Details	This outcome was also assessed at a 12-month follow up period (Bennett et al., 2010). Follow-up findings are not rated and therefore do not contribute to the final outcome rating.

Outcome #2: Substance Use-Related Consequences

Outcome Tags	
Evidence Rating* 	<input type="checkbox"/> Effective <input type="checkbox"/> Promising <input checked="" type="checkbox"/> Ineffective
Effect Size*	-.21
Lower Confidence Limit*	-.50
Upper Confidence Limit*	.08

For Profile Text	
Program Effects Across All Studies*	This program is ineffective for reducing substance use-related consequences. The review of the program yielded sufficient evidence of a negligible effect. Based on one study and one measure, the effect size for substance use-related consequences is -.21 (95% CI: -.50, .08).
Key Study Findings*	There was no statistically significant between-group difference in work-related problems with alcohol (e.g., going to work with a hangover, working while under the influence of alcohol) at posttest (Bennett et al., 2010).
Measures Used*	Bennett et al. (2010): Four-item index capturing work-related alcohol problems in the past 6 months
Additional Details	This outcome was also assessed at a 12-month follow up period (Bennett et al., 2010). Follow-up findings are not rated and therefore do not contribute to the final outcome rating.

Study Evaluation Methodology

Study: Bennett et al. (2010)

Study Tag	
Study Design Tag*	<input checked="" type="checkbox"/> RCT, well-executed <input type="checkbox"/> QED with intact groups/Compromised RCT <input type="checkbox"/> QED without intact group
For Profile Text	
Study Design Narrative*	Restaurant stores within a national restaurant chain were identified within each of four metropolitan areas that were similar in size and surroundings (Austin, Dallas/Fort Worth, Houston, and Chicago). Stores were assigned randomly to receive the intervention or to be part of an untrained control group.
Sample Description*	Study participants were 235 front-of-house restaurant workers (e.g., servers, bartenders, hosts/hostesses) from 28 restaurant stores. There were 125 workers from 14 stores in the intervention group and 110 workers from 14 stores in the control group. On average, participants were 22.5 years old, ranging in age from 16 to 35. Of the participants, 46% were female, 17% were Hispanic, and 10% were black. At the time of training, 60% had worked in their current restaurant for at least 6 months. Analyses comparing intervention and control groups at baseline for this sample were not provided.

References

Studies Reviewed*
Bennett, J. B., Broome, K. M., Aden, C., Rigdon, W. D., Petree, R. D., & Mitchell, K. (2010). Team Resilience research report (health promotion for young restaurant workers). Fort Worth, TX: Organizational Wellness & Learning Systems.
Note. This document only relied on this study. See “Other Studies” block below for more references.
Supplemental and Cited Documents
Broome, K. M., & Bennett, J. B. (2011). Reducing heavy alcohol consumption in young restaurant workers. <i>Journal of Studies on Alcohol and Drugs</i> , 72(1), 1–124.
Petree, R. D., Broome, K. M., & Bennett, J. B. (2012). Exploring and reducing stress in young restaurant workers: Results of a randomized field trial. <i>American Journal of Health Promotion</i> , 26(4), 217–224.
Other Studies
Bennett, J.B., Aden, C. A., Broome, K & Mitchell, K., & Rigdon, D. (2010). Team Resilience for Young Restaurant Workers: Research-to-Practice Adaptation and Assessment. Journal of Occupational Health Psychology , 15(3):223-236.

Bennett, JB, & Aden, C. (2011). Team Resilience: Health Promotion for Young Restaurant Workers. In Bray, J.W., Galvin, D.M., & Cluff, L.A. Eds. Young Adults in the Workplace: A Multisite Initiative of Substance Use Prevention Programs. RTI Press Publication No. BK-0005-1103. Research Triangle Park, NC: RTI Press.

Bennett, J. B., Neeper, M., Linde, B. D., Lucas, G. M., & Simone, L. (2018). Team Resilience Training in the Workplace: E-Learning Adaptation, Measurement Model, and Two Pilot Studies. JMIR mental health, 5(2).

Resources for Dissemination and Implementation

Implementation/Training and Technical Assistance Information

According to the program developer, since Team Resilience's development in 2010, various sites have implemented adaptations of the original model's "Five Cs" of resilience (centering, commitment, confidence, community, and compassion). These adaptations include Resilience Training (60-minute workshop) and Team Resilience-Finding Strength Through Stress (online interactive e-learning module).

The Team Resilience program is designed to be provided by individuals, teams, an agency, or multiple agencies. Online delivery is also available for Team Resilience-Finding Strength Through Stress.

Team Resilience is a multicomponent program. The in-person facilitator training includes PowerPoint slides, facilitator notes, handouts, booster modules, and separate materials for Manager/Supervisor training. For organizations without the capacity for full-scale replication, the program developer can provide materials and training in a modular format and via Webinar. The program is designed to be adaptable to different situations; the developer provides consultation as an initial requirement to determine adaptations, scope, and scalability. Electronic formats are available to assist with early adoption.

A fidelity guide and replication manual are available to guide implementation and enhance fidelity.

Dissemination Information

Brochures, handouts, and posters are available to disseminate program information to employees. Some products are available for city-specific services. For information, contact the program supplier.

Summary Table of RFDI Materials

Description of item	Required or optional	Cost	Where obtained (e.g., URL, from program supplier)
Implementation Information			
Fidelity Guide, Intended for trainers	Required	\$10	Contact program supplier: Joel Bennett learn@organizationalwellness.com
Replication Manual, Intended for trainers	Required	\$50	Contact program supplier
Facilitator Training, Intended for trainers, Delivered in person in a workshop format	Required	Varies	Contact program supplier
PowerPoint Modules for three sessions, Intended for delivery by trainers, Delivered during the in-person workshop	Required	Varies	Contact program supplier
Handouts for three sessions, Intended for employees, Provided during the in-person workshop	Required	Varies	Contact program supplier
Three-session Manager Training, Intended for management, Provided in person	Optional	Varies	Contact program supplier



Booster Module Manual, Intended for employees	Optional	\$50	Contact program supplier
Three Sessions Manual, Intended for employees	Required	\$118.48	Contact program supplier
Gameboard and Accessories, Intended for employees	Optional	\$212.07	Contact program supplier
Additional Exercises (Schema, Best Coworker, Centering Group Forced Choice), Intended for Employees, Provided during in-person workshop	Optional	Varies	Contact program supplier
Modular Training Webinar, Intended for Trainers, provided online in 2-hour modules (vary from two to eight)	Optional	Varies	Contact program supplier
Team Resilience (Five Cs) online training, Intended for employees, 30 to 45 minutes in duration	Optional	\$19.95 per person	Contact program supplier
Consultation for Strategy and Capacity Building, Intended for trainers, Delivered via phone or in person in 1-hour increments (three sessions suggested as the minimum by the supplier)	Required	\$150/hour	Contact program supplier
Ambassador Guide, Intended for employees, Consists of a brief informational handout to assist in program uptake	Optional	Varies	Contact program supplier
Dissemination Information			
Brochures, Intended to disseminate program to employees, Multiple city-specific brochures available	Optional	Varies	Contact program supplier
Posters for worksites, Intended to disseminate program information to employees	Optional	Varies	Contact program supplier
Handouts, Intended to disseminate program information to employees	Optional	Varies	Contact program supplier

*Date profile completed: 5/1723/2017

