RQi™ raise your resilience

An Introduction to Resilience and the RQi

designed by kirros™

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What is resilience?

"Resilience is the process of managing and adapting positively to significant sources of stress; it is bouncing back from adversity and growing as a person, even after difficult or traumatic experiences."*

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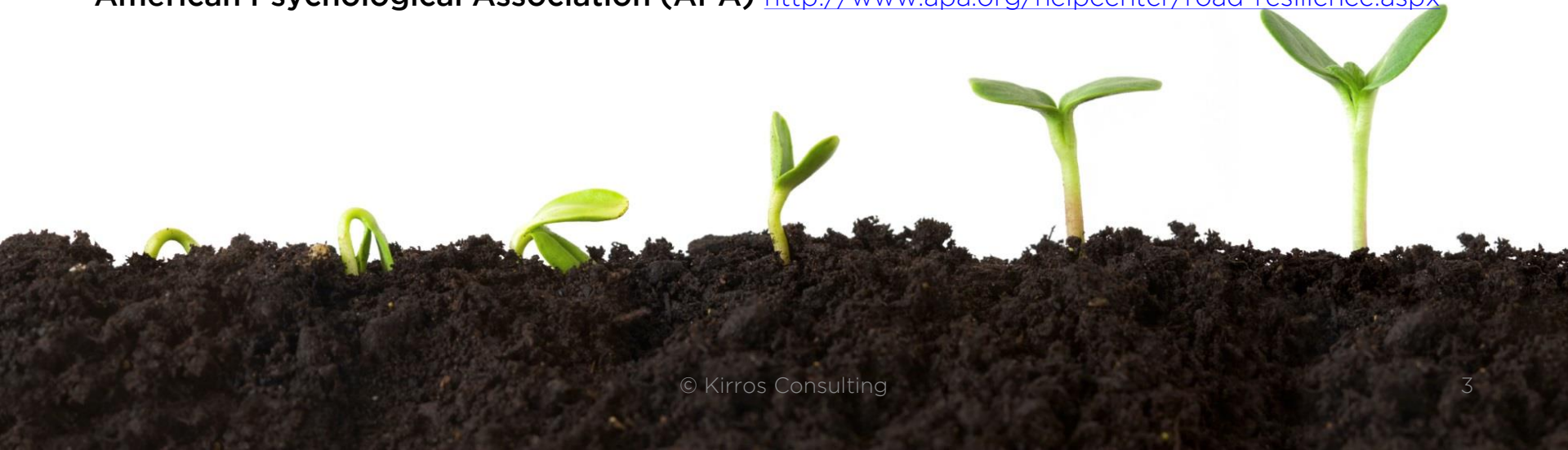
*Based on the work of : Windle, G., Bennett, K.M. & Noyes, J. (2011). A methodological review of resilience measurement scales. *Health and Quality of Life Outcomes*; ***9***. 8. Available at https://hqlo.biomedcentral.com/track/pdf/10.1186/1477-7525-9-8

Developing resilience

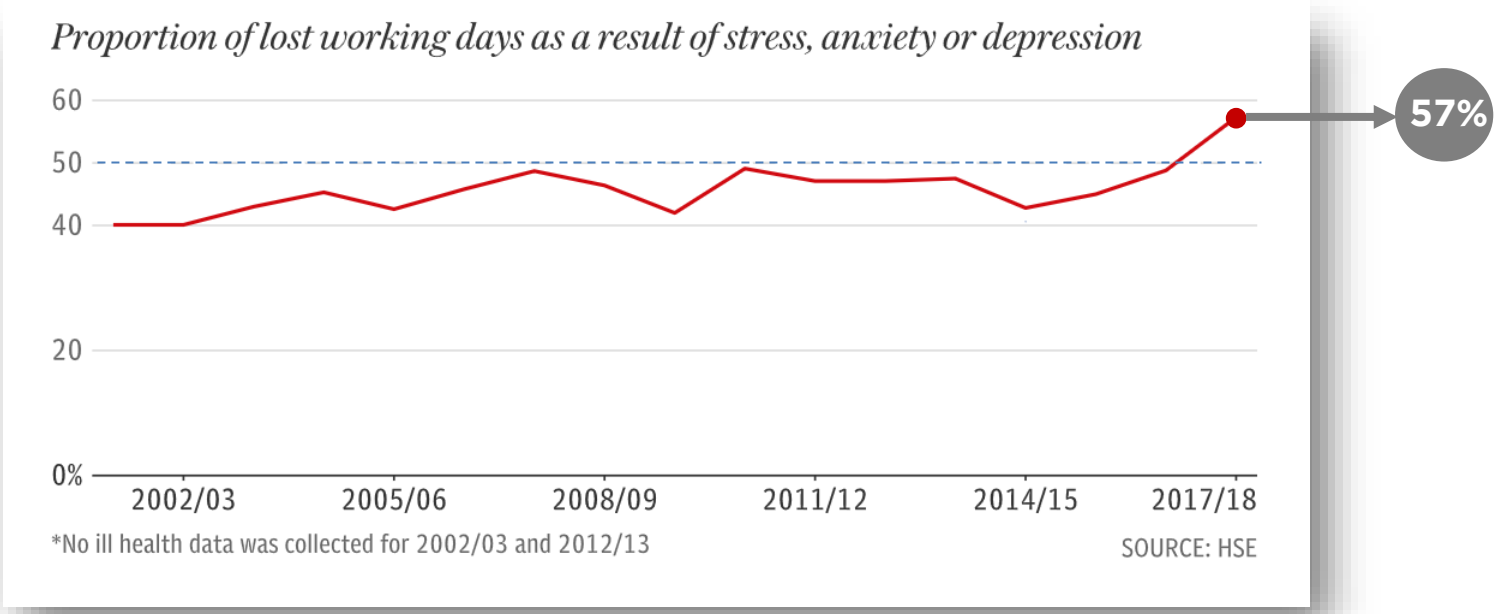
Resilience is not a fixed characteristic (like personality), it's something you can learn and strengthen over time.

"Resilience is not a trait that people either have or do not have. It involves behaviors, thoughts and actions that can be learned and developed in anyone."
American Psychological Association (APA) http://www.apa.org/helpcenter/road-resilience.aspx



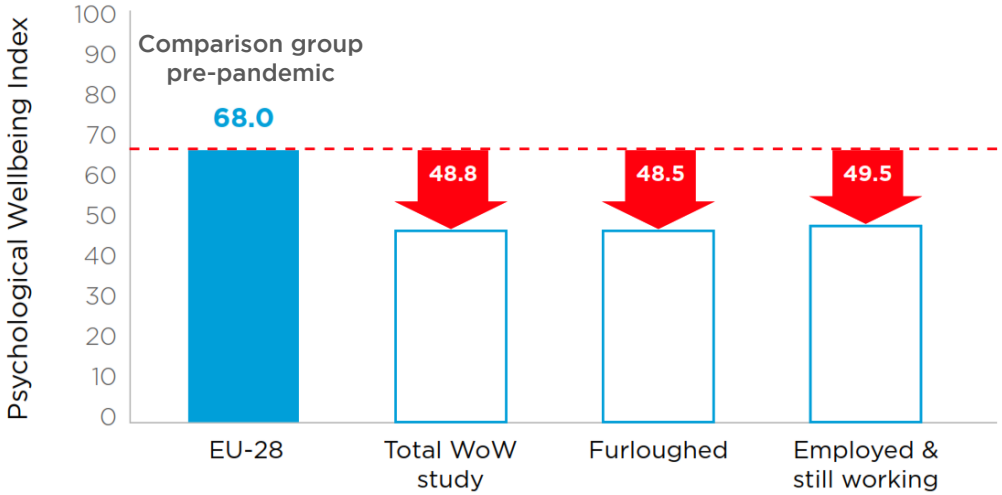
Why is resilience important?

In 2017/2018 in the UK, the proportion of working days lost due to stress, depression and anxiety rose above 50% for the first time.



Why is resilience important?

The COVID-19 pandemic has had a further negative impact on the psychological wellbeing of UK workers.



At risk of an anxiety disorder

- **1 in 4** employees (and still working)
- **3 in 10** furloughed employees

At risk of depression

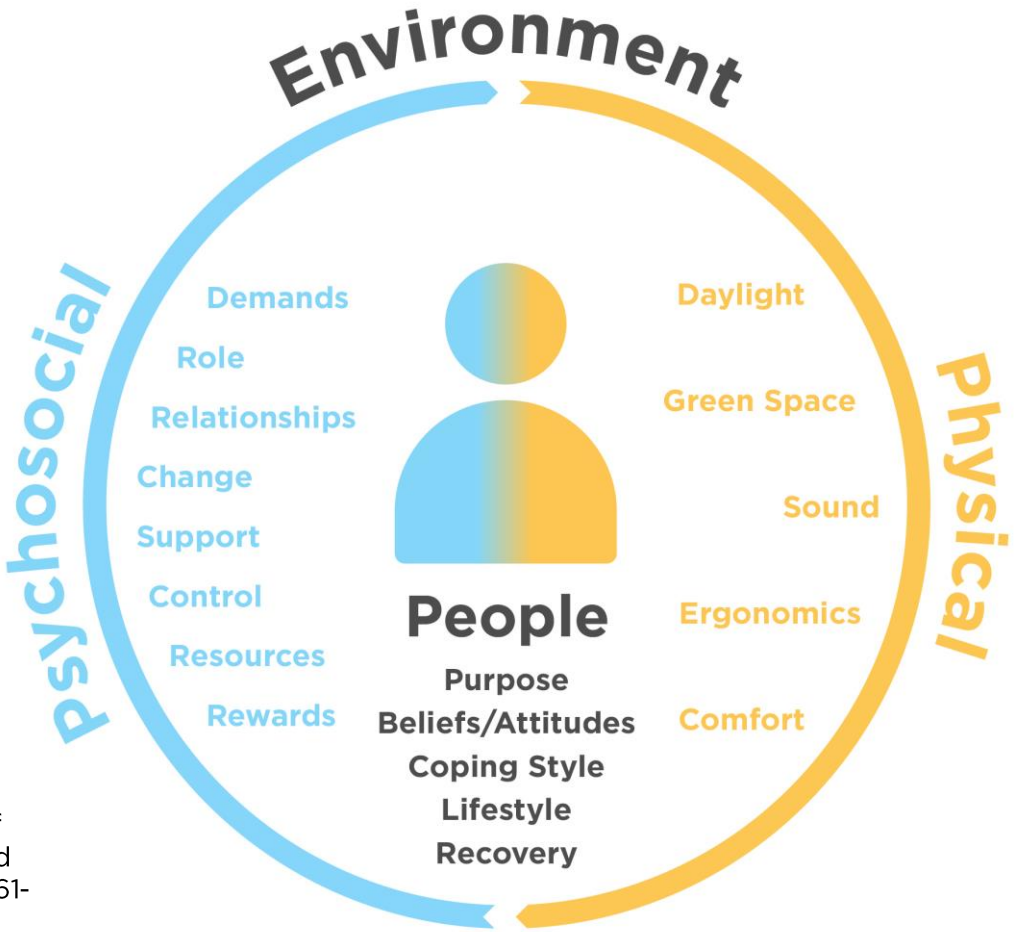
- **1 in 50** employees
- **3 in 10** furloughed employees

* The above data is from a survey conducted in the UK between Apr–Jun 2020 with >500 workers across occupational sectors and a wide span of age and gender. Results presented by Dr Juliet Hassard (Nottingham University) at a Major of London webinar on 22 Oct 2020 (unpublished).

EU-28 is a normative group of study subjects in 28 countries in the EU who were surveyed in 2019.

How to build resilience

Building resilience involves: (1) shaping a healthy **environment** and (2) enabling **people** to manage stress and maintain wellbeing.*



*This diagram represents the Transactional Theory of Stress & Resilience (TTSR) developed by Kirros based on the work of Lazarus & Folkman (1984). ISBN 0-8261-4191-9. Download our white paper on the TTSR here: https://tinyurl.com/TTSR-paper-Mar-2022

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RQi™ resilience programmes

Kirros offers the most comprehensive resilience programme in the world which includes:

1. Organisational consultancy
2. Seminars and group workshops
3. One-to-one coaching
4. e-learning
5. Psychometrics: **RQi**™, **ORG**RPQ™ and the **e360Audit**™
6. Physiological stress testing

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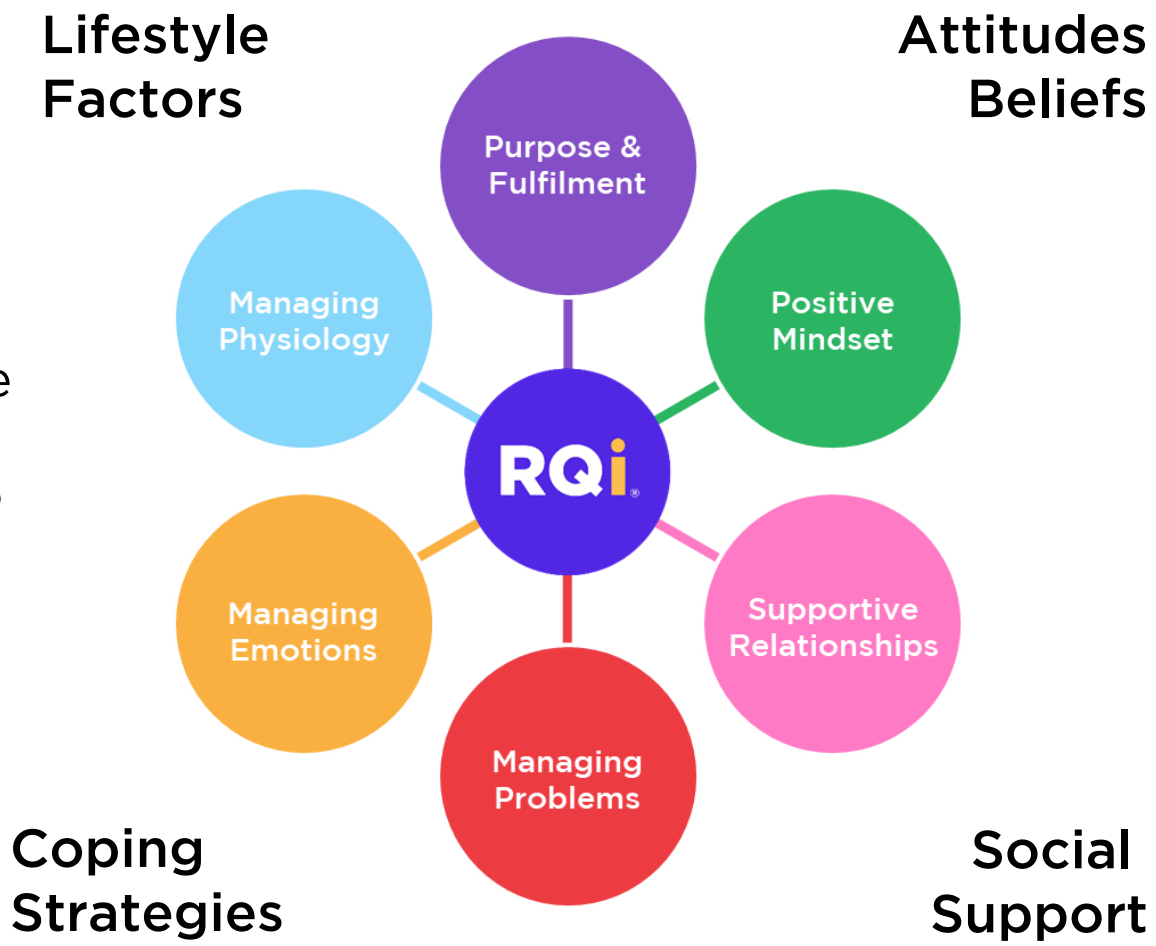
Six Elements of Resilience

Our programmes are based around the Six Elements of Resilience Model. In the RQi, the Six Elements split into 26 sub-scales.



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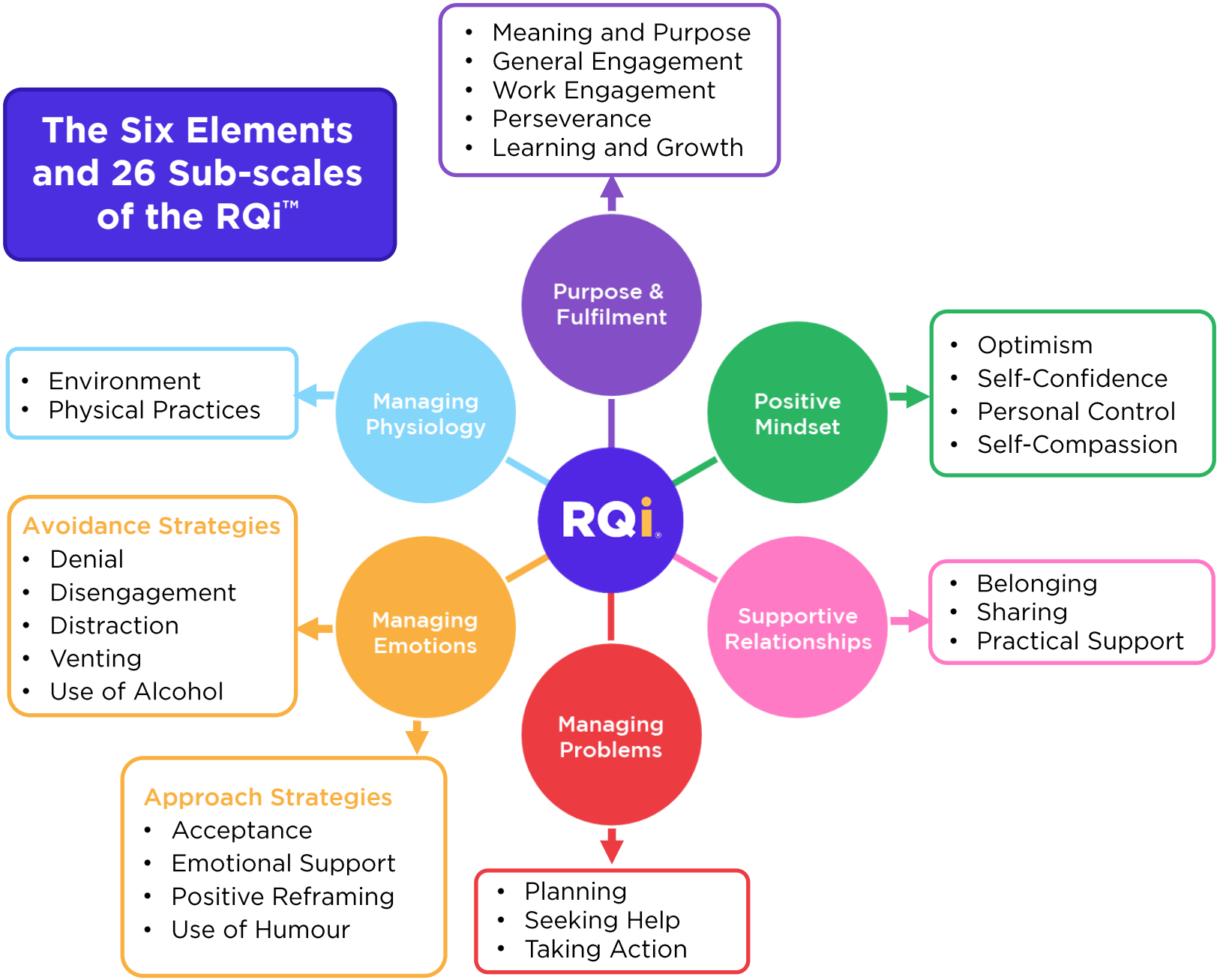
The Six Elements and 26 Sub-scales of the RQi™



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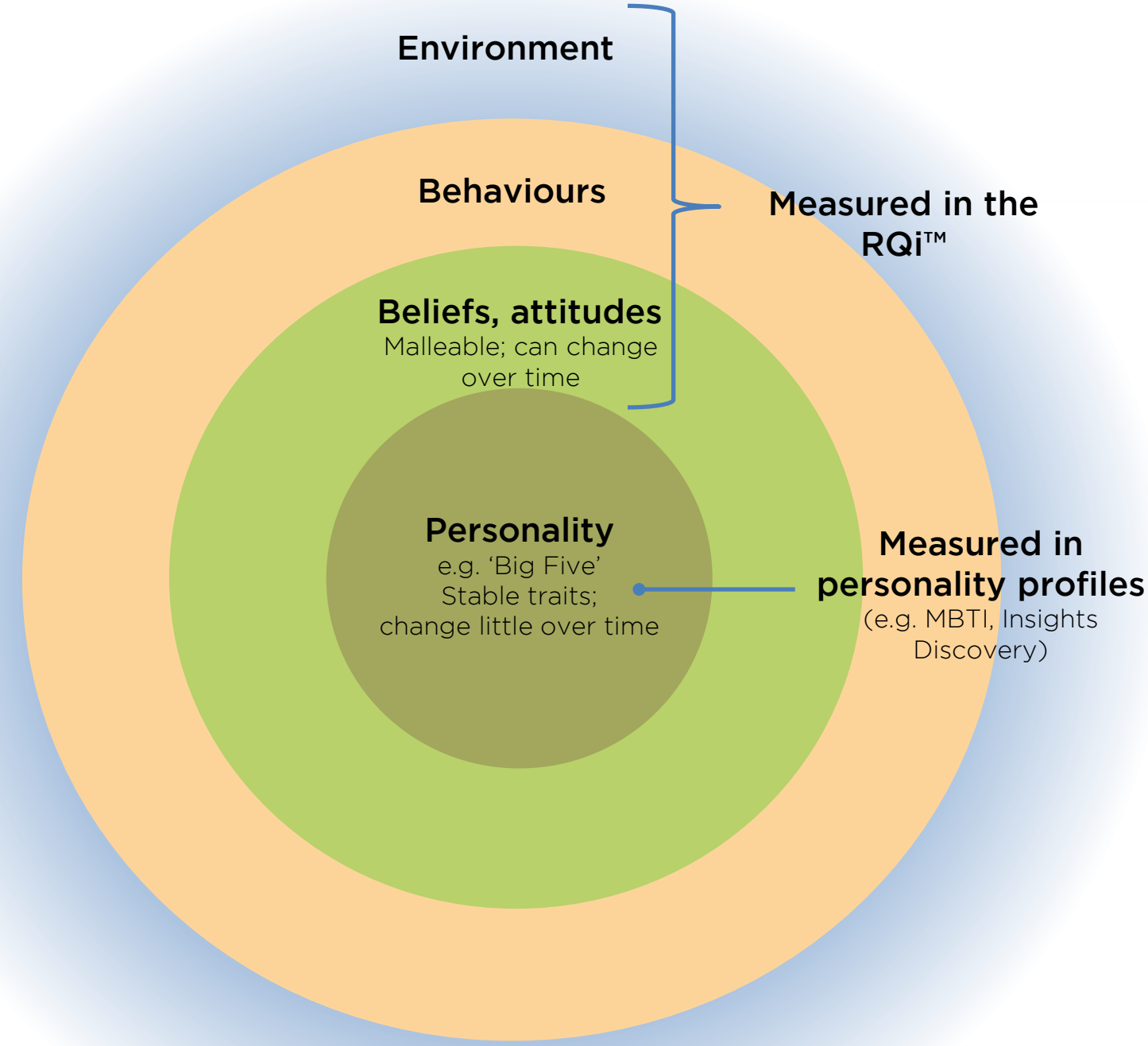
How does it work?

- ✓ The **RQi**™ provides a detailed measure of resilience across seven composite scales and 26 sub-scales
- ✓ Users complete an online questionnaire (15 min) and receive a 25-page personalised report
- ✓ The **RQi**™ Report offers tailored advice on how to build even greater resilience supported by downloadable worksheets and e-learning.
- ✓ The **RQi**™ is used in one-to-one coaching to promote adoption of new habits and long-term behavioural change



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RQi™ development

- The **RQi**™ was developed over eight years by
  - Dr Matthew Critchlow (Kirros & University of Westminster)
  - Dr Julian Edwards (Open University)

- The **RQi**™ includes scales developed by some of the world's leading experts in stress and resilience:
  - Prof Charles Carver – University of Miami
  - Prof Kristin Neff – University of Texas at Austin
  - Prof Sheldon Cohen – Carnegie Mellon University
  - Prof Ralf Schwarzer - Freie University of Berlin

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RQi™ psychometric analysis

The RQi has undergone extensive psychometric analysis to show that it's a valid and reliable measure of personal resilience.

Validity

The questionnaire measures what it sets out to measure. Conclusions based on:

- Qualitative research (including focus groups and 1:1 interviews)
- Face validity
- Construct validity (using factor analysis)

Factor Structure

The Elements and sub-scales of the RQi describe valid constructs. Our analysis included:

- Exploratory Factor Analysis (EFA)
- Confirmatory Factor Analysis (CFA)
  - 1st Order multi-dimensional
  - 2nd Order uni-dimensional

Reliability

The scales are reliable. Items within individual scales produce consistent results under similar conditions. Conclusions based on:

- Internal consistency measures – Cronbach's Alpha score ($\geq$ 0.7)
- Analysis of different samples

Predictive Power

The link between individual sub-scales and outcome measures was assessed using:

- Pearson correlation coefficients
- Linear regression

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The RQi™ is unique

The RQi is the only resilience psychometric on the market which includes:

1. **A full range of stress-coping strategies** – including both approach and avoidance strategies (e.g. denial and distraction)
2. **Positive Mindset** – which includes Self-Compassion measured using a scale developed by Prof Kristen Neff
3. **Optimism and Pessimism** – using a scale developed by Prof Charles Carver*
4. **Lifestyle factors** – that are known to impact resilience and wellbeing including access to daylight and green space
5. **Detailed development activities** – based on health psychology, positive psychology and behavioural science

*The Life Orientation Test Revised (LOT-R) is a shortened version of the LOT which was developed by Michael Scheier and Charles Carver in the US. ***Ref***: Scheier, M. F., & Carver, C. S. (1985). Optimism, coping, and health: Assessment and implications of generalized outcome expectancies. *Health Psychology, 4*(3), 219-247.

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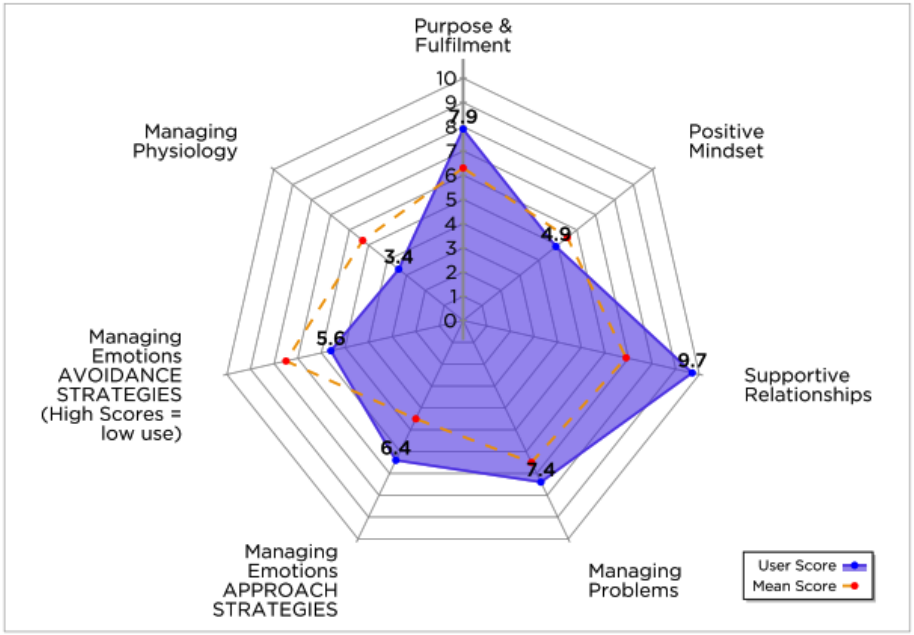
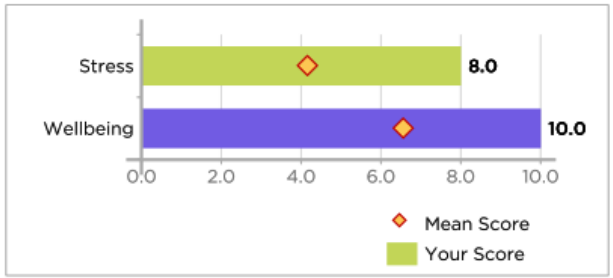
RQi™ composite scales

All scores in the RQi are displayed using a standardised 1-10 scale, where high scores indicate greater resilience.

Respondents can see how they score compared to the mean score from our sample population.



WELLBEING INDICATORS



NOTE: Because Avoidance Strategies are generally less effective, the scoring in this section is reversed. Therefore, if your score is high it means you tend not to use these strategies. If your score is low, it suggests you do use these strategies.

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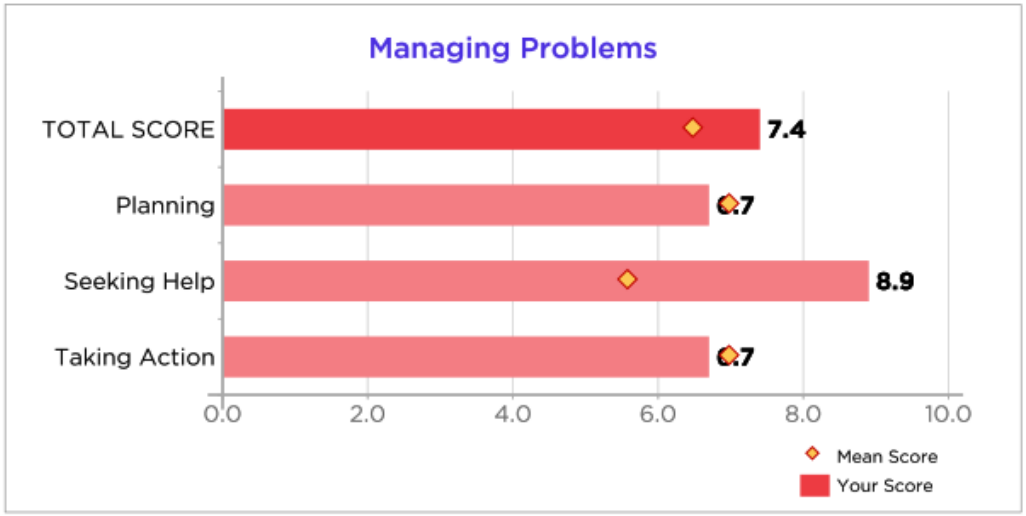
RQi™ sub-scales

Respondents receive commentary on their scores as well as personalised tips and techniques for building even greater resilience.

Your Scores



Commentary on Your Scores

Your score in this area suggests you are proactive and organised when dealing with challenges. You are comfortable confronting problems head-on and demonstrate decisive decision-making. Your score also suggests you like getting into action mode very quickly and don't usually procrastinate in the face of a challenge. This focused and pragmatic approach will serve you well in times of high pressure and change. Furthermore, people in this scoring range are usually in a good position to provide support and guidance for others.

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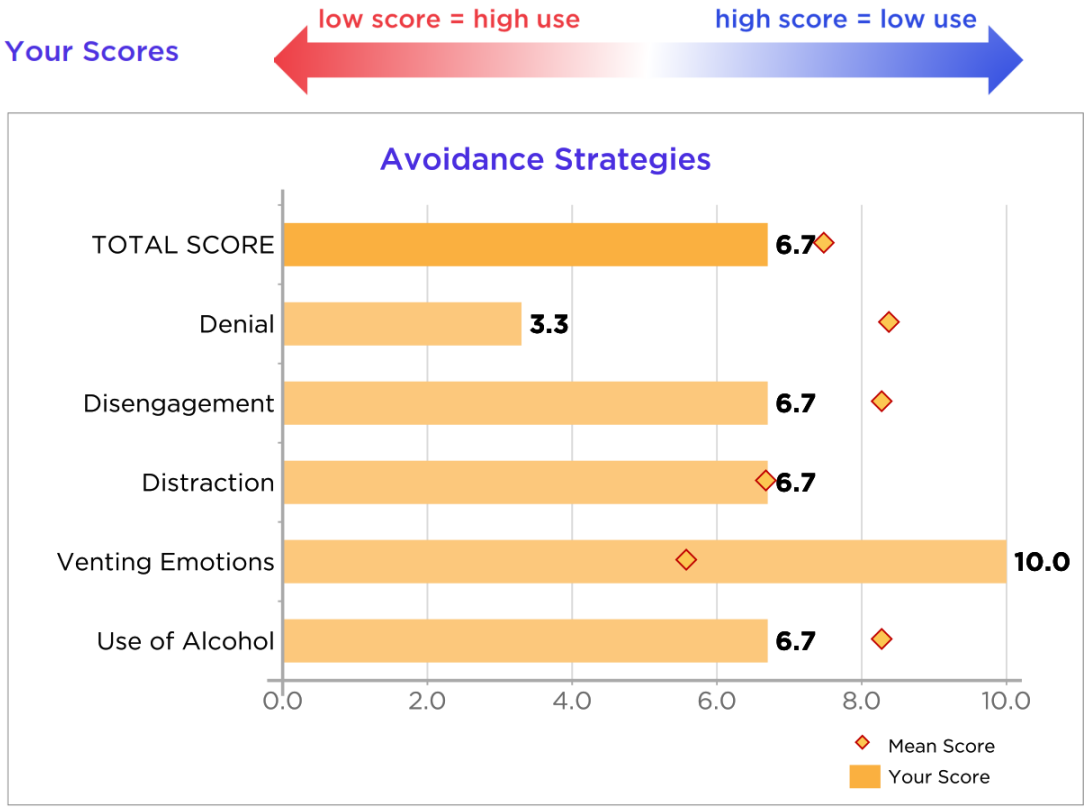
RQi™ sub-scales

Because Avoidance Strategies are less effective, the scoring in this Element is reversed. Therefore, high scores = low and vice versa.



RQi™ outcome measures

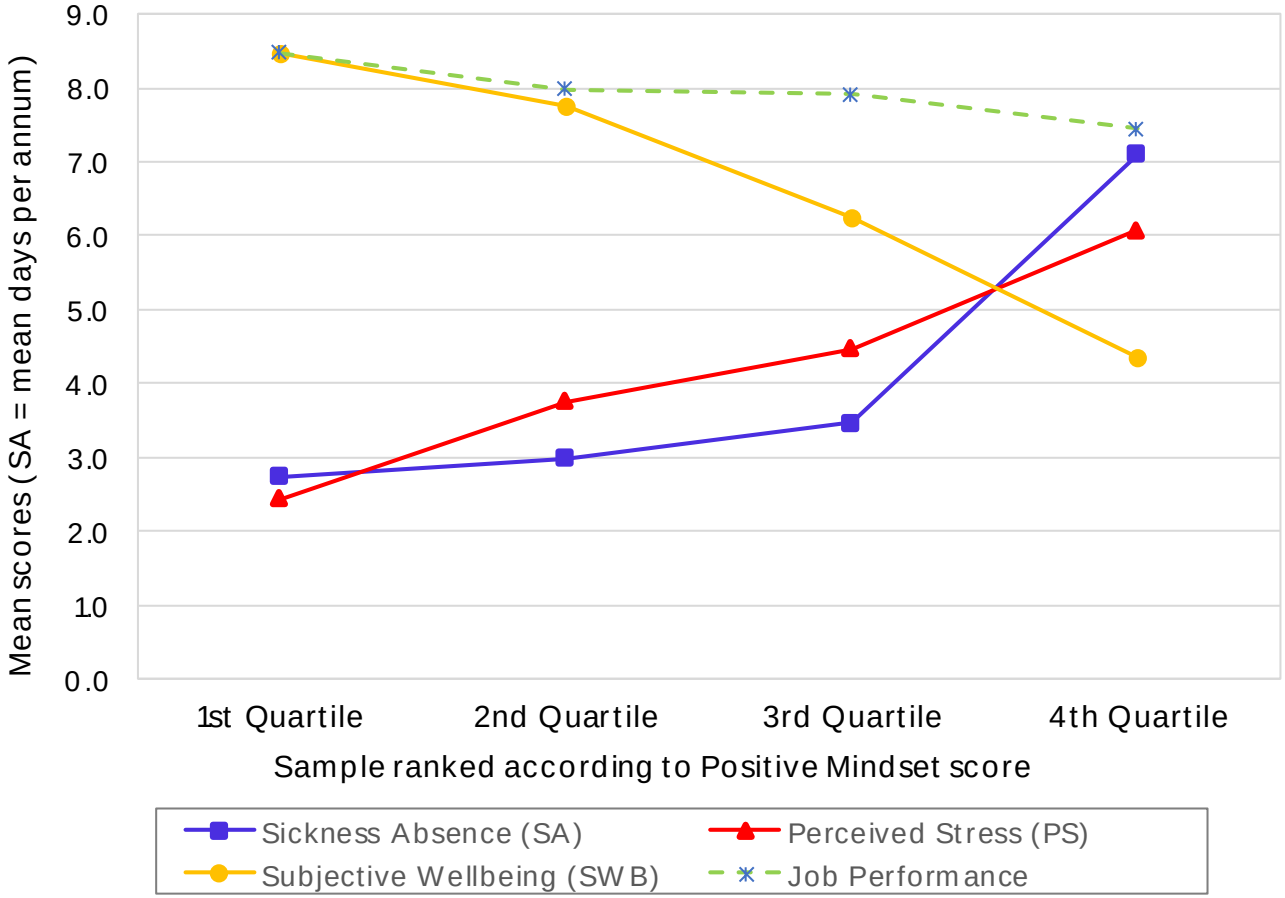
The **RQi**™ questionnaire includes four outcome measures: (1) perceived stress, (2) sickness absence, (3) subjective wellbeing and (4) self-rated job performance*. All outcomes are assessed using answers provided by the respondent.

Our analysis shows that high scores on the **RQi**™ are associated with:

- ✓Low stress
- ✓Low sickness absence
- ✓High wellbeing
- ✓High job performance

*Scores for stress and wellbeing are displayed in the RQi™ Report. Scores for sickness absence and job performance are used for research purposes.

Positive Mindset v. outcome measures



Based on a representative sample of working adults in the UK (n = 507) who completed the RQi in Oct- Dec 2015. Positive Mindset is a combination of four sub-scales: Optimism, Self-Confidence, Personal Control and Self-Compassion (Critchlow 2016, unpublished).

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Correlation between RQi™ sub-scales and perceived stress

The following table shows the top five sub-scales with (1) the strongest negative correlation with stress (green boxes) and (2) the strongest positive correlation with stress (red boxes).

Sub-scales showing **negative** correlation with **stress**

Sub-scales showing **positive** correlation with **stress**

RQi Sub-Scales	Perceived Stress (PS)
Personal Control	-0.585
Optimism	-0.557
Meaning & Purpose	-0.505
Self-Compassion-P	-0.497
Self-Confidence	-0.477
Denial	0.331
Distraction	0.360
Disengagement	0.385
Venting	0.607
Self-Compassion-N	0.632

Table shows Pearson correlation coefficients from a representative sample of working adults in the UK (n = 507) who completed the RQi in 2015. Please note: Self-Compassion is split into two further sub-scales. Self-Compassion-P measures positive practices (e.g. self-kindness) and Self-Compassion N measures negative practices (e.g. self-criticism).

Correlation between RQi™ sub-scales and subjective wellbeing

The following table shows the top five sub-scales with (1) the strongest positive correlation with wellbeing (green boxes) and (2) the strongest negative correlation with wellbeing.

Sub-scales showing **positive** correlation with **wellbeing**

Sub-scales showing **negative** correlation with **wellbeing**

RQi Sub-Scales	Subjective Wellbeing
Meaning & Purpose	0.766
Work Engagement	0.596
General Engagement	0.593
Optimism	0.591
Learning & Growth	0.583
Alcohol	-0.240
Denial	-0.277
Disengagement	-0.304
Venting	-0.334
Self-Compassion-N	-0.484

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How is the RQi™ applied?

The **RQi**™ and Six Elements of Resilience model are applied in the following situations:

One-to-One Coaching

Group Workshops

Team Programmes

Executive Development

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One-to-one coaching

The **RQi**™ is used in one-to-one coaching sessions to support personal development.

Introductory seminar and FAQs document

↓

Access to RQi questionnaire
via online account at: www.myRQi.com

↓

Coaching with RQi Report
Ideally 3 sessions

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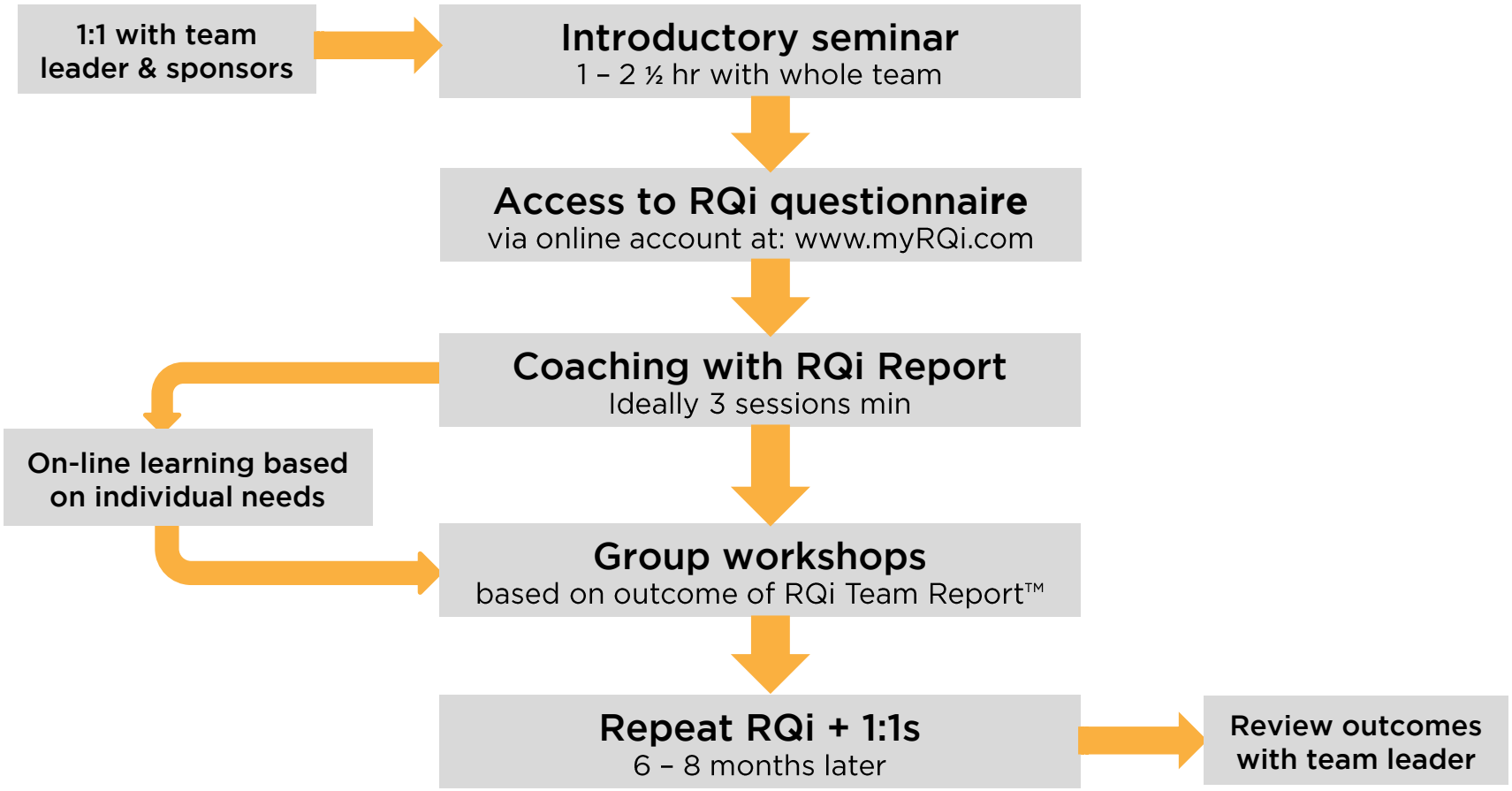
Group workshops

The **RQi**™ is used in a group workshop/seminar called: **Building Personal Resilience**. Related courses include **Celebrate Your Strengths** and **Mindful Working.**

Team programmes

We offer a bespoke resilience programme for teams:



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Executive programme

The programme for executives includes stress-testing

1:1 with team leader & sponsors

Introductory seminar
1 – 2 ½ hr with whole team

Access to RQi questionnaire
via online account at: www.myRQi.com

Coaching with RQi Report
Ideally 3 sessions min

On-line learning based on individual needs

Physiological stress-testing

One-to-one with health expert
Nutritionist, fitness expert, physiotherapist

Repeat RQi + 1:1s
6 – 8 months later

Review outcomes with team leader

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Physiological stress monitoring

Our executive programme includes physiological stress monitoring which provides a highly objective measure of stressors based on:

- **72 hour heart rate monitoring** – We map real life stress responses and recovery patterns using a small digital heart monitor (the Firstbeat Bodyguard system) linked to an online diary. The recording shows how your body reacts to stressful events and how well you recover.
- **Cortisol profiling –** This tells us about the long-term effects of demands on your hormonal system. The profile requires four saliva samples in the course of a day.

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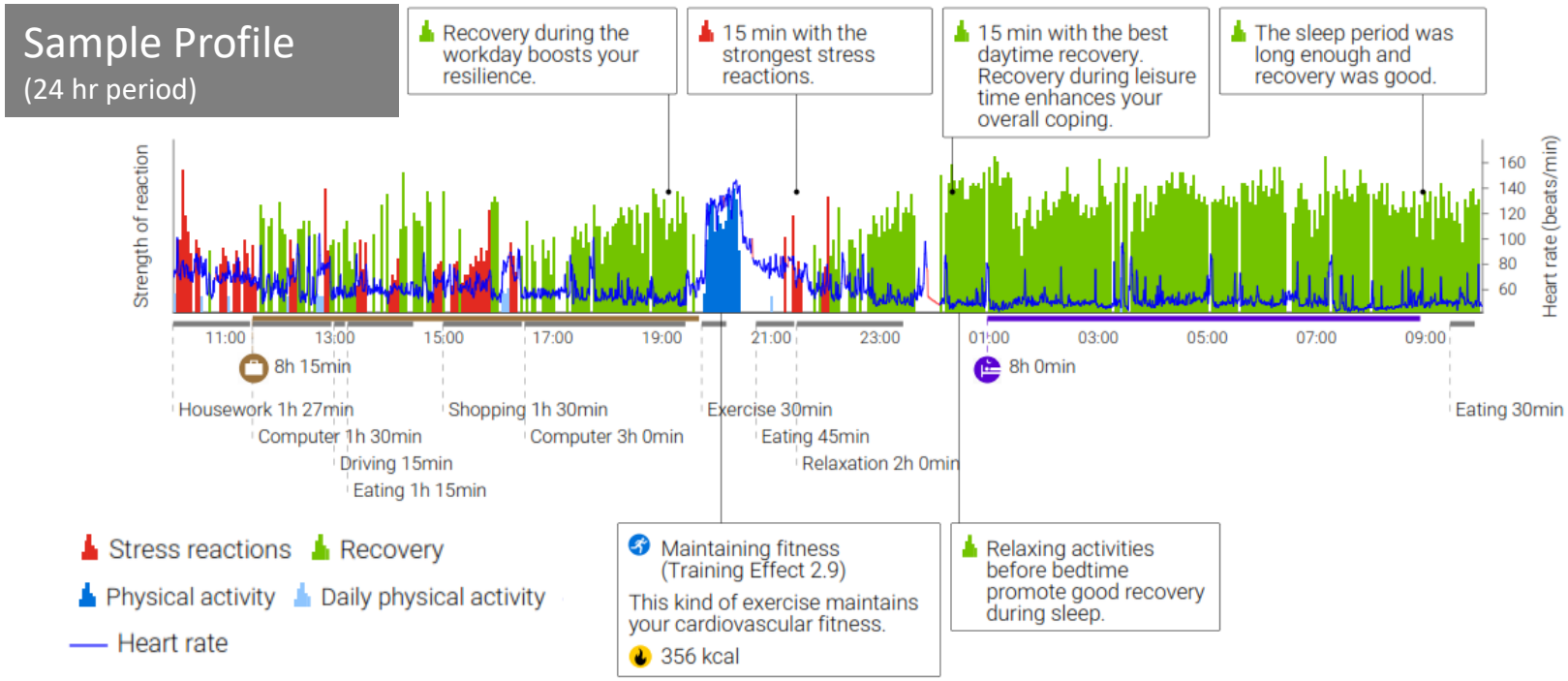
Heart rate monitoring

A real life example of a 24 hour stress profile measured using the Bodyguard system. This shows good management of stress during the day and good recovery at night.



Who's using the RQi™ ?

Ministry
of Defence

Home Office

PEPSICO

Imperial College
London

BAE SYSTEMS

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What do people say?

"... the RQi itself has been an excellent self-reflective tool for me ... I was also very much affected by the efficient way your business runs and the high quality content that it delivers. Everything from your personal approach in teaching and facilitation to the attention to detail regarding client care was quite eye opening for me."

Dr. C. Marshall, Psychiatrist, London.

"The course was amazing. Very positive people and great energy around the room. After leaving that day, some really positive things happened to me and I came across great people. It's amazing how a positive attitude and energy can attract the same. What you do is awesome so keep it up, and once again thank you for a great time "

Kasia Gorska, Cranswick foods plc.

"Matthew is brilliant ... the delivery of the course was executed very well. Just truly brilliant – great food for thought and heart-warming, like chicken soup for the soul.."

Hemma Patel, Crown Prosecution Service (CPS)

"Excellent facilitator. Professional, great knowledge, great sense of humour and able to connect on a number of levels and certainly made everyone feel completely comfortable and at ease. One of the best courses I have attended."

Thames Valley Housing.

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Call us

If you'd like a free consultation to help you identify the best resilience programme for your organisation, please call us:

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Resilience Quotient Inventory®

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