



raise your resilience



Kirros Consulting

Resilience building for professionals

Name: **Sample** | Organisation: **HR** | Date: **09.03.2023**

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

The Resilience Quotient Inventory™ provides you with feedback on your resilience and offers practical guidance on how to build even greater resilience.

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INTRODUCTION

What is Resilience?

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

Why is it Important for Personal Development?

In a world of growing demands and increasing uncertainty, personal resilience has never been more important. Many people now believe that resilience is a vital ingredient of success, whether you're a young graduate, an Olympic athlete or a senior executive. Fortunately, resilience is not a fixed characteristic; it's something you can learn and strengthen over time. That's what this report is all about.

The Six Elements of Resilience

We have developed the Six Elements of Resilience© to capture the key thoughts and behaviours that are proven to enhance resilience:



The Elements (or composite scales) are further divided into a series of sub-scales. Your scores for each of the Elements and sub-scales are provided in the following sections.

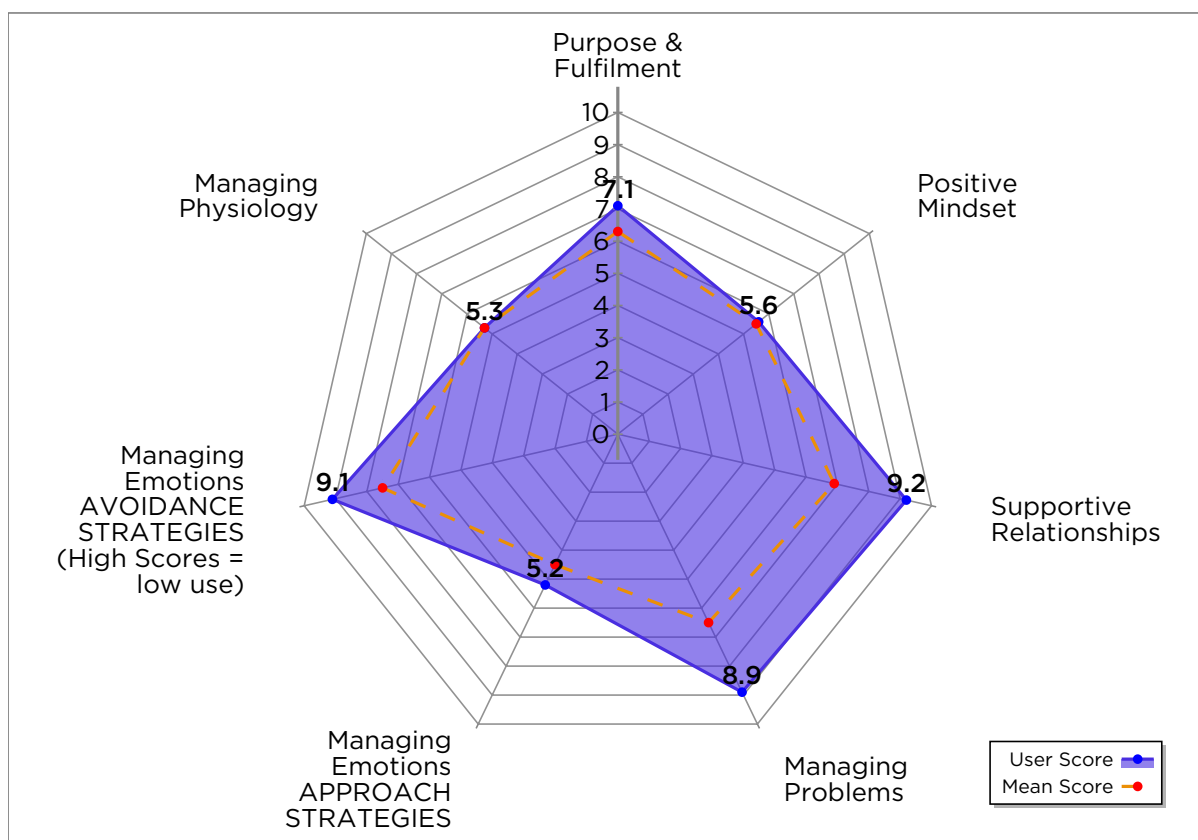
Your Report

This report also provides commentaries on your scores. These highlight your strengths and potential development areas. (We believe building on strengths is just as important as working on development areas!). Your report also contains recommended resources and activities for ongoing learning. You'll find these and other resources in our e-learning portal: <https://www.myrqi.com/RQi/resilience-resources>. PLEASE NOTE: You'll need an account to access the resources. If you don't have an account, please email team@kirros.com.

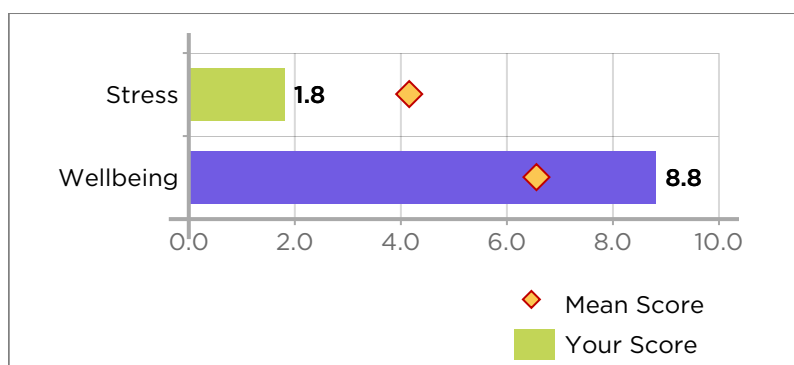
SIX ELEMENTS OF RESILIENCE

Your scores for the Six Elements (or composite scales) are indicated below. All the scores are adjusted to the same 1-10 scale, where 10 is more strongly associated with resilience. Your scores (blue area) are compared to the mean score (dashed line) from our sample¹. Please note: Managing Emotions is split into two: Approach and Avoidance Strategies. The difference between these two is explained in more detail below.

Your scores for Stress and Wellbeing are indicated in the bar chart at the bottom of the page. The Stress score reflects how much you perceive your current life circumstances to be stressful. Low scores = low stress. Your Wellbeing score reflects how happy, satisfied, and contented you are with your life at the moment. High scores = high wellbeing.



WELLBEING INDICATORS



¹Mean scores are calculated from a sample of working adults in the UK (n = 1,007) who completed the RQi questionnaire between Dec 2015 and Jul 2016. The sample is broadly representative of the working population in terms of age, gender, geographical location and management responsibility. For more information about the sample please email: team@kirros.com.

PURPOSE & FULFILMENT

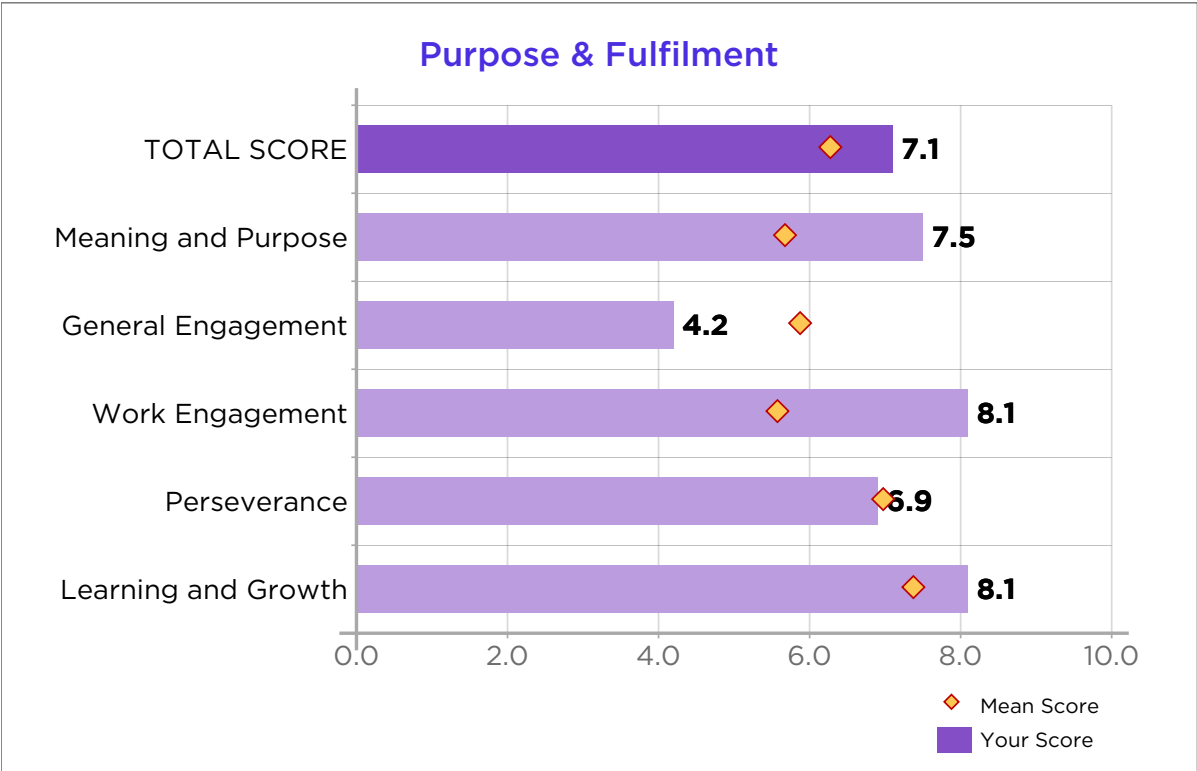
This Element is about being engaged in goals and activities that bring you a sense of satisfaction, meaning and purpose in life. It also reflects how much determination you show in pursuing long-term goals and how much you believe you are growing, developing and realising your potential as a person. This is similar to the concept of Self-Actualisation.

NOTE: The items used to measure Meaning and Purpose are from the Meaning in Life Questionnaire (MLQ)² and are provided as a free supplement in this report by Professor Michael F. Steger.

Explanation of Sub-Scales

- **Meaning and Purpose** is having a sense that your life has meaning and purpose; pursuing goals that you believe are meaningful and worthwhile.
- **General Engagement** is enjoying and gaining satisfaction from what you do in life, especially activities linked to your hobbies and wider interests.
- **Work Engagement** is a measure of how much interest, motivation and enthusiasm you report for your work at the moment.
- **Perseverance** refers to the level of determination you show in pursuing long-term goals, even in the face of obstacles and setbacks.
- **Learning and Growth** is about being open to new experiences; growing in selfknowledge and effectiveness and having a sense that you are realising your potential as a person.

Your Scores



²Steger, M. F., Frazier, P., Oishi, S., & Kaler, M. (2006). The Meaning in Life Questionnaire: Assessing the presence of and search for meaning in life. *Journal of Counseling Psychology*, 53, 80-93.

Commentary on Your Scores

You are currently involved in many activities that bring you a sense of Purpose and Fulfilment in life, especially in your work life. This is important from a resilience perspective as people who really enjoy and believe in what they do are better equipped to deal with setbacks and failure. If you feel you're on the right path, setbacks are less likely to push you off course. This also links to the high levels of determination you show in pursuing and achieving your long-term goals. Greater Perseverance comes from a firm belief that the goals you're pursuing are right for you. At the same time, your score for General Engagement is lower than average in the working population. This is an area we recommend you work on, as high engagement both in work and in activities outside of work form part of the foundations of resilience. Have a look at the recommended activities in the next section for some ideas.

Suggested Resources and Activities

Here are some activities that will help you strengthen this area:

- **Find more Flow moments** - Flow is when you become totally absorbed in an enjoyable activity (usually requiring skill and concentration) in which you lose track of time and become less self-aware. This might happen whilst playing a musical instrument, participating in a sport or making something. People also experience Flow when undertaking day-to-day activities like cooking and gardening. Everyone is different and we all get pleasure from different activities. Flow will come from activities which combine your skills and talents with your interests and passions. Finding more Flow moments will boost your sense of Engagement. To learn more about Flow you can download our worksheet: <https://tinyurl.com/Flow-2022>.

- **Identify your strengths and use them more** - One way to boost a sense of engagement is to identify your strengths (or natural talents) and find new and interesting ways to apply them. Whilst you may already be clear about your strengths it can also be helpful to take some time out for reflection and use self-assessment questionnaires and/or feedback from others to help guide you. One questionnaire we recommend is the Values in Action (VIA) Survey. The VIA Survey identifies 'character strengths', such as judgement, leadership and courage. Having identified your character strengths, the next step is to explore ways to utilise them. Think of opportunities in your leisure time where you can use your strengths more often. You can learn more about applying strengths here: <https://tinyurl.com/od6eg6l>. To learn more about the VIA Survey, you can download our guide here: <https://tinyurl.com/VIA-FAQs-2022>. If you'd like to complete the survey straight away (you'll see your character strengths listed in rank order) you can go to: <http://kirros.pro.viasurvey.org>. If you'd like a more detailed personalised VIA Report, please send an email to: team@kirros.com. You'll find more resources at: <https://www.myrqi.com/RQi/resilience-resources>.
[PF25A]

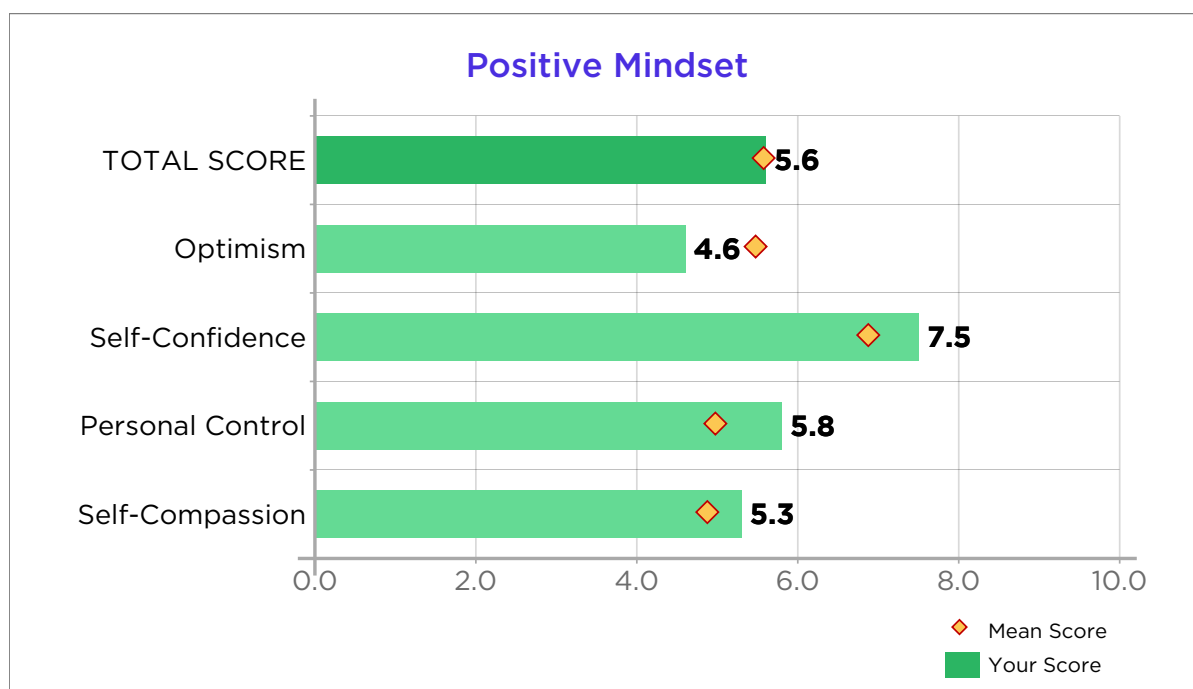
POSITIVE MINDSET

Positive Mindset refers to the beliefs we hold about ourselves, other people and the world around us. Resilient people tend to hold certain beliefs, including Optimism, Self-Confidence, and Self-Compassion.

Explanation of Sub-Scales

- **Optimism** is believing that more good things will happen in the future than bad things; it's also a belief that in times of difficulty, events will turn out well in the end. The higher your score on this scale, the more optimistic you tend to be.
- **Self-Confidence** is believing in your ability to solve problems and achieve desired outcomes. This is also described as self-efficacy. Efficacy is the power to have an effect; self-efficacy is the belief that you have the power to have that effect. The higher your score for this sub-scale the more you believe in your ability to solve problems and achieve your goals.
- **Personal Control** is believing that you are largely in control of your circumstances. People with high scores for this sub-scale tend to believe that what happens to them in life is down to them. People with low scores for Personal Control tend to be more fatalistic; they believe their personal circumstances are strongly influenced by fate and/or other people.
- **Self-Compassion** has three elements: (1) taking a kind and non-judgmental attitude towards one's perceived inadequacies and flaws (rather than being harshly self-critical), (2) recognizing that one's own painful experiences are part of the wider human condition (rather than feeling isolated from others) and (3) being mindful (or aware) of one's suffering and maintaining an objective view of it (rather than over-identifying with painful experiences).

Your Scores



Commentary on Your Scores

Your score in this area suggests you generally maintain a Positive Mindset, even in the face of adversity and change. You're confident in your ability to deal with the unexpected and resolve problems when they arise and generally feel in control of your circumstances. However, the level of Optimism you report at present is slightly lower than average in the working population. There may be all sorts of reasons for this. You may have faced a particularly a recent setback, a negative life event or 'failure'. Either way, this is an area we recommend you work on. Many studies have shown that Optimism is an important ingredient in bouncing back from adversity and maintaining wellbeing. It's also been shown that Optimism can be strengthened.

Suggested Resources and Activities

Here are some activities we recommend to strengthen your Optimism 'muscle':

- **Practise positive self-talk** - Notice the words and phrases in your self-talk, especially in times of high pressure or 'failure'. Notice if you tend to speak in absolute terms, with phrases like: "My presentations never go well" and "Why does it always happen to me?" Words such as "never" and "always" are examples of absolute or 'pressure' words. Work on actively changing these phrases to more positive self-talk by replacing them with statements like: "I've delivered many presentations that have gone well," or "things didn't work out that time, but I learned a lot that I can use next time." Accepting that human beings are fallible and that nothing new was ever discovered or invented without mistakes along the way, can be a great source of comfort in difficult times. For more guidance on this technique, you can download our Guide to Positive Self-Talk: <https://tinyurl.com/positive-self-talk-2022>.

- **Complete the Best Possible Self Diary** - This is a simple goal setting technique that has been tested in several experiments by US psychologists Laura King and Sonja Lyubomirsky. It simply involves writing about what life would be like if you have achieved your major goals. When practised over several days, this technique has been shown to boost a sense of Optimism and overall wellbeing. The instructions are as follows:

1. Imagine yourself in the future, after everything has gone as well as it possibly could. You have worked hard and succeeded at accomplishing all your life goals. Think of this as the realisation of your life's dreams, when you have reached your full potential
2. Write down what has happened in each major area of your life ... e.g. career, family/home-life and leisure
3. Continue writing over the next few weeks, as often and for as long as you wish

You can download our worksheet to do this exercise:

<https://tinyurl.com/best-possible-selves-2022>. You can read more in Professor Lyubomirsky's book: *The How of Happiness: A Practical Guide to Getting The Life You Want* (2007), pp. 102 - 106.
[PM82]

SUPPORTIVE RELATIONSHIPS

This Element is about the strength of your social network and the benefits it can bring. Gaining support from family, friends and colleagues is a vital part of resilience. This Element is further divided into three sub-scales: Sharing, Belonging and Practical Support.

Explanation of Sub-Scales

- **Belonging** refers to the availability of people around you with whom you can socialise.
- **Sharing** refers to the availability of others with whom you can speak about your problems and fears.
- **Practical Support** is about having people around you who can provide practical help and support when needed, e.g. with domestic tasks.

Your Scores



Commentary on Your Scores

Your score suggests you have a very strong social network from which you gain the benefits of companionship and support. Drawing on this support will act as an important buffer against stress when the going gets tough. People with high scores for Supportive Relationships are also likely to have good Emotional Intelligence (EI). EI is the ability to identify and manage your emotions and to use emotional information to guide thinking and behaviour. Another important element of EI is social competence. It seems you're good at understanding other people's moods, behaviours and motives and you use this information to help build and maintain good quality relationships with many people.

Suggested Resources and Activities

• **Learn more about performance coaching** - Given your high score for Supportive Relationships, you may be in a good position to offer support to your colleagues. Depending on your level of experience in your current role, we recommend learning more about becoming a coach or mentor. If you're in a leadership position, these skills will help you inspire, support, and develop others. You can learn more about coaching and mentoring in our downloadable guide: <https://www.myrqi.com/sites/default/files/Guide-to-Coaching-and-Mentoring-2022.pdf>. If you'd like to learn more about how to apply EI for success in the workplace, we recommend the following book: The EQ Edge: Emotional Intelligence and Your Success 3rd Edition. By Steven J. Stein and Howard E. Book. Publisher: Jossey-Bass; 3rd ed. edition (15 Mar. 2013).

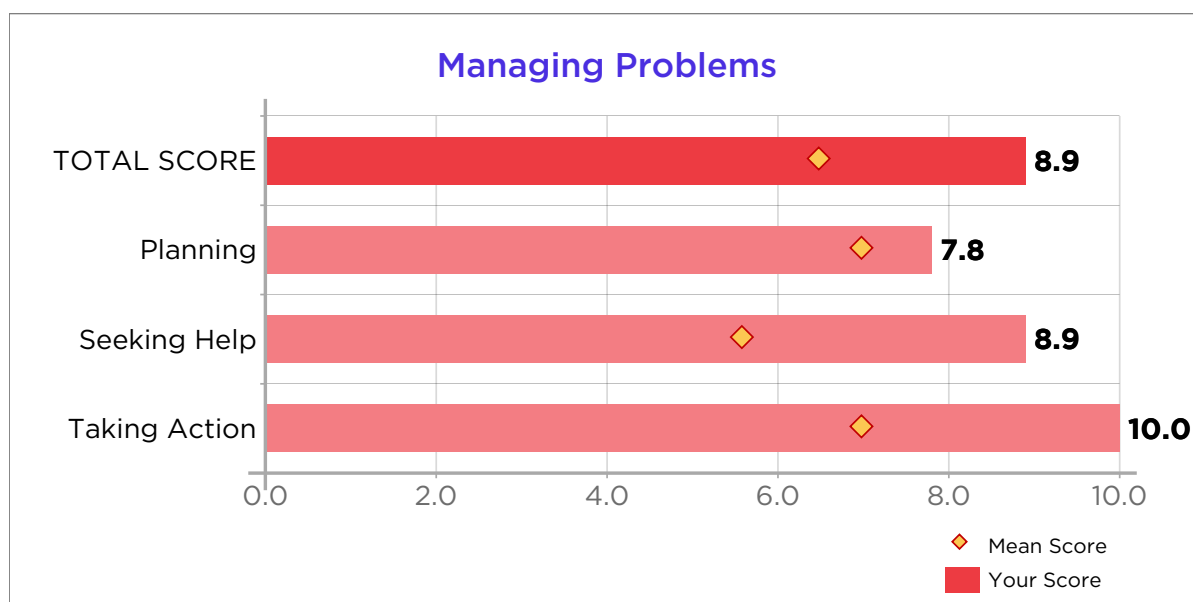
MANAGING PROBLEMS

Managing Problems refers to the practical things we do to deal with life's challenges. This is also described as solution-focused coping. This Element is divided into three sub-scales: Planning, Seeking Help and Taking Action.

Explanation of Sub-Scales

- **Planning** means looking objectively at your problems and then developing a plan to deal with them.
- **Seeking Help** is about seeking advice and gaining practical support from others. It's about talking through your problems with friends, colleagues or a line manager specifically to get help with finding a solution.
- **Taking Action** means taking practical steps to deal with a problem; it's when you put your plans into action.

Your Scores



Commentary on Your Scores

Your scores in this area suggest you are organised and determined when dealing with challenges. You confront your problems head-on and make firm plans to tackle the issues you face. You also put your plans into action without delay or procrastination. People in your scoring range (8 - 10) are usually in a good position to provide support for others.

Suggested Resources and Activities

There may be times when you try to change or manage situations that are largely outside of your control, leading to disappointment and/or frustration. For people who score in your range (8 - 10), it's worth considering that some life events can't be changed, even with the best strategies in the world. For example, if you're faced with an office move or the loss of a major client, you often can't change the event; what you can do is manage your emotional response and look for opportunities in the new reality. In situations like these, strategies such as Acceptance and Positive Reframing are particularly helpful. These are explained in more detail below.

[MP02]

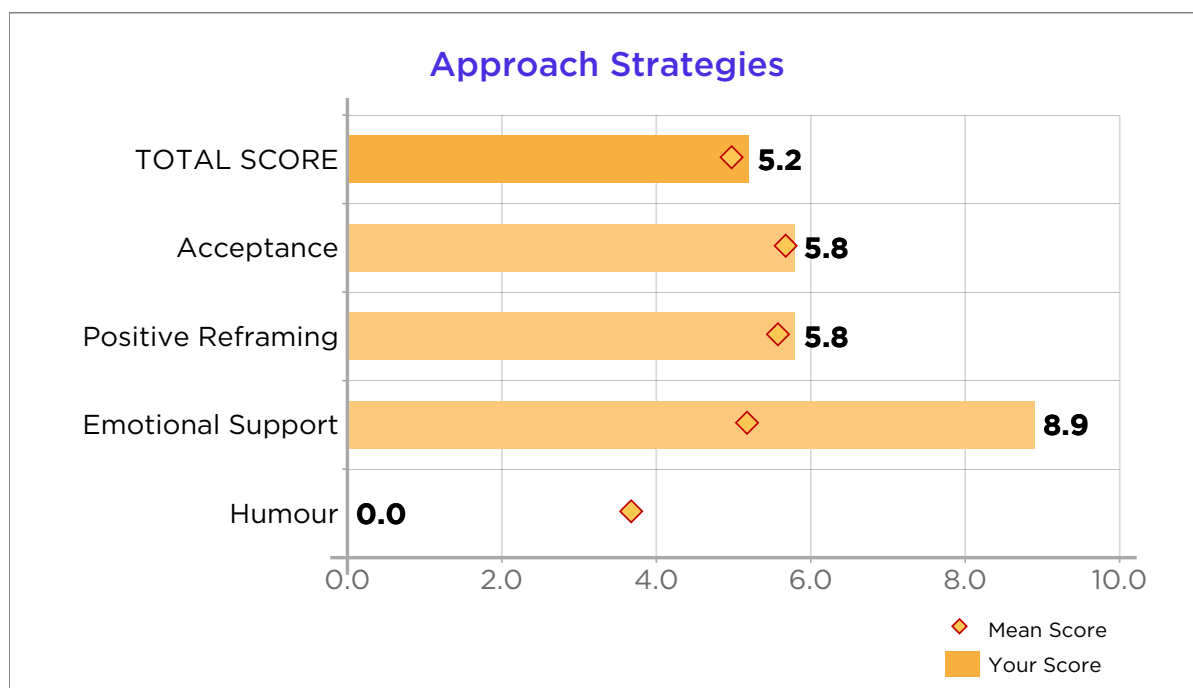
MANAGING EMOTIONS - APPROACH STRATEGIES

This Element refers to the strategies that people use to help minimise negative emotions in the midst of stressful situations. 'Approach' means actively engaging with emotions. Approach Strategies are generally effective in managing stress as they help alleviate negative emotions without preventing us from tackling the problem at hand. This Element is divided into four sub-scales as described below.

Explanation of Sub-Scales

- **Acceptance** is the opposite of Denial (see next section). It's accepting the reality of your situation. This is generally believed to be an effective coping response, in that a person who accepts the reality of a stressor is more likely to look for a way of dealing with it.
- **Positive Reframing** is seeing a stressful event in a more positive light; it's about looking for the good or the learning that can come from a stressful situation.
- **Emotional Support** is sharing your emotions with others. It involves talking about your feelings and getting moral support and understanding from those around you.
- **Use of Humour** is making jokes or laughing in the face of adversity.

Your Scores



Commentary on Your Scores

You use several effective strategies for managing stress. This is indicative of a flexible style, which means you'll use different strategies depending on the situation. Gaining Emotional Support is particularly important to you. In many situations, this is an important and effective way of coping. There is now good evidence to support the old adage that "a problem shared is a problem halved." One recent study found that people who shared how they felt about a forthcoming stressful event (in this case making a speech) reported less stress and had lower levels of cortisol (a stress hormone) compared to those who didn't share. The greatest benefit came when feelings were shared with someone in a similar situation*.

If you'd like to continue strengthening this Element, have a look at the suggested activities in the next section.

*Townsend et. al. (2014). Are You Feeling What I'm Feeling? Emotional Similarity Buffers Stress. Social Psychological and Personality Science, Vol. 5(5) 526-533.

Suggested Resources and Activities

• **Cultivate humour and play** - Laughing in the face of adversity may seem counter intuitive and yet it really does help alleviate tension. Finding humour in stressful situations is a form of positive reframing. When you see the funny side of a stressful situation, it will seem less daunting. Laughter in general has many proven benefits. When you start to laugh, it doesn't just lighten your load mentally, it induces physical changes in your body. A rollicking good laugh fires up and then cools down your stress response. The result? A positive relaxed feeling. Laughter also stimulates your circulatory system, aids muscle relaxation and releases endorphins - the body's natural painkillers. Play has similar benefits. Many forms of play have been shown to reduce the negative consequences of stress.

What can you do to get the benefits of humour and play? Here are some ideas:

- Make it a habit to spend time with friends who make you laugh. And then return the favour.
- For inspiration about introducing fun into the workplace, have a look at Fish! by Lundin, Paul and Christensen (2006, Hodder and Stoughton), it's a fantastic management consultancy book.
- To learn more about the benefits of play have a look at this talk by Stuart Brown: https://www.ted.com/talks/stuart_brown_says_play_is_more_than_fun_it_s_vital.

If you'd like to learn more about this area, there are more resources available at: <https://www.myrqi.com/RQi/resilience-resources>. [APS06]

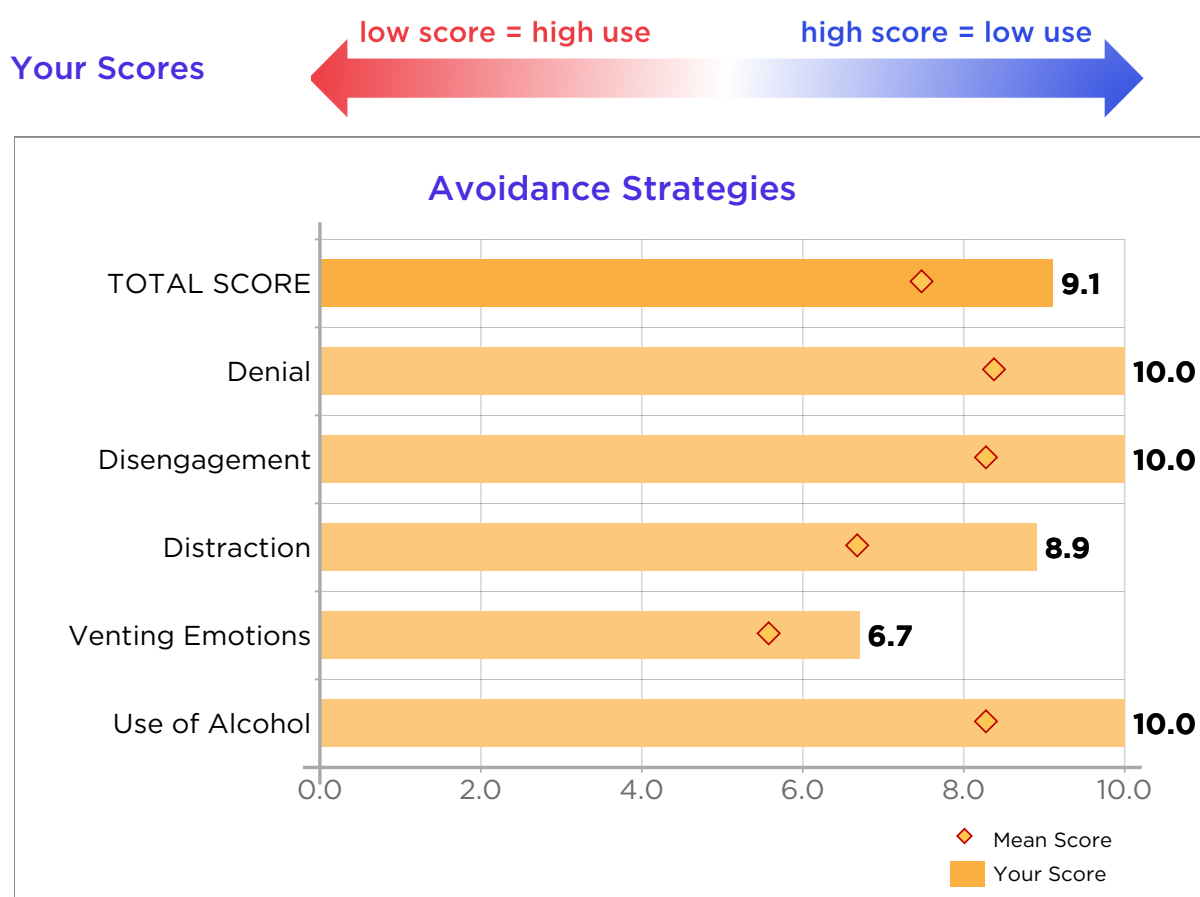
MANAGING EMOTIONS - AVOIDANCE STRATEGIES

This Element refers to the so-called Avoidance Strategies that people use to alleviate unpleasant emotions. Whilst Avoidance Strategies can be effective in the short-term, they're generally less effective in the longer-term as they can prevent us from finding solutions to the problems we face. There are five sub-scales in this Element.

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

Explanation of Sub-Scales

- **Denial** is about pretending or acting as if the problem doesn't exist. Some people argue that Denial is helpful in minimising distress, thereby facilitating coping. Others believe that Denial is only useful in the early stages of a stressful event as it can be a block to coping later on.
- **Disengagement** is about reducing one's effort to deal with a stressor, even to the point of giving up. In many cases, disengagement occurs when we believe we can't cope with the challenges that arise when tackling a problem or pursuing a goal, so we give up.
- **Distraction** is when you get involved in other activities to try and take your mind off problems; e.g. watching television, reading, sleeping or shopping.
- **Venting Emotions** refers to the tendency to focus on whatever distress or upset one is experiencing and to express or vent those feelings to others.
- **Use of Alcohol** is a strategy that many people use to alleviate stress, but whilst drinking can make some people feel better in the short-term, it actually makes stress worse in the long run.



Commentary on Your Scores

Your scores in this area suggest you do not use Avoidance Strategies for dealing with stress. You're much more likely to accept the challenges you face and take appropriate action where necessary. All of this suggests you cope well under pressure and are less likely than others to suffer the adverse effects of stress. This doesn't mean you're immune to stress. You're still likely to face demanding situations and experience difficult emotions at times; however, your scores suggest you engage with the difficulties you face rather than trying to avoid them.

Suggested Resources and Activities

If you'd like to strengthen this Element further, you'll find more resources at:

<https://www.myrqi.com/RQi/resilience-resources>.

[AVS01]

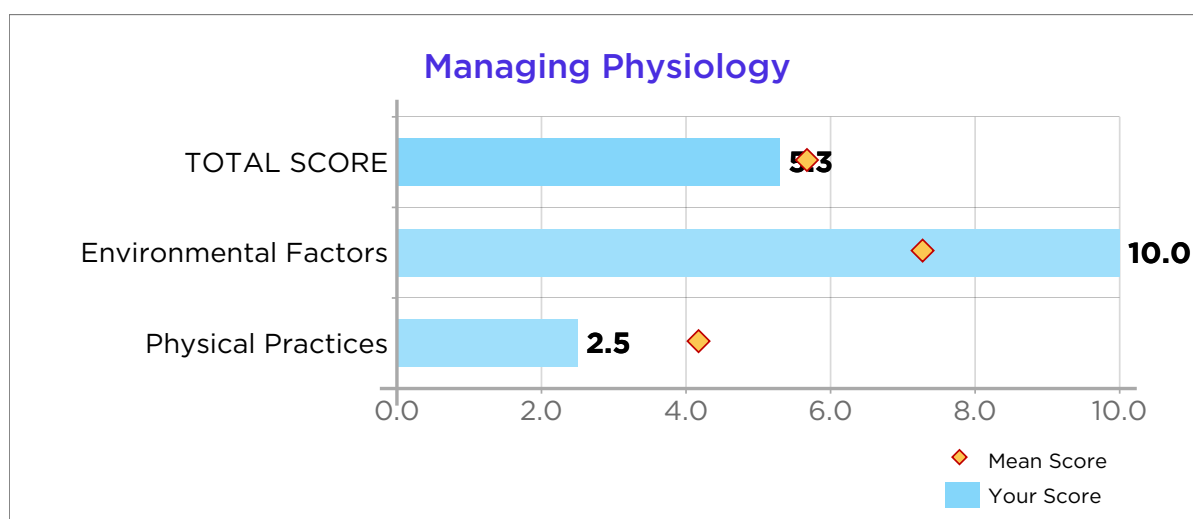
MANAGING PHYSIOLOGY

This Element reflects how much your environment and lifestyle are likely to reduce your risk of physiological stress. Many aspects of our physical environment (e.g. access to daylight) and lifestyle (e.g. participation in structured relaxation exercises) have a direct impact on stress. This Element is divided into two sub- scales: Environmental Factors and Physical Practices. There is also an appendix related to Cardio Exercise which is not included in the overall score.

Explanation of Sub-Scales

- **Environmental Factors** refers to factors like exposure to daylight and access to the natural environment. These are proven to help reduce risk of physiological stress.
- **Physical Practices** refers to activities like yoga, mindfulness*, maintaining good posture, and sleeping well, all of which are known to act as protective factors against stress.

Your Scores



Commentary on Your Scores

There appear to be several aspects of your environment and lifestyle that contribute to your sense of wellbeing. Your environment, in particular, is likely to help protect you against the negative consequences of stress. Your score also indicates you have opportunities to strengthen your resilience by practising structured relaxation techniques, such as low-intensity exercise and mindfulness. These activities can help offset many of the psychological stressors we experience in life by aiding recovery between periods of stress, e.g. caused by a heavy workload. They can also help improve sleep. There are several practices we recommend in the next section.

Suggested Resources and Activities

• **Practise structured relaxation techniques** - Stress is not necessarily detrimental. A certain amount of stress can, in fact, be positive. However, periods of sustained stress when we don't take time to rest and recover can be a problem. In simple terms, that's about finding time to 'recharge your batteries'. There are several structured practices we recommend below that are quick ways to switch off the stress response and switch on the relaxation response. To learn more about these, you can download our worksheets below. Of course, there are many other ways to recharge one's batteries. The key is to find activities that best suit you.

• **Progressive Muscular Relaxation:**

<https://www.myrqj.com/sites/default/files/Progressive-Muscular-Relaxation-2022.pdf>

• **Mindfulness:**

<https://www.myrqj.com/sites/default/files/Mindfulness-Meditation-2022.pdf>

The greatest benefit from any of these activities will come with regular practise. Just as regular exercise is required to improve fitness or build muscle strength, so regular practise of a technique like yoga, mindfulness, or even a walk in a park, is required for greater calm in the long-run.

• **Try these tips for better sleep** - There are several recommended practices that are proven to help promote good sleep. These relate to environment, diet and routine. The UK's Sleep Council recommends the four R's:

• **Routine** - Adopt a relaxing routine before bed, including avoidance of electronic and intellectual stimulation. Some people benefit from practising structured relaxation techniques such as progressive muscular relaxation and guided imagery (see techniques listed above)

• **Regularity** - Try to maintain a regular sleep pattern which means avoiding long lie-ins on your day off or at the weekend

• **Restful bedroom** - Keep it dark, clear the clutter and gadgets, and drown-out noise as much as possible

• **Right bed** - There are many options. Find the bed that suits you best

You can download the Sleep Council's more comprehensive guide to good sleep here <https://thesleepcharity.org.uk/information-support/adults/>. Here are some more tips related to diet and lifestyle:

• **Avoid stimulants** - Six cups of coffee a day or ten cups of tea (or six mugs) are enough to leave you feeling wound-up and tired and can upset your sleep. When you drink alcohol before bed you may fall into deep sleep more quickly, but as the night goes on, sleep quality deteriorates. Alcohol consumption can lead to longer wake periods and/or lighter (stage 1) sleep in the second half of the sleep period. The more you drink before bed, the more likely it is to disrupt your sleep. One to two standard drinks seem to have minimal effects on sleep, but greater amounts cause sleep disturbance.

• **Do some exercise** - Many studies show that exercise aids good sleep. One study found that 150 minutes of moderate to vigorous physical activity a week provided a 65 percent improvement in sleep quality. People also said they felt less sleepy during the day compared to those with less physical activity. Some studies suggest that the benefits of exercise are realised several weeks down the line. Therefore, it's a strategy for the long-term.

Lastly, if you've suffered from insomnia or disturbed sleep for an extended period where there's no obvious cause (e.g. nursing a young one), you should consult your GP. [MPH22]

Appendix: Cardio Exercise

Cardio exercise makes an important contribution to resilience. People with good cardiovascular fitness tend to cope better with psychological stressors. Whilst the RQI includes a question about physical activity, we don't provide quantitative feedback in this area; instead we offer general information and qualitative feedback (based on how you answered the questionnaire).

How much exercise is good?

For optimal health, the Department of Health in the UK recommends at least 30 minutes of 'moderate intensity' physical activity on five or more days of the week. Moderate intensity is when your breathing rate, heart rate and body temperature all increase. Examples include gardening, brisk walking, and cycling. This can be built up in bouts of 10 minutes or more.

This is similar to U.S. recommendations. The U.S. Department of Health and Human Services recommends that adults should do at least 150 minutes (2 hours and 30 minutes) to 300 minutes (5 hours) a week of moderate-intensity aerobic physical activity.

What about me?

Whilst you're doing some cardio exercise, the frequency of activity you report is slightly below the level for optimal health.

Regular cardio exercise makes an important contribution to resilience; it's well established that people with good cardiovascular fitness cope better with psychological stressors. Finding forms of exercise with a social element (e.g. team sport or exercise classes) can bring benefits in other areas of your life too.

Suggested Resources and Activities

For some inspiration, have a look at the following sites:



- NHS Choices/Fitness : <http://tinyurl.com/lthmz2>
- British Heart Foundation: <https://tinyurl.com/yyo8bnka>

To help you make changes, have a look at the 'Making Changes' section at the end of this report. This section provides a series of tips and techniques for creating goals and building motivation to stay on track.

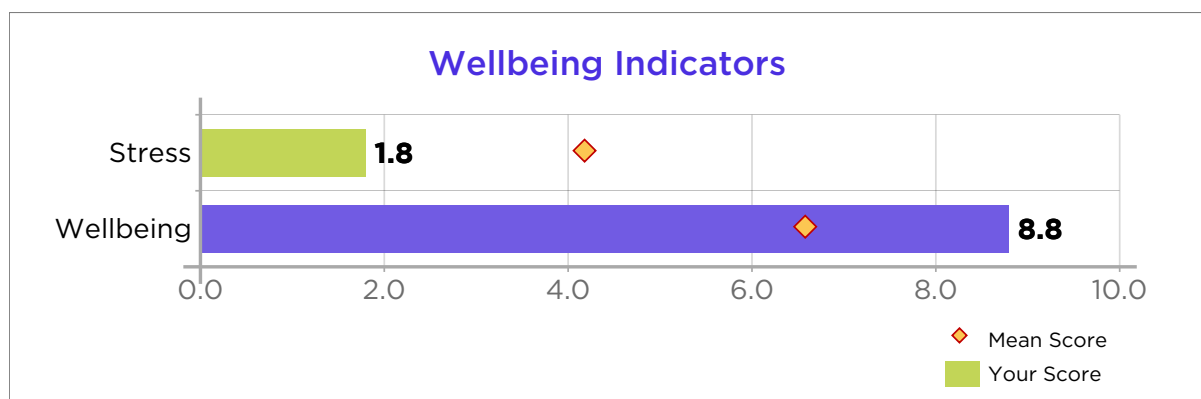
WELLBEING INDICATORS

There are two Wellbeing Indicators in the RQi: Perceived Stress and Subjective Wellbeing. These are explained in more detail below.

Explanation of Sub-Scales

- **Stress** reflects how much you perceive your current life circumstances to be unpredictable, uncontrollable and unmanageable and what impact this is having on your stress levels. High scores indicate high stress and vice versa.
- **Wellbeing** is a measure of Subjective Wellbeing, which is how happy, contented and satisfied you are with your life at the moment. High scores indicate high levels of wellbeing and vice versa.

Your Scores



Explanation of Scores

Scores for Stress and Wellbeing are closely related to the other Elements and sub-scales in this report.

Wellbeing

is particularly strongly linked to the following Elements: Purpose and Fulfilment; Supportive Relationships and Positive Mindset (especially Optimism and Self-Compassion). In other words, if you have a strong sense of purpose, a strong social network and high levels of Optimism and Self-Compassion, you're also likely to report high levels of Wellbeing. If this is an area you want to work on further, have a look at the Suggested Resources and Activities in the corresponding sections above.

Stress

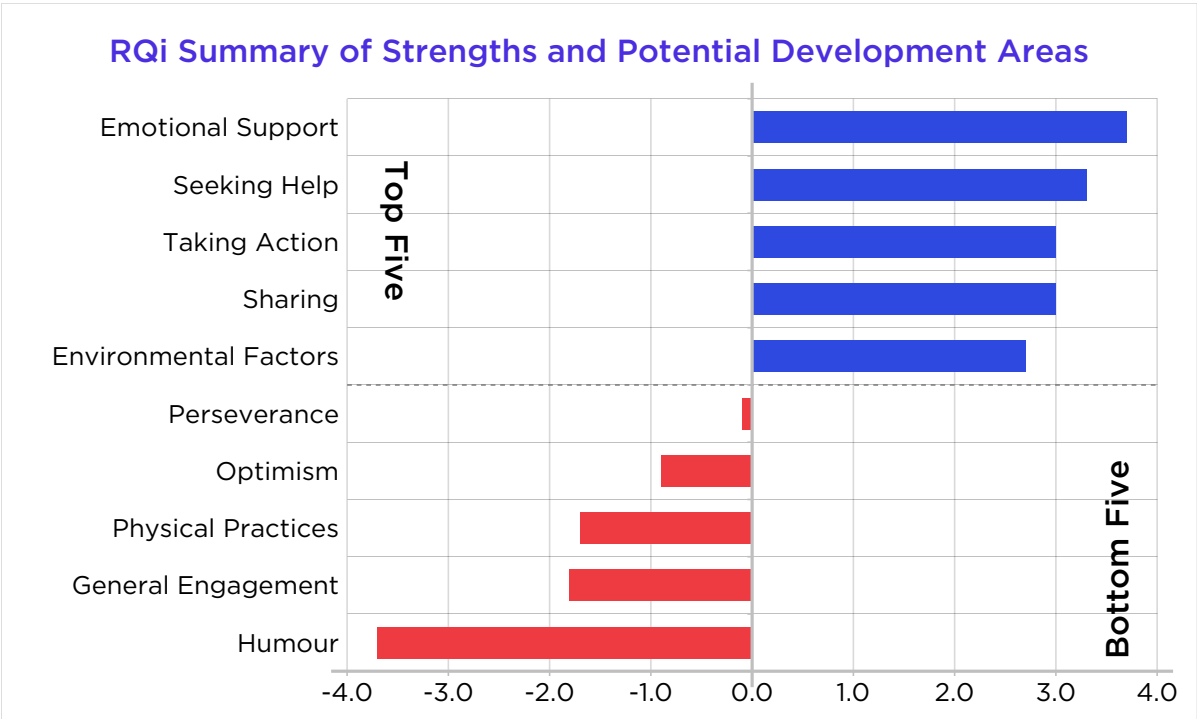
is particularly strongly linked to Positive Mindset and how you manage emotions. People with low scores for Stress tend to have high scores for Positive Mindset and tend not to use Avoidance Strategies. If this is an area you'd like to work on, have a look at the recommended activities in the corresponding sections above.

This section provides you with a total RQ score and a list of relative strengths and possible areas for development.

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This is your overall **Resilience Quotient (RQ)**. Your RQ is calculated using all sub-scales in the report, apart from Cardio Exercise. The highest possible score is 100. The mean score from our sample is 61.

Your relative strengths and possible areas for development are displayed in the chart below. This lists your top five and bottom five sub-scale scores compared to the mean from our sample.



Strengths

Your strengths (blue bars) represent the beliefs and behaviours that make the biggest contribution to your resilience. Using and building on these strengths will help you maintain strong foundations for resilience. It's also worth noting that strengths can sometimes go in to overdrive, in which case they can appear as weaknesses. For example, people with high Self-Confidence may come across as stubborn, inflexible and 'headstrong' when their Self-Confidence goes in to overdrive (e.g. in times of stress). Greater self-awareness and flexibility in these situations can help mitigate the downsides of high Self-Confidence.

Development areas

Your potential development areas (red bars) represent the beliefs and behaviours that provide the least contribution to your resilience. The Suggested Resources and Activities in the corresponding sections above provide practical tips and ideas for strengthening these areas. You'll find more information about how to strengthen different aspects of resilience at: <https://www.myrq.com/RQi/resilience-resources>.

MAKING CHANGES – BOOSTING RESILIENCE

We hope this report has given you some inspiration and/or some reminders about how to maintain your resilience and boost your wellbeing. If you want to make changes, use this step-by-step activity plan to help you. We recommend using the SMART goal setting criteria for your goals.

Here's our five-step approach for making changes

STEP 1 – Write down your goal

For example:

- Get fitter/do more exercise
- Take time out to relax and recuperate
- Practise mindfulness

Specific
Measurable
Action-orientated
Realistic
Timebound

STEP 2 – List the benefits

For example, if doing more exercise is your goal, the benefits might be: having more energy at work, losing weight, or simply feeling better about yourself. Ask questions like: “What’s important to me about this goal?” or “What will this goal give me?”

STEP 3 – Work through the SMART acronym

Check that your goal meets the SMART criteria (see the example below).

STEP 4 – Identify actions

Write a list of the actions that will help you achieve your goal within the timescales you’ve set.

STEP 5 – List ...

- a) the barriers that might get in the way and how you will overcome these
- b) the resources that will help you achieve your goal

There’s a table you can use to complete the steps on the next page.

Goal Setting Template

SMART Goal	Benefits	Action Plan	Barriers/Resources
Start a regular (weekly) practise of meditation at my local yoga centre for the next three months	<ul style="list-style-type: none"> • Cope better with periods of high pressure • Feel calmer at work • Stop blaming myself when things go wrong 	<ul style="list-style-type: none"> • Book the meditation classes • Find a buddy to join me at the classes 	<p>Barriers:</p> <ul style="list-style-type: none"> • Time - I'll leave early from work at least once per week and allocate time <p>Resources:</p> <ul style="list-style-type: none"> • Local yoga centre • My partner (who I'll get to encourage me to practise) • Meditation buddy

BEHAVIOUR CHANGE TIPS

The pursuit of any worthwhile goal is likely to involve setbacks along the path to success. We also face distractions and competing demands. Here are some simple tips that will boost your motivation and increase your chances of success.

- **Write down your goals** (as described above) – This will help structure your thoughts. Once you've written your goal down, you can look at it more objectively and modify or edit it if necessary.
- **Make a public commitment** – Motivation is an interpersonal process. When you talk about your goals with someone, and describe the benefits they'll bring, you can literally talk yourself into it.
- **Send a progress report to someone** – People who send a progress report to someone are more likely to maintain motivation and stay on track. Sending someone a regular update provides a natural drive to put your plans into action.
- **Start small** – Small changes are always easier to make. A brisk 10 minutes' walk once per week is easier to fit into your routine than 45 minutes in the gym every day. Start with a realistic, achievable goal and build-up from there.
- **Check and evaluate your results** – At the end of every week, see how much of your plan you have carried out. Think about how near you are to reaching your goal. You should see a little progress each week. If not, it might be time for a new tactic.
- **Make changes or revise** – The most obvious and direct route to achieving a goal isn't always the best one. Only by putting your plans into action and seeing what results you get will you identify the best strategy. A setback is not a failure; it just means it's time to look for an alternative approach.
- **Give yourself rewards** – Not everyone is motivated by the idea of a reward, but for some it will be an important motivator. The key thing here is to choose an appropriate reward for the goal you have set.

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