

# How resilient are your people?



**Boost resilience and watch  
your organisation thrive.**

Last updated 31-Jan-20

# What is Resilience?

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“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.”

## **Thrive**

*“More than education, more than experience, more than training, a person’s level of resilience determines who succeeds and who fails. That’s true in the cancer ward, it’s true in the Olympics, and it’s true in the boardroom.”*

**Dean Becker.** (2002). ‘How resilience works’. Harvard Business Review, May, 46–55.

# Developing Resilience

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**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>



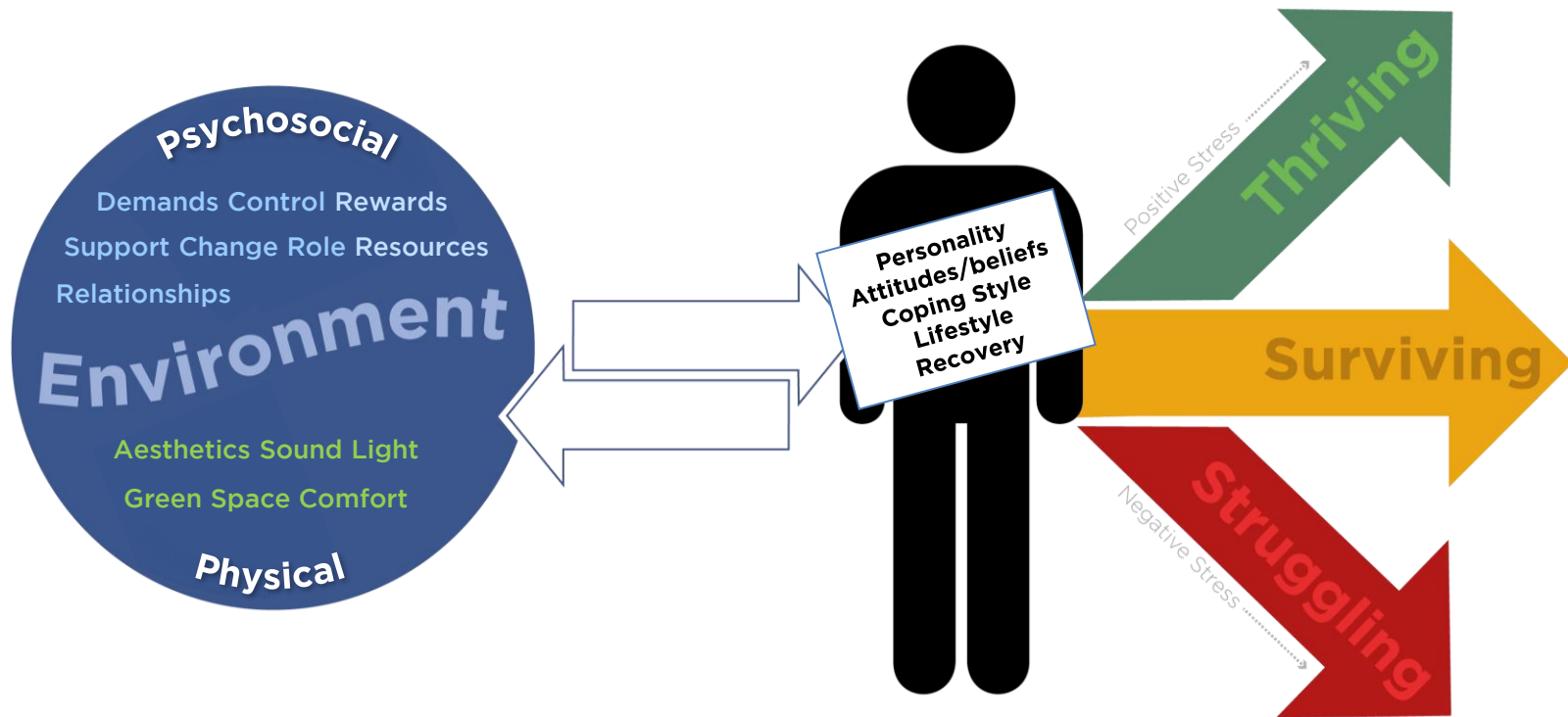
# The Need for Resilience

Today's workplace is characterised by increasing uncertainty, complexity and high pressure (e.g. being asked to do more with less) which can take its toll on employees.



# The Bigger Picture

Proactive strategies for protecting health are vital where employer and employee have a role to play.



## Transactional Theory of Stress and Resilience

Based on the work of Richard Lazarus and Suzanne Folkman. Reference: Lazarus, R. & Folkman, S. (1984). Stress, Appraisal and Coping. New York: Springer. Diagram designed by Rob Bradley.

# Thrive Resilience Programmes

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Thrive offers a comprehensive programme for boosting resilience, which includes:

1. Seminars and group workshops
2. One-to-one coaching
3. e-learning
4. Psychometric profiling: **Resilience Quotient Inventory™**
5. Physiological stress testing
6. Residential programme: **Thrive Resilient Leaders™**



# Resilience Quotient Inventory™

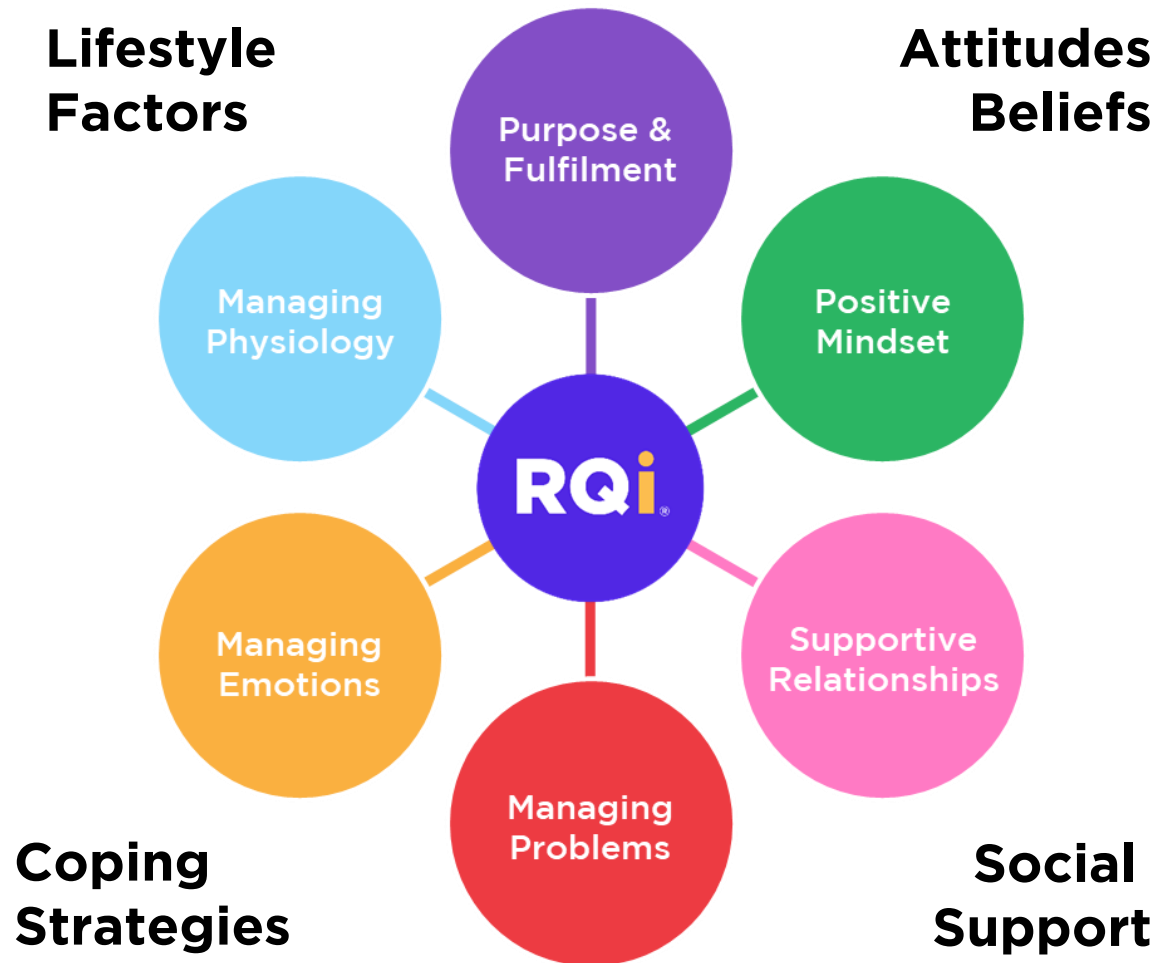
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- The RQi was developed over 8 years by
  - Dr Matthew Critchlow (MD of Thrive)
  - Dr Julian Edwards (Open University)
- The RQi uses questions developed by some of the world's leading experts in stress and resilience:
  - Prof Charles Carver - University of Miami
  - Prof Kristin Neff - University of Texas at Austin
  - Prof Sheldon Cohen - Carnegie Mellon University
  - Prof Ralf Schwarzer - Freie University of Berlin



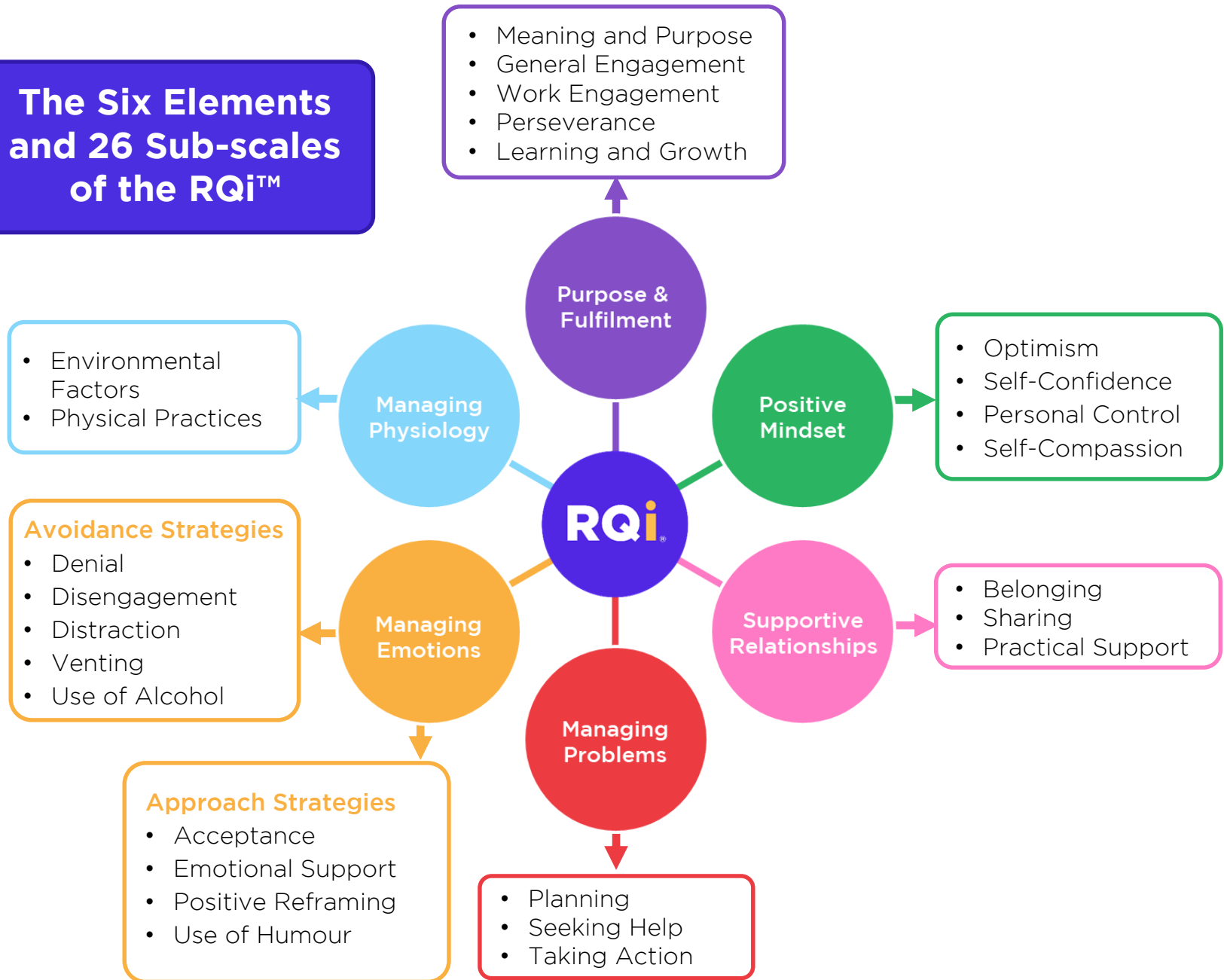
# Six Elements of Resilience©

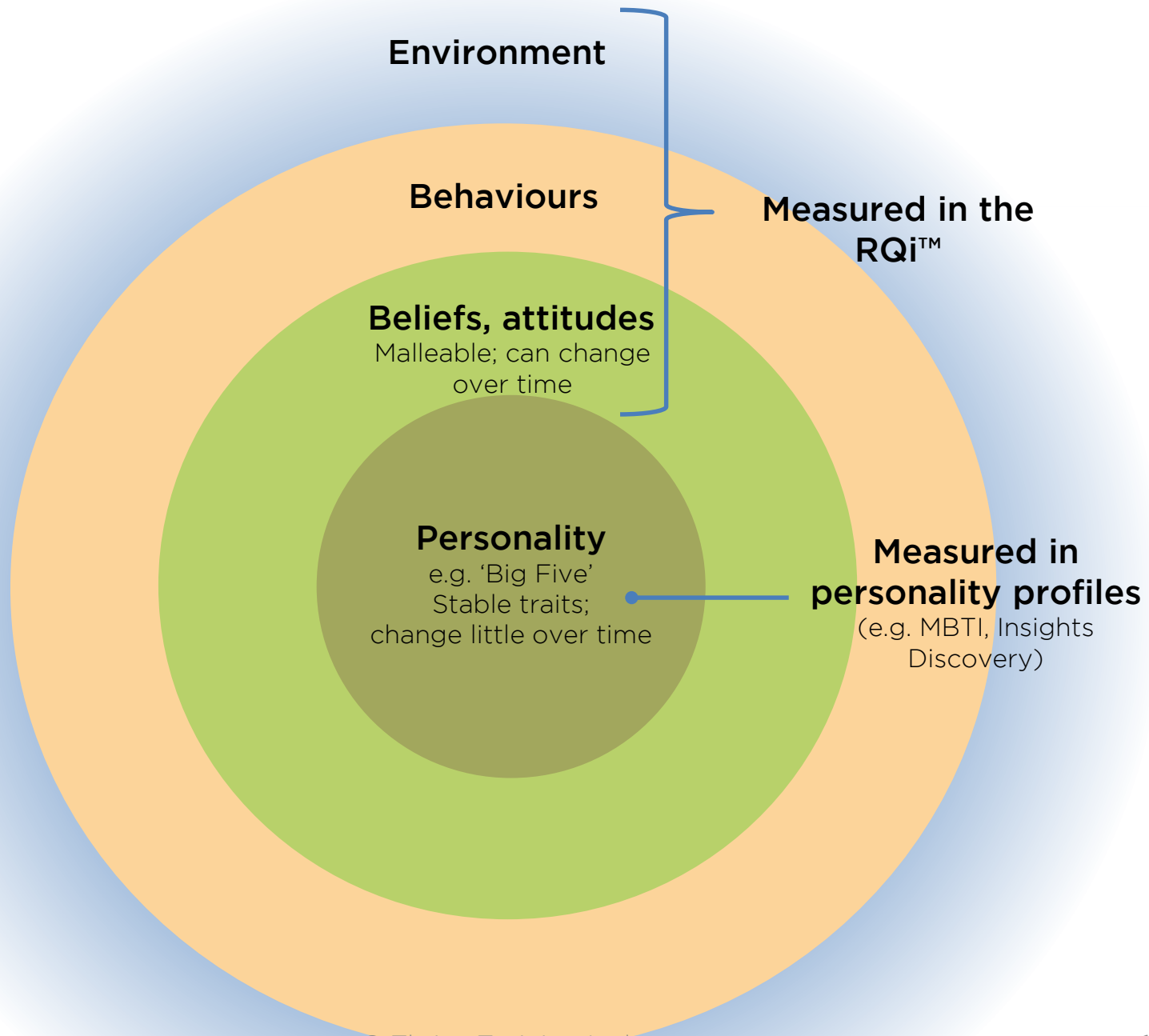
The RQi is based on the Six Elements of Resilience Model. The Six Elements split down into 26 sub-scales.





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





**Environment**

**Behaviours**

**Beliefs, attitudes**

Malleable; can change over time

**Personality**

e.g. 'Big Five'  
Stable traits;  
change little over time

Measured in the RQi™

Measured in personality profiles  
(e.g. MBTI, Insights Discovery)

# Why Did We Develop the RQi?



- The RQi is the only resilience psychometric on the market which measures:
  - **A full range of stress-coping strategies** – including both approach and avoidance strategies (e.g. denial)
  - **Self-Compassion** – using the SC short scale developed by Dr Kristin Neff. SC is one of the strongest predictors of positive outcomes
  - **Optimism and pessimism** – using the LOT-R\* which has a vast body of evidence showing a link with outcomes
  - **Lifestyle factors** – that are known to affect stress physiology such as access to daylight and green space

\*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.

# Benefits of the RQi™



- ✓ **The RQi™ provides a detailed measure of resilience** across seven elements (or composite scales) and 26 sub-scales to raise self-awareness and stimulate change
- ✓ **The RQi™ offers tailored advice** on how to build even greater resilience through online guides and video clips
- ✓ **The RQi™ is supported by one-to-one coaching** to promote adoption of new habits and long-term behavioural change

# 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
  - 2<sup>nd</sup> 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

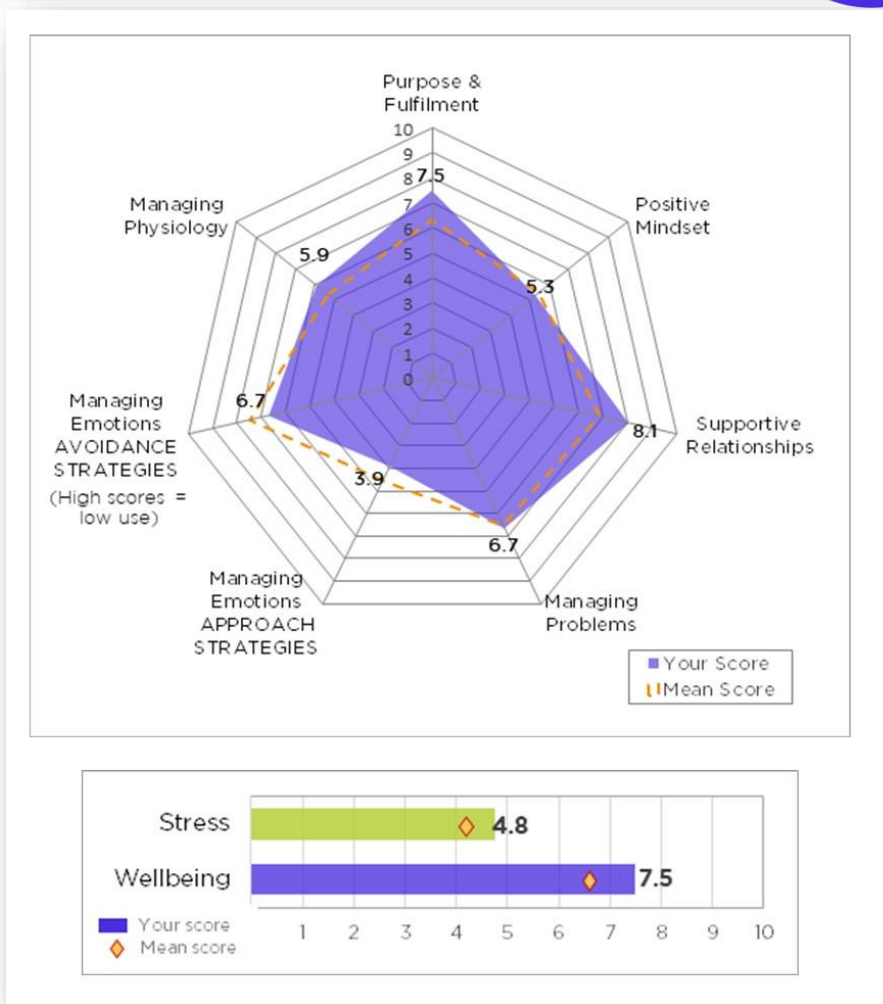
# RQi composite scales



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.

**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.

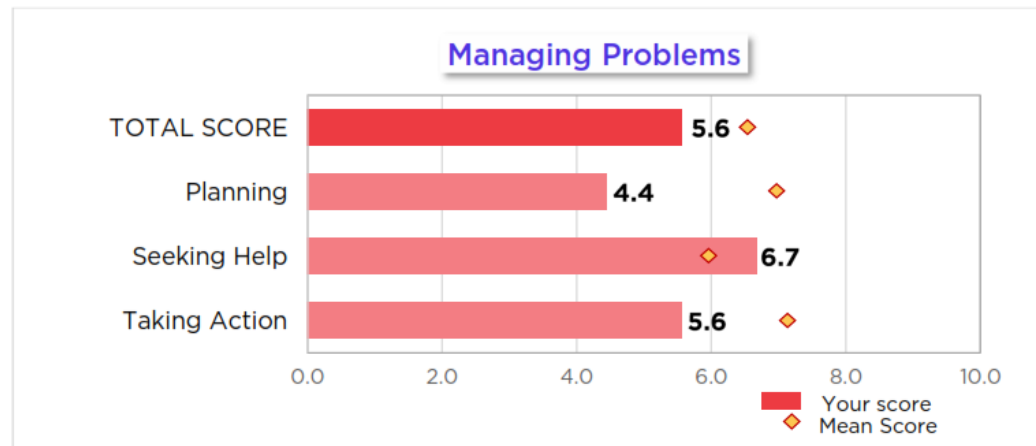


# RQi Sub-Scales



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

## Your Scores



## Commentary on Your Scores

Rigorous planning is not your preferred coping style. You are likely to have a preference for deciding what to do as you do it, rather than forming a detailed plan ahead of time. You like to talk through issues with colleagues and friends to help find solutions to problems, but you sometimes delay or postpone taking action to see what other options become available. In many situations this flexible style will work. However, according to your scores you would benefit from more frequent use of structured planning and problem-solving techniques in times of stress.

# The RQi™ and Outcome Measures

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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.

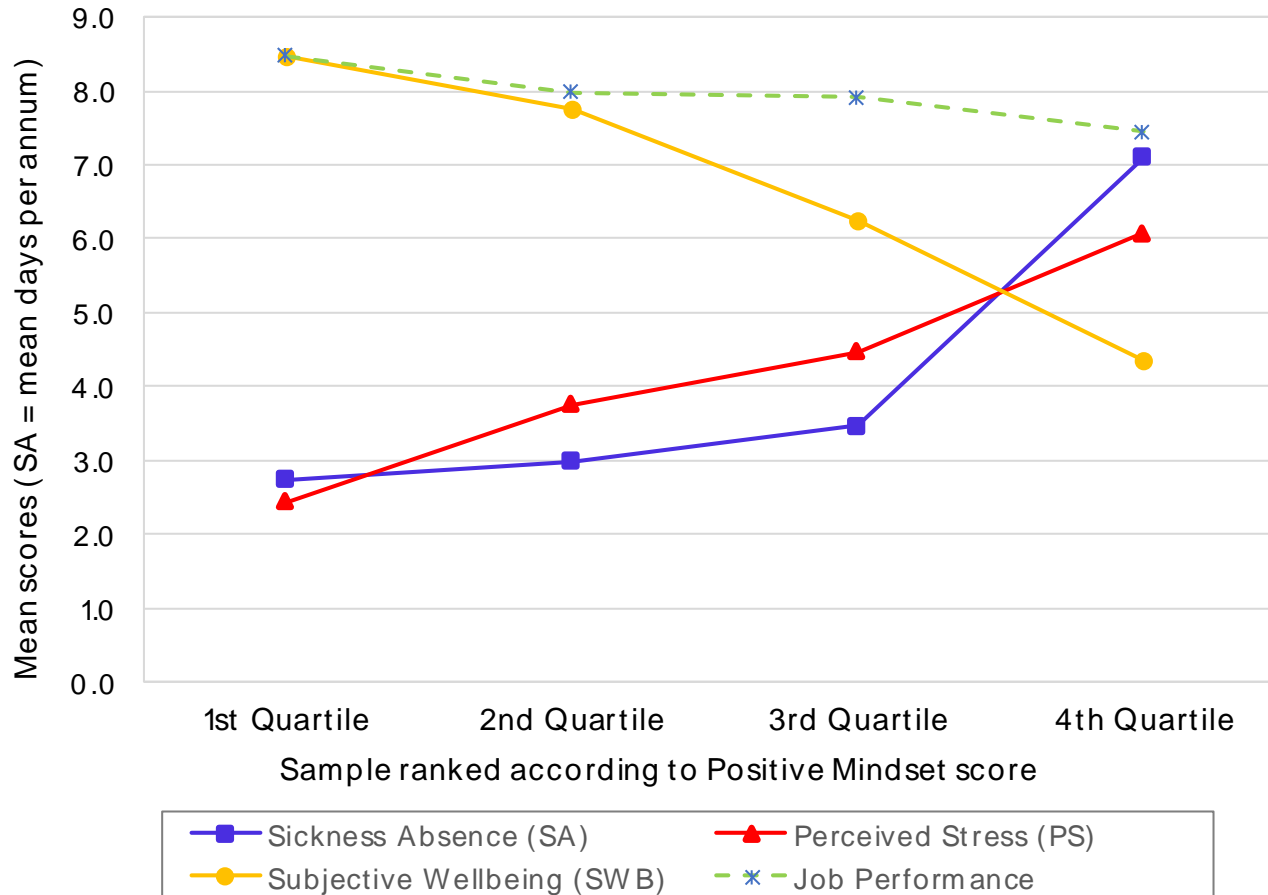
Our analysis shows that high scores on the RQi™ are associated with:

- ✓ 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 (RQi™) v. Outcome Measures

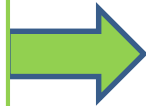


Based on a representative sample of working adults in the UK (n = 507) who completed the RQi in Oct- Dec 2015. Positive Mindset is a combination of four sub-scales: Optimism, Self-Confidence, Personal Control and Self-Compassion (Critchlow 2016, unpublished).

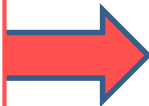
# Correlation between RQi™ sub-scales and perceived stress

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.

	<b>RQi Sub-Scales</b>	<b>Subjective Wellbeing</b>
Sub-scales showing <b>positive</b> correlation with <b>wellbeing</b>	Meaning & Purpose	0.766
	Work Engagement	0.596
	General Engagement	0.593
	Optimism	0.591
	Learning & Growth	0.583
Sub-scales showing <b>negative</b> correlation with <b>wellbeing</b>	Alcohol	-0.240
	Denial	-0.277
	Disengagement	-0.304
	Venting	-0.334
	Self-Compassion-N	-0.484

# Supporting People



The **RQi™** and the Six Elements structure is used to support people in the following situations:



One-to-One  
Coaching



Group  
Workshops



Team  
Programmes



Executive  
Development

# Group Workshops



The RQi is used in a group workshop (**Building Personal Resilience**) alongside other group sessions to support resilience.

**Building  
Personal  
Resilience**

**Using Your  
Strengths**

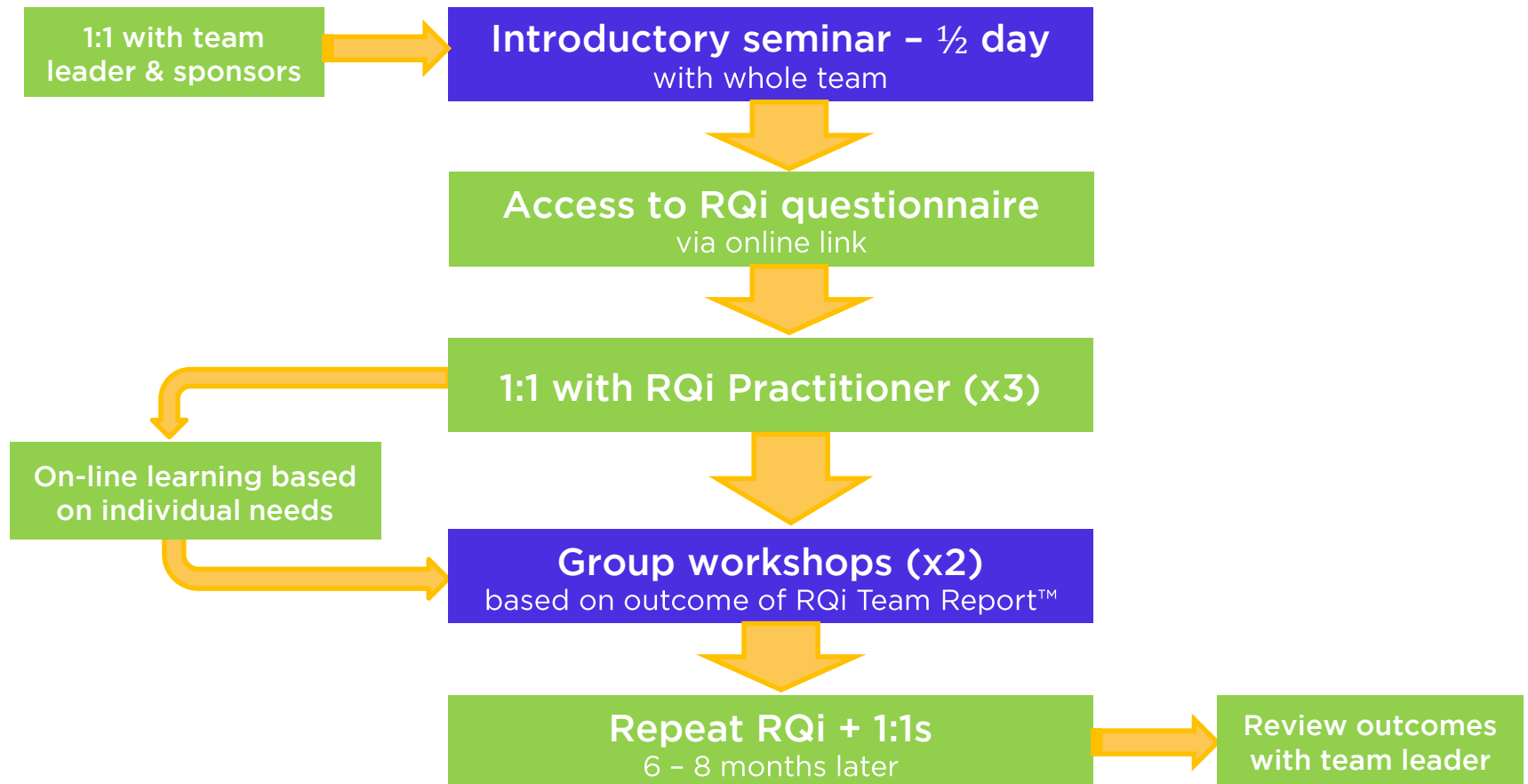
**Mindful  
Working**

**Building  
Resilient  
Teams**

# Team Development Programmes



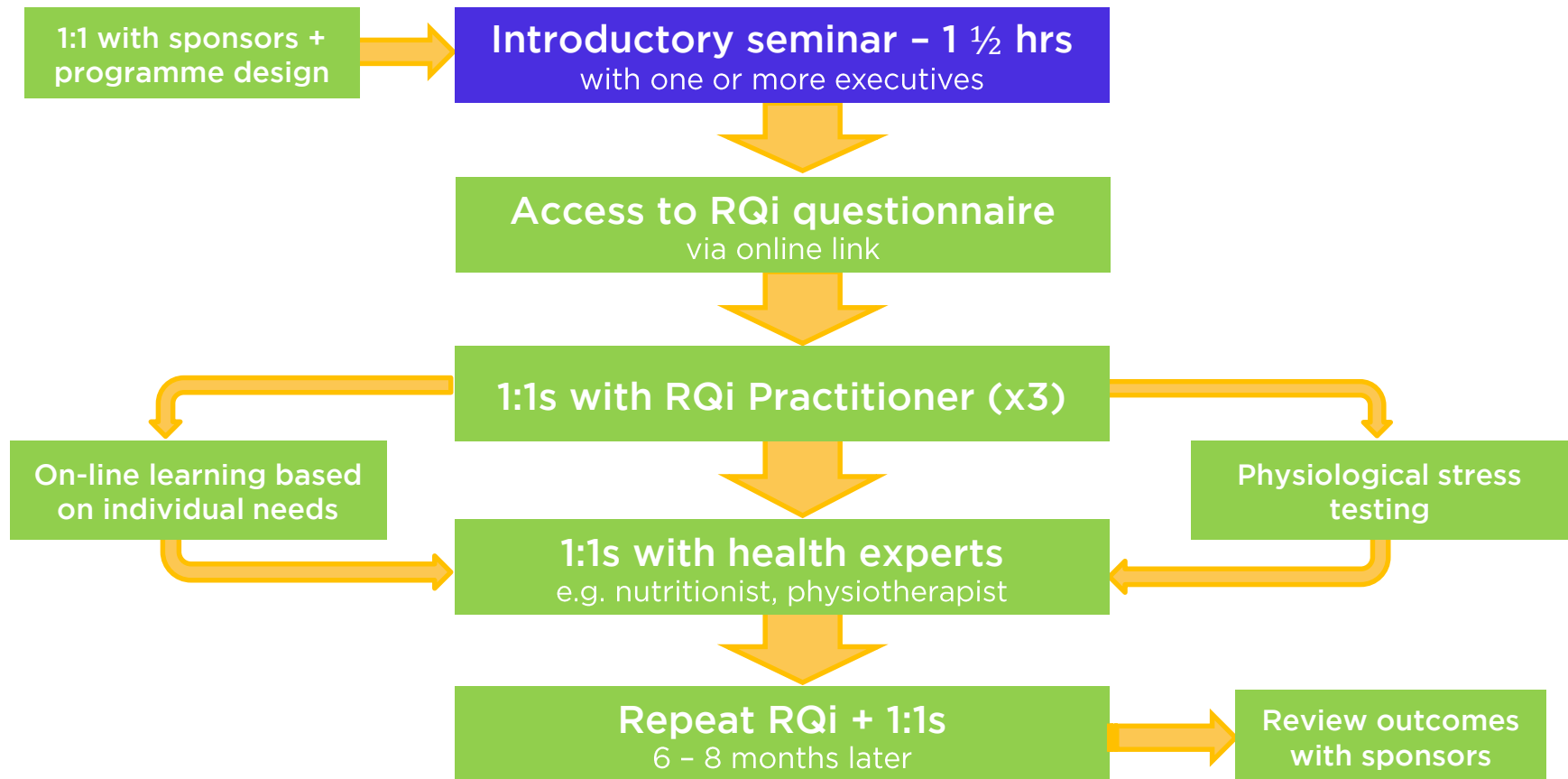
We offer a bespoke resilience programme for teams:



# Executive Programme



We offer a comprehensive resilience programme to support senior executives:



# RQi Uptake



The **RQi™** is being used by key opinion leaders and major employers across all sectors in the UK and Europe:





# Physiological Stress Monitoring

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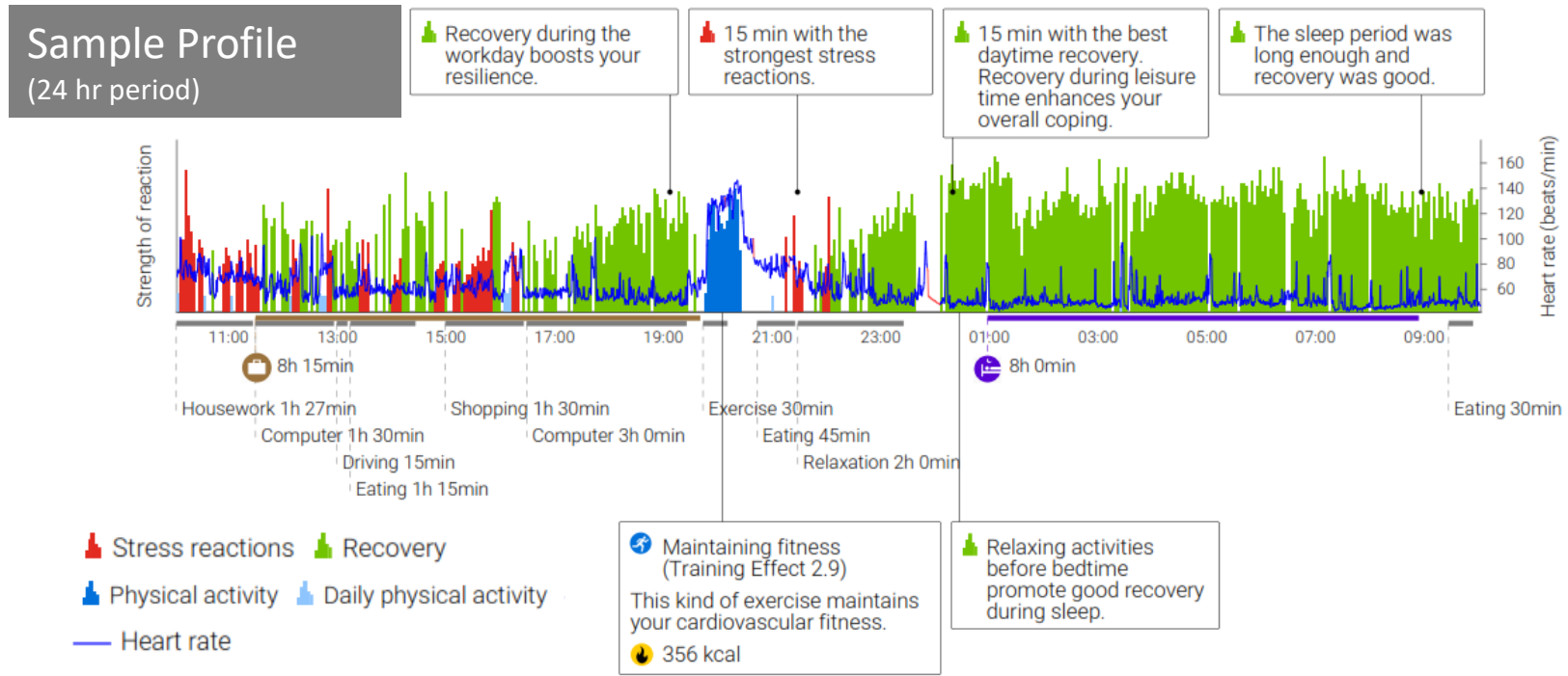
Our executive programme includes physiological stress monitoring which provides a highly objective measure of stressors based on:

- ❑ **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.



# 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.



# 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, good 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.**

# Call us

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



**+44 (0)800 471 4734**



**info@thisisthrive.com**





**Resilience  
Quotient  
Inventory®**