How resilient are your people?

Boost resilience and watch your organisation thrive.
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.”

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.”

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.”

The Need for Resilience

In a world of increasing demands and growing uncertainty, resilience has never been more important.
The Need for Resilience

Stress, depression and anxiety now account for over half of all work days lost due to sickness absence

*Proportion of lost working days as a result of stress, anxiety or depression*

*No ill health data was collected for 2002/03 and 2012/13*

SOURCE: HSE
The Bigger Picture

Transactional Theory of Stress and Resilience


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Resilience and Mental Health

The best mental health strategy has at least two elements:

1. proactive skills development, e.g. resilience training
2. remedial support, e.g. mental health first aid

**Promotion of wellbeing**
- Good management practices
- Skills development – resilience training
- Healthy lifestyle promotion

**Management of symptoms**
- Mental health first aid
- EAP/counselling
- Occupational health services
Thrive Resilience Programmes

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: Resilience Quotient Inventory™
5. Physiological stress testing

“This course was excellent ... one of the best training courses I have attended in the last year. The trainer was brilliant and the additional bonus on the course was a Personalised Resilience Quotient Inventory Report for all delegates”.

Ruona Iguyovwe, Chair of the National Black Crown Prosecution Association
Resilience Quotient Inventory™

• The RQi is a psychometric tool 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
The RQi is based on the Six Elements of Resilience Model. The Six Elements split down into 26 sub-scales.
Approach Strategies
- Acceptance
- Emotional Support
- Positive Reframing
- Use of Humour

Avoidance Strategies
- Denial
- Disengagement
- Distraction
- Venting
- Use of Alcohol

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

Purpose & Fulfilment
- Meaning and Purpose
- General Engagement
- Work Engagement
- Perseverance
- Learning and Growth

Positive Mindset
- Optimism
- Self-Confidence
- Personal Control
- Self-Compassion

Supportive Relationships
- Belonging
- Sharing
- Practical Support

Managing Emotions

Managing Problems
- Planning
- Seeking Help
- Taking Action

Managing Physiology
- Environmental Factors
- Physical Practices

Managing Problems
- Planning
- Seeking Help
- Taking Action
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 – 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

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.
Personality

- e.g. ‘Big Five’
- Stable traits; change little over time

Beliefs, attitudes

- Malleable; can change over time

Behaviours

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

Environment

- Measured in the RQi™

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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 (≥ 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
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.
The RQi™ and 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.
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).

<table>
<thead>
<tr>
<th>RQi Sub-Scales</th>
<th>Perceived Stress (PS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Control</td>
<td>-0.585</td>
</tr>
<tr>
<td>Optimism</td>
<td>-0.557</td>
</tr>
<tr>
<td>Meaning &amp; Purpose</td>
<td>-0.505</td>
</tr>
<tr>
<td>Self-Compassion-P</td>
<td>-0.497</td>
</tr>
<tr>
<td>Self-Confidence</td>
<td>-0.477</td>
</tr>
<tr>
<td>Denial</td>
<td>0.331</td>
</tr>
<tr>
<td>Distraction</td>
<td>0.360</td>
</tr>
<tr>
<td>Disengagement</td>
<td>0.385</td>
</tr>
<tr>
<td>Venting</td>
<td>0.607</td>
</tr>
<tr>
<td>Self-Compassion-N</td>
<td>0.632</td>
</tr>
</tbody>
</table>

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 RQiT™ 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.

<table>
<thead>
<tr>
<th>RQiT Sub-Scales</th>
<th>Subjective Wellbeing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meaning &amp; Purpose</td>
<td>0.766</td>
</tr>
<tr>
<td>Work Engagement</td>
<td>0.596</td>
</tr>
<tr>
<td>General Engagement</td>
<td>0.593</td>
</tr>
<tr>
<td>Optimism</td>
<td>0.591</td>
</tr>
<tr>
<td>Learning &amp; Growth</td>
<td>0.583</td>
</tr>
<tr>
<td>Alcohol</td>
<td>-0.240</td>
</tr>
<tr>
<td>Denial</td>
<td>-0.277</td>
</tr>
<tr>
<td>Disengagement</td>
<td>-0.304</td>
</tr>
<tr>
<td>Venting</td>
<td>-0.334</td>
</tr>
<tr>
<td>Self-Compassion-N</td>
<td>-0.484</td>
</tr>
</tbody>
</table>
Supporting People

The RQi™ is used to support people in the following situations:

1. One-to-one coaching
2. Group workshops
3. Bespoke team programmes
4. Executive and leadership development

The RQi is already being used by key opinion leaders and major employers.
One-to-One Coaching

The RQi is used in conjunction with one-to-one coaching with qualified RQi Practitioners.
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:

1:1 with team leader & sponsors → **Introductory seminar – ½ day** with whole team → **Access to RQi questionnaire via online link** → **1:1 with RQi Practitioner (x3)** → On-line learning based on individual needs & interests → **Group workshops (x2)** based on outcome of RQi Team Report™ → **Repeat RQi + 1:1s** 6 - 8 months later → Physiological stress testing + 1:1 support → Review outcomes with team leader

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Team Development Programmes

Our bespoke group workshops are tailored to the needs of the team.

Schwartz Session

Developing a Team Charter

GROUP WORKSHOPS

Assertive Communication

Team Building

Problem-Solving

Options include role play and forum theatre with actors, using real-life scenarios.
Executive Programme

We offer a comprehensive resilience programme to support senior executives:

1:1 with sponsors + programme design

Introductory seminar – 1½ hrs with one or more executives

Access to RQi questionnaire via online link

1:1s with RQi Practitioner (x3)

On-line learning based on individual needs/interests

1:1s with health experts e.g. nutritionist, physiotherapist

Physiological stress testing

Repeat RQi + 1:1s 6 – 8 months later

Review outcomes with sponsors
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.

Sample Profile (24 hr period)
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

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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