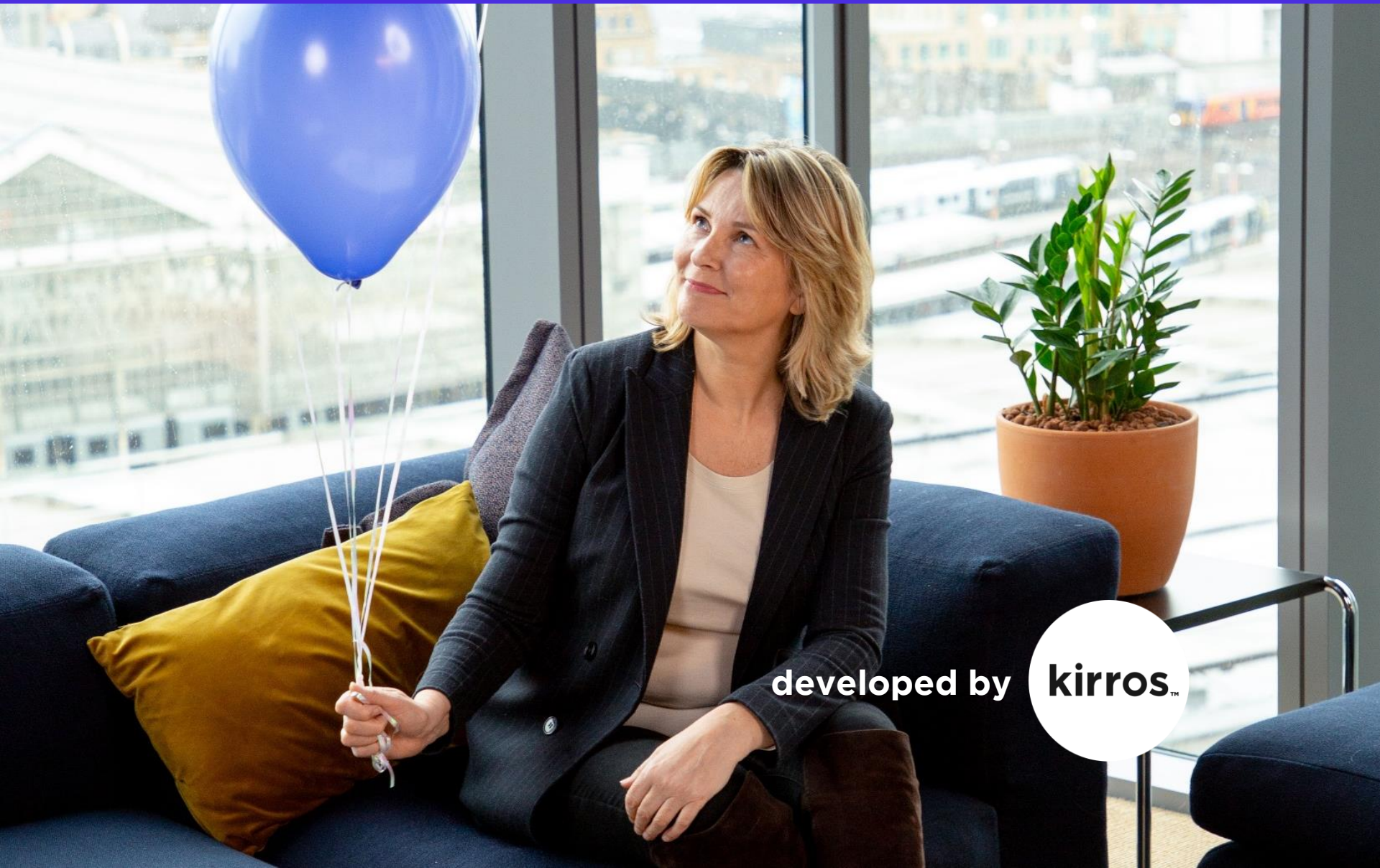


**RQi**™ | **raise your resilience**



developed by **kirros**™

# 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.”\*

**Kirros**

\*Source: 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

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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.”*

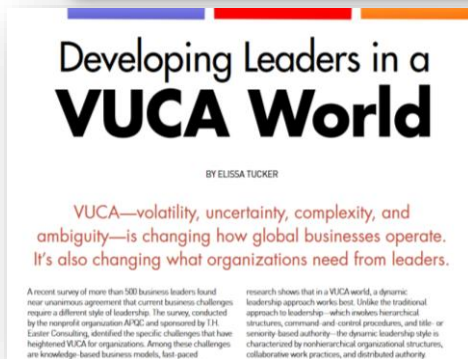
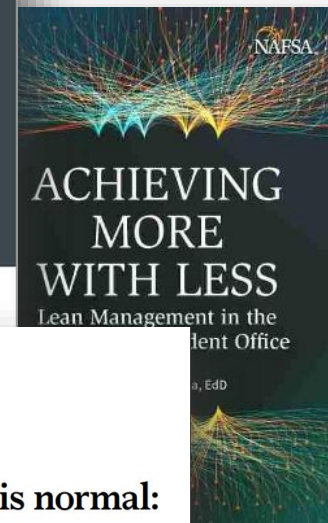
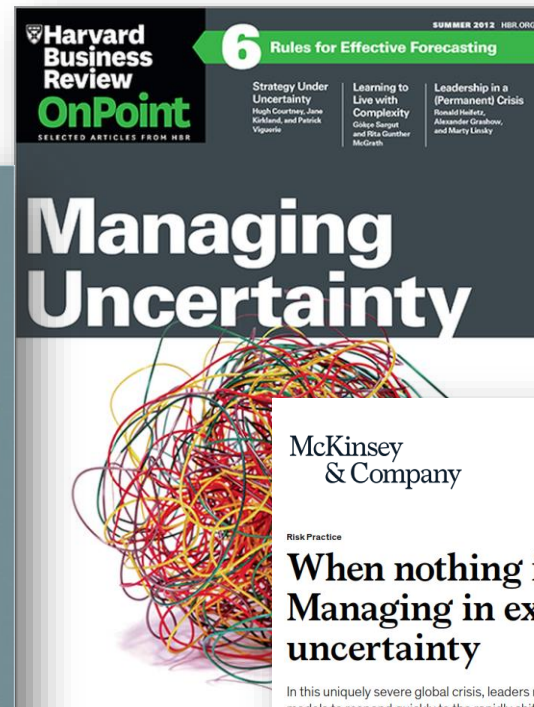
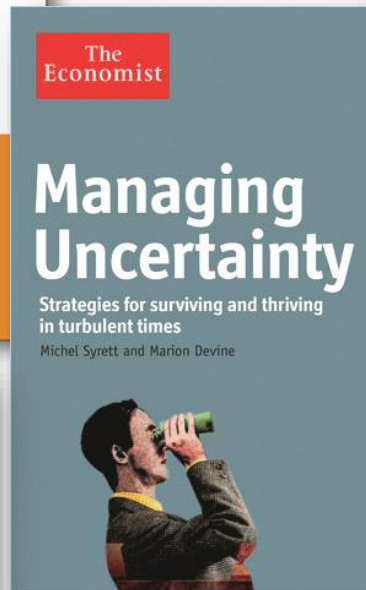
**American Psychological Association (APA)** <http://www.apa.org/helpcenter/road-resilience.aspx>





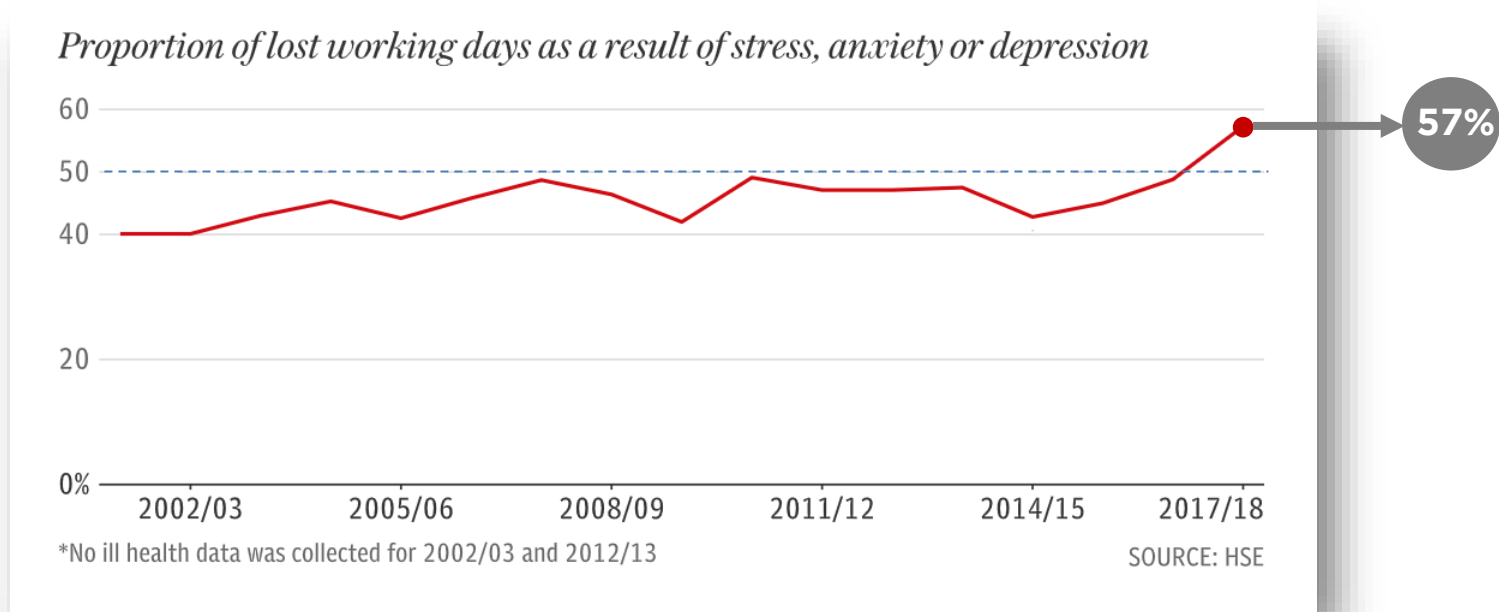
# The Need for Resilience

The modern workplace is characterised by increasing uncertainty and complexity, and the need to do more with less.



# The Need for Resilience

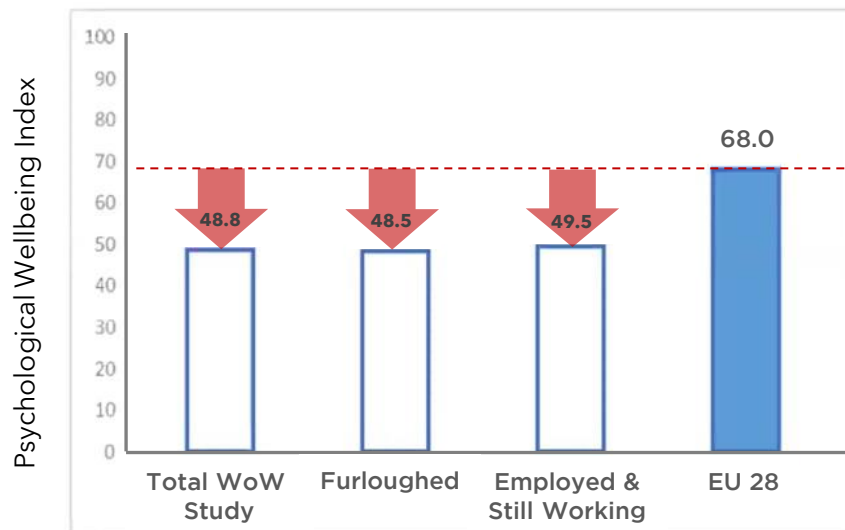
In 2017/2018 in the UK, the proportion of working days lost due to stress, depression and anxiety rose above 50% for the first time.



# The Need for Resilience

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

## Wellbeing of the Workforce (WoW) Study\*



### At risk of an anxiety disorder

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

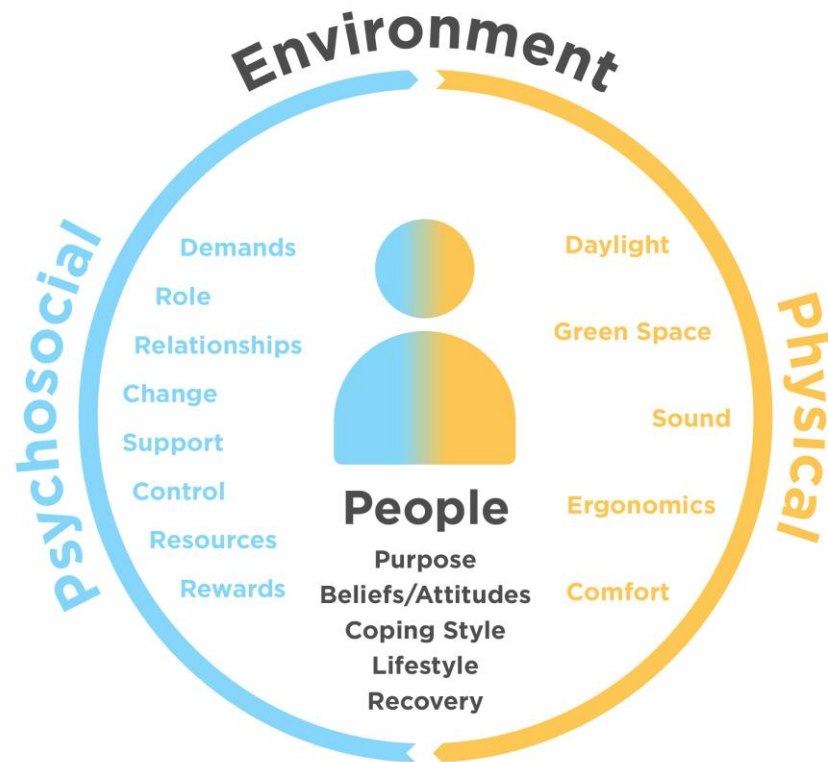
### At risk of depression

- 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 resented by Dr Juliet Hassard (Nottingham University) at a Mayor 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.

# Organisational Resilience

The antidote to stress is building resilience. This involves: (1) shaping a healthy work **Environment** and (2) enabling **People** to manage stress effectively.



# Resilience Programmes

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Kirros offers a comprehensive programme for boosting individual and organisational resilience, which includes:

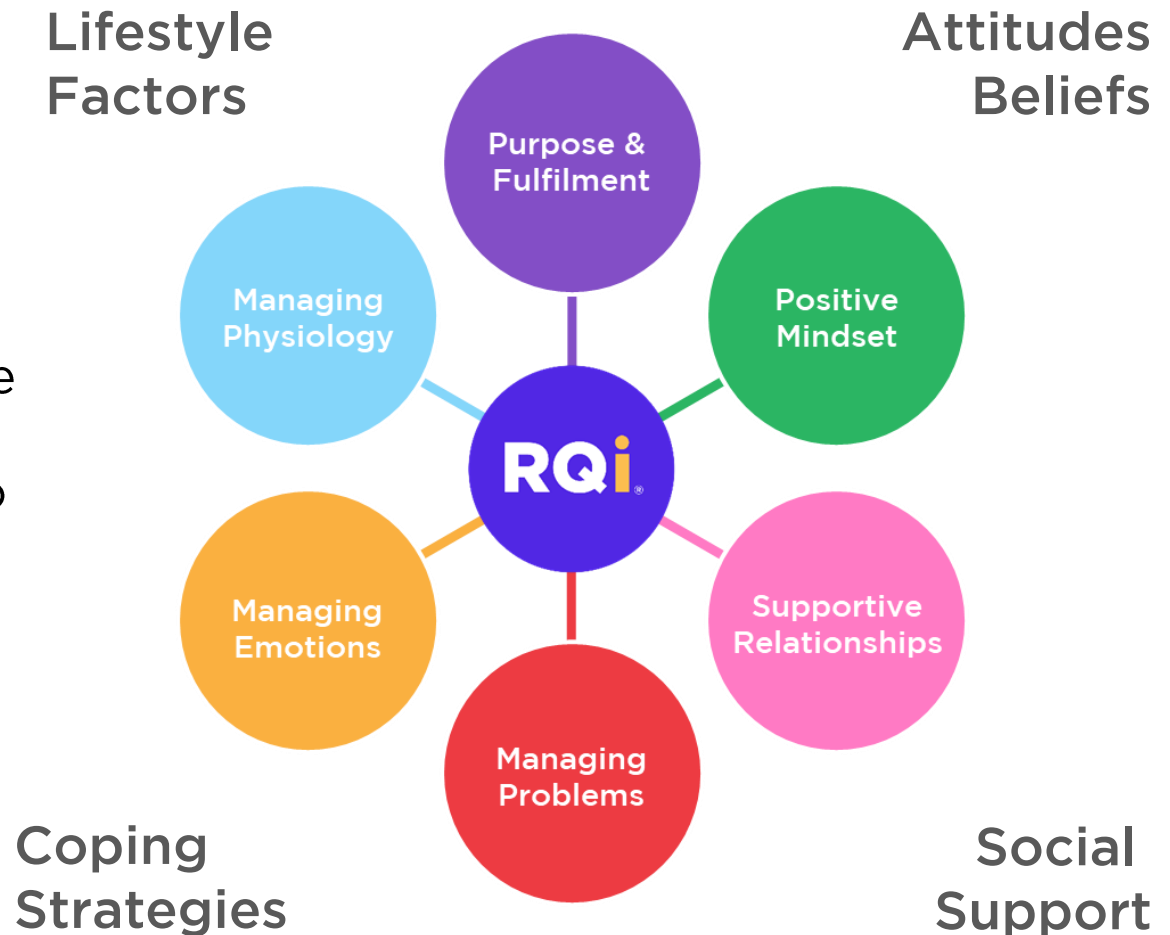
1. Organisational consultancy
2. Seminars and group workshops
3. One-to-one coaching
4. Interactive webinars and e-learning
5. Psychometrics: RQi™, **ORGRPQ**™ and the e360-Audit™
6. Physiological stress testing



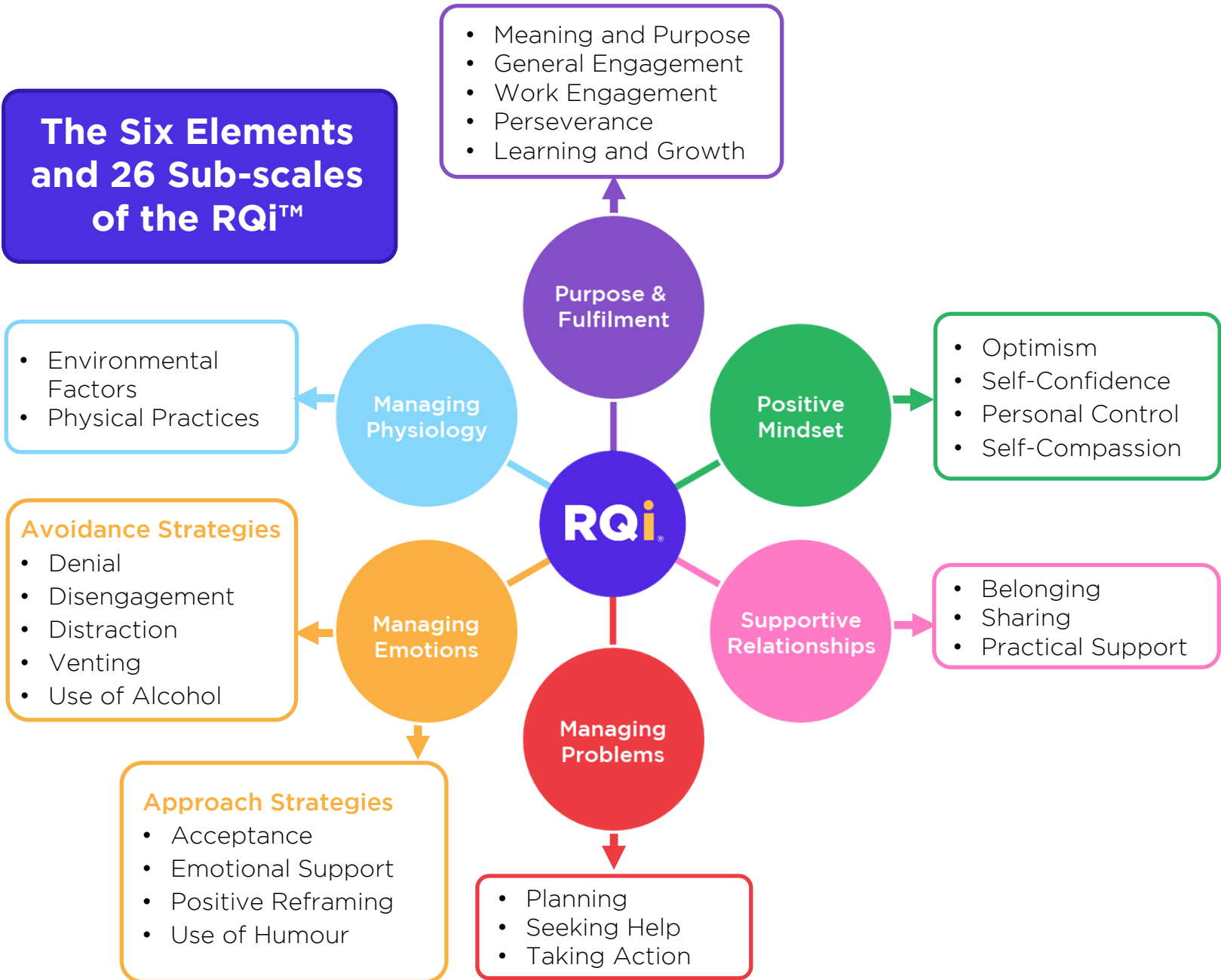


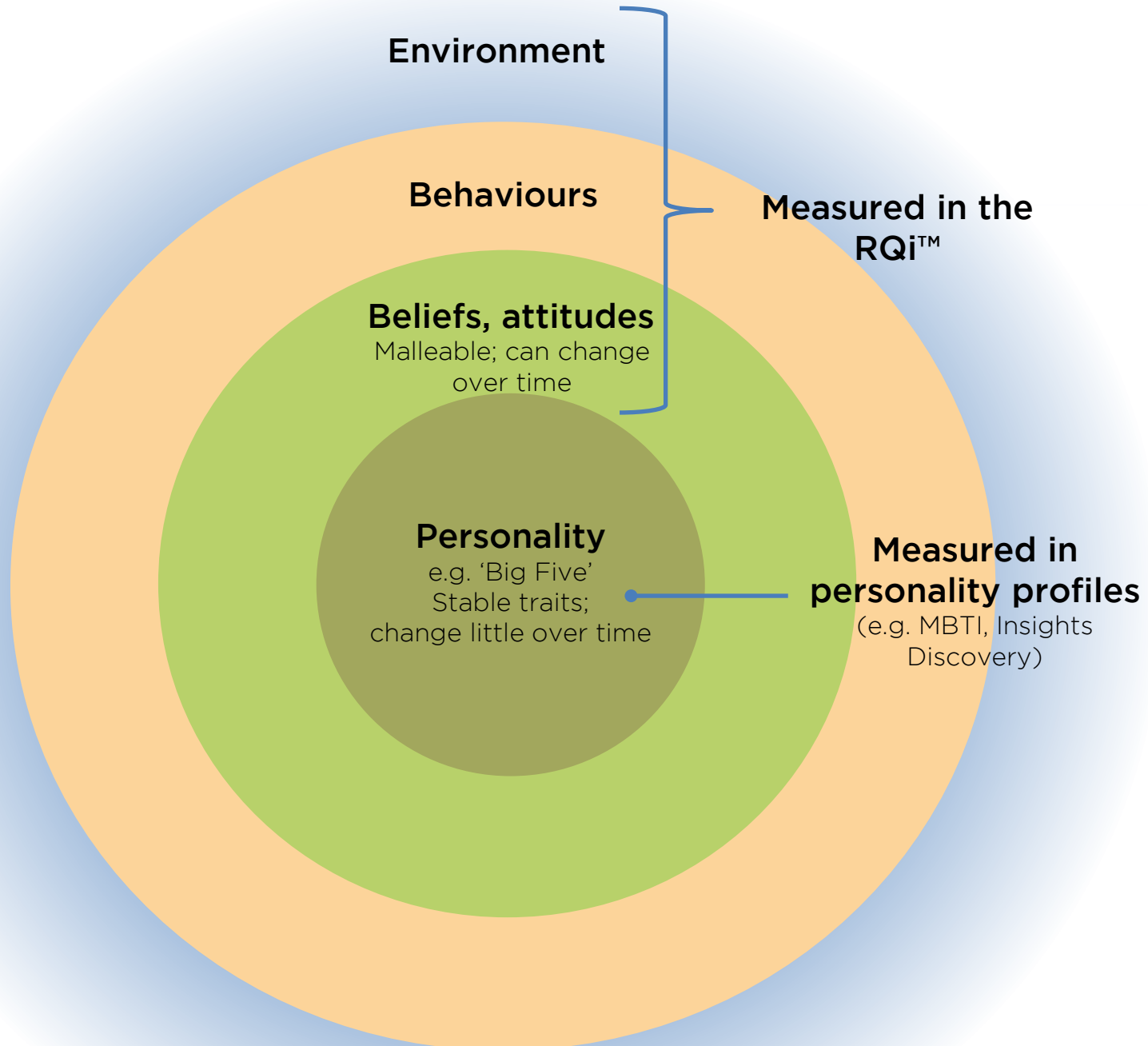
# Six Elements of Resilience©

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



# 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)

# Resilience Quotient Inventory



- The RQi was developed over 8 years by
  - Dr Matthew Critchlow (Kirros Consulting & University of Westminster)
  - Dr Julian Edwards (Open University)
- The RQi uses 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

# The leading resilience psychometric



The RQi is the only resilience psychometric on the market which provides feedback on:

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 scales developed by Prof Kristen Neff
3. **Optimism and Pessimism** – using a scale developed by Prof Charles Carver\*
4. **Lifestyle factors** – that are known to affect stress physiology such as 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.



# RQi™ - How does it work?



- ✓ The **RQi™** provides a detailed measure of personal resilience across seven composite scales and 26 sub-scales
- ✓ Users complete an online questionnaire (15 min) and receive a 25-page report with their results
- ✓ 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

# 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

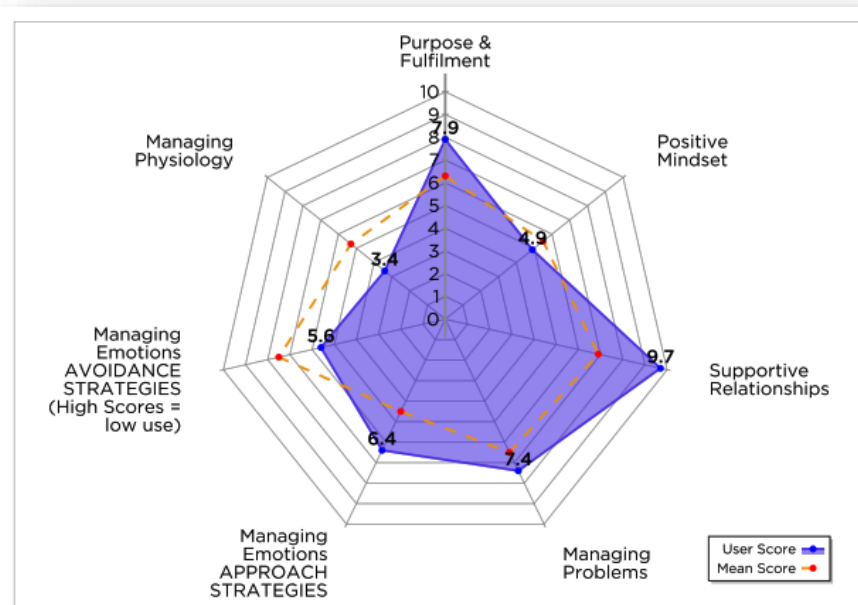
# RQi Composite Scales



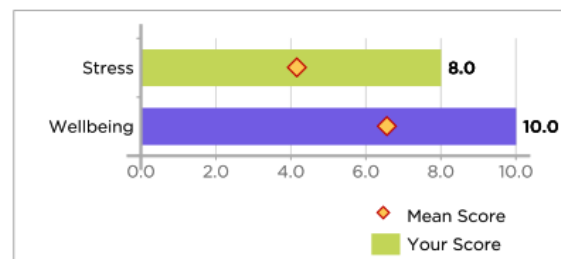
All scores in the RQi are displayed using a standardised 1-10 scale, where high scores indicate greater resilience.

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.



## WELLBEING INDICATORS

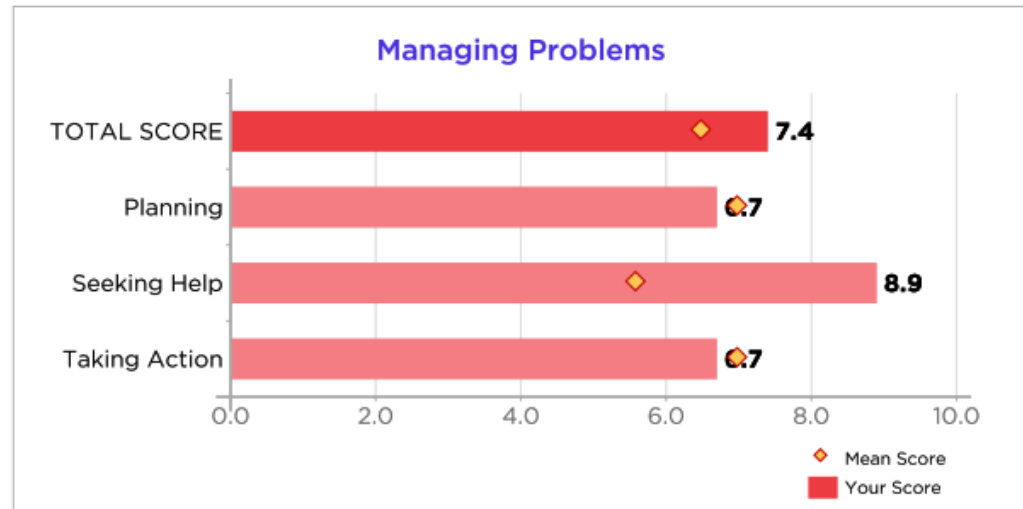


# RQi Sub-Scales



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.

# 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.

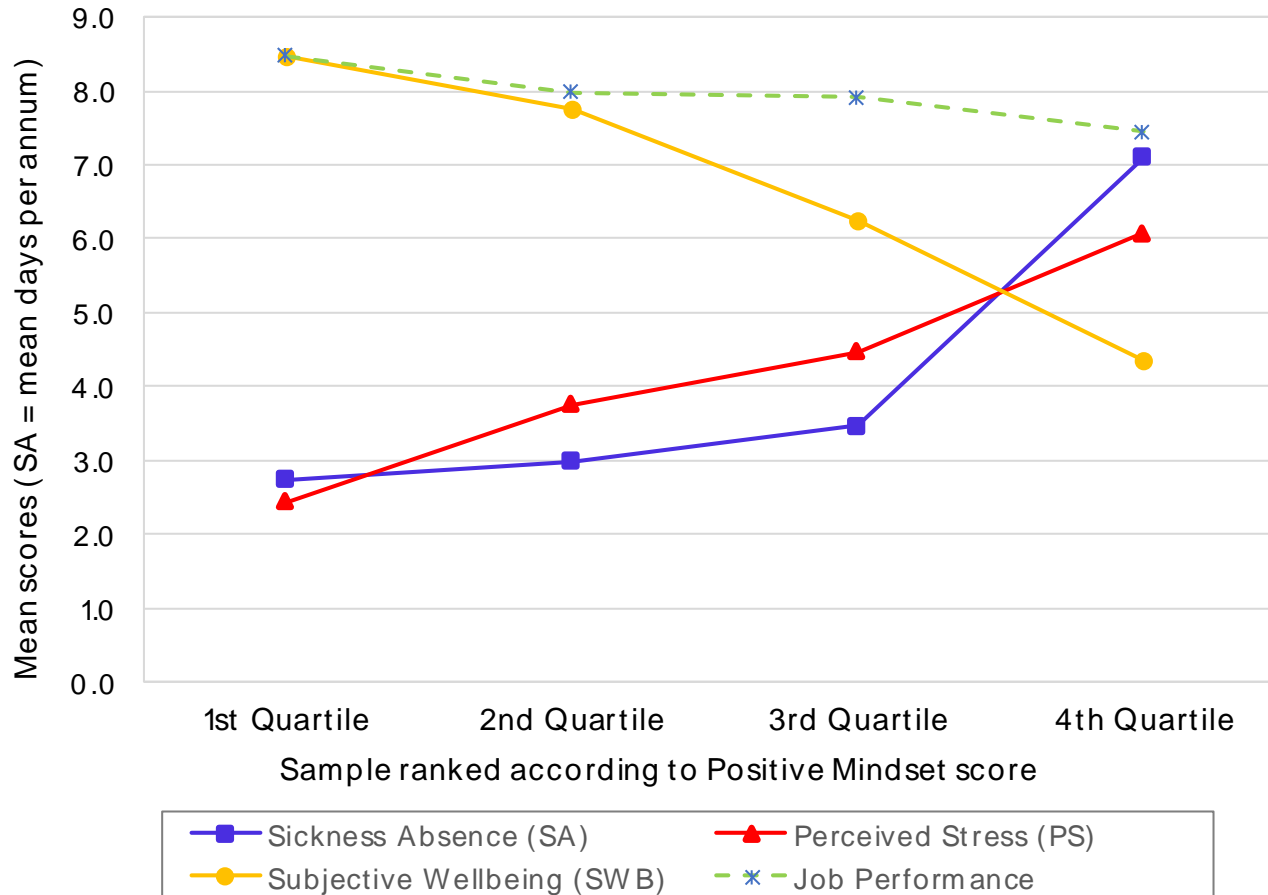
Our analysis shows that high scores on the RQi™ are associated with:

- ✓ 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

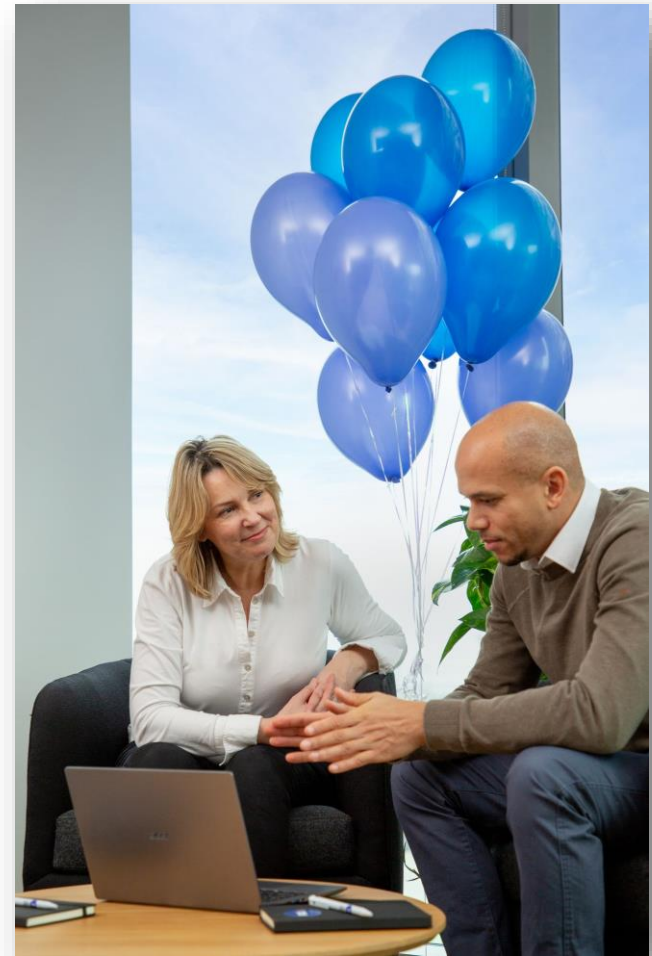


Executive  
Development

# One-to-One Coaching



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





# Group Workshops



The RQi is also used in a group workshops and seminars on topics including:

- Positive Reframing & the Negativity Bias
- Covey's Sphere of Concern
- The 7-Step Problem-Solving technique
- Job Satisfaction & Job Crafting
- Goal Setting for Success

# Team Development Programmes



We offer a bespoke resilience programme for teams:



# Executive Programme



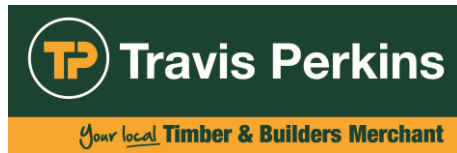
We offer a comprehensive resilience programme to support senior executives:



# Who's using the RQi?



# Starting with the RQi in 2020/21



# Physiological Stress Monitoring

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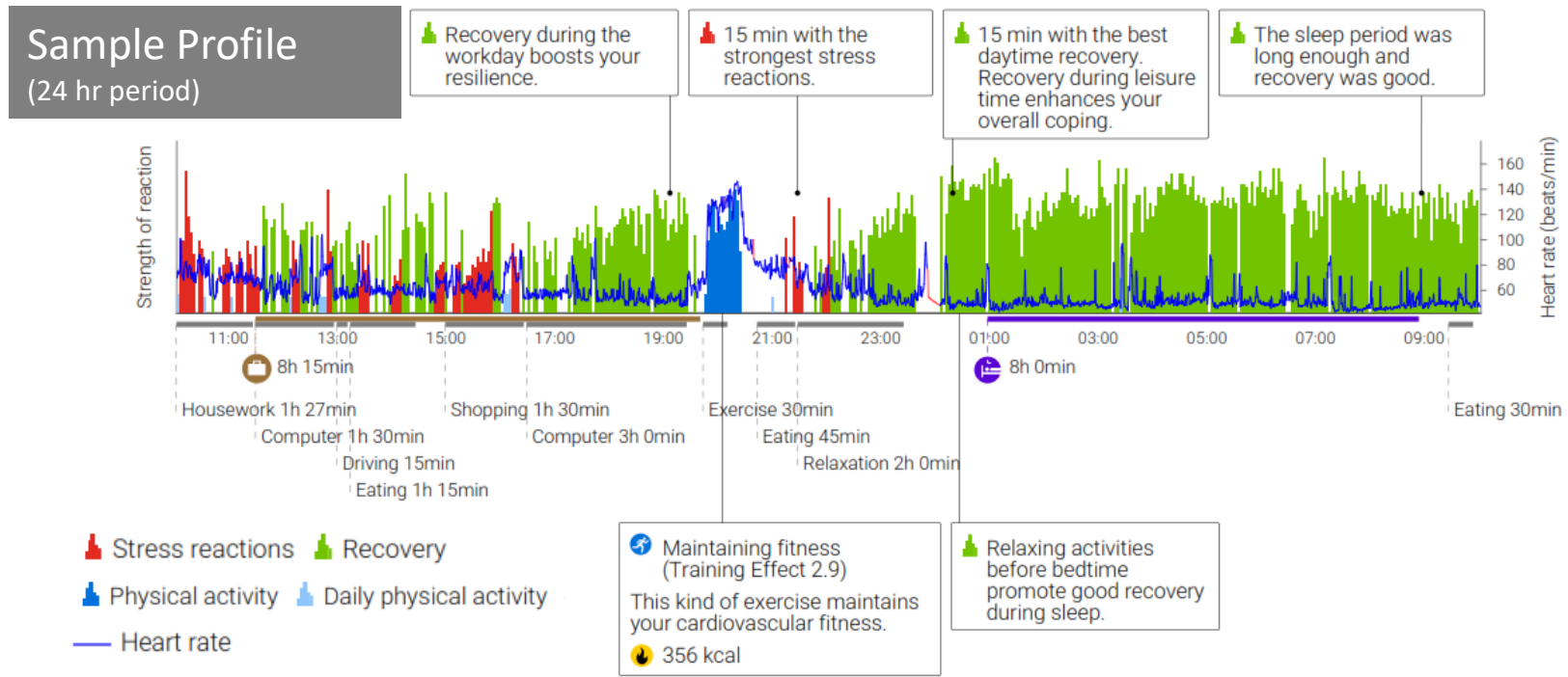
Our executive programme includes physiological stress monitoring which provides a highly objective measure of stressors based on:

- ❑ **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**



**team@kirros.com**





**Resilience  
Quotient  
Inventory®**