



Resilient Workplace Culture

The key to thriving during challenge and change

Launching The Resilience Questionnaire™ in India





NamanHR's partnership with PSI



16pf[®]

16 personality factors is a reliable, validated tool with decades of data behind it

AC-EXS[®]

The world's widest range of ready-to-use assessment and development centre exercises

VirtualAC[™]

Online business simulations for assessment and development

The Dilemmas Series[™]

Ready-to-use Situational Judgement Tests

Emotional Intelligence Profile EIP3

a development tool that enhances the performance, creating sustainable change that drives business results

The Resilience Questionnaire[™]

To enhance resilience in your organisation

360 Propel[™]

Customisable online 360° feedback tool

LIVED360[™]

Ready-to-use online leadership 360° feedback tool

India | Sri Lanka | Bangladesh | Thailand | Vietnam | Cambodia | The Philippines | Malaysia | Indonesia | Congo and its surrounding areas

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Contents

- ➔ What is Resilience & why it is important
- ➔ What underpins Resilience
- ➔ How is the Resilience Questionnaire (RQ) Used



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Head of International Assessment R&D



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Highly resilient employees are...

43%



more
productive

47%



more
engaged at
work

2X



as likely to stay
at their current
organisation

in comparison to those with low resilience



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Stress in the workplace



Employee stress and anxiety accounted for 82.6% of emotional health cases in Employee Assistance Programs in 2014

(World Health Organization, 2014)



1 in 4 people view their jobs as the number one stressor in their lives

(World Health Organization, 2014)



Stress costs the US economy \$300 Billion per year

(American Psychology Association, 2018)

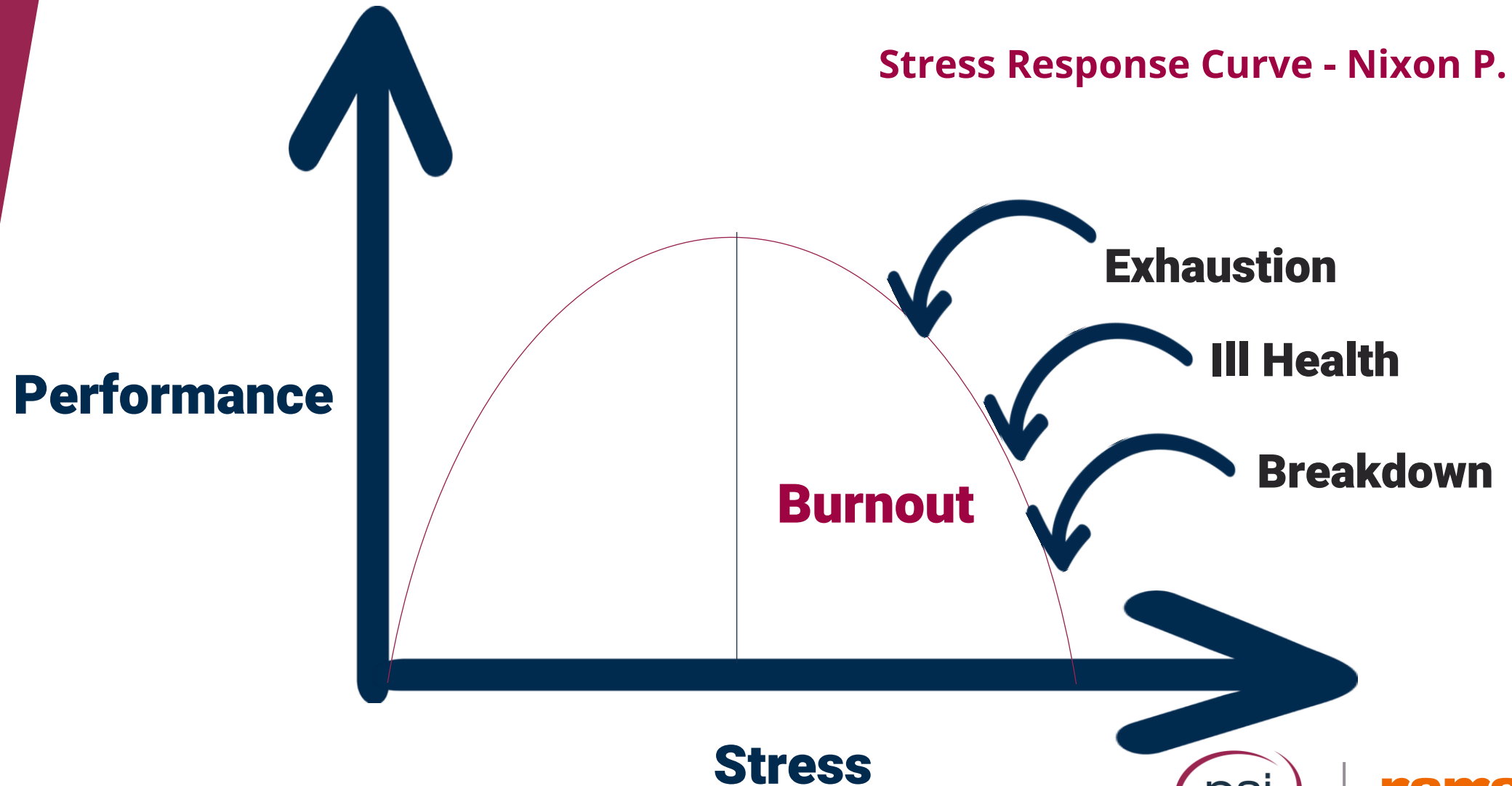


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Stress response curve

Stress Response Curve - Nixon P. (1979)



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Why resilience is important



It acts as a buffer against stress

(Strumpfer, 2003; Kobasa, 1979)



It influences your job performance

(Maddi et al., 2009; Bartone, 1999; Maddi & Hess, 1992)



It affects engagement and happiness

(Shalfrooshan, 2013; Youssef & Luthans, 2007)



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What is Resilience? – Academic definitions

- ✓ The ability to persevere and adapt when things go awry” (Reivich, 2002)
- ✓ “a set of flexible cognitive, behavioural and emotional responses to acute or chronic adversities” (Neenan, 2009)
- ✓ “turn[ing] disruptive changes and conflicts from potential disasters into growth opportunities” (Maddi and Khoshaba, 2005)
- ✓ “a dynamic process encompassing positive adaptation within the context of significant adversity” (Luthar et al, 2000)
- ✓ “the ability to successfully cope with change or misfortune” (Wagnild and Young, 1993)



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Resilience: PSI's definition

// An individual's **capacity** to **adapt positively** to pressure, setbacks, challenge and change in order to achieve **peak performance** and **well-being**. //



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Poll 1: Can Resilience be developed?

- Yes

- No



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- Yes
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The good news: Resilience can be developed

- Many studies demonstrate that psychological resources can help you deal with challenge and change
- Resilience is a capacity and comprised of strategies that can be enhanced
- Your brain is plastic and can be developed through concerted effort



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What is the Resilience Questionnaire



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The Resilience Questionnaire

An online solution used globally to help develop or assess for resilience. In the current times of challenge and change, having employees that are able to perform at their peak and manage change effectively are going to be critical to an organisation's success.



Core features

- 10 minutes to complete
- Used globally across 93 countries with over 10,000 users
- Feedback report designed for development
- Assessor report designed for a resilience interview
- Available in US English, UK English, Chinese (Simplified), Portuguese and Turkish

Used to help develop and assess leaders and employees, so that organisations are equipped to thrive during challenging times



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What underpins resilience



Measures 8 psychological strategies

Reframing
Strategies



Self Belief



Optimism

Behavioral
Strategies



Purposeful Direction



Adaptability



Challenge Orientation



Ingenuity

Interpersonal
Strategies



Emotion
Regulation



Support
Seeking



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Self Belief



The extent to which an individual has confidence in their ability to address problems and obstacles that they encounter.



Self Belief Development Tips

- Give yourself credit
- Seek out 'mastery experiences'
- Challenge your limiting beliefs

Influences our willingness to tackle and persist with difficult situations



Optimism



The extent to which an individual believes they will experience good outcomes in life.

Keeps people
focused on
possibilities,
leading to
greater
wellbeing



Optimism Development Tips


- Focus on what you are grateful for
- Identify and understand your explanatory style





Purposeful Direction

The extent to which an individual has clear meaningful goals that they are committed to achieving.



Enables us to
put challenges
on a timeline
and more
successfully
deliver actions





Purposeful Direction Development Tips

- Apply the SMART model to short-term objectives as well as long-term goals
- Remember to monitor your goals



Adaptability

The extent to which an individual is willing to adapt their behaviour in response to changing circumstances.



Helps us to view change as positive, and react more effectively when immediate action is needed



Adaptability Development Tips

- Practice anticipating change by monitoring your environment
- Identify what you can control in any new reality



Ingenuity

The extent to which an individual can generate a range of creative solutions to problems they experience.



Enables us to see problems from different angles, and develops our willingness to use different approaches



Ingenuity Development Tips

- Ask others how they would look at the problem
- Build your confidence in defining all of the problem





Challenge Orientation

The extent to which an individual enjoys experiences which challenge them, and perceives stretching situations as opportunities to learn.

Helps us develop the 'active learner' style, which is sometimes necessary on a fast-paced day



Challenge Orientation Development Tips

- Identify what is outside your comfort zone at work
- Find space where you can experiment and make mistakes



Emotion Regulation



The extent to which an individual is able to remain calm and in control of their emotions in stressful situations.

Enables us to think through issues and setbacks more clearly and rationally



Emotion Regulation Development Tips

- Pay attention to your emotions and physiology
- Practice breathing techniques and mindfulness



Support Seeking



The extent to which an individual is willing to ask others for help and support when dealing with difficult situations.

Enables
development of
all other
resilience
strategies!



Support Seeking Development Tips

- Identify your support networks and who can help with which issues
- Learn to value others and be aware of others



Thrive Cycle of Resilience



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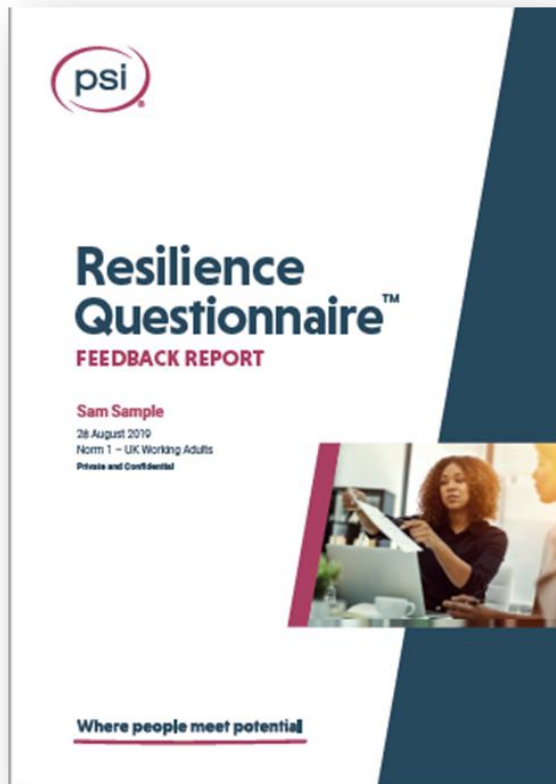


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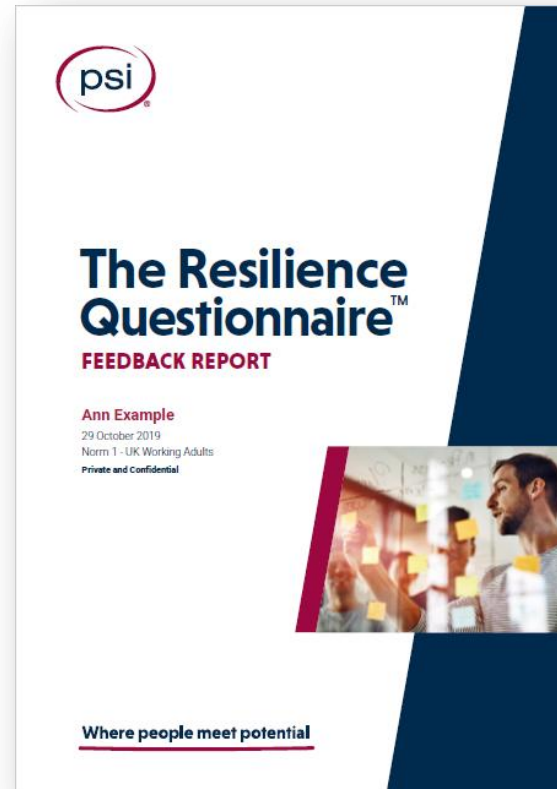
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3 types of reports

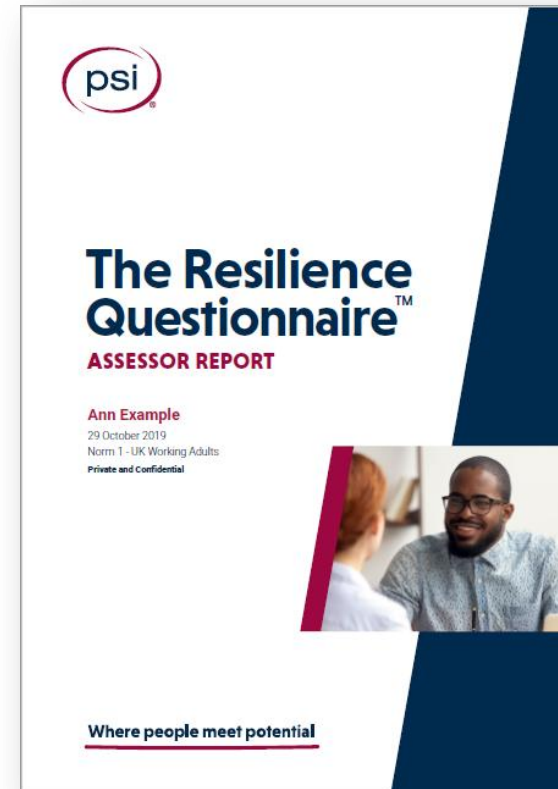
Feedback report for
coaching &
workshops



Feedback report for
candidates (narrative report
for large scale usage)



Assessor report for
assessment or coaching



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Poll 2:

In which initiative do you (or your organization)/are you (or your organization) likely to use resilience as a tool?

- **Hiring**
- **ADCs (assessment & development centres)**
- **HIPO Identification**
- **Coaching & Executive development**
- **Learning and Development initiatives**
- **Leadership development intervention**
- **Organization restructure**



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How is the Resilience Questionnaire used





Client example:

Leadership development

This is an example of a client using the tool as part of a global leadership development programme

Eisai have been using the Resilience Questionnaire for 7 years. The Eisai L&D teams have been using the tool as part of their Resilience workshop program. **Over 500 Managers across 5 countries** have now gone through the process.



This is a great course for those of you that want to understand how to support individuals in challenging times. We have trained over 200 people on resilience. Senior Managers, First Line Managers and our HR teams. This can be a very engaging workshop, the report is simple to interpret and everyone valued the output. I would recommend the course and the tool

Senior European Training Manager, Eisai





Client example: Recruitment

This is an example of a client using the tool as part of a recruitment programme

Roche in the UK is one of our most important global centres for researching and developing novel medicines, as well as marketing these medicines once they have been developed.

As a consequence Roche are looking for candidates that are able to work in a volatile, uncertain, complex and ambiguous work environment. As a consequence they are assessing candidates against a broader set of requirements that includes skills and experience, with a greater emphasis on the candidates mindset and ability to thrive in an innovative culture.

Using the Resilience Questionnaire Roche have assessed **184 candidates** as part of a deep dive interviewing process. The tool has been used for the recruitment of a range of roles including Sales Managers, Scientists, HR and Finance.



Clients

CRODA

CAPITA

VISA



PEPSICO

Wates



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NHS
Health Education England

NHS
South Western
Ambulance Service
NHS Foundation Trust



NHS
Kent and Medway
NHS and Social Care Partnership Trust



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Resilience in assessment

- 1 to 1 Interviews
- Face to face
- Phone based interviews



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Resilience development in action



1 to 1 Coaching

Focused sessions helping individuals develop their resilience



Workshops

Group sessions designed as a means to upskill multiple people



Integrated well-being programs

A component of a wider well being programme, which could involve apps, e-learning and other programmes



Summary



A critical skill that we can all develop to help us with future challenges and change

Will be a critical skill to help organisations thrive and perform effectively



PSI's The Resilience Questionnaire™

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Avail **24% discount** until **30th September**

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