



**Bouncing Back: Boosting Mental Resilience
and Building Organizational Immunity**

Conference Proceedings

HOW TO HELP EMPLOYEES RECHARGE: ASSESSMENT OF DRIVERS OF RESILIENCE

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Can Individual Resilience be Improved?

With the theme of the 2021 HERO Forum being “Bouncing Back,” attendees have heard a lot about resilience. But what exactly is it, and is it possible to assist someone in becoming more resilient? Resilience can be understood as an individual’s capacity to adapt positively and cope effectively in the face of adversity^{1,2}. Resilience, however, should not be regarded as a trait that some people possess and others do not. Rather, it includes an active process that can be promoted by the development of protective factors such as behaviors, actions, and thoughts^{3,4}. The identification of these essential drivers of resilience is critical not only for the development of valid assessments to measure resilience but also to provide tailoring within the behavior change programs, a best practice for effective interventions.

Development of the Resilience Evaluation Measure (REM-9)

Through reviews of existing literature and discussions with experts, an initial list of potential drivers of resilience was created that included concepts such as having a purpose, time with family and friends, feeling accepted, being grateful, being mindful, and feeling powerless and lonely. Assessment items related to each of the identified concepts were written and a draft assessment was fielded to a nationwide sample in the fall of 2020.

The sample of 611 adults (mean age = 47 years; 57% Female; 66% employed; 70% White, non-Hispanic) completed a 181-item assessment of drivers of resilience. The assessment included the Cantril scale which asks respondents to rate their current and future lives, with individuals being categorized into thriving (36%), struggling (55%), or suffering (9%) based on responses^{5,6}. It is important to note that this measure has been used in a variety of research studies and programs, and before 2020, we have typically reported a much higher rate of individuals thriving (60-70%) and a lower rate suffering (1-2%).

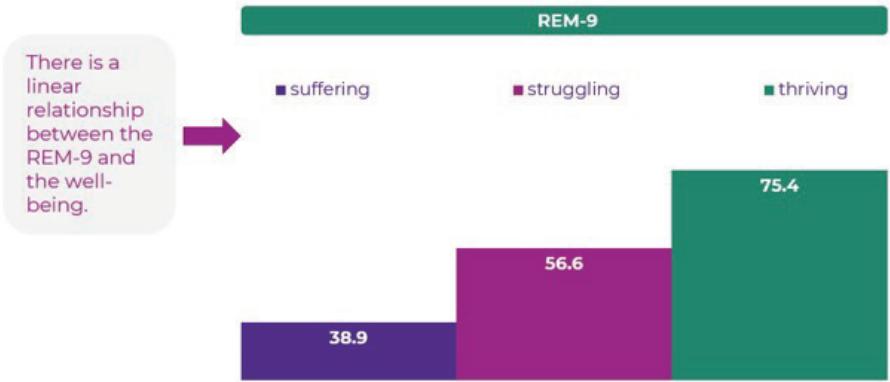
Principal component analyses (PCA) and confirmatory factor analyses (CFA) were conducted to develop the most parsimonious assessment, meaning the simplest measurement model that uses the minimum number of items to explain the most variance in resilience⁷. The CFA confirmed a nine-item measure of resilience (focused on mindset, meaning and connection) indicating an excellent fit to the data ($\chi^2 (27) = 116.78$, CFI = .94, GFI = .92, RMSEA = .10). Factor loadings ranged from .57 to .86 and the Cronbach’s alpha was .90. Scoring for the Resilience Evaluation Measure (REM-9) was based on the Percent of Maximum Possible (POMP) Score. This approach transforms the raw score into a metric from 0 to 100

and is interpreted as percentages of the possible maximum score. Scores were categorized into low, moderate, or high resilience based on means and standard deviations.

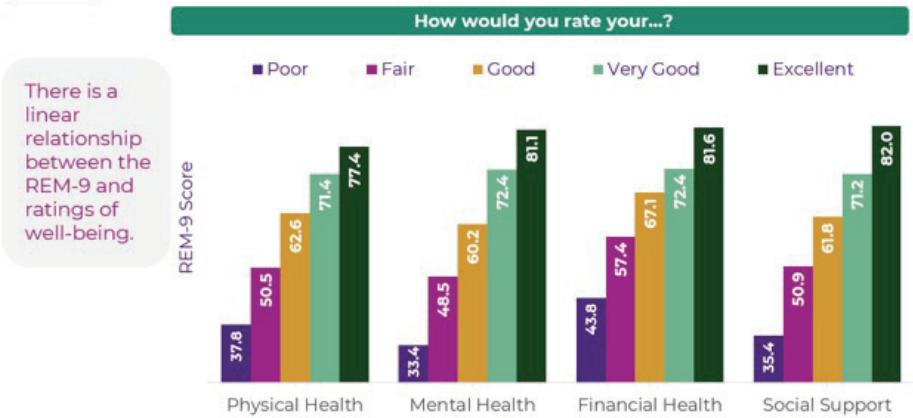
The REM-9 was further analyzed for patterns and relationships with demographic characteristics and previously established measures. While no significant differences were found for gender across the REM, there were significant differences in both employment status and race. White, non-Hispanic individuals tended to have lower scores on the REM compared to those from other races and ethnicities. In addition, employed individuals tended to have higher resilience compared to those not employed. A significant linear relationship was found between the REM-9 and well-being as measured by the Cantril ladder scale and ratings of physical, mental, and financial health as well as social support.

A high correlation ($r=.74$) was found between the REM-9 and the 10 item Connor Davidson Scale⁸, which is a well-established measure of resilience. In addition, a significant linear relationship was found between the REM-9 and 1) the PHQ-2⁹ which measures the degree to which an individual has experienced depressed mood over the past two weeks, 2) the WBA-P, a measure of job performance loss due to well-being related barriers (range 0-100 with higher scores indicating more loss)¹⁰.

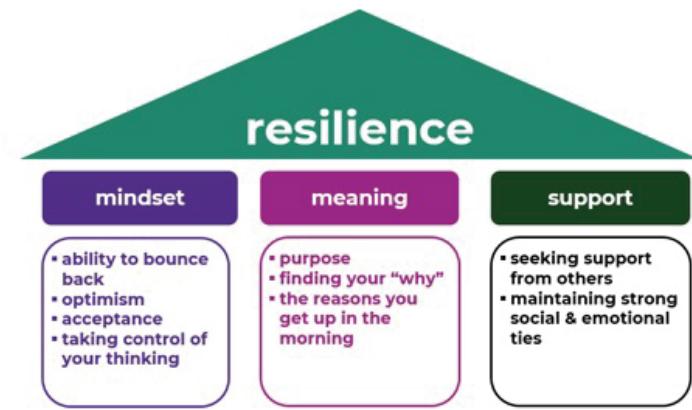
resilience: well-being categories



resilience: well-being



resilience model



Mindset → **Reset**

Meaning → **Rethink**

Support → **Reconnect**

Based upon the REM-9, individuals with high resilience are:

- 65% less likely to experience productivity loss
- 79% less likely to be depressed
- 2x more likely to be satisfied with their career
- 3x more likely to be thriving

- 4x more likely to be in excellent health
- 6x more likely to have excellent financial security

The development of the REM-9 provides an important addition to the resilience field as a validated assessment of drivers of resilience (mindset, meaning, support).

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