

Six Global Companies

Personal & Business Benefits of the Inner Quality Management® Program

Background

Most world-class companies are in the grip of continuous change and transformation and it seems that the pace of change is increasing. Some organizations are in a perpetual re-organization cycle some are struggling with the problems of globalization as they try to rationalize their approach to a “world market.”

But whether it is downsizing, outsourcing, mergers and acquisitions, more sophisticated markets, more demanding customers, more competition, information overload, rapid access and technological changes or all of the above facing a business, there is little doubt that we have created the most complex working environment in history. Some people find this rapidly changing “new-world” challenging and stimulating but many find it stressful and cope with increasing difficulty.

In order for individuals to flourish in such rapidly changing times and perform at their peak they need to be able to handle stress, be more flexible, more adaptable and more resilient. In short they need to be smarter than before.

Science

Recent research by cardiologists and neuroscientists has shown that powerful techniques are available that can generate rapid and significant improvements in:

- ▶ mental clarity, creativity and decision making
- ▶ cardiovascular flexibility
- ▶ hormonal balance
- ▶ immune function

Specifically this research has demonstrated that there is a profound link between productivity, brain function, cardiovascular health and stress. Learning how to consciously change the quality of the internal signal from the heart to the brain enables individuals to maximize cortical function, this is called “brain-heart entrainment.” This enhances clarity, creativity and insight, which are the key factors determining an individual’s personal performance. These techniques are therefore capable of improving personal and organizational effectiveness, adaptability, productivity, and morale.

The Inner Quality Management Program

The Inner Quality Management (IQM) program is based on this scientific research and has been shown to impact a wide variety of health and business performance indicators. The IQM program is formatted as a one-day workshop accommodating up to 20 attendees.

Study Design

Because of this compelling scientific evidence several Global Companies conducted pilot studies to evaluate the efficacy of this new technology within a corporate setting. The success of the pilot programs lead to roll outs to other employees being trained in IQM and the improvements seen remain remarkably consistent. The data presented here represents the impact of the IQM program on nearly 1,400 people at six global companies, as measured by the psychometric survey. These results have been pooled and are presented below.

Psychometric Results

Prior to attending the course, all participants completed an extensive psychometric questionnaire, the Personal and Organizational Quality Assessment (POQA). The POQA addresses individual and business performance issues. It has 58 items scaled to represent 12 constructs. There are five potential responses to each question, ranging from almost never, rarely, occasionally, often or most of the time or, alternatively from strongly disagree, disagree, neutral, agree or strongly agree.

The POQA was repeated after six weeks and six months to determine the impact of the IQM program. In addition to this subjective data some groups underwent objective assessment of their blood pressure and heart rate variability before and after the IQM program. The Company's own medical team gathered this data. The main findings of the POQA are presented below in the form of a table. Some groups have now been followed up at 12 months. The data gathered demonstrates that the improvements seen at 6 months are sustained at 12 months.

1. Personal Data	Pre-IQM	Post IQM		Sample size 1376
	Before	6 weeks	6 months	
I feel tired	49%	31%	32%	Often/Most of the Time
I feel exhausted	38%	20%	21%	Often/Most of the Time
I feel anxious	35%	14%	14%	Often/Most of the Time
I feel worried	33%	12%	15%	Often/Most of the Time
I feel annoyed	29%	12%	11%	Often/Most of the Time
I feel angry	17%	7%	5%	Often/Most of the Time
I feel tense	41%	15%	21%	Often/Most of the Time
I experience sleeplessness	29%	16%	11%	Often/Most of the Time
I have aches and pains	25%	14%	17%	Often/Most Of the Time

2. Business Data	Pre-IQM	Post IQM		Sample size 1376
	Before	6 weeks	6 months	
Intent to leave job	22%	19%	13%	Agree/Strongly Agree
I am focused	63%	68%	82%	Often/Most of the Time
I am satisfied	47%	56%	67%	Often/Most Of the Time
I am an excellent listener	66%	71%	88%	Agree/Strongly Agree
I am perceptive	65%	72%	85%	Agree/Strongly Agree
Home/Work Conflict	54%	44%	45%	Agree/Strongly Agree

Blood Pressure Results

Attendees on the first pilot study had their blood pressure monitored over a three-week period prior to the IQM program. The group average prior to the program was 126/80mmHg. Six weeks after the program, with no other lifestyle changes, the average blood pressure had fallen to 118/78mmHg. That is an 8mmHg drop in systolic blood pressure and a 2 mmHg drop in diastolic blood pressure. One particular individual, whose blood pressure was very high prior to the program (160/100mmHg), had the first normal reading (130/80 mmHg) for the first time in fifteen years according to the Oil Company's Chief Occupational Health Physician. This individual's blood pressure has remained normal now for the 2 years since the IQM program.

This level of blood pressure reduction, if repeated in a large clinical trial, would reduce the incidence of stroke by approximately 60%. The reduction in blood pressure in this pilot study was in keeping with the reduction in blood pressure seen in other groups who have run the IQM program.

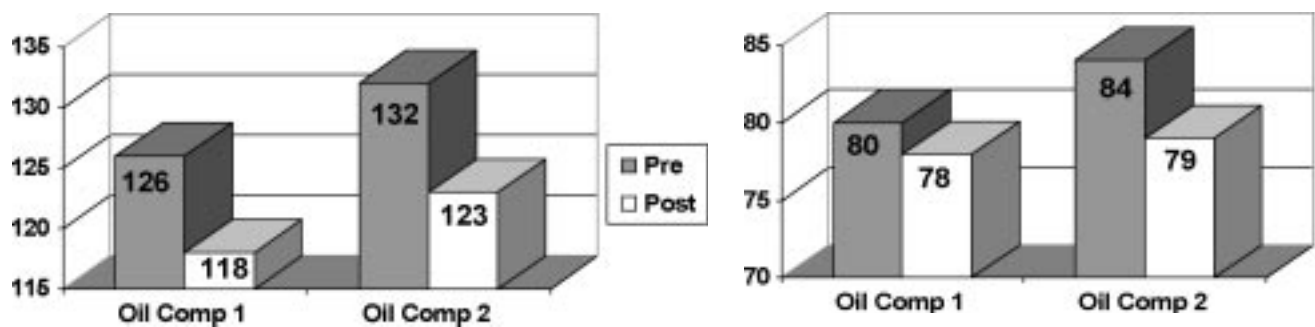


Figure 1. Systolic Blood Pressure / Diastolic Blood Pressure

Heart Rate Variability Results

Heart rate variability (HRV), as measured by the beat-to-beat variation pulse rate derived from a 24-hour electrocardiogram (ECG), is a very sophisticated physiological measure. It has been repeatedly shown to be a very powerful predictor of all cause mortality and is known to be an important measure of overall health.

The scientific literature suggests that HRV should remain stable over time with a gradual deterioration with increasing with age. Significantly reduced HRV suggests an increased risk of disease, premature aging and poor overall health.

Controls

A number of individuals in the pilot studies have had their HRV measured before and after the IQM program. In one pilot study the entire management team underwent HRV analysis. In this study all ten subjects who started to apply the tools after the IQM program saw an objective improvement in their physiology.

These significant objective improvements in physiology, as measured by a range of HRV indices, occurred despite the management team being in the middle of a major divisional re-organization (see Table 1). The improvements in HRV ranged from 10-195% and were achieved in just 8 weeks. This represents a reversal of the normal age-related decline in HRV data and demonstrates that individuals can indeed improve their physiology through practicing effective self-management.

Overall those practicing the techniques taught saw a 20-30% improvement in their data. The improvement in HRV in individuals who practice the techniques has been confirmed in other organizational case studies (see case study 13). We have also observed that the improvement in HRV is closely related to the quality of application of the techniques taught during the IQM program. The biggest improvements in individual physiology have been seen in those individuals who practice most consistently.

Table 1: Percentage change in HRV indices eight weeks post IQM

HRV parameter	S 1	S 2	S 3	S 4	S 5	S 6	S 7	S 8	S 9	S 10	S 11	S 12	S 13
	USERS				NON-USERS								
SDNN	~	~	~	49	6	~	20	~	-10	-28	-21	-26	-9
SDNN index	7	6	~	15	20	~	-14	11	6	11	-6	-15	-18
5-min. VLF	18	15	~	24	58	~	-17	39	79	51	-14	-51	-48
5-min. LF		55	9	75	~	9	-16	18	42	39	-18	-37	-42
5-min. HF	43	36	24	40	10	22	-13	27	14	38	-15	-26	-16
5-min TP	12	24	7	38	35	6	-16	25	21	40	-15	-31	-28
ULF	-8	~	~	195	13	9	47	-8	-13	-54	-41	-52	-15
Total power	~	~	~	140	15	8	40	~	-9	-46	-39	-47	-18

All figures represent % increases except when preceded by a minus sign. ~ indicates changes of <+/-5%

The Benefits of Inner Quality Management

- ▶ 25% of the adult population has high blood pressure (BP). IQM programs conducted at Motorola, plus the data cited here show that IQM can significantly reduce blood pressure in all individuals without the need for medical, dietary or exercise interventions.
- ▶ By the end of the one-day program attendees will learn and be able to use four scientifically based techniques that are highly effective in preventing the negative impact of stress, both psychologically and physiologically.
- ▶ In addition to preventing stress the moment it occurs, these tools will help attendees to achieve peak performance by enhancing their creativity, productivity, and decision making.
- ▶ After one day's training >85% of attendees will be able to use these tools successfully and see for themselves, using computer aided cardiovascular equipment, how their own physiology improves while using the techniques.