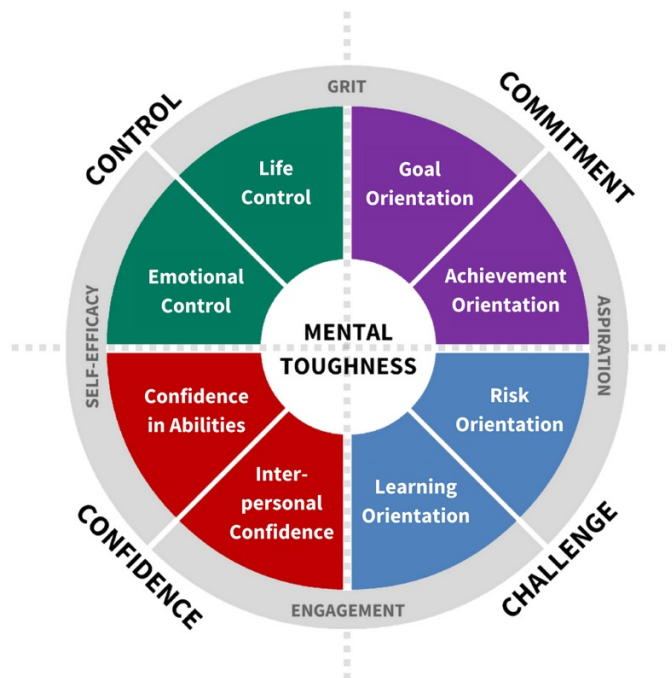


Development Report

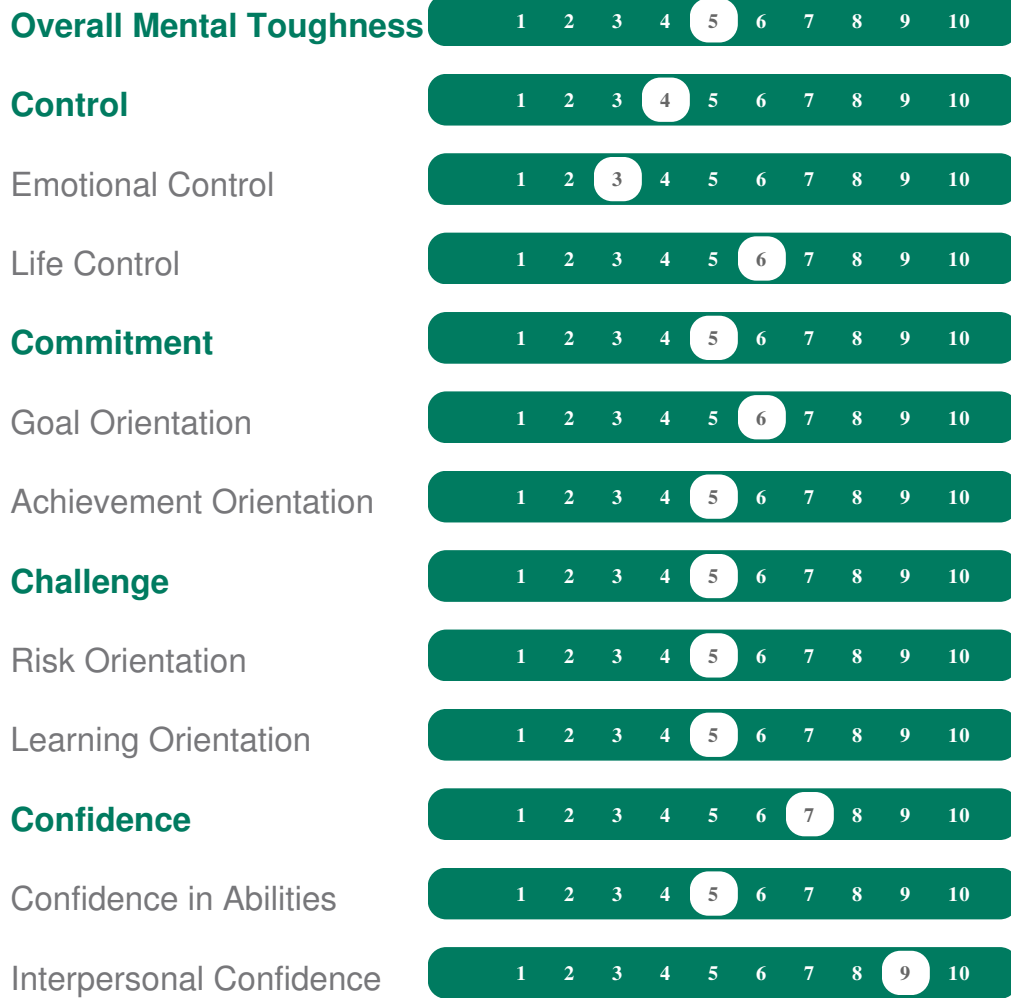
John T Sample 29 November 2017



This Development Report provides the candidate with:

- Feedback on their MTQPLUS scores
- Suggestions for their own development

SUMMARY



Mental Toughness Report for John T Sample

How to use this report

The information used to generate this report was obtained solely from the questionnaire you completed. It represents one source of information. It is important to recognise that other forms of evidence about your mental toughness will exist. The report should be understood within this wider context.

Its purpose is to give you developmental feedback on your mental toughness. This has been achieved by comparing your scores with scores obtained from a large sample of people in the general population.

The best way to maximise the usefulness of this report is to:

- Read the text with an open mind
- Consider the findings carefully. Factor in other information from other sources. For example, you may wish to discuss the report with others - a manager, coach, friend or family member. The report gives you a starting point – the discussion allows you to really get to the truth!
- Then choose to accept all, some or none of the findings presented here. No questionnaire is infallible and you may feel that this report does not represent your mental toughness. That is fine! However, it should provide you with a useful insight into one aspect of the way you interact with the world.

The findings presented here represent a snapshot in time. Your mental toughness can be developed in a number of ways. This report includes some suggestions as to how you can develop some aspects of your mental toughness, if this is appropriate for you.

They are presented in the sections on Challenge, Control, Commitment, and Confidence.

They are designed to give you some ideas, but you may know of many other ways of developing your skills - use these in conjunction with the ideas presented here.

AQR International has developed toolkits of interventions and exercises which support developing each of the elements of Mental Toughness. See: <https://aqrinternational.co.uk/mental-toughness-development-toolkit>

Mental Toughness

Mental Toughness is a personality trait which determines, in some part, how individuals perform when exposed to stressors, pressure, opportunity, and challenge. It can play a significant role in determining how an individual manages stress as well as being a key factor in enabling individuals and organisations to perform at the peak of their abilities.

Mental Toughness

1 2 3 4 **5** 6 7 8 9 10



You are able to cope with most of life's challenges, although, when facing some difficult circumstances, you can feel nervous and a little threatened.

You are fairly confident in your abilities, but your self-belief can be affected by others' criticism. On occasions, you may experience major self-doubts. When opportunities for development present themselves, you are likely to accept the challenge, although the potential for failure may concern you. You might, on occasions, overly focus on things that could go wrong. You are likely to be reasonably comfortable in most social situations, and you will sometimes contribute to group discussions. On occasions, you may find you can't get your point of view across.

You will often achieve your goals, although you may occasionally become distracted when facing difficult circumstances. You are likely to feel in control in many situations and feel that you have some power to influence what goes on around you. However, you will occasionally feel that events have overtaken you a little.

Under normal circumstances, you are in control of your emotions. You tend to be fairly calm and stable but you can, on occasions, feel anxious and worried. You might let this show, which could unsettle others.

Control

1 2 3 **4** 5 6 7 8 9 10

You are likely to feel in control in most situations, although you may occasionally feel that events are overtaking you. Your feelings of control may well vary, as when under pressure you may begin to feel a little helpless at times.

You will manage your anxiety well most of the time when subject to stress and pressure, you may, from time to time, reveal that anxiety to others.

In the workplace, you might find that you work effectively for long periods but occasionally you reach a blockage. This is a normal aspect of life! The challenge is to keep it in proportion. Often this simply means you are worn down and in need of a break.



Emotional Control

1 2 **3** 4 5 6 7 8 9 10

You are quite an anxious individual and you may worry unduly. You may often find it quite hard to relax. You may also find it a little difficult to control your feelings.

You can find it difficult to adjust your emotional responses to different situations and you will usually reveal to others any nervousness you may feel.

You tend to be anxious and more easily upset than others, and will often let this show. However, you will also let people know when you are pleased and happy, and this should help them better understand you.

Development suggestions

- Relaxation techniques, for example, breathing exercises, yoga, or progressive muscular relaxation may help you cope more effectively with stress.
- Give yourself time in the working day to unwind and relax.
- Use imagery to see yourself making a real difference in the world. Run scenarios in your head which show you actually changing the situation.
- Remind yourself repeatedly that what you do really does matter – identify the features and benefits of what you do.
- It can be useful to gather your thoughts and feelings away from other people or with a close friend/colleague or two before engaging with them.
- Try “controlled distraction”. Do something you really like doing for a short while before returning to a worrying or difficult situation. E.g. playing with a pet or listening to a favourite piece of music.
- Use “self-talk” to manage your thoughts.
- Look at how others are responding to the same or similar situations – they are as anxious as you and finds ways of managing it.

Life Control

1 2 3 4 5 **6** 7 8 9 10

Most of the time you believe that what you do will make a difference, but you may, on occasion, see yourself as “going through the motions.”

You are generally fairly influential when something needs to be done.

Obstacles and setbacks can make you stop what you are doing. However, you will mostly find a way of dealing with them.

Development suggestions

- Try to accept that setbacks are normal occurrences.
- Identify the factors you really can control
- Examine any setbacks and – in hindsight – identify what were its causes. Use this for learning – identify what you would now do differently.
- Take time out to recharge “batteries”. It’s not unusual to take on too much.
- Start your next piece of work with a colleague – share the challenge and the problems!
- Check from time to time whether you are persevering with a difficult or impossible task for too long. You may be able to “do it” but it may not be worth it.
- Use visualisation to imagine what success would look like and, importantly, how it feels. Consider, in your mind, what you might have to do to deliver success.

Commitment

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Whilst you will normally stick to your tasks you may, on occasions, become distracted. This may mean that you, occasionally, do not achieve your goals in the most efficient way, or fail to reach the endpoint. You are relatively resilient and will normally be enthusiastic and motivated, but under extreme pressure, your enthusiasm for a particular task may wax and wane. You are usually quite optimistic in outlook, believing that you will succeed. Your optimism will, however, have a degree of variability.

Goal Orientation

1 2 3 4 5 **6** 7 8 9 10

You are fairly goal orientated.

Generally, you like to know what's expected of you. You generally enjoy having a goal to work towards.

When taking on tasks and activities you will have a good idea of what a successful outcome will be. This is a source of motivation for you – you can visualise success and often imagine what that success feels like.

When you achieve a goal, you may sometimes feel driven to do better next time.

At times if you take on too many goals without checking to see if they are all achievable, you may find that this makes life difficult. This can be an issue when accepting goals on behalf of others who may not be as goal driven as you.

Development suggestions

- Goal setting is both a useful activity as well as providing a source of motivation. It is important to recognise that having too many goals can be counterproductive for you and others around you. Take time to prioritise and to plan, particularly bearing in mind the resources available to you.
- Seek to distinguish between goals which are important, urgent and sometimes nice to have.
- If accepting goals on behalf of others, seek to involve them in decision making. It is important to listen to their concerns.
- Take time out to consider your energy and fatigue levels. Goal driven individuals can often over-ride warning signals in their pursuit of goals.
- Use Force Field analysis to try to identify potential obstacles to achieving goals and build solutions into your plans. Many obstacles are predictable.
- Always set specific, measurable, achievable, relevant and time-bound goals - Test goals against the SMART or SMARTER framework.
- Try to be optimistic. There is a lot of truth in the old adage "If you think you can, you can. If you think you won't, you won't".
- Identify what really interests and motivates you and then ensure that you incorporate this into your planning of tasks.

Achievement Orientation

1 2 3 4 **5** 6 7 8 9 10

You will generally put in an effort to achieve your goals – whether they are set by you or by others. However, you can also give up more easily than many – especially when tired or facing too many setbacks and too much pressure.

You can display a reasonable degree of concentration maintaining reasonable levels of mental efforts for moderate lengths of time. Others are likely to see you as conscientiousness and as reliable as most people.

Achieving things does provide a source of satisfaction for you but not always. You can sometimes find ready reasons for not completing something rather than overcoming those obstacles.

At times, you might believe that what you do makes little difference to the task.

Development suggestions

- Identify what really interests and motivates you and then ensure that you incorporate this into your planning of tasks
- Always set specific, measurable, achievable, relevant and time-bound goals.
- Try to be optimistic. There is a lot of truth in the old adage “If you think you can, you can. If you think you won’t, you won’t”.
- Use Force Field analysis to identify blockages to success and how to tackle them.
- Ask others – colleagues, friends, etc – for help and coaching.
- Don’t give up too early. Give yourself a time-out to allow yourself to refocus.
- Use visualisation to imagine what a successful outcome would be. And imagine how that might feel. Imagine what you need to do and how you could do it well.
- Take regular exercise even if it’s a 15-minute walk every day.
- Adopt positive thinking tools and techniques.

Challenge

1 2 3 4 **5** 6 7 8 9 10

You will be able to cope effectively with most of life's challenges and may use these as a way of enhancing your personal development. However, you might shy away from some of the most daunting opportunities. You may at times seek "change for change sake", but you are reasonably accepting of a degree of routine.

You should generally be comfortable working and living in environments and situations where there is a reasonably significant degree of risk, change and challenge. At times of high stress, you may become overly risk avoidant.

You will be comfortable in an environment where there is a balance between predictability and flexibility. Although being happy in comparatively stable and unchanging environments you will usually be able to react quickly to the unexpected when necessary.

Sustained exposure to change and challenge can wear people down and you might find that your enthusiasm for change diminishes in these circumstances. You may experience a sense of "burn out" from time to time.



Risk Orientation

1 2 3 4 **5** 6 7 8 9 10

You are someone who will sometimes deal well with a challenge, change, and variety when it exposes you to new and different experiences, particularly if supported by others. However, you will also appreciate a significant amount of stability in your life and in your work.

Too much change and too many setbacks might wear you out and you can retreat into your comfort zone.

You will accept there is always a better way of doing things and will often be open to exploring these although you might also see the value in keeping things unchanged. You can often see the threat as well as the opportunity in a situation.

Development suggestions

- You may benefit by considering that all the challenges you face can be used to enhance personal development. Recognise each challenge and carefully consider how each one can be used to help you maximise your potential.
- Consider time management tools and techniques to help organise your time and your resources better.
- Work with someone else to help you to review and prioritise your work – particularly when things are changing quickly.
- Put challenges you face into wider perspectives. If asked to do something which appears daunting, check whether others with similar or lesser abilities than you have achieved it.
- Review your goals and targets to check that they are realistic and achievable. Have you genuinely got the resources you need to achieve? If reliant upon others to what extent are they dependable?
- Develop skills in coaching and delegating – to enable your work to be handled and to appreciate the value of adopting a structured approach to work.
- Review and develop team working – to enable resources and priorities within the group to be better focused.
- Review performance regularly – are your goals still achievable; are you beginning to experience “burn out”; what can you do to refresh yourself.

Learning Orientation

1 2 3 4 **5** 6 7 8 9 10

You can respond positively some of the time to challenge, change and opportunity.

You adapt reasonably well to changes and to unexpected changes. Although you will be likely to see opportunity in these challenges you will be just as aware that they carry a threat. You might see the threat as more significant than the opportunity in many situations.

You might not always recognise the lessons to be learned from failures or setbacks, finding the experience to be unpleasant. Major setbacks might throw you and you might need time to recover.

Sometimes, this positive outlook can lead to too much risk, change and challenge – increasing the possibility of a failure and setback.

Development suggestions

- Consider carrying out a SWOT analysis – listing Strengths, Weaknesses, Opportunities and Threats either before taking up a challenge or after its completion. It's useful to let someone review it with you. Then decide "Will I/Did I benefit from doing this?"
- Think about the knowledge skills and behaviours you would like to acquire or develop. Where are the opportunities for developing these? They are often found in exposure to new experiences.
- Where a setback or a failure happens (and it happens to everyone), take a few days before reflecting on what happened and what you have learned – focusing on the positive learning gained. Even if you decide that you don't want to repeat the experience there will always be things you can learn from it.
- Use visualisation to imagine how the experience could have gone differently and what you could have done to shape that. This is also an opportunity for learning.
- When about to do something different and challenging, try carrying out a Force Field Analysis – what would stop you from doing it and what would help you do it. Learning from the experience could be one of the motivations for doing it.

Confidence

1 2 3 4 5 6 **7** 8 9 10



You are reasonably self-assured, having moderate levels of self-confidence. You normally feel you are a worthwhile person.

Typically, you can be relied upon to deliver satisfactorily most of the time. However, if subject to a run of setbacks then your confidence and inner belief will diminish. You will, on occasions, rely on others to help you regain your self-belief.

The challenge here is to restore that feeling of self-worth and self-belief.

Confidence in Abilities

1 2 3 4 **5** 6 7 8 9 10

You have the self-belief to attempt most tasks but you may, on occasions, fail to tackle challenges that you are, in reality, capable of dealing with. You may, on occasions, begin to question your abilities when things go wrong.

You will normally believe that things will come right in the end, but you may become overly self-critical at times, allowing mistakes to prey on your mind.

You can at times doubt that you have the knowledge and skills that others may believe you possess.

Development suggestions

- Praise yourself consciously when you achieve – and seek every opportunity to do so.
- Change your work environment temporarily to set new challenges that are not tainted by recent “failures”. Ensure that you are given the best opportunity for success by devoting time to planning what you are going to do.
- Use the strength of the team to bring you back to full speed.
- Take time off for recovery.
- Consider assertiveness training or personal confidence training to refresh your range of tools and techniques – and ensure that support is there to apply them in the workplace.
- Recognise when you develop new skills and acquire new knowledge – and recognise when you use it.
- Listen carefully for praise and recognition from others – don’t dismiss it or undervalue it.

Interpersonal Confidence

1 2 3 4 5 6 7 8 **9** 10

You are likely to speak out in groups and feel sufficiently confident to argue with others when you feel you are in the right. In general, you will speak your mind and will be willing to take charge of the situation if you feel this is appropriate. You will tend to make your presence felt. You will not be scared of the fact that other people will judge you.

You believe that you can influence others as much as they can influence you.

A potential issue is that your high level of interpersonal confidence may dominate discussions – possibly intimidating some. Quieter members may not get a chance to speak.

Development suggestions

- Beware of over-confidence – you may dominate a group to the point of inhibiting others
- Try to be quiet in groups from time to time – allowing other people to come to the fore.
- Develop and practise active listening. Encourage others to come forward with their thoughts and ideas and let them speak.
- Avoid being too critical of others thoughts and ideas. Your superior oral skills can be challenging for others. Use those skills to praise and support others.
- Hold back in one to one discussions – it's possible to dominate them.



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