

Development Report

This Development Report provides the candidate with

- feedback on their MTQ48 scores
- suggestions for their own development

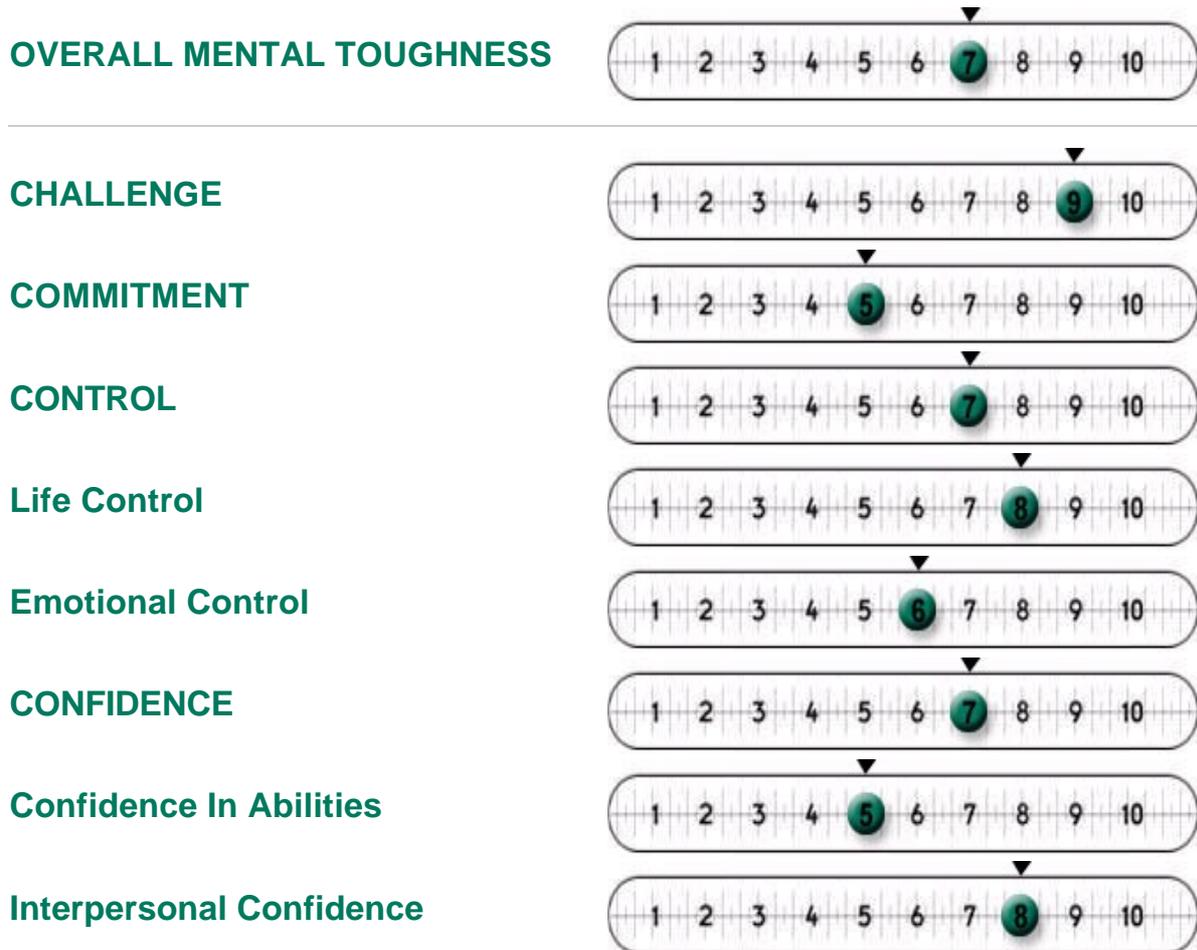


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SUMMARY

STEN GRAPH - Mr Mike Sample



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An introduction to the MTQ48

The MTQ48 is a questionnaire carefully designed to measure Mental Toughness. Mental Toughness is a key element in determining performance in the work place. Until recently there have been few direct ways of measuring it which are both reliable and valid. MTQ48 addresses this shortcoming.

Mental Toughness

Mental toughness can be defined as the quality "which determines in large part how individuals deal with stress, pressure and challenge... irrespective of the prevailing circumstances"

This provides a valuable insight into how an individual approaches challenge, change and stressors in their life and in their work. These factors are ever present in all of our lives. How we respond to them and deal with them can determine our:

- Performance
- Behaviour
- Wellbeing
- Aspirations
- Employability and
- The ability to take difficult situations through to a satisfactory conclusion.

The Mentally Tough Person

The mentally tough person tends to be sociable and outgoing; being able to remain calm and relaxed, they are competitive in many situations and have lower anxiety levels than others. With a high sense of self-belief and an unshakeable faith that they control their own destiny, these individuals can remain relatively unaffected by competition or adversity. It is not always necessary to possess high levels of mental toughness to deal with all situations

The MTQ48

The MTQ48 provides an overall measure of mental toughness and measures of four separate aspects of this concept:

- Challenge
- Control
- Commitment
- Confidence

There are four reports available to you

The Development Report - this report provides the person completing the questionnaire with a narrative describing their mental toughness. In addition, it provides suggestions for how to further develop mental toughness.

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The Assessment Report - this is the only report that can be used when selecting individuals for jobs, or making other personnel decisions. It includes probe questions for the supporting interviews.

The Coaching Report - this report provides the manager with a narrative report on the person completing the questionnaire. As the name suggests it is designed to help managers work more effectively with members of their teams.

The Distance Travelled Report - this report shows an original position on each scale and the current position when an individual completes the measure before and after (or during) a development programme.

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How to use this report

The information used to generate this report was obtained solely from the questionnaire you completed. It represents only one source of information and it is important to recognise that other forms of evidence about your mental toughness will exist. The report should be interpreted 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 your manager, assessor, friend or member of your family. 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 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 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 enhanced in a number of ways. In this report there are suggestions as to how you can develop some aspects of your mental toughness, if this is appropriate. 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.

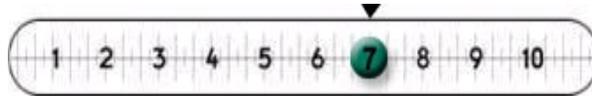
Mental Toughness

Mental Toughness is a quality which determines, in some part, how individuals perform when exposed to stressors, pressure 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 to perform to the peak of their abilities.

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OVERALL MENTAL TOUGHNESS



You are able to cope with most of life's challenges, although, when facing some difficult circumstances you may feel nervous and a little threatened. You are moderately confident in your abilities, but your self-belief may occasionally be affected by others' criticism. Sometimes people do get 'under your skin'.

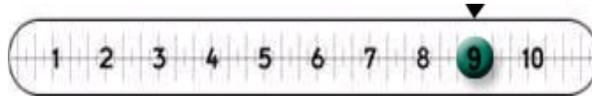
When opportunities for development present themselves, you are likely to accept the challenge, although the potential for failure may concern you. You are likely to be reasonably comfortable in most social situations, and you will usually contribute to group discussions. Occasionally you may feel 'out of your depth'.

You will usually achieve your goals, although you may occasionally become distracted when facing difficult circumstances. You are likely to feel in control in most situations and feel that you have some power to influence what goes on around you. However, you may 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 may, on occasions feel anxious and worried.

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CHALLENGE



You tend to see a challenge as an opportunity rather than a threat, often using it as a way to achieve personal development. You are not intimidated by changes in your routine and you may be actively drawn to fast moving, challenging environments.

You will be comfortable doing things which others may feel are daunting, difficult or even impossible. Responding positively to a challenge is, for you, an opportunity to demonstrate what you can do. You see challenge as an opportunity to shine, not to fail.

You will tend to be "quick on your feet", having an ability to quickly deal with unexpected events. The unexpected will often give you a 'buzz'. However, you may become quickly bored by repetitive tasks, becoming frustrated by what you see as mundane. You will probably appreciate, and often seek out, an unstructured environment that allows you scope to be flexible.

Possible areas for attention include working with others who see challenge and change in a more threatening light. They may be intimidated by your positive approach and it may be difficult, at times, for you to understand why they respond more cautiously.

Similarly your preference for change and variety may mean that you bring lots of new ideas and initiatives to whatever you are involved with. However others with whom you need to work and who prefer a more stable and less changeable life may find this stressful and respond poorly to your enthusiasm for change and challenge.

Finally, you may be TOO optimistic at times. You need to ensure that you build in a reality check to your decisions.

Development suggestions:

- You may need to ensure that you take routine tasks more seriously. Think about their value, and therefor their importance, to the organisation and to others.
- Look at time management tools and techniques to help you organise things better – particularly when working with others.
- Plan your work out more clearly and make it visible. Review progress regularly – perhaps asking someone to prompt you to do this.
- Take time to consider the impact of your ideas and your actions on others on whom you may need to depend to achieve your goals. Consider how they might be made more comfortable with your approach to change and challenge.
- Consider listening skills training – you might need to take into account others needs in carrying out your work.
- Check that you have finished one activity before launching on another.
- Sometimes an activity which looks difficult or impossible, it is impossible or ultimately not worth

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doing. Carry out feasibility checks especially when exposing others to the challenge.

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COMMITMENT



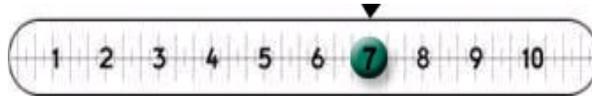
Whilst you will normally stick to your tasks you may, on occasions, become distracted. This may mean that you, occasionally, do not achieve your goals in the most efficient way, or fail to reach the end point. You are relatively resilient and will normally be enthusiastic and motivated, but under extreme 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.

Development suggestions:

- Identify what really interests and motivates you and then ensure that you incorporate this into your planning of task.
- 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".

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CONTROL



You are likely to feel in control in most situations, although you may occasionally feel that events are overtaking you.

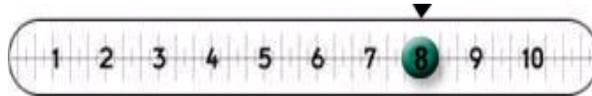
In the workplace you might find that you work effectively for long periods but occasionally you reach a blockage. This is a normal aspect of life! The challenge is to keep it in proportion. Often this simply means you are worn down and in need of a break.

Development suggestions might include:

- 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".
- Start your next piece of work with a colleague – share the challenge and the problems!

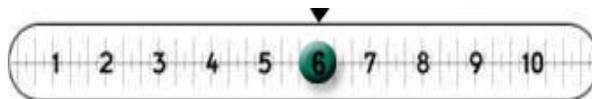
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Life Control



You rarely simply just 'go through the motions', believing that what you do makes a real difference. You feel that you are important and that your actions are telling.

Emotional Control



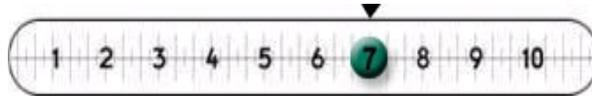
Whilst you may worry about important aspects of your life, you do not usually get this out of proportion. You will normally remain cool, calm and collected but from time to time you may have difficulty in controlling your emotions. These emotional episodes may surprise colleagues and friends.

Development suggestions:

- Use imagery to see yourself making a real difference.
- Remind yourself repeatedly that what you do really matters.
- Recognise the difference between the things that can be controlled by you, the things that you can influence, and the things completely outside your control. Don't try to control the uncontrollable.
- Relaxation techniques, for example breathing exercises, walking, yoga, progressive muscular relaxation, may help you cope effectively with very stressful events.

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CONFIDENCE



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.

Coaching suggestions include:

- Praise yourself consciously when you achieve – and seek every opportunity to do so.
- Change your work environment temporarily to set new challenges what 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 freshen your range of tools and techniques – and ensure that support is there to apply them in the workplace.

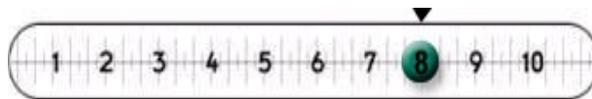
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Confidence In Abilities



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.

Interpersonal Confidence



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 about the fact that other people will judge you.

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.