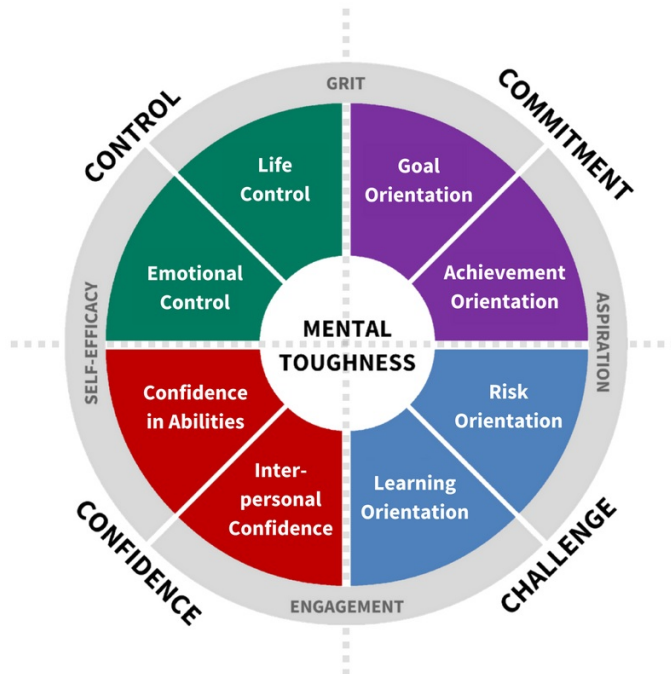


# MTQPlus

## Development Report

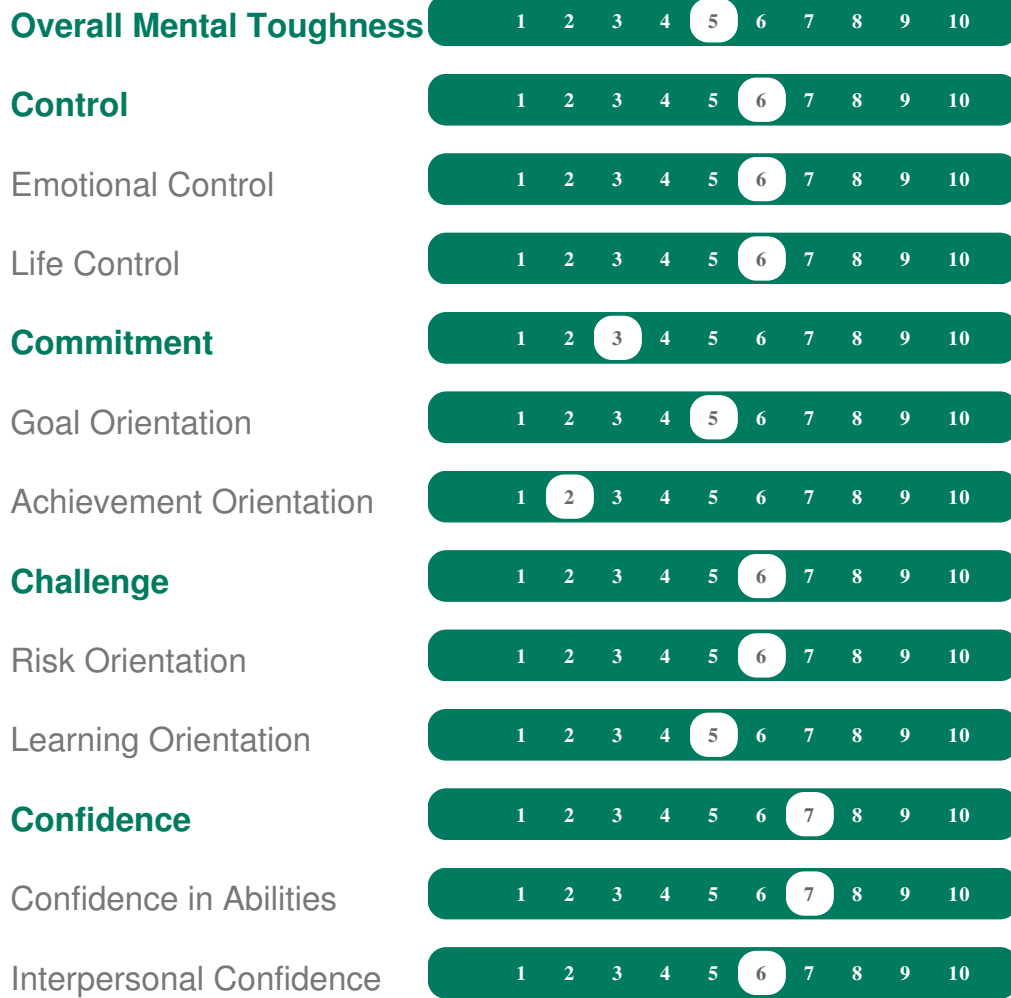
15 September



This Development Report provides the candidate with:

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

# SUMMARY



# Mental Toughness Report for [REDACTED]

---

## 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.

Much of the time you might adopt a “can do” approach to most tasks and events, perhaps instinctively believing in your self-worth and your capacity to achieve almost anything.

Generally managing your anxiety well when subject to stress and pressure, you may occasionally 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

Whilst you may worry about the important aspects of your life, you do not usually get this out of proportion.

You are often able to adjust your emotional responses to different situations and, much of the time, mask any nervousness you may feel.

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
- 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.
- Use "self-talk" to manage your thoughts.

# 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

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



You may become easily diverted from the task at hand. You may find it difficult to complete tasks when facing significant adverse circumstances and you may consequently give up too easily.

You may become unwilling to sustain effort if you believe that you cannot overcome the obstacles in your way.

In general, you may find it hard to summon up enthusiasm for some tasks.



# Goal Orientation

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

You are fairly comfortable working towards goals and targets

Generally, you prefer to know what's expected of you.

Sometimes goals provide a source of motivation for you – you can visualise success and often imagine what that success feels like. At other times they may feel too stretching and your motivation may suffer.

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 others accept goals on your behalf.

## Development suggestions

- 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.
- 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.
- Listen to the concerns of others who may be involved in achieving the goal.
- Break the ultimate goal into more manageable milestones (mini goals to be achieved along the way). The goal may feel more achievable.
- 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".

# Achievement Orientation

1 2 3 4 5 6 7 8 9 10

You will generally give up more easily than most when given tasks and activities – especially where there are setbacks or fairly high levels of pressure.

You may find it difficult to maintain concentration and to maintain mental concentration for more than a short period. You can often feel tired after a moderate amount of effort.

You might believe that what you do makes little difference to the task and may not always see the point of the work you do.

Achieving things is unlikely to be a major source of satisfaction for you.

## Development suggestions

- Identify what really interests and motivates you and then ensure that you incorporate this into your planning of tasks.
- When asked to do something take time to analyse it to identify how you can achieve. Use structured problem-solving tools and techniques (5 whys', SWOT, mind mapping, etc)
- 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.
- 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. You may, at times, seek "change for change sake", but you are reasonably accepting of a degree of routine.

You may be attracted to environments and situations where there is a reasonably significant degree of risk, change, and challenge.

You will be most comfortable in an environment that provides you with a balance of predictability and flexibility, but you will usually be able to react quickly to the unexpected when necessary.

Sustained exposure to change and challenge can wear some people down and you might find that your enthusiasm for change diminishes in these circumstances. This may be particularly so if your confidence score is also low or low average.



# Risk Orientation

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

You are someone who deals well for the most part with a challenge, change, and variety. You will often try new things, carry out new activities, meet new people, etc especially when it exposes you to new and different experiences.

You are quite happy to take risks and attempt things that many find too challenging. You will often have a go at something that would otherwise frighten you. You are alert to opportunities and will often try them when they come along.

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

On occasion, you may take on too much risk. If there isn't enough change or variety, you might also provoke change to make things interesting.

## 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.
- 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? Are the demands you make of others reasonable in all the circumstances.
- Work with someone else to help you to review and prioritise your work – particularly when things are changing quickly.
- 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.

# 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 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 might 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.

# Interpersonal Confidence

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

You will tend to feel comfortable in groups, but you may not always speak your mind when you have something to say. You will sometimes be willing to take charge of a situation, but on some occasions, you may fail to act proactively. Normally, you will play a significant role when working with other people.

You can, at times allow yourself to be influenced by others when you know inside you are right.

## Development suggestions

- List 5 positives about yourself. Work with your manager, a friend, a colleague or family to identify these. In times of stress repeat them to yourself.
- Make sure that if you have something to say that you say it!
- Monitor your self-talk – be aware of how many times you have negative thoughts about yourself – then simply tell yourself to STOP when you are about to think a negative thought. It is as easy to think positively as negatively – so choose the former.
- Get other people to tell you positives about yourself.
- Don't dwell on mistakes. Avoid over-generalising – one mistake does not mean that everything is wrong. Also, avoid 'black and white' thinking – mistakes are not all bad. In fact, they provide a very useful form of feedback which can be used to help improve your work performance.
- When faced by others who are challenging or dominating, respond by asking questions such as "why do you say that?" and "what led you to think that?" rather than challenging directly.
- Volunteer to do short talks or presentations, initially to "safe" audiences.
- Use visualisation to imagine how you would handle a conversation or presentation more effectively.
- Don't worry about not knowing the answer to every question. No-one knows everything about every subject. Acknowledge the question and offer to come back with an answer.





**AQR**

aqr

01244 572050

[www.aqr.co.uk](http://www.aqr.co.uk)